

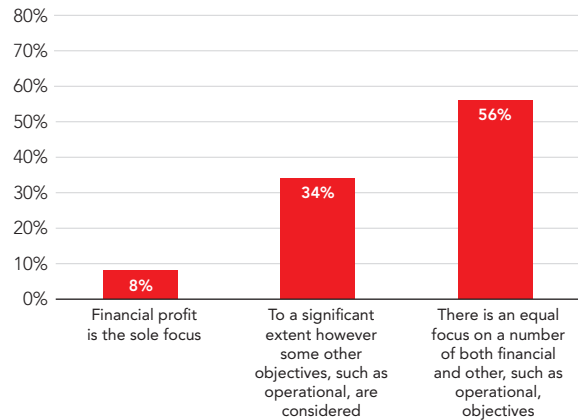
Planning and performance management paradigm



GLOBAL

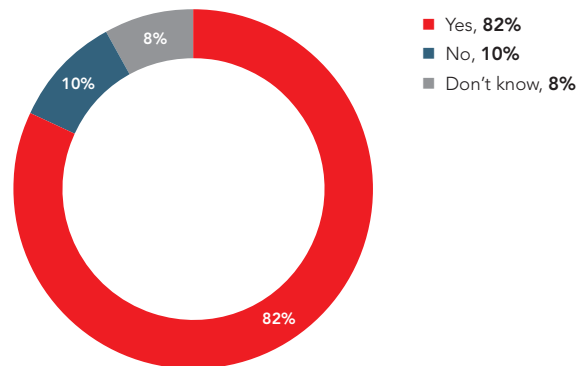
The focus of planning and forecasting

What is the focus of planning and forecasting in your organisation?



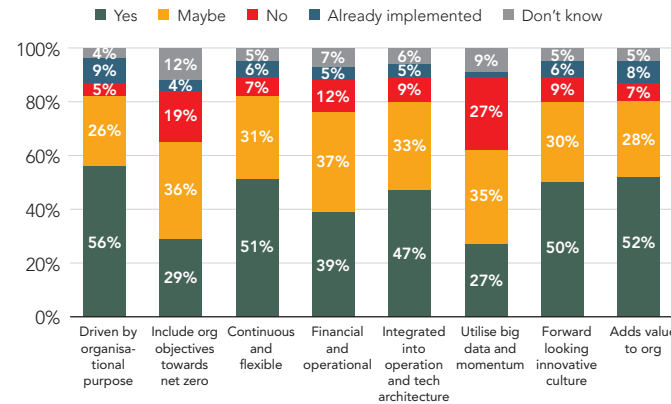
New forms of performance measures

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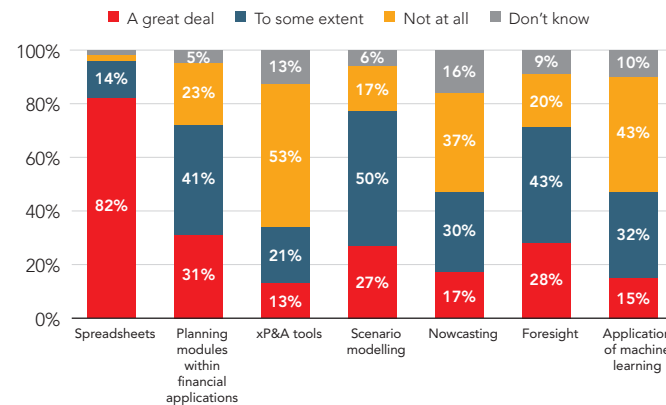
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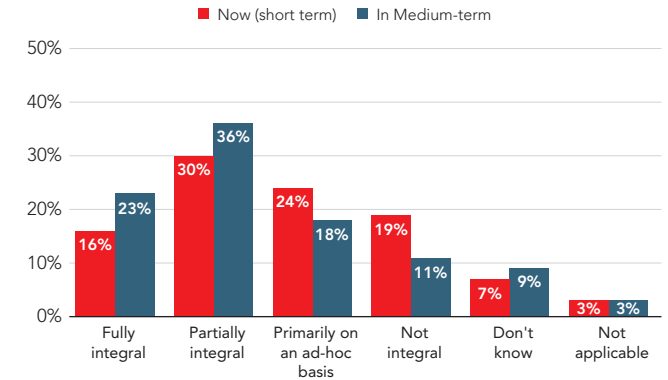
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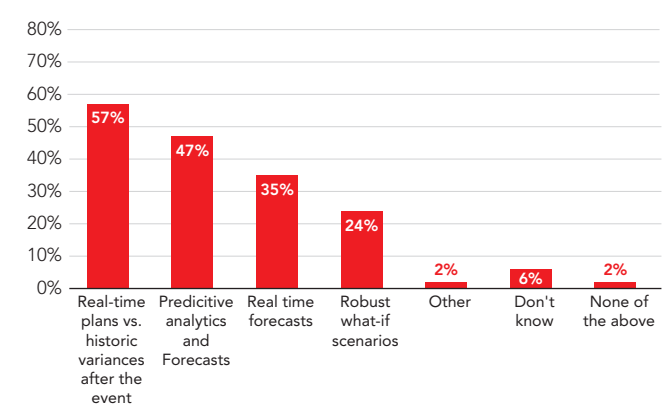
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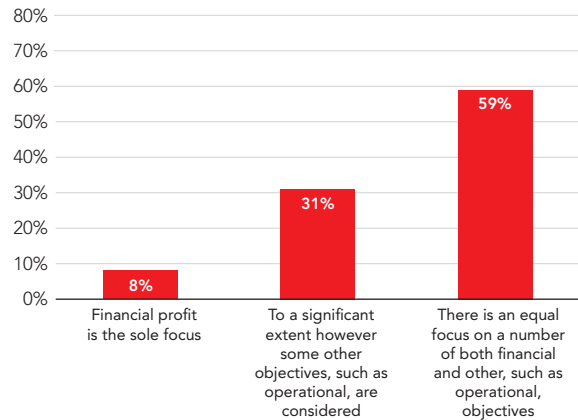
Planning and performance management paradigm



