Summary and Detailed Tables of Contents

THE SUSTAINABILITY HANDBOOK: THE COMPLETE MANAGEMENT GUIDE TO ACHIEVING SOCIAL, ECONOMIC, AND ENVIRONMENTAL RESPONSIBILITY

Copyright © 2007

By William R. Blackburn

SUMMARY OF CONTENTS

Acknowledgements
About the Author
Introduction and Executive Summary

Chapter 1- Addressing the Confusion about Sustainability: The Typical Executive View

Chapter 2- Determining Scope: An Operational Definition of Sustainability

Chapter 3- The Value of Sustainability: Why Bother?

Chapter 4- Building an SOS: The Key Elements and Basic Structure

Chapter 5- SOS Standards: The Roadmap for Change

Chapter 6- Strategic Planning for Focused Sustainability Improvement

Chapter 7- Selecting Goals and Indicators

Chapter 8- Bringing Sustainability to the Front Line: Deployment, Integration, and Alignment

Chapter 9- Data Systems, Auditing, and Other Monitoring and Accountability Mechanisms

Chapter 10- Transparent Sustainability Reporting

Chapter 11- Stakeholder Engagement; The Role of NGOs

Chapter 12- Approach to Sustainability for Small and Struggling Companies

Chapter 13- Approach to Sustainability for NGOs
Chapter 14- Approach to Sustainability for Governmental Organizations

Chapter 15- Approach to Sustainability for Colleges and Universities

Chapter 13- Keeping the Initiative Alive: Making the SOS Sustainable

APPENDICES

Appendix 1- Summary of Sustainability Trends

Appendix 2- Sustainability-Related Codes of Organizational Behavior

Appendix 3- Sustainability-Related Management System Standards

Appendix 4- Planning Forms for Assessing and Prioritizing Sustainability Risks and Opportunities

Appendix 5- Method for Calculating Savings and Cost Avoidance for Baxter’s Environmental Financial Statement

Appendix 6- Examples of Sustainability Issues for Various Functional Groups

Appendix 7- Examples of Sustainability Metrics

Appendix 8- Sustainability Resources for Universities

Acronyms

---

DETAILED TABLE OF CONTENTS

Acknowledgements
About the Author

Introduction and Executive Summary

Chapter 1- Addressing the Confusion about Sustainability: The Typical Executive View
  History of Sustainability
  Resources and Respect
Selecting the Term: Sustainability? Corporate Social Responsibility? Something Else?
The executive view: “That Sounds Nice, but…”
Nobody’s Perfect
Views on Sustainability Reporting
Reason for Optimism
Follow-up Checklist for Action: Management Views on Sustainability

Chapter 2- Determining Scope: An Operational Definition of Sustainability
Intuitive and Literal Definitions of Sustainability
Operational Definition of Sustainability: Questions, Policy, and Topics
Follow-up Checklist for Action: An Operational Definition of Sustainability

Chapter 3- The Value of Sustainability: Why Bother?
Business Value Versus Ethical Value
Framing the Business Case: Five Questions
The Show-Me-the-Money Model: Using Sustainability to Make Money
  • **Factor 1: Reputation and Brand Strength**  
    Reputation as a Valuable Asset, Significantly Affecting Sales, Stock Price, and Market Value 
    The Impact of Social and Environmental Performance on Overall Reputation 
    The Direct Effect of Social and Environmental Reputation on Sales and Stock Price 
    Harm to Reputation and Financial Results from Negative Environmental and Social Performance 
    Boosting Social Reputation and Business Value Through Strategically Planned Philanthropy 
    Strategies for Maximizing Reputational Benefits from Sustainability Performance 
  • **Factor 2: Competitive, Effective, Desirable Products and Services; New Markets**  
    Green Design Defined 
    Stimulating Innovation with Sustainability Initiatives 
    Commercially Successful Green Products 
    Preferences for Green Products and Services by Governments and Companies 
    The Growing Demand for Sustainability-Certified Products and Services 
    Successful Business Models for Serving the Poor 
    Lessons from Green Product Failures 
  • **Factor 3: Productivity**  
    Big Savings from Eco-Efficiency 
    Documenting Benefits Through the Baxter Environmental Financial Statement 
    Productivity Improvements from Safety Programs and Other Internal Social Initiatives 
    Controlling Risk of Incidents with an SOS to Protect Productivity 
  • **Factor 4: Operational Burden and Interference** 
  • **Factor 5: Supply Chain Costs** 
  • **Factor 6: Cost of Capital (Lender and Investor Appeal)**
Growth of SRI
Recent History of SRI
Key Organizations Driving the SRI Movement
Screening Programs for Loans, Securities, Mutual Funds, and Indexes
Benefits of SRI for Investors and Companies
Investor Preference for Companies with Strong Governance

