



Welcoming Albert Plugge: a new era of ESG Transformation & Digital Innovation

We are thrilled to announce that Albert Plugge has joined our Compact Editorial Board. We are incredibly proud to have him with us, especially as he has just been promoted to professor at Nyenrode University, specializing in ESG Transformation & Digital Innovation. In his inaugural speech, professor Plugge emphasized the importance of using a systemic view to develop dynamic capabilities for companies aiming to achieve significant transformations, particularly in becoming “Green Swans.” His research focuses on identifying the types of dynamic capabilities required and how they evolve over time to manage ESG transformation projects. (T)his work promises to offer profound insights into restoring the balance within corporate systems and will have significant implications for both practical application and academic research. In one of our next articles, Albert will give us some further insights on this topic.

Also, from an IT and data perspective, ESG is a hot topic in board rooms. ESG components are becoming a critical element of corporate strategies, especially in the context of data, IT, and the Corporate Sustainability Reporting Directive (CSRD). Leveraging their – further standardized – data and IT infrastructure enables companies to effectively track and report on ESG metrics, ensuring transparency and compliance with CSRD standards. One of the major challenges in managing ESG issues is dealing with unstructured data, which is often recorded in Excel spreadsheets, in isolated databases and in other documents on file servers. These datasets are frequently dispersed across various departments and systems, leading to inconsistent and hard-to-analyze information. The lack of standardized formats and the variation in data quality make it challenging to derive and report reliable insights. Additionally, processing large volumes of unstructured data often requires manual efforts, which are inefficient and prone to errors. Effectively managing and structuring this ESG data is crucial for companies to create accurate reports, comply with regulations like the CSRD, and make strategic decisions based on reliable and coherent information. By integrating ESG



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considerations into their data and IT strategies, organizations can drive innovation, enhance their reputation, and contribute to a sustainable future while gaining a competitive edge in the market. You can read more about these challenges in our upcoming articles.

We are pleased to share with you three new Compact articles:

- **Combating radicalization by algorithm** – Recommendation systems help us navigate vast amounts of information by suggesting relevant items, whether we're shopping, planning travel, or using social media. These engines filter, rank, and present content, significantly shaping our online experiences. This article explores the crucial role of recommendation systems in our daily social digital interactions, but also as a potential battleground between those that attempt to manipulate algorithms for radicalization and policy makers and platforms attempting to counteract them.
- **The fast changing learning landscape** – Learning & Development (L&D) is rapidly evolving due to technological and societal changes. KPMG's research highlights challenges like the strategic role of L&D, talent management, and workforce reskilling. This article examines these trends and offers insights into building robust L&D systems for organizational success.
- **Share Appreciation Rights (SARs) for the modern organization** – Stock Appreciation Rights (SARs) are becoming a popular alternative to traditional employee compensation methods. This article outlines the benefits of SARs, their design flexibility, and common stakeholder questions. The article discusses how SARs fit into modern Benefits & Compensation programs.

Dive into these articles to uncover the latest insights and innovations. Each piece is designed to inspire and equip you with the knowledge to drive impactful change in your field.