

# Putting Purpose into Profit

**The Polaris Impact Forum  
Programme Guide**

**June 8<sup>th</sup> - 10<sup>th</sup> 2018**

**Milan, Italy**



# A Sustainable Future

Without a sustainable approach our future is at risk. Not just the future of our businesses but, we also risk the lives and livelihoods of generations yet to come. This is why we, The International Board of the Family Business Network, are reaffirming our promise to promote a business model that will sustain not only our own generation, but all those that follow us.

The benefits of a sustainable approach are apparent to us all: the responsible use of capital is a powerful force for good and with corporate stewardship comes corporate advantage. Businesses that achieve great things deliver greater financial results, but these issues we face are more pressing than immediate financial return.

To provide future generations with more than we have received ourselves is a deep-seated human ambition. It is found in all walks of life, but it is in family owned businesses that inter-generational thinking is intrinsic. We believe that our inherent understanding and appreciation of legacy brings an obligation to support and promote a sustainable future in all that we do. As custodians of tomorrow, we believe that it is our duty to act now by making these pledges:

## For our People:

We pledge to do all that we can to create and nurture workplaces and working cultures where our people flourish.

## For our Communities:

We pledge to be responsible global citizens making positive contributions to the communities that we work and live in.

## For the Environment:

We pledge to search for ways to have a positive ecological impact and contribute to a flourishing environment.

## For Future Generations:

We pledge to share our values and long-term aspirations with future generations.

We know that these are bold promises and we do not make them lightly. But in order to protect all that we have done and create a sustainable future, where our work lives on, they are vital. We call on all family owned businesses, worldwide, to take responsibility for the future of our children and our children's children.

Please join us in our pledge.

Karl-Erivan W. Haub

Farhad Forbes

Peter Therman

Priscilla de Moustier

Serife Inci Eren

Elena Zambon

Eliane Garcia Melgaço

Fred R. Sasser

Sajen Aswani

Joachin Uriach

Maya Faerch

Arjun Chowgule

Thierry Lombard

Andrew Wates

Alexis du Roy de Blicquy

# The insights can be learnt in days.

# The impact will be felt for generations.

**If you want to go fast,  
go alone. If you want  
to go far, go together.**

*– African proverb*

Congratulations on your participation in the Polaris Impact Forum 2018. We've lined up a unique networking and learning opportunity with world-renowned business leaders, experts and peers – empowering you to be more effective change agents within your family, business and across the wider community.

Today's marketplace is changing faster than ever before...new trends and technologies are upending markets, disrupting traditional businesses and redefining whole industries. What counts as best-in-class leadership today may not cut it tomorrow.

The Polaris Impact Forum has been designed as a platform for family businesses to:

- stay on top of these advances by embracing breakthrough thinking, technology and change
- identify new markets and leverage economic opportunities worth US\$12 trillion, as outlined in the UN's Sustainable Development Goals (SDG)
- create change in your family business by participating in a Polaris Peer Group, taking the Polaris Impact Assessment and leveraging custom FBN tools like the Improvement Tracker
- nurture champions and collaboratively build our community of *Family Business as a Force for Good*

