



Webinar

# Embedding People and Just Transition: An Imperative for Climate Transition Plans

**May 22, 2025**

4:00 PM – 5:00 PM CEST

10:00 AM – 11:00 AM EDT

7:00 AM – 8:00 AM PDT



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# With You Today



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# Business Transformation for a Just and Sustainable World

BSR is a sustainable business network and consultancy focused on creating a world in which all people can thrive on a healthy planet.

With offices in Asia, Europe, and North America, BSR provides its 300+ member companies with insight, advice, and collaborative initiatives to help them see a changing world more clearly, create long-term value, and scale impact.



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Mission

200+

Global Staff

11

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30+

Years of  
experience

6

Focus  
Areas

300+

Member  
Companies

20+

Collaborative  
Initiatives

# Climate Transition Plan Event Series



Co-hosted with:



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# Today's agenda

**May 22, 2025**

4:00 PM – 5:00 PM CEST

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7:00 AM – 8:00 AM PDT

15'

**Welcome and Scene Setting:** Embedding Just Transition in Climate Transition Plans

15'

**Recommendations from World Benchmarking Alliance's New Guidance**

25'

**Fireside Chat and Q&A with Grundfos and Vale**

5'

**Wrap up**

# Today's objectives



Gain insight into how business climate actions affect workers and communities, both positively and negatively



Understand the concept of a just transition and explore practical approaches companies can implement



Learn effective strategies for communicating just transition considerations within your CTP

# Chatham House Rule

When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.



# SETTING THE SCENE

# Poll time!



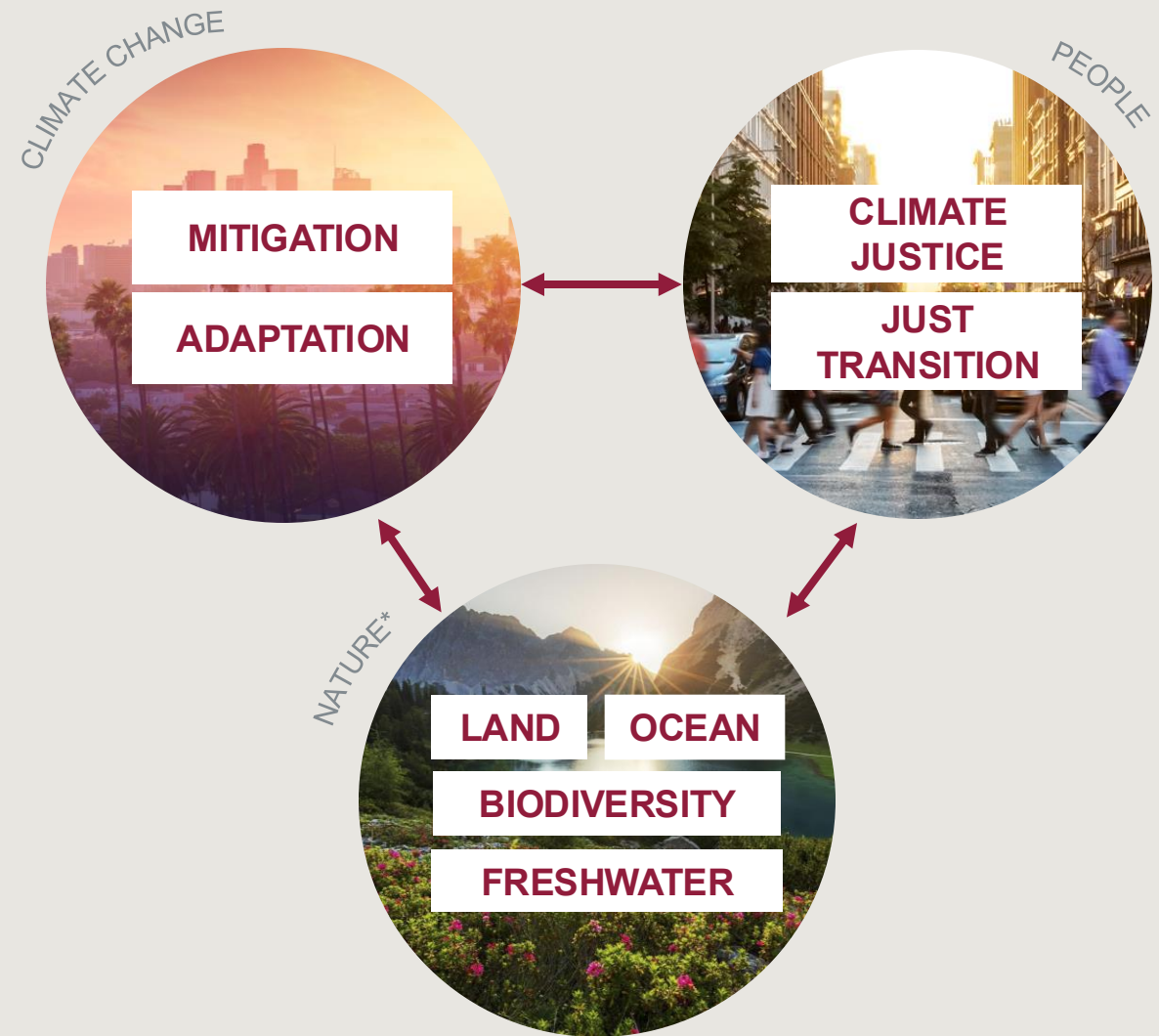
# There is a strong momentum to deliver ambitious climate transition plans

“Climate transition plans are a **set of actions and accountability mechanisms** that ensure **business strategies and operations deliver GHG emissions reductions and a just net-zero transition.**”

– BSR

- ▶ **Ensuring business resilience**
- ▶ **Anticipating compliance**
- ▶ **Meeting the global agenda**
- ▶ **Surpassing stakeholder expectations**

# CTPs Are Not Only About Climate but Towards a Holistic Approach



\*aligned with SBTN Hubs

# Climate and human rights impacts are increasingly recognized as interconnected



In 2022, the UN General Assembly declared access to a clean, healthy, and sustainable environment a human right.



