

IRG Impact Study

Partner Preview

Q4 2023

page

ARTHUR W. PAGE SOCIETY

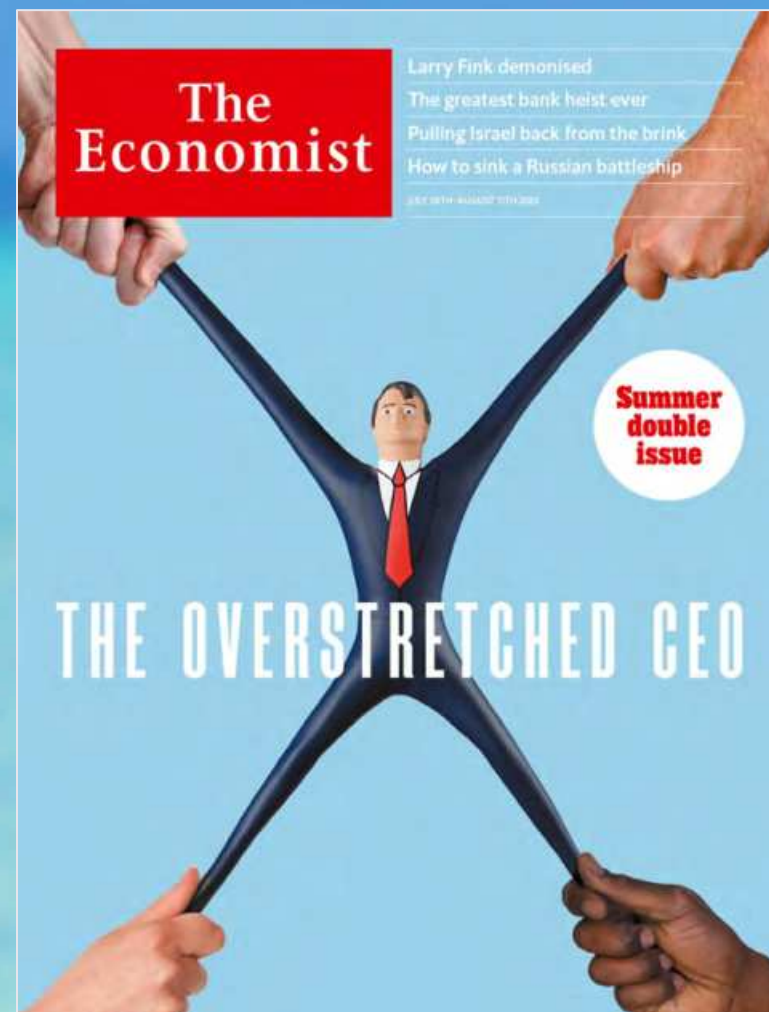
30 Year Experience



30 Year Experience



Summer Reading?



Conflicting Interests



Colleagues



Customers



Community

ŞİRİN GERZE'MİZ ŞİRİN KALSIN
GERZE'MİZE TERMİK SANTRAL
İSTEMİYORUZ...
GERZE ve ÇEVRE KÖYLERİ DERNEĞİ

Capital Markets



**NELSON
PELTZ**

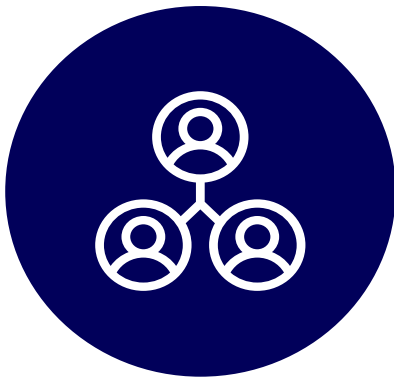
TRIAN FUND MANAGEMENT
FOUNDER & CEO

**SQUAWK ON
THE STREET**

SOAP OPERA AT UNILEVER
PELTZ NAMED TO CO'S. BOARD



Louder, More Demanding, More Powerful



Colleagues



Customers



Community



Capital Markets

Need to make Difficult Choices



Different Directions



New laws mandating ESG Reporting

ESRS
European Sustainability
Reporting Standards

ESRS
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Reporting Standards

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Reporting Standards

ESRS
European Sustainability
Reporting Standards

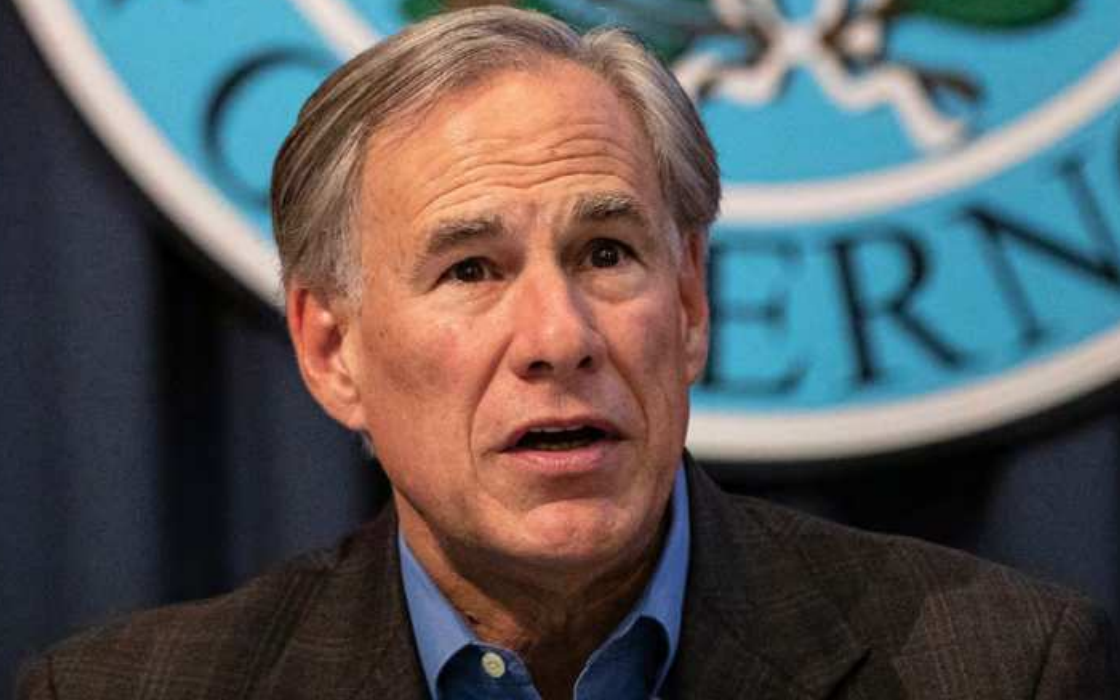
ESRS
European Sustainability
Reporting Standards

New laws mandating ESG Reporting

New laws mandating ESG Reporting



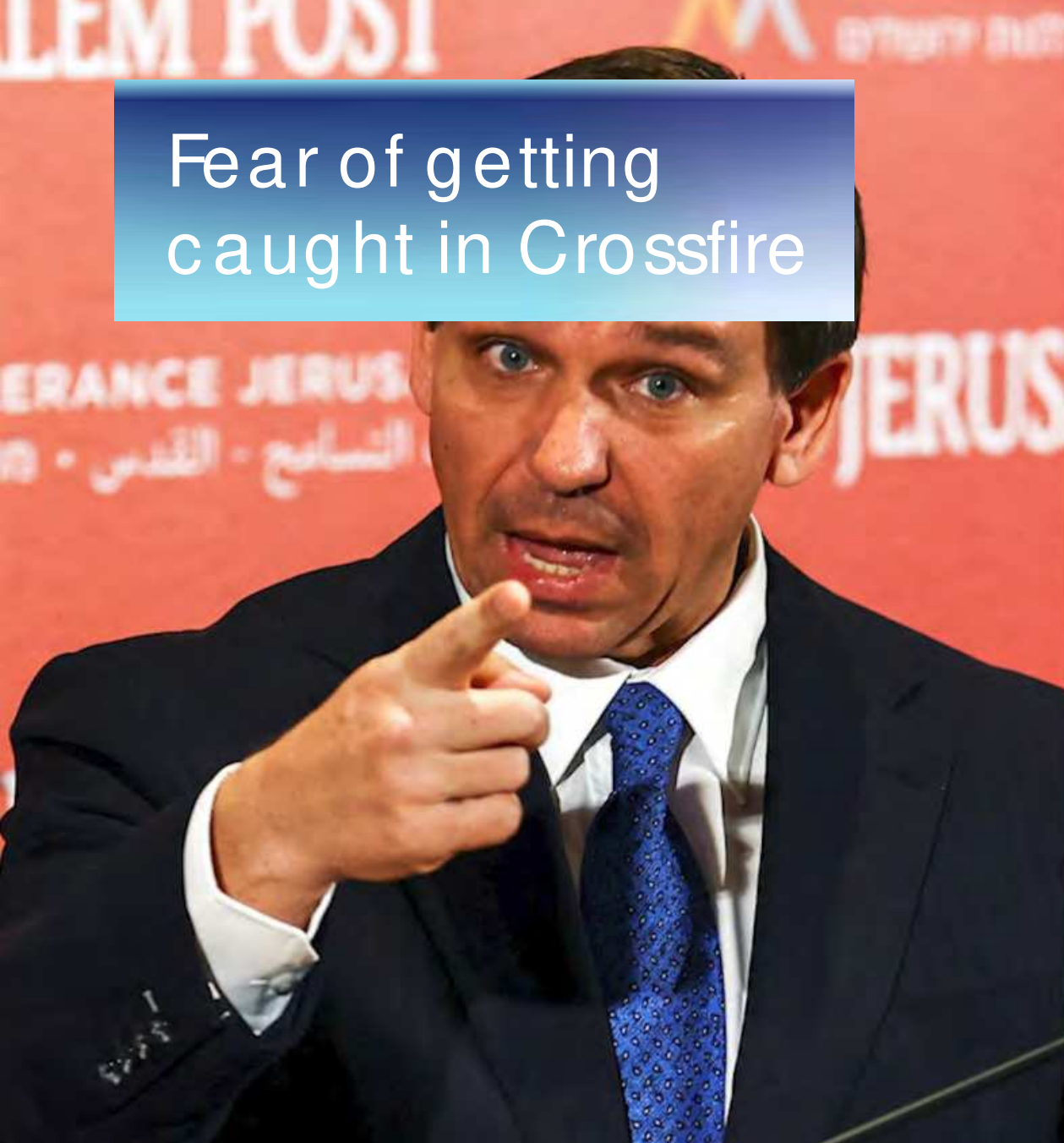
New bills banning ESG Policies



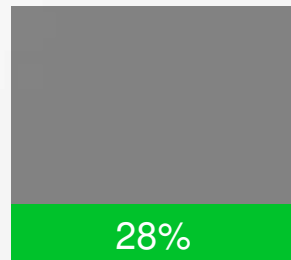
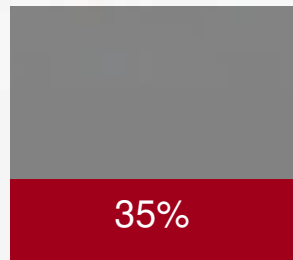


Government Interference

Fear of getting caught in Crossfire



Companies keep a low profile



Limited by fear of being accused of
greenwashing or wokeness

2019



BR
Business
Roundtable

STATEMENT ON THE PURPOSE OF A CORPORATION

Americans deserve an economy that allows each person to succeed through hard work and creativity and to lead a life of meaning and dignity. We believe the free market system is the best means of generating good jobs, a strong and sustainable economy, innovation, a healthy environment and economic opportunity for all.

Businesses play a vital role in the economy by creating jobs, fostering innovation and providing essential goods and services. Businesses make and sell consumer products; manufacture equipment and vehicles; support the national defense; grow and produce food; provide healthcare; generate and deliver energy; and offer financial, communications and other services that underpin economic growth.

WHILE EACH OF OUR INDIVIDUAL COMPANIES SERVES ITS OWN CORPORATE PURPOSE, WE SHARE A FUNDAMENTAL COMMITMENT TO ALL OF OUR STAKEHOLDERS. WE COMMIT TO:

DELIVERING VALUE TO OUR CUSTOMERS. We will further the tradition of American companies leading the way in meeting or exceeding customer expectations.

INVESTING IN OUR EMPLOYEES. This starts with compensating them fairly and providing important benefits. It also includes supporting them through training and education that help develop new skills for a rapidly changing world. We foster diversity and inclusion, dignity and respect.

DEALING FAIRLY AND ETHICALLY WITH OUR SUPPLIERS. We are dedicated to serving as good partners to the other companies, large and small, that help us meet our missions.

SUPPORTING THE COMMUNITIES IN WHICH WE WORK. We respect the people in our communities and protect the environment by embracing sustainable practices across our businesses.

GENERATING LONG-TERM VALUE FOR SHAREHOLDERS, WHO PROVIDE THE CAPITAL THAT ALLOWS COMPANIES TO INVEST, GROW AND INNOVATE. We are committed to transparency and effective engagement with shareholders.

EACH OF OUR STAKEHOLDERS IS ESSENTIAL. WE COMMIT TO DELIVER VALUE TO ALL OF THEM, FOR THE FUTURE SUCCESS OF OUR COMPANIES, OUR COMMUNITIES AND OUR COUNTRY.

