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1



clarity.



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How will sustainability issues impact my business?

How can I tell what's important and relevant and how do I prioritise?

Such questions often arise when companies develop or refine their plans for sustainability.

Here are key steps for you to develop clarity and focus for your sustainability management.

Understand context and dependency

All organisations operate in social, environmental and economic contexts. Changes in these conditions can affect business models and financial success. Organisations also depend on partners, suppliers, resources and supply chain relationships to deliver their mission. Understanding complexities and dependencies in these relationships can build stronger, resilient organisations.

The lowdown ...

- ❖ What key materials/resources does your business rely upon, where are they sourced and are there social/environmental issues associated with their production?
- ❖ Are your key materials scarce, difficult to source or potentially limited by climate change, geopolitical issues, increasing demand etc?
- ❖ What key people/companies/networks does your business rely upon, where are they located and are there any significant social/political issues associated with them?

Identify risks

Understanding social and environmental issues as business risks allows organisations to classify and quantify the risks to and from their activities. Each dimension of risk should be assessed across the value chain; from raw materials and social conditions at suppliers to the products or services you supply. Value chain impacts can be far greater than those related to direct operations.

The lowdown ...

- ❖ Consider your entire value chain, at least to begin with
- ❖ Remember there is potential risk to your activities and risk from your activities
- ❖ Review this step following dialogue with stakeholders

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Foster dialogue with key stakeholders

Talking (openly and honestly) with staff, customers, investors, suppliers, regulators, NGOs, peers and government strengthens your strategic awareness, influence and reputation. Dialogue and understanding makes any relationship stronger.

The lowdown ...

- ✦ Generate a 'long list' of issues from key staff in the business and looking at what is happening in your sector
- ✦ What are the key issues and trends in regulation, society and NGO perspectives?
- ✦ Make sure you consider your staff and of course customers

Prioritise your issues

Focus on managing the issues that matter to you and your stakeholders. Carry out a 'materiality' exercise, gather the views of internal and external stakeholders to identify what's important to them. Look at what others are saying and doing, what do investors think and what are your competitors doing? Use this feedback to identify the relative importance of issues that you need to consider and/or manage.

The lowdown ...

- ✦ You can't/don't want to manage everything, use this process to help establish the right focus for your company
- ✦ Take time to 'calibrate' different levels of priority (High/Medium/Low) at a level that makes sense for your business
- ✦ It can also be useful to apply 'filters' in terms of the levels of Control/Influence/Concern which you have for each issue



Want to discover more?

Sustainable Business Essentials gives you the bottom line on sustainability, business value and why real corporate social responsibility matters - use it to cross-check your approach or develop the best arguments to convince colleagues

A concise distillation of what's important in understanding and making real progress in your organisation



2

strategy.



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strategy .

2



Sustainability is often perceived in narrow terms when it's really about long-term business resilience and success.

Poor strategy can mean missing risks and opportunities.

Three of the key steps for developing strategy are *Defining Ambition*, *Developing Vision* and *Establishing Goals*.

The tool for this stage will help you explore and define your ambition.

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Define your ambition

This will describe drive how far and fast you plan to go. Your response can range from compliance, through best practice, to industry leading. It should closely fit the competitive approach of your business.

Use the tool below by asking following questions

- ✦ Where are you now on this continuum?
- ✦ Where are your key competitors?
- ✦ Where do you want to be (and by when)?

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SUSTAINABLE CORPORATE EVOLUTION



Adapted from Dunphy et al 2003. Organisational Change for Corporate Sustainability.



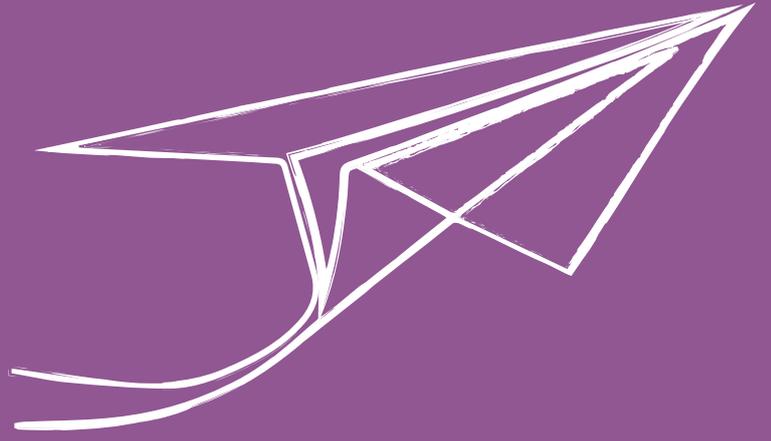
Are you meeting your sustainable business objectives?

Book a 30 minute **Strategy Review Call** now to explore your situation
<https://meetme.so/DominicTantram>

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implementation.

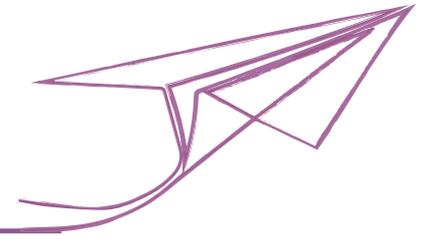


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implementation.