- **Factor 7: Legal liability**

Linkage Between Company Sustainability Obligations and Financial Success Factors
Sustainability Initiatives that Don’t Contribute to Financial Success
Quid Pro Quo Model: Using Sustainability to Garner Critical Support from Stakeholders
- Employees
- Investors and Lenders
- Suppliers and Customers
- Communities and Governments
Self Interest Versus a Higher Calling
Follow-up Checklist for Action: The Value of Sustainability

**Chapter 4- Building an SOS: The Key Elements and Basic Structure**
The Champion/Leader
Vision, Values, and Policy; External Codes
- Types of Codes
- The Benefits of Using Codes
- Determining Which Codes to Adopt
Selling Management on Sustainability
- Contents of the Sales Pitch
- Sequencing of the Sales Effort: The “Snowball” Strategy
- Other Techniques for Gaining Management Buy-in
- If All Else Fails
- Gaining Support from the Board
Organizational Structure: multidisciplinary teams
- Core Team
- Deployment Team
- Report Distributors Network
- Other Team Structures
- Organizing the Board for Sustainability
- Structure at Small Companies
- Code of Conduct for Good Teamwork
The Sponsor
Follow-up Checklist for Action: Key Elements and Basic Structure of an SOS

**Chapter 5- SOS Standards: The Roadmap for Change**
Natural Evolution of SOS from Reporting
Advantages of Management System Standards
Developing an SOS Standard
Possible Concerns by Management About an SOS
- Avoiding Management System overload
- Minimizing the Documentation Burden
- Getting Management Systems to Deliver Superior Performance

The Role of Stakeholders in Evaluating Management Systems

SOS Process Schedule

Follow-up Checklist for Action: SOS Standards

Chapter 6- Strategic Planning for Focused Sustainability Improvement
Purpose and Benefits of Strategic Planning by Functional Groups
General Process for Sustainability Planning
Prioritization Process
Pre-Planning Information and Processes
  - Talent Management Review
  - Review of Business Performance and Goals
  - Sustainability Performance Review
  - Big Picture Review
  - Management Feedback Review
  - Stakeholder Feedback Review
Criteria for Prioritizing Sustainability Issues
Techniques for Reaching Consensus on Priorities
  - Ratings on Appendix 4 forms
  - Value-resources mapping process
  - Voted dots process
  - Delphi process
Strategic Planning Formats: The Balanced Scorecard and Alignment Tools
  - Aligning Plans with Sustainability Concepts
  - Aligning Implementation in Large Organizations
The Tactical Plan
The Role of Aspects Analyses and Risk Assessments in Planning
Tracking Progress
Personal Performance Objectives
Planning in Small Organizations
Follow-up Checklist for Action: Strategic Planning

Chapter 7- Selecting Goals and Indicators
Importance of a Clear and Elevating Goal
Objectives, Goals, Targets, Indicators, and Metrics: What Do They All Mean?
Other Types of Goals
  - Multi-year Goals
  - Collective Directional Goals
  - Zero Goals
  - Implied Goals
Setting Metric Goals
Other Types of Indicators
• Condition Versus Performance Indicators
• Leading Versus Lagging Indicators
• Absolute Versus Ratio Metrics
• Indexes
Selecting Indicators
Prioritizing Indicators
Developing Complementary Goals and Other Indicators
• Linking Environmental and Social Goals to Financial Benefit
• Using Complementary Goals to Eliminate Undesirable Results
• Using Indicators at Different Levels of the Organization
• Using Different Types of Indicators to Address the Same Issue
• Using Different Indicators for Cause and Effect
• Using Indicators by Stage of Process
• Using Indicators Across the Supply Chain
• Using Indicators by Stage of Program Development
Role of Stakeholders in Selecting Goals and Indicators
Final Administrative Details
Follow-up Checklist for Action: Selecting Goals and Indicators

