

**BOLD THINKING,
BRAVE ACTION.**

**ICRS EXCHANGE
17 NOVEMBER 2021**

**BOLD THINKING,
BRAVE ACTION.**

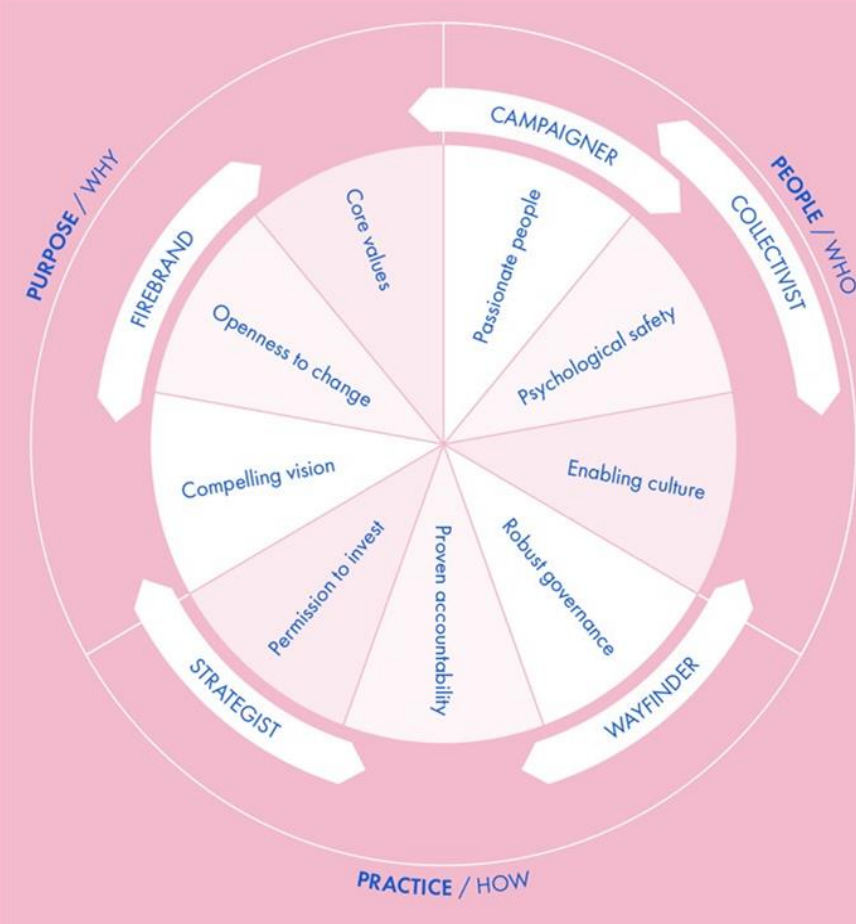
11 SUSTAINABILITY LEADERS

5 **ATTRIBUTES**
BRAVE BEHAVIOURS
COMPOSITE
CHARACTERS

9 ORGANISATIONAL
CONDITIONS

=
**REJECT THE
STATUS QUO**
=





BUT THE WORLD

HAS CHANGED

/

PURPOSE

/ **PEOPLE** /

PRACTICE

/

PURPOSE

ENABLERS

Context matters

Key trends and events

Public perception

Rapid innovation

Corporate activism

Breakthrough thinking

INHIBITORS

Economic constraints

Prioritisation

Daunting challenges

Challenging trade-offs

Reliance on legislation and regulation

PEOPLE

ENABLERS

Employee activism

Increased expectations

New working models

Employee wellness

Recruitment challenge

INHIBITORS

Fragmentation of workforce culture

Inward focus

Psychological safety

Dated skills and expertise

Budget restrictions

PRACTICE

ENABLERS

Global policy and procurement

Engaged investor community

NED knowledge

Values-based economy

Green Pensions

INHIBITORS

Budget pressures

Short-termism

Fragmentation in reporting and standards

Inconsistent leadership knowledge

Lack of performance management

INSIGHTS

FROM COP26



ACTIVE

ADAPTATION



1

HOW OFTEN DO YOU REVIEW YOUR SUSTAINABILITY GOALS?

2

WHAT INFORMATION DO YOU USE?

3

**WHAT LEVEL OF FLEX AND CONTINGENCY IS
BUILT INTO YOUR BUDGETS?**

4

**HOW MANY OPPORTUNITIES DO OTHERS
HAVE TO REFLECT ON PROGRESS AGAINST
YOUR SUSTAINABILITY PLAN?**

5

WHAT IS THE BRAVEST THING YOU DID LAST YEAR?

HOW CAN YOU BEAT IT NEXT YEAR?

WWW.CAFONLINE.ORG/BRAVERY

Any questions?

THANK YOU

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