

AREAS	ISSUES	DECISION MAKER	OWNERSHIP	INTERNAL STAKEHOLDER	EXTERNAL STAKEHOLDER	ACTIONS TO BE IMPLEMENTED	ALL FORMS OF VALUE OUTCOMES: SOME EXAMPLES
SUSTAINABLE AND LONG-TERM BUSINESS APPROACH	Management By Objective (MBO) long-term vesting period vs. short-term for C-Suites, key leaders, sales force	Board of Directors	Board of Directors Remuneration Committee, HR	CEO, Leadership Team, Sales Force	Institutional investors, trade unions, analysts	<ul style="list-style-type: none"> HR management and the integration of all factors of value creation Lead a gap analysis between present HR management and six capitals approach integration Scheduling of the new requirements, decision-making, process and KPIs, ESOP (Employee Stock Ownership Plan), MBO long-term vesting period 	<p>Financial:</p> <ul style="list-style-type: none"> Impacts on expectations towards stock pricing in financial analysts perspective Investor perspective of potential risk mitigation over the long-term Stronger link of sales force and executive salaries to value creation for the company <p>Social and relationship:</p> <ul style="list-style-type: none"> Positive impacts on company reputation <p>Human:</p> <ul style="list-style-type: none"> Less turnover and more engagement of sales force and company executives <p>Natural:</p> <ul style="list-style-type: none"> Better management of the natural resources and better interaction between the organization and its environment <p>Intellectual:</p> <ul style="list-style-type: none"> More extended consideration for long-term innovation
	External factors such as social, cultural, technological, environmental and political changes affect the organization's ability to create value in the short, medium or long-term, leading to increased business context complexity; higher and faster degree of change needed.	Board of Directors, CEO	Leadership Team	Strategic Planning, Enterprise Risk Management, Research & Development Sustainability Officer	Relevant stakeholders based on stakeholder mapping, consultants and EESG, Big Data analysts and scientists	<ul style="list-style-type: none"> Integrated Big Data sourced and systemic analysis of the inputs coming from the company stakeholders (peers, best practices, regulators, media, other stakeholders) to identify in advance risks and opportunities and provide constantly updated issue mapping (eg: Board Materiality Statement) 	<p>Financial:</p> <ul style="list-style-type: none"> Higher quality risks and opportunities analysis Better value creation over the long-term <p>Social and relationship:</p> <ul style="list-style-type: none"> Alignment between organization strategy and stakeholder expectations in medium and long-term Reputation as an organization that "leads the change" <p>Natural:</p> <ul style="list-style-type: none"> Better management of the natural resources and better interaction between the organization and its environment
	Unique Selling Value Proposition (USVP): from reason to buy to reason to believe	Leadership Team	MKTG	Sales, Marketing & Communication dpts, Sustainability Officer	Customers, clients, opinion leaders, investors, local communities, consultants, survey providers, supply chain	<ul style="list-style-type: none"> Qualitative and quantitative surveys on stakeholder perception evolution from reason to buy to reason to believe Best practice sharing (internal and external) Selling proposition review in order to make it more stakeholder centered Action plan to increase sales awareness and competency in all forms of value creation (six capitals) and related behaviors 	<p>Financial:</p> <ul style="list-style-type: none"> Enhanced value creation capability through the engagement process <p>Social and relationship:</p> <ul style="list-style-type: none"> Enhanced loyalty and engagement and reputation of stakeholders <p>Human:</p> <ul style="list-style-type: none"> Engagement
GOVERNANCE	Integrated governance competencies and procedures	Board of Directors	General Counsel	CEO, Investor Relations, Enterprise Risk Management	Best practices, industry representatives and associations, investors, analysts, consultants	<ul style="list-style-type: none"> Assessment, review and integration of the governance structure based on the six capitals approach Introduction of specific monitoring tools based on the same approach Integrated thinking change readiness analysis of Board of Directors 	<p>Financial:</p> <ul style="list-style-type: none"> Better value creation over the long-term Impacts on expectations toward stock pricing in financial analysts perspectives Investor perspective of potential risk mitigation over the long-term <p>Social and relationship:</p> <ul style="list-style-type: none"> Organization reputation <p>Human:</p> <ul style="list-style-type: none"> Development of specific sustainable business know-how by the management and a better understanding of the organization's value creation process <p>Natural:</p> <ul style="list-style-type: none"> Better management of the natural resources and a better interaction between the organization and its environment
