

Global/United States

Sunil Misser, New York
Telephone: +1 646 471 2370
Email: sunil.misser@us.pwc.com

Argentina

Marina Prada, Buenos Aires
Telephone: +54 11 4318 9748
Email: marina.prada@ar.pwc.com

Australia

Elizabeth Kazakoff, Sydney
Telephone: +61 2 8266 2366
Email: elizabeth.kazakoff@au.pwc.com

Belgium

Christoph Vanderstricht, Ghent
Telephone: +32 9 268 82 26
Email: christoph.vanderstricht@be.pwc.com

Brazil

Paulo Vanca, São Paulo
Telephone: +55 11 3674 3851
Email: paulo.vanca@br.pwc.com

Canada

Bruce McIntyre, Vancouver
Telephone: +1 604 806 7595
Email: bruce.mcintyre@ca.pwc.com

Alistair E. Bryden, Calgary
Telephone: +1 403 509 7354
Email: alistair.e.bryden@ca.pwc.com

Denmark

Helle Bank Jørgensen, Copenhagen
Telephone: +45 39 45 92 45
Email: helle.bank.jorgensen@dk.pwc.com

Birgitte Mogensen, Copenhagen
Telephone: +45 39 45 92 76
Email: birgitte.r.mogensen@dk.pwc.com

Finland

Ulla Rehell, Helsinki
Telephone: +358 9 2280 1815
Email: ulla.rehell@fi.pwc.com

France

Thierry Raes, Paris
Telephone: +33 1 56 57 60 16
Email: thierry.raes@fr.pwc.com

Germany

Dieter Horst, Frankfurt
Telephone: +49 69 9585 1397
Email: dieter.horst@de.pwc.com

Greece

George Achniotis, Athens
Telephone: +30 210 6874 670
Email: george.achniotis@gr.pwc.com

Hong Kong

Simon Copley, Hong Kong
Telephone: +852 2289 2988
Email: simon.copley@hk.pwc.com

India

Ram Babu, New Delhi
Telephone: +91 11 261 8209
Email: ram.babu@in.pwc.com

Italy

Alfonso Dell'Isola, Rome
Telephone: +390 6 57025 3207
Email: alfonso.dellisola@it.pwc.com

Japan

Toshie Inoue, Tokyo
Telephone: +81 3 5532 3908
Email: toshie.inoue@jp.pwc.com

The Netherlands

Aart Haitjema, Utrecht
Telephone: +31 30 219 1341
Email: aart.haitjema@nl.pwc.com

New Zealand

Andy Britton, Auckland
Telephone: +64 9 355 8352
Email: andy.britton@nz.pwc.com

Nigeria

Nsa Harrison, Lagos
Telephone: +234 1 320 3100
Email: nsa.harrison@ng.pwc.com

Philippines

Rose S. Javier, Manila
Telephone: +63 2 845 2728 x3086
Email: rose.s.javier@ph.pwc.com

Portugal

Rui Loureiro, Lisbon
Telephone: +351 213 197 182
Email: rui.loureiro@pt.pwc.com

Russia

Philip Gudgeon, Moscow
Telephone: +7 095 232 5434
Email: philip.gudgeon@ru.pwc.com

South Africa

Andrew J. Smith, Johannesburg
Telephone: +27 11 797 4769
Email: andrew.j.smith@za.pwc.com

Spain

Antonio Cabajal Tradacete, Madrid
Telephone: +34 91 568 50 17
Email: antonio.cabajal.tradacete@es.pwc.com

Sweden

Martin Gavelius, Stockholm
Telephone: +46 8 555 330 00
Email: martin.gavelius@se.pwc.com

Switzerland

Thomas Scheiwiller, Zurich
Telephone: +41 1 630 28 10
Email: thomas.scheiwiller@ch.pwc.com

