

The Sustainability Executive: Profile and Progress

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Research objectives

- What does the role of the Sustainability Executive look like now and what will the future demand?
- How do Sustainability Executives characterize key factors that support and enable their success in large business enterprises?
- What challenges do senior Sustainability Executives see ahead?

Methodology

From March – May 2012, our team:

- Engaged 25 global companies recognized as leading on sustainability, including 18 US, 3 European, 3 Australian, and 1 Canadian-based company
- Conducted a one-hour discussion with the senior executive responsible for sustainability
- Administered a supplemental, brief online survey*

Participants were composed of:

- Members of the Sustainability Innovators Working Group**
- Companies listed on the Dow Jones Sustainability Index, September 2011

** See the appendix for details on the online survey*

*** See the appendix for more information on the Sustainability Innovators Working Group*

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An illustrative narrative of the Sustainability Executive's journey (1/2)

Previously, the Sustainability Executive had a traditional job in the company and a clear career path. Many days, in fact, she wonders why she ever moved on, since her new route seems to lead straight uphill, mostly over untrodden ground.

Thanks to her earlier career moves, she knows the company and its business very well. She knows how to operate and execute in the fast-paced, internally competitive environment that defines her corporate culture. In addition to her position two reporting levels away from the CEO, she has many relationships across the enterprise that enable her to get things done through both formal and informal channels. She's trusted and credible, enabling her to work through persuasion, which is necessary because she has limited budget.

She's verbal and upbeat; everyone is glad to see her coming, like a breath of fresh air. But she also knows that data speaks, and always has her numbers ready when making the case for a new goal, initiative, or project. While she champions sustainability, she views her role as that of a supportive enabler, rather than a heroic leader. Sometimes, however, she has to speak truth to power in a way that makes her unpopular in certain quarters. It's a funny mix.

She brings to the job a good blend of passion and practicality. She's able to both identify and define challenges to colleagues, and also work with them to develop solutions, demonstrating a deep understanding of their daily and quarterly pressures. She translates issues into their terms, which for them is a relief from those NGO-types who are always carrying on about things that the business really has no way to address and most executives can't relate to.

An illustrative narrative of the Sustainability Executive's journey (2/2)

The Sustainability Executive is pulled in a hundred directions and spends her time in a very fragmented way. She's come a long way since she first invited her most receptive colleagues to form a small Sustainability Council, but not so far when she realized she's still pulling teeth to get data and too many regions are hand-populating excel spreadsheets.

She rarely gets to focus on any one thing for long, and this worries her, because she knows that the future sustainability agenda has to be tackled in a broader, bigger, deeper, more effective way than what has been done so far. Lots of people at the company are happy with the progress that's been made in setting and meeting goals, getting people engaged, and structuring the program and governance. But she's not satisfied. Is enough actually getting accomplished?

Looking ahead, and talking with a wide swath of external folks (from NGOs, to colleagues in other companies, to consultants), she sees that the next phase of sustainability has to achieve much more powerful results on a much larger scale. She doesn't see how this is going to happen in the current business and economic climate, but she's looking for the change levers. She's well-networked and tracking on breakthrough ideas (innovating with suppliers, life-cycle thinking, integrated reporting). She knows that she has to take risks and is wondering how and which ones to bet on.

Fortunately, our Sustainability Executive is nothing if not persistent. Although she often feels like she gets up every morning to roll the boulder uphill again, she has the constitution to do it. Getting together at conferences with colleagues from other companies is important – both for emotional support and for the sharing of information and best practices. This is a field where the generosity of other professionals with their time and expertise never ceases to amaze her.

