



LARRY FINK
CEO BLACKROCK

Larry Fink Letter to Companies
January 2018

- society increasingly is turning to the private sector and asking that companies respond to broader societal challenges.
- Indeed, the public expectations of your company have never been greater. Society is demanding that companies, both public and private, serve a social purpose.
- To prosper over time, every company must not only deliver financial performance, but also show how it makes a positive contribution to society.
- Companies must benefit all of their stakeholders, including shareholders, employees, customers, and the communities in which they operate.
- Without a sense of purpose, no company, either public or private, can achieve its full potential. It will ultimately lose the license to operate from key stakeholders."

## Leadership in Corporate Sustainability – European Report 2018

Research Report by *Board Agenda* & Mazars in association with INSEAD Corporate Governance Centre









## INTRODUCTIONS



Your name, organization, role

- + your biggest challenge(s) in embedding sustainability in your organization
- + your objectives from Workshop

On-record unless otherwise stated

"Car-parking"

Wednesday: your one concrete follow-up action

Follow-up call around November 11th

## The All In Leadership Framework



