



Guiding the **future** of sustainable business

Alcatel-Lucent Enterprise's innovative sustainability approach drives business transformation by incorporating the strategic power of Impacts, Risks, and Opportunities (IROs) into its organisational model.

In this case study, discover how Alcatel-Lucent Enterprise harnessed internal talent and the Future Planet solution to embed sustainability as a catalyst for business transformation.



Introduction

Alcatel-Lucent Enterprise is pioneering a strategic organisational approach by embedding sustainability as a catalyst for business transformation. By incorporating IROs into its strategy, ALE has created a structured and measurable methodology that aligns sustainability with business success, ultimately transforming its business model through sustainable practices.

"The evolution of our approach to sustainability reflects our understanding and commitment to the impact of not only our organisation but to the wider industry and the world. To make real change, we must embed sustainability into all elements of our organisation and create a culture of accountability and inclusivity.

— Rasheed Mohamad, Global Revenue and Operations Officer, Alcatel-Lucent Enterprise



ALE's Sustainability Journey

1 — 2023: Recognition and Game Changers Launch

Building on its strong Corporate Social Responsibility (CSR) principles, ALE recognised the need for a more focused ESG strategy. Sustainability became the focus of The Game Changers, ALE's internal MBA programme.

2 — 2023-2024: Strategic Development

Two Game Changer teams - guided by Sustainability and Transformation Director Sebastien Juras and supported by Future Planet - delivered strategic ESG initiatives.

3 — 2024-2025 : IRO Methodology

The Game Changers 2024 developed a bespoke IRO methodology, ensuring sustainability efforts drove measurable results. Departments developed and implemented their transition plans, rooted in the IROs. The programme was instrumental in embedding sustainability across the organisation.

The Game Changers

The Game Changers is a bespoke ALE HR talent development programme, carefully considered and developed by Head of Transformation Grant Dall, sponsored by Global Head of Human Resources, Maarten Huntjens.

This innovative initiative combines leadership training and project-based learning while focusing on sustainability integration across the organisation.



Talent Development Framework

A comprehensive approach combining leadership training, project-based learning, and cross-functional collaboration to accelerate professional growth while solving real business challenges.

Strategic Sustainability Integration

By focusing sustainability projects within the MBA framework, ALE ensures sustainability principles become intrinsic to business operations while developing future leaders with strong sustainability mindsets.

Talent Selection

Talented individuals across the business are chosen through a competitive process that identifies high-potential employees capable of bringing fresh perspectives and innovative solutions to strategic initiatives.

Scalable Transformation Blueprint

This structured, scalable framework is now influencing both internal operations and ALE's wider ecosystem of suppliers and partners, positioning ALE as a global leader in sustainability integration and collaboration.

Empowering Talent

Leadership's Role in Embedding Sustainability

Senior leadership buy-in was instrumental in driving the success of ALE's Game Changer IRO process.

Leadership Commitment

ALE's leadership actively empowered the Game Changers with support and resources to develop actionable ESG transition plans.

Cross-Functional Collaboration

This commitment fostered strong alignment between corporate goals and sustainability initiatives across the organisation.

Strategic Implementation

Game Changers collaborated with department heads to ensure practical execution of sustainability strategies.

"The Game Changers were trusted by the Executive Leadership Team to develop the IRO methodology and open up this strategic engagement with the whole business. They have developed a transparent and structured approach where all the business departments are now reviewing their own IROs to develop their own sustainability initiatives. By embedding it across the business, the Game Changers guide everyone to look in the same direction, delivering to the same targets. There is huge value in this approach, it translates strategy into execution."

— Ingrid De Doncker, Head of Research and Innovation at Future Planet



About Impacts, Risks, and Opportunities (IROs)

IROs help businesses evaluate not only the external consequences of their actions on the environment and society (Impacts), but also the potential financial risks posed by ESG related issues. Additionally, they highlight opportunities for growth and innovation that arise from proactively addressing ESG vulnerabilities.



