



SURVEY OF SUSTAINABILITY CULTURE



STRATEGIC ALIGNMENT



MERGER & ACQUISITION



TRANSFORMATION & TURNAROUND



TALENT MANAGEMENT

The world, and the role of companies operating in it, is changing. From the Business Round table to the World Economic Forum, social purpose and corporate sustainability have moved front and center: The companies that will succeed in the future are those that solve pressing social and environmental problems through the business. Simply paying lip service through social responsibility or philanthropic initiatives will not be enough. This may mean wholesale transformation – transformation of your corporate purpose, values, goals, strategies, capabilities, rewards, and incentives.

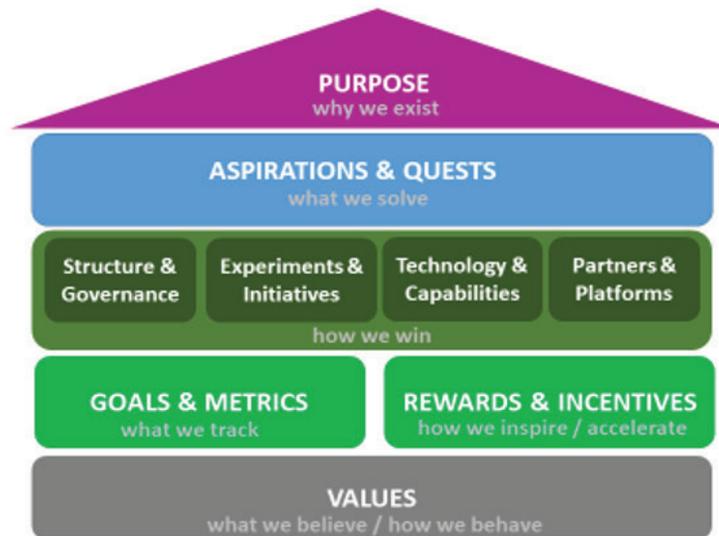
To help you think through this change, we have developed the Transformational Sustainability “House” (see Figure 1). This framework was created in partnership with Dr. Stuart Hart, one of the world's top authorities on environmental and social implications for business strategy. The “House” defines the culture of sustainability with five key pillars: Purpose, Values, Aspirations & Quests, Goals & Metrics, and Rewards & Incentives.

The Survey of Sustainability Culture provides a quick snapshot of the extent to which people in the company – from senior executives to line employees – see sustainability as embedded in your core purpose and focus. Has leadership successfully created a culture where people see solving social and environmental problems as the reason the company exists?

Once this assessment is made, we can help your organization explore actual strategies being deployed to realize your vision for sustainability: Structure & Governance, Experiments & Initiatives, Technology & Capabilities, and Partners & Platforms.

The Survey of Sustainability Culture provides the first step in this journey.

Figure 1

Transformational Sustainability: The Corporate Architecture of the Future**THE CONTENT**

Purpose

1. Our company has a clear and compelling societal purpose that goes beyond just making money.
2. The leaders of our company consistently communicate the importance of sustainability to all of our stakeholders.
3. Our financial metrics serve to support our focus on sustainability and our aim to have a positive impact in the world.

Aspirations & Quests

4. We are trying to solve some critical social and environmental problems through our business.
5. Our company has defined a set of long-term goals that demonstrate our aspirations to make the world a better place.
6. We bring our purpose alive by focusing our business on the specific positive changes we want to create in the world.

Goals & Metrics

7. Addressing the world's sustainability challenges requires new metrics that may present a challenge to our current products and technologies.
8. Our company's goals and metrics are directly connected to our corporate purpose and aspirations for sustainability.
9. We can only achieve our sustainability goals by continuously innovating our product and technology portfolio.

Rewards & Incentives

10. We recognize and reward our people for challenging the status quo.
11. Achieving long-term sustainability goals is a key part of my compensation and incentives.
12. My performance is evaluated based upon both financial/operational and societal/sustainability objectives.

Values

13. Everyone is expected to initiate change to help make us a truly sustainable company.
14. Our leadership makes it clear that all of our company's stakeholders matter, not just the investors and shareholders.
15. Making a positive sustainability contribution is the reason our company exists.

FOR MORE INFORMATION

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