



The Prince's
Responsible
Business Network



EMBEDDING PURPOSE: LESSONS FROM BUSINESS

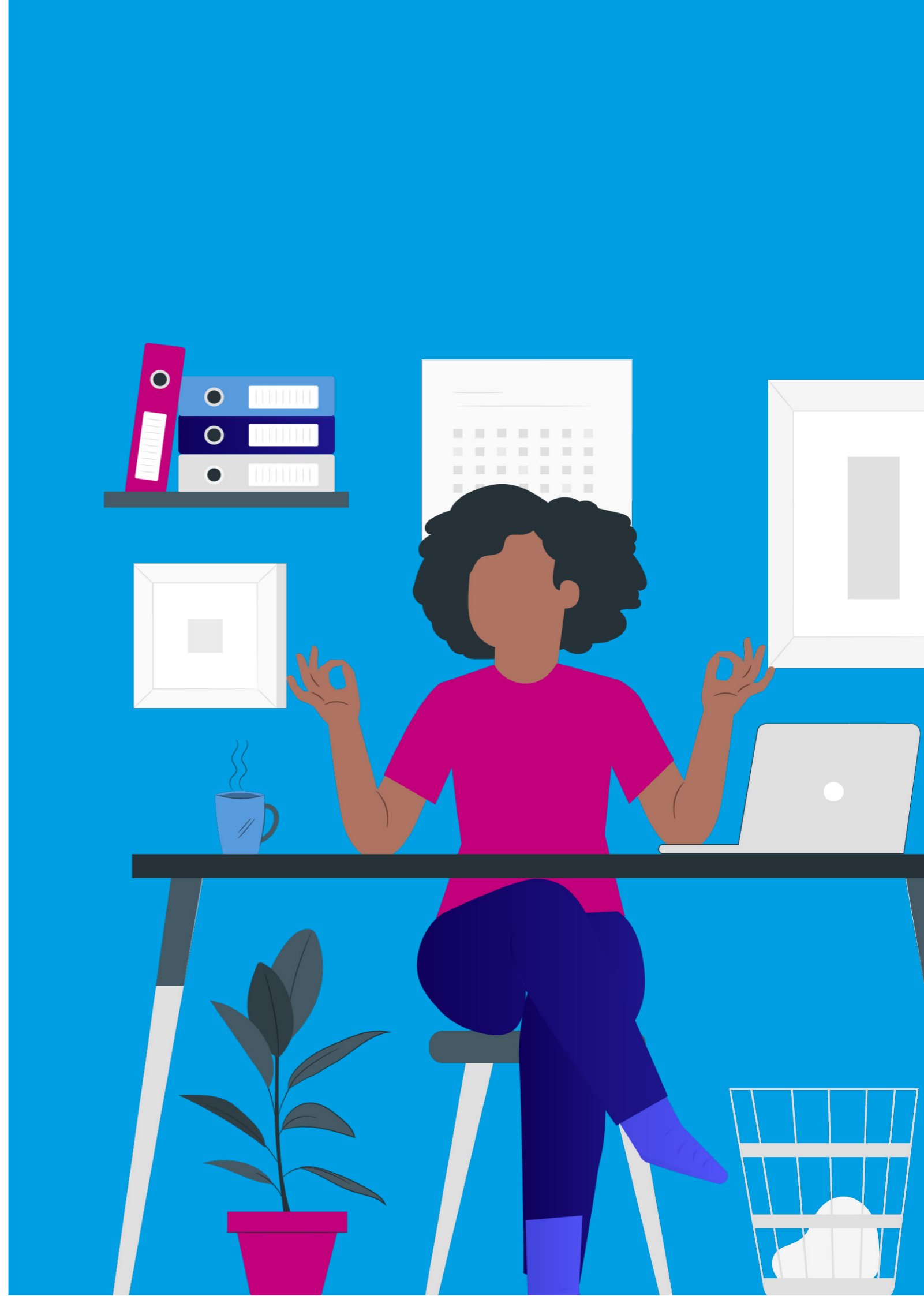
April 2022

**People, Culture and
Structure**



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THE ISSUE



Today, it is no longer satisfactory to simply state your company's purpose. Public trust that businesses will deliver on their social and environmental ambitions is low – at a time when the world needs urgent action. Against the backdrop of so-called 'greenwashing' and 'purpose washing', it is more important than ever that purpose is truly embedded into a company's core business decisions and actions. In this report we explore how this can be achieved through people, culture, and structure.

Purpose is the reason your business exists and the foundation for achieving sustainability goals. In the ever-evolving business environment, embedding purpose into the core decisions and operations of your business is paramount. One [2021 study](#), covering 4,600 investors, found that 90% of respondents find it difficult to trust a business' Environmental, Social and Governance (ESG) claims at face value. The combination of this increasing pressure from institutional investors, the ongoing impacts of the COVID-19 pandemic, upcoming regulatory changes in the transition to a net-zero world, and an increasingly empowered and demanding customer base, means businesses cannot afford to ignore the purpose agenda.

"In today's globally interconnected world, a company must create value for and be valued by its full range of stakeholders in order to deliver long-term value for its shareholders." Larry Fink, CEO, BlackRock.

Our previous research found that:

77%
of CEOs
said purpose
provides a clear
framework for
quick and effective
decisions.

