

30 October 2018 - MAX HAVELAAR EVENT – impressions of the meeting

After ten consecutive years of Max Havelaar lectures, the 2018 edition signaled a breach with tradition: **from lectures to action!** Firstly, two books written by Rob van Tulder were launched. One SMO book entitled ‘Getting all the motives right’¹ in which ten years of thinking around international corporate responsibility (ICR) was gathered; partly covering ten years of Max Havelaar lectures, but much more. The second booklet dealt with the aim of ICR in general and the Sustainable Development Goals more specifically. This booklet was launched by the Rotterdam School of Management as its foundational booklet for its new mission: being a “force for positive change in the world”.² The event was consequently organized by three collaborating organisations: Rotterdam School of Management (in particular its Partnerships Resource Centre), the Max Havelaar Foundation and SMO (the platform around society and Organization). This year also for the first time - the meeting changed organization and dynamics. 133 Master students of RSM – following the master in Global Business & Sustainability – had been trained in analyzing companies along transition trajectories to serve societal goals on a global scale.

The meeting brought together around 40 organisations: big and small companies, branch organizations, government, social and youth movement. They wanted to participate in a **real-life experiment** in which the students interviewed the organisations along a checklist³, withdrew to think of an advice which they provided to each of the participating organisations at the end of the session.

The experiment was partly aimed at validating the insights the students had gained during a four week class in which they read both books that were introduced on 30 October to a wider audience. The students had also prepared **posters** in which they had been covering their take on the SDG strategies of major companies around the world.



While the students contemplated about their advice, the corporate participants engaged in a **panel session in which they – under Chatham House Rule** – exchanged their take on the ambition of the two books: how to drive International Corporate Responsibility (ICR) to a next level. After students had given their well formulated advice (which was highly appreciated by most participants), the final part of the session focused on five follow-up trajectories. Five pathways were identified that will organize follow-ups of the event. Master students, alumni and organisations are invited to participate in these activities. It is the intention of the collaborating organisations to make this an annually recurring event. The remainder of this short expose provides photographic impressions of the event and covers some of the results of the meetings.

¹ Rob van Tulder (2018) *Getting all the motives right. Driving International Corporate Responsibility (ICR) to the next level*, SMO books

² Rob van Tulder (2018) *Business and the Sustainable Development Goals. A framework for effective corporate involvement*, RSM series on positive change, no. 0:

³ Quick Scan Toolbook: Getting all the Motives Right

Round 1: arrival and general introductions





Endorsement: by Herman Mulder

THE CORPORATE CHALLENGE OF THE FIRST BOOK IS:

“Motivated to go beyond regulation and further than compliance? sustainable development is one of the grandest challenges of our time. Laws do not suffice to resolve pervasive, international and systemic issues such as climate change, poverty, hunger, health, peace and education”.

That is exactly why ICR strategies by business should be driven to the next level. Is business aware of its crucial role, is it prepared to step up from reactive, defensive to active or even proactive, and how may the motivations behind such desired graduation model be qualified and instrumentalized. Relevant is the question whether there is a comprehensive, universal societal perspective, an agenda or plan which may serve as benchmark for business to define their strategies, making their organisations fit for purpose, engaging with its stakeholders and, importantly, society-at-large .



The second book is highly complementary to the first book as it drills deeply into the opportunity for business to become an important driver to bring sustainability and societal responsibility to the “next level”: the 17 SDGs with its 169 targets and 231 indicators is such smart, comprehensive, interconnected and universal agenda “from us all, by us all, for us all”. A frame for the grand challenges, but also a wicked opportunity as rob is stating. This book provides a very practical overview of the why, what & who and how for companies to use the SDGs as a strong motivation and mechanism to be a powerful force for positive change: doing business -wise well by acting societally good”.

A good idea needs its moment to be adopted by many and brought into broad practice. The combination of both books do exactly this. increasingly, business in all its forms realises that the SDGs are a unique opportunity to create long term value for its stakeholders while at the same time be in step with the grand challenges of our world and planet. the SDGs cannot be realised without the resources, creativity and solutions' focus of business.

It also signifies a major shift of focus on "do no harm"-only to include "doing good" as well, which will, hopefully, also reduce the trust gap between business and society.

The challenge for business these days is a major one: from "know your customer" to know and manage, proportionately, your entire value chain, from shareholders-primacy to all stakeholder-interests as well as of society-at-large, from outside-in risk management to inside-out impact management as well. From financial reporting to sustainability and even integrated reporting. No wonder that many companies are struggling with their mission and how to respond to the dynamic challenges and wicked problems of the vuca world, as Rob is referring to: volatility, uncertainty, complexity and ambiguity.

