

## REPORT OF THE ONLINE Segment Meetings – November 5<sup>th</sup>, 2020

### Design and planning of business activities:

Moderator: Jan Verbeek, deputy chairman of the NAG.

During this break-out session the participants talked about designing and planning of business activities with respect to sustainability. The interesting points that came out of this session were:

- Many design and planning decisions are up to now mostly decided on economic value or cost only; if sustainability of operations, production and maintenance would be taken into account design and planning (e.g. make/buy) decisions would be very much different (i.e. processes that create less waste or more fit for re-use but are a little more expensive on the short term, supply chains that require less movements of materials and people but are a little less efficient – often on paper only)
- Acquiring data on sustainability effects of design and planning alternatives is still a big challenge – it involves data from other parts of the company or even other companies that is not readily available and shared
- Once a design is frozen and certified, changes of materials or supply chain are very difficult if not impossible
- Getting people on the shopfloor to change behaviour on re-use or proper waste separation is a challenge if not supported by easy to use processes and means and rewarding just behaviour
- Some best practices on affecting travel decisions also exist – if you share data on CO2 compensation or offsetting influences decision making, even of customers

