Navigasi ESG di Tengah Badai: Reorientasi Strategis Menuju Ketahanan Global dan Keunggulan Kompetitif



PROSPER

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Short CV:

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3. PhD Degree in Finance, La Trobe University, Melbourne, Australia, August 2007;
4. Chartered Accountant - Ikatan Akuntan Indonesia, July 1984;
5. CPA Australia, October 2025;
6. Certified Sustainable Finance - ACCA UK and IAI, March 2025.

Outline:

1. The Comprehensive ESG Frameworks and Reporting Standards – Reporting Standards and Regulations.
2. The Comprehensive ESG Frameworks and Reporting Standards – It's Maturity and Materiality Assessments;
3. The Comprehensive ESG Frameworks and Reporting Standards – Value Creation and its Financial Impacts;
4. KNOW what ESG activities suit best with your entity
5. Who benefits from ESG Practices and ESG Reporting?
6. The Importance of ESG Practices and ESG Reporting;
7. **The ESG Journey: From Compliance Burden to Competitive Advantage; and**
8. Empirical Evidences.

Navigasi ESG di Tengah Badai: Reorientasi Strategis Menuju Ketahanan Global dan Keunggulan Kompetitif

Lanskap Lingkungan, Sosial, dan Tata Kelola (ESG) pada periode 2025 hingga 2026 sedang mengalami **fase transisi yang paling menantang dalam satu dekade terakhir.** Fenomena yang sering disebut sebagai **“perfect storm"** ini dipicu oleh konvergensi antara **gejolak geopolitik, volatilitas ekonomi global, dan reaksi politik balik (backlash)** yang signifikan di yurisdiksi utama, terutama di Amerika Serikat.[1, 2]

Tahun 2025 menandai berakhirnya **era "cosmetic ESG"** yang hanya bersifat permukaan, memberikan jalan bagi lahirnya **"strategic ESG"** atau **"ESG 2.0"** yang lebih **berorientasi pada data, akuntabilitas hukum, dan integrasi materialitas ke dalam inti operasional bisnis.**[3, 4] Sesi ini menguraikan strategi navigasi bagi perusahaan untuk **menghadapi kompleksitas regulasi, tuntutan transparansi data, dan pergeseran sentimen investor di tengah ketidakpastian global.**

Current Practices & Challenges in Sustainability Disclosures (IAI 2024)

Konteks Global: Mengurai Benang Kusut Reaksi Balik dan Fragmentasi



Heightened expectations from all stakeholders point to a **new economic development.**
Companies should shift their focus from **maximizing shareholder value** to **value creation** for all stakeholders to **achieve long-term sustainability (shared or system values).**

Company



Information disclosure about **ESG management** and performance is **important** to **bridge** the information **gaps** existing between companies, investors, and other stakeholders (**building investors' trust**)



All stakeholders

Investor, employees, customers, suppliers, local communities and **society at large**

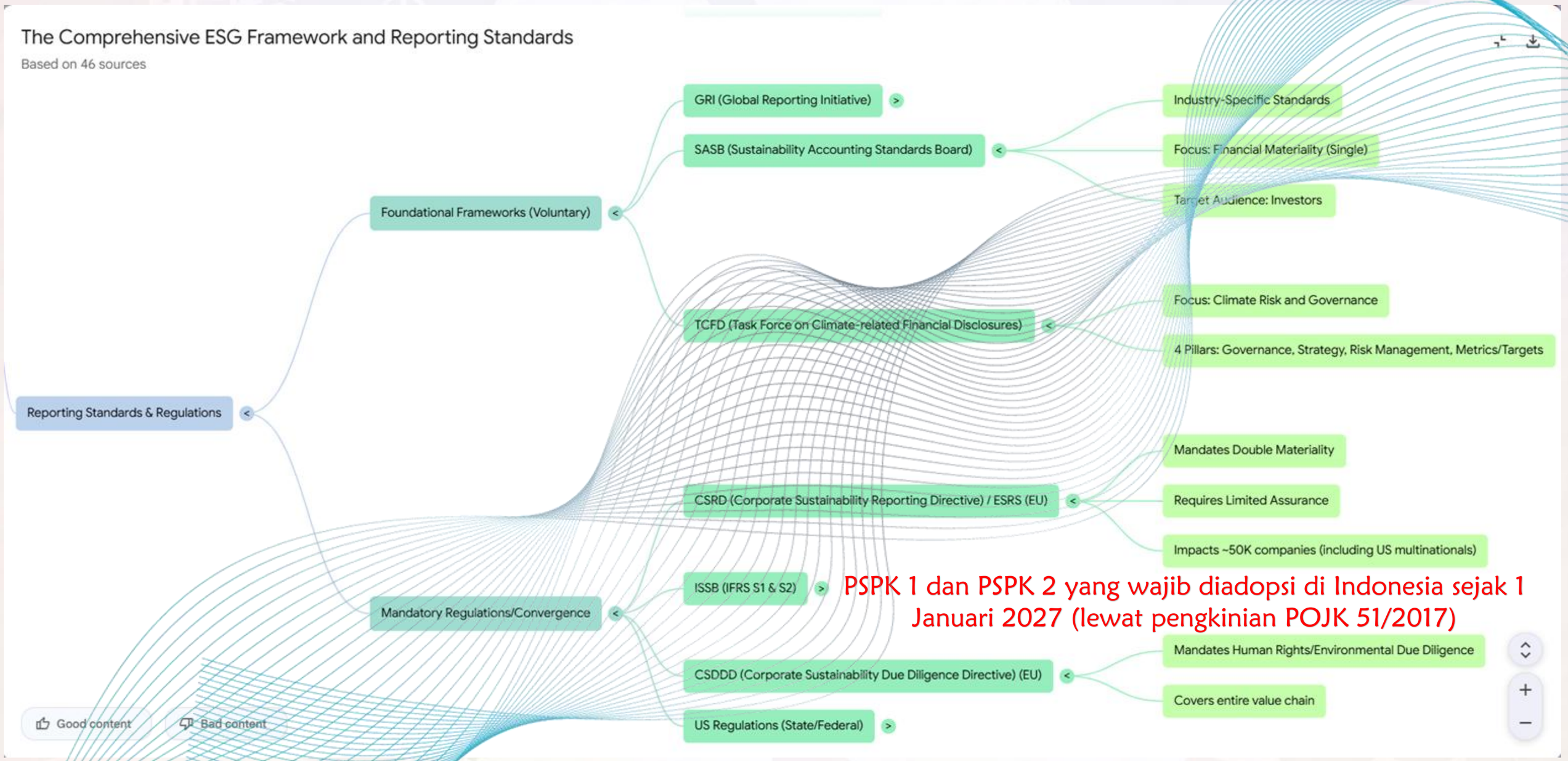
Moreover, currently **greenwashing** remains a challenge faced by companies and all stakeholders.