Impacts

Consequences a company has on environment and society



Risks

Potential negative financial results of ESG issues



Opportunities

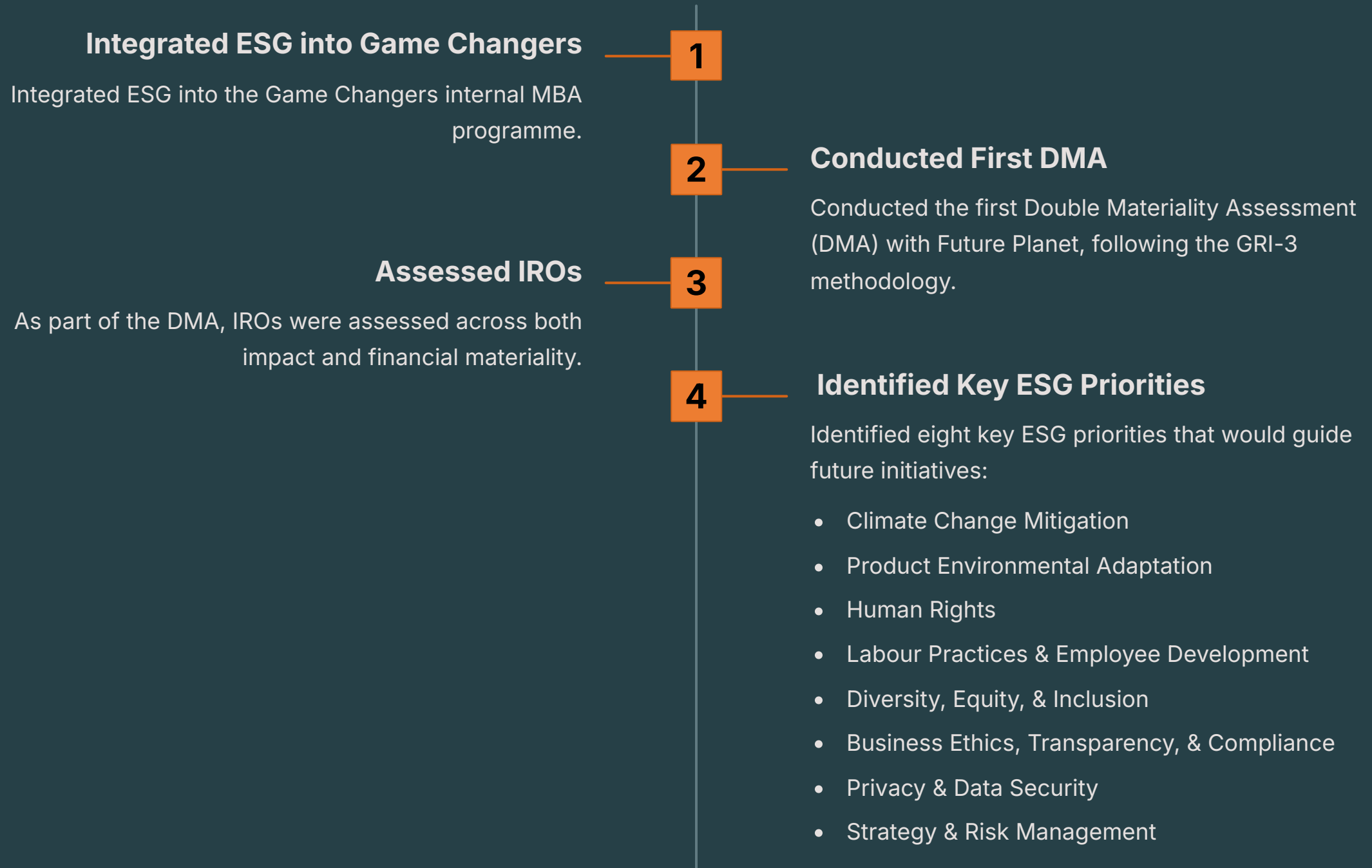
Positive outcomes from addressing ESG vulnerabilities

By conducting a thorough analysis of IROs, organisations can identify key ESG matters that are material to their operations, enabling them to prioritise actions and adapt their strategies accordingly. This approach not only mitigates financial risks and builds organisational resilience, but it also uncovers new avenues for cost savings, innovation, and competitive differentiation.

