

Preliminary IRG Learnings

150 C-Suite Business Contributors



Literature Review



85+ Stakeholder Expert Contributors



Contents



Achieving Stakeholder Impact

1. Definition & Challenges
2. Success Factors & Key Interventions
3. The Case for Systemic Change

Definition & Challenges

**Business: definition
seems aligned**

consumer
shareholder
community
stakeholder value
company
value creation
customer
employee

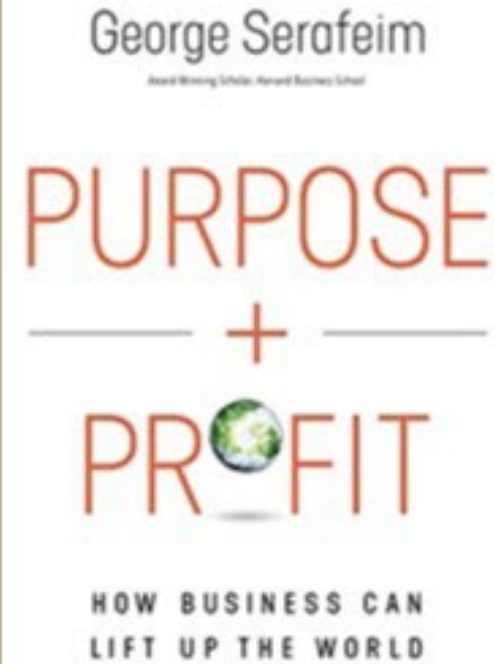
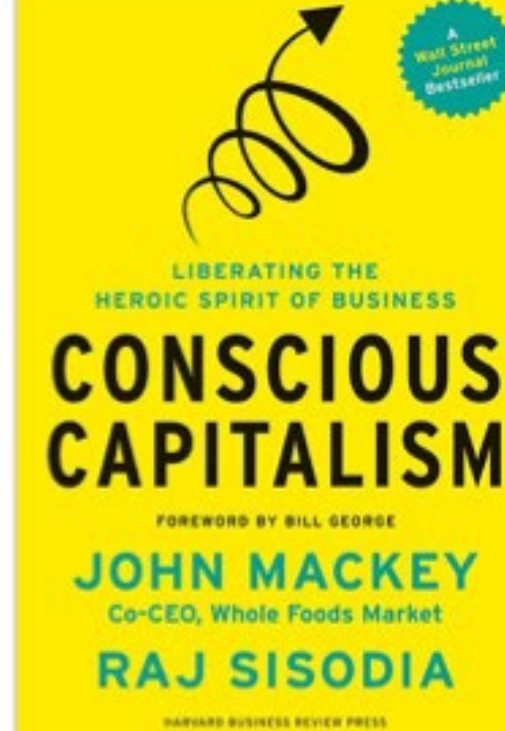
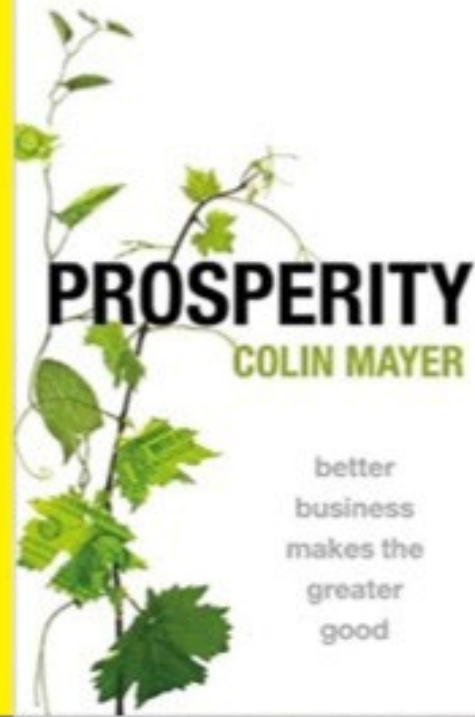
R. EDWARD FREEMAN
JEFFREY S. HARRISON
ANDREW C. WICKS
BIDHAN L. PARMAR
SIMONE DE COLLE

