



SOCIETAL VALUE

Progression Path



1. PROFESSIONAL

Define, communicate societal value creation

- Define corporate purpose to include societal value
- Analyze corporate impact and sustainability
- Consider corporate activism
- Shape the societal value story and communicate it to all stakeholders

KPIs:

- Stakeholder support for the company's societal value commitment.



2. PATHFINDER

Societal value is priority business commitment.

- Ensure core business commitment
- Set ESG/sustainability goals
- Create management system for corporate policies and corporate activism

KPIs:

- Measure societal value brand attributes by stakeholder, relative to competition.



3. PACESETTER

Societal value is part of the fabric of the business

- Make societal value a permanent part of corporate strategy cycles
- Manage ESG/sustainability programs to deliver results
- Proactively anticipate social activism issues
- Engage stakeholders around societal value across company's ecosystem

KPIs:

- Qualitative and quantitative non-financial reporting against ESG goals.

Transformational Enterprise Change