



European Chamber
中国欧盟商会



European Chamber

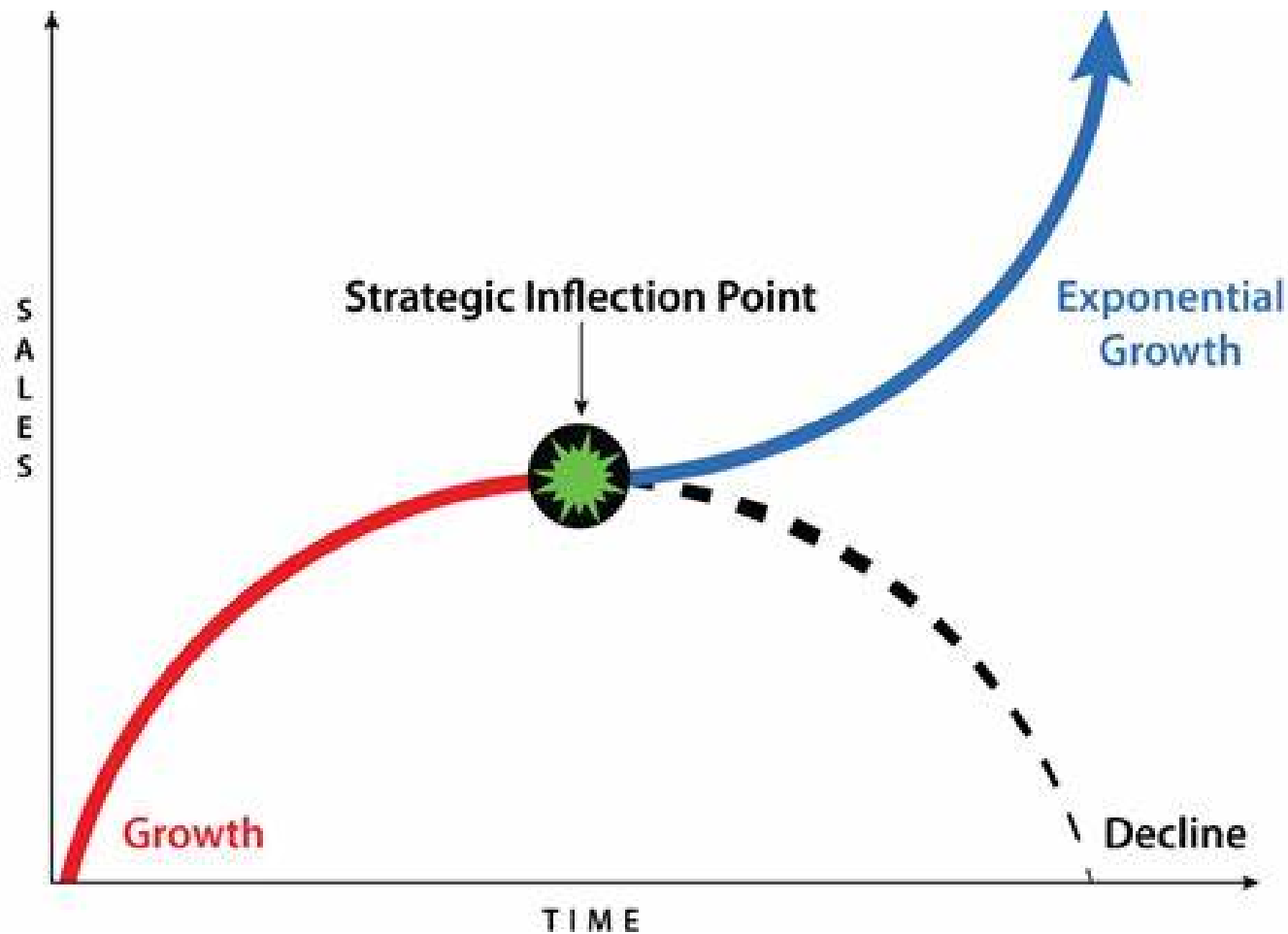
