



**BISCI Event 2023**  
**'Dare to be Circular'**  
*Circular Ecosystem Breakout*



## Laurent Beuselinck

*Corporate Sustainability &  
Climate Lead Southern Europe*

**ERM**

### Experience:

- Environmental Engineer and PhD in Science (KULeuven, Belgium and CSIRO, Australia)
- 20+ years of experience in Sustainability in Europe and Latin America
- Partner at ERM in Sustainability and Climate service area
- Focus on Sustainable Supply Chain and on Low Carbon Economy Transition topics
- Main experience in Metals, Chemical and Consumer Goods sectors

# Sustainability is our business

## We are the world's largest pure play sustainability consultancy

Founded in 1971, we are the largest advisory firm in the world focusing solely on sustainability, offering unparalleled depth and breadth of expertise.

## We shape a sustainable future with the world's leading organizations

Our purpose guides everything we do. We create a better future by helping the world's biggest brands address today's sustainability imperatives.

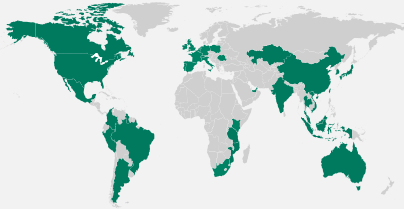
## We are the recognised market leader in sustainability services

Numerous industry benchmarks attest to our market leadership and the majority of our work is sole-sourced, reflecting trusted partnerships we build with our clients.

**7,000+**  
professionals

**170**  
Offices

**39**  
Countries & territories



**20,000+**



Projects every year

**50+**

Years of experience

We partner with...