Mislead investors	Represent a threat to the accuracy, reliability, and transparency	Decline in consumer confidence in a company's brand and products	Significant reputational damage, as well as financial losses

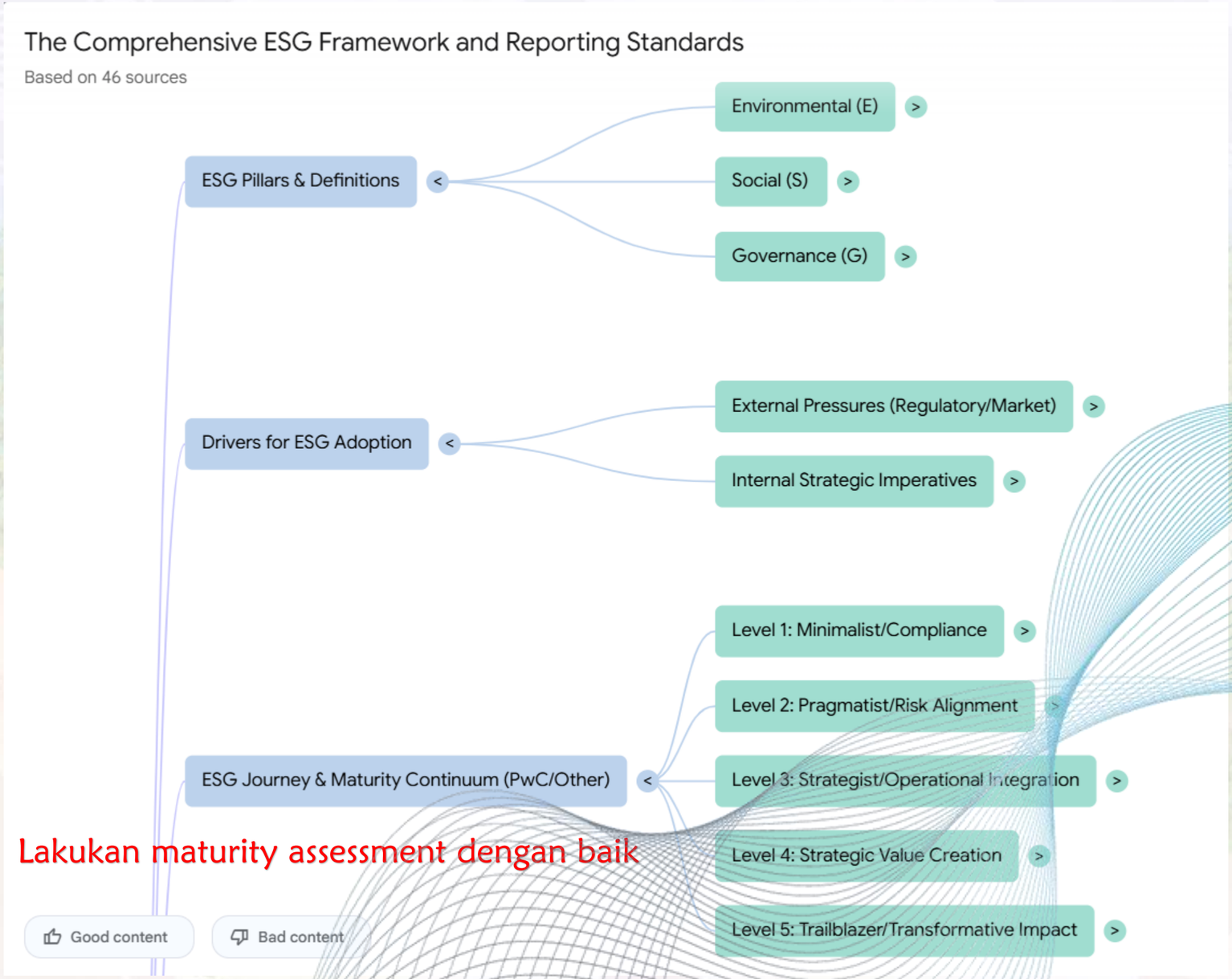
Disclosure of ESG information alongside financial information is vital for investors and stakeholders.
It allows them **to make informed decisions** about a company, its potential long-term performance, its impact on society, and society's impact on it (**cost efficiency, decision usefulness, and accountability**).