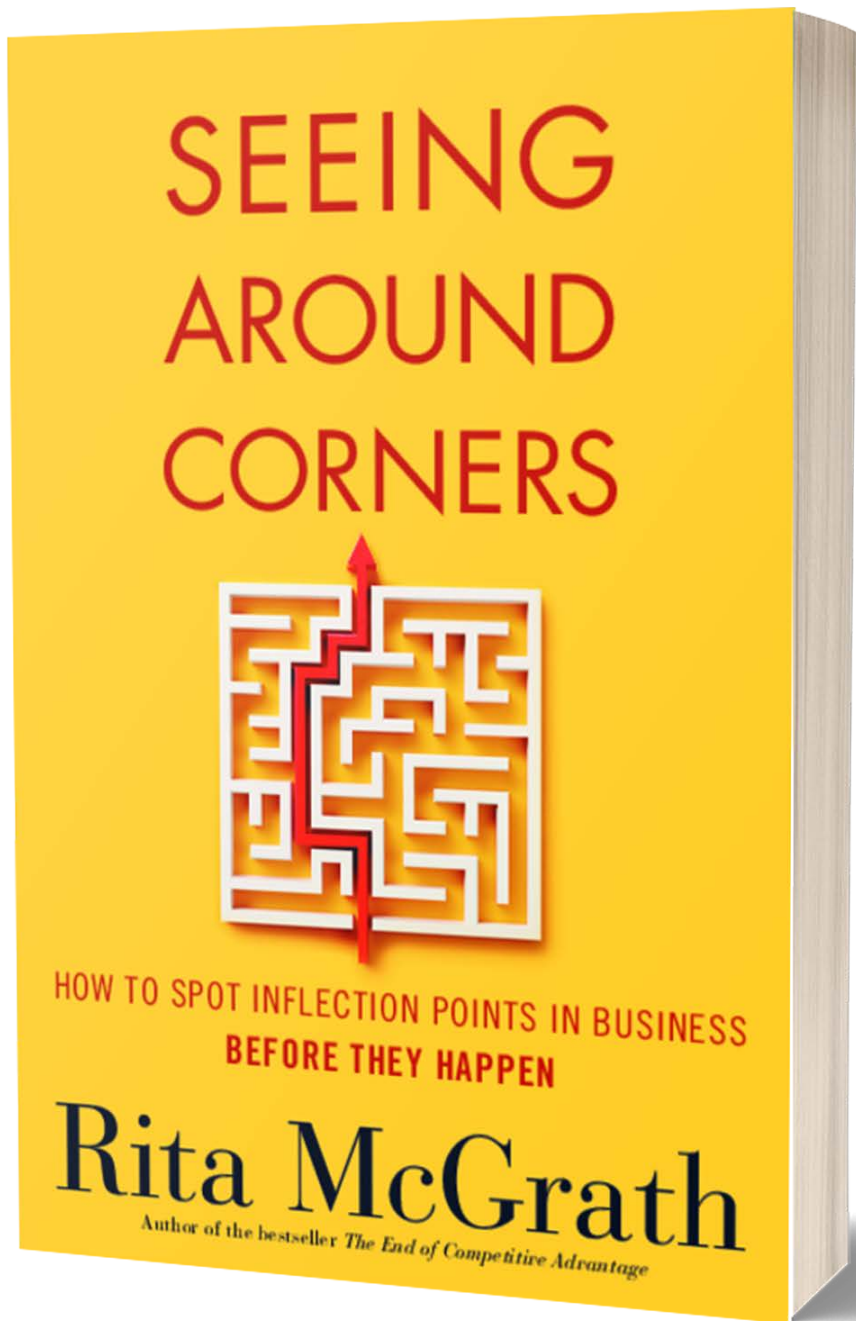
**SUSTAINABLE
BUSINESS
AWARDS**