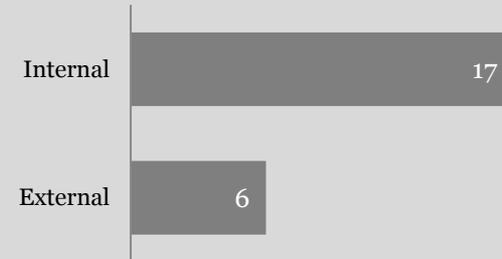
Demographics

BACKGROUND OF PARTICIPANTS



Respondents = 23

PRIOR RELATIONSHIP TO COMPANY



Respondents = 23

GENDER



Respondents = 25

AVERAGE YEARS WITH COMPANY: 13

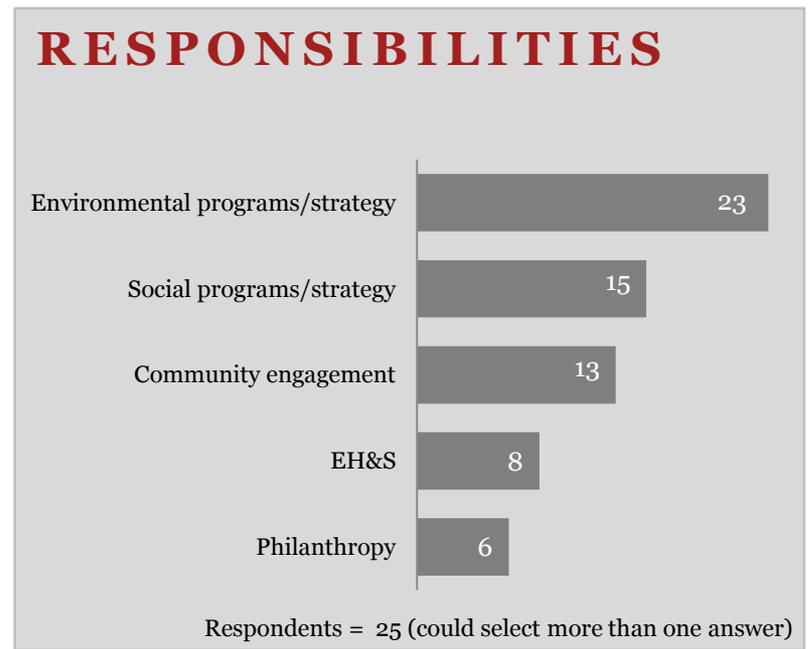
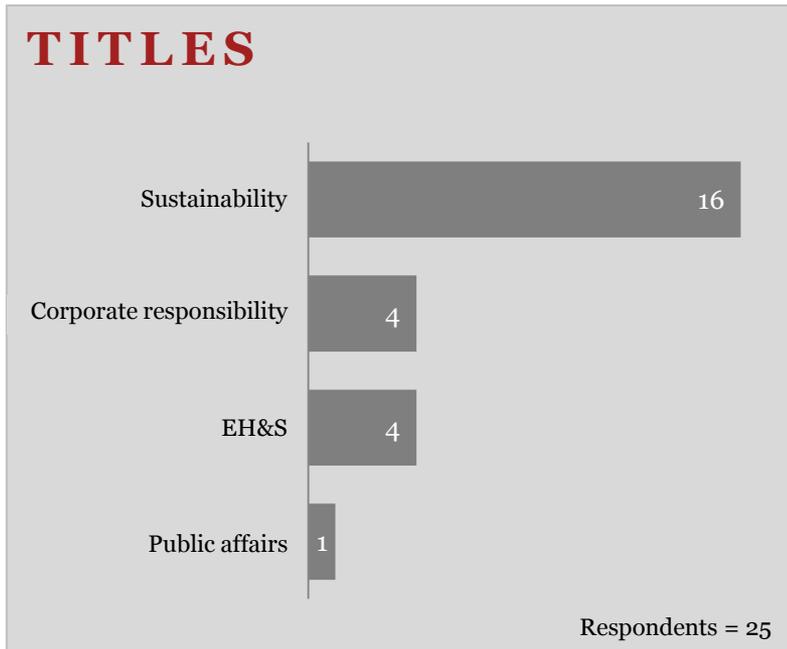
“I bring my legal background to this role. It isn’t a requirement for this job, but it has definitely been helpful.”

– Trisa Thompson, Dell

“Someone who hasn’t worked in this company for long really couldn’t do this job. It requires an insider’s viewpoint because our culture is so relationship and network-driven.”

