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PREDICTS 2024

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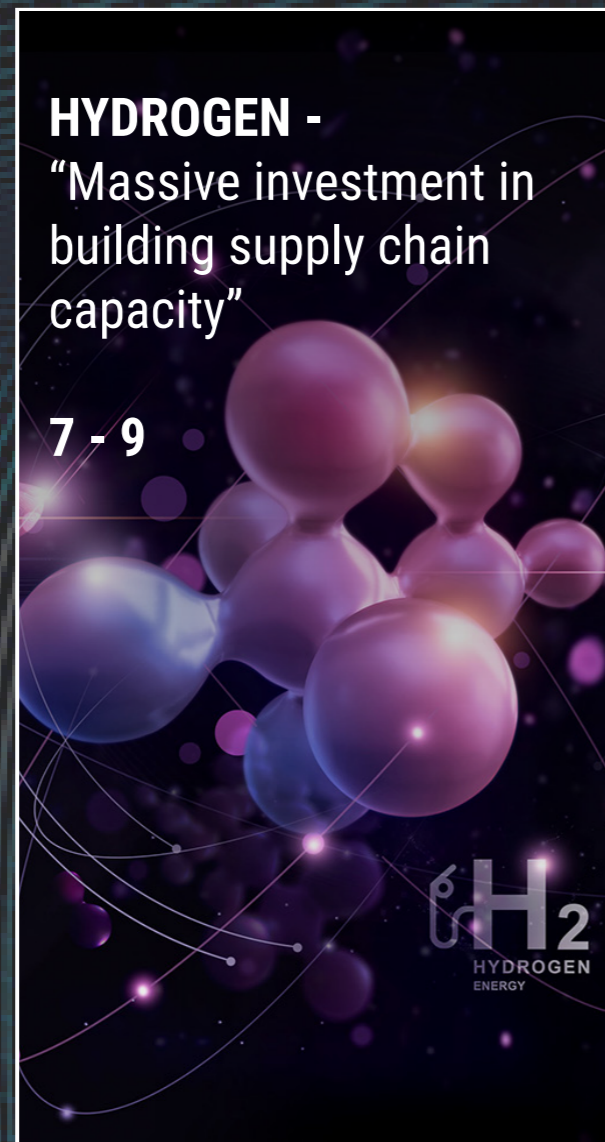
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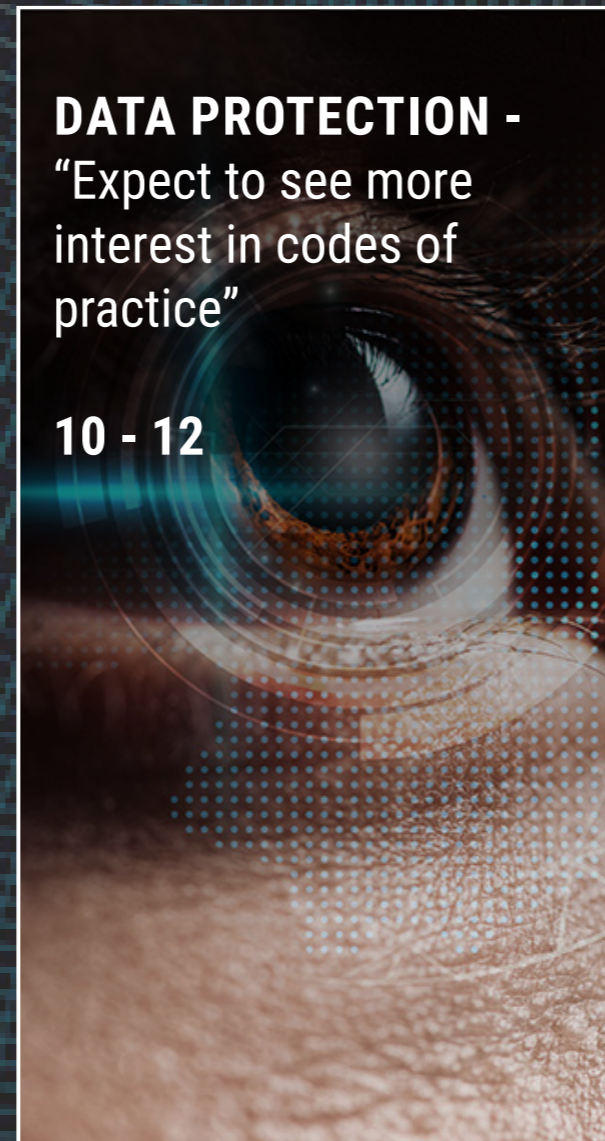
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INTRODUCTION

This is set to be a year of political change, as nearly 4 billion people around the world are scheduled to be voting in national elections. For a world already grappling with the continuing repercussions of the Ukraine-Russia and Israel-Hamas conflicts, the consequences could be profound, with fresh political leaders bringing new alliances and thinking on global issues, notably climate change.

We are experiencing the impacts of climate change at an increasing rate. Meteorologists declared in advance that 2023 was on course to be the hottest year on record. The need to decarbonise our energy systems and develop secure and resilient infrastructure and buildings is now urgent.

Technology, coupled with essential changes in consumer behaviour, has a vital part to play in helping us to address these and many other risks we face.

But cyber attacks, data breaches and misuse of artificial intelligence continue to highlight the challenges of the digital landscape and technological evolution.

The other answer may lie in space. One academic business paper wrote this year about a new era where businesses could be looking to the tech way above our heads, with innovation and major advances in data capture that can advance our knowledge and efficiencies across a broad range of areas from climate to agriculture and pharmaceuticals. 'Watch this space' takes on a whole other meaning.

The influential changes and events of the past year are analysed here by our experts, who look ahead to how key sectors can prepare for 2024.

