

MGMT3015

CORPORATE STRATEGY

Semester 1
2025

Week 2

Thursday 26th February



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Agenda

1	Housekeeping	03
2	NDA + Clients	12
4	Lecture 1	21
3	End	60



HOUSEKEEPING

QUESTIONS???

NDA

Fun Challenge

CLIENTS

CASE 1 (March 14th)



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DANIELS FRIDAY 4PM ONLINE

MGMT3015 - TutA 7

Meeting ID: 444 082 844 088

Passcode: iV2T2BH3

Please use your
full name



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Momentum Intensive: Three-day workshop

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Join us for Momentum Intensive, where you will practice, develop and articulate your professional soft skills and understand your inherent strengths.

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CBE Business and Economics Careers Fair

Thursday 6 March, 12–2pm (AEDT)

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Meet and connect with potential
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TEXTBOOK SPECIAL

Print: RRP \$159.95

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20% discount with code: MKTG7023



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PEPSI CHALLENGE

The Pepsi Challenge was a marketing campaign started in 1975. It was simply **a blind taste test between Pepsi and Coca-Cola, touting that even Coca-Cola fans choose Pepsi**. It was a wildly successful marketing strategy that they revisited for decades.



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POLLEV

[POLLEV.COM/ALEXT059](https://pollev.com/ALEXT059)

SEND ALEXT059 TO 22333

A OR B ?



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PEPSI BRANDS



Pepsi
Mountain Dew
Lay's potato chips
Gatorade
Diet Pepsi
Tropicana beverages
7 Up (outside U.S.)
Doritos tortilla chips
Lipton teas (PepsiCo/Unilever partnership)
Quaker foods and snacks
Cheetos
Mirinda
Ruffles potato chips
Aquafina bottled water
Pepsi Max
Tostitos tortilla chips
Sierra Mist
Fritos corn chips
Walkers potato crisps



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QUAKER OATS BRANDS

Chewy Granola Bar
Quaker Crispy Minis (Rice Chips and Rice Cakes) (known as Snack-a-Jacks in the UK)
Quakes Rice Snacks
Quaker Soy Crisps
Quaker Snack Bars
Chewy Granola Bars
Quaker Mini Delights
Yogurt bars
Quaker Oatmeal Cookies
Greek Yogurt
Mixes
Quaker Tortilla Mix
Rice-A-Roni
Pasta Roni
Near East
Drinks
Milk Chillers
Tropicana fruit Juices
Sunbolt (defunct)
Moneng Refreshing Drinks
Moneng Oat Power (Isotonic Drink)

Cap'n Crunch
Life cereal
Quisp
Mother's Natural Foods
Quaker 100% Natural Granola
Kretschmer Wheat Germ
Mr. T Cereal
Muffets ("The round shredded wheat")
Quaker Oatmeal Squares
Quaker Toasted Oatmeal
Quaker Oh's
Quaker Corn Bran
Quaker Oat Bran
Quaker Grits
Quaker Oatmeal
Quaker Instant Oatmeal
Quaker Puffed Rice
Quaker Puffed Wheat
Quaker Oatmeal with Dinosaur Eggs
Graham Bumpers
Coco Bumpers
King Vitamin
Other breakfast foods
Quaker Oatmeal To Go (re-branded from Breakfast Squares in 2006)
Pearl Milling Company (re-branded from Aunt Jemima in 2021)
Quaker Breakfast Cookies

Honey Monster Puffs (Since sold to Big Bear t/a Honey Monster)
Hot cereals
Quaker Oats
Oatso Simple (various flavours)
Quaker Oats Super Goodness Porridge
Quaker Oats Protein Porridge
Scott's Porage Oats
Scott's So Easy
(the Scott's brand, previously a rival, is now also owned by Quaker)
Ready to eat cereal
Harvest Crunch
Quaker Wholesome Granola
Quaker Oat Granola
Quaker Oat Muesli
Quaker Oat Crisp
Cereal bars
Harvest Bar
Oat Bars (Original with golden syrup or Mixed berry flavors)

New Quaker Fruit & Oat Squeeze
New Quaker Porridge to Go
Snack-a-Jacks



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PEPSICO AUSTRALIA

PepsiCo Australia unveils plans to dominate healthy snack market

<https://www.c-store.com.au/pepsico-australia-unveils-plans-to-dominate-healthy-snack-market/>



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More on Pepsi in Thompson et al 2023 (p114, p138, p259, p278-279, p286, p290, C224, C335, C336, C338, C340)

SIGN YOUR NDA TODAY



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DOMINO'S REPLACES COLA WITH PEPSI

Deutsche Bank said Coca-Cola Amatil's deal with Domino's accounted for 0.3 per cent of its overall volume, or one million cases of drinks, a year.



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Source: <https://www.smh.com.au/>

TEQSA PROVIDER ID: PRV12002 (AUSTRALIAN UNIVERSITY)
CRICOS PROVIDER CODE: 00120C

CLIENT UPDATES

Do not contact clients
outside of these
times and days

Landon (Native Power) – Friday 12-2pm Room 2.53 CBE Level 2

Tess (NTIT) – Monday 11:30am Zoom

Will (ThePerfectOyster) – Wednesday's 4pm – 5pm

Amelia (AmeliaAir and Other) – Monday 11:30am Zoom

Stephen (MKTG2004) -

Introductions: 'where you from?,' or 'who is your mob?. Team captains only. *“where you and your family come from, who your parents are, as well as your grandparents on both sides of your family”*

CONSULTING

A few professional recommendations for me:

Experience makes you better, use this chance to learn

Use your strengths, work together, build your skillset

Ask the right questions – Know your client (indigenous) – You're a customer?

Do your homework before you meet clients, eg NTIT (dry (A-S) / wet / fire season)

So far – 7 NTIT, 14 AmeliaAir,



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Monday 11:30am Zoom Join Zoom Meeting

<https://anu.zoom.us/j/88983843442?pwd=8zrVfVpbraPIBHDCPp5SvQb1hCMgnb.1>

Meeting ID: 889 8384 3442

Password: 643280

One tap mobile

+61861193900,,88983843442#,,,0#,,643280# Australia

+61871501149,,88983843442#,,,0#,,643280# Australia

Dial by your location

+61 8 6119 3900 Australia

+61 8 7150 1149 Australia

+61 2 8015 6011 Australia

+61 3 7018 2005 Australia

+61 7 3185 3730 Australia

Meeting ID: 889 8384 3442

Password: 643280

Find your local number: <https://anu.zoom.us/j/88983843442?pwd=8zrVfVpbraPIBHDCPp5SvQb1hCMgnb.1>

Or an H.323/SIP room system:

Dial: 88983843442@global.zoomcrc.com

Meeting ID: 88983843442

H323/SIP Password: 643280



NATIVE-POWER

Landon (Native Power)