Countries across the world, from South Korea, to the EU, are increasingly recognizing the need for both environmental and human rights due diligence in the private sector.



The European Court of Human Rights ruled that protecting people from the harmful impacts of climate change is a human rights issue.

# Workers and communities are experiencing human rights impacts from climate change and from company climate action

**Climate Resilience  
to Physical Impacts**



**Impacts on Workers  
and Communities in  
Transitioning Industries**



**Impacts in the Clean  
Energy Value Chain**



**Impacts on Rights of  
Communities to  
Achieve Net-Zero  
Commitments**



# DEEP DIVE JUST TRANSITION



**Jenna Kowalevsky**  
Manager, Human  
Rights

*BSR*

# Climate and human rights are the foundation of the just transition

Companies are taking different approaches to Just Transition: some start from a climate angle, others from a human rights angle. However, it is fundamental to connect both teams and bridge conceptual silos.

## Commitment to climate action

- ➔ Set short- and long-term science-based targets aligned with meeting net-zero emissions by 2050
- ➔ Include social implications when designing climate roadmaps and strategies
- ➔ Draft a climate transition plan including a just transition lens

## Commitment to human rights

- ➔ Make a public commitment to respect human rights
- ➔ Conduct ongoing human rights due diligence of climate action
- ➔ Provide individuals who may have their rights violated with remedy

# Just Transition is both an outcome and a process

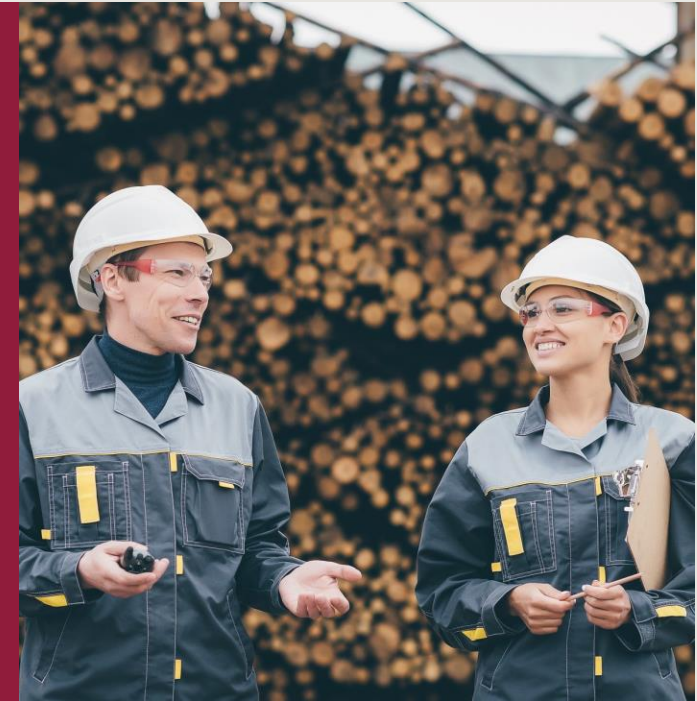
## An Outcome

An inclusive, green future that maximizes the social and economic opportunities for workers and communities in the net-zero transition.

## A Process

A partnership with those impacted by the transition to net-zero, involving people as active participants in the transition.

“A Just Transition means **greening the economy in a way that is as fair and inclusive as possible** to everyone concerned, creating decent work opportunities and leaving no one behind. A Just Transition involves **maximizing the social and economic opportunities of climate action**, while **minimizing and carefully managing any challenges** – including through effective social dialogue among all groups impacted, and respect for fundamental labour principles and rights.”  
– The International Labour Organization



# Meaningful stakeholder engagement and social dialogue are central to a just transition

“**Stakeholder engagement** is an ongoing process of interaction and dialogue between a company and its potentially affected stakeholders that enables the company to hear, understand and respond to their interests and concerns, including through collaborative approaches.”

- Office of the High Commissioner on Human Rights

“**Social Dialogue** includes all types of negotiation, consultation or simply exchange of information between, or among, representatives of governments, employers and workers, on issues of common interest relating to economic and social policy.”

- International Labour Organization

## Multiple forms of engagement exist, including:

- Formal consultations
- Free, prior, and informed consent processes
- Social dialogue with workers and worker representatives

- Community town halls or roundtables
- Tripartite dialogue (governments, employers and workers organizations)
- And more...

# The transition to a low carbon, green economy has risks for workers



- **Employment dislocation and job losses** in high-emitting sectors (and their supply chains) and roles that rely on fossil fuels



- Lack or **mismatch of skills and available training** to enable the transition to greener technologies and positions



- Issues of **labor and human rights** in green economic activities and the transition into green jobs



- **Gender inequality** in workforce transition and access to skills development, and non-inclusion of other underrepresented groups

# Climate transition plans are increasingly expected to address people and just transition

Besides regulatory requirements, we see increasing expectations among other stakeholders and actors shaping the sustainability landscape to integrate just transition considerations in climate transition plans.



There are increasingly **resolutions from investors** calling for climate transition plans that include just transitions plans for workers and communities in the transition to a net zero economy, including **GFANZ** that recognizes the need for integration of just transition considerations.

