

Effective Sustainability

Bringing information to the right people in the right places

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Brighter Planet: the computational sustainability platform



*Social Innovation Award
by the Financial Times*

*Named Best Small Business 2010
in Treehugger's annual Best of Green awards*

“The most detailed and educational”

WALL STREET JOURNAL

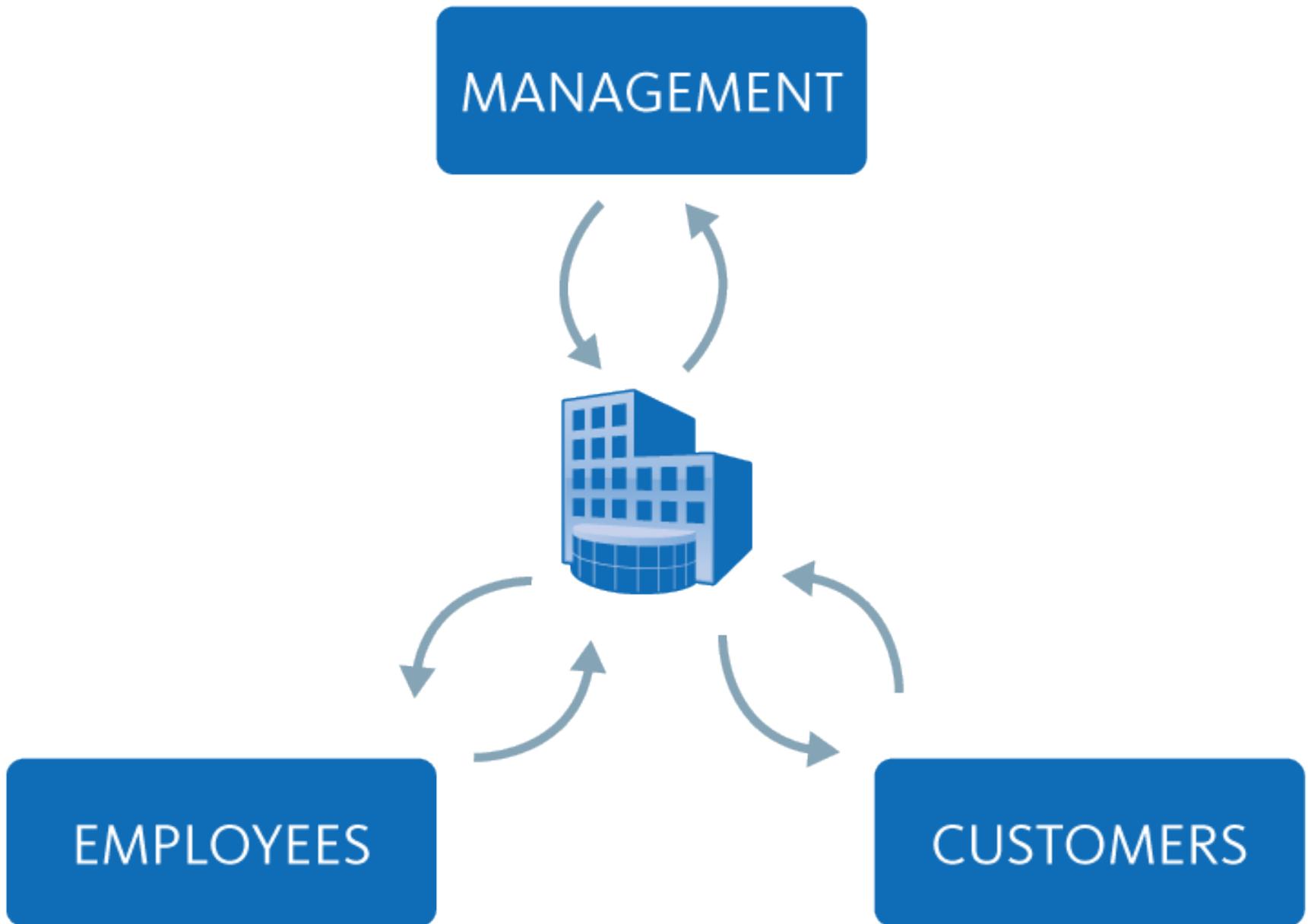


“People perform, not companies”

