



Transforming the world  
to sustainability

# Webinar - Corporate Sustainability

## *Deepening our understanding of organisations and purpose*

18 11 2020

Dr Victoria Hurth, joined by  
Will Gardner  
Paul Pritchard  
Nick Blyth (IEMA)





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# Corporate Sustainability

## *Deepening our understanding of organisations and purpose*

Victoria Hurth will set out a model for de-coding corporate organisations and outlining some common deep-seated assumptions about how a company relates to the economy and society and whether they can successfully transition to being purpose-driven. This webinar will provide a deeper understanding of organisations and their context for transition.

Many useful frameworks of sustainability/ corporate responsibility maturity exist that help us to think about impact. This session will consider factors underlying those models and that structure existing organisational decision-making logics (helping or inhibiting our work for positive impacts and outcomes)



# Questions and Answers

We will have a short Q&A/discussion session at the end of the presentations.

Send in your questions as we go through today's webinar





# Webinar slides and recording

This webinar is being recorded and will be made available on the IEMA website



# Speakers

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**Nick Blyth**  
Policy & Engagement Lead  
**IEMA**



**Dr Victoria Hurth**  
Visiting Fellow, University of  
Cambridge Judge Business School.  
Convenor ISO37000: Guidance for  
the Governance of Organisations)



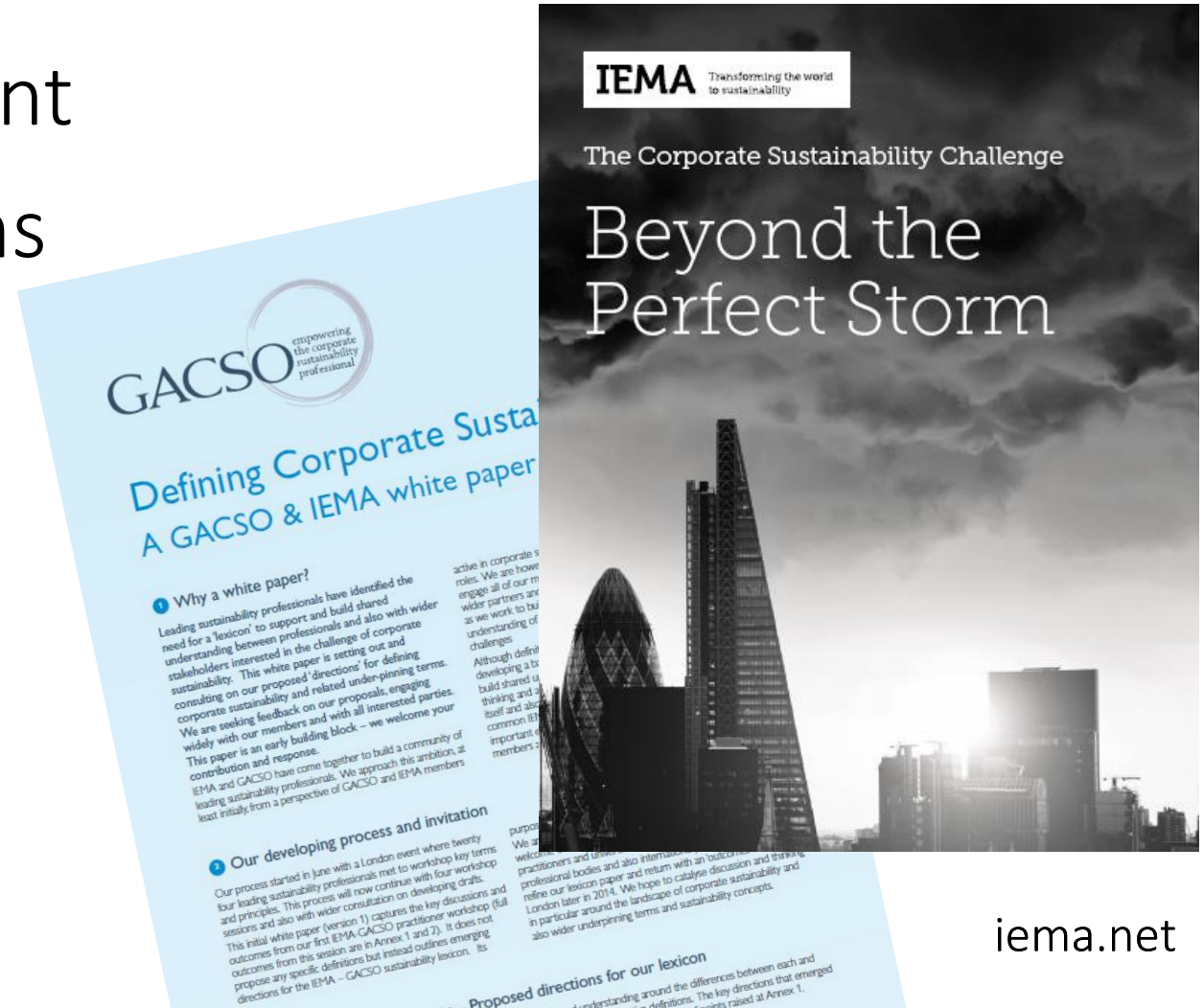
**Will Gardner**  
Independent Consultant  
Purpose-Driven Organisations



