

*MAKE*  
**INTEGRATED  
THINKING**  
*HAPPEN*

# ALIGNING CORPORATE PURPOSE WITH SUSTAINABLE STRATEGY



28 / 29 May 2018

LUISS Guido Carli  
Viale Romania, 32 Rome | Italy

ORGANIZED BY



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# CONCEPT NOTE

## WHY IT IS IMPORTANT TO ATTEND

In his 2018 annual letter to Standard & Poor's 500 CEOs, Larry Fink CEO of BlackRock (the world's largest asset owner), made a compelling case for sustainable value creation and corporate purpose: "Society is demanding that companies, both public and private, serve a social purpose. To prosper over time, **every company must not only deliver financial performance, but also show how it makes a positive contribution to society.**" Interestingly, few months earlier Apple CEO Tim Cook used a remarkably similar language about the role of business in society.

Aimed at discussing the urgent need for public and private organizations to **align corporate purpose with sustainable strategy** the objective of this Conference is to engage business organizations, investors, policy-makers, NGOs, professional bodies, consultants, and academics in conversations around creating long-term value through integrated management of economic, environmental, social and governance factors. **Make Integrated Thinking happen** is the series of annual conferences previously held in Rome (2016) and New York (2017) with the aim to further discuss how Responsible Leaders @ Purposeful Organizations™ endeavour to connect values and value through the implementation of inclusive business models.

**The story of why and how value creation is pursued, achieved, and sustained is important**, not only for company executives who are responsible for the successful stewardship of the business – but also for wider stakeholders. The motivation, integrity and significance of the value creation story is essential to building trust in organisations. For these reasons the conference will continue to explore integrated thinking, management, and reporting as a social innovation designed to support boards and executives in fulfilling their aspiration of building prosperous businesses and "societies" also through the contribution to the achievement of the Sustainable Development Goals (SDGs).

## CONFERENCE CHAIRS

Cristiano BUSCO (LUISS University and Roehampton Business School) | Sabina RATTI (FEEM and UN-SDSN Italia) | Angelo RICCABONI (University of Siena and PRIMA)

## CONFERENCE ORGANIZING COMMITTEE

Maria Federica IZZO (LUISS University) | Fabrizio GRANÀ (LUISS University) | Francesca DI DONATO (LUISS University) | Andjela PAVLOVIC (LUISS University) | Giulia ACHILLI (LUISS University) | Irma MALAFRONTI (Roehampton Business School) | Paolo TATICCHI (Imperial College London)



## TOPICS TO BE DISCUSSED

The aim of the 28th - 29th May Conference in Rome is **to provide a forum to discuss critical issues related to** how Integrated Thinking can build a bridge between corporate purpose and sustainable strategy, **while articulating a path able to achieve both financial performance and societal/environmental impact. Among others, the topics to be discussed include:**

- » *What is the ultimate purpose of Integrated Thinking, Management and Reporting?*
- » *What is the Executives' and the Board's view on Integrated Thinking and Reporting?*
- » *How to align corporate purpose to sustainable strategies and business model?*
- » *How can sustainable strategy contribute to the achievement of the SDGs?*
- » *What has been the impact of new regulatory frameworks on corporate reporting?*
- » *What is a business's sense of purpose? And what is the role of organizational leaders?*
- » *How is corporate purpose articulated, measured, and implemented within organizations?*
- » *How does the embrace of corporate purpose and Integrated Thinking improve the performance of the business and its ability to generate long-term sustainable value?*
- » *How can capital markets and investors incorporate respect for Integrated Thinking about business and sustainable strategies?*
- » *What kinds of political or institutional shifts might contribute to building an integrated and inclusive society focused on rewarding the alignment of corporate purpose with sustainable performance?*
- » *What is the role (if any) that Academia wishes (is expected) to play in the making of purposeful businesses and prosperous societies?*

# PROGRAM

28<sup>th</sup>

May 2018

## 10:00-10:30 > Arrivals and Registration

### 10:30-10:45 > Greetings & Beyond Representation Make Integrated Thinking Happen

Prof. Cristiano BUSCO, *LUISS (Italy) & Roehampton (UK)*

### 10:45-11:00 > Questions beyond Answers Integrated Thinking as Maieutic Machine

Prof. Paolo QUATTRONE, *University of Edinburgh (UK)*

### 11:00-11:20 > The view of the IIRC

Neil STEVENSON, *IIRC*

### 11:20-12:30 > What Integrated Thinking means for us

Panel with 5/6 Companies representatives, with, among others:

**CHAIR:** Prof. Chiara MIO, *Full Professor Ca Foscari University of Venice, Italy*

**Tjeerd KRUMPELMAN**, *ABN Amro* | **Fay HOOSAIN**, *Sasol* | **Marianne DE BIE**,

*Schiphol Airport* | **Thomas ROUNDELL GREENE**, *JLL* | **Filippo BETTINI**, *Pirelli (tbc)*

| **Eleonora PESSINA**, *Pirelli (tbc)* | A representative from Atlantia/Unicredit **(tbc)**