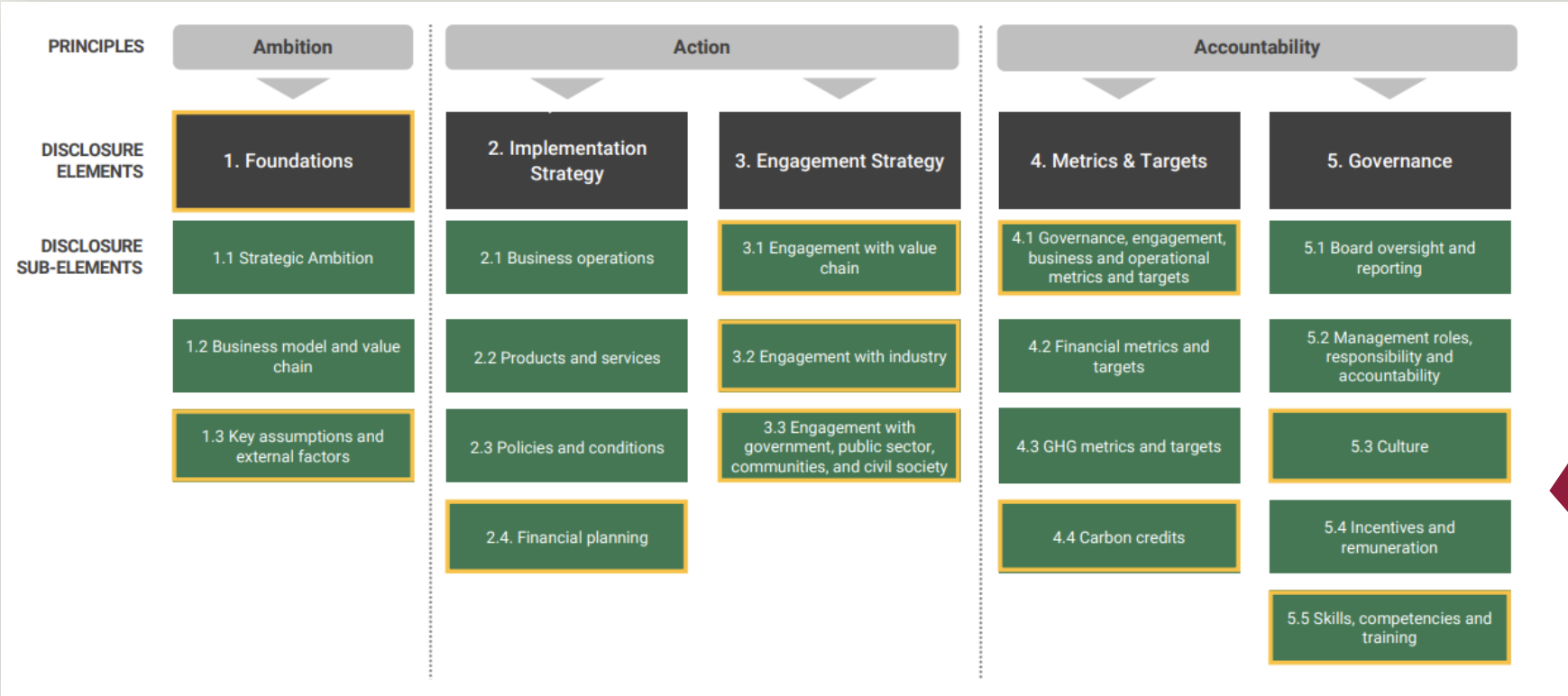


**Corporate leaders** in the CTP space are integrating just transition into their CTPs, including **General Mills, HSBC,** and **Mercedes-Benz**.



There is **consensus among organizations** playing a role in **shaping the corporate sustainability landscape** that just transition is a crucial element in CTPs.

# Climate transition plan elements that include just transition aspects



- Yellow highlighted elements include at least one of three just transition priority actions:
  - Anticipate, assess and minimize social risks of the transition
  - Identify, enable, and maximize opportunities and benefits of the transition
  - Ensure meaningful participation and dialogue in planning and execution

# Examples Just Transition Integration in Climate Transition Plans



LEVI STRAUSS & CO. Our ambition Our impact Our plan for change Our strategy Working together for change Resources & Glossary



## Supporting a just transition

Climate change poses a risk to global economic development and will further exacerbate social inequalities, the most severe of which will be experienced by groups of marginalized people whose livelihoods are already at risk. These same people will also be unlikely to participate and benefit from decarbonization and the circular economy, further leading to greater inequality and jeopardizing a just transition.

Despite decades of effort to protect the rights of workers and foster worker well-being, more is required to ensure a just transition. We recognize that we are in the beginning of our journey to understanding the risks and opportunities at the intersection of climate and human rights. We are committed to advancing our learning and integrating climate justice into our operations, partnerships, and sustainability strategies.

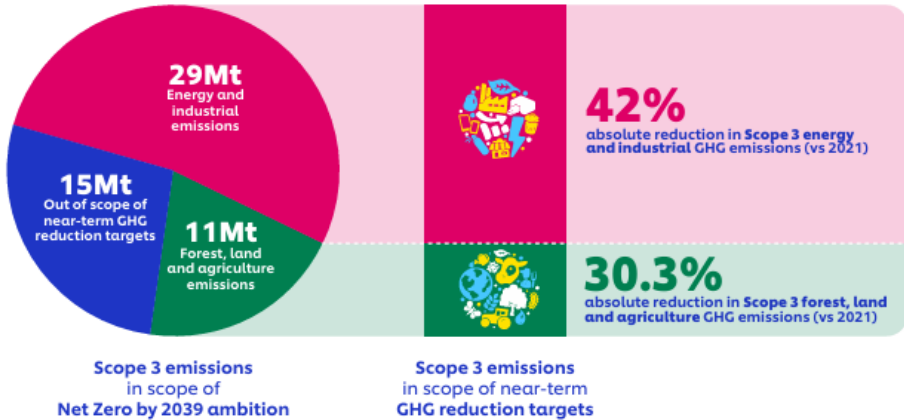


## LEVI STRAUSS & CO.

- Starting in 2024, we will continue to partner with a leading consultancy firm to:
- 1 Develop a corporate-wide set of just transition principles and definitions relevant to L&SCo. These principles will articulate what a just transition means to our company and how we intend to carry these principles out. This will be informed by work completed to date, existing external standards, definitions, current and pending regulation and stakeholder definitions.
  - 2 Identify and understand the full range of vulnerable groups of people and constituencies – workers and communities – along with geographies relevant to our business and operations that are impacted by climate change.
  - 3 Assess existing programs, investments, and partnerships, and specifically those that focus on moving from a linear to a circular economy and decarbonization against a set of parameters that will enable business functions to determine activity relevant to the just transition.
  - 4 Define and prioritize salient gaps and actionable recommendations that can be adopted and implemented into our supply chain and business operations. Recommendations should be localized to meet the specific needs of workers and/or the communities we operate in and support identification of any new programming in areas that have been under-invested. Implementation will occur over the next 2-5 years.