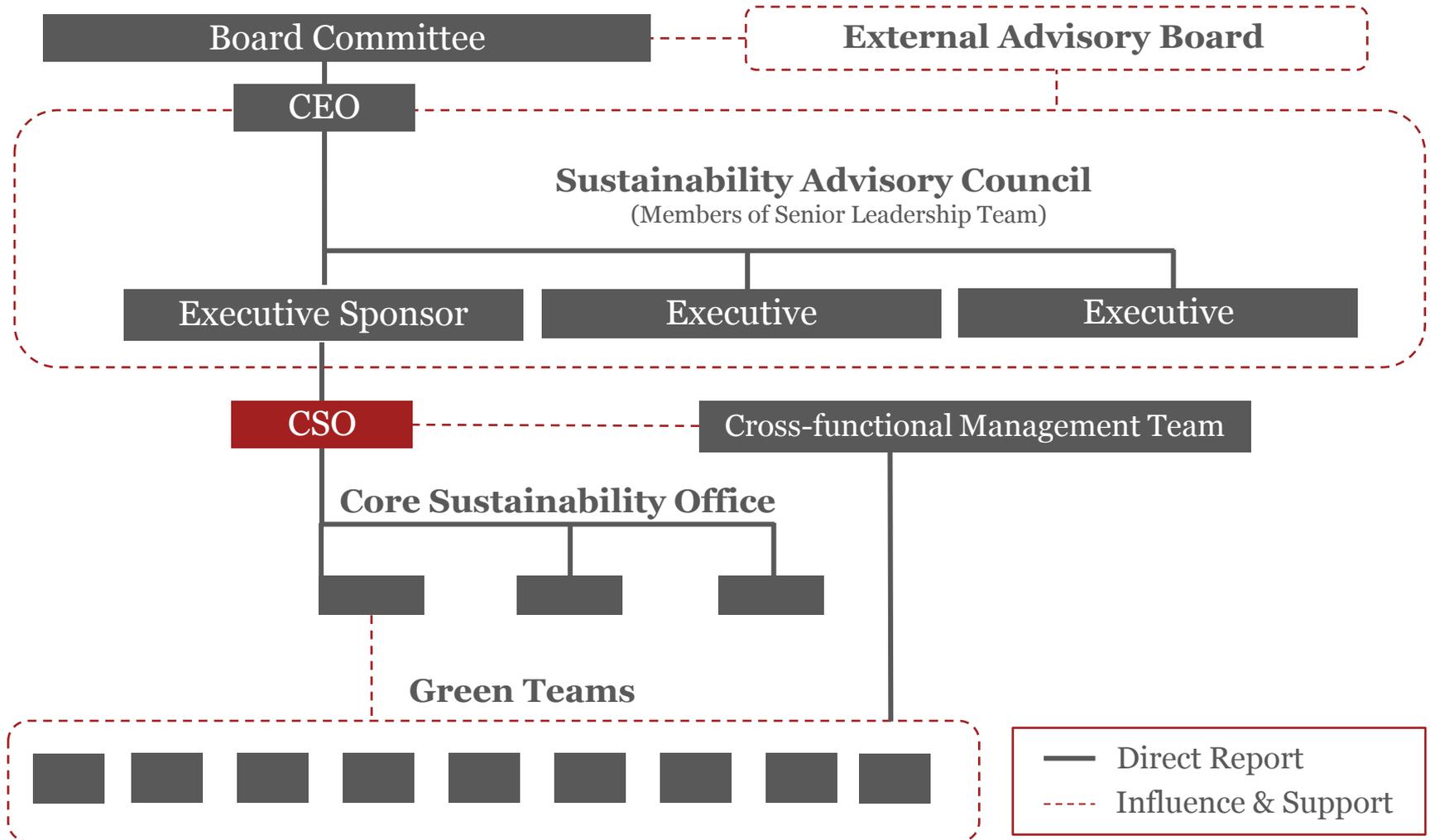
– Neil Hawkins, Dow

Organization and responsibilities (1/3)



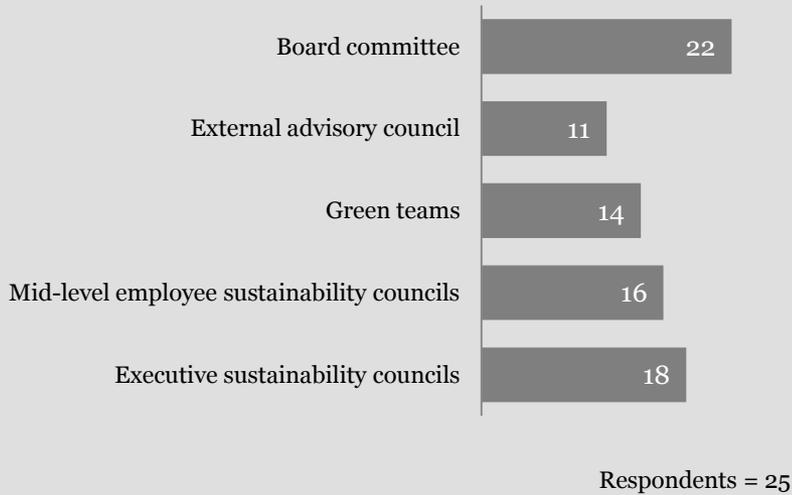
Organization and responsibilities (2/3)

Typical Organizational Chart



Organization and responsibilities (3/3)

ORGANIZATIONAL ENGAGEMENT



“Executive leaders were critical to embedding enterprise-wide goals and objectives, but it wasn’t rolling down effectively until we established the Global Leadership Team.”
– Anonymous

“What I didn’t want was a large, centralized headquarters kind of team. I felt it was very important that there is ownership and understanding that is pervasive throughout the organization.”
– Cynthia Curtis, CA Technologies

“Frankly, I think a mid-level group is a punt. There’s not a lot of continuity or coordination. You have to set corporate strategic priorities against public goals and drive it surgically.”
– Anonymous

Core sustainability office teams are generally small, but they are crucial to program management and execution focus

- A typical team of three includes:
 - Manager of metrics and reporting
 - Manager of social programs
 - Manager of communications, public affairs, and/or marketing
- Some teams employ a “science & policy guru” to translate complex information and provide technical subject matter expertise
- Support from the Communications and Brands teams has been critical to success for consumer-focused companies
- Building a core team to manage the day-to-day operations and reporting enables the executive to dedicate his time to visionary, strategic, and over-the-horizon responsibilities

“The person with responsibility needs to be visionary, but the person right next to you needs to be an implementer.”