UK

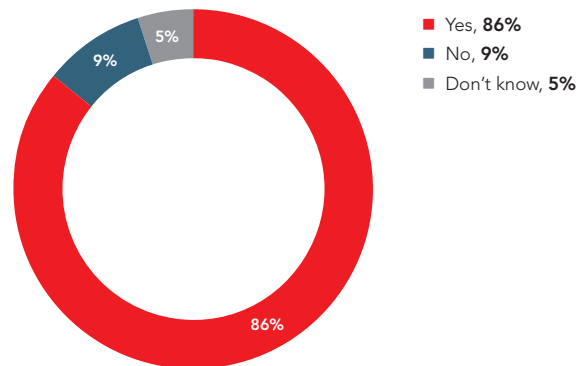
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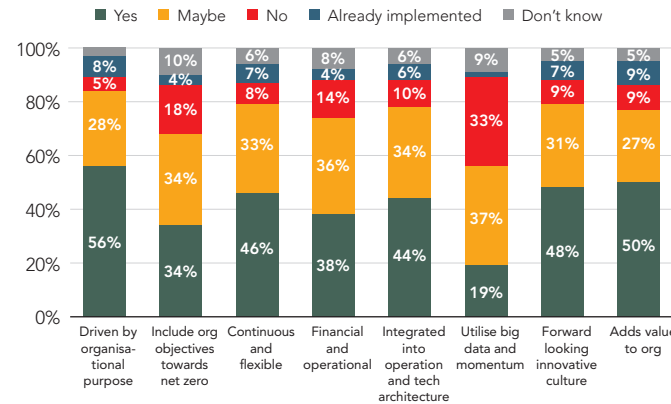
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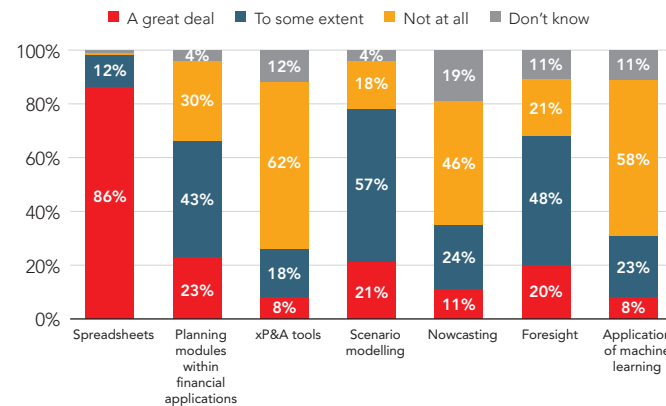
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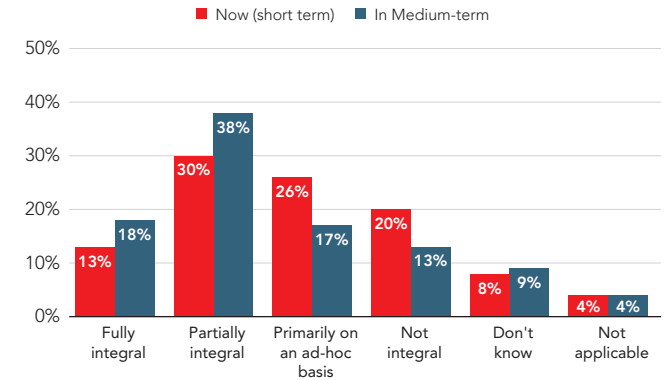
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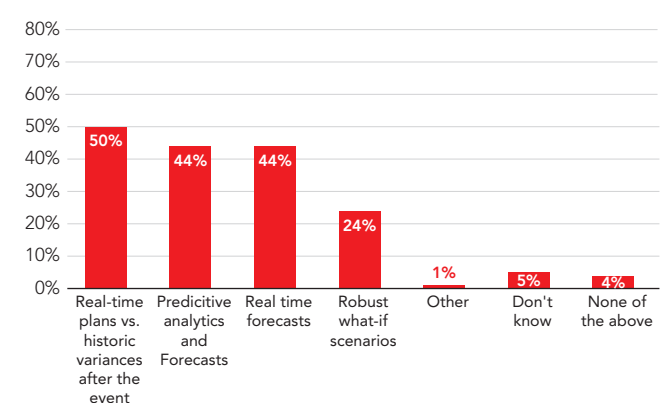
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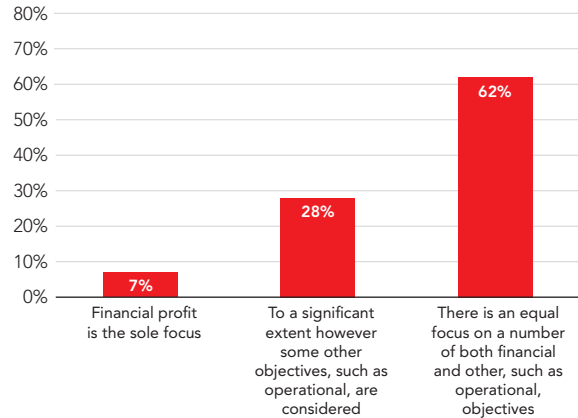


Planning and performance management paradigm



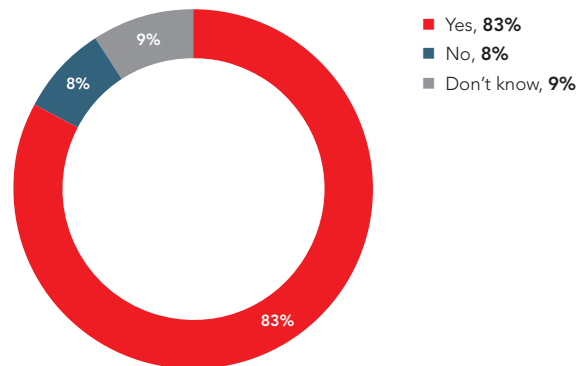
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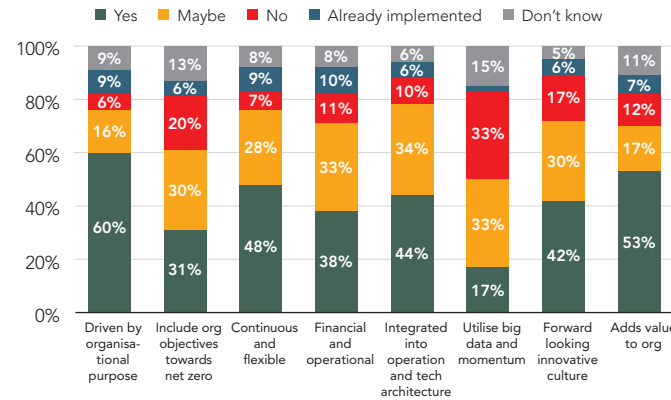
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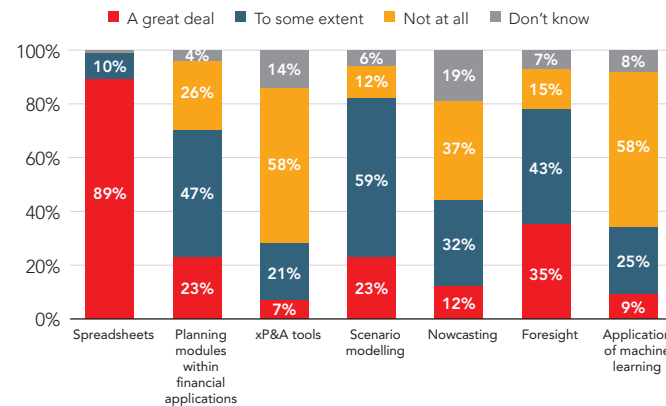
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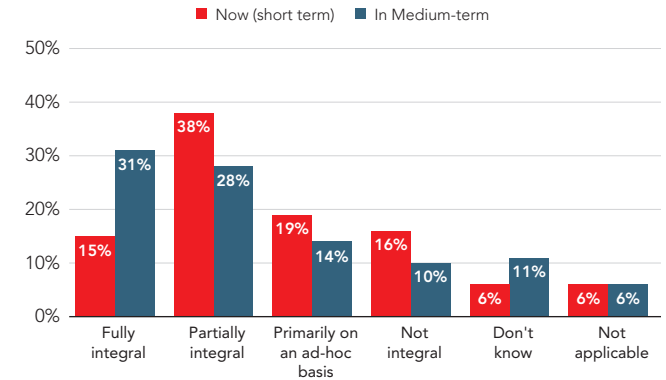
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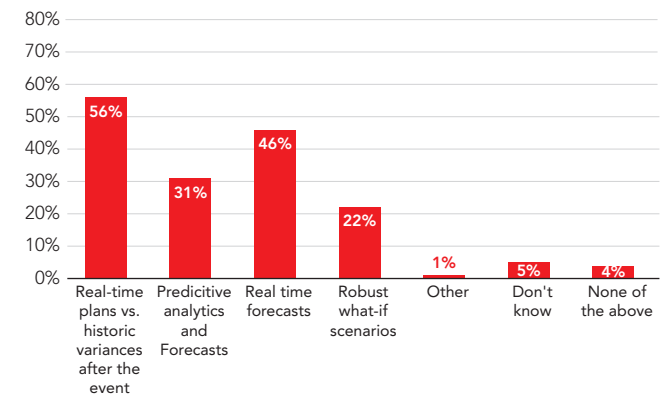
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Planning and performance management paradigm