BRT.org/OurCommitment  **Business Roundtable**

2019 IRG Growth Study

Building Blocks of Real Growth

HUMANIZED GROWTH

EVOLVING
EXPERIENCES

WHOLE BRAIN

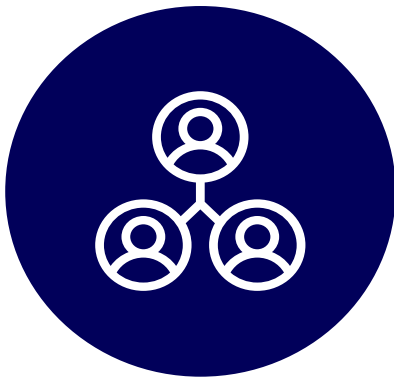
MULTIPLE
MODELS

ANTICIPATIVE
ORGANIZATION

ABUNDANT
MARKETS

OPEN CULTURE

Humanized Growth



Colleagues



Customers

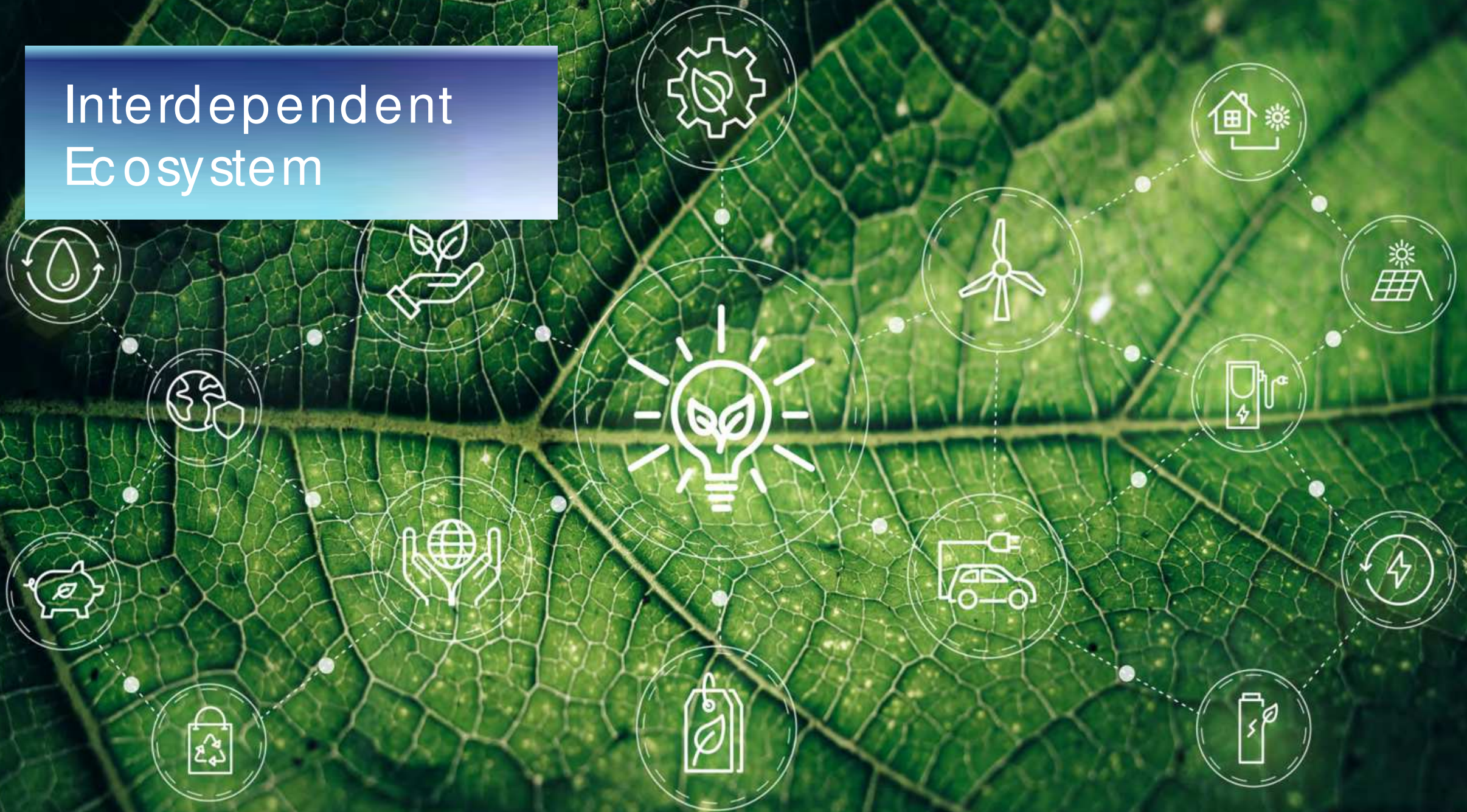


Community



Capital Markets

Interdependent Ecosystem



End of a 50 Year Era

I must focus on short-term shareholder profits
I must focus on short-term shareholder profits
I must focus on short-term shareholder profits
I must focus on short-term shareholder profits
I must focus on short-term shareholder profits
I must focus on short-term

Ferguson



Fast Forward 4 years

CLOSED

UNTIL FURTHER

NOTICE



Top Priority Cross C-Suite



Roadmap Required



How?

*From shareholder primacy
to value creation for all stakeholders*

IRG Impact Study

Proven Methodology



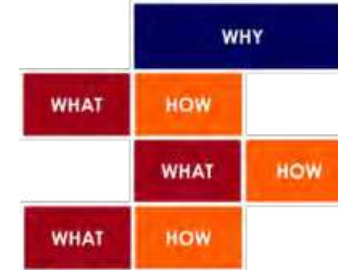
2010



2014



2017



2019



2023

Study Partners



SpencerStuart

WARC

THE B TEAM ▶

MINDSHARE



Yale Program on Stakeholder Innovation and Management



KENNEDYFITCH

MORNING CONSULT*



450+ Vision Interviews

Ed Freeman



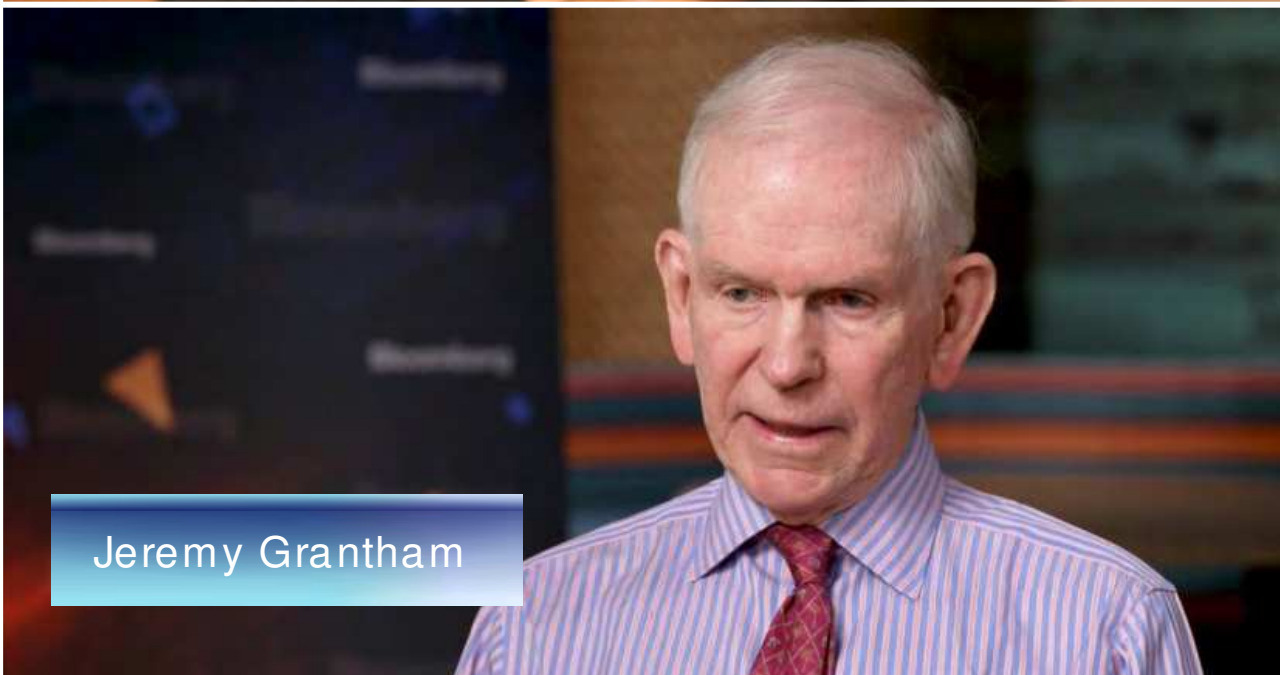
Patrica Nzolantino



Mark Kramer



Jeremy Grantham





750+ QUANT
Online Survey



110K Social AI
Hypertrend Study



Board and
6 C-Suite Functions



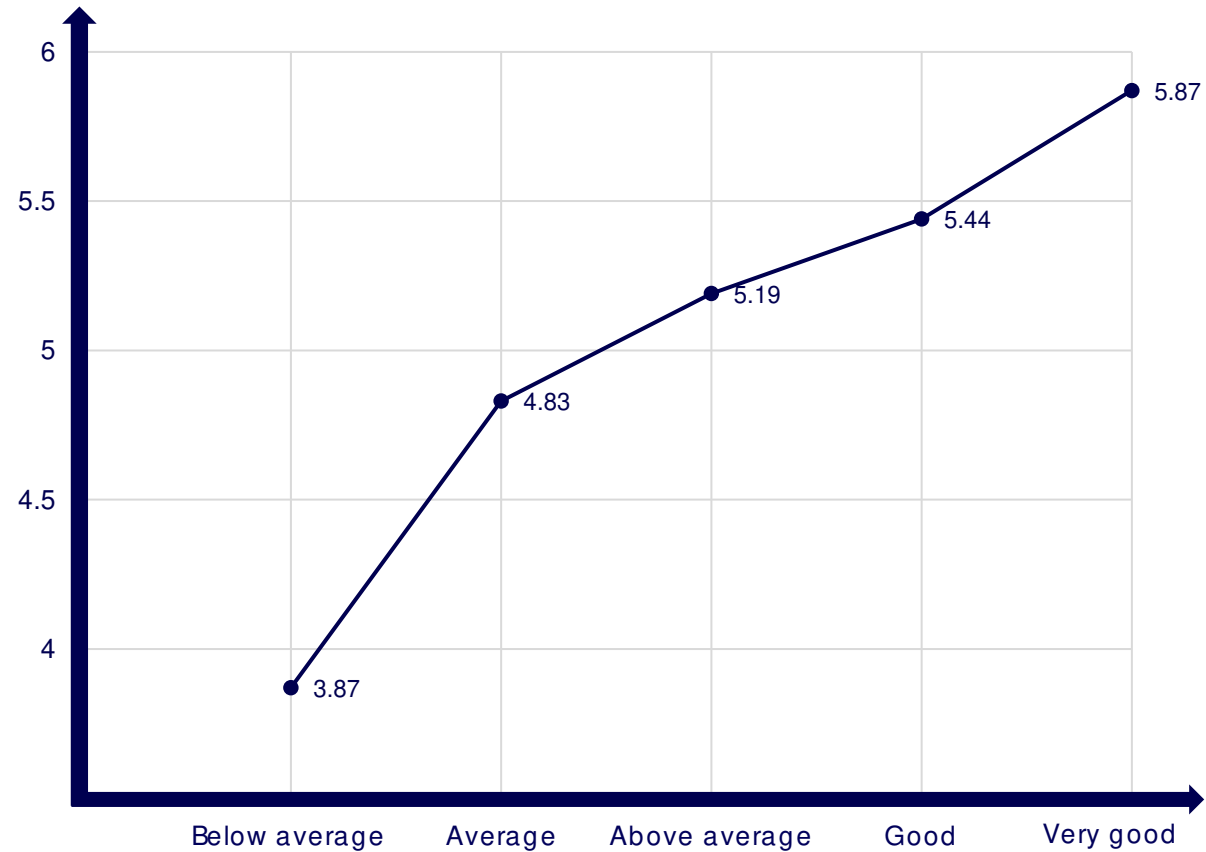
52 Markets
9 Country deep dives



Overperformers vs. Underperformers

Revenue Growth & Stakeholder Value Creation Correlation

Average Topline Revenue Growth vs. direct competitors over the last 3 years



Delivering sustained value for all stakeholders

N=651

The CCO Role ...

40+ Global CCO Vision Interviews





David Kiu, MD
Corporate Affairs GIC



Kees Boef, Director
Corp Affairs Schiphol



Mary Lynn Carver
Head PA Kite Pharma



Lavanya Wadgaonkar
GVP Comms Nissan

40+ Global CCO Vision Interviews

Thank You!



Expanding Role of the CCO

SpencerStuart

Influence at the top: The
expanding role of the
corporate affairs leader

DECEMBER 2020

80%

Reports into the CEO

67%

ExCO members

Spencer Stuart, 2022

As Pacesetter

THE CCO AS PACESETTER

What It Means, Why It Matters, How to Get There



**Corporate
Brand**



**Corporate
Culture**



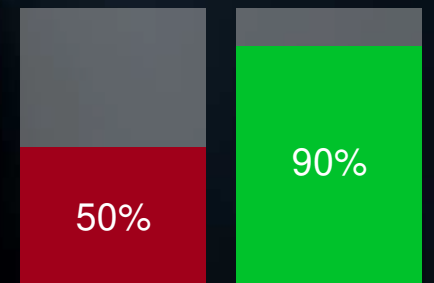
**Societal
Value**



CommTech

Opportunity or Risk Perspective?

