•Corporate Social Responsability

Crystallization of ethical imagination & responsible leadership in corporates ?
(MGEST2107)

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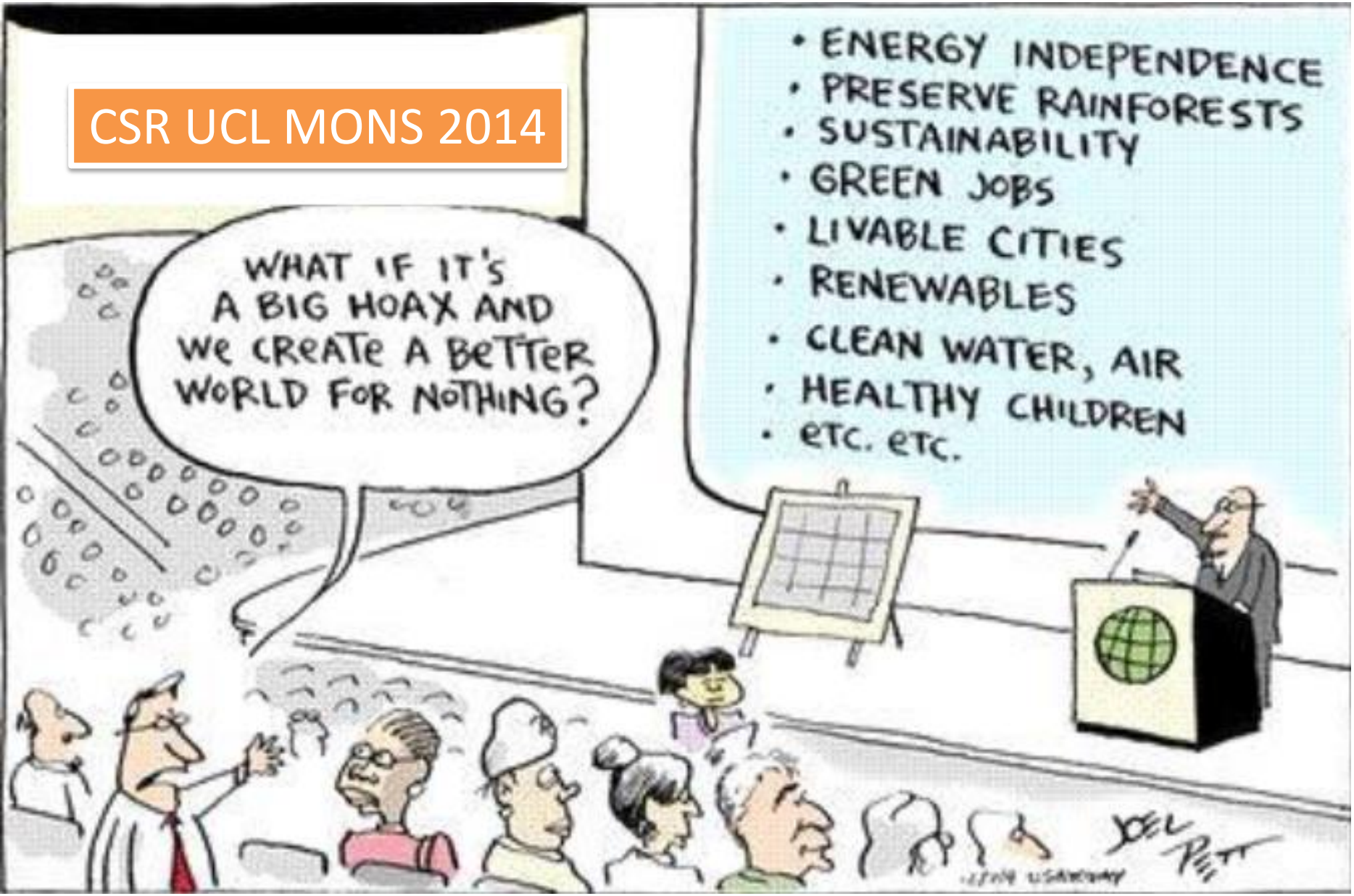
CSR UCL MONS 2014



Program

1	CSR foundations: Ethical Imagination – why & how?	-	27/01
2	CSR evolution 1: Which is the true story?	Ch. 1	
3	CSR evolution 2: Which age are we in?	Ch. 2-4	
4	CSR evolution 3: Why the management age failed?	Ch. 5-6	
5	CSR 2.0 principles: Creativity, scalability & responsivenes	Ch. 7-9	
6	CSR 2.0 principles: Glocality & Circularity?	Ch. 10-11	
7	CSR leadership: Is adaptive leadership necessary?	-	
8	CSR change management: how to be a CSR change agent	Ch. 12-13	
9	Presentation of business cases 1	-	
10	Presentation of business cases 2	-	

CSR 2.0 principles

Creativity: no tick-box approach anymore

Scalability: large scale « choice-editing »

Responsiveness: stakeholder-driven partnerships

2 Glocality: international norms with local contexts

0 Circularity: cradle-to-cradle approach

Glocality

- **« Think global, act local » (Dochakuka)**
- **Rio Agenda 21: « applying the global principles of sustainable developments in local contexts »**

Most CSR issues manifest as dilemmas,

rather than easy choices….

