

**2026 BITC MEMBER
CONFERENCE**
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Beyond Risk: Driving Real Impact Through ESG

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From Risk to Impact

Adopting	Embedding	Leading	Transforming
<p>We understand some of the risks & opportunities of megatrends on our business and are taking some action to address these. The approach is not embedded in our commercial strategy, and we have not defined why we exist as a business beyond creating profit.</p>	<p>We have some understanding of the contribution we (can) make to society and the environment. Our strategy focuses on mitigating risks both created for the business by megatrends, but also some negative risks / impact that we create through our business. We are beginning to turn our understanding of these risks into opportunities.</p>	<p>We have quantified the positive impact that we want to create for environment and the society across our business. We are creating opportunities through new ways or working / new products & services and also understand the negative impact / unintended consequences of our business and are working towards reducing these.</p>	<p>We are creating positive impact for society and the environment through our operations, value chain and products & services and we know this positive impact outweighs the negative impact and unintended consequences of our business as a whole. We advocate, collaborate and are fully transparent.</p>

From Risk to Impact

1. Are commercial risks always too big / immediate to ever have the space to plan for the longer term? And if that's true, do businesses last generations just through agility and good luck?
2. How can a business know that it is investing in the right things and getting the biggest bang for your buck?
3. All businesses create negative impact, how does a business know that the positive impact it creates outweighs the unintended consequences of operations, investments and products / services?