**Dr Paul Pritchard**  
Iken Associates

# IEMA Papers - Beyond the Perfect Storm (2016)

- Sustainable Development
- Narrative and definitions
- Perceptions
- Challenges
- Ingredients for change



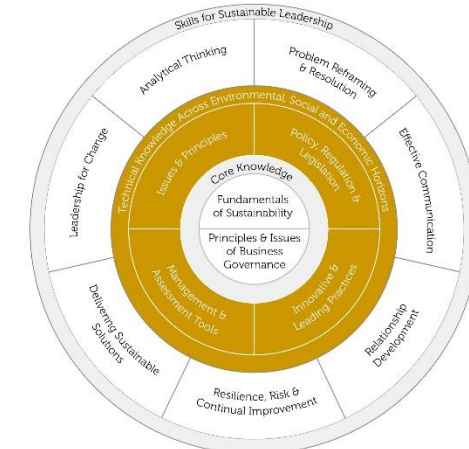
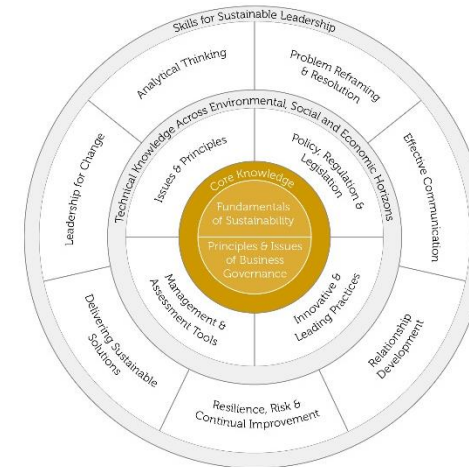
# Maturity stages towards 'responsible business'

