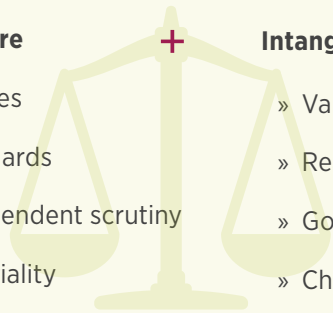


1 Balance two essential ingredients

Structure

- » Policies
- » Standards
- » Independent scrutiny
- » Materiality
- » Rules of engagement



Intangibles

- » Values and culture
- » Real people
- » Good stories
- » Change management
- » Engagement (Think, Feel, Act)
- » Knowledge management

2 Hold reinvigoration “events”

- » Reporting process
- » Summit
- » Day of caring
- » Awards



3 Show and tell signs of progress

- » Communicate during the journey
- » Build for the long term
- » Measure, report, refine
- » Go after both “low-hanging fruit” and “big nuts to crack”

4 Focus on what matters to you and your stakeholders

- » Alignment with business objectives
 - Opportunities/competitive advantages
 - Challenges/limitations
- » Do something important
- » Materiality assessment
- » Ongoing engagement with key stakeholders
 - Markets/customers ↑
 - Investors ↑
 - Employees and candidates →
 - Communities →

5 Find and develop “an owner who won’t let go” (with support from the top)

- » Passion for the subject
- » Skills in key areas (people skills, communications, EHS, stakeholder relationships)
- » Capable of building a following and a budget (and/or authority to insist on them)