Friday's 12-2pm

Room 2.53 CBE Level 2



NORTHERN TERRITORY INDIGENOUS TOURS

Tess (NTIT) – Monday's 11:30am Zoom

Join Zoom Meeting

<https://anu.zoom.us/j/81366103762?pwd=LZYUBsj6zSXs8NslOgnqQWJrAV6LlR.1>

Meeting ID: 813 6610 3762

Password: 525865

One tap mobile

+61861193900,,81366103762#,,,0#,,525865# Australia

+61871501149,,81366103762#,,,0#,,525865# Australia

Dial by your location

+61 8 6119 3900 Australia

+61 8 7150 1149 Australia

+61 2 8015 6011 Australia

+61 3 7018 2005 Australia

+61 7 3185 3730 Australia

Meeting ID: 813 6610 3762

Password: 525865



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ANU MKTG2004

WILL – THE PERFECT OYSTER

Wednesday's 4pm

Microsoft Teams

Meeting ID: 455 319 766 11

Passcode: DW6Ji6QW

Dial in by phone

+61 2 9053 9802,,39414460# Australia,

Phone conference ID: 394 144 60#



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TOPIC 2

THE STRATEGY DEVELOPMENT PROCESS:

SETTING VISION, MISSION AND PURPOSE

UNDERSTANDING THE ROLE OF THE FIRM

STRATEGIC MEASUREMENT – MORE THAN JUST FINANCIAL
SUCCESS



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LECTURE 2

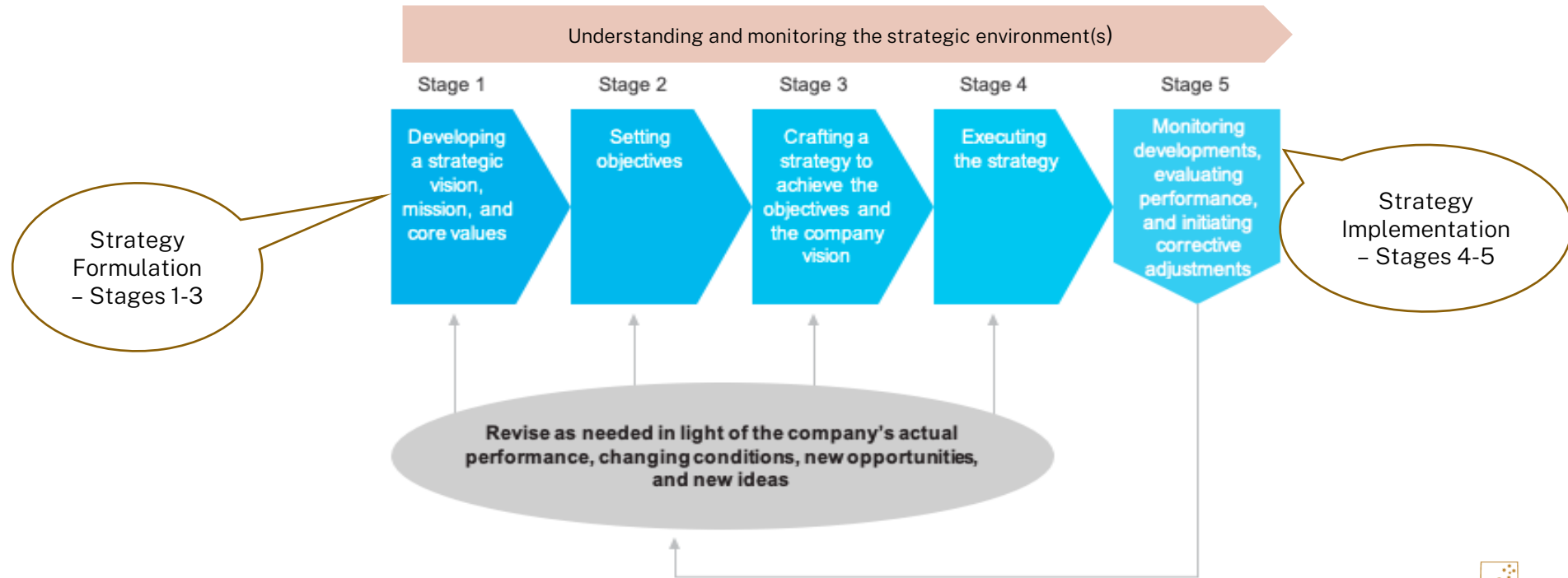


Strategic Management – what's involved?

Contemporary strategic management considers that performance is affected by the characteristics of the organisation and its environment, in that order. **Strategic management is the process of matching the organisation's characteristics (e.g. strengths and weaknesses) to the external environment (which provides opportunities and threats).** This process of matching the organisation to its environment is **a continuous process of analysis, synthesis, action-taking and evaluation.**

Strategic Management – the 5 Tasks?

Adapted from Thompson et al. 2024, p. 23



Strategic Management – characteristics of visionary companies that are ‘Built to Last’?

(Collins & Porras 1997, pp. 2–5)

They are more than *successful*. They are more than *enduring*. In most cases they are the best of the best in their industries, and have been that way for decades. Many of them have served as role models – icons, really – for the practice of management around the world. Yet as extraordinary as they are, the visionary companies do not have perfect unblemished records. We suspect that most, if not all, have taken a serious tumble at least once during their history, probably multiple times.... Yet – and this is the key point – **visionary companies display a remarkable²⁷ resiliency, and ability to bounce back from adversity. As a result, visionary companies attain extraordinary long-term performance.**



Strategic Vision, Mission & Values

– example BHP

Source: <https://www.bhp.com/our-approach/our-purpose/>

We are BHP, a leading global resources company.

Our purpose is to bring people and resources together to build a better world.

Our strategy is to have the best capabilities, best commodities and best assets, to create long-term value and high returns.

Our Values

- **Sustainability:** Putting health and safety first, being environmentally responsible and supporting our communities.
- **Integrity:** Doing what is right and doing what we say we will do.
- **Respect:** Embracing openness, trust, teamwork, diversity and relationships that are mutually beneficial.
- **Performance:** Achieving superior business results by stretching our capabilities.
- **Simplicity:** Focusing our efforts on the things that matter most.
- **Accountability:** Defining and accepting responsibility and delivering on our commitments.

