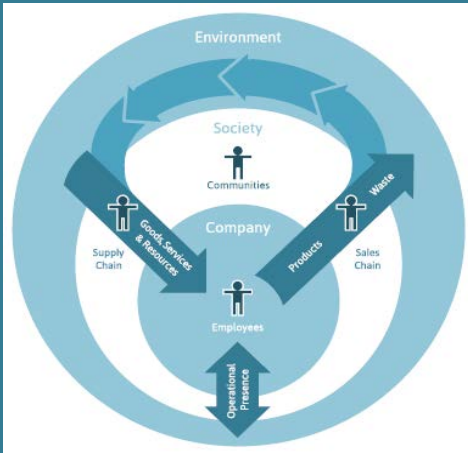


Future-Fit Business Benchmark

Release 2, November 2017



Resources flow between businesses and their stakeholders. The health and resilience of the environment and society determine the well-being of the business, so it must cause them no harm and should impact them positively.

FUTURE-FIT CAUSE-NO-HARM GOALS

Energy is from renewable sources.

Water use is environmentally responsible and socially equitable

Natural resources are managed to respect the welfare of ecosystems, people, and animals.

Procurement safeguards pursuit of future-fitness.

Employee health is safeguarded.

Paid at least a *living wage*.

Not subject to *discrimination*.

Subject to fair *employment terms*.

Employee concerns are actively solicited, impartially judged, and transparently addressed.

Business is conducted *ethically*.

Right taxes are paid in the right place at the right time.

Lobbying and influence safeguard the pursuit of future-fitness

Financial assets safeguard the pursuit of future-fitness.

Operational emissions do not harm people or the environment.

Operational waste is eliminated.

Operational GHGs are eliminated.

Operational GHGs do not harm people or the environment.

Operational GHGs do not harm people or the environment.

Future-Fit Business Benchmark, Release 2, November 2017.

Community health is safeguarded.

Products can be *repurposed*.

Products emit *no GHGs*.

Products *do not harm people or the environment*.

Product concerns are actively solicited, impartially judged, and transparently addressed.

Product communications are honest, ethical and promote responsible use.

Operational emissions do not harm people or the environment.

Operations emit *no GHGs*.

Operational waste is eliminated.

Operations do not *encroach* on ecosystems or communities.

FUTURE-FIT DO-SOME-GOOD GOALS

Increase the amount of *renewable energy* available.

Enable others to reduce their *energy use*.

Increase the amount of responsibly-managed *natural resources* available.

Enable others to reduce their *natural resource use*.

Increase the amount of *responsibly-sourced water* available.

Enable others to reduce their *water use*.

Reclaim waste to substitute the use of virgin natural resources.

Enable others to reduce their *waste*.

Remove GHGs from the atmosphere.

Enable others to reduce their *GHGs*.

Rejuvenate communities.

Contribute to the future-fitness of *physical infrastructure*.

Contribute to the future-fitness of *societal institutions*.

Increase access to *basic services*: food, water, sanitation, clean energy, housing, education, healthcare, networks.

Enable others to *safeguard individuals and communities*.

Increase access to *adequate income* for underserved groups.

Reverse the effects of *past harmful emissions*.

Enable others to reduce their *harmful emissions*.

Regenerate *ecosystems*.

Enable others to *avoid encroaching* on ecosystems or communities.

Future-Fit Business Benchmark, Release 2, November 2017.

See the Future-Fit Business website for the Methodology Guide, Leadership Guide, and detailed Actions Guides for the Future-Fit Business Benchmark, at futurefitbusiness.org.



THE SCIENCE BEHIND THE CAUSE-NO-HARM GOALS



8 System Conditions,
based on best-available science.
In a sustainable human society
on spaceship Earth ...

... Nature is not subject to
systematically increasing ...

... concentrations of substances
extracted from the Earth's crust
(e.g. heavy metals, fossil fuels)

... concentrations of substances
produced by society
(e.g. plastics, dioxins, PCBs)

... degradation by physical means
(e.g. destroying habitats, overfishing, over-harvesting)

... and people are not subject
to structural obstacles to ...

... health
(e.g. access to healthcare, water, nutrition, safety)

... influence
(e.g. voice, participatory processes, respect)

... competence
(e.g. access to education, right to know, growing)

... impartiality
(e.g. non-discrimination, equity, justice)

... meaning-making
(e.g. making sense of their place in the world, values)

**23 Necessary, Science-based,
Cause-No-Harm Goals**
for a truly sustainable, future-fit business

- Energy is from renewable sources.
- Water use is environmentally responsible and socially equitable.
- Natural resources are managed to respect the welfare of ecosystems, people and animals.
- Operational emissions do not harm people or the environment.
- Operations emit no greenhouse gases.
- Operational waste is eliminated.
- Operations do not encroach on ecosystems or communities.
- Products do not harm people or the environment.
- Products emit no greenhouse gases.
- Products can be repurposed.
- Product communications are honest, ethical and promote responsible use.
- Product concerns are actively solicited, impartially judged and transparently addressed.
- Employee health is safeguarded.
- Employees are paid at least a living wage.
- Employees are subject to fair employment terms.
- Employees are not subject to discrimination.
- Employee concerns are actively solicited, impartially judged and transparently addressed.
- Community health is safeguarded.
- Business is conducted ethically.
- The right taxes are paid in the right place at the right time.
- Financial assets safeguard the pursuit of future-fitness.
- Lobbying and influence safeguard the pursuit of future-fitness.
- Procurement safeguards pursuit of future-fitness.

These goals
help ensure
adherence
to all system
conditions

**5 Categories of ESG /
Sustainability Initiatives**
that accomplish the
future-fit goals and the SDGs

SECURITY OF SUPPLY
Initiatives
Materials, Water,
Waste elimination

CLIMATE STABILITY
Initiatives
Energy, Carbon

**CUSTOMER
WELLBEING**
Initiatives

**EMPLOYEE
WELLBEING**
Initiatives

**SOCIETY
WELLBEING**
Initiatives
Community and
Society-at-large

**17 Sustainable
Development Goals**
for a sustainable human
society on spaceship Earth

- 15 LIFE ON LAND
- 14 LIFE BELOW WATER
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 6 CLEAN WATER AND SANITATION
- 13 CLIMATE ACTION
- 7 AFFORDABLE AND CLEAN ENERGY
- 17 PARTNERSHIPS FOR THE GOALS
- 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
- 10 REDUCED INEQUALITIES
- 11 SUSTAINABLE CITIES AND COMMUNITIES
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
- 8 DECENT WORK AND ECONOMIC GROWTH
- 5 GENDER EQUALITY
- 4 QUALITY EDUCATION
- 3 GOOD HEALTH AND WELL-BEING
- 2 ZERO HUNGER
- 1 NO POVERTY

The Natural Step
thenaturalstep.org

Future-Fit Business Benchmark, Release 2
futurefitbusiness.org

Sustainability ROI Workbook
sustainabilityadvantage.com

UN SDGs
sustainabledevelopment.un.org

Social Environmental & Social Environmental

--- Dotted and colored lines make connections easier to follow

* 13 goals that also apply to suppliers in the company's core supply chains