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| \$8399.00 \$280000.00 \$27976.00 \$83729.00 \$430992.00 \$1915817.00 | | | Th | e Bu | einoc | | | provide Communication (Contraction) Solution | even in pressure by L Hunt university the second to be a second to | er Loins 3.00 5.00 4.00 6.00 9.00 | |
| \$280983.00 1 \$2456.00 | | | | e Du | Silles | 5 Ca | 196 | | | 8.00 | |
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| \$14893.00 \$00 \$14 \$00 \$14 | AAPA Har Vancouve June 6-8, 2 | r | avigatio | on & En | vironm | | | ard@syi | Bob Willa mpatico. ntage.co | ca | |

Definitions

\$32910.00

\$91890.00

| \$83729.00 | \$14893.00 | \$2100.00 | \$48675.00 | \$32910.00 | \$91890.00 | \$83729.00 |
|--------------|-------------|-------------|------------|-------------|--------------|--------------|
| \$430992.00 | \$32.00 | \$1932.00 | \$16100.00 | \$2456.00 | \$11571.00 | \$430992.00 |
| \$1915817.00 | \$105497.00 | \$100835.00 | \$80140.00 | \$9837.00 | \$64991.00 | \$1915817.00 |
| \$80140.00 | \$1200.00 | \$1406.00 | \$6350.00 | \$385119.00 | \$8767870.00 | \$80140.00 |
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Sustainable Development: Meeting the needs of the present without compromising the ability of future generations to meet their own needs. -- Brundtland Commission, 1987 --

Corporate Social Responsibility: The overall relationship of the corporation with its *stake*holders. Elements of social responsibility include *financial* performance, creation and maintenance of *employment*, *environmental* stewardship, *employee* relations, and investment in *community* outreach. -- Conference Board of Canada --

Corporate Social Responsibility: The commitment of business to contribute to *sustainable economic development* – working with employees, their families, the local community and society at large to *improve their quality of life.* -- WBCSD --

Sustainability: The possibility that we all flourish forever. -- John Ehrenfeld, International Society for Industrial Ecology --



Sustainable Development (SD) = Sustainability 5112 \$713681.00 Corporate Social Responsibility (CSR) Triple Bottom Line (TBL) - Corporate Responsibility (CR) \$14893.00 Environmental, Social, Governance (ESG) Economy / Profits \$430992.00 Sustainable business Eco-Efficiency Profits \$2456.00 Taxes, R&D \$115678.00 Jobs \$8399.00 Expenditures \$14893.00 Training Fair trade Core values

- Manufacturing efficiencies
- Operations efficiencies

Environment / Planet

- Product efficiencies
- Smart design
- Cradle-to-cradle, take-back
- Beyond compliance
- Restorative to nature

Equity / People **Ethical business**

- Internal Employees
 - Human Rights
 - Health & Safety
 - Respect, Caring
- Local Community &

Culture

Rest of the World

The Sustainability "3-Legged Stool"

\$14893.00



\$11571.00 \$430992.0

The Smart Community "3-Legged Stool"

Managed Growth

Economic Vitality

- Vibrant economy
- Job creation

\$430992.00

\$2456.00

\$115678.00

- Business retention
 & expansion
- Efficient movement of people and goods
- Infrastructure for growth

Sustainable Natural Environment

- Enhanced environment
- Clean air, land & water
- Clean, efficient transportation and infrastructure
- Energy & water efficiency
- Greenlands securement

Healthy Communities

- Caring, safe & engaged communities
- Adequate food & shelter
- Housing choices
- Health care support
- Social and emotional well-being
- Cultural and faith diversity











| The F | 'ertec | et Ste | orm |
|-------|--------|--------|------------|
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|---|-------------|------------|-------------|--------------|--|
| 1200.00 | \$1406.00 | \$6350.00 | \$385119.00 | \$8767870.00 | \$80140.00 |
| 5497.00 | \$100835.00 | \$80140.00 | \$9837.00 | \$64991.00 | \$1915817.00 |
| \$32.00 | \$1932.00 | \$16100.00 | \$2456.00 | \$11571.00 | \$430992.00 |
| 4893.00 | \$2100.00 | \$48675.00 | \$32910.00 | \$91890.00 | \$83729.00 |



