

MANDIPA LECHA

Internship Report

'23/'24

Degree Programme

Global Responsibility and
Leadership

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PREFACE



It had always been clear from the onset of my academic journey that I wanted to do an internship in my minor semester. The Living Lab Research in collaboration with Chapter Zero Netherlands sparked an interest in the efforts that corporate organisations were having to tackle Climate Change. The research unearthed a new perspective on climate action, especially from a corporate lens and more specifically the role of Non-executive directors in these efforts. The research assembled my multiple interests in governance, climate action and circular economy, which in turn forged a path of interest in pursuing a similar line of work beyond my studies. I believe that the internship was the perfect way to test if my interest truly lies within this area.

When the opportunity to apply to be a working student for Chapter Zero Netherlands arose, I was proactive and engaged in making sure that it materialised. I was shortlisted as a candidate to be offered a working student position in Chapter Zero Netherlands. I asked if the offer could be made into an internship so it may be used for my minor space whilst assisting the organisation as I had planned. This opportunity to be an intern allowed me to be onboarded as a sustainability intern at Deloitte assisting with Chapter Zero Netherlands on their project management needs.

My supervisors have made this internship experience memorable, their constant support has always uplifted me into putting my best foot forward. I would also like to thank Chapter Zero Netherlands and Deloitte leadership for taking a chance on me and allowing me this opportunity to grow as a professional in an exciting environment.

Table of Contents

S
T
H
E
T
H
N
O
C

04.

Introduction

09.

Learning Outcomes

11.

Evaluation

13.

Reflection

14.

Knowledge Acquisition

15.

Future Prospects

16.

Appendix

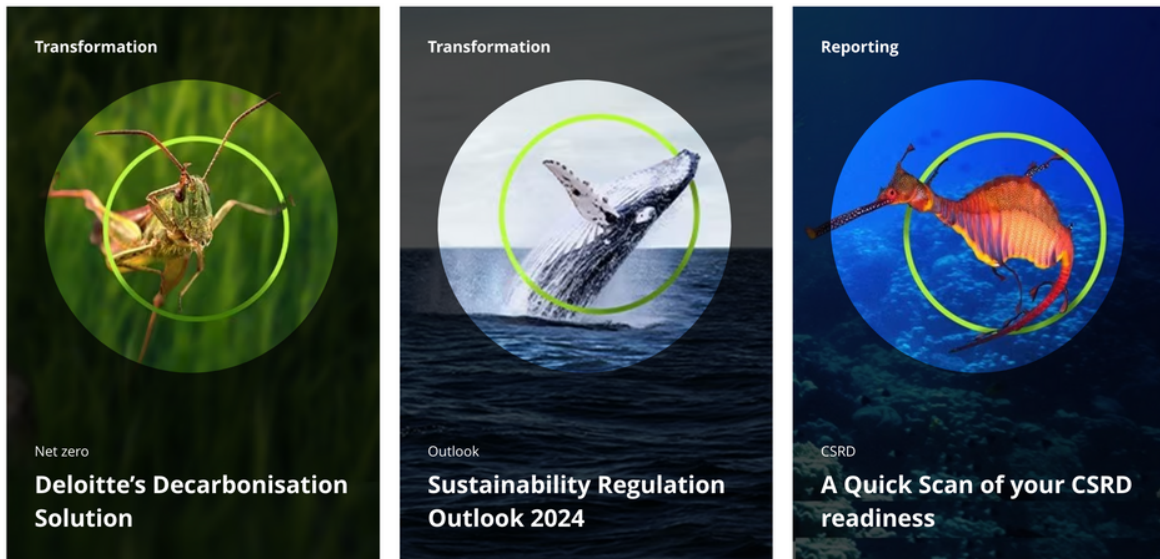
Organisational Description

My host organisation during my internship period was Deloitte Risk Advisory B.V. and I was placed in the sustainability team. Deloitte Netherlands (NL) is a prominent consulting firm in the Netherlands that is a part of Deloitte North and South Europe (NSE). According to Consultancy.eu's 2020 report, it is one of the leading consulting firms in the country.