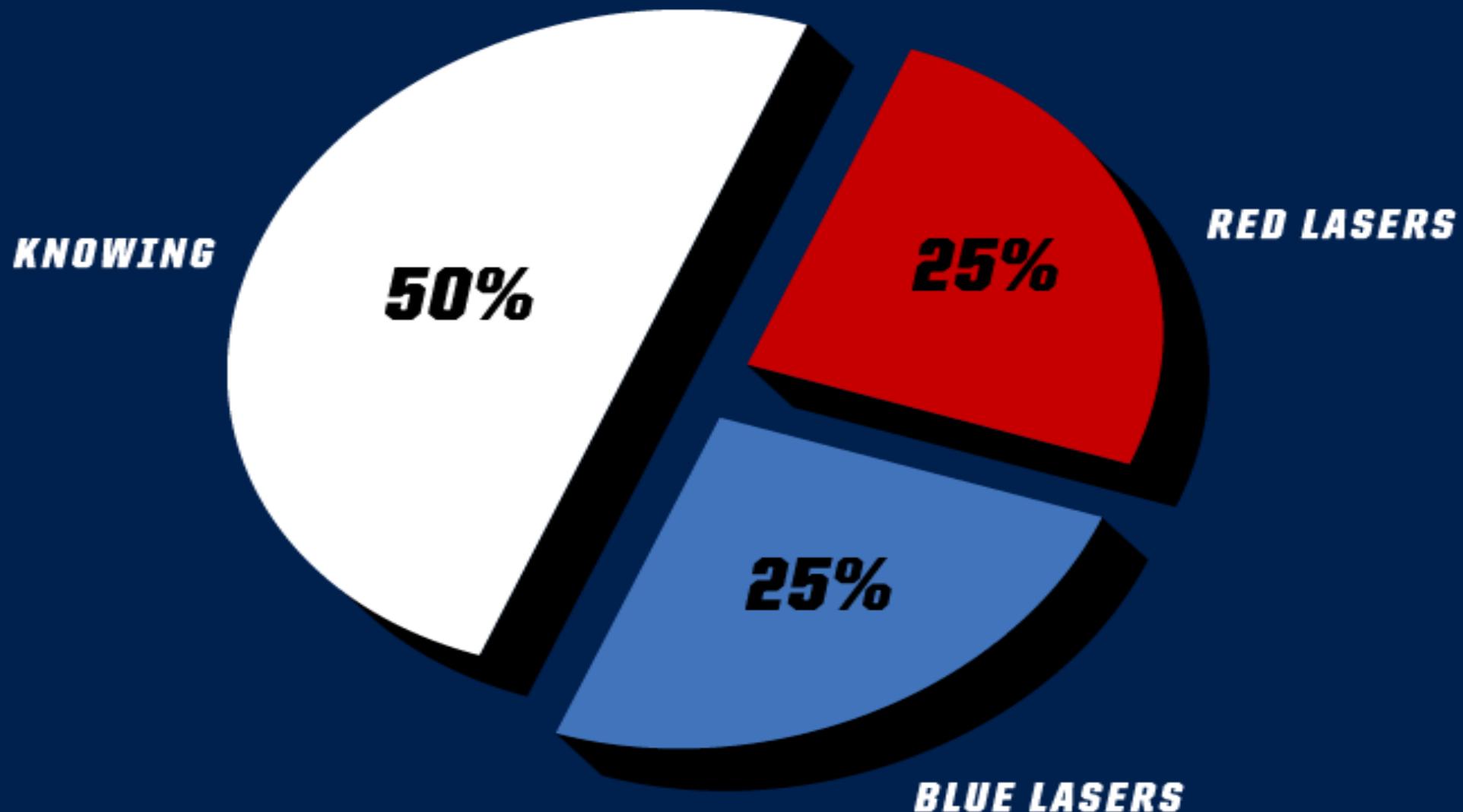
"There is only one boss. The customer."

