The Shift Activity calendar

September - December 2026

DESIGN YOUR BUSINESS FOR PURPOSE — 03.09

Session 1

Community of Practice

WHAT:

Discover the Doughnut Design for Business model, a practical framework inspired by the work of economist Kate Raworth.

FOR WHOM:

CEOs looking to explore the mission and structure of their organisation.

CONTACT:

adrienne.nizet@theshift.be

BUILD YOUR BIODIVERSITY STRATEGY — 08.09

Session 5 I Implementation

Community of Practice

WHAT:

Learn about the actions you can take to reach your targets and how to integrate the approach "avoid, reduce, regenerate and restore".

FOR WHOM:

Organisations looking to put nature restoration and conservation on their corporate agenda, right at the heart of their activities.

CONTACT:

charlotte.moreau@theshift.be

MOVING THE BUILDING ECOSYSTEM — 15.09

Session 1 I Where do we stand and what is at stake?

Community of Practice

WHAT:

Kick-off session providing a clear view on risks, regulation and market signals. What is truly at stake, financially, operationally and strategically?

FOR WHOM:

Forward-looking organisations across the construction value chain committed to shaping resilient, low-carbon solutions together.

CONTACT:

john.dams@theshift.be

CSO CIRCLE WITH EURONEXT — 16.09

Exclusive event

WHAT:

The CSO Circle offers a confidential space for peer exchange through intimate breakfast roundtable discussions.

FOR WHOM:

Chief Sustainability Officers

CONTACT:

magali.frankl@theshift.be

LIFE BE FREE CLOSING EVENT — 17.09

Inspiration session

WHAT:

After three years of finding alternative ways to finance the renovation in Belgium, it is time for a moment of reflection as we close this European Life project.

FOR WHOM:

All professionals with a genuine interest in energy renovations in Belgium.

CONTACT:

charlotte.moreau@theshift.be

JOURNEY TO NET ZERO — 17.09

Session 1 I Your first steps

Community of Practice

WHAT:

Set the scene by unpacking the why, who, and what of Science Based Targets and how they guide action beyond compliance.

FOR WHOM:

Organisations navigating the complexities of decarbonisation and looking for practical guidance, peer learning and meaningful collaboration.

CONTACT:

john.dams@theshift.be

EMBEDDING INCLUSION IN YOUR TALENT STRATEGY — 17.09

Session 5 I Generation Gaps

Community of Practice

WHAT:

Explore how different generations and cultural backgrounds influence communication, expectations and ways of working. Gain practical insights to foster collaboration and create a culture where diverse perspectives thrive.

FOR WHOM:

Diversity managers, sustainability managers, HR, talent managers, and executives.

CONTACT:

delphine.depotter@theshift.be

BREAKFAST BRIEFING — 18.09

Chapter Zero Brussels

WHAT:

Peer-to-peer exchanges with board members and C-suite senior executives to discuss shared challenges, exchange practical insights, and learn from real boardroom experiences in a confidential setting.

FOR WHOM:

Board Members & C-suite

CONTACT:

maxime.decordes@chapterzerobrussels.be

DECARBONISED SUPPLY CHAINS — 22.09

Session 2

Community of Practice

WHAT:

Learn how organisations are overcoming internal barriers to supply chain decarbonisation by fostering collaboration, aligning incentives and creating shared ownership across departments.

FOR WHOM:

For organisations committed to getting up to speed in reducing scope 3 (indirect) emissions.

CONTACT:

john.dams@theshift.be

THE SOCIAL IMPACT OF AI AT WORK — 22.09

Inspiration session

WHAT:

AI is already reshaping how we work, hire and collaborate – but how can organisations embrace this transition without leaving people behind?

FOR WHOM:

This session is for HR professionals, business leaders, sustainability and transformation teams who want to understand how AI is reshaping work and how to navigate that transition responsibly and inclusively.

CONTACT:

delphine.depotter@theshift.be

WATER ENERGY FOOD NEXUS — 24.09

Chapter Zero Brussels

Masterclass

WHAT:

Explore how water, food and energy systems are deeply connected. Gain strategic insights to understand trade-offs, spot synergies and strengthen decision-making for long-term business resilience.