Rebalancing Social Contract for Resilient Business & Society

15th September, 2022

A photograph of a railway track curving through a dense green forest. The track is made of gravel and steel rails, and it curves to the right. A wooden fence runs alongside the track. The background is a thick forest of green trees. An orange rectangular box is overlaid in the center of the image, containing the text "seeing around corners" in a white, serif font.

seeing around corners



The Global Risks Report 2022 17th Edition

INSIGHT REPORT

ECONOMIC
FORUM



“Identify the most severe risks on a global scale over the next 10 years”

■ Economic ■ Environmental ■ Geopolitical ■ Societal ■ Technological

1st Climate action failure

2nd Extreme weather

3rd Biodiversity loss

4th Social cohesion erosion

5th Livelihood crises

6th Infectious diseases

7th Human environmental damage


8th Natural resource crises

9th Debt crises

10th Goeconomic confrontation

Source: World Economic Forum Global Risks Perception Survey 2021-2022



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2022 Global Risk
Survey 

2022 Global Risk Survey

Embracing risk in the face of disruption

Top risks to revenue growth

- 1 Market
- 2 Business/operational model
- 3 Cyber/information management
- 4 External change
- 5 Geopolitical



The philosopher Edgar Morin. "I am not saying that I had foreseen today's epidemic, but to give an example, I have been saying for years that with the degradation of our biosphere, we should be ready for disasters. "Expecting the unexpected" is part of my philosophy."

Here I would like to stress that one of the great lessons of my life is to stop believing in the permanence of the present, the continuity of becoming, and the predictability of the future. Relentlessly, the short, sudden eruptions of the unforeseen, come to shake up or transform, sometimes happily, sometimes unhappily, our individual life, our life as a citizen, the life of our nation, the life of humanity.

---Edgar Morin, 2021



Business Resilience

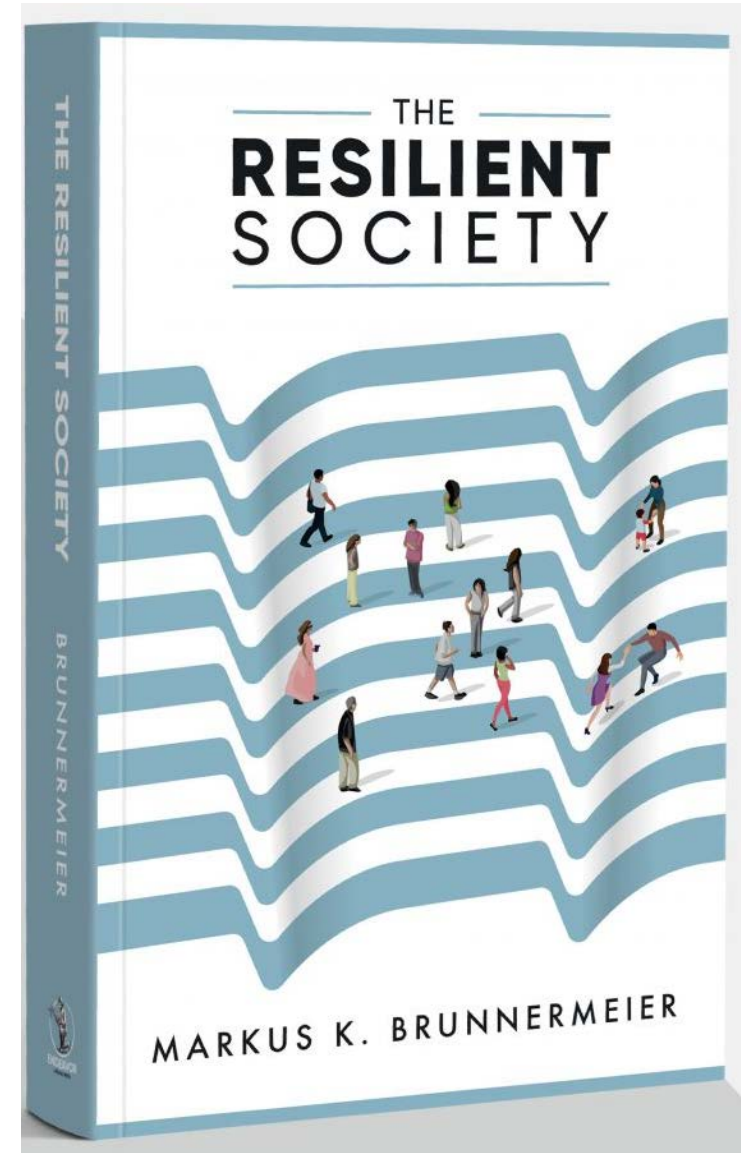
The world is experiencing a level of disruption and business risk not seen in generations. Some companies freeze and fail, while others innovate, advance, and even thrive. The difference is resilience.

