**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!**