We are successful when:

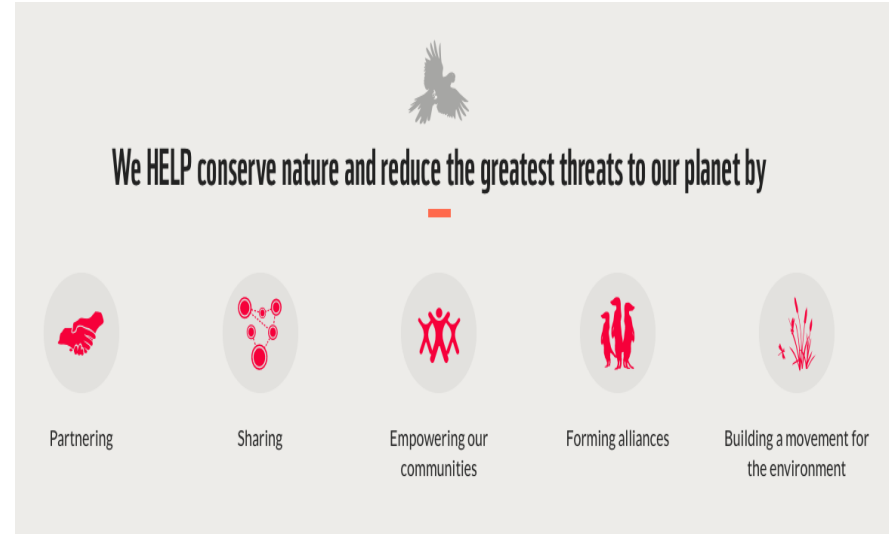
- Our people start each day with a sense of purpose and end the day with a sense of accomplishment.
- Our teams are inclusive and diverse.
- Our communities, customers and suppliers value their relationships with us.
- Our asset portfolio is world-class and sustainably developed.
- Our operational discipline and financial strength enables our future growth.
- Our shareholders receive a superior return on their investment.



Strategic Vision, Mission & Values – example WWF 2020

Source: <https://www.wwf.org.au/about-us#gs.vvhssq>

WWF partners with governments, businesses, communities and individuals to address a range of pressing environmental issues. Our work is founded on science, our reach is international, and our mission is exact – to create a world where people live and prosper in harmony with nature. WWF's vision of a world where humans live and prosper with nature is increasingly one shared by people around the world. And while one person or group may be unable to take on the Earth's conservation challenges single handedly, together we can.



WWF 2023

It is WWF-Australia's goal to bring about this unified voice for nature.

WWF's global mission is to stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature. WWF-Australia is part of the WWF International Network, the world's leading, independent conservation organisation.

WWF's mission is to halt the decline of [threatened plants and animals](#) and to support their recovery. We do this by addressing the threats that affect them using the best available science while working in partnership with communities, Indigenous groups, government and business.

We're focussing on [sustainable fisheries](#), resilient marine ecosystems and clean oceans. The health of our reefs and surrounding oceans means reducing threats to the sharks, rays, penguins, cetaceans and [marine turtles](#) that these animals call home.

Our drive is to promote [a sustainable food system](#) that will conserve nature and feed humanity. We're looking to reduce waste and environmental impact that contribute to social and economic outcomes.

We're tackling climate change by working directly with entrepreneurs, investors and business to support and promote innovative, low carbon and zero carbon solutions.



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WWF 2024

AT WWF-AUSTRALIA WE'VE BEEN PROTECTING NATURE'S WONDERS FOR MORE THAN 40 YEARS. AND NOW WE'RE WORKING WITH COMMUNITIES, GOVERNMENTS, COMPANIES AND OTHERS NOT JUST TO PROTECT OUR NATURAL WORLD BUT TO RESTORE AND REGENERATE IT.



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Strategic Vision, Mission & Values – example ATLASSIAN

WHAT WE BELIEVE

Values to live by

Our unique values describe, at the most fundamental level, what we stand for. These five values shape our culture, influence who we are, what we do, and even who we hire. They're hard-wired into our DNA and will stay the same as we continue to grow.

[Learn more →](#)



Open company, no bullshit



Play, as a team



Build with heart and balance



Don't #@!% the customer



Be the change you seek

Atlassian:

The power of teamwork. Behind every great human achievement, there is a team.

From medicine and space travel, to disaster response and pizza deliveries, our products help teams all over the planet advance humanity through the power of software.

Our mission is to help unleash the potential of every team.



Strategic Vision – what's involved?

Strategic intent focuses on how the organisation will compete and what the organisation will become in the future. **Strategic intent is a set of aspirations intended to motivate and inspire the organisation.**

(Grant et al 2016, pp. 14–15)

Strategic intent is expressed in the Vision Statement

- ✓ a vision is meant to focus attention on an alternative future for the organisation, to describe its aspiration
- ✓ without an outcome-oriented view of an organisation's future, actions and decisions can become undirected
- ✓ the vision provides a 'destination' before the start of a 'journey'
- ✓ the vision helps managers identify the 'right things' that need doing
- ✓ the vision also describes the values that guide the actions to give substance to the vision.



Strategic Vision – what does ‘good’ look like?

(Thompson et al 2024, p. 25)

An effective Vision Statement is:

- ✓ Graphic
- ✓ Forward-looking and directional
- ✓ Focused
- ✓ Flexible (wiggle room)
- ✓ Feasible
- ✓ Well
- ✓ Memorablreasonede



STEVE JOBS

<https://youtu.be/dR-ZT8mhfJ4>

APPLE VISION 1997

Apple Computer, incorporated in 1977 — the same year that the Apple II was completed. Jobs and Wozniak

buying Jobs's company for more than \$400 million — and bringing Jobs back to Apple as a consultant.

in 1986 Jobs acquired a controlling interest in Pixar

In 1983 the company recruited PepsiCo, Inc., president John Sculley to be its chief executive officer (CEO) and, implicitly, Jobs's mentor in the fine points of running a large corporation.

Low sales in 1985 Sculley convinced Apple's board of directors to remove the company's famous cofounder



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Mission Statements – what's involved?

The mission should clarify the main intentions and aspirations of the organisation at that time and should indicate why the organisation exists, its main activities and its future position within the industry. It should also reflect the key values and ethical standards of the organisation.

(Grant et al 2016, p. 19)

Core Ideology = Core Values + Purpose

- Core Values = The organization's essential and enduring tenets – a small set of general guiding principles; not to be confused with specific cultural or operating practices; not to be compromised for financial gain or short-term expediency.
- Purpose = The organization's fundamental reasons for existence beyond just making money – a perpetual guiding star on the horizon; not to be confused with specific goals or business strategies.

(Collins & Porras 1997, p. 73)



The purpose of the organisation – reminder from Week 1

That was in line with the views expressed by economist Milton Friedman, who in an article in *The New York Times* in 1970 argued that business had only one social responsibility.

"Companies must obey the law. But, beyond that, their job is to make money for shareholders," Friedman wrote.

Yet on Monday, 181 of the 193 member companies of the Business Roundtable signed a new statement of its principles of corporate governance. In the statement, they said it had become clear that the language of the post-1997 versions of the document, which stated that corporations exist principally to serve their shareholders, no longer accurately described the ways in which CEOs strove to create value for all stakeholders. They stressed that the long-term interests of all stakeholders, which included customers, employees, suppliers, communities as well as shareholders, were inseparable, pointing to issues such as diversity, social inclusion and the environment.

