

The why, what and how of just and regenerative business

Dr Sally Uren, May 2023

Introducing Forum for the Future

Forum for the Future is a leading international sustainability non-profit with offices in London, New York, Singapore and Mumbai.

We specialize in addressing critical global challenges by catalysing change in key systems.

For over 25 years, we've been working in partnership with business, governments and civil society to **accelerate transformation toward a just and regenerative future.**

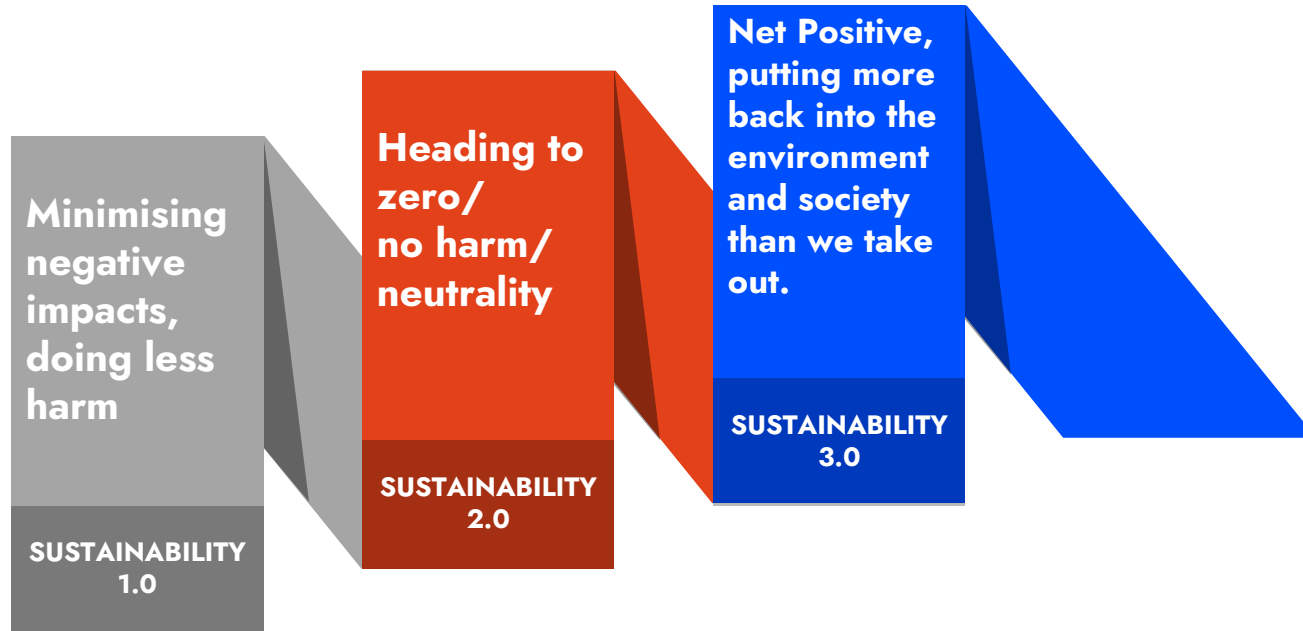








The swift evolution of corporate sustainability. This is where we landed two years ago



Pretty ambitious?