Stakeholder Theory

THE STATE OF THE ART

The Future Is Degrowth

A Guide to a World beyond Capitalism



Experts: language can differ

Stakeholder Engagement

Stakeholder Capitalism

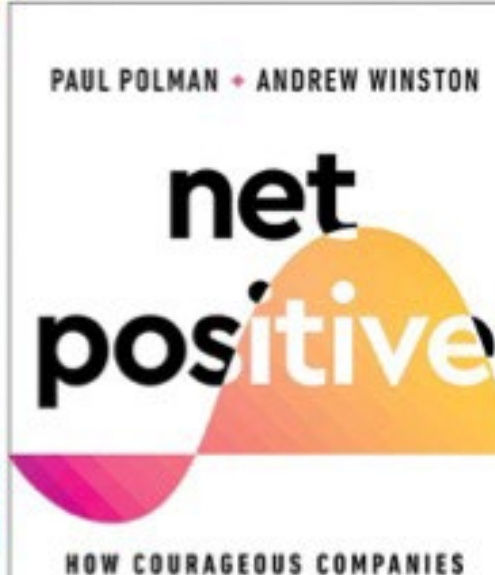


A Global Economy that Works for Progress, People and Planet

THE Enlightened Capitalists

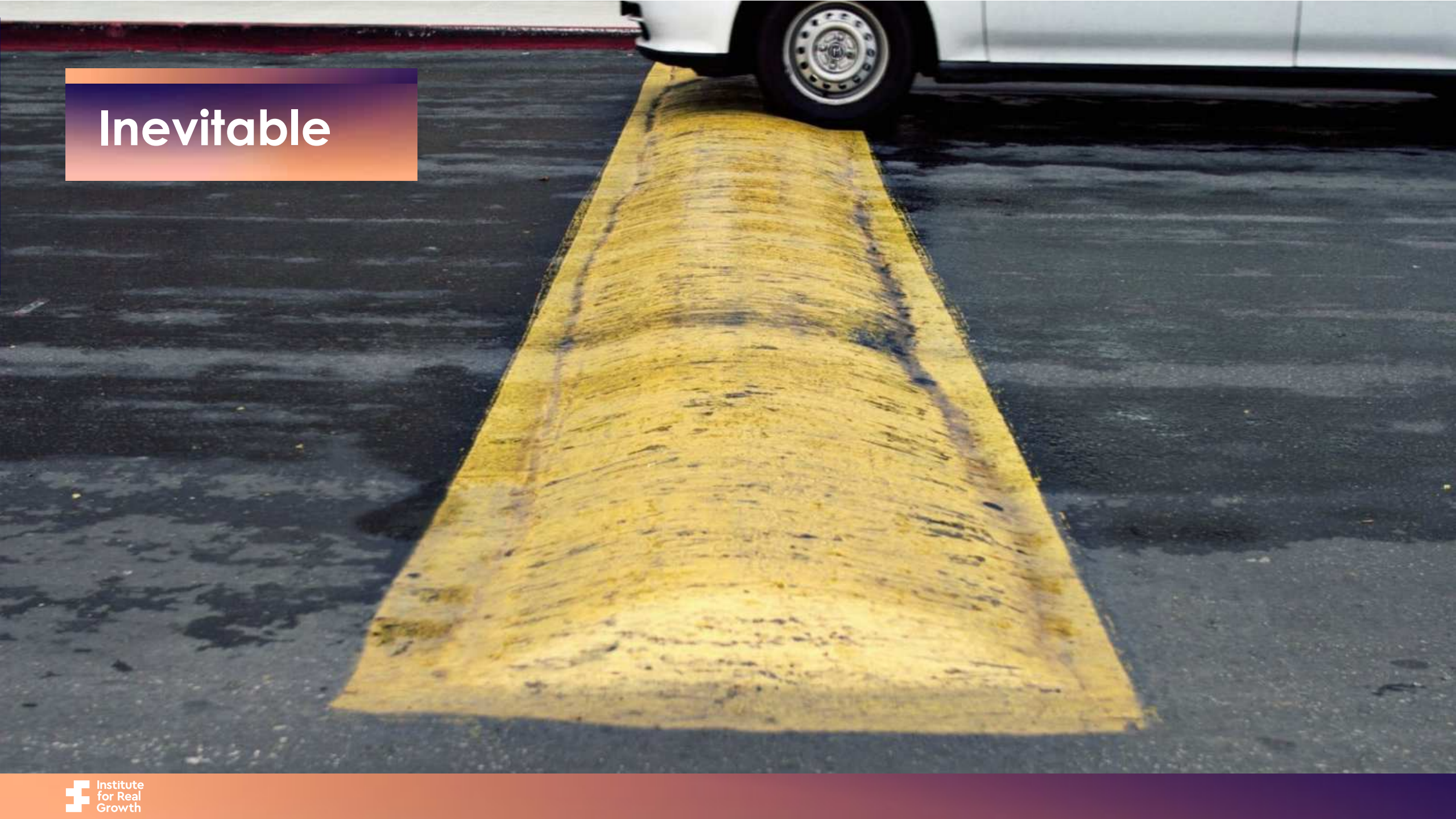


Cautionary Tales of Business Pioneers Who Tried to Do



**The general direction
is clear**





Inevitable

**Not a distraction,
but difficult sometimes**



Short-term sub-optimization

Intangible Assets
Accum Amort: Intangible Assets
Long-Term Investments
Investment in Subsidiaries
Other Long-Term Assets
Long-Term Deferred Tax Asset
Other Assets

