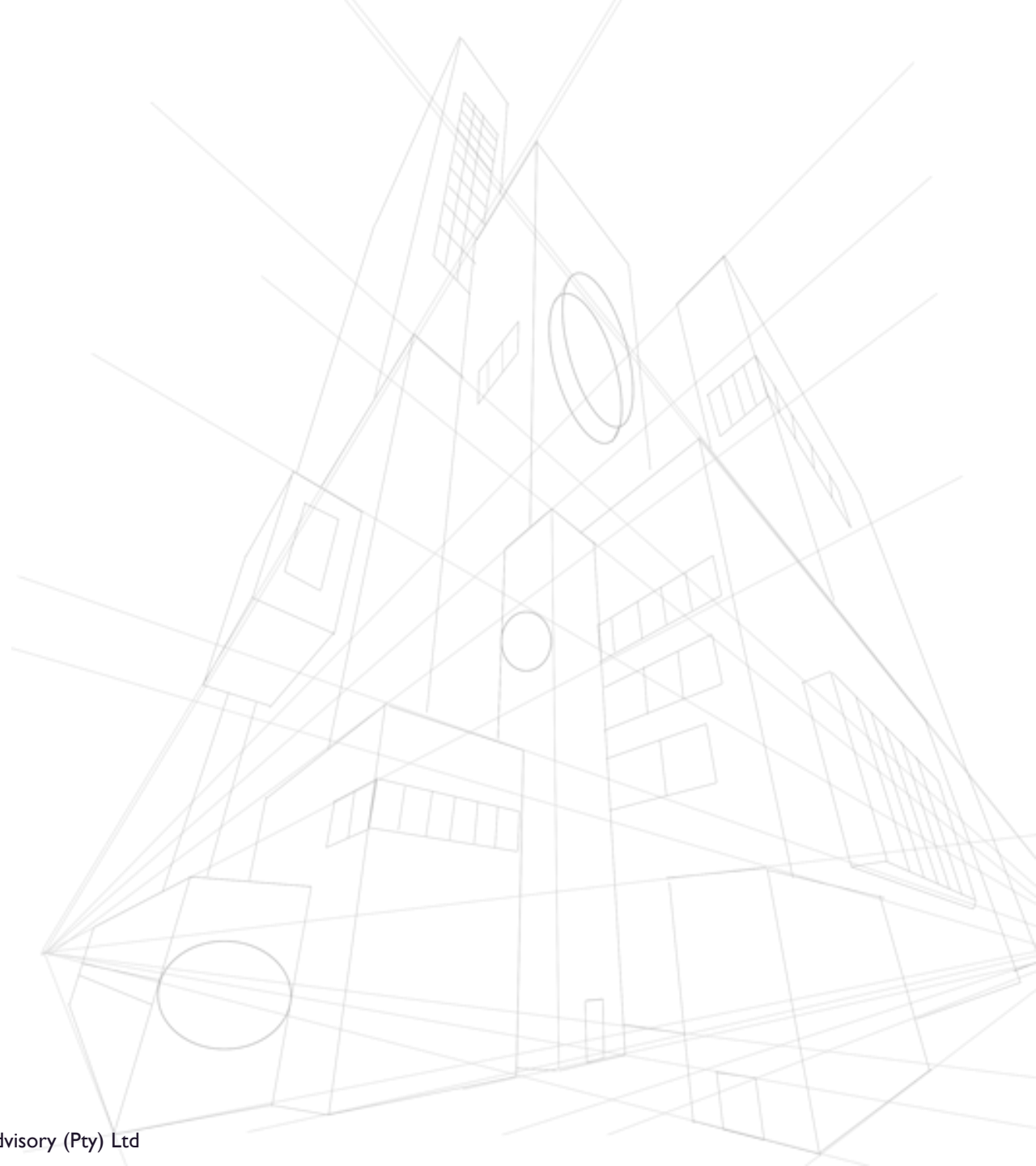




# BE GOOD, FOR WHEN IT'S BAD

How broad good practice in times of plenty prepares  
us for times of crisis



# WHO LED THE DIGITAL TRANSFORMATION OF YOUR COMPANY?

a) CEO

b) CTO

c) COVID-19

**WHO IS LEADING THE**  
**SUSTAINABILITY / RISK / STRATEGIC**  
**TRANSFORMATION OF YOUR COMPANY?**

# RISKS & SOCIETAL FAULT LINES

Fault lines are structurally built into our standard economic model and have been fracturing for a long time

