

Sustainability

— What It Means, Why It is Important and Who's Doing It Well

By
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Sustainability in the News

- Wal-Mart
- GE
- Nobel Peace Prize
- Al Gore, Tony Blair and Climate Change
- Katrina
- Water Shortages
- Socially Responsible Investing
- Bono
- Bill & Melinda Gates



Top Reasons For Increased Focus on Sustainability by Companies

(Source: 2007 Conference Board study of 18 major corporations.)

1. Reputation, brand
2. Stakeholder pressure (esp. customers)
3. Reduce waste (and costs), increase productivity
4. Employee morale, motivation and recruitment
5. Peer pressure (competitors, high-visibility companies)
6. Marketing opportunities
7. Publicity on climate change



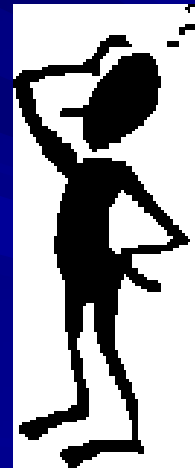
Two Benefits for Organizations in Proactively Seeking Sustainability

1. Securing the trust and loyalty of key stakeholders
2. Long-term financial viability

Large corporations are beginning to see the strategic importance of sustainability.

e.g., Wal-Mart vice president of strategy & sustainability

What is sustainability??



Digging Deeper into the Definition of Sustainability

- Intuitive definition

Digging Deeper into the Definition of Sustainability

- Intuitive definition



- General definition



General Definition of Sustainable Development- UN Brundtland Commission (1987)

“Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

General Definition of Sustainability-

Triple Bottom Line

(Elkington 1997)

Meeting the bottom line of not just economic (financial) performance, but social and environmental performance as well.

General Definition of Sustainability-

Dow Jones Sustainability Index

“A business approach to creating shareholder value by embracing opportunities and managing risks deriving from economic, environmental and social developments.”

General Definition of Sustainability- 2R's (Blackburn 2007)

- Respect: respect for people and other living things
- Resources: the wise use of economic and natural resources

---for the purpose of promoting the long-term well-being of the organization and society.

Sustainability vs Other Terms??

- Sustainable Development
- Sustainable Growth
- Social Responsibility/ CSR
- Corporate (Global) Citizenship
- Corporate Responsibility

Digging Deeper into the Definition of Sustainability

- Intuitive definition



- General definition



- Expected organizational behaviors

A Corporate Commitment to Sustainability

(A Sample Sustainability Policy)

It is within the best interests of our company and society as a whole that our company move along the path to sustainability. To that end, we will strive to achieve the following vision of performance:



1. Economic success: the wise use of financial resources

a. Company Economic Prosperity

Our business is positioned to survive and prosper economically.

b. Community Economic Prosperity

We are helping our community survive and prosper economically.

2. Social responsibility: respect for people

a. Respect for Employees

We treat our employees in a respectful, fair, non-exploitative way, especially with regard to compensation and benefits; promotion; training; open, constructive dialogue with management; involvement in decision-making; working conditions that are safe, healthy and non-coercive; rights of association, collective bargaining and privacy; employment-termination practices; and work-life balance.

b. Diversity, Fair Hiring Practices

We promote diversity and use hiring practices that are fair, responsible, non-discriminatory, and non-exploitative for our employees, board members, and suppliers.



c. Responsible Governance

We manage our risks properly, use our economic power responsibly and operate our business in a way that is ethical and legal.

d. Respect for Stakeholders

We are transparent, respectful and fair to local populations, investors, suppliers and other stakeholders outside our organization who may be affected by our operations. We work collaboratively with our communities to enhance the well-being of others.

e. Fair Dealing With Customers

We are honest and fair with our customers, competing fairly for their business, respecting their privacy, and providing them safe and effective products and services under the conditions we promise.

3. Environmental responsibility: respect for life; the wise management and use of natural resources



a. Resource Conservation

We conserve our use of natural resources to the extent practicable.

b. Waste Prevention and Management

We reduce to the extent practicable the volume and degree of hazard of the wastes we generate from our operations, and handle them in a safe, legal and responsible way to minimize their environmental effects.

c. Environmental Risk Control and Restoration

We minimize the risk of spills and other potentially harmful environmental incidents, restore the environment where damaged by us, and enhance it to better support biodiversity.

d. Supply Chain Impacts

We work with others in our supply chain to help assure environmental impacts and risks associated with our products and services are reduced and properly controlled.

e. Collaboration With Communities

We collaborate with our communities to protect and improve the environment.

Digging Deeper into the Definition of Sustainability

- Intuitive definition



- General definition



- Expected organizational behaviors



- Common sustainability topics

Examples of Economic Topics

Sales	Debt and interest	
Community donations		
Profits	Wages	Taxes
Dividends	Market share	Tax
subsidies		
Cash flow	Retained earnings	Local
purchasing		
R & D investment		

Examples of Social Topics

Ethics	Workplace safety	Employee shared values
Product usefulness	Corporate governance	Employee work-life balance
Product quality	Employee relations	Human rights (security policies, etc.)
Product safety	Product labeling	Fair advertising and labeling
Union relations	Board diversity	Impacts on local cultures
Producer responsibility	Supplier diversity	Employee diversity
Consumer privacy	Employee privacy	Employee training and development
Emergency preparedness	Non-discrimination policies	Employee wellness programs
Child labor	Community outreach	Employee assistance programs
Forced labor	Employment	Employee turnover
Disciplinary practices	Transparent public reporting	Employee layoff policies
Flexible work options	Dependent care benefits	Anti-sexual harassment policies
Charitable donations	Bribery and corruption	Political contributions
Antitrust practices	Securities regulation	Helping the disadvantaged
Occupational health	Industrial hygiene	Food product nutrition
Bioterrorism	Worker violence	Support for community services
Indoor air pollution	Indigenous rights	Access to healthcare by the poor
Legal compliance concerning the above topics		

Examples of Environmental Topics

Waste disposal	Air pollution	Water pollution
Chemical spills	Greenhouse gases	Ozone-depleting substances
Water conservation	Energy conservation	Natural resource usage
Pollution prevention	Recycling	Biodiversity
Packaging reduction	Soil contamination	Product take-back
Natural habitat restoration	Wetlands protection	Wildlife conservation
Animal rights	Product energy use	Customer disposal of products
Precautionary Principle	Spill prevention	Renewable energy and materials
Endangered species	Soil erosion/depletion	Environmentally sensitive design
Compliance with environmental laws and permits		

Some Observations About Sustainability



- Sustainability is not about one thing.
- The business case for sustainability is really the business case for a process that looks at sustainability trends and issues and prioritizes among the opportunities and threats to an organization to select those for action that contribute the most value.

Common Business Threats & Opportunities

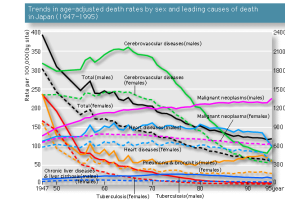
Threats	Opportunities
<ul style="list-style-type: none">-Legal-Financial-Reputational-Competitive-Operational	<ul style="list-style-type: none">-Productivity, cost-Employee relations-Reputation-License to operate, community appeal-Sales, new markets, customer appeal-Innovation, new products and services

Figure 6.5

Sample SWOT Analysis for Sustainability Issues

Issue	Threat	Opportunity	Strength	Weakness	Possible Objectives
<p>Depletion of Fresh Water Resources</p> 	<p>1. Water shortage could jeopardize operations</p> <p>2. Some competitors have long-term water rights</p>	<p>1. Water conservation projects can save money, help secure supply</p> <p>2. More on-site water treatment and reuse are possible</p> <p>3. May be able to secure long-term water rights in some locations</p>	<p>1. Some water conservation projects underway</p> <p>2. Internal engineering expertise</p>	<p>No long-term water rights secured in some growth regions; some communities serving our factories have poor water supply infrastructure</p>	<p>Investigate water risks on site-by-site basis and develop actions to address them; consider more aggressive water treatment, reuse and conservation programs using internal engineers; explore possibility of securing long-term water supplies in high risk areas while respecting community needs</p>

Sustainability Trends: Conditions and Responses



- Growth in Global Business Competition
- Speed of Communications/ Digital Divide
- Widening Prosperity Gap (Health, Income, Services)
- Population Growth
- Serious Disease
- Mental Health Problems
- Increased Immigration; Lower Fertility in Industrialized Nations
- Hunger and Malnutrition
- Child and Forced Labor
- Education Needs for the Disenfranchised
- Urbanization
- Over-consumption of Resources
- Obesity; Poor Food Nutrition
- Fossil Fuel Depletion
- Climate Change
- Deforestation
- Threats to Biodiversity
- Fresh Water Depletion/Water Contamination
- Wetlands Destruction
- Fish Depletion
- Coral Reef Destruction
- Spread of Hazardous Pollutants
- Declining Soil Quality
- Ozone Depletion
- Declining Corporate Credibility
- **Opposition to Globalization**
- **Extended Producer Responsibility**
- **Green Products**
- **Green Marketing/Labeling**
- **Green Product Certification**
- **Rise in Socially Responsible Investing**
- **Investor Concerns about Corporate Governance**
- **Increased Demands for Transparency/ Public Reporting**
- **Growing Power of NGOs/CSOs**
- **Increasing Global Terrorism**

***St. Matthew's Island:
29 reindeer in 1944; experts say
2300 maximum***

Reindeer in 1953?

