

Driving sustainability action through PEARL

Q5



Our research on organisational evolution identified 5 increasingly critical traits that would enable **organisations to survive and thrive**. In today's world that has been disrupted far beyond what many would have foreseen, **the scale and pace of change is unprecedented** and sustainability is **driving much of this change**. Organisations that are best positioned for the next 10 years, which will be dominated by sustainability disruption, will be those that take action across all areas of **PEARL**.

PURPOSE

A purpose that **articulates an organisation's unique role in the world**, the **positive impact** it has and that can align the whole organisation is more critical than ever. In a world that will be dominated by disruption, increased activism, more distributed and remote employees, a **truly embedded** and resonant purpose that **goes beyond profit** is critical.

ECOSYSTEMS

To respond to the pace of change and enormous challenges ahead, organisations will increasingly have to **collaborate in new ways with** competitors, suppliers and partners. **Transformation will need to happen at the ecosystem level** in order to achieve the necessary sustainability goals and we will see businesses obliged to have **more accountability for** their supply chains.

LEADERSHIP

Leading more purposeful, empowered, networked and adaptable organisations takes a **different kind of leader**. Our 'Connective Leaders' framework identifies the key capabilities leaders of the future will require – leaders that are **purpose-led, catalysts (for change) and connectors** – identifying opportunities to connect and collaborate, bringing people together inside and outside the organisation and supporting them to achieve outstanding results. Importantly, leaders must **role model the sustainable mindset** needed across the organisation and be held to account for progress.

ADAPTABILITY

To truly become sustainable, organisations will need to **transform at a scale and pace** never before seen. Creating space for innovation – to try, fail and iterate rapidly will be crucial. **Business and organisational models** will need to **constantly evolve** to meet the changing demands on the organisation.

REAL EMPOWERMENT

Sustainability is a means to both **engage and empower employees**, leveraging their passion and creativity to drive change. It is also something that needs **shared accountability** from all employees, top to bottom. Organisations that have been, and will continue to be, successful will **treat their employees as valued stakeholders**, will treat talent as a **resource scarcer than capital** and will foster a culture of **empowerment and trust**.