## Risks

### Belgium



### Germany



### Russian Federation



### South Africa



### UK



## Fault lines in South Africa – an example



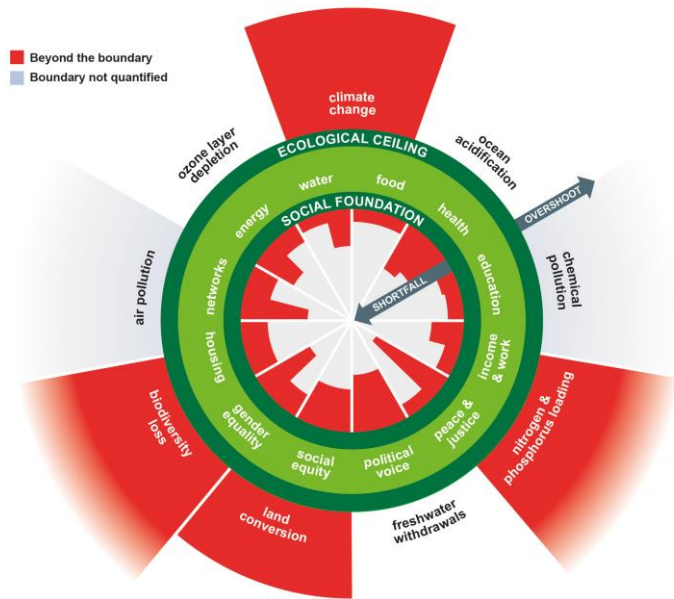
### IS DRIVEN BY ...

### DRIVERS THESE SDGS



# NEWER ECONOMIES AND MODELS

Newer models based on a sustainability imperative being developed



Doughnut

Circular

## OUTLINE OF A CIRCULAR ECONOMY

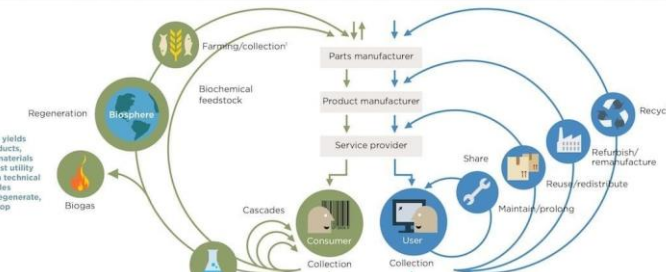
### PRINCIPLE 1

Preserve and enhance natural capital by controlling finite stocks and balancing renewable resource flows. ReSOLVE levels: regenerate, virtualise, exchange



### PRINCIPLE 2

Optimise resource yields by circulating products, components and materials in use at the highest utility at all times in both technical and biological cycles. ReSOLVE levels: regenerate, share, optimise, loop



### PRINCIPLE 3

Foster system effectiveness by revealing and designing out negative externalities. All ReSOLVE levels



1. Hunting and fishing  
2. Can take both post-harvest and post-consumer waste as an input  
Source: Ellen MacArthur Foundation, S&P, and McKinsey Center for Business and Environment. Drawing from Braungart & McDonough. Credit to Cradle (CIC).

Sharing

Innovation

Experience

Economies

# AT A CORPORATE LEVEL?

How do we translate these models to a company level? By asking (and answering!) three questions