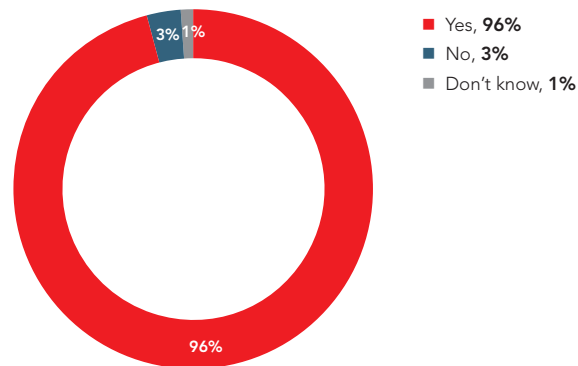
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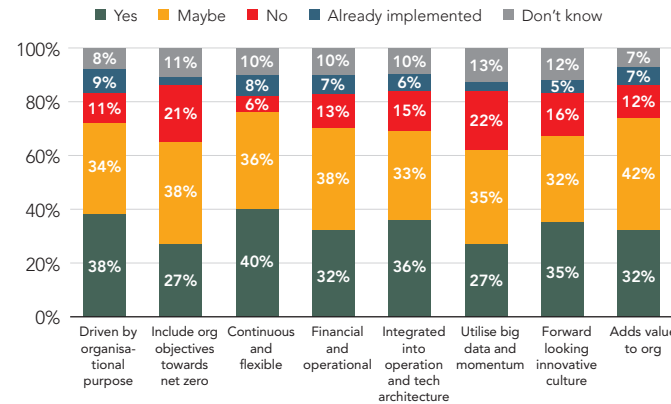
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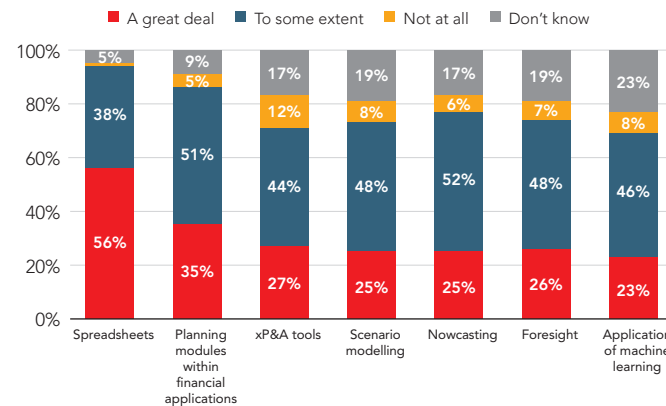
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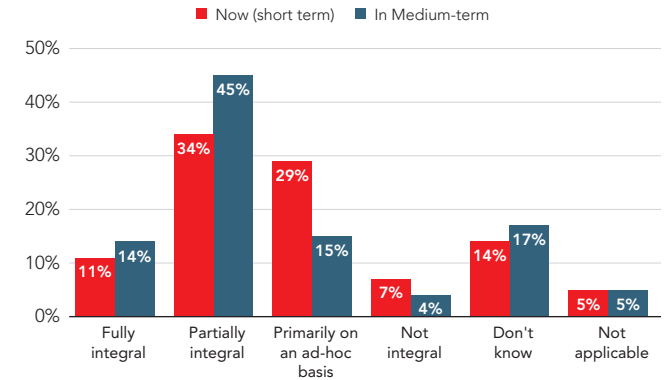
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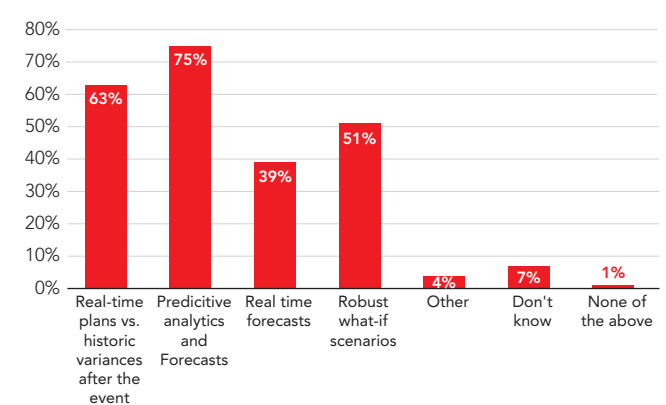
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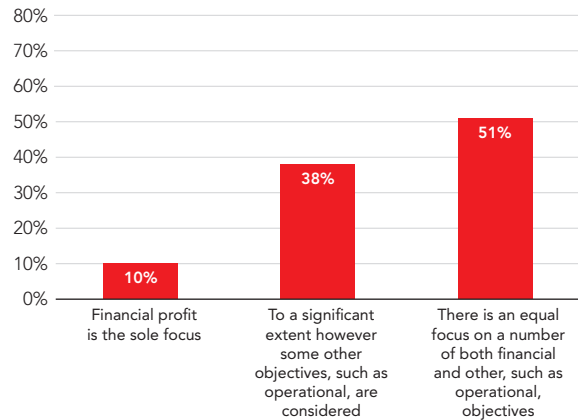
Planning and performance management paradigm



AUSTRALIA

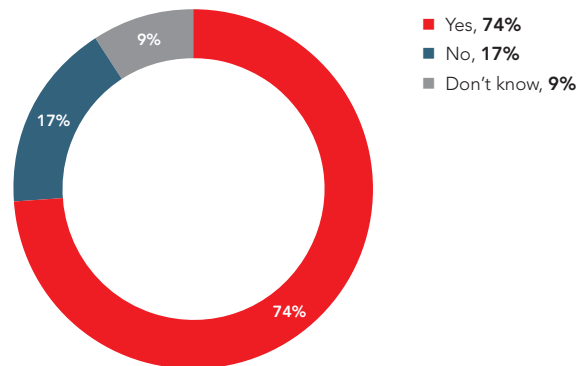
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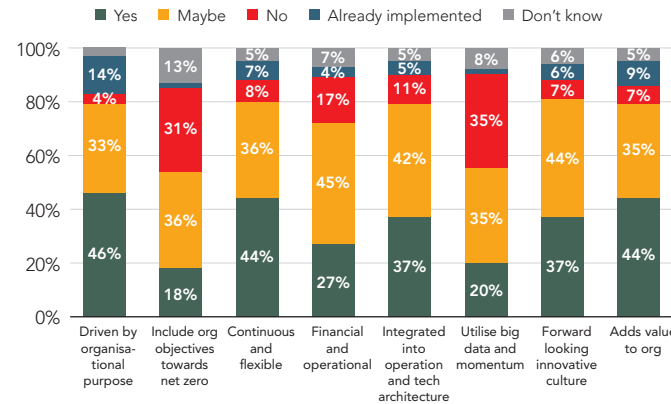
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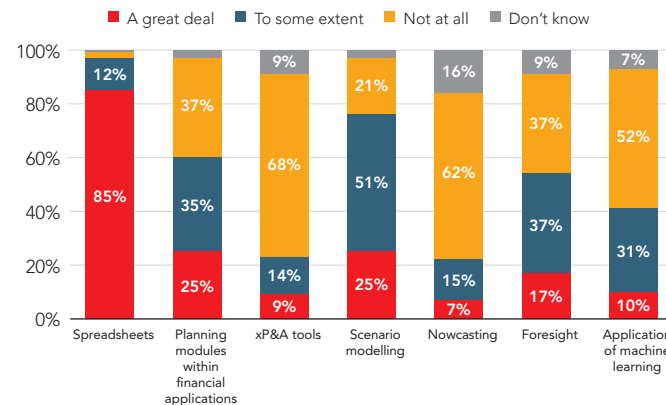
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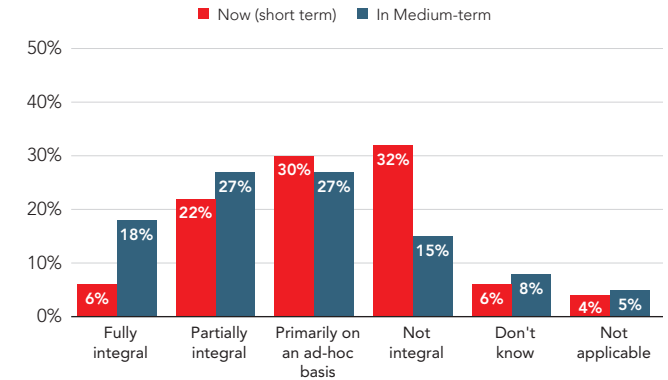
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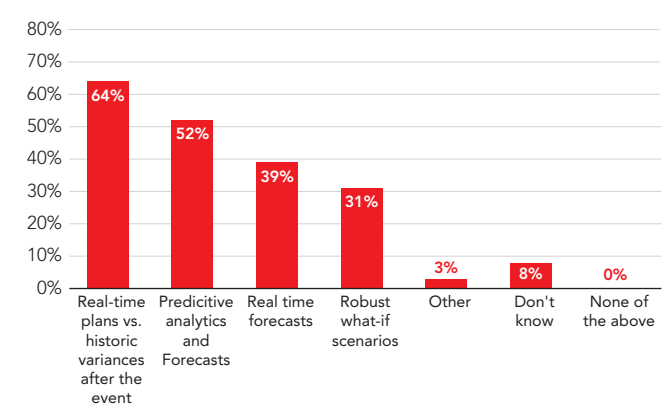
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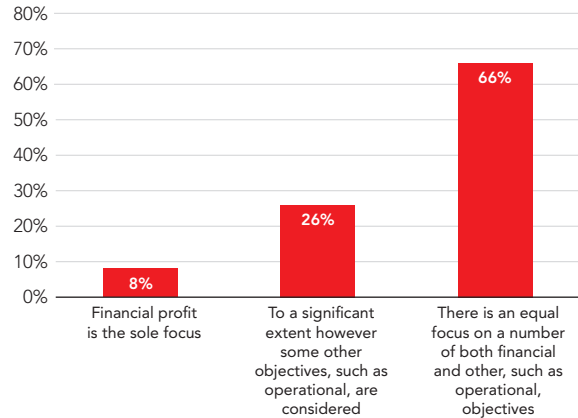