Chapter 8- Bringing Sustainability to the Front Line: Deployment, Integration, and Alignment

Why Things Don’t Get Done
Deployment: Rollout Tools and Field Implementation
• Developing and Testing Rollout Tools
• Field Implementation
Integration
• Reinforcing Responsibilities
• Integration Overload
Alignment
Special Concerns in Particular Functions
Sustainability in the Rollout of Cross-Functional Activities
• Compliance
• Issues Management; Emergency Response; Risk Management
• Change Management
Overcoming Resistance: What if They Slam the Door in Your Face?
Deployment to Outside Organizations
Follow-up Checklist for Action: Deployment, Integration, and Alignment

Chapter 9- Data Systems, Auditing, and Other Monitoring and Accountability Mechanisms

Types of Monitoring; Common Problems
Data Collection and Management Systems: How Do You Know What to Buy?
• Model Process for Selecting and Implementing Information Technology for Monitoring and Managing Sustainability Performance
• Overcoming Data Overload
Auditing
- When to Do an Independent Audit
- Management-by-Audit; Achieving the Right Balance
- Types of Audits
- Selecting Auditors
- Getting the Most from Your Auditors
- Cautions About Cursory and Survey Audits
- The Audit Report
- Tracking Audit Items
Other Accountability Mechanisms
Follow-up Checklist for Action: Monitoring and Accountability

Chapter 10- Transparent Sustainability Reporting
Reasons for Transparent Reporting
- Driving Constructive Change
- Building Stakeholder Trust Through Transparency
- Building Reputation Through Consistent Communications
- The Reasons Companies Give for Reporting
Why Companies Don’t Report Transparently; How to Reverse That
Internal Reporting
Mandatory Public Reporting
- Pollutant-Disclosure Laws
- Social and Environmental Information in Financial Reports
Voluntary Sustainability Reporting Initiatives
- GRI Guidelines
- Sustainability Reporting Statistics and Trends
Deciding Whether to Report Publicly; Low-Cost Strategies
- The Polaroid Reporting Strategy
- A Key Determinant of Cost and Effort: Report Size
- Costs of Reports
- Strategies for Controlling Reporting Costs and Effort
Process for Preparing a Public Report
- Step 1: Establish Teams
- Step 2: Plan the Report; Monitor Performance
- Step 3: Gather and Review Data; Identify Gaps
- Step 4: Analyze and Explain Data Trends
- Step 5: Draft Report Text
- Step 6: Review and Finalize Draft
- Step 7: Publish and Distribute Report
- Step 8: Solicit Stakeholder Feedback
- Step 9: Respond to Feedback as Appropriate
Planning the Report
- Audiences
- Scope
Chapter 11- Stakeholder Engagement; The Role of NGOs

Why Organizations Should Engage with Stakeholders
Why Companies Don’t Engage Their Stakeholders: The Engagement-Risk Dilemma
Encouraging Engagement; The Stakeholder Engagement Principles
- Step 1: Set Engagement Objectives
- Step 2: Identify and Assess Stakeholders
- Step 3: Develop Engagement Plan
- Step 4: Implement Plan
- Step 5: Assess Engagement Process
- Step 6: Respond to Engagement Results
- Step 7: Measure and Report Progress
- Step 8: Repeat the Process

Common Approaches for Engaging Various Types of Stakeholders
- Employees
- Customers
- Suppliers
- Communities
- Governments
- Investors
- Activists, Public Interest Groups