Investors believe
a company
with social
purpose will add
30%
to its value.

Purpose-driven
companies report
30%
higher levels of
innovation than
competitors.

40%
of consumers are
purpose-driven.

There are just eight years remaining in which to achieve the Sustainable Development Goals (SDGs). To meet these collective goals for a better world, every business needs to be more ambitious about the speed and scale of improving their environmental and social impact. The [2021 International Energy Agency \(IEA\) report](#) told us the world is heading for catastrophic climate change, with UN Secretary General Antonio Guterres declaring "code red for humanity". That report states that, despite many pledges and efforts by governments to tackle the causes of climate change, CO2 emissions from energy and industry have increased by 60% since 1992. Combined, these factors add to the growing case for companies to transform their current business models to drive and sustain a better future for us all.

Being a purpose-led business is vital to achieving this transformation and can only be successful when truly embedded throughout the organisation.

OUR RESEARCH



In 2021, Business in the Community (BITC) published a member-only toolkit on [Developing and Embedding Your Purpose](#), setting out a seven-step framework for creating a purpose-driven organisation.

Since then, members have called for more insight on how to truly embed purpose across people, culture, and structure in a way that is authentic, long-lasting, and sustainable.

To explore this, we carried out research with a number of BITC members, named on page 6. Through this work, we found that embedding purpose to the point that it is intrinsic to how a business operates is an ongoing journey of continual improvement and learning – even for the leading companies. In this report, we share our findings.

We would like to thank McKinsey & Company for their research and analysis on the underlying fact-base in this report.

Additionally, we would like to thank all of the individuals and organisations who participated in the research and provided us with such rich insight into their purpose journeys.

To note:

At BITC, we work with businesses at every stage of their purpose journeys. This report is designed to provide guidance to all businesses, regardless of where they are. You can refer to our previous content [here](#) to determine what stage you are at.

At BITC, we recognise that many businesses use ‘purpose’, ‘ESG’ and ‘sustainability’ interchangeably. This report focuses on embedding purpose, as we believe it offers the best foundation for companies to achieve their ESG and sustainability goals, as well as the Global Goals, by driving the fundamental strategic and everyday decisions and actions by colleagues and leaders.

- 1 AUTHENTIC LEADERSHIP**
- 2 LEADERS AT ALL LEVELS**
- 3 REWARDING THE RIGHT BEHAVIOURS**
- 4 DEEPER STAKEHOLDER RELATIONSHIPS**
- 5 COMMERCIAL OFFERING**
- 6 COLLABORATIVE CHANGE**
- 7 TELL YOUR STORY**

WE WOULD LIKE TO THANK THE FOLLOWING BITC MEMBERS FOR THEIR CONTRIBUTIONS



OUR KEY FINDINGS



For this research, we set out to deliver a valuable repository of case studies and replicable actions to help organisations embed purpose into their organisations.

Purpose lives or dies by the involvement of people – no company can credibly lead and act without taking their people on this journey with them. This theme runs through all our 10 key findings.

Our recent conversations with businesses also confirm that sustainability and responsible business ambitions are best achieved when they are embedded into operating models. It is much harder to overlook purpose in decision-making and employee engagement when it is deeply integrated with an organisation's ways of working.

Organisational culture is as important to success as getting the right structure. Involving employees in the design and implementation of purpose is a fundamental step in embedding purpose in corporate culture as it instils a sense of ownership and involvement. Industry leaders are also using valuable levers like changing incentives, updating learning programmes and creating purpose champions to achieve their purpose ambitions.

Our 10 key findings are not intended as a step-by-step how-to guide, but rather to show the actions that are making a difference for our member companies across people, culture, and structure – wherever they are in their purpose journeys.

- 1** Setting and driving bold ambition on purpose starts with authentic support from the CEO.
- 2** The responsibility for delivering purpose is increasingly allocated across the entire Executive Team, including commercial and functional roles.
- 3** The roles, reporting lines, and remit of purpose and ESG teams are changing – creating pressure to adapt.
- 4** Cross-functional teams are increasingly coming together to deliver ESG initiatives.
- 5** Innovative models and approaches are needed to engage stakeholders and hold Executive Teams to account.
- 6** Integrating measurable ESG targets into the core success metrics of a business helps to drive purpose delivery.
- 7** 'Purpose champions' help embed purpose-driven decision-making and action at every level of the organisation.
- 8** A combination of top-down and bottom-up approaches is most powerful for defining and driving company purpose.
- 9** Learning and development needs to evolve constantly to meet rising stakeholder expectations and regulatory demands.
- 10** Embedding purpose-related performance into employee evaluations and compensation schemes drives individual action and accountability.

1

SETTING AND DRIVING BOLD AMBITION ON PURPOSE STARTS WITH AUTHENTIC SUPPORT FROM THE CEO.

1

AUTHENTIC LEADERSHIP

SETTING AND DRIVING BOLD AMBITION ON PURPOSE STARTS WITH AUTHENTIC SUPPORT FROM THE CEO.