Glocality

"By 2020, companies practicing sustainable business will be expected to comply with global best practice principles, such as the UN Global Compact or the Ruggie Human Rights Framework, but simultaneously demonstrate sensitivity to local issues and priorities" W Visser , Kauri 17/03/2014

CSR around the world

CSR varies by country and by region in terms of:

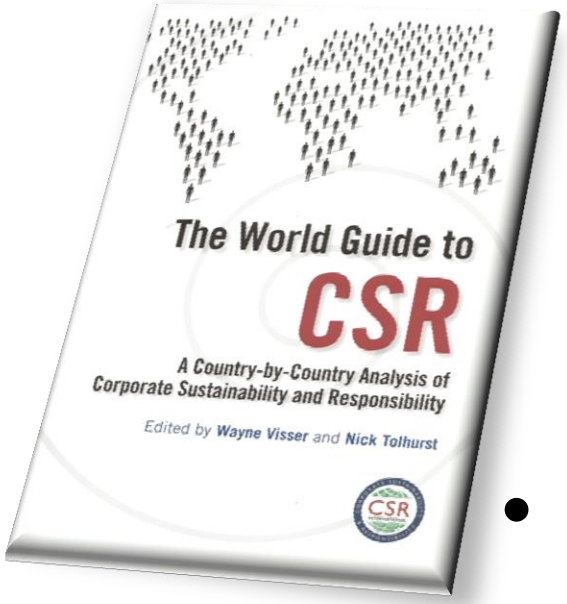
- level of maturity
- issues prioritized
- approaches adopted

"developed" vs "developing" countries

CSR varies by country and by region:

HOW ?

CSR around the world



58 countries

CSR f(GDP)

