

Board scorecard: the performance of the boards facing the climate impacts and the net zero strategy





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This Survey was developed by Camila Cristina da Silva and Luiz Fernando da Costa Dalla Martha.

Production

Writing: Camila Cristina da Silva; **Spelling and grammar review:** Juliana Caldas; **Proofreading:** Camila Cristina da Silva; **Translator:** Marcos dos Santos; **Supervision of virtual identity:** Diogo Siqueira; **Graphic design, layout and cover:** Kato Editorial; **Cover image:** Shutterstock.

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Introduction

The Board Scorecard Survey: the performance of boards facing the climate impacts and the net zero strategy emerged from the need to understand how boards, both of directors and advisory, have dealt with the issue of climate changes and the commitment to transition to the net zero strategy.

The Survey questionnaire is based on the Board Scorecard¹, a tool of Chapter Zero in the UK, composed of twenty questions that aim to indicate how well boards of directors are responding to the challenges of climate change.

After making some adaptations to the questions and expanding the focus to the performance of the advisory boards, in addition to the boards of directors, the Survey was structured in four thematic areas: leadership, ownership, strategy and measurement. Board members, advisory board members, fiscal board members and executive management (c-level) were invited to reflect on the organization in which they work and, thus, assess how well prepared their organizations' boards are regarding the issue of climate change and transition to net zero strategy.

It should be noted that the present study was developed by the IBGC in partnership with Chapter Zero Brazil. Chapter Zero Brazil – the IBGC Climate Forum is the Brazilian chapter of the Climate Governance Initiative (CGI), Chapter Zero Brasil was launched by IBGC in 2021 with the aim of mobilizing boards of directors around the world to address climate change in their businesses.

Enjoy your reading!

1. To learn more, access: <https://chapterzero.org.uk/board-scorecard-introduction/>.

1. Main results

The survey sample included the participation of 104 respondents (n = 104) who work in organizations with a board of directors or advisory board. Among the respondents are board of director members (41.3%); advisory board members (19.2%); fiscal council members (8.7%) and executive management (30.8%).

The results highlighted as follow, consolidate the answers "agree" and "strongly agree" as agreement and "disagree" and "strongly disagree" as disagreement. The answer "neither agree nor disagree (neutral)" is presented as a position of neutrality, which may indicates unawareness of the topic, non-applicability to the organization or even non-compliance with the practice stated by the organization.

When analyzing the Leadership thematic block, whose objective is to ensure that the board is informed, prepared and ready to drive changes

and take responsibility for establishing a net zero strategy, it became clear that there is still a lot to advance in terms of the board's agenda, because, only 35.6% of the respondents indicated that it is a practice to put the theme at least four times a year on the board's agenda, having clear objectives for the discussion, in addition to robust data and information. There are also flaws in communication and disclosure of the importance of meeting the climate goal established for the organization in the view of 49% of respondents.

Still in the Leadership block, only 28.9% of the respondents indicated that the advisory committees consider climate change in their discussions. It is also worth noting the fact that for 40.4% of the respondents there is no clarity about the responsibility of the board and the senior management team for decisions to reduce greenhouse gas emissions, whereas 19.2% of the respondents

indicated a position of neutrality in relation to this issue.

The Ownership thematic block aims to ensure that the board is accountable for engagement, governance and driving change to achieve established climate goals. The results of this block indicate the need for greater mobilization on the part of boards on the subject, as 65.4% of respondents indicated that climate-related goals are not incorporated into incentives and executive remuneration in a significant and measurable way. In addition, 43.3% of the respondents stated that the climate issue is not incorporated in the assessment of risks and opportunities and in the core business strategy, added to the fact that 14.4% of the respondents showed a neutral position in relation to this question.

The answers also showed that responsibility for data and information on climate changes and targets is not shared by all areas of the organization, sometimes limited to the area of sustainability or a specific area, according to 48.1% of respondents. Still in this issue 17.3% of the respondents showed a neutral position in relation to the topic.

Still in the Ownership block, attention is drawn to the fact that organizations do not guarantee that the necessary skills and resources are available to fulfill their climate

ambition in the view of 45.2% of respondents against 33.6% of those who indicated that organizations have ensured the availability of these skills and resources.

Finally, for 50% of the respondents, there is no comprehensive work plan that involves the entire workforce in the vision on the topic and the necessary changes in organizations. Added to this is the fact that 17.3% of the respondents showed a neutral stance in relation to the topic.

The Strategy block aims to develop and assess strategy, plans and resources in place to reduce carbon emissions and adapt to climate changes, as well as incorporate them into the organization's overall business strategy and purpose. Again, the results presented are critical and show that the topic has not been prioritized by the boards.

When asked if the board analyzed the business strategy considering at least two climate changes scenarios, 58.6% of the respondents indicated that they did not, when they disagreed with the proposition.

In the same line, 58.6% of the respondents indicated that the board did not establish a net zero target for the emission of greenhouse gases, nor is it aligned with the commitment to reach the goal of limiting the increase in global temperature to 1.5°C.

Still in the Strategy block, 57.7% of respondents pointed out that ambition in relation to climate changes does not translate into short-term goals or a five-year action plan. Physical impacts resulting from climate change are also not considered by the boards in the view of 53.8% of respondents.

The block ends with 60.6% of respondents declaring that the board in which they work does not consider the climate issue in all investment decisions, nor does it make use of a quantification tool, such as carbon pricing. In this question, 16.3% of the respondents showed a neutral stance.

The fourth and final thematic block Measurement seeks to understand and assess the organization's carbon emissions, reducing the carbon footprint, reviewing and communicating progress and impacts. The tendency of this block in terms of results is similar to the others, showing that both companies and boards have not been dedicated to the commitment to transition to the net zero strategy nor to the climate impacts resulting from climate changes.

For 30.7% of respondents, the company they work for assesses the impacts of the net zero transition in all its operations and investment decisions in accordance with scopes 1 and 2 established by the GHG Protocol. However, 51.9% of respondents disagreed with this statement.

Still in relation to the GHG Protocol, the topic seems to be unknown to companies and their boards, as 59.6% of the respondents indicated that the organization in which they work does not have its emissions framed in scope 3 of the GHG Protocol and does not have a specific approach that covers all products and services.

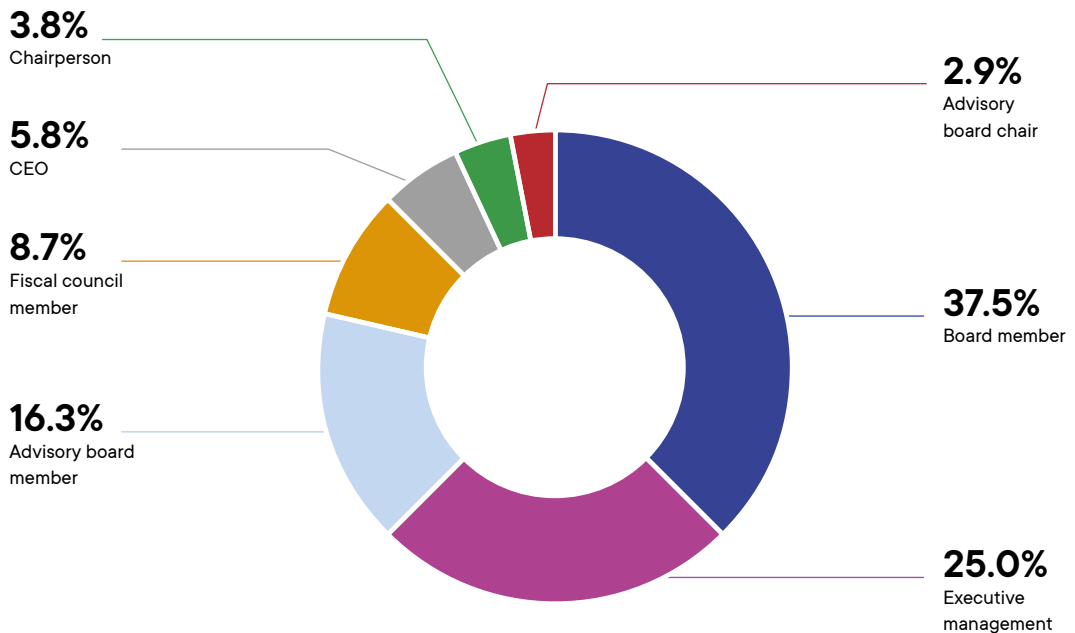
Short- and long-term measures aligned with greenhouse gas emission reduction plans and the regular review of these plans are not monitored by the board in the view of 57.7% of respondents.