The Comprehensive ESG Framework and Reporting Standards - Reporting Standards and Regulations



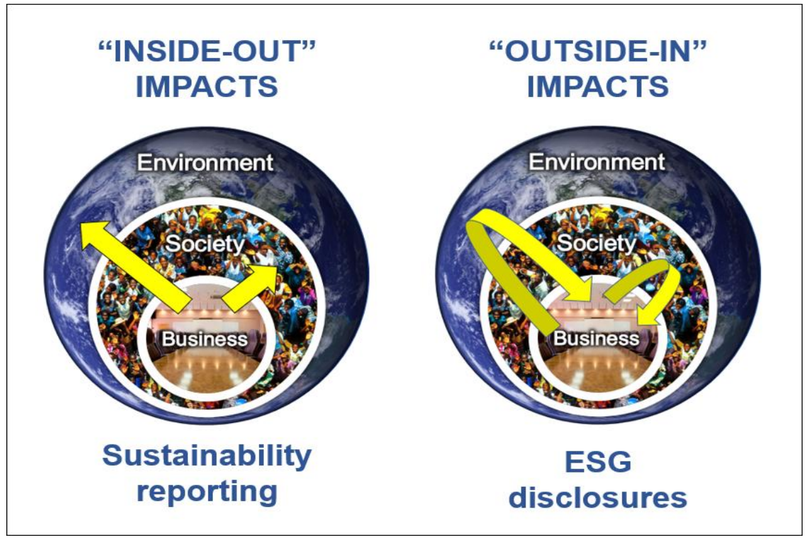
The Comprehensive ESG Framework and Reporting Standards – Maturity Assessment



The Comprehensive ESG Framework and Reporting Standards – Materiality Assessments



How Sustainability can Affect Company's Prospect – The Concept of Double Materiality (ISSB, 2023)



What is the inside-out approach to sustainability?
An inside-out innovation strategy is guided by the belief that an organization's inner strengths and capabilities will produce a sustainable future. All new ideas are born inside the organization, typically generated by management or the innovation and R&D departments.

For an outside-in company, a sustainable growth strategy starts with understanding the difference between what you make and what people need, which often turn out not to be the same thing. Tapping customers' energy and imagination, outside-in companies explore the perspective of their previous, current, and future customers, exploring what's going on in the real world.



The Concept of Double Materiality

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The New Materiality: A Two-Pronged Perspective

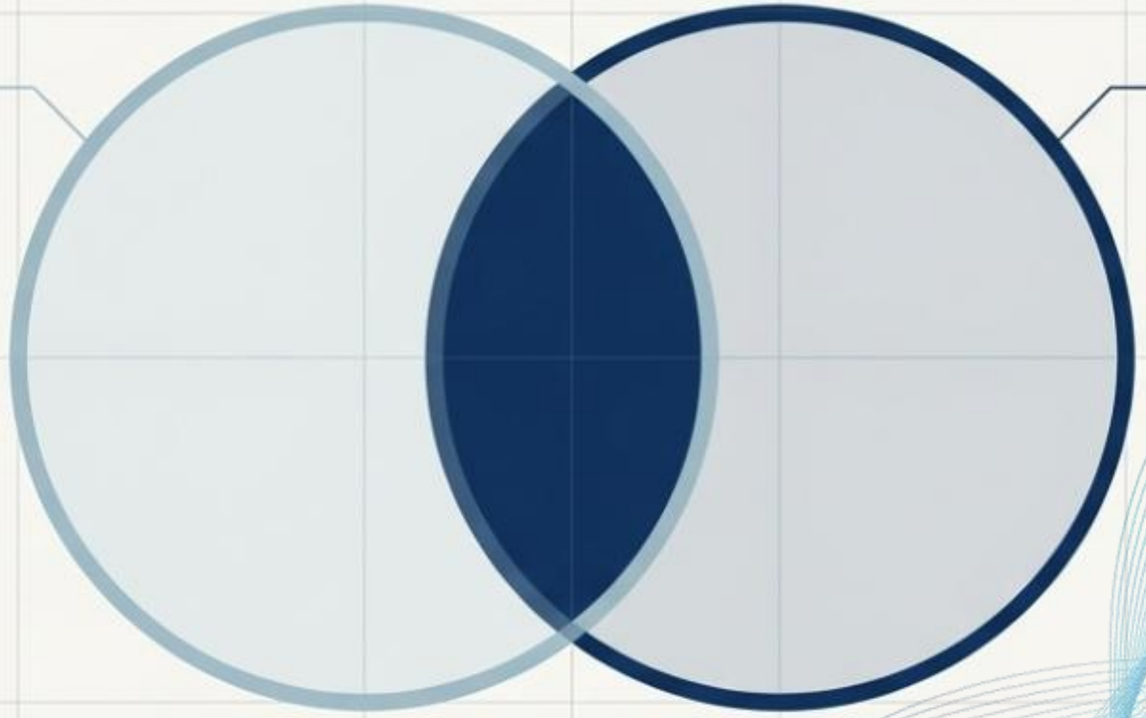
The CSRD broadens the concept of materiality from a sole focus on financial impact to a dual perspective known as “Double Materiality.” A sustainability matter is material if it meets the criteria for either perspective.

