Institute for Real Growth

Preliminary IRG Learnings

150 C-Suite Business Contributors

Literature Review

UNIVERSITY OF OXFORD

Saïd Business School

Oxford Future of Marketing Initiative

85+ Stakeholder Expert Contributors

Contents

Achieving Stakeholder Impact

Definition & Challenges

Business: definition seems aligned

Experts: language can differ

The general direction is clear

Inevitable

Not a distraction, but difficult sometimes

Short-term sub-optimalization

The ever-evolving stakeholder ecosystem

Long-term prediction is hard in this ‘Leap Age’

Right metrics are Achilles' heel…

sure Norms

UN Groups

ipcc

Intergovernmental Panel on Climate Change

UN Global Compact

SCIENCE BASED TARGETS

SBTi

PCAF Partnership for Carbon Accounting Financials

PRI Principles for Responsible Investment

CDP DRIVING SUSTAINABLE ECONOMIES

Climate Action 100+

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

GRI

SASB

CDSB Climate Disclosure Standards Board

Regulations

SFDR
(Sustainable Finance Disclosure Regulation)
Mandated in EU, March 2021

CSRD
Corporate Sustainability Reporting Directive
(Mandated in April 2021)

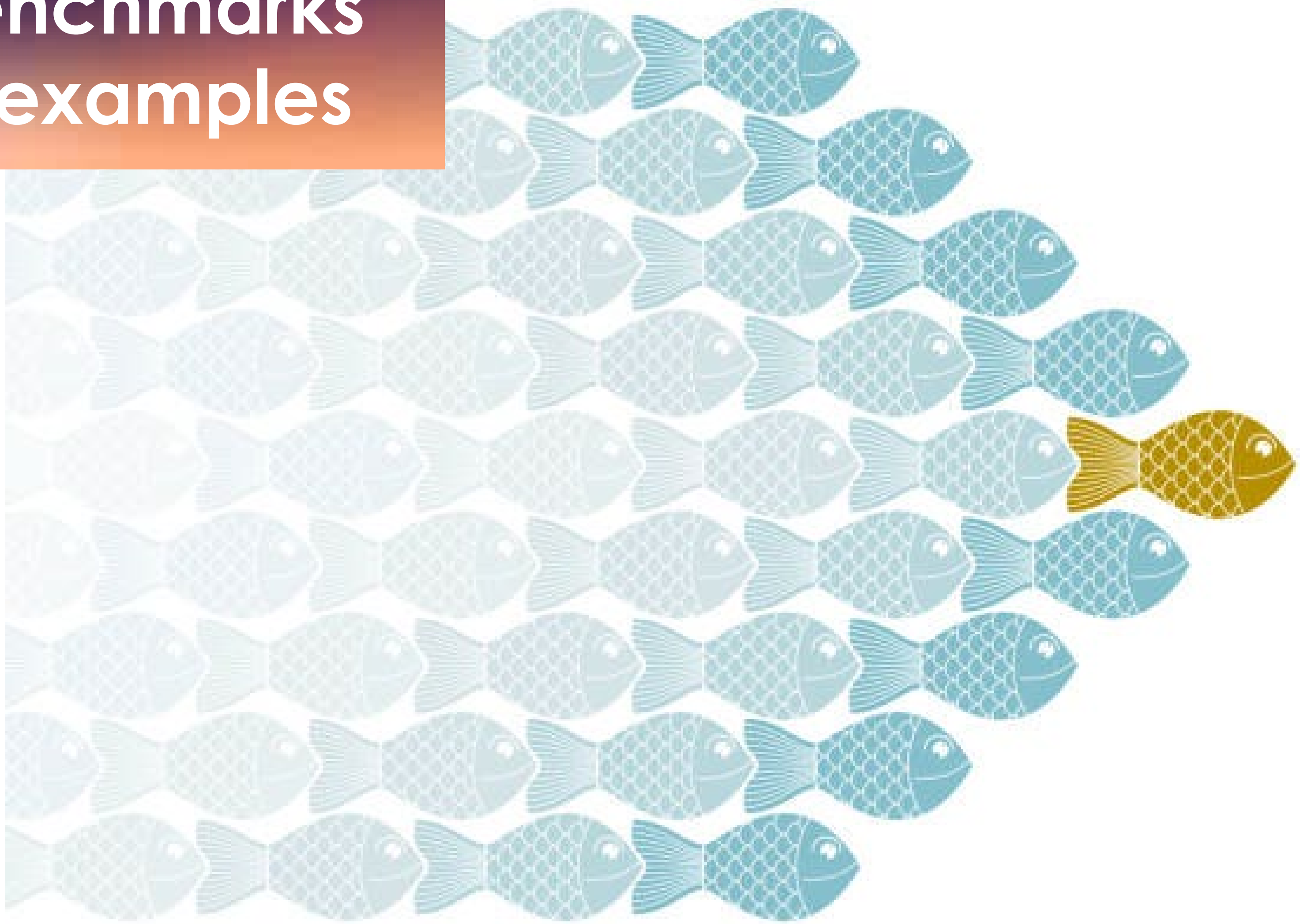
TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES
Mandated in UK, Jan 2022.
Canada Proposed