*Reproduced from R Ainsbury & D Grayson (2014) Cranfield University*



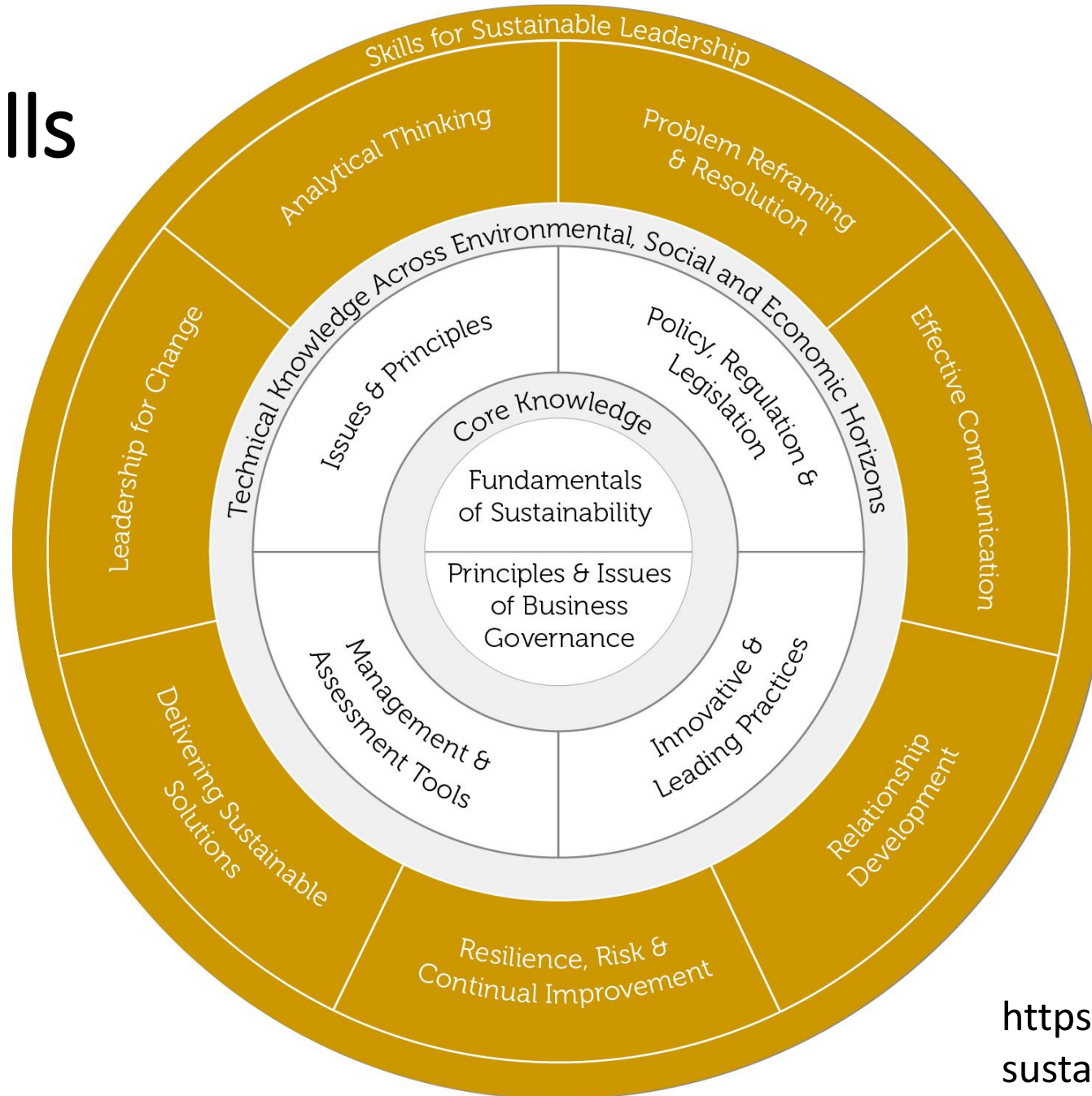


# IEMA Skills Map





# Sustainability Leadership Skills



# Change Management for Sustainable Development





# Poll question 1

What is your organizational work context?

- 1) Working for a business / company
- 2) Working in a consultancy (business)
- 3) Working in a public sector organisation
- 4) In academia or a third sector organisation
- 5) I am an Individual advisor or consultant





Dr Victoria Hurth



## Poll question 2

Which of the three archetypes is closest to how your organization has responded to unsustainability facts and related stakeholder pressure?

- 1) 'Maximise Profit Now' company but manage reputational risks (classic shareholder value model/CSR)
- 2) 'Maximise Profit Over Time' company (Enlightened Shareholder Value)
- 3) 'Deliver Specified Wellbeing Outcomes Over Time, Profitably' (purpose-driven org).

# Reflections on the Presentation – Will Gardner



**Dr Victoria Hurth**  
Visiting Fellow, University of  
Cambridge Judge Business School.  
Convenor ISO37000: Guidance for  
the Governance of Organisations)



**Will Gardner**  
Independent Consultant Purpose-  
Driven Organisations

[www.willgardner.co](http://www.willgardner.co).



# Reflections on the Presentation – Paul Pritchard



**Dr Victoria Hurth**  
Visiting Fellow, University of  
Cambridge Judge Business School.  
Convenor ISO37000: Guidance for  
the Governance of Organisations)



**Dr Paul Pritchard**  
Iken Associates

# Questions

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**Nick Blyth**  
Policy & Engagement Lead  
**IEMA**



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# What next?

IEMA members can record your CPD on IEMA's **new CPD portal**: plan, record and reflect on your learning.

## C.S. WEBINAR

The Value of Collaboration for Corporate Sustainability Leadership – **4<sup>th</sup> December**





Thanks for  
joining us

[www.iema.net/event-reports](http://www.iema.net/event-reports)