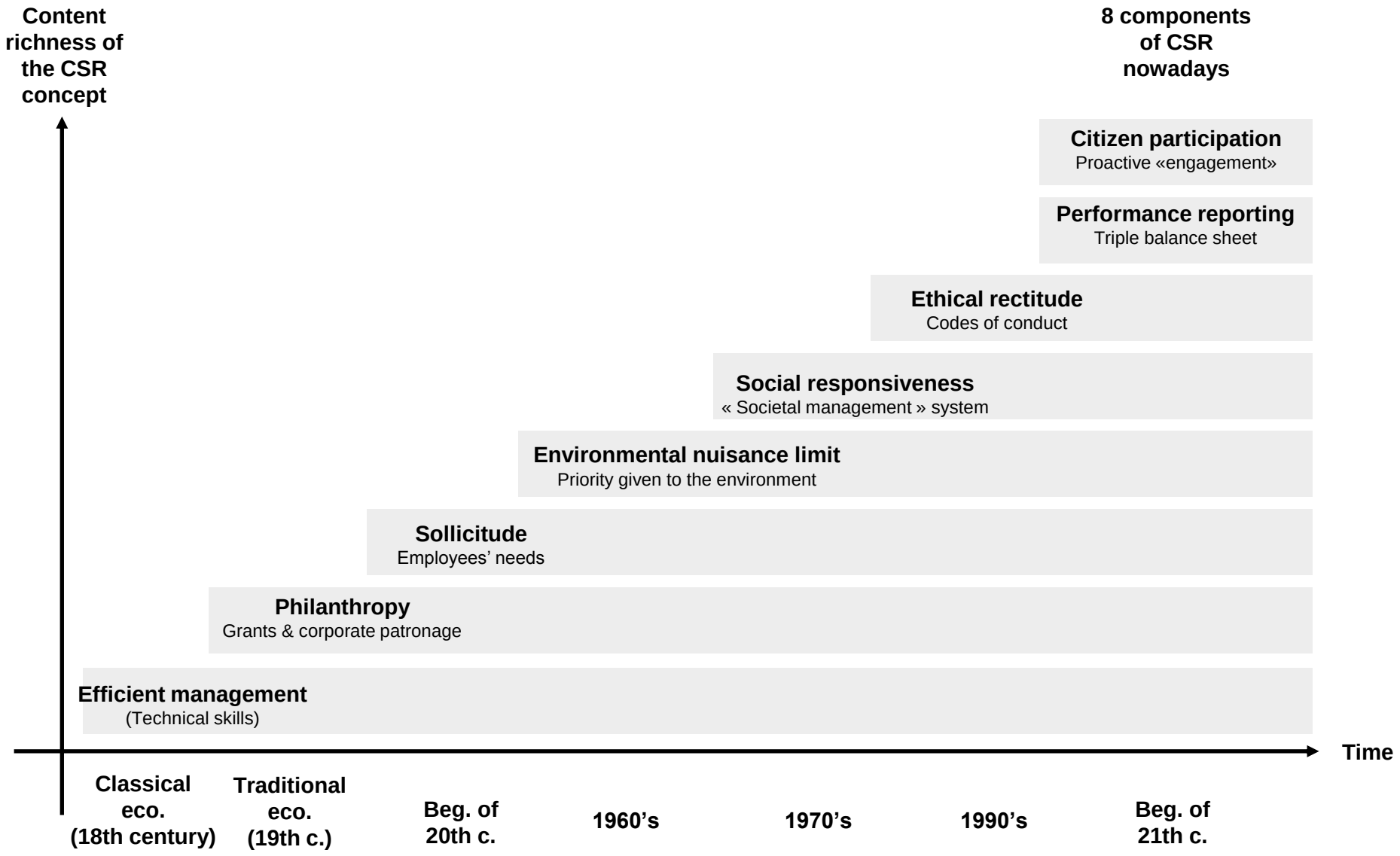
but diversity of performances

- Community, Philanthropy & HR

Emerging markets > Japan, North America

- Environmental issues:

Japan, Europe > North America, Emerging markets



Source : Jean Pasquero (2005), adapted by Ledoux

CSR around the world

How responsible should be companies be held to their impact on society ?

- Brazil (80%)
- UK (59%)
- US (57%)
- India (53%)
- China (46%)

CSR around the world

Global Societal Trends on
Sustainable Development Issues

Source: Globe Scan + SustainAbility Survey, 2012

CSR around the world

Increasing concern about social problems, declining concern about the environment

- On a global level, economic problems are viewed as the most serious challenge, although concern here is declining. Worry about social issues, such as healthcare and education, however, is escalating whereas concern about environmental issues has fallen sharply.

Economic

- Over the last five years, those in EU countries and emerging nations have been increasingly concerned about the economy.
- People in Spain, Kenya, and Nigeria are more likely than others to view economic problems and economic uncertainty as serious challenges.
- Most fast growing economies show a declining concern about poverty.