– *Mike Barry, Marks & Spencer*

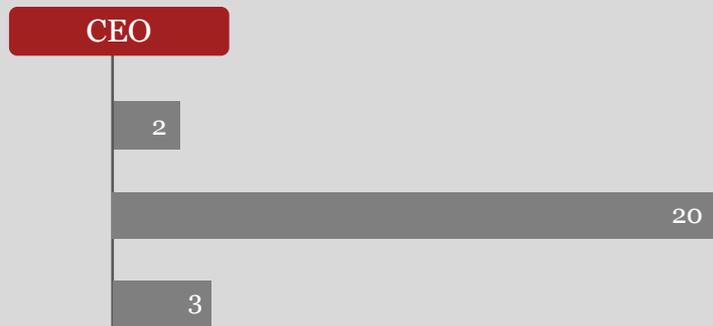
MEDIAN DIRECT REPORTS: 3

“You can come to sustainability with almost any background, but you have to compensate with those around you.”

– *Anonymous*

Personal relationships and networking are viewed as equally important to formal reporting structures, if not more so

REPORTING LEVELS FROM CEO



Respondents = 25

SCHEDULE FOR REPORTING TO SENIOR LEADERSHIP



Respondents = 18

On relationships:

“You have to have strong relationship skills and be able to navigate the business. It's a business built on relationships. You have to know people, understand the operating world, and at the end of the day, when you take these risks together, it's built on trust.”

– *Anonymous*

On engaging senior leadership:

“It's a one on one relationship. It is about getting out there, talking to leaders, and showing them the value of sustainability.”

– *Bart Alexander, Molson Coors*

The Sustainability Executive's time is fragmented

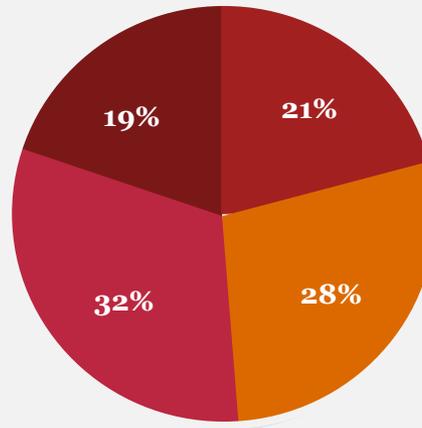
AVERAGE BREAKDOWN OF RESPONSIBILITIES BY TIME SPENT

Core business and operations

- Working on operational improvements: 5%
- Supporting product and service sustainability efforts: 5%
- Engaging suppliers / sourcing: 9%

Internal engagement

- Communicating / socializing the case for change: 8%
- Supporting senior executives / c-suite management / board: 10%
- Engaging employees and the organization (BUs): 8%
- Measuring progress and reporting internally: 6%



External engagement

- Developing partnerships with external groups: 12%
- Reporting externally to stakeholders: 9%

Developing strategy

- Identifying and analyzing sustainability issues: 12%
- Developing sustainability strategy: 9%
- Developing the business case for sustainability: 7%

Respondents = 20

“I don’t have a typical day, there is so much variability and so much context switching. Whether it is talking with a customer, developing the next round of policies, getting lost in a spreadsheet working on Scope 3 analysis, exploring public health projects for using big data, to meeting with the CEO, there is just such a variety of things. I frequently say ‘wow, I never expected to be doing this.’”

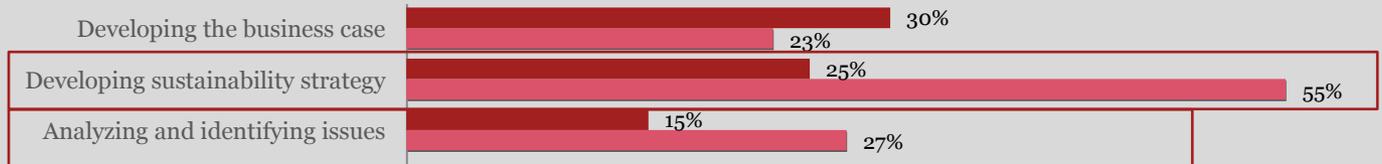
– Kathrin Winkler, EMC

See the appendix for more detail on the data from the online survey

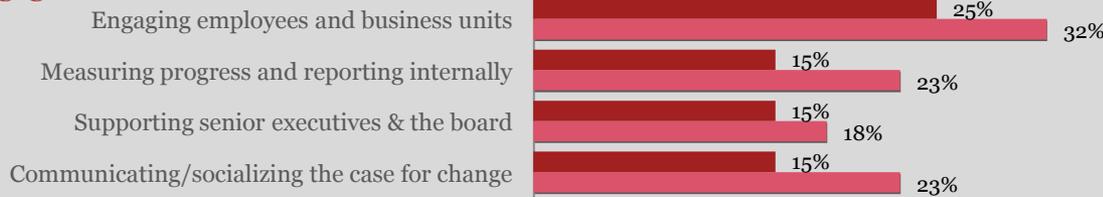
Responsibilities are broadening from strategy development to a range of executional challenges

