

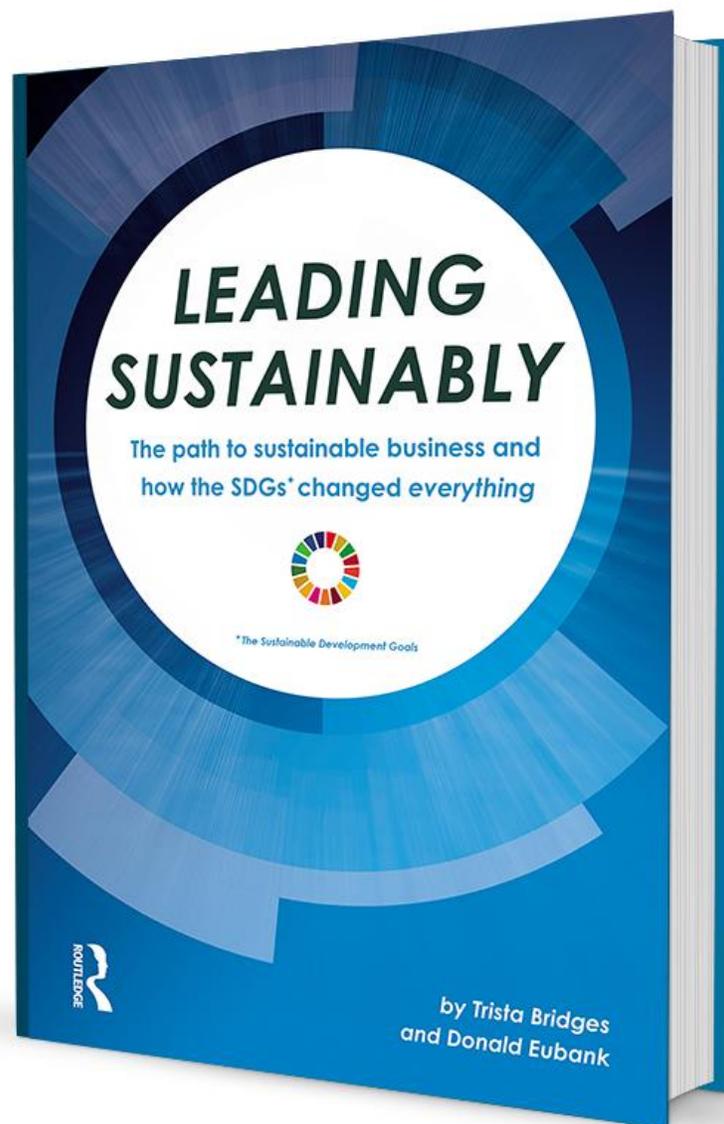
Excerpts From

Leading Sustainably

*The path to sustainable business and
how the SDGs changed everything*

by Trista Bridges
and Donald Eubank

Published by Routledge



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Book description

The business world is at an important crossroads. The age of the stakeholder is rapidly superseding that of the shareholder as climate change and political and societal shifts upend years of seeming prosperity. To move past this agitated age, business and society must learn to lead sustainably by putting purpose on equal footing with profit. The first step is understanding what's meant by sustainability and how it offers an opportunity for both business and society.

Inspired by the launch of the 2030 United Nations Sustainable Development Goals (SDGs), “Leading Sustainably” captures the ideas of more than 100 change makers from around the world about how business is putting sustainability at the core of strategy to survive, thrive, and realign its interests with society's. The book looks at how sustainability has evolved in a business context, offering powerful insights, key facts, and guidance on building sustainability capability within companies, measuring and managing impact, sustainable finance's transformation, and other topics critical to aligning businesses' central activities with sustainable principles.

The book introduces five vignettes profiling best-in-class companies that were sustainable from the start and international case studies on business sustainability efforts, spanning industries from hospitality to waste management, fashion, finance, and more. Finally, Bridges and Eubank provide frameworks and in-depth advice firms can leverage when accelerating their transition to more sustainable business models.

“Leading Sustainably” is a perfect guide for those who are seeking to understand this fast-changing business environment, how to factor sustainability into their decision-making, and why the SDGs changed everything.

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PREFACE

by Trista Bridges and Donald Eubank

The business world is at a fundamental crossroads. The age of the stakeholder is rapidly superseding that of the shareholder. More than just a buzzword, the idea of the stakeholder recognizes that companies have always existed as an inseparable part of the communities and business networks in which they operate, however vast and physically distant.