opportunity



Stakeholder Value
Creation as Opportunity

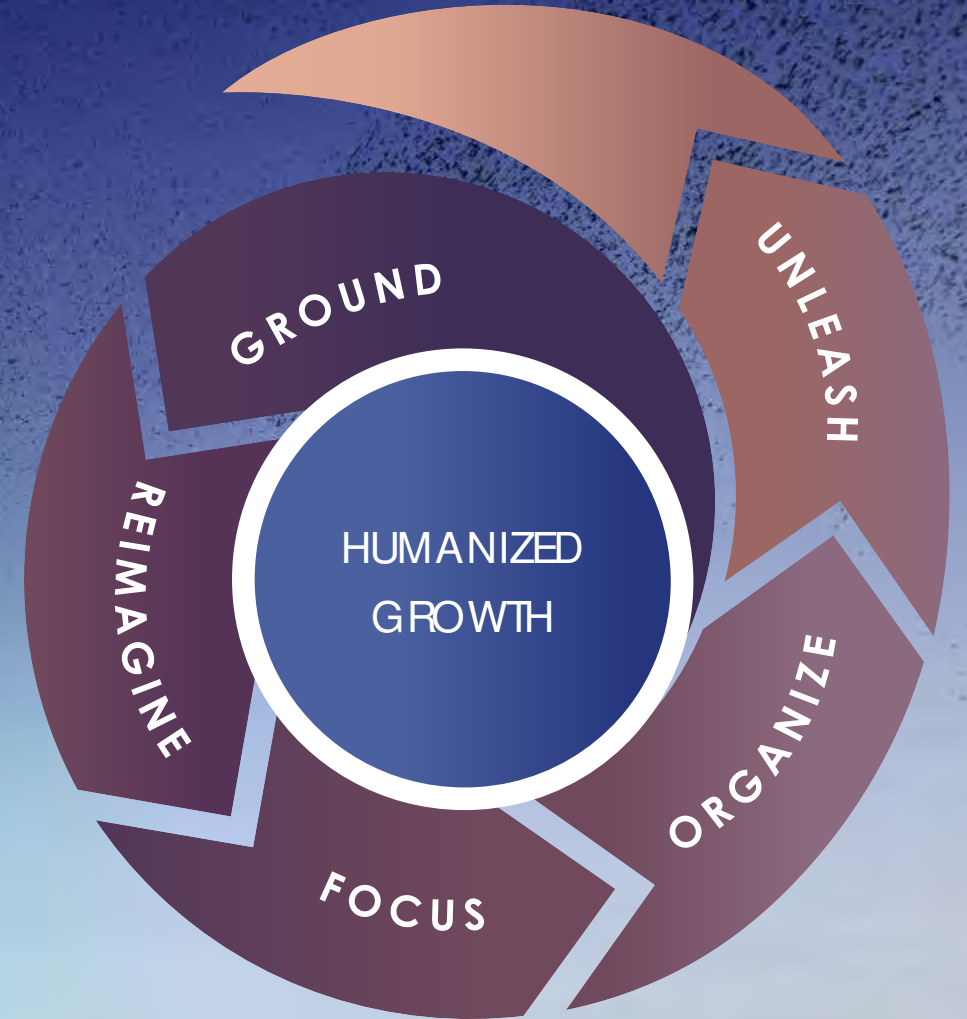
Opportunity vs. Risk Orientation

SPOTLIGHT | ON THE NEWS

MIKE FERNANDEZ

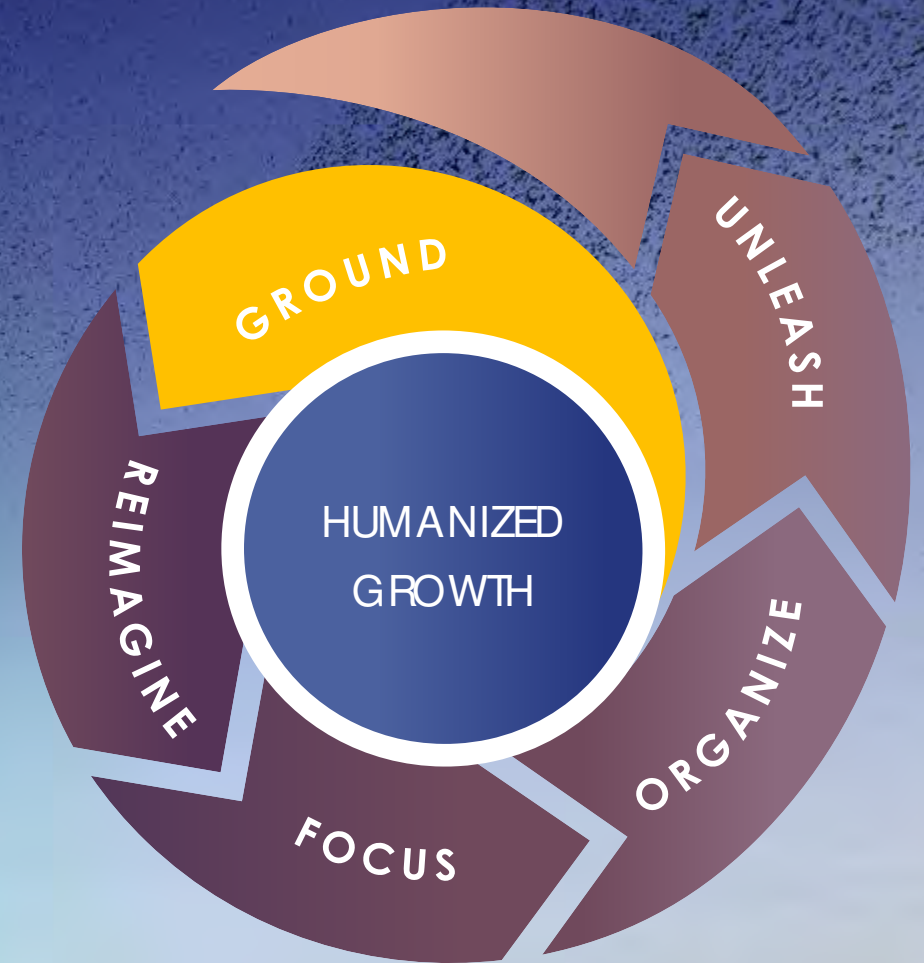
SR. V.P. & CHIEF COMMUNICATIONS OFFICER, ENBRIDGE

