



Syntegra360

PAS 808:2022

Purpose-driven organizations - Worldviews, principles and behaviours for delivering sustainability - Guide

a model for organizations to go 'beyond policies'

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Vice-Chair, ISO/TC309 Governance of organizations

[Syntegra-360.com](https://www.syntegra-360.com)

Macro Context



The economy should generate sustainability

the objective of the economy:

"allocating the resources available to society in a way that maximizes social wellbeing"
(Goodland and Ledec, 1987)

wellbeing: positive state of being where current and future needs are met, such that there is the capacity and opportunity to flourish
(BS 8950:2020, 3.7, adapted)

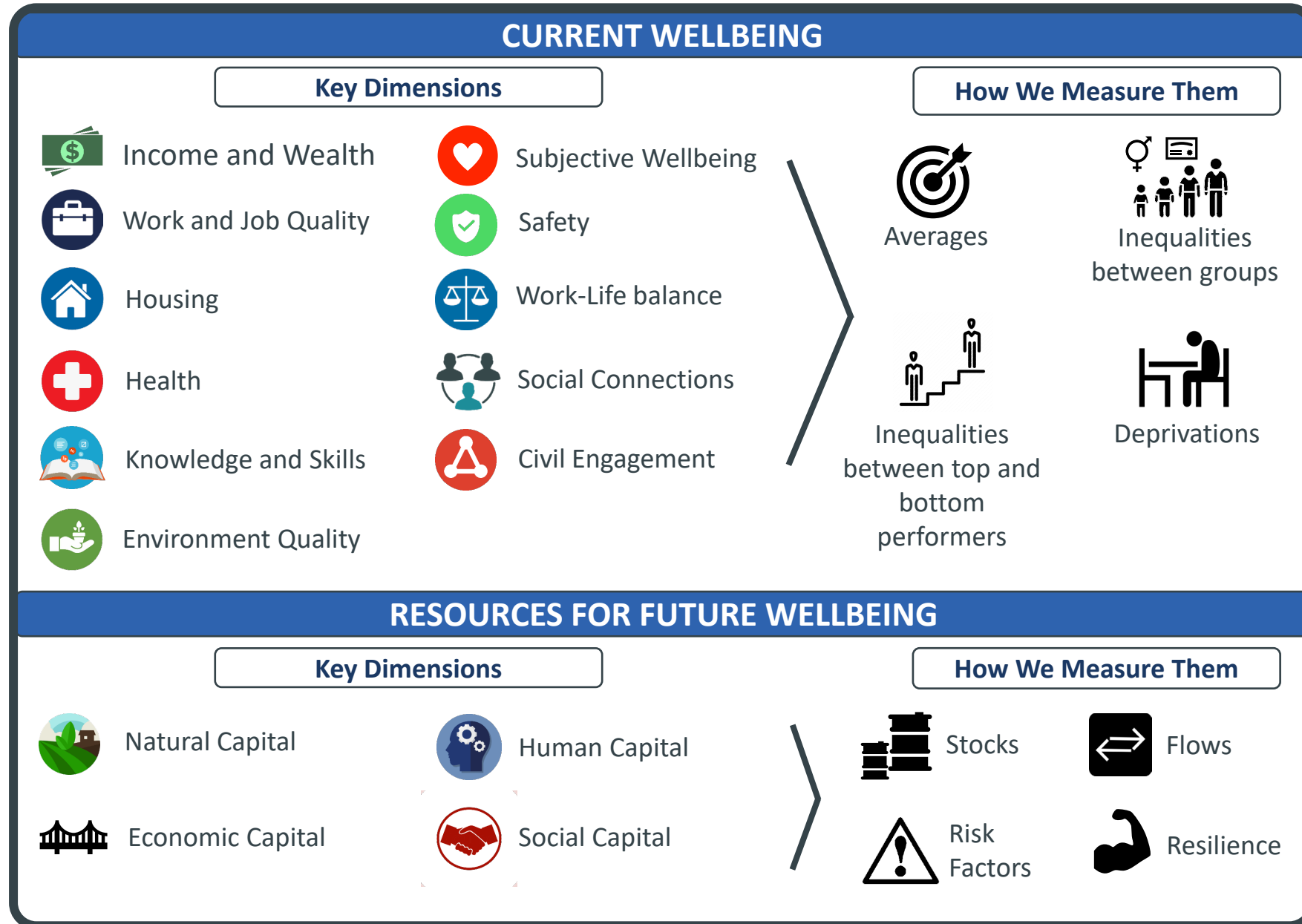
the objective of sustainable development:

"development that meets the needs [wellbeing] of the present without compromising the ability of future generations to meet their own needs"
(WCED 1987)



THE SHARED OBJECTIVE: LONG-TERM WELLBEING FOR ALL (SUSTAINABILITY)

OECD Wellbeing Framework



Increasing unsustainability



ESG regulation and stakeholder pressure



threats to reputation



unsustainability evidence



Where did it go wrong &
What can individual organizations do?

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(organizational) purpose:

“an (organization’s) reason to exist,

that is an optimal strategic
contribution

to the long-term wellbeing of all
people and planet”

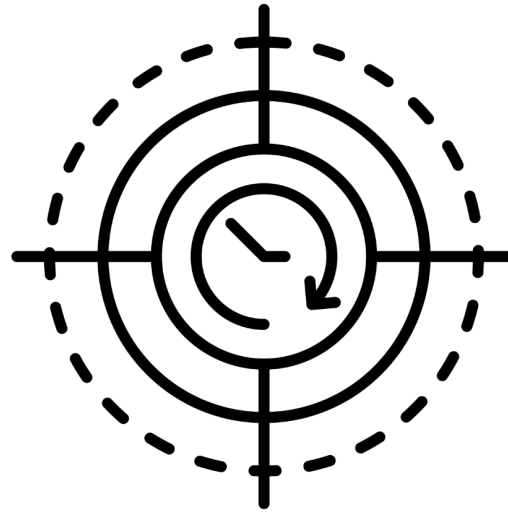


(Un)sustainability because of routine decision-making

3 Company Logics



1. Business-as-Usual CSR
(Short-Term + Self-interest)



2. Business-as-Usual ESV
(Long-Term + Self-interest)



3. Purpose
(Long-Term + Other Serving Interest)

ISO 37000:2021 Governance of organization – Guidance

normative for PAS808

DEFINITION:

governance of organizations




human-based system by which an organization is

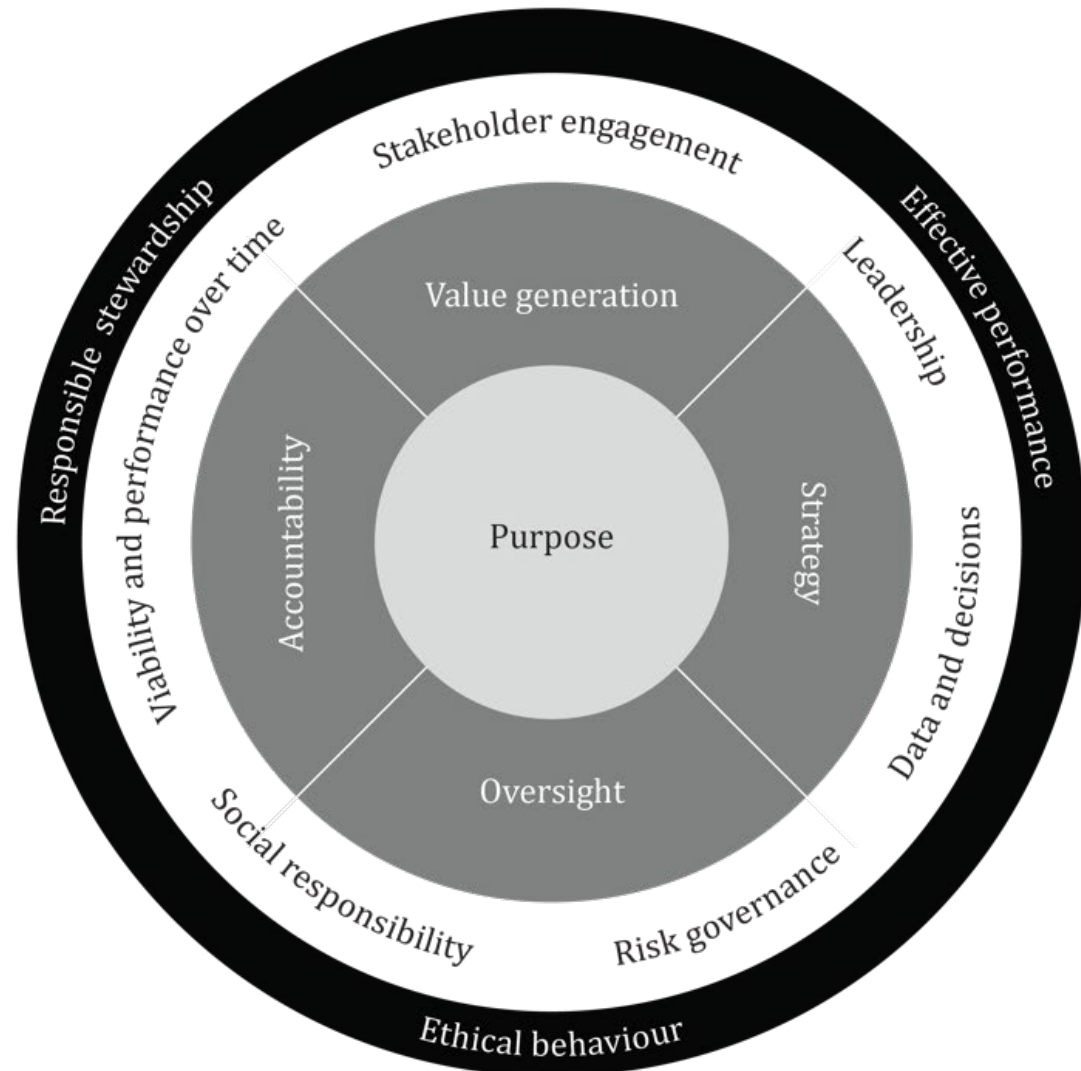
directed, overseen and held accountable