“Triple Bottom Line: Profit. People. Planet”

The ecosystem of sustainability information



THE BATTLE



Employee engagement in sustainability survey

1055 respondents from across the US participated

Survey & report completed in **2010**

Respondents from a broad **range of industries**

Respondents from **all size of business**

Respondents with many **different job roles**

Most corporate sustainability programs are ineffective

Just 14% of respondents say their employer's program is “very effective”



27% of respondents don't know whether a program exists

“Success” of current programs is uninspiring

67% of respondents want a changed sustainability approach



In their own words

Words used by respondents who thought their employer's engagement was...

Very Effective

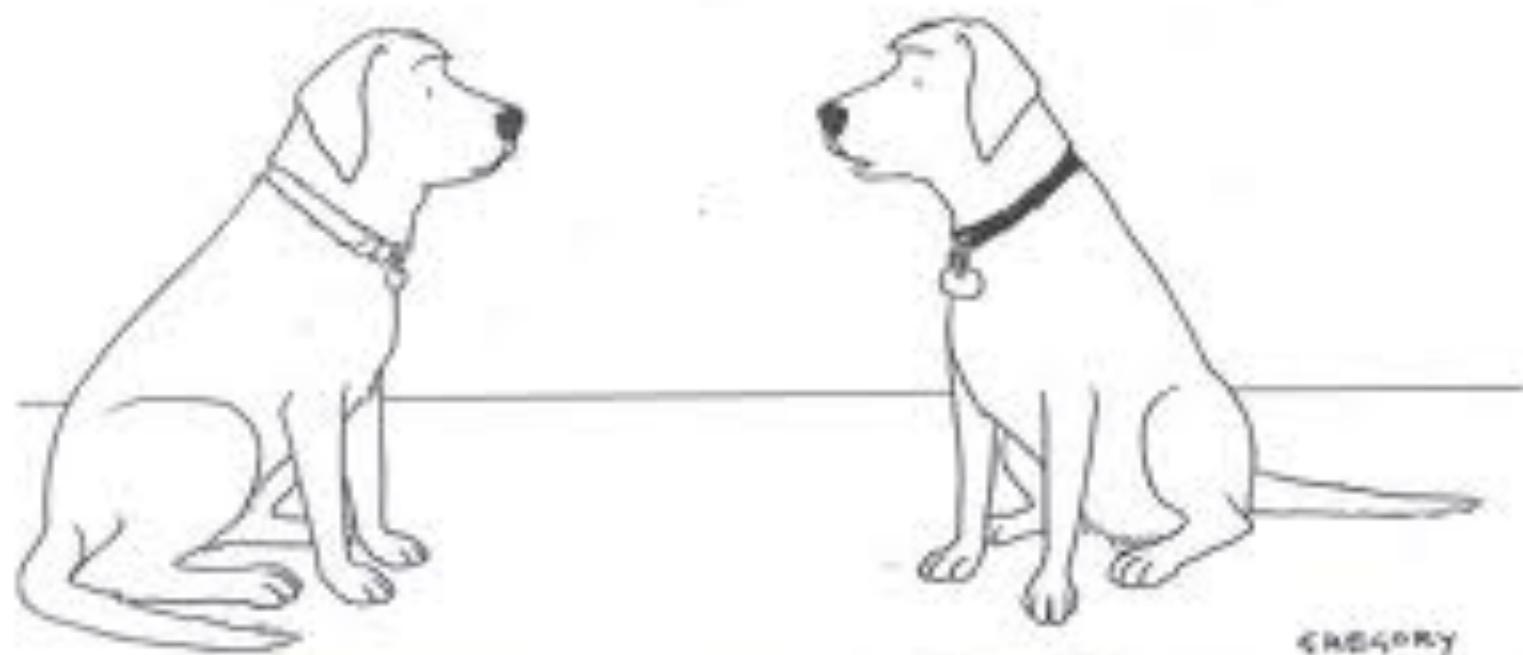
All-encompassing
Collaborative
Easy
Holistic
Innovative
Inspired
Integral
Interested
Practical
Role model
Smart
Supportive
Transparent
Way of life

