

MAKE
INTEGRATED
THINKING
HAPPEN

ALIGNING CORPORATE PURPOSE WITH SUSTAINABLE STRATEGY

28th / 29th May 2018

LUISS Guido Carli
Viale Romania, 32 Rome | Italy

ORGANIZED BY

CO-ORGANIZERS BY



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 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*) | Fabrizio GRANÀ (*LUISS*) | Francesca DI DONATO (*LUISS*) | Andjela PAVLOVIC (*LUISS*) | Giulia ACHILLI (*LUISS*) | Irma MALAFRONTE (*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

28th

May 2018

09:00 > Arrivals, registration and coffee

**10:00-10:10 > Greetings & Beyond Representation
Make Integrated Thinking Happen**

Prof. Cristiano BUSCO, *LUISS - Italy and Roehampton - UK*

10:10-10:30 > The view of the IIRC
Neil STEVENSON, *IIRC*

10:30-11:40 > What Integrated Thinking means for us

CHAired BY: Prof. Chiara MIO, *Ca' Foscari University Venice - Italy* with:
Fay HOOSAIN, *Sasol* | Marianne DE BIE, *Schiphol Airport* | Thomas ROUNDELL
GREENE, *JLL* | Eleonora PESSINA, *Pirelli* | Giuseppe ZAMMARCHI, *Unicredit* | Jean-
Yves ART, *Microsoft*

11:40-12:00 > What Integrated Thinking means for Generali

a conversation with

Giuseppe CATALANO, *Company Secretary of Assicurazioni Generali*
led by Paolo BERSANI, *Partner PwC*

**12:00-13:00 > Understanding Integrated Thinking as it happens: opportunities for
research**

CHAired BY: Prof. Robert SCAPENS, *Alliance Manchester Business School - UK*
Prof. Charl DE VILLIERS, *The University of Auckland, New Zealand* | Prof. Serena
CHIUCCHI, *University of Ancona-Marche, Italy* | Prof. Federico BARNABÈ, *University
of Siena - Italy* | Prof. Massimo CONTRAFATTO, *University of Bergamo - Italy* | Prof.
Jeffrey UNERMAN, *Royal Holloway University of London - UK* | Prof. Caroline KAEB,
The Wharton School, University of Pennsylvania

13:00-14:00 > Lunch buffet

Kindly offered by The Visual Agency

14:00-14:05 > Institutional Greetings

Giovanni LO STORTO, *General Manager, LUISS*

14:05-14:20 > Opening Talk

Prof. Enrico GIOVANNINI, *ASVIS and University of Rome "Tor Vergata"*

14:20-14:50 > Reporting on business's external impacts: what do we know?

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

14:50-15:40 > Climate Action - Value Creation through Risk Mitigation and by leveraging the opportunities of an integrated approach to Sustainable Strategy

Round Table

CHAired BY: Sabina RATTI, Executive Director, FEEM

Prof. Stefano PAREGLIO, Catholic University, Milan and FEEM | Giovanni MILANI, Eni | Rossana FUSCO, Eni | Paolo BERSANI, PwC | Aldo RAVAZZI DOUVAN, Italian Ministry for the Environment

15:40-16:30 > Sustainable Value Chain: A Focus on Food

Round Table

CHAired BY: Prof. Angelo RICCABONI, PRIMA and University of Siena

Roberto CIATI, Barilla | Angelo Stavro Vittorio ZAMBRINI, Granarolo S.p.A. | Massimiliano BOCCARDELLI, Federalimentare | Luca MORANDI, Indaco Venture Partners | Prof. Paola DE BERNARDI, University of Turin, Italy | Rosa PRATI/ Giovanni MARANI, CAVIRO Distillerie s.r.l

16:30-16:50 > Coffee break

16:50-17:20 > Financial reporting for investors

Do the financial statements give them what they need?