Imperatives of these Regulations and Norms

1. Help measure ESG footprint and formalize risk assessment from ESG and incorporate mitigation strategy
2. Integrate sustainability criteria and include ESG performance as a key indicator for valuation
3. Drive UN SDG goals by educating investors, Governments, Businesses, Consumers and Communities at large
4. Adopt Double materiality and Identify opportunity (Materiality Assessments) to consistently reduce climate impact
5. More countries to mandate ESG reporting in near future

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

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

We will get attacked in press

It’s not our role

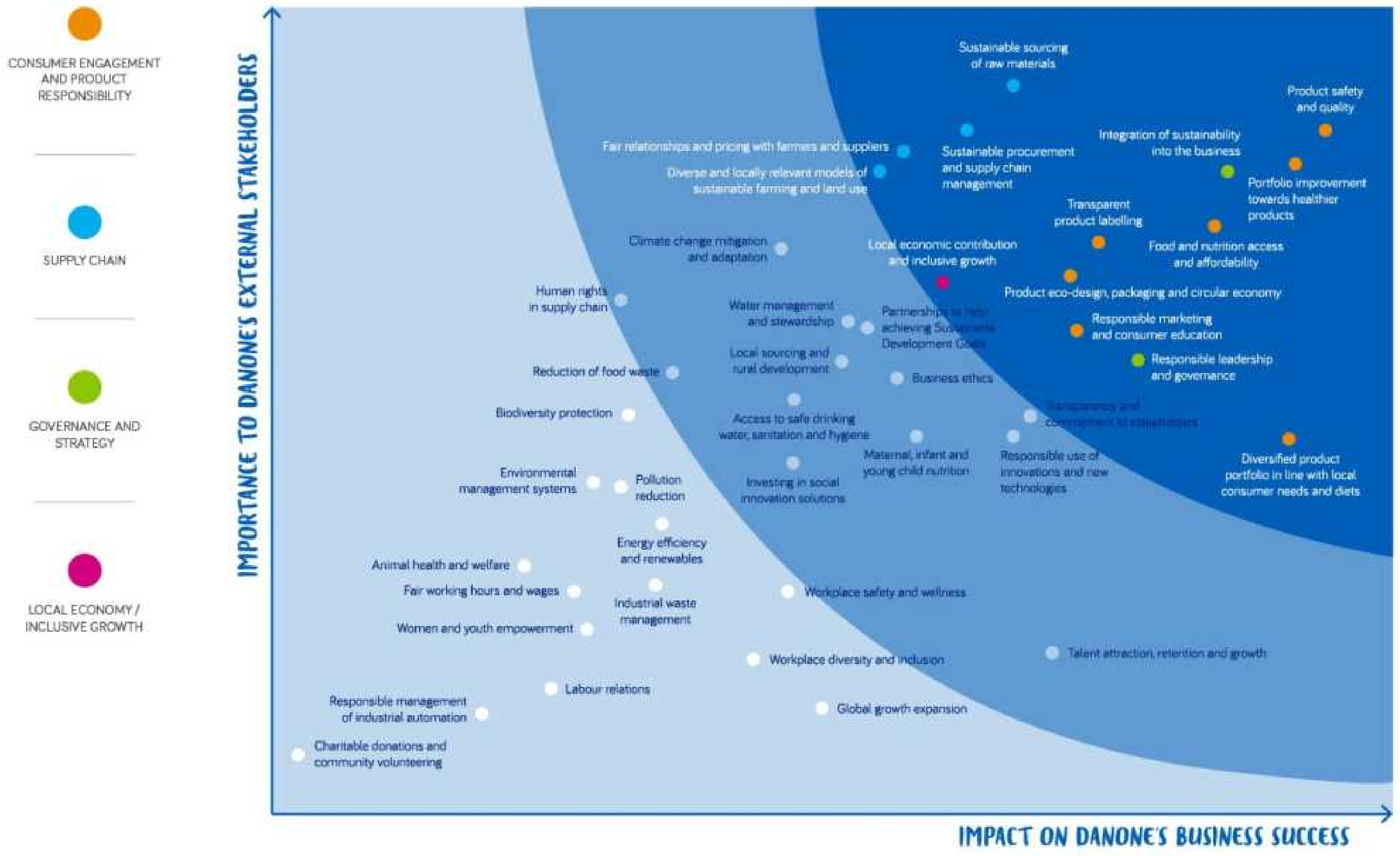
Key Success Factors & Interventions

Not a single multistakeholder initiative…

… a collection of interventions for stakeholder impact