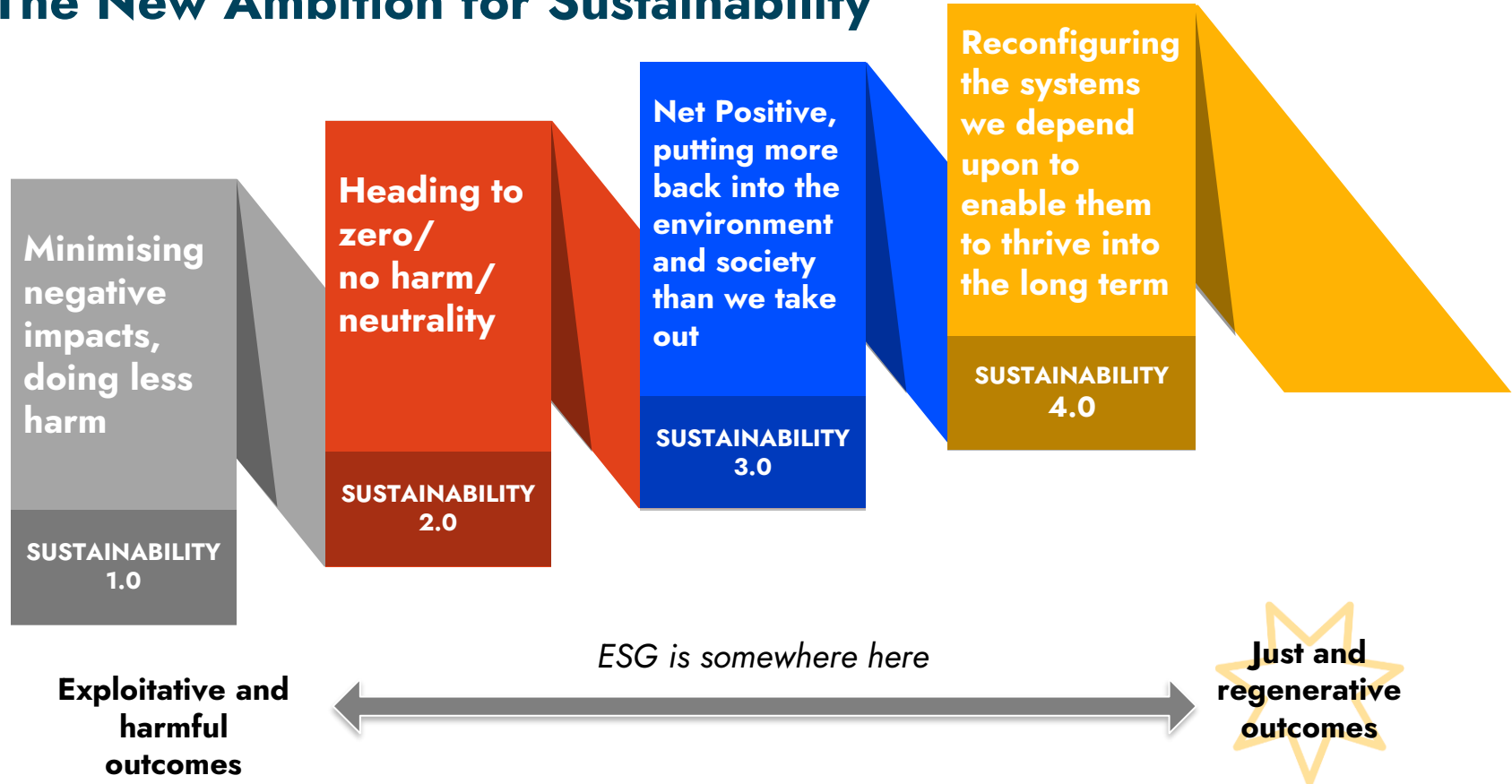
Yes, and no

'If nature was a bank, it would have been bailed out a long time ago'.

In order to effectively 'bail out' nature long-term, we must create the conditions in which natural and social capital can regenerate themselves.

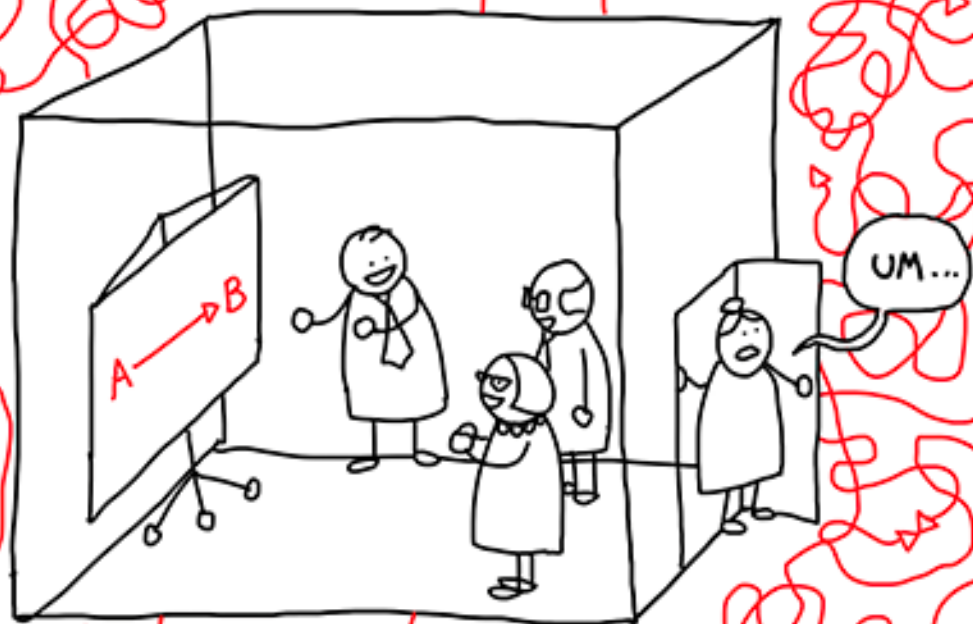
Otherwise, we will always need a bail-out.