### 12:30-13:10 > Understanding Integrated Thinking as it happens Opportunities for research

With, among others:

**CHAIR:** Prof. Robert SCAPENS, *Alliance Manchester Business School, UK*

**Charl DE VILLIERS**, *The University of Auckland, New Zealand* | **Enrico**

**GIOVANNINI**, *Royal Holloway University of London* | **Federico BARNABÈ**,

*University of Siena, Italy* | **Massimo CONTRAFATTO**, *University of Bergamo, Italy*

| **Jeffrey UNERMAN**, *Royal Holloway University of London* | **Chiara CHIUCCHI**,

*University of Ancona-Marche, Italy*

## 13:10-14:00 > Lunch buffet

Kindly offered by The Visual Agency

### 14:00-14:15 > Institutional Greetings and Opening

Giovanni LO STORTO, *General Manager LUISS (Italy)*

### 14:15-14:30 > Opening Talk

Prof. Enrico GIOVANNINI, *ASVIS*

### 14:30-15:00 > Reporting on business's external impacts: what do we know?

Prof. Jeffrey UNERMAN, *Royal Holloway University of London*

**15:00-15:50 > Climate Action - Value Creation through Risk Mitigation and by leveraging the opportunities of an integrated approach to Sustainable Strategy**

*Round Table*

**CHAIR: Prof. Sabina RATTI**, Executive Director, FEEM

**Stefano PAREGLIO**, Catholic University, Milan and FEEM | **Aldo RAVAZZI DOUVAN**,

Senior Economist Italian Ministry for the Environment | A representative from PwC

| A representative from Eni (tbc)

**15:50-16:40 > Sustainable Value Chain: A Focus on Food**

*Round Table*

**CHAIR: Prof. Angelo Riccaboni**, University of Siena & Fundación PRIMA

A representative from Barilla (tbc) | A representative from Carrefour (tbc) | A

representative from Federalimentare (tbc) | A representative from additional

company (tbc)

**16:40-17:00 > Coffee break**

**17:00-17:30 > Financial reporting for investors**

**Do the financial statements give them what they need?**

**Baruch LEV**, New York University, STERN Business School

**17:30-18:15 > Practitioners' view**

*Round Table with Companies representatives and led by KPMG/PwC*

**CHAIR: Prof. Alessandro LAI**, University of Verona, Italy

**Massimo ROMANO**, Generali | **Nola RICHARDS**, Barclays SA | **Leigh ROBERTS**,

Integrated Reporting Committee, South Africa | **Neil STEVENSON**, IIRC | A

representative from Atlantia/Unicredit (tbc) | A representative from Terna (tbc)

**18:15-19:00 > Aligning Corporate Purpose with Sustainable Strategy**

*A conversation with*

**Alessandro PROFUMO**, CEO Leonardo

**19:00 > Wine reception**

Kindly offered by Wine & Siena (tbc)

**08:30-09:15 > Arrivals and Registration****09:15-09:25 > Welcome and Institutional greetings****09:25-09:40 > Opening remarks**Prof. Angelo **RICCABONI**, *University of Siena & Chair | Fundación PRIMA***ALIGNING CORPORATE PURPOSE WITH SUSTAINABLE STRATEGY**1<sup>ST</sup> PART**09:40-10:00 > The Role of Purpose**Loughlin **HICKEY**, *A Blueprint for Better Business***10:00-10:20 > A Sense of Purpose: BlackRock's view**Andrea **VIGANÒ**, *BlackRock (tbc)***10:20-11:00 > Investors perspectives****MODERATOR:** Luca **TESTONI**, *Editor in Chief | ETicaNews & Coordinator | Integrated Governance Index*

Candriam, CEO ITALIA | A representative from MSCI | A representative from CDP (tbc) | A representative from BMO (tbc) | A representative from BNP (tbc)

**11:00-11:20 > Coffee break****ALIGNING CORPORATE PURPOSE WITH SUSTAINABLE STRATEGY**2<sup>ND</sup> PART**11:20-12:00 > Regulators perspectives****MODERATOR:** Elena **BONANNI**, *Chief Editor | TopLegal & Coordinator | Integrated Governance Index***Philippe PEUCH-LESTRADE**, *IIRC, London* | **Leigh ROBERTS**, *Integrated Reporting Committee, South Africa* | A representative from CONSOB | A representative from Borsa Italiana London Stock Exchange**12:00-13:00 > Directors and Boards perspectives****MODERATOR:** Livia **PIERMATTEI**, *NEDCommunity***Chiara MIO**, *Full Professor | Ca Foscari University, Venice & President | Crédit Agricole FriulAdria (Gruppo Bancario Crédit Agricole), Italy* | **Sabrina Bruno**, *Board Member SNAM* | **Antonino Turicchi**, *Board Member Leonardo/MPS* | **Patrizia Giangualano**, *Board Member UBI Banca* | **Paola Tagliavini (tbc)** | **Stefania Petruccioli**, *Board Member Delonghi, Interpump & RCS (tbc)***13:00-14:00 > Networking and lunch buffet**