- a. 5
- b. 42
- c. 1,350
- d. 3,000



***St. Matthew's Island:
29 reindeer in 1944; experts say
2300 maximum***

Reindeer in 1953?

- a. 5
- b. 42
- c. 1,350**
- d. 3,000



***St. Matthew's Island:
29 reindeer in 1944; experts say
2300 maximum***

Reindeer in 1963?

- a. 42
- b. 1,350
- c. 3,000
- d. 6,000



***St. Matthew's Island:
29 reindeer in 1944; experts say
2300 maximum***

Reindeer in 1963?

- a. 42
- b. 1,350
- c. 3,000
- d. 6,000



***St. Matthew's Island:
29 reindeer in 1944; experts say
2300 maximum***

Reindeer in 1966?

- a. 42
- b. 1350
- c. 6,000
- d. 10,000



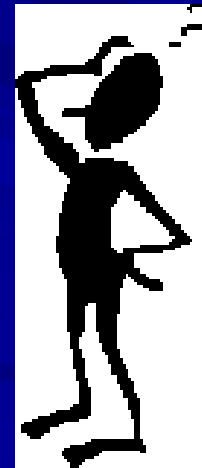
***St. Matthew's Island:
29 reindeer in 1944; experts say
2300 maximum***

Reindeer in 1966?

- a. 42
- b. 1350
- c. 6,000
- d. 10,000



Are we overshooting
the earth's carrying
capacity?



How Fast Does The World Add Enough Additional People to Populate Another U.S.?

- Years:
- a. 1
 - b. 5
 - c. 10
 - d. 25
 - e. 110

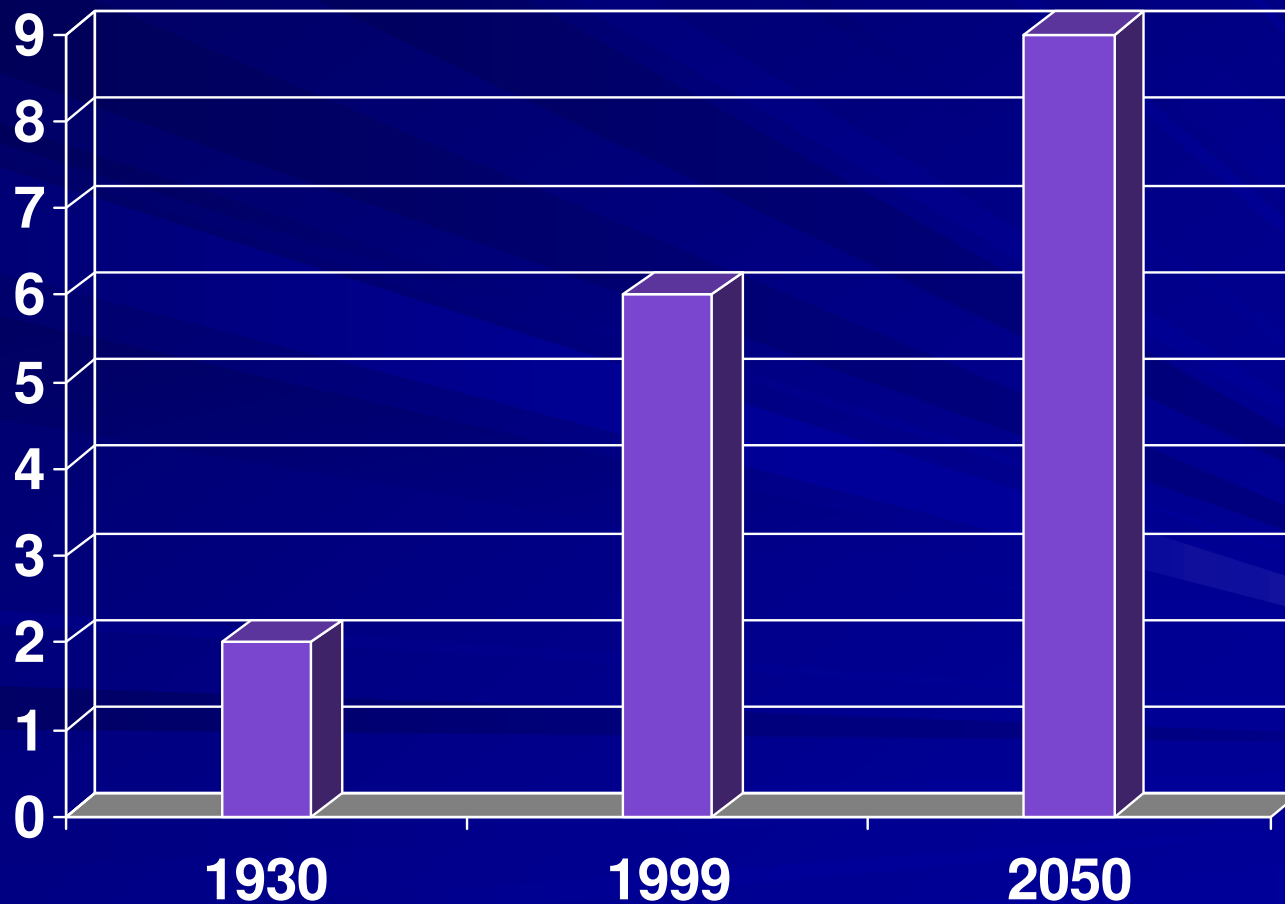


How Fast Does The World Add Enough Additional People to Populate Another U.S.?

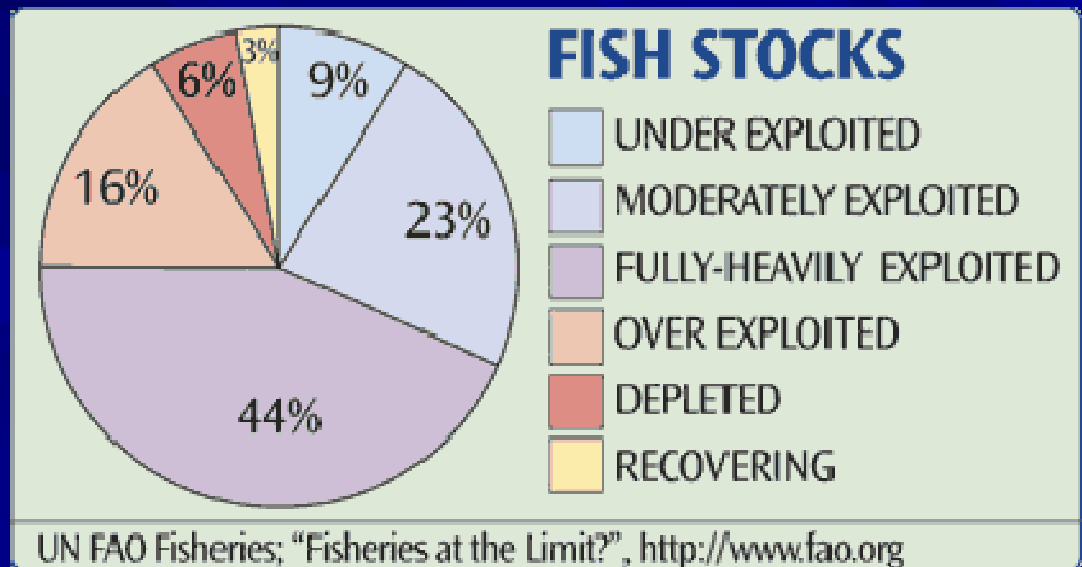
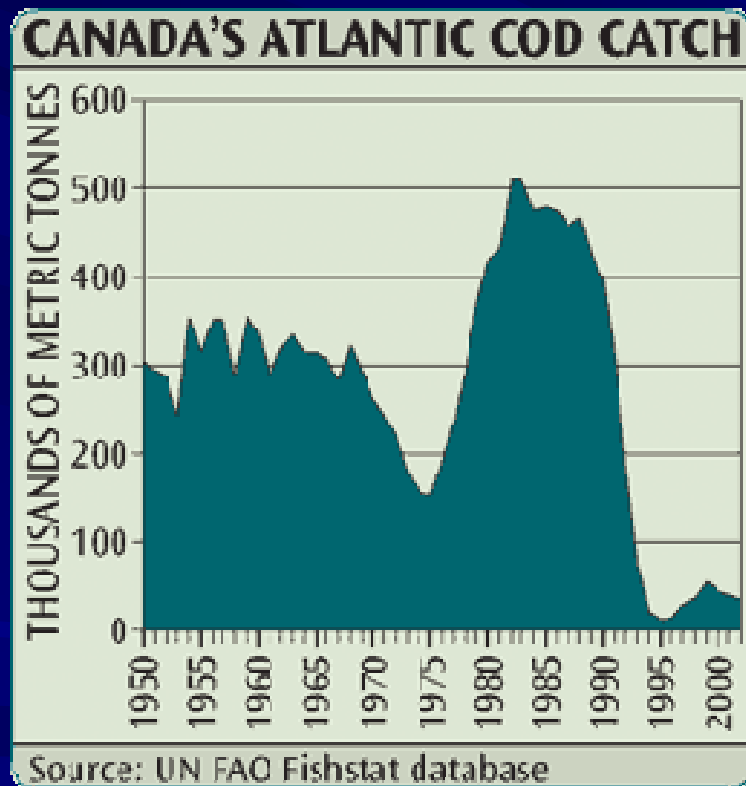
- Years:
- a. 1
 - b. 5**
 - c. 10
 - d. 25
 - e. 110