The New Ambition for Sustainability



A just and regenerative approach

- Recognises planetary boundaries
- Creates and distributes value in new ways
- Understands that humans are a fundamental part of nature
- Respects everyone's universal rights and potential to thrive
- Is underpinned by system change



The food system isn't 'broken'



*What is the system designed to do?
Has the system's goal changed?
What do we want its goal to be?*

21.23	+9.32	[1.56%]
20.34	+0.32	[0.32%]
72.20	+0.32	[0.32%]
2,322.00	+3.12	[0.04%]
3.00	-9.33	[0.66%]
23.03	-3.38	[5.29%]
238.27	-7.93	[8.12%]
928.10	+3.03	[0.89%]
38.23	+0.34	[0.93%]
4.23	+0.00	[1.93%]
46.02	-3.23	[1.32%]
47.38	+3.98	[0.32%]
74.32	-3.21	[0.99%]
2,494.87	-0.32	[5.32%]
2.48	+9.73	[0.02%]
332.45	+2.09	[1.87%]
86.39	+3.03	[0.89%]
4.21	+0.34	[0.93%]
132.09	+0.00	[1.93%]
33.83	+2.23	[3.78%]
57.92	-2.23	[1.32%]
23.33	-2.21	[0.73%]
832.98	+3.98	[0.32%]
73.12	+1.32	[2.12%]
833.22	-3.21	[0.99%]
3,212.30	-0.32	[5.32%]
3.00	+9.73	[0.02%]
83.12	+2.09	[1.87%]
63.98	+9.32	[1.56%]
234.22	+0.32	[0.32%]
2.32	-0.21	[3.10%]
24.13	+3.33	[0.32%]
74.75	+0.32	[2.23%]
89.43	+4.10	[1.93%]
92.42	-0.43	[9.83%]
9329.32	+3.03	[0.89%]
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Is the goal of the system changing?

Traditional investment approach

Paradigm maintaining:
Maximise risk-adjusted financial returns

ESG Investing

Policy is adjusted but overall goal the same:
Maximise risk-adjusted financial returns using ESG investment criteria

Impact Investing

Emergence of new forms and world views:
Achieve specific social, environmental or other outcomes along with (or in lieu of) financial returns