NGOs, CSOs: Who Are They?
History of NGOs
Types of NGOs
- Democratic Versus Self-Appointed
- Government-Supported Versus Nongovernment-Supported
- North Versus South
- Direct Action Versus Indirect Action Versus Cooperative Action
- Campaign Versus operational
- Solo Versus Coalition
- Broad scope Versus Narrow Scope
Centralized Versus Decentralized
The NGO as a Business
Political, Economic, and Social Trends Affecting NGOs
Why Engage with NGOs
Tips for Engaging NGOs
Follow-up Checklist for Action: Stakeholder Engagement; The Role of NGOs

Chapter 12- Approach to Sustainability for Small and Struggling Companies
Approach for Small Companies
- Why Small Companies Should Pursue Sustainability
- Organizing for Sustainability
- Creating a Policy, Inventory, and Plan
- Stakeholder Engagement
- Sustainability Reporting
- Other Guidance
Approach for Financially Struggling Companies
Follow-up Checklist for Action: Approach to Sustainability for Small and Struggling Companies

Chapter 13- Approach to Sustainability for NGOs
Sustainability Aspects of NGO Operations
Sustainability Aspects of NGO Services
Recommended Approach
Follow-up Checklist for Action: Approach to Sustainability for NGOs

Chapter 14- Approach to Sustainability for Governmental Organizations
The Impact of Government on Sustainability
Local Agenda 21 Model Communities Programme
Best SOS Practices Among Government Institutions
  - Element 1: Sustainability Vision or Policy
  - Element 2: Team Structure
  - Element 3: Stakeholder Engagement
  - Element 4: Planning
  - Element 5: Performance Indicators
  - Element 6: Reporting
  - Element 7: Development and building design
  - Element 8: Procurement
Putting the Pieces Together
Follow-up Checklist for Action: Approach to Sustainability for Governmental Organizations

Chapter 15- Approach to Sustainability for Colleges and Universities
Impact of Collegiate Institutions on Sustainability
General Framework for Sustainability at Collegiate Institutions
The Challenges for Universities Seeking Sustainability
  - Creating a Multidisciplinary Approach
Creating a Multisector Approach
Securing Funding
Helpful Organizations
Selling Sustainability to the Administration
Best SOS Practices Among Collegiate Institutions

- **Element 1: Structure and Deployment**
- **Element 2: Personnel Selection, Development, and Motivation**
- **Element 3: Policy and Codes**
- **Element 4: Auditing**
- **Element 5: Planning**
- **Element 6: Sustainability Programs Within Various Sectors of University Activity**
  - Campus Operations Sector
  - Education Sector
  - Research Sector
  - Student Activities
  - Community Outreach Activities
- **Element 7: Indicators and Transparent Reporting**

Integrated Programs
Follow-up Checklist for Action: Approach to Sustainability for Colleges and Universities

**Chapter 16- Keeping the Initiative Alive: Making the SOS Sustainable**
Sustaining the SOS
How Others Can Help
Follow-up Checklist for Action: Keeping the Initiative Alive

-----------------------------------------------------------------------------------------------------------------------------

**APPENDICES**

**Appendix 1- Summary of Sustainability Trends**
1.0 Introduction to Global Sustainability Trends; the Millennium Development Goals
   - Seeing the Big Picture
   - The Millennium Development Goals
   - The Trends
1.1. Growth in Global Business Competition
1.2. Opposition to Globalization
1.3. Speed of Communications; The Digital Divide
1.4. Widening Prosperity Gap
1.5. Population Growth; Mortality Rates
1.6. AIDS and Other Serious Diseases
1.7. Mental Health Problems
1.8. Increased Immigration, Lower Fertility in Industrialized Nations
1.9. Hunger and Malnutrition
1.10 Child and Forced Labor
1.11. Education Needs for the Disenfranchised
1.12. Urbanization
1.13. Overconsumption of Resources
1.14. Fossil Fuel Depletion
1.15. Climate Change
1.16. Deforestation
1.17. Threats to Biodiversity
1.18. Fresh Water Depletion; Water Contamination
1.19. Wetlands Destruction
1.20. Fish Depletion
1.21. Coral Reef Destruction
1.22. Spread of Hazardous Pollutants
1.23. Traditional Air Pollutants
1.24. Declining Soil Quality; Increasing Crop Yields
1.25. Ozone Depletion
1.26. Low Credibility of Corporations
1.27. Extended Producer Responsibility
   The Precautionary Principle
1.28. Green Products
   Green Energy
   Green Buildings
   Genetically Modified Crops
   PVC Products
   Lessons for Business
1.29. Green Marketing/Labeling
   Types of Environmental Labeling
   Cause-Related Marketing
1.30. Green Product Certification
1.31. Obesity; Food Nutrition
1.32. Rise in Socially Responsible Investing
   Types of SRI
   • Screened Investments
   • Community Investing
   • Investor Advocacy
   Coalitions Among Ethical Investors
1.33. Investor Concerns about Corporate Governance
1.34. Increased Demands for Transparency, Public Reporting
1.35. Growing Power of NGOs/CSOs
1.36. Increasing Global Terrorism

