

The Impact Study

Impact on the role of the CCO

Amsterdam, March 28th 2024

VIM GROUP | **TEAM
FARNER**

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

2022

Opportunity vs. Risk Orientation

SPOTLIGHT | ON THE NEWS

MIKE FERNANDEZ

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

Implementing Humanized Growth

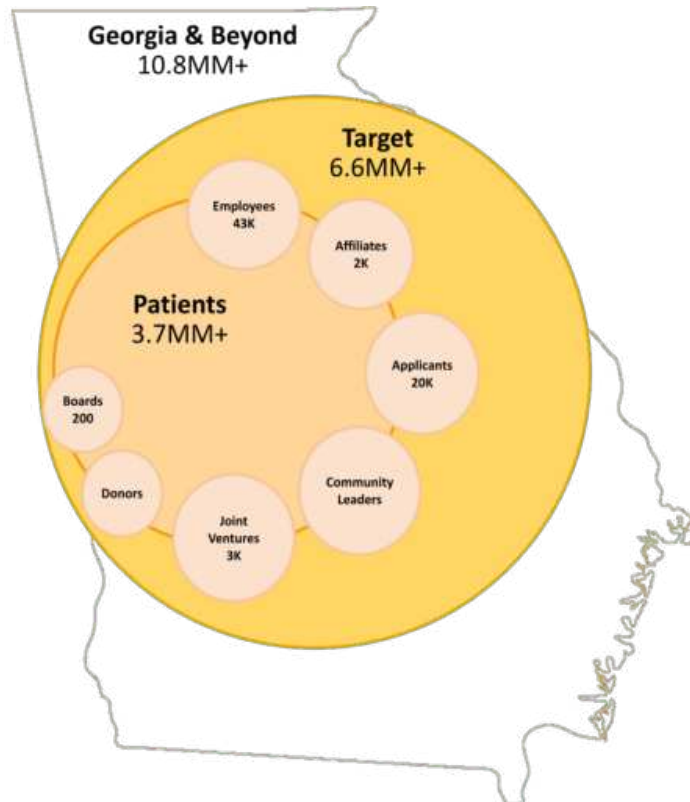


Ground

Human First



Stakeholder Understanding



* Specific Needs include:

- Primary Care
- Heart
- Oncology
- Neuro
- Orthopedics
- Delivery
- Mental health

 **Piedmont**
Real change lives here



Douwe Bergsma,
Piedmont

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



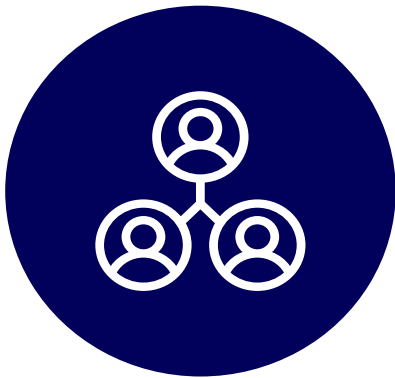
Stakeholder Representation



Kees Boeff, Schiphol



ALL Stakeholders



Colleagues



Customers

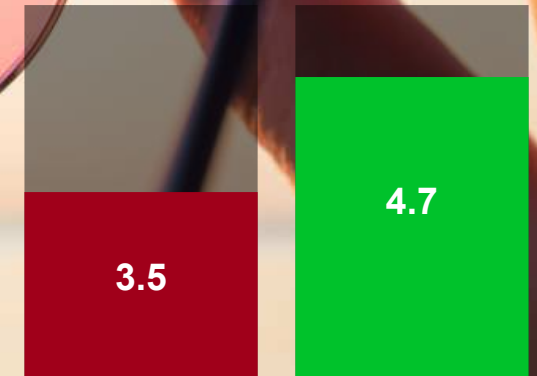


Community



Capital Markets

Disconnected View



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

Employee Focus



Bill Hughes & Katherine Raymond, Pitney Bowes



Reimagine

Future backward



Utopian Vision Development



Travis Parman, AppHarvest



Empowering Whole Person Health With Compassion & Innovation

Aligning Corporate Purpose

Dana Holmes, Health Care Service
Corporation (HCSV)