Deloitte NL was formed in 2003 when Andersen Nederland, VB Groep, TRN Groep, and the Tombe/Melse Groep merged together in the autumn. According to Deloitte Global, their model not only positions them as an industry leader, but also enables individual Deloitte firms to access the organization's skills, knowledge, and consulting capabilities. Deloitte firms are committed to supporting the mission, purposes, and policies of Deloitte Global. These firms operate independently in their respective countries or regions under the legal and regulatory framework of their jurisdiction. They are separate legal entities but practice under a common brand, share methodologies, and adhere to professional protocols and guidelines. It's important to note that Deloitte Global is not a partnership, single firm, or multinational corporation, and it doesn't offer client services. However, it provides policies and values, including those related to sustainability.

Sustainability is rooted within the firm's purpose. The company has 5 focus Sustainable Development Goals and these dimensions include SDG 4: Quality Education and Learning, SDG 8: Decent Work and Economic Growth, SDG 13: Climate Action, SDG 16: Peace, Justice and Strong Institutions, and SDG 17: Partnership for The Goals. Additionally, Deloitte NL has worked on over 117 Sustainability and corporate responsibility projects over the past year. Deloitte Netherlands is committed to making a positive societal impact and helping society transition to a more sustainable future. They have developed a three-fold approach that includes helping clients become more responsible businesses, contributing to society through the Deloitte Impact Foundation, and becoming a more sustainable and responsible organization themselves.

Deloitte.

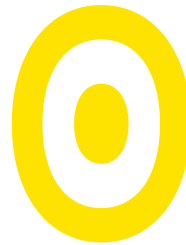


Deloitte Netherlands' latest sustainability articles

A key part of their strategy is the global World Climate program, which aims to drive responsible climate choices within their organization and beyond. Deloitte Netherlands is committed to social responsibility both locally and globally, as part of their purpose. This commitment has resulted in the development of the WorldClimate and WorldImpact programs, which align with the values of Chapter Zero (Deloitte Global, 2023).



Deloitte Netherlands Office, 'The Edge,' named as one of the world's most sustainable offices in 2015.



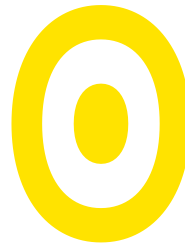
Chapter Zero Netherlands

Chapter Zero is a community of Non-Executive Directors (NEDs) who understand their role in ensuring that their businesses respond to the risks and opportunities created by climate change. The Climate Governance Initiative (CGI), created by the World Economic Forum, has contributed to the publication of a report titled "How to Set Up Effective Climate Governance on Corporate Boards". This report has established eight principles and guiding questions for boards to address, this was done to allow for the implementation of climate governance in their business (Chapter Zero, 2022).

The CGI has set out a mission to mobilise boards to accelerate the transition to net zero and build climate resilience. The ambition for 2025 is to address the urgent global challenge of climate change following the 'code red' alert from the IPCC report. The goal is to halve global emissions by 2030 to limit the temperature rise to 1.5°C by 2050. The business community, lacking tools and expertise, needs to transition from pledges to action. Boards are crucial in driving this change by implementing the World Economic Forum Principles for Effective Climate Governance.

The ambition is to transform boards through increased engagement, evidenced by progress over three years and a rise in companies with transition plans compatible with a 1.5°C scenario, with the Chapters of the Climate Governance Initiative playing a key role. There are several chapters worldwide that support non-executive directors (NEDs) in addressing climate concerns in the boardroom. The founding chapter was established in the UK in collaboration with the World Economic Forum, and other chapters have since been created globally. To be part of the initiative, a chapter must have signed the CGI Charter (Thorne et al., 2023).