Drivers of Humanized Growth

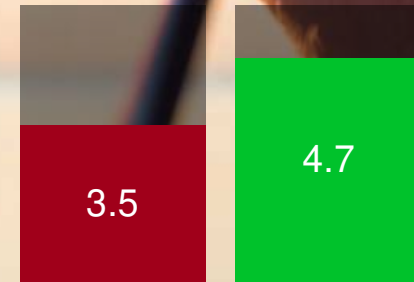


Ground

Human First

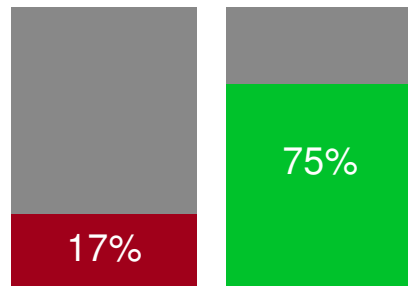


CCO has a Biased Stakeholder View



Quali-Quant Stakeholder Understanding Score – Rest of Exco vs. CCO

Stakeholder Understanding



Understanding Stakeholders



Own the Stakeholder Map



Understanding ALL Stakeholders



Stakeholder Engagement

THE OCEAN
CLEANUP

THE
Coca-Cola
COMPANY



ẢO LUẬN VỚI SỰ THAM GIA PANEL DISCUSSION WITH



**ÔNG
BOYAN SLAT**
GIÁM ĐỐC ĐIỀU HÀNH
VÀ NHÀ SÁNG LẬP
TỔ CHỨC THE OCEAN CLEANUP

MR. BOYAN SLAT
CEO AND FOUNDER
THE OCEAN CLEANUP



**ÔNG
DANIEL COENRAAD STORK**
TỔNG LÃNH SỰ
VƯƠNG QUỐC HÀ LAN TẠI VIỆT NAM

DRS DANIEL COENRAAD STORK
CONSUL GENERAL
IN HO CHI MINH CITY, VIETNAM



**BÀ
CAITLIN WIESEN**
ĐẠI DIỆN THƯỜNG TRƯ
UNDP VIỆT NAM

MS. CAITLIN WIESEN
RESIDENT REPRESENTATIVE
UNDP VIETNAM



**ÔNG
NGUYỄN CHÍ KIẾN**
PHÓ GIÁM ĐỐC
SỞ TÀI NGUYÊN VÀ MÔI TRƯỜNG
THÀNH PHỐ CẦN THƠ

MR. NGUYEN CHI KIEN
DEPUTY DIRECTOR OF
THE DEPARTMENT OF
NATURAL RESOURCES AND
ENVIRONMENT OF CAN THO



**ÔNG
LEONARDO GARCIA**
TỔNG GIÁM ĐỐC CÔNG TY
COCA-COLA VIỆT NAM VÀ
CAM-PU-CHIA

MR. LEONARDO GARCIA
GENERAL MANAGER
THE COCA-COLA
COMPANY VIETNAM & CAMBODIA

Stakeholder Representation

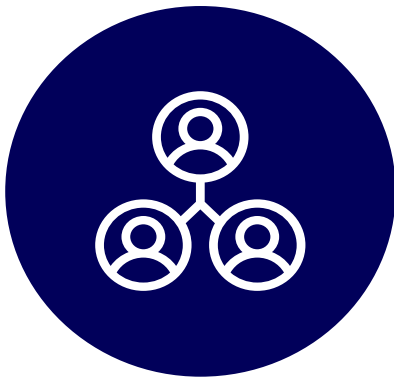


8%

83%

Represent stakeholders
in decision making

ALL Stakeholders



Colleagues



Customers



Community

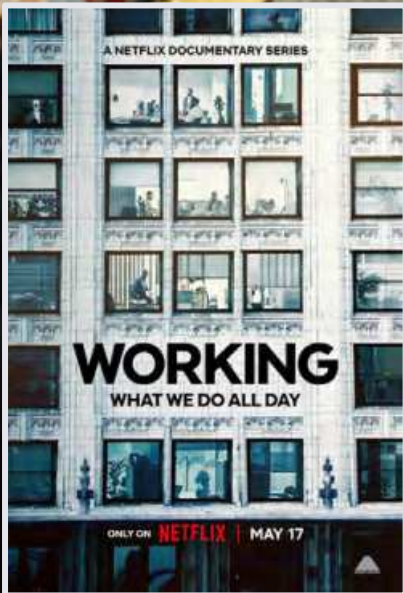


Capital Markets

Stakeholder Representation



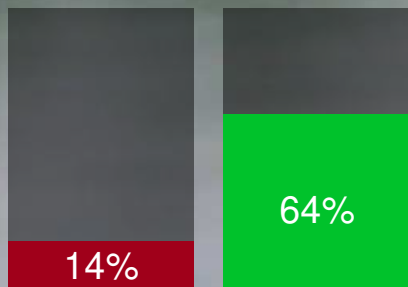
#1 Stakeholder
= Your Employee



Employee focus



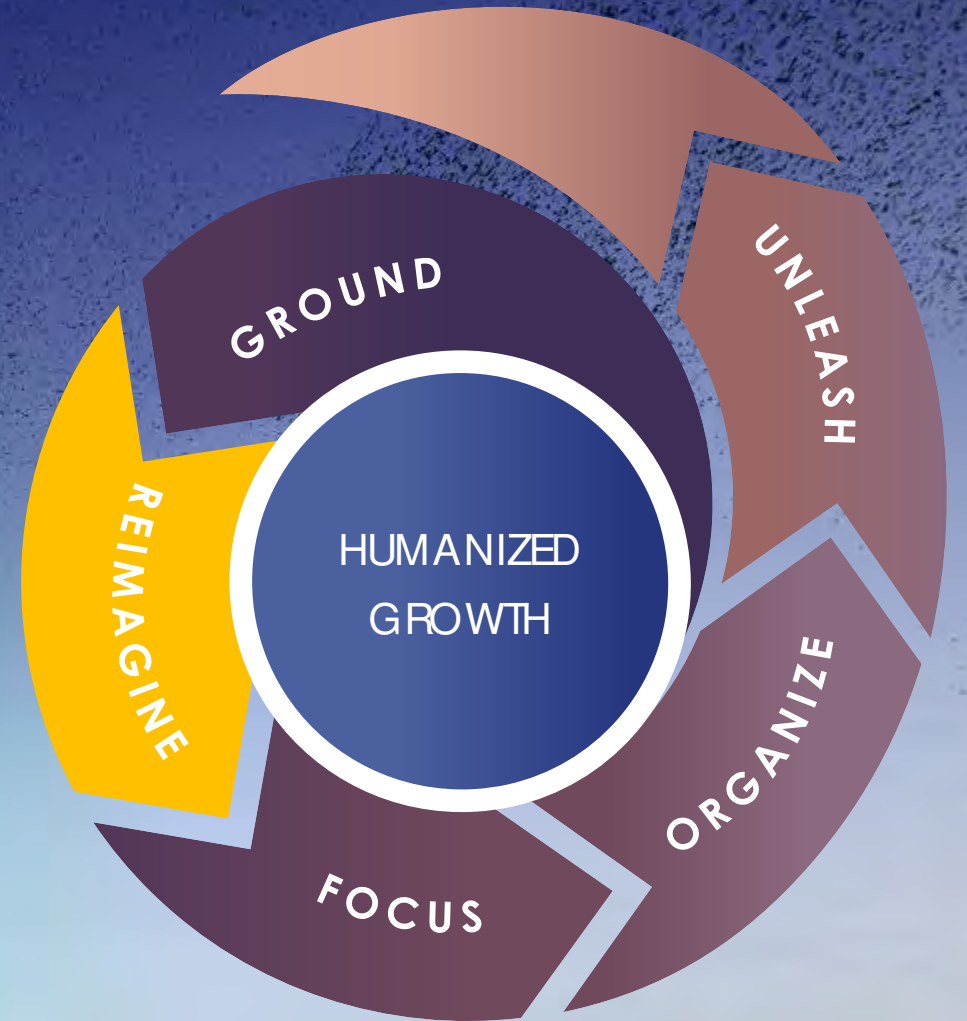
Transparency in results



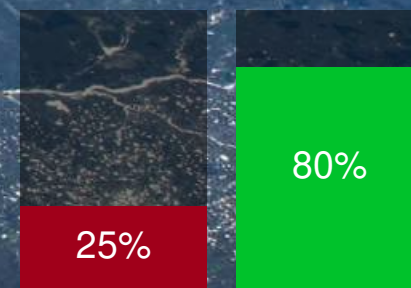
Willingness to share good
and bad news

Reimagine

*Future Backward &
Aspirational Role*



Zooming out

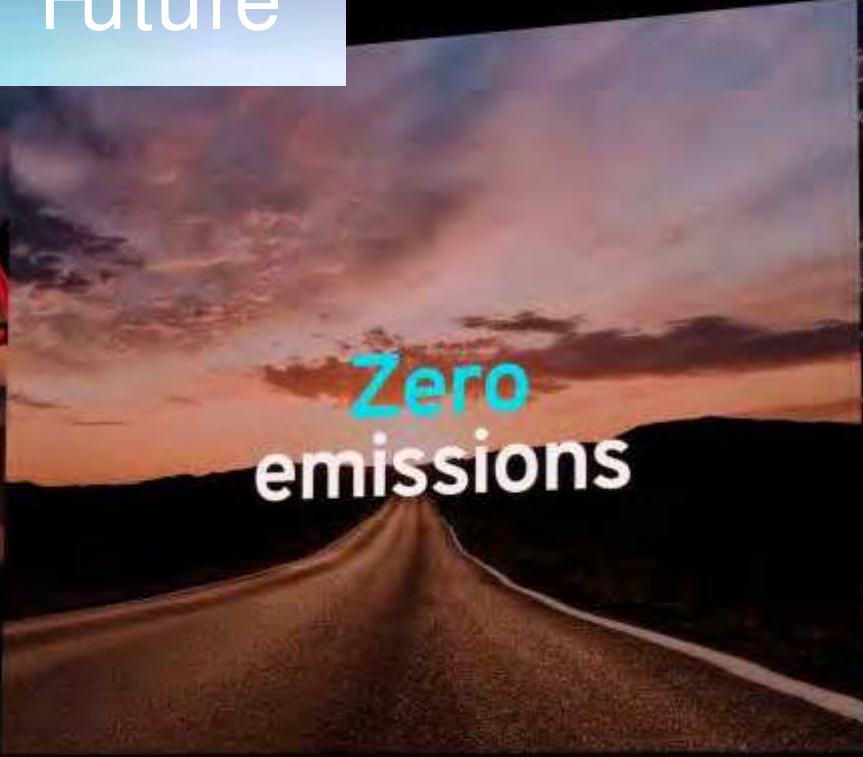


Long term focus

Utopian Vision of the Emerging Future



Zero
crashes



Zero
emissions



Zero
congestion

Dystopian Vision of the Emerging Future



A FUTURE MADE IN AMERICA



Utopian Vision Development



Aspirational Role for the Company

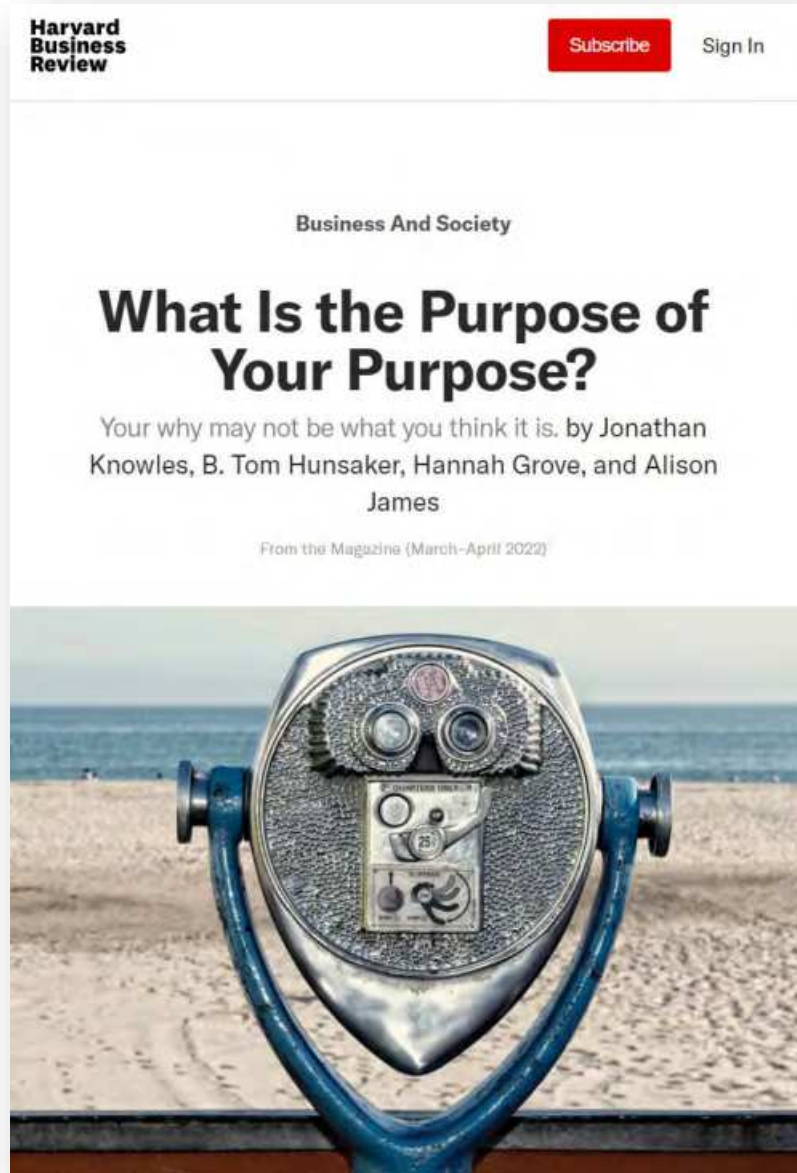


28%

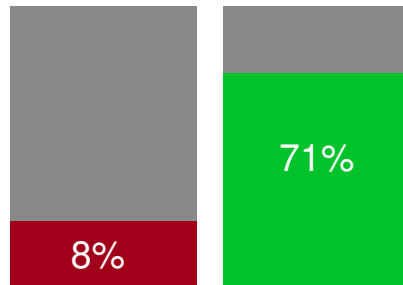
92%

I am proud of my
company's purpose

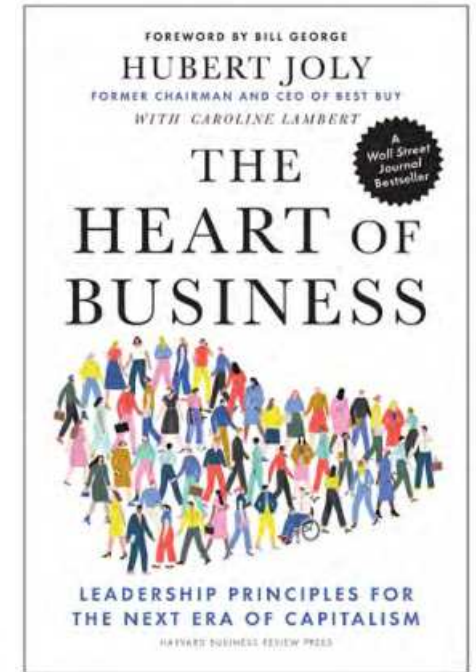
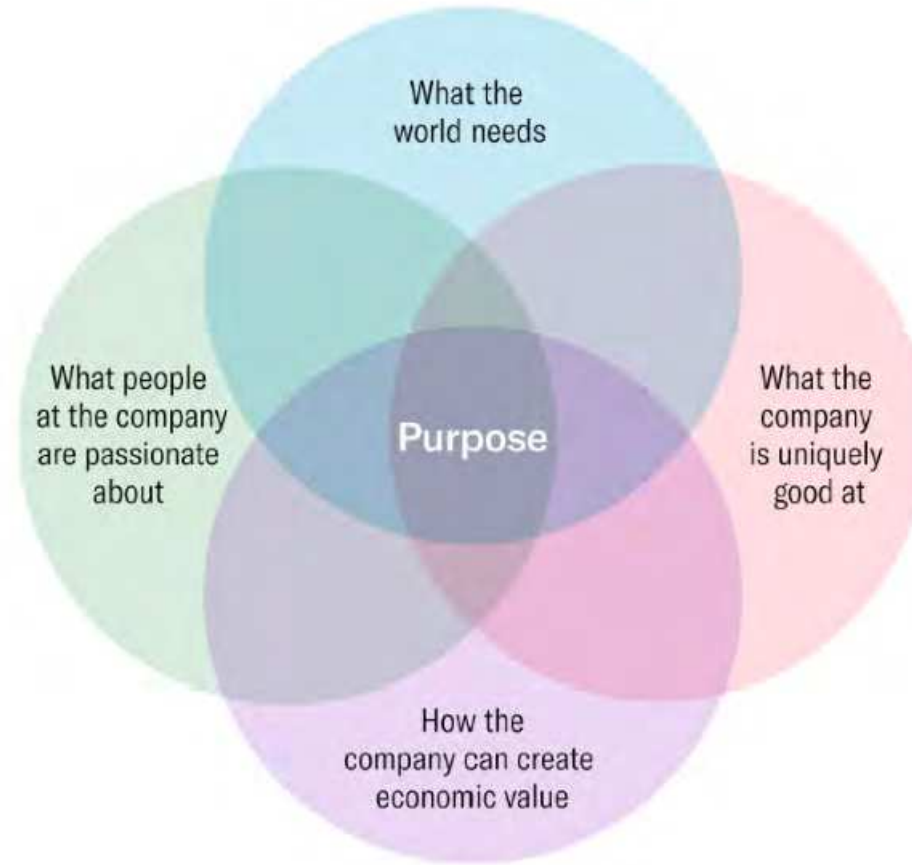
a.k.a. Corporate Purpose



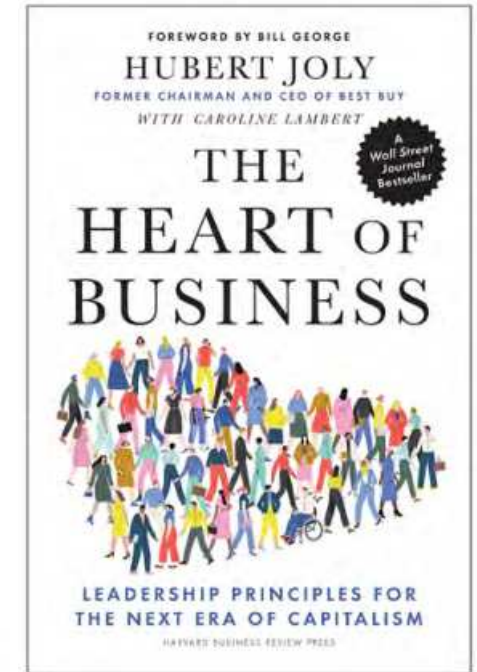
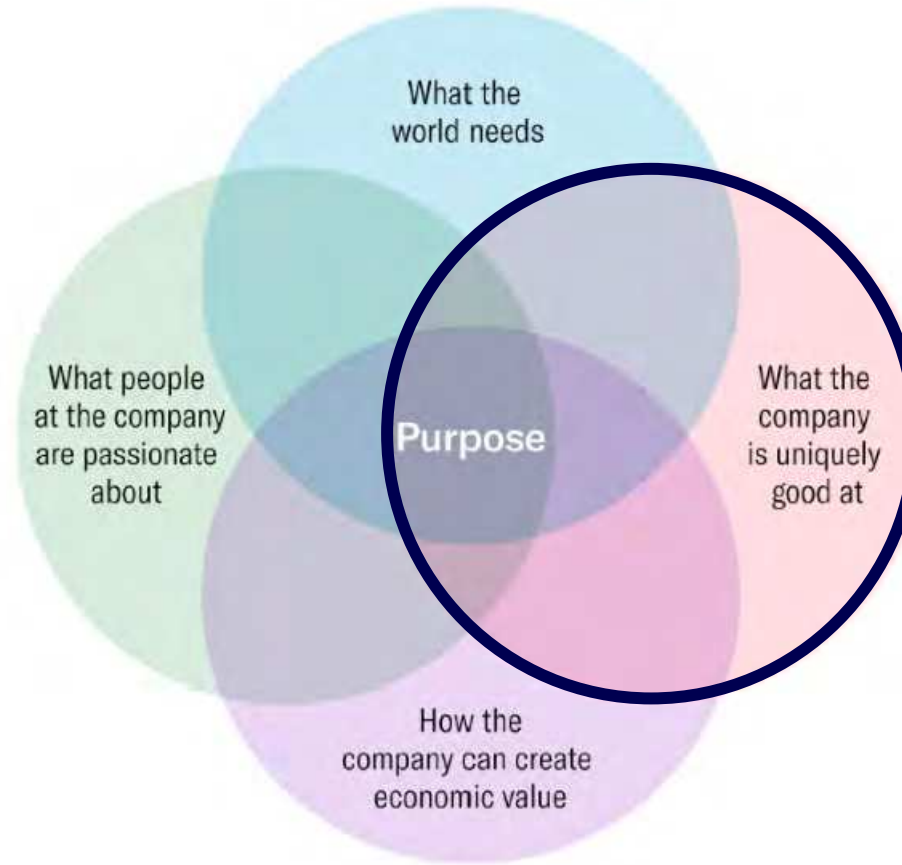
Strategic Purpose as Strategic Filter



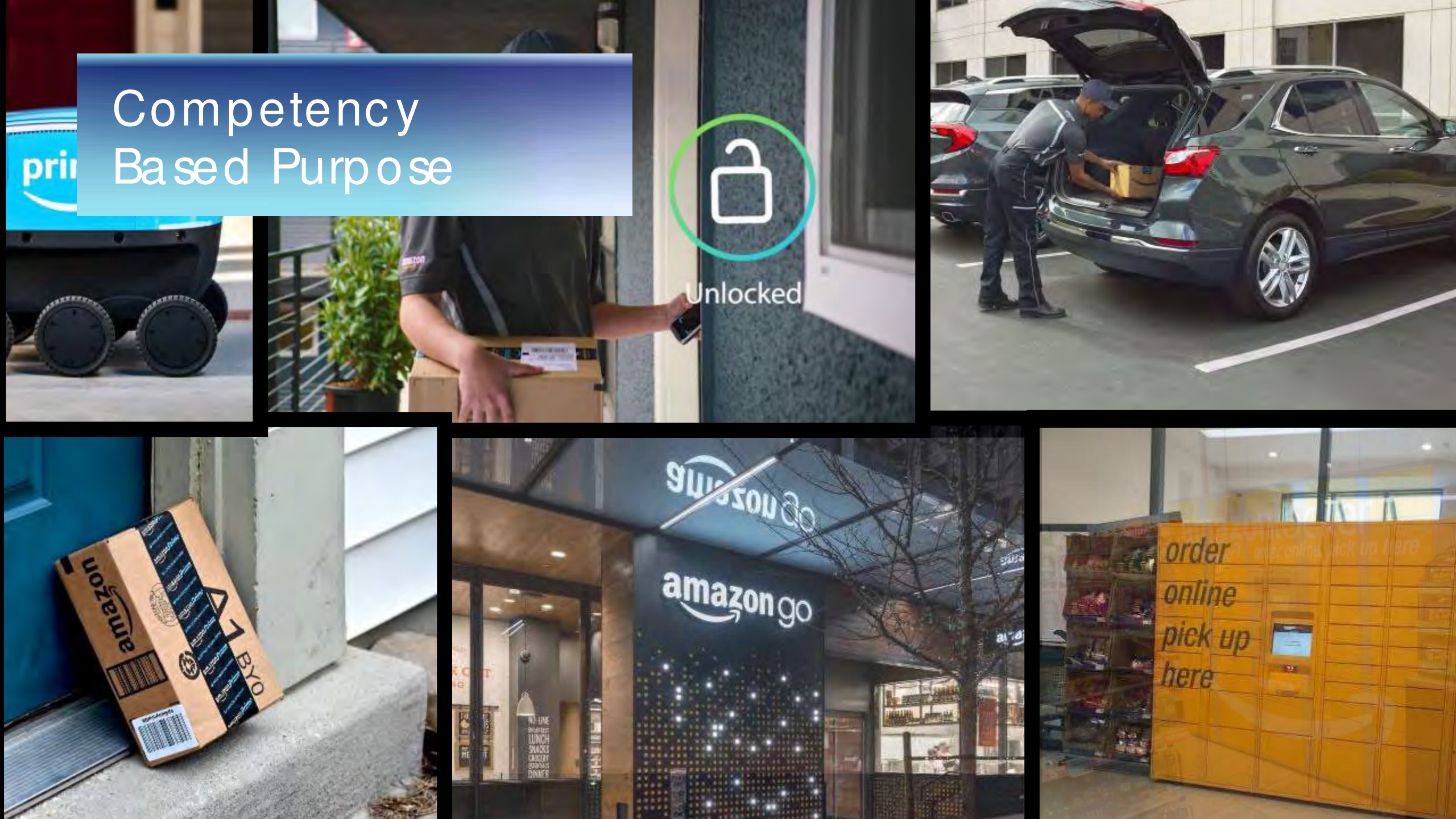
In my company, the purpose guides all strategic decision-making