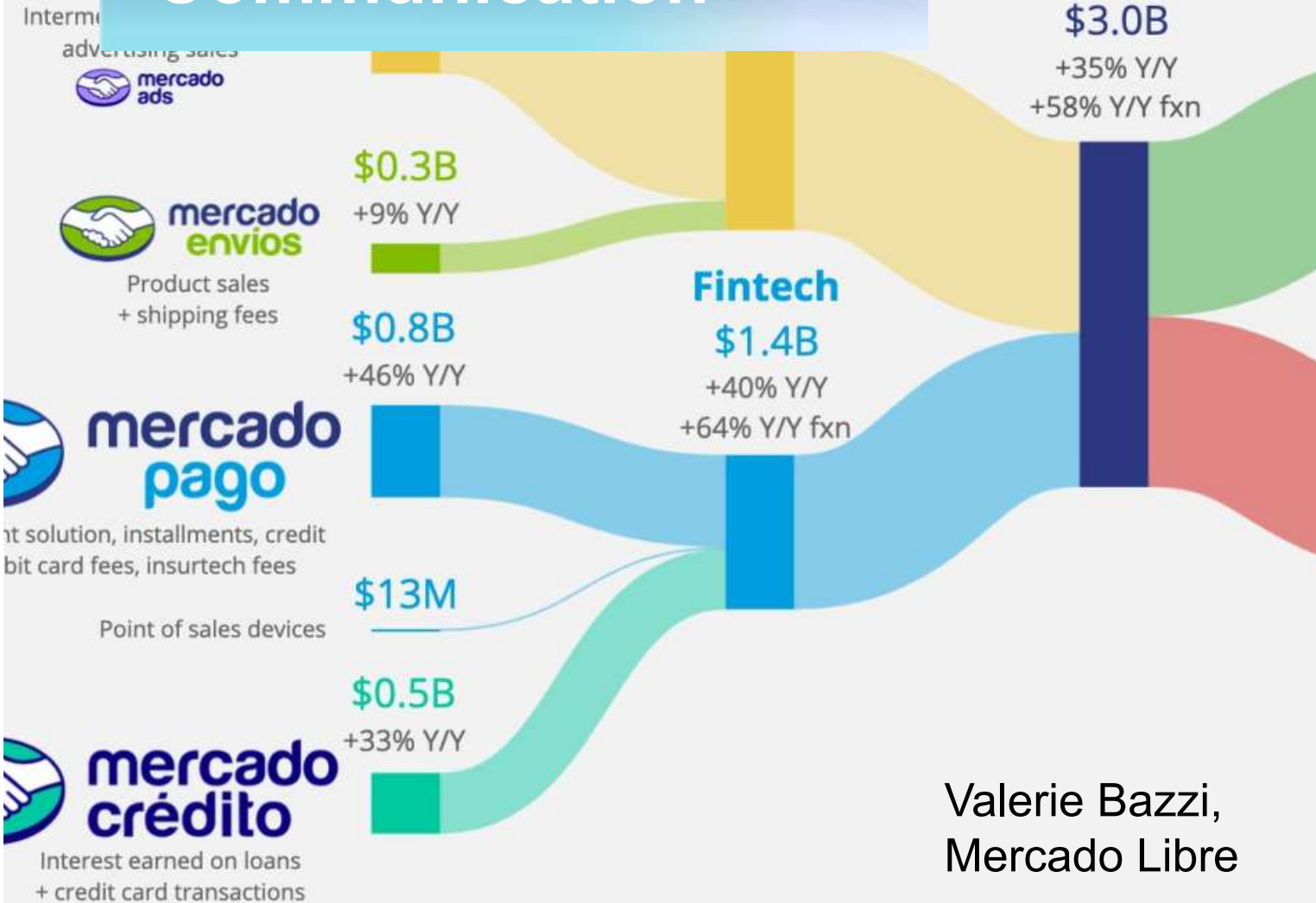


Focus

*Transformative
Change*



Holistic Strategy Communication



Valerie Bazzi,
Mercado Libre



With
New KPIs

charles SCHWAB

Joe Carberry



TheLayoff.com



glassdoor



Integrated Reporting

2023 ANNUAL INTEGRATED REPORT

A MESSAGE FROM

Takako Ohyabu

Chief Global Corporate Affairs
and Sustainability Officer



Organize

*Systemic
Interdependence*



Driving Systemic Change



Roberto Deamborgio, Enel



Collaborate with Marketing on Purpose

Mondelēz
International
SNACKING MADE RIGHT



Russ
Dyer

Collaborate with HR on Employer Brand



Whitney Eichinger



Collaborate with Investor Relations



intel.[®]

Tamara Smith

the Go-To Function



Craig Hodges,
VF Corporation



Co-create with new Ecosystem Partners

Jonathan Adashek, IBM



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



Let's create
education tools
skills gaps.