RESPONSIBILITIES OF THE SUSTAINABILITY EXECUTIVE: CURRENT & FUTURE

Developing strategy



Internal engagement



Core business and operations



External engagement



■ Future
■ Current

Respondents = 18

See the appendix for more detail on the data from the online survey

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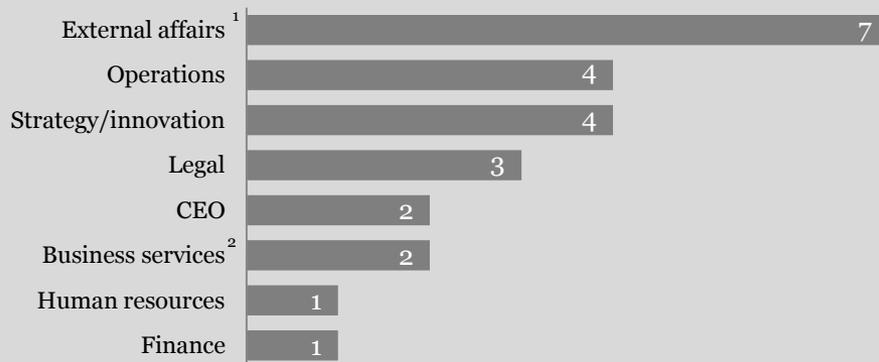
Portrait of the Sustainability Executive

Leadership insights

The road ahead

1. No matter where the sustainability leadership position reports, broad access to and a view across the entire business is critically important

REPORTING LINES



¹External affairs: public affairs, corporate relations, communications

²Business support services: procurement, IT, supply chain, risk management

Respondents = 23

“I’m beginning to think a more effective linkage would be to a strategy function as opposed to an operational function.”

– Bruce Klafter, Applied Materials

“As long as the position is endorsed and sponsored by key executives, it can be located in many places.”

– Rob Bernard, Microsoft

“Part of me is starting to think that the CSR and Sustainability functions may actually be slowing down the adaptation of these goals. [Sustainability] needs to belong to the heads of the functional groups. That is where it will work long-term.”

– Anonymous

“I could argue we fit into a million different places, but honestly, I am happy where we sit. I get the support I need from the corporate communications and brands team.”

– Anonymous

2. The most frequently cited “essential tool” for success is a thorough understanding of how the business works

“Sustainability has gone from a ‘nice to have’ to a key business driver. This means that the sustainability team has to sharpen their knowledge of the rest of the business and stay very relevant to the business.”

– Megan Hellstedt, Delhaize Group

“The important issue as a CSR professional is to understand the business you're serving. If you don't have it, there is no way you'll get the credibility internally to sell anything.”

– Anonymous

“The best advice I received was: ‘You should be on every investor call and read every earnings report. They need to know that you’re a business leader first, and that you’re advancing sustainability second.’”

– Bob Langert, McDonald’s

“We have over 100 CEOs at this company, so it’s critical for us to learn to make the business case for sustainability in a multitude of ways.”

– Shira Teperow, News Corporation



3. Data matters to the Sustainability Executive...but so does knowing what to measure

- Data supports strategy, guides execution, ensures accountability, and measures results

“The best way to engage senior leadership is to have a fabulous PowerPoint with a lot of data. If you have information, you can change people's minds.”
– Sue Briggum, Waste Management

“We created a very detailed operating review that we conduct at all of the businesses. It is becoming such a strong internal tool to drive performance and to shine a light on activity, both good and bad.”
– Anonymous

- But data can also be distracting

“From the beginning, we said we were going to fight the urge to measure everything. If it's only about dollar savings, that is what it will always be about.”

– Anonymous



4. The business case requires a strategic vision and narrative to inspire understanding, commitment, and action

“I believe that business cases are important, but they don't convince anyone of anything. You need to tell the story, and create the vision. You need to make people want to do it; then the business case gives them the excuse, the mechanism, and the data to implement it.”

– Kathrin Winkler, EMC

“You have to have the ability to create a vision for the future, and have the communication and intercultural skills to translate that into bits that people can chew on.”

– Bart Alexander, Molson Coors

“Getting the sustainability narrative right is important. It keeps people focused on what matters.”

– Anonymous

“You want everyone to understand it, even without you in the room.”

– Scott Tew, Ingersoll Rand

5. “Communication” is the skill most frequently cited as necessary to successfully advance the sustainability agenda

Translate

“You can have all the best science in the world but it is not useful if no one understands it.”

– Greg Morris, Newcrest Mining

Persuade

“It's important to understand what is driving and constraining people in their everyday roles. You have to be able to identify those drivers and appeal to them.”

– Andy Jones, Amcor

Speak the language of the business

“I made my team understand how a store manager looks at a monthly P&L, same for a district manager and a regional director. I made them conversant in the language of the business.”

