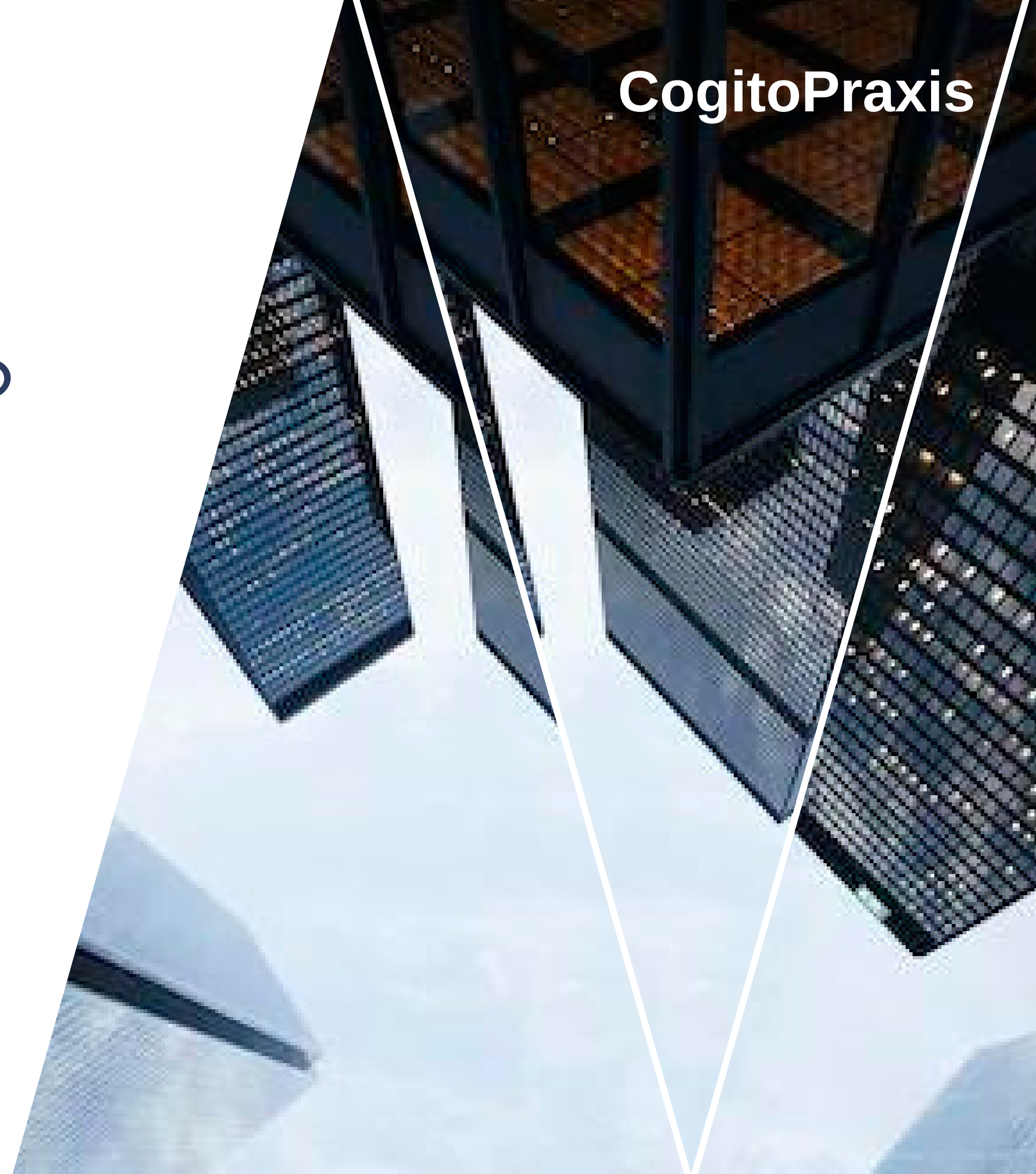


36

Corporate
Citizenship



