

# NOT BUSINESS AS USUAL

The insiders' guide  
to building a purpose-  
driven brand

GIVEN

The power of a purpose was first explained to me by the organisational psychologist Dr Carol Cole when I worked at BT twenty years ago. I was participating in a team offsite as part of the Group Marketing leadership team setting out to revitalise a large department after a big internal re-organisation. At this time, it was typical for a new team to create a shared and unifying vision and mission statement. But instead, Carol asked us to consider what our purpose was.

She illustrated the concept by talking about how defining its purpose would affect the building of a prison. Before designing a prison, you would not only need to know the required capacity, capital expenditure, intended location, and staffing strategy, you would want to understand its purpose.

For example, if the purpose of the prison was to punish the inhabitants it would lead you to build a prison with high walls, small rooms, small windows, the minimum recreational space, and only hard work available to pass the time. Alternatively, if the purpose of the prison was to rehabilitate prisoners it would probably have rooms with views of the outside world, green spaces with the opportunity to garden, educational activities and a big library, theatre groups, catering classes, and opportunities to work in the community.

This was a complete eye-opener to me. I was struck by the potential of a clearly defined purpose in setting the course for an entire organisation, from its commercial and investment strategy through to its approach to customers and staff. It was exciting to contemplate something more meaningful than the simple pursuit of profit and an idea which could galvanise change on such a comprehensive level.

I would be the first to acknowledge that since that time, although purpose became a more mainstream idea, its potential has not been properly utilised. Only too often the energy to define brand purpose has sat within the marketing function and only been used to refresh advertising strategy. That was never the point, as the example using the design of a prison makes clear. We all understand that an old Victorian prison built to punish rather than reform will not be changed by simply declaring on its website that it is now in the business of rehabilitation. We would expect to see an investment strategy to comprehensively change the building, expected outcomes and its entire operational norms.

Since its inception more than ten years ago Given have dedicated themselves to working with management teams, not only marketing teams, so they have the experience to get any business onto the right track to accelerate progress.

Wherever your organisation sits in the 'K-shaped' recovery there is a need to recalibrate. As we went into the COVID-19 pandemic many people spoke about this being a watershed moment. We promised ourselves to 'build back better' as we came out of it. The systemic inequalities already embedded in our society have been laid bare not only by the very different health outcomes in our population but also the impact of unemployment and job insecurity, educational impairment and financial vulnerability.

We were already alert to the climate emergency, but we now have the excitement of being the host country for COP 26 in 2021. The eyes of the whole world will be upon us as a leading nation and economy and expectations will be high. Governments, regulators, the investment community, citizens, employees and consumers will all be looking to business leaders for evidence of meaningful change.

It can seem overwhelming. There is so much to do. And the forces of resistance and complacency are strong. But it can be done, and this guide sets out the simple steps for embarking on the journey of developing a purposeful business and brand.

**Jan Gooding**  
Chair, Given

If you're not already leading a purpose-driven brand, you soon will be – purpose is set to become a dominating force in business and brand management for decades to come.

Given is a pioneer of purpose. We've honed our perspective over more than a decade of work, helping some of the world's best brands become better businesses. We see purpose as a critical component of successful brands, making an entire business a force for good.

Purpose is about the role you want your brand to play in the world. It isn't just about your "why" but your "how" and your "what" too. Being purpose-driven means operationalising your purpose, comprehensively, across your business. It means seeing purpose as a complete management philosophy, not a marketing strategy. It means building a roadmap for transformation, not writing a feel-good, aspirational slogan that allows business to go on as usual. And it means learning to measure success, make decisions and even reward performance in entirely new, purpose-driven ways.

Today, there's overwhelming evidence that purpose creates competitive advantage. Purpose-driven brands attract and retain the best talent. They innovate more. They're more distinctive.

They have more loyal customers. They perform better on financial markets. But for purpose to generate this kind of competitive advantage, it must deliver real change. If a purpose-driven strategy changes nothing, it's a failure.