Disclosure of climate ambition, action plans and the progress of these actions based on scientific methods and metrics is not a business practice in the view of 55.8% of respondents. In this question, 14.4% of the respondents showed a neutral position in relation to the theme.

2. Profile of the respondents

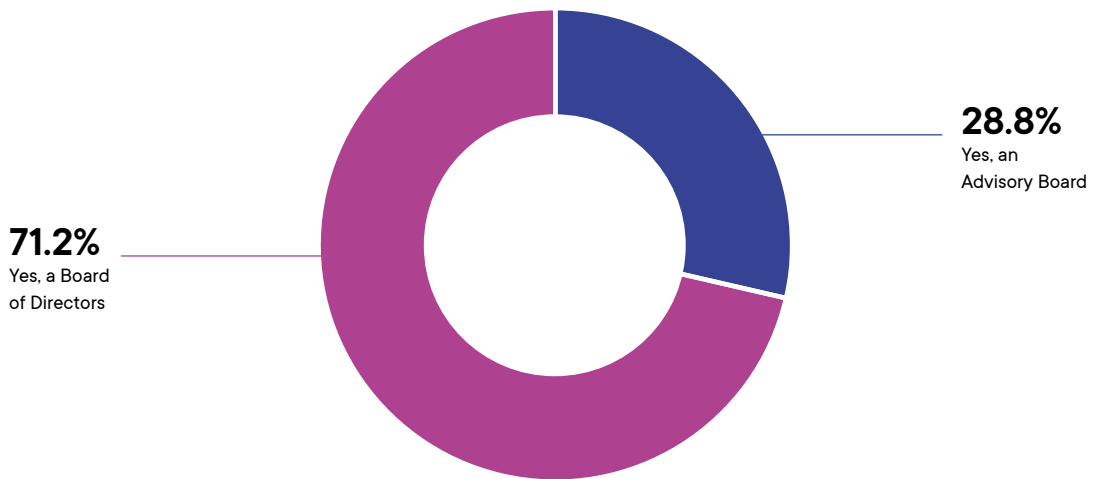
Board members (41.3%), advisory board members (19.2%), fiscal council members (8.7%) and executive management (30.8%) participated in this study.

Graph 1 Position that the respondent occupies in the organization in which he works



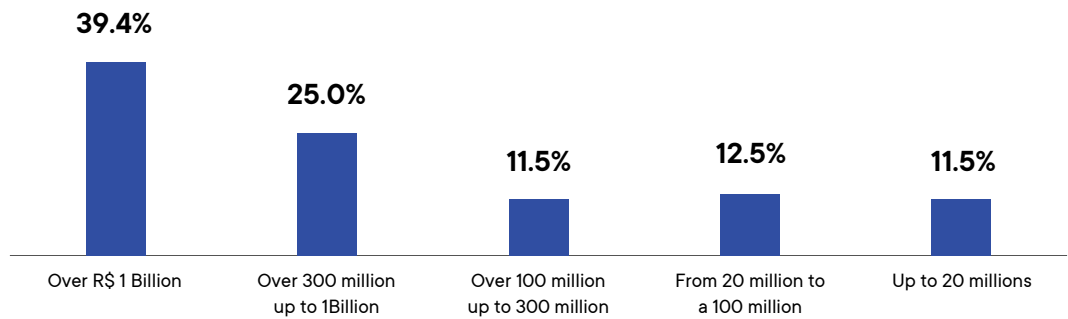
n = 104

Graph 2 Type of board existing in the organization where the respondent works



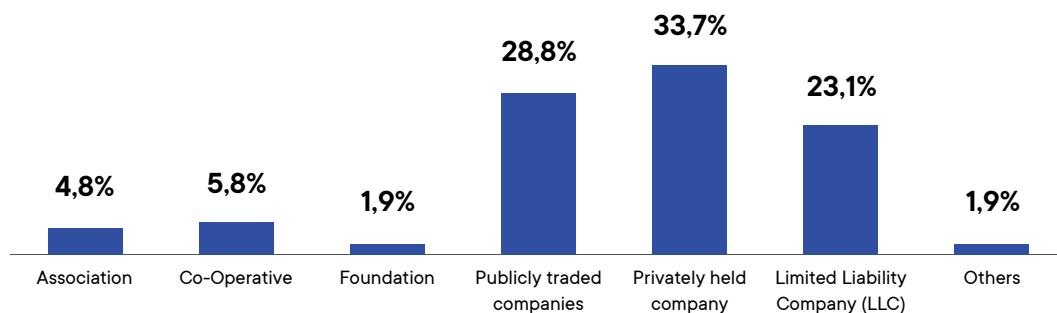
n = 104

Graph 3 Range of annual billing of the organization in which the respondent works



n = 104

Graph 4 Corporate type of the organization in which the respondent operates



n = 104

Table 1 Sector of operation of the organization in which the respondent works

Sector of activity	% of respondents
Financial (banks, insurance companies, investment funds, etc.)	16.3%
Industry	14.4%
Health or hospital	6.7%
Food and beverages	5.8%
Infrastructure	5.8%
Logistics and/or distribution	5.8%
Consumption or retail	4.8%
Agriculture and livestock	4.8%
Auditing and/or consulting	3.8%
Services in general	2.9%
Technology	2.9%
Third sector	2.9%
Pharmaceutical	2.9%
Education	2.9%
Construction	2.9%
Advocacy	1.9%
Petroleum, oil, gas or biofuel	1.9%
Business	1.0%
Others	9.6%
Total	100.0%

n = 104

3. Analysis of the answers considering the position occupied by the respondents

This section presents the answers stratified according to the position occupied by the respondents. The Advisory Council position includes respondents who have indicated that they are Chair of the Advisory Board or Advisory Board Member. The position of board member directors covers respondents who indicated that they are board chair or board member. The executive management/c-level position includes respondents who declared to hold the position of CEO/managing director or executive management /c-level in the organizations in which they work.

The position of the respondents is presented in alphabetical order, not indicating or having any relation with hierarchy or degree of importance.

For each of the twenty statements presented, the respondents selected a single answer among the following options: agree; strongly agree; disagree; strongly disagree; and neither agree nor disagree (neutral).

The results are presented by thematic blocks: leadership, ownership, strategy, and measurement. Each block contains five questions and one specific objective.

3.1. Block I – Leadership

Objective: Ensure the board is informed, prepared and ready to drive changes and be responsible for establishing a net zero strategy.

Table 2 All board members understand the implications of climate change and there are board members who have the most latent climate competence.

Position	Agree	Strongly agree	Disagree	Strongly disagree	Neither agree nor disagree (neutral)
Advisory board member	35.0%	5.0%	25.0%	0.0%	35.0%
Board member	39.5%	11.6%	14.0%	9.3%	25.6%
Fiscal council member	44.4%	11.1%	11.1%	0.0%	33.3%
Executive management/c-level	37.5%	6.3%	25.0%	6.3%	25.0%
Grand total	38.5%	8.7%	19.2%	5.8%	27.9%

n = 104

Table 3 The topic is included in the board's agenda at least four times a year, with clear objectives for the discussion, in addition to robust data and information to inform it.

