

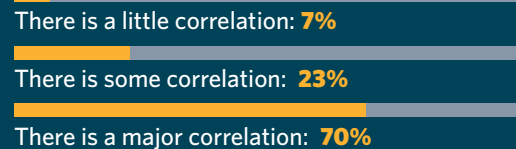
ON A MISSION

Organizations with a strong sense of purpose see better financial performance, increased productivity and more engaged employees.

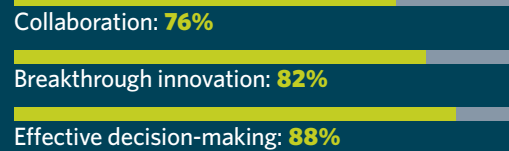
EXTRA MOTIVATION

96% of executives say there is a long-term financial benefit for companies that make a strong commitment to purpose-driven leadership, according to a Korn Ferry survey.

MORE THAN 2/3 say their employees' sense of purpose is directly tied to productivity:



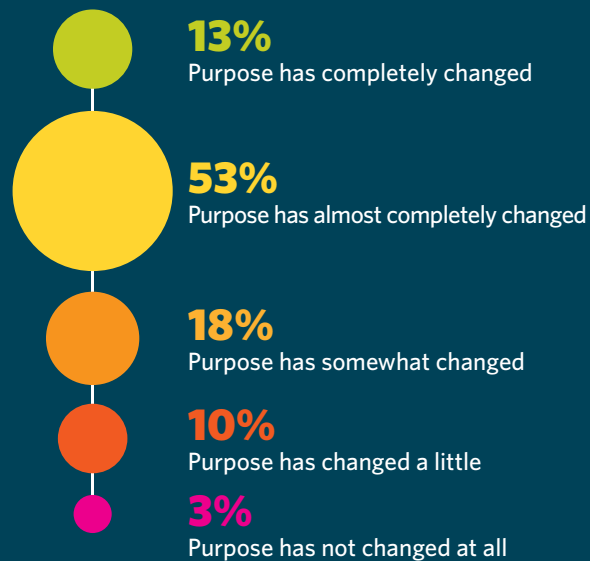
And most executives think that working toward a shared goal boosts productivity in several key areas:



ONLY 52% of executives say their employees understand and embrace the mission/purpose of their organization to a great extent.

PURPOSE, INTERRUPTED

84% of executives say their business operates in a state of volatility, uncertainty, complexity and ambiguity. **As a result, purpose is in flux:**



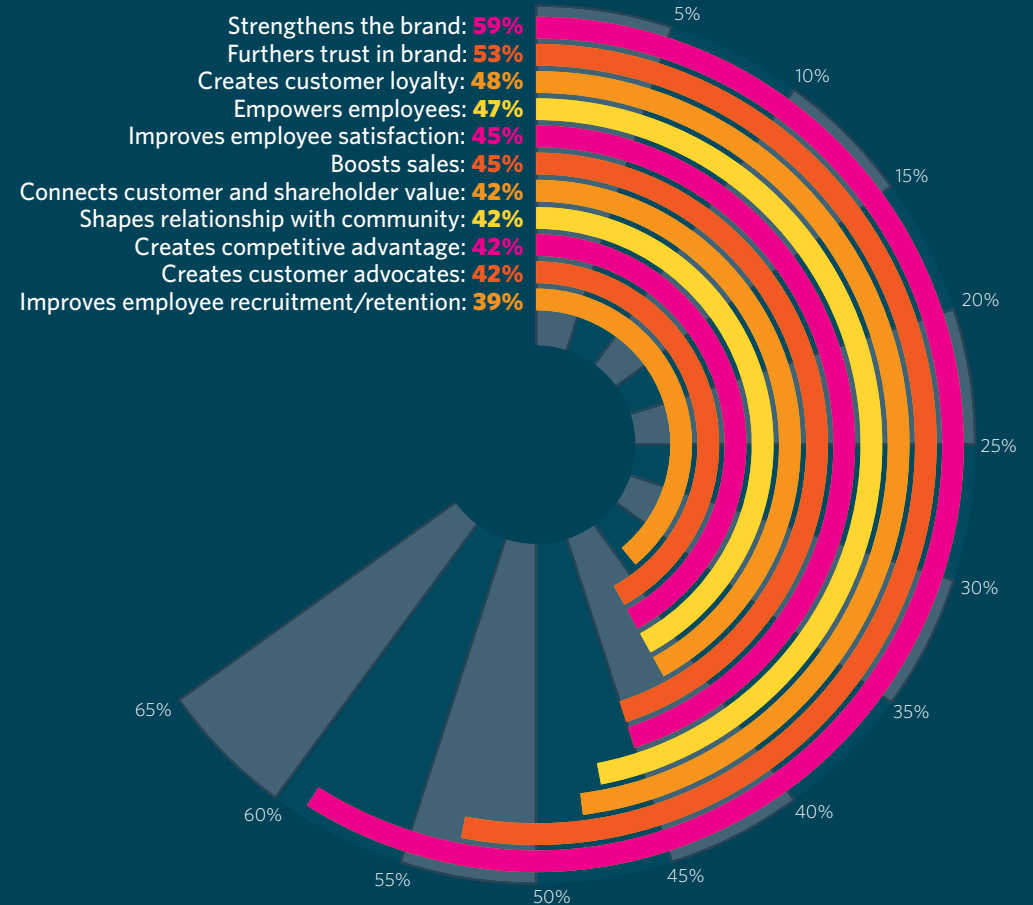
The biggest change? Organizations are starting to think of "purpose with a capital P," according to EY: a human-centered, socially engaged conception of purpose.

