

Sustainability First – Fair for the Future Project
Developing a ‘Sustainable Licence to Operate’ for the energy and water sectors

Talk into action

Ten questions you should ask your Chairman, CEO and executive colleagues today to embed public purpose, philosophy and public service values in your business

1. Where and how do we, as an organisation, **express and communicate** our public purpose, philosophy and public service values? Can you say, without looking them up, what they are?
2. When did the CEO and/or FD last discuss our stated public purpose and values with our **investors**, both equity and debt? Do our investors understand the company’s purpose and values and how do these align with their investment objectives and risk appetites?
3. How do we **engage** with our customers and wider stakeholders so that we know if their needs and wishes are compatible with our public purpose and values?
4. How far do our **recruitment, promotion, induction and ongoing training and support** practices for our workforce support and aid delivery of our public purpose, philosophy and values?
5. How far do (1) all our **employee contracts, incentives, performance frameworks and motivational systems** and (2) our **contractor contracts** – support and aid delivery of our public purpose and values?
6. How do we ensure that the **decisions** we take are **aligned** with our public purpose and values so that we have a **consistent and coherent** approach across the business?
7. How do we **enable and empower our front-line staff** to reflect our public purpose and values as they go about their day-to-day work?
8. How **do we know** that everyone in our organisation deals with our customers and the wider public in accordance with our public purpose so that we really are **living our values**?
9. If our constitutional documents such as **Memorandum and Articles of Association** were to incorporate our public purpose, what, if anything, would change about how we do business?
10. What **internal metrics** do we use to monitor our journey on purpose and values and how do we **evidence, demonstrate and communicate** that we are delivering on these to external stakeholders?

We look forward to hearing how you get on!