Position	Agree	Strongly agree	Disagree	Strongly disagree	Neither agree nor disagree (neutral)
Advisory board member	25.0%	5.0%	50.0%	10.0%	10.0%
Board member	20.9%	14.0%	39.5%	11.6%	14.0%
Fiscal council member	11.1%	11.1%	55.6%	0.0%	22.2%
Executive management/c-level	37.5%	6.3%	37.5%	12.5%	6.3%
Grand total	26.0%	9.6%	42.3%	10.6%	11.5%

n = 104

Table 4 All advisory committees to the board take climate changes into account in their discussions.

Position	Agree	Strongly agree	Disagree	Strongly disagree	Neither agree nor disagree (neutral)
Advisory board member	20.0%	0.0%	50.0%	15.0%	15.0%
Board member	30.2%	4.7%	30.2%	11.6%	23.3%
Fiscal council member	22.2%	0.0%	55.6%	0.0%	22.2%
Executive management/c-level	25.0%	3.1%	40.6%	12.5%	18.8%
Grand total	26.0%	2.9%	39.4%	11.5%	20.2%

n = 104

Table 5 Responsibility for decisions to reduce greenhouse gas emissions is clear for both the board and the executive team.

Position	Agree	Strongly agree	Disagree	Strongly disagree	Neither agree nor disagree (neutral)
Advisory board member	20.0%	10.0%	20.0%	25.0%	25.0%
Board member	27.9%	9.3%	18.6%	16.3%	27.9%
Fiscal council member	33.3%	11.1%	44.4%	0.0%	11.1%
Executive management/c-level	43.8%	6.3%	31.3%	12.5%	6.3%
Grand total	31.7%	8.7%	25.0%	15.4%	19.2%

n = 104

Table 6 The CEO, the chairperson and the members of the board of directors or advisory board communicate and disclose to employees and executives, through the organization's official communication channels, the importance of meeting the climate goal established for the organization.

Position	Agree	Strongly agree	Disagree	Strongly disagree	Neither agree nor disagree (neutral)
Advisory board member	20.0%	5.0%	45.0%	15.0%	15.0%
Board member	27.9%	11.6%	30.2%	18.6%	11.6%
Fiscal council member	22.2%	11.1%	22.2%	0.0%	44.4%
Executive management/c-level	37.5%	6.3%	21.9%	28.1%	6.3%
Grand total	28.8%	8.7%	29.8%	19.2%	13.5%

n = 104

3.2. Block II - Ownership

Objective: Ensure the board is accountable for engagement, governance and driving change to achieve established climate goals.

Table 7 Climate-related targets are incorporated into incentives and executive remuneration in a significant and measurable manner.

Position	Agree	Strongly agree	Disagree	Strongly disagree	Neither agree nor disagree (neutral)
Advisory board member	15.0%	0.0%	50.0%	30.0%	5.0%
Board member	18.6%	11.6%	18.6%	32.6%	18.6%
Fiscal council member	22.2%	0.0%	44.4%	22.2%	11.1%
Executive management/c-level	15.6%	0.0%	31.3%	43.8%	9.4%
Grand total	17.3%	4.8%	30.8%	34.6%	12.5%

n = 104

Table 8 The climate issue is incorporated in the assessment of risks and opportunities and in the core business strategy.

Position	Agree	Strongly agree	Disagree	Strongly disagree	Neither agree nor disagree (neutral)
Advisory board member	35.0%	5.0%	45.0%	5.0%	10.0%
Board member	34.9%	20.9%	18.6%	14.0%	11.6%
Fiscal council member	11.1%	11.1%	22.2%	0.0%	55.6%
Executive management/c-level	31.3%	0.0%	37.5%	21.9%	9.4%
Grand total	31.7%	10.6%	29.8%	13.5%	14.4%

n = 104

Table 9 Responsibility for data and information on climate changes and goals belongs to all areas of the organization, not limited to the area of sustainability or a specific area, but also permeating areas such as finance and all organizational management.

Position	Agree	Strongly agree	Disagree	Strongly disagree	Neither agree nor disagree (neutral)
Advisory board member	20.0%	0.0%	40.0%	25.0%	15.0%
Board member	32.6%	11.6%	18.6%	14.0%	23.3%
Fiscal council member	22.2%	11.1%	44.4%	11.1%	11.1%
Executive management/c-level	31.3%	0.0%	37.5%	18.8%	12.5%
Grand total	28.8%	5.8%	30.8%	17.3%	17.3%

n = 104

Table 10 There is a comprehensive work plan to involve the entire workforce in the vision on the topic and the necessary changes.

Position	Agree	Strongly agree	Disagree	Strongly disagree	Neither agree nor disagree (neutral)
Advisory board member	10.0%	5.0%	40.0%	20.0%	25.0%
Board member	34.9%	14.0%	27.9%	14.0%	9.3%
Fiscal council member	33.3%	0.0%	33.3%	0.0%	33.3%
Executive management/c-level	21.9%	0.0%	40.6%	18.8%	18.8%
Grand total	26.0%	6.7%	34.6%	15.4%	17.3%

n = 104

Table 11 The organization is ensuring that the necessary skills and resources are available to accomplish its climate ambition.

Position	Agree	Strongly agree	Disagree	Strongly disagree	Neither agree nor disagree (neutral)
Advisory board member	20.0%	5.0%	40.0%	20.0%	15.0%
Board member	34.9%	14.0%	25.6%	7.0%	18.6%
Fiscal council member	33.3%	0.0%	55.6%	0.0%	11.1%
Executive management/c-level	18.8%	0.0%	34.4%	15.6%	31.3%
Grand total	26.9%	6.7%	33.7%	11.5%	21.2%

n = 104

3.3. Block III - Strategy

Objective: Develop and assess strategy, plans and resources in place to reduce carbon emissions and adapt to climate changes, as well as incorporate them into the organization's overall business strategy and purpose.

Table 12 The board analyzed the business strategy considering at least two climate changes scenarios.

Position	Agree	Strongly agree	Disagree	Strongly disagree	Neither agree nor disagree (neutral)
Advisory board member	25.0%	0.0%	45.0%	5.0%	25.0%
Board member	23.3%	7.0%	39.5%	16.3%	14.0%
Fiscal council member	11.1%	11.1%	44.4%	0.0%	33.3%
Executive management/c-level	15.6%	0.0%	43.8%	28.1%	12.5%
Grand total	20.2%	3.8%	42.3%	16.3%	17.3%

n = 104

Table 13 The board has set a net zero target for the emission of greenhouse gases and is aligned with the commitment to achieve the target of limiting global temperature rise to 1.5°C.

Position	Agree	Strongly agree	Disagree	Strongly disagree	Neither agree nor disagree (neutral)
Advisory board member	15.0%	0.0%	55.0%	10.0%	20.0%
Board member	16.3%	14.0%	23.3%	25.6%	20.9%
Fiscal council member	22.2%	0.0%	33.3%	11.1%	33.3%
Executive management/c-level	15.6%	0.0%	37.5%	34.4%	12.5%
Grand total	16.3%	5.8%	34.6%	24.0%	19.2%

n = 104

Table 14 Ambition was translated into short-term goals and a five-year action plan.

Position	Agree	Strongly agree	Disagree	Strongly disagree	Neither agree nor disagree (neutral)
Advisory board member	10.0%	0.0%	55.0%	20.0%	15.0%
Board member	32.6%	7.0%	18.6%	23.3%	18.6%
Fiscal council member	11.1%	0.0%	66.7%	0.0%	22.2%
Executive management/c-level	15.6%	3.1%	37.5%	28.1%	15.6%
Grand total	21.2%	3.8%	35.6%	22.1%	17.3%

n = 104

Table 15 The board considers the likely physical impacts of climate changes on the organization and has an adaptation plan to deal with them.

Position	Agree	Strongly agree	Disagree	Strongly disagree	Neither agree nor disagree (neutral)
Advisory board member	30.0%	0.0%	30.0%	15.0%	25.0%
Board member	23.3%	9.3%	25.6%	18.6%	23.3%
Fiscal council member	11.1%	11.1%	66.7%	0.0%	11.1%
Executive management/c-level	15.6%	0.0%	40.6%	28.1%	15.6%
Grand total	21.2%	4.8%	34.6%	19.2%	20.2%

n = 104

Table 16 The council considers the climate issue in all investment decisions and makes use of a quantification tool, such as carbon pricing.