## YOU MIGHT EXPECT THE FOCUS OF THIS GUIDE TO BE ABOUT HOW YOU "DISCOVER" YOUR PURPOSE. IT ISN'T.

In our experience, that's the bit most businesses already get – almost every leadership team we've ever worked with to create a purpose-driven strategy has started with an idea of the type of business they want to be and the kind of positive change they want to create in the world. The real challenge begins by prioritising the biggest possible change you can credibly contribute to and expressing it in the simplest way that means something to people inside and outside your organisation. That's no small undertaking.

But only once you've done that does the hard work of making it happen begin.

After a dozen years working in the engine room of purpose, we've accumulated a wealth of knowledge and insight into how to go about that hard work – and there's never been a better time to get started. Whether your business has flourished or floundered during the pandemic, the last 12 months or so have forced us all to reflect on our place in the world. Our society is grappling with questions of systemic inequality and discrimination and, particularly in the run-up to make-or-break negotiations at COP26, every business should have the climate emergency at the top of its agenda.

Following a unique year of turmoil, this is the moment when leaders of the businesses that made it through need to dust themselves down and ask, "What's the real goal here?", "Why do we exist?" and "Isn't there more to this than just profit?"

If you're a brand or business leader interested in the kind of purpose that drives genuine change and impact, this guide is for you.

**Becky Willan**  
CEO, Given

MANTRA ONE

# It's all of your business

Getting purpose  
right is everyone's  
responsibility

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Articulating – or rearticulating – your business or brand purpose is a huge task. It's also the essential first step on your journey to becoming a purpose-driven organisation. A powerful purpose is **inspiring** (a simple, relevant idea that's bigger than your business or even your category), **credible** (connects your unique capabilities with real-world issues that you can help fix) and **actionable** (drives measurable impacts that go beyond business as usual).

**SO HOW DO YOU GET IT RIGHT?**

# YOUR BRIEF IS PROBABLY THE MOST IMPORTANT DOCUMENT IN THE WHOLE PROCESS

That's right - the most vital document you produce may well be the first one you create. Purpose is much more than a strapline. As soon as you start exploring the meaningful role that purpose should play in managing your brand and business, it's inevitable that you'll run into fundamental and challenging questions from the wider business and, especially, from the board. If, as an organisation, you're not aligned on the answers to questions such as those listed below, you can expect the whole project to get derailed. As with many complex strategic questions, there are no right or wrong answers. The crucial thing is that everyone's clear and in agreement.

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## THE CHECKLIST

Why are we doing this? What's our business case for purpose?

Is it about talent, consumer relevance, differentiation, innovation and growth, de-risking our business for shareholders or all of the above?



What role do we want our purpose to play for our business?

Will this be a bona fide North Star against which we make strategic and commercial decisions?



If so, how will it relate to our business plan?



What are we prepared to change in pursuit of our purpose? Are there any sacred cows?



How will we talk about this work?

Is this for an internal audience only, or is it a customer-facing message?



How do we imagine it co-existing with other assets like our vision, values and brand?



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# CO-CREATION ENABLES YOU TO DELIVER ON YOUR PURPOSE MORE QUICKLY AND COMPREHENSIVELY

There's a school of thought that says the best way to figure out a brand's purpose is to lock the C-suite in a room for a week. Not in our experience. Probably only 10% of the successful implementation of any new impactful idea is about having that "Eureka!" moment. It's then 40% implementing a great plan and 50% gaining internal buy-in.

For your purpose to be successful, it must be lived. And for your purpose to be lived, it must be understood, owned and used by everyone. A co-creative effort that engages as many employees as possible is the best way to achieve that because a feeling of agency instils ownership and ownership leads to change. This is known as the IKEA effect: in a series of studies in which consumers assembled IKEA furniture, researchers found that when people were involved in creating something, they valued it highly, even if it looked somewhat homespun. They also expected others to share their opinion.

But this process comes with a responsibility to listen hard to everything you're told. Create a live and ongoing conversation and work in the open. Make the effort to feel authentic, collaborative and real.

# THIS ISN'T A MARKETING EXERCISE – YOUR WHOLE EXEC TEAM NEEDS TO BE INVOLVED

Without strong leadership, any long-term purpose plan will fail. One of the biggest drivers for businesses to start thinking about purpose is pressure from their evolving customer base. The desire to stay relevant for Millennial and Gen Z audiences means there's often a temptation to make purpose the CMO's job.