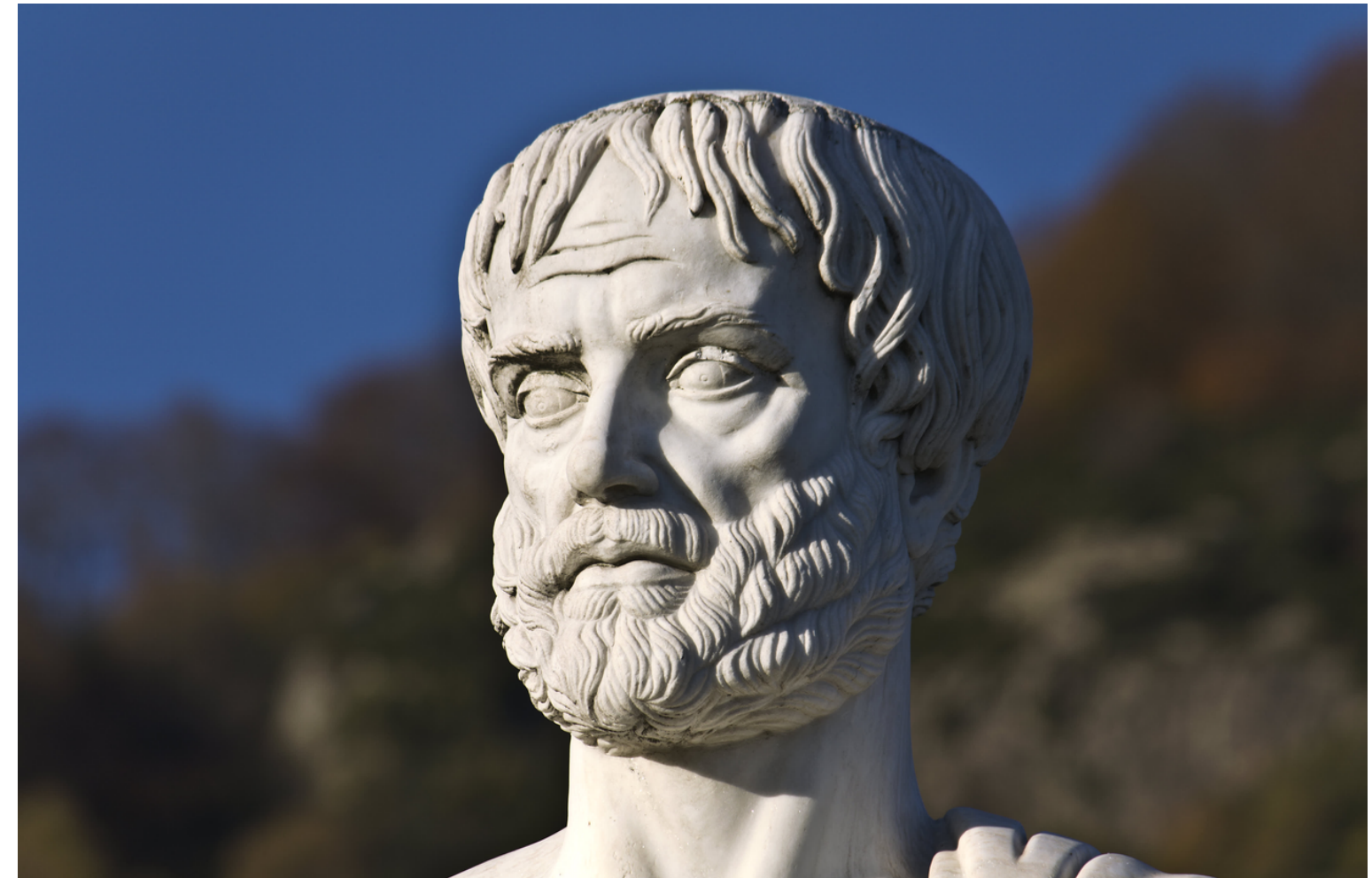
360° Corporate Citizenship: CogitoPraxis's Definition



