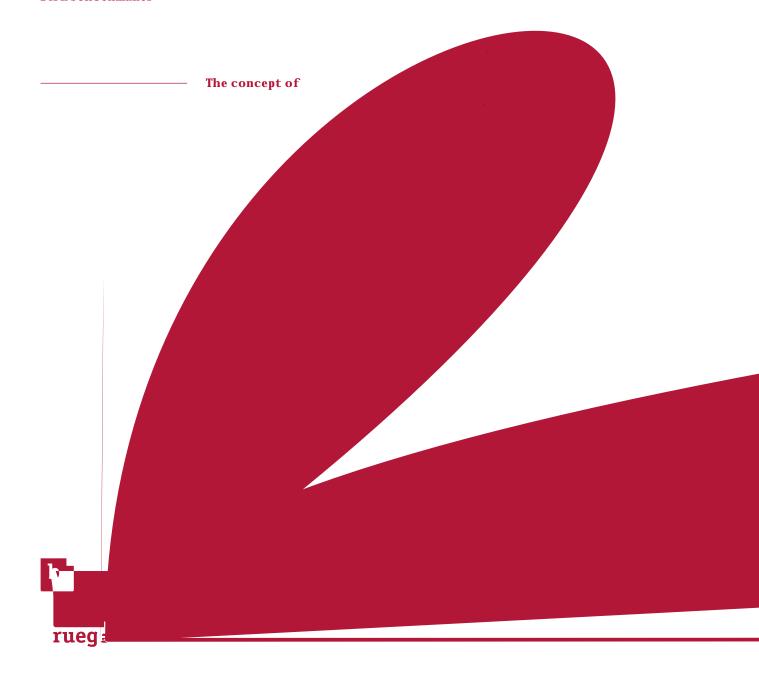
Executive summary

Companies are under

Dirk Schoenmaker



_____ 1 Introd ction

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3 Steering on integrated al e

Fig re 3: Val e creation matri

	E+S, .	E+S, , ~
F ~	Quadrant 1: over-exploitation	Quadrant 2: win-win
F	Quadrant 3: collapse	Quadrant 4: c harity

Source: Schramade (2020). Note: F is financial value, E is ecological value and S is social value.

3 See			
9 See		_	

		_
Table 1: Change in al e creation b	an oil compan	
Source: Bruegel. Note: This table shows the annual value pr shows the valuation profile of the oil company. The next two columns show the value profile of the oil company after the three values in rows 1 to 3. The bottom rows show our new dimensions are equally weighted (= = 1). The annual va-	o columns show the value of the projects on e project (1 or 2). The top rows show the outo decision model, where negative values cour	a stand-alone basis. The last two come for simple adding up of the nt double (= 2) and the value

Во	1: Shell (not) in transition	

4 Steps to accelerate

11 A May court ruling in the Netherlands ordered Shell to reduce its emissions, showing that society companies to include social and environmental value in their strategy strategies and business m	, 1
to retain (or regain) their social license to operate. See	
12 See	

References

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f ...

f ...

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