Contrary to what the shareholder model often implied, good business decisions have never really been driven purely by profit motives. It is becoming increasingly obvious that what is good for society—and thus, by definition, for the environment—is good for business. This new embrace of responsibility does not preclude the design of efficient, lucrative business models. In fact, when done properly, precisely the opposite is true: socially responsible and sustainable business decision-making opens up brand new, exciting, profitable—and, in all its meanings, sustainable—revenue streams.

Today's reckoning is not purely an altruistic choice made by businesses; new demands from various civil society organizations and the consensus-driven initiatives of the United Nations have been shepherding along the changes required to make business operations sustainable for years. With the UN's 17 Sustainable Development Goals (SDGs) and the implementation of the Paris Agreement, these constituencies have outlined new expectations for not only how governments function, but also how businesses must operate in a sustainable society.

The SDGs—more than 50 years in the making—provide a comprehensive framework for understanding all aspects of social, political, and business actions. They are powerful statements of human ambition for a fair, just and sustainable society. Many in the business and investing world today are calling them “A gift”, as the SDGs can provide a framework to quickly and effectively guide businesses' efforts to align their operations with the meaningful goals that society desires.

The successful businesses of tomorrow will be the ones that embrace this new framework today.

Business evolves continuously. Since the first publicly traded joint-stock corporation was formed—generally agreed to be the Dutch East India Company in 1602—we have seen many changes. The Industrial Revolution led to modern assembly line production. The rise of service economy businesses in the 1970s unleashed new forces in marketing, consumerization, and a focus on customer service. More recently we've seen digitalization transform almost every corner of industry.

While these evolutionary business bounds have generally correlated with progress in the social realm, businesses and society—including the environment—have experienced massive growing pains along the way. A variety of human-caused disasters have had real world consequences for individuals, communities, and our ecosystems.

As far back as the 1890s, coal smoke and smog were recognized as a health problem. In the second half of the twentieth century, individual businesses were deemed personally responsible for a widespread series of environmental disasters and health scandals. Industrial accidents such as the release of the herbicide dioxin by a Monsanto plant in West Virginia in 1949 and then by a

flavoring and scenting industry supplier outside Milan in 1976 were some of the first major publicly recognized disasters that were explicitly caused by individual businesses. Amoco and Exxon were responsible for major oil tanker spills, Amoco in the Cádiz spill of 1978 off the coast of France, and Exxon in the Valdez spill of 1989 in Alaska. In the tragic 1984 Bhopal disaster in India, the accidental release of the toxic chemical methyl isocyanate at a Union Carbide plant killed thousands in the immediate aftermath and continued to cause negative effects, including further deaths, for tens of thousands later.

Some hazards were more inherent to the products a company sold. A campaign of lawsuits against big tobacco companies exposed the dangers of smoking cigarettes. Sugar was the next substance targeted, in a major wake up call for food and beverage companies.

In the early days of industrialization, apparel and other businesses were powerfully reprimanded for unacceptable treatment of employees, leading to labor laws and union organizations designed to protect workers. But in the 1990s, consumers learned that rather than being stamped out, the predatory practices had simply been shipped overseas to developing countries. Top brands such as Nike, Gap, and later Adidas, Uniqlo, and even Apple, had to respond to the discovery that their products were being produced in “sweatshops” with abusive conditions for their workers. Fair trade campaigns uncovered similar problems in agricultural production, from exploitive payment structures to problems as horrifying as human trafficking, slave labor and forced child labor.

As recently as the start of this century, individual consumer product failures have caused havoc to businesses as well as society and the environment. In 2008, Nestlé’s baby formula products in Hong Kong and China were discovered to contain melamine, a toxic compound that causes kidney failure. High levels of lead were found in Maggi noodles that were made and sold in India in 2015.

These are only a few of the known examples. Such human and environmental tragedies were the disastrous result of business actions. In many ways, including as public relations catastrophes, they exposed businesses to the kinds of massive existential risks that could be the death knell for a company. Their wake up call is clear. Businesses must find ways to do better in order to maintain the public’s trust, and be good citizens of the world, if they want to remain viable.

The concept of “sustainability” as we think of it today has been developing over many years. It made its first meaningful appearance to the general public in the 1970s due to concerns about the state of the earth’s environment. The United Nations embraced the concept and brought it into a series of conferences meant to improve living conditions worldwide, which were launched in 1972 with the United Nations Conference on the Human Environment.