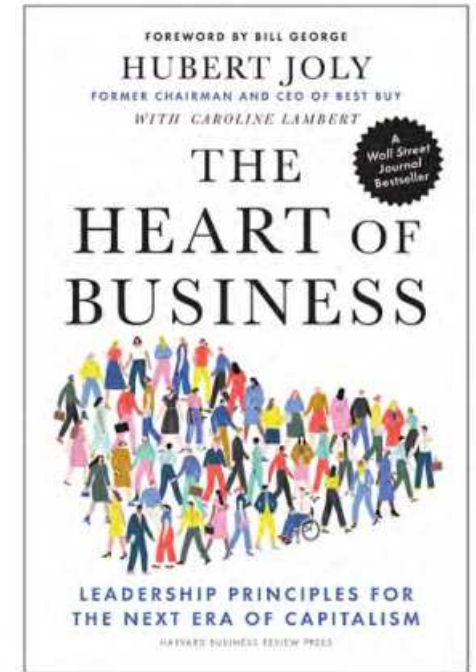
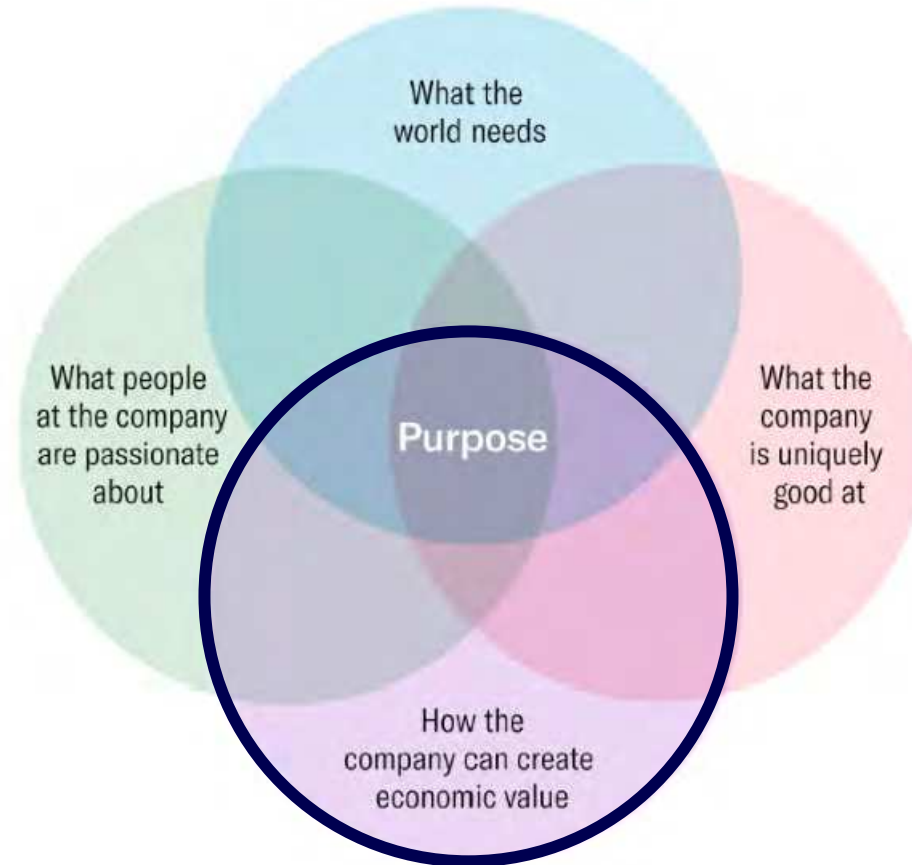
Strategic Purpose



Competency Based Purpose



Strategic Purpose



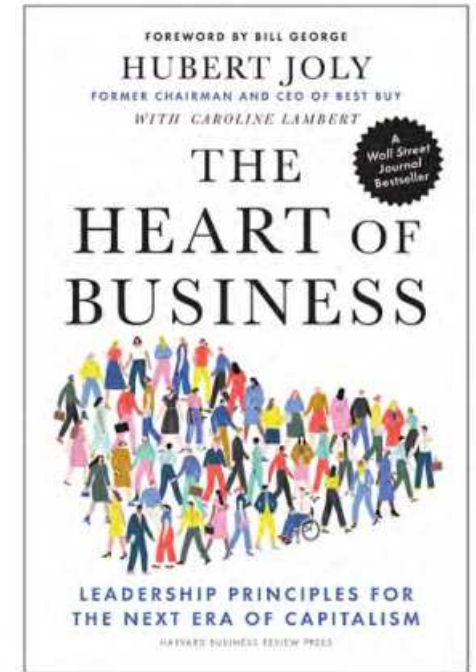
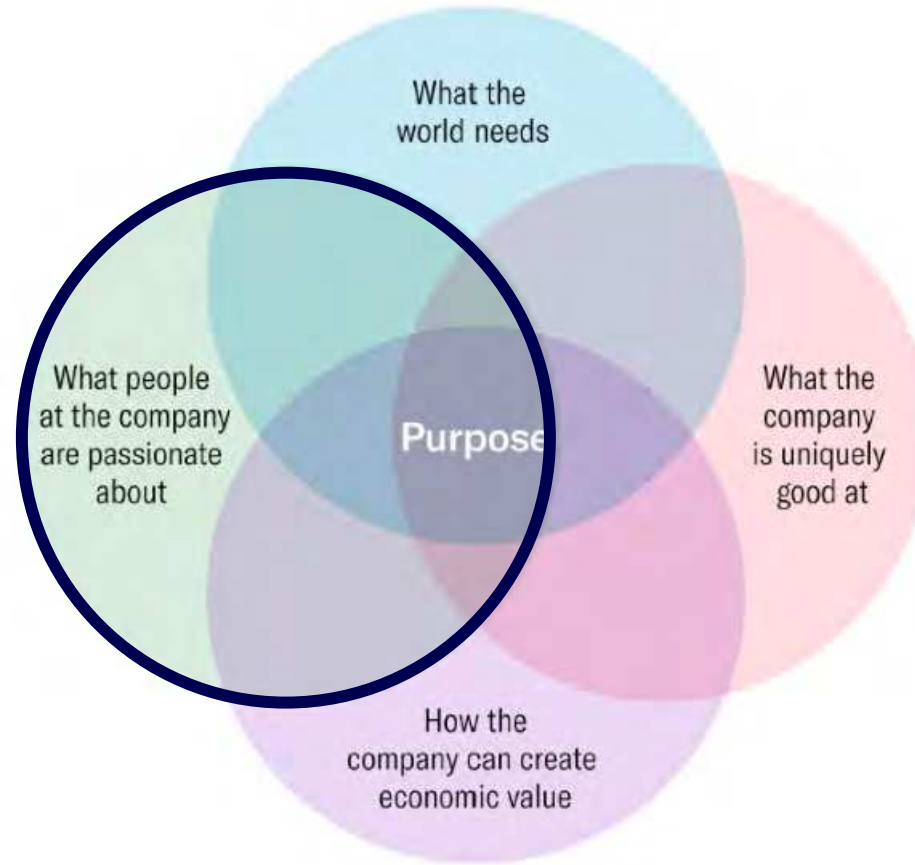
20
22

BERKSHIRE
HATHAWAY

ANNUAL SHAREHOLDERS MEETING



Strategic Purpose

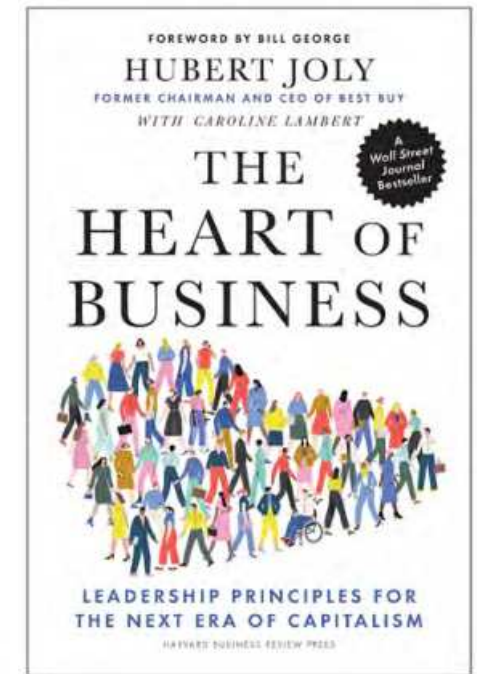
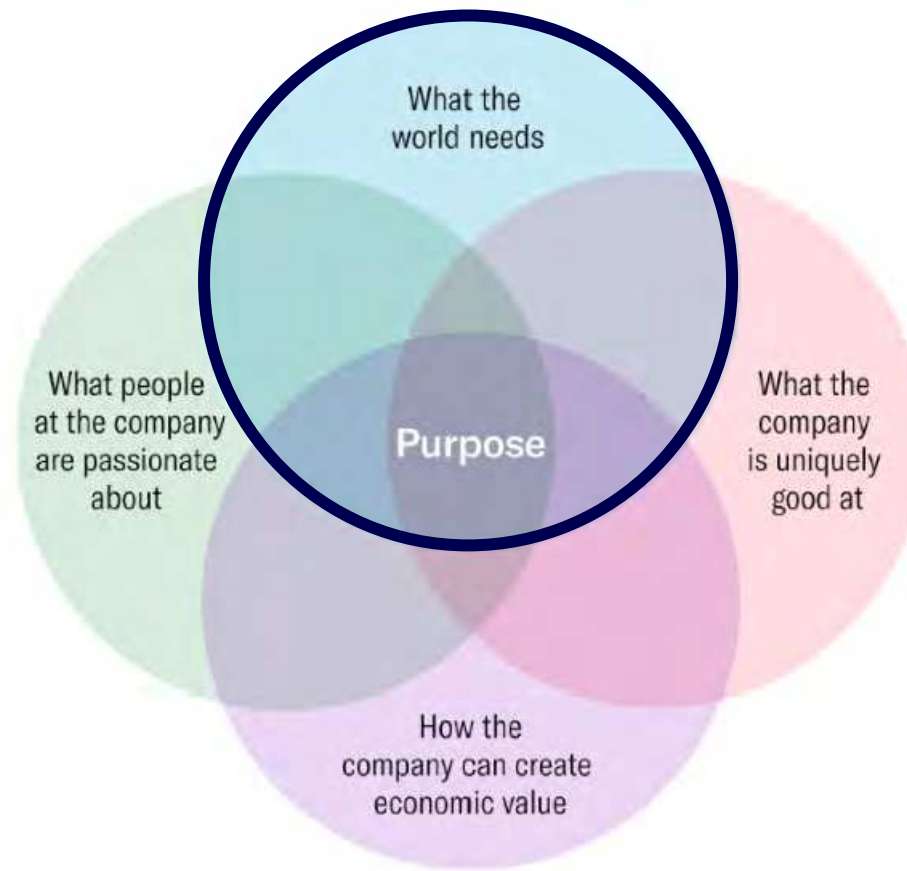


Culture Based Purpose



**The world
we want
tomorrow
starts with
how we do
business
today**
MARS

Strategic Purpose



Why Patagonia is Fighting for Public Lands

Cause
Based Purpose

patagonia

Cause Based Purpose



Connect to deep
Belief Systems

MIND, HEART, WILL



Rooted in Company DNA

Believe in something.
Even if it means sacrificing everything.



Just do it.



Not Marketing / Comms Brand Tactics

A woman with long dark hair, wearing a blue button-down shirt and light blue jeans, is engaged in a conversation with two police officers in dark blue uniforms. She is holding a blue can. The officers are also in uniform, with one wearing a cap. They are standing on a paved street with trees and other people in the background. A semi-transparent blue box with white text is overlaid on the left side of the image.

Not Marketing / Comms Brand Tactics

Developing Corporate Purpose

Mondelēz
International
SNACKING MADE RIGHT



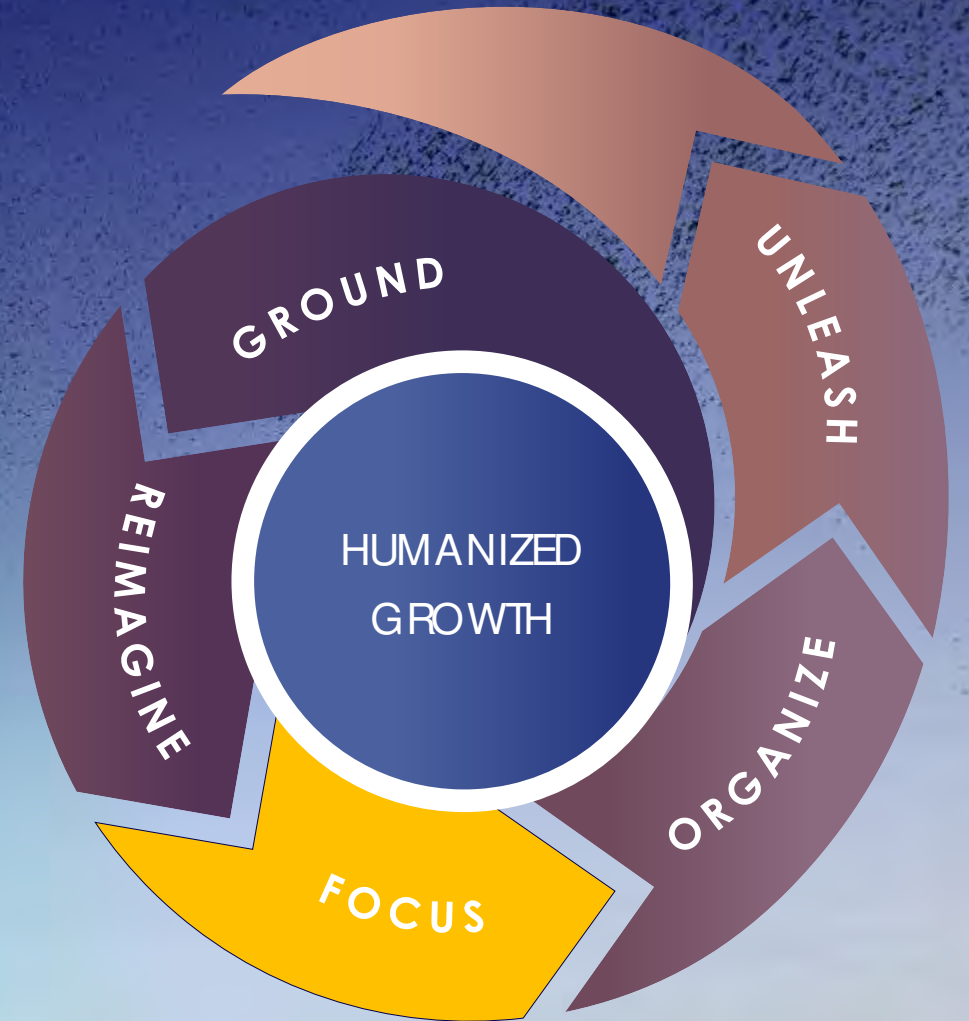
Empowering Whole Person Health With Compassion & Innovation

Aligning
Corporate Purpose



Focus

*Holistic Strategy
& Adaptive Change*





Prioritizing Stakeholders

Earth is now our only shareholder.

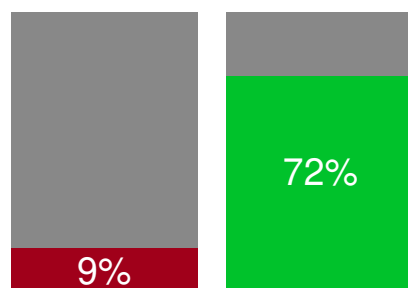
If we have any hope of a thriving planet—much less a business—it is going to take all of us doing what we can with the resources we have.

This is what we can do.