Understanding full Business Impact

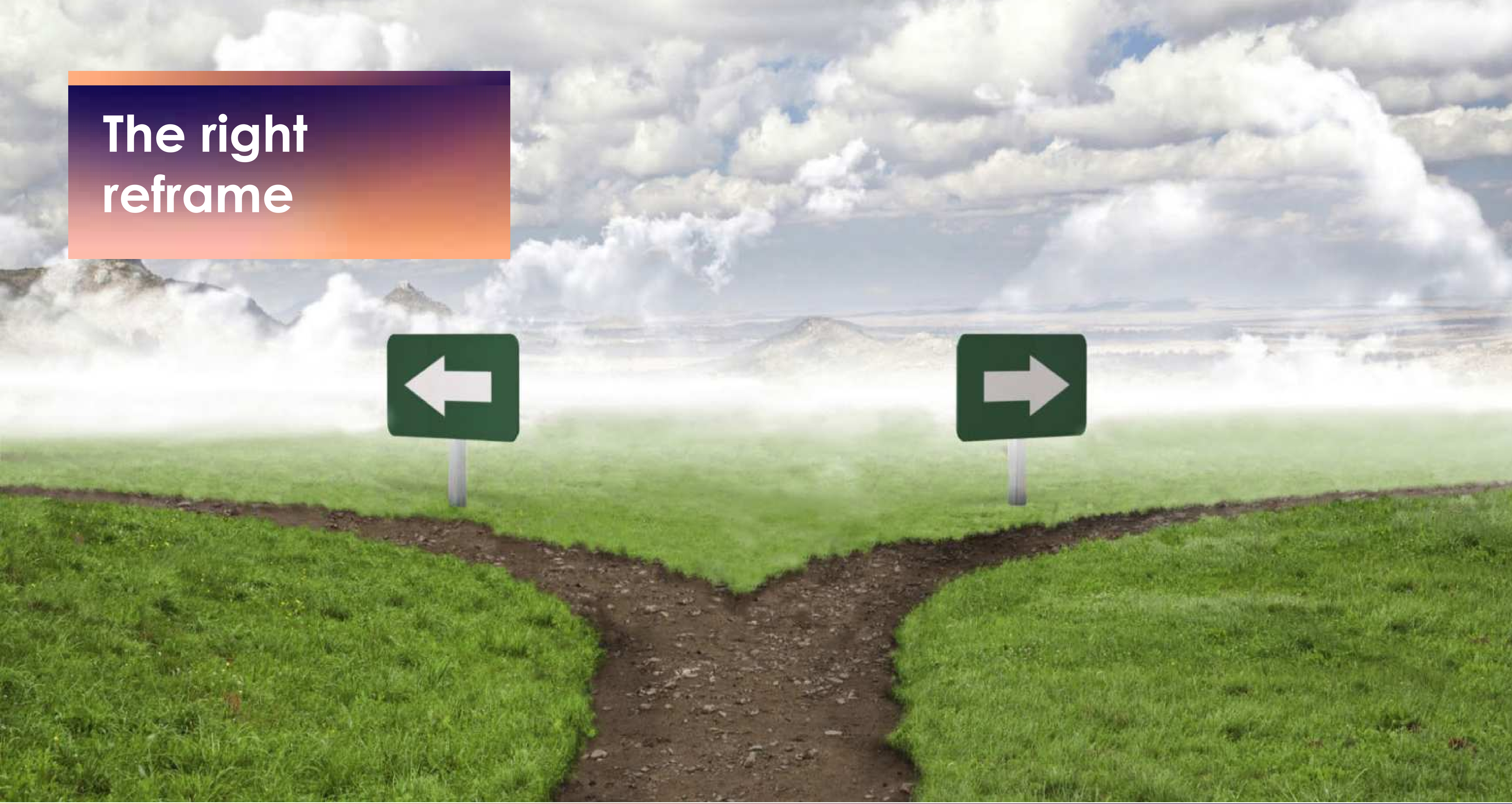
Materiality



Redefining Value Creation

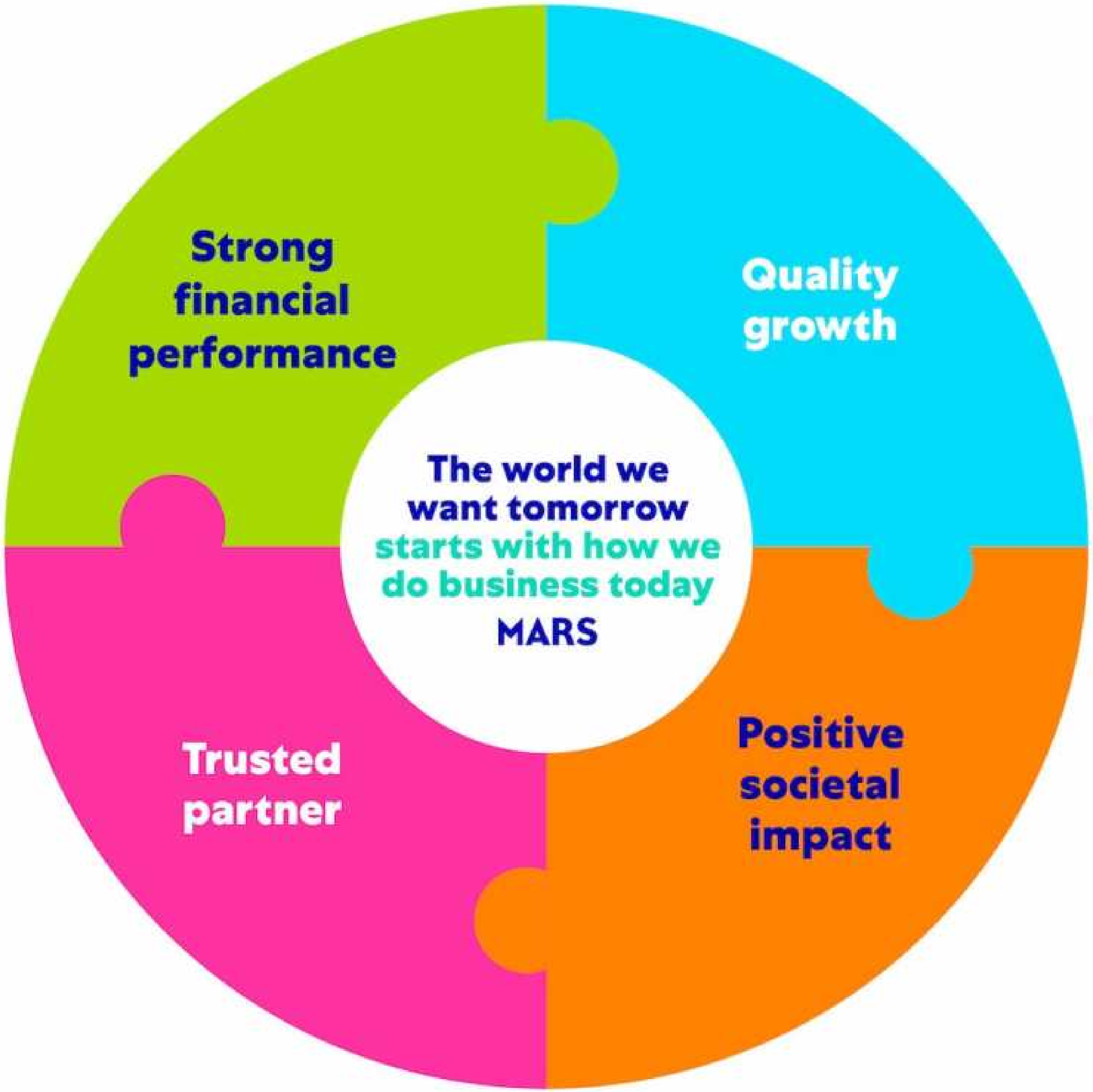
Volvo redefining safety

The right reframe



Long Term Growth Strategy

Cascading the vision to each stakeholder



Cascading the vision to each stakeholder

AkzoNobel

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

AB InBev: Contract for Change