Moving away from a “savior” aid model to an “enablement” model, members of the U.N. began to recognize that social development and environmental protection require balancing needs with available resources, and, increasingly, taking a circular view of how the two interact.

Confronting the health, social and environmental risks of their businesses in the 1990s, entrepreneurs, executives and investors recognized the need to find a new way to work, and sustainability entered their vocabulary. The newly founded World Business Council on Sustainable Development provided guidance to help them examine their social, environmental,

and economic impacts when assessing their performance (the predecessor to today's ESG) and find more effective, efficient, and profitable ways to operate in society. At this point, we begin to see the shift away from the shareholder value-only model of Milton Friedman to the contemporary embrace of stakeholder engagement.

Taking a stakeholder view helps businesses navigate a more sophisticated market of enlightened consumers who have a newly heightened awareness of the impacts of their purchasing decisions and hold a more suspicious, skeptical, and savvy perspective on companies' actions. Since the 1990s, these consumers have not only been supported by smart purchasing guides such as Consumer Reports, but they are also informed and educated by passionate and media-friendly NPOs that have taken it upon themselves to investigate business practices and report on bad behavior. Throw in the Internet's instantaneous view across the world, and you can no longer assume that any of your corporate actions are invisible to your customers.

Just in the year that we have been writing this book, issues surrounding sustainability have moved even more dramatically to the front and center of consciousness around the world.

Last year, the UN Intergovernmental Panel on Climate Change (IPCC) concluded that we have just over a decade to prevent the worst outcomes caused by global warming and climate change. In response, around the globe, young people—your customers—have been regularly marching in the streets by the millions—literally—demanding that their elders pay attention, recognize the problem, and take action to mitigate the anticipated damage that is becoming increasingly evident.

And the COVID-19 outbreak has shown with absolute clarity the terrifying reality of what a shared, global crisis looks like, both as a health disaster but also as a penetrating view into what happens when social responsibilities are not correctly valued and addressed. The coronavirus may have halted the economy, but the failure of businesses, just as much as governments, to properly manage their relationships with all of their stakeholders is what will slow it from recovering as quickly it needs to.

This book proposes important ways that corporations can lead in a very substantive way to reign in the causes of the climate crisis. The actions corporations take in this regard will also substantially benefit their own businesses. The opposite is equally true: those corporations that choose to ignore the changes happening rapidly around them likely to find their businesses seriously diminished.

Inevitably, then, companies today are asking themselves, “How can we best manage ourselves in such a rapidly changing, multi-stakeholder world?”

It's not easy to answer the question of how to make the transition to a truly sustainable business model. There are plenty of tools that use traditional shareholder measurements to understand a company's performance. Return on Investment is fairly straightforward to calculate, and a great indicator for shareholders. Today though, when we talk about ESG and sustainable business models, there aren't yet sufficiently robust, mutually agreed-upon frameworks for a multi-stakeholder world.

At its heart, this is a discussion about knowledge and capabilities. We believe that the first step in switching from a shareholder model to a sustainable stakeholder model requires businesses to increase their understanding of what exactly sustainability is—how it has evolved and how it is evolving, about what companies are doing and what they can do to make the shift to a more sustainable business model.

Today, the SDGs are perhaps the most powerful, thorough, and broadly accepted explanation of what it generally means to be sustainable. But their targets and indicators are directed primarily at governmental policy making. To become effective tools for business they must be translated into a business context. This is possible, and ambitious academic, policy and business partnerships are creating comprehensive tools for management to apply SDG-aligned thinking to their own operations and strategy.

Realistically, we don't think every business will see and embrace the value of a sustainable business model, let alone understand how to achieve one. Some—or, to start, many—may think of the idea as risky, and not grasp the potential upside. While we appreciate that, we also have seen—increasingly more commonly—that many businesses that sincerely want to make the transition, or, if nothing else, simply feel pressured to do so. And we do believe that this latest evolution is not a fad. It has acquired a long history, has been tested and proven, and is unstoppable. It is now clear that being a sustainable business has become a basic requirement for operating in society today. If you can't put the minimum stakes on the table, you won't be in the game.

We have spoken with executives, operations managers and sustainability officers in multinationals, SMEs and start-ups, with Social Impact, ESG and SDG investors, with sustainability service providers, academics and thought leaders, with policy makers, international organization professionals and non-profit actors and many other thought leaders. We have seen and worked with many companies that want to improve on what they are already doing to become even more sustainable, yet they still haven't determined the best way to take their efforts to the next level.

