

LEVEL	[Name of Corporation or Organization]	Corporate Target?	Corporate Reality?	What do Community Stakeholders See?	What do Community Stakeholders Want?
+7	We want to be regenerative (restore what's been lost) + think about future generations				
+6	We're looking to achieve positive financial, environmental and social return on our investment. And on a sustainable basis.				
+5	We can make money and improve society, ecology & the environment.				
+4	We are responsible. We know the impacts of our operations and want do as little harm as possible.				
+3	We don't just comply with the letter of the law; we think about the spirit, or intention, of laws and policies.				
+2	We believe, for civilized people, laws are essential...no ifs, ands or buts.				
+1	We'll strictly comply with the minimum legal requirements needed to stay in business...no more/no less!				
-1	We'll rationalize technical non-compliance with laws to achieve perceived fairness; to right a wrong				
-2	If others fail to comply with this law or rule, we won't put ourselves at a disadvantage by complying.				
-3	Don't do anything that is criminal!...but don't worry about technical compliance with all laws and rules				
-4	Selectively comply with laws on a jurisdiction x jurisdiction, project x project basis ; assess probability of getting caught				
-5	Avoid being caught with the dirty hands. Outsource the responsibility.				
-6	Cover up violations of law				
-7	Do whatever we have to ...to keep this company afloat, to keep your job, \$\$\$				

A Measure of Integrity Scorecard & User Guide

www.integritybridges.com





A MEASURE OF INTEGRITY SCORECARD & User Guide for Organizations

To make conversations about corporate integrity a little easier, and more effective, we've designed **A Measure of Integrity Scorecard** as a companion tool to **A Measure of Integrity**. This scorecard can be used by companies to guide conversations with their key stakeholders. This form is designed for **community stakeholders**, but can be modified for use with any corporate stakeholder: internal (e.g. shareholder, individual divisions, and employees) and external (e.g. partners, supply chain, critics).

How does the scorecard work? First, we encourage companies to identify one or two key issues that need to be discussed. Pick an issue or two from the list below, or choose another critical issue for your company.

Ask the company: What is your organization's targeted level of integrity on **A Measure of Integrity**? Where are you now, in general, and in particular re: the issues in question?

Then, ask the community stakeholders: What is your perception of this company's level of integrity, in general, and in relation to these particular issues? And, what are your expectations of this company?

Observe any gaps between your company's integrity targets, and reality. Observe the community's perceptions and expectations of your company's integrity. Discuss what can be done to close the gaps (including any limitations).

Potential Issues:

- | | | |
|--|--|--|
| <input type="checkbox"/> Environmental protection | <input type="checkbox"/> Indigenous relations | <input type="checkbox"/> Compliance |
| <input type="checkbox"/> Reputation | <input type="checkbox"/> Climate change | <input type="checkbox"/> Safety |
| <input type="checkbox"/> Social impacts of investing | <input type="checkbox"/> Diversity | <input type="checkbox"/> Security |
| <input type="checkbox"/> Sustainability | <input type="checkbox"/> Conflict and dispute resolution | <input type="checkbox"/> Stakeholder engagement |
| <input type="checkbox"/> Crisis response | <input type="checkbox"/> Innovation and research | <input type="checkbox"/> Human rights |
| <input type="checkbox"/> Supply chain | <input type="checkbox"/> Consumer expectations | <input type="checkbox"/> Public-private partnerships |
| <input type="checkbox"/> Corporate Social Responsibility | <input type="checkbox"/> Risk management | <input type="checkbox"/> Financing |
| <input type="checkbox"/> Financing | <input type="checkbox"/> Training | <input type="checkbox"/> Competitive advantage |
| <input type="checkbox"/> Philanthropy | <input type="checkbox"/> Governance | <input type="checkbox"/> _____ |
| <input type="checkbox"/> Transparency | <input type="checkbox"/> Succession planning | <input type="checkbox"/> _____ |