TOMORROW'S ENERGY ECONOMY

“The year of energy efficiency”

Last year, we predicted that energy efficiency would finally get the attention it deserved; that demand-side flexibility would enter the mainstream; and that new technologies, techniques, business models and consumer behaviours would emerge. This year's predictions continue those themes:

1. THIS IS THE YEAR OF ENERGY EFFICIENCY

The [Energy Act 2023](#) has paved the way for ensuring that the UK's energy system is fit for future use. It grants crucial powers to enable low carbon heat schemes by setting energy performance targets. The Act also strengthens the Energy Savings Opportunity Scheme, heat network schemes and grid flexibility, in addition to implementing powers for wider system benefits.

We anticipate further updates to the [Standard Assessment Procedure](#) in early 2024, improving the methodology used to evaluate and advise on energy efficiency improvements. Last December, the Government opened its consultation on the Future Homes and Buildings Standards ([The Future Homes and Buildings Standards: 2023 consultation - GOV.UK \(www.gov.uk\)](#)), which aims to reduce the carbon emissions from new homes.

The Government is investing billions of pounds in upgrading the energy efficiency of existing homes, reducing energy bills and improving energy security. New and enhanced schemes include a £400m energy efficiency grant, launching in 2025, for domestic retrofit and a new £500m local authority initiative to retrofit up to 60,000 low-income and cold homes. The Social Housing Decarbonisation Fund – which we are supporting consultant Turner & Townsend to deliver – has been allocated £1.25bn to enable the retrofit of up to 140,000 homes.

2. DEMAND-SIDE FLEXIBILITY WILL CONTINUE TO DEMONSTRATE ITS VALUE

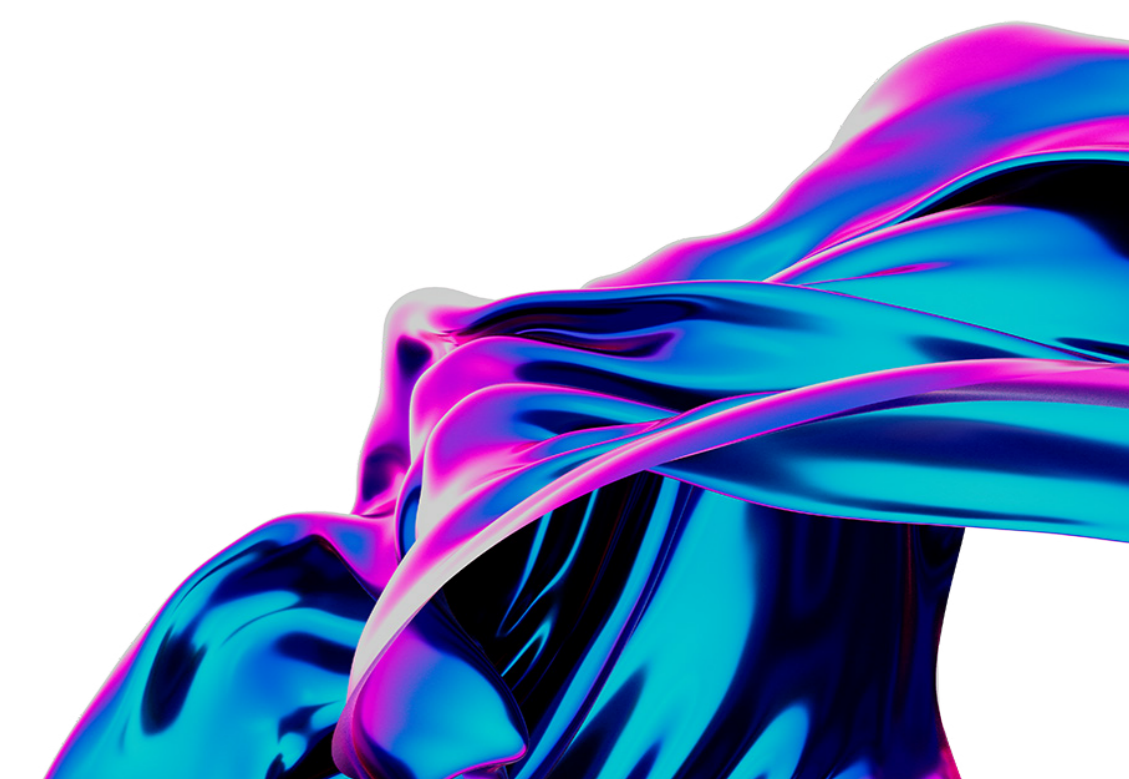
This winter, National Grid are again using their Demand Flexibility Service to incentivise customers to voluntarily flex the times when they use energy. The aim is to cut consumption at times of peak demand to help the system maintain capacity. Last winter, it saved more than 3,300MWh of electricity across 22 events, enough to power nearly 10 million homes. This year the plan is to encourage more consumers and businesses to take part. A lot was learned last year, and more will be learned this winter as demand-side flexibility becomes increasingly mainstream.

3. CONSUMER BEHAVIOUR BECOMES INCREASINGLY CENTRAL TO OUR FUTURE ENERGY SYSTEM

Energy switching has increased to levels not seen for some time. The totals of both electricity and gas switches in October 2023 were approximately three times those of a year earlier.

There has also been a worrying increase in energy bill debt. In December, energy regulator Ofgem published data showing total consumer debt and arrears had reached almost £3bn, which is a third higher than in the preceding year, despite a reduction in the price cap over the year. In response, Ofgem is proposing a one-off price cap increase to ease the pressure of this debt on suppliers. In the current economic climate, pressure on suppliers from debt is likely to continue.

Ofgem is also looking at how domestic consumers can be further engaged in demand-side flexibility. Their aim is to help manage the challenges presented by increasing electricity consumption, such as from electric vehicles and heating systems, and intermittent energy sources, such as wind and solar power. Clearly, consumers have a key part to play in realising a decarbonised energy system.



A_{uthor}

MIRIAM ATKIN
Director of Energy

As member of the Gemserv Executive team, Miriam leads the Energy Business unit. Drawing from her broad career spanning across disciplines from Finance, Operations and IT to apply a customer-centric focus to Energy services.