Lens 1: Impact Materiality (“Inside-Out”)

Focus: The company's actual or potential impacts *on* people and the environment.

Scope: Covers a company's own operations and its entire value chain (upstream and downstream).

Nature: Can be positive or negative impacts.



Lens 2: Financial Materiality (“Outside-In”)

Focus: How sustainability matters create financial risks or opportunities *for* the company.

Scope: Considers effects on financial performance and position over the short, medium, and long term.

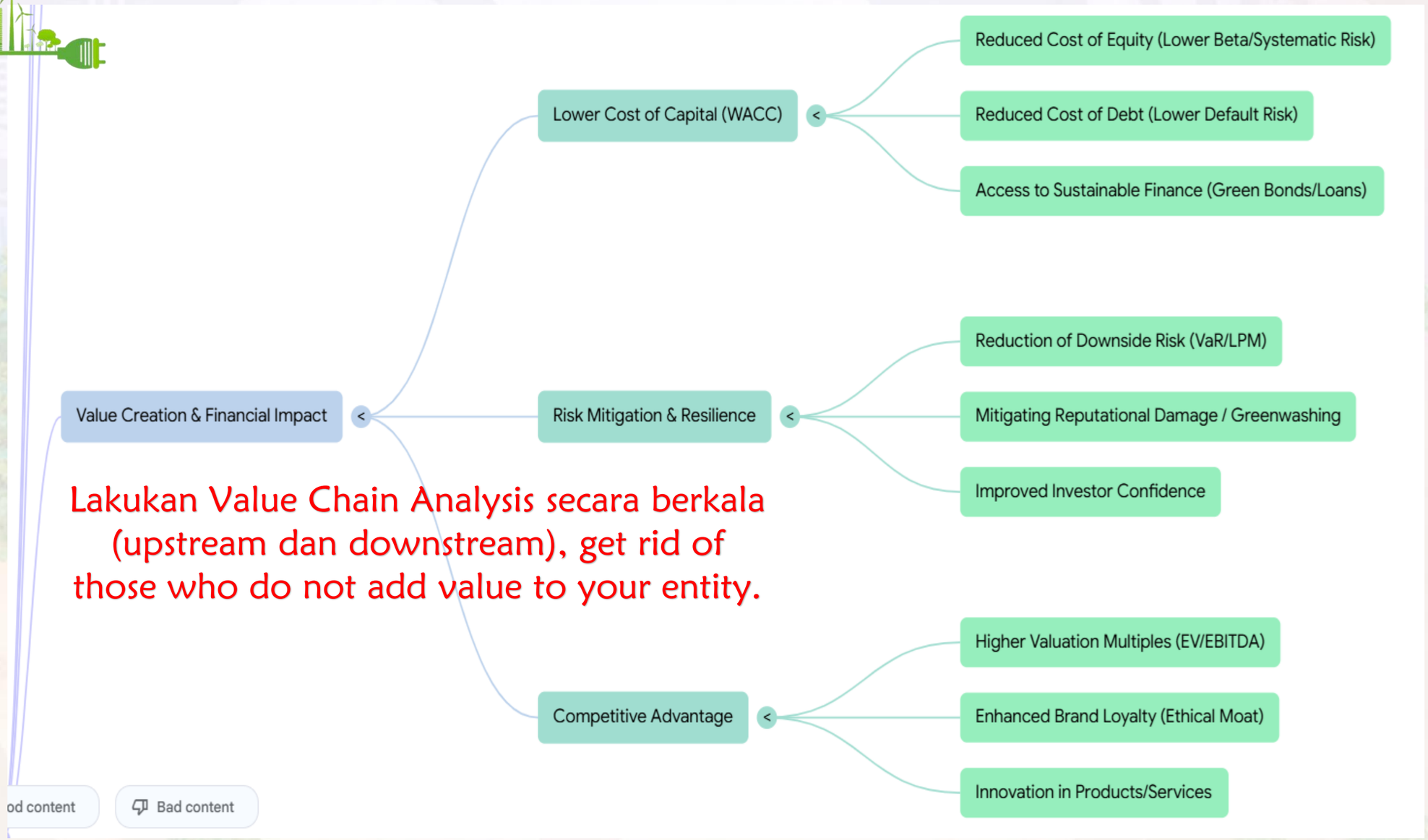
Key Principle: Impacts, risks, and opportunities must be evaluated on a gross basis. Positive and negative impacts cannot be netted against each other. This assessment is the critical foundation for all CSRD reporting.

