

1st INTEGRATED THINKING AWARDS

3 winners

On October 10th 2017 at the MEDEF, the Institute for Responsible Capitalism – an independent and non-profit centre for applied research – held the 1st **Integrated Thinking Awards** (ITA).

This is a new step towards responsible capitalism which aims at highlighting best practices from European companies. By engaging in a integrated thinking approach, companies reinforce their capacity to create value on the mid and long run, adjusting at best their strategy to the specificities of their ecosystem. And thus transforming their business model in order to clearly identify and communicate on their key success factors.

The Integrated Thinking Awards were given during the 5th annual Conference on Integrated Thinking, opened by Pierre Gattaz, President of the MEDEF (French entrepreneurs association). Bruno Le Maire, Minister of Economy and Finances concluded the event and declared : « *Our common objective is for French people to become the heart of entrepreneurs. Everyone must understand that the true value of our nation is created within companies, not merely economic value, but also social value, environmental value, and everything that will makes France a stronger nation* ».

13 NOMINEES

The Jury, composed of 21 interdisciplinary and high-end personalities (investors, professional associations, researchers, business institutions) analyzed about 30 applications from all over Europe.

They selected 13 companies, particularly distinguished for their good practices. **3 of them have been awarded.**

During this ceremony, each of them were invited to bring a key stakeholder of their choice in order to share with the audience the objectives, difficulties and benefits of their relationship.

3 AWARD-WINNERS

Integrated Report Award

Nominated – in alphabetical order:
Assicurazioni Generali, Despar, ENGIE, Sanofi, SUEZ



The Jury awarded **Despar** for best Integrated Report, highlighting the great connectivity of information provided to illustrate the value created by the Group with regards to its strategy.

Despar chose to share this award with **Stefano Zambon**, professor of economics at Ferrara University and President of the WICI (*World Intellectual Capital Initiative*).

Integrated Thinking Award

small business category
(less than 500 employees)

Nominated – in alphabetical order:
Eurazeo PME, FMO NV, Gecina



The Jury gave **Gecina** the Integrated Thinking Award, small business category, highlighting the integration of CSR within the Group's mission and strategic axes. Furthermore, the identification of numerous integrated indicators showing how value is shared was considered as a differentiating factor by the Jury.

Gecina chose to share this award with **ENGIE's** real estate Department, strategic partner for the reinforcement of its territorial anchoring.

Integrated Thinking Award

large business category
(more than 500 employees)

Nominated – in alphabetical order:
Assicurazioni Generali, Legrand, Sanofi, Schneider Electric, SUEZ



The Jury gave **Schneider Electric** the Integrated Thinking Award, large business category, highlighting the evolution of its business model towards energy transition, the high consideration given to stakeholder dialogue, taking their expectations into account.

Schneider Electric chose to share this award with its partner **Sunna Design**, a start-up which proposes innovating solutions for solar public lighting.

The ITA, a new step in an international dynamic

For the past 4 years, large businesses progressively committed to the journey of integrated thinking. In 2017, in France, almost 30 large companies have published an integrated report and many others prepare their own. Small businesses have joined this movement as almost 20% of the ITA applications came from companies with less than 500 employees.

3 objectives

- **Highlighting and encouraging best practices** with regards to Integrated Thinking;
- **Promoting an educational approach to Integrated Thinking**, providing guidelines to companies considering it;
- **Helping all kinds of businesses** getting on board.

N.B. : **CAPITALCOM**, the **C3D** (College of Sustainable Development Directors), the **Cliff** (French association of financial communication professionals), the **IFACI** (French institute for audit and internal control) and **Vigeo Eiris** have unveiled the results of the 2nd edition of their study on Integrated Thinking and integrated reports. Their research is based on a crossed analysis of practices and the perception of the integrated approach, in France and abroad. *Results of the study (in French only) :* <http://bit.ly/2y6SfPr>

Methodology

The applications should demonstrate **how each company operates a value creation model based on economic, financial and non-financial criteria**, with concerns to its main stakeholders. They should also highlight the level of maturity and advancement of the Integrated Thinking approach within the company, its benefits and its stakeholders' engagement.

