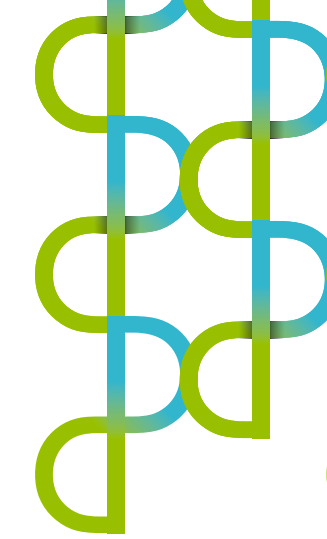




The end of linear growth The start of Circular Leadership

Connecting current leaders to future leaders:
the best way to realize the Sustainable Development Goals





THE NEW NORMAL ('T NIEUWE NORMAAL)

'Future-proof consumption and hyper transparency is going to become 'the new normal' for companies. Once you stop learning you start dying, but luckily The Netherlands is known for its adaptive and innovative way of doing business. You can say that being future-focused is in our DNA.'

Wopke Hoekstra, Dutch Minister of Finance



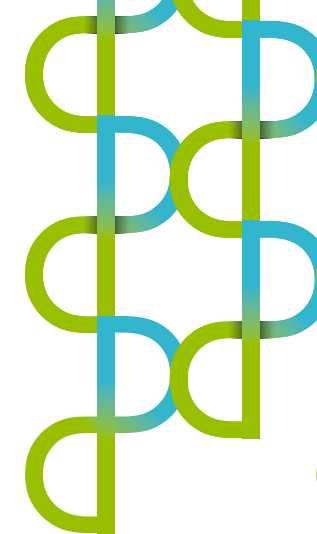
Wopke Hoekstra
Minister of Finance, ambassador of Dutch Circular Leadership Conference

Fewer than five percent of the executive job descriptions required external senior applicants to possess some form of sustainability mindset*
CURRENTLY, ONLY 9% OF OUR WORLD ECONOMY IS CIRCULAR**

- * Russell Reynolds "Call to Action: Accelerating Sustainable Business Leadership", 2018
- ** Circularity Gap Report 2019

'Linear growth causes global instability. Organisations such as 'Save The Children' cannot grow in a linear fashion given the rapidly expanding requests for aid. We must work in unison with government institutions, educational institutions and companies to address the fundamental causes. Another kind of leadership is necessary for this, including in my sector.'

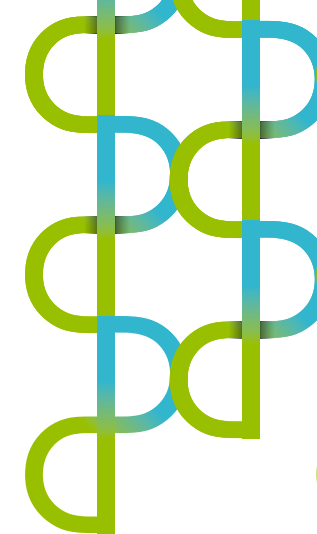
Pim Kraan, CEO The Netherlands, Save the Children, one of the largest NGO's worldwide





DUTCH CIRCULAR LEADERSHIP CONFERENCE

The Dutch Circular Leadership Conference was held on Thursday November 28th 2019. A week prior, on November 21st 2019 the Dutch Circular Leadership team opened the Amsterdam Stock Exchange AEX-Index, striking the gong to mark 'the end of linear growth and the start of Circular Leadership'. A week later, at the conference, 120 Dutch top-level CEOs, board members of the largest Dutch corporations, Thought Leaders, Social Entrepreneurs and Future Leaders (30 high potentials under 30) came together at the hart of the Financial District (ZuidAs) in Amsterdam to jointly set the leadership agenda for achieving the Global Sustainable Development Goals and for realizing a worldwide circular economy. Leaders in the fields of finance, healthcare, education, energy, industry, culture and NGO's join forces together with Future Leaders.



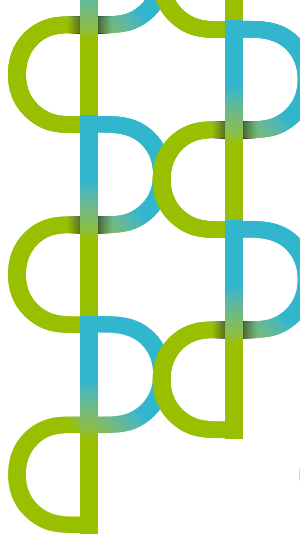
'The quality of the community will increasingly be determined by the realization of the sustainable development goals. In that context Circular Leadership is not only desirable, but highly necessary.'