World's Population (Billions of people)

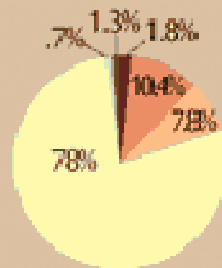


Natural Fish Stocks: “The Last Great Buffalo Hunt”

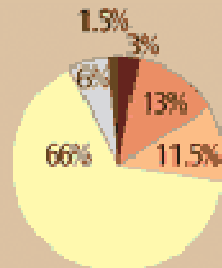


30% of Amphibians, 40% of Primates, All Elephants Endangered

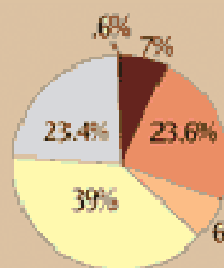
SPECIES AT RISK OF EXTINCTION



AVES
(BIRDS)

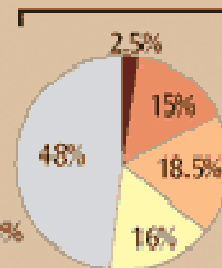


RODENTIA
(RODENTS)

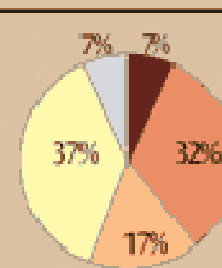


AMPHIBIA
(AMPHIBIANS)

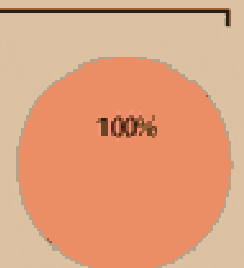
HIGHLY EVOLVED MAMMALS - SOME WITH BRAIN SIZES CLOSE TO OR GREATER THAN HUMANS



CETACEA
(WHALES, DOLPHINS,
PORPOISES)



PRIMATES
(LEMURS,
MONKEYS, APES)



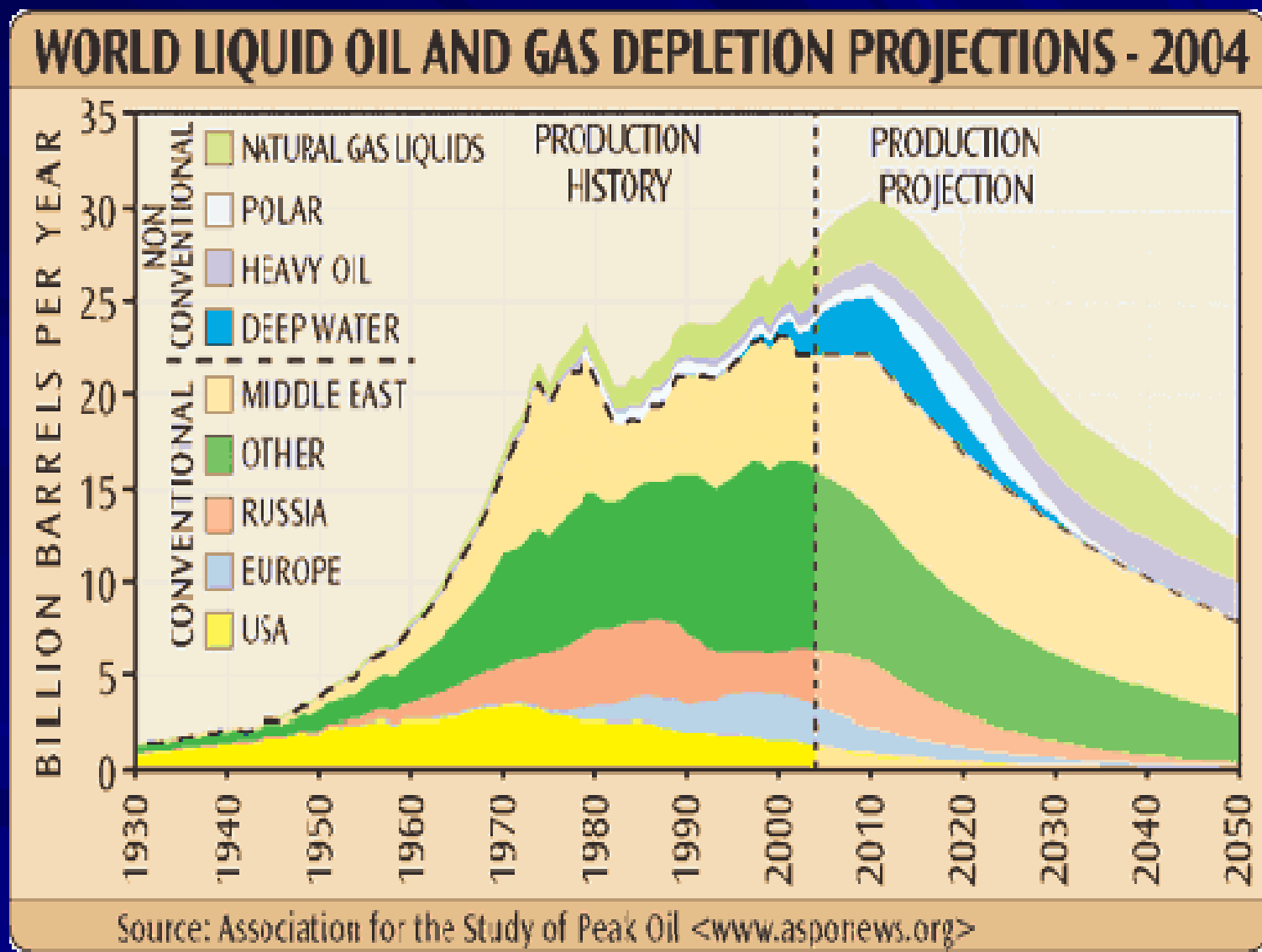
PROBOSCIDEA
(ELEPHANTS)

APPROX. NO. KNOWN SPECIES	9,917	2,041	5,743	81	296	2
PER CENT EVALUATED	100%	100%	100%	100%	85%	100%
TOTAL NO. SPECIES AT RISK *	1,986	549	2,129	29	164	2

* Includes IUCN Red List categories: critically endangered, endangered, vulnerable, lower risk/conservation dependent, and near threatened. Does not include low risk category. IUCN does not assess subspecies, which are more prone to extinction because they have smaller ranges and populations than full species.

Sources: IUCN Red List of Threatened Species; Summary Statistics, www.redlist.org/info/tables.html; Center for Biological Diversity, "A House on Fire", www.anima.org