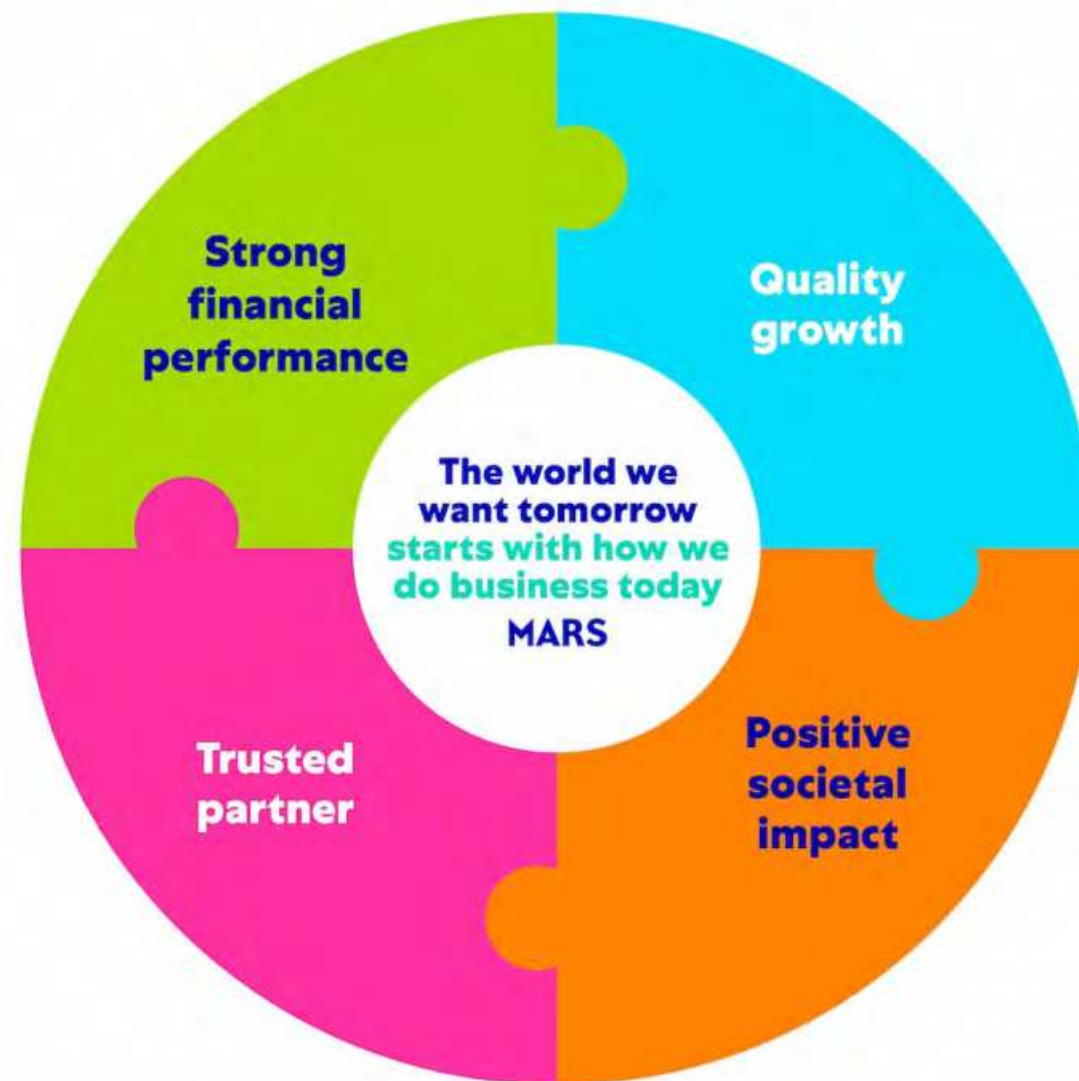
By Yvon Chouinard

Define Value Per Stakeholder

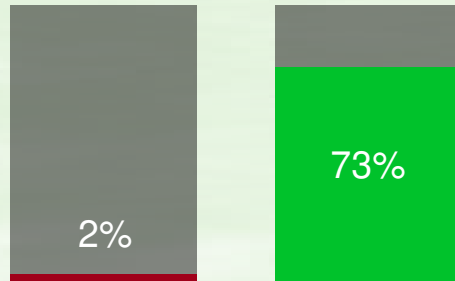
MARS



Value Creation strategy
across all Stakeholders



Holistic Strategy Value Creation



In my company, Corporate Social Responsibility (CSR) is aligned with the overall value-creation strategy



The Dole Promises	
That change	
How we are structured	
How we innovate	
How we package	
How we drive supply chains	
How we measure success	
How we incentivise	
How we grow	
Dole	

Embracing Complexity



E-commerce marketplace. Sellers pay commissions on transactions, equal to a percentage of the sales value (GMV).



Online store solutions. Sellers pay subscription fees to set up and manage their online storefront.



Logistics solutions. Enables sellers to provide seamless delivery through third-party carriers, and provides fulfillment and warehousing services. Sellers pay shipping fees.



Credit solutions. Loans are provided to marketplace merchants. Interest and principal payments are collected from a merchant's existing marketplace sales.



Fintech solutions. Provides processing, gateway, and mobile payment services, enabling sellers to accept digital payments in stores and online. Sellers pay a percentage of TPV.



Advertising solutions. Allows businesses to promote themselves by displaying targeted ads on Mercado Libre's webpages. Sellers pay advertising fees.



Holistic Strategy Communication

Interm
advertising sales



Product sales
+ shipping fees



Payment solution, installments, credit
debit card fees, insurtech fees

Point of sales devices



Interest earned on loans
+ credit card transactions

\$0.3B

+9% Y/Y

\$0.8B

+46% Y/Y

\$13M

\$0.5B

+33% Y/Y

Fintech

\$1.4B

+40% Y/Y

+64% Y/Y fxn

**Net
Revenue**

\$3.0B

+35% Y/Y

+58% Y/Y fxn

Not Whack-A-Mole



We will travel again.

Address ST issues
in context of LT

Marriott
INTERNATIONAL

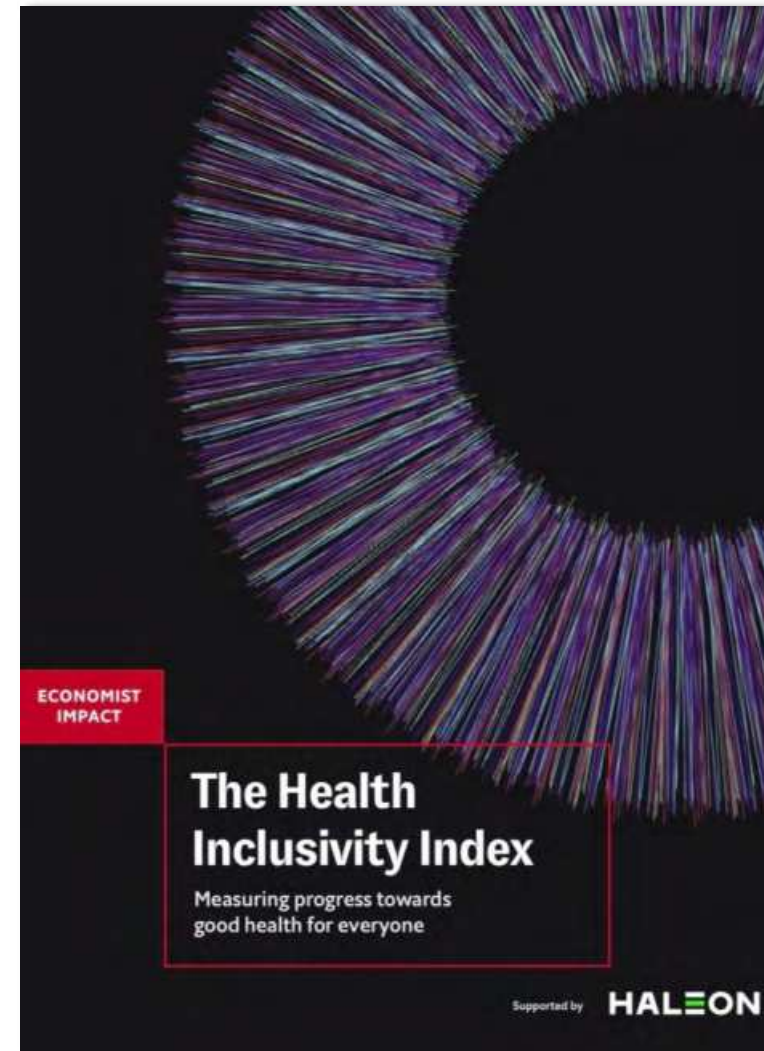
Courage to define
what to STOP



The New York Times
***CVS Stores Stop Selling
All Tobacco Products***

THE WALL STREET JOURNAL
**CVS Renames Itself CVS Health
as It Ends Sale of Tobacco Products**

New and Shared KPIs



New KPIs

TheLayoff.com



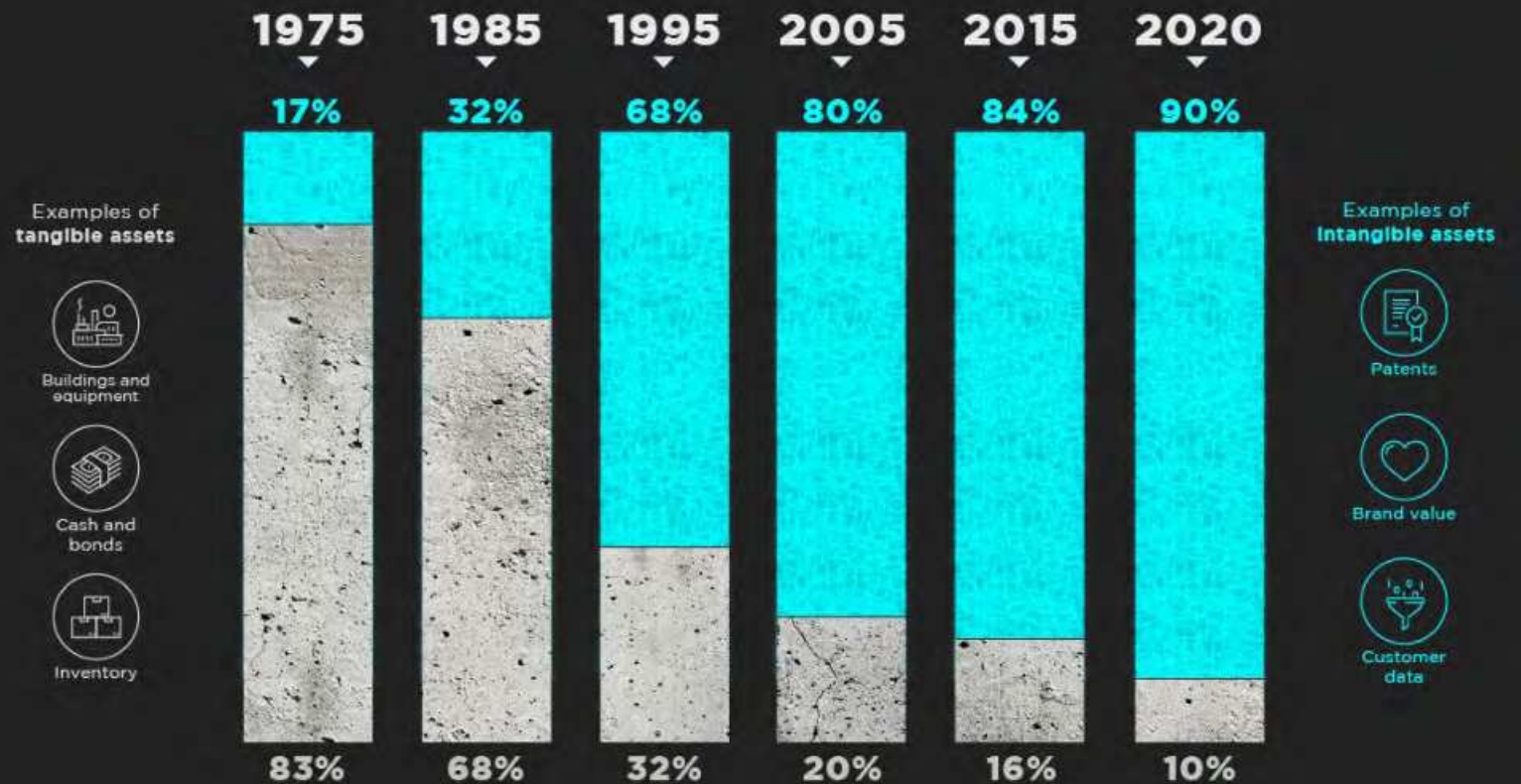
glassdoor

charles SCHWAB



Shift to Intangible Assets

from 17%
to 90%



Measuring Intangibles

BRANDASSET® VALUATOR

			4 	5 	6 	7 	8 	9 	10 
SAMSUNG	Google	amazon							
11 	12 	13 	14 	15 	16 	17 	18 	19 	20 
21 	22 	23 	24 	25 	26 	27 	28 	29 	30 
31 	32 	33 	34 	35 	36 	37 	38 	39 	40 
41 	42 	43 	44 	45 	46 	47 	48 	49 	50 

Integrated Reporting

2023 ANNUAL INTEGRATED REPORT

A MESSAGE FROM

Takako Ohyabu

Chief Global Corporate Affairs
and Sustainability Officer



Reporting Resistance

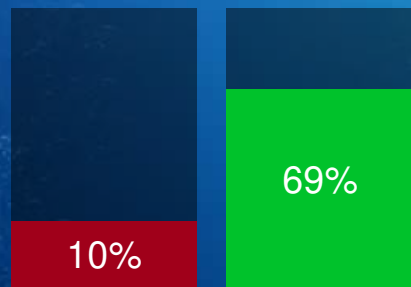


Organize

Systemic Change
Interdependence



Driving Systemic Change

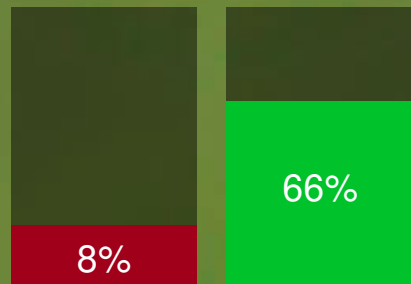


Systemic change to drive
stakeholder value

Driving Systemic Change



Recognizing Interdependencies



Working Interdependently

Across functions & Departments



Collaborate with HR on Employer Brand



Collaborate with Investor Relations



intel.®

More Connected

3.5x

more connections
with other functions

5.5x

more connections
with senior leaders

Empowering Closer Colleagues

71%

25%

Colleagues closer to
stakeholders are empowered
to act for the business

10,000 +
Mini CEOs



Industry Peer Collaboration

Walmart

70%

73%

Industry Collaboration



NGO Collaboration

Good for People
Good for the Planet

48%

54%

Govt Public Institutions
Collaboration



Government Collaboration

This is a public
service message
from Lifebuoy

48%

67%

Government & Public
Institutions Collaboration



*Washing hands with soap and water or use of an alcohol-based hand sanitizer is one of the World Health Organization recommended measures to help reduce risk of Coronavirus infection.

AD Please follow additional guidelines recommended by health authorities like W.H.O. & C.D.C. (local health authorities)



Co-create with
Ecosystem Partners



Let's create
cloud abilities that
79% of leaders value.