CSR around the world

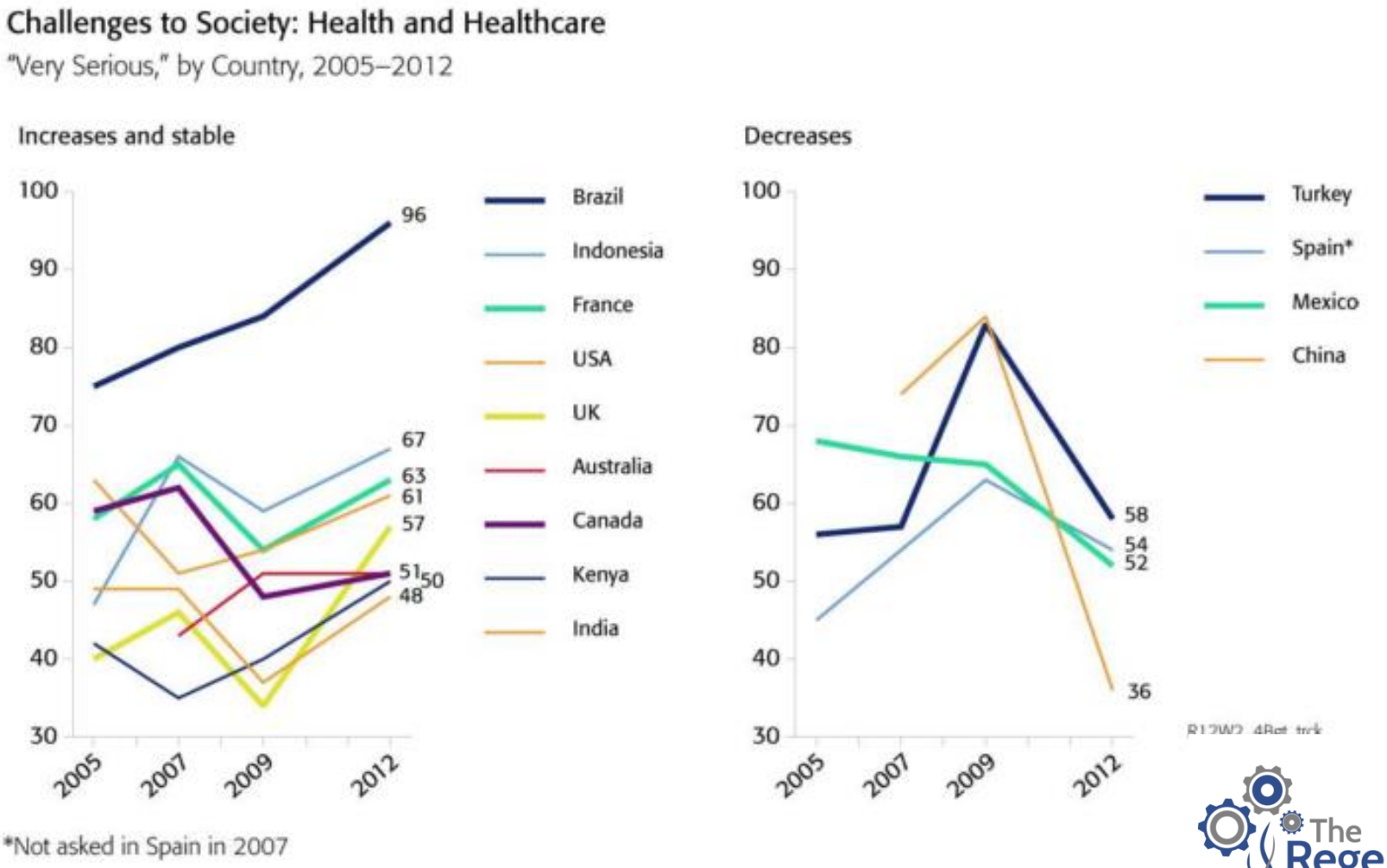
Social

• Brazilians are increasingly concerned about health care in contrast to the Chinese who are now less worried about health care than before.
• Concern about education is rising in many emerging countries but also in a number of countries in North America and the EU.
• Education is viewed as more of a challenge in three of the emerging economies surveyed—Brazil, Indonesia, and Nigeria.

Environmental

• People in emerging economies, especially in Brazil, increasingly view environmental pollution as a serious challenge, but they are rapidly becoming less concerned about climate change.
• Overall, Latin Americans are the most concerned about environmental pollution and climate change.