Nearing Peak in World Oil Production



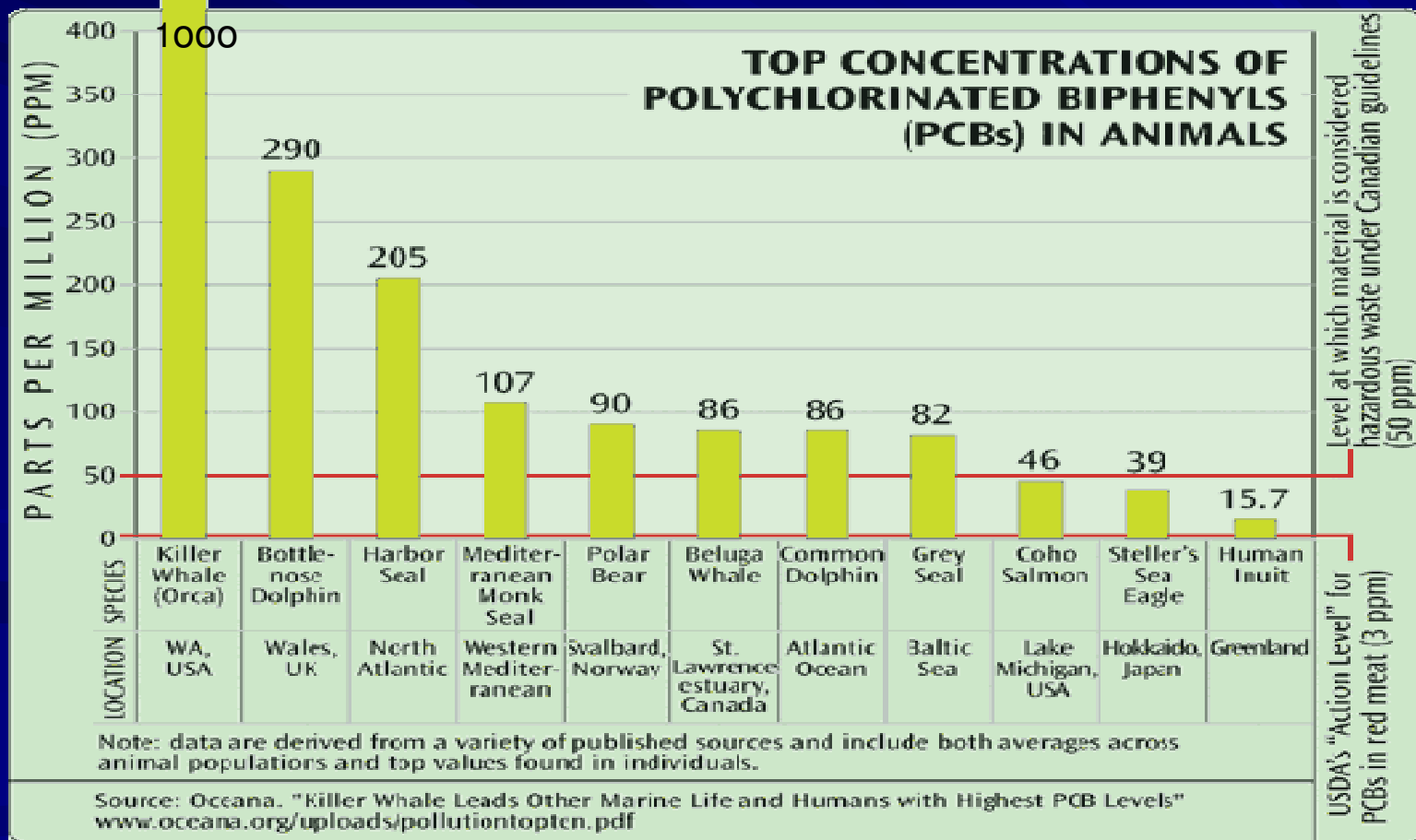
Climate Change Visible



NASA

SHRINKING CAP: satellite views of the Arctic icecap, in 1970 (left) and 2003

Persistent Organic Pollutants Spread Worldwide, Don't Degrade



Traditional Air Pollutants Still a Problem —Especially in Emerging Economies

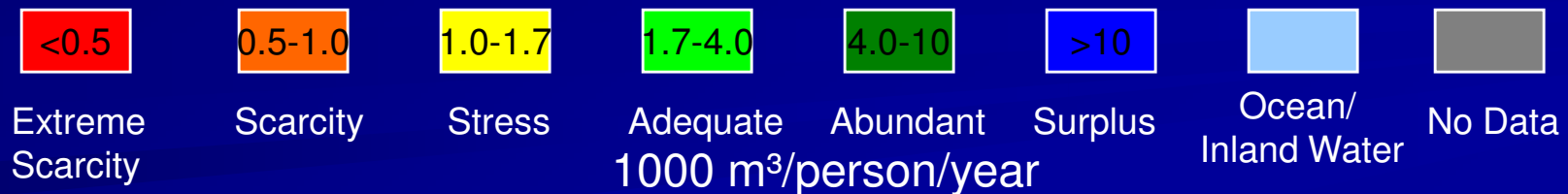
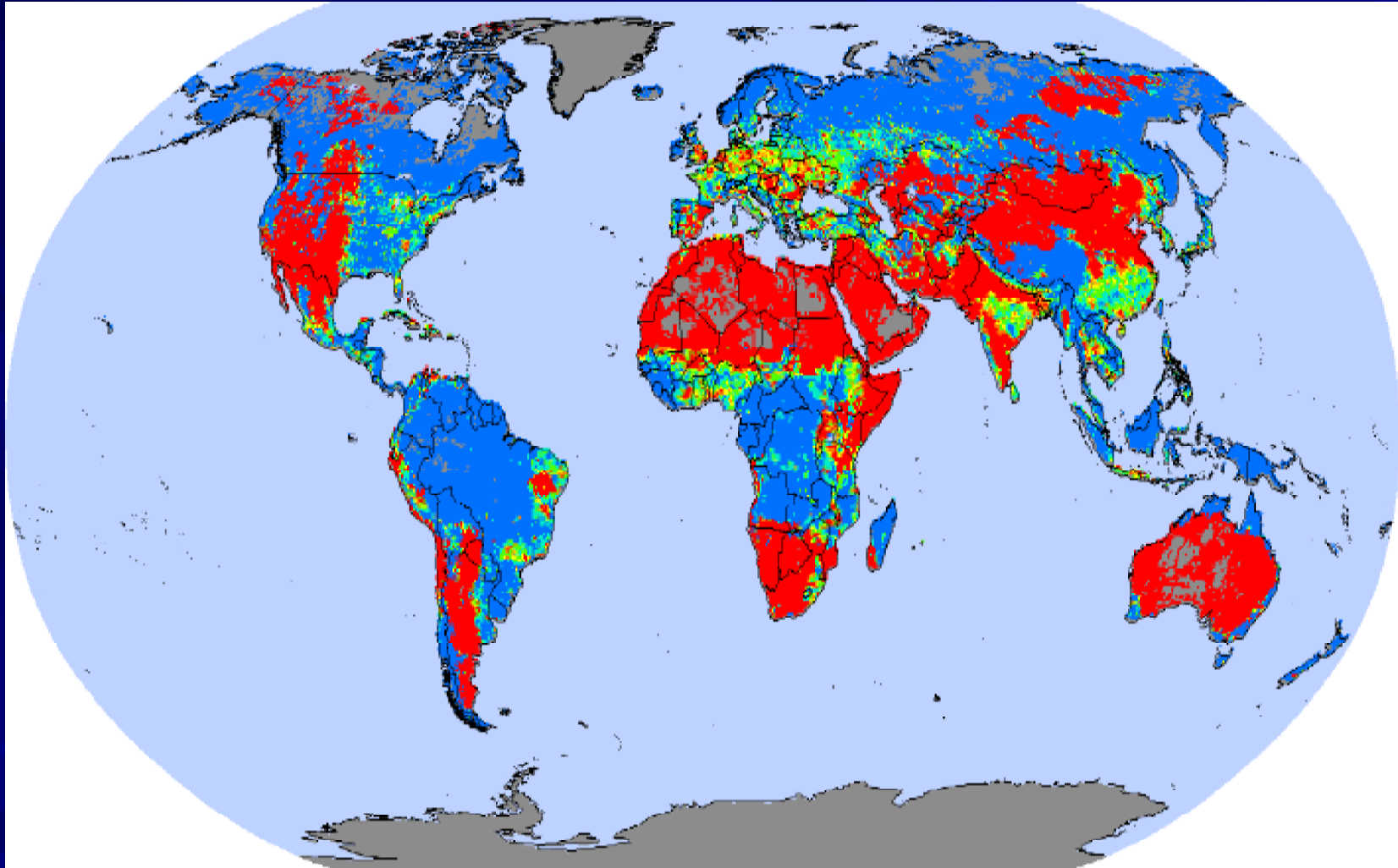


Global Water Crisis

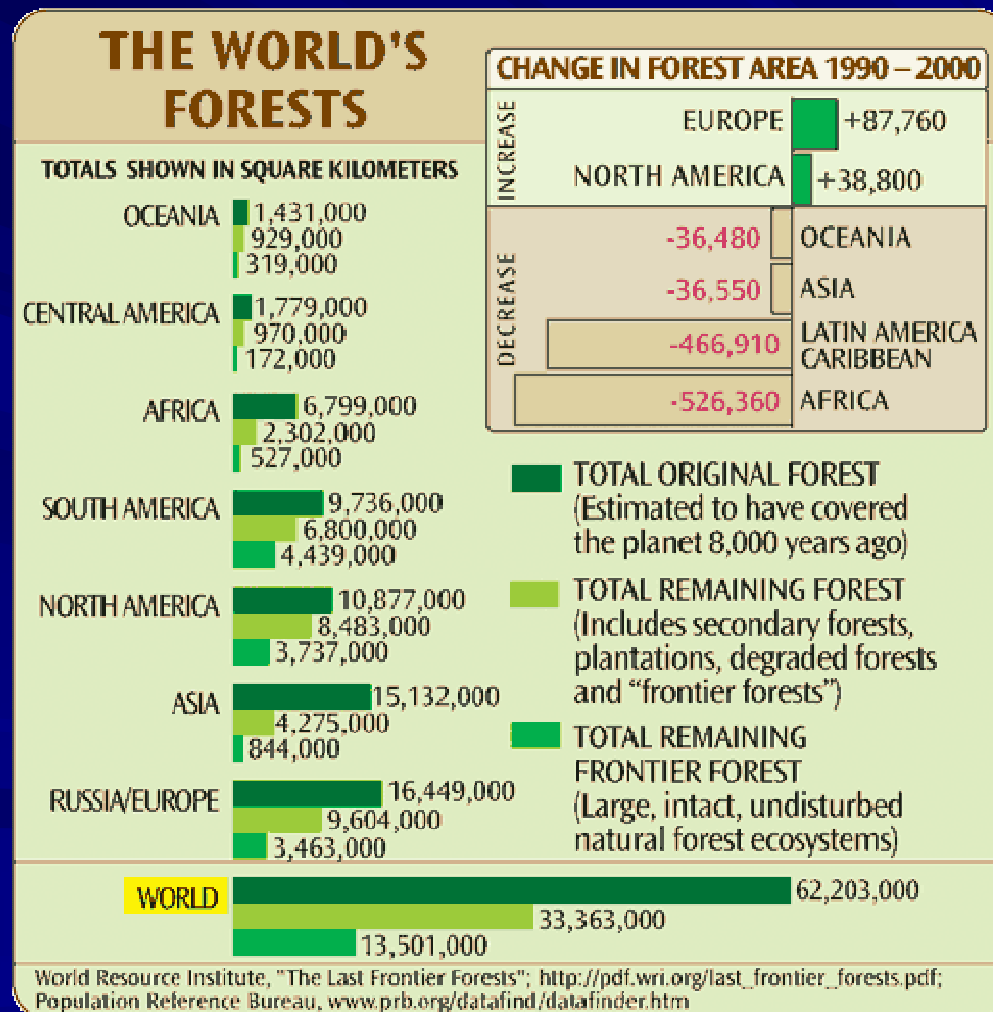


“As we enter the Twenty-First Century a global water crisis is threatening the security, stability and environmental sustainability of all nations, particularly those in the developing world.”
--UN World Water Development Report, 2003.