Let's create
a machine with
eyes in the
back of its head.

Partnering with IBM Security,
you can create a risk-aware
secure business that accelerates
the time to detect and automate
a response.

[Learn More →](#)

Let's create
education tools
to close skills gaps.



Unleash

*Role Modelling
Da Vinci Leadership*



Create space for
all people & ideas



STEVE BRASS:

SERVANT LEADERS AT WD-40

Steve Brass is the new CEO of the WD-40 company, taking over for the legendary Garry Ridge and continuing in the Servant Leadership tradition.

Episode No: 160



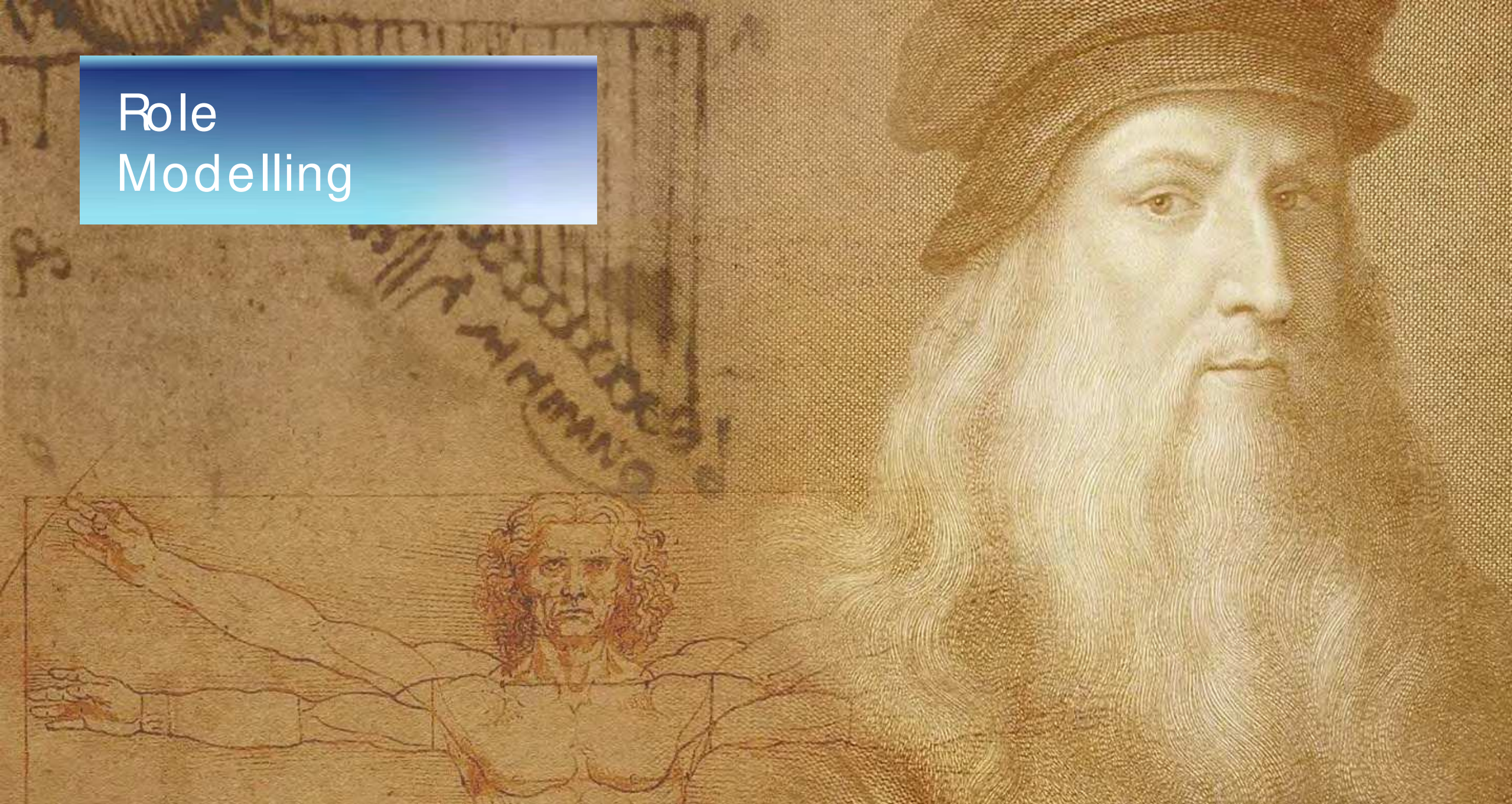
Listening Differently



Role Modelling Vulnerability



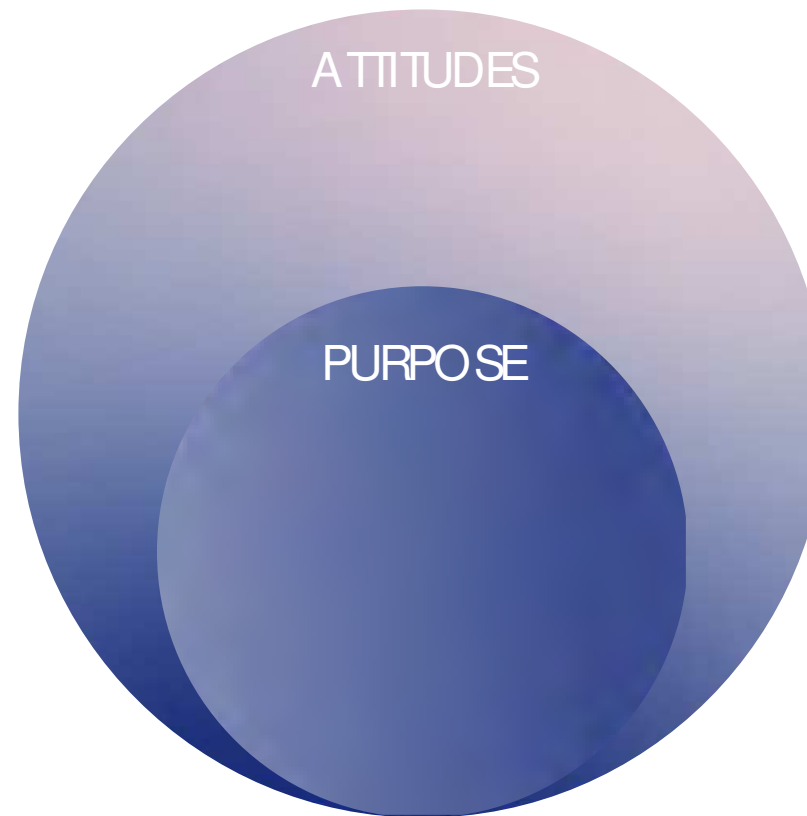
Role Modelling



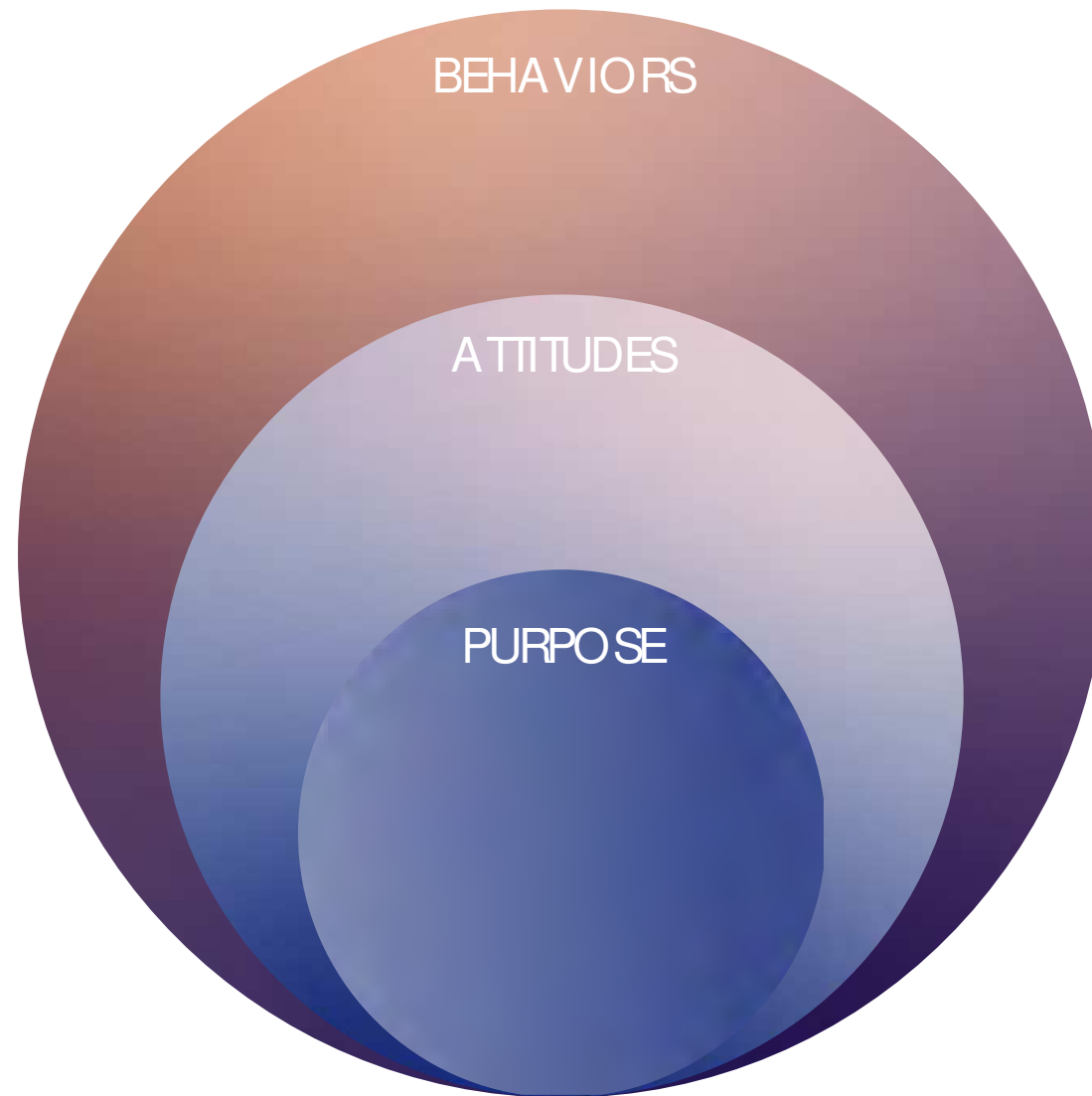
Da Vinci Leader Profile

PURPOSE

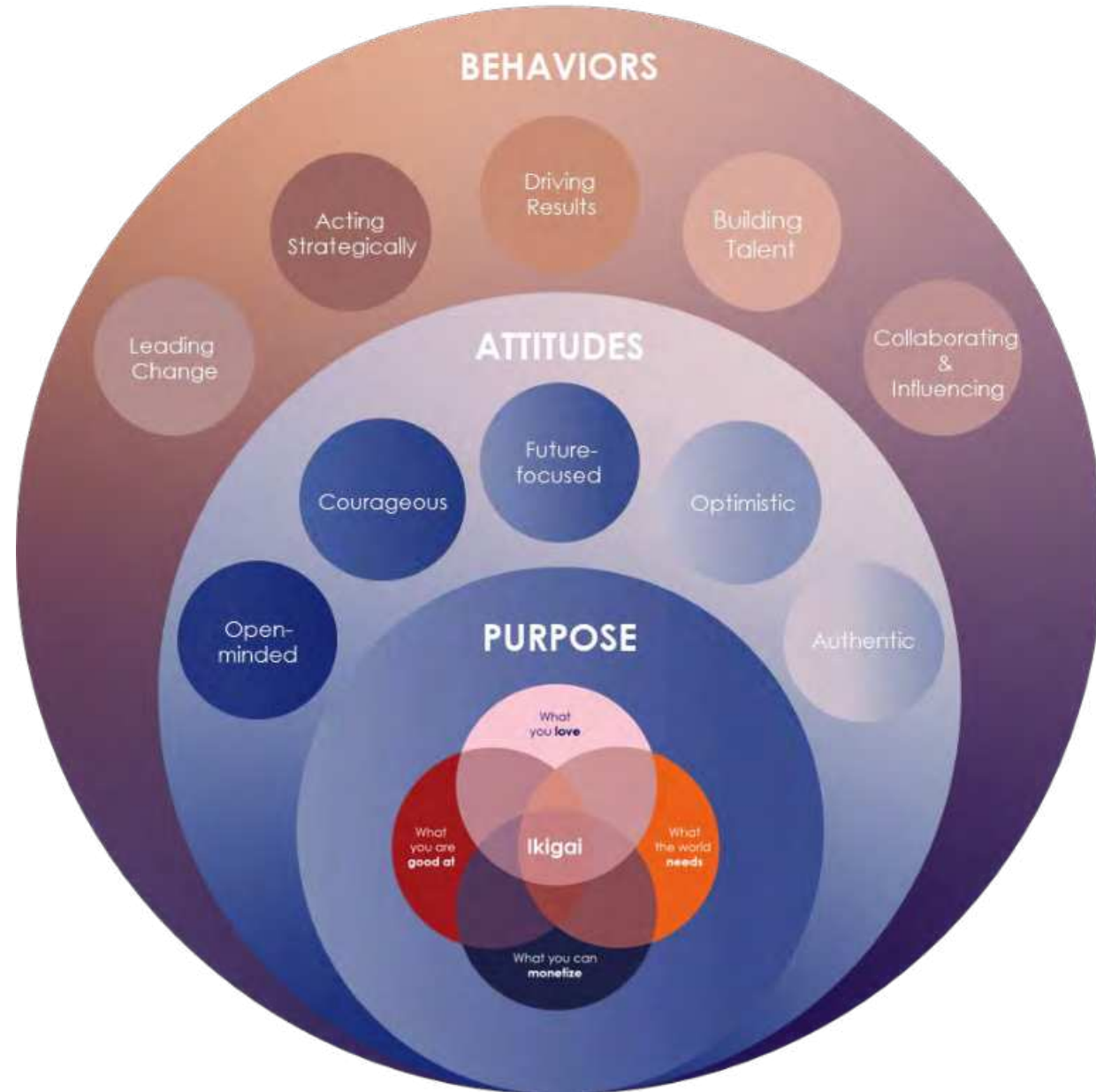
Da Vinci Leader Profile



Da Vinci Leader Profile



Da Vinci Leader Profile



Driving the Culture



LEADERS
COMMUNICATIONS

LIXIL

Role Modelling: the Go-To Function



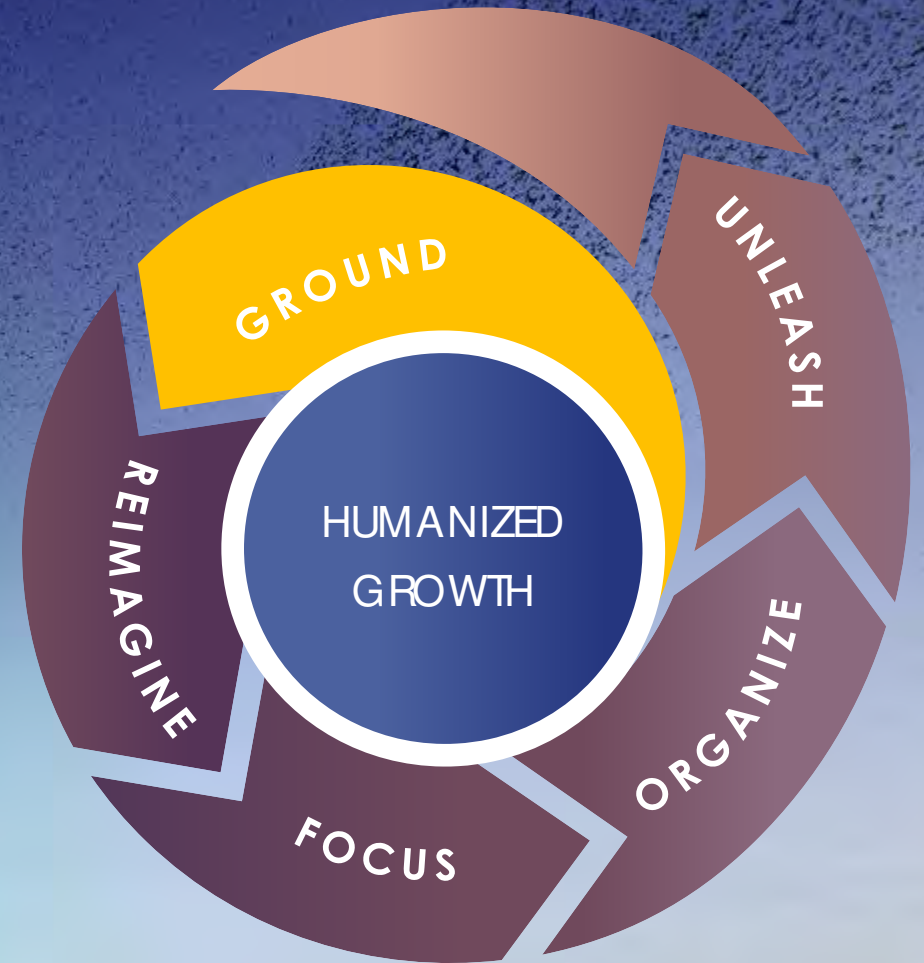
Role Modelling: a force for change



In Summary

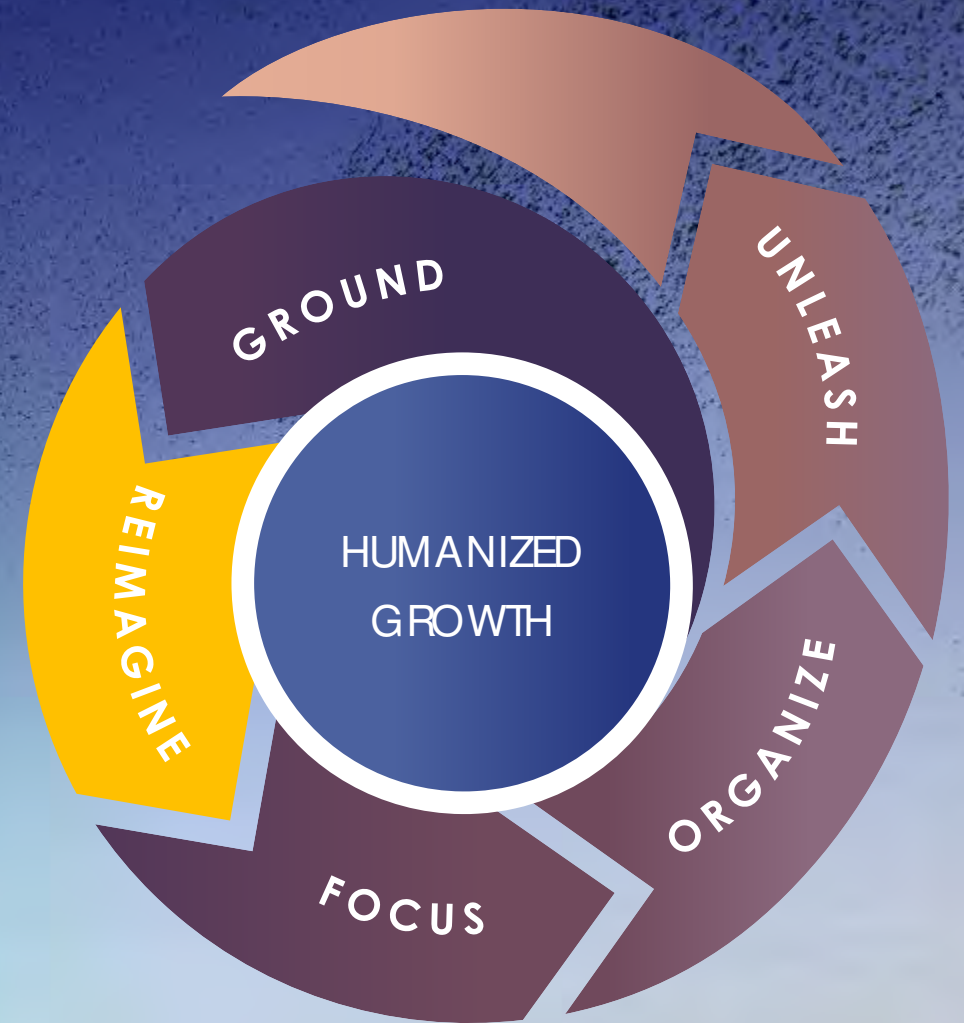
Ground

Human First



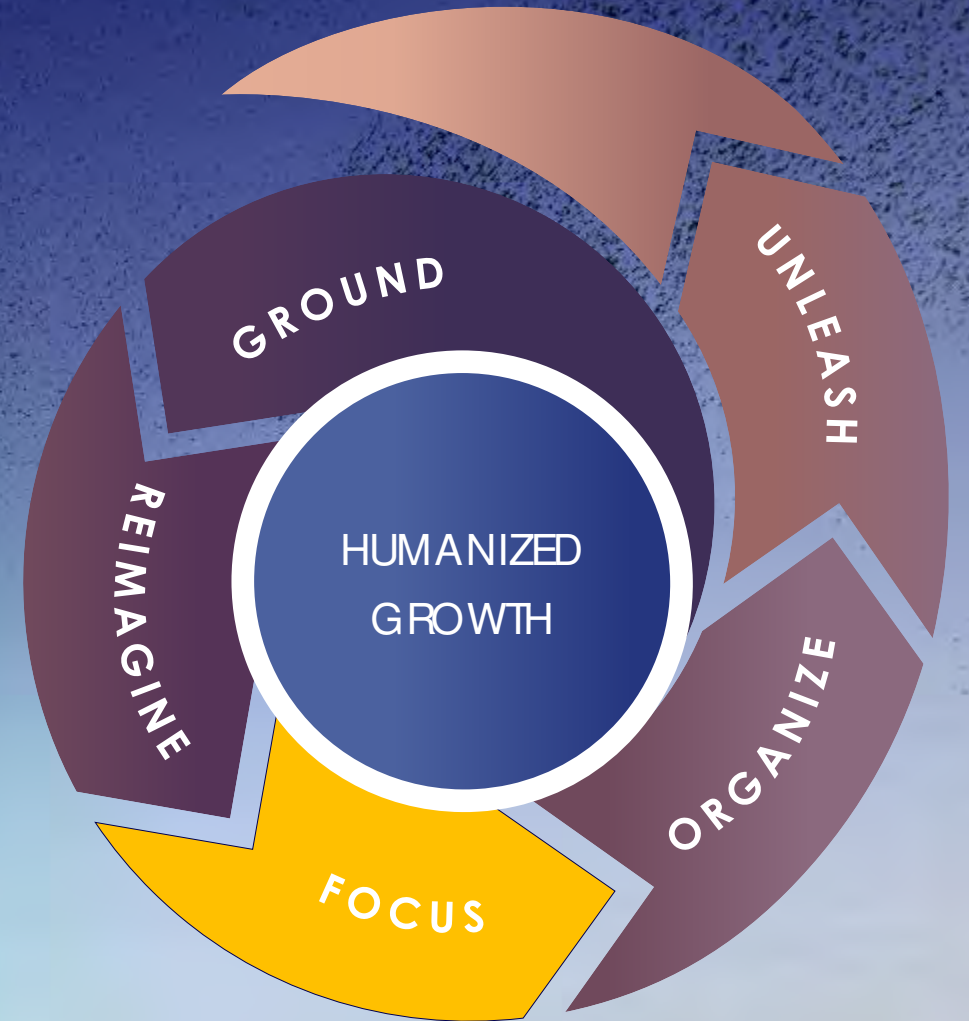
Reimagine

Future backward



Focus

Adaptive Change



Organize

*Systemic
Interdependence*

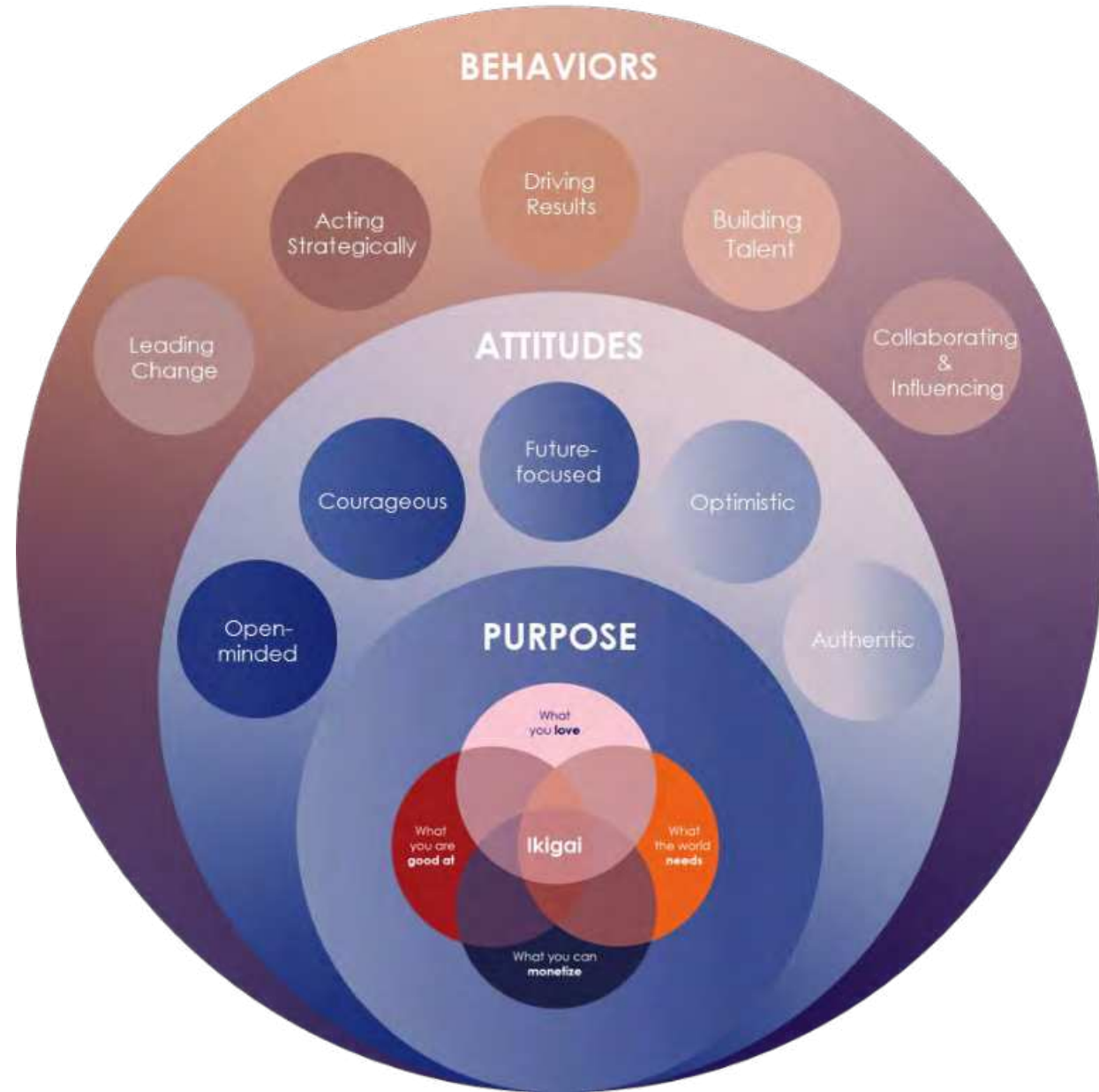


Unleash

*Role Modelling
Da Vinci Leadership*



Da Vinci Leader Profile



CCO Expanding Influence



Thank You

Email: impactstudy@instituteforrealgrowth.com

Questions?

Email: impactstudy@instituteforrealgrowth.com

What's Next?

- Q4 2023 - Partner Preview Events & Discussions