Through our findings from these discussions we hope to provide more transparency on what is going on, and present our own views on how companies can rapidly transition toward more successful and sustainable business models. However, first and foremost, we hope this book will bring everyone together on the same page.

By the end of the book, you should have a thorough understanding of the five steps that we have discovered are commonly necessary to enable the transition to a sustainable business model. You should have a good grasp of the transformations going on in measurement, reporting and managing impacts, and related changes across finance and industry. We'll provide insights on the concrete steps that businesses can take to accelerate these transformations. And in our Mission-driven Vignettes, you will learn about companies that were built-for-sustainability from the ground up.

We hope that these insights will inform your activities in your own business and improve your contributions to your teams' efforts.

Although current times can feel worryingly uncertain, we are heartened by the growing awareness around the world that it is time to change our consumption patterns and lifestyles. In

our investigations, it was truly encouraging to learn what companies are working on today. We believe that business could be a pivotal actor in enabling this change—that business is, as many told us along the way, the most powerful engine driving change on this planet.

Still, shifting business in general toward sustainability is a monumental task. How to accelerate business on this path is the critical question.

In this book we aim to provide some answers to this burning question, and solutions for how to move your organization forward in the journey toward achieving a sustainable business model. And while it is important to remember that reimagining how business works is more of a journey than a race, we can't ignore that rapid changes are happening at an accelerated pace these days. Significant environmental and societal shifts are underway in response to our monumental challenges.

In the following pages, we hope you enjoy exploring with us how businesses can and increasingly are keeping pace with these changes and succeeding in this journey.

SUSTAINABILITY

Our definition of sustainability in a business context

In a business context, “Sustainability” is a continuous process in which an organization strives to reduce and ultimately eliminate its negative impacts on societal and environmental resources, and increase the benefits that it provides society in the course of its commercial activities, while maintaining or improving its profitability and market performance.

When integrated into business practices, sustainability can increase operational excellence and productivity, or be leveraged as a strategic differentiator to help companies carve out a unique, competitive position.

The Sustainable Development Goals (SDGs)* establish a framework for achieving this model of sustainable business.

** The SDGs are the heart of a global agenda, agreed upon by international social consensus that establishes the most pressing social and environmental issues of our age, set ambitious goals for alleviating them, and provides a high-level roadmap for making progress toward hitting those targets.*

CHAPTER SUMMARIES

PROLOGUE

Vision 2030—where could we be?

Imagine it is the year 2030 and the world has been transformed by a massive increase in population, an expanding middle class that strains natural resources, and changed weather patterns that impact communities and business supply chains. We imagine in this new global reality an executive finalizing business planning for the next year and reflecting on successes, challenges and failures that brought their organization here from the year 2020. What vision compelled them to act? What changes allowed the organization to continue to exist in the year 2030? How do they proceed with their business planning, and what role does sustainability play in 2030? With this vision of the near future, we establish a frame wherein readers can visualize why what comes next is vital to their own organizations and their careers.

CHAPTER 1

How we got here—the story of sustainability and the SDGs

We start with an introduction to all the currents that led up to the launch of the Sustainable Development Goals and the new rise of businesses embracing of sustainability. We outline how the SDGs represent the culmination of how governments, international bodies, civil society and for-profit businesses have been transformed and thus embraced a new understanding of their responsibility to the communities of the earth. A quick introduction of what the SDGs are, in structure, intent and action is provided, as is an exploration of the global trends dating back to the 18th century that underpin the contemporary interconnectedness of the world. In parallel, we outline how organizations began to pursue the concept of sustainability and reporting on ESG issues in the 1990s. This leads to the development of the SDGs and the moment today when businesses are reconsidering their relationship with society and realigning their priorities.

CHAPTER 2

For profit, purpose, and survival—why business is embracing sustainability

A confluence of pressures are forcing businesses to embrace sustainability. We look at the business cases for why it actually helps to do so and the sources of such pressures, including: consumers studying companies more closely to see if their mission, activities, and products align with their own; new competitors in the market built from the ground up around the Triple Bottom Line framework that are increasingly outpacing the average growth of their sectors; and managers of capital who feel a heightened urgency to understand companies' exposure to climate and other materiality risks, and what their strategies are to avoid or mitigate them.