A well-defined set of purpose and values, the right corporate culture, an inclusive management and operations' style, enhanced due diligence when taking decisions on an informed basis after having considered the own risk and the possible impacts and consequences for others, with a fully aligned organisation fit for purpose: as board and senior management you must have all fundamentals and motivations and instruments right. Again, the books offer a good perspective.

In the books a reference is made to the "better business, better world report"-report, published in 2017 by the Business for Sustainable Development Council (BSDC): it estimates the global scale of new business opportunities in 4 high value added systems (Food & Agriculture, Cities, Energy and Materials, Health and Well-Being) directly linked to the SDGs in 2030, to become \$12trln p.a. (at such time some 10% of global gdp). Other systems may add another \$8 trln p.a.. we are talking about a big opportunity indeed. Of course, such potential cannot be realised by business alone: governments are a key enabling factor. Hence, one of the follow-ups of this seminar, and part of the sdg implementation roadmap initiative by the sdg charter (of which I am the chair) is to initiate an evaluation of "making markets fit for SDG purpose", addressing possible or real obstacles and drivers for efficient and effective SDG implementation.

For the master students my message is clear: you will be the major beneficiaries of the sdg agenda, in your personal and professional lives: so live up to your own expectations and become, to use Rob's word, proactive. In my words: be smarter, speak louder, push harder on the SDGs!

Round 2: Interviews [...and advice]



ABN AMRO



Philips



Ann Eva



Friesland Campina



AkzoNobel



Jollibee (Philippines)



Sprout



Max Havelaar Foundation



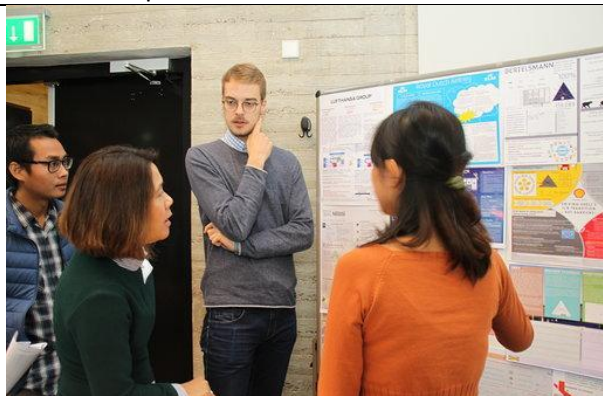
Van Dorp installatie



Global Compact Netherlands



Dutch Government SDG coordinator



KLM



SDG Charter



FMO



Alliander



ENGIE



B&S



Nationale Nederlanden



SDG Charter



Bever



Fruitzaam Ridderkerk



RSM Erasmus University

Valuation of the Advice

Participants were asked to value the advice they received from the students. Some responses (from 24 filled-out surveys):

- [1] did you find this a usefully exercise: yes: 21; somewhat: 3; no: 0
- [2] what type of questions were asked: relevant: 21; mixed relevant: 3; irrelevant: 0
- [3] have you gained new insights: yes: 11; somewhat: 13
- [4] what grade would you give the student advisers: <7: 0; 7:0; 7,5:3; 8:14; 9: 5
- [5] which insights did you value most (a selection):
 - value of storytelling in combination with clear vision;
 - solutions discussed can be easily applied
 - insight in where we stand today
 - practical advice on specific SDG issues
 - partnering approach and a greater focus on partnerships and collaboration
 - advise on mindset
 - Gap analysis
 - how to involve millennials and students in programmes
- [6] other remarks: nice and fun exercise; interest in more detailed recommendations; good outside in-thinking perspective; great group; great social skills; students are an interesting group to work with for the learning part of the business; a bit more time for interview might be better; maybe have the companies involved earlier in the programme (make earlier contact if possible)

Represented companies and organisations:

Robeco	Philips
MeetingMoreMinds: ecosystems for impact	AkzoNobel
KLM	PwC
ABN AMRO	Dutch government SDG
Van Dorp Installaties	Stichting Max Havelaar
Ann Eva	Amref/Flying doctors
B & S Europe	Nationale Nederlanden
RSM	Jollibee
Alliander	www.sustcon.org and Pantheon Performance
Zilveren Kruis Achmea	Friesland Campina
Fruitzaam + Gemeente Ridderkerk	Engie Services
FMO	Bio-economy Federation
Pooling Partners	The Punchy Pack
Bever	Global compact Netwerk Netherlands
KPN	Groene Brein/Zaak
World Connectors	Marqt
SDG Charter	Duurzaam Bedrijfsleven; SMO