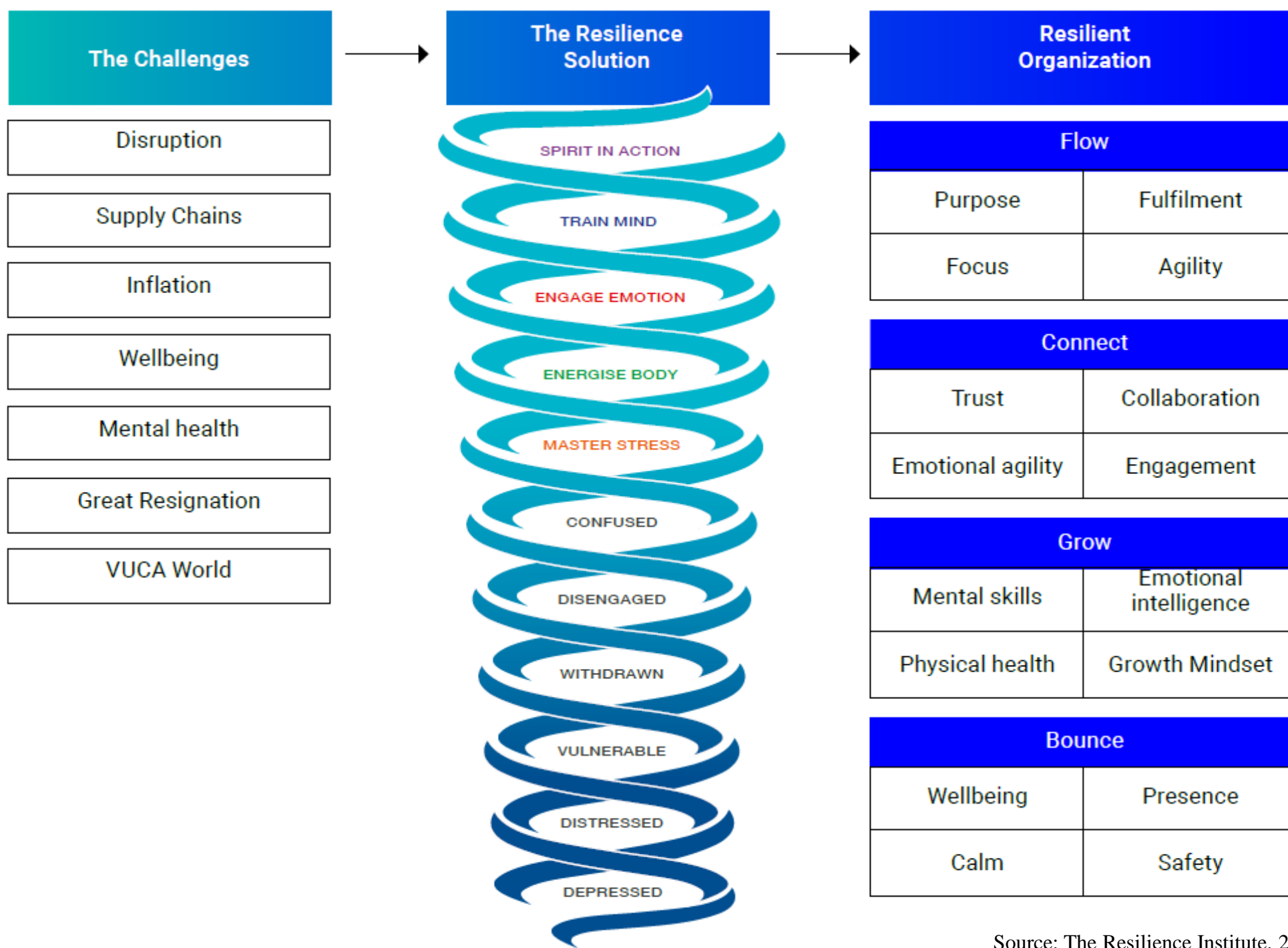


Resilience

We cannot handle all the shocks. Once we're hit by a shock, we take the shock. We have to manage it in such a way we can bounce back.

“resilience can serve as the guiding North Star for designing a post-COVID-19 society”





2019 **CHANGE THE WORLD ISSUE**

SEPTEMBER 2019 • FORTUNE.COM

FORTUNE



GINNI ROMETTY
CEO, IBM

JAMIE DIMON
CEO, JPMORGAN
CHASE

ALEX GORSKY
CEO, JOHNSON
& JOHNSON

Profits and Purpose: Can Big Business Have It Both Ways?