FOR WHOM:

Board members

CONTACT:

maxime.decordes@chapterzerobrussels.be

DESIGN YOUR BUSINESS FOR PURPOSE — 01.10

Session 2

Community of Practice

WHAT:

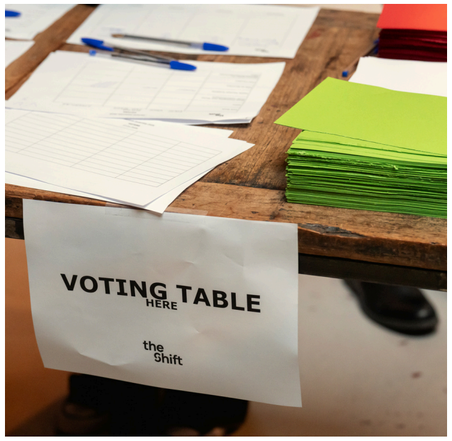
This session explores the fundamental purpose of an organisation, its "raison d'être". We look at how a mission is embedded in a company's culture, values, operations and services.

FOR WHOM:

CEOs looking to explore the mission adn structure of their organisation.

CONTACT:

adrienne.nizet@theshift.be



JOURNEY TO NET ZERO 06.10

Sessions 2+3 I Measure your CO2, regulations and frameworks

Community of Practice

- **WHAT:**
  Use key regulations as a springboard for progress and learn how to measure your carbon footprint with best-practice methods.
- **FOR WHOM:**
  Organisations navigating the complexities of decarbonisation and looking for practical guidance, peer learning and meaningful collaboration.
- **CONTACT:**
  john.dams@theshift.be

GROWTH: WHAT ARE WE REALLY CHASING? 08.10

Inspiration session

- **WHAT:**
  If growth is still the dominant measure of success, what are we really pursuing? Performance, impact, well-being, resilience—which horizons should guide purpose-driven businesses?
- **FOR WHOM:**
  Anyone engaged in driving sustainable transformation within their organisation and interested in exploring alternative measures of success beyond growth.
- **CONTACT:**
  adrienne.nizet@theshift.be

MOVING THE BUILDING ECOSYSTEM 08.10

Session 2 I Measuring what matters

Community of Practice

- **WHAT:**
  Reduce data confusion and link emissions figures directly to decision-making and finance.
- **FOR WHOM:**
  Forward-looking organisations across the construction value chain committed to shaping resilient, low-carbon solutions together.
- **CONTACT:**
  john.dams@theshift.be

BUILD YOUR BIODIVERSITY STRATEGY 08.10

Session 6 I Governance

Community of Practice

- **WHAT:**
  Advocate ambitious policies and initiatives, embed nature in your corporate governance and learn how to get C-level approval.
- **FOR WHOM:**
  Organisations looking to put nature restoration and conservation on their corporate agenda, right at the heart of their activities.
- **CONTACT:**
  charlotte.moreau@theshift.be

BRUSSELS CLIMATE WEEK 12-16.10

Inspiration session

- **WHAT:**
  As Strategic Engagement Partner of Brussels Climate Week, The Shift invites you to join discussions on Europe's climate-industrial transition. Connect with policymakers, businesses and investors shaping a resilient and competitive economy.
- **FOR WHOM:**
  Business leaders, policymakers and innovators shaping the future of Europe's climate transition.
- **CONTACT:**
  john.dams@theshift.be

SDG FORUM 13.10

Partner event

- **WHAT:**
  This event is intended to be a source of inspiration, offering plenty of opportunities to meet people and exchange ideas, and to highlight shared ambitions regarding the Sustainable Development Goals (SDGs).
- **FOR WHOM:**
  Policy-makers, business leaders, NGO representatives, academics and students.
- **CONTACT:**
  adrienne.nizet@theshift.be

JOURNEY TO NET ZERO 20.10

Session 4 I Building support and communicating with credibility

Community of Practice

- **WHAT:**
  Apply psychological insights to engage your colleagues, suppliers and customers in your net-zero strategy.
- **FOR WHOM:**
  Organisations navigating the complexities of decarbonisation and looking for practical guidance, peer learning and meaningful collaboration.
- **CONTACT:**
  john.dams@theshift.be