But purpose is about your whole business and brand, not just the experiences you create for customers through your marketing. CMOs are undoubtedly a key stakeholder. They can provide visionary leadership for purpose projects, ensuring relevance and value for customers. But purpose must be an exec-wide effort. CPOs drive change through the business. CFOs ensure purpose can be embedded in the business model. The most senior sustainability leader in your business helps make sure the work is credible and underpinned by impact. These are all people you want to have on your team.

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## THE INSIDE VIEW FROM SARAH GILLARD, MISSION DIRECTOR AT JOHN LEWIS PARTNERSHIP

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The John Lewis Partnership was founded over 100 years ago as an experiment in how business can be a force for positive change in society. 2020 was, of course, a year of extraordinary changes in society and in businesses. Our new Chairman and members of the Executive team were focused not only on the intense operational challenges of running a retail business during a pandemic, but also on taking major strategic decisions which would shape our future. Those decisions had to be guided by a collective understanding of what success looked like for our business – the UK's largest co-owned business. We knew it was critical to listen hard to all of our stakeholders, to understand how we should evolve to respond to the changing circumstances and continue to pursue our founding purpose.

To have legitimacy and achieve buy-in, we created a process where we could hear the views not only of our 80,000 co-owners, but also the views of other groups our business interacts with – our customers, our suppliers and the communities in which we operate.

The insights we gathered had a profound impact on our overall strategy, how we make choices and how we define success. They are shaping our brand strategies, our people strategy and our operational choices. Because the process included everybody, it has created a real sense of commitment and momentum for building the future. We now have a much deeper understanding of the role we play from many different perspectives, allowing us to focus on where we can make the most significant positive changes.

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MANTRA TWO

# Embrace tough choices

If it doesn't feel  
uncomfortable,  
it's not working

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**Building belief is essential** to becoming a purpose-driven business. Without it, you risk disengaging the people you need to deliver your plan or, worse still, propagating cynicism and raising the ugly spectre of **“purpose-wash”**. The decisions you make in the first year of setting and delivering your purpose-driven strategy are some of the most crucial. And what you stop doing may well be more important than anything you start.

**SO WHERE DO YOU BEGIN?**

## A SMALL NUMBER OF **MEANINGFUL COMMITMENTS** ARE VITAL FOR BUILDING BELIEF

Set out a limited number of bold and iconic commitments. Take caution from the many businesses that have got this wrong – on day one, you need clear goals, targets or changes that you can articulate. They don't all have to be huge, long-term or transformational, but they do have to be meaningful and relate to the core themes of your purpose.

Co-creating your purpose strategy is an excellent way to establish a strong set of commitments – you can always rely on employees to point out where you're underperforming in relation to purpose themes. They'll have lots of ideas about what you can do to address those failings, too. Make time for these conversations to happen and for leadership to align. It may feel uncomfortable, but that's a good sign that your approach is working.

## AN AMBITIOUS SUSTAINABILITY STRATEGY IS **NON-NEGOTIABLE**

You can't be a purpose-driven business without a robust sustainability strategy. The ambition within that strategy is a good indicator of the extent to which your purpose is truly being adopted by your business.

Purpose and sustainability are not the same thing, but there are clear overlaps. Purpose is about the impact you want to make on the world – why your organisation exists, and why the world would be worse off if it didn't. Your sustainability strategy helps you get specific about the issues across your value chain that need to be addressed to make that impact happen. Be prepared to invest significant resources in sustainability, otherwise your purpose promises will ring hollow.



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## THE INSIDE VIEW FROM KIRSTY BRITZ, DIRECTOR OF SUSTAINABLE BANKING AT NATWEST GROUP

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Our purpose-led strategy puts sustainability at the heart of our future. Leading the climate challenge is one of three focus areas of our purpose, and being the banking sponsor of COP26, underscores our determination to be a leading bank in addressing climate change. This ambition is backed up by stretching goals and significant investment; we know that what we might see as a cost today is of value tomorrow, but we may not realise this for two, 10 or 20 years. It's really about how you are equipping yourself to be more sustainable and more viable as an organisation for the future. The biggest impact we can have is supporting our customers to transition and accelerate their own ESG improvements. We can also help to equip businesses – including smaller organisations – with the awareness and the knowledge they need, and then support them to invest in equipment and technology to make the transition.

