

CBS EXECUTIVE SUSTAINABLE LEADERSHIP & TRANSFORMATION

# BEYOND COMPLIANCE

DRIVING IMPLEMENTATION OF  
EU SUSTAINABILITY REGULATIONS



BEYOND COMPLIANCE

# KEY QUESTIONS

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How should organizations think about the relationship between compliance and sustainability?

What do businesses miss when they approach the new EU sustainability regulations through a sole compliance focus?

How can companies manage 'beyond compliance' in the sustainability context?

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# BEYOND COMPLIANCE EXPERTS



Anne Mette is responsible for Rambøll Management Consulting's global ESG and Sustainability and External Lecturer at CBS

Anne Mette has more than 20 years experience working across the Nordics and internationally, and has been a trusted advisor to organizations spanning a wide range of sectors, from multinational corporations to public institutions and NGOs



**ANNE METTE ERLANDSSON CHRISTIANSEN**

Global ESG & Sustainability Director, Rambøll Management Consulting



Andreas is Professor of Business in Society at CBS' Centre for Sustainability

Andreas' research has been published in several top-tier international journals and he has won several awards for his executive teaching

His research examines the intersection of Corporate Sustainability, Sustainable Finance and the political role of firms



**ANDREAS RASCHE**

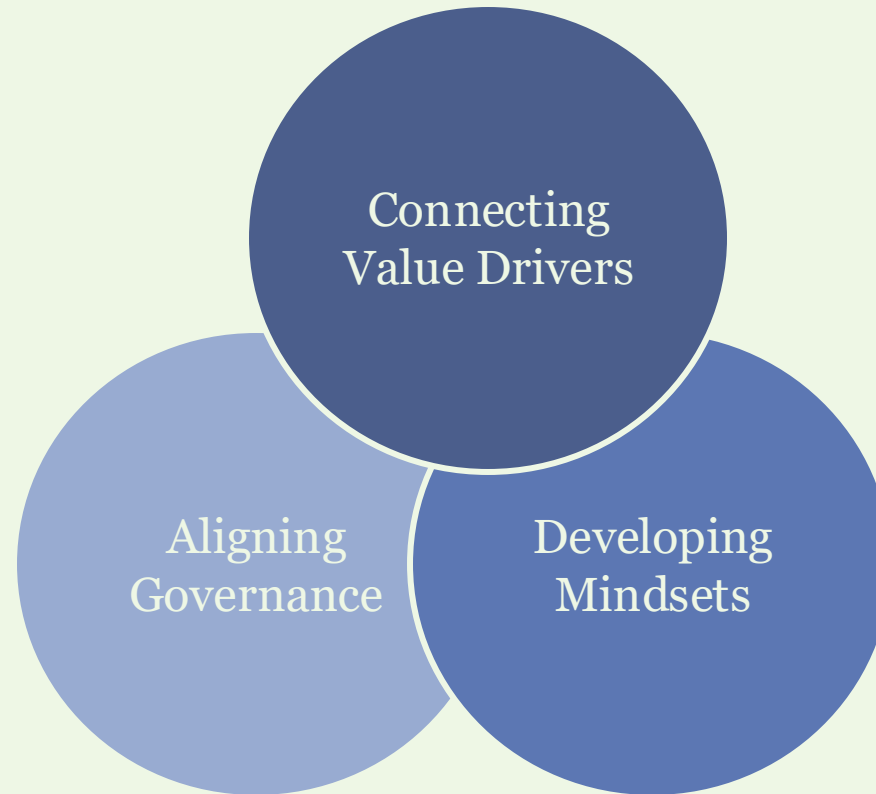
Professor, Copenhagen Business School

# What does it take for a company to reach beyond compliance when implementing sustainability regulations?



# COMPLIANCE IS GOOD, 'BEYOND COMPLIANCE' IS BETTER

Beyond Compliance  
=  
Using Regulations to  
Connect ESG Risks,  
Opportunities and  
Impacts to Strategic  
Decision-Making



# REGULATORY IMPLEMENTATION SHAPES (AND IS SHAPED BY) BOARDS' AND EXECUTIVES LEADERSHIP MINDSET

	Sustainability as Risk Management	Sustainability as Long-Term Value Creation
Past Orientation	<p><b>Compliance Mindset</b> Sustainability discussions focused on compliance; risk control based on past performance</p>	<p><b>Traditional Value Mindset</b> ESG issues framed as value creation, but focus is on firms' established value drivers</p>
Future Orientation	<p><b>Risk Mindset</b> ESG issues are perceived as critical business risks; focus is on future potential risk scenarios</p>	<p><b>Long-Term Value Mindset</b> sustainability as long-term value creation focused on disruption and innovation</p>

Source: Rasche (2024)

# CBS EXECUTIVE SUSTAINABLE LEADERSHIP & TRANSFORMATION

## EXECUTIVE LEADERSHIP PROGRAM KICK-OFF JANUARY 2025



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Cultivate a Sustainable Leadership Mindset

Align and Future-proof your Strategy

Lead the Transformation

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*In collaboration with IMD Business School  
Double degree certificate available*



## CREATING VALUE IN THE CIRCULAR ECONOMY EXECUTIVE MORNING BRIEF



**Andreas Rasche**  
Professor of Business in Society, CBS



**Julia Binder**  
Professor of Sustainable Innovation and Business Transformation, IMD

*October 31st, 9-9.45*

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[cbs-executive.dk/events](https://cbs-executive.dk/events)



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