MOVING THE BUILDING ECOSYSTEM 22.10

Session 3 I From design to results

Community of Practice

- **WHAT:**
  How do you move from low-carbon ambitions to effective projects in practice? Where do things get stuck, which solutions are already available, and what are your next steps?
- **FOR WHOM:**
  Forward-looking organisations across the construction value chain committed to shaping resilient, low-carbon solutions together.
- **CONTACT:**
  john.dams@theshift.be

FROM ESG TEAM TO ESG MOVEMENT 27.10

Inspiration session

- **WHAT:**
  Discover how organisations are turning ESG from a responsibility carried by a few into a shared culture supported by internal ambassadors, practical ownership and real engagement across teams.
- **FOR WHOM:**
  Sustainability professionals & HR leaders who want to make sustainability everyone's business.
- **CONTACT:**
  delphine.depotter@theshift.be

DESIGN YOUR BUSINESS FOR PURPOSE 29.10

Session 3

Community of Practice

- **WHAT:**
  This session explores ownership structures and the stakeholders involved. We discuss the role and expectations of owners and look at approaches to balance profit and positive impact.
- **FOR WHOM:**
  CEOs looking to explore the mission adn structure of their organisation.
- **CONTACT:**
  adrienne.nizet@theshift.be

GREEN DEAL PROTEIN SHIFT NOV

Why and how to go for half-half in your organisation's catering?

Inspiration session

- **WHAT:**
  The Flemish Green Deal 'Protein Shift' has a clear objective: to shift the balance between animal and plant-based protein sources in our diet to a ratio of 40% to 60% respectively.
- **FOR WHOM:**
  Organisations committed to supporting the transition towards healthier and more sustainable consumption patterns.
- **CONTACT:**
  charlotte.moreau@theshift.be

EMBEDDING INCLUSION IN YOUR TALENT STRATEGY 10.11

Session 6: How to deal with resilience on DEI

Community of Practice

- **WHAT:**
  How to deal with resilience on DEI. Discover how to recognise, understand and address resistance, so that it becomes a catalyst for change rather than a barrier, and helps embed inclusion sustainably within your organisation.
- **FOR WHOM:**
  Diversity managers, sustainability managers, HR, talent managers, and executives.
- **CONTACT:**
  delphine.depotter@theshift.be

ANCHOR THE PURPOSE-ORIENTATION IN YOUR COMPANY — 12.11

Inspiration session

- **WHAT:** Steward-ownership as a succession tool to carry forward mission and sustainability?
- **FOR WHOM:** Board Members & C-suite
- **CONTACT:** adrienne.nizet@theshift.be

JOURNEY TO NET ZERO — 17.11

Session 5 I Engaging your suppliers

Community of Practice

- **WHAT:** Tackle Scope 3 emissions with guidance from experts and testimonials on supply chain engagement.
- **FOR WHOM:** Organisations navigating the complexities of decarbonisation and looking for practical guidance, peer learning and meaningful collaboration.
- **CONTACT:** john.dams@theshift.be

DESIGN YOUR BUSINESS FOR PURPOSE — 19.11

Session 4

Community of Practice

- **WHAT:** What is enough?

  CoP participants
- **FOR WHOM:** CEOs looking to explore the mission adn structure of their organisation.
- **CONTACT:** adrienne.nizet@theshift.be

BREAKFAST BRIEFING — 20.11

Chapter Zero Brussels

- **WHAT:** Peer-to-peer exchanges with board members and C-suite senior executives to discuss shared challenges, exchange practical insights, and learn from real boardroom experiences in a confidential setting.
- **FOR WHOM:** Board Members & C-suite
- **CONTACT:** maxime.decordes@chapterzerobrussels.be

CREATING RESILIENT LANDSCAPES: A TERRITORIAL APPROACH TO CLIMATE AND BIODIVERSITY — NOV

Inspiration session

- **WHAT:** What becomes possible when businesses, governments, communities and organisations in one region join forces to strengthen resilience to climate change and biodiversity loss?
- **FOR WHOM:** Professionals from business, government and civil society working on climate and nature resilience.
- **CONTACT:** charlotte.moreau@theshift.be