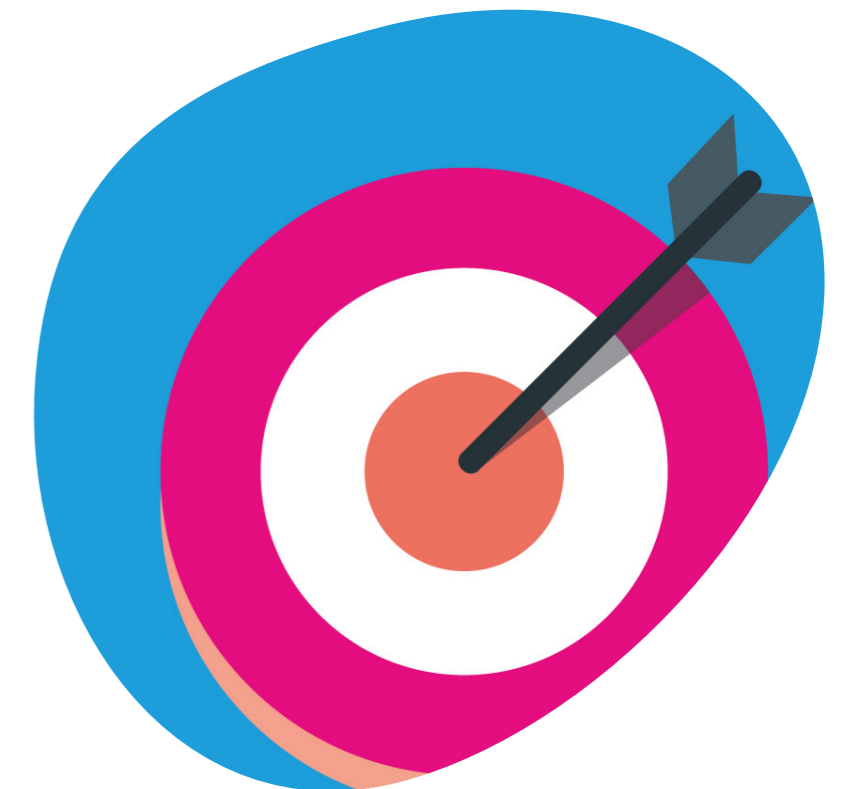
We heard that a purpose-driven strategy and culture has to be set and led from the highest levels of an organisation, driven and role modelled by the CEO.

We found that new CEO appointments are often the catalyst for reviewing and refreshing a company's purpose, helping to set a 'new chapter' in the organisation's history.

The personal involvement of CEOs in communicating and driving purpose – and then role modelling the behaviours

expected of employees – is fundamental to harnessing people's belief and commitment.

- Two years ago, **Unilever** expanded their Global Sustainability Team, reflecting how important sustainability is across the business. The team now reports directly to the CEO.



2

THE RESPONSIBILITY FOR DELIVERING PURPOSE IS INCREASINGLY ALLOCATED ACROSS THE ENTIRE EXECUTIVE TEAM, INCLUDING COMMERCIAL AND FUNCTIONAL ROLES.

2

LEADERS AT ALL LEVELS

2

THE RESPONSIBILITY FOR DELIVERING PURPOSE IS INCREASINGLY ALLOCATED ACROSS THE ENTIRE EXECUTIVE TEAM, INCLUDING COMMERCIAL AND FUNCTIONAL ROLES.

Allocating responsibility for different purpose themes across the Executive Team, particularly with those who head up commercial business units, helps to mainstream purpose goals as key business decisions. Executive-level alignment enables purpose to flow throughout the rest of the organisation, and unlocks critical capital allocation, resources, and commitment to support delivery.

Executive Team accountability is evident across the majority of businesses we interviewed.

At **GlaxoSmithKline (GSK)**, their new strategy has six ESG focus areas: Pricing/ Access, Inclusion & Diversity, Product Governance, Global Health, Environment,

and Operating Standards. Each of these focus areas has Executive Team members who are held accountable to the company's goals.

Responsibility at the Executive level is vital, but the right teams are also needed to support business leaders. We are seeing responsibility evolving to become more cross-functional and less hierarchical.



3

THE ROLES, REPORTING LINES, AND REMIT OF PURPOSE AND ESG TEAMS ARE CHANGING – CREATING PRESSURE TO ADAPT.

2

LEADERS AT ALL LEVELS

THE ROLES, REPORTING LINES, AND REMIT OF PURPOSE AND ESG TEAMS ARE CHANGING – CREATING PRESSURE TO ADAPT.

Teams responsible for sustainability and ESG are adapting to meet the changing requirements of internal and external stakeholders. As their roles, reporting lines, and remits change, teams are expanding and bringing in new talent, and developing new skills, such as influencing and facilitating change within commercial teams and mobilising cross-organisational workstreams and project management. Teams require more commercial skills than traditionally expected, and they also need support to meet growing demands related to reporting, target-setting, and data collection.

- Aviva shifted the role of their Sustainability Team from 'delivery function' to 'delivery and influencing function', as their expanded [Aviva](#)

[Sustainability Ambition](#) requires the entire organisation to play a role in integrating ESG. Evolving from the previous focus on delivery and technical knowledge, influencing and driving the organisation in culture and change management is now an important mandate of the team, which is newly referred to as the "centre of excellence" in sustainability and works alongside the business to deliver on its ambitious and demanding ESG goals. The team has been given its own dedicated director that reports into the Executive Team, giving it a standalone role rather than being a sub-team.