STRATEGY	To review and integrate the strategic or industrial plan to increase all forms of value creation (six capitals); embed all forms of value creation (six capitals) into the business model; effective strategy cascading	CEO	Leadership Team	Strategic Planning Chief Financial Officer, Investor Relations, already existing integrated thinking best practices, Enterprise Risk Management, with approval from the Board of Directors	Best practices in integrated thinking, investors, financial analysts, consultants	<ul style="list-style-type: none"> Analyze integrated thinking best practices and related business performance Integrate strategic or industrial plan and business model with all forms of value creation (six capitals) Assess already-existing integrated thinking initiatives in order to minimize change resistance and efforts 	<p>Financial:</p> <ul style="list-style-type: none"> Better value creation over the long-term Maximization of benefit with minimized financial effort Impacts on expectations towards stock pricing in financial analysts perspective Investor perspective of potential risk mitigation over the long-term <p>Social and relationship:</p> <ul style="list-style-type: none"> Organization reputation <p>Human:</p> <ul style="list-style-type: none"> Development of specific know-how by the management and a better understanding of the company's value creation process Development of a "sense of belonging" to the organization and engagement at all levels <p>Natural:</p> <ul style="list-style-type: none"> Better management of the natural resources and a better interaction between the organization and its environment
ORGANIZATIONAL SET-UP AND DEVELOPMENT	From a silos to an integrated approach; develop connectivity throughout the organization, among all forms of value creation (six capitals), across organization borders (involving internal and external stakeholders)	CEO	Leadership Team	ICT, Research & Development, HR, Business Divisions	Best practices, culture and organization consultants	<ul style="list-style-type: none"> Increase inclusiveness and multi-functionality in working teams Pilot the new organization to capitalize on the existing and fill in the gaps Rethink research and development approach, from function to knowledge sharing Leverage ICT to facilitate collaboration and sharing across functions, hierarchies, groups, company borders (eg: introduction or enhancement of smart working) 	<p>Financial:</p> <ul style="list-style-type: none"> Better efficiency through fewer journeys Increased value creation through better-informed teams <p>Human:</p> <ul style="list-style-type: none"> Development of better out-of-the-box thinking capability <p>Social and relationship:</p> <ul style="list-style-type: none"> Better understanding of the customers' needs <p>Intellectual:</p> <ul style="list-style-type: none"> Development of innovation capability at every level of the organization
	Organic approach to change governance monitoring and leading the change process; key leaders appointed in the change steering committee; change competencies in the team to facilitate the integrated thinking Journey	Leadership Team	Multi-stakeholder Change Steering Committee	CFO, HR, Business Leaders, Sustainability Officer, other collaborating functions	Investors, financial analysts, consultants	<ul style="list-style-type: none"> Identify a steering committee or similar body to monitor and facilitate the journey Set up an organic change program Lead an assessment of change competencies and integrate them if necessary through training Set up a dashboard for change with relevant leading and lagging KPIs Elevator pitch for CEO/Chairman 	<p>Financial:</p> <ul style="list-style-type: none"> Investment in change management could generate costs in the short-term Potential positive long-term impact for a more efficient and effective (reporting) organization. This might include reorganization where a benefit is identified. Potential risk mitigation over the long-term <p>Social and relationship:</p> <ul style="list-style-type: none"> Organization reputation <p>Human:</p> <ul style="list-style-type: none"> Engagement