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Why is sustainability so important to purpose?

**PROTECTS YOU FROM BULLSH\*T**  
with a healthy dose of realism

**A GUARANTEE TO OTHERS**  
that you're serious about purpose

**THE FOUNDATION**  
for being a good business

## QUICK WINS HELP YOU ACCELERATE CHANGE, CREATING HERO STORIES AND **POSITIVE BUZZ**

When you adopt a systematic approach to enacting transformational change, there will be individuals and teams who are excited, engaged and ready to be the pioneers putting your purpose into action. Their enthusiasm may be driven by personal interest or specific business threats or opportunities, but these early adopters are essential in creating a beacon for the rest of the organisation. Test and learn quickly from how they embrace purpose in their teams, and apply your findings to your full-scale rollout. Give these champions a platform; celebrate their successes and impact. By doing so, you can capitalise on an authentic and compelling “pull” factor from other parts of the business.

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MANTRA THREE

There's  
no quick  
fix

Becoming purpose-  
driven takes serious  
transformation

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For purpose to deliver competitive advantage, it must **reset how your business operates**. While change may be incremental to begin with, it can't stop there – you're not tinkering at the margins. When you look at the trajectories of admired and purpose-driven companies – Unilever, Danone, Natura – you can chart at least a **decade-long journey** from their earliest intentions to global leadership. That's good news because it means you don't need all the answers immediately.

**SO WHERE SHOULD YOU INVEST THE TIME,  
RESOURCES AND PEOPLE TO MAKE YOUR  
TRANSFORMATION HAPPEN?**

# DIGITAL TRANSFORMATION PROVIDES A USEFUL FRAME OF REFERENCE

We've always believed that the purpose agenda will be as transformative and disruptive for business as the digital revolution, and that's now beginning to be borne out. There's a lot to learn from how businesses successfully embraced digital technology:

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Set a strong internal vision about what adoption within the business looks like

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Devise a clear adoption strategy – start small and learn as you go

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Ensure the whole organisation understands and embeds the change, not just the technical experts

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Put investment ahead of consumers' demand – ring-fencing budget can help get this right

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Help people learn the new language, skills and protocols – allocating resources to build capability, education and awareness is key

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Manage the impacts on the way you do things by letting new approaches work alongside the old

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Recognise that change is always ongoing! Leaders must be open-minded and continuously improving

# EMBEDDING PURPOSE NEEDS TO BE SOMEONE'S JOB

Don't expect your purpose to embed itself organically in your business. It takes time, effort and a comprehensive plan driven by a senior leader in the business. You need someone who can join the dots between strategy and people, finance and innovation. Someone who can inspire people at every level of the organisation while also holding the exec team to account. Someone who can forge new collaborations and partnerships inside the business and out. Some might balk at the idea of employing a Director of Purpose, but just like a Chief Sustainability Officer, it's a role you should seriously consider.

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KC's vision is to lead the world in essentials for a better life. Billions of people choose our products each day to make a positive difference in their lives. That is a big responsibility and one we take very seriously. We are inspired by what is beyond essentials! That is where the importance of building purposeful brands comes in. Two years ago, I started bringing purpose to the Kotex brand – it helped us do the right thing while differentiating in a way that was relevant to consumers. So it was a natural progression for me to lead the brand purpose agenda. Having purpose in my job title sends a big signal to the rest of the organisation that it's something we're prioritising. It's a role where you act a lot as a coach, inspiring people to embed purpose rather than telling them. It's essential to have a strong strategy and connect different things: business strategy, social mission, sustainability, brand and communications. There is no set framework for how to do purpose, and it has to be done in a way that respects the way your company works. You need someone who can listen, find the best way to navigate the right path, and be brave enough to challenge.