Chapter Zero Netherlands

The Directors Climate Forum

Deloitte, as per its Global Impact Report, is committed to the Sustainable Markets Initiative, which aims to promote a coordinated global effort to accelerate the transition to a sustainable future in the private sector (Deloitte Global, 2022). They are achieving this by creating ecosystem changes that are necessary to build a sustainable future. Deloitte has established measurable targets, which are managed according to a framework resulting from collaboration with the World Economic Forum's International Business Council. This framework identifies metrics to align ESG reporting across industries and regions. In recent years, Deloitte has represented the World Economic Forum in the working group established by the International Financial Reporting Standards (IFRS) Foundation, demonstrating its strong relationship with Chapter Zero Netherlands as one of its founding partners (Deloitte Global, 2022).



Chapter Zero Netherlands organisaitional structirue



Chapter Zero Netherlands Founding Partners

LEARNING OUTCOMES

I developed an interest in corporate governance during my Living Lab Research with Chapter Zero Netherlands. I wanted to gain insight into how toolkits and knowledge systems help NEDs make their organizations more sustainable. I aimed to explore how ethical, sustainable and realistic corporate responsibility can be developed.

The internship ran from September 1st, 2023 to January 31st, 2024. During this time, I worked for 16 hours per week and either travelled to The Edge in Amsterdam or worked remotely, depending on the tasks assigned to me. The team had weekly PMO meetings to discuss the progress made during the past week and to determine if anyone required additional support.

I also had to complete two courses alongside the internship: "Homes and Cars: Technologies, Citizens and the Energy Transition" and "Introduction to Decolonization Theories." The first course was chosen because it was relevant to the internship, while the second was chosen based on personal interest. The aim of the internship was to gain Leadership, Project Management, Strategic Positioning, Networking, Communication, and Marketing skills as well as to undergo Self-Development.

01

Project Management and Organizational Skills

- Actively participated in the organization through a PMO support role.
- Developed skills aligned with a Junior Analyst role, including organizational skills.
- Managed agendas, attendees, cadence, meeting minutes, and assignment of meeting actions.

02

Database Management

- Worked on the setup and maintenance of a PMO database.

LEARNING OUTCOMES

03

Communication and Marketing

- Engaged in communication, marketing, and back-office maintenance.
- Involved in website and LinkedIn management.
- Produced content and information for stakeholders through various mediums.

04

Experiential Knowledge and Budgeting

- Participated in ongoing projects and activities.
- Gained experiential knowledge in reviewing budgets, identifying discrepancies, and collaborating with stakeholders.

05

Professional Development

- Focused on developing professional skills, confidence, and knowledge of organizational activities and procedures.

Internship Tasks

My Role

During my internship at Deloitte, I helped establish the Project Management Office (PMO) for Chapter Zero Netherlands during its startup phase. Although my role was initially undefined, I was assigned specific tasks as the internship progressed. Halfway through, I took over the Content Management and Marketing campaigns, which included managing social media presence (LinkedIn) and targeted email campaigns. To create content targeted towards Non-executive directors, I familiarized myself with Management Scope, a platform that provides insights into boardrooms and ranks the top non-executive directors in the Netherlands.

As part of my role, I created a content plan for LinkedIn marketing campaigns. This strategy involved determining what kind of content we would post on specific dates throughout the year, based on what was relevant in our global network and the themes of our roundtable events. I automated the content creation process and scheduled the content to be released on Wednesdays for more efficient project management.

I also oversaw the growth of targeted email campaigns, which moved from ad-hoc activity to automated campaigns through Mailchimp. I transitioned our database from the spreadsheet format to a more automated system through Mailchimp a database management platform. I was also involved in creating the invoice template for Chapter Zero Netherlands and reviewed the contract before it was established and sent to members.

Additionally, I launched the chapter's first webcast, "SDG Pavilion: A Recap of the September 2023 Halftime Talks," hosted by Jacques Buith and Bas Verhart. The webcast highlighted talking points such as the role of Artificial Intelligence in Climate Action and Winning Strategies for Financing the SDGs.

As part of the brainstorming sessions, I contributed ideas on how to improve the workflow and cadence of the organization. I wrote funding letters to our network and emails for roundtable events. I was required to attend All Chapter Calls hosted by CGI which helped me stay informed about ongoing developments around the world.