**70%** of  
**Fortune 100**



**55%** of  
**Fortune 500**



**Sustainability service provider**

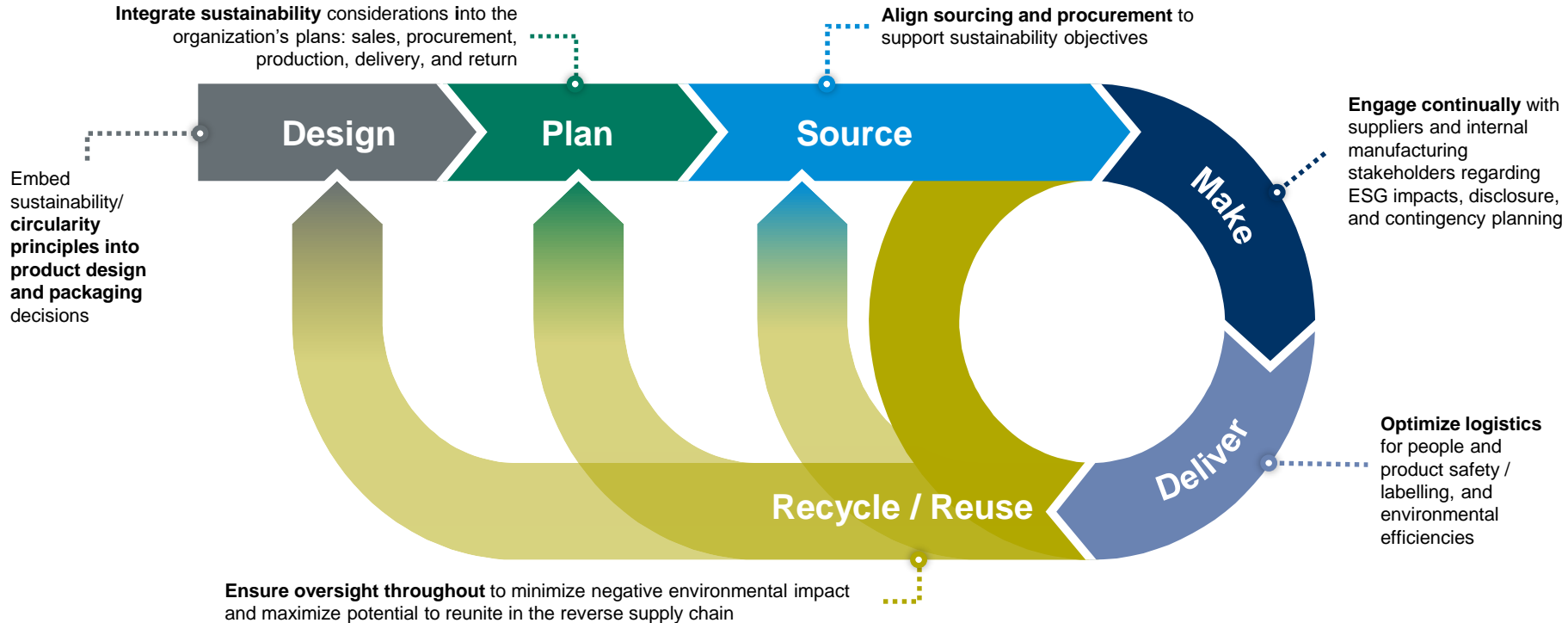
– HFS 2022



**“The end-to-end provider of ESG and sustainability consulting services”**

– Verdantix Green Quadrant 2022

# A sustainable supply chain identifies, manages and monetizes ESG and climate impacts across the value chain





## Dieuwertje Ewalts

*Circular Economy Lead*  
**Deloitte Netherlands**

### Experience:

- Lead of Deloitte NL's Circular Economy practice
- Strategy director at MonitorDeloitte
- Expert in sustainability strategy, circular IT, circular chemicals and decarbonisation
- Previously Chief of Staff, Funding and Strategy Director at The Ocean Cleanup

# Deloitte – Sustainability & Circularity

## Find Your Future Footprint

Deloitte is committed to accelerating systemic changes needed to ensure a future for all

### Deloitte helps to close the gap between ambition and impact

by empowering our clients with insight, support and practical advice. Using our strong relationships and proven experience in transformation, we make courageous, purposeful and even unexpected connections that inspire meaningful action

### We partner with you every step of the way

from designing your ESG strategy to implementing and financing your sustainable transformation, to reporting on your progress and providing trusted assurance

### Helping you to design your sustainability pathway



# Matthieu Risgallah



## Matthieu Risgallah

*VP Innovation & Technology*  
**Dundee Precious Metals**

### Experience:

- 2018 – Current: VP Innovation and Technology  
@ Dundee Precious Metals, Toronto, Canada
- 2011 – 2018: Director Information Management  
@ AkzoNobel, Amsterdam, The Netherlands
- 2002 – 2012: IT Management  
@ DSM, Sittard, The Netherlands &  
Kaiseraugst, Switzerland

# DPM – Mining Sustainably

## Net Positive Impact

Our approach to ESG is centred around generating a net positive impact from our operations

### MEASURING NET POSITIVE IMPACT

Goes beyond measuring our financial and economic impact to capture how effectively we:

- Minimize environmental impact;
- Maximize socio-economic value;
- Nurture trusted stakeholder relationships; and
- Build sustainable livelihoods that will extend beyond the life of our mines

### SIX CAPITALS FRAMEWORK



TSX: DPM 5



## Integrating Climate Change Goals with our Strategy

How our climate commitments inform our business strategy



### STRATEGY ALIGNMENT

Recognizing the role our organization plays in achieving the climate goals for the planet

- Targets incorporated into objective setting process, which creates accountability for all employees
- Sustainability carries significant weight in our annual balance scorecard objectives
- Strategic focus on optimization and innovation provide strong synergies with our climate change targets
- Allows us to incorporate climate change into our future growth and project development plans

TSX: DPM 9



## An Industry Leader in ESG

Sustainability highlights demonstrate our strong performance track record

### STRONG RATINGS

by independent third parties

"A" rating by MSCI, an independent ESG rating agency



91<sup>st</sup> percentile in 2021 S&P Corporate Sustainability Assessment



Reduced Total Reportable Injury Frequency Rate by 33%

10% reduction in freshwater consumption compared to 2020

Increasing gender diversity



- 50% of Board of Directors are women
- 46% of Senior Management are women
- Global average in the industry: 32%<sup>1</sup>

