

Net Positive

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3 years since you left the job

- How has it been to step out of the 24/7 world?
- What has been the effect on your priorities?
- With more distance;
 - What is the biggest challenge for companies
 - Biggest challenge for CEOs in their role?

Stakeholder Capitalism future

- How has it evolved over the last 3 years?
- How do you believe it will further develop?
 - In next 3 years
 - In next 10 years
- Impact Dashboard
 - From Financial to SDG Impact, Employee, Customer (Brand Equity)
 - Latest developments

Book General Questions

- Why did you write it?
 - What is the meaning of the title?
 - What have been the reactions?
 - What is your dream for the book and the movement?
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- Now let's talk about it as a blueprint for the leaders listening...

5 Core Principles of Net Positive

- Milton Friedman is dead
1. Taking responsibility for the company's Impact
 2. Long term focus (but good results in all time frames)
 3. Serving multiple stakeholders
 4. Putting their needs first
 5. Embracing Collaboration and transformative change

2. A Courageous Net Positive Leader

- Purpose
 - Humanity
 - Humility
 - Positivity
 - Inspiration
 - Collaboration
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- Courage

3. Unlock the Company Soul

- Discovering Organization and Personal Purpose
- From Self to Organization
- Unilever Sustainable Living Plan
- Employees discovering personal purpose & connecting to mission

4. Blow up boundaries

- Thinking big and setting aggressive net positive goals
- Self and org transformation
- Out-side in
- 'Science-based' goal setting based on SDGs and science
- Removing organizational mental restraints
- Prepare for systematic long term change

5. Building Trust and transparency

- Be an open book
- Building bridges
- Partnership with external stakeholders
- Putting the needs of others ahead of your own (suppliers)
- Building deep trust

6. Partnership for 1+1=11

- Partnerships with synergies and multiplier effects
- Collaborations within the sector – within the industry

7. It takes three to tango

- System-level reset
- Net positive Advocacy
 - Partnerships that change full systems
 - Business
 - Government
 - Social Society
- From Lobbying to Net Positive Advocacy

8. Embrace the elephants

- Issues nobody wants to talk about
 - Excessive executive compensation
 - Tax avoidance
 - Corruption
 - Human rights
 - Money in politics
 - Diversity and Inclusion

9. Culture is the glue

- Values into action
- Deep in the organization
- Role of Brands
- Changing reward systems
- Bringing new entrepreneurial people into the business
- Challenging cultural norms

10. The future

- Greater challenges and opportunities
- Net positive agenda
- Rethinking capitalism
- New impact metrics
- The role of business in defending
 - Democracy
 - Freedom
 - Ukraine?