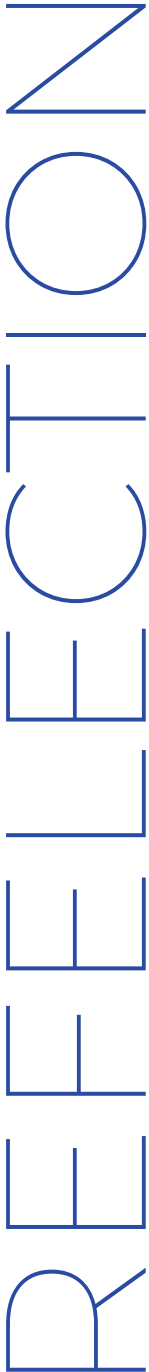
How the internship added to my major choice within the UCF programme

This internship added value to my major choice which is the Politics, Philosophy and Economics major, as corporate governance is key in the transition to make companies and the world at large more sustainable. In being engaged and involved in projects that aim to pave the way for more sustainability and green-focused practices in realistic scenarios such as Chapter Zero Netherlands, I applied my knowledge from the policy recommendations and circular economic theories we discussed in courses such as 22nd Century Economics, Globalisation and Developmental Economics and the Living Lab Research.

I had the opportunity to gain insider knowledge from both non-executive and executive directors such as Jacques Buith. This experience allowed me to compare my theoretical knowledge gained from my elective course “Psychological Perspectives on Leadership and Organizations” to the practical aspects of how organizational and company leaders actually run their organizations. This experience significantly contributed to my academic major as I was able to experience first-hand how leadership is coordinated at the highest level of organizations and businesses. It reinforced my passion to become a leader, working collaboratively with a team to make a positive and valuable impact.

The internship introduced me to the most recent toolkits, policies that have been passed and activities that have either been implemented or are being implemented, to facilitate the sustainable transition. Deloitte’s publications have been providing me with knowledge as to how this transition can be made possible and being a part of the sustainability team puts me in the epicentre of the corporate sustainability transition. My Living Lab research indicated that there are still missing policies and frameworks to assist these transitions and the internship shed light on ways to further develop this.





The maturity of a chapter is gauged by its capacity to create and share knowledge. I intend to establish a plan that facilitates the creation of content within Chapter Zero Netherlands for distribution to other chapters in the global network.

I have significantly improved my writing skills, work pace and organizational abilities. Moreover, I have gained competence in written and oral communication skills. Throughout my internship, I have learned to be patient with myself and the tasks given to me. I was able to successfully deliver my assigned tasks in communication, marketing, and back-office maintenance, with the involvement of website and LinkedIn management.

The main objective of the internship was to develop my professional skills, boost my confidence, and gain knowledge of the activities and procedures of an organization. I believe I have successfully achieved these objectives, particularly through the improvement of my computer competency skills, exposure to social professionals during the introductory week, and engagement with senior professionals

Through my interactions with colleagues at Deloitte, I have gained insights into how companies can begin to enforce the frameworks, policies and regulations that are introduced by organisations such as the EU concerning sustainability. It has also allowed me to discuss how value creation can be conducted to allow companies to improve their sustainability.

I had difficulty overcoming communication barriers. This affected my ability to perform at my best capabilities but after discussing with my organisational supervisor, we created a role that was manageable and fitting of my expertise, whilst challenging me to grow. I have since improved my communication in regards to status updates regarding the task I am working on and my personal schedule planning which have allowed for better transparency and cadence in the team.

The internship has allowed me to expand my network immensely which I believe will be exceptionally beneficial to my capstone thesis as I will continue to investigate sustainability transition in business. I have had the opportunity to have a meeting with some partners from the company such as Ivan Kukhnin who is the Climate and Nature risk lead at Deloitte and discuss my Living Lab Research with the CEO of Deloitte Netherlands Hans Honig.

KNOWLEDGE ACQUISITION

The Global Responsibility and Leadership Programme has equipped me with a comprehensive understanding of global issues, enabling me to draw connections between diverse sustainability challenges at both the global and local levels.



Knowledge

- The programme has improved my reasoning capabilities. I have actualised my academic niche which has made my academic experience exciting.