	ESG regulations increased 8x in the last two years (source: eRevalue/ Datamaran 2015); incumbent EU Directive on non-financial and diversity information for large and listed companies; think ahead and develop forward thinking to boost competitiveness: "beyond compliance"	Board of Directors	Chief Financial Officer and Legal Office	Internal Audit, Compliance, Sustainability Officer	Regulators, auditors, suppliers, industry representatives and associations	<ul style="list-style-type: none"> Development of hard and soft EESG regulations monitoring, networking and advocacy 	<p>Financial:</p> <ul style="list-style-type: none"> Reduced risks of litigation and fines <p>Social and relationship:</p> <ul style="list-style-type: none"> Reputation as a company that goes "beyond compliance" Better relations with regulators
	Give evidence and tell the story of all forms of the value creation (six capitals) process in real time, in a transparent manner, with feeds and interactions with stakeholders	CEO	Chief Financial Officer	Business Leaders and staff functions	Investors, financial analysts, Big Data scientists and analysts, assurance providers, consultants	<ul style="list-style-type: none"> Evolution from separate reporting to integrated reporting Definition of procedures in order to identify, acquire and manage relevant data and KPIs and to report in a transparent manner with real-time updates 	<p>Social and relationship:</p> <ul style="list-style-type: none"> Investors: better able to evaluate the organization real value and its impact on stock value <p>Human:</p> <ul style="list-style-type: none"> Better connection of information and collaboration among the functions of the organization Better connection of information and as such of the departments <p>All capitals:</p> <ul style="list-style-type: none"> Better management of the outcomes
COMPANY'S CULTURE	Long-Term Vision	Board of Directors	General Counsel	Investor Relations, Human Resources	Best cases, investors, consultants	<ul style="list-style-type: none"> Dedicated off-site meetings to define long-term vision for the company 	<p>Social and relationship:</p> <ul style="list-style-type: none"> Organization reputation <p>Human:</p> <ul style="list-style-type: none"> Engagement
	Shared generation of Sustainable Business culture	CEO	Leadership Team	Chief Financial Officer, General Counsel, Human Resources, Employees (with approval from the Board of Directors) Sustainability Officer	Investors, analysts, suppliers, consultants	<ul style="list-style-type: none"> Off-site meetings dedicated to rethinking the mission statement and code of ethics of the organization to integrate all forms of value creation (six capitals) Set-up of an organic and comprehensive cultural change plan 	<p>Financial:</p> <ul style="list-style-type: none"> Litigation risks mitigation <p>Social and relationship:</p> <ul style="list-style-type: none"> Company Reputation <p>Natural:</p> <ul style="list-style-type: none"> Supply chain (better monitoring of externalities) <p>Human:</p> <ul style="list-style-type: none"> Engagement due to the creation of a link between employee values and the targets and goals of the organization
	Walk the Talk and address resistance to change in Leadership Team	CEO	Leadership Team	Investor Relations, Human Resources	Best cases, investors, consultants	<ul style="list-style-type: none"> Integrated thinking change readiness analysis of Leadership Team Integrated leadership coaching sessions on all forms of value creation and connected behaviors (Walk the Talk)" 	<p>Social and relationship:</p> <ul style="list-style-type: none"> Organization reputation <p>Human:</p> <ul style="list-style-type: none"> Engagement
	Integrated thinking change readiness and engagement of extended employee populations to map levels of maturity and resistance	HR	HR, Sustainability Officer	Managers, Employees	Investors, analysts, consultants	<ul style="list-style-type: none"> Integrated thinking change readiness assessment of extended employee populations (listening tools, ONA, etc) Communications tools and processes (internal and external) Training on all forms of value creation (six capitals) and integrated behaviors embedded in all company training and inductions Integrated thinking Ambassadors Network, internal champions Best practices (other companies) sharing 	<p>Social and relationship:</p> <ul style="list-style-type: none"> Reputation and increased stakeholder engagement <p>Human:</p> <ul style="list-style-type: none"> Engagement
	Transparency and Coherence between internal and external communications	COMMS	COMMS	Investor Relations, General Counsel	Shareholders, investors, local communities and other relevant stakeholders	<ul style="list-style-type: none"> Issue and stakeholder mapping, integrated thinking engagement plan, identification of KPIs of different engagement initiatives 	<p>Financial:</p> <ul style="list-style-type: none"> Enhanced value creation capability through the engagement process <p>Social and Relationship:</p> <ul style="list-style-type: none"> Reputation and consistency <p>Human:</p> <ul style="list-style-type: none"> Engagement