Appendix 2 - Sustainability-Related Codes of Organizational Behavior

2.1 General Sustainability Codes
   2.1.1 U.N. Global Compact
   2.1.2 The Earth Charter
   2.1.3 Global Sullivan Principles of Corporate Social Responsibility
   2.1.4 OECD Guidelines for Multinational Enterprises
2.1.5 Social Venture Network’s Standards for Corporate Responsibility
2.1.6 Caux Round Table’s Principles for Business
2.1.7 Principles for Global Corporate Responsibility: Benchmarks for Measuring Business Performance
2.1.8 U.S. Department of Commerce Manual of Business Ethics for Emerging Markets
2.1.9 Nippon Keidanren’s Charter of Corporate Behavior

2.2 Environmental Codes
2.2.1 The CERES Principles
2.2.2 ICC Charter for Sustainable Development
2.2.3 Position Statement of Pew Center’s Business Environmental Leadership Council
2.2.4 Responsible Care® Global Charter

2.3 Human Rights, Labor, and Other Social Codes
2.3.1 U.N. Universal Declaration of Human Rights
2.3.2 Amnesty International’s Human Rights Principles for Companies
2.3.3 U.N. Norms on the Responsibilities of Transnational Corporations and Other Business Enterprises With Regard to Human Rights (draft)
2.3.4 U.S.-U.K. Voluntary Principles on Security and Human Rights
2.3.5 ILO Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy
2.3.6 European Union Charter of Fundamental Rights
2.3.7 Social Accountability 8000
2.3.8 Fair Labor Association’s Workplace Code of Conduct
2.3.9 Worker Rights Consortium’s Model Code of Conduct
2.3.10 WRAP Apparel Certification Principles
2.3.11 Ethical Trading Initiative’s Base Code

2.4 Marketing and Advertising Codes
2.4.1 ICC International Codes of Marketing and Advertising Practice
2.4.2 Better Business Bureau and Other U.S. Marketing and Advertising Codes
2.4.3 British Code of Advertising, Sales Promotion, and Direct Marketing
2.4.4 Canadian Direct Marketing Association Code of Ethics and Standards of Practice

2.5 Anti-Corruption Codes
2.5.1 OECD Convention for Combating Bribery of Foreign Officials in International Business Transactions
2.5.2 U.N. Convention Against Corruption
2.5.3 ICC Rules of Conduct to Combat Extortion and Bribery
2.5.4 Transparency International’s Business Principles for Countering Bribery
2.5.5 AS 8001-2003 Fraud and Corruption Control Standard

2.6 Governance Codes
2.6.1 OECD Principles of Corporate Governance
2.6.2 Council of Institutional Investors’ Corporate Governance Policies
2.6.3 The U.K. Combined Code
2.6.4 King II Code of Corporate Practices and Conduct
2.6.5 AS 8000-2003 Australian Good Governance Principles
2.6.6 Sarbanes-Oxley Act
2.6.7 Other Governance Codes

