



The Shift Activity calendar

September - December 2026



EMBEDDING INCLUSION IN YOUR TALENT STRATEGY 17.09

Session 5 | 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

EMBEDDING RESILIENCE FOR FUTURE-PROOFED COMPANIES 01.10

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

BUILD YOUR BIODIVERSITY STRATEGY

08.09

Session 5 | 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:**
chantal.sohier@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

JOURNEY TO NET ZERO

06.10

Sessions 2+3 | 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

CSO CIRCLE WITH EURONEXT 16.09

Exclusive event

- **WHAT:**
Dedicated peer session for CSO's with the Belgian Climate Risk Assessment Center on the topic of climate adaptation.
- **FOR WHOM:**
Chief Sustainability Officers
- **CONTACT:**
magali.frankl@theshift.be



BUILD YOUR BIODIVERSITY STRATEGY

08.10

Session 6 | 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:**
chantal.sohier@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:**
adrienne.nizet@theshift.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

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

17.09

Session 1 | 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

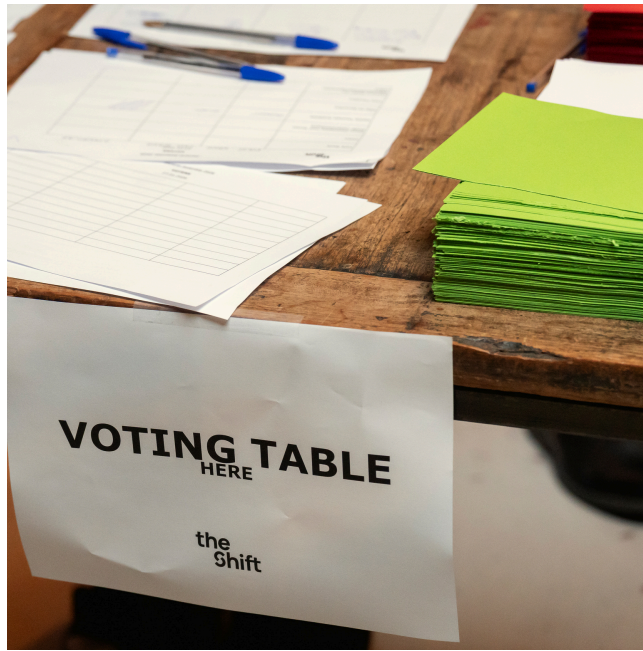
THE SOCIAL IMPACT OF AI AT WORK

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





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

HIGH-LEVEL PANEL BUSINESS AT THE FOREFRONT OF THE CLIMATE TRANSITION 14.10

Chapter Zero Brussels

- **WHAT:**
Explore how business leaders can turn transition challenges into strategic choices, strengthen competitiveness and resilience, and create the conditions needed to invest with greater confidence.
- **FOR WHOM:**
Board Directors
- **CONTACT:**
maxime.decordes@chapterzerobrussels.be

JOURNEY TO NET ZERO 20.10

Session 4 | 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

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

CREATING RESILIENT LANDSCAPES 10.11

A Territorial Approach to Climate and Biodiversity

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:**
chantal.sohier@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

RESPONSIBLE DIRECTOR JOURNEY 12.11

Session 1 | Fiduciary duty in an age of systemic rupture

Chapter Zero Brussels

- **WHAT:**
Explore how the director's role is evolving in a world of interconnected and accelerating risks. Understand how climate, nature, technology, and societal shifts reshape fiduciary responsibilities, business models and long-term value creation.
- **FOR WHOM:**
RDG candidates
- **CONTACT:**
maxime.decordes@chapterzerobrussels.be

GREEN DEAL PROTEIN SHIFT 17.11

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:**
chantal.sohier@theshift.be

JOURNEY TO NET ZERO 17.11

Session 5 | 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

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
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maxime.decordes@chapterzerobrussels.be

RESPONSIBLE DIRECTOR JOURNEY 20.11

Session 2 | Climate, nature & resilience

Chapter Zero Brussels

- **WHAT:**
Explore how natural ecosystems provide powerful lessons in resilience and adaptation and recognise nature as a strategic buffer rather than a sustainability offset
- **FOR WHOM:**
RDG candidates
- **CONTACT:**
maxime.decordes@chapterzerobrussels.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 | 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:**
chantal.sohier@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

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

RESPONSIBLE DIRECTOR JOURNEY 04.12

Session 3 | Operating withing the planetary boundaries

Chapter Zero Brussels

- **WHAT:**
Understand the business implications of climate, nature and planetary constraints and identify board-level red flags that require immediate strategic attention
- **FOR WHOM:**
RDG candidates
- **CONTACT:**
maxime.decordes@chapterzerobrussels.be



RESPONSIBLE DIRECTOR JOURNEY 04.12

Session 4 | Strategy, Capital Allocation & Value At Risk

Chapter Zero Brussels

- **WHAT:**
Integrate systemic risks into strategy, capital allocation and governance decisions. Evaluate transition risks, stranded assets and value-chaine exposure through a board lens. Reassess risks frameworks to account for velocity, irreversibility and systemic interconnectedness.
- **FOR WHOM:**
RDG candidates
- **CONTACT:**
maxime.decordes@chapterzerobrussels.be

RESPONSIBLE DIRECTOR JOURNEY 08.12

Session 5 | New Business Models

Chapter Zero Brussels

- **WHAT:**
Examine how business models must evolve to create value within planetary boundaries. Distinguish between incremental sustainability initiatives and structural transformation. Determine what boards must protect, transform or let go to secure long-term viability
- **FOR WHOM:**
RDG candidates
- **CONTACT:**
maxime.decordes@chapterzerobrussels.be



JOURNEY TO NET ZERO 08.12

Session 6 | 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



RESPONSIBLE DIRECTOR JOURNEY 18.12

Session 6 | Becoming an Earth Competent Board

Chapter Zero Brussels

- **WHAT:**
Strengthen board composition, agendas and governance practices for an era of systemic change. Experience real-world board dynamics through a high-pressure simulation. Learn from a board-level transformation case and apply practical insights to your own governance context.
- **FOR WHOM:**
RDG candidates
- **CONTACT:**
maxime.decordes@chapterzerobrussels.be



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Communities of Practice in 2026 and 2027

September October November December January '27 February '27 March '27 April '27 May '27 June '27 July '27 August '27

Building Your Biodiversity Strategy

Building Your Biodiversity Strategy

Embedding Inclusion in Talent Strategy

Embedding Inclusion in Talent Strategy



Responsible Director Journey



Journey to Net Zero

Decarbonised Supply Chains