Reduced SO<sub>2</sub> at Tsumeb by 95%, compared with peak in 2014

Zero discharge of industrial waste-water at Chelopech for two consecutive years

One of the lowest GHG emission intensity rates among gold producers<sup>2</sup>



TSX: DPM 6

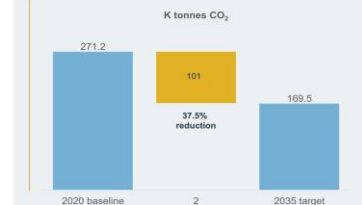


## Achieving our Targets

To achieve our 2035 target, we will need to reduce emissions by ~101,000 tonnes

### DPM-WIDE EMISSIONS BY SCOPE (2020 vs. 2035 target)

The majority of the ~101K tonne reduction will need to occur in Scope 2 emissions (84% of 2020 baseline)



### PATHWAYS TO PROGRESS

- Identified several broad pathways at each operating site, including:
  - Energy efficiency projects
  - Electrification of mobile equipment
  - Increasing use of renewable fuels & renewable component of electricity supply, where feasible
- Integration of climate considerations into the organization
  - Including evaluation of growth opportunities and capital allocation decisions
- Climate-focused internal workshops to identifying additional opportunities
- Engaging with suppliers to identify lower carbon procurement opportunities

TSX: DPM 10



<sup>1</sup> Source: Grant Thornton's 2022 Women in Business Report  
<sup>2</sup> Source: Sam Ulrich, CSA Global. Available: [https://www.csaglobal.com/wp-content/uploads/2020/10/GHG-warehouse-Emissions-in-Gold-Mining\\_Sam-Ulrich\\_October\\_2020.pdf](https://www.csaglobal.com/wp-content/uploads/2020/10/GHG-warehouse-Emissions-in-Gold-Mining_Sam-Ulrich_October_2020.pdf)





## **Dick Velings**

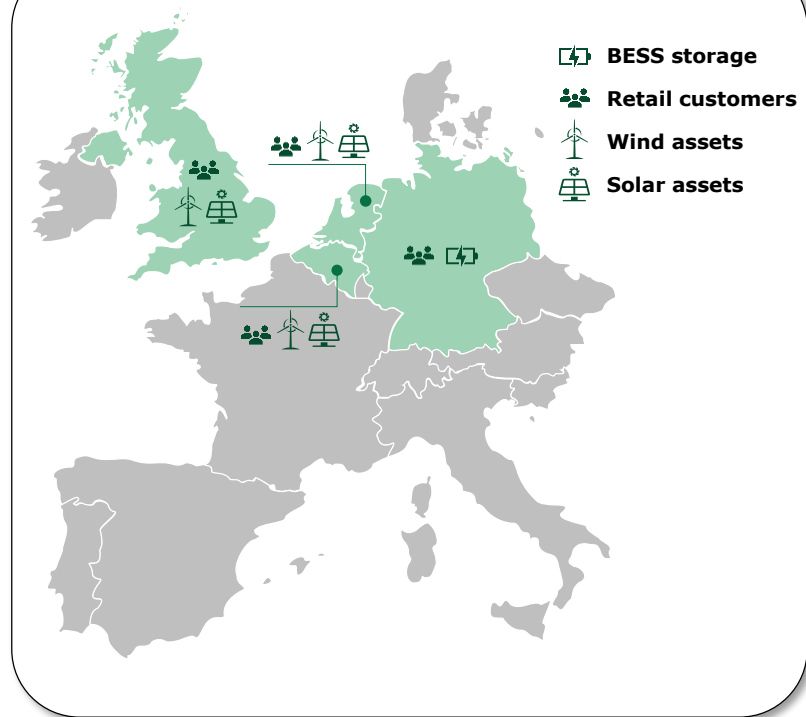
*Managing Director*  
**Eneco B2B Business**

### **Experience:**

- Since 2021, Managing Director B2B at Eneco.
- Manages Eneco's B2B activities, with a focus on energy transition and climate neutrality by 2035.
- Through the OnePlanetPlan, Eneco has committed to be climate-neutral in 2035. Not only in its own activities, but also in the energy it supplies to all customers. In doing so, Eneco will go faster than the scientifically substantiated 1.5°C path prescribes.
- Before Eneco, 20 years experience in various international management roles, at AkzoNobel and other global companies.

