



All In

The Future of
Business Leadership

Webinar on Corporate Sustainability
Leadership

10 October 2018

Introductions



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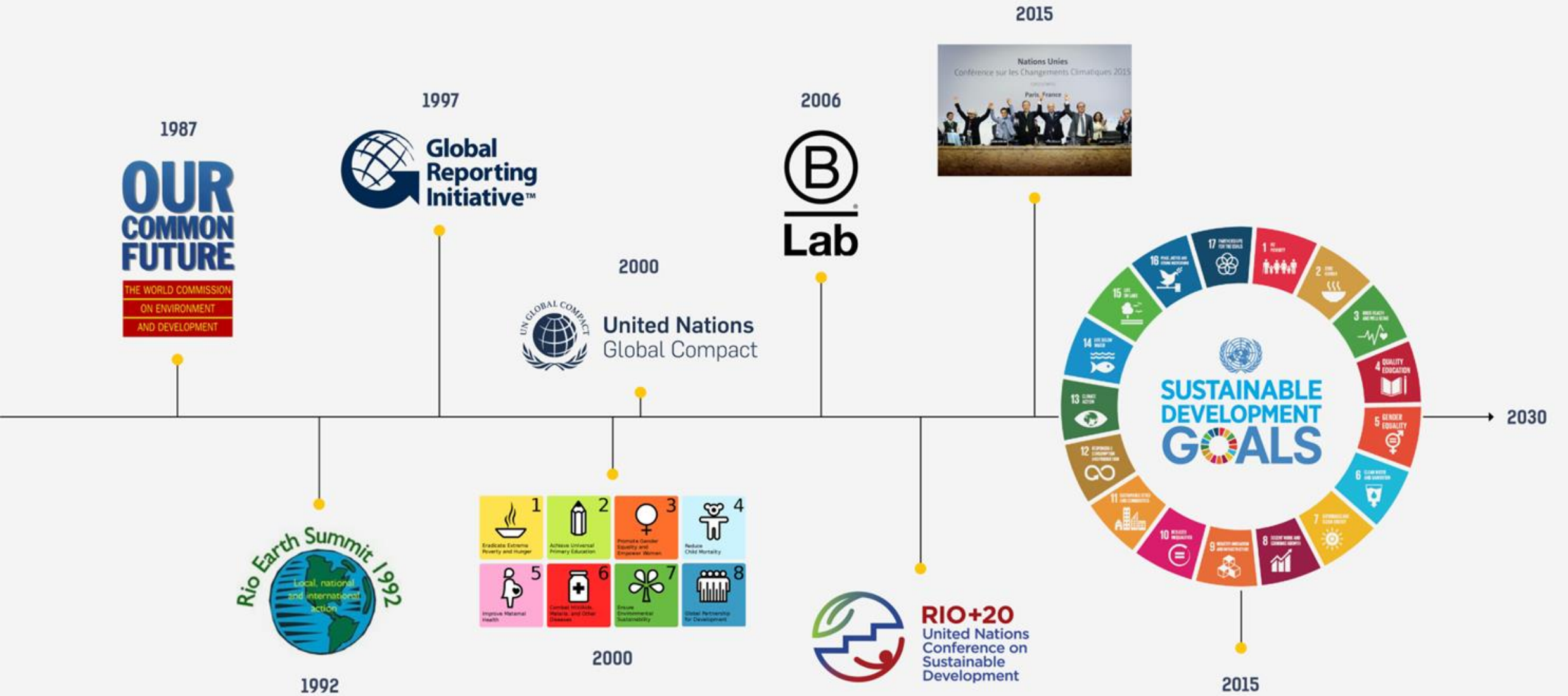
Agenda

1. Context for Going All In
2. Twenty Years of Sustainability Leadership
3. *All In* Leadership Framework
4. CSO Perspectives
5. Panel Discussion
6. Q&A with Audience