She is well versed in cutting through complex matters with a logical, common-sense approach and supports clients using a depth of strategic, commercial and operational experience gained from her time at large, well-known companies including (public services company) Serco, Centrica, The AA and Grant Thornton.



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JAMES HIGGINS
Partner - Low Carbon

James has spent the past 15 years working in the low carbon and environmental (LCE) sector at the heart of key changes across policy, technology and economics. As a result of working with over 250 organisations and at least 50 policy frameworks he has developed a deep grasp of the policy framework, wealth of campaign experience and a track record of developing winning ideas and strategies.

Motivated by making a difference to tackling the climate emergency.



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HYDROGEN

“Massive investment in building supply chain capacity”



Against a backdrop of higher interest rates, higher oil prices and political uncertainty, 2023 was still a year of progress for hydrogen.

Throughout the year, there were some disheartening messages from companies and politicians on low-carbon technologies. However, the political foundations for hydrogen roll-out continued to be laid in the major economies of the world and the project pipeline continued to expand, especially in the UK which saw a raft policy and project announcements.

The Energy Act passed into law and the 11 projects that will go ahead under the electrolytic [Hydrogen Allocation Round 1](#) were selected, securing a weighted average strike price between them of £241/MWh. This will be perhaps the most crucial year yet for the global hydrogen economy, determining the pace at which it materialises. Our predictions are:

1. FIRM CAPACITY WILL EXPAND AS MANY PROJECTS GLOBALLY UNDERTAKE FID

It is time for announced projects to convert to committed projects, as **Final Investment Decisions (FID)** are made around the world. The 11 UK green projects will join 69 more globally in taking FID in 2024, according to the **International Energy Agency's (IEA)** global hydrogen project database.

These commitments to hydrogen at scale will represent a huge landmark. However, if the proportion of these 80 projects deciding to proceed is low, then this could set the timeline back. Decision makers will need robust commercial and technical data and expertise to make well informed decisions.

2. THE US ELECTION COULD CHANGE THE SHAPE OF THE GLOBAL HYDROGEN ECONOMY

Many companies were already licking their lips at the **Inflation Reduction Act (IRA)** tax credits in the US, before a further \$8bn of fiscal support was announced in 2023 for regional hydrogen hubs. This has tempted some supply chain companies to cross the pond, like UK-focused electrolyser manufacturer, ITM Power, which announced last October that it was entering the US market.

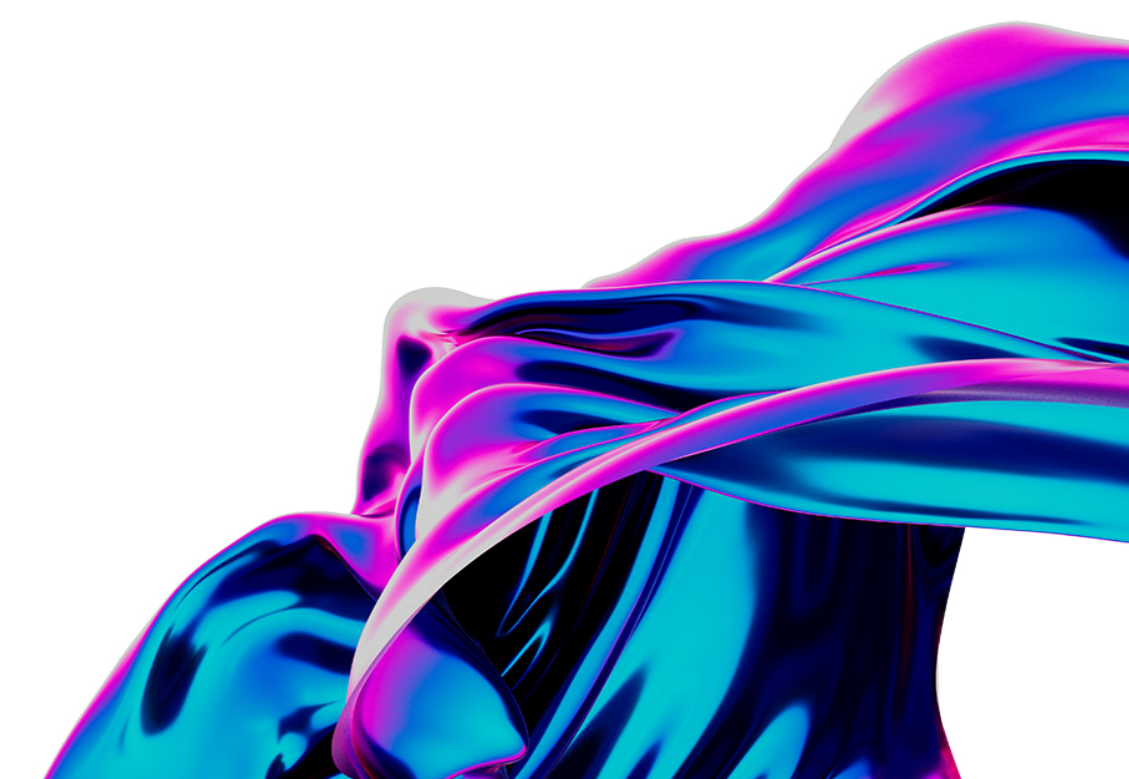
However, with the presidential election in prospect, there is uncertainty around what these support packages will look like by the end of the year.

The IRA has so far survived Republican attempts to repeal major parts of its \$369bn spending but a new Republican president could have several options for trimming it through executive action, if they wished. If the IRA is cut back, the US could lose its appeal and many developers could reassess their options. Members of the hydrogen supply chain and project developers should understand all geographic and funding options available to them.

3. TO ENABLE PROJECTS REACHING FID, MASSIVE INVESTMENT IN SUPPLY CHAINS WILL BE NEEDED

It has been widely reported that current committed electrolyser production capacity falls short of what is needed to enable the world to meet its electrolytic hydrogen targets. It is not hard to see why. Electrolyser manufacturers are not going to commit to expanding capacity until they have firm orders from firm projects and until now there has been a 'wait and see' scenario.