Position	Agree	Strongly agree	Disagree	Strongly disagree	Neither agree nor disagree (neutral)
Advisory board member	15.0%	0.0%	30.0%	20.0%	35.0%
Board member	16.3%	9.3%	32.6%	30.2%	11.6%
Fiscal council member	33.3%	0.0%	44.4%	11.1%	11.1%
Executive management/c-level	18.8%	3.1%	31.3%	34.4%	12.5%
Grand total	18.3%	4.8%	32.7%	27.9%	16.3%

n = 104

3.4. Block IV - Measurement

Objective: Understand and assess the organization's carbon emissions, reducing the carbon footprint, reviewing and communicating progress and impacts.

Table 17 The company assesses the impacts of the net zero transition on all its operations and investment decisions according to scopes 1² and 2³ established by the GHG Protocol.

Position	Agree	Strongly agree	Disagree	Strongly disagree	Neither agree nor disagree (neutral)
Advisory board member	15.0%	0.0%	45.0%	30.0%	10.0%
Board member	25.6%	14.0%	18.6%	25.6%	16.3%
Fiscal council member	22.2%	0.0%	44.4%	0.0%	33.3%
Executive management/c-level	28.1%	3.1%	15.6%	34.4%	18.8%
Grand total	24.0%	6.7%	25.0%	26.9%	17.3%

n = 104

Table 18 The company understands its emissions fall under scope 3⁴ of the GHG Protocol and has a specific approach that covers all its products and services.

Position	Agree	Strongly agree	Disagree	Strongly disagree	Neither agree nor disagree (neutral)
Advisory board member	15.0%	0.0%	55.0%	25.0%	5.0%
Board member	18.6%	7.0%	23.3%	27.9%	23.3%
Fiscal council member	11.1%	0.0%	55.6%	0.0%	33.3%
Executive management/c-level	18.8%	3.1%	21.9%	37.5%	18.8%
Grand total	17.3%	3.8%	31.7%	27.9%	19.2%

n = 104

2. Scope 1 of the GHG Protocol: eliminate emissions for which the organization is responsible.
3. Scope 2 of the GHG Protocol: eliminate emissions generated by purchasing electricity, heat and steam.
4. Scope 3 of the GHG Protocol: includes the elimination of gases generated by goods and services purchased, third-party distributors, products sold, production chain.

Table 19 The board agreed on a set of short-term and long-term measures aligned with greenhouse gas emission reduction plans and reviews the performance of these plans regularly.

Position	Agree	Strongly agree	Disagree	Strongly disagree	Neither agree nor disagree (neutral)
Advisory board member	10.0%	0.0%	50.0%	20.0%	20.0%
Board member	27.9%	7.0%	23.3%	27.9%	14.0%
Fiscal council member	33.3%	0.0%	44.4%	0.0%	22.2%
Executive management/c-level	28.1%	3.1%	31.3%	31.3%	6.3%
Grand total	25.0%	3.8%	32.7%	25.0%	13.5%

n = 104

Table 20 The board fully understands the requirements of investors related to climate and climate change and how they will assess the issue and its progress over time.

Position	Agree	Strongly agree	Disagree	Strongly disagree	Neither agree nor disagree (neutral)
Advisory board member	30.0%	10.0%	35.0%	5.0%	20.0%
Board member	25.6%	14.0%	18.6%	20.9%	20.9%
Fiscal council member	11.1%	11.1%	22.2%	22.2%	33.3%
Executive management/c-level	31.3%	6.3%	28.1%	18.8%	15.6%
Grand total	26.9%	10.6%	25.0%	17.3%	20.2%

n = 104

Table 21 The company discloses its climate ambition, action plans and the progress of its actions based on scientific methods and metrics.

Position	Agree	Strongly agree	Disagree	Strongly disagree	Neither agree nor disagree (neutral)
Advisory board member	10.0%	0.0%	60.0%	15.0%	15.0%
Board member	30.2%	11.6%	20.9%	23.3%	14.0%
Fiscal council member	22.2%	11.1%	33.3%	11.1%	22.2%
Executive management/c-level	21.9%	3.1%	31.3%	31.3%	12.5%
Grand total	23.1%	6.7%	32.7%	23.1%	14.4%

n = 104

4. Analysis of answers considering the organizations' billing range

In this section, the Survey results are presented, considering the billing range of the organizations in which the respondents declared to work.

For each of the twenty statements presented, the respondents selected a single answer among the following options: agree; fully agree; disagree; totally disagree; and neither agree nor disagree (neutral).

The results are presented by thematic blocks: leadership, ownership, strategy and measurement. Each block contains five questions and one specific objective.

4.1. Block I – Leadership

Objective: Ensure the board is informed, prepared and ready to drive change and be responsible for establishing a net zero strategy.

Table 22 All board members understand the implications of climate changes and there are board members who have the most latent climate competence.

Billing range	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Over R\$ 1 billion	43.9%	12.2%	17.1%	2.4%	24.4%
Over R\$ 300 million up to R\$ 1 billion	30.8%	7.7%	11.5%	11.5%	38.5%
Over R\$ 100 million up to R\$ 300 million	41.7%	0.0%	33.3%	0.0%	25.0%
From R\$20 million to R\$ 100 million	23.1%	7.7%	38.5%	7.7%	23.1%
Up to R\$ 20 million	50.0%	8.3%	8.3%	8.3%	25.0%
Grand total	38.5%	8.7%	19.2%	5.8%	27.9%

$n = 104$

Table 23 The topic is included in the board's agenda at least four times a year, with clear objectives for the discussion, in addition to robust data and information to inform it.

Billing range	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Over R\$ 1 billion	34.1%	9.8%	36.6%	9.8%	9.8%
Over R\$ 300 million up to R\$ 1 billion	15.4%	3.8%	50.0%	11.5%	19.2%
Over R\$ 100 million up to R\$ 300 million	8.3%	16.7%	75.0%	0.0%	0.0%
From R\$20 million to R\$ 100 million	38.5%	0.0%	23.1%	23.1%	15.4%
Up to R\$ 20 million	25.0%	25.0%	33.3%	8.3%	8.3%
Grand total	26.0%	9.6%	42.3%	10.6%	11.5%

$n = 104$

Table 24 All board advisory committees take climate change into account in their discussions.

Billing range	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Over R\$ 1 billion	34.1%	2.4%	24.4%	12.2%	26.8%
Over R\$ 300 million up to R\$ 1 billion	15.4%	0.0%	53.8%	11.5%	19.2%
Over R\$ 100 million up to R\$ 300 million	25.0%	0.0%	66.7%	0.0%	8.3%
From R\$20 million to R\$ 100 million	23.1%	0.0%	30.8%	30.8%	15.4%
Up to R\$ 20 million	25.0%	16.7%	41.7%	0.0%	16.7%
Grand total	26.0%	2.9%	39.4%	11.5%	20.2%

n = 104

Table 25 The Responsibility for decisions to reduce greenhouse gas emissions is clear to both the board and the executive team.

Billing range	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Over R\$ 1 billion	31.7%	14.6%	14.6%	9.8%	29.3%
Over R\$ 300 million up to R\$ 1 billion	26.9%	3.8%	53.8%	11.5%	3.8%
Over R\$ 100 million up to R\$ 300 million	25.0%	8.3%	33.3%	0.0%	33.3%
From R\$20 million to R\$ 100 million	38.5%	0.0%	7.7%	53.8%	0.0%
Up to R\$ 20 million	41.7%	8.3%	8.3%	16.7%	25.0%
Grand total	31.7%	8.7%	25.0%	15.4%	19.2%

n = 104

Table 26 The CEO, the chairperson and the members of the board of directors or advisory board communicate and disclose to employees and executives, through the organization's official communication channels, the importance of meeting the climate goal established for the organization.

