Fulcrum Point

Workshop outline · BE21 · Governance, Finance and Ethics

Tax Responsibility.

Does your organization pay the tax it owes in every jurisdiction, without structures designed to minimize it? A live session on Future-Fit Break-Even Goal BE21: what the standard requires, where your organization stands, and what to do next.

For

Finance directors, CFOs, legal counsel, compliance teams, board members and executive leadership. Also public affairs, treasury, investment teams and procurement. No prior knowledge of the Benchmark is needed.

Format

Two hours forty-five minutes. Live virtual.

What it is for.

Governments fund the infrastructure every business relies on: transport, courts, health care, education, utilities. The goal asks for a public commitment to a responsible tax policy, and continuous work to live up to it everywhere the company operates.

The standard is Future-Fit Break-Even Goal BE21, "The right tax is paid in the right place at the right time". In the words of the Benchmark: "A Future-Fit Business commits publicly to a responsible tax policy, and works continuously to ensure that it lives up to this policy, across all its areas of business." The session shows what that requires, how progress is measured on the scale from 0 to 100 percent, and what your team has to do to find out where the organization stands.

It is not a complete benchmarking exercise. A real progress score needs data from every site, and more time than one session allows. Participants leave knowing exactly how to do it.

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What you leave with.

- A precise understanding of what BE21 requires, and why the standard is higher than most organizations meet today
- The ability to tell which approaches count under the Benchmark and which do not
- A worked example of the progress score calculation
- A Fitness Snapshot: a directional estimate of where your organization stands on the scale from 0 to 100 percent
- A Game Plan: the questions to ask, the data to gather and the conversations to have, so that real benchmarking can follow
- A Personal Action Plan: three named, time-bound actions
- After the session: a 30-day follow-up pack of four weekly activities
- After the session: the Future-Fit Action Guide for BE21 and a reading list

Why it matters.

- Tax conduct is read as a test of whether stated values are real
- These goals most often show the gap between stated values and actual practice
- A business that meets its environmental goals while avoiding tax or lobbying against progress is not credible

Format.

Length	Two hours forty-five minutes
Mode	Live virtual
For	Finance directors, CFOs, legal counsel, compliance teams, board members and executive leadership. Also public affairs, treasury, investment teams and procurement. No prior knowledge of the Benchmark is needed.
Method	Short inputs from Lorne on the goal and the standard; A worked example of the progress score; The Fitness Snapshot, done on your own organization; The Game Plan and the Personal Action Plan, written in the session

Your speaker.

Lorne Michael Cousins

Senior Fellow and Council Director, The Conference Board, Asia. Founder, Fulcrum Point.

Lorne Michael Cousins has spent twenty-five years inside corporate sustainability across China and the Asia-Pacific, as environmental auditor, sustainability consultant and leadership strategist. He is Senior Fellow and Council Director at The Conference Board, Asia, founder of Fulcrum Point Sustainability Consulting in Shanghai, and a Founding Member of the Sustainability Directory.

He holds an MEM from UNSW Sydney, a BA from UBC Vancouver, and Practitioner status with IEMA. Accredited Advisor, Future-Fit Business

Benchmark.

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