– Anonymous

Make the case

“It's important to articulate and explain concepts, concisely and emphatically. People have competing priorities and a short attention span, so you have to be able to get to the point and drive home what you're after quickly.”

– Bruce Klafter, Applied Materials

LESSON LEARNED

“Don't always approach people with the big picture all at once. It can be too overwhelming. It is important to approach people with a well-bounded opportunity or challenge that they can really have an impact on. They will get a sense of the big picture themselves and come back with even bigger goals.”

– Kathrin Winkler, EMC

Sustainability Executives articulate communication tactics in many ways...



6. Robust employee engagement is viewed as critical for realizing value from the sustainability strategy

Sustainability is both a cause and an effect of employee engagement

“We know that if we’re not engaging our own people to feel a part of something bigger, if those employees are not fired up and engaged to deliver you a great experience when you come in, then we will fail.”

- Anonymous

“The culture of people here is innovative, and they like fresh and new. They like what we do and they’re proud to be a part of that. We have hundreds of green team members around the globe. They started putting together things to make facilities greener. We didn’t start that; that was grassroots. ”

- Trisa Thompson, Dell

Corporate culture influences the effective techniques and methods used to push the sustainability agenda

“We’re not a reactive culture by definition. I have a lot of support from my senior leadership team to think more aggressively about how we should be thinking about risk and about what kind of processes we may need. We’re a process-intensive company and we’re at a very exciting time; what do we want to be doing in 2020?”

- Anonymous

“Sustainability executives are too busy trying to convert their company, when they should be trying to integrate. If you try to convert, the value executives see will be reputational, not strategic.”

- Mitch Jackson, FedEx

7. Executives say sustainability “grants permission” for change and empowerment

As a cross-functional issue, sustainability has built relationships between divisions, business units, functions and individuals

“Employees get excited when they connect to something bigger than their own jobs, to see that their roles are bigger. Many people are in functions that are normally considered back office - facilities, procurement, legal - and now, all of the sudden, they're showing leadership and they have visibility and for something they're doing that is strategic to the company.”

– Kathrin Winkler, EMC

Sustainability has enabled a new, independent, and creative thought process throughout the organization, challenging employees to think outside the box

“Our carbon neutral achievement was huge because it gave every employee permission to rethink their roles and view the product that they are creating with a sustainability lens. That could only come with an increased awareness that this is a corporate priority.”

– Shira Teperow, News Corporation



8. The Sustainability Executive looks ahead, scans the external environment and translates relevant issues for the business

“One of the important elements of the job is to be an antenna for the company to provide input into what needs to be incorporated into the strategy.”

– Bruce Klafter, *Applied Materials*

“Take food security, for example. It's hard to understand how decisions we make now can effect the food system of the future. You have to create a link to what people do on a day-to-day basis as a business to a global system.”

– Mike Barry, *Marks & Spencer*

“Senior leadership was a bit slow, but they're acutely aware of the issues going forward for the business to continue to operate effectively. There are some sharp lessons which I've learned. This is one of them. We've had operations effectively stopped for six months and we can't do what we want to do.”

– *Anonymous*

9. The Sustainability Executive often thinks iconoclastically and finds success through orthogonal approaches

“You have to make hard choices, and you have to piss some people off, and you have to say that there are some things that I am not going to do.”

– *Anonymous*

“I don’t think everyone likes me. I’m very counter-cultural, but I think that they know that having me in the company has resulted in a major cultural change, and I’ve certainly been a catalyst to that. It was there, it just needed to be turned on, and I was given the right to stand up and do it.”

– *Anonymous*

“You have to be willing to be fired. By definition, you have to push the company into a place that it is not organically going. If it was going there, they wouldn't have hired you. If you are not prepared to live in a pushing the boulder up the hill environment, this is not the right job for you. You have to have a lot of perseverance.”

– *Anonymous*



10. Sustainability practitioners share knowledge, which speeds the pace of change

The sustainability profession is characterized by an unusually high level of borrowing and sharing of professional best practices, techniques, approaches, and information

“What you get when you start late is you learn to be a fast follower of good advice.”

– *Scott Tew, Ingersoll Rand*

“We went from zero to hero pretty fast – it wasn’t incremental.”

– *Anonymous*

“Sustainability is too big a job for any one person or any one organization to get done alone.”

– *Anonymous*

LESSON LEARNED

“The key to being successful is taking things you’ve seen in the greater world and adapting them to your company...Supply Chain is a perfect example. We’re not trying to reinvent the wheel. We’re looking at who has effectively managed their supply chain and we’re taking program concepts, tools, and resources and integrating them right into our program.”