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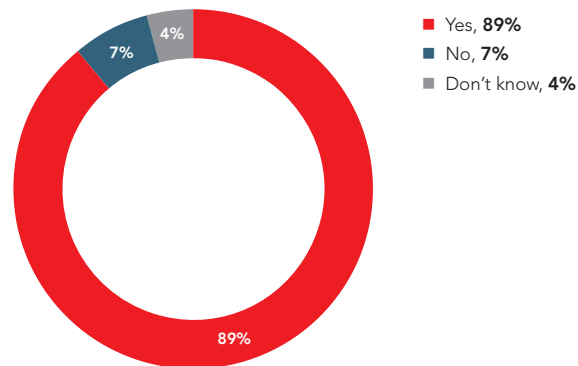
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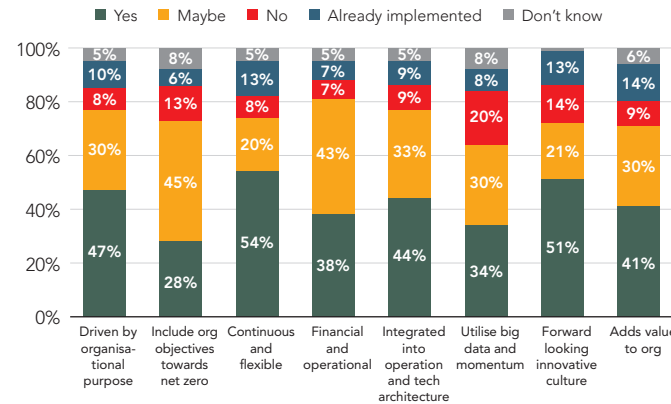
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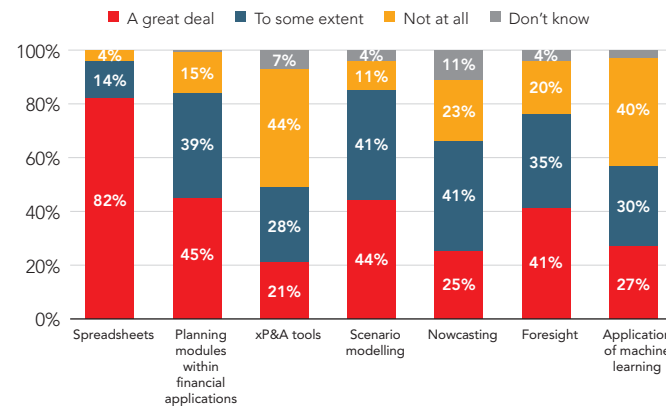
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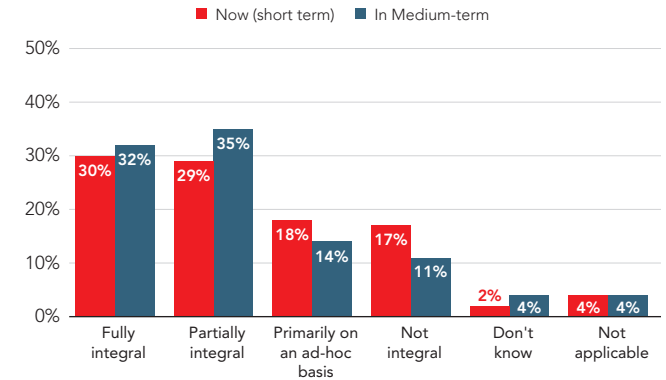
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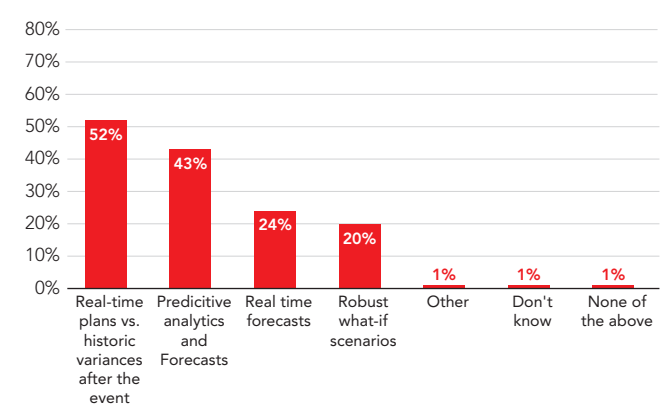
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Planning and performance management paradigm