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It's one thing to develop a strategy, but quite another to successfully implement it!

In our work with clients we find that the most successful ones take time and effort to properly embed sustainability plans and priorities into business processes.

Of course, all companies are different. However, we have distilled some common elements to bear in mind for the successful implementation of sustainability in our business.

If you can answer yes to the questions below, you are well on your way to successful implementation!

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Leadership and Governance

- 🗳️ Are your leadership active supporters of your sustainability programme through consistent messaging and communication inside and outside of the organisation?
- 🗳️ Are there clear structures for the management of sustainability as a business priority?

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Technical capacity

- ✦ Do you have dedicated sustainability staff/a Sustainability Champions network?
- ✦ Do your staff have the time to prioritise the delivery of sustainability goals?

Human Resources - people

- ✦ Do your staff have the skills and understanding to deliver against your sustainability goals?
- ✦ Is the delivery of sustainability performance goals integrated into staff personal assessment and reward structures?

Information and management systems

- ✦ Is sustainability integrated into your company's Enterprise Resource Planning (ERP) approach?
- ✦ Does your company use dedicated sustainability management and reporting software?



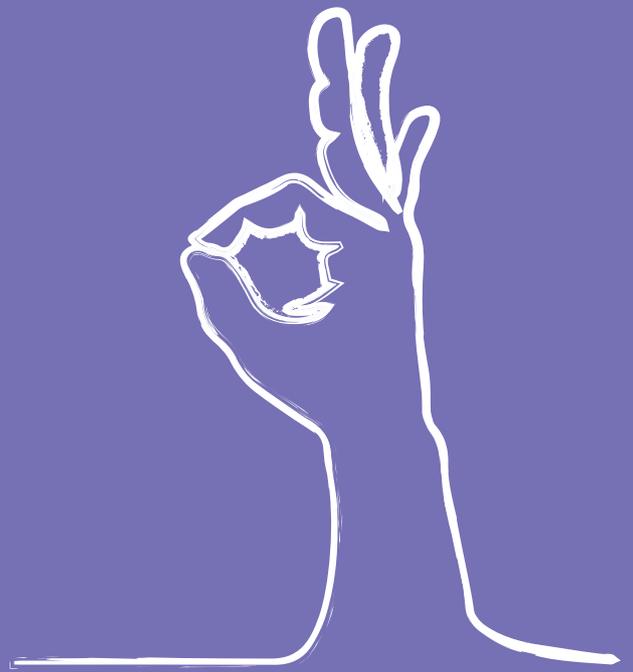
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4



reporting.



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reporting.

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Sustainability reporting is increasingly common, a growing range of stakeholders want to know what you're doing and how it's working.

This used to be mainly committed customers or NGOs but now, as just signalled by Larry Fink, Blackrock's CEO, investors are at the forefront of non-financial reporting.

What makes for compelling sustainability communications?

DO

Follow or reflect a recognised framework and/or standard for reporting

Include a powerful introduction from senior leadership, explaining the importance of sustainability for the organisation and how it fits in with business plans

Describe your company, what you do and the needs you meet.

Explain the context, a good report provides strategic analysis and helps explain what sustainability means for your company

Disclose and discuss your 'material' issues, even if they include some that are difficult or contentious

DON'T

Forget investors and other key stakeholders will be examining the report in detail

Let the introduction focus on vague statements about doing the right thing or talk about trivial issues as if they were important

Avoid any significant operations or activities even if they're in some way problematic

Avoid this step and/or jump straight to what you're doing

Present very limited detail or a set of priorities that clearly don't represent your most important issues



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DO

Talk about what your stakeholders think about your activities and issues. Include evidence of feedback received and your response

Organise your report so that sections on performance can be clearly related to your material issues

Report long-term targets and quantitative goals. Use widely adopted KPIs or clearly defined alternatives

Where possible report data for 5 year's performance, including absolute numbers and making use of a suitable denominator

Consider using third party assurance to validate your data/figures. If you decide not to, explain why and describe the measures you have taken to ensure data accuracy

Make sure your report is attractively designed and is accessible and clearly laid out

Remember your target audience and check you're reporting to meet their needs and any key questions they might have.

DON'T

Report in detail about unimportant or marginal issues

Move onto detailed case studies that make it difficult to understand how key issues are being tackled

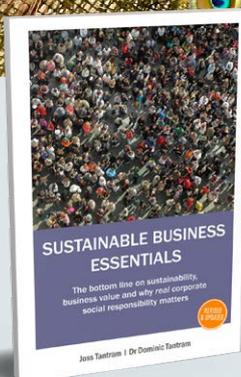
Report data inconsistently and for short time periods

Fail to explain trends or surprising results

Forget that people must trust what they read in your report

Overlook that any PDF version will be the most widely used and should include active navigation and support screen accessibility standards

Forget that fundamentally you're telling your sustainability story – and this should be clear



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