Culture and Collaboration: The Importance of Embedding Sustainability into Organizational Culture
Dimensions of Sustainability Innovation

Innovation Focus
- Technology
- People

Firm’s View
- Insular
- Systemic

Innovation Reach
- Stand-Alone
- Integrated
Stages of Sustainability Innovation

1. OPTIMIZATION
   "Eco-Efficiency"
   - Doing Things Better
   - Harm Reduction

2. TRANSFORMATION
   "New Market Opportunities"
   - Doing New Things
   - Shared Value

3. SYSTEMS BUILDING
   "Societal Change"
   - Doing New Things With Others
   - Net Positive Impact
Responsible Care®

• Created in Canada in 1985.
• Now in 62 countries worldwide.
• 180 CEO signatories to Responsible Care Global Charter.

“An inspiring model of self-regulation (which) other industries should consider following.”

– KOFI ANNAN, Former U.N. Secretary General
The Responsible Care ‘Ethic’

• Our way of life... our belief system... our values... our public commitment... to:

• “Do the Right Thing, and be Seen to Do the Right Thing!”
How the Culture Must Shift

**From**

- “S” is a cost
- “S” person does “S”
- “S” is a priority
- We know “S” best practices
- Every company for themselves
- Ignore or fight our critics
- Product liability – not my problem

**To**

- “S” is an investment
- Everyone Does “S”
- “S” is a value
- Looking outside for best “
- We can’t achieve “S” alone
- Engage your toughest critics
- Life cycle / value chain stewardship
Questions?