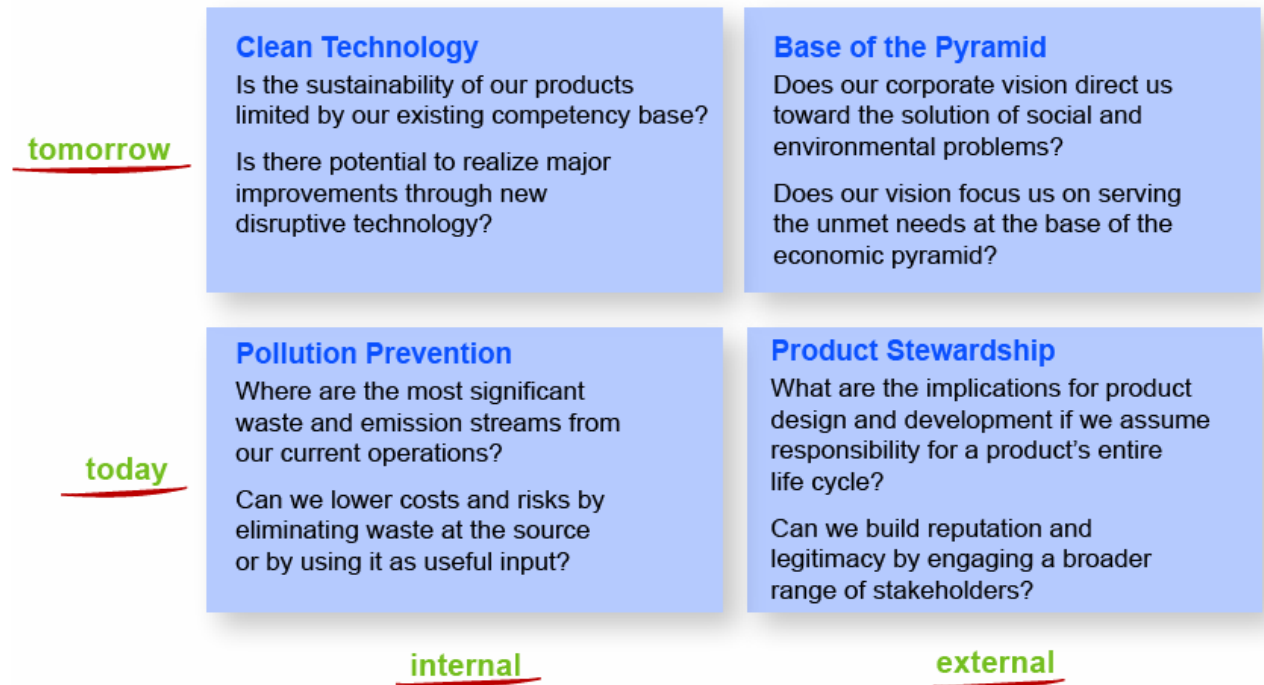


The Sustainable Value Portfolio



Assessing Your Organization's Sustainable Value Portfolio

As a first step, assess your company's (or your business unit's) capability in each of the four quadrants of the Sustainable Value Framework by answering the questions in the above Exhibit. Next, rate your capability within each quadrant on the following scale: 1-non-existent; 2-emerging; 3-established; or 4-institutionalized. An Unbalanced portfolio spells missed opportunity—and vulnerability. A bottom-heavy portfolio suggests a good position today, but vulnerability tomorrow. A top-heavy portfolio indicates a strong future vision for sustainability without the operational or analytical skills needed to implement it today. A portfolio skewed to the left side of the chart indicates an inward focus that may lead to myopia, thereby ignoring important perspectives from external constituencies. Finally, a portfolio skewed to the right side, although highly open and public, runs the risk of being labeled “greenwash” because underlying plant operations and core technologies still cause significant harm.