Now, with so many projects taking FID in 2024, firm capacity will increase and the next challenge will be securing the equipment to enable project timelines. For that reason, there is expected to be a massive investment in building supply chain capacity. All investors in the value chain will need expertise and support in deciding which segments and geographies represent the best returns.



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CLARE JACKSON
Head of Innovation - Low Carbon

Clare is one of the leading voices in hydrogen in the UK. She launched Hydrogen UK, the UK trade association for hydrogen, which is leading the national debate on the role of hydrogen in meeting net zero and working with industry leaders, Ministers and civil servants on the next steps required to scale hydrogen in the UK.

Clare has an extensive network across the hydrogen space, working with many organisations and companies to advise on how to capitalise on the opportunities presented by hydrogen.



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HARRY MORTON
Principal Consultant

Harry leads Gemserv Hydrogen Solutions and is an expert in the hydrogen sector. Throughout his career he has helped clients from across the energy sector navigate challenges but in recent years has focused exclusively on hydrogen, where he has developed deep expertise. He is a specialist in the commercialisation and business development of hydrogen having successfully managed numerous projects in the sector including market entry strategies, investment studies, stakeholder engagement, strategy development and business modelling.

During his career, he has developed a passion for effective and impactful communication as well as for building constructive relationships. Prior to joining Gemserv, Harry developed the hydrogen models and understanding at other consulting companies, on topics including price, cost, business, financial, GHG supply, demand and trade. This provides him with deep understanding of the complex business challenges around hydrogen.



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DATA PROTECTION

“Expect to see more interest in codes of practice”

In the past we have noted the ups and downs in the progress of new UK legislation for data protection. Our key areas to watch, therefore, are:

1. THE DATA PROTECTION AND DIGITAL INFORMATION BILL IS ON THE WAY

The **Data Protection and Digital Information Bill (DPDI)** is designed to replace **General Data Protection Regulation (GDPR)** in the UK and is expected to pass in the spring. It is progressing well and the only real concern at the time of writing is when the general election will be called. Rishi Sunak seems to be working towards an autumn election, but it could happen earlier. If it is called for May 2024, it is possible that this could kill the bill at a late stage.

If it does pass before an election is called, it will become law regardless of who wins and will bring some big changes, such as a change to the structure of the data protection regulator and a requirement for senior leaders to take control of data protection strategy.

2. ORGANISATIONS WILL LOOK TO RELEASE THE VALUE IN AI

Last year many companies started to think about how **Artificial Intelligence (AI)** might work for them. We expect to see more organisations looking to put plans into action in 2024, with a particular focus on

operational efficiencies and improved insights to help them 'do more with less'. Some organisations will be hoping that AI will allow them to reduce headcount, but in practice AI efficiency savings are typically freeing people up to focus on more value-adding work by reducing the time spent on repetitive administrative tasks.

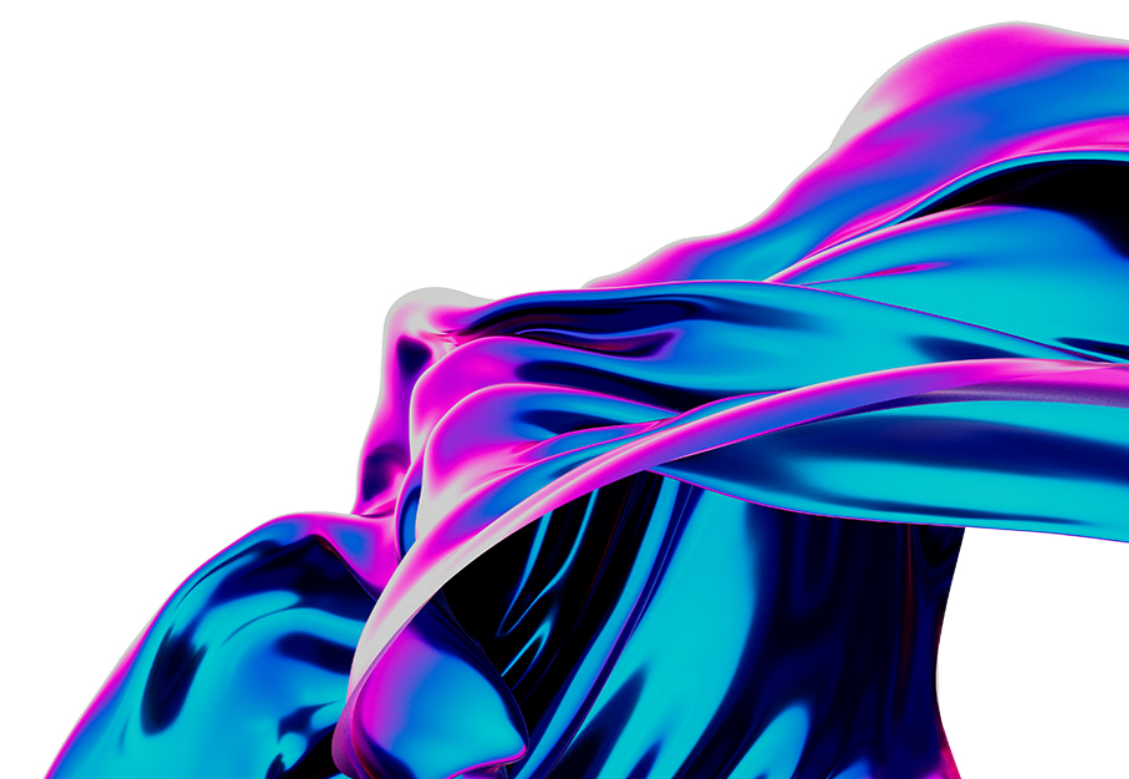
Organisations that release the most value will be those that carry employees and customers with them, understanding and addressing any concerns they may have. Data privacy risk controls and communications will be fundamental to building trust and confidence in these new technologies.

