

	Organization's Motivation	Corresponding Commitment	Corresponding Action
+7	REGENERATION	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
+6	SUSTAINABILITY	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
+5	POSITIVE SOCIAL, ENVIRONMENTAL & ECONOMIC IMPACTS	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
+4	BE RESPONSIBLE	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.
+3	BEYOND COMPLIANCE	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
+2	COMPLIANCE	We believe, for civilized people, laws are essential...no ifs, ands or buts.	Pay our fair share of taxes, including carbon taxes.
+1	STRICT COMPLIANCE	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

-1	SITUATIONAL NON-COMPLIANCE	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
-2	RATIONALIZE NON-COMPLIANCE	Rationalize sub-cultural norms to override compliance with laws and rules.	Ignore rules and follow sub-cultural norms – e.g. shoddy waste management practices
-3	AVOID CRIMINAL PROSECUTION	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
-4	COST-BENEFIT ANALYSIS	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
-5	OUTSOURCE THE DIRTY WORK	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
-6	EXPLOIT	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
-7	SURVIVE	Do whatever we have to ...to keep this company afloat, to keep your job, \$\$\$	Lie, cheat, steal, betray