Three members of the Business Roundtable, above, photographed together for Fortune in New York on July 16.

Harvard Business Review Special Issue

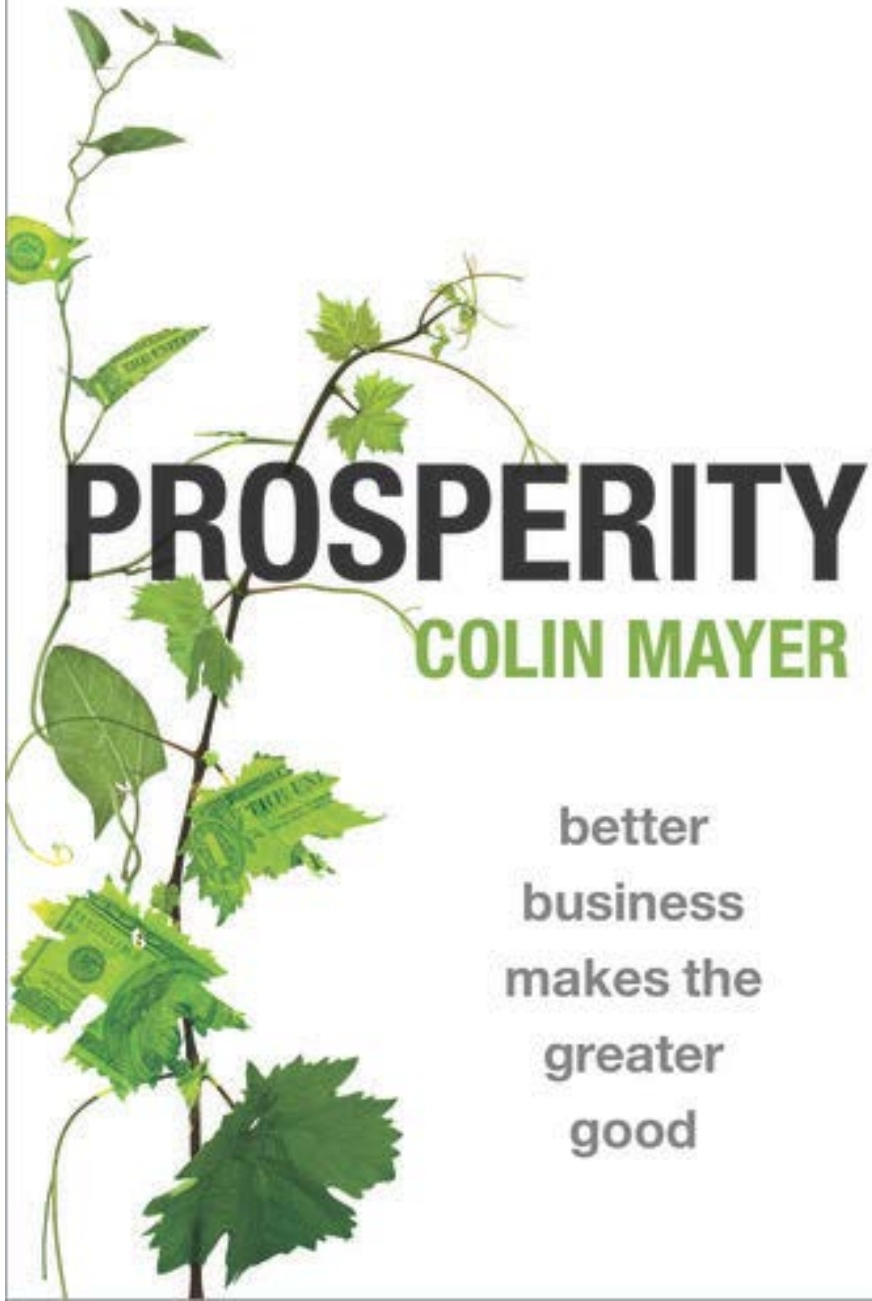
The Best of HBR
Spring 2020
HBR.org 

How to Lead with Purpose

Advice on
building your mission, guiding your team, and creating greater social value



Plus:
A playbook for turning ambition into impact
page 90



What is business for? Every enterprise should be owned, governed, and managed with *a coherent sense of purpose*.

Until one knows what the corporation set out to do, one has nothing to say about how well it has done.