By examining specific IROs within different industry sectors, categorised under NACE codes - which is a classification system used to categorise economic activities in the European Union (EU) and other countries - businesses can identify relevant challenges and growth opportunities.

2023: ALE's Sustainability Transition Timeline

Key milestones in ALE's sustainability journey throughout 2023



2024: ALE's Sustainability Transition Timeline

Key initiatives for scaling and embedding IROs across the organisation

Sustainable Business Challenge

The Game Changers accepted the challenge to developing a standard IRO approach to re-prioritise the eight strategic ESG domains and embed targets for operational growth.

1

2

Methodology Development

Leveraging existing frameworks and standards such as ESRS, EU Taxonomy, LCA, and TCFD to develop the methodology, with support from Future Planet.

3

Business Function Alignment

Game Changers partnered with business leaders to bespoke the IROs for their business functions and align clear strategic priorities with the eight sustainable pillars.

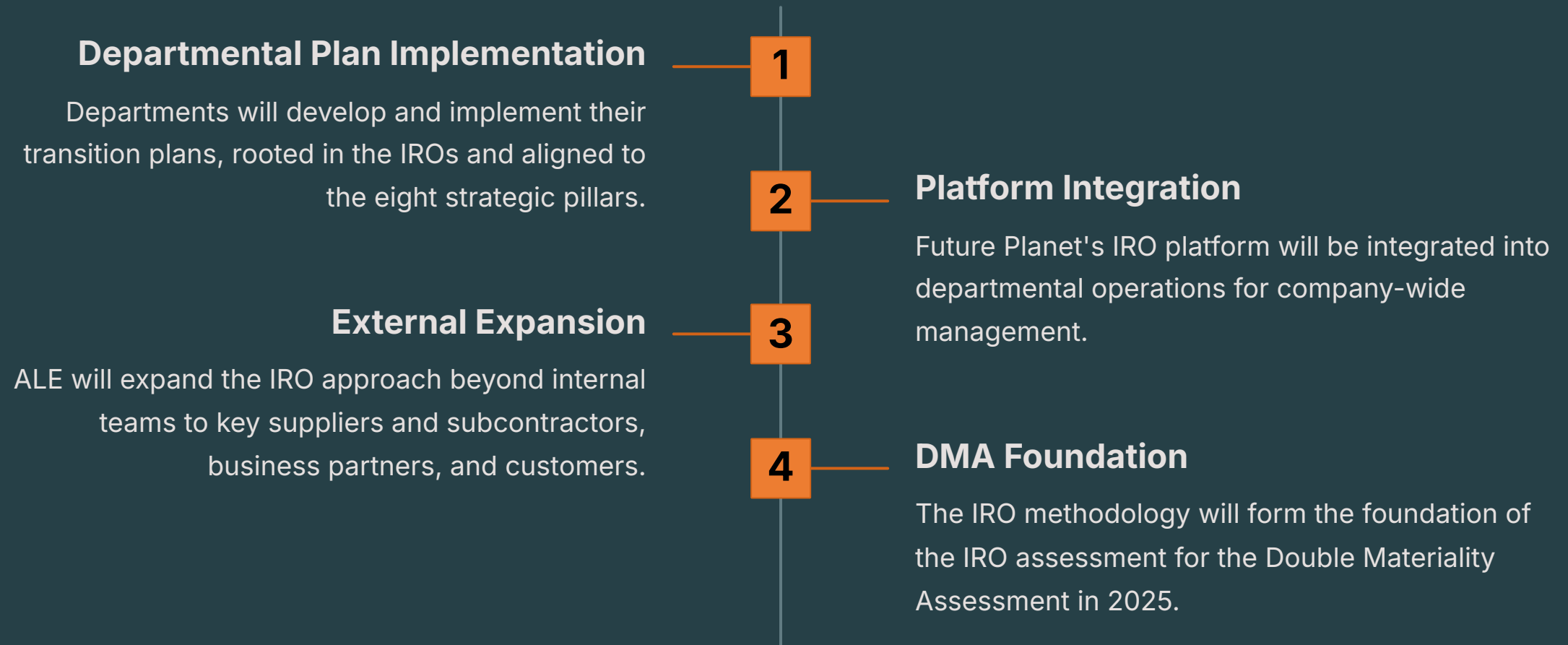
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Execution Collaboration

Game Changers from across all business functions and geographies collaborated to finalise the methodology, supported by senior internal resources and Future Planet's external expertise.