BEST PRACTICE | AVIVA

At Aviva, they understood that in order to continue their purpose journey, they needed to look at how products and propositions are developed in their own organisation, and how sustainability goals can be embedded into this process. To support this, they created a new Purposeful Propositions role. This role helps review new guidelines for product development, aiming to embed sustainability from the start by ensuring environmental and social considerations are factored in. A key part of this is about building trust, rather than enforcing rules. So, rather than colleagues feeling like this was 'done to them', it was done with them, empowering teams to take these considerations into account to create great customer outcomes.



In some cases, new teams and roles are being created altogether.

- **Federated Hermes** created the “Head of Responsibility” role in its London based office seven years ago, with the right authority level (CEO-1) and a large team of more than 40 people to ensure integration of stewardship and ESG across the organisation. This team has four key responsibilities: advocacy to the outside world; active stewardship of investments; integration of stewardship and ESG in investment decision-making; and ensuring the firm acts responsibly

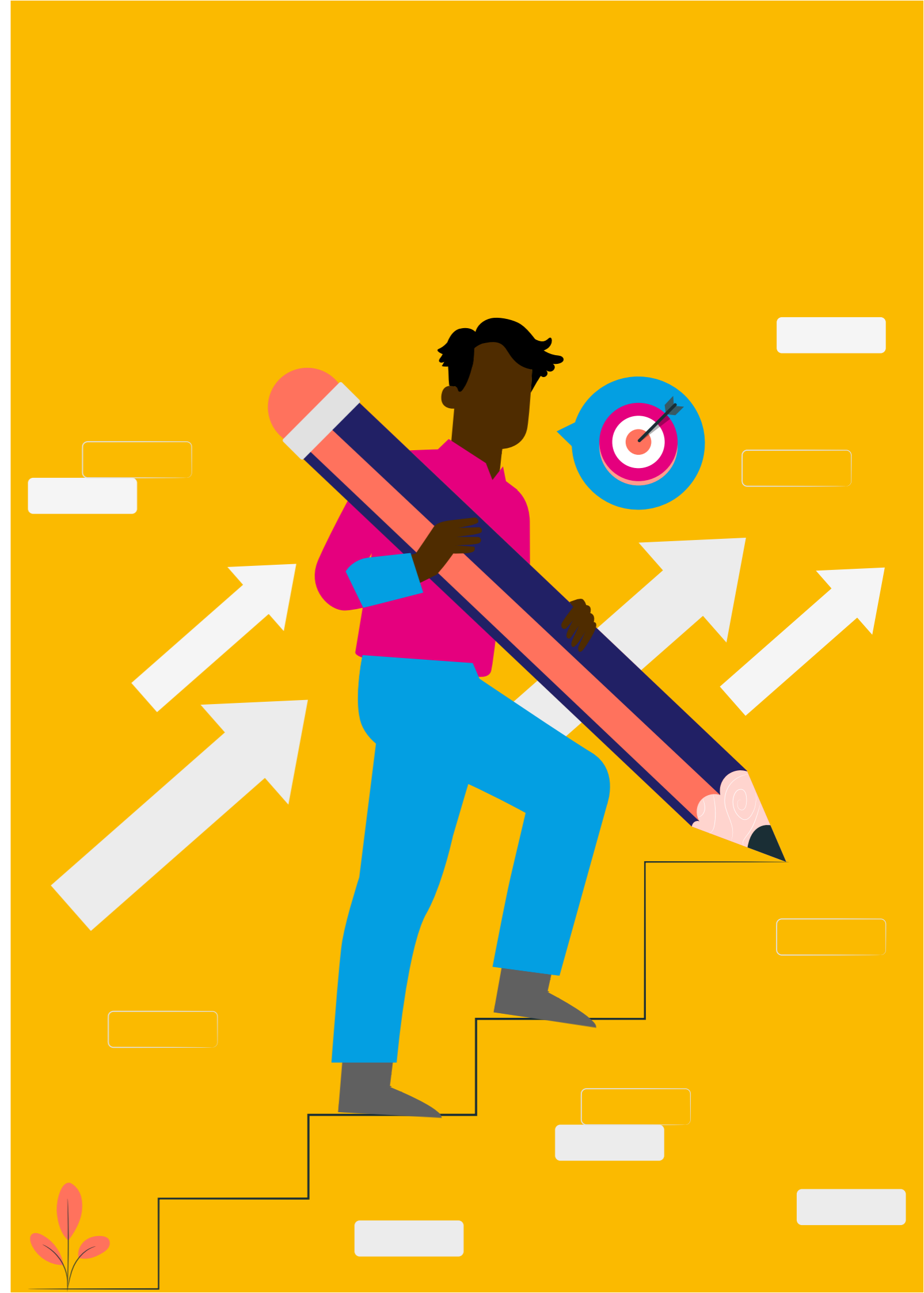
(for example, through approach to staff performance management and remuneration, its Diversity, Equity & Inclusion policies, waste management and targeting of emissions in travel and utilities).

- **NatWest** established a small central team within the strategy and sustainable banking function that is dedicated to cultivating purpose in the organisation.

Importantly, the changes described here require businesses to develop new knowledge and skills. This is explored further in lesson 9.

“This is not us [sustainability team] working in isolation to deliver our sustainability ambition. It is integral to what we do as a business, and if we are going to get it right, we need everyone to play to their strengths and play their part.”