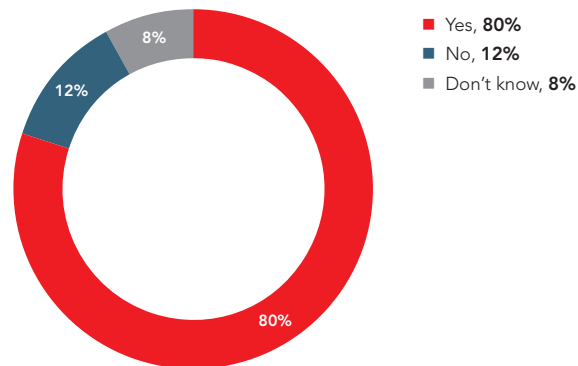
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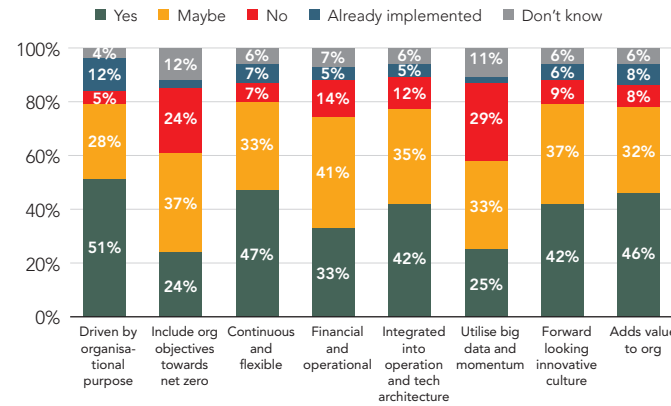
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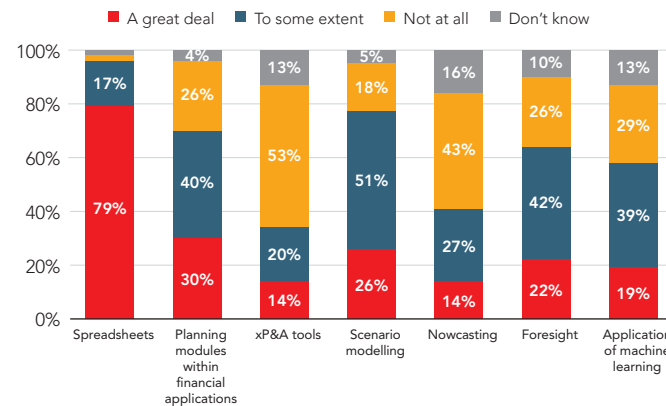
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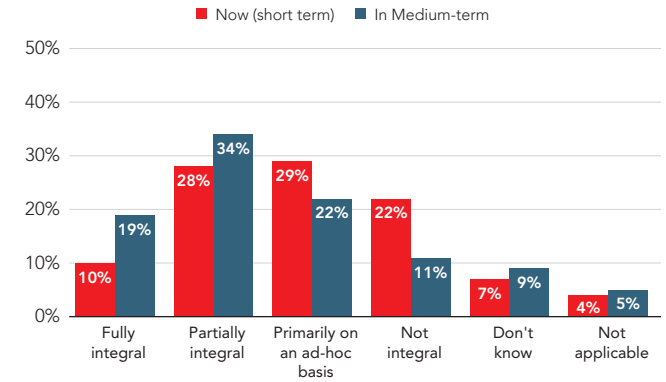
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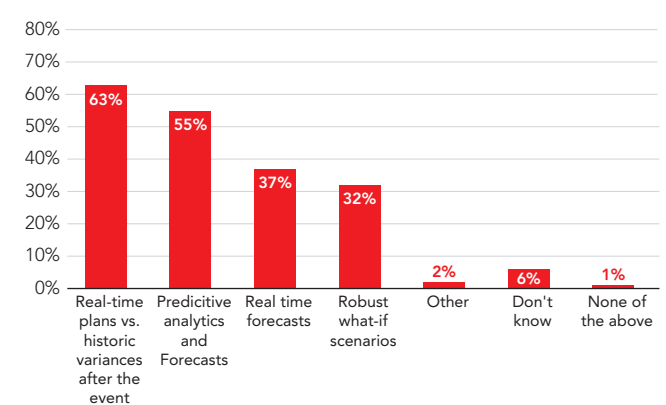
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Planning and performance management paradigm



SOUTH ASIA

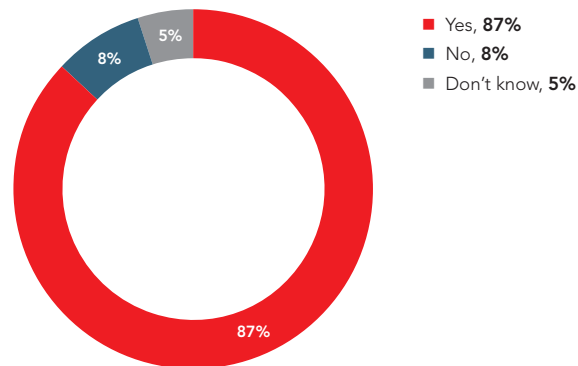
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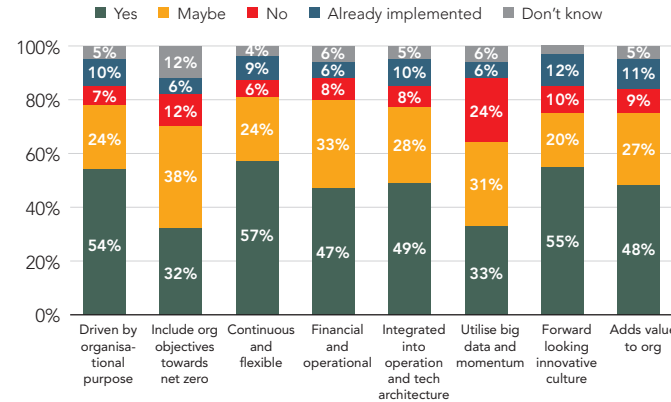
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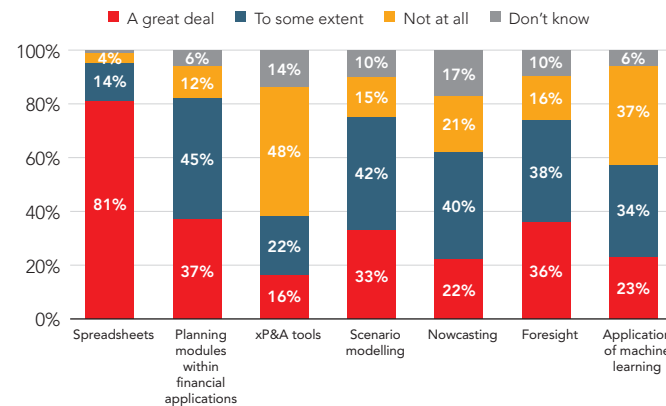
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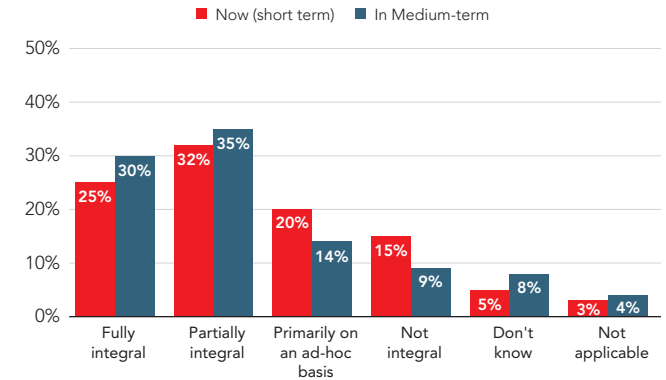
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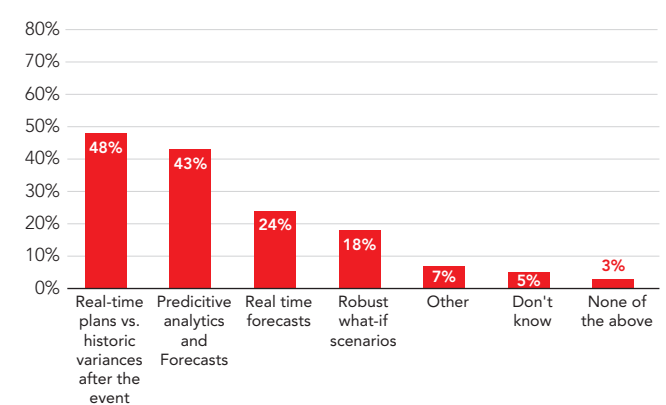
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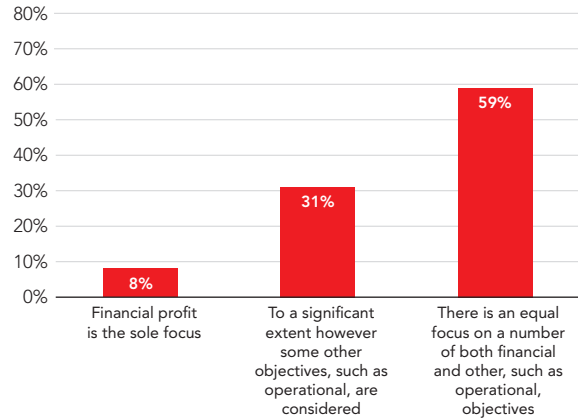


