EMBEDDING SUSTAINABILITY IN ORGANIZATIONAL CULTURE
A Systematic Review of the Body of Knowledge

WHAT IS A CULTURE OF SUSTAINABILITY?
An organization in which its members hold shared assumptions and beliefs about the importance of balancing economic efficiency, social equity, and environmental accountability

WHAT DIFFERENTIATES SUSTAINABILITY FROM OTHER CULTURE INITIATIVES?
- Sustainability is part of a broader agenda that extends beyond the organization
- Motivation can be driven by external forces
- Benefits may not appear to directly enhance value
- Organizations must be willing to engage in interorganizational collaboration

93% of CEOs see sustainability as important to their company’s future success.

THE ASSESSMENT TOOL FOR EMBEDDING SUSTAINABILITY

INTENT: WHAT ARE YOU TRYING TO ACCOMPLISH?
- Fulfillment: delivering on current sustainability commitments or implementing current sustainability initiatives
- Innovation: attempting to find ways to do things differently or better

APPROACH: HOW ARE YOU GOING TO DO IT?
- Informal: target values & social norms
- Formal: using rules, systems & procedures

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LIMITATIONS
- Limited amount of research addressing how to embed sustainability
- Current research is exploratory and case-based

- Proposed but not tested: have been raised by your peers, consultants and academics as having the potential to build/support a culture of sustainability, but have not yet been tested empirically. Consider trying these practices, but monitor and assess their effectiveness regularly.
- Weakly supported: have received limited testing. Consider trying these practices, but monitor and assess the outcomes.
- Supported: have received empirical support in the literature. When assembling a portfolio of activities, try to include practices from this category.

Adapted from https://static1.squarespace.com/static/5d515608313f8d000193c11a/t/5f2f3ffbdf524e64bc0cd70b/1596932150180/Systematic-