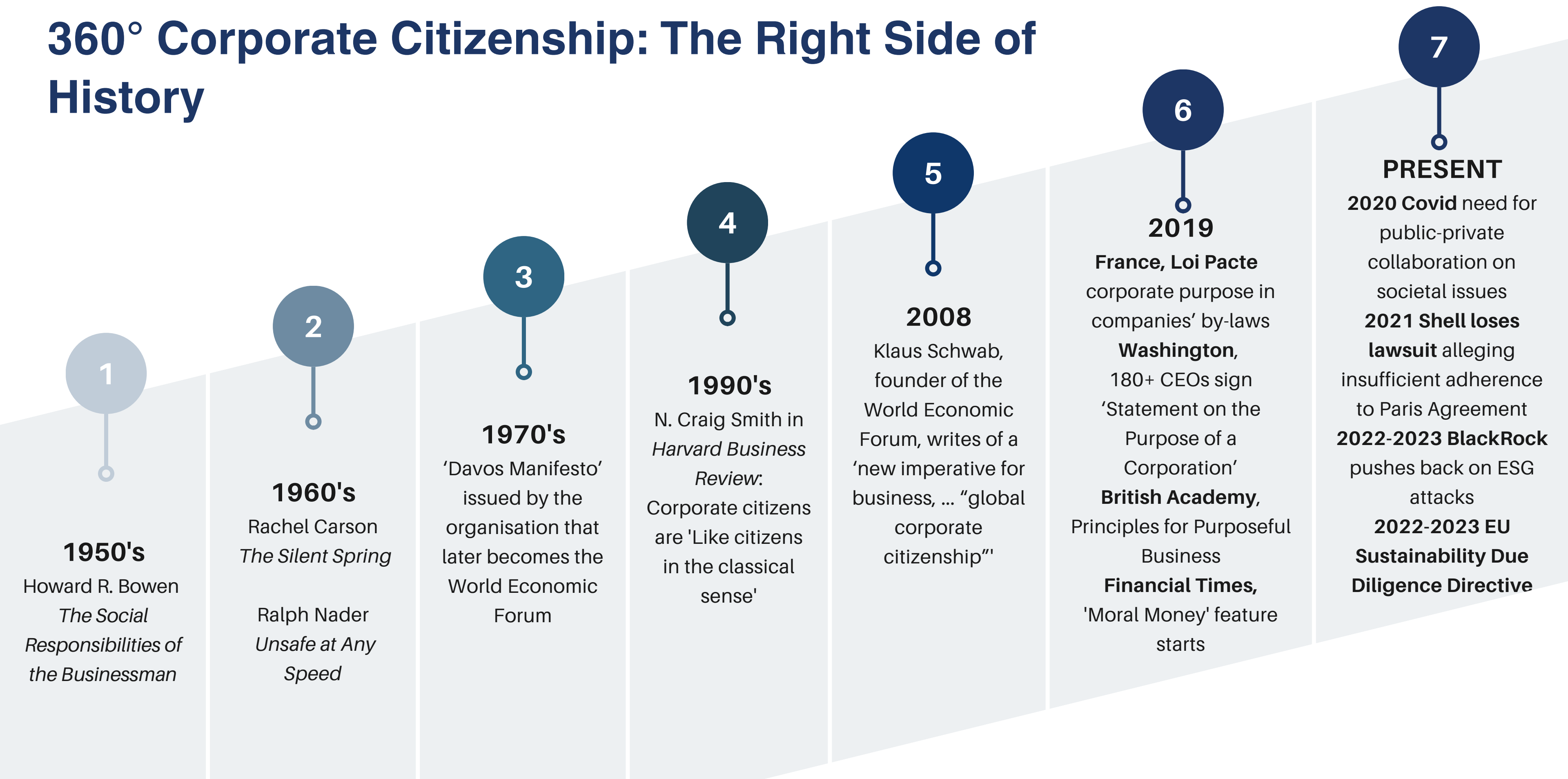
The quality of all the organisation's interactions with all its stakeholders.

360° Corporate Citizenship: The Good Citizen

**Since Antiquity,
everyone knows how to
distinguish
a good citizen from
a bad citizen.**



360° Corporate Citizenship: The Right Side of History



360° Corporate Citizenship: As a Solution

Company leaders face **two problems** as they seek to reshape the role of their firms in society:

strategic problem how to run the company for all stakeholders including shareholders

management problem how to put responsible business good intentions into practice

CEOs, chairpersons and board members can't implement 360° Corporate Citizenship on their own.