(Batholomeusz S, 2019, 'Listen Up! Shareholder value no longer everything for big business' *Sydney Morning Herald*, August 21)



The purpose of the organisation

I think that many people assume, wrongly, that a company exists simply to make money. While this is an important result of a company's existence, we have to go deeper and find the real reasons for our being... A group of people get together and exist as an institution that we call a company so that they are able to accomplish something collectively that they could not accomplish separately – they make a contribution to society.

(David Packard [co-founder of Hewlett-Packard] cited in Chandler 2020, p4)

Profit for a company is like oxygen for a person. If you don't have enough of it, you're out of the game. But if you think your life is about breathing, you're really missing something!

(Peter Drucker cited in Chandler 2020, p16)



Strategic Objectives

Strategic objectives:

- Convert the strategic vision into specific performance areas and outcomes or targets
- Create milestones and yardsticks to guide and track the organisation's performance
- Push the firm to be inventive, but also to focus on outcomes and results rather than processes and 'means'
- Help prevent organisational 'hubris', complacency and apathy by focusing attention on the clear 'promises' that have been made to stakeholders.
- Are focused on the longer term outcomes

The purpose of objective-setting is to:

- ✓ stimulate results-oriented management
- ✓ aid operational decision-making by supplying the filters on which decisions ought to be judged (will this help us achieve our objectives?)
- ✓ provide a set of benchmarks for judging organisational and individual performance.

Crafting a Strategy

The strategy should address:

- ✓ Where will we play? (Geographies, product categories, consumer segments, channels, stages or value chain, etc.)
- ✓ How will we win? (Unique value propositions and competitive advantage)
- ✓ What capabilities must be in place? (Specific skills and capabilities and how they are structured)
- ✓ What management systems are required?

40



Elements of the strategy - typically:

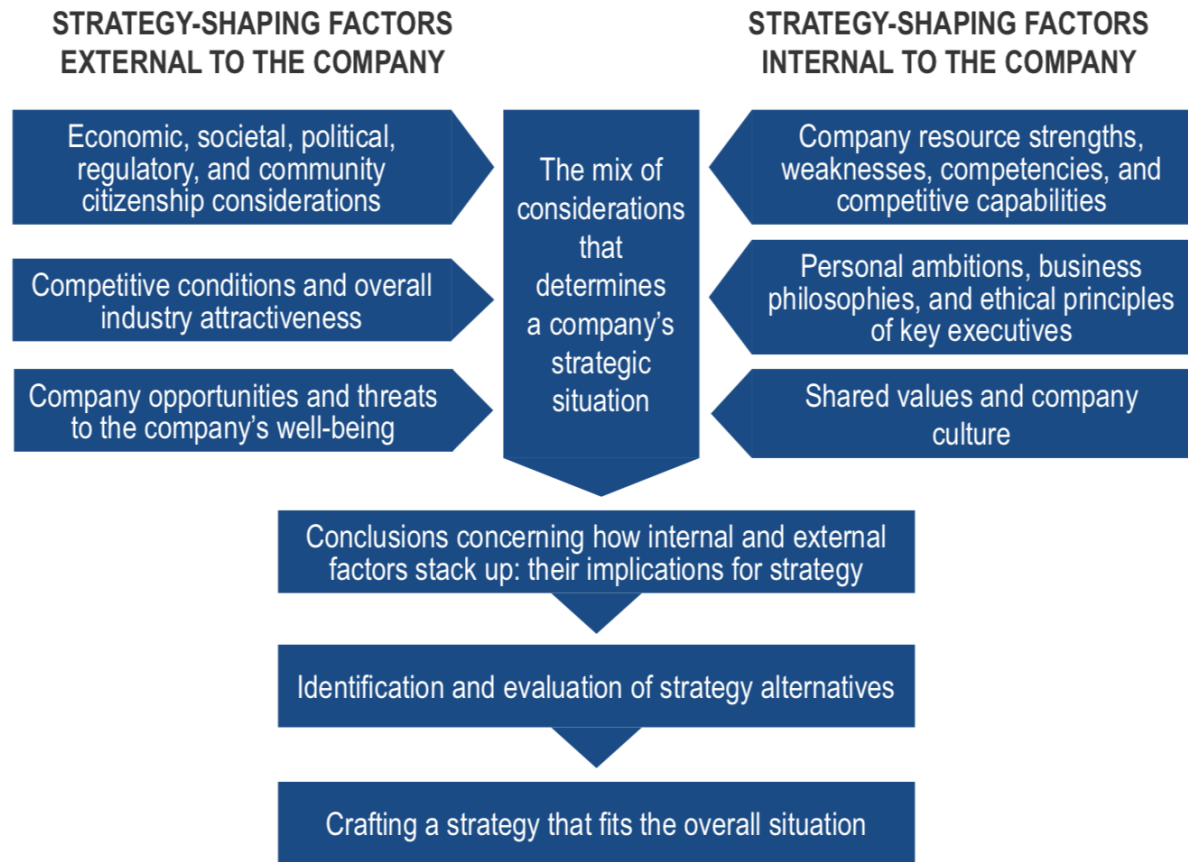


Source: adapted from Thompson et al 2016, p. 5.

Source: Thompson et al 2020 p.5

Source: Thompson et al 2024 p.5

Factors shaping the choice of strategies



Implementing Strategy– what's involved?

Strategic managers must be able to:

1. create and communicate a clear path identifying: **what** needs to happen (actions), **who** is accountable for the various actions, **when** they need to occur, **how many** resources (including funds) will be required, and **how** success will be judged. Those of you who have completed the course *Project Management* will be very familiar with this – they are the key elements of a project plan.
2. develop clear, but flexible and agile initiatives and leadership agendas that engage the key stakeholders, align them to the success of the strategy and create the necessary strategy-supportive culture that will lead to its success.

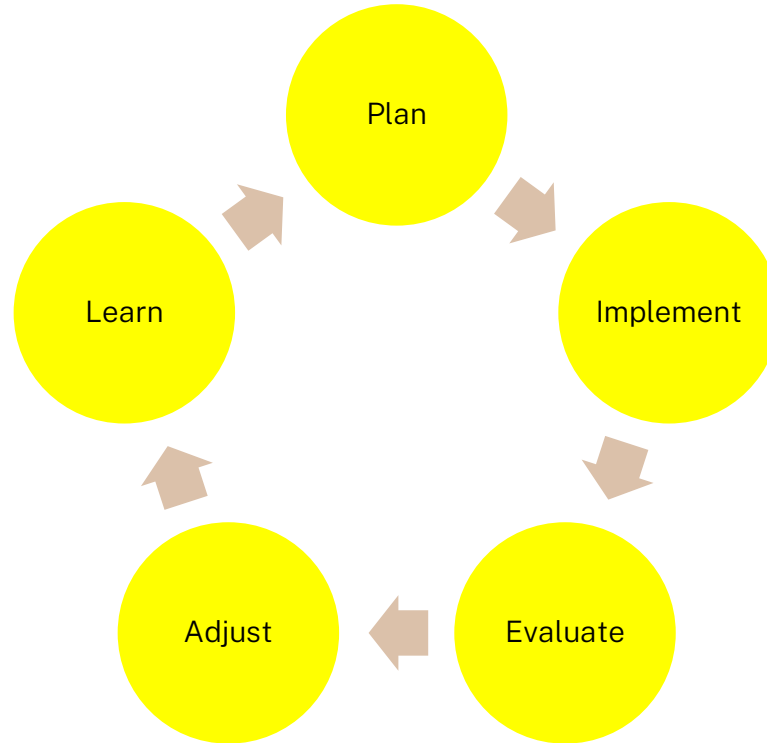
Implementing Strategy– what's involved?