- Q1 2024 - Impact Study Launch (NYC & Oxford)
- Q1 2024 - Page Society Follow Up
- Q3 2024 - Oxford Executive Education Program



ARTHUR W. PAGE SOCIETY

Available Support Programs

Leadership Programs

IRG100 Leadership Program

Module 1	 IRG & Personal Introductions Session 1: Nov 17	 IRG Growth Study & Business Introductions Session 2: Nov 24	 Da Vinci Growth CMO Session 3: Dec 01	 Personal Growth: Passion & Purpose Session 4: Dec 08	 Networking Session: Growth Hypothesis Session 5: Dec 15		
Module 2	 Decoding the World Session 6: Jan 05	 Humanized Growth Session 7: Jan 12	 Abundant Markets Session 8: Jan 19	 Multiple Models Session 9: Jan 26	 Evolving Experience Session 10: Feb 02	 Personal Growth: Da Vinci Leader Attitudes Session 11: Feb 09	 Networking Session: Growth Antidotes Session 12: Feb 16
Module 3	 Open Culture Session 13: Feb 23	 Anticipative Organization Session 14: Mar 01	 Whole Brained Session 15: Mar 08	 Analytics & Creativity Session 16: Mar 15	 Personal Growth: Unlocking Diversity Session 17: Apr 05	 Networking Session: Business Growth Plan 30/90 Session 18: Apr 12	 Personal Growth: Business Growth Plan 30/90 Session 19: Apr 19
In-Company Events							
 Cannibals Session 19: May 04	 Fragile Session 20: May 11	 Leading Transformation Session 21: May 18	 Bringing it all together Session 22: May 25	 Personal Growth: Plan Session 23: Jun 01	 Networking Session: Business Growth Plan 30/90 Session 24: Jun 08	 Personal Growth: Business Growth Plan 30/90 Session 25: Jun 15	 Personal Growth: Business Growth Plan 30/90 Session 26: Jun 22

In-Company Events

In-Person Events