CSR around the world

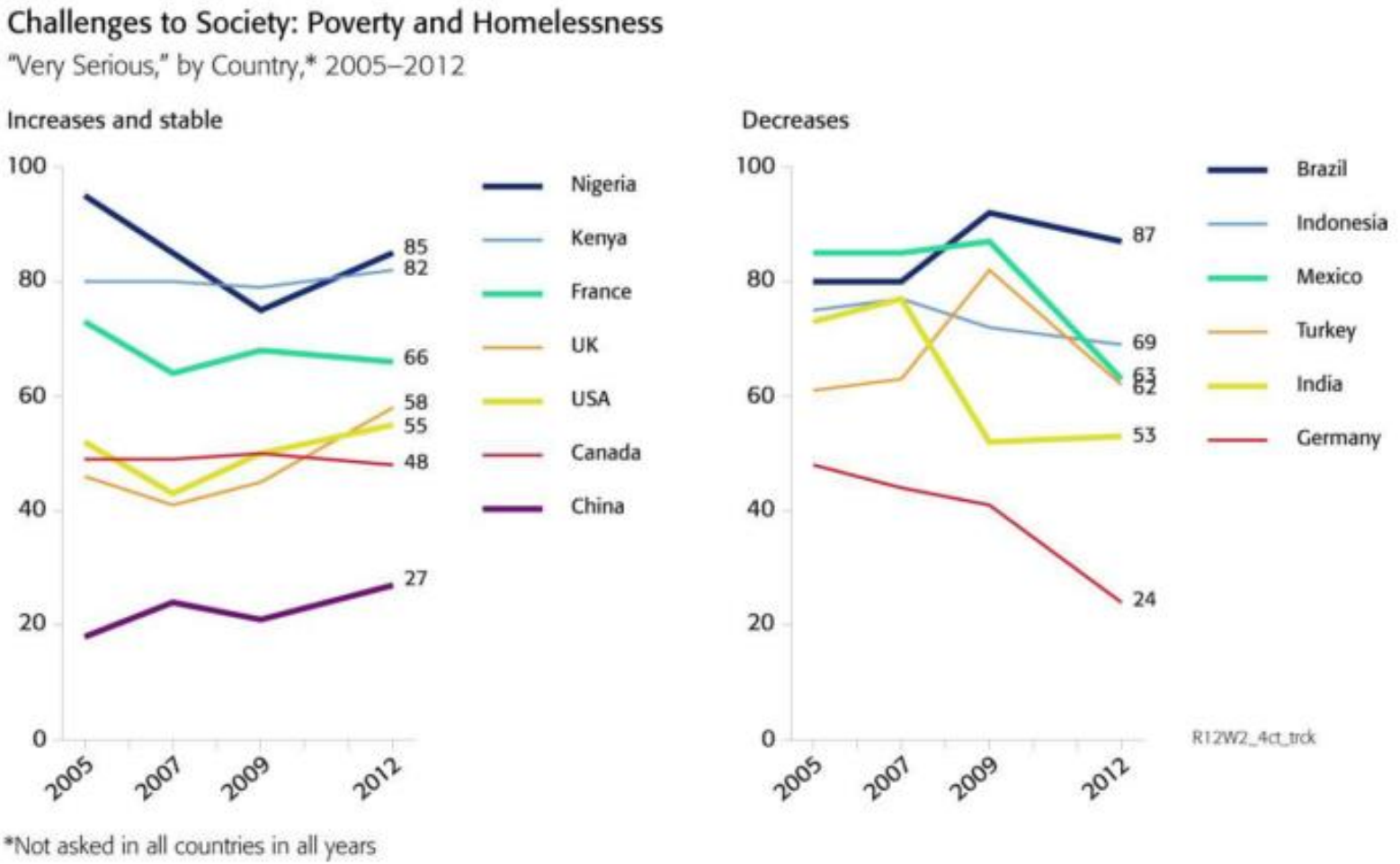


Q4b_at. I am going to read you a list of possible challenges in our society. For each, please tell me how serious a challenge you think it is. - Environmental pollution

The Regeneration Roadmap

CSR around the world

The Regeneration Roadmap



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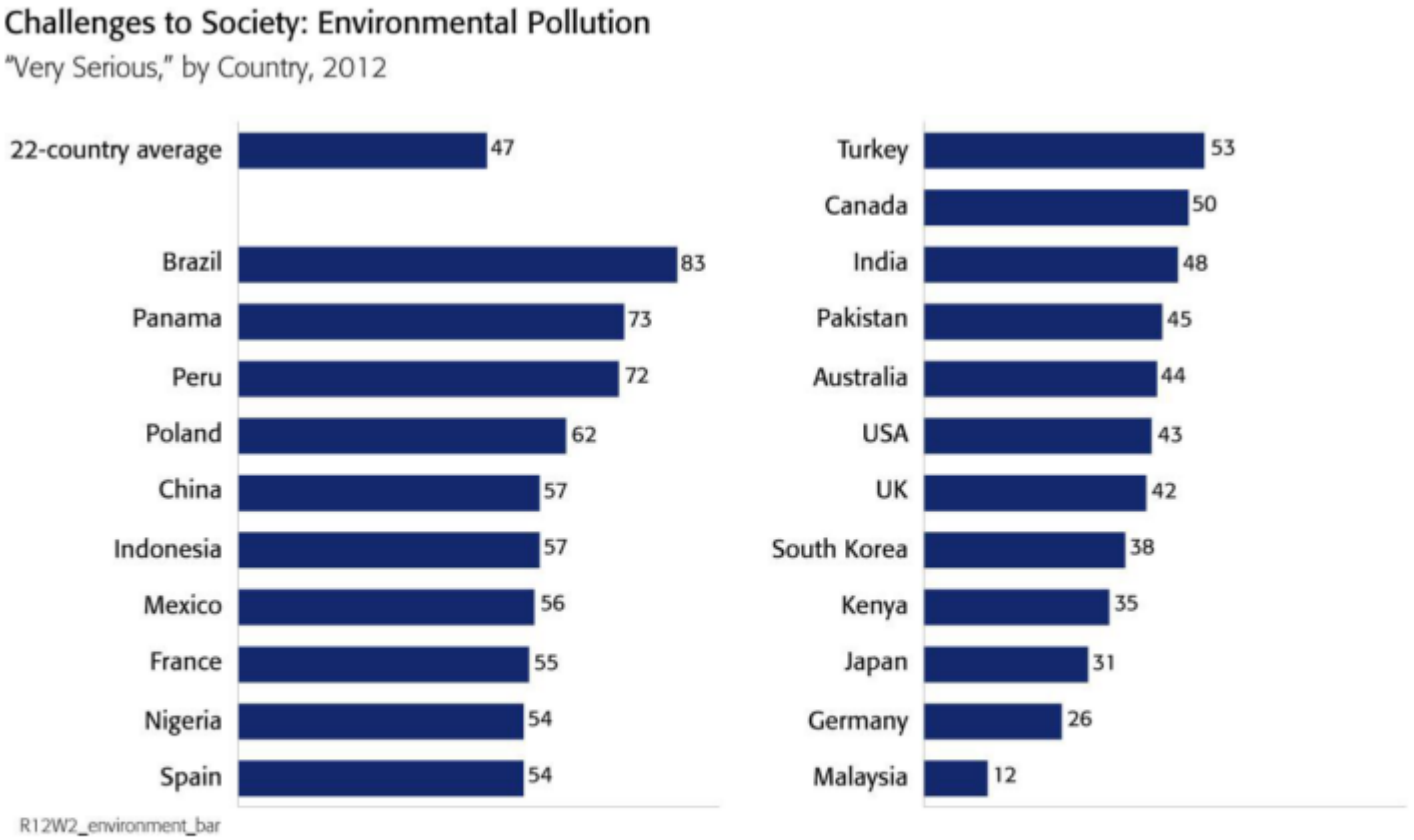
CSR around the world