We live in a Volatile, Uncertain, Complex and Ambiguous (VUCA) World



The World We Want





Our decision to go *All In*



@cdjcoulter

@DavidGrayson_

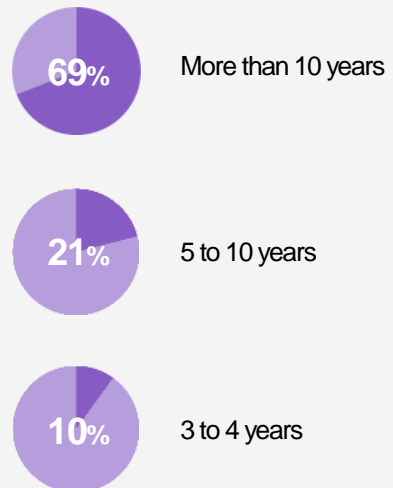
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Survey Methodology

729 qualified sustainability experts completed the online questionnaire from April 9th to May 15th, 2018.

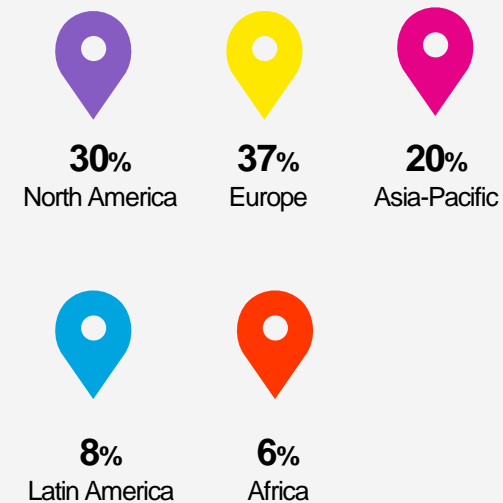
Experience

Respondents have the following experience working on sustainability issues:



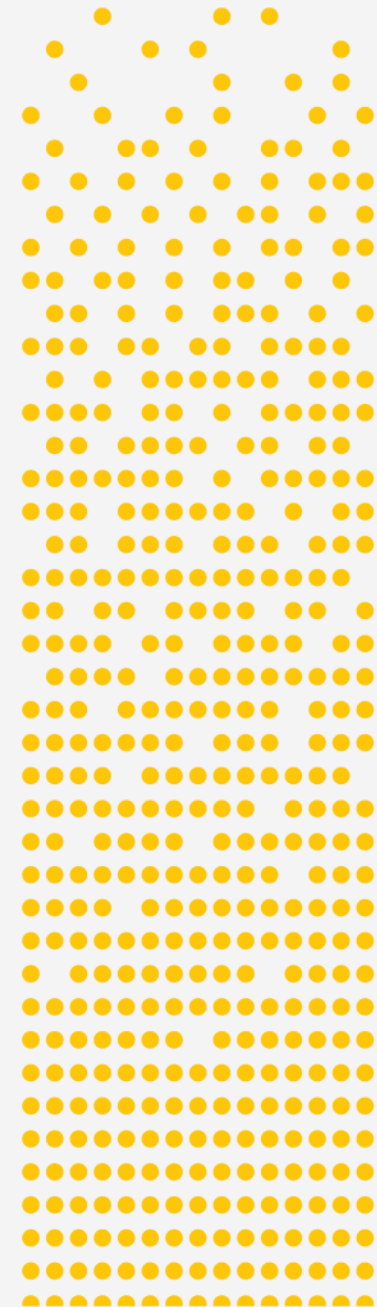
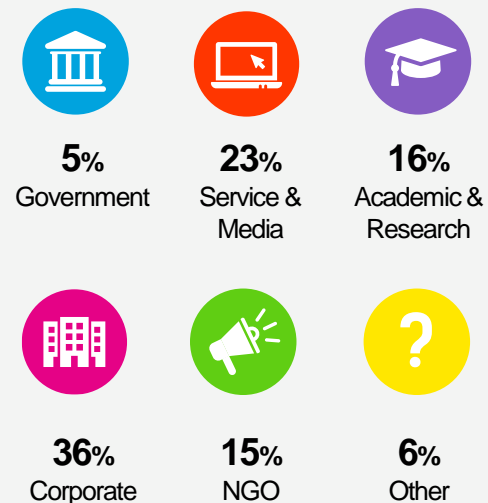
Geography

