

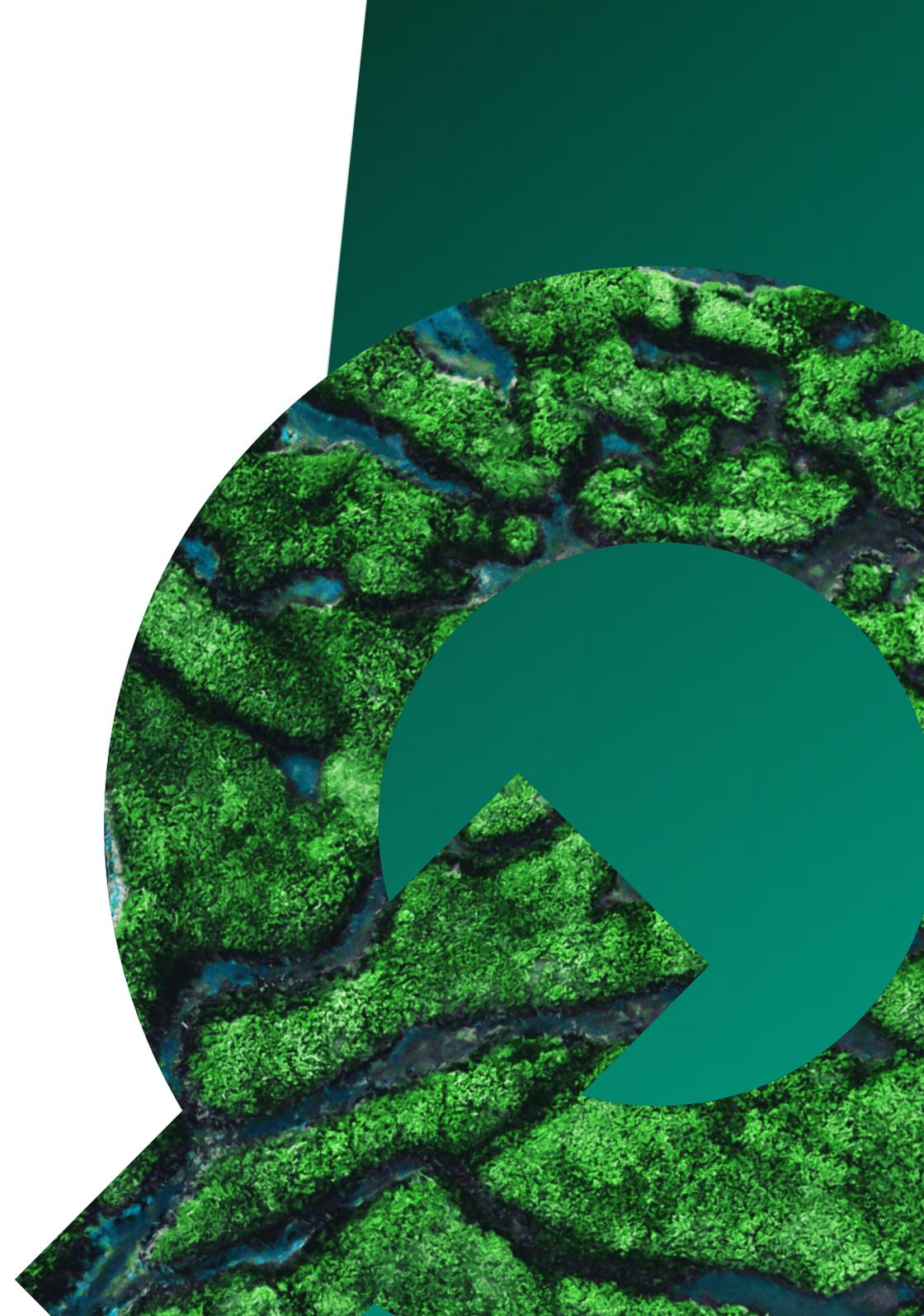


*Gearing up*  
to realize ESG  
and sustainability  
ambitions

Customer story



How we helped  
a global manufacturer  
turn their high-level  
ESG ambitions into  
deliverable commitments  
on the ground.



## BACKGROUND

# A global packaging and paper group

With **26,000 employees** across **30 countries** and around **€7bn a year in revenues**, the company had an ambitious sustainability plan for 2030 and had made significant progress around sustainable products and climate resilience. However, it was clear that more work was needed to ensure their large workforce was engaged, empowered, and energized if the business was to achieve its goals.