## Economy

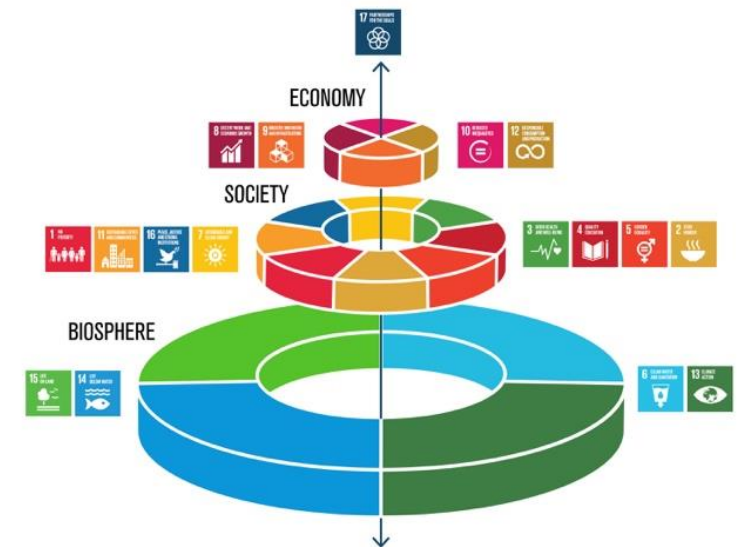
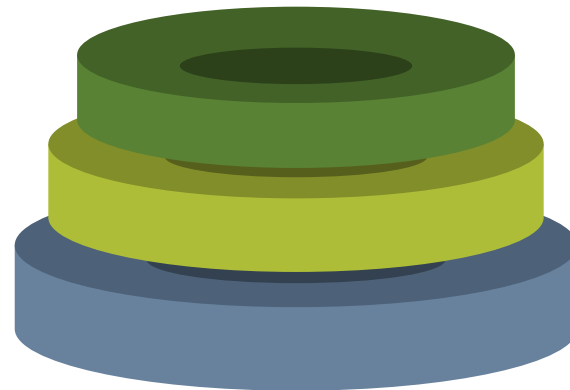
How are we contributing to the fiscus?

## Society

What are we doing to this generation?

## Environment

What are we leaving for future generations?



The Stockholm Institute

**CONTEMPLATE THE WHOLE VALUE OF THE COMPANY**

# CORPORATE WHOLE VALUE

Liquid capital vs Common good

## The “Liquid Capital” challenge

Short term returns, fear of failure, herd mentality



## The “Greater Good” challenge

Loudest voices, narrow interests, questioned incentives

# WHOLE VALUE PROVIDES STABILITY

A cogent narrative of Whole Value creates a platform for dialogue and progress

**De-risking  
benefits capital  
markets**



**Intent and  
accountability to  
society**

**Basis for  
dialogue and  
two-way  
accountability**



# HOW THE SDG FRAMEWORK REMAINS RELEVANT POST COVID

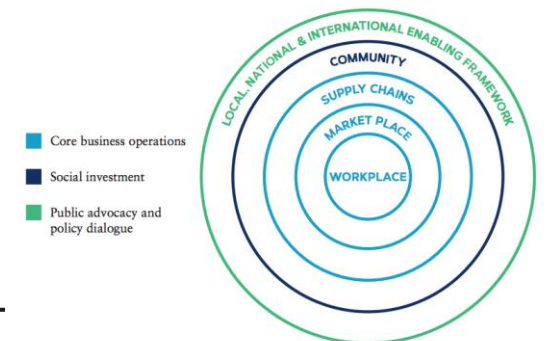
*The SDGs provide perhaps the best mediating framework for developing a comprehensive narrative regarding intent and whole value performance.*



*The SDGs are vertically integrated across four categories which define the four contexts in which businesses and society operate*