Not Very Effective

Behind the times
Clueless
Greenwashing
Half-hearted
Inconsistent
Ineffective
Insincere
Low priority
Minimal
Nonexistent
Token
Uncommunicative
Well-intentioned
Opportunity

Communicate often & well

Just 33% of organizations help employees share sustainability ideas



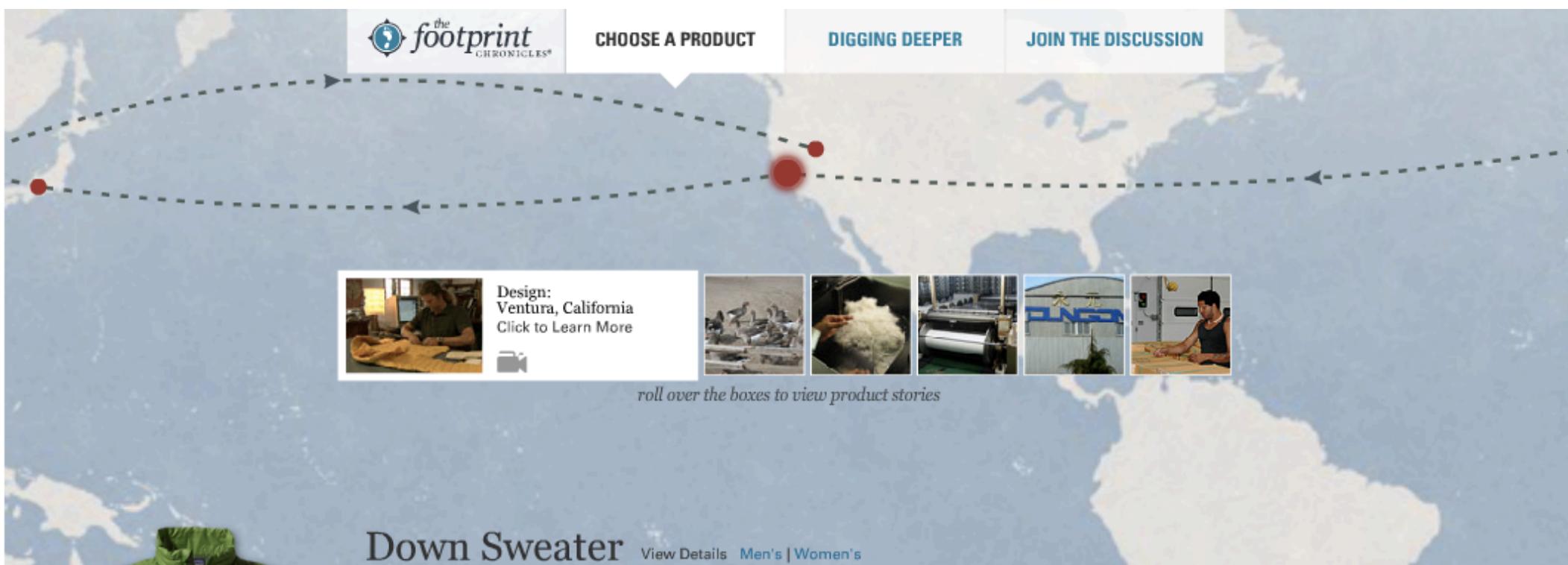
"I had my own blog for a while, but I decided to go back to just pointless, incessant barking."

Those that do are five times as likely to have a “very effective” program

Sustainability information isn't being provided in the right places



What would designers do w/ the right information in the right place?



The screenshot shows a website with a world map background. A dashed line connects three red dots on the map to three video thumbnail boxes. The first box shows a person working on a garment and is labeled "Design: Ventura, California Click to Learn More". The other four boxes show various stages of garment production: raw materials, machinery, and workers at different stations.

roll over the boxes to view product stories

Down Sweater

[View Details](#) | [Men's](#) | [Women's](#)



The Good
We use high-quality goose down, an exceptionally efficient insulator.