for achieving its **defined purpose**

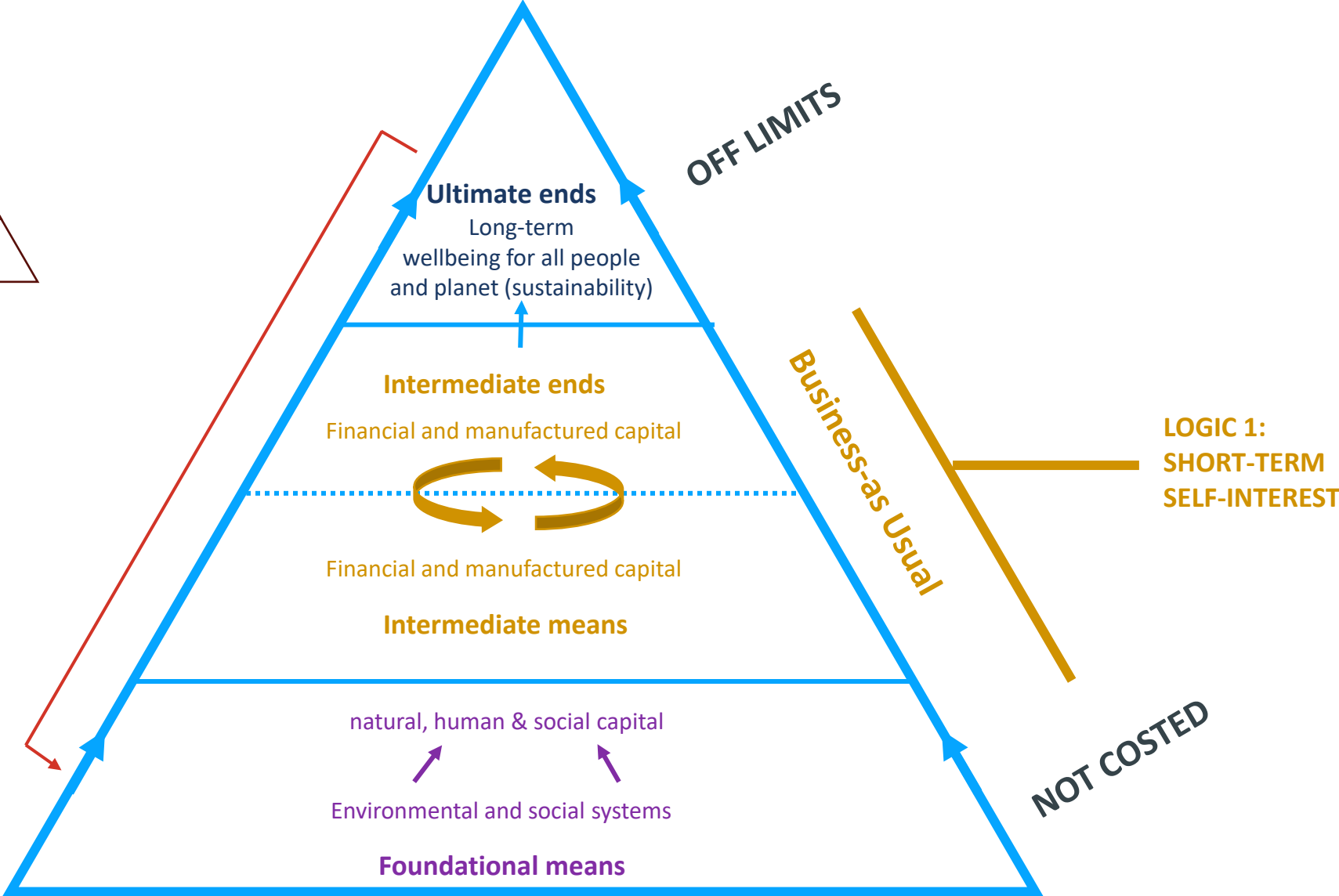
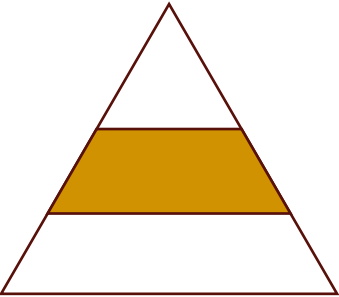
(ISO37000:2021)

Where the shades represent:

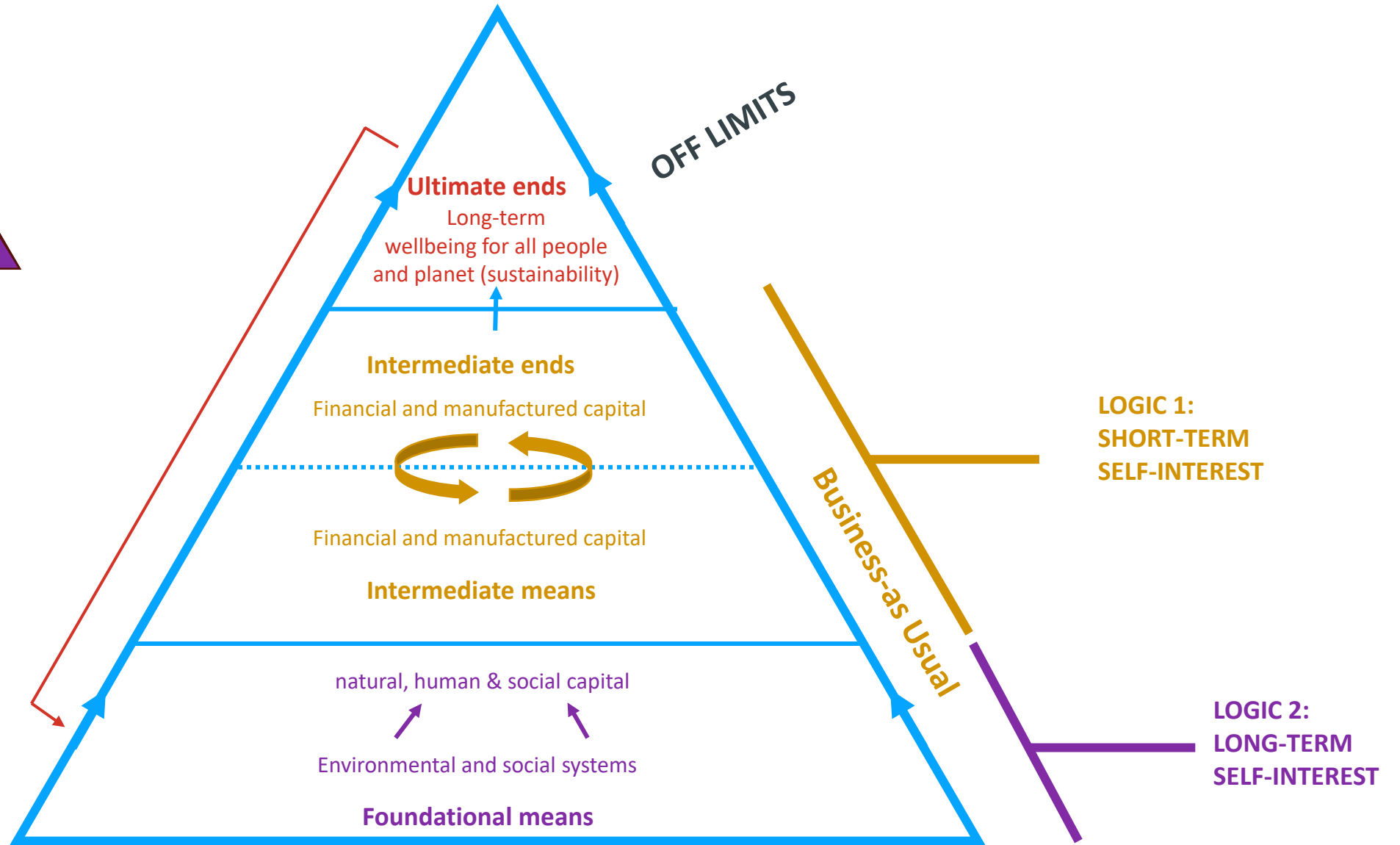
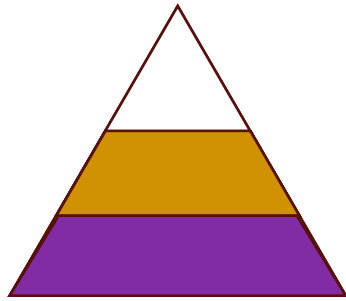
	Governance outcomes
	Primary governance principle
	Foundational governance principles
	Enabling governance principles