Experts surveyed span 70 countries in the following regions:



Sectors

Respondents were drawn from the following sectors:



We Studied 20 Years of Leaders



We Interviewed Past, Present and Future Leaders



Leadership Voices



Hannah Jones, CSO
Nike

‘We have worked to embed sustainability into the core of the Nike business for more than 10 years to drive collective decision-making and accountability, which has delivered a pipeline of products, technologies and manufacturing and business model innovations to help create our vision for a sustainable future.’

Leadership Voices



Mike Barry, CSO
M&S

‘By 2030, unless you have totally re-engineered your business from being less bad to a fundamentally more sustainable model that is genuinely low carbon, circular, restorative, and committed to a quality of fairness and well-being which is vastly different from what any scaled business model in this world is now, you will simply not register on that leader board.’

Leadership Voices



Lise Kingo, CEO
UN Global Compact

‘What we need to do is to mobilize a movement where we all have the same compass, the same North Star, which are the SDGs. I hope that this common agenda can be the tipping point that makes the sustainability agenda mainstream for business and for all the people who work in business.’

Leadership Voices



Amy Jadesimi, CEO
LADOL

'There is hope if you launch a sustainable business in a place like Nigeria because we adopt things very quickly...we need to find responsible private companies – small, medium and large – in these local low income, high growth markets, and we need to engage and finance them because they are the ones that are actually going to solve problems.'

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Three Eras of Leadership



1997 – 2005

Harm Reduction Era



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2006 – 2015

Strategic Integration Era



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Walmart*

2016 – ongoing

Purpose-Driven Era



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What Does the Future Hold?



1997 - 2005
Harm Reduction Era

2016 - ongoing
Purpose-Driven Era

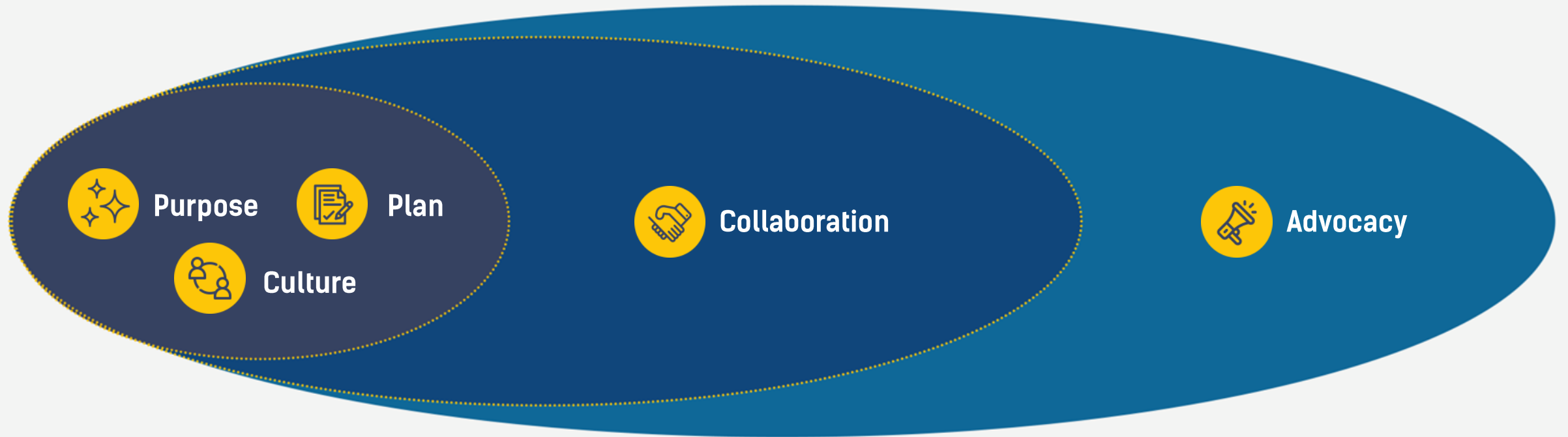
The Future
Regenerative Era

2006 - 2015
Strategic Integration Era

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The *All In* Leadership Framework





All In Leadership Attribute: Purpose



We create chemistry

We create chemistry for a sustainable future.