- Oct. 27 Nov. 1, 1991
- Hurricane Grace ... near Bermuda
 Cold front over the Great Lakes
 Old warm front near Sable Island
- All were dying out
- Energy from the 3 systems combined
- Worst storm in history ...100' waves
- Sudden, unexpected, devastating



| 10 Marke | et Forces | 5 Business Risks |
|---------------------------|-----------------------------|----------------------|
| 5 Mega-Issues | 5 Demanding Stakeholders | |
| Climate Change | Awakened Customers | Market Risks |
| Pollution & Health | Activist Shareholders | Balance Sheet Risks |
| Globalization Backlash | Civil Society / NGOs | Operating Risks |
| Energy Crunch | Government Regulators | Capital Cost Risks |
| Erosion of Trust | Financial | Sustainability Risks |

| Carbon Disclosure Pi | roject | | | |
|-------------------------|--------|----------|--------|------|
| | 2003 | 2004 | 2005 | 200 |
| Institutional Investors | 35 | 95 | 155 | 21 |
| Value of Assets Held | \$4.5T | \$10T | \$21T | \$31 |
| Companies Surveyed | Financ | cial Tim | es 500 | 1,80 |
| Response Rate | 47% | 59% | 71% | TB |

\$43099300 \$191581.00 \$112000 \$115678.00 \$713681.00

\$280000.00

\$14893.00

\$105497.00 \$1200.00

\$27976.00

\$430992.00

\$2456.00 \$75000.00 \$8399.00

\$115678.00 \$713681.00

\$280000.00

\$14893.00

 63% are assessing their climate risk and instituting strategies to reduce GHGs

• **5 Risks**, depending on sector and location: Regulatory ... Physical ... Litigation ... Competitiveness ... Reputational

\$83729.00 \$80140.00

www.cdproject.net



GE "Ecomagination" \$101581 \$112 May 2005 Announcements by CEO Jeffery Immelt \$115678.00 \$713681.00 #7 company in Fortune 500: \$157B revenue in 2005 \$280000.00 30% GHG intensity reduction by 2008 \$14893.00 \$105497.00 1% absolute GHG reduction by 2012 vs. 40% increase 30% better energy efficiency by 2012 over 2004 2x research investment in cleaner technologies, from \$700M in 2004 to \$1.5B in 2010 \$2456.00 Sell \$20B of 17 "ecomagination"-tagged products per year \$115678.00 by 2010, up from \$10 billion in sales in 2004

\$1932.00

\$1406.00

\$385119.00 \$8767870.00

October 2005 Announcements by CEO Lee Scott

\$2100.00 \$1932.00

- #2 company in Fortune 500: \$315B revenue in 2005
- Reduce GHGs from stores by 20% by 2012
- Invest \$500M annually in stores' efficient energy
- Ask 60,000 suppliers to reduce packaging
- Reduce waste from stores by 25% in 3 years
- Increase fuel efficiency in truck fleet by 25% over 3 years; double it within 10 years
- Independently monitor overseas suppliers to make sure they meet social and environmental standards
- Increasing diversity in supply chain and 1.2M US workforce
- Ask Congress to raise \$5.15 minimum wage

Wal-Mart

| | 10 Market F | | \$1932.00 \$16100.00 \$2456.00 \$11571.00 \$4 \$100835.00 \$80140.00 \$9837.00 \$64991.00 \$19 \$1406.00 \$6350.00 \$385119.00 \$8767870.00 \$1 |
|--|---------------------------|-----------------------------|---|
| .00 00 3.00 | 10 Market | t Forces | |
| 1.00 9.00 9.00 9.00 9.00 1.00 | 5 Mega-Issues | 5 Demanding Stakeholders | |
| 2.00 7.00 0.00 9.00 0.00 | Climate Change | Green Consumers | |
| 6.00 1 9.00 2.00 7.00 | Pollution & Heation | Activist Shatroolders | Sea Change Of |
| 5.00 0.00 9.00 8.00 | Globalization Backlash | NGOs | Rising Expectations |
| 1.00 9.00 0.00 6.00 1 3.00 | Ener UCEllise Crunch | Government Regulators | |
| | Erosion of Trust | Financial Sectors | |