– *Bruce Klafter, Applied Materials*

11. Leading sustainability requires passion, patience, and a long-term perspective

The successful Sustainability Executive needs to be:

- Nimble: able to seize opportunity when it presents itself
- Passionate: about the work and the company's goals
- Resilient: able to accept and rebound from failure and pushback
- Persistent: willing to repeat the same message ad nauseam
- Aware: anticipating future risks and strategic opportunities
- Patient: recognizing that change takes time

LESSON LEARNED

“Make a three year plan. Know where you're going. Tell everyone. Hold the line. Take the hits. When you achieve success, celebrate the organization. Repeat.”

– Riva Krut, Praxair

“At the end of the day, you're trying to change behavior. You have to be resilient, and if you don't have that core connection to why you're doing this and you don't feel supported in how you're doing it, you're going to have a hard time bouncing back.”

– Anonymous

“When you see the void, fill it. Only two outcomes are possible: you continue to do it or they tell you to stop.”

– Mitch Jackson, FedEx

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Sustainability has progressed rapidly; we asked executives what accomplishments they were most proud of...

Initiative-specific successes

- Achieved **carbon neutrality**, which enhanced credibility and signaled the company's commitment to this issue set
- Put into place the **Environmental Excellence Tool** to evaluate performance at sites around the globe
- Worked throughout the supply chain to launch a **sustainable seafood initiative** in the U.S.
- Developed **standards for external manufacturers** and built meaningful relationships along their **supply chain**
- Created a **field model** to scale out sustainability programs to subsidiaries globally
- Instituted "**Design for the Environment**" principles to foster innovation in products and packaging

Impactful engagements

- **Branded an engagement program** to communicate internally and to show the value of sustainability to key drivers of success
- **Engaged stakeholders** to take an interest in packaging and encourage accountability
- Fostered innovative and close collaboration and **partnerships with NGOs and educational institutions**
- Branded a successful **employee engagement** program, "Healthy Future and Me"
- Engaged the supply chain to **improve the nutritional value of the product** and reduce the environmental impact

Strategic milestones

- Created vivid **narratives** around the sustainability story so that it resonates around the company
- Witnessed **acknowledgement from senior leadership** that sustainability isn't an impediment to selling their product, but an imperative part of their sales
- Undertook the process of **benchmarking** greenhouse gas emissions, electricity, and waster usage; setting **public facing goals**; and publishing their **first non-financial report**
- Reoriented the company's goals from internally to externally focused in an attempt to **better engage customers** in their sustainability mission
- Guided an **EH&S program as it transformed into a company-wide sustainability** and corporate responsibility practice
- Successfully embedded corporate responsibility strategy into the business model and created an **integral link between brand success and sustainability**
- Set **time-bounded sustainability targets** which motivated people to work towards a common goal together
- **Connected the pillars of the company** by linking each to sustainability in a global capacity
- **Shifted the entire vision** and direction of the company through analysis and insight into the future

What next?

“The environmental skill set changes. In the beginning, you had to know how to grow trees and plant grass. Then you had to know how to manage waste, water, and other impacts. Now you have to know how to translate the issues and ideas into workable solutions in a broader policy context.”

– *Greg Morris, Newcrest Mining*

“Corporate citizenship is still in its infancy. We're still finding our way in our organization about where we begin and where we end.”

– *Anonymous*

“It's all about change. It's the ability to encourage and influence the business to scale it up. Ultimately my job is to show people that we need to change, change is possible, and there is something that we need to get to.”

– *Bart Alexander, Molson Coors*

Sustainability Executives identified a range of specific challenges ahead (1/2)

1. **Continued integration: (19)** How do we continue to build relationships with senior leadership? What will it take to fine-tune operations? How do you maintain the momentum and the spotlight on sustainability?
 - **Product growth and innovation: (5)** How can we use innovation to drive deeper integration? How do we minimize the lifecycle impact of our products? How can we use sustainability to differentiate our products and service offerings?
2. **Leverage and engagement: (12)** How can we leverage successes to continue to push forward? How can we engage meaningfully with stakeholders, partners and industry peers? What will it take to engage employees in the post-green-team era?
3. **Strategy development: (9)**
 - **Developing foundational strategy: (4)** How can we identify strategic priorities? What is the best way to reaffirm commitment to strategy and goals? How can we maintain the link between the sustainability and the corporate strategies?
 - **Developing transformational and visionary strategy: (5)** What will it take to mitigate non-traditional risk? How can we take actions now to position ourselves strategically long-term? How can we tackle transformative change?

See the appendix for more detail on the challenges of the Sustainability Executive

Note: (#) number of times the challenge was cited; questions represent a selection of the challenges under each category

Sustainability Executives identified a range of specific challenges ahead (2/2)

5. **Choice, paring, and specialization: (8)** Are we tracking and reporting the right metrics? We can't do everything, so how do we prioritize our efforts? What adds value? How do we ensure meaningful results?
6. **Articulating the value: (7)** What will it take to overcome short-term perspectives of success for critical long-term programs? How can we motivate investment and access capital today? How can we demonstrate the value of new technologies to customers?
7. **Scaling the effort: (5)** How do we successfully integrate overseas acquisitions? How do we expand our teams across the world? How do we develop regionally specific strategies? How do we mitigate a global footprint?