Developed from Thompson et al (2024, p. 296-297) Principle Components of the Strategic Execution Process:

1. **Developing the resources** and organisational capabilities for successful strategy execution
2. Establishing a **strategy-supportive organisational structure**
3. **Allocating sufficient resources** (particularly time, money and management attention) to the strategy execution effort
4. Instituting **policies and procedures that facilitate strategy execution**
5. Adopting best practices and business management processes that **drive continuous improvement**
6. Installing **information and operating systems that support strategy execution activities**
7. Tying the organisation's **recognition and reward systems** directly to the achievement of strategic and financial targets
8. Fostering a **corporate culture that promotes good strategy execution**
9. **Exercising strong leadership** to propel strategy execution forward
10. **Staffing the organisation with the right people** for executing the strategy

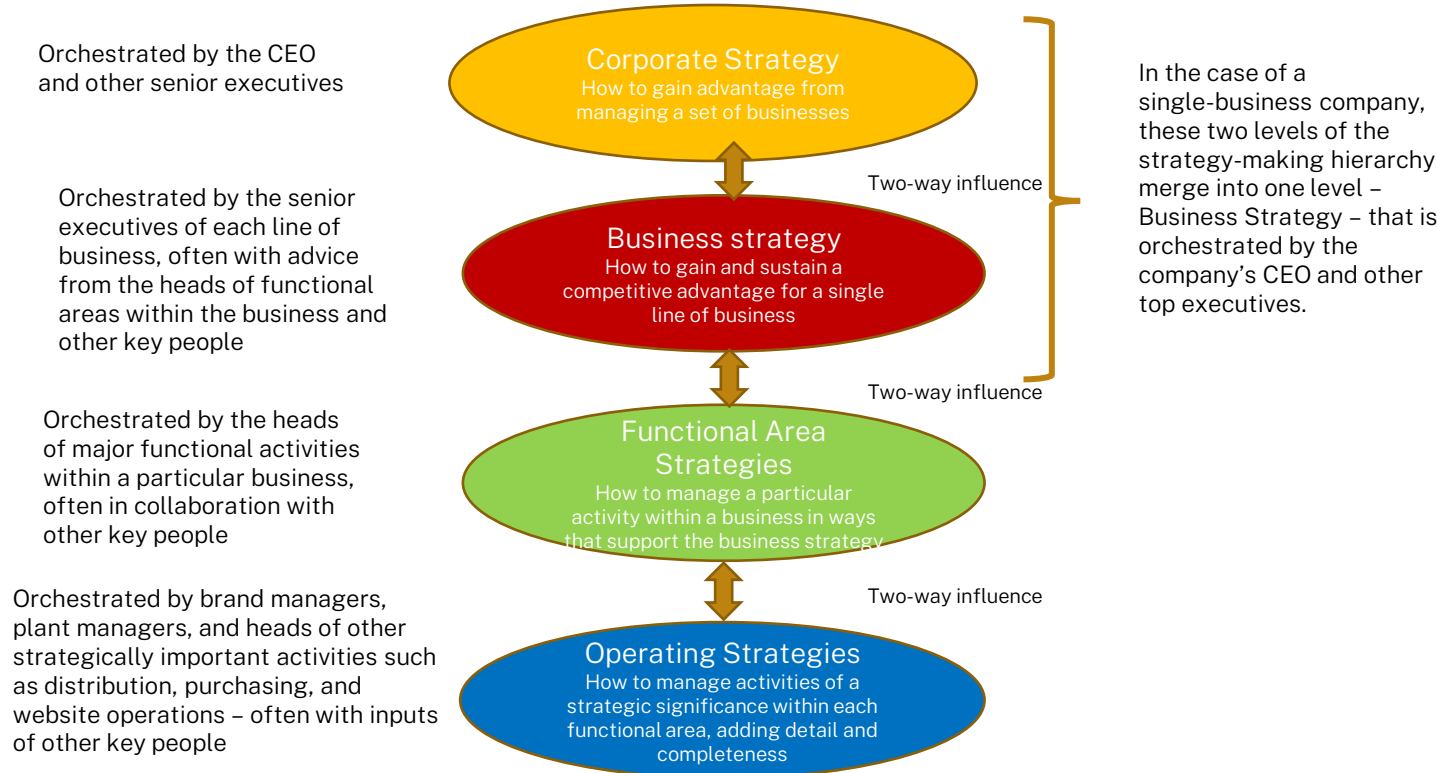


Monitoring, evaluating and adjusting – what's involved?



Strategic Management – who's involved?

Thompson et al, 2024, p. 38)



Strategic Management – who's involved?

In practice, however, **strategy is normally developed through a combination of design and emergence**. This is called the modern approach to strategy formulation. **At the design level, strategy is developed in a board meeting by the top management team as part of a strategic planning process. At the emergent level, strategy is continually created by the decisions made by every member of the organisation – especially by middle management...**

Combining emergent and design strategy maximises the responsiveness and adaptability of the strategic management process. Corporate headquarters set guidelines in the form of mission statements, business principles and performance targets, while the individual business units take the lead in formulating strategic plans at the business-unit level. Within the strategic plans that they design, divisional and business unit managers usually have considerable freedom to adjust, adapt and experiment.

(Grant et al 2016, pp. 13–14)



Shared value

Porter & Kramer 2011 pp.64-65

The solution lies in the principle of shared value, which involves **creating economic value in a way that *also* creates value for society by addressing its needs and challenges**. Businesses must reconnect company success with social progress. Shared value is not social responsibility, philanthropy, or even sustainability, but a new way to achieve economic success. It is not on the margin of what companies do but at the center. We believe that it can give rise to the next major transformation of business thinking....

The concept of shared value, in contrast, recognizes that **societal needs, not just conventional economic needs, define markets. It also recognizes that social harms or weaknesses frequently create *internal* costs for firms**—such as wasted energy or raw materials, costly accidents, and the need for remedial training to compensate for inadequacies in education. And addressing societal harms and constraints does not necessarily raise costs for firms, because they can innovate through using new technologies, operating methods, and management approaches—and as a result, increase their productivity and expand their markets .