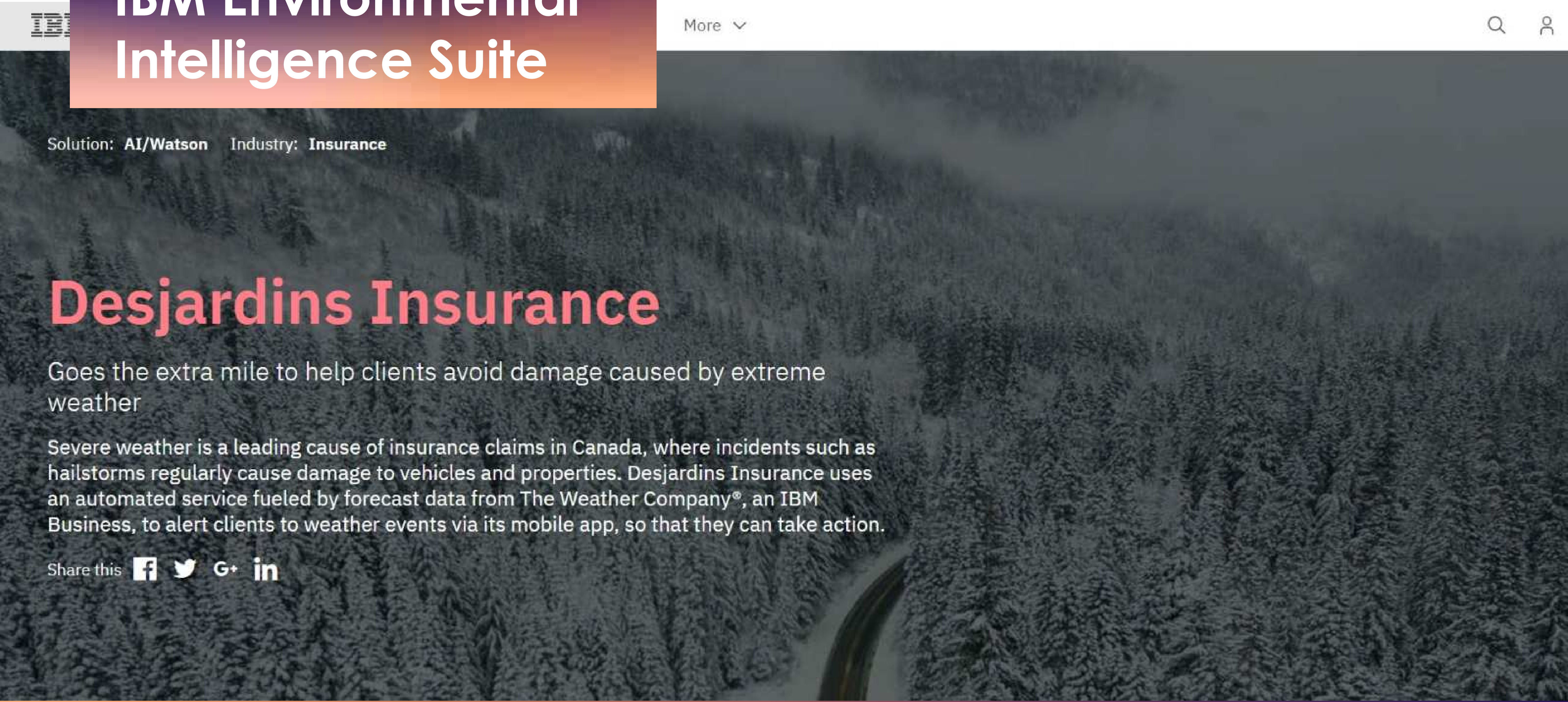
Embracing technology

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



Collaborative Mindset

17 PARTNERSHIPS FOR THE GOALS

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.

"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

Working with the Public sector

Collaborating with your peers

Stakeholder Value Education

The case for systemic change

From making a statement…