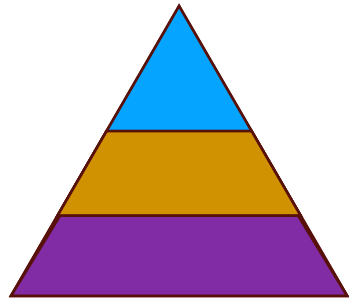
LOGIC 1: Business-as Usual / CSR



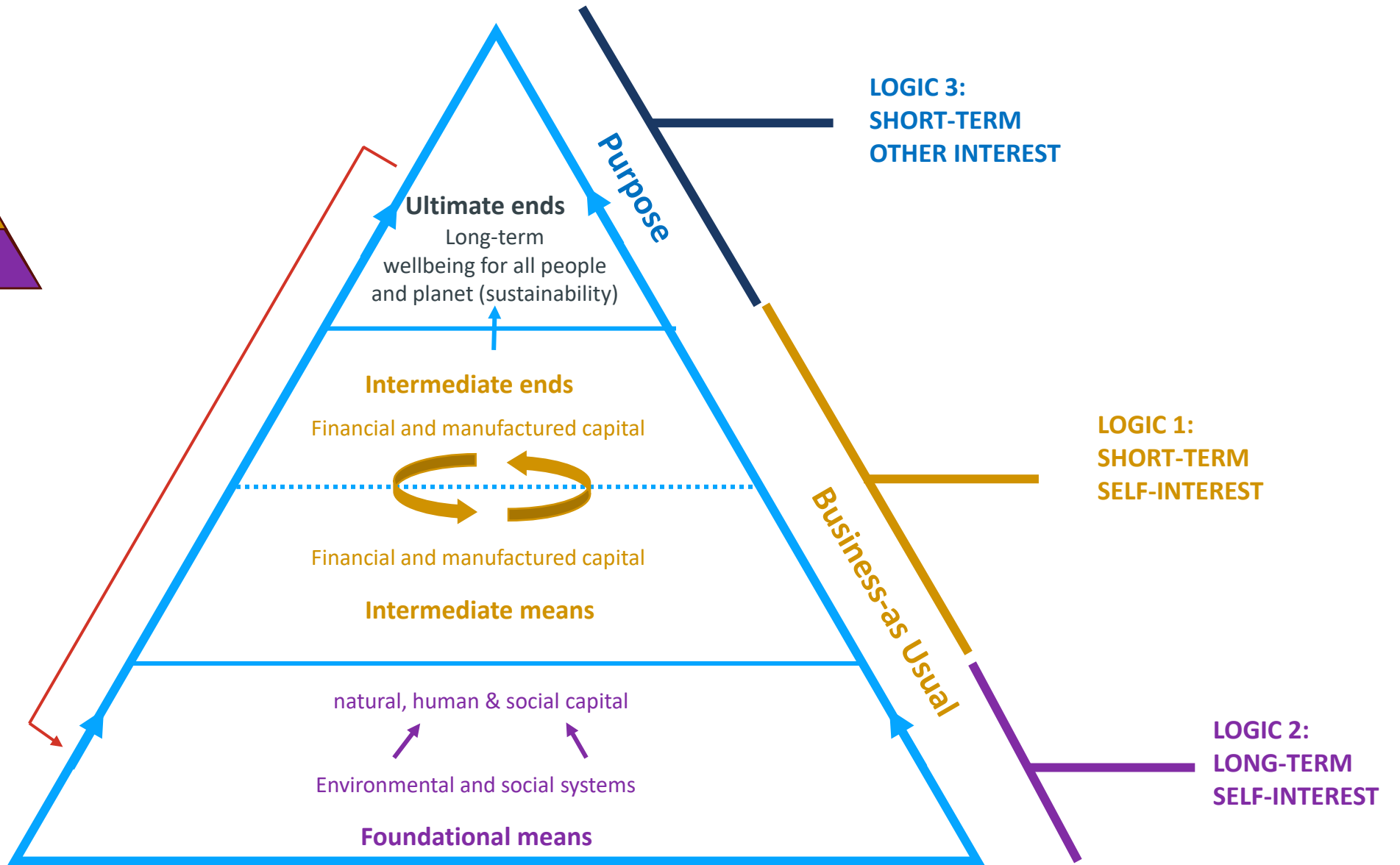
LOGIC 2: Business-as Usual / Enlightened Self-Interest



LOGIC 3: Purpose



Purpose-driven organizations



Definition

“Organizational Purpose”

organization’s reason to exist that is an **optimal strategic contribution** to the **long-term wellbeing of all people and planet**

NOTE 1 The organizational purpose encodes the **ultimate value** the organization intends to generate for **specified stakeholders**.

NOTE 2 The organizational purpose guides the **performance objectives** and provides clear context for **daily decision making** by relevant stakeholders.

NOTE 3 The organizational purpose is an **optimal strategic contribution** to long-term wellbeing for all people and planet (sustainability) **rather than just a justifiable contribution**.

Example:

"Creating innovative solutions for clean energy to ensure a sustainable future for all."



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Flourishing organizations with
increased sustainable value generation