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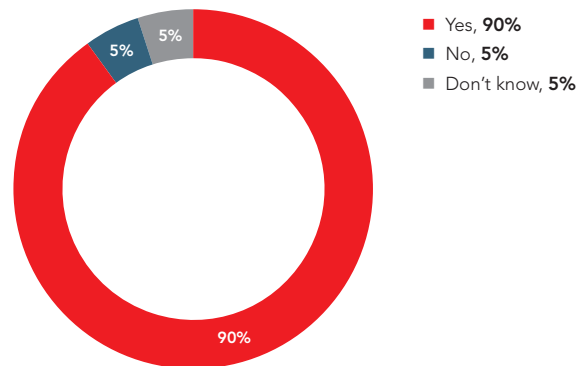
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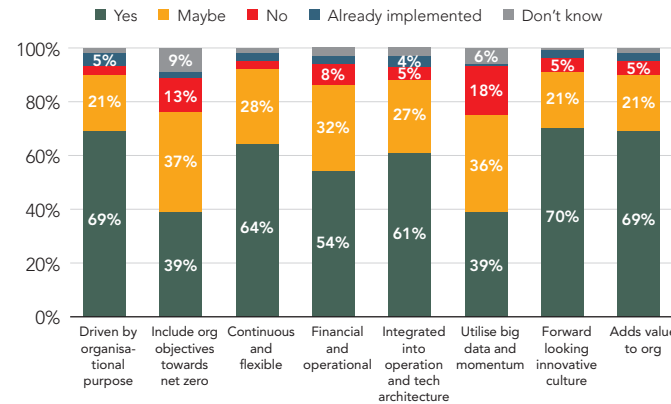
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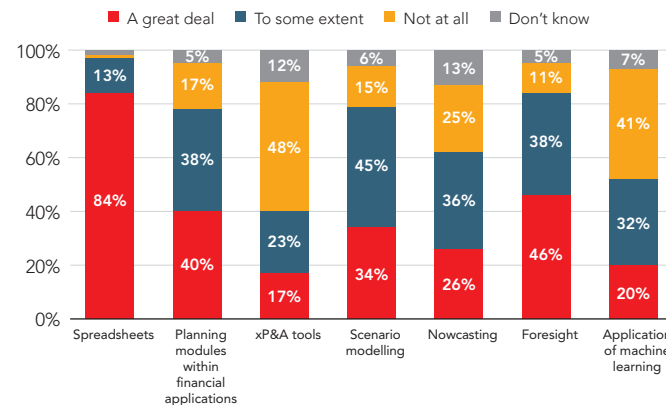
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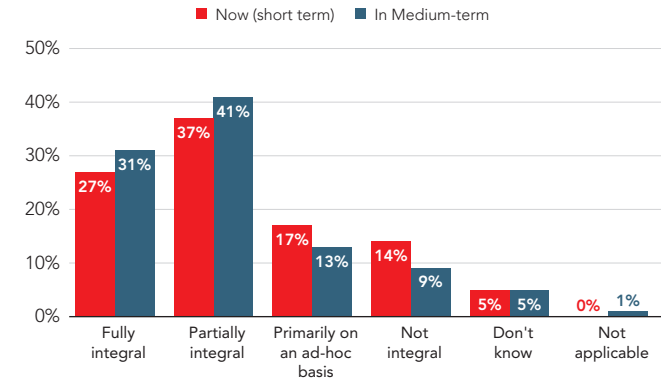
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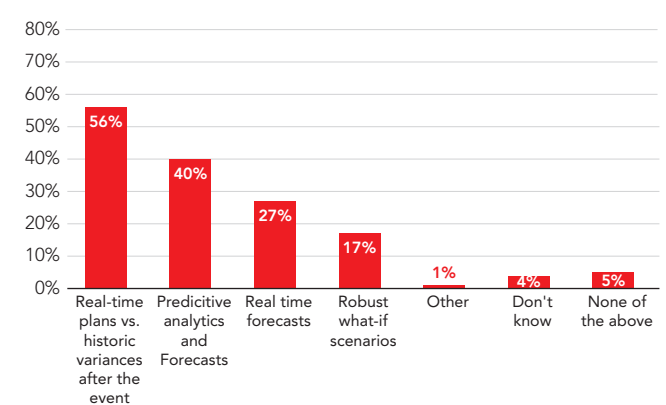
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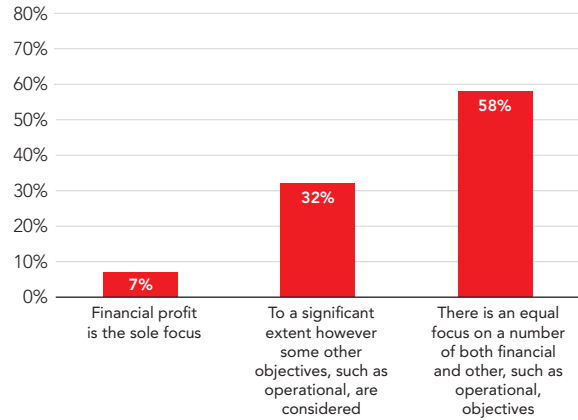
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NORTH AMERICA

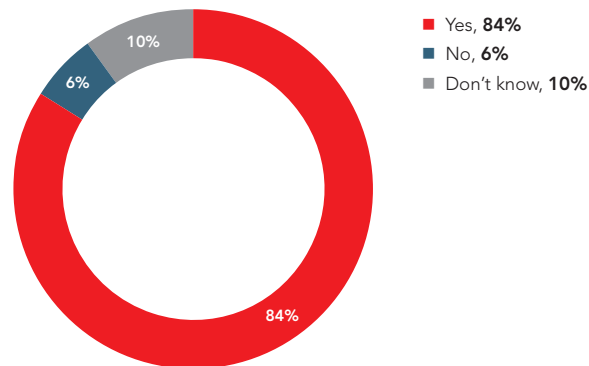
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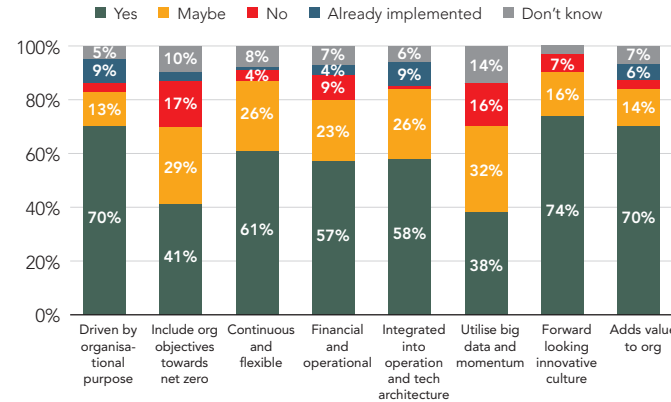
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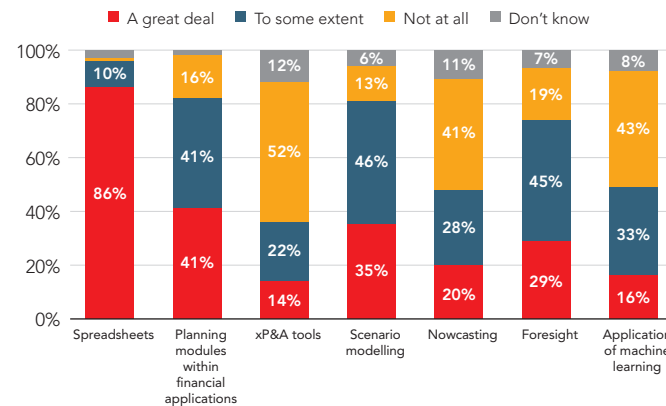
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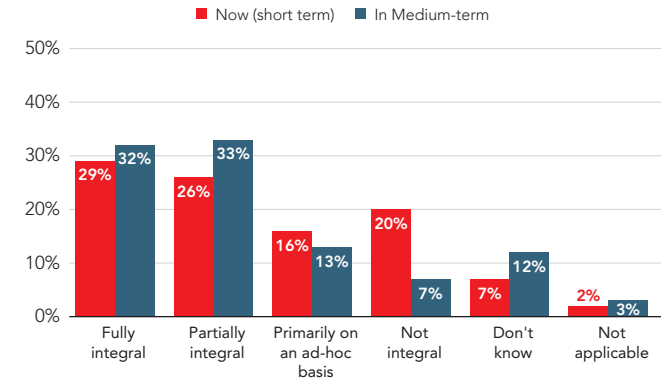
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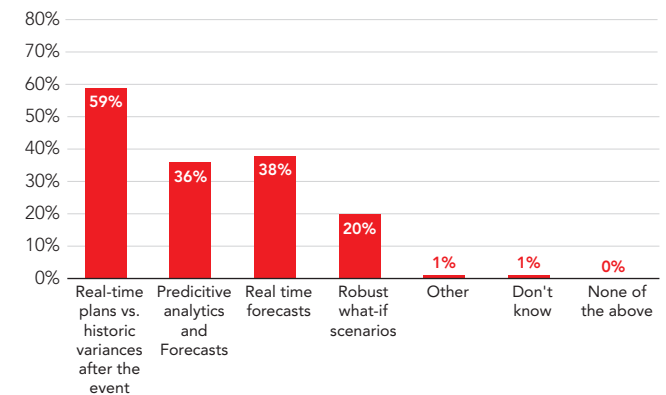
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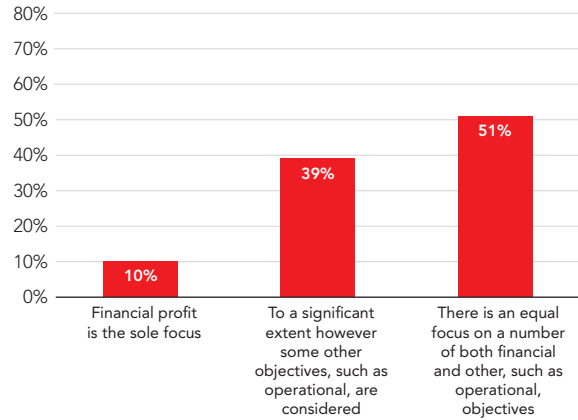
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MIDDLE EAST