A majority of executives say they think of purpose in these terms:



THE VALUE OF INTENT

Purpose-led organizations say prioritizing the mission:



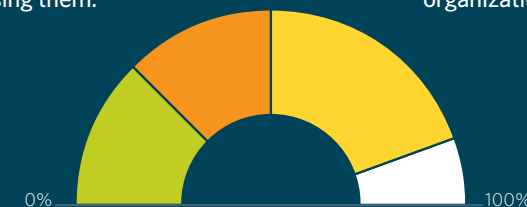
ON BOARD WITH PURPOSE

While the power of purpose is clear, boards must set the tone. But few have actively aligned the organization's corporate culture, according to a study of European boards.

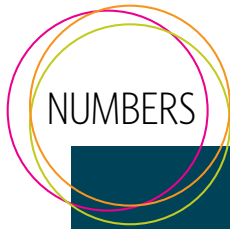
25% The board is aware there are some significant gaps between its purpose and strategy on the one hand and its culture on the other, and is addressing them.

39% The board is clear on its purpose and strategy, and it is broadly consistent with the organization's culture.

25% The board has not spent much time considering the alignment of its purpose, strategy and culture.



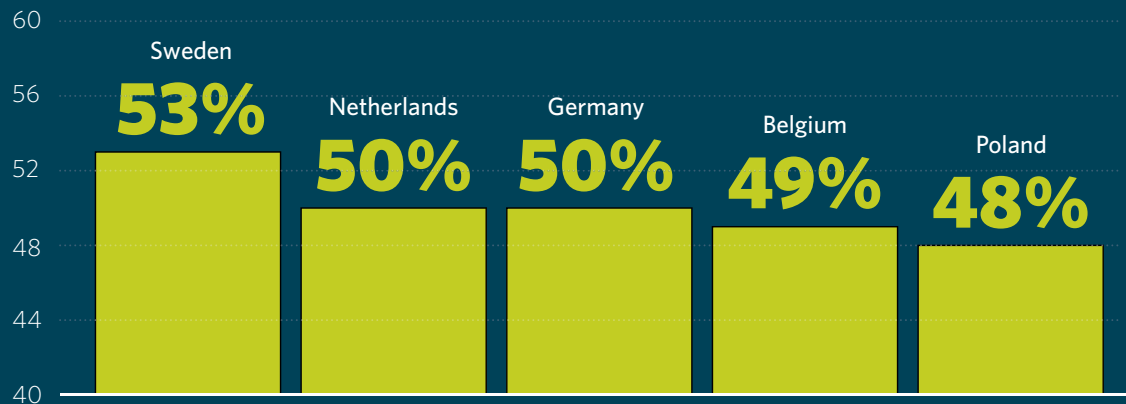
11% The board is very clear on purpose, culture and long-term strategy and has actively checked that all are well-aligned.



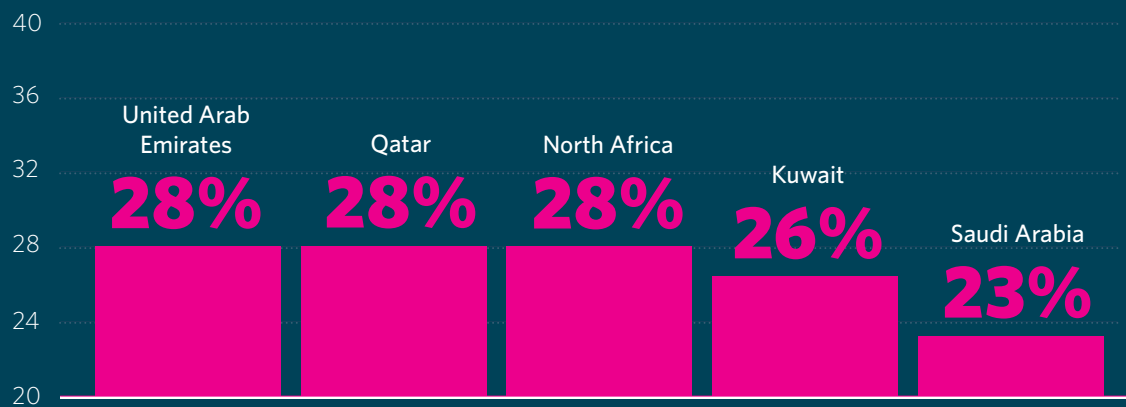
MAKING WORK MATTER

37% of LinkedIn members globally are purpose-oriented, meaning they optimize their job to align with work that matters to them, according to a 2016 survey.