# Programme

Friday June 8 <sup>th</sup>		
10.30am	Setting the Stage	Andrea Pinto & Ayse Unluturk
11am	Polaris – Mission-Critical for Business	Caroline Seow
11.45am	Lunch	
1pm	Are You Ready for the Impact Revolution?	John Elkington
2pm	Be the Change – Turning Learning into Action	Desiree van der Kaaij, Brigitta Deák, Simon Torres & Winson Yeung
2.30pm	Polaris Peer Groups – Identifying Opportunities & Levers for Change for My Family Business	PPG facilitators
4pm	Break	
4.30pm	Doing the Right Thing in a Challenging Environment	Mark Goldring
5.30pm	Wrap Up	Andrea Pinto & Ayse Unluturk
5.45pm	The Zambon Story	Elena Zambon & Roberto Tascione
7pm	Dinner	Koa, Open Zone
Saturday June 9 <sup>th</sup>		
8.50am	Holding the Mirror	Andrea Pinto & Ayse Unluturk
9am	Putting Purpose into Profit – CEO Presentation & Dialogue	Sunny Verghese
10am	Why Business Needs the SDGs – The \$12 Trillion Opportunity & How It Adds to Your Business	Paula Caballero
10.45am	Break	
11.15am	New Paradigms for Business	Davide Bollati & Eric Ezechieli
12.15pm	Lunch	
1.30pm	Examining the Evidence – How the Investment Community is a Driver for <i>Impact</i>	Risto Väyrynen
2.30pm	Identifying and Managing Risk for Your Family Business	Belén Villalonga, Peter Tufano & Rajiv Joshi
	Polaris Peer Groups: Making the Case for Change for My Family Business	PPG facilitators
5.30pm	Wrap Up	Andrea Pinto & Ayse Unluturk
7pm	Experiential Dinner – Fighting Food Waste with Culinary Delights	Banco Alimentare
Sunday June 10 <sup>th</sup>		
8.50am	Connecting the Dots	Andrea Pinto & Ayse Unluturk
9am	Profit with Purpose for Future-Ready Businesses Being Future-Ready – A Case Study	Alison Nimmo, Sally Uren & Winson Yeung
10.30am	Polaris Peer Groups: Implementing Change – Tips, Tools & Takeaways for Future-Ready Businesses	PPG facilitators
11.45am	Voices in the Room	Jonny Wates
12.20pm	Wrap Up & Close	Andrea Pinto & Ayse Unluturk
12.30pm	Light Lunch	

**Venue: Open Zone – Zambon, Bresso, Milan, Italy**

## Speakers



**Sunny Verghese** is co-founder & Group CEO of Olam International Limited. In 28 years, Sunny and his team have built Olam to S\$26.3 billion in sales revenues (FY2017). Today, Olam operates in 66 countries, delivering agricultural raw materials and food ingredients across 18 platforms to over 22,000 customers worldwide – and employs around 72,000 people. In 2016, Fortune magazine recognised Olam at #23 in its 'Change the World' list. Sunny is presently Chairman of the World Business Council for Sustainable Development and Human Capital Leadership Institute (Singapore), and also serves on the Board of Singapore Management University.

**John Elkington** is co-founder of Volans and architect of the 'Triple Bottom Line'. A provocative thought leader, prolific author and entrepreneur, John inspires and stretches the thinking of business leaders through informed storytelling and 'constructive discomfort', all in the service of impact and breakthrough innovation.



**Alison Nimmo** is CEO of The Crown Estate. She has spent her career regenerating cities e.g. Manchester after the 1996 bombing and London's East End as part of the 2012 Olympics. She is a leading advocate of purpose and profit-driven businesses.

**Belén Villalonga** serves as an independent director at three family-controlled businesses that are global leaders in their industries: Acciona, Grifols, and Talgo. She is Professor of Management at the Stern School of Business in New York, a senior leader at Cambridge Advisors to Family Business, and a faculty alumnus of the Harvard Business School.



**Davide Bollati** is chairman and 2nd-generation owner of Davines, an Italian group of companies devoted to providing beauty professionals with concepts, products, services and a unique customer experience – by combining history and art, design and fashion, culture and lifestyle to offer the modern-day notion of sustainable beauty.

**Elena Zambon** is President of Zambon SpA, the Italian pharmaceutical company and family business founded in 1906; president of the Italian Family Business Association, and a board member of FBN International, Unicredit and Ferrari. An acclaimed entrepreneur with many awards to her name, Elena continues to make her mark in the fields of research and open innovation.



**Eric Ezechieli** is co-founder of Nativia, the first certified B Corp in Italy and the first Benefit Corporation in all of Europe. B Corps and Benefit Corporations are both leaders of a global movement of thousands of purpose-driven businesses. They pursue a positive impact on all stakeholders, in addition to profit, and protect their mission in the long term.



## Speakers

**Mark Goldring** is CEO of Oxfam GB, an international humanitarian and development organisation working to address suffering and injustices causing poverty. Mark reflects on what business can do to reduce poverty, and in the wake of recent publicity, on Oxfam's own challenges and what it can teach us about delivering on our own wider purposes.