Billing range	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Over R\$ 1 billion	29.3%	14.6%	31.7%	12.2%	12.2%
Over R\$ 300 million up to R\$ 1 billion	34.6%	0.0%	19.2%	30.8%	15.4%
Over R\$ 100 million up to R\$ 300 million	25.0%	8.3%	50.0%	0.0%	16.7%
From R\$20 million to R\$ 100 million	30.8%	0.0%	15.4%	46.2%	7.7%
Up to R\$ 20 million	16.7%	16.7%	41.7%	8.3%	16.7%
Grand total	28.8%	8.7%	29.8%	19.2%	13.5%

n = 104

4.2. Block II – Ownership

Objective: Ensure the board is accountable for engagement, governance and driving change to achieve established climate goals.

Table 27 Climate-related targets are incorporated into incentives and executive remuneration in a significant and measurable manner.

Billing range	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Over R\$ 1 billion	26.8%	7.3%	22.0%	29.3%	14.6%
Over R\$ 300 million up to R\$ 1 billion	3.8%	0.0%	42.3%	46.2%	7.7%
Over R\$ 100 million up to R\$ 300 million	33.3%	0.0%	41.7%	25.0%	0.0%
From R\$20 million to R\$ 100 million	0.0%	0.0%	23.1%	53.8%	23.1%
Up to R\$ 20 million	16.7%	16.7%	33.3%	16.7%	16.7%
Grand total	17.3%	4.8%	30.8%	34.6%	12.5%

n = 104

Table 28 The climate issue is incorporated in the assessment of risks and opportunities and in the core business strategy.

Billing range	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Over R\$ 1 billion	41.5%	12.2%	22.0%	9.8%	14.6%
Over R\$ 300 million up to R\$ 1 billion	15.4%	7.7%	38.5%	19.2%	19.2%
Over R\$ 100 million up to R\$ 300 million	41.7%	8.3%	41.7%	8.3%	0.0%
From R\$20 million to R\$ 100 million	30.8%	0.0%	30.8%	23.1%	15.4%
Up to R\$ 20 million	25.0%	25.0%	25.0%	8.3%	16.7%
Grand total	31.7%	10.6%	29.8%	13.5%	14.4%

n = 104

Table 29 The responsibility for data and information on climate change and goals belongs to all areas of the organization, not limited only to the area of sustainability or a specific area, also permeating areas such as finance and all organizational management.

Billing range	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Over R\$ 1 billion	39.0%	7.3%	26.8%	7.3%	19.5%
Over R\$ 300 million up to R\$ 1 billion	19.2%	3.8%	38.5%	26.9%	11.5%
Over R\$ 100 million up to R\$ 300 million	25.0%	0.0%	50.0%	0.0%	25.0%
From R\$20 million to R\$ 100 million	30.8%	0.0%	7.7%	46.2%	15.4%
Up to R\$ 20 million	16.7%	16.7%	33.3%	16.7%	16.7%
Grand total	28.8%	5.8%	30.8%	17.3%	17.3%

n = 104

Table 30 There is a comprehensive work plan to involve the entire workforce in the vision on the topic and the necessary changes.

Billing range	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Over R\$ 1 billion	43.9%	7.3%	26.8%	7.3%	14.6%
Over R\$ 300 million up to R\$ 1 billion	19.2%	3.8%	38.5%	23.1%	15.4%
Over R\$ 100 million up to R\$ 300 million	0.0%	8.3%	75.0%	0.0%	16.7%
From R\$20 million to R\$ 100 million	15.4%	0.0%	15.4%	46.2%	23.1%
Up to R\$ 20 million	16.7%	16.7%	33.3%	8.3%	25.0%
Grand total	26.0%	6.7%	34.6%	15.4%	17.3%

n = 104

Table 31 The organization is ensuring that the necessary skills and resources are available to accomplish its climate ambition.

Billing range	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Over R\$ 1 billion	36.6%	12.2%	22.0%	4.9%	24.4%
Over R\$ 300 million up to R\$ 1 billion	23.1%	0.0%	53.8%	7.7%	15.4%
Over R\$ 100 million up to R\$ 300 million	16.7%	0.0%	50.0%	16.7%	16.7%
From R\$20 million to R\$ 100 million	15.4%	0.0%	15.4%	46.2%	23.1%
Up to R\$ 20 million	25.0%	16.7%	33.3%	0.0%	25.0%
Grand total	26.9%	6.7%	33.7%	11.5%	21.2%

n = 104

4.3. Block III – Strategy

Objective: Develop and assess strategy, plans and resources in place to reduce carbon emissions and adapt to climate change, as well as incorporate them into the organization's overall business strategy and purpose.

Table 32 The board analyzed the business strategy considering at least two climate changes scenarios.

Billing range	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Over R\$ 1 billion	29.3%	2.4%	34.1%	12.2%	22.0%
Over R\$ 300 million up to R\$ 1 billion	7.7%	0.0%	61.5%	15.4%	15.4%
Over R\$ 100 million up to R\$ 300 million	8.3%	8.3%	50.0%	16.7%	16.7%
From R\$20 million to R\$ 100 million	23.1%	0.0%	23.1%	38.5%	15.4%
Up to R\$ 20 million	25.0%	16.7%	41.7%	8.3%	8.3%
Grand total	20.2%	3.8%	42.3%	16.3%	17.3%

n = 104

Table 33 The board established a net zero target for the emission of greenhouse gases and is aligned with the commitment to reach the target of limiting the increase in global temperature to 1.5°C.

Billing range	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Over R\$ 1 billion	24.4%	7.3%	29.3%	24.4%	14.6%
Over R\$ 300 million up to R\$ 1 billion	11.5%	3.8%	46.2%	26.9%	11.5%
Over R\$ 100 million up to R\$ 300 million	0.0%	8.3%	50.0%	16.7%	25.0%
From R\$20 million to R\$ 100 million	0.0%	0.0%	30.8%	30.8%	38.5%
Up to R\$ 20 million	33.3%	8.3%	16.7%	16.7%	25.0%
Grand total	16.3%	5.8%	34.6%	24.0%	19.2%

n = 104

Table 34 Ambition was translated into short-term goals and a five-year action plan.

Billing range	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Over R\$ 1 billion	26.8%	7.3%	22.0%	24.4%	19.5%
Over R\$ 300 million up to R\$ 1 billion	15.4%	0.0%	53.8%	19.2%	11.5%
Over R\$ 100 million up to R\$ 300 million	8.3%	0.0%	58.3%	8.3%	25.0%
From R\$20 million to R\$ 100 million	7.7%	0.0%	23.1%	46.2%	23.1%
Up to R\$ 20 million	41.7%	8.3%	33.3%	8.3%	8.3%
Grand total	21.2%	3.8%	35.6%	22.1%	17.3%

n = 104

Table 35 The board considers the likely physical impacts⁵ of climate changes on the organization and has an adaptation plan to deal with them.

Billing range	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Over R\$ 1 billion	26.8%	7.3%	24.4%	19.5%	22.0%
Over R\$ 300 million up to R\$ 1 billion	15.4%	0.0%	53.8%	15.4%	15.4%
Over R\$ 100 million up to R\$ 300 million	16.7%	0.0%	58.3%	16.7%	8.3%
From R\$20 million to R\$ 100 million	15.4%	0.0%	15.4%	38.5%	30.8%
Up to R\$ 20 million	25.0%	16.7%	25.0%	8.3%	25.0%
Grand total	21.2%	4.8%	34.6%	19.2%	20.2%

n = 104

5. Physical risks arising from climate change can be caused by (acute) events, such as increasing severity of extreme weather events (egg cyclones, droughts, floods and fires). They may also be related to long-term (chronic) changes in precipitation and temperature and increased variability in weather patterns (e.g., sea level rise). To learn more, access: https://www.openriskmanual.org/wiki/Climate_Change_Physical_Risk.

Table 36 The board considers the climate issue in all investment decisions and makes use of a quantification tool, such as carbon pricing.