2.7 Industry-Specific Codes

Appendix 3- Sustainability-Related Management System Standards
3.1 ISO 9001 Quality Management System Standard
3.2 ISO 14001 Environmental Management System Standard
3.3 ISO 26000 Social Responsibility Guideline Standard (proposed)
3.4 OHSAS 18001
3.5 ILO Guidelines on OSH Management Systems
3.6 ANSI Z10 OHS Management System
3.7 EMAS
3.8 Responsible Care® Management Standards
3.9 SIGMA Management Framework
3.10 BS 8900 Sustainability Management Guidelines (proposed)
3.11 Baldridge Award Criteria
3.12 Australian Business Excellence Framework
3.13 AS 8000-8004 Australian Governance Series Standards (including CSR Standard)
3.14 U.S. DOE Performance-Based Management Handbook
3.15 IFC Social & Environmental Management System
3.16 Austrian Model CSR Management System Guide ON-V 23
3.17 Mexican Standard IMNC SAST 004 Social Responsibility System Guideline (draft)
3.18 AFNOR Guide SD 21000
3.19 Q-RES Management Model
3.20 German Values Management System Standard
3.21 U.K. Investors in People Standard
3.22 SA 8000
3.23 The Natural Step Framework
3.24 Reitaku Ethics Compliance Standard 2000
3.25 ISO 27001 and 28000 Security Management System Standards
3.26 Compliance Program Elements of the U.S. Sentencing Guidelines
3.27 U.S. EPA Compliance-Focused Environmental Management System

Appendix 4- Planning Forms for Assessing and Prioritizing Sustainability Risks and Opportunities
4.0 Comments on Forms A, B and C
Form A: Business Prioritization of Sustainability Topics
Form B: Importance Rating of Sustainability Topics to Business Success
Form C: Business Impact Assessment of Sustainability Trends

Appendix 5- Method for Calculating Savings and Cost Avoidance for Baxter’s Environmental Financial Statement

Appendix 6- Examples of Sustainability Issues for Various Functional Groups
6.1 Business Development (Mergers and Acquisitions)
6.2 Business Planning
6.3 Charitable Giving; Foundation
6.4 Communications; Public Relations; Community Relations
6.5 Corporate Governance; Corporate Secretary
6.6 Environment, Health & Safety
6.7 Ethics/Business Practices
6.8 Facilities Engineering; Energy Management
6.9 Finance
6.10 Government Affairs/Public Policy
6.11 Human Resources/Employee Relations
6.12 Information Technology
6.13 Internal Audit
6.14 Investor Relations
6.15 Law; Corporate Compliance
6.16 Manufacturing
6.17 Quality
6.18 Research and Development; Product Design
6.19 Risk Management
6.20 Sales and Marketing; Distribution
6.21 Security
6.22 Supply Chain (Supplier Management; Purchasing)

Appendix 7: Examples of Sustainability Metrics

7.1 Examples of Sustainability Metrics for Companies
7.1.1 Company Sustainability Metrics: Units of Production Activity and Service Value
7.1.2 Company Sustainability Metrics: General Performance
7.1.3 Company Sustainability Metrics: Economic Performance
7.1.4 Company Sustainability Metrics: Social Performance
7.1.5 Company Sustainability Metrics: Environmental Performance

7.2 Examples of Sustainability Metrics for General Governments
7.2.1 Sustainability Metrics for General Governments: Economic Performance
7.2.2 Sustainability Metrics for General Governments: Social Performance
7.2.3 Sustainability Metrics for General Governments: Environmental Performance

7.3 Examples of Sustainability Metrics for Universities
7.3.1 Sustainability Metrics for Universities: General Performance
7.3.2 Sustainability Metrics for Universities: Economic Performance
7.3.3 Sustainability Metrics for Universities: Social Performance
7.3.4 Sustainability Metrics for Universities: Environmental Performance
Appendix 8- Sustainability Resources for Universities

