

STRATEGIC DIRECTION-SETTING EXAMPLES

Strategy/Plan Management

✓ Incorporate a sustainability perspective into all decision-making and embed it into culture and values

Policy Management

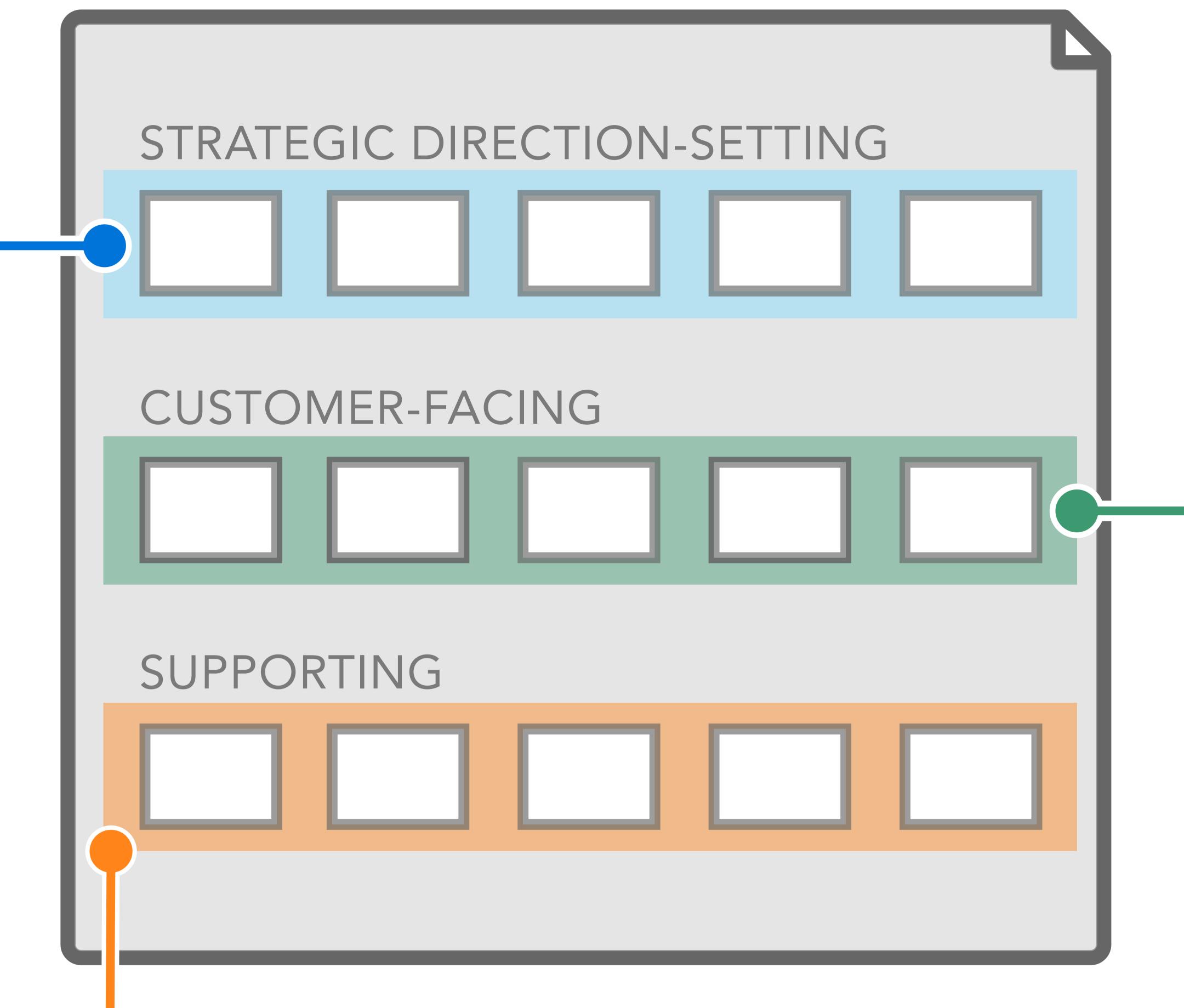
Ensure compliance with all applicable economic, environmental and social regulations and participate in policymaking

Investment Management

Realign investment portfolio to support funds that meet sustainability criteria

Brand/Market/Message/Campaign Management

- ✔ Provide accurate and adequate product labeling and marketing communication information on positive and negative economic, environmental and social impacts of products
- Market new sustainable products to customers
- Provide awareness about the organization's sustainability practices



SUPPORTING EXAMPLES

Finance Management

✓ Incorporate sustainability into accounting practices beyond finances, such as by assigning value to natural capital, etc.

Human Resource Management

- ✓ Utilize labor from people who are treated fairly, have a healthy and safe work environment, earn a fair wage and have the right to organize
- Ensure appropriate and fair compensation, benefits, education and ownership for employees
- Support telecommuting and purchase carbon offsets for necessary business travel
- Drive sustainable thinking and innovation through compensation and incentives

Asset/Information Management

- ✓ Increase energy efficiency and utilize sustainable design for facilities
- ✔ Power facilities using alternative energy generated onsite or purchased
- Utilize fuel efficient vehicles
- ✓ Apply Green IT principles such as data de-duplication and utilities to manage technology power usage

Below are examples of **sustainability considerations** for selected capabilities overlaid on a generic capability map within a **for-profit organization context** (non-industry specific).

This illustrated concept may be extrapolated to capabilities for governmental or non-profit organizations or even entire industries.

CUSTOMER-FACING EXAMPLES

Customer Management

- Ensure policy compliance and respect for customer privacy
- Reduce paper usage and allow customers to specify communication preferences

Product Management

Product Design

- ✔ Provide products as services (enable the sharing economy)
- ✓ Design products using biomimicry, ensure they can be fixed, design them for longer life, reuse and/or easy disassembly
- ✓ Dematerialize products to use as few materials as possible, use recycled or reused materials, use safe and non-toxic materials, use only virgin materials that are obtained in a sustainable manner
- ✓ Utilize reusable or recyclable packaging
- ✓ Reduce product and packaging weight
- Design and test products for customer health and safety

Product Usage

- ✓ Design products for low impact usage by reducing emissions and reducing inefficiencies in energy usage, water usage, etc.
- Create a take back program for products or provide for safe disposal

Partner Management

Evaluate partners and set expectations for economic, environmental and social performance

Agreement Management

✓ Build in appropriate terms to ensure economic, environmental and social expectations are met (e.g., management of environmental impacts, anti-corruption, human rights, etc.)

Material Management

✓ Order materials as needed to save the amount of space required, reduce spoilage/irrelevance, etc.

Operation Management

- ✓ Power operations using alternative energy generated onsite or purchased
- ✓ Design production processes to minimize components, increase energy efficiency of machines and design for ease of quality control
- ✓ Reuse production process wastes within the organization or share with others through an industrial ecosystem

Trip Management

- ✓ Utilize fuel efficient transport vehicles/methods
- ✓ Utilize efficient distribution routes and fill vehicles to capacity