Billing range	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Over R\$ 1 billion	26.8%	4.9%	31.7%	24.4%	12.2%
Over R\$ 300 million up to R\$ 1 billion	7.7%	0.0%	42.3%	30.8%	19.2%
Over R\$ 100 million up to R\$ 300 million	16.7%	0.0%	50.0%	8.3%	25.0%
From R\$20 million to R\$ 100 million	7.7%	7.7%	23.1%	46.2%	15.4%
Up to R\$ 20 million	25.0%	16.7%	8.3%	33.3%	16.7%
Grand total	18.3%	4.8%	32.7%	27.9%	16.3%

n = 104

4.4. Block IV – Measurement

Objective: Understand and assess the organization's carbon emissions, reducing the carbon footprint, reviewing and communicating progress and impacts.

Table 37 The company assesses the impacts of the net zero transition on all its operations and investment decisions according to scopes 1⁶ and 2⁷ established by the GHG Protocol.

Billing range	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Over R\$ 1 billion	29.3%	7.3%	17.1%	17.1%	29.3%
Over R\$ 300 million up to R\$ 1 billion	15.4%	3.8%	34.6%	34.6%	11.5%
Over R\$ 100 million up to R\$ 300 million	25.0%	0.0%	50.0%	8.3%	16.7%
From R\$20 million to R\$ 100 million	15.4%	7.7%	15.4%	53.8%	7.7%
Up to R\$ 20 million	33.3%	16.7%	16.7%	33.3%	0.0%
Grand total	24.0%	6.7%	25.0%	26.9%	17.3%

n = 104

Table 38 The company understands its emissions fall under scope 3⁸ of the GHG Protocol and has a specific approach that covers all its products and services.

Billing range	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Over R\$ 1 billion	26.8%	2.4%	22.0%	22.0%	26.8%
Over R\$ 300 million up to R\$ 1 billion	3.8%	3.8%	42.3%	34.6%	15.4%
Over R\$ 100 million up to R\$ 300 million	16.7%	0.0%	58.3%	8.3%	16.7%
From R\$20 million to R\$ 100 million	7.7%	7.7%	30.8%	46.2%	7.7%
Up to R\$ 20 million	25.0%	8.3%	16.7%	33.3%	16.7%
Grand total	17.3%	3.8%	31.7%	27.9%	19.2%

n = 104

6. Scope 1 of the GHG Protocol: eliminate emissions for which the organization is responsible.
7. Scope 2 of the GHG Protocol: eliminate emissions generated by purchasing electricity, heat and steam.
8. Scope 3 of the GHG Protocol: includes the elimination of gases generated by goods and services purchased, third-party distributors, products sold, production chain.

Table 39 The board agreed on a set of short-term and long-term measures aligned with greenhouse gas emission reduction plans and reviews the performance of these plans regularly.

Billing range	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Over R\$ 1 billion	41.5%	2.4%	22.0%	19.5%	14.6%
Over R\$ 300 million up to R\$ 1 billion	11.5%	0.0%	50.0%	26.9%	11.5%
Over R\$ 100 million up to R\$ 300 million	16.7%	0.0%	58.3%	8.3%	16.7%
From R\$20 million to R\$ 100 million	15.4%	7.7%	15.4%	53.8%	7.7%
Up to R\$ 20 million	16.7%	16.7%	25.0%	25.0%	16.7%
Grand total	25.0%	3.8%	32.7%	25.0%	13.5%

n = 104

Table 40 The board fully understands the requirements of investors related to climate and climate changes and how they will assess the issue and its progress over time.

Billing range	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Over R\$ 1 billion	46.3%	12.2%	7.3%	14.6%	19.5%
Over R\$ 300 million up to R\$ 1 billion	11.5%	0.0%	46.2%	19.2%	23.1%
Over R\$ 100 million up to R\$ 300 million	16.7%	8.3%	50.0%	0.0%	25.0%
From R\$20 million to R\$ 100 million	15.4%	15.4%	23.1%	23.1%	23.1%
Up to R\$ 20 million	16.7%	25.0%	16.7%	33.3%	8.3%
Grand total	26.9%	10.6%	25.0%	17.3%	20.2%

n = 104

Table 41 The company discloses its climate ambition, action plans and the progress of its actions based on scientific methods and metrics.

Billing range	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Over R\$ 1 billion	36.6%	12.2%	26.8%	12.2%	12.2%
Over R\$ 300 million up to R\$ 1 billion	3.8%	3.8%	38.5%	38.5%	15.4%
Over R\$ 100 million up to R\$ 300 million	16.7%	0.0%	66.7%	8.3%	8.3%
From R\$20 million to R\$ 100 million	23.1%	0.0%	23.1%	38.5%	15.4%
Up to R\$ 20 million	25.0%	8.3%	16.7%	25.0%	25.0%
Grand total	23.1%	6.7%	32.7%	23.1%	14.4%

n = 104

5. Analysis of answers considering the corporate type of organizations

In this section, the results of the survey are presented, considering the corporate type of the organizations in which the respondents declared to work.

For each of the twenty statements presented, the respondents selected a single answer among the following options: agree; fully agree; disagree; totally disagree; and neither agree nor disagree (neutral).

The results are presented by thematic blocks: leadership, ownership, strategy and measurement. Each block contains 5 questions and 1 specific objective.

5.1. Block I – Leadership

Objective: Ensure the board is informed, prepared and ready to drive changes and be responsible for establishing a net zero strategy.

Table 42 All board members understand the implications of climate changes and there are board members who have the most latent climate competence.

Corporate type	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Association	0.0%	0.0%	80.0%	0.0%	20.0%
Co-Operative	16.7%	16.7%	33.3%	0.0%	33.3%
Foundation	50.0%	0.0%	50.0%	0.0%	0.0%
Publicly traded company	43.3%	13.3%	20.0%	3.3%	20.0%
Privately held company	40.0%	8.6%	11.4%	8.6%	31.4%
Limited liability company (LLC)	45.8%	4.2%	12.5%	8.3%	29.2%
Others	0.0%	0.0%	0.0%	0.0%	100.0%
Grand total	38.5%	8.7%	19.2%	5.8%	27.9%

n = 104

Table 43 The topic is included in the board's agenda at least four times a year, with clear objectives for the discussion, in addition to robust data and information to inform it.

Corporate type	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Association	0.0%	0.0%	60.0%	40.0%	0.0%
Co-Operative	16.7%	16.7%	50.0%	0.0%	16.7%
Foundation	0.0%	50.0%	50.0%	0.0%	0.0%
Publicly traded company	36.7%	10.0%	30.0%	6.7%	16.7%
Privately held company	25.7%	5.7%	48.6%	11.4%	8.6%
Limited liability company (LLC)	25.0%	12.5%	37.5%	12.5%	12.5%
Others	0.0%	0.0%	100.0%	0.0%	0.0%
Grand total	26.0%	9.6%	42.3%	10.6%	11.5%

n = 104

Table 44 All board advisory committees take climate change into account in their discussions.

Corporate type	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Association	0.0%	0.0%	60.0%	40.0%	0.0%
Co-Operative	16.7%	0.0%	33.3%	16.7%	33.3%
Foundation	50.0%	0.0%	50.0%	0.0%	0.0%
Publicly traded company	40.0%	3.3%	26.7%	3.3%	26.7%
Privately held company	22.9%	2.9%	45.7%	11.4%	17.1%
Limited liability company (LLC)	16.7%	4.2%	45.8%	12.5%	20.8%
Others	50.0%	0.0%	0.0%	50.0%	0.0%
Grand total	26.0%	2.9%	39.4%	11.5%	20.2%

n = 104

Table 45 Responsibility for decisions to reduce greenhouse gas emissions is clear to both the board and the executive team.