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

Recognizing firms as part of complex system

Activating change actors and empowering down

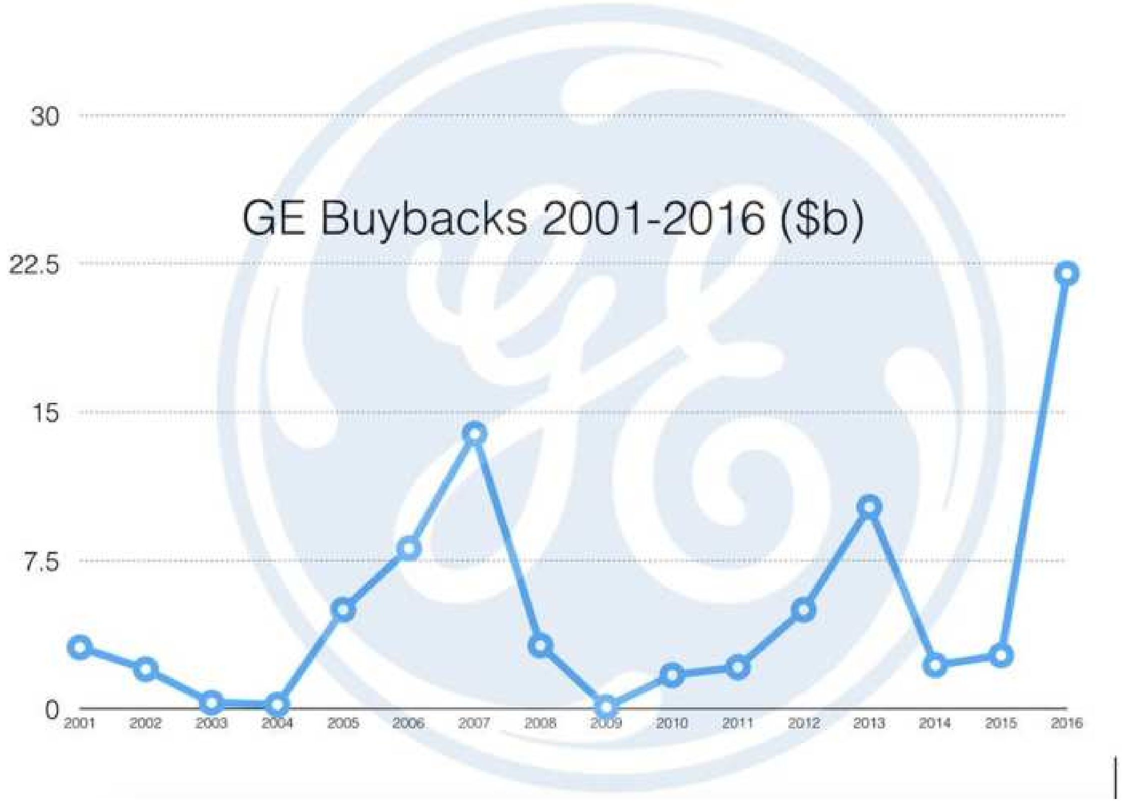
Rewriting the stories we tell

The rigor of systemic change

Translating it into every aspect of the organization

No separate department or reporting

Aligning C-suite incentives



Redefining metrics

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Thank you