**Paula Caballero** is Managing Director for Climate & Water at Rare, the NGO that uses behaviour change to achieve global conservation goals. A lead proponent of the UN's SDGs, she brings deep multi-sectoral experience from her time at the World Bank, where she oversaw a portfolio of over US\$7 billion focused on resource management and environmental economics.

**Peter Tufano** is Dean, Said Business School, Oxford University. He devoted 22 years to studying and teaching at Harvard, before crossing the pond to forge impact at Oxford, nurturing a world-class business school community embedded in a world-class university tackling world-scale problems.



**Rajiv Joshi** serves as Managing Director of The B Team, a not-for-profit initiative formed by global business leaders to catalyse a better way of doing business for people and the planet. He works with influential CEOs and leaders to help redefine the role of business in tackling inequality, corruption, climate change and sustainability barriers.

**Roberto Tascione** is CEO of Zambon SpA, a 112 year old Italian pharmaceutical company. His deep sector experience, spread over three decades at Shering-Plough, Gilead Sciences and Bristol-Myers Squibb, includes bringing some of the most revolutionary drugs such as Eviplera, Sovaldi, Daklinza and Opdivo to market. He has served on the General Council of Confindustria and Supervisory Board of Ethical Code in Farmindustria.



**Sally Uren** is CEO, Forum for the Future, and aims to accelerate the shift towards a sustainable future by catalysing transformational change in global systems. She works across sectors and industries to foster a shared understanding of sustainability challenges and create solutions for exponential impact.

**Caroline Seow** spearheads the Polaris initiative with a group of FBN members, all passionate change agents for *Business as a Force for Good*. Former Head of Marketing, Apple Asia-Pacific, she is a catalyst for non-profit and for-profit partnerships, an advocate of the Global B Corp Movement and ambassador, Cambridge Institute of Sustainability Leadership.



**Risto Väyrynen** is a fourth-generation entrepreneur and chief steward of a sustainable artisanal bakery in Finland, as well as a med-tech start-up which he co-founded more recently in Switzerland. In between he's gained deep experience in the fund management and food production arenas, holding C-suite and board level positions across a 16-year career.

## Moderators



**Andrew Wates**  
Wates Group, UK



**Mary Johnstone-Louis**  
SBS, Oxford University



**Paolo Morosetti**  
SDA Bocconi

## Facilitators



**Albert Jan Thomassen**  
FBN Netherlands



**Brigitta Deák**  
Biofilter Co, Hungary



**Jonny Wates**  
Wates Group, UK



**Andrea Pinto**  
Pinto Holdings S.A., Ecuador



**Desiree van der Kaaij**  
RedStar, the Netherlands



**Simon Torres**  
Grupo Contempo, Colombia



**Ayşe Unluturk**  
Sun Tekstil, Turkey



**Georgina Stal**  
Wilhelm Karmann KG, Germany



**Winson Yeung**  
Singbee Group, China

### Polaris Peer Groups (PPGs) empower

FBN members to solve a wide range of business challenges. PPGs are designed to ensure a fluid exchange of ideas, creating opportunities to share insights and challenges within the sanctity of a supportive help group. The ultimate goal is to move the **FBN Pledge for a Sustainable Future** beyond words on a page to real, quantifiable impacts.

PPGs continue to connect after the forum – identifying challenges, furthering improvements and increasing impacts. At the end of the journey, all participants will have increased their sustainability know-how as their family business makes tangible and measurable progress.

The PPGs are underscored by the Polaris Impact Assessment – a customised version of B Lab's B Impact Assessment used to benchmark and improve performance in the areas of governance, workers, community, environment and long-term impact. Go to [www.fbnpia.org](http://www.fbnpia.org)

### Dinner with Banco Alimentare della Lombardia

Banco Alimentare was founded in 1989 and partners with charitable organisations to put edible food in the hands of those who need it most. In 2017 Banco Alimentare della Lombardia with 19 staff and over 700 volunteers collected 18,711 tonnes of good food which would otherwise be destined to destruction – having lost their commercial value due to over production or bad packaging – and redistributed it to 1,247 charitable organizations helping over 200,000 people in need.