Corporate type	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Association	0.0%	0.0%	60.0%	40.0%	0.0%
Co-Operative	50.0%	0.0%	33.3%	16.7%	0.0%
Foundation	0.0%	0.0%	0.0%	50.0%	50.0%
Publicly traded company	36.7%	16.7%	20.0%	6.7%	20.0%
Privately held company	28.6%	5.7%	31.4%	14.3%	20.0%
Limited liability company (LLC)	33.3%	8.3%	16.7%	20.8%	20.8%
Others	50.0%	0.0%	0.0%	0.0%	50.0%
Grand total	31.7%	8.7%	25.0%	15.4%	19.2%

n = 104

Table 46 The CEO, the chairperson and the members of the board of directors or advisory board communicate and disclose to employees and executives, through the organization's official communication channels, the importance of meeting the climate goal established for the organization.

Corporate type	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Association	0.0%	0.0%	40.0%	60.0%	0.0%
Co-Operative	50.0%	0.0%	33.3%	0.0%	16.7%
Foundation	0.0%	50.0%	0.0%	50.0%	0.0%
Publicly traded company	30.0%	16.7%	36.7%	6.7%	10.0%
Privately held company	31.4%	5.7%	20.0%	25.7%	17.1%
Limited liability company (LLC)	25.0%	4.2%	33.3%	20.8%	16.7%
Others	50.0%	0.0%	50.0%	0.0%	0.0%
Grand total	28.8%	8.7%	29.8%	19.2%	13.5%

n = 104

5.2. Block II – Ownership

Objective: Ensure the board is accountable for engagement, governance and driving changes to achieve established climate goals.

Table 47 Climate-related targets are incorporated into incentives and executive remuneration in a significant and measurable manner.

Corporate type	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Association	0.0%	0.0%	20.0%	80.0%	0.0%
Co-Operative	16.7%	0.0%	66.7%	16.7%	0.0%
Foundation	0.0%	0.0%	50.0%	50.0%	0.0%
Publicly traded company	23.3%	10.0%	23.3%	20.0%	23.3%
Privately held company	17.1%	2.9%	25.7%	42.9%	11.4%
Limited liability company (LLC)	16.7%	4.2%	37.5%	33.3%	8.3%
Others	0.0%	0.0%	50.0%	50.0%	0.0%
Grand total	17.3%	4.8%	30.8%	34.6%	12.5%

n = 104

Table 48 The climate issue is incorporated in the assessment of risks and opportunities and in the core business strategy.

Corporate type	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Association	0.0%	0.0%	40.0%	60.0%	0.0%
Co-Operative	16.7%	16.7%	66.7%	0.0%	0.0%
Foundation	50.0%	0.0%	0.0%	50.0%	0.0%
Publicly traded company	40.0%	16.7%	23.3%	6.7%	13.3%
Privately held company	31.4%	8.6%	25.7%	11.4%	22.9%
Limited liability company (LLC)	33.3%	8.3%	37.5%	12.5%	8.3%
Others	0.0%	0.0%	0.0%	50.0%	50.0%
Grand total	31.7%	10.6%	29.8%	13.5%	14.4%

n = 104

Table 49 The responsibility for data and information on climate changes and goals belong to all areas of the organization, not limited only to the area of sustainability or a specific area, also permeating areas such as finance and all organizational management.

Corporate type	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Association	0.0%	0.0%	40.0%	40.0%	20.0%
Co-Operative	33.3%	0.0%	33.3%	16.7%	16.7%
Foundation	50.0%	0.0%	50.0%	0.0%	0.0%
Publicly traded company	46.7%	10.0%	16.7%	13.3%	13.3%
Privately held company	22.9%	2.9%	34.3%	14.3%	25.7%
Limited liability company (LLC)	20.8%	4.2%	37.5%	25.0%	12.5%
Others	0.0%	50.0%	50.0%	0.0%	0.0%
Grand total	28.8%	5.8%	30.8%	17.3%	17.3%

n = 104

Table 50 There is a comprehensive work plan to involve the entire workforce in the vision on the topic and the necessary changes.

Corporate type	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Association	0.0%	0.0%	40.0%	60.0%	0.0%
Co-Operative	16.7%	16.7%	66.7%	0.0%	0.0%
Foundation	0.0%	50.0%	50.0%	0.0%	0.0%
Publicly traded company	53.3%	6.7%	23.3%	6.7%	10.0%
Privately held company	17.1%	5.7%	45.7%	17.1%	14.3%
Limited liability company (LLC)	16.7%	4.2%	25.0%	16.7%	37.5%
Others	0.0%	0.0%	0.0%	50.0%	50.0%
Grand total	26.0%	6.7%	34.6%	15.4%	17.3%

n = 104

Table 51 The organization is ensuring that the necessary skills and resources are available accomplish its climate ambition.

Corporate type	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Association	0.0%	0.0%	40.0%	60.0%	0.0%
Co-Operative	50.0%	0.0%	33.3%	16.7%	0.0%
Foundation	50.0%	0.0%	50.0%	0.0%	0.0%
Publicly traded company	43.3%	13.3%	10.0%	10.0%	23.3%
Privately held company	17.1%	5.7%	48.6%	5.7%	22.9%
Limited liability company (LLC)	20.8%	4.2%	33.3%	12.5%	29.2%
Others	0.0%	0.0%	100.0%	0.0%	0.0%
Grand total	26.9%	6.7%	33.7%	11.5%	21.2%

n = 104

5.3. Block III – Strategy

Objective: Develop and assess strategy, plans and resources in place to reduce carbon emissions and adapt to climate changes, as well as incorporate them into the organization's overall business strategy and purpose.

Table 52 The board analyzed the business strategy considering at least two climate changes scenarios.

Corporate type	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Association	0.0%	0.0%	20.0%	80.0%	0.0%
Co-Operative	16.7%	0.0%	50.0%	0.0%	33.3%
Foundation	0.0%	50.0%	0.0%	50.0%	0.0%
Publicly traded company	30.0%	3.3%	43.3%	6.7%	16.7%
Privately held company	17.1%	2.9%	42.9%	14.3%	22.9%
Limited liability company (LLC)	20.8%	4.2%	45.8%	16.7%	12.5%
Others	0.0%	0.0%	50.0%	50.0%	0.0%
Grand total	20.2%	3.8%	42.3%	16.3%	17.3%

n = 104

Table 53 The board established a net zero target for the emission of greenhouse gases and aligned with the commitment to reach the target of limiting the increase in global temperature to 1.5°C.

Corporate type	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Association	0.0%	0.0%	40.0%	60.0%	0.0%
Co-Operative	0.0%	16.7%	83.3%	0.0%	0.0%
Foundation	0.0%	50.0%	0.0%	50.0%	0.0%
Publicly traded company	26.7%	10.0%	30.0%	16.7%	16.7%
Privately held company	17.1%	0.0%	34.3%	28.6%	20.0%
Limited liability company (LLC)	12.5%	4.2%	33.3%	20.8%	29.2%
Others	0.0%	0.0%	0.0%	50.0%	50.0%
Grand total	16.3%	5.8%	34.6%	24.0%	19.2%

n = 104

Table 54 Ambition was translated into short-term goals and a five-year action plan.

Corporate type	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Association	0.0%	0.0%	40.0%	60.0%	0.0%
Co-Operative	16.7%	0.0%	66.7%	16.7%	0.0%
Foundation	50.0%	0.0%	0.0%	50.0%	0.0%
Publicly traded company	30.0%	10.0%	20.0%	16.7%	23.3%
Privately held company	25.7%	0.0%	37.1%	20.0%	17.1%
Limited liability company (LLC)	8.3%	4.2%	45.8%	20.8%	20.8%
Others	0.0%	0.0%	50.0%	50.0%	0.0%
Grand total	21.2%	3.8%	35.6%	22.1%	17.3%

n = 104

Table 55 The board considers the likely physical impacts⁹ of climate changes on the organization and has an adaptation plan to deal with them.