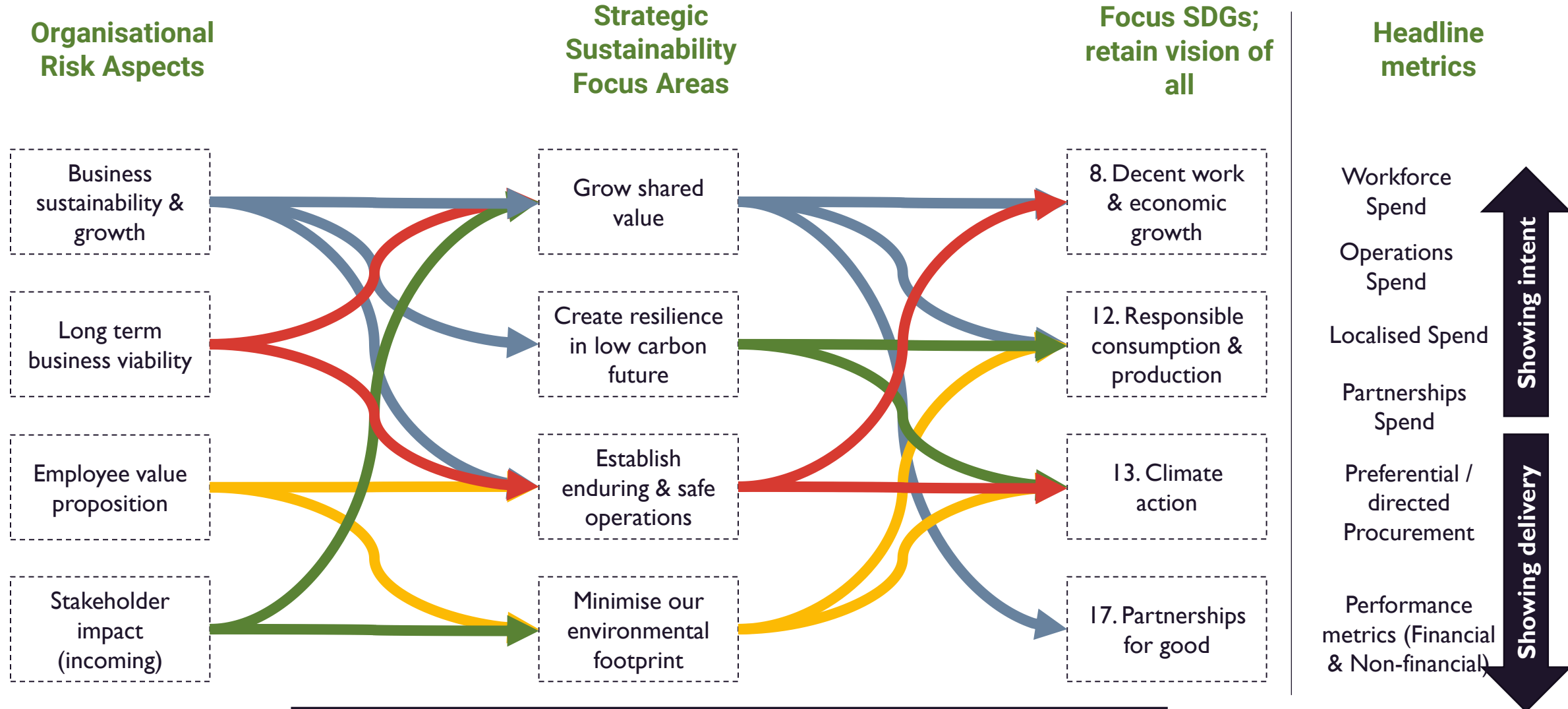


*The use of a systemic, non-linear, value chain view provides full visibility of impact drivers affecting the organization or industry, to optimize whole value creation*



# DRIVING STRATEGIC DECISIONS THROUGH WV

Sample strategic alignment from Oil and Gas



Client logo



**Total Production by Country - FY19**



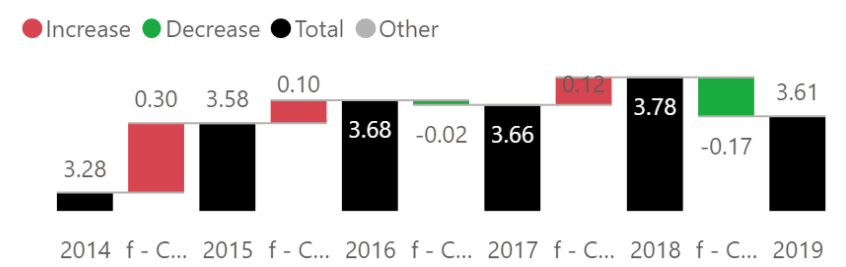
**Mapped Spend**



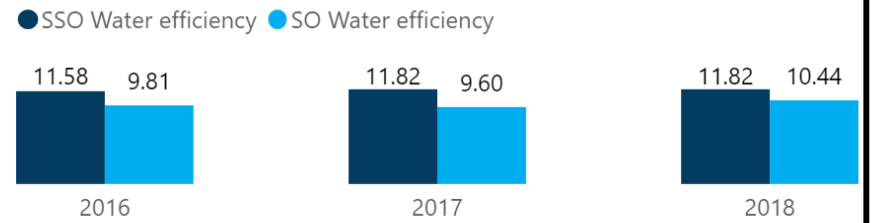
Initiatives	%GT Allocated Spend
	61.87%
	8.51%
	7.63%
	7.61%
	6.67%
	2.58%
	1.97%
	1.30%
	0.21%
<b>Total</b>	<b>100.00%</b>