Banco Alimentare will walk us through a tour of their operations, then prepare a delectable dining experience for us.

It promises to be a unique opportunity to witness first-hand how little can become much, and the good that comes about when we direct our collective energies to create a flourishing future for all.

# PPG Improvement Tracker – Brigitta Deák, Biofilter

*(example of an ongoing Improvement Tracker)*

**BIOFILTER Environmental Co.** is an environmental social company, specializing in the bio-energy sector. Founded in 1990, it focuses on producing energy from waste & secondary raw materials such as used cooking oil and food waste, which Biofilter collects from the HORECA and FMCG sectors.

## Governance (Impact Reporting): Third-party standard and reporting on social and environmental performance

Question	Does the company publicly share information on its social and/or environmental performance? If so, how?
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Answers	<ul style="list-style-type: none"><li>• No public reporting on social or environmental performance</li><li>• Specific quantifiable social and/or environmental indicators or outcomes are made public</li><li>• Company sets public targets &amp; shares progress to those targets</li><li>• Information is shared/updated annually</li><li>• Information is presented in a formal report that allows comparison to previous time periods</li><li>• Information adheres to a comprehensive third-party standard (ex. GRI or B Impact Assessment)</li><li>• A third party has validated the information shared</li><li>• Impact reporting is integrated with financial reporting</li></ul>
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Current answer	Specific quantifiable social and/or environmental indicators or outcomes are made public
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Who is leading / involved in improvement	<ul style="list-style-type: none"><li>• Brigitta Deák, Marketing manager</li><li>• Monika Veh, Quality and Environmental manager</li><li>• Environmental Intern</li></ul>
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Preliminary goals and Details	<ul style="list-style-type: none"><li>• <b>Information adheres to a comprehensive third-party standard (ex. GRI or B Impact Assessment):</b> Biofilter is on its way to becoming a B Corporation, which means an official third party will soon begin validating our performance.</li><li>• <b>Information is presented in a formal report that allows comparison to previous time periods:</b> We plan to hire a trainee to create a responsibility report which will be shared publicly.</li></ul>
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Updates and Challenges	<p><b>Update in May 2018:</b></p> <ul style="list-style-type: none"><li>• <b>B Corp:</b> After our initial submission, we were requested to fill out the BIA for Greenpro Co. as they are part of our holding company. This delayed our final submission to year end. Our B Corp certification process began in early 2018 and was recently finalised. We have since signed our agreement with B Corp. The certification is valid for 2 years.</li><li>• <b>Sustainability Report:</b> We had planned to deliver our first report by August 2017 but decided to wait until spring 2018 so we could include all of our 2017 data. We are on track to publish it at the end of June 2018.</li></ul>
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Deadline	June 30th 2018
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# PPG Improvement Tracker – Desiree van der Kaaij, RedStar

*(example of a completed Improvement Tracker)*

**RedStar** is an organization that grows, packages and sells tasty tomatoes all year round. A company with more than 60 years of expertise and a sustainable vision with core values that include innovation and quality. RedStar therefore grows as organically as possible in their ultra-modern greenhouses.