Prof. Jan Peter Balkenende
Former Prime Minister of The Netherlands



THE DUTCH WAY OF DOING CIRCULAR LEADERSHIP

The openness and directness of the Dutch Culture enabled us, as business leaders, future leaders and thought leaders, to genuinely connect with one another as equals, regardless of age or background. For 10 hours, we discussed the complex problems humanity is facing today in an open, safe and constructive manner. A setting in which there is genuine equality between all parties is unique to The Netherlands. The meeting of current and future leaders, on an equal footing, generated enormous energy and great hope for the future.



The largest Dutch Multinationals Shell and Philips in an open dialogue with the Future Leaders - 'We as Future Leaders see the world as one garden we all share together.'



'Circular leadership is primarily about vision and humanity.'

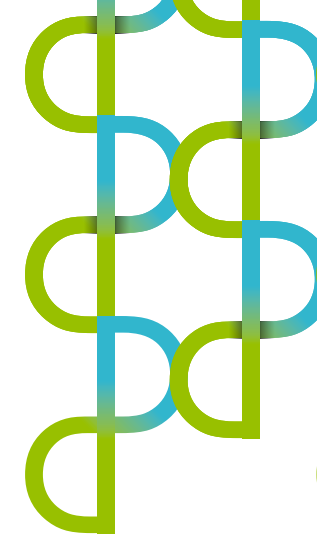
Werner Schouten, Chair, The Young Climate Movement, representing 100,000 young Dutch people



FUTURE CIRCULAR LEADERS

The Future Circular Leaders* are a group of high potentials under 30: go-getters who are eager and committed to advance the circular movement in The Netherlands and the world at large. In a sustainable fashion, this group was selected with special care to have a male-female ratio that is as close to equal as possible in order to ensure a masculine and feminine balance. Furthermore, each leader was selected based on their embodiment of sustainability and who are socially engaged in their daily lives.

* The group of Future Leaders represent among others Sustainable Youth, Groene Golf (Green Wave), De Jonge Klimaatbeweging (The Young Climate Movement) and Dutch Future Leadership who are all closely connected to this movement. Together they represent over 100,000 concerned and involved Dutch people under the age of 30.



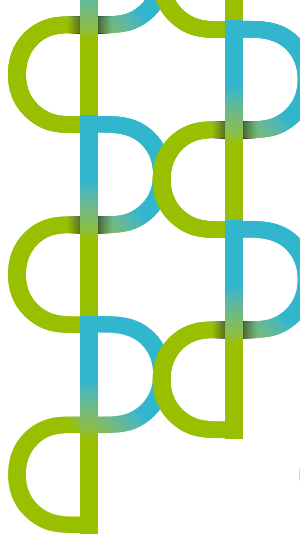
'We need each other to move forward and to improve society as a whole. Not only the current directors, but also thought leaders and especially future leaders. These three groups are always linked to each other within circular leadership. In a circular bond, leaders who are strong, conscious and have a personality thrive.'

*Abel Koentjes, Future Circular Leader,
Board member of Enactus Netherlands*



WHAT FUTURE LEADERS BRING TO THE TABLE

As leaders, we have the once-in-a-lifetime opportunity to play a huge, positive role in sustaining our ecosystem for future generations. These future generations should have a strong voice and be included in all important decision-making processes. Young people should certainly have a seat at the table; their influence is vital. This is not only because they will be facing the future consequences of the decisions we make today, but also because they are still open-minded and flexible in their thinking. A new Dutch governance structure that incorporates their creativity and power for innovation will enable the creation of a future in which we can flourish together. Current leaders can trust future leaders to use their common sense and show leadership.