**Key Performance Indicators & Linked Targets**

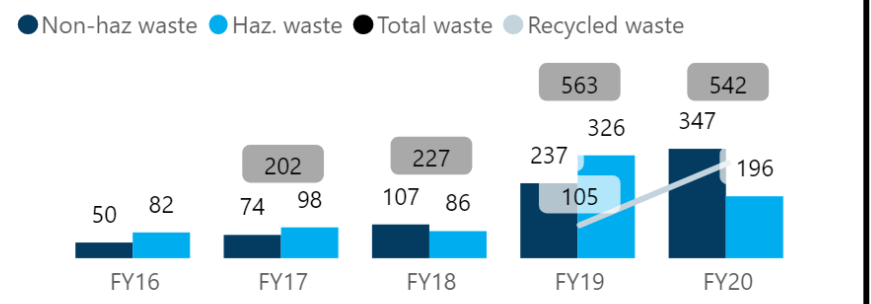
**GHG Intensity**



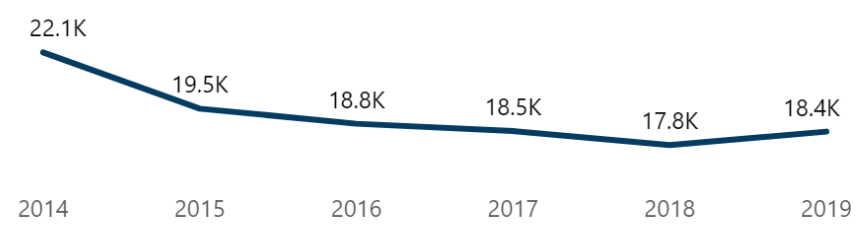
**Water efficiency**



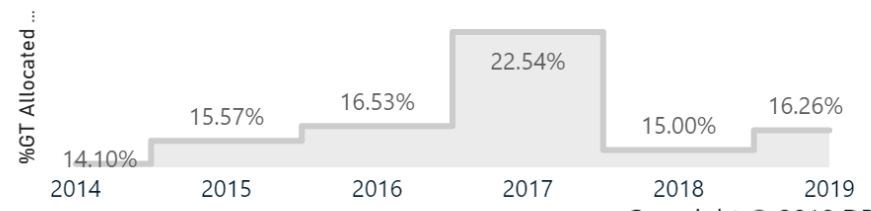
**Waste profile (Kt)**



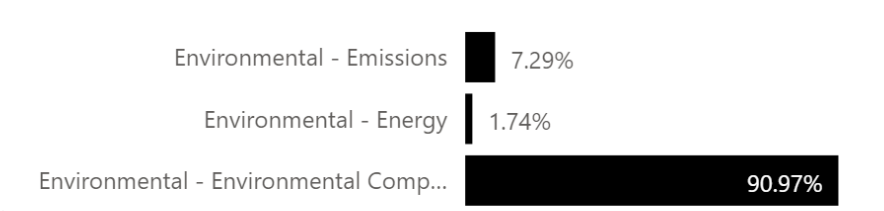
**Product meant for external sale (Kt)**



**Spend allocated to SDG 12**



**Allocations by GRI activity**



# SYSTEMIC STABILISATION

Taking a view across the whole system creates stability

- Build strategic resilience into your organisation through intentional approaches to interactions and ripples of impact
- Identify where fault lines expose and impact your organisation's risk profile to manage proactively
- Identify opportunities to engage and support public institutions to reimagine and repair societal fault lines proactively



# THANK YOU - QUESTIONS?



[www.dbkadvisory.com](http://www.dbkadvisory.com)

Presenters:

Aiden Choles – [aiden.choles@dbkadvisory.com](mailto:aiden.choles@dbkadvisory.com)

Zak Wood – [zak.wood@dbkadvisory.com](mailto:zak.wood@dbkadvisory.com)