Credit: UNEP Investment approaches and Impact Investment

A NEW WAY OF THINKING AND ACTING



A COMPASS FOR JUST AND REGENERATIVE BUSINESS

Produced by



In partnership with



November 2021

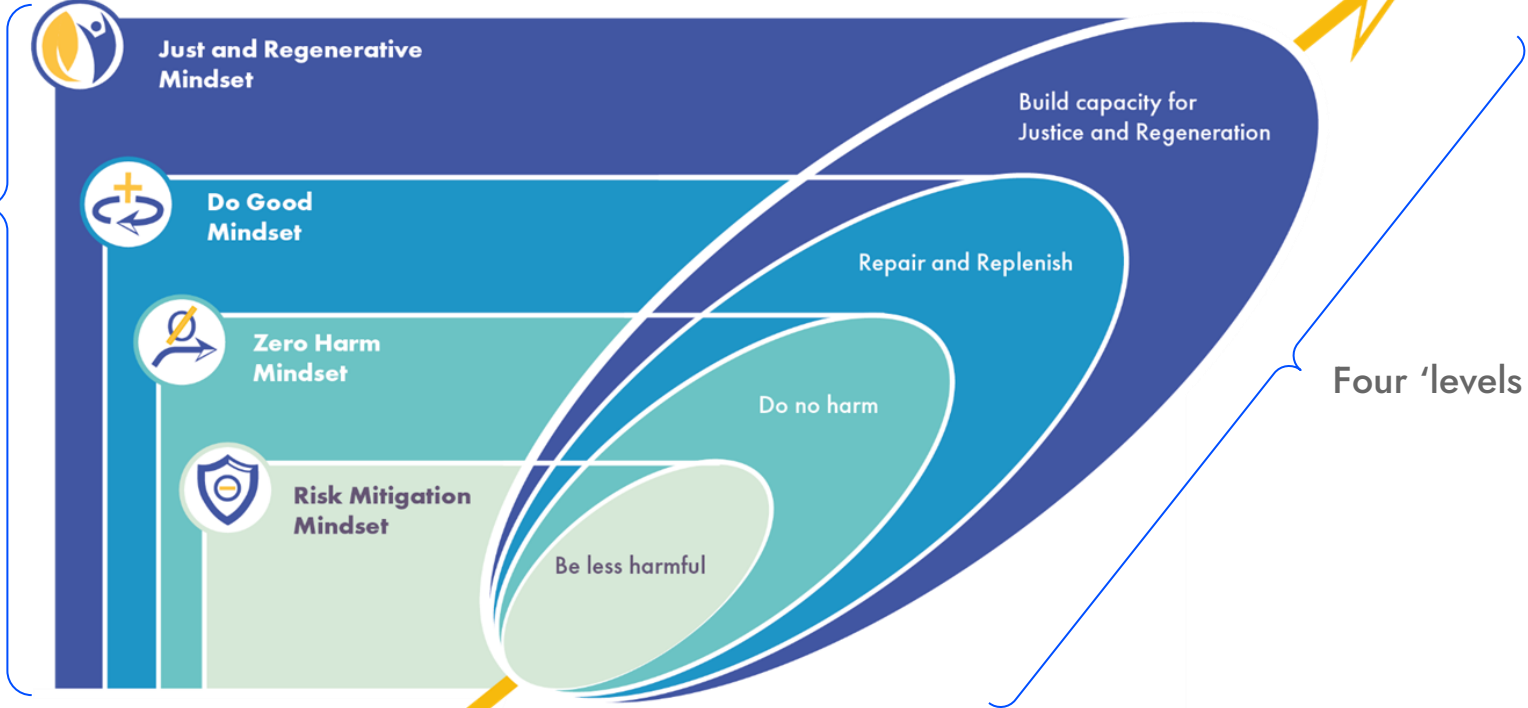




Guiding Star:
Justice and Regeneration



Four
mindsets:



Four 'levels of action':

HOW?