40% of the World Will Live in Water-Scarce Regions by 2025



Forests Improving in US and Europe But Not Elsewhere



The average American consumes resources ? times faster than the worldwide average per person:

- a. 2
- b. 3
- c. 5
- d. 8



The average American consumes resources ? times faster than the worldwide average per person:

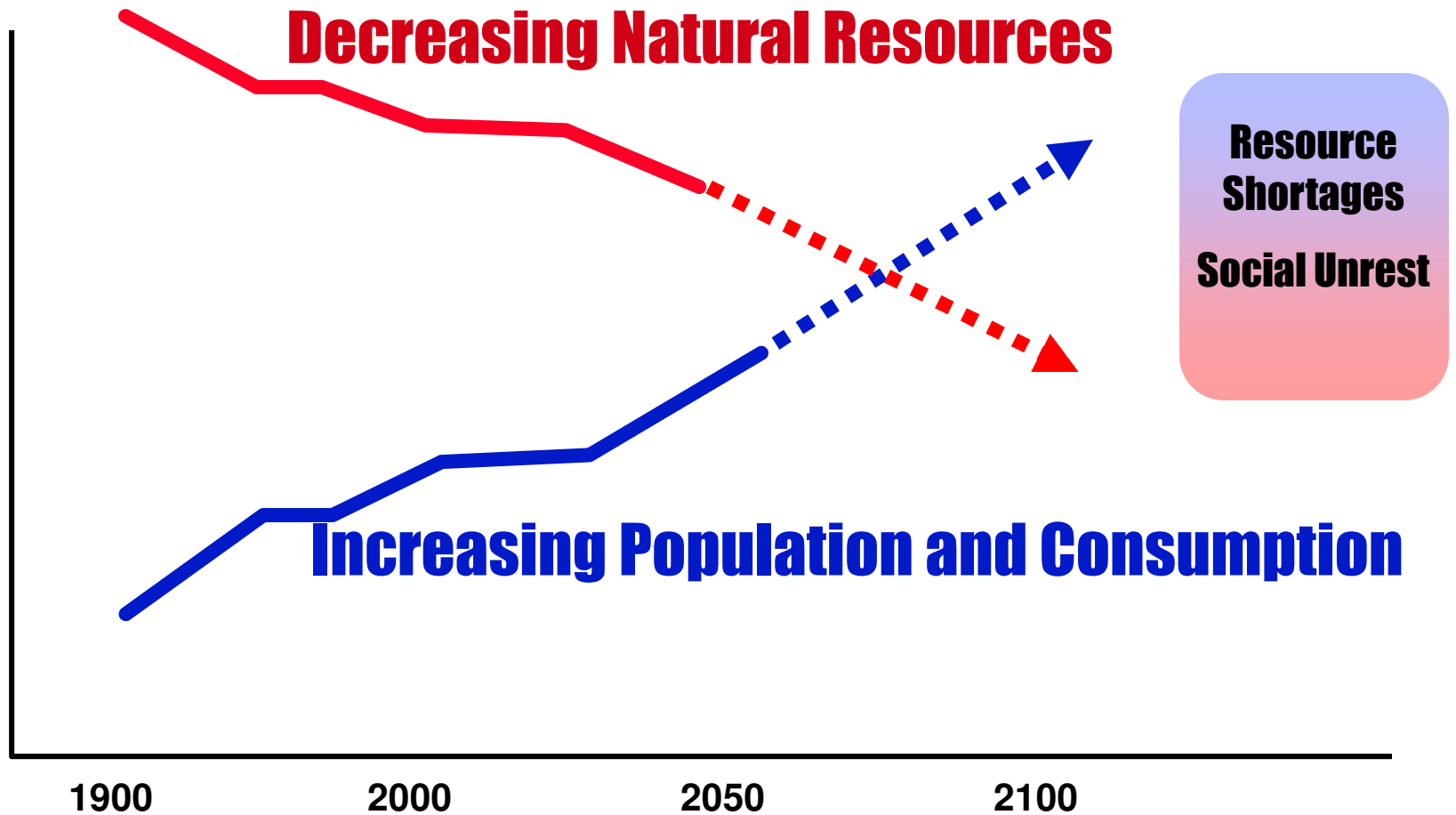
- a. 2
- b. 3
- c. 5**
- d. 8



US Consumption and Waste!!

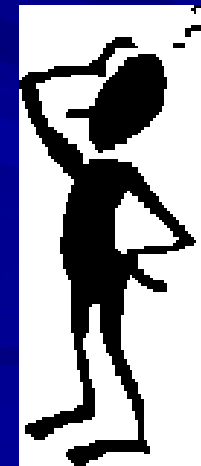
- 5% of the population
- 25% of the resources
- 25-30% of the waste





The "Big Squeeze"

What can and should we
do to prevent the Big
Squeeze?



Factors Contributing to the Big Squeeze

Use:

1. Resource consumption per person
2. Number of consumers

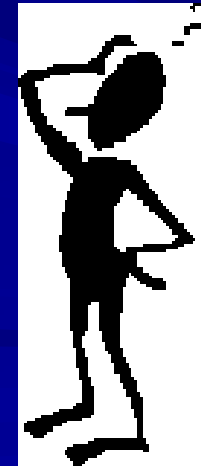
Destruction:

3. Rate of waste of resources (inefficiency)
4. Rate of destruction of resources
5. Rate of contamination of resources

Supply:

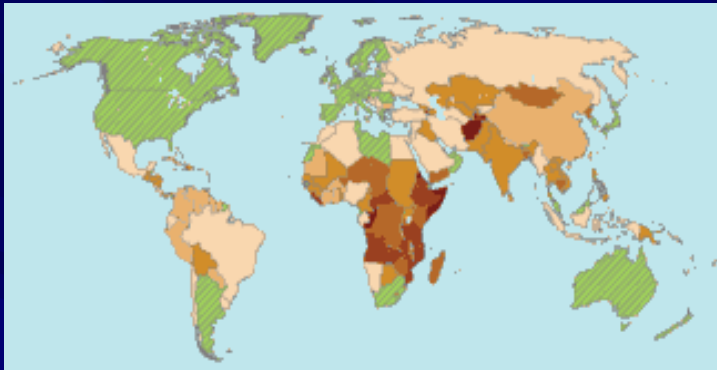
6. Rate of production/replenishment of resources
7. Rate of reuse/recycling of resources
8. Rate of introducing resource substitutes

How are economic,
environmental, and social
issues linked??

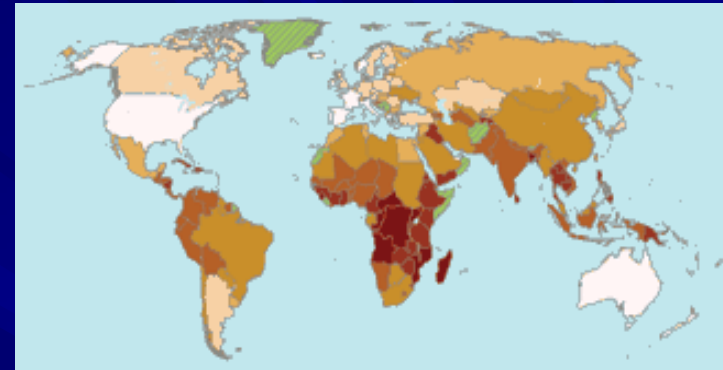


Global Malnutrition

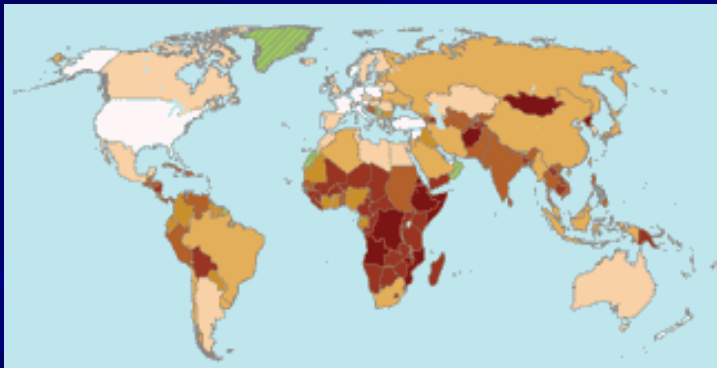
Percentage of population that is undernourished