NotebookLM

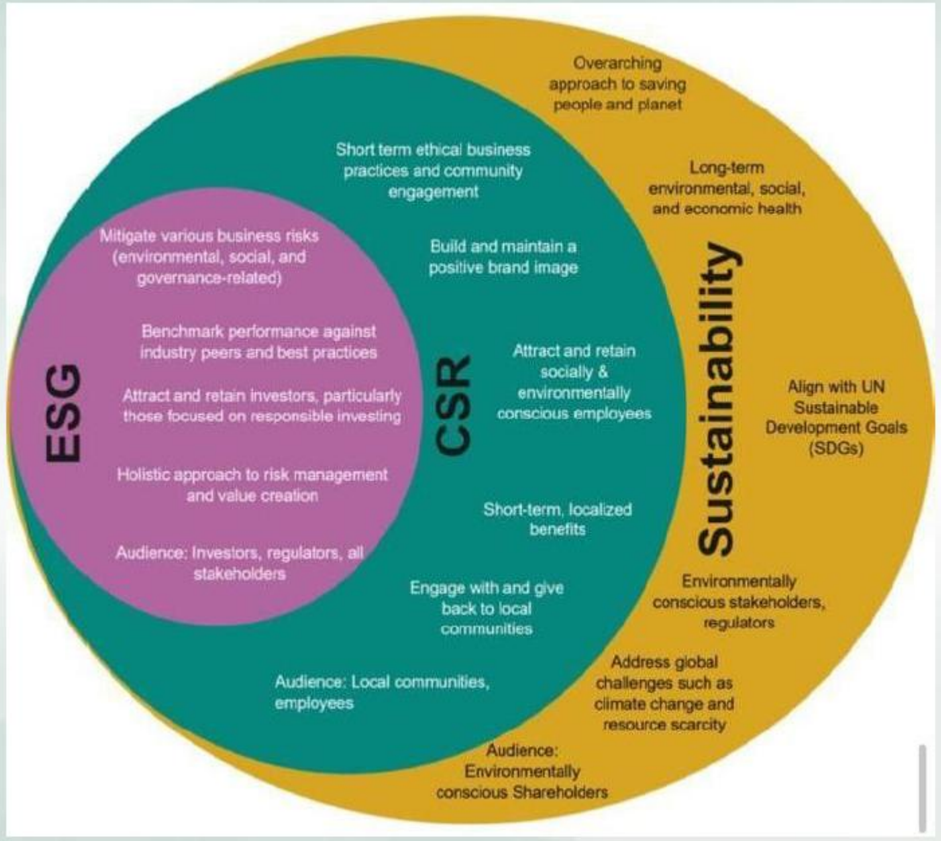
Pengkinian POJK 51/2017 (OJK 2026)



The Comprehensive ESG Framework and Reporting Standards – Value Creation and its Financial Impacts



How do we communicate with our stakeholders (incl. investors) - The differences between A Sustainability Report and an ESG Report



- ESG (Environmental, Social, and Governance), CSR (Corporate Social Responsibility), and sustainability are interconnected concepts in the business world:
- Sustainability is the overarching concept that encompasses both CSR and ESG, focusing on long-term environmental and social responsibility.
- CSR is a framework that companies use to communicate their commitment to sustainable practices and responsible cultural influence.
- ESG provides measurable criteria for assessing a company's sustainability performance, often used by investors to evaluate risks and opportunities.

KNOW what ESG activities suit best with your entity

1. Know your priority well
2. How about materiality assessment? Single/double materiality?
3. How about maturity assessment that you have? What level are you?
4. Who assesses them?
5. How about the gaps and the priorities that you might have?
6. Have you decided types of reporting you have?
7. Have you done any stress tests (financially and on climate)?
8. Do you have a good plan (Transition Plan) in your Strategy?
9. Do you have a target (entity and ENDC target)?



Who benefits from ESG reporting? (ACCA 2024)

ESG data and information is required and demanded by a wide range of stakeholders. Much ESG data and information is of most interest to investors and capital providers.





Investment community

ESG is used by the investment community to describe a set of criteria used to screen and evaluate potential investments, but also to evaluate companies that might pose financial risks due to their ESG practices and behaviors. Fund managers will use a range of factors, metrics and data when evaluating an investment, and therefore it is important for businesses to demonstrate ESG performance by providing robust data through disclosure.

Who benefits from ESG reporting? (ACCA 2024)

WIDER STAKEHOLDERS

ESG information is increasingly important for wider stakeholder groups including, for example, regulators, civil society and NGOs. These audience types will be interested in the data for different reasons – from understanding the risk-adjusted returns of an investment, to changing consumer behaviour towards sustainable products and services.





The ESG data that is collected, managed and disclosed by a company will vary depending on the audience and purpose of the data and information. ESG metrics are used to understand performance relating to key issues.

The breadth of issues that could be considered under the ESG umbrella is potentially very large. Therefore, it is always important to keep in mind the intended audience and how the information will be used.

Effective measurement and management of ESG-related matters can also benefit the reporting organization itself as we will now explore.

Why is ESG important? (ACCA 2024)

Promoting long-term viability

Although ESG is still a relatively new concept, there is evidence to suggest ESG can safeguard long-term financial success. The shift from a short-term to a long-term focus on value creation promotes resilient business strategies that offer stronger returns into the future. Although embedding ESG within an organization may have immediate costs, the long-term benefits from reducing costs and promoting efficiency could counteract rising operating costs. Providing robust ESG data to management also allows them to make strategic decisions, capitalizing on potential opportunities for innovation.