Prof. Baruch LEV, New York University, STERN Business School

17:20-18:20 > Practitioners' view on "Reporting for investors and the new regulatory frameworks: Challenges and Opportunities"

CHAired by: Prof. Alessandro LAI, University of Verona, Italy

Massimo ROMANO, Assicurazioni Generali | Nola RICHARDS, Barclays SA | Tjeerd KRUMPELMAN, ABN Amro | Leigh ROBERTS, Integrated Reporting Committee, South Africa | Neil STEVENSON, IIRC | Sara LOVISOLO, London Stock Exchange Group | Raffaella BORDOGNA, Eni

18:20-19:00 > Aligning Corporate Purpose with Sustainable Strategy

A conversation with

Alessandro PROFUMO, CEO Leonardo

Led by > Gianni RIOTTA, Columnist "La Stampa" e Coordinator Master Macom, LUISS

19:00 > Wine reception

Kindly offered by Wine & Siena

08:45 > Arrivals, registration and coffee**09:15-09:30 > Opening remarks**

Prof. Angelo **RICCABONI**, *University of Siena - Italy*

ALIGNING CORPORATE PURPOSE WITH SUSTAINABLE STRATEGY 1ST PART**09:30-09:50 > The Role of Purpose**

Loughlin **HICKEY**, *A Blueprint for Better Business*

09:50-10:10 > A Sense of Purpose: BlackRock's view

Andrea **VIGANÒ**, *BlackRock*

10:10-11:00 > Investors perspectives

CHAired BY: Luca **TESTONI**, *Editor in Chief | ETicaNews & Coordinator | Integrated Governance Index* | **Matthieu DAVID**, *Candriam Italia* | **Luca MORANDI**, *Indaco Venture Partners* | **Andrea VIGANÒ**, *BlackRock* | **Andrea DI SEGNI**, *Morrow Sodali* | **Gabriella FORTE**, *Invitalia* | **Edoardo REVIGLIO**, *Cassa Depositi e Prestiti*

11:00-11:20 > Coffee break**ALIGNING CORPORATE PURPOSE WITH SUSTAINABLE STRATEGY 2ND PART****11:20-12:00 > Regulators perspectives**

CHAired BY: Elena **BONANNI**, *Chief Editor | TopLegal & Coordinator | Integrated Governance Index* | **Angela CIAVARELLA**, *CONSOB* | **Leigh ROBERTS**, *Integrated Reporting Committee, South Africa* | **Philippe PEUCH-LESTRADE**, *IIRC* | **Francesca PALAMIDESSI**, *GRI* | A representative from Borsa Italiana London Stock Exchange (tbc)

12:00-13:00 > Integrated Thinking: A new leadership model for Board Members organized in collaboration with Nedcommunity

CHAired BY: Livia **PIERMATTEI**, *Managing Partner Methodos and Scientific Committee Nedcommunity* | **Prof. Chiara MIO**, *Full Professor, Ca Foscari University, Venice & President, Crédit Agricole FriulAdria* | **Prof. Sabrina BRUNO**, *Board Member SNAM and Nedcommunity* | **Antonino TURICCHI**, *Board Member Leonardo/MPS* | **Patrizia GIANGUALANO**, *Board Member UBI Banca and Nedcommunity* | **Prof. Paola TAGLIAVINI**, *Bocconi University and Nedcommunity, board member Rai Way, Interpump, Eurizon SGR* | **Stefania PETRUCCIOLI**, *Board Member Delonghi, Interpump & RCS* (tbc)

13:00-14:00 > Networking and lunch buffet**ALIGNING CORPORATE PURPOSE WITH SUSTAINABLE STRATEGY 3RD PART****14:00-14:15 > Purpose Beyond Profit**

Peter **SPENCE**, *CIMA-AICPA*

14:15-14:30 > Towards Inclusive Companies: Connecting Agility & Inclusion
Prof. Maria Giuseppina BRUNA, IPAG BS, France

14:30-15:20 > Make Integrated Thinking Happen: "our journey" - 1st part
CHAired BY: Prof. Charl DE VILLIERS, The University of Auckland, New Zealand
Raffaella LUGLINI, Leonardo | Manuel LIOTTA, Leonardo | Lorenza BARSANTI,
SNAM | Thomas ROUNDELL GREENE, JLL | Michele PERRINO, Medtronic Italia |
Nola RICHARDS, Barclays SA

15:20-16:00 > Make Integrated Thinking Happen: "our journey" - 2nd part
CHAired BY: Prof. Alessandro LAI, University of Verona, Italy
Fay HOOSAIN, Sasol | Massimo ROMANO, Assicurazioni Generali | Marianne DE
BIE, Schipol Airport | Tjeerd KRUMPELMAN, ABN Amro