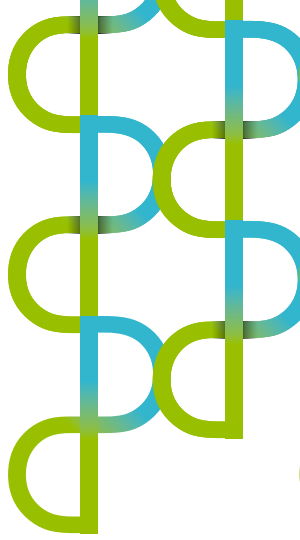
'In my view, circular leadership is still difficult to grasp for many of the people who were present. I also heard people say that there is a need for more tools and examples of the right approach. I believe that this has to do with insecurity about doing what is necessary. Courage was a recurring word, as was vulnerability. I believe this has to do with the fact that many CEOs feel that they are embarking on an adventure without knowing what lies ahead.'

Pallas Agterberg, Director of Strategy, Alliander,
Dutch electricity network operator



CURRENT & FUTURE CIRCULAR LEADERSHIP FOUNDATION

The foundation came as a result of the Dutch Circular Leadership Conference. In 2020, the home base of this foundation will be Circl (an initiative of ABN Amro). This enables the Current & Future Leaders to roll out the program that came out of the Dutch Circular Leadership Conference.



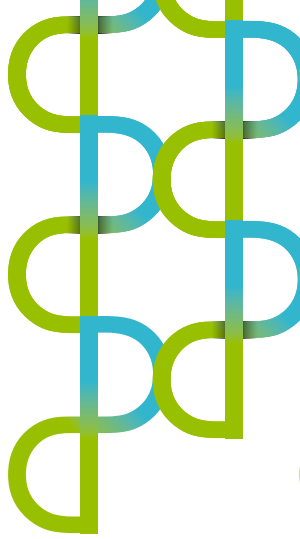
'Curiosity and courage, that is what it is all about. Organizing objections and making the future leaders part of the collective thought-process and actions.'

Sigrid van Aken, Board of directors
Novamedia/Nationale Goede Doelen
Loterijen (Dutch national charity lottery)



LET'S ACCELERATE CIRCULAR LEADERSHIP FOR THE GLOBAL GOALS!

Dutch Circular Leadership Conference Team: Mildred Hofkes, Dennis Luijer, Marga Groot Zwaaftink, Sander Veenendaal, Suzan Heijne den Bak, Shinta Oosterwaal, Vallen Cangieter and Abel Koentjes. Dutch Circular Leadership Movement
Powered by NieuwBestuur, the circular leadership platform. www.nieuwbestuur.nl



'Future Generation Leaders do not want to put a brand-new bell on a rusted bike. They also want to help think up a new design for the bike.'

Jesper Broekhof, Future Leader, Co-founder of Groene Golf (Green Wave) network of young professionals



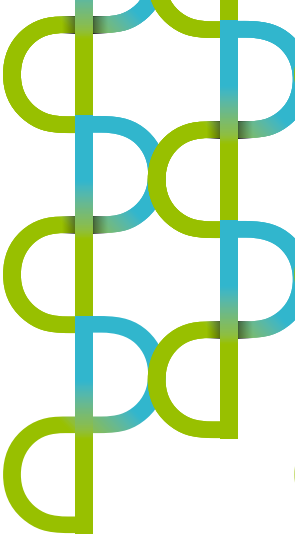
'The current leaders can create space for us future leaders. As a group of future leaders, we have more freedom to fail, to be uninformed and curious, to think outside of the box and try new things. That's where a great deal of our power and added value comes from, and that's absolutely essential in moving towards circular leadership.'

Maxime Weidema, Future Circular Leader, Project Manager at Green Events NL

The nine guiding principles for Circular Leadership

DEFINED AT THE DUTCH CIRCULAR LEADERSHIP CONFERENCE,
NOVEMBER 28TH 2019, AMSTERDAM CIRCL

A circular economy will emerge from leadership that dares to take action, not tomorrow but today. If necessary, leaving behind old economic paradigms that do not serve the well-being of humanity and the Earth. Coming together as Dutch leaders, we have realized that the transition to a new economic order will not only be technical and institutional; first and foremost, it will be a Personal Leadership Transition. Our actions matter because our sphere of influence goes beyond our businesses and extends to society and the Earth. Therefore we accept that we are in 't ondertussen' (in between). Therefore we accept the unpredictability of this time and we deal with it together. We are all systemically interconnected within a bigger ecosystem and the decision of one effects all the others.