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 →



Unleash

Role Modelling

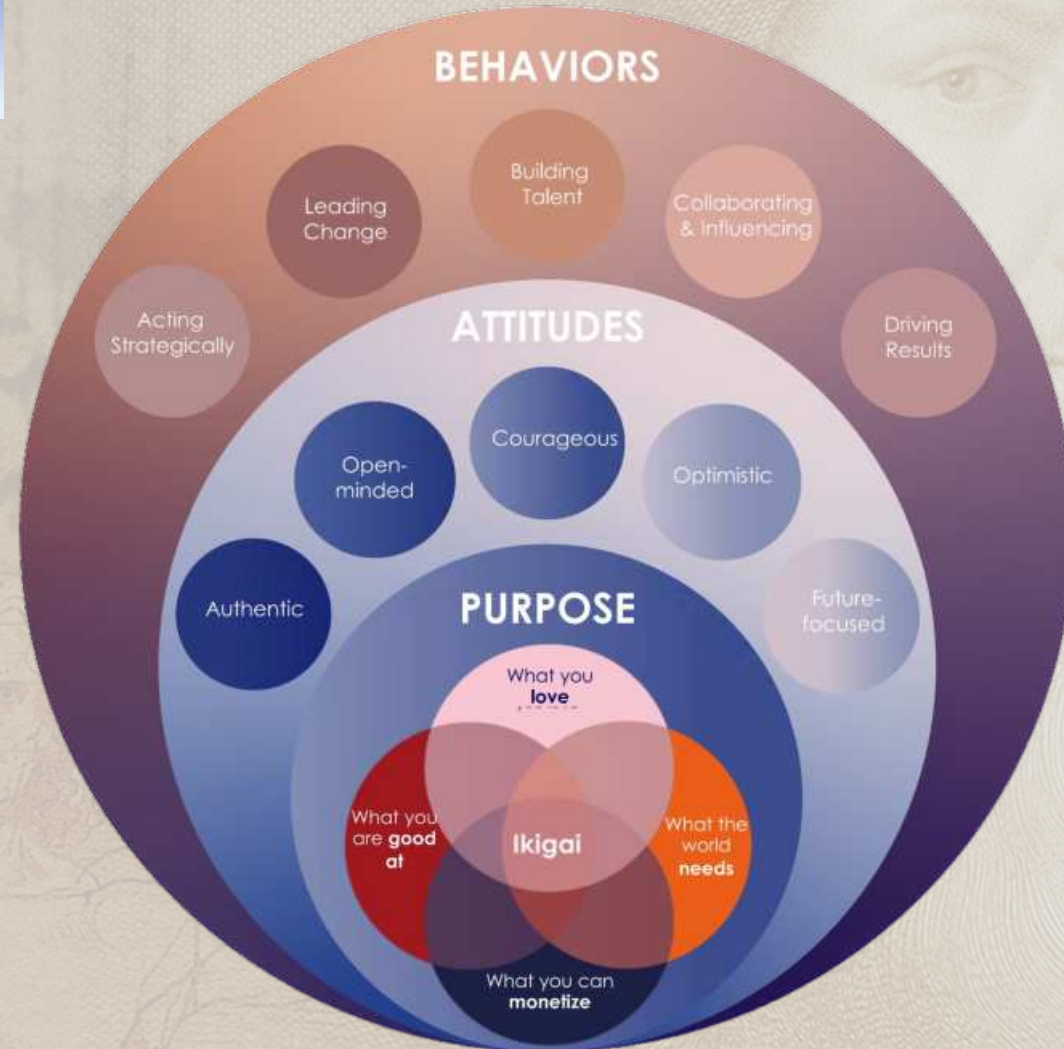
Da Vinci Leadership



Da Vinci Leader Profile

SpencerStuart

THE B TEAM ▶



Driving the Culture



LEADERS COMMUNICATIONS

LIXIL

Jin Song Montesano

Drivers of Humanized Growth



CCO as Pacesetter



Dan Bartlett, Walmart

Thank you!