The Bad
It has been difficult to source down that have been neither live plucked nor harvested from geese raised for foie gras (see our "Lowdown on Down"). Also, big demand for our Down Sweaters has made it challenging to find sufficient quantities of recycled polyester to make the shell fabric.

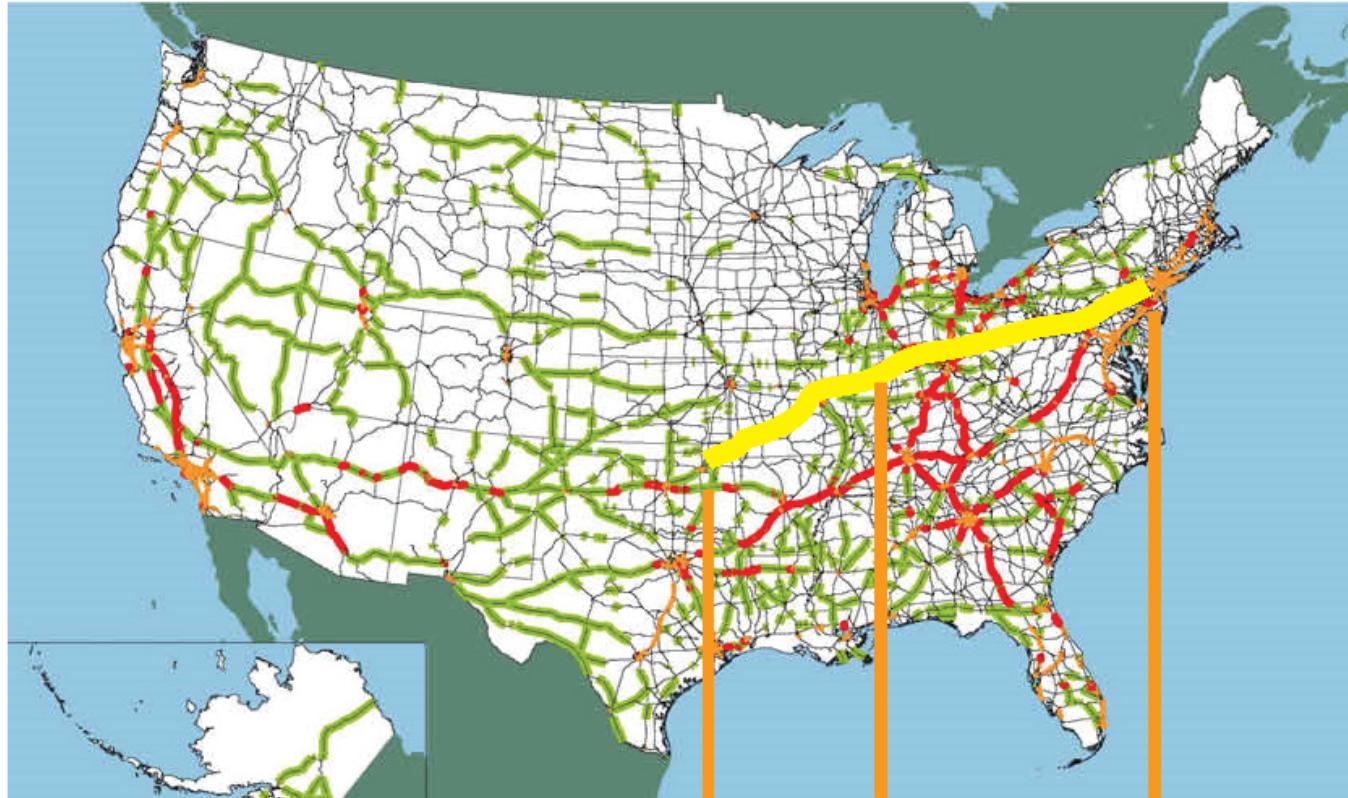
What We Think
We make exceptionally fine down garments but need to find a consistent supply of goose down from birds we can verify have been humanely treated. We also need to source more recycled polyester so we can make all of our Down Sweaters from this environmentally preferable material.

Travel managers?