Strategic Outcomes

1. Shared Value - enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates
2. Balanced Scorecard – across the organisation, seeking a balanced set of strategic outcomes
3. Triple/Quadruple Bottom Lines



Corporate Shared Value



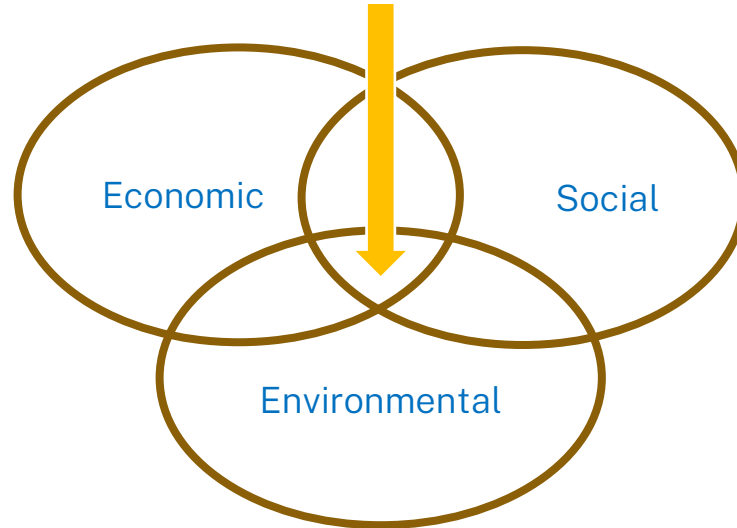
Balanced Scorecard

(Kaplan & Norton cited in Thompson et al pp. 31, 33)

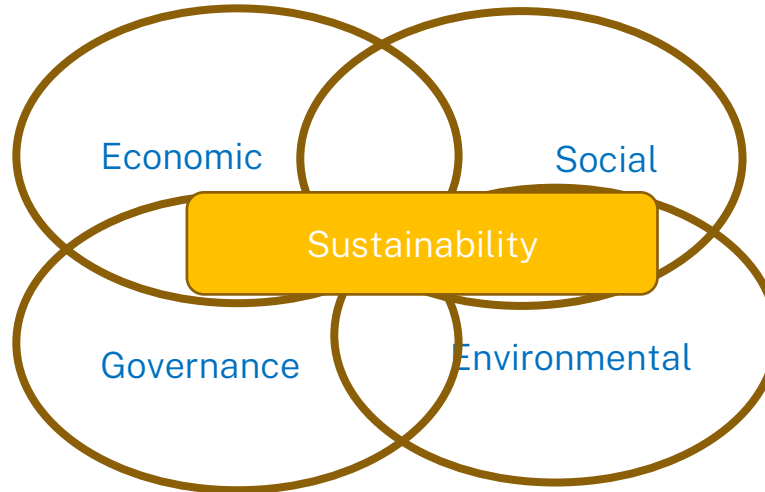


Triple Bottom Line (Thompson et al 2024 p. 282)

Goal = Excellence in all 3 Performance Dimensions



Quadruple Bottom Line (researchgate.net)



UN SDG's - 2030



PRINCIPLE 10

Businesses should work against corruption in all its forms, including extortion and bribery

PRINCIPLE 9

Businesses should encourage the development and diffusion of environmentally friendly technologies

PRINCIPLE 8

Businesses should undertake initiatives to promote greater environmental responsibility

PRINCIPLE 7

Businesses should support a precautionary approach to environmental challenges

PRINCIPLE 6

Businesses should uphold the elimination of discrimination in respect of employment and occupation

PRINCIPLE 1

Businesses should support and respect the protection of internationally proclaimed human rights, within the scope of their influence

PRINCIPLE 2

Businesses should make sure that they are not complicit in human rights abuses

PRINCIPLE 3

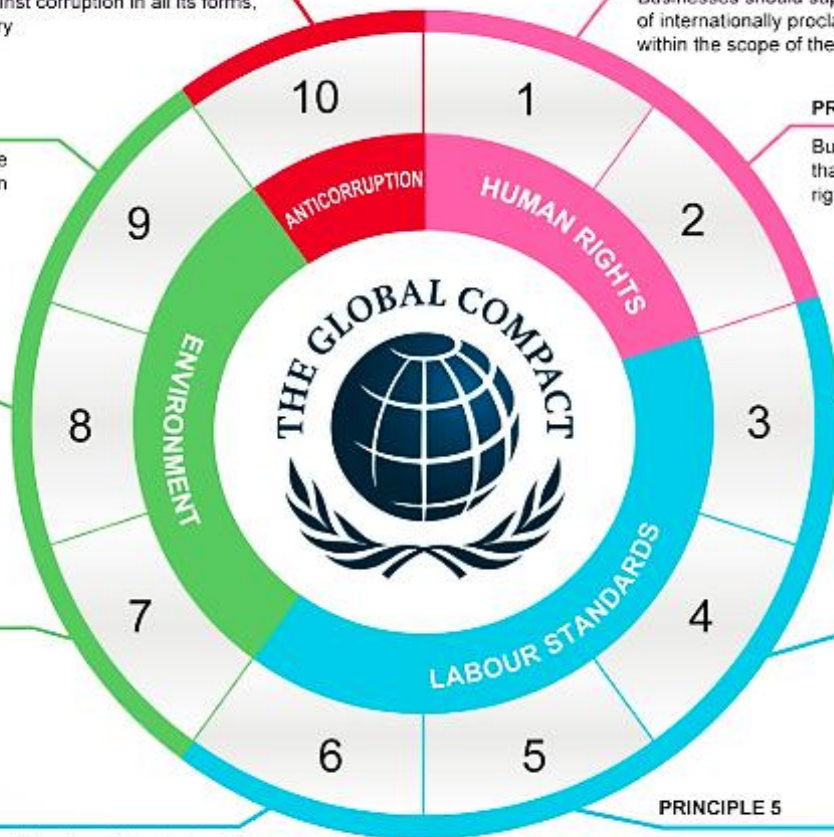
Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

PRINCIPLE 4

Businesses should uphold the elimination of all forms of forced and compulsory labour

PRINCIPLE 5

Businesses should uphold the abolition of child labour



SDG's and Business

pwc | Global

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SDG Reporting Challenge 2018

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SDG Reporting Challenge 2018

From promise to reality: Does business really care about the SDGs?