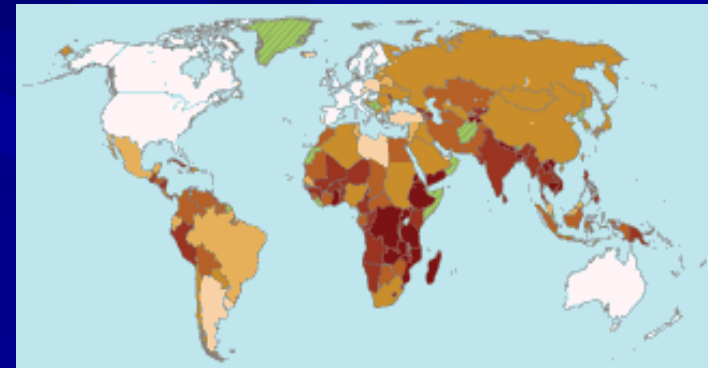
Daily grams of protein per person



Daily calories per person

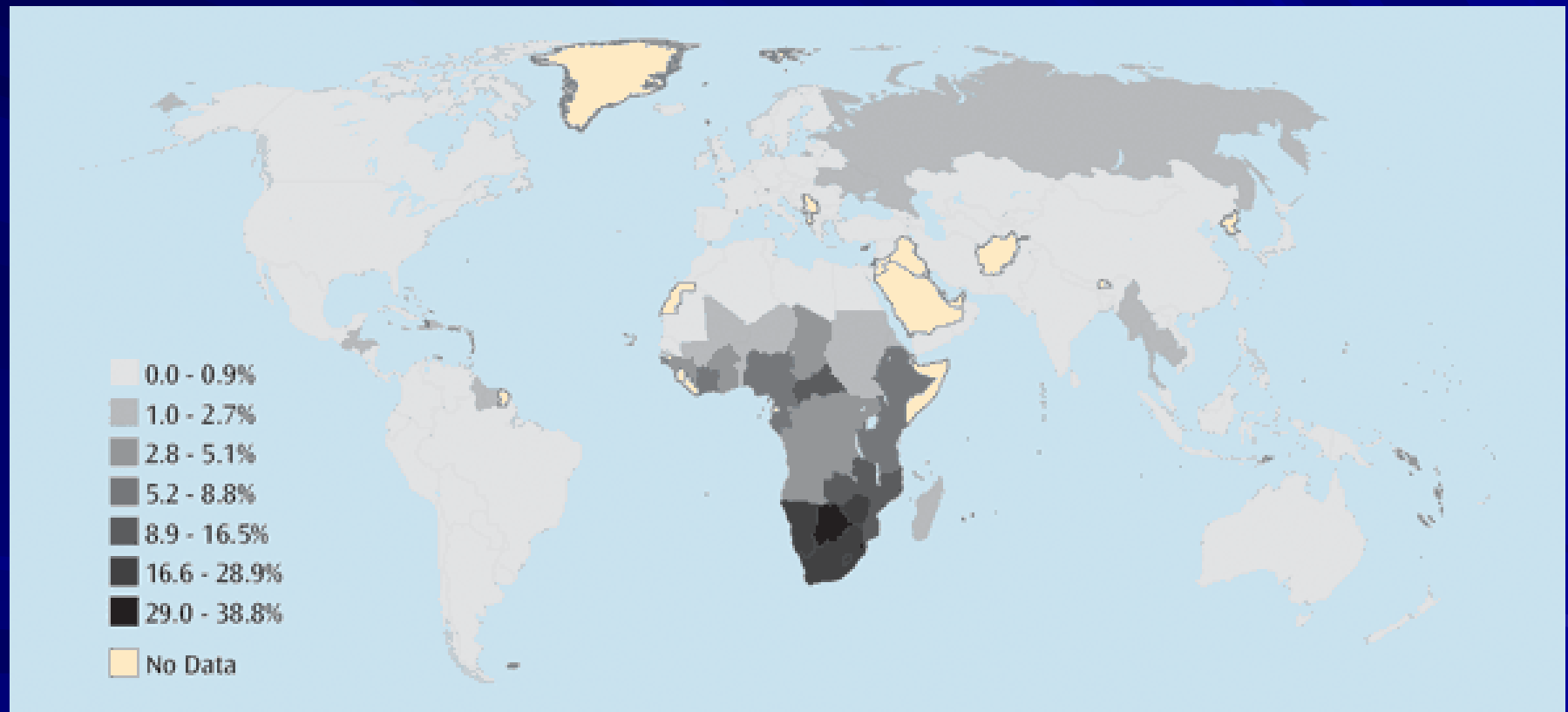


Daily grams of fat per person



	---	3-9%	10-18%	19-29%	30-41%	42-53%	54-75%	NO DATA
% OF POPULATION UNDERNOURISHED	---	3-9%	10-18%	19-29%	30-41%	42-53%	54-75%	NO DATA
DAILY CALORIES PER PERSON	3395-3699	3091-3394	2786-3090	2481-2785	2176-2480	1872-2175	1566-1871	NO DATA
DAILY GRAMS OF PROTEIN PER PERSON	104-115	91-103	80-90	69-79	57-68	47-56	28-46	NO DATA
DAILY GRAMS OF FAT PER PERSON	122-164	99-121	84-98	69-83	51-68	37-50	11-36	NO DATA

Percent of Population Aged 15-49 Living with HIV



Issues Addressed by the 2015 UN Millennium Development Goals

1. Extreme poverty and hunger
2. Universal primary education
3. Gender equality
4. Child mortality
5. Maternal mortality and health
6. HIV/AIDS, malaria and other diseases
7. Environmental sustainability (env. resources, drinking water and sanitation, slum conditions)
8. Global partnerships to help developing nations (good governance, exports, reduced debt, work for youth, access to pharmaceuticals, new technologies)

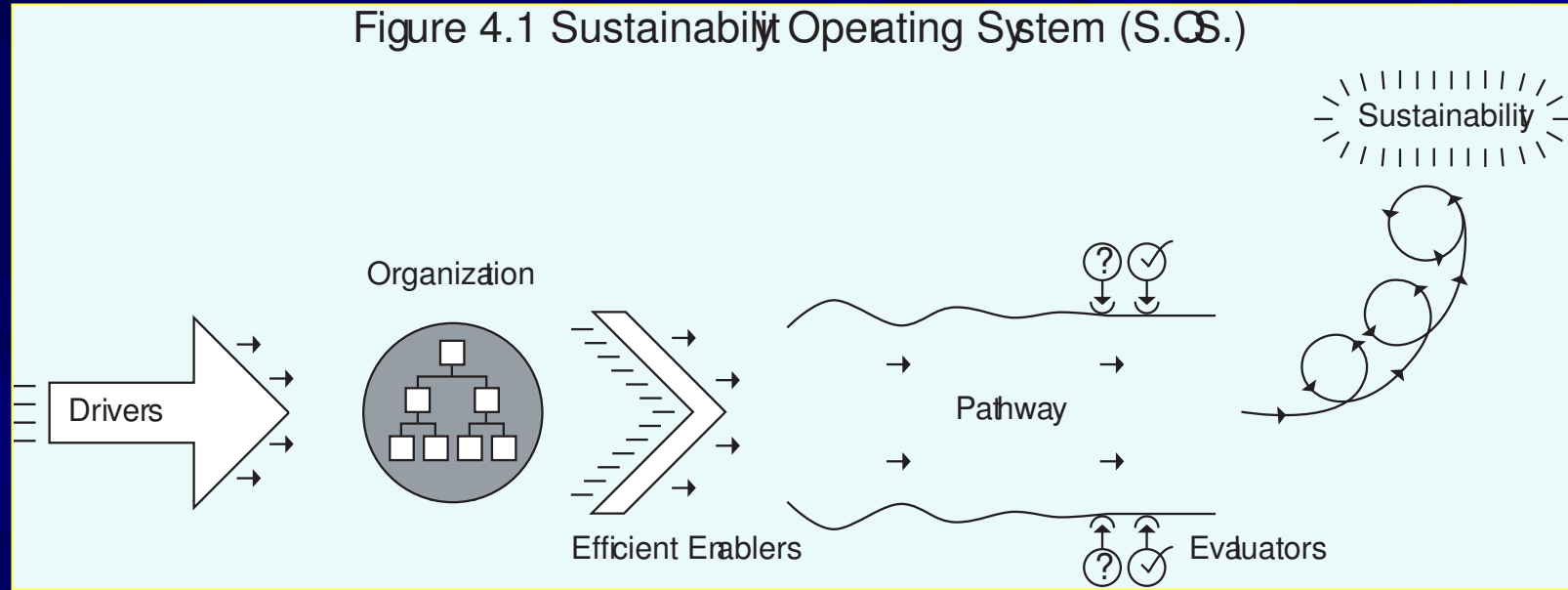
Some Observations About Sustainability



- Sustainability is not about one thing.
- The business case for sustainability is really the business case for a process that looks at sustainability trends and issues and prioritizes among the opportunities and threats to an organization to select those for action that contribute the most value.
- Integrating sustainability into high-level planning and execution is essential to driving it into the culture of an organization.