\$259 Economy Select	 Virgin America 1,991 lbs CO₂e	SFO 6:55a → ORD 1:10p 0 4h 15m ORD 7:00a → SFO 9:50a 0 4h 50m
5 sites ►	Orbitz \$259 Virginamerica \$259 Cheaptickets \$266 Check: Travelocity Expedia	!
\$259 Economy Select	 American Airlines / United 2,189 lbs CO₂e	SFO 10:35a → ORD 4:55p 0 4h 20m ORD 2:03p → SFO 4:50p 0 4h 47m
1 site ►	AA.com \$259	
\$259 Economy Select	 American Airlines / United 2,095 lbs CO₂e	SFO 2:10p → ORD 8:30p 0 4h 20m ORD 12:00p → SFO 2:53p 0 4h 53m
1 site ►	AA.com \$259	
\$259 Economy Select	 American Airlines / United 2,095 lbs CO₂e	SFO 9:00a → ORD 3:20p 0 4h 20m ORD 12:00p → SFO 2:53p 0 4h 53m



Fleet managers?



Automobile trip

origin Newark, New Jersey
make Ford
model Focus
model year 2010
destination Bentonville, Arkansas



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Supply chain managers?



Supplier 1



Supplier 2



Supplier 3



Customers?

MG-4

GREEN INDEX™ 4

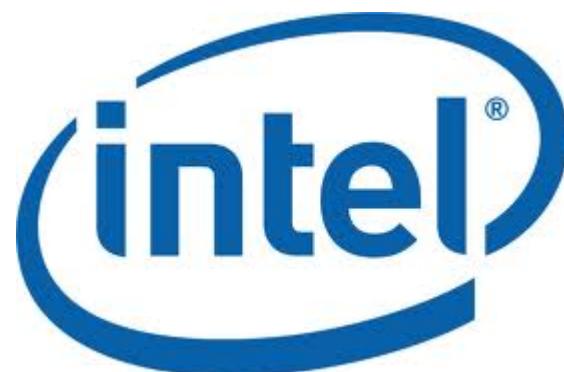
FACTORS	LOWER IMPACT	HIGHER IMPACT
Climate Impact:	4	
Chemicals Used:	0	
Resource Consumption:	Reduced by the use of recycled, org.	Our Footprint Notre Empreinte
Environmental Impact Impact sur l'environnement		
Energy to Produce (per pair)*		
Renewable energy (Timberland-owned buildings)		
Renewable energy (other -apartment à Timberland)		
Community Impact Impact sur la communauté		
Hours served in our community		
Number of hours worked		
% of factories assessed against code of conduct*		
% of factories involved prior to confirmation on code of conduct*		
Child labor*		
Migrant workers involved*		
Manufactured Fabricqué à		
ESI Vietnam, Vietnam ESI Vietnam, Vietnam		
* Metrics based on global footwear production for 2009		
** Implications based on production: toutes les chaussures en 2009		
FOR MORE INFORMATION VISIT WWW.TIMBERLAND.COM/GREENINDEX POUR PLUS D'INFORMATIONS : WWW.TIMBERLAND.COM/GREENINDEX		



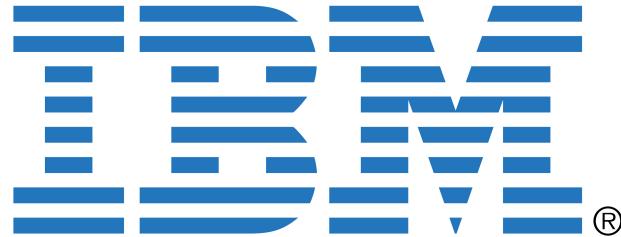
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Money is saved



Markets are moving



Effective sustainability=better companies

Companies that effectively engage employees have **3.9x earnings-to-share growth rates** according to Gallup

A report from Goldman Sachs found leaders in environmental, social and governance (ESG) policies are **leading in stock performance by an average of 25%**

Sustainability practices within large companies can contribute to **a profit increase of 38%** when benefits are aggregated according to study by Bob Willard.