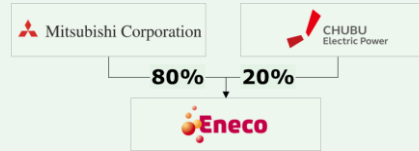
# Eneco has been a front-runner in the energy transition since 2007

## Overview Business Activities



## Selected facts and figures [2021]

### Shareholder structure



### Number of employees



### Number of customer contracts



### Operating results



## Brief history

Establishment of a leadership role in sustainable energy

2007

...

Eneco makes green energy available for all its customers

2011

...

Eneco reaches 1 GW of sustainable power generation

2016

...

New "One Planet"-Strategy with highly ambitious sustainability targets

2021

# Global warming will reach 1,5°C level before 2040

This is why we believe we have to act now, and ensure we stay in the 1,5°C path with our **OnePlanet Plan**



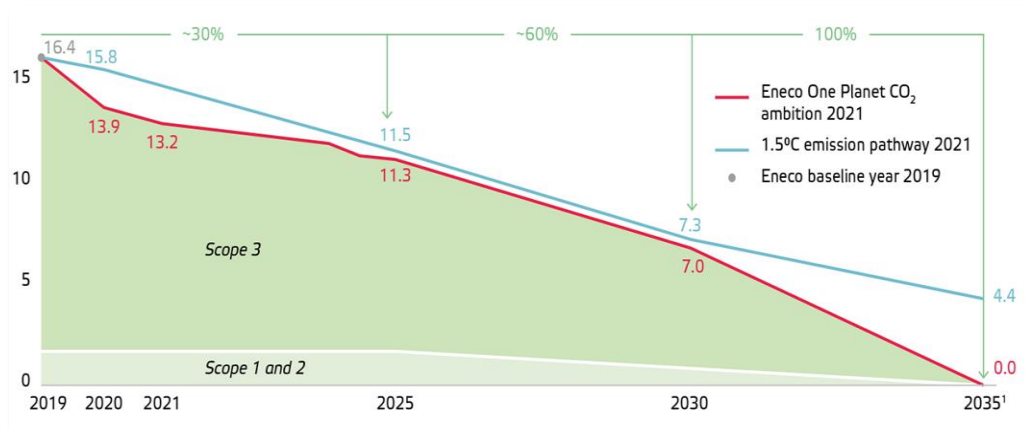
**Available carbon budget**  
with 67% chance (IPCC, 2021)\*

\* From the beginning of 2020. The budget also depends on the reductions in emissions of other greenhouse gases such as methane and nitrous oxide. This can make the budget about 220 Gt CO<sub>2</sub>: bigger or smaller.

**Available years**  
with current yearly CO<sub>2</sub> emissions  
of 40-43 Gt



- At the current rate of global warming we will reach the 1.5°C level by 2040 (IPCC).
- Current efforts of the energy sector aimed at reducing greenhouse gas emissions to zero by 2050 are no longer sufficient.



# Introduction

- *Markets*
- *Implementation*
- *Regulation*
- *Circular economy concept*

# Theme 1 – Markets

**“No region is close to being self-sufficient. Every region relies on trade with others for more than 25 percent of at least one important type of good.”**

*(McKinsey, 2023, The complication of concentration in global trade)*

**With this in mind...**

## Theme 2 - Implementation

**“Rising material extraction has shrunk global circularity: from 9.1% in 2018, to 8.6% 2020, and now 7.2% in 2023. More than 90% of materials are either wasted, lost or remain unavailable for reuse for years as they are locked into long-lasting stock such as buildings and machinery.”**  
*(CGRI, 2023, The Circularity Gap Report)*

**The challenge is growing...**

## Theme 3 - Regulation

**“ ESG reporting has received considerable attention in recent years, contributing to a ‘boom’ in sustainability reporting standards, goals and regulations being published, creating an overpopulated sustainability standards environment, which has been unofficially dubbed as ‘the alphabet soup’.”**

**(Rabobank, 2022, *An Introduction to the Sustainability Reporting Landscape*)**

# Theme 4 - Concept



**“The circular transition is not inevitably ‘just’, inclusive and egalitarian; deliberate effort is necessary to make it so.”**

**(Ödul Bozkurt, Senior Lecturer in International Human Resource Management, University of Sussex Business School)**







# Thank You