

The Value of Building a Business and Sustainability Strategy

A well-designed, thoughtfully implemented sustainability strategy can help your company maximize value, minimize financial risk, and improve resilience, while at the same time addressing the ethical imperative to avoid harm to people and the environment. From setting the initial direction of your sustainability strategy, designing and positioning it to align with your company's strategic focus, to creating a roadmap for seamless implementation, BSR offers a full suite of support services to help you achieve your goals.

BSR'S SUSTAINABILITY STRATEGY PROCESS MODULES

PHASES

 Orient to the Future

 Design Strategy

 Position Strategy

 Create Roadmap

 Implement

 Test and Review

MODULES

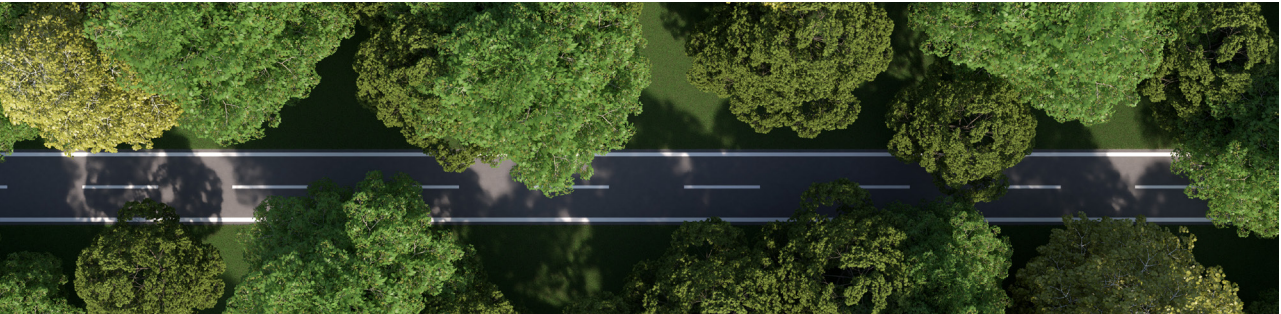
- **Assess the current and future operating context, macro trends, and emerging issues** that will shape the sustainability strategy, including the business strategy and management approach, peer landscape, and relevant standards and frameworks*
- **Set future vision for the strategy** by engaging and aligning diverse stakeholders and identifying opportunities for transformative change, including using strategic foresight
- **Identify and prioritize strategic focus** areas based on business strategy, stakeholder expectations, and planetary and social impacts. Identify tradeoffs, tensions, and interconnected issues
- **Design strategy framework** for key pillars of the sustainability strategy, reflecting its vision and how it supports the business strategy
- **Conduct benchmarking** on key issues that inform ambition levels
- **Determine ambition levels**, areas of strategic focus, and target audiences
- **Establish goals and targets, identify key activities and milestones, and KPIs** to measure success and business feasibility
- **Design governance structures** and recommend the assignment of resources, roles and responsibilities
- **Train internal stakeholders and/or board members;** advise on cross-functional engagement and strategic communications; engage external stakeholders and facilitate partnership development
- **Support functional leads and subject matter experts** to execute agreed action plans for impact
- **Understand stakeholder expectations** and validate/test with key business functions
- **Enhance resilience by applying strategic foresight** and stress testing strategy against plausible future scenarios
- **Conduct strategy review**

*BSR does not provide legal advice but does partner with law firms when necessary.

CUSTOMIZE YOUR STRATEGY SUPPORT

While almost all strategy work begins with an assessment of the current and future operating context, there are a range of entry points and approaches to designing a sustainability strategy process. BSR is pleased to tailor our services by pairing any of the modules to meet your company’s unique strategy needs.

SAMPLE PACKAGES INCLUDE



STANDARD STRATEGY APPROACH

- Assess the current and future operating context
- Identify and prioritize strategic focus
- Design strategy framework
- Conduct benchmarking
- Determine ambition levels
- Establish goals and targets, identify key activities and milestones, and KPIs



GOAL REFRESH

- Assess the current and future operating context
- Determine ambition levels
- Establish goals and targets, identify key activities and milestones, and KPIs



FORESIGHT AND STRATEGY REVIEW

- Enhance resilience by applying strategic foresight
- Conduct strategy review