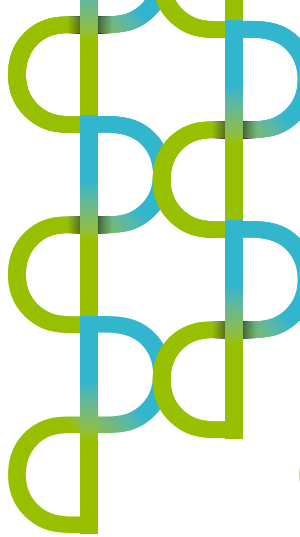
'Circular Leadership is all about value creation through intergenerational listening and sharing aimed at connecting energy and experience to boost society's resilience.'

Anne Mieke van der Werf Business Development
Director, INVEST-NL

1

The future has a seat at the table.

A new governance structure includes the voice of the future in every decision-making process. To take responsibility and action together, and to mobilize the necessary creativity, innovation and charge within the younger generation and the network & experience of the older generations.



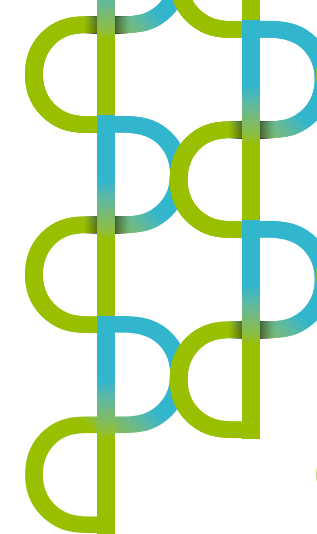
'Besides requiring knowledge and competence, social developments particularly require a great deal of personal involvement. This is expressed in a leadership style that is focused on listening to what the other person needs, not only on sharing one's own thoughts. Current leaders and the leaders of the future feel a calling and that is why they opt for a personal approach.'

Mariëtte Hamer, President, Economic and Social Council (SER)

2

The time is now.

The system is trapped in its own linear value chain. We believe it will not change fast enough from within. We need leadership that is insufferably impatient and willing to change businesses fundamentally. Leaders are too busy. Future leaders can help businesses free up time in their agendas both to slow down and speed up.



‘Every decision we make today as business leaders will have an impact tomorrow. That is why we are aligning our investment portfolio with a 1.5 degree pathway and why it makes perfect sense to involve tomorrow’s leaders in refining this pathway.’

Linda Broekhuizen, Chief Investment Officer, FMO
Dutch Entrepreneurial Development Bank

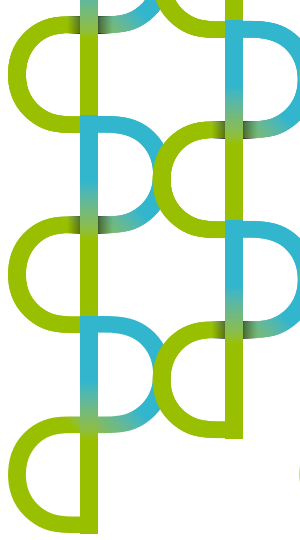
3

System follows leadership.

A circular leader is well aware that new, circular, business models and a new economy are shaped through the way he/she conducts oneself. They are the touchstone of circularity. In circularity, leadership is the necessary existential dimension: a circular leader embodies leadership more than he/she imposes authority. His/her example is inspiring and is able to move people in that manner. Moreover, a circular leader is deeply grounded in himself/herself and in his/her role. Out of being deeply grounded, a circular leader connects with others and shapes a new reality.



Nine guiding principles for Circular Leadership.



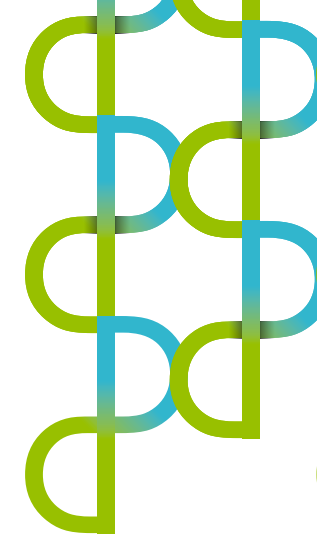
'For the long-term success of companies, it is vital to include sustainable leadership as an essential selection criterion when appointing senior executives and non-executives. Recent global research across industries shows that this is currently the case in less than 5 percent of appointments.'

Hans Reus, Managing Director
Russell Reynolds Executive Search Firm

4

We take it personally.

