



Peter Penning Managing Partner

Education

MS – EChemical Engineering, Eindhoven
Technical University, the Netherlands

Languages

English
Dutch
Portuguese
Spanish
German
French



Experience Summary

With 35 years of international experience in sustainability, stakeholder engagement, building collaborative platforms, designing interventions, and environmental management, Peter Penning is uniquely qualified to address the sustainability needs of multinational clients. Peter is the architect of successful water security and sustainability initiatives in more than 50 countries. He led the development of several large companies' global water stewardship programs and managed the implementation of these programs across Europe, Africa, Latin-America, and Asia-Pacific.

His client engagements involve the development and implementation of strategies, plans and programs that emphasize simultaneous creation of business, environmental and social value for private sector clients, NGOs and multilateral organizations. Peter Penning is a highly skilled facilitator and trainer. His personal background – he lived and worked in 5 countries – makes him excel in assignments requiring cross-cultural communication strategies.

Between 2005 and 2012, Peter served as President and CEO of Inogen® Environmental Alliance, Inc., a global network of independent environment, health and safety management businesses.

Before embarking on his consulting career, Peter was a process and project engineer at ICI Chemicals & Polymers Ltd., plant manager at ICI Holland BV and QESH and General Manager at MECO Metal Finishing Sdn. Bhd. From his industrial experience he has gained a thorough background in corporate EHS&S, the application of cleaner industrial production and operational EHS compliance.

His current clients include Global 1000 organizations in the food / beverage, consumer products and financial sectors, as well as several non-governmental organizations.

Representative Projects

- **Water Risk Management Program Redesign:** Provided project management and technical supervision for this engagement with one of the largest consumer products/retailing organizations in Latin America to address and mitigate business risks associated with the company's water use. In summary, these efforts involved a thorough redesign/redeployment of past processes/practices working with the company and their partners (i.e., an NGO and multilateral institution) to standardize and streamline an

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approach to managing these risks, including: i) defining relevant challenges; ii) inventorying changes required and clarifying how/why such changes would result in improved risk management; iii) envisioning success and formulating associated objectives to create a clear picture of the 'desired state'; iv) redesigning processes, reducing complexity, field-testing/validating, refining and assisting in the development of a broad roll-out plan; and v) supporting deployment across the company's priority geographies.

- **Implementing Global Water Stewardship:** Led a team that helped develop and implement a global water stewardship program for a large beverage company. The program consisted of training sessions (corporate, regional, and local), situational assessments in the field, risk mitigation planning, and follow-up actions. The team executed training sessions on all continents and executed assessments of water sources from Azerbaijan to Zambia. The success of the program led to other such programs around the world and work continued till this day.
- **Sustainability Strategy Formulation:** A leading alcoholic beverage company needed a new, robust water security strategy for the coming decade. Prepared a problem definition session from which four working groups emerged. Led each working group through a process to refine the problem, define possible solutions, and estimate effort needed to come to the desired results. At the end, coalesced all working groups' results into a single strategic document with which the company went public. Subsequently, built a training package to align all selected sites with the goals and help them design road maps.
- **Business Modeling For A Different Climate:** Agricultural supply chains are at risk from climate change through the slow but steady erosion of the right growing conditions. Companies need to adopt, adapt or improve different scenarios and technologies to continue to thrive on a hotter and drier planet. Several projects were executed for clients in the food & beverage industry to identify scenarios, monetize the choices and facilitate intra-company acceptance of the (hard) choices that were made.
- **Evaluation Multi-Lateral Donor Project:** At the request of the Inter-American Development Bank (IDB) investigated 17 water funds in Latin America and the Caribbean. Spoke with more than 50 stakeholders in four countries and 15 cities and reviewed 450 documents. Reported on technical, financial, and other achievements of the water funds and provided a significant list of recommendations for further improvement. Project was executed in Spanish, Portuguese, and report in English.
- **Design of NOx monitoring protocol to support Emissions Trading:** Evaluated existing NOx monitoring systems, models, and equipment in the largest NOx emitting industries in the Netherlands in support of defining the generally accepted monitoring and measurement principles for emissions trading. Reported in detail to the Ministry for the Environment on the systems in use, the weaknesses and strengths, costs, and general design criteria.

Presentations & Publications

- 'Keynote address on "Challenges and Solutions of Implementing Nature-based Solutions", World Water Week, Stockholm, 2022.
- 'Water and Circular Economy White Paper', CE100, London, United Kingdom, 2018.
- 'Water and Jobs', World Water Forum, Brasília, Brazil, 2018.