16:00-16:10 > The management's role for power sustainability
Antonella PORTALUPI, Vice-President Manageritalia*

**16:10-17:00 > Integrating sustainability within organizational strategy and
business models***
CHAired BY: Marco MAFFEI, KPMG
Stefania BARIATTI, President MPS and Nedcommunity | Roberto MANNOZZI,
President ANDAF & CFO Group FS | Andrea ABODI, President Credito Sportivo
(tbc) | Cristina FINOCCHI MAHNE, Co-Chair WCD Foundation Italy, Board
Member Elica, Italiaonline & Banco Desio | Giovanni TEODORANI FABBRI, GM
Fater Group and P&G | Prof. Giovanni FIORI, LUISS | Prof. Maurizio ZOLLO,
Bocconi University

17:00-17:15 > Coffee break

MANIFESTO OF CORPORATE SOCIAL RESPONSIBILITY | TOWARDS AGENDA 2030*
CONFINDUSTRIA (General Confederation of Italian Industry)

MODERATOR > Prof. Cristiano BUSCO, LUISS, Italy & Roehampton, UK

17:15-17:20 > Welcome and Institutional greetings
Prof. Alessandro ZATTONI, Dean Department of Business and Management LUISS

17:20-17:30 > Introduction to Confindustria Manifesto - CSR towards UN Agenda 2030
Rossana REVELLO, President Tech Group CSR | Sabrina FLORIO, President Anima

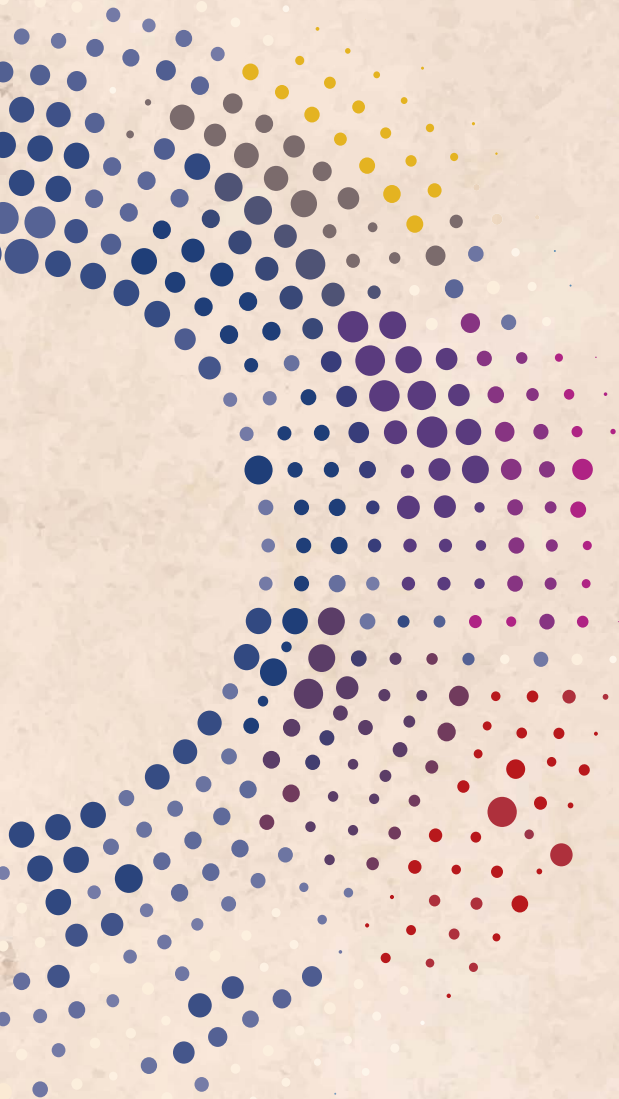
17:30-18:00 > The view of Leaders
Claudia CATTANI, President RFI | Luisa TODINI, President Todini Costruzioni
and Comitato Leonardo | Luigi FERRARIS, CEO Terna | Alessio ROSSI, President
Young Entrepreneur Confindustria | Alessandra RICCI, CEO Simest | Mariapia
GARAVAGLIA, President Roche Foundation

18:00-18:45 > Q&A as Leaders engage with Millennials and the Conference audience

18:45 > Wine reception

Kindly offered by Terna and Wine & Siena

* In Italian (with simultaneous translation in English)



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