David Schofield, Sustainability Director (Interim) at Aviva



4

CROSS-FUNCTIONAL TEAMS ARE INCREASINGLY COMING TOGETHER TO DELIVER ESG INITIATIVES.

2 LEADERS AT ALL LEVELS

CROSS-FUNCTIONAL TEAMS ARE INCREASINGLY COMING TOGETHER TO DELIVER ESG INITIATIVES.

Cross-functional teams drawing in technical expertise from the relevant business units are being used for both the design and implementation of purpose. There is also a greater range of roles and teams that have explicit ESG and purpose-aligned objectives.

Royal London, Knight Frank, Aviva, and Unilever all talked about forming cross-functional teams and steering groups to drive and oversee the implementation of specific priorities or projects within the strategy.

- At **Federated Hermes** they established the **Climate Change Working Group** including colleagues from responsibility, investment (across asset classes), stewardship, product, risk & compliance and other areas to develop and execute on the firm's climate strategy.

- **Salesforce** is committed to a set of core values: trust, customer success, innovation, sustainability, and the equality of every human being. Believing that business can be the greatest platform of change, a Chief Impact Officer, Equality Team, Philanthropy Team, Sustainability Team, and an Office of Ethical and Humane Use of Technology, are all responsible for driving the delivery of the company's purpose around 'giving back'.

- **Unilever's** Executive Leadership team have Sustainability Business Partners to support delivery of each target within the Compass Strategy. The team are supported by a series of Operational Business Partners from areas of the business that are relevant to the issue (such as Supply Chain, Research and Development, or Nutrition) and an overall lead from the Global Sustainability Team.

BEST PRACTICE | NATWEST

In embedding their purpose, NatWest recognised the importance of winning hearts and minds of colleagues. To do this, they considered how they could form an 'amplifier group' and encourage 'cultivating' rather than embedding. This led to the formation of 'change-shapers' – a network spanning across the bank and across the hierarchy. Considering NatWest's response to COVID-19, this group asked 250 colleagues where the bank had been purposeful and where it was less so, and how they saw it at its best. In doing so, they identified the key behaviours that limited and liberated purpose. This work has encouraged individuals to feel empowered to act and created a 'movement' – energising the organisation from within.



“Our guiding principles have been ‘ask not tell’ and ‘with not to’... which can feel harder and take longer, but ultimately the more sustainable route is to cultivate purpose through engagement.”

Laila Page, Head of Sustainable Banking Performance, Frameworks, Giving & Governance at NatWest

5

INNOVATIVE MODELS AND APPROACHES ARE NEEDED TO ENGAGE STAKEHOLDERS AND HOLD EXECUTIVE TEAMS TO ACCOUNT.

6

COLLABORATIVE CHANGE

INNOVATIVE MODELS AND APPROACHES ARE NEEDED TO ENGAGE STAKEHOLDERS AND HOLD EXECUTIVE TEAMS TO ACCOUNT.

We are seeing innovative experimental methods being used to engage a wider range of internal stakeholder groups. Many leaders are also moving beyond traditional cascade methods of communication towards two-way strategies for engagement, including through dedicated councils and advisory groups.

- **Unilever** has established two external advisory groups, the Sustainability Advisory Council and the NextGen Sustainability Council. The Unilever Sustainability Advisory Council comprises independent external specialists in sustainability who guide and critique the development of Unilever's strategy.

- In 2021, following the launch of a new company purpose which includes creating a "sustainable future", **M&S** announced its Net Zero strategy, with the target to become net zero across their value chain by 2040. Accountability for achieving the target across the group is held collectively by the Executive Committee, with each constituent part of the business accountable for delivering its own contribution towards the overall goal. A transformation office model is being deployed to ensure the business delivers this target with focus and pace. This office reports into the Chief Strategy and Finance Officer, positioning this target at the heart of their strategic priorities and helping ensure successful delivery across all parts of the business.

BEST PRACTICE | THE UNILEVER NEXTGEN SUSTAINABILITY COUNCIL

Established in 2021, the Unilever NextGen Sustainability Council is made up of a collective of young advocates aged 18-30, with representatives from a variety of markets. The Council acts as a voice for the younger generation, speaking on behalf of hundreds of their peers who they are connected via other youth bodies. The purpose of the group is to challenge the views of Unilever leaders, offer fresh perspectives on issues the business is tackling, provide feedback on the execution of sustainability commitments, and share their thoughts on how Unilever can better engage young people in their purpose. Their influence is currently managed through quarterly sessions, in which they are connected with internal leaders who work on specific thematic areas.



6

INTEGRATING MEASURABLE ESG TARGETS INTO THE CORE SUCCESS METRICS OF A BUSINESS HELPS TO DRIVE PURPOSE DELIVERY.

3

REWARDING THE RIGHT BEHAVIOURS

INTEGRATING MEASURABLE ESG TARGETS INTO THE CORE SUCCESS METRICS OF A BUSINESS HELPS TO DRIVE PURPOSE DELIVERY.

Fully integrating purpose and mobilising the organisation requires target-setting beyond and alongside traditional financial targets. A number of companies are embedding social and environmental metrics within their balanced scorecard measurements.