The Sustainability Handbook – The Complete Management Guide to Achieving Social, Economic and Environmental Responsibility (order thru www.WBlackburnConsulting.com)

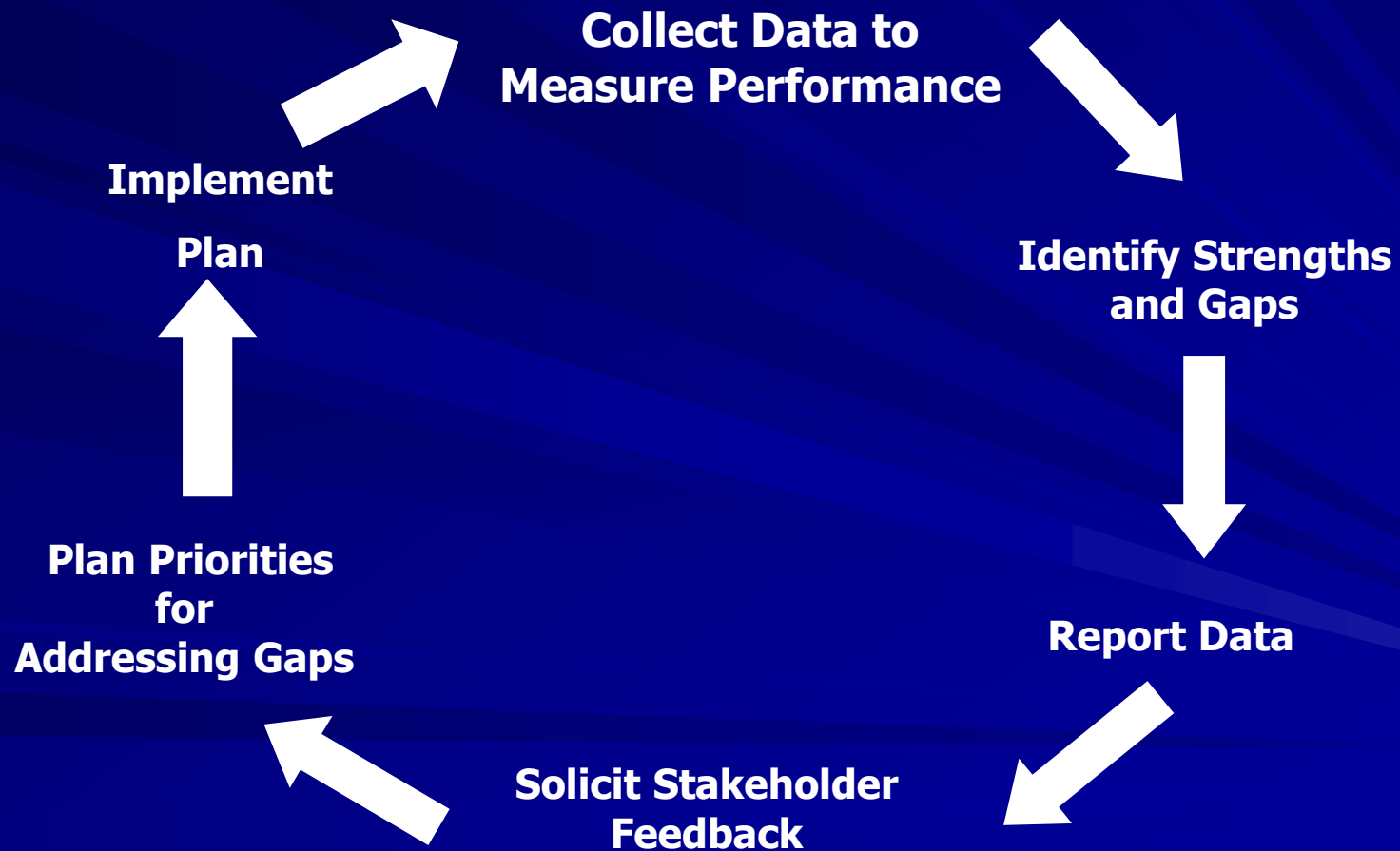
Figure 4.1 Sustainability Operating System (S.O.S.)



The Drivers	The Efficient Enablers	The Pathway	The Evaluators
<p>A champion/leader</p> <p>Approach for selling the organization on sustainability</p> <p>Accountability mechanisms</p>	<p>Organizational structure</p> <p>Deployment and integration</p>	<p>Vision and policy</p> <p>Operating system standards</p> <p>Strategic planning for aligned priorities</p>	<p>Indicators and goals</p> <p>Measuring and reporting progress</p> <p>Stakeholder engagement and feedback</p>

Continual Improvement Cycle

(Sustainable quantum leap in performance)

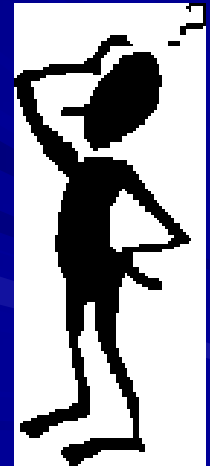


The Emergence of Sustainability Management System Standards

- ISO (26000, etc.)
- UK (SIGMA, BS 8900)
- Australia (AS 8000 series)
- Mexico (IMNC SAST 004)
- France (AFNOR Guide SD 21000)
- Austria (Guide ON-V 23)
- Int'l Finance Corp. (Env & Soc. Mgmt System)



How are organizations driving
toward sustainability?



Organizational Structure for Sustainability



- Designated leader with top management support
 - HP, Dow, Starbucks, P&G
 - City of Tucson
 - Ball State, Brown, U of NC (Chapel Hill), Michigan State, U of Illinois

- Multidisciplinary teams
 - British Telecom, DuPont, Baxter, Dow
 - Leeds, UK; Johannesburg, SA
 - U of NC (Chapel Hill), Unity College (ME)

Organizational Structure for Sustainability



■ Policy

- Global Compact
- Model policy from book
- *ABA Model Sustainability Policy for Law Organizations* (w/ guidelines) (good for small orgs.)
- Santa Monica, CA; *ICLEI Model Communities Programme* (from 1992 Earth Summit Agenda 21)
- *Talloires Declaration, COPERNICUS Charter*, IISD website (for universities)

■ Strategic planning

- HP, Baxter
- Am Planning Assn *Policy Guide on Planning for Sustainability* (for communities)
- U of Florida, Ball State U., Unity College, U of Michigan

Companywide Balanced Scorecard

Employee Objectives <i>Build the best global team in our industry</i>	Financial (Investor/Lender) Objectives <i>Deliver significant shareholder return</i>	Supply Chain (Customer/Supplier) Objectives <i>Create sustainable win-win customer relationships</i>	Citizenship (Community/Government) Objectives <i>Improve lives in local global communities</i>
Share talent and learning across the company to improve business results	Achieve profitable, sustainable, and capital-efficient growth targets in sales, earnings per share, cash flow and margins	Consistently evaluate and meet agreed customer and product-quality requirements	Establish the company as a community leader
Ensure frequent, open two-way feedback and communication	Invest targeted funds in R& D and capital projects to drive long-term sustainable growth while balancing short-term commitments	Continually identify unmet needs of current and future customers	Facilitate the participation of employees in their communities
Attract, develop and retain the best talent to achieve current and future results	Deliver superior shareholder returns that exceed the average for our industry	Develop and launch innovative products and services to meet customer, product-quality and financial needs	Reduce waste and achieve targeted improved efficiencies in energy, packaging and water use
Create an environment that motivates, develops and rewards individuals for living the company's shared values and achieving results	Improve cost efficiency by achieving targets for days sales outstanding, inventory turns, and costs of supplies and travel		Increase global access to our products so as to improve the quality of lives
Ensure safety in the workplace			Increase the number of foundation grants to new organizations, especially those in new locations

Approach to Sustainability at Universities

- Administration (planning and leadership)
- Campus operations
- Curriculum
- Research; policy development
- Student activities
- Community outreach



Figure A10.0.1

Organizations That Can Help Universities Pursue Sustainability (Appendix number for profile of each organization is noted below.)

10.1.1	Global Higher Education for Sustainability Partnership (UNESCO, ULSF, IAU, and COPERNICUS)	10.1.11	TUH University Consortium
10.1.2	US Partnership for the Decade of Education for Sustainable Development (NCSE and ULSF)	10.1.12	Alliance for Global Sustainability
10.1.3	National Wildlife Federation's Campus Ecology® Group	10.1.13	UK Higher Education Partnership for Sustainability
10.1.4	US Environmental Protection Agency	10.1.14	Philippines PATLEPAM
10.1.5	International Institute for Sustainable Development	10.1.15	Social Enterprise Knowledge Network
10.1.6	Tertiary Education Facilities Management Association	10.1.16	New Jersey Higher Education Partnership for Sustainability
10.1.7	oikos International	10.1.17	Pennsylvania Consortium for Interdisciplinary Environmental Policy
10.1.8	Sierra Youth Coalition	10.1.18	Campus Consortium for Environmental Excellence(C2E2)
10.1.9	Dutch CDHO	10.1.19	Associated Colleges of the South Environmental Initiative
10.1.10	Baltic University Programme	10.1.20	South Carolina Sustainable Universities Initiative

Selected Best Practices: Public Reporting (GRI, etc.)

■ Transparency

- Shell
- Chiquita Brands
- Ford (regarding GHGs)
- Ben & Jerry's



■ Integrated sustainability-financial reports

- Novartis
- BC Hydro

Selected Best Practices: Public Reporting (GRI, etc.)