A circular leader navigates the complexity and unpredictability of the world with their personal moral compass. Self-reflection, vulnerability, transparency, openness and reciprocity are not only the relevant leadership skills in a circular economy, they shape the new economy.



'The challenges of our time require a new type of leadership. Leadership in which the current and the future generations work together closely to leave the world in a better state than they found it. It's essential to have a mindset geared towards learning, listening well and daring to be vulnerable. This way we can create the framework that will allow the circular economy to come to fruition with all the relevant stakeholders.'

Daphne de Kluis, Board of directors
ABN AMRO, CEO Commercial Banking

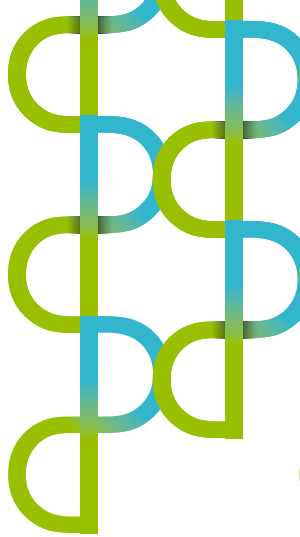
5

The game is changed. We are in 't ondertussen'.

Circularity changes the game. Therefore, leadership requires one to make challenging choices and bold moves that optimize quality and meaning of the economic order. If necessary, a circular leader dares to leave economic paradigms when they do not serve the well-being of humankind, society and the earth and builds a new paradigm.



Nine guiding principles for Circular Leadership.



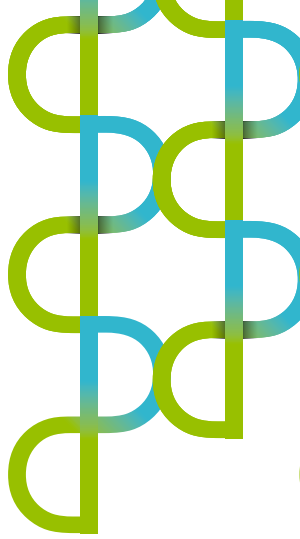
'In this time of transformation, it is important that a leader should be an anchor for the entire team. For those who would like to go faster than the current status quo, for those who feel that things are moving too fast and for everyone in between. As a leader of the police, I take the collective social challenge as a starting point for police men and women at this time of transition; the 'in between' phase. It's more important to inspire and to give hope in this process than to provide fast but elusive solutions.'

Jannine van den Berg, Chief of police, Central Unit of the Dutch national police, Executive Committee of Interpol

6

The world is our communal garden.

Leadership is the effect of clear vision for and a coherent way of doing business in relation to people, organizations, society and the earth. A circular leader knows that each of these elements are essential parts of an ecosystem. To this end, a circular leader holds a worldview of a communal garden. To this end, a circular leader holds a worldview of taking care of the communal garden.

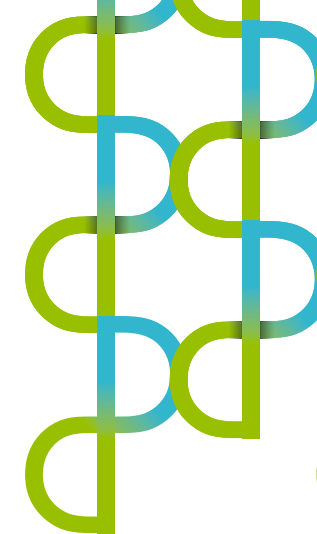


'A purpose-driven business model is the new way to attract future investors, clients and employees'

Jeffery Bekkering, Vice President Corporate Governance, Seadrill Offshore

7 The ability to connect across the board among generations, departments and positions.

In leadership, circularity gets the necessary existential dimension: a circular leader embodies leadership more than he/she imposes authority. Out of being deeply grounded, a circular leader connects with others. to have the ability to take on the collective responsibility, but also to especially mobilize the necessary creativity, innovation and charge within the younger generation and the network & experience of the older generations. Walls are being broken down to tap into the wisdom of the group.