Levi Strauss & Co integrates the just transition in its strategy of the climate transition plan explicitly and outlines its 2024 action plan. Further, Levi Strauss & Co integrates just transition in its stakeholder management and aims to support suppliers on the just transition.

- Unilever's just transition strategy is reflected in its CTAP, People & Policy and sustainability initiatives, such as their Compass for Sustainable Growth. The **CTAP is managed by the Unilever Leadership Executive**, while the P&N Policy addresses requirements for no deforestation, traceability and human rights in the supply chain.



## Industry peers

Our shared raw material and manufacturing supply chains necessitate collective commitment. We cannot decarbonize and achieve a just transition operating alone.

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## Suppliers

Over time, we will continue to give preference to suppliers that help us meet our climate goals, mitigate climate risks, and work together to enable a low-carbon and just transition.

Get in touch about how we can help your organization transition and resources available.

## Policy makers

Government leadership is essential for widespread action. Enacting laws and regulations to improve energy infrastructure, increase renewable energy, and ensure a just transition will be critical to a 1.5°C degree future.

Work across geographies to improve harmonization of laws with a focus on decarbonization and enacting smart policy that delivers just and equitable outcomes.

# Examples Just Transition Integration in Climate Transition Plans

Within their CTAP, BHP formalized a dedicated section on how they are managing physical risks, including the people side and the equity side.

- Their approach is grounded in their existing strategies, policies, standards and frameworks in relation to our people, the environment, communities and other stakeholders and partners.
- They committed to a set of principles that guide their approach to equitable change and transitions
- They demonstrated how they effectively implement their approach with a case study (planned closure of an open-cut energy coal mine)



## Equitable change and transition

We aim to ensure change and transitions are equitable, and we are implementing this approach at Mt Arthur Coal.

### Our approach to equitable change and transition

**Spotlight: Our equitable change and transition principles**

We recognise many of the communities where we operate rely on mining and associated activities to support their livelihoods.

We aim to ensure change and transitions are equitable and deliberately considered across the lifecycle of our business and for the communities where we operate.

We also acknowledge and consider that, while the energy transition is essential, it must be aligned with obligations and the UN Development Goals.

**Our approach to equitable change and transition**

**Spotlight: Our equitable change and transition principles**

We have committed to principles that guide our approach to equitable change and transitions:

- **Create opportunity for meaningful engagement and co-designed processes:** We will seek to develop relationships with stakeholders and partners, including government, local businesses, community members, suppliers, indigenous peoples and workers, that support understanding of the issues and co-creation of solutions. We will communicate transparently on the types of changes the business needs to make and enable active participation of those most impacted.
- **Recognise our responsibility to our workforce:** Where a major change in our business is expected to affect our workforce, we will engage in meaningful dialogue and support those impacted.
- **Recognise the impacts associated with gender, land connectedness and social and economic vulnerability:** We will not assume all people are affected similarly. We will seek to understand how impacts may be differently experienced, including for indigenous peoples, and recognise plans and solutions must take into account the particular strengths of each community and tackle the unique impacts

**Case study: Equitable transition for our Mt Arthur Coal mine**

**Implementation**

Our approach is grounded in our policies, standards and frameworks in relation to our people, the environment, communities and other stakeholders and partners.

As equitable change is founded in human rights, our approach is grounded in our policies, standards and frameworks in relation to our people, the environment, communities and other stakeholders and partners.

Our social value framework directly support equal outcomes for all.

– **Decarbonisation:** land use options to nature-based mitigation measures with peat ecosystems and peat

**Workforce**

Our "Tomorrow, together" program aims to support our employees to identify and progress towards a career pathway that will be most appropriate for their circumstances post-closure of Mt Arthur Coal. The program is about understanding each individual BHP employee's future aspirations beyond FY2030 and how we can help support them to achieve these aspirations.

Key themes identified from these discussions have led us to offer free financial planning advice for all employees. Career advice sessions will also be available to enable individual career pathway plans for those who may decide to leave the mining industry as part of the planned closure.

We are also engaging in contractor and supplier forums and we are working on a plan to help support a transition for contractors and suppliers who depend on Mt Arthur Coal. We recognise individual needs are unique for each contractor and supplier and their workforces.

In FY2024, as part of our engagement with other regions undertaking a similar transition away from energy coal mining, our Mt Arthur Coal team members undertook a site visit to Colliie in Western Australia. This provided an understanding of the State Government's Colliie Just Transition Plan and how it is being implemented, which will see Colliie's coal-fired power stations retired by FY2030.

**Community**

We recognise the importance of community self-determination as we prepare to cease mining at Mt Arthur Coal. BHP is listening to community members and other external stakeholders and partners to better understand their values and aspirations for the region.

Through our assessment of closure legacy expectations and a research project with the University of Newcastle, we have undertaken stakeholder interviews, community surveys and workshops to explore key issues and opportunities and understand how we can work in partnership to enable the continuation of a prosperous and diverse Upper Hunter region. It is anticipated these initiatives will help inform future plans and community investment programs.

**Future land use options**

Our rehabilitation strategy for Mt Arthur Coal is being progressively implemented as part of the current mining phase and will continue post-closure. Rehabilitation aims to improve the native ecosystem and enhance the native woodland habitat. Our strategy is supported by rehabilitation completion criteria and performance indicators, overseen by the New South Wales State Government.

We are engaging with multiple stakeholders and partners to seek ideas and feedback on the transition and closure of the Mt Arthur Coal mine. We have completed a land capability assessment for the site and we continue to explore opportunities to facilitate the ongoing use of the land at Mt Arthur Coal to enable alternative re-uses, such as recreation, large-scale renewable electricity generation, and land uses with high economic diversity and value.

There are a number of post-closure land use options that have the potential to generate social, cultural, environmental and economic benefit locally and regionally, as well as creating greater economic diversification for the Hunter Valley.