Implementation lies with members of the executive committee, each of whom generally manages a vertical.

Corporate citizenship actions too often remain dispersed, not fully joined-up. Someone or something needs to connect the dots.



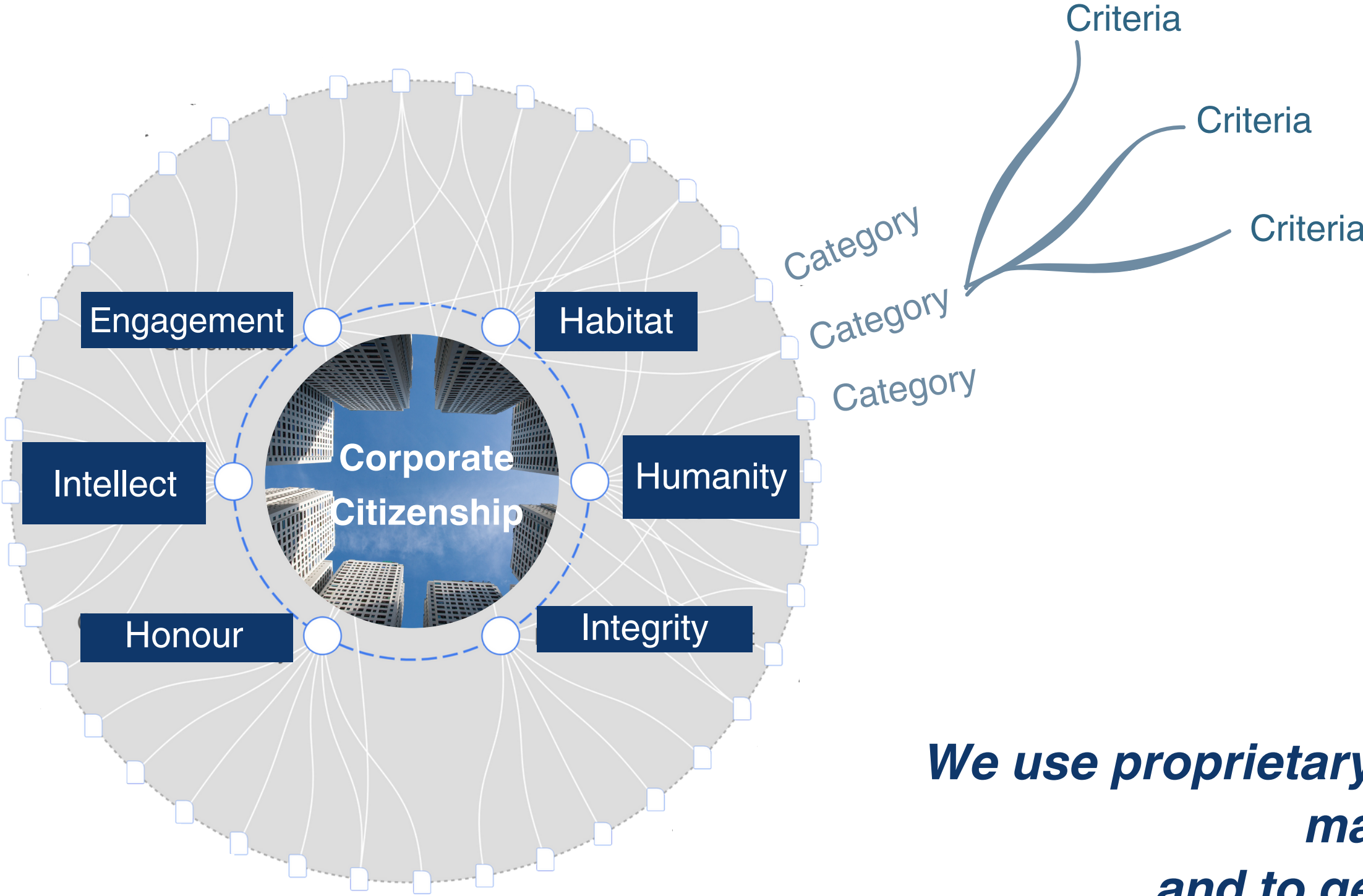
CogitoPraxis has developed a **methodology** using **360 criteria** in 36 categories within 6 classes to assess a company's 360° Corporate Citizenship.