The Regeneration Roadmap



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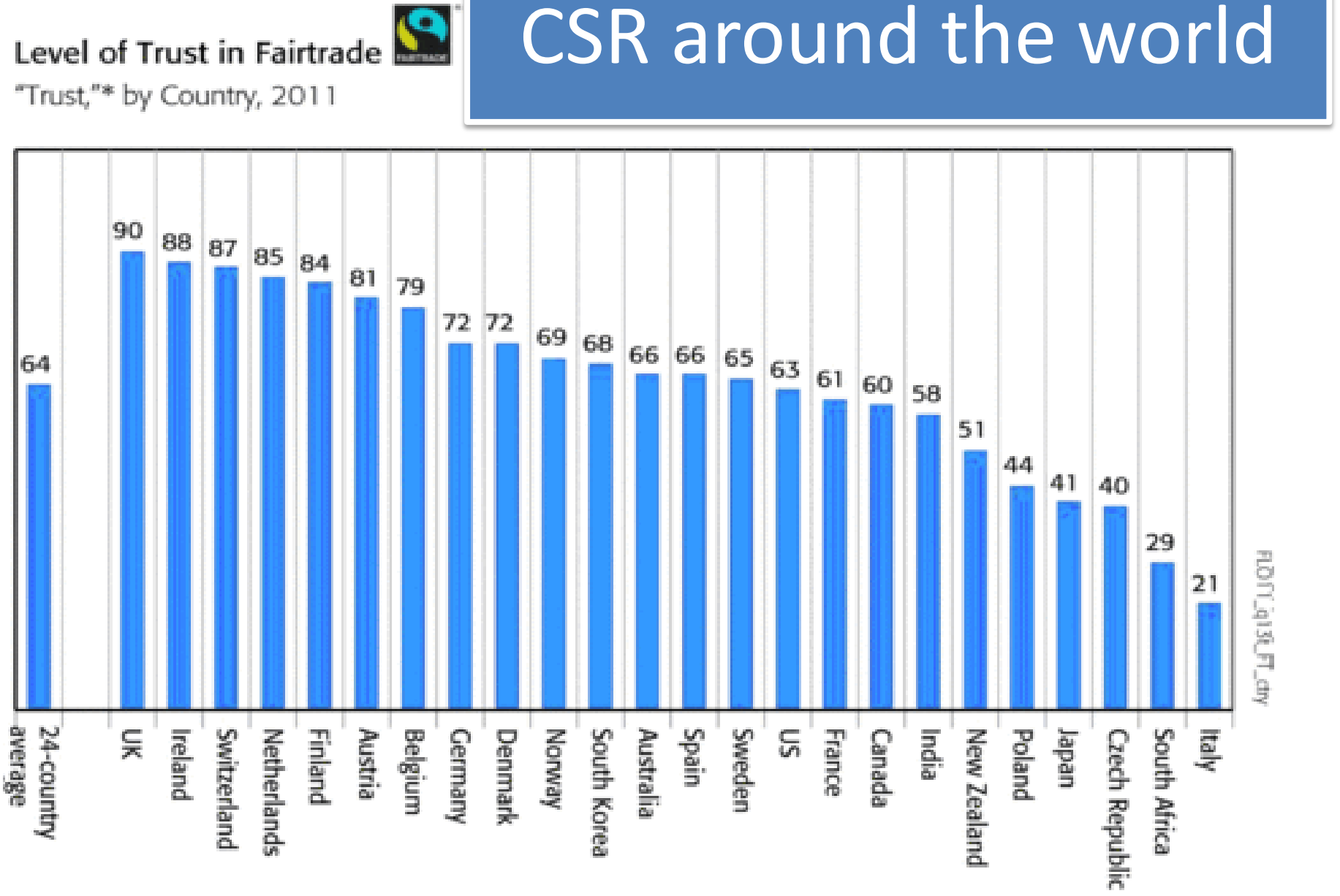
CSR around the world