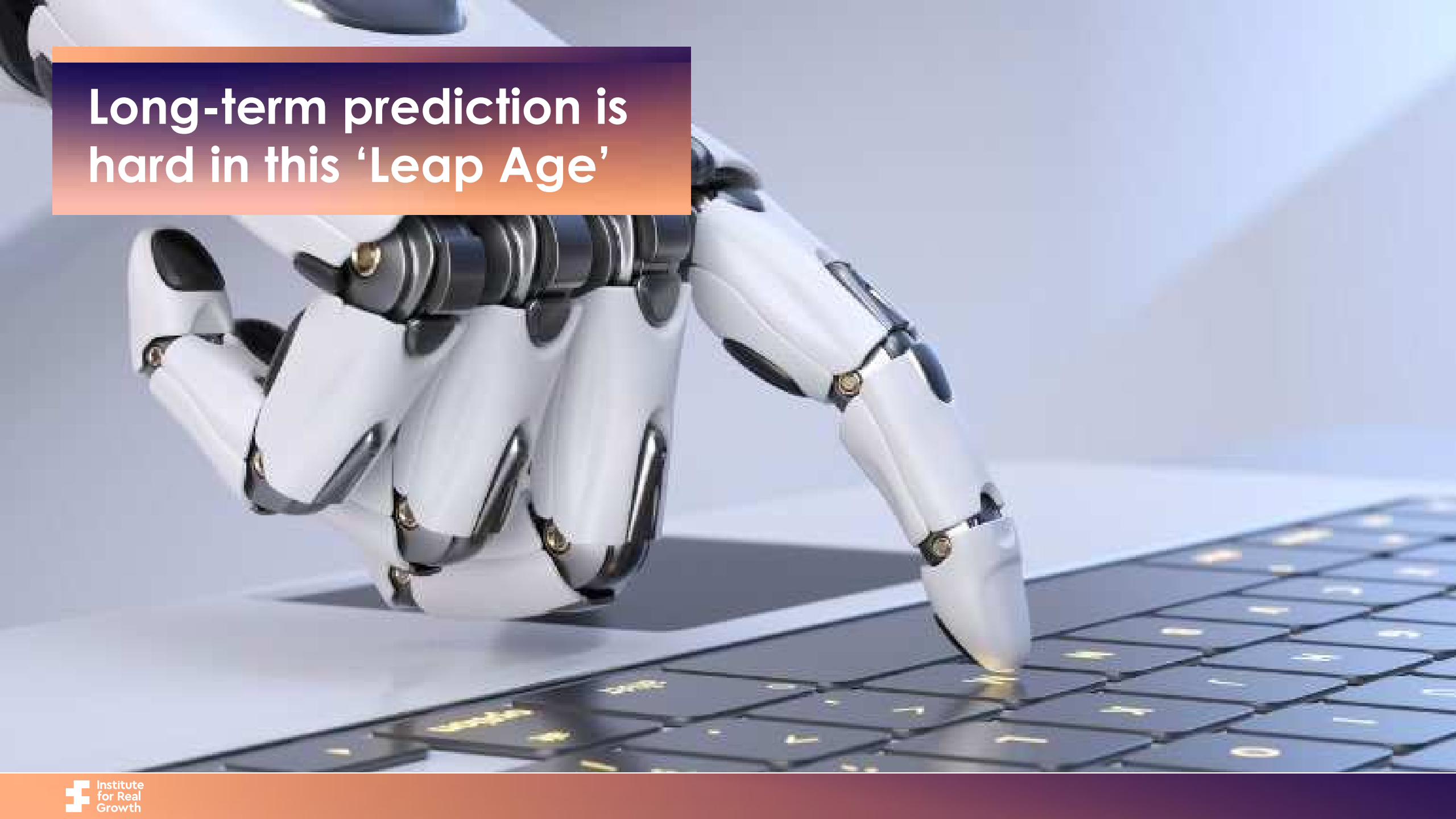


The magnifying glass is positioned over the table, highlighting the data for 'Long-Term Investments' and 'Investment in Subsidiaries'. The table has three columns: the first column lists asset categories, the second column shows values in thousands of dollars, and the third column shows percentages. The magnifying glass is centered over the 'Long-Term Investments' row, which shows a value of 17,825,179 and a percentage of 344.4%.