Applications are open to any EU company, whatever their size, whether they are listed, or whether they have already published an integrated report or not.

All applications have been reviewed by the Jury who deliberated on September 14th 2017. Through both quantitative and qualitative criteria, they have assessed companies' level of maturity regarding Integrated Thinking, directors' engagement and communications' consistency.

The analysis of each application is based on the scoring of 6 main criteria regarding Integrated Thinking and 5 for integrated report.

6 criteria for analysis regarding Integrated Thinking:

1. **Prospective vision** of the ecosystem
2. **Formalization of the value chain and/or the business model**, connected to value creation
3. **Developing of a strategy** that i) integrates economic, financial and extra-financial data, ii) connects to the analysis of the ecosystem, iii) associates KPIs
4. **Performance monitoring** that i) articulates economic, financial and extra-financial data, ii) connects to the strategy and/or value creation
5. **Identification et risk monitoring** connected to the analysis of the ecosystem, the value chain and/or the strategy
6. **Implication of governing bodies** i) through the work of its Board, ii) the selection of directors who match the activities and/or the strategy, iii) remuneration policy linked to the strategy and the performance

5 criteria for analysis regarding integrated reports:

1. **Connectivity of the information**
2. **Prospective vision**
3. **Readability** and educational tone of the contents
4. **Concision**, selectivity and relevance of the information
5. **Pedagogy** on the modalities of preparation of the report and the reporting methodology

The Jury members



Fabrice Bonnifet
President, C3D



Blandine Cordier-Palasse
Vice-President and Co-founder, *Cercle de la Compliance*



Pascaline de Dreuzy
CEO, *Institut Autonomie & Technologie*



Chris Hollis
Chairman, CLIFF



Anne-Marie Jourdan
Member, ICGN's Board of Governors



Béatrice Ki-Zerbo
Head of Research and Partnerships, IFACI



Cédric Lavérie
Head of Corporate Governance, Amundi



Michel Laviale
President of the working group on extra-financial performance, MEDEF



Pauline Lejay
Head of SRI, ERAFP



Caroline de La Marnier
Founder and CEO, Institute for Responsible Capitalism



Nicolas Meunier
Post-Listing Services Manager, Euronext



Olivier Millet
President, AFIC



Nicolas Mottis
Professor, *École Polytechnique*



Marie-Pierre Peillon
President of the Responsible Investment Committee, AFG



Philippe Peuch-Lestrade
Strategic Senior Executive, IIRC



Jean-Florent Rérolle
Founding member, IFA



Anne-Claire Roux
Head of Sustainable Finance, Paris EUROPLACE



Éliane Rouyer-Chevalier
Director ; Vice President, OCF



Sébastien Thevoux-Chabuel
ESG Analyst & Portfolio Manager, Comgest



Olga Trostiansky
Councillor, CESE



Hélène Valade
Vice President, C3D

The partners

The *Integrated Thinking Awards* were made possible thanks to the proactive engagement of our 5 key partners :



MEDEF



COMGEST



institut français de l'audit et du contrôle internes



PARIS EUROPLACE



Capitalcom

The Institute for Responsible Capitalism

The Institute for Responsible Capitalism (IRC) is a centre for applied research – meant for companies – on integrated and responsible thinking.

As an independent and non-profit organisation, the Institute develops, manages and facilitates working groups between company managers, civil society representatives and lead experts. Their common goal is to drive companies, investors and the wider financial community towards a more integrated, responsible and sustainable thinking.

The IRC regularly shares its work and research by publishing studies, ratings, recommendations or white papers, by organising landmark events on specific themes, and by answering national and international consultations.

It is composed of i) a Board of Directors, the decision-making body gathering 11 company managers, ii) a Board of Experts, a proactive advisory body made of 22 interdisciplinary figures, iii) a Board, working as a steering committee, iv) several think & do tanks, working on all subject matters related to the Institute's ambitions.

To this day, the Institute counts more than 120 members. It agrees with the UN Global Compact's Ten Principles.

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