3. INTEREST TO GROW IN DATA PROTECTION CODES

The Data Protection Act requires the UK to introduce four data protection codes of practice covering: age-appropriate design, data sharing, journalism and direct marketing. So far only the first two have been finalised. The law also encourages other special interest groups, such as trade associations, to consider introducing codes of conduct to help their communities comply with the law.

Codes of conduct are voluntary codes that organisations can sign up to. They help signatories understand how to apply data protection laws in specific instances and can be very helpful for sectors with particular concerns or challenges. Signing a code of conduct can be a good

way for organisations to show that they take data protection seriously and build trust and confidence. If the general election is called in May, this could slow down the passage of the final two codes of practice; if it isn't called, then we expect to see the journalism and direct marketing codes published this year. We also expect to see more interest in codes of practice, potentially also including special codes covering AI.



A_{uthor}

CAMILLA WINLO
Head of Data Privacy



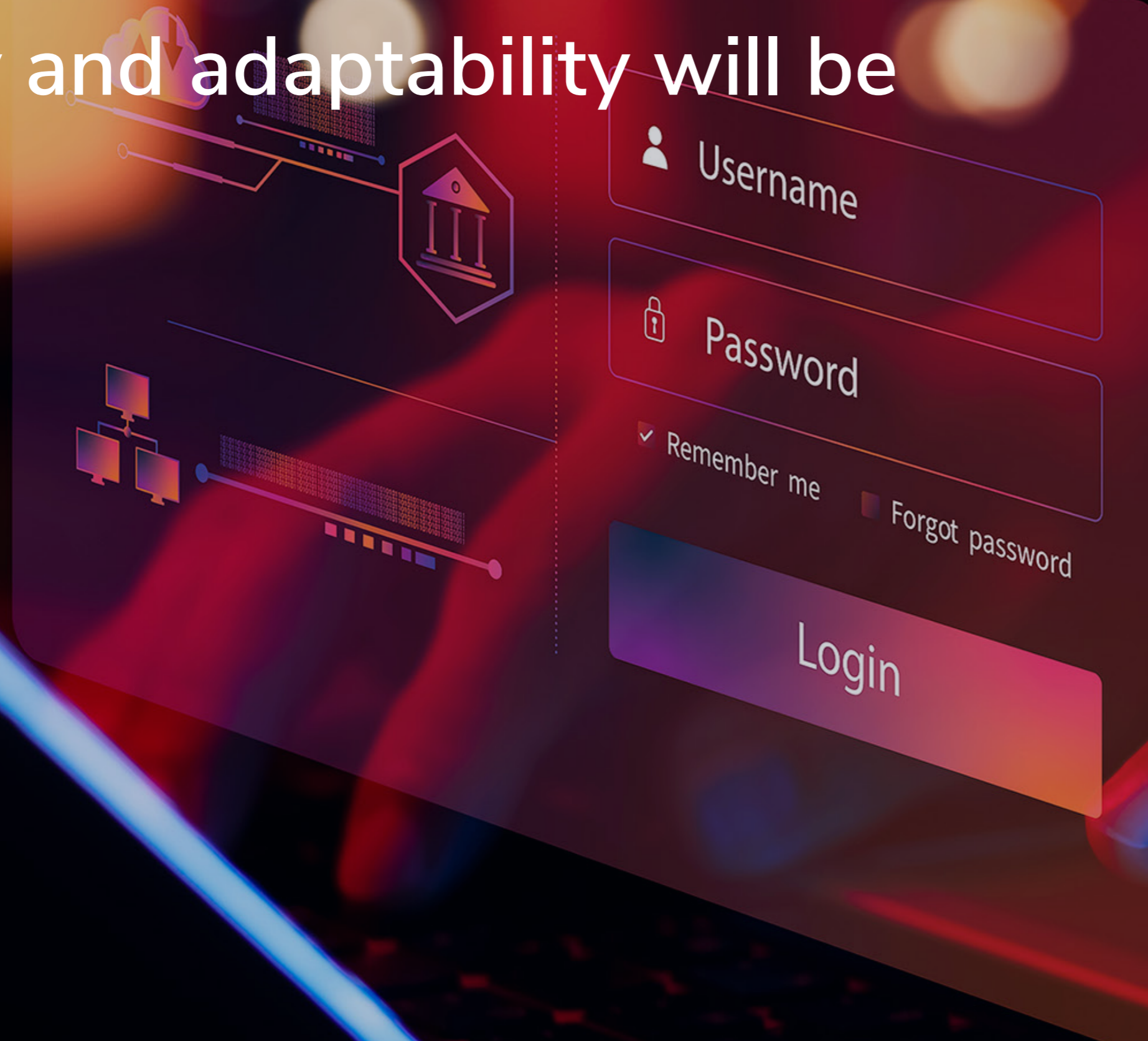
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Camilla is an experienced leader of data privacy consultancy teams. Key achievements include winning Best Privacy by Design at the DMA Awards and Best Data Ethics and Privacy Initiative at the DataIQ awards, both for work with WarnerMedia and DQM GRC. In 2022, Camilla was named as one of the top 100 Women in Tech. Camilla is on the Data and Marketing Association's Governance Committee and AI Taskforce and the International Association of Privacy Professionals' Publications Advisory Board.

She is a regular public speaker noted for her commercial, pragmatic and strategic view of data privacy issues. She specialises in data protection, privacy by design, compliance and regulation as well as marketing, financial services and professional services compliance. In her spare time, Camilla is on the committee for BYSA, which promotes and supports young British talent in a niche sport.

CYBER SECURITY

“Cyber security and adaptability will be paramount”



In 2024, robust cyber security and adaptability in the digital landscape will be paramount.