71,300,717	16,027,000	344.9%
17,825,179	4,010,854	344.4%
53,475,538	11,948,402	347.6%
182,348,839	31,986,350	470.1%
5,093,885,304	3,815,118,533	33.5%
150,241,291	83,979,200	78.9%
404,906,646	88,445,000	357.8%
555,147,937	172,000,000	222.0%
	9,209,306	346.3%

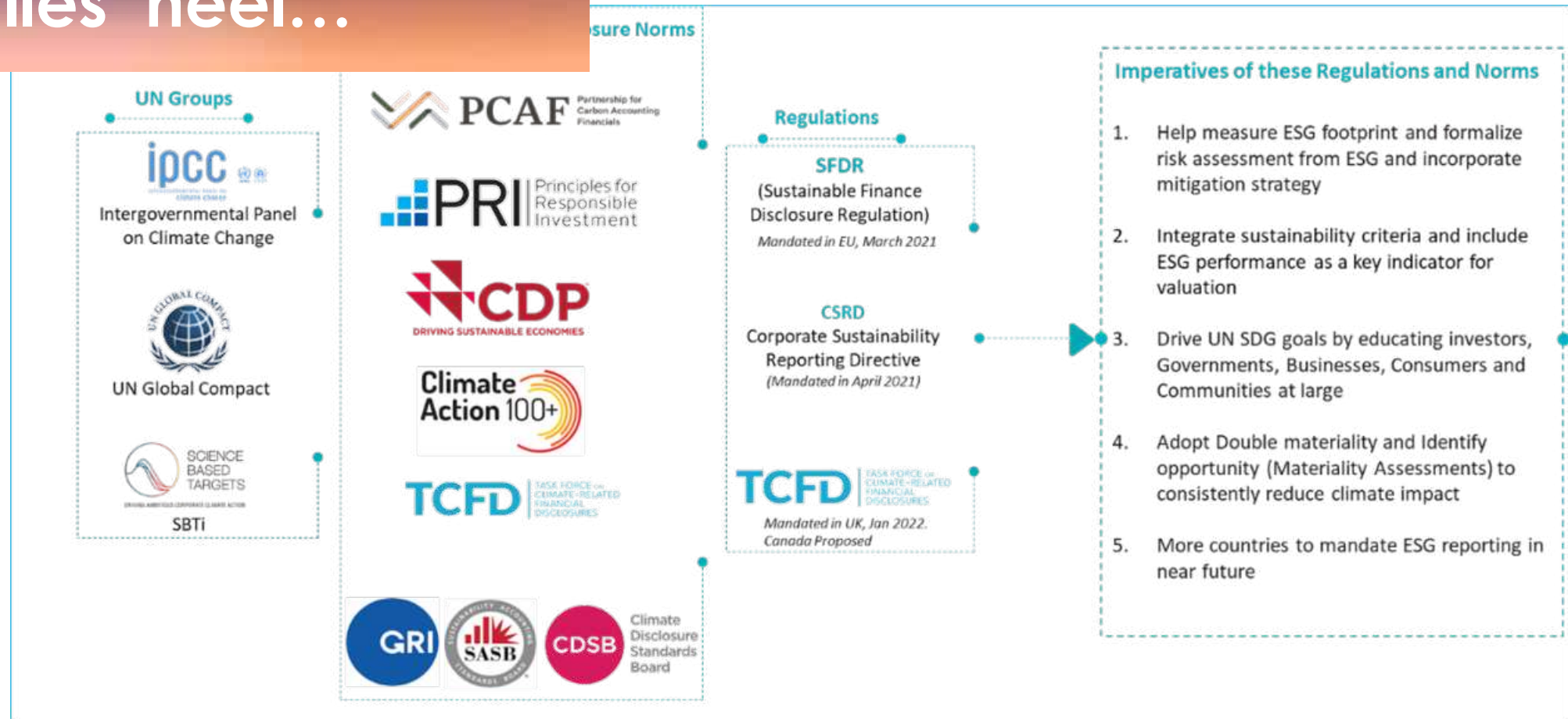
The ever-evolving stakeholder ecosystem



A close-up photograph of a white, articulated robotic hand with gold-colored joints. The hand is positioned as if about to press a key on a dark laptop keyboard. The background is a soft-focus view of a laptop screen displaying a grid of data or a map. A semi-transparent orange and purple gradient box is overlaid in the upper left corner, containing white text.