MARK CARNEY

"A RADICAL BOOK." —BONO



VALUE(S)

Building a Better World for All

**What we value has been
separated from our values.**

- **Solidarity**
- **Fairness**
- **Dynamism**
- **Sustainability**
- **Responsibility**
- **Resilience**
- **Humility**



'Business' in 'Being'

Being

Business

'Being' in 'Business'



敬天愛人

Respect the Divine and Love People

(Foto: Kyocera Document Solutions Deutschland)

pat



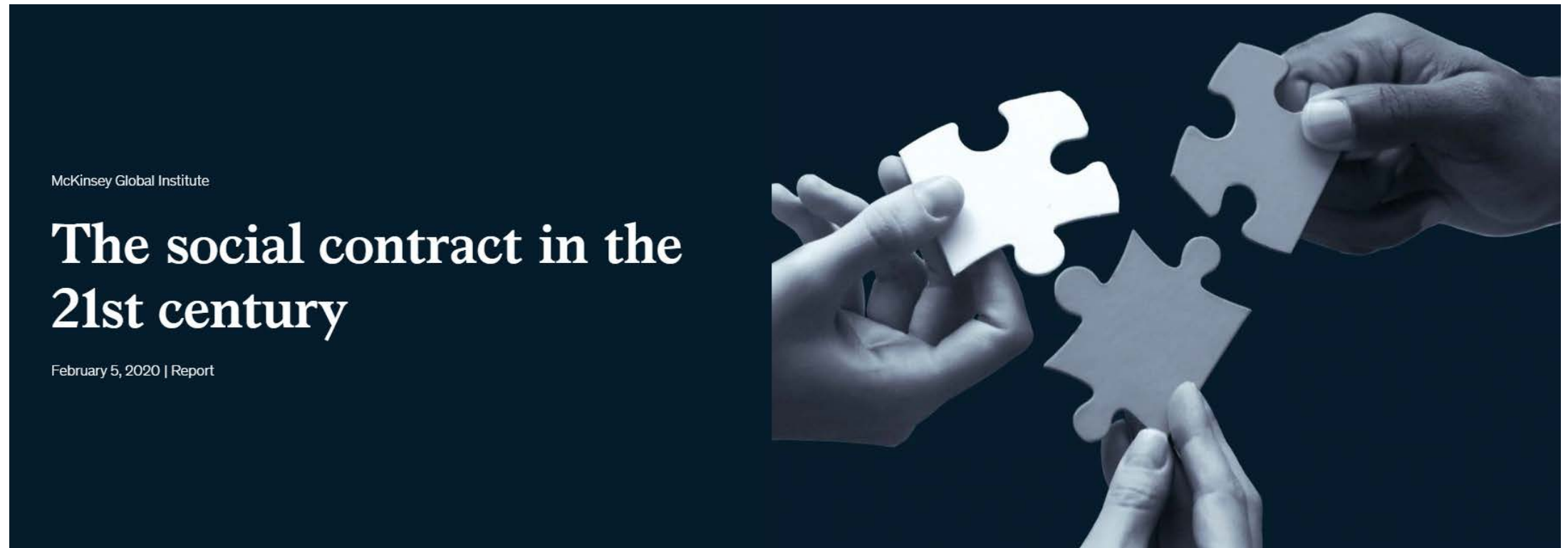
Earth is now our only shareholder.

For years, we looked for a way to lock in Patagonia's purpose and unlock more value to fight the environmental crisis. Well, we did it.

[Read Yvon's Letter](#)



Rethink: new social contract



Jean-Jacques Rousseau used the term in his 1762 book, *On the Social Contract*. At its core, *the social contract is the implicit relationship between individuals and institutions.*

PAUL POLMAN + ANDREW WINSTON

net positive



HOW COURAGEOUS COMPANIES
THRIVE BY GIVING MORE
THAN THEY TAKE

HARVARD BUSINESS REVIEW PRESS

*Is this world better off because
your business is in it?*

THE GREAT NARRATIVE

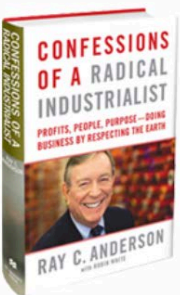
For a Better Future



KLAUS SCHWAB
THIERRY MALLERET

FORUM PUBLISHING

- What future do we face?
- What future do we want?
- What must we do to get there?