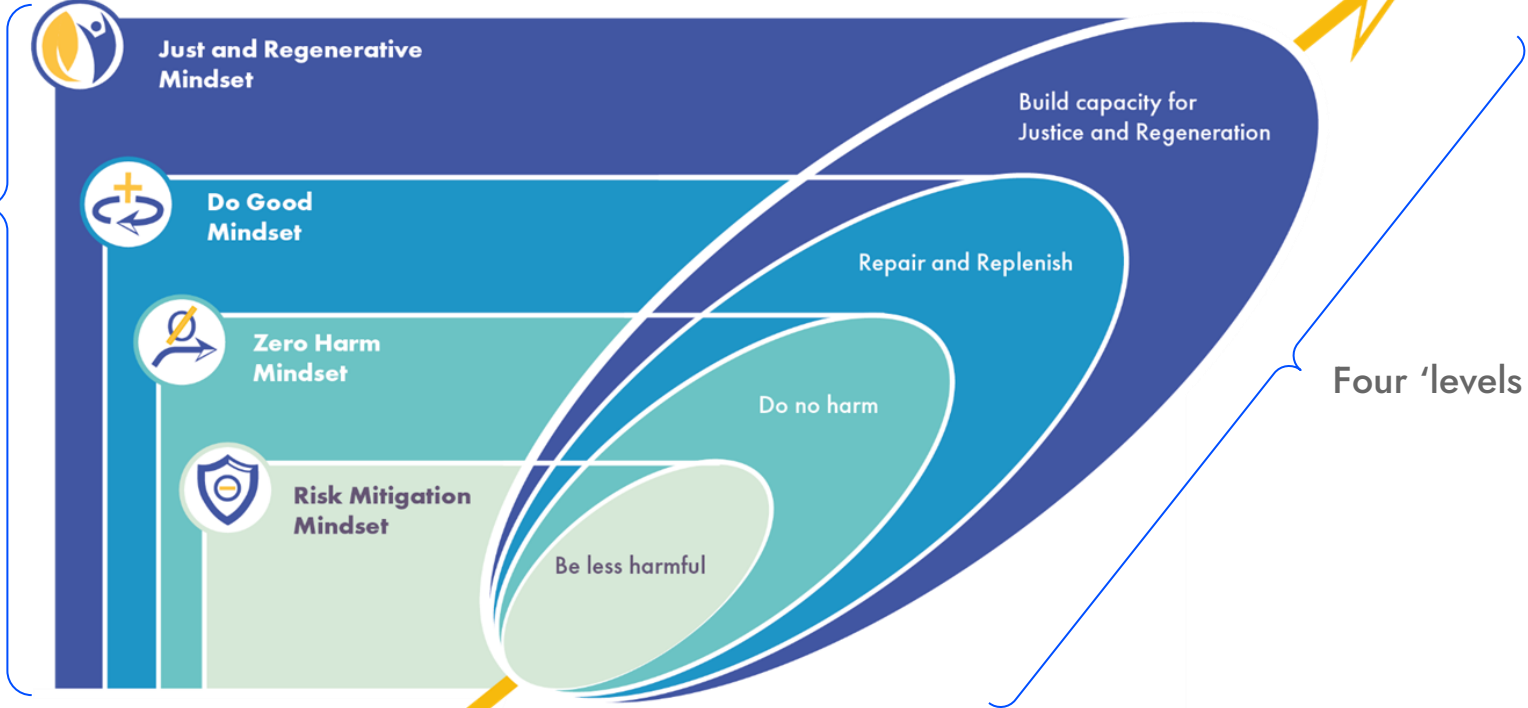
Part 1 – Shifting Mindsets



Guiding Star:
Justice and Regeneration



Four
mindsets:



Four 'levels of action':

POTENTIAL



**How can we
reduce risk?**




**What's the
potential here we
aren't seeing?**

URGENCY



**We aim to
achieve Net Zero
by 2050**



**We aim to achieve
Net Zero for Scopes
1 and 2 by 2030,
Scope 3 by 2040**

RESILIENCE



**We'll be able to
switch supply**



**We are building and
investing in long-term
partnerships for
mitigation and
adaptation**

CO-CREATION

A group of children in a classroom. In the foreground, a child's hand holds up a whole orange. Other children are visible in the background, some looking towards the camera and others looking away. The scene is brightly lit, suggesting a sunny day.

**What our
employees and
suppliers need is ...**

A woman with long dark hair, wearing a white shirt and jeans, stands in a meeting room. She is pointing towards a whiteboard that is covered with numerous colorful sticky notes (yellow, pink, and orange). In the foreground, several people are seated at a table, looking towards the whiteboard. A laptop is open on the table. The room has a modern, collaborative feel.

**How might we
codesign solutions
with suppliers?**

PARTICIPATORY

A man with a beard and glasses, wearing a dark suit and a patterned tie, is speaking and gesturing with his hands. He is standing in front of a chalkboard. On the chalkboard, there is a line graph with a solid line and a dashed line, and some mathematical notations like $(h-n)$ and $(n-)$.

Our experts have worked out the solution...

A group of women, likely from a rural or indigenous community, are shown from the chest up. They are wearing traditional, colorful patterned clothing. They are holding small, dark-colored pots containing green plants. The background is slightly blurred, suggesting an outdoor setting.

It's essential we understand the specifics of context

HOW?

Part 2 – Shifting Practice



How can ambitious strategy be put into practice effectively, in the face of urgency and disruption?