Long-term prediction is
hard in this 'Leap Age'

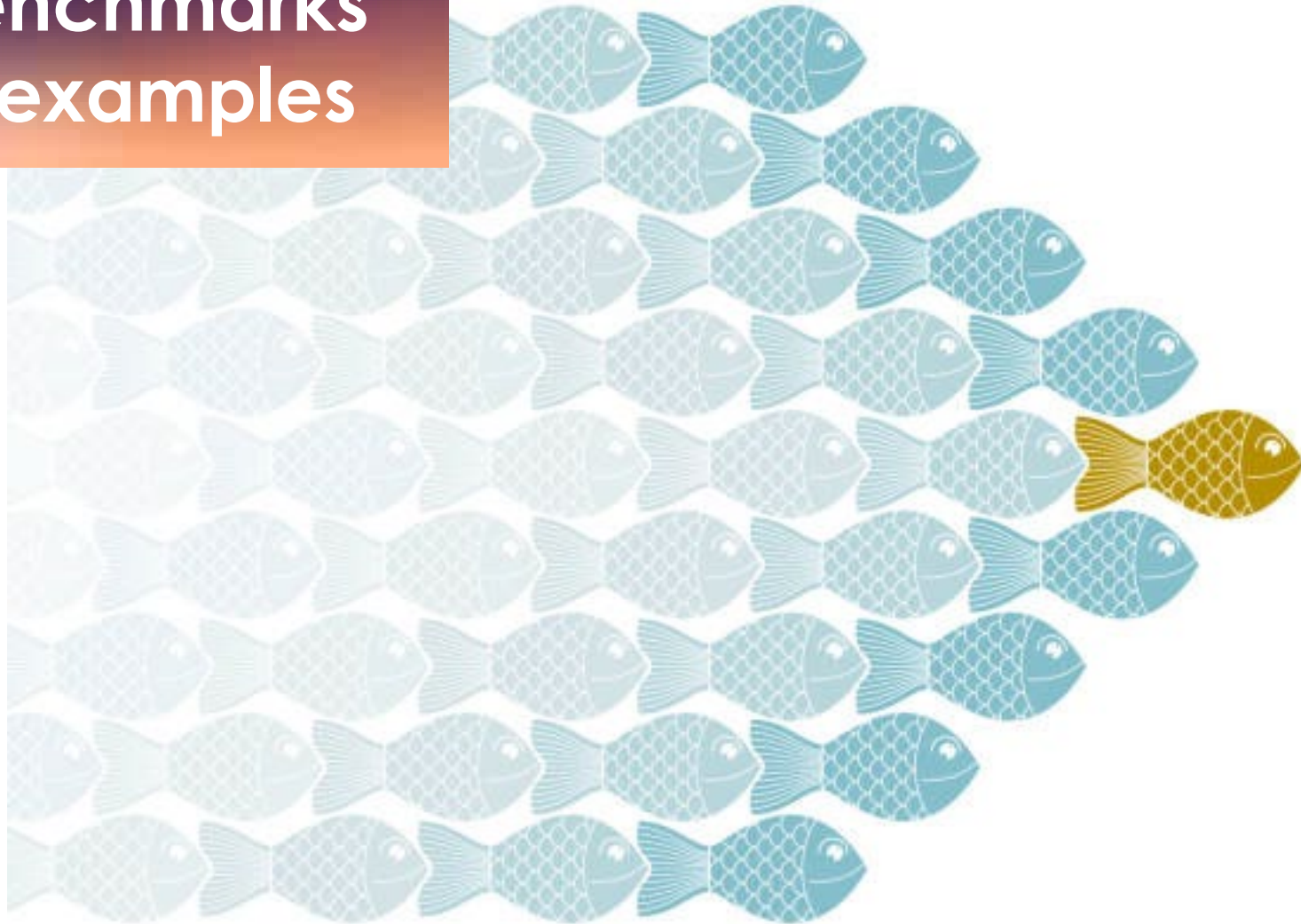
Right metrics are Achilles' heel...



**Measuring to update stakeholders or
to create value for the company?**



Lack of benchmarks & leading examples



The term 'purpose'
is poisoned



**The term 'Growth' is
also under fire**

**THE ONLY
SUSTAINABLE
GROWTH IS
DEGROWTH**

Stakeholder theory as the moral thing to do



**...or not taking morality
into the equation**

Picture that it 'just
makes sense'

It's not illegal

Viceroy's
Filter
the Smoke!