2025: ALE's Sustainability Transition Timeline

Expanding IRO implementation and external engagement





IROs in Action

The Bespoke Game Changers Methodology

Through this methodology, ALE identified strategic areas where ESG considerations create value, value to the business, value to its key stakeholders. This IRO approach has tangible and practical impact in strategic discussions. As an example, the IRO process has facilitated discussions on aligning sustainability KPIs with corporate financial goals. This led to the identification of new priorities within sustainability-linked financial strategies, demonstrating how IRO considerations influence ALE's top-line growth.

1

Consistent Framework

Establishing a consistent IRO framework used across departments.

2

Strategic Alignment

Conducting workshops to align IROs with financial targets and operational strategies.

3

Impact Prioritisation

Prioritising high-impact IROs based on feasibility and business importance.

4

Sustainable Ambassadors

Training sustainable ambassadors in the business to embed and sustain the methodology across ALE.

5

Expert Support

Utilising Future Planet for ongoing support and refinement to scale the methodology company-wide.

Hear from the Game Changers

The Game Changers share their insights on embedding IROs throughout the organisation.



Manuela Crisafulli

"Talent wins games, but teamwork and intelligence win championships. Getting IROs implemented and used across ALE is our championship, and we are winning together."



Rute Damas

"We are Game Changers, and our job is to change mindsets. This was about introducing something new into the company, ensuring that sustainability is embedded in decision-making at every level."



Sundar Gandhi

"Through this, we've helped bring ESG to the forefront of the business, creating a shared responsibility for everyone. Now, everyone knows how they can contribute to ESG, which wasn't clear before."



Hervé Obert

"This is where we really see the impact, not just by reducing plastic or power consumption, but by measuring and managing it."

Future Planet: Guiding Sustainable Performance at ALE

Education

Supporting knowledge development across the organisation.

Strategy and Transition Planning

Supporting strategic sustainability roadmaps.



Sustainability Data

Measuring data to deliver to sustainable targets.

Compliance

Ensuring regulatory requirements are met.

"The Future Planet solution helped me gain a lot of time. Without it, I wouldn't be as comfortable with the IRO process. It opened my eyes to the power of IROs, providing a clear, data-driven roadmap that made the process not only manageable but highly effective."

"If we did this without Future Planet, it would have taken ten times longer. Their support helped us integrate IROs into the business in a structured way, making it possible to engage leadership and employees at every level."



Sebastien Juras

Sustainability and Transformation Director at ALE



Grant Dall

Head of Transformation at ALE

Key Takeaways

ALE's integration of IROs has transformed sustainability strategy into a competitive advantage.

- 1 Bridge Strategy & Execution**
 IROs connect high-level goals with practical actions, enabling ALE to implement sustainability initiatives effectively across the organisation.
- 2 Engage Stakeholders**
 ALE drives meaningful sustainable transformation across the organisation by empowering leaders at all levels through the Game Changers Programme.
- 3 Enhance Transparency**
 Support industry collaboration through clear reporting, quantifying environmental and social impacts for better decision-making.
- 4 Business Enabler**
 Leverage IROs as a strategic tool that unlocks new opportunities for innovation, efficiency, and growth.

Future Direction

Looking ahead, ALE plans to expand the implementation of IROs across additional business units and geographies. The scalable methodology provides a blueprint that can be adapted to diverse operational contexts while maintaining consistency in approach.

Partners in **Sustainable** Business Transformation



Alcatel-Lucent Enterprise provides secure networking, cloud and communication solutions which enable organisations and industries to accelerate their operational efficiencies and competitiveness.



The software platform that guides sustainable performance. Future Planet helps organisations connect their sustainability strategy to measurable impacts, risks and opportunities (IROs), driving action that creates resilience and long-term value.