| S S10 S S S S S S 2 R00 S | Business | \$32.00 \$1 305497.00 \$100 \$1200.00 \$1 | 100.00 \$48675.00 \$32910.00 \$91890.00 \$83729.00 932.00 \$16100.00 \$2456.00 \$11571.00 \$430992.00 835.00 \$80140.00 \$9837.00 \$64991.00 \$1915817.00 406.00 \$6350.00 \$385119.00 \$8767870.00 \$80140.00 0.00 8.00 \$300 \$800 \$800 |
|---|---|---|--|
| \$2793 0 \$8372 00 | | | Revenue |
| \$43099300 \$191581.00 \$112,000 \$115678.00 \$713681.00 | Productivity | Brand Image | Governance |
| \$8399.00 \$280000.00 | - - - | | New Markets |
| \$27976.00 : \$14893.00 \$32.00 | Profit | Complying with | Attracting & |
| \$105497.00 \$1200.00 \$8399.00 | Share Price | New Regulations | Retaining |
| \$280000.00 \$27976.00 1 \$83729.00 | Growth | Attracting & | Top Talent |
| \$430992.00 \$1915817.00 \$280983.00 \$2456.00 \$75000.00 | Leadership | Retaining Customers | Motivation |
| \$8399.00 \$115678.00 \$713681.00 | Managing | Risks | Innovation 2.00 |
| \$8399.00 \$280000.00 \$27976.00 \$14893.00 | Speed to Mark | Competitiv | Market Share |
| 5140 000 | Expense S | Sovingo | onding to Emerging |

O





Source: Jantzi Research Inc.

| Benefits to "SME | <i>Ltd.</i> " | \$1406.00 \$6350 | 0.00 \$385119.00 | \$8767870.00 | \$801 |
|----------------------------|---------------|------------------|------------------|--------------|-------|
| Revenue: | \$4,000,000 | | | |] |
| Profit: | \$200,000 | (5% (| of Reven | ue) | |
| Workforce: | 50 | (43 + | 7 Manag | gers) | |
| Avg. Employee Salary: | \$25,000 | , | · | , | |
| Avg. Manager Salary: | \$55,000 | | | | |
| Potential p + Energized | | | % | | |
| + Improved | corporate | image | | | |
| + Competiti | ve advanta | ade | | | |
| | | ~J~ | | | |

\$10 \$2800 \$2797 \$8372 \$430993 00 \$191581 .00 \$112 000 \$115678.00 \$713681.00 \$8399.00 \$280000.00 \$27976.00 \$14893.00 \$32.00 \$105497.00 \$1200.00 \$8399.00 \$280000.00 \$27976.00 \$83729.00 \$430992.00 \$1915817.00 \$280983.00 \$2456.00 \$75000.00 \$8399.00 \$115678.00 \$713681.00 \$8399.00 \$280000.00 \$27976.00 \$14893.00 514 .

| \$ 10 Jan | 220.00 \$48675.00 \$32910.00 \$91890.00 \$83729.00 \$14893.00 \$2100.00 \$48675.00 \$32910.00 \$91890.00 | \$83729.00 |
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| 50. | | 0.00 |
| \$2800 | The Catch | 8.00 |
| \$2797 | | 00.1 |
| \$8372200 | | 1.00 |
| \$43099300 | | 0.00 |
| \$112000 | | 3.00 |
| \$115678.00 | 1. Show senior leadership | 9.00 |
| \$713681.00 | | 00.8 |
| \$8399.00 | Include SD in vision / mission / strategies | 0.00 |
| \$280000.00 | - Include SD III VISION / IIISSION / Strategies | 00.8 |
| \$27976.00 1 \$14893.00 | - Avaid "aroon weeking" hype | 1.00 |
| \$32.00 | Avoid "green-washing" hype | 0.00 |
| \$105497.00 | | 0.00 |
| \$1200.00 | Visibly support SD: speeches, questions, actions | 0.00 |
| \$8399.00 \$280000.00 | | 3.00 |
| \$27976.00 | 2. Educate the whole company | 6.00 |
| \$83729.00 | | 4.00 |
| \$430992.00 | Visibly sponsor and support the sessions | 6.00 |
| \$1915817.00 \$280983.00 | | 9.00 |
| \$2456.00 | 2 Establish an "CD Drafit Contar" | 1.00 |
| \$75000.00 | 3. Establish an "SD Profit Center" | 7.00 |
| \$8399.00 | | 7.00 |
| \$115678.00 | Led by a top person | 9.00 |
| \$713681.00 \$8399.00 | | 8.00 |
| \$280000.00 | Reinforces that it is business strategy vs. a | 8.00 |
| \$27976.00 3 | | 1.00 |
| \$14893.00 | compliance or philanthropy issue | 5.00 |
| S1.000 | | 0.00 |
| 0 | | 2.00 |
| No. | | |
| | | |

\$43095 \$191581

\$120 5835 \$28000 \$2797 \$8372 \$43095 \$191581 \$28098 \$245 \$7500 \$835 \$11567 \$71368 \$835 \$28000 \$2797 \$1485

