"Business as a Force for Good"

Jimmy Maymann, Chairman of UN Live Online, former CEO of *The Huffington Post*



From Shareholder to Stakeholder Manageme

"The business of business isn't just about creating profits for shareholders — it's also about improving the state of the world and driving stakeholder value."

Marc Benioff, Founder & CEO, Salesforce

...and from CSR to Sustainable Development



To achieve the 2030 SDG goals USD 1.4 Billion needs to be invested every year....

Achieving the SDG's requires action in several areas...



Source: BCG analysis.

...and opens whole new business opportunities!

Digital revolution

Artificial intelligence, big data, biotech, nanotech, autonomous systems

Smart cities

Decent housing, mobility, sustainable infrastructure, pollution

Food, biosphere, & water

Sustainable intensification, biodiversity, forests, oceans, healthy diets, nutrients USD 12 billion opportunity until 2030!



Human capacity & demography

Education, health, ageing, labor markets, gender, inequalities

Consumption & production

Resource use, circular economy, sufficiency, pollution

Decarbonization & energy

Energy access, efficiency, electrification, decent services

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A Sense of Purpose

Dear CEO,

As BlackRock approaches its 30th anniversary this year, I have had the opportunity to reflect on the most pressing issues facing investors today and how BlackRock must adapt to serve our clients more effectively. It is a great privilege and responsibility to manage the assets clients have entrusted to us, most of which are invested for long-term goals such as retirement. As a fiduciary, BlackRock **engages with companies** to drive the sustainable, long-term growth that our clients need to meet their goals.

In 2017, equities enjoyed an extraordinary run - with record highs across a wide range of sectors - and yet popular frustration and apprehension about the future simultaneously reached new heights. We are seeing a paradox of high returns and high anxiety. Since the financial crisis, those with capital have reaped enormous benefits. At the same time, many individuals across the world are facing a combination of low rates, low wage growth, and inadequate retirement systems. Many don't have the financial capacity, the resources, or the tools to save effectively; those who are invested are too often over-allocated to cash. For millions, the prospect of a secure retirement is slipping further and further away - especially among workers with less education, whose job security is increasingly tenuous. I believe these trends are a major source of the anxiety and polarization that we see across the world today.

We also see many governments failing to prepare for the future, on issues ranging from retirement and infrastructure to automation and worker retraining. As a result, 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 Companies must ask themselves: What role do we play in the community? How are we managing our impact on the environment? Are we working to create a diverse workforce? Are we adapting to technological change? Are we providing the retraining and opportunities that our employees and our business will need to adjust to an increasingly automated world?

There's a growing un-rest and distrust in Society



...capitalism too often becomes a race to the bottom. In low-growth economies, a focus on earnings-per-share (EPS) is leading to more unemployment and deepening inequality.



Trust in All Four Institutions Declines

Percent trust in the four institutions of government, business, media and NGOs, 2016 vs. 2017



2016

2017

Credibility of Leadership in Crisis

Percent who rate each spokesperson as very/extremely credible

CEOs 37%

Government Officials 29% Credible

Edelman Trust Barometer, 2017

Adidas Turns Ocean Pollution Into Cool New Sneakers

Each shoe uses an average of 11 plastic bottles per pair and incorporates recycled plastic into the shoe's laces, heel webbing, heel lining, and sock liner covers.

WE ARE WORKING WITH PARLEY TO TRANSFORM MARINE PLASTIC POLLUTION INTO HIGH PERFORMANCE SPORTSWEAR, SPINNING THE PROBLEM INTO A SOLUTION. THE THREAT INTO A THREAD. #ADIDASPARLEY

adidas

At adidas, our core belief is that through sport, we have the power to change lives. This becomes particularly relevant when we talk about the impact we have with our sustainability work. We are one of the very few companies that integrate sustainability into their business model, which becomes most visible in the fact that we take sustainability to the product level.

ADIDAS. (OM/PARLEY

Kasper Rorsted, CEO Adidas

"Technology is the most potent **agent of change**. Whereas other change-agents rely on reshuffling the existing building blocks of society, technological innovation creates entirely new ones, expanding our **problem-solving toolbox**".

Boyat Slat Founder and CEO, The Ocean Cleanup

The Ocean Clean-up Project

POG

The system was earlier this year deployed in the Great Pacific Garbage Patch, the world's largest accumulation zone of ocean plastics. Situated halfway between Hawaii and California, the patch contains 1.8 trillion pieces of plastic, and covers an area twice the size of Texas.

CEAN**cleanup**

POS

"Maersk contributes to the protection of the ocean environment through our sustainable activities in both ocean and land-based activities. As a responsible maritime operator, we are committed to ensuring that the oceans remain a healthy environment for generations to come. We are therefore very pleased to contribute with services and equipment to The Ocean Cleanup."

Claus V. Hemmingsen, Vice CEO of A.P. Moller – Maersk and CEO of the Energy division "We are the first generation that can end poverty and the last generation that can take steps to avoid the worst impact of climate change. Future generations will judge us harshly if we fail to uphold our moral and historical responsibilities."

Former UN Secretary General Ban Ki-moon