**THE INSIDE VIEW  
FROM ALESSANDRA  
CASTRO, AFC GLOBAL  
BRAND PURPOSE,  
SOCIAL IMPACT  
& SUSTAINABLE  
SOLUTIONS DIRECTOR  
AT KIMBERLY CLARK**

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MANTRA FOUR

# Make purpose personal

Everyone needs  
to relate to a  
shared purpose

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Fundamentally, **purpose is about people**. The challenge for a business is to make a single purpose feel relevant to the large, diverse population working across their sprawling, complex organisation. At its simplest, achieving that aim requires two things: **cultural conditions** that enable purpose-driven decision making and **people ready to change** and accelerate the shift. They're both essential. Without the first, you'll end up with frustrated employees who want to make a difference but are bound by the old ways of working. Without the second, your painstakingly crafted plan won't get delivered.

**SO HOW DO YOU BUILD THE RIGHT ENVIRONMENT TO DRIVE CHANGE?**

# HELP PEOPLE JOIN THE DOTS BETWEEN YOUR BRAND'S PURPOSE AND THEIR OWN

What's your purpose? That's a tough question for a business and an uncomfortable one for individuals. Some people will have a clear answer, but most won't because we don't often think about our motivations in that way. However, when leaders start to "impose" an organisational purpose on people, those affected suddenly become more interested.

The same goes for organisational values. It's unlikely we'd all immediately be able to articulate our own suite of four to six values, but we'd probably start thinking about it if someone described theirs – or worse still, told us they were now ours too! Purpose leaders understand this and create the time, space and processes for people to assess, reflect on and connect their own values to the purpose.

# YOUR PURPOSE AND YOUR PEOPLE STRATEGY MUST BE MUTUALLY REINFORCING

Operationalising purpose is a multi-dimensional and long-term endeavour. In year one, perhaps the most important thing you can do is to embed purpose in your people strategy. The three big areas of focus are:

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**Leadership** – if leaders aren't championing purpose and putting it into practice, it's likely that the majority of your people will view it cynically as meaningless words. Your leadership team must be immersed and onboarded very early in the process. Invest extra time getting them to understand how their own values connect to the purpose. Help them build stories about what the purpose means for them and their teams. Give them the mandate and mission to bring purpose to their teams.

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**People process** – integrate purpose into annual reviews. Over time, your goal should be to embed purpose into the recruitment, development and even remuneration of your talent. Without that investment, you'll never move the dial on the total positive impact of your business. There's mixed opinion about the effectiveness of incentivising employees, especially financially, to deliver purpose. But our work has found that using formal reviews to let employees reflect on their contribution to delivering purpose puts the conversation on everyone's agenda.

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**Communications** – if you don't talk about purpose – celebrate it, be open about when you get it wrong – you're unlikely to get people to value it. Dedicate internal resources and create new initiatives – awards, innovation programmes, hero storytelling and more – to capture and share purpose stories internally. Make sure stories come from the shop floor as well as top down.

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# YOU ONLY NEED TO MOBILISE 15% OF THE WORKFORCE TO CREATE A PURPOSE TIPPING POINT

While total leadership buy-in is an absolute must, our experience suggests that you only need to persuade 15% of your workforce to achieve the necessary tipping point – assuming you get through to the right critical influencers and cascade the change through your leaders as outlined above.

So who are you looking to recruit? The right people are probably extroverts who enjoy sharing stories and ideas. They care about the role of business in society and have credibility and respect within the team. They may also be on fast-track programmes or ambitious to impress.

If these changemakers can be included in the purpose project – testing ideas, refining concepts and content, or developing solutions – it's often a more powerful and less contrived way of creating advocacy. The key takeaway here is to give these people a job, not a label.



**THE INSIDE VIEW FROM  
JENNY WHITEHORN,  
GLOBAL DIRECTOR  
OF CUSTOMER  
EXPERIENCE AT THE  
BODY SHOP**

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We set out to re-energise and free the whole business around our purpose to fight for a fairer and more beautiful world, and we knew that we had to make it matter to people on a deeply personal level. We worked with a team of clinical psychologists to design a unique and progressive programme for The Body Shop that would ultimately reach everyone across the business – including store managers, leadership teams and their teams, the CEO & Executive team and our franchise partners. We created the time and space to make our purpose come to life personally for everyone, ensuring we connected the business’ purpose with their own. We defined in real terms what it meant individually, through a personal purpose impact plan. We developed a set of powerful leadership tools for everyone to practice and deploy everyday. The Purpose Driven Leadership Programme, which is a two day experience dedicated to exploring purpose, is undoubtedly a huge undertaking for a business of our size, and mobilising our people around our purpose has been an essential part of connecting our teams worldwide and re-establishing our position as the original activist beauty brand.