The top 5 **most** purpose-oriented countries are:



5 regions or countries with the **least** purpose-oriented workforce:

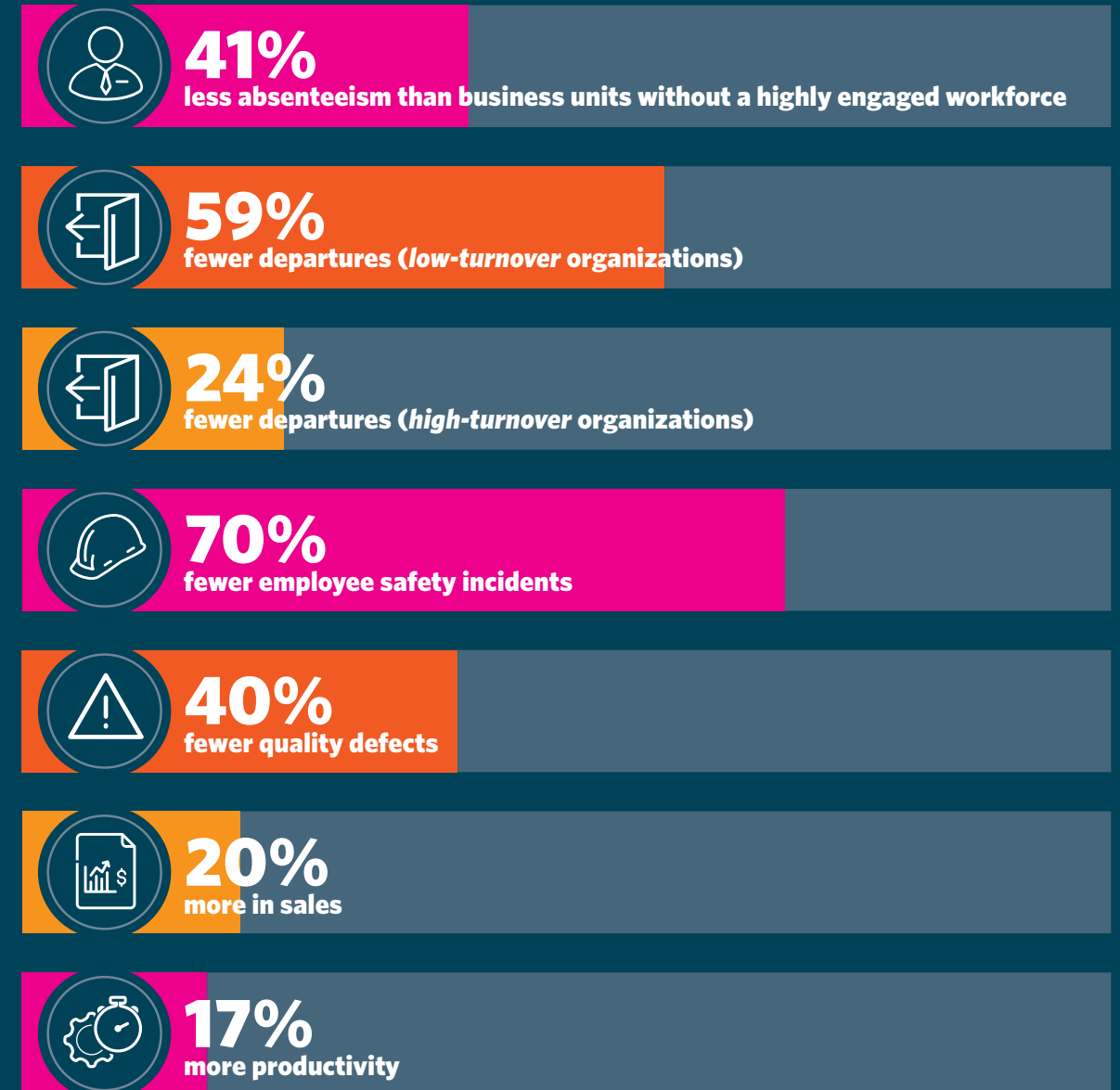


Percentage of generation group that is purpose-oriented



INCREASED ENGAGEMENT

Employees who embrace their organization's purpose are more likely to remain engaged—and that's a big boon to the bottom line. A 2017 study found that business units with a highly engaged workforce saw:



Sources: Board Agenda, INSEAD and Mazars, *Board Leadership in Corporate Culture: European Report 2017*; EY, *Deriving Value From Purpose: Understanding the Critical Role of the CMO*, 2016; EY, *How Can Purpose Reveal a Path Through Disruption?*, 2017; Gallup, *State of the American Workplace*, 2017; Korn Ferry, *Where There's Purpose, There's Profit*, 2016; Korn Ferry, *People on a Mission*, 2016; LinkedIn and Imperative, *Purpose at Work*, 2016.