## Governance (Family Engagement): Family constitution for family relations and governance

Question	Does your company have a family constitution that includes any of the following to preserve family relations & good governance for the long term?	
Answers	<ul style="list-style-type: none"><li>• Values statement of the family aligned with a formal mission/values statement of the company</li><li>• Family Employment Policy</li><li>• Succession policy</li><li>• Policy governing the transfer of ownership</li><li>• Compensation guidelines</li><li>• Family conflict resolution procedures</li><li>• Process for board nominations &amp; evaluations, including rotation of board members</li><li>• Dividend policy</li><li>• Exit policy</li></ul>	
Current answer	Nothing in place	
Who was leading / involved in improvement	<ul style="list-style-type: none"><li>• Desiree van der Kaaij, shareholder</li><li>• All the other shareholders (8 in total)</li><li>• External facilitator</li></ul>	
Preliminary goal & details	<p><b>Sustainable shareholdership by:</b></p> <ul style="list-style-type: none"><li>• Writing a family constitution with all shareholders</li><li>• Setting up a family council to have regular family meetings</li></ul> <p>The family constitution &amp; the family council will ensure that a platform is created to start a dialogue between family members to improve involvement &amp; interconnection to better preserve family relations. This will enhance the alignment between the family &amp; the business. In addition, a better understanding will be created of shareholder responsibilities.</p>	
Updates and Challenges	<p>This improvement tracker started May 9th 2016 where I held a meeting for my family about the need to write a family constitution. Before we could start with the actual themes, we had three meetings to understand the situation &amp; need for change. I proposed different external facilitators &amp; together we picked one. Before the first family meeting on February 6th 2017 we had a social activity to improve the bonding. In total we had four 3½ hour meetings with all shareholders, facilitated by an external party.</p> <p><b>Activities that have been achieved:</b></p> <ul style="list-style-type: none"><li>• Presenting family constitution to the board</li><li>• Aligning the family constitution with shareholders agreement &amp; business plans</li><li>• Developing an educational program to grow in our role as a shareholder – Developing the themes for the next family meetings (Q3 &amp; Q4)</li><li>• Organizing family business visit with all shareholders</li></ul>	
Challenges faced	<ul style="list-style-type: none"><li>• Getting everyone involved in the process</li><li>• Losing momentum after signing off the family constitution</li></ul>	
Completion date and outcome after completion date	<p>December 2017</p> <p>A family constitution with all answers in place including the set-up of a family council in which we have family meetings a couple of times per year. Family relations have been very much been improved.</p>	

## Participants

Name	Family Business	Generation	Country
Béatrice Delperdange	Kois Invest	3rd	Belgium
Dirk le Roy	Spadel	3rd	Belgium
Jos Thys	Remant	1st	Belgium
Sophie Lammerant Velge	Bekaert	4th	Belgium
Winson Yeung	Singbee Group	2nd	China
Daniela Cepeda Lacouture	Cepeda y Cia Ltda	3rd	Colombia
Simon Torres	Grupo Contempo	2nd	Colombia
Annetette Faerch	Faerchfonden	2nd	Denmark
Andrea Pinto	Pinto Holding S.A.	2nd	Ecuador
Anne Nurminen	Helkone Group Oy	4th	Finland
Eerik Paasikivi	Oras Invest Oy	3rd	Finland
Jaakko Wäänänen	Fregatti Oy Yrityspalvelut	2nd	Finland
Laura Vartiainen	Suomen RH-yhtiö Oy	2nd	Finland
Martti Saikku	Antti Ahlström Perilliset Oy	5th	Finland
Niklas Kumlin	Helsingin Mylly Oy	4th	Finland
Noora Keskievari	Leipomo Salonen Oy	4th	Finland
Paula Salastie	Teknos Group Oy	4th	Finland
Risto Väyrynen	Leipomo Väyrynen	4th	Finland
Sabine Matheson	Sas Sarrut	3rd	France
Christine Caprano-Chanet	Technoform Caprano + Brunnhofer GmbH	2nd	Germany
Georgina Stal	Wilhelm Karmann GmbH & Co. KG	4th	Germany
Johannes Caprano	Technoform Caprano + Brunnhofer GmbH	3rd	Germany
Brigitta Deák	Biofilter Környezetvédelmi Zrt.	2nd	Hungary
Daisy Kint	Forbes Vyncke Pvt. Ltd	2nd	India
Dirk Vyncke	Forbes Vyncke Pvt. Ltd	2nd	India
Elena Zambon	Zambon	3rd	Italy
Alec de Selliers de Moranville	Solvay	4th	Luxembourg
Albert Jan Thomassen	FBN Netherlands	1st	Netherlands
Caroline Lubbers	Hotel Theater Figi	3rd	Netherlands
Desiree van der Kaaij	Redstar	3rd	Netherlands
Enny van der Elden	CCV Group B.V.	2nd	Netherlands
Simone Møkster	FBN Norway	2nd	Norway
Osamah Fuad Basamh	Basamh Trading Company	3rd	Saudi Arabia
Frederick Tsao	IMC Pan Asia Alliance	4th	Singapore
Sajen Aswani	Tolaram Group	3rd	Singapore
Clara Villoslada	HEVIMAR	2nd	Spain
Alexis du Roy de Blicquy	GeneFour	5th	Switzerland
Ernst Gylfe	Novita	4th	Switzerland
Ayse Unluturk	Sun Tekstil A.S.	2nd	Turkey
Elvan Unluturk	Sun Tekstil A.S.	1st	Turkey
Gunseli Unluturk	Sun Tekstil A.S.	1st	Turkey
Mehmet Unluturk	Sun Tekstil A.S.	2nd	Turkey
Sumer Tomek Bayindir	TE-TA Teknik Tarim Ltd. Sti	2nd	Turkey
Andrew Wates	Wates Group Limited	3rd	United Kingdom
Jonny Wates	Wates Group Limited	4th	United Kingdom
Andrew Keyt	FBN North America	1st	United States
Fred Sasser	Sasser Family Holdings	3rd	United States
Jamie Tucker	Ideal Industries Inc.	4th	United States
Jennifer Muntz	FBN North America	3rd	United States
Serena Kao	San Teh Foundation	3rd	United States