3 KEY UNLOCKS FOR SUCCESS



**1. THE ABILITY TO
SPOT UNTAPPED
POTENTIAL &
CATALYTIC
OPPORTUNITIES**



**2. A SMARTER
APPROACH FOR
RESPONDING TO
RAPID CHANGE &
SUDDEN SHIFTS**



**3. SOLVING FOR
INTERCONNECTED
ISSUES IN A MORE
EFFICIENT,
INTEGRATED WAY**



4. AN EFFECTIVE, FUTURE-FIT MINDSET

1. Being able to spot catalytic opportunities and untapped potential





The shift in thinking that's needed for this:

FROM: A NARROW FOCUS ON ONLY ERADICATING OR REDUCING THE PROBLEM

TO: SEEING BROADER POTENTIAL AND FINDING CREATIVE WAYS TO REALISE IT

RACE TO ZERO
BREAKTHROUGHS
RETAIL



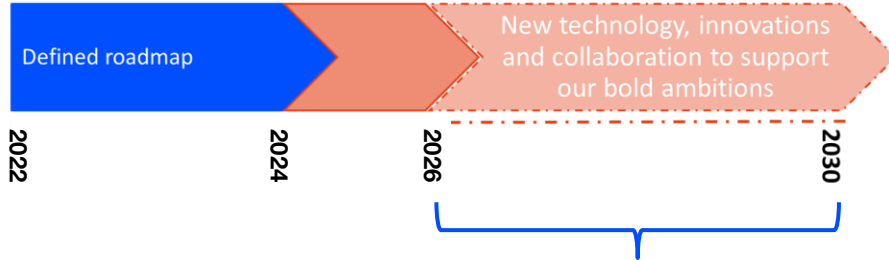
Interface®

NetEffect





This will usually require an innovation gap



The 'Innovation Gap'

Always include an 'innovation gap' between what is currently possible and what is required by the sustainability challenge, calling on the business to employ all its ingenuity, resourcefulness and ability to create market-shaping, disruptive innovations to address the challenge and win in the marketplace.

DIAGEO



Carbon heat challenge

We asked for ideas on how to reduce the carbon footprint associated with our heat requirements for brewing and distilling, through generation and/or, reuse processes.

[FIND OUT MORE](#)



Water challenge

We asked for ideas on how to drive water efficiency by up to 50% across our brewing and distilling operations.

[FIND OUT MORE](#)



Sustainable bottle challenge

We asked for your help in improving the overall sustainability of our glass bottles.

[FIND OUT MORE](#)



Smallholder farm challenge

We asked you to share your innovations for supporting Diageo's smallholder farming networks with supporting the reliable delivery both quantity and quality of yield.

2. Adopting a smarter approach for responding to rapid change & sudden shifts

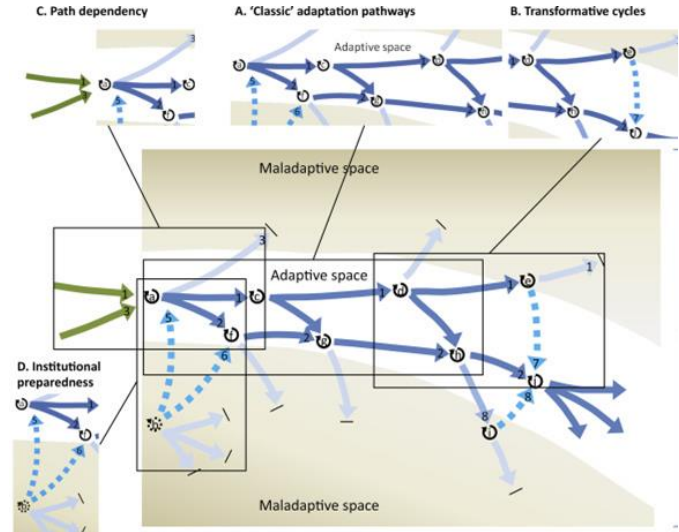
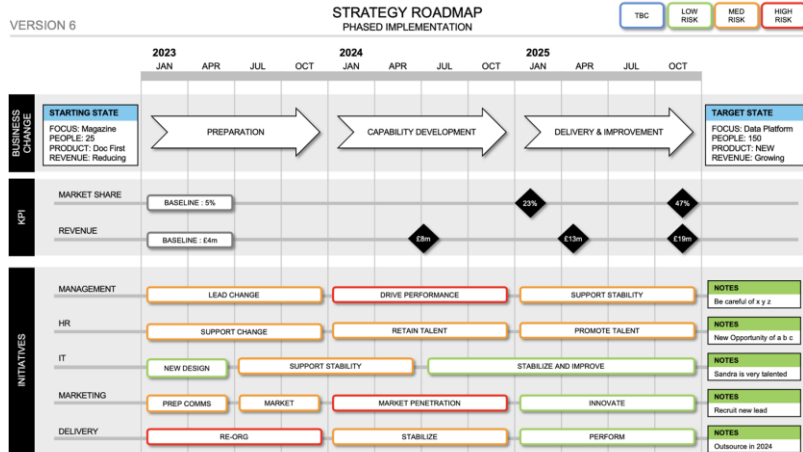