This 360° approach to corporate citizenship addresses the **strategic problem and the management problem together**, in concept and in action, **in one complete solution.**

360° Corporate Citizenship: Six Essential Components



360° Corporate Citizenship: Methodology and Judgement



6 Classes
Habitat | Humanity | Integrity
Honour | Intellect | Engagement

36 Categories
6 categories per class

360 Criteria
10 criteria per category

Comprehensive evaluation of a company's
corporate citizenship

We use proprietary CogitoPraxis methodologies to manage and score the 360 criteria and to generate unique bespoke models for each client and each assignment.

360° Corporate Citizenship: Twelve Key Benefits

1. Objective external assessment, free of internal partiality or prior judgements
2. Peer review of the client's corporate citizenship against other organisations of excellence
3. Comparison of the organisation's corporate citizenship to recognised global best practices
4. Validation of the organisation's positive corporate citizenship actions based on comparables

Collection

Comprehension

5. Go beyond ESG to incorporate the totality of the organisation's actions
6. Deploy comprehensive methodology that avoids the artificiality of box-ticking
7. Incorporate soft criteria that honour the organisation's values, culture and thinking
8. Align dispersed corporate citizenship actions across the organisation

9. Identify areas for improvement in actions, processes, and management
10. Deliver actionable recommendations
11. Provide an assessment framework to shape future policy and business decisions
12. Lay the groundwork for continuous, 360° corporate citizenship improvement

Execution

360° Corporate Citizenship: CogitoPraxis as a Partner to our Client

Good citizenship requires **daily effort and constant vigilance**. It also evolves as times change.

CogitoPraxis offers a **suite of options to develop a lasting value-added relationship with a client**.

Our long-term goal is to act as the client's **permanent partner** on 360° Corporate Citizenship.



Getting Together

Multiple client opportunities to start collaborating with our team, ranging from 360° Corporate Citizenship snapshots, enlightening encounters, stakeholder soundings or simulation scenarios.



Co-Creation with our client

Preparing a full-scope multi-month 360° Corporate Citizenship advisory assessment in close collaboration with our client through CogitoPraxis's proven proprietary methodology.



Staying the Course in Partnership

CogitoPraxis offers the opportunity to become the client's permanent outside think tank and advisor on 360° Corporate Citizenship over a period of years.

360° Corporate Citizenship: Getting Together

CogitoPraxis offers a range of opportunities to begin working together on 360° Corporate Citizenship. These sample services can be added to or amended in order to best suit the needs and objectives of each CogitoPraxis client.



360° Corporate Citizenship Snapshot

- an overview generally in less than three months of the client's corporate citizenship today
- can be effected from public information only, or in cooperation with client teams
- goal is to identify gaps, connect dots and pave the way for future work together



Enlightening Encounters

- one-on-one or small group — eg board and ExCo — presentations and dialogues
- focused speaking engagements, seminars, away-days tailored to client criteria
- events of all types, in-person and virtual, to elevate awareness on corporate citizenship



Simulation Scenarios

- creation and execution of simulation sessions of real-life crises, challenges, opportunities
- prepared for CEO, board, ExCo, internal teams, shareholders, other stakeholder groups
- elegantly crafted to achieve lived cross-cutting pluridisciplinary lessons and outcomes



Stakeholder Soundings

- carefully prepared and professionally executed listening frameworks with select groups
- sometimes called 'materiality assessments' but should go beyond a mere compliance exercise
- essential to decide on who, what, when, how, why and what results and outcomes are being sought

360° Corporate Citizenship: Co-Creation With Our Client

The following sequence outlines a full-scope multi-month 360° Corporate Citizenship advisory assignment designed to assess the totality of a client's corporate citizenship today and reach recommendations for future development and improvement.