- Simple reports
 - Starbucks
 - Polaroid

- Universities
 - U of NC (Chapel Hill)
 - Michigan State
 - Harvard (newsletter)

- Local governments
 - Seattle
 - Santa Monica
 - Pittsburgh



Selected Best Practices: Green Purchasing Programs

- ICLEI Procura+ Campaign (local government)
- Japan, UK
- Rutgers U
- USEPA Green Supplier Network

Home Depot Supplier Social & Environmental Responsibility Program

- Access to audit
- Age requirements
- Forced labor
- Wages and working conditions
- Discrimination
- Emergency planning
- Environment, health and safety
- Freedom of expression and association
- Fraud prevention



Wal-Mart Packaging Initiatives

- Environmental Sustainability Packaging Summit
 - 45 major packaging suppliers
 - 2,000 attendees
- Sustainable Packaging Value Network
 - 200 global packaging leaders from government, academia, NGOs, and industry
- 5% Packaging Reduction Goal
 - 60,000 suppliers
 - \$11 billion savings (\$3.5 billion to Wal-Mart)

WAL★MART®

Wal-Mart's Sustainable Packaging Scorecard Criteria

- ✓ Transportation
- ✓ Ratio of product to package
- ✓ Recycled content
- ✓ Recovery value of the package material
- ✓ Amount of renewable energy used during packaging production
- ✓ Cube utilization, or the efficient use of space in pallets and shipping containers
- ✓ Greenhouse gas emissions during production
- ✓ Innovation
- ✓ OSHA injury rates

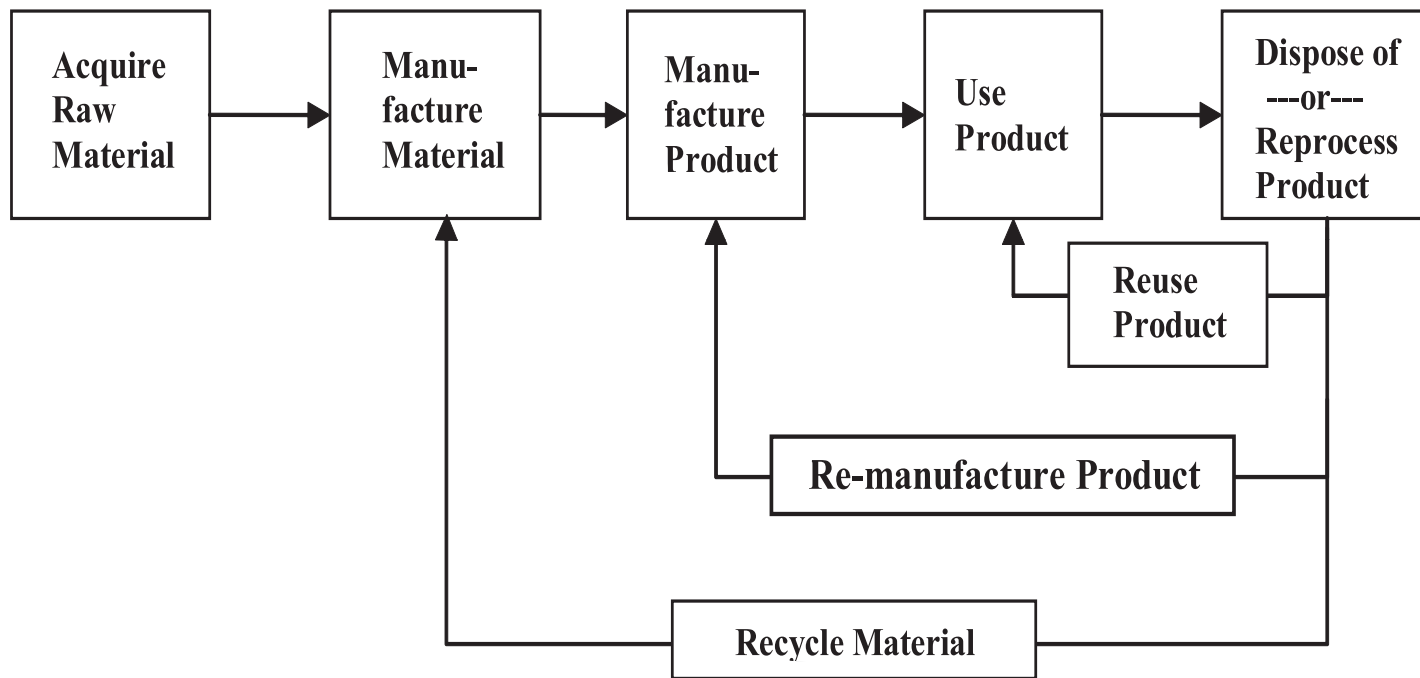


Sustainable Products & Services

1. Improve the efficient use of natural and economic resources along the product life cycle
2. Provide greater respect and accommodation for the needs of people and other living things along the product life cycle



Figure 3.3
Life Cycle of a Product



Selected Best Practices: Green Products & Services

- Toyota (automobiles)
- DuPont, Cargill-Dow (materials; green chemistry)
- Green Mountain Energy (green energy)
- IBM, Whirlpool, GE (energy-efficient equipment)

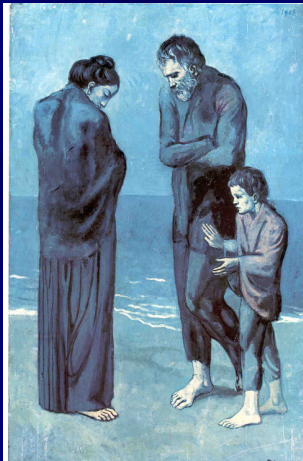


Selected Best Practices: Green Products & Services

- Prairie Crossing (land development)
- Nike (clothing from “fair-labor certified” factories)
- DeBeers (Kimberley-certified gems)
- Whole Foods (organic food)
- Herman Miller (green design, ergonomic chairs)



Selected Best Practices: Products for the Underprivileged



- P&G (water purification, sachets)
- Grameen Bank (microcredit)
- Hewlett Packard (“e-inclusion” digital community centers)

Lessons on Sustainable Products & Services

1. Customers will pay more for added safety of food and hygiene- and health-related products, for a more natural living environment, and for lower life-cycle costs.
2. Products and services for the poor must break barriers on cost/pricing either through low volume per unit or low-cost operations.
3. Government mandate can create markets for green products and services.



Lessons on Sustainable Products & Services-cont'd.

4. Many customers will avoid products with a highly publicized social or environmental stigma.

5. With those exceptions, a product's social and environmental advantages and cause-based marketing are differentiating factors, not primary factors, to most consumers.



Selected Best Practices: Diversity

- McDonald's, Denny's, PepsiCo
- SBC Communications
- Wyndham International (hotels)
- Santa Monica, CA (city, NGO, business leadership diversity as measured objective)
- U of Florida (goals)
- U of Miami, U of Central Florida (special office)
- Emory U (special commission)



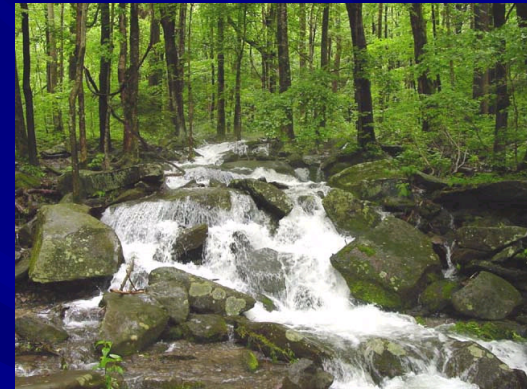
Selected Best Practices:

■ Water Management

- BC Hydro
- Coca-Cola

■ Energy Conservation for Operations

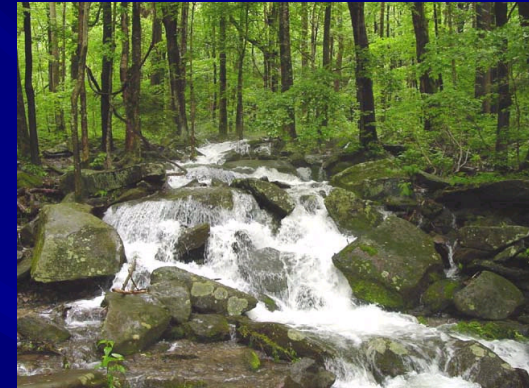
- Johnson & Johnson
- Johnson Controls
- U of Michigan



Selected Best Practices:

■ Green Buildings

- Portland, OR
- Chicago



■ Pollution Prevention

- Dow Chemical
- 3M
- Baxter

Baxter's 2005 Environment and Safety Goals and Associated Savings Targets

Parameter	Reduction Target (%)	Base Year	Target 2005 Savings and Cost Avoidance (\$ million)
Air toxic emissions per unit of production	80	1996	1
Hazardous and regulated waste generation per unit of production	35	1996	4
Nonhazardous waste per unit of production	35	1996	15
Energy use (and associated greenhouse gas emissions) per unit of production	30	1996	30
Packaging materials per unit	20	1995	25
Employee work-related lost-workday cases per 200,000 work hours	60	1996)	25
Rate for all employee work-related injuries and illnesses per 200,000 work hours	50	1999}	
TOTAL			100

Selected Best Practices: Business-NGO Partnerships

- The Co-operative Bank (UK)
(caused-based marketing)
- Chiquita Brands- Rainforest
Alliance (banana farm certifications)



Selected Best Practices: University-Government-Business Partnerships at Ithaca College, NY

- Ithaca College-Tompkins County-Ithaca Ecovillage partnership
 - Student service-learning courses
- Multi-sector conference
 - Faculty, students, admin staff, government, business, NGOs
 - Regional projects (land use rules, transportation, alternative fuels, education & outreach)



The future is not some place we are going to, but one we are creating. The paths are not to be found, but made, and the activity of making them changes both the maker and the destination.

- Prof. John Schaar

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Book: *The Sustainability Handbook—
The Complete Management Guide
to Social, Economic and
Environmental Responsibility*
(See Web site)

