



ESG & Sustainability
The big questions

What's your
“why”?

Partner with us to help refine
your organization's purpose.



Transformation only
happens through

people.

People drive positive

change.

For your

business.

For our

society.

For our

planet.



We have identified five pillars that support successful ESG transformation:

1



Purpose

You need to assert how important ESG is to you—why you're focusing on sustainability and what you aim to achieve.

2



Governance

Your board must be equipped to oversee, enable and support delivery of your ESG strategy.

3



Leadership and talent

You must be able to attract, develop and retain the leadership, talent and skills needed to drive successful ESG outcomes.

4



Operating model

Your organizational structure and operating model need to be aligned to ESG and broader business strategies.

5



Culture and mindset

Your culture needs to engage your people and reinforce the right behaviors.





ESG and Sustainability success starts with a clear purpose

Many organizations forget, or don't take the time, to clearly articulate their purpose. Beginning with purpose is critical because it gives you and your people an anchor and a North Star to guide future decisions and actions.

It sets a path for how your organization will move forward with your ESG and Sustainability ambitions so everyone inside your organization can understand, embrace, and follow it.

It acts as a backbone, providing both structure and support, as well as enough flexibility so that you can pivot around obstacles to reach your goals.

What does “purpose” really mean?

Purpose answers the question of why your organization or ESG strategy exists.

Companies with a strong ESG purpose understand that answering this fundamental question can drive business success *and* have a positive impact on society and the planet.

Purpose sits at the intersection of what you're good at, what you care about, and what the world needs.

And when these elements are in sync, your employees execute on the strategic goals of an organization — not because they have been told to, but because *they* want to.

Effective purpose statements are:



Outward-oriented

A strong perspective on how your business shows up in the world.



Action-oriented

More about “doing” than simply “being”.



Ownable

Unique and relevant to your business culture and capabilities.



Sticky

Succinct and memorable.





Purpose has impact everywhere



Consumers want purpose.

2 in 3

people are belief-driven buyers – with higher levels among Gen Z.



Candidates screen for purpose.

64%

of Gen Y and 83% of Gen Z consider a company's purpose and ESG when deciding on job offers.



Executives drive performance with purpose.

73%

of execs at purpose-led teams say having one helps steer them through marketplace turmoil.



Investors value ESG purpose.

Major

investors like BlackRock use ESG & Sustainability in screening and valuation decisions.

How we help

1 Fine-tune your existing purpose for ESG

2 Define and launch a new purpose from start to finish



The background of the slide is a dense, close-up photograph of green leaves, likely from a plant like a peace lily, with prominent veins and a slightly waxy texture. The leaves are in various shades of green, from bright lime to deep forest green, and are layered to create a sense of depth. The overall lighting is soft, highlighting the natural patterns of the foliage.

1 Fine-tune your existing purpose for ESG

Our workshops will help you:

- Review what all your ESG & Sustainability stakeholders value, and how you will link those values back to your purpose.
- Agree on consistent language and direction, which will help align your ESG & Sustainability strategy. This will pay off over time as people connect with the purpose, hear consistent messages and change their behavior.
- Promote, communicate, strategize, and act on your newly defined ESG & Sustainability purpose.

1 Fine-tune your existing purpose for ESG

Our workshops use a three-phase approach



A

Discover

- Kick off session to review goals, objectives & timeline.
- Review materiality assessment or conduct rapid materiality mapping.
- Review and evaluate existing purpose resources, and other relevant materials.



B

Design & Execute

- Conduct two 2-hour workshop sessions with key leaders.
- Deliver a choice of purpose statements for discussion and refinement.
- Align on final ESG & Sustainability purpose statement.



C

Next Steps

- Identify any mis/alignment with overall organization mission, vision, and values.
- Make sure leaders can see themselves, their work, and their teams in final purpose output.
- Advise on communication to stakeholders.

2 Define and launch a new purpose from start to finish

Define your north star

We'll help you craft and launch an aspirational identity.



Assess the landscape

- Gather external insights through our in-house research institute.
- Review Industry and competitor insights.
- Partner with visionaries and experts to create unique positioning.



Craft the statement

- Develop a choice of research-based statements to socialize.
- Write the statements with our best-in-class copywriting team.



Test with different groups

- Engage our Korn Ferry network of external advisors to check for future-fitness.
- Gather internal insights for a reality check: the gap between the promise and the current delivery
- Test for cross-cultural meaning and understanding.



Create buzz, launch and celebrate

- Design launch campaign materials, event creation, and activation.
- Build virtual celebration through digital platforms.
- Host local launch events via our global Korn Ferry network.

Make it true

We'll be by your side to help you become the company you want to be.



Embed in your DNA

- Facilitate integration to identify potential misalignment.
- Integrate into your entire talent lifecycle.
- Amplify the launch with ongoing internal marketing materials.



Track adoption

- Develop KPIs to track success.
- Use our tools to gather qualitative and quantitative success data.
- Analyze data with ongoing support recommendations.



The Korn Ferry difference

At Korn Ferry,
we know people.

Organizations are evolving faster than ever and they need their people to change too. We believe that change is most successful when organizations are in tune with, sense, and respond to human needs.

Drawing on both art and science, we are cracking the code on human-centric ESG and sustainability transformation.

We work with organizations to inspire their people through purpose to both start and sustain behavior change.

How we helped a multi-national financial services organization get unstuck and find their North Star

This multinational company needed to make their recently-created sustainability impact goals more tangible. And they wanted to instil ownership across those who would be responsible for overseeing the implementation of these.

Their leadership team were finding it difficult to align on common ground; it was difficult for them to reach agreement on ESG and Sustainability strategy and the commitments they wanted to make. Through a series of facilitations, we helped them to:

- Establish a ESG & Sustainability North Star (purpose) for the group.
- Assess their current state and align on priorities.
- Identify market differentiators.
- Articulate a formal ESG & Sustainability strategy.
- Create tangible commitments and leadership recommendations in line with the strategy.



Partner with us to
refine and define
your organization's

ESG purpose.

Get started today