The shift in thinking that's needed for this:

FROM: LONG-TERM FORECASTS DRIVING FIXED STRATEGY ROADMAPS

TO: CONTINUAL SENSING, EXPERIMENTING AND RESPONDING ADAPTIVELY



CEOs forced to ditch decades of forecasting habits

Privately owned Ikea has shed the traditional budget to focus on 'scenario planning'



Source: [ft.com](https://www.ft.com) – 16 February 2023



3. Tackle interconnected issues in a more efficient, integrated way



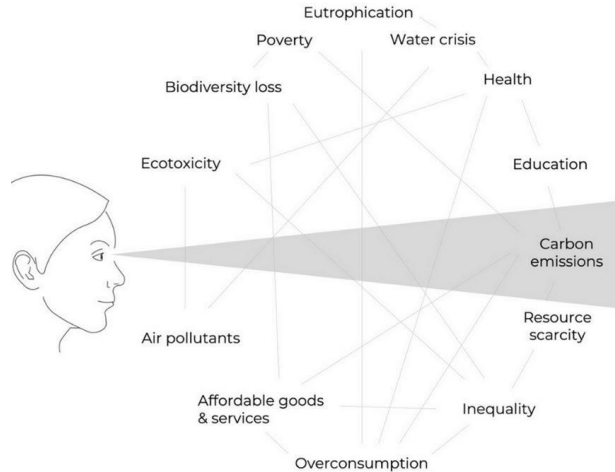


Solving for interconnected issues in a more efficient way

FROM: A SILOED APPROACH WITH NARROW, TOPIC-SPECIFIC TARGETS

TO: SEEING INTERCONNECTIONS & EFFICIENTLY SOLVING FOR MULTIPLE ISSUES

Carbon Tunnel Vision





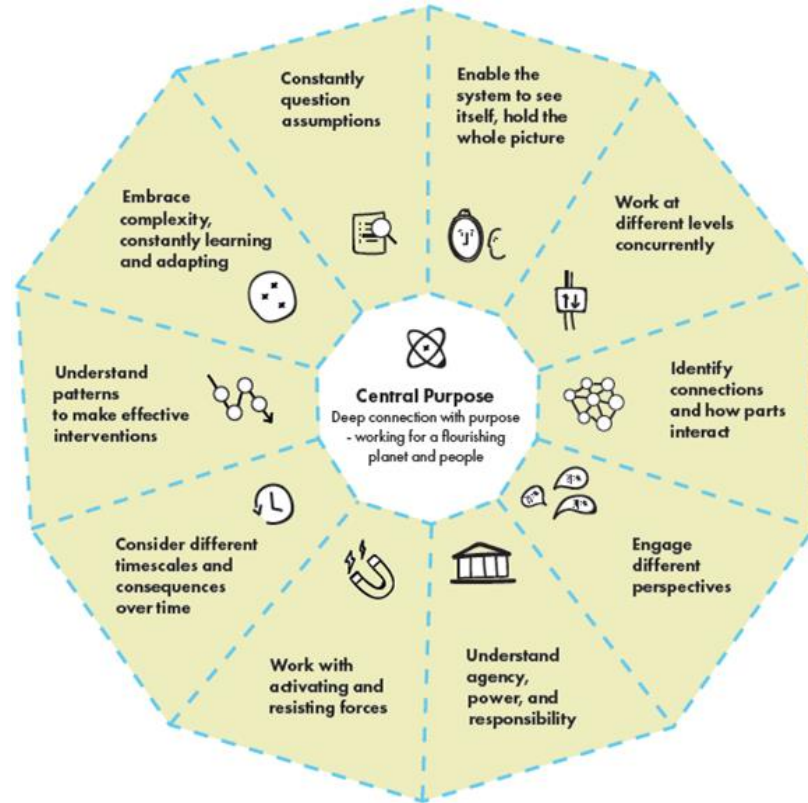
This means designing projects to address multiple challenges



Addressing society's air quality and climate concerns



And building capacity to work with complexity



How can ambitious strategy be put into practice effectively, in the face of urgency and disruption?