CSR around the world

Myths about CSR in developing countries :

Myth 1	**Economic growth is not compatible with CSR**
Myth 2	**Multinationals are the biggest CSR sinners**
Myth 3	**Multinationals are the biggest CSR saviours**
Myth 4	**Developing countries are anti-multinational**
Myth 5	**Developed countries lead on CSR**
Myth 6	**Codes can ensure CSR in developing countries**
Myth 7	**CSR is the same all over the world**

CSR around the world

Right to growth ?

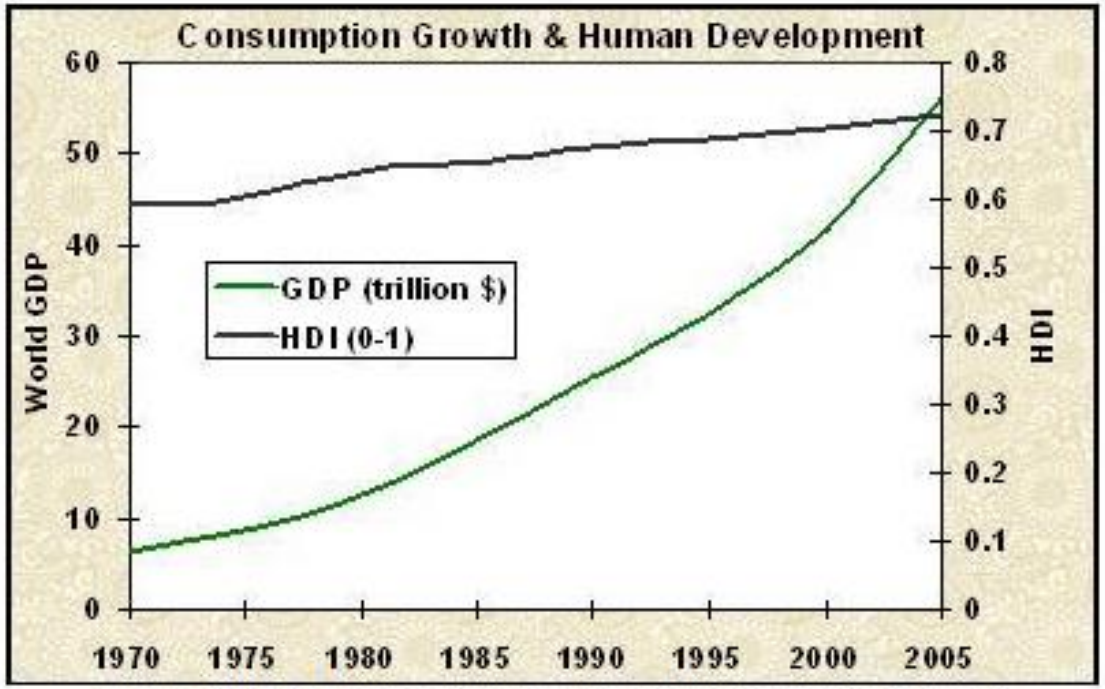


Figure 6. World Economic Growth and Human Development

World GDP grew by 889% but world HDI grew by 24%

Source: UN Human Development Index (HDI) 2008

This is a symptom that something is fundamentally wrong: material wealth is growing but is not improving human quality of life.

CSR around the world

Alternative CSR pyramid (vs Archie Carrol's) :