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| S Parts | 6 (0.00 S | 48675.00 \$32910.00 \$1 | 91890.00 \$83729.00 | \$14893.00 | \$2100.00 | \$48675.00 | \$32910.00 \$2456.00 | \$91890.00 \$11571.00 | \$83729.00 \$430992.00 |
|--|------------|-------------------------|---------------------|------------|-----------|------------|-------------------------|--------------------------|---------------------------|
| \$10 | 6 C | | | | | | \$9837.00 | \$64991.00 | \$1915817.00 |
| S. C.A. | | Dore of t | o a a o 0 / | T | | | \$385119.00 | \$8767870.00 | \$80140.00 |
| \$2800 | | Benefit Are | eas % | Impro | veme | | | | 00.8 |
| \$279700 | | | | | | | | | 1.00 |
| \$83722.00 \$430993.00 | | | | | | | | | 1.00 |
| \$191581.00 | | | | | | | | | 3.00 |
| \$112 0 00 \$115678.00 | | | | | | | | | 5.00 |
| \$713681.00 | | | | | | | | | 8.00 |
| \$8399.00 | | | | | | | | | 0.00 |
| \$280000.00 \$27976.00 | | | | | | 1 - | 4.00 | | 8.00 |
| \$14893.00 | 1. | Reduced el | ectricity, fl | iel, and | waste | COSt | s -10° | % | 5.00 |
| \$32.00 \$105497.00 | 2. | Doducod ro | oruiting og | | | | -19 | 07 | 0.00 |
| \$1200.00 | Ζ. | Reduced re | cruiting co | 1515 | | | - 13 | /0 | 0.00 |
| \$8399.00 \$280000.00 | 3. | Reduced at | trition cost | te | | | -2º | | 3.00 |
| \$27976.00 | U . | | | | | | | /0 | 6.00 |
| \$83729.00 \$430992.00 | 4. | Increased e | emplovee p | roductiv | vitv | | +6° | 6 | 4.00 |
| \$1915817.00 | | | | | | | | | 9.00 |
| \$280983.00 : | 5. | Increased r | evenue / m | arket sh | nare | | +5% | 6 | 8.00 |
| \$2456.00 \$75000.00 | • | | | | _ | | - | | 1.00 |
| \$8399.00 | 6. | Reduced ris | sk, easier f | inancing | g | | -59 | 0 | 7.00 |
| \$115678.00 \$713681.00 | | | | | | | | | 9.00 |
| \$8399.00 | | | | | | | | | 0.00 |
| \$280000.00 | | | | | | | | | 8.00 |
| \$27976.00 3 \$14893.00 | | yielding | g a profit ir | ncrease (| of +6 | 6% | | | 1.00 |
| 500 | | | | | | | | | 0.00 |
| \$148 000 | | | | | | | | | 9.00 |
| and and a second | | | | | | | | | |
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| 5 \$10 | C 0.00 | \$48675.00 | \$32910.00 | \$91890.00 \$11571.00 \$64991.00 | \$83729.00 \$430992.00 \$1915817.00 | \$14893.00 \$32.00 \$105497.00 | \$2100.00 \$1932.00 \$100835.00 | \$48675.00 \$16100.00 \$80140.00 | \$32910.00 \$2456.00 \$9837.00 | \$91890.00 \$11571.00 \$64991.00 | \$83729.00 \$430992.00 \$1915817.00 |
|---|--------|------------|------------|--|---|--------------------------------------|---------------------------------------|--|--------------------------------------|--|--|
| \$ \$85 \$2800 \$2792 \$8372 \$6372 \$0 \$43099200 | 51 | What | <i>if</i> | 767870.00 | \$80140.00 | \$1200.00 | \$1406.00 | \$6350.00 | \$385119.00 | \$8767870.00 | \$80140.00 0.00 8.00 1.00 0.00 |
| \$191581.00 \$112,000 \$115078.00 \$713681.00 \$8399.00 | | | | | | | | | | | 3.00 5.00 9.00 8.00 0.00 |
| \$280000.00 \$27976.00 | | | | • | ••• | _ | | | | 0 / | 8.00 |
| \$14893.00 \$32.00 | 1 | I. Re | duced | electr | icity, fi | iel, an | d wast | e cost | s -10 [°] | % | 5.00 |
| \$105497.00 \$1200.00 | 2 | 2. Re | duced | recrui | ting co | osts | | | -19 | % | 0.00 |
| \$8399.00 \$280000.00 | 2 | B. Re | duced | attriti | on cos | te | | | -2 ^o | | 3.00 |
| \$27976.00 \$ | L | | uuccu | | | 13 | | | -2 | | 6.00 |
| \$83729.00 \$430992.00 | 4 | I. Inc | reased | empl | oyee p | roduc | tivity | | +8 | <mark>% +3%</mark> | 4.00 |
| \$1915817.00 \$280983.00 1 \$2456.00 | 5 | 5. Inc | reased | reve | nue / m | arket | share | | +5 | % | 9.00 8.00 1.00 |
| \$75000.00 \$8399.00 | F | 6. Re | duced | risk e | asier f | inanci | na | | -59 | 2/0 | 7.00 |
| \$115678.00 | | | | | | mano | iig | | • | /0 | 9.00 |
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| \$27976.00 1 \$14893.00 | | | . yieldi | ng a p | orofit ir | ncreas | e of + | 66% | +48% | | 1.00 |
| S140000 | | | - | | | | | | | | 0.00 |
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| S 10 | 0.00 \$4 | 48675.00 \$32910.00 | \$91890.00 \$83729.0 \$11571.00 \$430992.0 \$64991.00 \$1915817.0 767870.00 \$80140.0 | 00 \$32.00 00 \$105497.00 | \$2100.00 \$1932.00 \$100835.00 \$1406.00 | \$48675.00 \$16100.00 \$80140.00 \$6350.00 | \$32910.00 \$2456.00 \$9837.00 \$385119.00 | \$91890.00 \$11571.00 \$64991.00 \$8767870.00 | \$83729.00 \$430992.00 \$1915817.00 \$80140.00 | | |
|--|----------|-------------------------------------|--|------------------------------|--|---|---|--|---|--|--|
| \$8. \$2800 \$279200 \$8372200 \$43099200 | W | hat if | | | | | | | 0.00 8.00 1.00 1.00 0.00 | | |
| \$191581,00 \$112000 \$115678.00 \$713681.00 \$8399.00 | | | | | | | | | 3.00 5.00 9.00 8.00 0.00 | | |
| \$280000.00 \$27976.00 \$14893.00 \$32.00 | 1. | Reduced | electricity, | fuel, an | d wast | e cost | s -1/ | % -5% | 8.00 1.00 5.00 0.00 | | |
| \$105497.00 \$1200.00 | 2. | Reduced | | -19 | 0.00 | | | | | | |
| \$8399.00 \$280000.00 \$27976.00 | 3. | Reduced | attrition co | -29 | 3.00 5.00 6.00 | | | | | | |
| \$83729.00 \$430992.00 | 4. | Increased employee productivity +6% | | | | | | | | | |
| \$1915817.00 \$280983.00 \$2456.00 | 5. | Increased | l revenue / | market | share | | +59 | % | 9.00 8.00 | | |
| \$75000.00 \$8399.00 \$115678.00 \$713681.00 | 6. | Reduced | risk, easier | financi | ng | | -59 | % | 7.00 7.00 9.00 8.00 | | |
| \$8399.00 \$280000.00 \$27976.00 \$14893.00 | | yieldi | ing a profit | increas | e of + | 66% | + 56% | | 0.00 8.00 1.00 5.00 | | |
| S140000 | | | | | | • | | | 9.00 2.00 | | |