CHAPTER 3

From ESG to SDGs—methodologies and measurement for impact

Chapter 3 functions as a reference center of different methodologies, how they were developed and how they help. Determining which reporting and measurement methods to use can be daunting, and the wide range of choices makes the decision even more complex. We discuss options companies have for the most relevant reporting and operations transformations today; approaches to understand how their businesses exist within their marketplaces, value chains and communities; and how the SDGs can transform all these threads into a whole new integrated approach to business. We view various methods, such as GRI, GHG Protocol, SASB, Future-Fit, B Corps, Impact Management Project and Impact Management for Everyone.

CHAPTER 4

The transformation of finance—sustainable investing goes mainstream

Sustainable finance has moved from a niche, vague concept to the top of the agenda for investors across asset classes and geographies. Private equity and venture capital are launching or exploring dedicated impact funds that aim to achieve social and environmental impact alongside strong financial returns, and nearly three quarters of investors now view ESG disclosures as very important as data shows that such reporting can help improve risk-adjusted returns. While our view is that ESG falls more into the realm of risk management rather than opportunity identification, it is an important step in businesses' evolution toward more sustainable business models. There's clear signs too that we're in the midst of transformation of the perspectives and values of investors themselves. Younger generations and a sizable portion of older generations are advocating for a more sustainable approach. Impact investing and sustainable investing are witnessing unprecedented interest, with such investors taking seriously the idea of making a return while also achieving positive social and environmental impact.

CHAPTER 5

The road to sustainability—best practices for building organizational capabilities and driving implementation

Organizations tend to proceed through five steps on the journey to becoming a sustainability centered organization:

1. Base-level Understanding
2. C-level Engagement and Initial Choices
3. Actions & First Wins
4. Cross-organization Priority Setting and Buy-in
5. Alignment and Process Integration

Only a handful of the organizations that we researched have gotten to step 4. Reaching that milestone requires an organization to actively search for the solution to the most pressing question “How do we manage the gargantuan task of building an organization that is capable—at all levels—of building and successfully managing a fully sustainable business?”

We outline important lessons that we have learned about the challenges businesses are encountering and how they overcome them, with best practices from organizations around the world: Ricoh, Bolton Group, Coca Cola, Engie, Givaudan, Sekisui House, DSM, Novo Nordisk, Sony, HSBC, Ragn-Sells, and SC Johnson. From this analysis, we arrive at ten principles that organizations can use as guide as they kick start or fast-pace their transition to sustainability:

1. Engage leadership first and get buy-in
2. Make clear strategic choices
3. Take a systematic approach to building capability
4. Build an “A team”
5. Pursue a multi-stakeholder approach
6. Stay flexible when rolling a global strategy out locally
7. Act-Assess-Adjust
8. Educating customers is part of the job
9. Leverage SDGs to drive alignment
10. Consider looking externally to accelerate your transition

CHAPTER 6

What's next—industries as hotbeds of sustainable innovation

Although it is to be celebrated when one company takes the decision to make this transition, shifting the paradigm requires an industry-wide transformation. History has demonstrated many times that even the most dubious of practices can be dramatically minimized or eliminated through intra- and inter-industry collaboration. While the sustainable business push is impacting all sectors, there are a handful that are in prime position to impact their own industries and others that they connect with. These industries getting it right will be a powerful enabler of or, in the event of failure, hindrance to, a broader transition toward sustainability. We explore how five industries—health and wellness, insurance, fashion, real estate, and tourism—have the power to bring sustainable product, operational, and social innovation to business, transforming the way we live and setting society on a more sustainable path.

CHAPTER 7

Achieving the breakthrough—sustainability becomes business-as-usual

The final chapter reiterates the importance of business becoming sustainable and gives the three most critical recommendations for how a company can succeed in starting the process. First, we recommend leveraging the SDGs via the SDG Action Cycle, a six stage process that starts with Understand the Context and SDG Priority and Vision Setting, proceeds through SDG Strategy and Business Fit and Assess Feasibility, to Execution Plan and Launch and Assess Impact. The cycle is “iterative” and companies should return regularly to apply it again within certain timeframes. Secondly, we stress that the application of the SDG Action Cycle should be systematic to extract the most value of it, proceeding through a series of questions at each stage. The importance of training is also highlighted, with recommendations where to start and why, and an example is provided of what a “fully sustainable business” looks like. Finally, we conclude that “Sustainable business today is smart business. It may soon be the only kind of business.”