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# Purpose is for life,

Not just for share price

Revamp  
governance  
for long-term  
dividends

Shifting to a purpose-driven model involves **completely rewiring** the way your business functions. Let's be straight: most businesses were set up to serve the interests of shareholders – often at the expense of society and the environment. Resetting those priorities means using the new lens of purpose to overhaul the nuts and bolts of decision making.

**SO WHAT'S THE ROLE OF GOVERNANCE  
AND DECISION MAKING IN ENSURING YOUR  
PURPOSE IS BUILT TO LAST?**

# AVOID THE PERILS OF “PURPOSE WASH” WITH CLEAR RED LINES

To drive the real change that leads to competitive advantage, your purpose needs to stretch you. Look towards the long term with ambition. Some leaders worry that might attract accusations of “purpose wash”, but you mustn’t let perfection be the enemy of progress. That said, you have to be crystal clear about the non-negotiables you need to get right now versus those objectives where you can make mistakes or move more slowly. Red lines need to be inked around issues where, “We’ll get there in 5 years” or, “It’s in the plan” just aren’t good enough. The thresholds you vow never to cross are vital. Be as specific as possible: who you won’t work with, principles or qualities you won’t undermine, compromises you won’t make in pursuit of profit, promises you won’t break to your employees, customers or partners, and so on. Knowing where to draw these lines is one of the most important tasks for anyone working on or thinking about purpose in big, complex organisations.

When is it not good enough to say  
“We’ll get there in five years”?

What compromises won’t you make  
in pursuit of profit?

What promises won’t you break to  
employees or customers?

Who won’t you work with?

What principles won’t you  
undermine?

# PURPOSE-DRIVEN BUSINESSES REQUIRE NEW DECISION-MAKING TOOLS AND METRICS

# BY ALWAYS STARTING WITH PURPOSE, YOU SIGNAL AND REINFORCE YOUR INTENT

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At any moment, your business will have multiple projects, workstreams and initiatives under way. While some may be opportunities to accelerate delivery of your new purpose, undoubtedly, not all of them will align. Some will be purpose neutral, others may even detract from or dilute your purpose.

In any event, it's critical that purpose isn't seen as an initiative that "makes work" for people or requires them to start from scratch. It should be based on what they already know and do. Start by auditing the biggest initiatives – for example, those that affect a defined percentage of revenue or profit. Can projects that detract from or dilute purpose be re-engineered? Can opportunities for accelerating purpose be prioritised?

Successfully embedding purpose relies on your ability to be clear about what does and does not constitute a purpose-driven decision. In our experience, there are two big things you can do to make this clearer for people:

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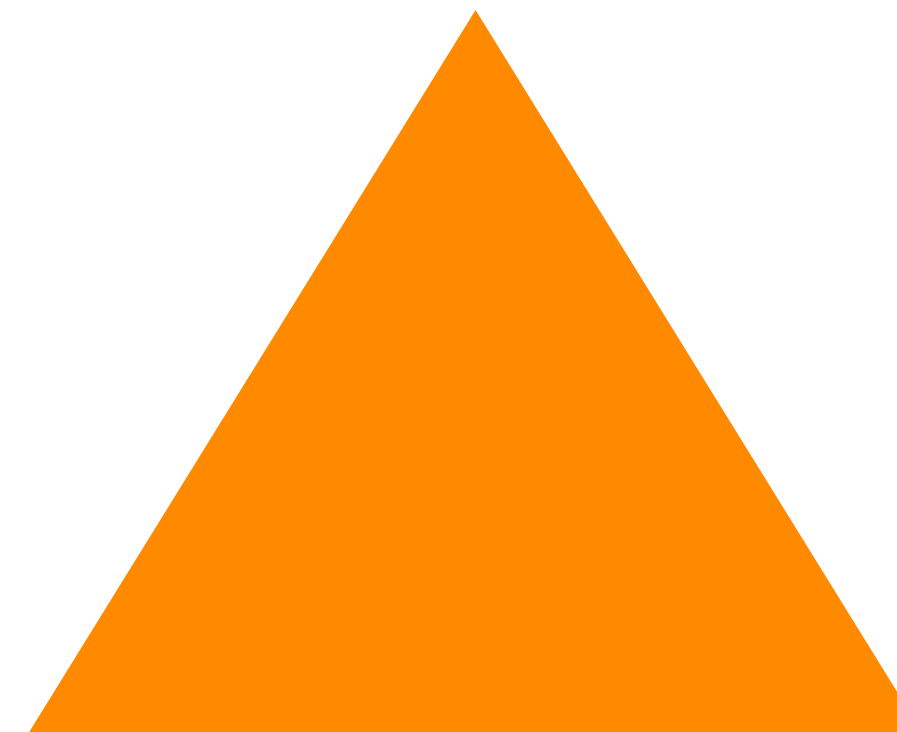
**Ask the right questions** – it should be possible to crystallise purpose-driven decision making into a simple set of criteria against which decision-makers can assess their projects and initiatives. That same set of criteria can be used by every employee to help them make better, purpose-driven decisions every day. Co-creating, launching and promoting this kind of tool for BAU decisions helps build the understanding, belief and behaviours required for a purpose-driven business.

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**Measure the right stuff** – whether they're based on sales, profit, market share or customer loyalty, set new purpose-driven KPIs alongside your most important commercial measures. When you establish new metrics specific to your purpose or use existing ones as we did with our B-Corp assessment, it's essential to measure and report on your purpose performance in the same way you would for conventional measures of success.

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Your purpose should never be an afterthought or footnote. It should inform the opening line of every significant piece of corporate communications from your business – whether that's a one-pager explaining your business strategy, an in-depth report, a townhall presentation to your people or an update for your investors. If purpose isn't at the heart of your comms, how can you truly say it drives you?



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# PUTTING PURPOSE ON THE **BOARD'S AGENDA** HELPS CHALLENGE SHORT-TERMISM AND ENSURE LONGEVITY

Accountability is an essential part of delivering on your purpose, and for that you need effective governance. Make discussions about your purpose performance an explicit part of your board's agenda. Boards help exec teams think strategically and longer term, so they're important custodians who can limit the number of decisions that dilute or detract from your purpose.

However, it's important to recognise that most boards in the UK consist of a fairly homogeneous group – white, middle-aged and male – and most board members have built their careers on maximising shareholder, not societal, value. Inspire them with stories from purpose-driven leaders and immerse them in your purpose. But also think about the composition of your board. A diverse group of non-execs that includes more women and a greater range of ages and ethnicities is likely to bring in more effective decision-makers who are better positioned to drive purpose.

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## THE INSIDE VIEW FROM AMANDA MACKENZIE, CHIEF EXECUTIVE, BUSINESS IN THE COMMUNITY

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Companies often like to talk about ‘purpose’, but not enough are backing up noble words with a plan to embed it. Purpose-washing will be called out by stakeholders. The role of the board in both ensuring a company has defined its purpose and has worked out how to drive its implementation cannot be overstated.

They should be looking for evidence as to how it is being lived in all aspects of business; in products, service, the supply chain, procurement and HR. There needs to be tangible KPIs set with management where remuneration and incentives are aligned to reward progress.

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## BECOME A FORCE FOR GOOD – AND REAP THE REWARDS

What kind of business do you want to be? Purpose is a proven pathway to innovation, talent retention, customer loyalty, competitive edge and market performance – as long as that purpose creates genuine, meaningful change in your business and in the world.

But it's not going to happen on its own.

**GET STARTED NOW.**



Thank you to our  
Purpose Insiders:

**SARAH GILLARD**

**KIRSTY BRITZ**

**ALESSANDRA CASTRO**

**JENNY WHITEHORN**

**AMANDA MACKENZIE**

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