

**Session:** Plenary – Purpose-Driven Business Impact

**Session Rapporteur:** Diana Watson

**Moderator:** Richard Ditizio, President and COO of the Milken Institute.

**Speakers:**

- Esther An, Chief Sustainability Officer, City Developments Limited
- Kelvin Wong, Assistant Managing Director, Singapore Economic Development Board (EDB)
- Pascal De Petrini, Chairman Asia, Danone
- Achal Agarwal, President, Kimberly-Clark Asia Pacific
- Lauren Moore, Vice President, Global Community Impact, Johnson & Johnson

**Key Takeways:**

- Corporates have the ability to be key influencers and change-makers to deliver and promote a positive social impact in the community.
- Building partnerships across stakeholder groups is key to achieving wide reaching results with a long term sustainable impact.
- Social and environmental ethos and values should be fully integrated across business functions.

**Esther An**

- In the past, real estate development and the construction industry did not have a good reputation for sustainability. However, City Developments Ltd have a strong conservation ethos built into their business operations and there is a strong focus on sustainability during the construction process, with the environment, resources and people in mind.
- They operate under the 3 Ps: Profit, people and the planet as making a return for their shareholders is important, but not when it is at the detriment to the planet.
- Esther noted that writing a cheque is the smallest part of their philanthropy process, instead her company prefers to have a sense of ownership over their programmes. There is a belief in the power of youth and their ability to influence a bigger group with more people coming on board the green community.

**Kelvin Wong**

- Oversees EDB's industry clusters including Logistics, Professional Services, International Organization Programme Office, Natural Resources and Contact Singapore; and also leads the initiative in Human Capital and Resource Development.
- Collaboration is the solution to sustainability problems and how the government, the private sector and non-profit organisations can collectively work together to build a long lasting sustainable impact.

### **Pascal de Patrini**

- Pascal spoke about the 'Danone Goals' and the company's mission to bring healthy food to the public. In many ways, the mission is becoming harder to achieve as the food system is currently reaching its limit: obesity is on the rise and so is malnutrition, there are water shortages and food wastage. A food revolution is needed to challenge our behaviours and provide a more socially responsible way of living.
- Consumers (especially millennials) make a choice about the world they want to live in and the current direction of travel is for positive working practices. Responsibility is part of Danone's DNA and this does not stop at the factory gate.
- It is a responsibility towards the communities they work in and the environment. Having a dual economic and social agenda is essential for long term sustainability and Danone has set 9 long term goals to be achieved by 2030, which is a mixture of a business model and a trust model. The former refers to the ambition to grow as a B Corp, using the core of the business to solve social and environmental issues. They have a commitment to grow in an inclusive way, pioneering initiatives to foster inclusive growth especially for people along the value chain.
- Part of this involved a commitment to non-GMO (Genetically Modified Organism) foods. They feel it is their responsibility to be sustainable and that they need to foster biodiversity; going non-GMO is the way to achieve this. They are creating a movement through this bold statement. It rallies a lot of people very quickly, but you need to partner with many types of stakeholders to achieve it.

### **Achal Agarwal**

- Addressed Kimberly-Clark's sustainability in the context of deforestation. Sustainability is embedded in the business with a focus on 5 areas:
  - social impact
  - forest and fibre
  - waste and recycling
  - energy and climate
  - supply chain.
- The company actively engages with communities that they operate in and their employees are also involved in the social impact programmes. Tree planting is of particular importance to the organisation and it has planted over 50 million trees in South Korea over the last 2 decades.
- Kimberly-Clark also runs a programme called 'No Baby left Unhugged' in light of their Huggies diapers being part of their business. This programme sees midwives, doctors and nurses in rural areas being given the necessary support to help babies and infants. In Singapore the company has distributed 1 million diapers to needy mothers and their babies.

### **Lauren Moore**

- Johnson & Johnson, the largest and most broadly-based healthcare company in the world.

- The business is trying to innovate in order to save lives. They have a market based approach to bring assets and resources together to understand the role that the organisation can play. This involves looking at the component parts of the organisation, leveraging all the assets including the philanthropic resources.
- Their main challenge as a large organisation is coordinating and collaborating across business areas to ensure that they focus and refine their processes to deliver impact. All businesses have different resources and assets at their disposal. Understanding these resources and the reach that can be achieved with them is very important.

**Q & A:**

**Q:** *A member of the audience noted that investing in forest cover is divorced from the development and nature conversation. When and how do those two elements integrate?*

**Achal:** Kimberly-Clark uses pulp that is certified, which means that it involves a process of sustainable forestry. Consequently, we aren't destroying the rainforest and are only using sustainable and renewable resources.

**Q:** *A member of the audience specifically questioned Achal about how to get employees engaged in wider environmental conservation issues other than tree planting.*

**Achal:** Ultimately it is about leadership and the vision the leader has when they engage with their employees. They have to have a clear view of what the company stands for, define what they want to be held accountable for and how they want to engage with their communities. Consequently, people will want to work for the company because they have a shared belief in their values.

**Q:** *Esther was questioned about her organisation's focus on profit, people and purpose, and which of these is the priority.*

**Esther:** Every industry has some responsibility, but no one organisation can do this alone. Energy efficiency is a key priority and they look to build in a 'green' manner and using renewable energy. In regard to the 3 p's, purpose comes first.