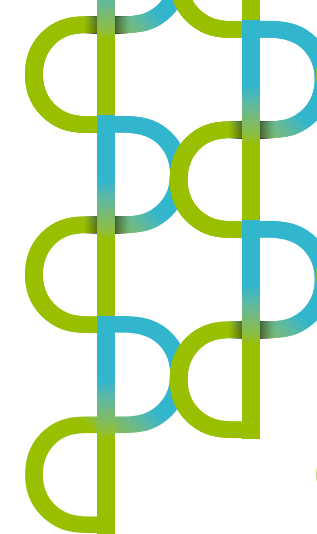
'The two aspects that stayed with me are "the destroyer" and "the builder" and the fact that we are in the 'in between' phase. The in between phase requires balance between destroying and building. When all is said and done, everybody wants to be a part of the future garden and no one wants to be excluded.'

Koen Overtoom, CEO Port of Amsterdam

8

Circularity as a profitable business model is the new normal.

The end of linear growth as we know it has arrived. The true price of linear growth is going to become more and more visible. Companies will increasingly be held accountable. Their true value will no longer (only) be financial but more so their stakeholder-support base. Failing to respond in a circular manner would not only be immoral, it would also be a futile basis for building a business.



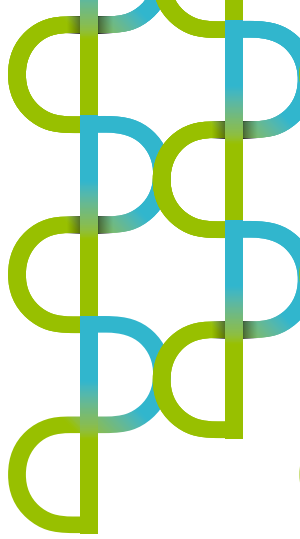
'My insights from the conference are relatively clear: be authentic by regularly asking yourself if you are doing the right thing, be honest about fears or any obstacles that stand in the way of doing the right thing, then have the courage to overcome those obstacles.'

Bas den Heijer, Director of Finance & Risk, Prinses Maxima Centrum voor kinderoncologie

9

Be among the frontrunners and young talent.

By pushing boundaries and creating new frontiers, we are able to find the best talent to solve the challenges of our time and business. This makes it much easier to find the right people.



I look back on an awesome day with an extraordinary meeting of future and current leaders. It will be the beginning of a movement that is full of hope and is unstoppable, in which present and future leaders – brought together by their willingness, hope and work ethic – will build a bridge towards a beautiful future for the Netherlands and the rest of the world!’

Lieke Schepers, General director Yacht / Randstad Groep Nederland



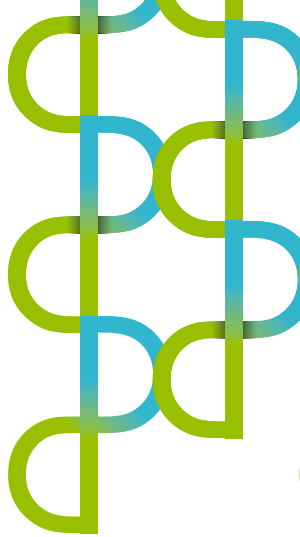
MINISTER KAAG OF THE DUTCH CABINET RECEIVES THE GUIDING PRINCIPLES FOR CIRCULAR LEADERSHIP

A week after the conference, on December 4th 2019, the 9 principles of Circular Leadership were presented to the Dutch Minister of Foreign Trade and Development Cooperation, Sigrid Kaag, by the initiator Mildred Hofkes, team member Sander Veenendaal and Future Circular Leaders Maxime Weidema and Abel Koentjes.



'In circular leadership, everyone is seen and heard; hence this is an excellent form of leadership to solve the current big social issues concerning sustainability, whereby the power of our social diversity is unleashed and generations are connected.'

Hans van Houwelingen, CEO Actiam/Vivat
(One of the largest Dutch Asset Management companies)





THE 9 GUIDING PRINCIPLES OF CIRCULAR LEADERSHIP

1. The future has a seat at the table.
2. The time is now.
3. System follows leadership.
4. We take it personally.
5. The game is changed.
6. The world is our communal garden.
7. The ability to connect across the board among generations, departments and positions.
8. Circularity as a profitable business model is the new normal.
9. Be among the frontrunners and young talent.

BUSINESS-TO-SOCIETY

The Dutch Circular Leadership Conference is an initiative of the educational platform NieuwBestuur and it is a Business-To-Society project. The home base of Future Leadership Foundation will be Circl Amsterdam in 2020.

Powered by NieuwBestuur.

www.nieuwbestuur.nl