And what needs to happen to turn words into action

50% of companies selected priority SDGs	19% of CEO or Chair statements in annual reports mention the SDGs	27% of companies embedded the SDGs into business strategy	23% of companies disclosed meaningful Key Performance Indicators and targets related to the SDGs
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<https://www.pwc.com/gx/en/services/sustainability/sustainable-development-goals/sdg-reporting-challenge-2018.html>

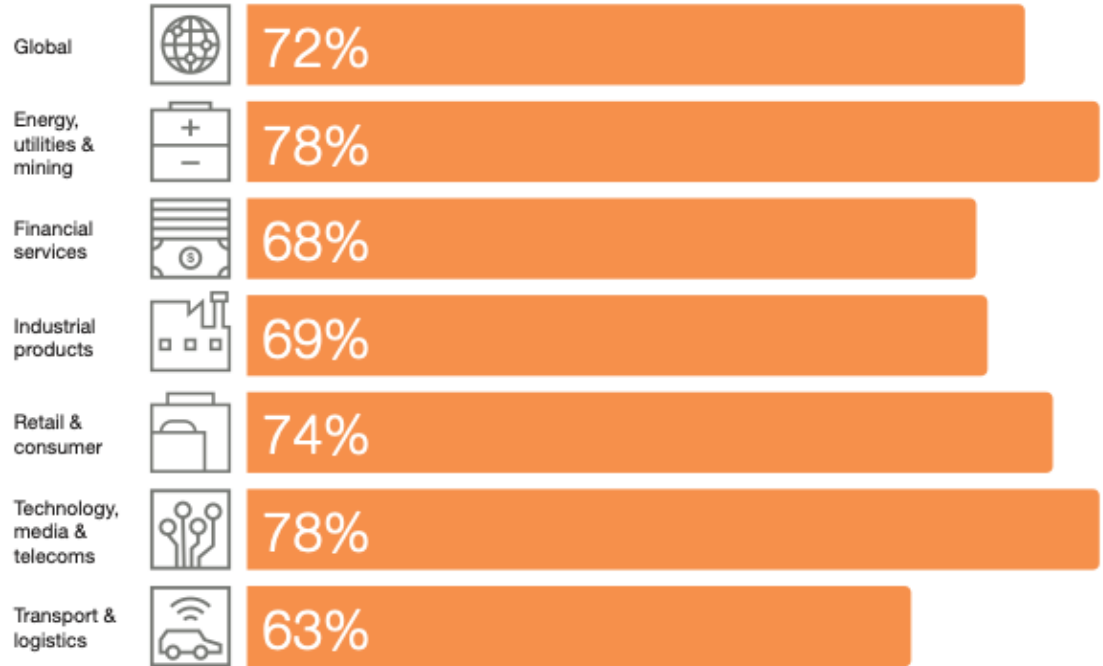


SDG's and Business

Figure 3: Majority of companies are mentioning the SDGs in their reporting

Q. Does the company mention the SDGs?

■ Yes



Source: PwC, SDG Reporting Challenge 2018 Base: All companies (729)

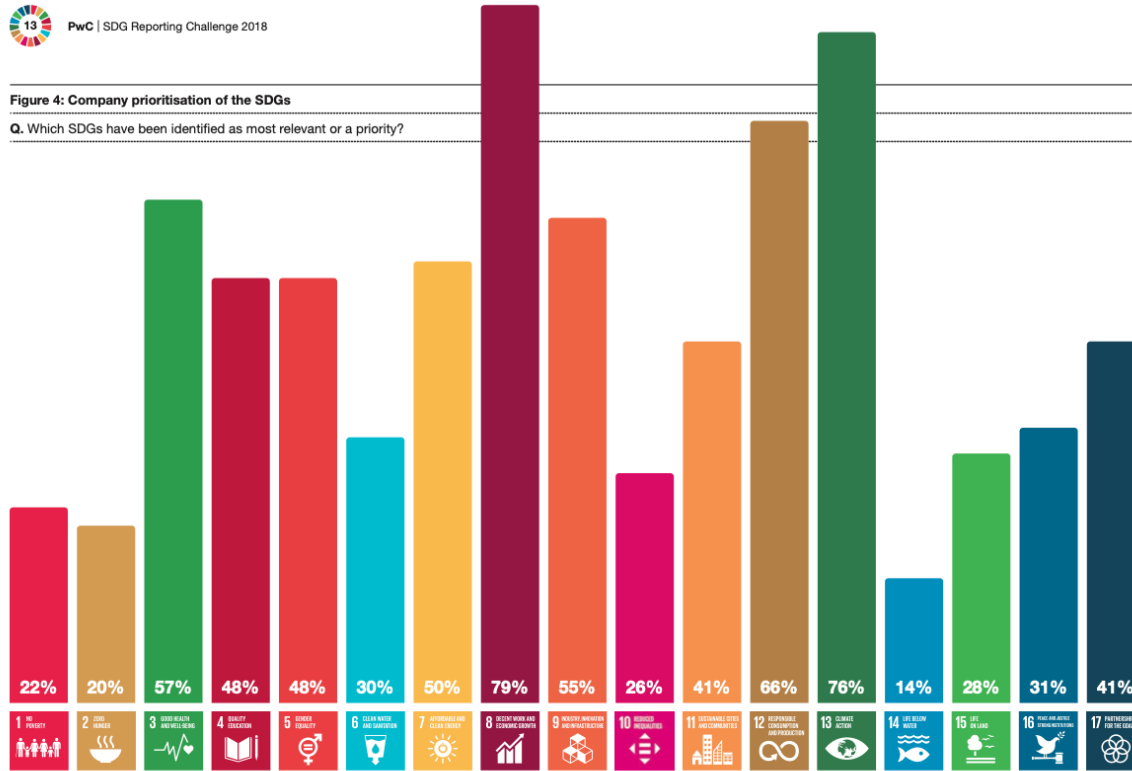
SDG's and Business



PwC | SDG Reporting Challenge 2018

Figure 4: Company prioritisation of the SDGs

Q. Which SDGs have been identified as most relevant or a priority?



Source: PwC, SDG Reporting Challenge 2018 Base: Companies with priority SDGs (362)

<https://www.pwc.com/gx/en/services/sustainability/sustainable-development-goals/sdg-reporting-challenge-2018.html>



SDGs and Business

Figure 5: Top prioritised SDGs by industry

	Global	Energy, utilities & mining	Financial services	Industrial products	Retail & consumer	Technology, media & telecoms	Transport & logistics
1	8 DECENT WORK AND ECONOMIC GROWTH 	13 CLIMATE ACTION 	8 DECENT WORK AND ECONOMIC GROWTH 	13 CLIMATE ACTION 	8 DECENT WORK AND ECONOMIC GROWTH 	13 CLIMATE ACTION 	13 CLIMATE ACTION
2	13 CLIMATE ACTION 	7 AFFORDABLE AND CLEAN ENERGY 	13 CLIMATE ACTION 	8 DECENT WORK AND ECONOMIC GROWTH 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	8 DECENT WORK AND ECONOMIC GROWTH 	8 DECENT WORK AND ECONOMIC GROWTH
3	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	8 DECENT WORK AND ECONOMIC GROWTH 	4 QUALITY EDUCATION 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	3 GOOD HEALTH AND WELL-BEING 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
4	3 GOOD HEALTH AND WELL-BEING 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	3 GOOD HEALTH AND WELL-BEING 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	13 CLIMATE ACTION 	4 QUALITY EDUCATION 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
5	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	5 GENDER EQUALITY 	3 GOOD HEALTH AND WELL-BEING 	2 ZERO HUNGER 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	3 GOOD HEALTH AND WELL-BEING

Source: PwC, SDG Reporting Challenge 2018 Base: Companies with priority SDGs (362); EUM (56), FS (58), IP (92), R&C (66), TMT (64), T&L (26)

Source: <https://www.pwc.com/gx/en/services/sustainability/sustainable-development-goals/sdg-reporting-challenge-2018.html>



Alignment to the Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) set the global agenda for action on improving the wellbeing of present and future generations. The 17 goals aim to tackle the world's most pressing challenges through the promotion of sustainable development to 2030. As we respond to our most material issues, Westpac's actions will support the achievement of these priority goals.