Corporate type	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Association	0.0%	0.0%	20.0%	80.0%	0.0%
Co-Operative	16.7%	0.0%	50.0%	16.7%	16.7%
Foundation	0.0%	0.0%	50.0%	50.0%	0.0%
Publicly traded company	30.0%	10.0%	30.0%	13.3%	16.7%
Privately held company	22.9%	2.9%	37.1%	17.1%	20.0%
Limited liability company (LLC)	16.7%	4.2%	33.3%	12.5%	33.3%
Others	0.0%	0.0%	50.0%	50.0%	0.0%
Grand total	21.2%	4.8%	34.6%	19.2%	20.2%

n = 104

9. Physical risks arising from climate change can be caused by (acute) events, such as increasing severity of extreme weather events (e.g. cyclones, droughts, floods and fires). They may also be related to long-term (chronic) changes in precipitation and temperature and increased variability in weather patterns (e.g. sea level rise). To learn more, access: https://www.openriskmanual.org/wiki/Climate_Change_Physical_Risk.

Table 56 The board considers the climate issue in all investment decisions and makes use of a quantification tool, such as carbon pricing.

Corporate type	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Association	0.0%	0.0%	20.0%	80.0%	0.0%
Co-Operative	16.7%	0.0%	66.7%	0.0%	16.7%
Foundation	50.0%	0.0%	0.0%	50.0%	0.0%
Publicly traded company	33.3%	6.7%	33.3%	20.0%	6.7%
Privately held company	5.7%	5.7%	37.1%	28.6%	22.9%
Limited liability company (LLC)	16.7%	4.2%	25.0%	29.2%	25.0%
Others	50.0%	0.0%	0.0%	50.0%	0.0%
Grand total	18.3%	4.8%	32.7%	27.9%	16.3%

n = 104

5.4. Block IV – Measurement

Objective: Understand and assess the organization's carbon emissions, reducing the carbon footprint, reviewing and communicating progress and impacts.

Table 57 The company assesses the impacts of the net zero transition on all its operations and investment decisions in accordance with scopes 1¹⁰ and 2¹¹ established by the GHG Protocol.

Corporate type	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Association	0.0%	0.0%	20.0%	80.0%	0.0%
Co-Operative	33.3%	16.7%	33.3%	16.7%	0.0%
Foundation	50.0%	0.0%	0.0%	50.0%	0.0%
Publicly traded company	33.3%	10.0%	20.0%	10.0%	26.7%
Privately held company	20.0%	5.7%	34.3%	31.4%	8.6%
Limited liability company (LLC)	20.8%	4.2%	20.8%	29.2%	25.0%
Others	0.0%	0.0%	0.0%	50.0%	50.0%
Grand total	24.0%	6.7%	25.0%	26.9%	17.3%

n = 104

Table 58 The company understands that its emissions fall under the scope 3¹² of the GHG Protocol and has a specific approach that covers all of its products and services.

Corporate type	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Association	0.0%	0.0%	20.0%	80.0%	0.0%
Co-Operative	0.0%	16.7%	66.7%	0.0%	16.7%
Foundation	50.0%	0.0%	0.0%	50.0%	0.0%
Publicly traded company	33.3%	3.3%	23.3%	13.3%	26.7%
Privately held company	11.4%	2.9%	37.1%	31.4%	17.1%
Limited liability company (LLC)	12.5%	4.2%	33.3%	33.3%	16.7%
Others	0.0%	0.0%	0.0%	50.0%	50.0%
Grand total	17.3%	3.8%	31.7%	27.9%	19.2%

n = 104

10. Scope 1 of the GHG Protocol: eliminate emissions for which the organization is responsible.

11. Scope 2 of the GHG Protocol: eliminate emissions generated by purchasing electricity, heat and steam.

12. Scope 3 of the GHG Protocol: includes the elimination of gases generated by goods and services purchased, third-party distributors, products sold, production chain.

Table 59 The board agreed on a set of short-term and long-term measures aligned with greenhouse gas emission reduction plans and reviews the performance of these plans regularly.

Corporate type	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Association	0.0%	0.0%	60.0%	40.0%	0.0%
Co-Operative	16.7%	0.0%	50.0%	16.7%	16.7%
Foundation	50.0%	0.0%	0.0%	50.0%	0.0%
Publicly traded company	46.7%	3.3%	26.7%	10.0%	13.3%
Privately held company	17.1%	5.7%	28.6%	34.3%	14.3%
Limited liability company (LLC)	16.7%	4.2%	41.7%	25.0%	12.5%
Others	0.0%	0.0%	0.0%	50.0%	50.0%
Grand total	25.0%	3.8%	32.7%	25.0%	13.5%

n = 104

Table 60 The board fully understands the requirements of investors related to climate and climate changes and how they will assess the issue and its progress over time.

Corporate type	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Association	20.0%	0.0%	40.0%	40.0%	0.0%
Co-Operative	0.0%	16.7%	33.3%	0.0%	50.0%
Foundation	0.0%	50.0%	0.0%	50.0%	0.0%
Publicly traded company	46.7%	16.7%	13.3%	6.7%	16.7%
Privately held company	25.7%	8.6%	34.3%	14.3%	17.1%
Limited liability company (LLC)	16.7%	4.2%	25.0%	29.2%	25.0%
Others	0.0%	0.0%	0.0%	50.0%	50.0%
Grand total	26.9%	10.6%	25.0%	17.3%	20.2%

n = 104

Table 61 The company discloses its climate ambition, action plans and the progress of its actions based on scientific methods and metrics.

Corporate type	Agree	Strongly Agree	Disagree	Strongly Disagree	Neither agree nor disagree (neutral)
Association	0.0%	0.0%	40.0%	60.0%	0.0%
Co-Operative	16.7%	16.7%	50.0%	0.0%	16.7%
Foundation	50.0%	0.0%	50.0%	0.0%	0.0%
Publicly traded company	43.3%	16.7%	16.7%	10.0%	13.3%
Privately held company	14.3%	0.0%	34.3%	34.3%	17.1%
Limited liability company (LLC)	16.7%	4.2%	45.8%	20.8%	12.5%
Others	0.0%	0.0%	0.0%	50.0%	50.0%
Grand total	23.1%	6.7%	32.7%	23.1%	14.4%

n = 104

6. Methodology

This survey aimed to understand how the board of directors and advisory boards are dealing with the commitment to transition to the net zero strategy and with climate impacts.

The thematic questions were translated and adapted from the Board scorecard – a tool of Chapter Zero in the United Kingdom –, composed of twenty questions whose objective is to indicate how well the boards of directors are responding to the challenges of climate changes.

The scope of applied Survey in Brazil was expanded when compared to the Chapter Zero Board scorecard in the United Kingdom, as it covered, in addition to the board of directors, the advisory boards. The target audience of the Survey were board members, advisory board members, fiscal council members and executive management/c-level.

The Survey was developed in the form of an electronic questionnaire

(survey) and the data collection phase took place from September 6 to September 30, 2022. For each of the twenty questions that made up the four thematic blocks and also the introductory questions that dealt with the profile of the respondent or the organization in which he/she works, respondents necessarily had to tick only one answer option.

A total of 254 respondents participated in the Survey. The sample consisted of 104 respondents (n = 104), as 150 responses were incomplete, having been disregarded in the data tabulation.

The data were analyzed and tabulated using the Excel tool, and the stratification of the data was presented taking into account the position occupied by the respondents, the billing ranges and the corporate type of the organizations in which they work, in addition to a section dedicated to the profile of the respondents.

References

CHAPTER ZERO. “The Chapter Zero Board Scorecard: an introduction”. Available in: <https://chapterzero.org.uk/board-scorecard-introduction/>. Access in: 26 aug. 2022.



Av. das Nações Unidas, 12.551
21º andar - São Paulo - SP
CEP 04578-903
São Paulo e região 11 3185 4200
Outras localidades 4020 1733
e-mail: ibgc@ibgc.org.br
www.ibgc.org.br

The Board scorecard survey: the performance of boards facing the climate impacts and the net zero strategy strove to capture how the boards, both directors and advisory, have dealt with the issue of climate changes and with the commitment to transition to the net zero strategy.