Recognizing and managing emerging risks

The COVID-19 crisis is a stark example of a systemic risk, which has required a significant shift in the way both businesses and wider society are able to function. The impacts of COVID-19 will be felt into the future, and it is important companies are prepared and resilient to future shocks to the market. ESG risks are just like any other risk. By understanding potential risks and creating mitigation plans, companies will be prepared to minimise significant impacts. In a previous module you have already looked at climate change and the complexities that could lead to significant financial impacts on business, for example from asset stranding which risks impairment and changes to company valuations.

Accessing capital

As we have already noted, investors are increasingly asking for more clarity on ESG matters to use in their investment decision-making processes. ESG-oriented investors rely on high-quality, consistent and comparable information to make these decisions. However, it is not only ESG investors that are starting to take notice. Mainstream investors recognize the importance to measure and manage ESG to minimize future risks, and therefore it is possible that ESG will factor into their criteria in the future.

ESG also provides the potential for increased access to capital and new working capital solutions, such as new types of working capital ie green bonds and sustainability loans. Demonstrating good ESG performance can improve the creditworthiness of a company and therefore result in better credit ratings and lower financing costs. For example, demonstrable good governance practices can lower the cost of equity and the cost of debt as they indicate the company is trustworthy and that there are due diligence processes in place.

Why is ESG important? (ACCA 2024)



Competitive advantages and strengthening brand value

With heightened attention on the impact of companies, ESG performance is quickly becoming a strong market differentiator. As global awareness and consumer demand for sustainable products and services increases, companies that can demonstrate good ESG performance will be able to increase brand value. In contrast, companies that do not adequately measure and manage ESG issues, and are subsequently exposed, face reputational risk with consumers. By implementing long-term objectives for ESG, and reporting on progress against these objectives, companies can distinguish themselves from their competitors, potentially bringing significant opportunities.

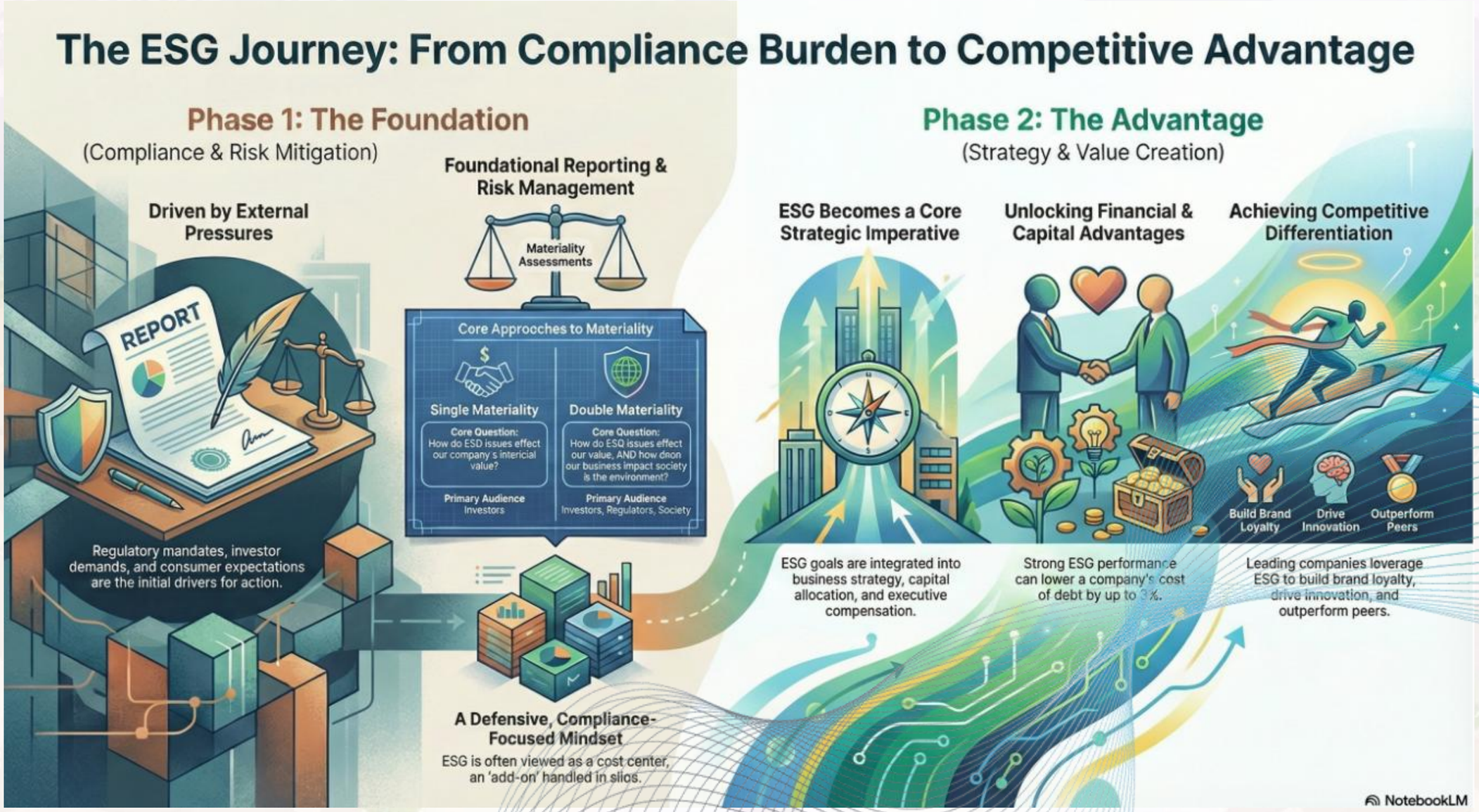
WHY SHOULD COMPANIES IMPLEMENT IFRS S1 and S2 (PSPK 1 dan PSPK 2)?