Skills

- I have learnt how to critically reflect on the incumbent political and economic systems. As well as to adequately communicate recommendations on how to sustainably improve these systems.



Personal Development

- I have overcome limiting beliefs that stifled my academic performance due to the safe learning environment and exceptional support from lecturers.

I acknowledge that I have a limited understanding of the complexities involved in the green transition. Implementing climate action requires the engagement of multiple stakeholders simultaneously, and the discussions in the classroom often present an idealized view of reality. I wish we had the opportunity to delve into the challenges of this transition, recognizing the global effort required for its successful realization.

FUTURE PROSPECTS

After completing my studies at UCF, I am excited to enter the workforce. My academic journey has provided me with valuable knowledge, and I am eager to put it into practice in real-world roles. I believe that balancing theory with hands-on experience is essential, so I plan to return to academia to pursue a master's degree after gaining practical skills from a few years of work experience.

To achieve this, I have chosen a thesis topic that aligns with current real-world trends in sustainable entrepreneurship and corporate responsibility. I believe that understanding these concepts will help future leaders guide organizations towards just and environmentally responsible practices.

I have developed an interest in consultancy and advisory roles related to sustainability and am now exploring opportunities in this field, as my internship has been extended until July. This will allow me to utilize the resources and knowledge that Deloitte has regarding this profession. I am also considering enrolling in a summer internship program to further improve my practical skills with Deloitte. This will help me become a stronger candidate for a permanent role within the organization.



I am ready to embrace the dynamic landscape of work and learning, with the aim of achieving a balance between theory and practice.

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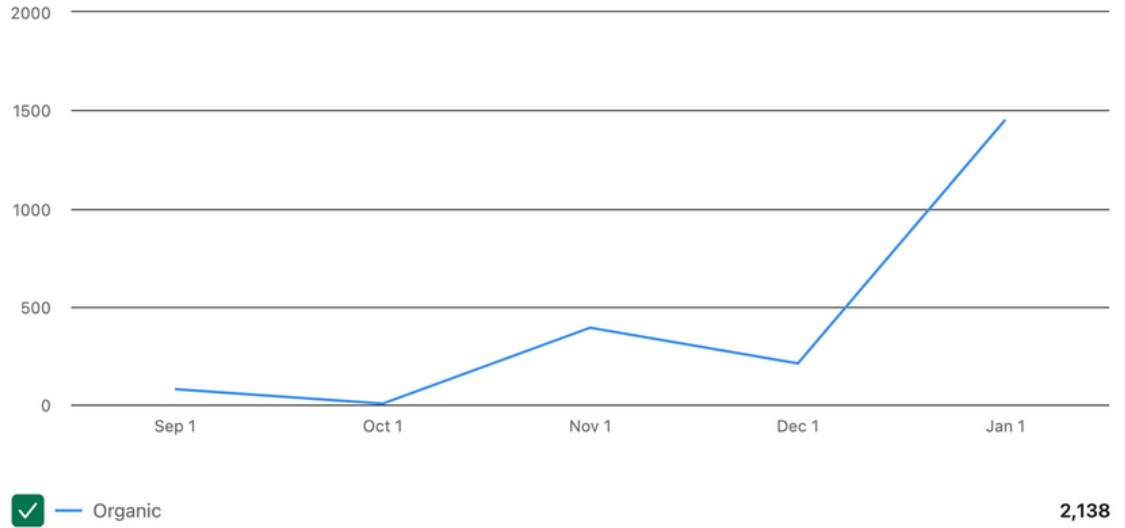
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LinkedIn Growth