Our predictions are:

1. THE IOT IS CONTINUING TO EVOLVE – AND SO TOO ARE THE RISKS

Internet of Things (IoT) devices - ranging from smart home appliances, such as smart meters, to industrial sensors - often lack robust security measures, making them attractive targets for cyber criminals. Attackers exploit these vulnerabilities to gain unauthorised access, steal sensitive data, or disrupt service operations. The infamous [Mirai botnet attack](#) in 2016, which harnessed thousands of compromised IoT devices to launch massive **Distributed Denial-of-Service (DDoS)** attacks, highlighted the potential scale and impact of IoT security breaches.

The rise in IoT cyber attacks requires concerted efforts from manufacturers, consumers, and regulatory bodies to fortify the IoT ecosystem against emerging threats. As the IoT continues to evolve, staying ahead of cyber criminals and state and state sponsored threat actors will be an ongoing challenge. However, with diligent implementation of comprehensive security strategies, the potential risks can be significantly mitigated, ensuring a safer and more secure IoT environment for all.

2. CLOUD-BASED ATTACKS PRESENT A GROWING THREAT IN THE DIGITAL AGE

In the era of digital transformation, cloud computing has become a cornerstone for businesses and individuals alike, offering scalability, flexibility, and cost efficiency. However, this shift to cloud-based environments has opened new avenues for threat actors.

Cloud-based attacks are on the rise and set to continue increasing through 2024, exploiting weak access controls to infiltrate cloud repositories, compromising sensitive data and disrupting operations. The recent surge in cloud 'infostealers', tools specifically designed to siphon data from vulnerable or improperly configured cloud services, has become a pressing concern.

Cloud infostealers represent a financially motivated cyber threat that specifically targets cloud environments. These malicious actors are adept at exploiting common security oversights in cloud configurations, allowing attackers to access and exfiltrate sensitive data quietly and efficiently. The increasing ease with which these tools can be deployed makes them an attractive option for cyber criminals and other threat actors, further exacerbating the threat landscape.

The cloud offers immense potential, but navigating its challenges safely requires a committed and informed approach to cyber security.

3. ORGANISATIONS NEED TO FOCUS ON THE SHIFTING LANDSCAPE OF REMOTE WORK SECURITY

Companies such as Meta and Zoom made headlines when ordering their staff back to work in 2023, yet many other companies quietly reduced office attendance to downsize and cut costs. New technology and software have enhanced the viability of remote working. With this enduring shift, a new cyber security frontier has emerged. The tools that enable remote collaboration and access, while essential, have also opened doors to new types of cyber threats. This shift highlights an urgent need for enhanced security measures in remote work infrastructures.

Employees must be well-versed in identifying risks, such as phishing, malware, and sophisticated cyber attacks using AI. Establishing comprehensive protocols for responding to cyber security incidents and devising strategies for breach recovery will be indispensable.

Keeping pace with technological evolution is no longer optional, it's a necessity. This includes not only adopting new AI-driven tools and platforms but also investing in employee training to enable AI-related risks to be understood and managed. Exploring innovative business models that incorporate AI safeguards can also be a strategic move.

In addition, maintaining awareness of regulatory changes and ensuring adherence to relevant laws and policies is vital, especially as they evolve to address AI-related cyber security concerns.

By proactively integrating AI into their risk management strategies, organisations can build resilience and position themselves for success in an increasingly complex, AI-driven world.

A_{uthor}

IAN HIRST
Partner, Cyber Threat Services

Ian joined Gemserv in November 2018 as a security consultant. Ian has over 29 years' worth of experience in the cyber and security field gained through a combination of both military and Consultant employment. Experience includes ISO compliance and security evaluation, CESSG systems accreditation, risk assessment and management and Cyber Essentials certification. Significant experience of operating in security governance and assurance settings.



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IAN RUTLAND
Head of Cyber Security

Ian is an experienced and pragmatic consultant and leader, who joined Gemserv in Feb 2020 and now leads the Cyber Team. Ian has over 30 years of experience within the Information and Cyber Security fields, gained via a combination of both military service and private sector consultancy across a broad spectrum of industry sectors, including defence, aerospace, automotive and energy.

Ian's experience includes ISO certification, system certification, risk management, incident response and security governance and compliance.



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IAN DAVIS
Head of Information Security

Ian is a highly experienced information security and business continuity consultant with over 20 years' experience in the design, implementation and management of information security projects across diverse sectors.

He is responsible for the development of the information security practice of Gemserv Ltd following the integration of Red Island Consulting into the Gemserv consultancy practice. Ian is responsible for leading all major information security projects.



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MATTHEW STEVENS
Assistant-lead, Cyber Threat Services

A business focused, certified cyber security professional with a keen eye for detail, Matt thrives in complex cyber security business analysis tasks, mapping business processes to new cyber security capabilities whilst engaging effectively with stakeholders, identifying inefficiencies and opportunities for improvement to create more effective and efficient business driven security capabilities.

Matt has significant leadership experience working in the law enforcement, financial services, military and smart energy environments, driving the implementation of operational risk management, security controls and providing specialist cyber security and data protection skills.



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DIGITAL TRANSFORMATION

“We are entering a new paradigm for data”

The new year brings the prospect of fresh challenges around data, regulation and skills, leading us to predict:

1. WE ARE ENTERING A NEW PARADIGM FOR DATA

The thoughts of **Chief Technology Officers (CTOs)** and **Chief Data Officers (CDOs)** will be dominated by data management and data sustainability. Driving that preoccupation is the reality that companies, industries and governments face a dizzying amount of data, and ever-increasing demands for real-time insights and real-world benefits.

The global volume of data generated, consumed, copied, and stored, will top 180 zettabytes by 2025, almost treble 2020 figures. Like our global water resource, only a very small amount can be used productively.

Better data management is crucial. Our experience in energy underpins our view that 2024 will need an 'invest to implement' mindset to start winning crucial data duplication, portability, and interoperability battles.

In parallel, data sustainability will move centre stage. **Information and Communication Technology (ICT)** contributes 2-4% of **Greenhouse Gas (GHG)** emissions, and by 2030 will consume 13% of global energy. Consider the fact that the earth's coldest location is not Antarctica, as you might expect, but a Google-run quantum computing warehouse in California.