We will continue to work closely with key stakeholders and partners, including the community and government agencies, to determine the most appropriate land use options in closure. Most alternative land uses will require planning and approval by both BHP and government agencies.

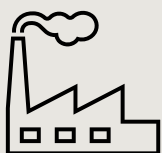
**Key actions**

- Obtain a decision on government approval of our mining extension. The decision is expected in the first half of FY2025
- Continue to support employees in transition career planning, skill mapping and attainment of new skills
- Continue progressive environmental rehabilitation

Community-based events, like the Upper Hunter Great Cattle Dog Muster, give the Mt Arthur Coal team a chance to both listen and share about the mine's future.

# What comes next: Beyond mitigation action how to apply the just transition lens to adaptation measures?

## MITIGATION ACTIONS



### Transition Out

- Encompasses all activities related to the shift away from fossil fuels and other emissions-intensive industries.
- *Example actions include:*
  - *Exiting carbon-intensive investments*
  - *Eliminating gasoline and diesel vehicles from fleet*



### Transition In

- Encompasses all activities related to the shift towards a green economy, clean energy, and low-carbon industries.
- *Example actions include:*
  - *Switching to utilizing renewable energy*
  - *Utilizing sustainable construction materials and products*



### Other Net Zero Actions

- Encompasses all other activities related to reducing GHG emissions, including in industries where it is especially challenging given currently available abatement technology (e.g., heavy industry, transportation, and construction industries).
- *Example actions include:*
  - *Buying carbon offsets*
  - *Energy efficiency measures*

## ADAPTATION ACTIONS



### Physical Impacts

- Encompasses all actions taken by business to respond to the physical risks and impacts of climate change.
- *Example actions include:*
  - *Repairing (climate) damaged infrastructure or reinforcing it to prevent future damage*
  - *Sourcing water from alternate locations due to reduced local water supply*

# DEEP DIVE JUST TRANSITION



**Joachim Roth**  
Climate Policy Lead

*World Benchmarking Alliance*

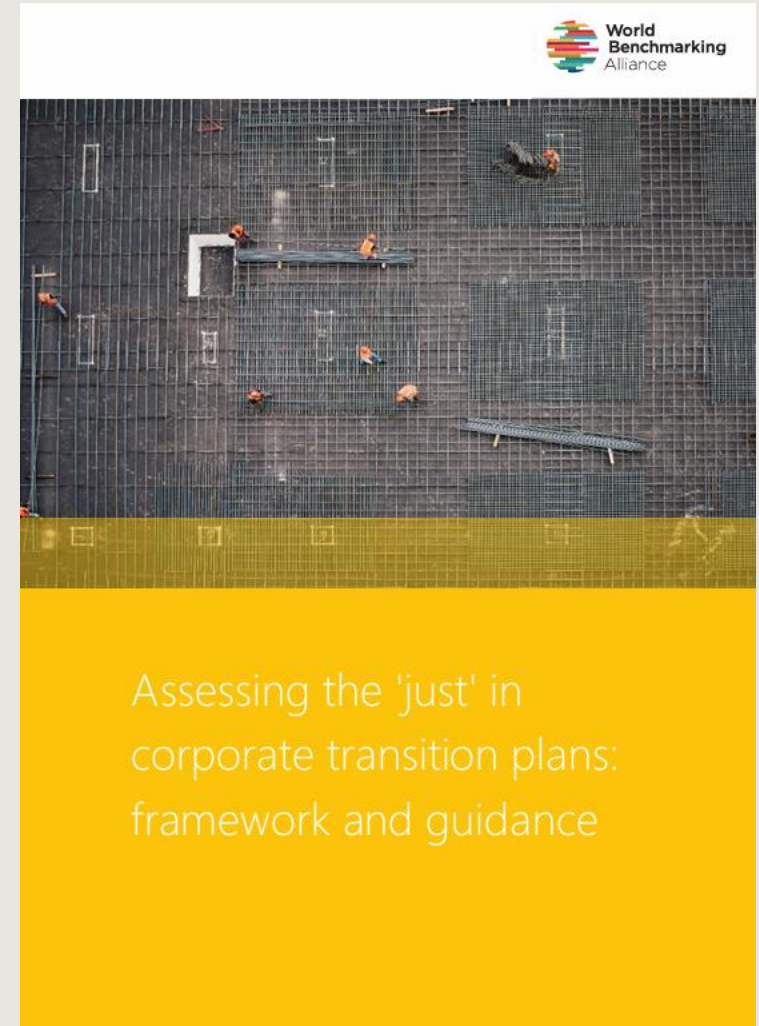


# WBA just transition working group

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# Assessing the 'just' in corporate transition plans

- [Framework and guidance](#) to assess the 'just' in corporate' transition plans
  - Connects to other work launched on [Assessing the credibility of company transition plans](#) (ATP-COL)
  - Paper integrates interviews with companies, unions and industry associations.
  - This work builds on discussions with our just transition working group members.
  - The paper benefitted from a just transition monitoring and evaluation workshop hosted by South Africa PCC, ICAT and WRI under Chatham House rules.