1. Comparability;
2. Efficiency;
3. Better Risk Management;
4. Promoting long-term viability to stakeholders (incl. investors);
5. Easier access to capital (competitiveness and access to financial markets);
6. Enhancing brand values and the company's competitive advantage; and
7. Enhancing investors' confidence.

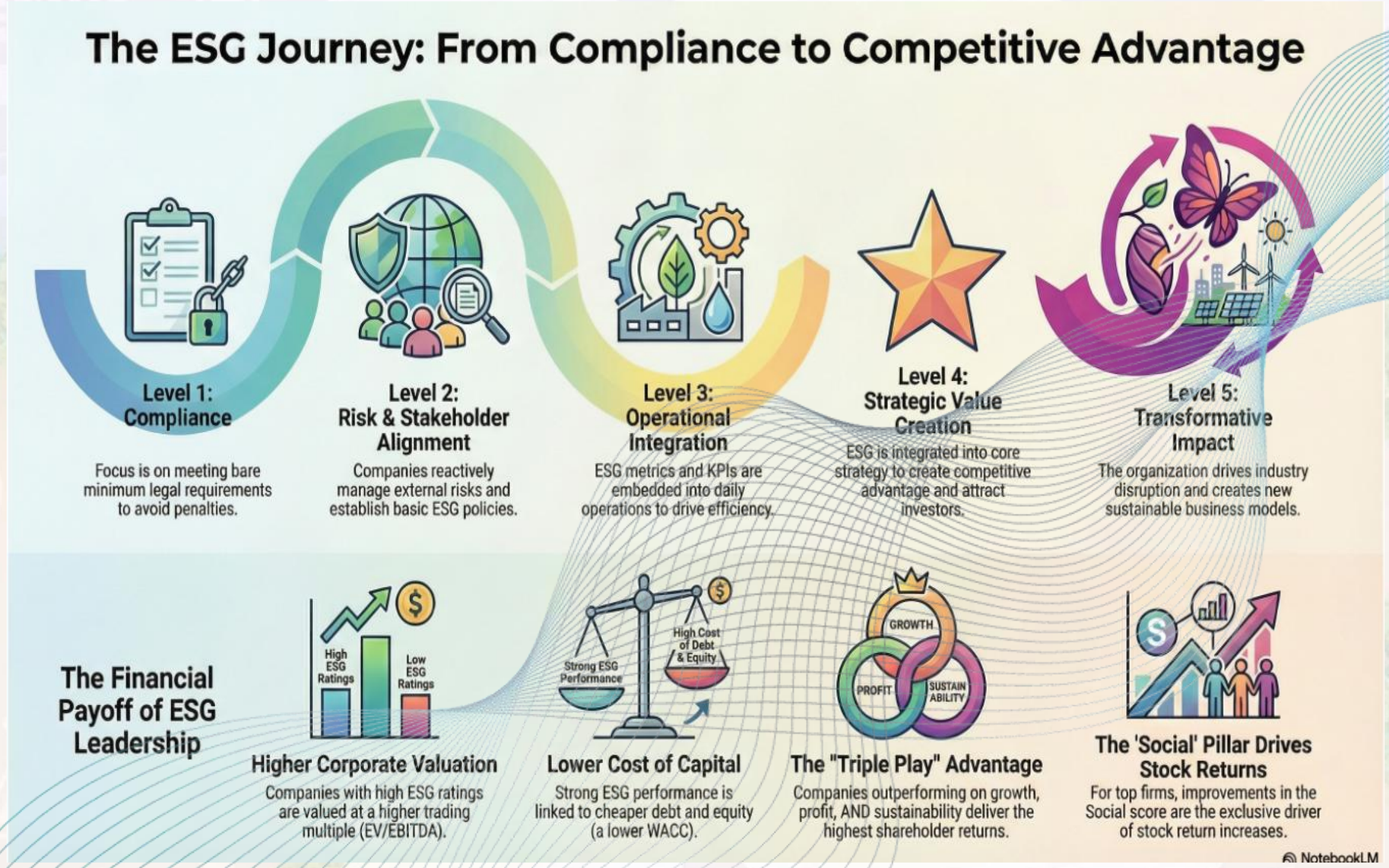




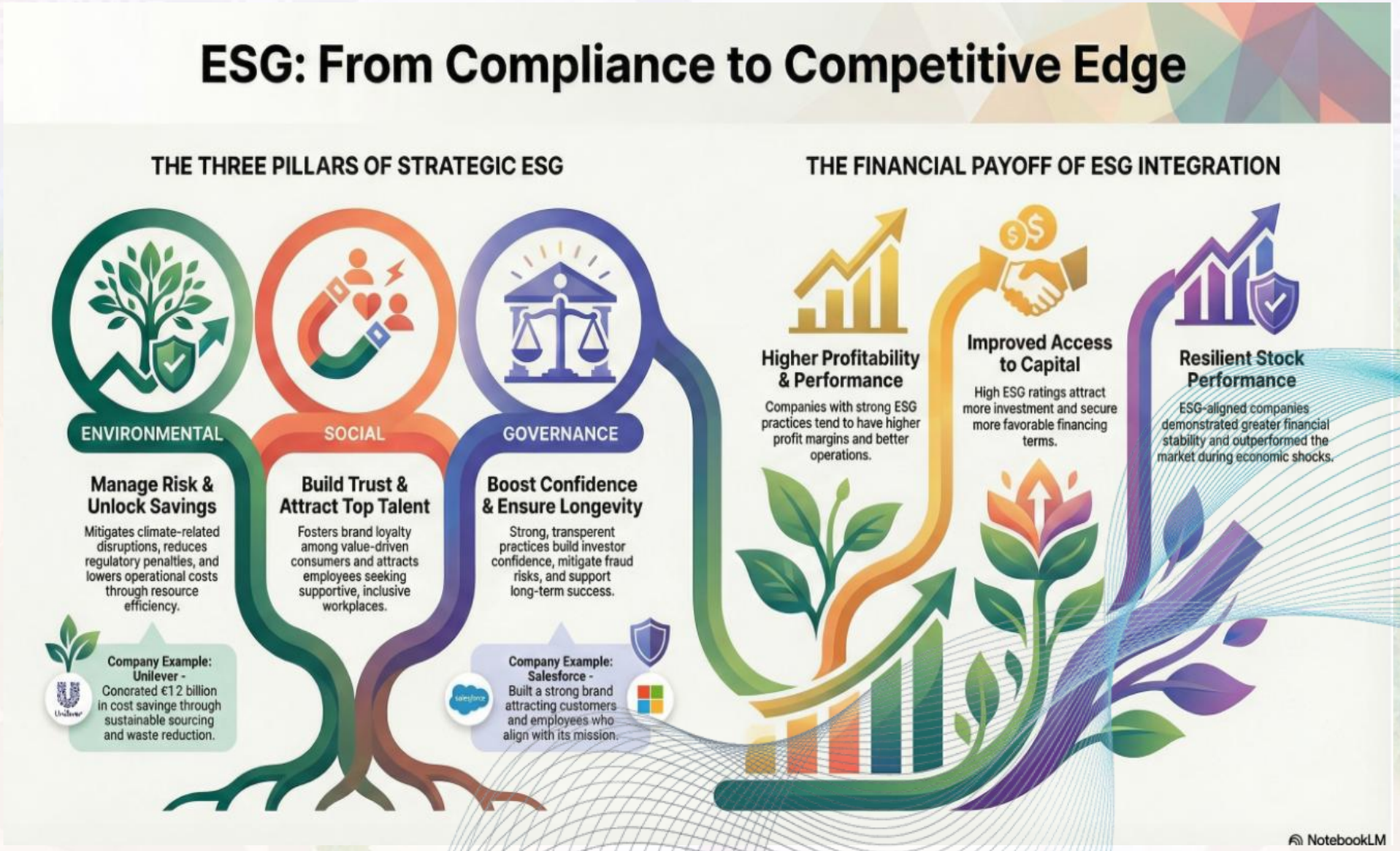
The ESG Journey: From Compliance Burden to Competitive Advantage (based on 44 sources)



The ESG Journey: From Compliance to Competitive Advantage (based on 44 sources)



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2025
Pondasi

- Materiality assessment & gap analysis
- Struktur governance ESG (Komite, PIC)
- Baseline data emisi & sosial

2026-27
Akselerasi

- Target terukur SBTi / NDC-aligned
- Laporan ESG berbasis ISSB/GRI
- Program dekarbonisasi operasional

2028-30
Integrasi

- ESG embedded di strategi bisnis inti
- Rantai pasok sepenuhnya terverifikasi
- Akses green finance & sustainability bonds

2031+
Kepemimpinan

- Net-zero milestones tercapai