As your Dentist,
I would recommend
VICEROYS

We will get
attacked in press

ace & tate

Look,
we f*cked up.

OUR BAD MOVES

It's not our role

the *right* thing"
Google motto
ENDING CLIMATE DENIAL



UNFRIEND
CLIMATE
DENIAL

SHOW THE WORLD THE



NOT CLIMATE

Key Success Factors & Interventions

**Not a single
multistakeholder initiative...**

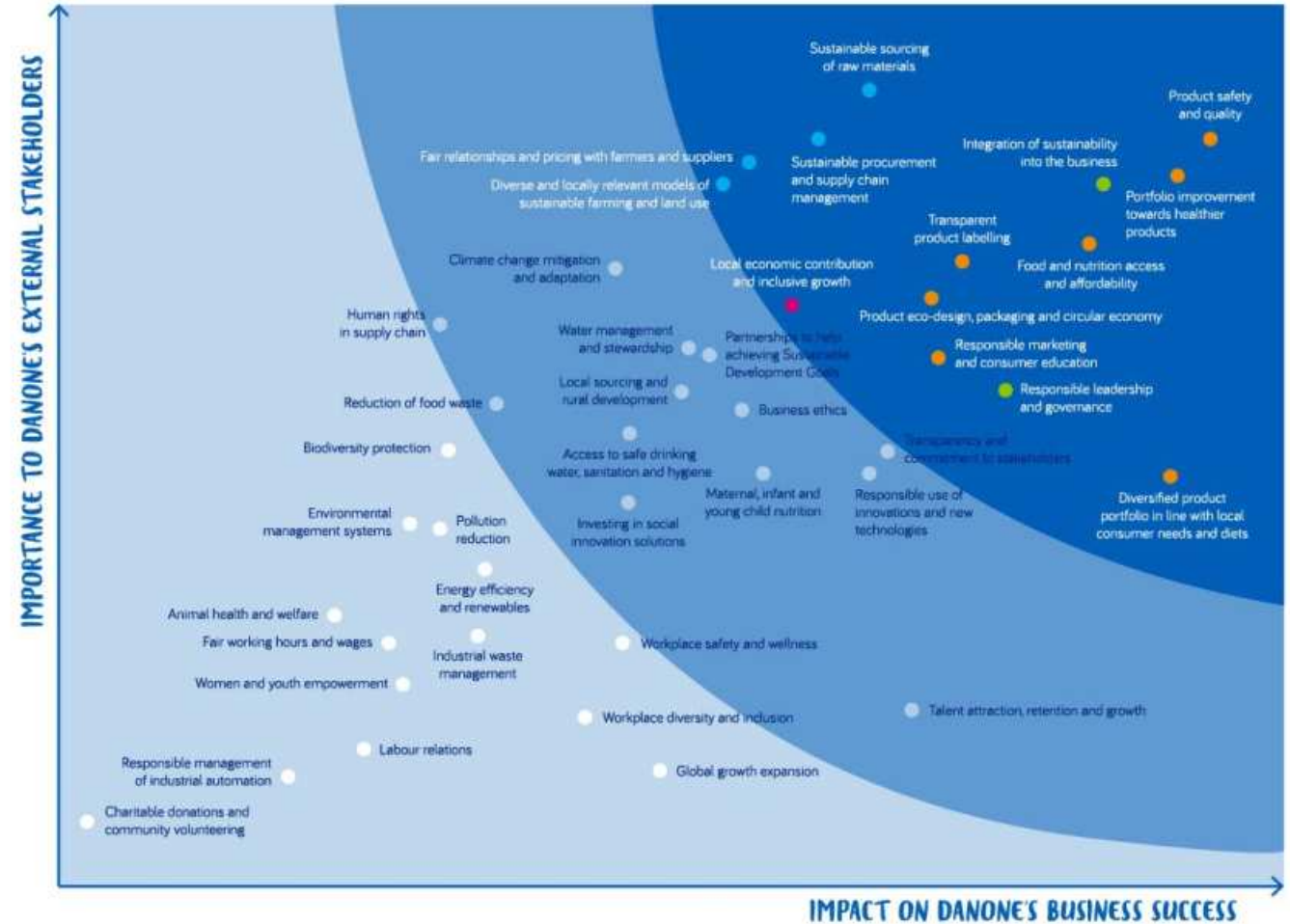


... a collection of interventions
for stakeholder impact

Understanding full Business Impact



Materiality



Redefining Value Creation



Zero
crashes



Zero
emissions



Zero
congestion

Volvo redefining safety

Climate change is the ultimate safety test.
That's why we're changing to all-electric. Starting today.