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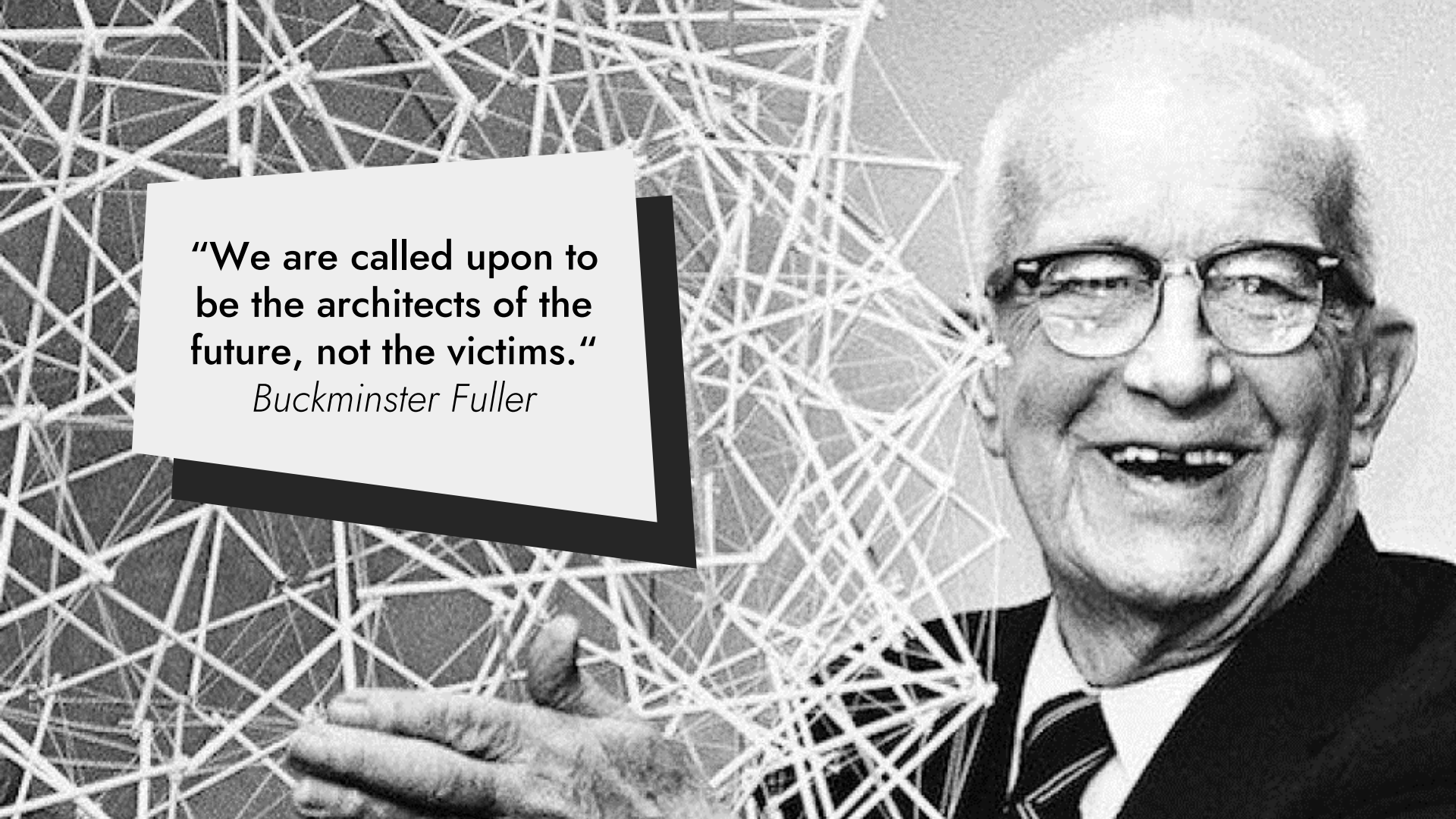


**3. SOLVING FOR
INTERCONNECTED
ISSUES IN A MORE
EFFICIENT,
INTEGRATED WAY**



4. AN EFFECTIVE, FUTURE-FIT MINDSET





**"We are called upon to
be the architects of the
future, not the victims."**

Buckminster Fuller

Forum for the Future | May 2023

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