The energy-intensive nature of data - alongside increasing computing demands of AI, augmentation and automation - underscores the urgent need to integrate sustainability into data strategies and practices.

In the wake of COP28, the paradigm shift should be away from data as the new oil. Instead, we should treat it like water.

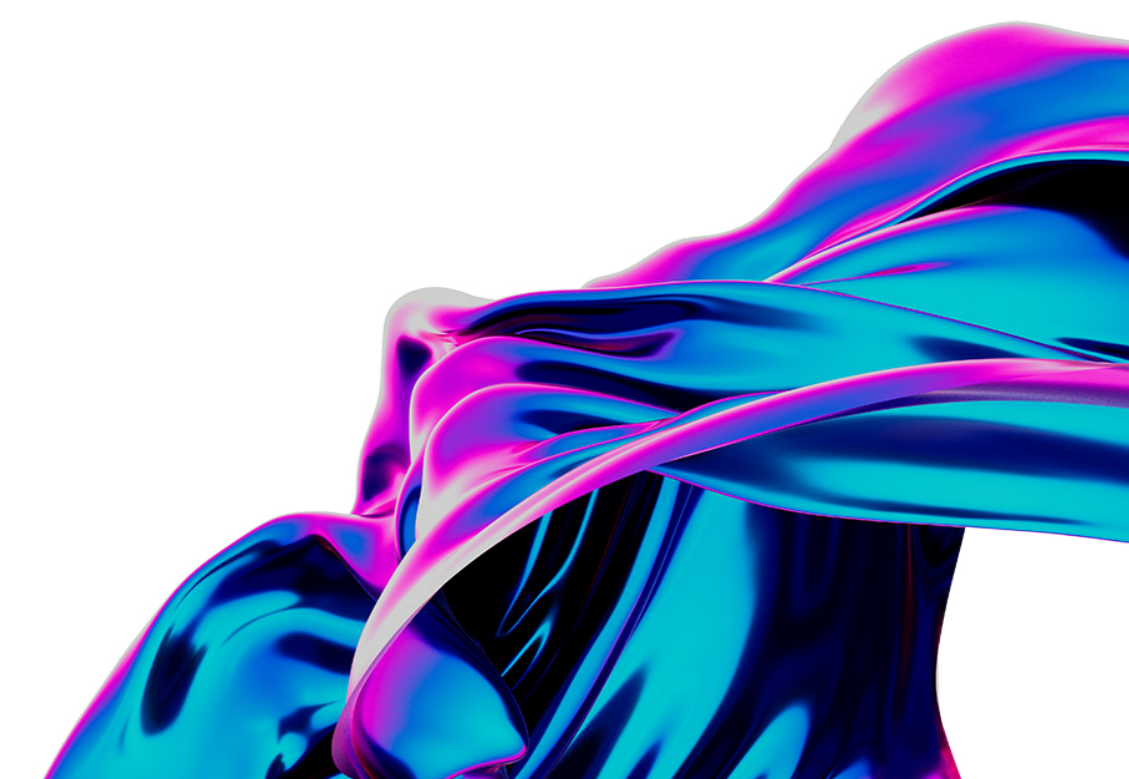
2. REGULATION 2.0 IS COMING

In the UK, a wave of new digital regulation is still being finalised. This year will see government and regulators moving to implement new legal frameworks and looking for better ways to keep up with digital innovation.

Net-new digital regulation is one aspect of a mounting business challenge. Another is the expansion in the complexity and scope of regulatory frameworks centred on digital transformation. The holy grail in the UK remains comprehensive, connected, smarter, agile and more responsive regulation, that is also pro-growth.

Two drivers dominate this challenge. The first is the fast pace of digital innovation and the cross-sectoral nature of the transformation. AI is an obvious example, but so is the growth in sophisticated connected devices in our everyday lives. Secondly, the rise of data is generating demands for safe, secure ways of sharing it across sectoral boundaries.

This is driving greater coordination and collaboration between regulators, irrespective of digital sectoral responsibilities, and more innovative ways of managing regulation. Novel proposals, like [Ofgem's Future Regulatory Sandbox](#), will encourage collaborative platforms to test regulations in real-world scenarios.



3. ORGANISATIONS WILL APPROACH UPSKILLING DIFFERENTLY, WITH WORKFORCES BECOMING TRANSFORMERS

According to [research by Microsoft, 69% of leaders feel their organisation suffers from a digital skills gap](#), even though 59% of employees believe in the importance of developing their digital skills. [The digital skills gap has been estimated to cost the UK economy as much as £13bn a year.](#)

We expect a greater drive for more natural routes to embed digital skills within workforces. Instead of tying up resources and expertise on large scale digital transformations, why not a skills agenda aimed at “digital transformation along the way”?

This means parity of esteem between meaningful improvements in efficiencies and productivity, and greater digital innovation and adoption. While some of the most promising digital technologies look to automate or augment human effort, the more efficient approach would be upskilling workforces to become built-in transformers within your organisation. That could mean fewer formal courses or detached learning models, and more co-pilot, situation-based learning approaches.



A_{uthor}

VINCENZO RAMPULLA
Principal Consultant

Vincenzo joined Gemserv in 2022 from the UK Government's business department. He has over eleven years of UK public policy and government relations experience across within highly regulated industries. He is currently Vice-Chair of Tech UK's Central Government Council and is a regular public speaker on technology policy.

Vincenzo has worked on a number of high-profile issues including the design of energy asset registration, Smart Data governance, social media regulation, broadcasting regulation and regulation of the BBC, and the transposition of EU legislation.



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ENVIRONMENTAL, SOCIAL, AND GOVERNANCE

“Businesses of all sizes in all sectors are also being impacted”

Much has happened in the Environmental, Social and Governance (ESG) space in 2023 that will influence 2024, and three-year business planning.

