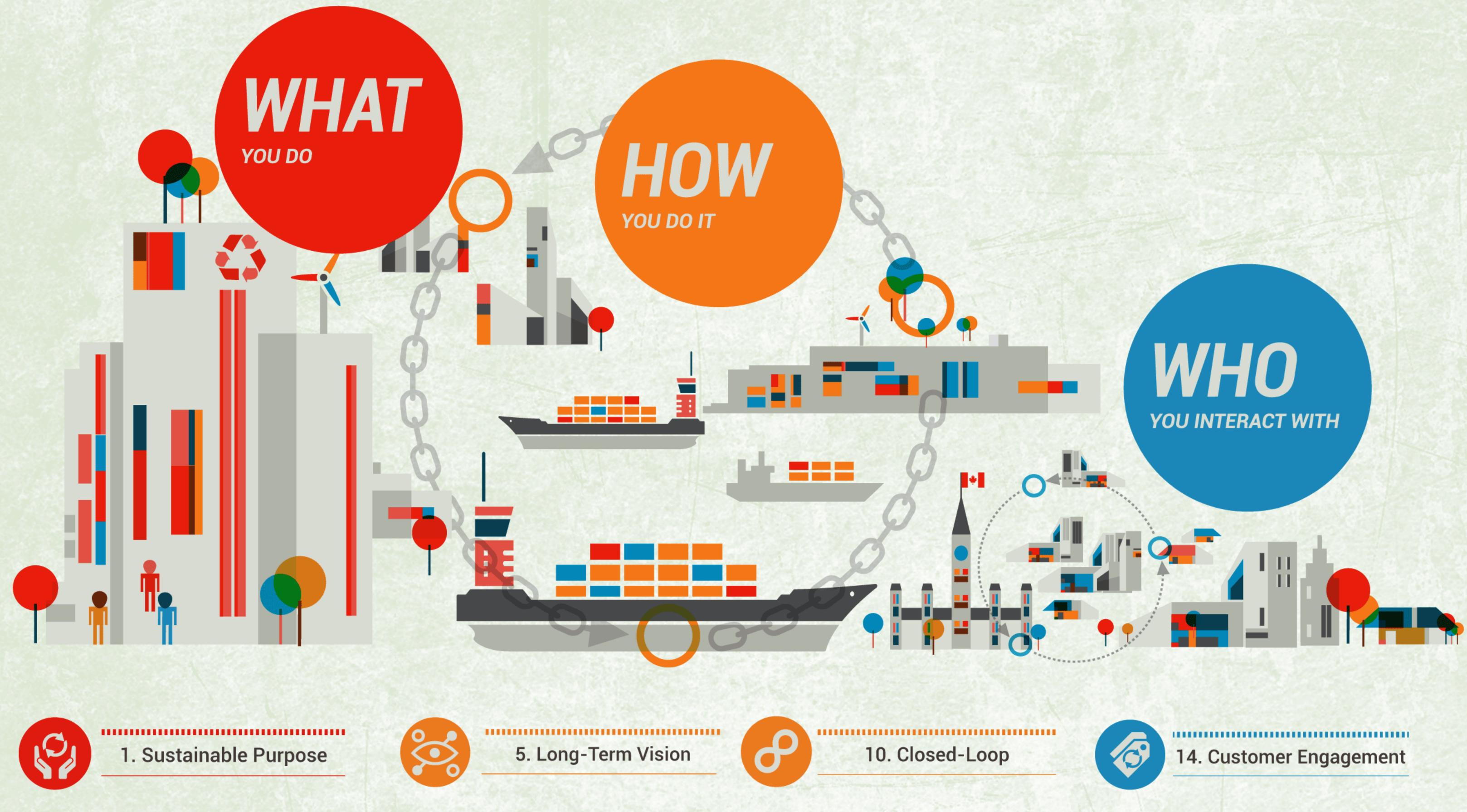
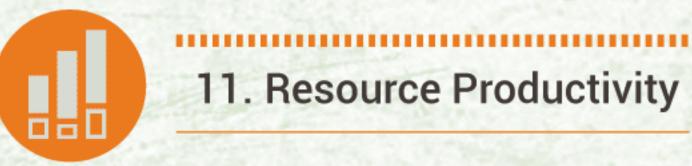
IS YOUR COMPANY TRANSFORMATIONAL?