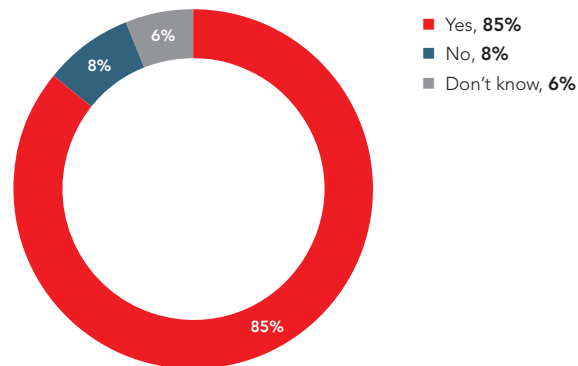
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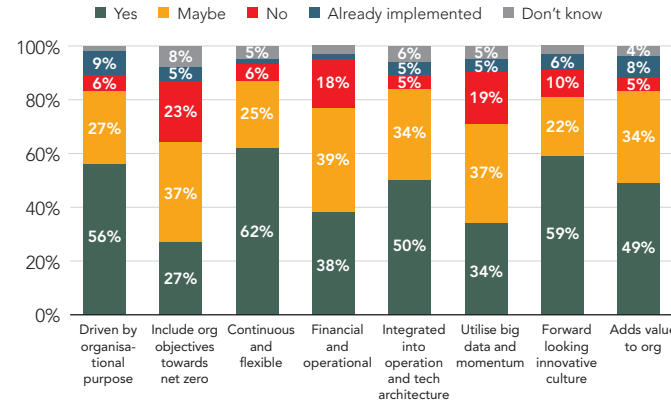
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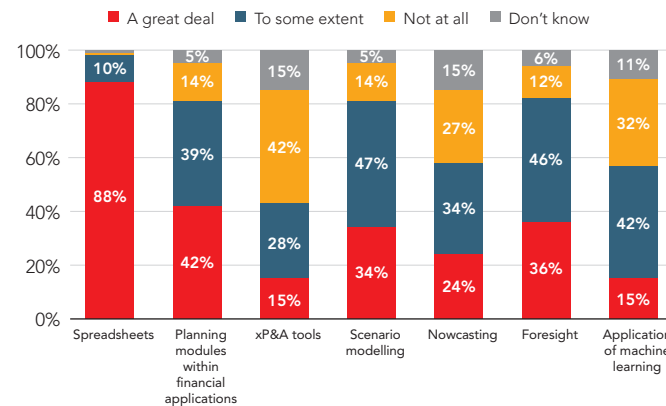
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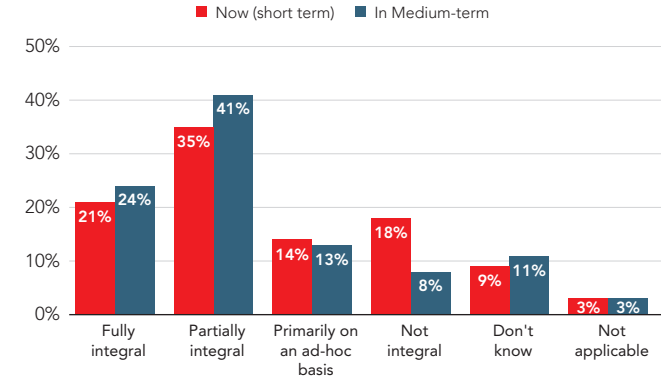
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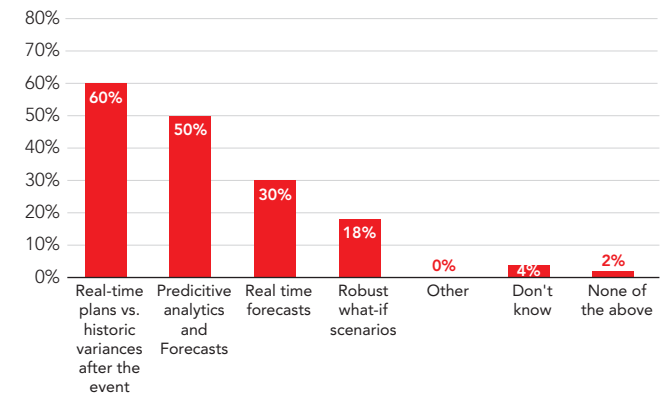
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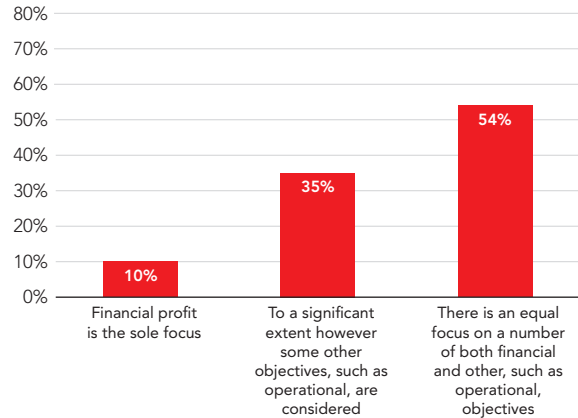


Planning and performance management paradigm



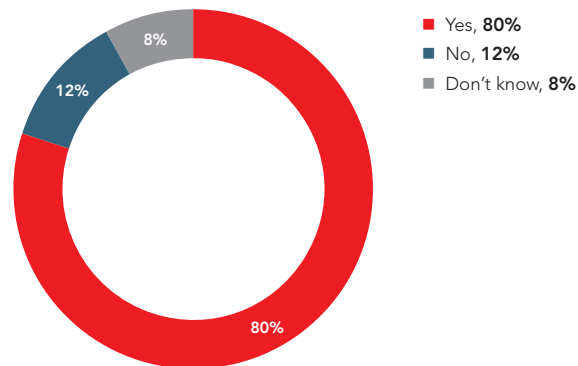
The focus of planning and forecasting

What is the focus of planning and forecasting in your organisation?