- Benchmark ESG terbaik di ASEAN
- Dampak positif terukur & terverifikasi

PESAN KUNCI

"Badai ESG bukan hambatan — melainkan ujian kepemimpinan."

- 🧭 ESG bukan sekadar kepatuhan — ini strategi keunggulan kompetitif jangka panjang
- 🔥 Perusahaan yang menunda transformasi ESG menghadapi risiko valuasi dan akses modal
- 🚀 Indonesia memiliki keunggulan unik: biodiversitas, energi terbarukan, dan pasar ASEAN
- 🤝 Kolaborasi antara pemerintah, bisnis, dan masyarakat sipil adalah kunci keberhasilan

3 Langkah Pertama Anda

1. Lakukan Materiality Assessment untuk identifikasi isu ESG paling relevan
2. Bentuk ESG Steering Committee dengan mandat dan KPI yang jelas
3. Susun Laporan ESG Perdana berdasarkan standar GRI atau ISSB

Terima Kasih

Navigasi ESG di Tengah Badai

E S G

2025 | Presentasi Strategis ESG

Modern Editorial Strategy

Kesimpulan: Empat Pilar Sukses



Keberlanjutan adalah tentang memastikan bisnis bertahan di dunia yang berubah.

NotebookLM



Thank You

See You Next Time

Presented by Elvia R. Shauki

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