1 Initiation

-
- Engagement agreement
- Team formation client and CogitoPraxis points of contact
- Organisational meeting to define objectives, responsibilities, timeline, deliverables
-

2 360° Assessment

- 360°.1 Assessment of existing initiatives & objectives in corporate citizenship
-
- 360°.2 Peer review analysis 360° versus chosen competitors
- 360°.3 Comparison to agreed global best practice criteria
- CogitoPraxis prepares pre-meeting agendas, documentation, post-meeting follow-up
-

3 Delivery

-
- Project report (25 pp) with CogitoPraxis analytical judgements and concrete recommendations
- Strategy presentation (20 slides) for board+ with 2-5 years of corporate citizenship outlook
-

4 Monitoring

- Implementation follow-up
- Impact measurement
- Further advisory collaboration
-



360° Corporate Citizenship: Staying the Course in Partnership

Principles

Purpose and performance are not incompatible, provided they are both rooted *ab initio* in a single strategy that intertwines them in a complementary combination.

360° Corporate Citizenship, like good citizenship for the individual, **requires daily effort and constant vigilance over the long term**. Just as for citizenship in society, the criteria constituting 360° Corporate Citizenship also evolve as times change.

Responsible business cannot be an add-on. 360° Corporate Citizenship needs to be integrated into every decision, every action and every interaction of every person in the organisation. Responsible business is not just a code of conduct, nor just a nice-to-have thing-to-do, but a fundamental expression of the ethos of the organisation.

Responsible business concerns a multitude of judgemental, subjective, soft factors. 'If you can measure it, you can manage it' is a false flag, leading to the distortions and inadequacies associated with ESG in particular. CogitoPraxis's 360° Corporate Citizenship approach overcomes such distortions and inadequacies.



Partnership

CogitoPraxis seeks to become the client's permanent outside think tank and advisor on 360° Corporate Citizenship over a period of years.

This partnership must be designed together, questioned regularly and re-designed continuously, based on multiple relationships between CogitoPraxis and the client at CEO, chair, board, ExCo and at other levels and in other areas within the organisation.

Such a partnership will continue to include the services described above and will move beyond them.

The goal of the partnership will be to ensure that the client's purpose and performance are rooted in a single strategy that intertwines them in a complementary combination.

360° Corporate Citizenship: CogitoPraxis Values

CogitoPraxis is the expression of values and ideas.



- We believe that leaders owe a debt to society.
- We assert that organisations must be exemplary citizens.
- We consider our clients as partners in a joint endeavour.
- We conceive of strategy as a solution, not a theoretical exercise.
- We seek to achieve superior thinking that translates into effective action.



Advisors

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Petra Nagy-Jevremov



Jason Chau



Senior Advisors



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Vanessa
Badré



Dr. Abigail
Linnington

Maurits Regenboog

Dr. Sebastian
Schwark



Founder and CEO

Nicholas Dungan is CEO and founder of CogitoPraxis. He has advised CEOs, chairpersons, board directors, business owners, senior executives and emerging talents on corporate citizenship, professional leadership, strategies of influence and strategic foresight across a broad range of organisations drawn from industry, finance, government, not-for-profit and professional services.

He was previously president and chief executive of the French-American Foundation in New York and, in an earlier career, was a senior investment banker in London, New York and Paris at Merrill Lynch and Société Générale, among others.

Nicholas Dungan has been an Adjunct Professor at the French Institute of Political Studies (SciencesPo Paris).

He has been an Associate Fellow of Chatham House, was a director of the Chatham House Foundation and is currently a member of the International Advisory Board of International Affairs, the scholarly journal of Chatham House. He has been a Senior Fellow of the Atlantic Council in Washington DC as well as a Senior Research Fellow of the Institut de Relations Internationales et Stratégiques in Paris (IRIS).

He has been published and quoted in the international media (BBC, Bloomberg, CNN, The Economist, the Financial Times, La Croix, Le Figaro, Le Monde, Les Echos, L'Express, Le Temps, Libé, L'Obs, the New York Times, SwissInfo and the Washington Post, among many others).

He is a graduate of Stanford University and SciencesPo Paris.





<https://cogitopraxis.com>