8.1 Organizations That Can Help Universities Pursue Sustainability

8.1.1 Global Higher Education for Sustainability Partnership (UNESCO, ULSF, IAU, and COPERNICUS)
8.1.2 U.S. Partnership for the Decade of Education for Sustainable Development (NCSE and ULSF)
8.1.3 National Wildlife Federation’s Campus Ecology® Group
8.1.4 U.S. Environmental Protection Agency
8.1.5 International Institute for Sustainable Development
8.1.6 Tertiary Education Facilities Management Association
8.1.7 oikos International
8.1.8 Sierra Youth Coalition
8.1.9 Dutch CKHO
8.1.10 Baltic University Programme
8.1.11 Technical University of Hamburg Consortium
8.1.12 Alliance for Global Sustainability
8.1.13 U.K. Higher Education Partnership for Sustainability
8.1.14 Philippines PATLEPAM
8.1.15 Social Enterprise Knowledge Network
8.1.16 New Jersey Higher Education Partnership for Sustainability
8.1.17 Pennsylvania Consortium for Interdisciplinary Environmental Policy
8.1.18 Campus Consortium for Environmental Excellence
8.1.19 Associated Colleges of the South Environmental Initiative
8.1.20 South Carolina Sustainable Universities Initiative
8.1.21 Net Impact

8.2 Sustainability-Related Codes for Collegiate Institutions

8.2.1 Talloires Declaration (1990)
8.2.2 Halifax Declaration (1991)
8.2.3 Swansea Declaration (1993)
8.2.4 COPERNICUS Charter (1993)
8.2.5 Kyoto Declaration (1993)
8.2.6 Blueprint for a Green Campus (1994)
8.2.7 The Essex Report (1995)
8.2.8 Dutch Charter for Sustainable Development in Vocational Training (Higher Professional Education) (1999)
8.2.9 Lüneburg Declaration (2001)
8.2.10 Ubuntu Declaration (September 2002)

8.3 Sustainability Assessment Tools for Collegiate Institutions

8.3.1 U.K.- EcoCampus
8.3.2 ULSF’s Sustainability Assessment Questionnaire
8.3.3 Dutch Auditing Instrument for Sustainability In Higher Education
8.3.4 The Campus Sustainability Assessment Project (CSAP)
8.3.5 NJHEPS Campus Sustainability: Selected Indicators Snapshot and Guide
8.3.6 Good Company’s Sustainability Pathways Toolkit
8.3.7 UCSB Campus Sustainability Assessment Protocol
8.3.8 U.K. HEPS Reporting for Sustainability Guidance for Higher Education Institutions
8.3.9 C2E2 Environmental Management System (EMS) Self-Assessment Checklist
8.3.10 Campus Ecology Environmental Audit
8.3.11 The Ecological Footprint Analysis of Colorado College
8.3.12 EPA’s Twenty Questions for College and University Presidents

Acronyms

Index

----------------------------------------------------------------------------------------------------------------------------------

FIGURES

Chapter 1- Addressing the Confusion about Sustainability: The Typical Executive View

Chapter 2- Determining Scope: An Operational Definition of Sustainability
Fig. 2.1 Diving Deeper Into the Definition of Sustainability for Companies
Fig. 2.2 A Company Commitment to Sustainability (A Model Sustainability Policy)
Fig. 2.3 Examples of Economic Topics
Fig. 2.4 Examples of Social Topics
Fig. 2.5 Examples of Environmental Topics
Fig. 2.6 Examples of Internal and External Aspects of Sustainability

Chapter 3- The Value of Sustainability: Why Bother?
Fig. 3.1 Sustainability Benefits Help Determine Business Value: The Show-Me-the – Money Model
Fig. 3.2 The Top Ten for Reputation and Brand Strength Versus The Top Ten for Social Responsibility
Fig. 3.3 Life Cycle of a Product
Fig. 3.4 Environmental Product Attributes to Be Considered in Procurements by U.S. Executive Agencies
Fig. 3.5 Lessons About Green Products
Fig. 3.6 Eco-Efficiency Measures That Often Improve Productivity of Processes and Profitability of Products and Services
Fig. 3.7 Baxter Environmental Financial Statement 2004: Estimated Environmental Costs and Savings Worldwide
Fig. 3.8 Accumulated Net Flows Into Mutual Funds, January 2001-June 2003
Fig. 3.9 Linkage of Company Sustainability Obligations to Financial Success Factors
Fig. 3.10 Some Issues That Favor Sustainability Outside the Organization But Adversely
Affect Direct Economic Business Value

Chapter 4- Building an SOS: The Key Elements and Basic Structure

Chapter 5. SOS Standards: The Roadmap for Change

Chapter 6- Strategic Planning for Focused Sustainability Improvement

Chapter 7- Selecting Goals and Indicators
Fig. 7.2 Benefits and Purposes of Measurable Goals