“Mission Driven” Chapter Breaks: During our research, we interviewed a wide and diverse range of people working to move our society toward sustainability. One group, however, are 100 percent “all in”: Mission-driven businesses are laser-focused on bringing fully sustainable innovations and business models to sectors that have struggled to do so on their own. These companies are achieving remarkable societal and financial impact. Recent research shows that companies and brands with “purpose” outpace both sector and economic growth in markets such as the U.K. and the U.S. Five vignettes appear throughout our book, in which we illustrate why we hope the following companies’ models become the future of business: KEEN, Toad&Co, EConcrete, TBM-Limex Co. Ltd., and Renable.

FROM CHAPTER 7

Achieving the breakthrough—sustainability becomes business-as-usual

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Sustainable Business *is* Smart Business

To tie it all off, let's return to why you—why any business—should embark on the journey to sustainability today.

The argument supporting sustainability is becoming more apparent daily, making it an extremely risky proposition for businesses to ignore the issues that the SDGs so eloquently describe. Yet, the opportunities that sustainability offers both businesses and society are an even more exciting motivation. Whether it be driving innovation, responding to the needs and wants of rapidly evolving and enlightened consumer-base, or outpacing your competitors, aligning purpose and profit is better business (See Figure 7.2).

Sustainable business today is smart business. It may soon be the only kind of business.

For many years the case for sustainable business models was elusive. This is no longer the case. The evidence that organizations that embrace sustainable business models are better positioned for success is increasing with leaps and bounds. If nothing else, the COVID-19 crisis should make this abundantly apparent.

The next 10 years, and likely more, are guided by the spirit of the 2030 Agenda—the Sustainable Development Goals. This future is being formed by an international consensus that all stakeholders should be heard. It is being shaped by voices from all levels of society, and shepherded by the civil society organizations that represent them. And it is backed by enlightened managers of capital.

With the SDGs, the world has a plan, and business is part of it too. When companies treat that plan as a gift that reveals what society wants from business, then the SDGs become a powerful way for them to move forward in alignment with their stakeholders, for the betterment of both.

As we progress through the Twenty-First century, businesses that don't embrace sustainable business models will likely not be around to see the dawn of the Twenty-Second. *Those that do will enjoy the rewards that they all should seek: a sense of purpose in their actions, a profit as a result, and the opportunity to continue to deliver on both.*

AUTHOR BIOGRAPHIES

Trista Bridges

Trista Bridges is a strategy and marketing expert with extensive experience across various geographies and sectors including consumer products, financial services, technology, and healthcare. As co-founder of Read the Air, she advises organizations on sustainability, providing them with the insights and solutions needed to transition to sustainable business models.

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Donald Eubank

Donald Eubank is an experienced manager who has worked across the IT, finance, and media industries in Asia for the past 25 years. As a co-founder of Read the Air, he serves as an important advisor to businesses that are integrating sustainability into their core strategy, guiding their teams to lead sustainably and apply critical tools for managing their impact.

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Read the Air

Read the Air is a specialist advisory practice that enables companies to put sustainability at the core of their business, for purpose and profit. Our mission is to empower commercial enterprises to design, implement and execute powerful business strategies that create sustainable business models. Read the Air supports such transitions by offering services that focus on business intelligence, leadership and development, and strategic advisory.

www.readtheair.jp



ENDORSEMENTS FOR 'LEADING SUSTAINABLY'

"A must read for everyone on the journey towards sustainable business. It provides the context, and more importantly specific guidance on how to accelerate the transition towards models which will help to change the way business is done, respecting the needs of both society and our planet."

Jeff Turner, Vice President of Sustainability, DSM

"'Leading Sustainably' offers a road map for integrating the latest sustainability thinking into business practice. Bridges and Eubank demonstrate—through presentation of excellent case examples and historical evolution of the field—how SDG mandates contribute to effective business management and value creation to the benefit of both shareholders and stakeholders alike."

Jed Emerson, Author of "The Purpose of Capital: Elements of Impact, Financial Flows and Natural Being"

"Bridges and Eubank's book is a new and ultra-accessible exploration of the rapidly evolving intersection of business and sustainability, with a focus on business cases, best practices and practical steps to make progress, and how the subject is shooting up in importance for companies and managers."

Dr. Florian Kohlbacher, Author of "International Marketing in the Network Economy", "Advertising in the Aging Society" and "The Silver Market Phenomenon"

"Businesses must respond to climate change and societal changes. Aiming to address these challenges and improve society is the secret to business success. Reading this book will help you understand the important actions and steps to take."