- **Northumbrian Water** is embedding purpose into its core business through balanced scorecards that measure relevant company targets across the organisation. Areas of focus include community, environment, supply chain, and working with schools. For example, Northumbrian Water has a goal of eradicating water poverty by 2030. Water poverty refers to people who spend more than 3% of their disposable income on water and wastewater bills after housing costs. Northumbrian Water tied this into their scorecard, allowing them to track and measure progress.

- **BNP Paribas** adopted social and environmental goals aligned with global standards such as the Global Goals and those of the financial community, such as the Principles for Responsible Banking and the Principles of Responsible Investment.

- **NatWest** has set targets against specific purpose-linked goals within the categories of climate, enterprise, learning and customer. These have been included in performance scorecards for senior management.



7

‘PURPOSE CHAMPIONS’ HELP EMBED PURPOSE-DRIVEN DECISION-MAKING AND ACTION AT EVERY LEVEL OF THE ORGANISATION.

2

LEADERS AT ALL LEVELS

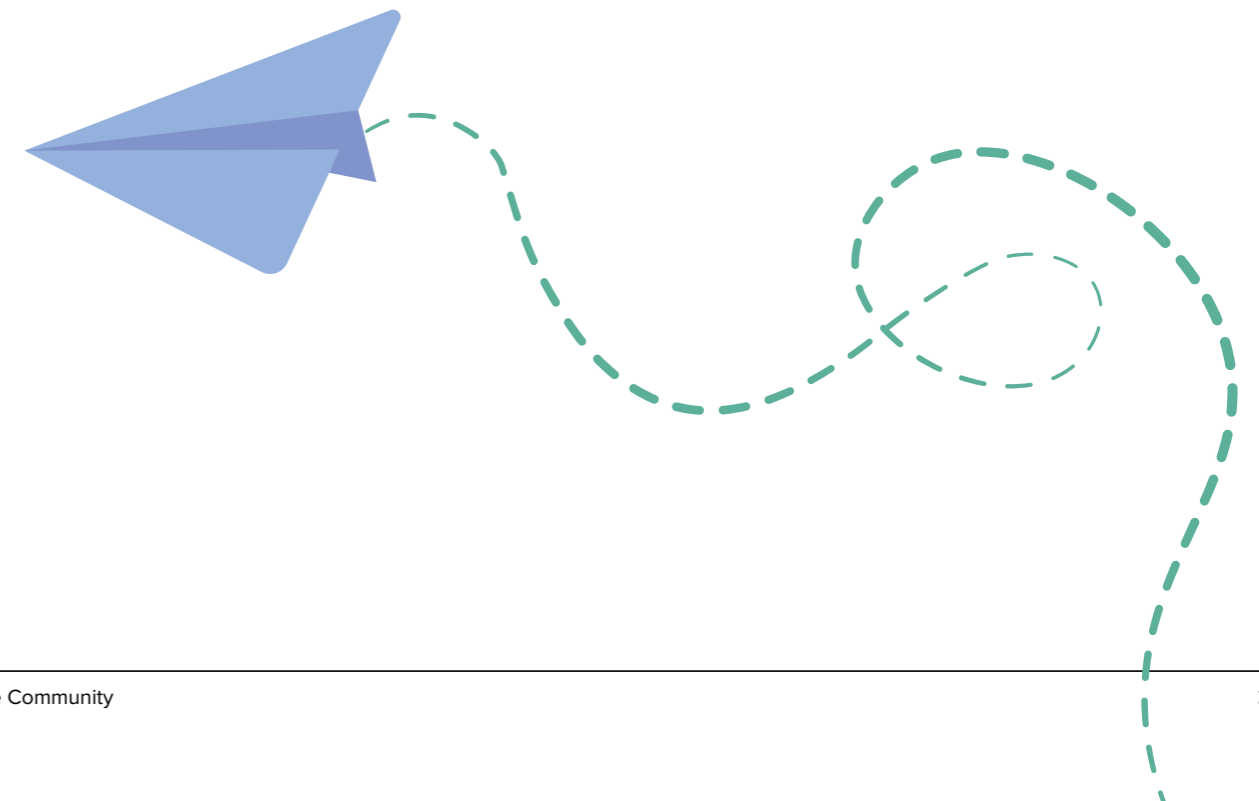
‘PURPOSE CHAMPIONS’ HELP EMBED PURPOSE-DRIVEN DECISION-MAKING AND ACTION AT EVERY LEVEL OF THE ORGANISATION.

Many businesses we spoke to are appointing purpose champions, sponsors, or ambassadors to role model and promote purpose across at every level of the organisation.

- Each business at **NatWest** appointed ‘purpose sponsors’, who develop a plan to cultivate purpose within their space and have a specific role in agitating for purpose around the Executive table. NatWest also took 500 of their most senior leaders through a four-day ‘leading on purpose’ course, where they reflected on their own purpose and developed the systemic intelligence necessary to steward a purpose-led bank.

- **Unilever** also offers all employees a two-day ‘purpose workshop’ – to explore their own purpose, identify how this can be incorporated into their roles, and create a deeper understanding of the overall company purpose. Over a half of the employees involved have reported higher levels of motivation.

- At **Knight Frank** they formed an ‘ESG Ambassador network’, whereby employees across departments are assigned to be knowledge and ‘culture carriers’ for ESG. This has ensured that an ESG lens is considered at every stage.