- The requirements of the EU's **Corporate Sustainability Reporting Directive (CSRD)** were finalised in late 2023 for implementation in early 2024.
- On 14th December, it was announced the **Corporate Sustainability Due Diligence Directive (CSDDD)** will enter into force by January 2024. Although member states may take 2 years to enact, UK and other non-EU companies should prepare in 2024, as they are likely to already feel the impact of human rights and environmental due diligence obligations in 2025.
- The EU's introduction of the **Carbon Border Adjustment Mechanism (CBAM)** this year is reshaping global supply chains. It is doing this by preventing carbon-intensive imports, promoting sustainable sourcing, and imposing a carbon price from 2026, signalling a commitment to combat climate change. A similar mechanism is under consultation in the UK.
- Political agreement on the EU '**green claims**' **directive** was reached in September 2023. This may not come into force before the end of 2025 but, with administrative fines of up to 4% of turnover and an anticipated rise in consumer complaints and greenwashing class action litigation, any organisation that directs its products or services towards EU consumers should start to prepare in 2024.
- Increased international scrutiny on the credibility of corporate net zero targets and roadmaps came a step closer with the publication of the **Transition Plan Taskforce Disclosure Framework (TPTDF)** in the UK in October 2023, dovetailing with and building on International Sustainability Standards Board requirements.
- Meanwhile, in the US, on 6th December, the **Securities and Exchange Commission (SEC)** delayed its climate change disclosure rulemaking yet again and will now only consider finalising its March 2022 proposal in the spring of 2024.

Our predictions are:

1. THE RUBBER IS HITTING THE ROAD WHEN IT COMES TO BUSINESS STRATEGY AND OPERATIONAL IMPACTS

Businesses will need to establish their reporting strategy early in 2024. This will primarily be in response to the mandatory and voluntary elements of the EU's **Corporate Sustainability Reporting Directive (CSRD)** and their phasing - and also non-EU country disclosure requirements.

Secondly, the EU's CSRD, **Task Force on Climate-Related Financial Disclosures (TCFD)** and **Transition Plan Taskforce Disclosure Framework (TPTDF)** require the disclosure of the current and forecast impact of a greater range of environmental and social factors on business strategy and performance. Also, critically, companies now need to report in more depth on the changes to business strategy and transition plans they are implementing and developing to respond, along with tracking performance.

Thirdly, particularly for those companies trading physical products and energy, these considerations will have knock-on operational impacts throughout value chains and material flows, especially for those exposed to the EU's **Carbon Border Adjustment Mechanism (CBAM)** and 'green claims' directive.

Businesses of all sizes in all sectors are also being impacted by increasing customer requirements relating to net zero and wider environmental and social transparency. For example, several large organisations are requiring suppliers to have science-based targets in place by 2025. At the very least, the new directives coming into force this year and next will also drive operational changes to demonstrate due diligence.

2. DATA AND COMPLIANCE CHALLENGES ARE MOUNTING

The CSRD alone represents a major data challenge in 2024. One issue is gathering and filtering source data of the required quality against all social and environmental data points. Another is organising data into the required formats for electronic submission. This is also the case with CBAM.

To ensure compliance, while allowing internal teams time to consider future requirements and implement strategic and operational changes in-year, we see a significant increase in the outsourcing of reporting in 2024. Initial evaluation of mandatory and voluntary requirements, gap analysis and evaluation of software solutions (and their integration) are high on the list of priorities. As part of this process, we advise organisations to create data roadmaps this year to ensure they can create clear work plans to support future requirements.

The larger emphasis on social metrics and related due diligence that the EU's CSRD and **Corporate Sustainability Due Diligence Directive (CSDDD)** bring will be new for many organisations. There may be a steep learning curve for smaller organisations, particularly towards the end of this year as customers start to make the compliance implications in these areas clear.

3. A MULTI-SPEED REGULATORY ENVIRONMENT COULD WIDEN THE DISPARITY IN SOCIAL AND ENVIRONMENTAL PROGRESS

The march of EU ESG-related legislation and customer driven reporting and due diligence requirements continues at pace. However, there is a noticeable lag and hesitation at a federal level in the US and a varied picture elsewhere.

There may be significant differences in implications and resultant strategies for both organisations operating in one country (or state) and multinationals, depending on where they are based and where their own operations and supply chains are.

This year more organisations internationally are likely to feel an increased disparity and tension between requirements in their local geographical, national, and international markets and supply chains. Given current economic headwinds and the drive for cost efficiencies, there is a possibility that we will see increasing polarisation between the accelerators of sustainability and those who reject ESG almost entirely.

A_{uthor}

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Principal Consultant

Richard is a senior sustainability professional driven by results, with both an operational and sales and marketing background. Richard brings a passion for sustainability and resource management to my role, as well as general management, strategic, account management and business development skills gained in both FTSE and SME environments.

His specialties include sustainable business practice, eLearning, resource efficiency, energy efficiency, investment strategy, B2B sales, people management, employee engagement, FM, hospitality, higher education and health sectors.



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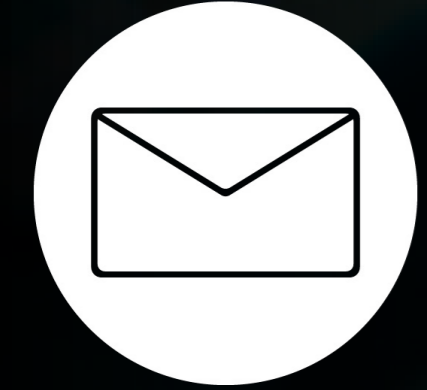
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WACO YOKOYAMA
Consultant

Waco is an expert in sustainable development, specialising in corporate sustainability and the circular economy to guide companies in their green transition. Her expertise encompasses EU and international sustainability policies, low-carbon solutions, and strategic planning. With a strong background in environmental regulations and sustainable supply chains, Waco holds an MSc in Environmental Change and Management from Oxford University's Environmental Change Institute.



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