Metrics

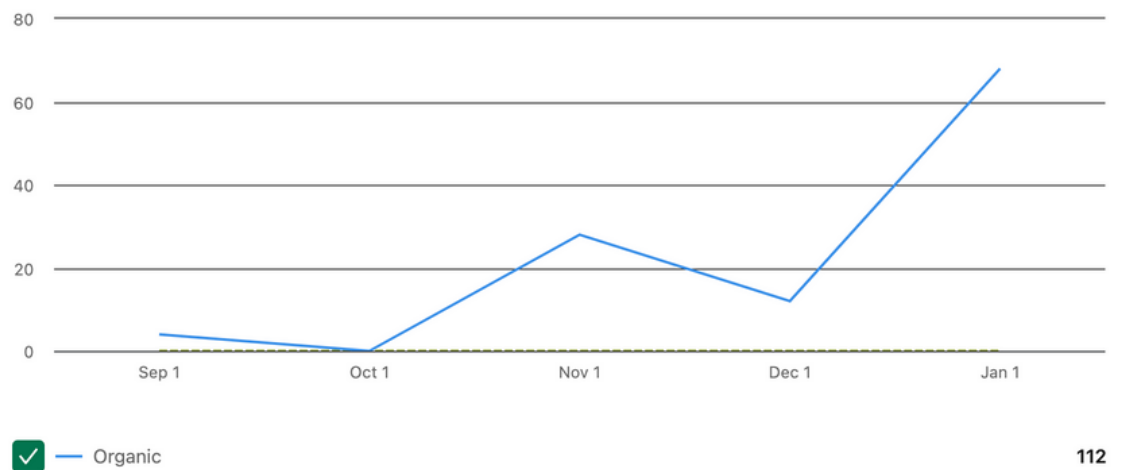
Unique impressions ▾



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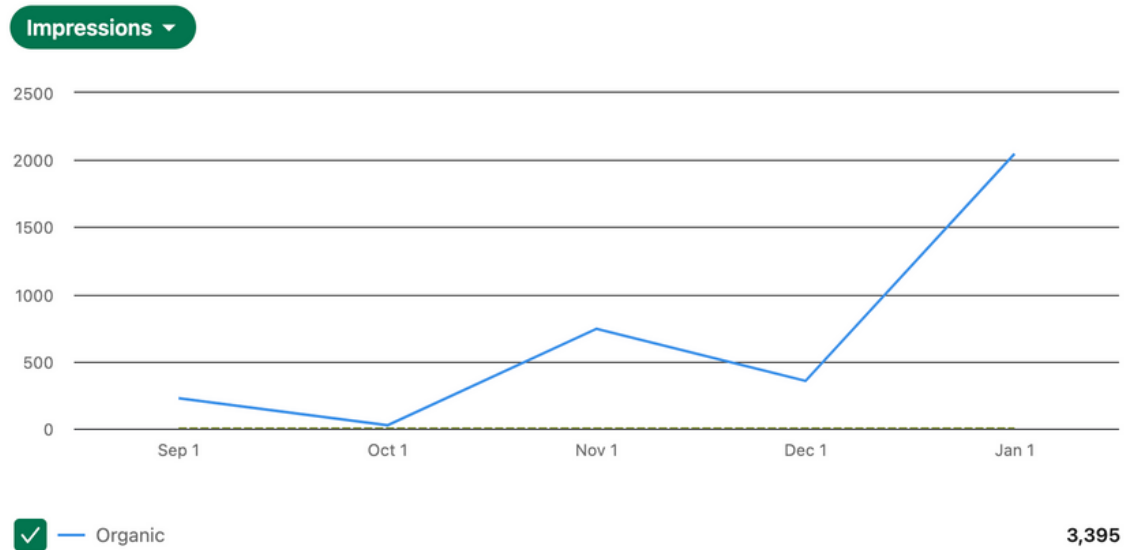
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LinkedIn Growth

Metrics



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SDG Pavilion: A Recap of the September 2023 Halftime Talks


Join us as we host a comprehensive debrief, providing insights into the SDGs at Halftime Talks. Hosted by [Jacques Buith](#) and [Bas Verhart](#), this session offers firsthand experiences and in-depth analysis of the UN General Assembly week.

As we embark on the second half of the SDG timeline, the Halftime Talks stand as a pivotal moment, reaffirming global commitment to the Goals. The shared insights will shape accelerated action strategies towards a sustainable 2030. Let's continue the journey together!