Kenichi Ishida, Sekisui House, Managing Officer, Chief Manager of Environment Improving Department

"Bridges and Eubank have created a useful primer on how business leaders' response to sustainability is evolving today—covering cutting-edge approaches, up-to-date case studies, and effective management practices. More importantly, the writing is fresh and accessible to corporate executives, investment managers, and researchers, alike."

William J. Swinton, Temple University, Japan Campus, Director, International Business Studies

"An informative guide for companies seeking to integrate the UN SDGs and sustainability into their business. The book provides valuable insights and practical steps for how to put sustainability at the core of your business."

Jin Montesano, LIXIL Group Corporation, Chief Public Affairs Officer and Chief People Officer

“All this time sustainability has been seen by the business community as a “responsibility” toward future generations -- as more of an obligation. This book brings about a paradigm shift in the conventional thinking by showing how sustainability principals can be written into your core business strategies for increased profitability through achieving a competitive edge, and thus drive progress on the SDGs.”

Dr. Thusitha Tennakoon, Consortium of Consultants for Sustainable Development (CCSD); Colombo, Sri Lanka), Lead Consultant

“‘Leading Sustainably’ provides an in-depth discussion of how to measure and manage impact. It showcases practical ways for businesses to manage their non-financial effects on people and planet, and their contributions towards the SDGs.”

Karl Richter, EngagedX, Executive Director and Co-founder

“This book draws a complete scene of sustainability development for business. The authors give concrete steps, practical suggestions, and questions you may face during the process. It’s a great reference for business to start sustainability planning, also a helpful checklist for businesses that have been on the road to sustainability.”

Sharon Lin, Shin Kong Financial Holding (Taiwan), CSR Project Assistant Manager

“This book is a great resource and practical guide for senior managers that are responsible for business decisions around sustainability, including around the 'Power of Communication' discussed in Chapter 5 – sometimes, communication is the big differentiator, rather than actions or performance against benchmarks.”

Mahadevan (Mack) Ramachandran, Futures Inc., Co-Founder

“‘Leading Sustainably’ is an in-depth look at a subject that ought to be paramount in every corporations’ business plan. Bridges and Eubank share their extensive expertise on what sustainability in business means and its past and future, while laying out a clear, concise roadmap for corporations to follow.”

Maho Uehara-Cavalier, The Humane League, Regional Manager Japan

“A growing number of entrepreneurs today are building businesses with a social mission, guided by strong sustainability principles. Bridges and Eubank feature five such mission-driven companies and show how traditional businesses can also take meaningful steps to become more like them.”

Robin Lewis and Mariko McTier, Social Innovation Japan, Co-founders and Directors

“The SDGs will drive innovations and economic growth ... creating an (estimated) USD\$12 trillion market value for corporations, and hence are the key to achieving SDGs. Trista Bridges and Donald Eubank introduced practical business models and procedures to advance the SDGs in this book, which is highly recommended to all.”

Dr. P.C. Wang, Taiwan Institute for Sustainable Energy (TAISE) and Center for Corporate Sustainability (CCS), Deputy Secretary General; and Chung Yuan Christian University (Taiwan), Adjunct Assistant Professor

COMPANIES AND SOURCES INTERVIEWED

Please note that this list is not fully comprehensive, and, as well, not all interview subjects appear in the book.

Corporates & SMEs

- **Hilton** / Daniella Foster, Senior Director Global Corporate Responsibility
- **Coca Cola** / Jennifer Raglan, Director International Government Relations and Public Affairs
- **Sony** / Keiko Yokoyama, Director, Corp. Environment at Sony Electronics & Michiko Araki Kelly, Vice President, New Business Group at Sony Electronics
- **DSM** / Jeff Turner, DSM Corporate VP of Sustainability
- **Nestle** / Miki Kanoh, Corporate Affairs Group
- **Novo Nordisk** / Susanne Stormer, Vice President Corporate Sustainability
- **Ricoh** / Sergio Kato, Corporate Vice President, Sustainability Management Division; Darren Menabney, Lead Global Employee Engagement; Akabori Kumiko and Hiromitsu Hatano, Sustainability Management Division; Kiyoshi Hashimoto, General Manager of PR; Yuko Miyahara, PR Department
- **Yum China** / Joey Wat, CEO
- **H&M** / Hendrik Alpin, Sustainability Engagement Manager
- **Sinyi Realty** / Nico Chen, Manager of CSO Office
- **Adecco** / Bruce Roch, CSR & Solidarity Director
- **Engie** / Nichapat Nathalang, CSR & Communications Lead Asia Pacific
- **Bolton Group** / Luciano Piravano, Sustainable Development Director Bolton Food
- **Givaudan** / Geraldine O'Grady, Head of Sustainability Flavor Division
- **KEEN** / Chris Enlow, Corporate Responsibility Director
- **EConcrete** / Shimrit Perkol-Finkel, CEO
- **Ladol Nigeria** / Amy Jadesimi, CEO
- **Method - People Against Dirty, an SC Johnson company** / Michelle Arnau, GM North America & Ryan Williams, Global Greenskeeper of Product Experience