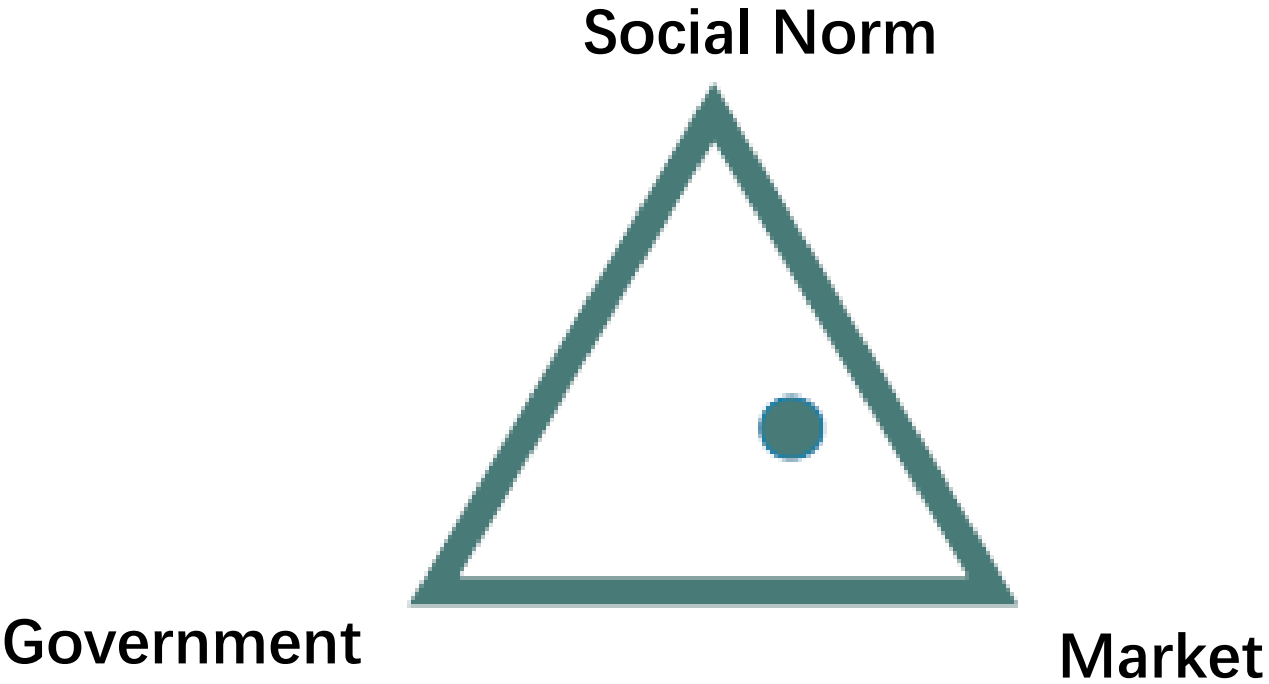
HENRY MINTZBERG

REBALANCING SOCIETY



“The plural, which is not some “them”, but you, and me, and we, acting together. We need to engage in social movements and social initiatives that challenge destructive practices and replace them with constructive ones. We need not be passive human resources, in the service of imbalance, but can be resourceful human beings, in the service of our progeny and our planet.”

Regaining balance of social contract



Minouche Shafik



What We Owe Each Other

A NEW SOCIAL CONTRACT
FOR A BETTER SOCIETY

Whether we realize it or not, *all of us participate in the social contract every day through mutual obligations* among our family, community, place of work, and fellow citizens. Caring for others, paying taxes, and benefiting from public services define the social contract that supports and binds us together as a society. *Today, however, our social contract has been broken.*

IMAGINE

LEADERS

FOUNDATION

ADVISORY

THE STORY

IMAGINE Leaders

Developing and accelerating the transformational leaders our world
needs now.

If not us, who? If not now, when?

"The purpose of life is to give purpose to lives so that society thrives while the world survives."



Photo by Anni Jankinen for Shutterstock



November 2021

Ecological Civilization

FROM EMERGENCY TO EMERGENCE

David Korten



50 years on from *The Limits to Growth*,
what did we learn and what's next?