8

A COMBINATION OF TOP-DOWN AND BOTTOM-UP APPROACHES IS MOST POWERFUL FOR DEFINING AND DRIVING COMPANY PURPOSE.

2

LEADERS AT ALL LEVELS

8

A COMBINATION OF TOP-DOWN AND BOTTOM-UP APPROACHES IS MOST POWERFUL FOR DEFINING AND DRIVING COMPANY PURPOSE.

While clear directive and accountability from the top is essential to driving purpose, businesses are closely involving their people in the design and rollout of purpose too.

- **Royal London** conducted 'purpose cafes', involving 2,500 employees in the organisation and giving them a clear voice in creating the company's purpose.
- **Aviva** conducted a materiality analysis involving 9,000 stakeholders, including customers, investors, intermediaries, employees, NGOs, and other organisations they work with to understand how they could make the biggest impact. This informed the focus areas of its Aviva Sustainability Ambition and commitment to create a brighter future.
- **Northumbrian Water** conducted a series of interviews with the Executive Team, and a company-wide survey to all employees, to understand what purpose means to them. The data that came out of this was used for a

series of workshops with employees, customers, and other stakeholders, to get into the detail and develop the company purpose. Ultimately, this provided a robust evidence base for the adopted purpose.

- **BNP Paribas** combined top-down and bottom-up levers. The top-down goal was clearly set: to be a responsible bank. Then, 500 employees representing the entirety of the bank worked in a bottom-up approach, doing a two-day off-site review of the mission and values, and putting together a code of conduct. This group was then asked to take responsibility for embedding this within their own teams. This ensured the creation of a plan that would be coherent across the bank from the outset which took an outward-looking approach to ensure they were having a positive impact on stakeholders across clients, employees, shareholders, and the wider society.



9

LEARNING AND DEVELOPMENT NEEDS TO EVOLVE CONSTANTLY TO MEET RISING STAKEHOLDER EXPECTATIONS AND REGULATORY DEMANDS.

3

REWARDING
THE RIGHT
BEHAVIOURS

LEARNING AND DEVELOPMENT NEEDS TO EVOLVE CONSTANTLY TO MEET RISING STAKEHOLDER EXPECTATIONS AND REGULATORY DEMANDS.

The depth and breadth of purpose and ESG knowledge required to execute many tasks is rapidly increasing. Learning and development programmes need to keep pace with these growing demands and expectations.

In the majority of cases, such learning is embedded throughout the organisation, educating on ESG and sustainability issues. We saw this in BNP Paribas, Unilever, Royal London, Salesforce, Aviva, and Hermes Investment.

Approaches vary from 'light touch' information, for example about climate change, for all employees regardless of role or seniority, to technical knowledge and upskilling for specific roles. Businesses are delivering a mix of optional and mandatory training programmes.

- **Royal London** are conducting a climate and sustainability education programme with the University of Edinburgh Business School during 2022, which will educate over 150 colleagues across the organisation.

“The whole company needs to learn, across all levels. We have all had to do that [at BNP Paribas]. I have had to invest a lot of time to become more knowledgeable, but once you are bitten by that bug, it becomes easier. Businesses need to make sure they provide this learning and give colleagues the ability to act on it”

Anne-Marie Verstraeten, UK Country Head, BNP Paribas

- **Federated Hermes** established the Federated Hermes Academy, an educational hub for clients and prospects seeking to understand responsible investing and how the integration of stewardship and ESG helps create long-term wealth sustainably.
- **Knight Frank** started a training programme for the Executive Team, a series called 'ESG in the Boardroom'. This looked to educate on the boardroom's role in the ownership of

a business ESG/Sustainability Corporate Strategy. External industry experts were brought to the session, to set the scene on the ESG landscape, why it matters and how other boards are actively engaging, as well as considering the challenges. This also allowed attendees to hear from a relevant CEO and their personal account and commitment on ESG and sustainability in their leadership role.

BEST PRACTICE | BNP PARIBAS

In embedding their purpose and using the Global Goals as a framework to do so, BNP Paribas launched an internal educational campaign that explored a new SDG each month. This brought to life the CSR strategy, commitments, the stories and actions that demonstrated how they were staying true to their purpose and mission, whilst also helping to achieve the UN SDGs. For each goal, they provided the following context:

1. The global picture
2. What's happening in the UK
3. What is BNP Paribas doing
4. How can staff get involved/take action

The comms campaign on each goal included emails to all staff, high quality and interactive SDG visuals in offices, an 'intranet and desktop takeover' including email signatures for each goal and events including expert speakers from BNP Paribas, industry and charity partners and clients.



BNP PARIBAS



10

EMBEDDING PURPOSE-RELATED PERFORMANCE INTO EMPLOYEE EVALUATIONS AND COMPENSATION SCHEMES DRIVES INDIVIDUAL ACTION AND ACCOUNTABILITY.

3 REWARDING THE RIGHT BEHAVIOURS

EMBEDDING PURPOSE-RELATED PERFORMANCE INTO EMPLOYEE EVALUATIONS AND COMPENSATION SCHEMES DRIVES INDIVIDUAL ACTION AND ACCOUNTABILITY.