See the appendix for more detail on the challenges of the Sustainability Executive

Note: (#) number of times the challenge was cited; questions represent a selection of the challenges under each category

“I don’t think the agenda is too big. I think we’ll look back in three or four years time and ask why we have been so timid.”

– *Gavin Neath, Unilever*

Appendix

Interview questions

Section 1: Your Sustainability Role, Program and Priorities

1. How is your role structured in your company?
2. What are your top three sustainability priorities now? Where do you see the program heading over the next three years?
3. As the sustainability executive, have you been able to measure and communicate the impact of your sustainability program on your company?

Section 2: Engaging Leadership, Your Team, and Other Parts of the Organization

4. What about your corporate culture has influenced how you designed your strategy?
5. What mechanisms or tools are most effective to engage senior leadership?
6. What skills are most important on your team?
7. What are the most effective ways to engage other parts of your company, e.g., business units, other organizational or functional units?
8. Who are your key internal partners?

Section 3: Lessons Learned

9. What have been your greatest sustainability achievements or innovative programs or most dynamic aspects of your program (e.g., zero waste, major commitment or goal)? How were you able to achieve these or obtain company support for these?
10. What are the three most essential elements (“elements” could include tools, lessons learned, skills, etc.) that have contributed to your success as a sustainability executive?
11. What have been the biggest obstacles to your success or effectiveness in your role?
12. What will be your biggest challenges in the future (the next 3-5 years)? What will be required to overcome these challenges?
13. What is the biggest lesson you have learned from watching other companies? Have you specifically adapted or avoided anything as a result of that?

Online survey questions

1. What is your title?
2. What does your company include under the sustainability concept?
3. What aspects of sustainability fall under your responsibilities?
4. Where do you place your company on the maturity curve of sustainability achievement?
5. What processes or tools do you use to translate your company's sustainability vision and goals into operational goals and strategy?
6. Does your company have board-level oversight of sustainability and/or a specific board committee?
7. What are your (or the senior sustainability officer's) responsibilities?
8. How do you allocate the time that you devote to sustainability?
9. How many people do you directly manage?
10. If you have direct reports, what are their roles?
11. What portion of the total sustainability budget do you control or influence?

Challenges cited by the Sustainability Executive

Continued integration

- Create balanced obtainable goals so as not to overwhelm audience
- Maintain momentum
- Integrate into existing frameworks and structures
- Embed into company
- Build relationships to senior leadership
- Accountability – moving away from “nice to have” to “imperative”
- Fine-tune operations and management
- Look at governance and scope
- Build further support from senior leadership
- Continue integration
- Solidify governance structures and processes
- Maintain spotlight on sustainability
- Align with company priorities
- Combat “resist change” mentality internally
- Product growth and innovation
 - Innovation
 - Long life-cycle products
 - Speed to market of products
 - Commercialization of market tools
 - Product production

Leverage and engagement

- Use technology to enable partners and customers
- Engage community and stakeholders
- Engage owner/operators
- Engage more broadly internally – create a united narrative
- Create personal relationships to sustainability
- Define employee engagement in post green team-era
- Create meaningful engagement
- Engage customers/consumers
- Leverage past successes to get permission to push forward
- Engage customers to invest in new products

Choice, paring, and specialization

- Measure and define the right metrics
- Focus on key program areas – can’t do everything
- Evaluate the usefulness of data – is it helping drive solutions?
- Codify the vision
- Narrow the focus to critical programs
- Balance stakeholder and company interests

Articulating the value

- Make the business case for investment
- Fight short-term-ism
- Measure and articulate value
- Business case for investing in new technology
- Access to budget

Developing foundational strategy

- Identify strategic priorities
- Reaffirm commitment to strategy and goals
- Maintain link to strategy
- Invigorate strategy

Developing long-term transformational and visionary strategy

- Identify and define what comes next
- Stay ahead of the business units
- Plan for the unknown
- Tackle issues around sustainable consumption

Scaling the effort

- Integrate acquisitions
- Scale touch-points
- Adapt as footprint expands globally
- Build out global representation

The Sustainability Innovators Working Group

The Sustainability Innovators Working Group is the premier forum for sustainability leaders to work collaboratively to create best practice tools and respond to emerging challenges. The Working Group will enhance its collective understanding of sustainability issues to advance individual company performance and the field of sustainability management.

We seek to create a network of leading practitioners who will leverage shared insights to achieve business value for their companies by excelling in sustainability strategy development and execution.

Core Program:

- **Peer Learning and Collaboration:** Member presentations at in-person meetings and webinars throughout the year provide in-depth insight into company programs and strategy development.
- **Thought Leadership and Practice:** In-depth discussions leverage the collective knowledge of members to examine current and future sustainability issues and trends.
- **Customized Research:** Member-identified research and benchmarking projects offer solutions to shared challenges.

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