# Core aim

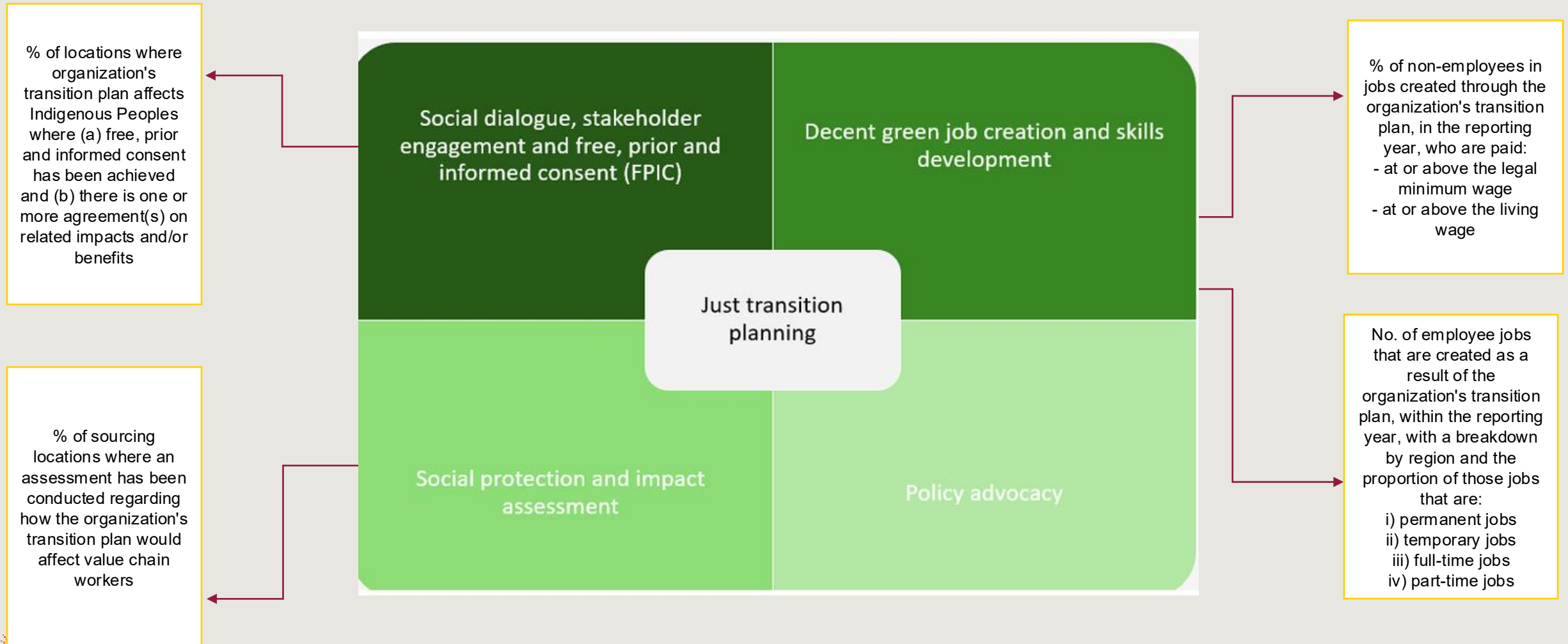
**The core aim of the report is** to provide more guidance for preparers and assessors of corporate transition plans, as to how just the transition plan is and to what extent this aspect is robust. This is important given the increasing prominence of just transition frameworks and indicators that can without guidance create more confusion for assessors of transition plans.

# Recommendations



1. Companies should use a bottom-up approach to just transition, rooted in social dialogue, meaningful stakeholder engagement, labour rights, decent work, and robust HREDD and transition planning.
2. Assessors should tailor their evaluations to the company's local context, sector, and internal and external implementation factors.
3. Assessors can use a typology of transitions to better identify social impacts, risks and opportunities linked to companies' transition plans.
4. Assessors should use just transition indicators at the national, company and project levels to assess alignment with local and sectoral contexts. Just transition observatories can help connect insights across these levels.
5. Governments and the UN should clarify business responsibilities in advancing just transitions and invest in the transition itself. Integrating just transition principles into sustainability reporting standards, HREDD and transition planning policy and taxonomies is one way forward.

# Measuring just transition implementation by corporates



# Stages of just transition implementation for corporates

## Stronger alignment

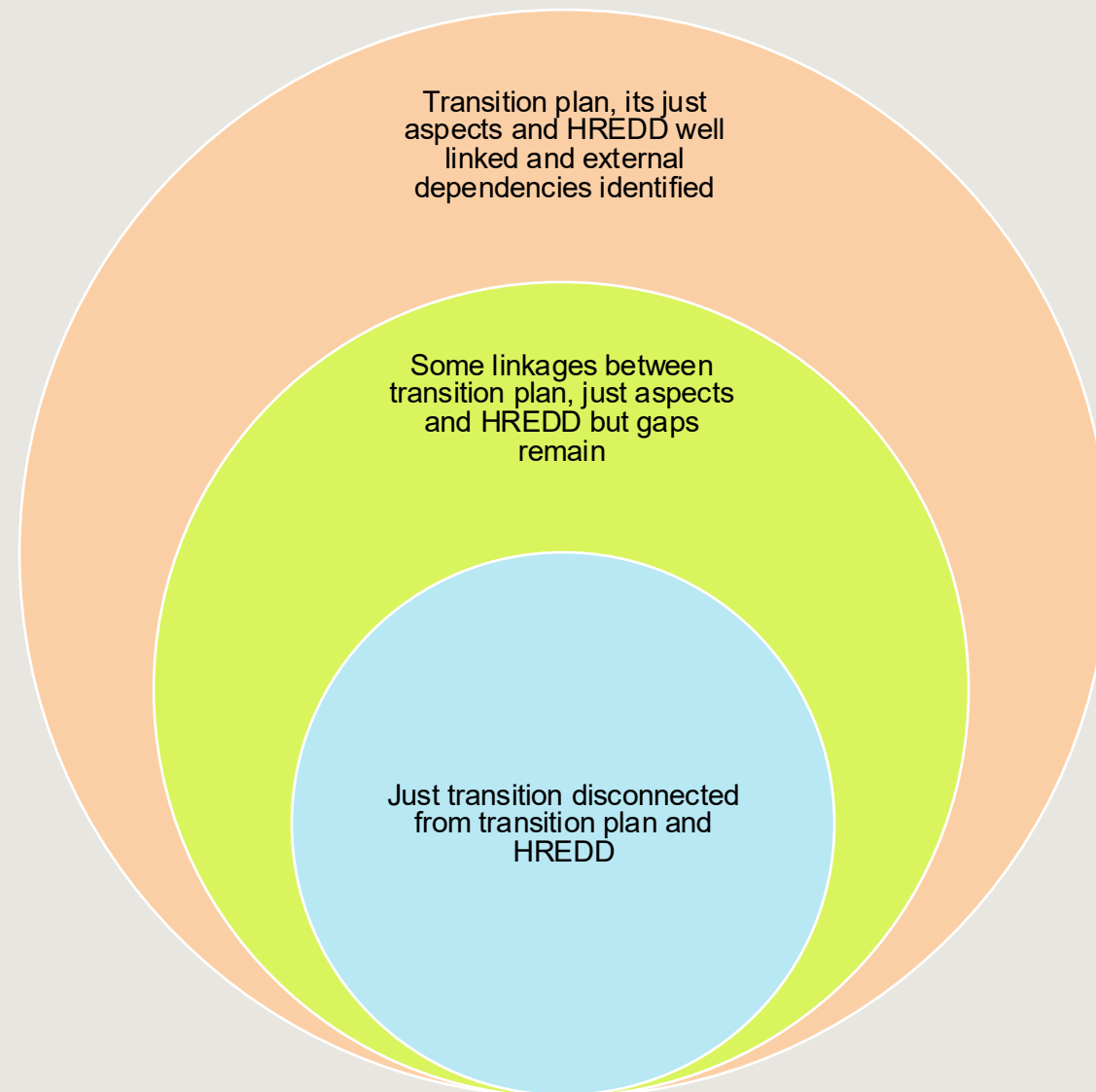
- Company performs above average both on ACT and its social assessment. For example, for ACT the company would have a minimum performance score of 12/20.
- Company discloses material information on just transition based on indicators identified in this paper and links this to the types of transitions it is undergoing.
- Company identifies the external dependencies including working with governments, unions and employer groups to implement its transition plan in a just way.