Our research found that one of the best ways to embed purpose is by linking it to remuneration. However, it should only be linked where an individual is able to have a direct impact on purpose and ESG targets, and where they understand this connection. Currently, this link to remuneration is predominantly seen at the Executive level, and increasingly across senior management, and is mainly embedded into long-term incentive plans, rather than annual pay. This area was regularly cited as a 'hot topic' by businesses and will continue to grow in future.

- At **BNP Paribas**, nine CSR indicators were defined in line with their purpose, which have become part of the group's annual sustainability and incentive scheme. Affecting 20% of the variable remuneration for 7,000 senior colleagues, this was a logical step following on from the engagement the organisation had been through in shaping their purpose together.
- At **Aviva**, purpose metrics are tied to remuneration for top management – the top 10 to 20 leaders who have direct impact on ESG outcomes.
- In 2021, **NatWest** tied remuneration at Exec level to four core areas using a balanced scorecard and measures that align with purpose, including underlying metrics such as carbon

emissions, Diversity, Equity and Inclusion, becoming a learning organisation, and financial capability building.

- At **Unilever**, 25% of long-term incentives for management and senior management are tied to sustainability targets via the 'Sustainability Progress Index'.

As part of our research, we did a deeper dive into how to embed purpose and ESG into financial remuneration, using four key design questions. These four questions include:

1. Which ESG measures should be measured and incentivised?
2. What methodology is best suited to incorporate ESG in incentives?
3. What is the most effective timeframe to measure ESG metrics (short or long term)?
4. What level of management team should be included?

There is a clear and growing trend towards including explicit ESG metrics in employee compensation schemes - with 29% of companies in a [survey](#) now including these measures.

BEST PRACTICE | SALESFORCE

At **Salesforce**, they have embedded employee evaluation and compensation more widely. Salesforce use a tool called V2MOM, standing for visions, values, mission, obstacles, and metrics. Use of V2MOM starts at the highest level, with the CEO, who sets annual targets according to the company's core strategy. This cascades down to all the employees, embedding the company vision throughout the organisation. Employees are able to read each other's V2MOMs, which generates a sense of trust and collaboration. Employee performance is based on achieving all objectives on the V2MOM, including ESG goals, rather than just financial metrics. Below you can see an example of how this would be structured.



V2MOM

Vision

To offer a futuristic experience that provides an affordable escape from daily life

Values

Trust
Innovation
Customer Success
Sustainability
Equality

Methods

Approach our customer needs with a beginner's mind, Create a mobile experience that eliminates friction and delight, invest in the best technology and partner relationships to deliver results

Obstacles

Customer adoption despite last year's mobile app fiasco

Measures

App downloads, NPS, Revenue growth, Repeat booking



WHAT'S NEXT?



Today, we see purpose ambitions falling across a wide spectrum: while many companies are still establishing their foundations on purpose, some are generating business value from these themes. Despite growing momentum in this area, even leading companies acknowledge that truly embedding purpose into business culture is an ongoing journey.

This BITC report has been designed to share practical lessons and tips from a variety of businesses, to provide you and your organisation with inspiration, whatever stage you are at. It is helpful to remember that every business still has more to learn and do – that came through loud and clear throughout our research.

Truly embedding your purpose takes time, focus, and effort, but the benefits outweigh these costs. While it can be easy to be distracted by ‘quick wins’ in business, it is only with long-term commitment and dedication that you will see true, sustained success for your organisation and for people and planet.



What can you do?

From this research, three key recommendations emerge to support businesses in embedding purpose across the organisation. For each recommendation we have shared additional prompt questions to help you explore these areas in greater depth.

1. Allocate clear responsibility and governance for ESG and sustainability goals across teams.

How are you using your operating model and governance processes to ensure your goals are embedded in decision making? Are you developing the roles and skills required to deliver on these in a rapidly changing environment?

2. Be explicit about how your sustainability goals contribute to your commercial success.

Are you embedding purpose-related objectives into your main business strategy, so that delivery is inextricably linked to the success of your organisation? How are you measuring and reporting progress, internally and externally?

3. Foster a culture that embraces and delivers your purpose.

Are you using purpose champions to engage colleagues across the organisation? How are you role-modelling and rewarding the right behaviours?



We want to hear from you, to help us shape our campaigning on this important topic.

If you are interested in being involved and finding out more, please contact Global Goals Campaign Manager, Jess Collins (jessica.collins@bitc.org.uk). You can also speak to your BITC Relationship Manager.

Further BITC content and support

BITC has been advocating for purpose-led responsible business for many years. In 2021, we published a report on the [Business Case for Purpose](#), available to members and non-members, outlining the commercial benefits for taking a purpose-led approach. We also have our popular member-only toolkit and case studies, [Developing and Embedding Your Purpose](#), sharing practical steps businesses can take to develop purpose and embed it into their organisations. [Here](#) you can read more of our broader work on purpose and responsible business strategy.

BITC Strategy and Purpose Advisers can support your organisation in embedding responsibility at the core of your business strategy. We offer a range of support, from light touch advice to bespoke projects. You can also take advantage of our Responsible Business Management Training, accredited by the Institute of Leadership & Management (ILM). [Contact our Advisory Services Team](#) to find out more.

For non-members, please [get in touch](#) to find out how BITC can support you on your responsible business journey.

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