Fig. 7.3 Approximate Depiction of Relationship Among Indicators, Goals, Metrics, Initiatives, and Descriptions

Fig. 7.4 Relationship Among Environmental Objectives, Targets, and Indicators under ISO 14001/14004

Fig. 7.5 Method of Calculating a Sustainability Performance Index Score

Fig. 7.6 Baxter’s 2005 Environment and Safety Goals and Associated Savings Targets

Fig. 7.7 Example of DPSIR Sequence of Environmental Indicators for Fish Stocks

Fig. 7.8 Example of a Process Sequence of Indicators Concerning Training Programs on Regulatory Compliance

Fig. 7.9 Form for Tracking Status of Development of Management System

Fig. 7.10 Goal and Indicator Implementation Issues

Chapter 8- Bringing Sustainability to the Front Line: Deployment, Integration and Alignment

Fig. 8.1 Common Deployment Tools

Fig. 8.2 Example of Flow of Deployment Activities in Rollout of Sustainability Initiative

Fig. 8.3 Integrated and Segregated Models of Deployment for an SOS

Fig. 8.4 Alignment and Non-alignment of Objectives, Actions, and Initiatives

Fig. 8.5 What You Do If They Slam the Door in Your Face: Some Military Solutions

Chapter 9- Data Systems, Auditing, and Other Monitoring and Accountability Mechanisms

Fig. 9.1 Checklist of Functions for Monitoring and Managing Sustainability Performance That Can be Automated With IT

Fig. 9.2 Checklist of Considerations in Selecting IT Solutions for Monitoring and Managing Sustainability Performance

Fig. 9.3 Factors That Can Undermine Accountability and Inhibit Good Performance

Chapter 10- Transparent Sustainability Reporting

Fig. 10.1 Why Companies Transparently Report About Their Sustainability Performance

Fig. 10.2 Why Companies Don’t Transparently Report Certain Significant Sustainability Performance Issues

Fig. 10.3 Top Challenges in Sustainability Reporting According to Petroleum Industry Companies

Fig. 10.4 Sustainability Information Reported by Polaroid for 2002, 2003, and 2004

Fig. 10.5 The Sustainability Reporting Process

Fig. 10.6 Report Planning Considerations

Fig. 10.7 Advantages and Disadvantages of Hard-Copy and Website-based Sustainability Reports

Chapter 11- Stakeholder Engagement; The Role of NGOs

Fig. 11.1 Which Stakeholders Influence the Business Decisions and Actions of a Company?
1.32- Rise in Socially Responsible Investing
Fig. A1.32.1 U.S. Proposed Shareholder Resolutions Filed 2001-2005
Fig. A1.32.2 Top 2004 Social Issues for Shareholders, by Average Percent of Voted Shares for the Proposal
Fig. A1.32.3 Top Social Issues by Percent of Total Social Shareholder Proposals Filed, January 1- February 10, 2005

1.33- Investor Concerns about Corporate Governance
Fig. A1.33.1 Shareholder Governance Proposals Filed 2003-Feb. 2005

Appendix 5- Method for Calculating Savings and Cost Avoidance for Baxter’s Environmental Financial Statement
Fig. A5.1 Example of Waste Savings and Cost Avoidance Calculations
Fig. A5.2 Cost Avoidance and Savings Concepts

Appendix 8- Sustainability Resources for Universities
8.3 Sustainability Assessment Tools for Collegiate Institutions
8.3.3 Dutch Auditing Instrument for Sustainability In Higher Education (AISHE)
Fig. A8.3.3.1 AISHE Criteria for Five Levels of Progress for Sustainability Programs
8.3.6 Good Company’s Sustainability Pathways Toolkit
Fig. A8.3.6.1 Good Company Sustainability Assessment Indicators
8.3.8 U.K. HEPS Reporting for Sustainability Guidance for Higher Education Institutions
Fig. A8.3.8.1 Forum for the Future/ U.K. HEPS Sustainability Features and Assessment Questions