Service leadership

Customer needs are becoming more complex and technology is changing the way services are consumed and delivered. We put service at the heart of everything we do - helping customers achieve their financial goals at every stage of their life, supporting them in times of need and making banking accessible to all.



Conduct and trust

Banks play an important role in the economy and personal lives of customers. We are committed to getting it right - and when we don't, putting it right. This is supported by a service culture focused on doing the right thing, raising standards, reviewing products and services against strict criteria, and working with the industry to drive meaningful change.



Digital innovation

Increasingly consumers are living in a 24/7 digital world, fuelled by the continued rise of new business models and emerging technologies. We're embracing the digital opportunity, and continuing to strengthen our capability to protect the security and privacy of our customer and business information and systems.



Workforce of the future

Children born today are expected to live beyond their 100th year. This means the nature of work and education is likely to change multiple times. To attract and retain a diverse workforce, the employment proposition must take on an individual focus with each person having their own expectations, skillsets and wellbeing needs met.



Positive societal impact

While Australia's economy continues to prosper, not everyone has shared in the benefits. Those with the right skills, established wealth or opportunities are doing well, while others are struggling. As one of Australia's largest companies, we can play an active role in creating positive social, economic and environmental impact that will contribute to a fairer and more inclusive future for all.

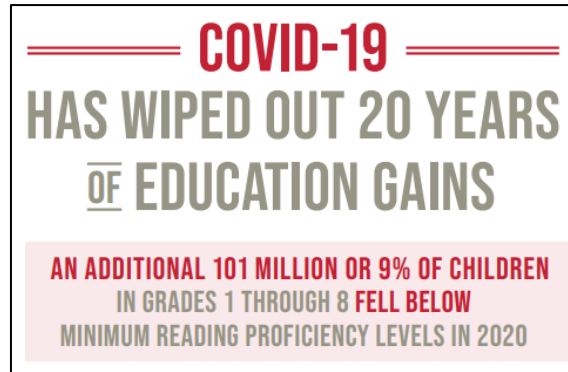
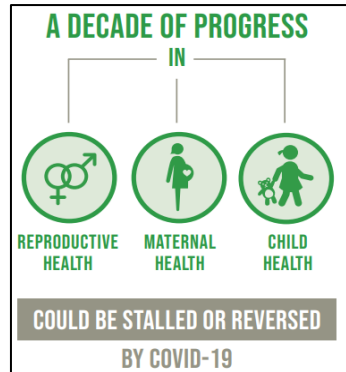
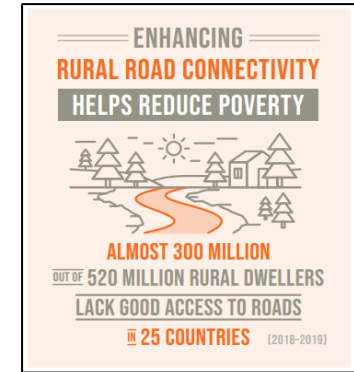
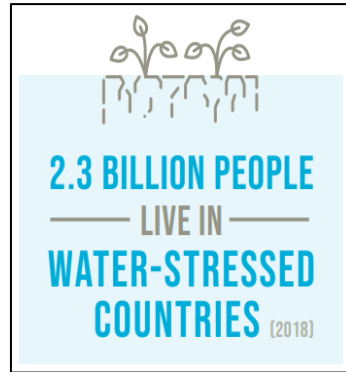


Value chain risk

The size and scale of our business means that we can influence sustainable and ethical business practices through our own supply chain and the supply chains of our customers, suppliers, the companies we finance and those we invest in. We actively manage and disclose performance on a range of sustainability risks, including human rights and climate change.



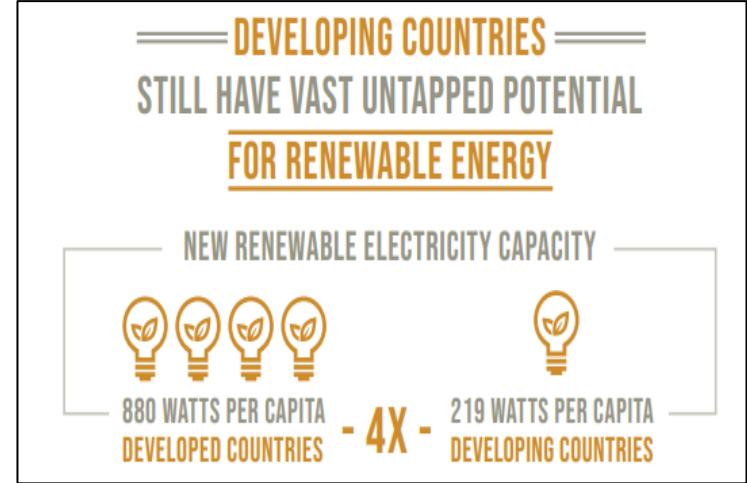
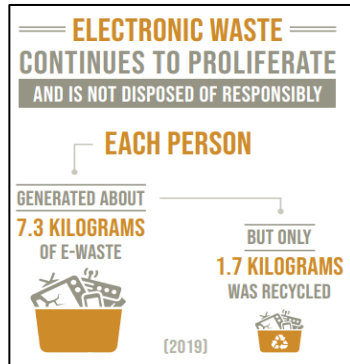
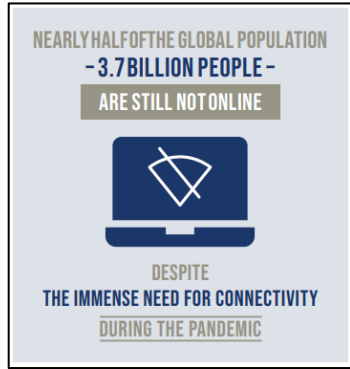
SDG Global Status and Progresses



Source: (1) <https://unstats.un.org/sdgs/report/2021/The-Sustainable-Development-Goals-Report-2021.pdf> and (2) <https://s3.amazonaws.com/sustainabledevelopment.report/2021/2021-sustainable-development-report.pdf>



SDG Global Status and Progresses



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