| s states as | 0.00 | \$48675.00 | \$32910.00 | \$91890.00 | \$83729.00 | \$14893.00 | S2100.00 | \$48675.00 | \$32910.00 | \$91890.00 | \$83729.00 |
|--|------|------------|------------|------------|----------------------------|--------------------------|--------------------------|-------------------------|--------------------------|----------------------------|----------------------------|
| 125 | 6 | | | \$11571.00 | \$430992.00 | \$32.00 | \$1932.00 | \$16100.00 | \$2456.00 | \$11571.00 | \$430992.00 |
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| \$8399.00 | | | | | | | | | | | 0.00 |
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| \$1200.00 | 2 | . Rec | lucea | recrui | ting co | DStS | | | -19 | /o | 0.00 |
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| \$83729.00 | 4 | Incr | haeed | omnl | oyee p | roduc | tivitv | | +69 | | 4.00 |
| \$430992.00 \$1915817.00 | | | cascu | Cilipi | oyce p | | livity | | TU | | 6.00 |
| \$280983.00 1 | 5 | lncr | reased | reve | nue / m | arket | share | | +7 | ⁄⊿ +2 | 5% |
| \$2456.00 | Ŭ | | 04004 | | | | | | | | 1.00 |
| \$75000.00 \$8399.00 | 6 | . Red | luced | risk. e | easier f | inanci | na | | -59 | 6 | 7.00 |
| \$115678.00 | • | | | , . | | | | | | | 9.00 |
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