- **Nippon Steel** / Dr. Kenichiro Fujimoto, General Manager, Head of Department, Global Environmental Affairs Department; Toshio Isohara, Manager, Head of Department, Global Environmental Affairs Department; Ken Kosugi, CSR Department
- **Aeon** / Kahori Miyake, Executive Officer, CSR & Communication
- **Sekisui House** / Ken-ichi Ishida, Managing Officer Chief Manager of Environment Improving Department
- **Ragn-Sells Group** / Lars Linden, CEO
- **Hitachi** / Yukiko Araki, Corporate Officer, Executive General Manager
- **Suntory** / Sue Gannon, Deputy COO Global Development & Diversity
- **Re-Nuble** / Tinia Pina, Founder, CEO
- **Ricci Everyday** / Chizu Nakamoto, COO
- **Toad&Co** / Gordon Seabury, CEO
- **TBM | Limex Co. Ltd.** / Tokuro Hatori, Corporate Communication, Sustainability Accelerator
- **Wearwell** / Erin Houston, Cofounder, CEO
- **Hara Token** / Rene Corstens, Head of Partnerships

Investment and finance businesses and measurement/reporting/benchmarking service providers

- **Citigroup** / Valerie Smith, Managing Director and Global Head, Corporate Sustainability
- **HSBC** / Rebecca Self, Chief Financial Officer – Sustainable Finance
- **World Bank** / Dr. Venkata Ramana Putti, Program Manager of the Climate and Carbon Finance Unit
- **AXA** / Matt Christensen, Global Head of Responsible Investment
- **S&P Global** / Eric Nietsch, Credit Analyst (Singapore)
- **S&P Trucost** / Erik Christianto, Business Development and Account Manager, Asia Pacific
- **Equis** / Valerie Unger, Senior Operations Manager
- **Alante Capital** / Karla Mora, Founder and Managing Partner

- **Global Impact Investment Network (GIIN)** / Rachel Bass, Lissa Glasgo, Kathryn Savasuk
- **Calvert Impact Capital** / Caitlin Rosser, Senior Officer Impact & Communications
- **Aligned Investing Global** / Tami Kesselman, Chief Strategist
- **Blended Value** / Jed Emerson, Founder
- **EngagedX** / Karl Richter, Executive Director and Co-founder
- **Future-Fit Foundation** / Geoff Kendall, CEO & Co-founder
- **Placescore** / Kylie Legge, CEO
- **ixo Foundation** / Shaun Conway, Founder and CEO
- **The Impact Management Project & Bridges Impact+** / Amanda Feldman, Director
- **Gilda Sala Management Consultants** / Gilda Sala, Founder
- **BSR** / Asako Nagai, Director Tokyo

NGO/NPO, education, media

- **UN Global Compact** / Lila Karbassi, Chief Programmes
- **Asian University of Women** / Professor Nirmala Rao, Vice Chancellor of AUW
- **Business Call to Action** / Nazila Vali, Knowledge and Partnerships Lead at the BCtA
- **Institute of Global Environmental Studies (Japan)** / Shinji Onoda & Sunhee SUK, Business & Policy Research Directors
- **Intentional Media** / John Morris, Managing Partner
- **World Business Council of Sustainable Development Taiwan** / Tony Mo, Vice Secretary
- **UN University Tokyo** / Nicholas Turner, Programme Manager, Director's Office; Dr. Philip Vaughter, Research Fellow, Education for Sustainable Development project; Hiromi Masuda, Programme Coordinator, Governance for Sustainable Development
- **Peaceboat International** / Emilie McGlone, International Coordinator
- **TeachSDGs** / Jennifer Williams, Co-founder
- **Ubegin** / Cameron Cross, Founder