United Kingdom

Geoff Lane, London
Telephone: +44 20 7213 4378
Email: geoff.lane@uk.pwc.com

Specialists

Assurance/Next Generation

Robert Moritz, New York
Telephone: +1 646 471 8486
Email: robert.moritz@us.pwc.com

Climate Change

Anthony Browne, London
Telephone: +44 20 7804 2025
Email: anthony.browne@uk.pwc.com

Environmental Litigation

Andrew Savitz, Boston
Telephone: +1 617 478 5095
Email: andrew.savitz@us.pwc.com

Human Resource Consulting

Owain Franks, London
Telephone: +44 20 7212 4741
Email: owain.franks@uk.pwc.com

Risk and Value Management

Chris Jones, London
Telephone: +44 20 7804 2393
Email: chris.p.jones@uk.pwc.com

Tax and Legal

David Millstein, San Francisco
Telephone: +1 415 498 5399
Email: david.l.millstein@us.pwc.com

ValueReporting™

Alison Thomas, London
Telephone: +44 20 7212 2438
Email: alison.thomas@uk.pwc.com

Valuation & Strategy

Richard Barfield, London
Telephone: +44 20 7804 6658
Email: richard.barfield@uk.pwc.com

Integral Business

Integrating sustainability and business strategy



Your worlds



Our people

Self-assessment Guide

Self-assessment Guide

Use this guide to determine how effectively your company is putting sustainability into practice. The self-assessment list reflects the ground covered in *Integral Business* and indicates which stakeholders will be affected in each step.

For more information, please contact us or visit www.pwc.com/sustainability



Good practices for an integrating sustainability and business strategy	Who does it affect?	Is practice being followed? (please tick)				Comments/follow-up actions
		No activity	Below expectations	Meets expectations	Exceeds expectations	
Does the company have a clear view of its social, environmental and economic value and responsibilities?	Investors, society	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Have the drivers of value been identified and are they being measured?	Investors, society, partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are the drivers of value integrated into the business strategy?	Investors, society, customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is there an understanding of which non-financial measures really matter in the business and how these may differ across markets?	Investors, society, partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the company communicate information or lack of information (financial and non-financial) to investors and stakeholders?	Investors, customers, employees, society, partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is there a process for identifying relevant external stakeholders and creating a dialogue with them to help understand and measure value?	Investors, society, partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Section 2: Integrating sustainability into investment and growth decision-making						
Is the company integrating sustainability into its investment and growth decision-making?	Investors, customers, society, partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are there explicit links between stakeholder dialogue and the identification of growth opportunities?	Investors, customers, society, partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the company benchmark against top performers in its industry on the Dow Jones Sustainability Index and/or the FTSE4Good Index?	Investors, partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is the company able to identify and calculate bottom-line gains or costs flowing from social and environmental performance?	Investors, society, partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Section 3: Reporting and transparency						
Is there a sustainability report covering the social, environmental, and economic impact of the company's operations?	Investors, society, partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do risk-management processes encompass social, environmental and economic performance?	Investors, employees, society	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is there an integrated view of sustainability, with a balance given to environmental, economic and social performance rather than a lop-sided approach that might leave the company vulnerable on one or more fronts?	Employees, society, partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do the principles of transparency, accountability and integrity translate into practice?	Investors, customers, employees, society, partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the company work within its industry and with stakeholders to develop industry-specific reporting standards?	Investors, society, partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does it report on unique company value drivers and commitments to wider stakeholders?	Investors, society	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are risks being examined from regulatory and investor pressures in sustainability-related areas?	Investors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is there independent verification of any sustainability-type report?	Investors, society, partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Section 4: Stakeholder engagement						
Does the company engage in a continuing cycle of dialogue with stakeholders to review outcomes and build for the future?	Employees, society, partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does stakeholder dialogue come from within the company itself rather than being a function of public relations?	Employees, society, partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
To what extent are stakeholders involved in defining future key performance indicators?	Investors, employees, customers, society, partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	