EDITED BY UGO BARDI & CARLOS ALVAREZ PEREIRA

Limits and Beyond

With essays from the original *The Limits to Growth* authors
Dennis Meadows and **Jorgen Randers** and many more...

A REPORT TO THE CLUB OF ROME



December 2021

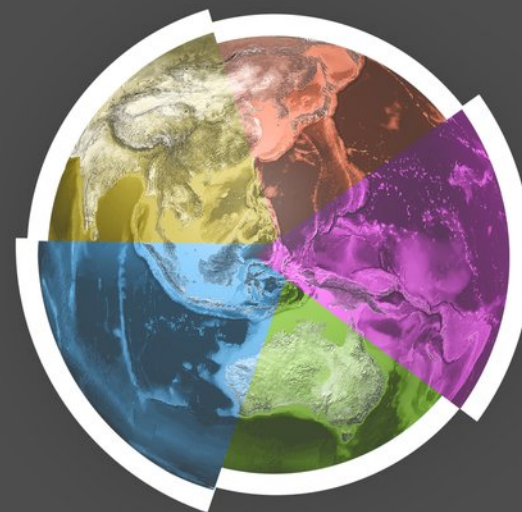
Learning new ways of becoming human

The Club of Rome



Essential reading on our long journey toward an “Earth for All” society.

— THOMAS PIKETTY, author, *Capital in the Twenty-First Century*



Earth for All

A SURVIVAL GUIDE for Humanity

Sandrine Dixon-Declève | Owen Gaffney

Jayati Ghosh | Jorgen Randers

Johan Rockström | Per Espen Stoknes

Forewords by Christiana Figueres and Elizabeth Wathuti

A REPORT TO THE CLUB OF ROME

FROM THE EDITORS

DEVELOPING A THEORY OF THE FIRM FOR THE 21ST CENTURY

Why do firms exist? The answer to this question has puzzled scholars since at least the 1930s. Given that the invisible hand of the market—with its emphasis on competition and prices—can efficiently coordinate economic exchanges among literally millions of people, why would it ever make sense to try to coordinate such exchanges through a firm—with its emphasis on bureaucracy, rules, and managerial hierarchies? And yet, firms do exist, and they can even prosper. As noted by D. H. Robertson (quoted in Coase, 1937: 388), firms in the economy exist as “islands of conscious power in [an] ocean of unconscious co-operation, like lumps of butter coagulating in a pail of buttermilk.”

POSSIBLE LIMITATIONS OF PRIOR THEORIES OF THE FIRM IN THE 21ST CENTURY

While acknowledging that these economic theories of the firm have had much to say about firms and their existence, there is a growing sense that they may have some important limitations, especially in the context of the 21st century. Several of these limitations, all of which emphasize behavioral and managerial dimensions explaining why firms exist, are briefly discussed here.

Boundaries and Ecosystems for Firms in the 21st Century

THE FUTURE ROLE OF THE BUSINESS SCHOOL: A VALUE COCREATION PERSPECTIVE

LISA THOMAS
Audencia Business School

VERONIQUE AMBROSINI
Monash University

Exploring value co-creation resonates with the ongoing debate concerning how business schools create value for their stakeholders. We suggest that the service-dominant logic (SDL) allows us to shed light on these concerns and advance this debate. In SDL, value creation is an emergent process, and co-production, co-creation and value-in-use are central dimensions in this process. This focus on process represents a departure from the traditional business schools' position, which conceptualizes value as an output. Some schools have begun to embrace process through collaborative engagement such as engaged scholarship, service-learning or the public value model. However, SDL allows us to demonstrate that these approaches tend to focus on co-production and miss opportunities to extend value creation activities by engaging with a more diverse set of stakeholders as part of the value creation process. We contend that business schools' strategies need to shift towards developing more direct and intense interaction with their stakeholders. In so doing, they can help support, create and maintain unique value in use for these stakeholders on an ongoing basis.

Knowledge Production

Surveys, reports, policy briefs, consultations

Knowledge Dissemination

Webinars, Workshops, Talks, Guest Lectures

Education for Futures

Co-producing social values and impacts

Responsible Global Citizen

Empowering youth with caring and compassion to local community

Internationalization

Teachers, students, networks, int. org.

Capacity Building

Tailor-made training, Summer Camp, ...



think of it
new subject



Dr. Xuanwei Cao

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