1. Sustamable Purpose
2. Sustainable Customer Offerings
3. Solutions-Oriented





11. Resource Productivity



15. Industry Standards

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6. Sustainability

Governance and Culture

7. Enlightened Leadership

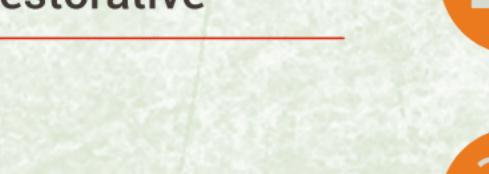


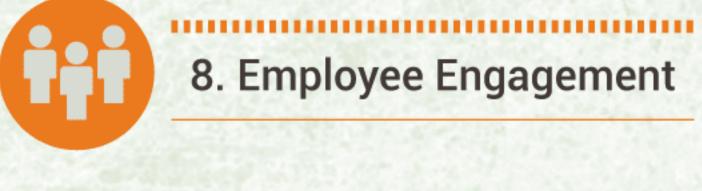
12. Value-Chain Influence



16. Multi-Stakeholder Collaboration

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8. Employee Engagement

9. Inclusive Business



13. Stakeholder Accountability and Transparency



17. Finance Community



18. Public Engagement



19. Public Policy Advocacy

Accelerate and scale sustainability

- Benchmark and scale your Transformational Company efforts.
- Help CBSR accelerate take-up of the Transformational Company Framework in companies, industries and supply chains.
- Register for an upcoming Transformational Company event to learn how to operationalize the qualities.

The Transformational Company Framework

The "Transformational Company" framework is being developed as a guide for companies who recognize the need to scale up their CSR and sustainability efforts in order to address systemic societal risks, challenges and opportunities. These qualities are designed to be aspirational and inspirational - to act as a roadmap.

Global sustainability mega-trends are changing the context in which businesses can succeed and thrive. In light of these tectonic shifts, companies are compelled to rethink their business models to ensure they continue to create shareholder and societal value over the long term. This is driving a fresh look at the qualities companies must embrace to foster commercial and societal success - the "transformational qualities".

Transformational companies commit to act beyond their own operations, and the foreseeable future, to become world-class sustainability leaders in their region and sector.



Aim to align overall corporate purpose with sustainability principles where sustainability drives value, where what the company does is a benefit to society, and where profits enable fair and equitable compensation for natural and societal resources.



2. Sustainable Customer Offerings

Integrate sustainability into the full life-cycle of product and service design, use and disposal, and advance sustainability through continuous improvement of core products and services.



Working with key stakeholders, adopt business models and strategies that address systemic social, economic and environmental problems; scale solutions with customers and suppliers.

7. Enlightened Leadership

business for short and

long-term success by driving

the company to adapt to -

and influence - structural

social, economic and

environmental trends, and

who foster organizational

capacity for change and

innovation to create

sustainable business models

and solutions for the future.



4. Restorative

Generate net positive benefits for society, the environment, the company and shareholders, advancing local and global resilience.



5. Long-Term Vision

Commit to an ambitious long-term multigenerational sustainability vision that includes bold goals and precautionary approach that takes into account the needs of present and future generations, as well as the natural systems on which they rely.

9. Inclusive Business

Expand opportunities for

all populations as employees,

suppliers, distributors

and customers.



6. Sustainability **Governance and Culture**

Embed sustainability into governance, business processes, operations, investments, culture and competencies; incentivize sustainable decisions and enable sustainable innovation.



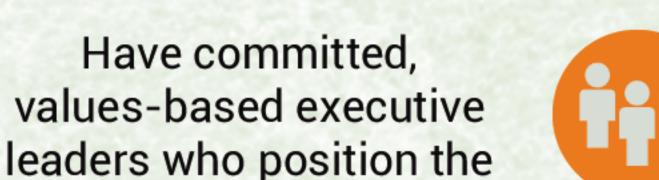
10. Closed-Loop

Implement closed-loop production and advance a closed-loop economy.



11. Resource Productivity

Achieve a major improvement in the use of resources and materials and become a zero carbon company with respect to energy use.



8. Employee Engagement

Have diverse, equitable, thriving, participatory workforces where employees are champions of sustainability at work, at home and in the broader community.



12. Value-Chain Influence

Take responsibility for sustainability outcomes of their value chain, both up and downstream of their operations, and across regions and sectors.



13. Stakeholder Accountability and Transparency

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Actively engage and are accountable to all stakeholders, disclosing their sustainability performance, impacts and dependencies.



14. Customer Engagement

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Enable customers to make informed choices, reduce their lifestyle impacts and make a positive difference through education, engagement and innovative products and business models.



15. Industry Standards

Collaborate within their industry - including with competitors - as well as across sectors to encourage systemic industrial change.



16. Multi-Stakeholder Collaboration

Lead and participate in multi-stakeholder collaborations to address and overcome systemic barriers and challenges.



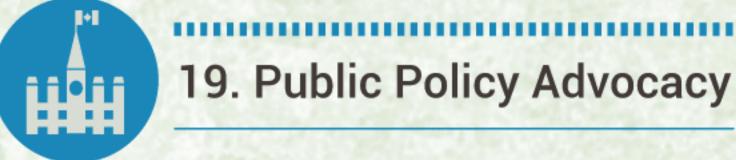
17. Finance Community

Engage the financial community, including investor shareholders, bankers, insurers and accountants, on the opportunities and benefits of sustainable business models.



18. Public Engagement

Promote sustainability and sustainable lifestyles to the public.



19. Public Policy Advocacy

Advocate for public policy that advances sustainability.