**14:00-14:20 > Purpose Beyond Profit**

Nick TOPAZIO, *CIMA-AICPA*

**14:20-14:50 > A conversation with**

Stefania BARIATTI, *President | MPS*

**14:50-15:50 > Make Integrated Thinking Happen: "our journey"**

"TEDx type" talk (Includes the view from Academia)

Raffaella LUGLINI, *Leonardo* | Manuel LIOTTA, *Leonardo* | Fay HOOSAIN, *Sasol*

| Lorenza Barsanti, *SNAM* | Filippo BETTINI, *Pirelli* | Eleonora PESSINA, *Pirelli*

| Thomas ROUNDELL GREENE, *JLL* | Michele PERRINO, *Medtronic Italia* | Nola

RICHARDS, *Barclays SA* | Charl DE VILLIERS, *The University of Auckland, New*

*Zealand* | Jeffrey UNERMAN, *Royal Holloway University of London*

**15:50-16:30 > The new regulatory frameworks: Challenges and Opportunities**

Massimo ROMANO, *Generali* | Marianne DE BIE, *Schiphol Airport* | Tjeerd

KRUMPELMAN, *ABN Amro* | A representative from ENI (tbc) | A representative

from Atlantia (tbc) | A representative from Unicredit (tbc)

**16:30-16:45 > Coffee break**

**MANIFESTO OF CORPORATE SOCIAL RESPONSIBILITY | TOWARDS AGENDA 2030**

CONFINDUSTRIA (General Confederation of Italian Industry)

*in Italian (with simultaneous translation in English)*

**MODERATOR > Cristiano BUSCO, LUISS, Italy & Roehampton, UK**

**16:45-17:00 > Welcome and Institutional greetings**

Paola SEVERINO, *Rector LUISS*

**17:00-17:15 > Introduction to Confindustria Manifesto - CSR towards Agenda 2030**

Rossana REVELLO, *President Tech Group CSR* | Sabrina FLORIO, *President Anima*

**17:15-17:45 > The view of Responsible Leaders**

Claudia CATTANI, *President RFI* | Luisa TODINI, *President Todini Costruzioni e*

*Comitato Leonardo* | Luigi FERRARIS, *CEO Terna* | Alessio ROSSI, *President Young*

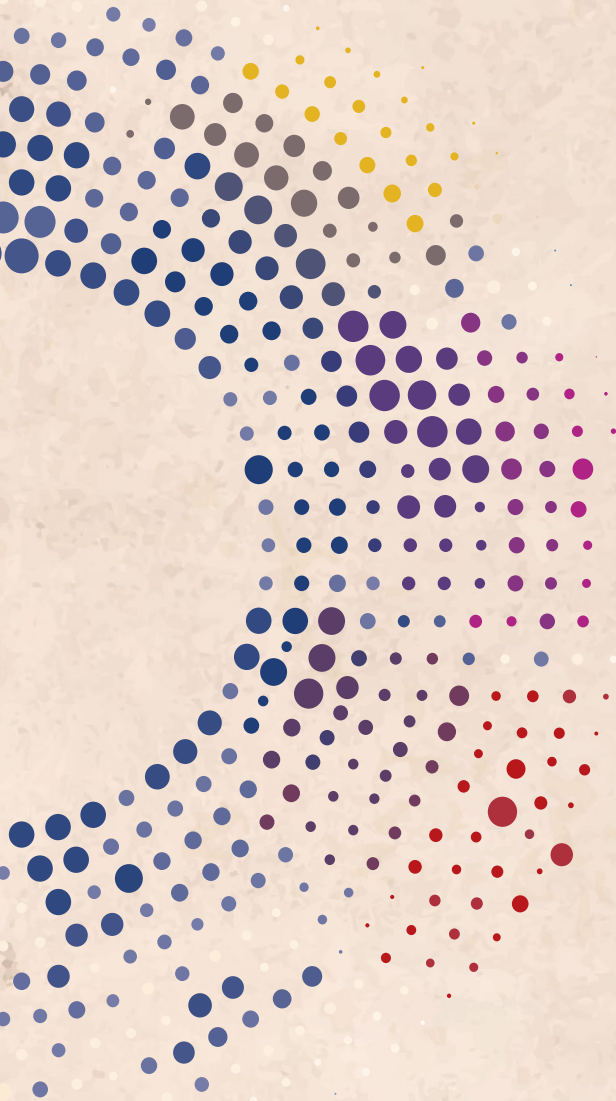
*Entrepreneur Confindustria* | Alessandro DECIO, *CEO Sace* | SACE BT (tbc) |

Giovanni CASTELLUCCI, *President e CEO Atlantia (tbc)* | Gianni Vittorio ARMANI,

*CEO Anas (tbc)*

**17:45-18:45 > Q&A as Leaders engage with Millennials and the Conference audience**

**18:45 > Wine reception**



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