## Some alignment

- Company performs above average on WBA's ACT or social assessment methodologies but not necessarily on both.
- Gaps remain for example company GHG emissions off track based on 1.5C aligned low carbon pathway and its HREDD may not have sufficient board level oversight and is limited to direct workforce.
- Company has more just transition practices, but they are not sufficiently linked to the types of transitions it is undergoing and its sectoral pathways/technology choices.

## Not aligned

- Company may show elements of just transition such as creating green jobs through green hydrogen export hub etc.
- However, when assessing more closely the HREDD and transition planning of these companies many gaps remain
- Company performs below average on climate and social using WBA's ACT and social assessment methodologies.



# Just transition implications of sectoral pathways (steel/heavy industry)

## CCS/CCUS

- In short term less impacts for workers
- Stranded asset risks potentially affects workers and all stakeholders in the medium-long run
- Harms may be shifted onto local communities due to negative air pollution, and environmental impacts

## Biomass based steel making

- Can only substitute a small portion of fossil materials in the coking process
- Human rights impacts linked to land grabbing and food security concerns

## Hydrogen Direct Reduction of Iron ore (H-DRI)

- Potential to reconfigure global value chains
- Scale up of wind and solar infrastructure and the associated electricity requirements may also affect local communities

Source: Swennenhuis (2022) et al

## Compare roadmaps.

COUNTRIES & GROUPS SECTORS IN FOCUS ROADMAP ENABLERS WHO COMMISSIONED IT WHO DEVELOPED IT EMISSION REDUCTION

All countries ↓ All sectors ↓ All enablers ↓ All actor types ↓ All actor types ↓ 0% 100%

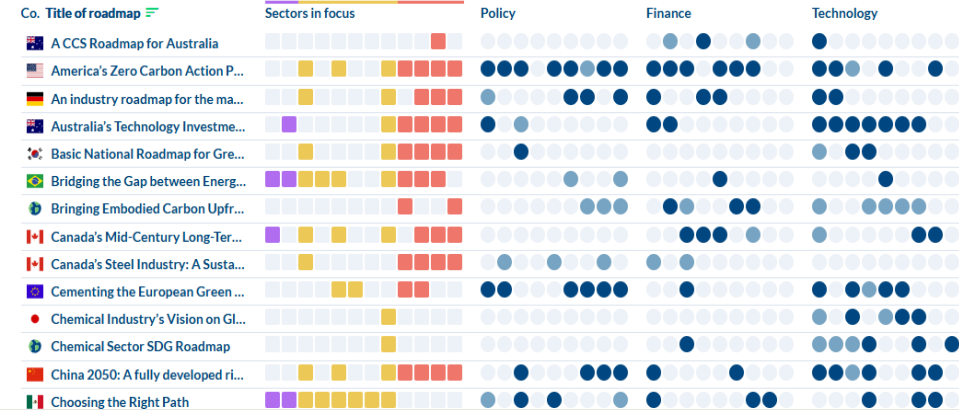
How to read?

Color for being part of sector group in focus

- Extractive (Mining (iron ore), Mining (oth...
- Processing (Steel, Aluminium, Cement, C...
- End usage (Construction, Transport, Elect...