IMPACT FINANCE COLLABORATION EVENT — NOV

Inspiration session

- **WHAT:** Impact finance collaboration event.
- **FOR WHOM:** Open to all/public.
- **CONTACT:** john.dams@theshift.be

MOVING THE BUILDING ECOSYSTEM — 19.11

Session 4 I Scope 3 in the value chain

Community of Practice

- **WHAT:** Working with suppliers and partners on responsibility, certification and reuse and, above all, how do you ask the right questions to make that collaboration truly effective?
- **FOR WHOM:** Forward-looking organisations across the construction value chain committed to shaping resilient, low-carbon solutions together.
- **CONTACT:** john.dams@theshift.be

DECARBONISED SUPPLY CHAINS — 24.11

Session 3

Community of Practice

- **WHAT:** Explore the latest ESG reporting tools, the growing role of AI, and best practices for collecting, managing and leveraging sustainability data.
- **FOR WHOM:** Organisations committed to getting up to speed in reducing scope 3 (indirect) emissions
- **CONTACT:** john.dams@theshift.be

BUILD YOUR BIODIVERSITY STRATEGY — 24.11

Session 7 I Validate your Strategy

Community of Practice

- **WHAT:** Test your strategy with your peers and receive feedback from the knowledge partners of the programme.
- **FOR WHOM:** Organisations looking to put nature restoration and conservation on their corporate agenda, right at the heart of their activities .
- **CONTACT:** charlotte.moreau@theshift.be

CIRCULARITY IN PRACTICE AT RECTICEL — 26.11

Inspiration session

- **WHAT:** How do you turn circularity from ambition into action? Join The Shift and Recticel Insulation for an inspiring afternoon that brings circular innovation to life through real-world examples and practical insights.
- **FOR WHOM:** Sustainability professionals, innovation managers, operations leaders and procurement experts.
- **CONTACT:** john.dams@theshift.be

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MOVING THE BUILDING ECOSYSTEM — 17.12

Session 6 I Action plan

Community of Practice

- **WHAT:**
  Sharpening priorities and translating them into tangible steps for the next 6–12 months.
- **FOR WHOM:**
  Forward-looking organisations across the construction value chain committed to shaping resilient, low-carbon solutions together.
- **CONTACT:**
  john.dams@theshift.be

DESIGN YOUR BUSINESS FOR PURPOSE — 26.11

Session 4

Community of Practice

- **WHAT:**
  Explore the financial priorities of organisations: what profit margins are needed? How are profits allocated? Look closer to returns on investments - financial, social or environmental.
- **FOR WHOM:**
  CEOs looking to explore the mission adn structure of their organisation.
- **CONTACT:**
  adrienne.nizet@theshift.be

MOVING THE BUILDING ECOSYSTEM — 01.12

Session 5 I Building support and communicating with credibility

Community of Practice

- **WHAT:**
  Aligning internally and communicating externally without overselling or greenwashing.
- **FOR WHOM:**
  Forward-looking organisations across the construction value chain committed to shaping resilient, low-carbon solutions together.
- **CONTACT:**
  john.dams@theshift.be

SUSTAINABILITY MANAGERS LUNCH — 03.12

Exclusive event

- **WHAT:**
  A hands-on lunchtime exchange where sustainability managers build a stronger business case collectively and leave with clear, usable solutions.
- **FOR WHOM:**
  Sustainability managers looking to talk and learn with peers.
- **CONTACT:**
  adrienne.nizet@theshift.be

JOURNEY TO NET ZERO — 08.12

Session 6 I Ready for Net Zero

Community of Practice

- **WHAT:**
  This is your opportunity to put all the skills learned into practice and fix the key levers of change in your organisation.
- **FOR WHOM:**
  Organisations navigating the complexities of decarbonisation and looking for practical guidance, peer learning and meaningful collaboration.
- **CONTACT:**
  john.dams@theshift.be

the Shift

the System Shift

the Climate Shift

the Biodiversity Shift

the Social Shift

Chapter Zero Brussels

Communities of Practice in 2026 and 2027