VOLVO

The right reframe



A FUTURE
**MADE IN
AMERICA**

Long Term Growth Strategy

Cascading the vision to each stakeholder



**Cascading the
vision to each
stakeholder**



**People.
Planet.
Paint.**

Twin Track Thinking



Accepting the short-term investments

Audible is now offering free audiobooks for kids stuck at home

By Leah Asmelash, CNN

Published 7:45 PM EDT, Sat March 21, 2020



Shutterstock

Audible is offering a selection of audiobooks geared toward children for free.

Interventions across the chain



**ARLA REWARDS
CLIMATE ACTION ON
FARMS WITH NEW
INCENTIVE MODEL**

AB InBev: Contract for Change

A REVOLUTIONARY AGREEMENT TO TRANSFORM AMERICA'S AGRICULTURE

CHALLENGES OF GOING ORGANIC

1. 3 YEARS TO GO ORGANIC WITH NO GUARANTEE TO GET A CUSTOMER
2. UNPREDICTABLE YIELDS AND INCOME DURING 3-YEAR TRANSITION
3. NO KNOWLEDGE OF ORGANIC FARMING PRACTICES

SOLUTIONS THE CONTRACT OFFERS

SIGN TODAY, MICHELOS ULTRA PURE GOLD BECOMES FIRST ORGANIC CUSTOMER IN 3 YEARS

TRANSITIONAL CROPS ARE BOUGHT BY AB FOR ITS NON-ORGANIC BEERS AT 25% HIGHER PRICE

EDUCATIONAL PROGRAMS IN PARTNERSHIP WITH THE BIGGEST AGRICULTURAL ORGANIZATIONS

"CALLING ALL FARMERS" WITH A HYPER-TARGETED MEDIA APPROACH IN ALL STATES



CONTRACT Micheleos **ULTRA** PURE GOLD FOR CHANGE

A REVOLUTIONARY AGREEMENT TO TRANSFORM AMERICA'S AGRICULTURE

Michael's Ultra Pure Gold is a revolutionary agreement between AB InBev and American farmers. It is a contract for change, designed to help farmers transition to organic farming practices and become the first organic customer in 3 years. The contract offers a 25% higher price for transitional crops and educational programs in partnership with the biggest agricultural organizations. This is a historic moment for American agriculture, as it marks the first time a major beer company has committed to buying organic beer. The contract is a testament to the power of partnership and the potential of organic farming.

104,000 ACRES
IN TRANSITION SINCE LAUNCH

37% INCREASE
IN BIODIVERSITY

FEATURED BY

FOX

BUSINESS INSIDER

TIME

yahoo!

NBC

Forbes

ENABLING 25% GROWTH
OF MICHELOS ULTRA PURE GOLD BY 2023

INCREASED SUPPLY OF ORGANIC
CROPS WILL ALLOW 100+ NEW
ORGANIC BRANDS TO BE CREATED



Embracing technology



Embracing AI

OpenAI is an AI research and deployment company. Our mission is to ensure that artificial general intelligence benefits all of humanity.





IBM Environmental Intelligence Suite

Use the power of AI to respond to environmental conditions and build a more resilient, sustainable business

More ▾



Solution: **AI/Watson** Industry: **Insurance**

Desjardins Insurance

Goes the extra mile to help clients avoid damage caused by extreme weather

Severe weather is a leading cause of insurance claims in Canada, where incidents such as hailstorms regularly cause damage to vehicles and properties. Desjardins Insurance uses an automated service fueled by forecast data from The Weather Company®, an IBM Business, to alert clients to weather events via its mobile app, so that they can take action.

Share this



Collaborative Mindset



PARTNERSHIPS: WHY THEY MATTER

What's the goal here?

To revitalize the global partnership for sustainable development

Why?

In 2015, world leaders adopted the 2030 Agenda for Sustainable Development that aims to end poverty, tackle inequalities and combat climate change. We need everyone to come together—governments, civil society, scientists, academia and

the private sector—to achieve the sustainable development goals.

Why does this matter to me?

We are all in this together. The Agenda, with its 17 Sustainable Development Goals, is universal and calls for action by all countries, both developed countries and developing countries, to ensure no one is left behind.