Color for roadmap enablers identified

- Enabler included in detail
- Enabler included
- Not included

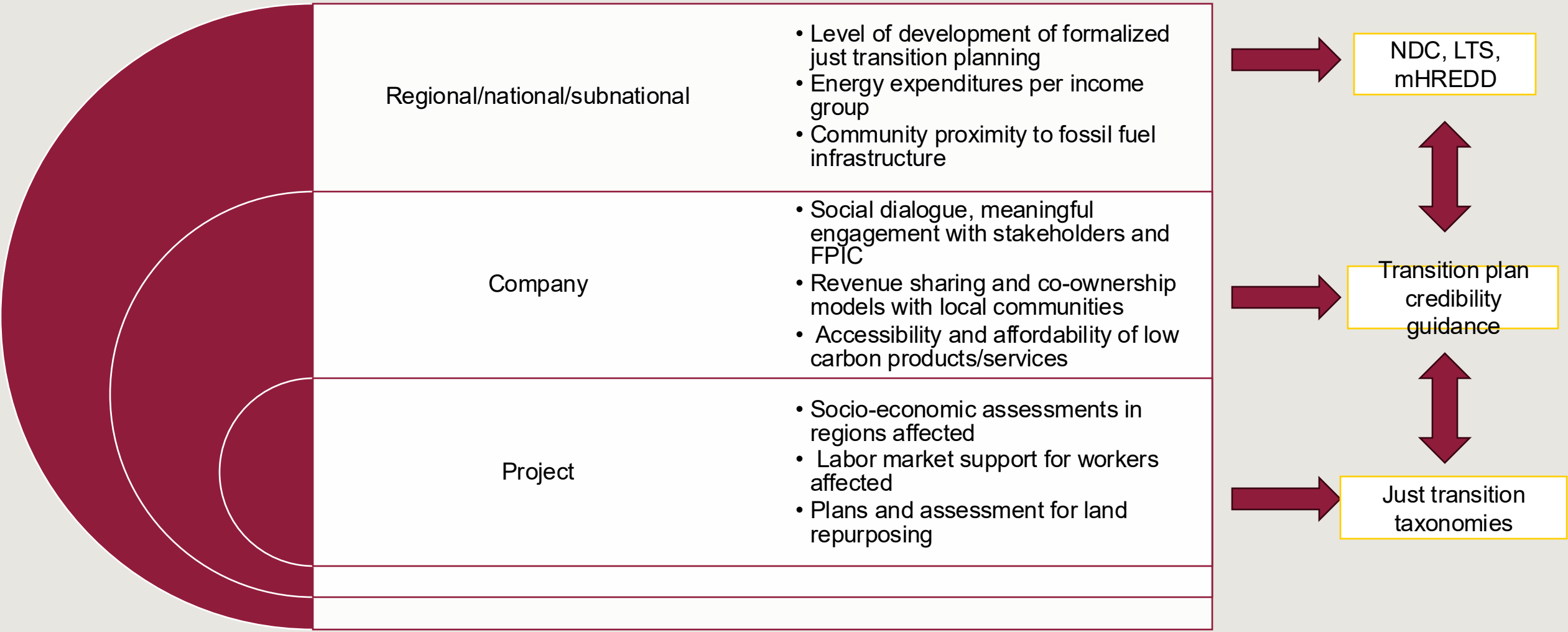


Source: LeadIT, Industry Transition Tracker (2025)

# A typology of transitions and just transition policies

Type of transition	Examples of what the transition entails	Examples of companies	Examples of priorities in just transition planning
Emerging industries and/or new opportunities linked to the transition	Critical minerals and hydrogen industries	<ul style="list-style-type: none"> <li>Mining of copper from Anglo American in South America (ex <u>Collahuasi</u> and <u>Quellaveco</u> projects)</li> </ul>	<ul style="list-style-type: none"> <li>Free prior and informed consent</li> <li>Co-ownership and revenue sharing models</li> </ul>
Transformation	Innovations and investments to reduce GHG emissions of a specific industry (e.g., steel production)	<ul style="list-style-type: none"> <li>Tata Steel replacing primary steel production with green steel production (using H-DRI and EAFs)</li> </ul>	<ul style="list-style-type: none"> <li>support for innovation/R&amp;D/capital investments to meet decarbonization objectives</li> <li>Skills (re)training</li> </ul>
Industry phase-out and replacement	Shift from one industry to another (e.g., offshore oil and gas to offshore wind).	<ul style="list-style-type: none"> <li>Shift from DONG to <u>Orsted</u></li> </ul>	<ul style="list-style-type: none"> <li>Economic diversification and regional development</li> <li>Responsible exit</li> <li>Early retirement benefits/pensions</li> </ul>
Industry phase-out and economic diversification	Coal industry phase out	<ul style="list-style-type: none"> <li>RWE coal exit plan by 2030</li> <li>EDP plan to phase-out coal by 2025</li> </ul>	<ul style="list-style-type: none"> <li>Environmental remediation</li> <li>Social policies</li> <li>Need for long term strategies and investments</li> </ul>

# Complementary just transition indicators



Q&A



5'

# **FIRESIDE CHAT** **JUST TRANSITION**



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Our purpose is to pioneer solutions to the world's water and climate challenges and improve quality of life for people...

66

Countries where we have been active during the year

156

Entities representing the Grundfos Group

20,818

employees

33,226

Net revenue in million DKK



### Commercial Building Services

CBS serves customers within commercial buildings services with reliable and high-technology products and solutions, as well as a range of services, including energy and system optimisation. CBS works dedicatedly to helping the end users of commercial buildings reach their water and climate ambitions, while respecting, protecting and advancing the flow of water.



### Domestic Building Services

DBS serves OEMs, distributors, installers and homeowners with some of the world's most energy-efficient pumps and solutions for domestic homes. DBS develops, produces and sells smaller domestic pumps and solutions for single-family housing and residential buildings, serving five domestic applications in heating, HVAC OEM, domestic hot water, boosting and wastewater. The DBS division aspires to offer homeowners the most attractive choices for sustainable homes and comfortable lives.



### Industry

IND serves industry customers with a wide range of premium quality products, solutions and services based on pumping and water treatment systems. IND optimises industrial utilities and industrial processes, covering areas such as water treatment or water reuse, system integration, energy and process optimisation by delivering value-adding digital solutions. The division helps industrial customers and end users globally reach their water and climate ambitions while maximising their output.



### Water Utility

WU serves water utilities customers by providing intelligent pumping solutions aimed at optimising water management in groundwater and irrigation, clean water distribution, wastewater collection and transport, as well as water intake. WU is committed to transforming challenges into opportunities, pioneering innovation and delivering consistent value.

# DRAFT overview of CTAP content – to be launched post summer, 2025



## Relevant content areas:

Summary of climate actions in a value chain perspective

Our plan: Commitments & targets (SBTi)

Climate governance model

Just Transition statement

Deep dive: Own operations (Scope 1 & 2)

Deep dive: Scope 3 categories

Deep dive: Beyond Value Chain

Key focus area: Climate Policy & Advocacy

Key focus area: Collective Impact Programs

## Deployed in key deliverables:



A publicly available document (.pdf)



A digital landing page



Sustainability Toolbox resources



# FIRESIDE CHAT JUST TRANSITION



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Q&A



5'

# To dive deeper



# Disclaimer

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# Thank You

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