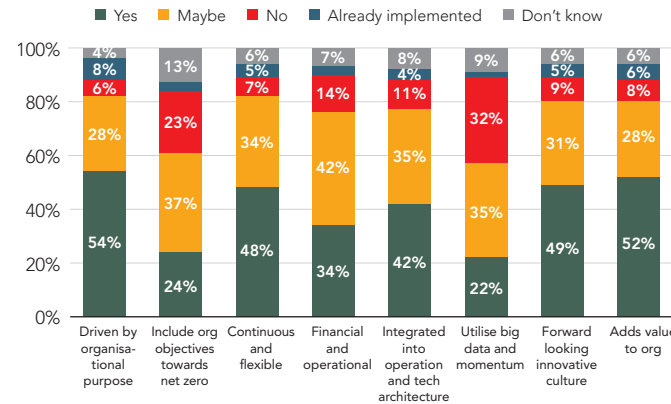
New forms of performance measures

Are new forms of performance measures needed for investors, analysts and capital markets as opposed to pure financial measures?



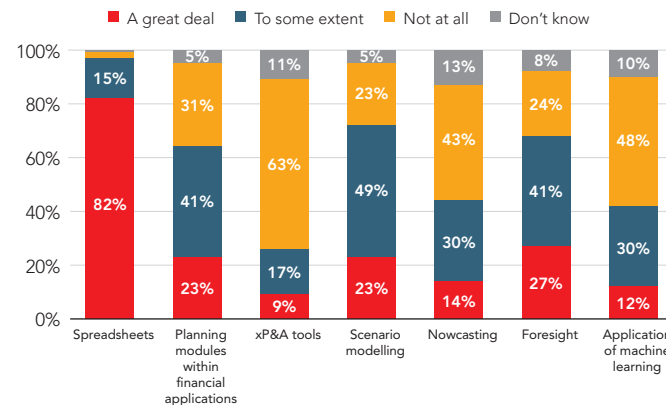
The future focus of planning and forecasting

Which of the following characteristics of your planning and forecasting process do you envision will be implemented in your organisation in the medium term (3 to 5 years)?



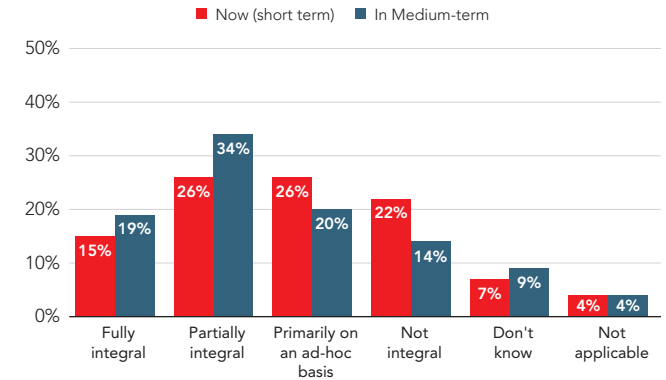
The tools we use

To what extent are any of the following used to help manage planning and performance in your organisation?



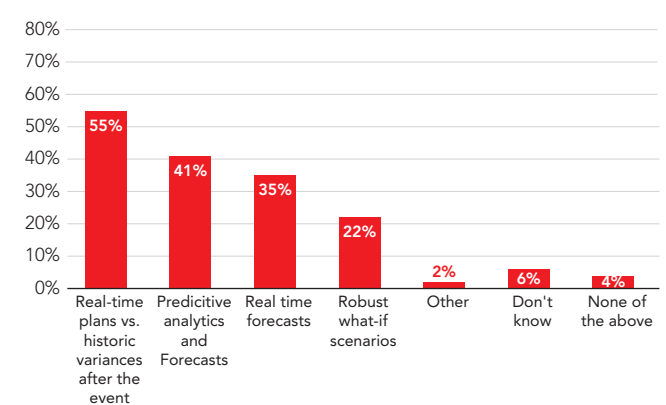
Incorporating ESG

To what extent is forecasting of environmental, social and governance (ESG) components either seen now, or do you expect to be seen in the medium-term (the next three to five years), as an integral part of the (financial) planning and performance process?



Key areas of focus

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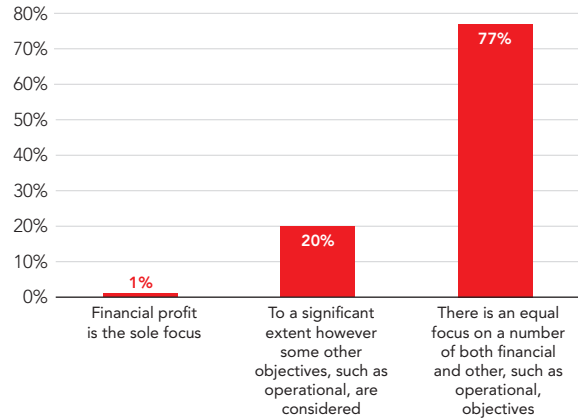


Planning and performance management paradigm



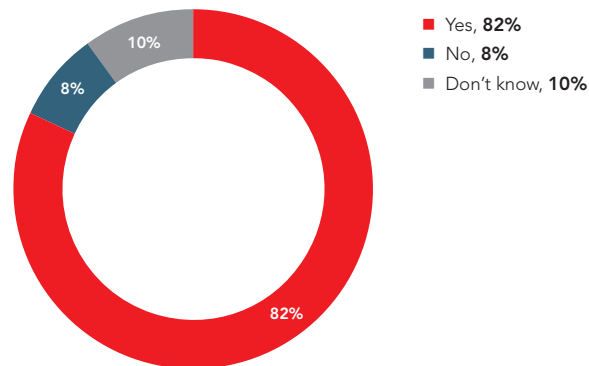
The focus of planning and forecasting

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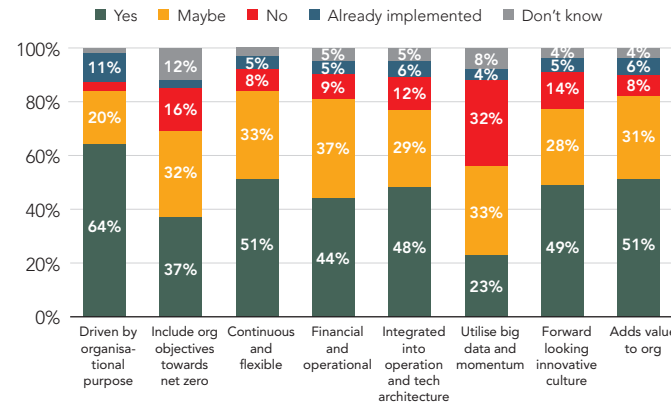
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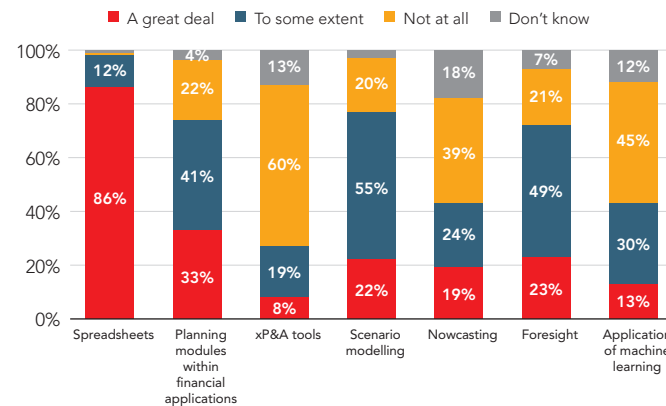
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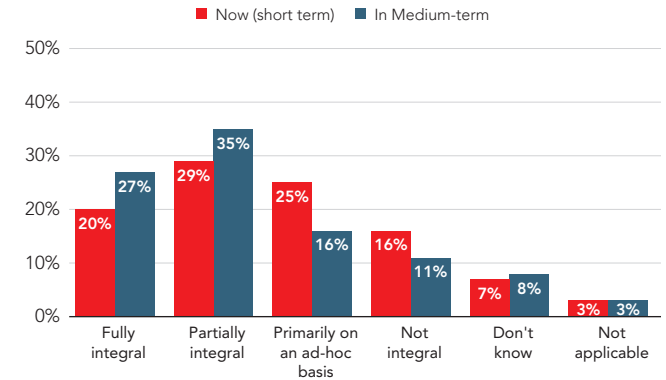
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Key areas of focus

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