[#SDG2030](#) [#GlobalImpact](#) [#HalftimeTalks](#) [#ClimateGovernance](#)
[#ClimateAction](#) [#CorporateSustainability](#) [#BoardsOfDirectors](#)
[#SupervisoryBoards](#) [#Netherlands](#)





[Gisella Eikelenboom](#) [Andrej Zwitter](#) [Caroline Zegers](#)

Previously live



On behalf of Chapter Zero Netherlands, we would welcome you to a debrief

 You and 14 others 1 comment · 3 reposts

  Like  Comment  Repost

Content Plan

	A	B	C	D	E	F	G	H	I
	Content	Type	Channel	Frequen	Categor	Add rationally	Approved y/n	Done y/n	Date
2									
3	Newsletter	Letter	Mailchimp bulk email	Quarterly	Branding		Y	Y	12-May-2023
4	CGI Recap on COP28	Post	LI	One-off	Branding		Y	Y	18-Dec-2023
5	Davos Post	Post	LI	One-off	Branding		Y	Y	17-Jan-2024
6	SDG snackable video Davos	Video	LI	One-off	Branding		Y	Y	17-Jan-2024
7	Baker Content on COP28	Post	LI	One-off	Branding		Y	Y	19-Jan-2024
8	Russell Reynolds/CZNL Intro Post	Post	LI	One-off	Marketing		Y	Y	24-Jan-2024
9	CZ Brussels Report	Post	LI	One-off	Branding		Y	Y	31-Jan-2024
10	MS Interview with Caroline Zegers	Post	LI	One-off	Branding		Y	Y	7-Feb-2024
11	CGI Cemex Article	Post	LI	One-off	Branding		Y	Y	14-Feb-2024
12	UK Deloitte Academy webinar	Post	LI	One-off	Branding				21-Feb-2024
13	Living Lab Post	Post	LI	One-off	Branding				28-Feb-2024
14	SDG snackable video 2/3	Video	LI	One-off	Branding				6-Mar-2024
15	Sustainable supply chain	Article	LI	One-off	Branding				13-Mar-2024
16	Decarbonisation ABN AMRO	Post	LI	One-off	Branding				3/20/2024
17	MS AGM Season Post	Post	LI	One-off	Branding				27-Mar-2024
18	CLP Holdings LTD CGI	Post	LI	One-off	Branding				3-Apr-2024
19	LI Post Theme related to annual event	Post	LI	One-off	Branding				10-Apr-2024
20	Board Toolkit - Chapter Zero	Post	LI	One-off	Branding				17-Apr-2024
21	'Assessing your climate-related risks, opportunities and current position'	Post	LI	One-off	Branding				24-April-2024
22	Deloitte Chair of the Future Report	Post	LI	One-off	Branding				3-Jun-2024
23	Flagship Event Invite	Email	Mailchimp bulk email	Custom	Branding				TBC
24	SDG snackable video 3/3	Video	LI	One-off	Branding				TBC
25	Funding Letter	Letter	Mailchimp bulk email	Custom	Branding				TBC
26	Coming up in this year (What to look forward to in 2024)	Infographic	LI	One-off	Branding				

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Action Tracker

4	NED list 3.0	1. Save extract of Mailchimp name list 2. Perform mapping of top 100 xls. vs mailchimp name list 3. Finalise overviews in tabs xls. covering all previous roundtable responses 4. Check if new names from RR database are covered in our NED list 5. Tag Caroline's name to names she knows and archive her input docs in the NED list folder somewhere 6. List who accepted / attended / declined our events to date i.e. RR in June, NGO in June, RR in Dec For later: - Check we have all NEDs from the company memberships incorporated as well as tagged with 'membership'	Mandipa			
5						
10	Content and communication	- Content plan and Q1 content planning - Upload to LI on Wednesday 17 Jan: Crop SDG half time video AI nugget of Bas, create blog post asking a catchy question and reference COP 28 and Davos, tag Bas and usual suspects - Preload into LI for Friday 19 Jan: blog post with picture on approved post with	Mandipa			
12						

Deloitte.



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ZeroNetherlands



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