To create a better everyday life for the many people.

Interface®

Lead industry to love the world.



Bem Estar Bem.



Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis.



To accelerate the advent of sustainable transport by bringing compelling mass market electric cars to the market as soon as possible.



To make sustainable living commonplace.



We save people money so they can live better.



Plan

What we do and what we aspire to do



M&S

EST. 1884

THREE PILLARS OF PLAN A 2025



WELLBEING



COMMUNITY



PLANET





Culture

How we do things around here



BUILDING THE
patagonia[®]
CULTURE



Collaboration

Who we engage



Unilever Collaborations

2000



2017





Advocacy

Where we speak out and speak up



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**IF HUMANITY
CHANGED
THE CLIMATE
BY MISTAKE...**



**WE CAN
CHANGE IT
WITH
INTENT.**



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Chief Sustainability Officer
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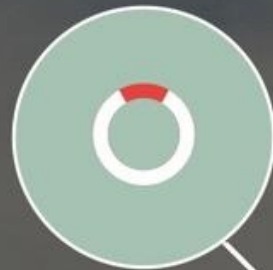
ELIMINATE
WASTE



BENIGN
EMISSIONS



RENEWABLE
ENERGY



CLOSING
THE LOOP



RESOURCE EFFICIENT
TRANSPORTATION

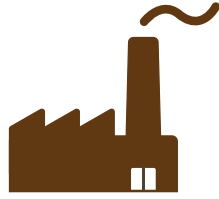


SENSITIZING
STAKEHOLDERS



REDESIGN
COMMERCE

1994



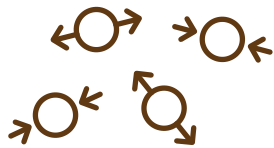
Smokestacks



Take Make Waste

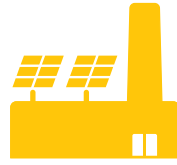


Petroleum intensive products



Disconnected supply chain

NOW-2020



Factories to Zero



Recycled, closed loop materials



Low carbon products

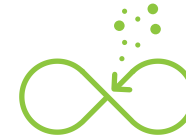


Sustainable supply chain

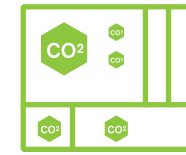
BEYOND 2020



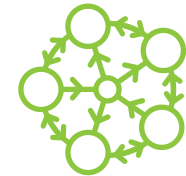
Factories as Forests



Products from dispersed materials



Products that sequester carbon



Supply chain that benefits all life



Interface®



Us



All of Us



A CLIMATE FIT FOR LIFE

CLIMATE TAKE BACK

Life thrives in a benign climate.

We can all live, love, make, grow and progress within a stable global climate system.

Turns out our species has the power to change our whole planet.

That came as a bit of a surprise. But it's time to get over it and get on with it. We've got the tools, we've got the ingenuity and we've got every living thing needing a climate fit for life.

This is our awesome opportunity.

Interface

THE CLIMATE TAKE BACK

LIVE ZERO

Aim for zero negative impact on the environment

LOVE CARBON

Stop seeing carbon as the enemy, and start using it as a resource

LEAD THE INDUSTRIAL RE-REVOLUTION

Transform industry into a force for the future we want

LET NATURE COOL

Support our biosphere's ability to regulate the climate



Reflections



Jeff Seabright
Chief Sustainability Officer
Unilever



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Panel Discussion



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Q & A with Audience



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Thank You

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