## Acknowledgements

The programme committee would like to thank the following for their invaluable contributions to this signature forum:

Elena Zambon, Chairman Zambon and Chairman AIDAF/FBN Italy  
Roberto Tascione, CEO Zambon and Chairman Zcube  
and the team at Zambon for graciously hosting and supporting the Polaris Impact Forum.

All speakers, moderators and facilitators for their thought leadership, provocative insights and unstinting support.

Brigitta Deák and Desiree van de Kaaij for sharing with us their *PPG Improvement Trackers* used to accelerate their respective family business impact journeys.

The Lombard, Tsao and Wates families for their unstinting and generous support of the Polaris movement.

Last but not least, all of you for meeting with us in Milan, and for your commitment to put *Purpose into Profit*.

## Suggested Videos & Readings

### On Rethinking the Economic System

- Breakthrough Business Models – UN Global Compact, March 2018
- Living in Nonlinear Times – Forum for the Future, 2018
- Climate Change is an Overwhelming Problem.  
Here are 4 Things Executives Can Do Today – HBR Jan 2018
- Better Business, Better World – BSDC 2017
- Living within the Doughnut – Oxfam 2012

### On Business as a Force for Good

- Lessons from Companies that put Purpose ahead of Short-Term Profits – HBR June 2016
- Polaris Publications – 2015-2017

### On the Business Case for Impact

- Saving the Planet is a \$12 Trillion Opportunity – John Elkington, 2017
- Playing Offence – Corporate Boards as Catalysts for Climate Action – The B Team – Nov 2016

### On the UN Sustainable Development Goals (SDGs)

- We the People – 2015

## Programme Committee

Albert Jan Thomassen, Co-chair  
Jonny Wates, Co-chair  
Andrea Pinto  
Ayse Unluturk  
Caroline Seow  
Georgina Stal  
Risto Väyrynen  
Simon Torres  
Winson Yeung



## Partnership

The FBN Oxford partnership seeks to further the Polaris movement as it examines the relationship between corporate ownership, purpose, and performance. We invite all FBN members to contribute to this valuable project by taking the Polaris Impact Assessment (PIA) – a customised tool that enables family businesses to assess their impacts and accelerate their sustainability journey. Go to [www.fbnpia.org](http://www.fbnpia.org) to participate.

# About FBN

The **Family Business Network (FBN)** is a global network by family businesses, for family businesses, across generations. Founded in 1989, it brings together over 3,600 families and 12,000 individual members – including 5,000 next-generation members – across 33 chapters covering 65 countries worldwide. FBN helps enterprising families grow, succeed and prosper through the exchange of best practices and new ideas.

**Polaris** is the framework enabling members to deliver on The **FBN Pledge for a Sustainable Future**. It is a movement of members championing business as a force for good and a platform for learning, innovation and co-creation.

To learn more, please contact:  
Alexis du Roy de Blicquy, CEO, [adr@fbn-i.org](mailto:adr@fbn-i.org)

[www.fbn-i.org](http://www.fbn-i.org)



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FBN 29<sup>th</sup> Global Summit  
10-13 October 2018, Venice, Italy