Round 3: Chatham House Rule Panel



Leading questions	General comments
<p>[1] what is needed to drive International Corporate Responsibility (ICR) to the next level?</p>	<p>Give tools to the next generation to take action Vision is needed Find the right timing to go beyond the obvious. Look for tipping points. Need to know how companies act. Standard setting, more transparency, customer behavior, a business proposition to see your sustainable transformation; these are all necessary Work together in sectors. We need the academic world and students to look into this. Be Critical to ourselves; challenge our own ideas We need tools to measure social impact better Transparency is key. Urgency is not always clear</p>
<p>[2] what could the role of your organization be?</p>	<p>Leadership of young professionals are key; intrapreneurs need to be created Integrated reporting require combining financial and non-financial KPIs; allowed us to make a big step forward Key for financial sector is collaboration and addressing issues as an investor Coordination role of the government is rather difficult SDG game can help</p>

	<p>Companies need to go beyond shyness on their ambitions and achievements</p> <p>Most Dutch companies will never be accused of greenwashing, but are faced with 'greenwashing'</p> <p>Sustainability should not only be a headquarter activity</p> <p>Companies miss the opportunity to share what they do, for instance also share the data that are collected (for instance on human rights dilemmas) with a wider audience</p>
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Final Round: initiatives – five follow-up tracks

TRACKS	
<p style="text-align: center;">Five follow-up trajectories and approaches</p> <p style="text-align: center;">1. SCIENCE: RSM, Erasmus University in collaboration with PrC, B-SM, PBL, KIT (SDG House), SMO, Groene Brein/NWA</p> <p style="text-align: right;">Eva Rood</p>  <ol style="list-style-type: none"> 1. Online learning modules: Business & the SDGs 2. RSM series on Positive Change 3. Collaboration with KIT – Wicked Problems Plaza: <ul style="list-style-type: none"> • Finding an approach for grand societal challenges in a multi-stakeholder setting 4. Extend this portfolio of education with SDG Charter, Global Compact NL, Het Groene Brein/MVO NL <div style="display: flex; align-items: center; margin-top: 10px;">  <div style="margin-left: 10px;"> <p>Dynamics of inclusive prosperity</p> <p>Online learning modules</p> </div>  </div> <p>Timeline: 30 October → 29,30 November → December → March 2019 → June 2019</p>	
<p style="text-align: center;">Five follow-up trajectories and approaches</p> <p style="text-align: center;">2. POLICY AND COMPANIES: SDG Charter in collaboration with Global Compact, WorldConnectors, IMVO covenants</p> <p style="text-align: right;">Herman Mulder</p> <ol style="list-style-type: none"> 1. explore the complementarity of the "doing no harm in my value chain"-regimes (OECD MNE Guidelines, UNGPs) with the "doing good for all"- SDG agenda (SER, MFA: IMVO/CSR Sector Covenants): target January 2019 2. translate the global "Better, Business, Better World" report into opportunities for Dutch business (nationally, internationally): target: March 2019 3. explore and make recommendations "Making Markets better fit for SDG Purpose" by mapping perceived and real obstacles, develop efficient and effective drivers: target March 2019 4. evaluate (and challenge) Dutch business practice (intentions and delivery) in their contribution to the SDGs, based on website, Annual Report 2018: target March 2019 <div style="display: flex; align-items: center; margin-top: 10px;">   </div> <p>Timeline: 30 October → 29,30 November → December → March 2019 → June 2019</p>	
<p style="text-align: center;">Five follow-up trajectories and approaches</p> <p style="text-align: center;">3. SOCIAL ENTERPRISES/MOVEMENT: Max Havelaar foundation, Fairtrade campaign 2.0, Social Enterprise.NL</p> <p style="text-align: right;">Peter D'Angremond</p> <p>Build relevance and demand for Fairtrade certified volumes</p> <ul style="list-style-type: none"> - Coffee, cocoa, banana's - Living wage and living income - Climate <p>Continue partnership with RSM: reinvent Max Havelaar lecture</p> <ul style="list-style-type: none"> - Student challenge / assignment - Building on intellectual and creative power of students - Presentation of results <p>Extend Fairtrade grass roots campaign</p> <ul style="list-style-type: none"> - Rejuvenate - Bring campaign closer to people <p>Human rights due diligence</p> <ul style="list-style-type: none"> - Help drive awareness for HRDD - Support private sector with supply chain risk assessments - Advocacy to develop legislation <div style="display: flex; align-items: center; margin-top: 10px;">   </div> <p>Timeline: 30 October → 29,30 November → December → March 2019 → June 2019</p>	

