

	<b>Organization's Motivation</b>	<b>Corresponding Commitment</b>	<b>Corresponding Action</b>
<b>+7</b>	<b>REGENERATION</b>	We want to be regenerative (restore what has been lost). We'll make decisions thinking about future generations	Use revenues from non-renewable energy to invest in renewables; land reclamation prioritized
<b>+6</b>	<b>SUSTAINABILITY</b>	We're looking to achieve positive financial, environmental + social return...on a sustainable basis	Extractive company's business strategy addresses their role after the plant gate closes
<b>+5</b>	<b>POSITIVE SOCIAL, ENVIRONMENTAL &amp; ECONOMIC IMPACTS</b>	Positive social + environmental return on investment is a desired by-product of financial investment.	Set up ways to monitor, measure and report on the non-financial impacts of projects e.g. triple bottom line, cumulative impacts
<b>+4</b>	<b>BE RESPONSIBLE</b>	We are responsible. We understand the impacts of our operations and want to do as little harm as possible.	Engagement strategies include baselines and understanding of longer term impacts to communities.
<b>+3</b>	<b>BEYOND COMPLIANCE</b>	We don't just comply with the letter of the law; we think about the spirit, or intention, of laws and policies.	All corporate managers trained to understand environment and social impacts, cumulative impacts
<b>+2</b>	<b>COMPLIANCE</b>	We believe, for civilized people, laws are essential...no ifs, ands or buts.	Pay our fair share of taxes, including carbon taxes.
<b>+1</b>	<b>STRICT COMPLIANCE</b>	We'll strictly comply with the minimum legal requirements needed to stay in business...no more/no less.	Don't do anything you don't have to do; hire aggressive lawyers

**Select a core Organizational Value**

*Example: Sustainability*

<b>-1</b>	<b>SITUATIONAL NON-COMPLIANCE</b>	OK to rationalize technical non-compliance with rules and laws to achieve perceived fairness, e.g. to right a wrong	Don't report full water use in operations if prior year's water allocation was unfairly calculated
<b>-2</b>	<b>RATIONALIZE NON-COMPLIANCE</b>	Rationalize sub-cultural norms to override compliance with laws and rules.	Ignore rules and follow sub-cultural norms – e.g. shoddy waste management practices
<b>-3</b>	<b>AVOID CRIMINAL PROSECUTION</b>	Don't do anything that is criminal...but don't worry about technical compliance with all laws and rules	Fail to report smaller pollution spills if there is no criminal consequence
<b>-4</b>	<b>COST-BENEFIT ANALYSIS</b>	Selectively comply with laws on a jurisdiction x jurisdiction, project x project basis ; assess probability of getting caught	Just ignore environmental laws in countries where governments lack capacity or political will to enforce
<b>-5</b>	<b>OUTSOURCE THE DIRTY WORK</b>	Avoid being caught with the dirty hands. Do indirectly what you can't do directly.	Hire agents to pay bribes to avoid compliance with environmental laws; have joint venture partner do the dirty work
<b>-6</b>	<b>EXPLOIT</b>	You have to exploit and be greedy; it's a competitive world! Cover up violations of law	Design elaborate schemes to defraud local communities; commit to reclamation then walk away
<b>-7</b>	<b>SURVIVE</b>	Do whatever we have to ...to keep this company afloat, to keep your job, \$\$\$	Lie, cheat, steal, betray