17 PARTNERSHIPS FOR THE GOALS



“To successfully implement the 2030 Agenda for Sustainable Development, we must swiftly move from commitments to action. To do that, we need strong, inclusive and integrated partnerships at all levels.”

—Secretary-General Ban Ki-moon

Next-Gen Boards



Teaming up with start-ups

In September 2018,
The Ocean Cleanup
and Maersk teamed up.



Working with the Public sector

The ABCs of education haven't
changed in over a hundred years.
Maybe, now is the time.

[Learn More](#)



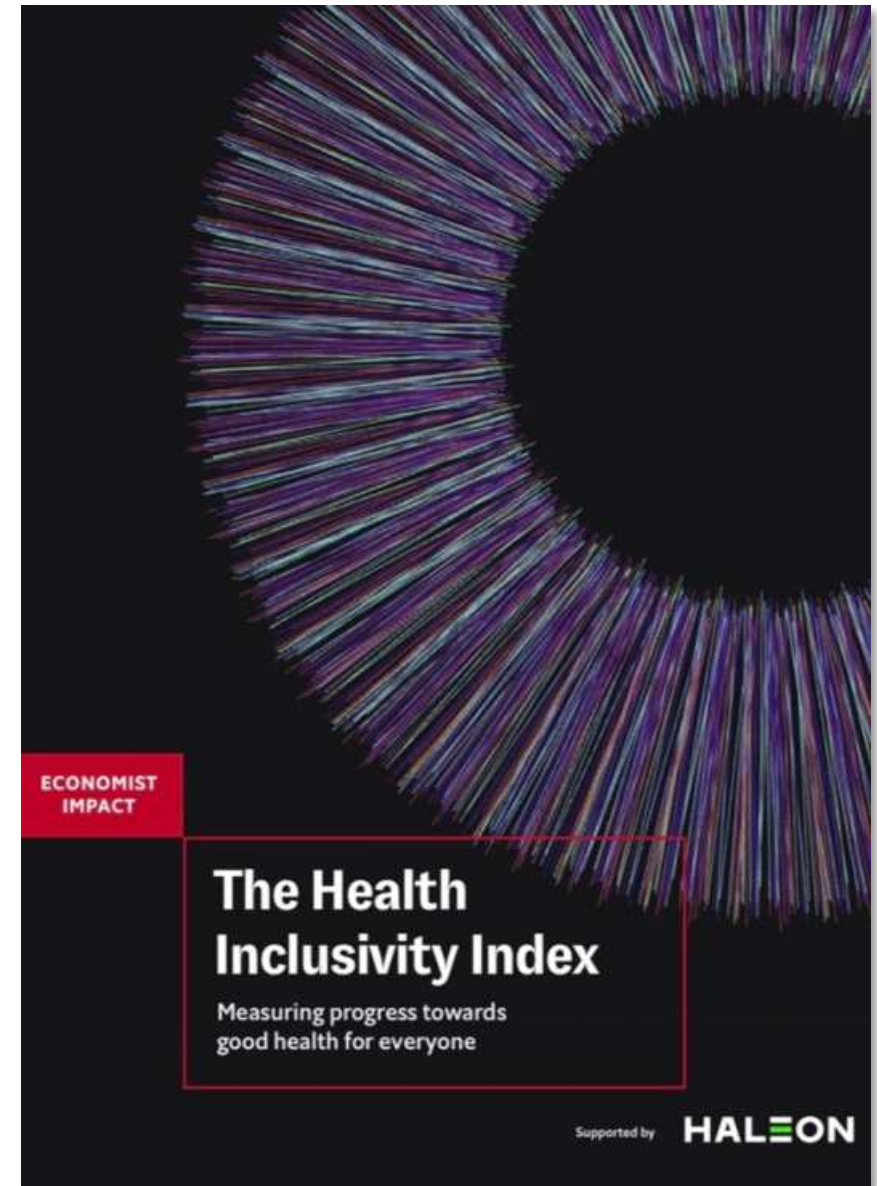
H for
HANDWASHING



Collaborating with your peers



Stakeholder Value Education



The case for systemic change

From making a
statement...

Business RoundtableSM

More Than Leaders. Leadership.





SYSTEM CHANGE
NOT
CLIMATE CHANGE

...to fundamental, broad,
deep, multi-scalar change



Recognizing firms as part of complex system

Activating change actors and empowering down



Rewriting the
stories we tell

CHANGE
YOUR
MINDSET



The rigor of systemic change

Translating it into every aspect of the organization



No separate
department or reporting



Aligning C-suite incentives



Redefining metrics



Thank you