 **26,000**  
employees

 **30**  
countries

 **7bn**  
a year in revenue





The 01  
challenge

# 01

## THE CHALLENGE

# Understanding where you are and where you want to be.

In some ways, the physical and financial aspects of delivering ESG and Sustainability gains can be relatively simple. But making any kind of lasting, real progress is impossible without ensuring that your people are fully on board with your purpose and strategy.

We were approached to help the business create a plan to achieve this. The company had made some progress around creating circularity within their operations and in building climate change resilience, but they were keen to create a clear strategy that would enable their workforce to adapt and rise to the challenge of their ambitious 2030 plan.

### The business chose these four key 'people commitments' to focus on:

- **Capability and employability** – strategic workforce planning to prepare and upskill employees for a changing workplace.
- **Diversity and inclusion** – supporting structural and behavioral change to create a more diverse and inclusive workforce.
- **Purposeful employment** – connecting people to the company's purpose and bringing them along on the journey.
- **Work life experience and mental health wellbeing** – creating a safe, open, supportive environment in which employees can thrive.

We worked with senior leadership to create a defined, tangible roadmap that would move the business to where it needed to be to meet the 2030 plan in full.



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“One of our challenges was to see just where we stood on these workstreams, and how ambitious we wanted to be. And from there, what we needed to do to bridge that gap.”

Group Head of Employee Experience

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# The O2 solution

# 02

## THE SOLUTION

### Breaking big goals down, building KPIs up.

We worked closely with the business to clarify roles and goals, making sure that everyone – especially the board and senior leaders – were behind the initiative.

Our first step was to evaluate how the business was currently doing in each of the four identified areas and to establish the ambition of where they wanted to be in 2030 and beyond.

Leveraging the Korn Ferry DE&I Maturity Framework (with some additional modifications) to evaluate and set out the ambition, we were able to identify the gaps between the current state of play and where the business would need to be to achieve its 2030 commitments.

This enabled us to set clear actions and helped the organization to prioritize what they needed to do.

Being a very data-driven organization, it was important that they could track and measure progress on the work they were doing, and its impact in moving the needle. We set out clearly-defined leading key performance indicators (KPIs) linked to the 2030 commitments, and a governance process to review the effectiveness of those KPIs in reaching the ambition.

Now the business was able to move from conceptual ambitions to a framework of measurable and achievable objectives. We were able to give the client a view of the KPI landscape and targets – a transparent way to measure and evaluate progress.



# 02

## THE SOLUTION

A strategic plan is only successful if it is implemented well.

We worked closely with the business to help them do this by creating detailed project charters, providing recommendations on who should own the actions as well as best practice implementation models.

This was incredibly important as it helped establish what should be done at the group and local business levels, so that the organization would be able to cascade the work and drive accountability as they got ready to operationalize the plan.



“

“One of my learnings was not to overwhelm the organization with too many people-related KPIs. We drilled it down to six main KPIs to be measured at group level plus additional optional KPIs to help make the program applicable in the different cultures and countries where we operate.”

Group Head of Employee Experience

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An aerial photograph of a vast agricultural field, likely a rice paddy, showing neat rows of green crops. Several workers in blue clothing are visible, tending to the plants. The image is partially obscured by a large, semi-transparent purple overlay on the left side.

# The 03 results

# 03

## THE RESULTS

Setting ambitious goals, a roadmap on how to get there and metrics to track measure progress along the way.

Our collaborative partnership set a framework to connect DE&I, wellbeing, and purpose with ESG commitments.

### Together we:

- **Evaluated** gaps and opportunities using our maturity framework.
- **Developed** a clear roadmap, prioritizing actions and an implementation plan.
- **Established** a framework for a more diverse and inclusive workplace where people experience purposeful employment and support for their wellbeing.
- **Set** KPIs to measure and track progress, with relevance at both global and regional levels.
- **Recommended** change management and governance to drive change and ensure accountability.

As a result, the company has confidence that it is concentrating on the right actions and that everyone – from the shop floor to board table – are all working towards the same North Star.



# Let us be part of your success story

We'll work with you, not only to shape your ESG and Sustainability goals but to develop and articulate an action plan that activates your people to deliver on your ESG objectives.

Contact us today.  
<https://www.kornferry.com/contact>





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