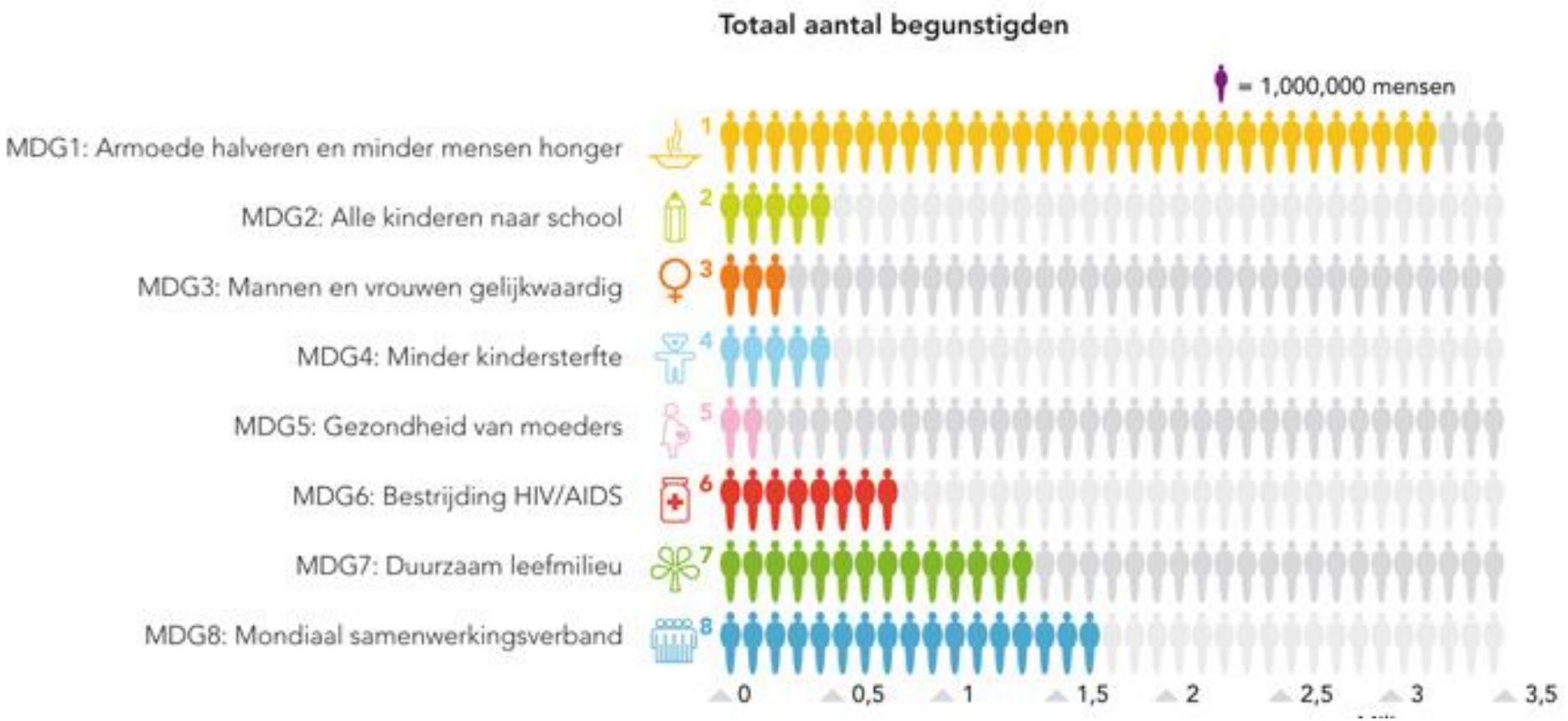
Same layers , different order:

1. **Economic multiplier**
2. **Philanthropy: tradition, needs, positive context for business**
3. **Regulation**
4. **Ethical : corporate gov. = exception**

What is key to improve ???

- Economic responsibilities: far beyond profits multiplier; invest in staff (training, benefits) + SA Mining Chapter (financial partnership, black economic empowerment)
- Philanthropic: HIV/AIDS
- Legal: respect the law
- Ethical: « Extractive Industries Transparency Initiative » vs corruption (whistleblowing initiative)

Impact on MDG



http://iris.thegiin.org/files/iris/Getting_Started_with_IRIS.pdf Page 18

Glocal CSR drivers

Combination of CSR incentives & pressures most applicable to local & global context

Local CSR drivers

Cultural tradition	Latin America: religious Africa: ubuntu Asia: country business system
Political reform	Social-politic policy reform processes Ex: S-A, EU candidature for Central/East Europe
Socio-economic priorities	Africa: corruption EU: ISR, fairtrade, consumer protection Mexico: tax avoidance
Governance gaps	Underesourced gov failed to provide various social services (health, roads, eductaion, …) and transfer responsibility to private actors
Crisis response	Catalyzing effect of CSR repsonses Thailland, SA: AIDS US: Katrina Seveso

Global CSR drivers

Market access	**BoP** **CSR passport to developed countries**
International standardization	Agriculture Textile Mining
Investment incentives	SRI
Stakeholder activism	Development agencies, NGO, trade unions, Business associations
Supply chain integrity	Fairtrade auditing , SA 8000, FSC … Ex: Walmart

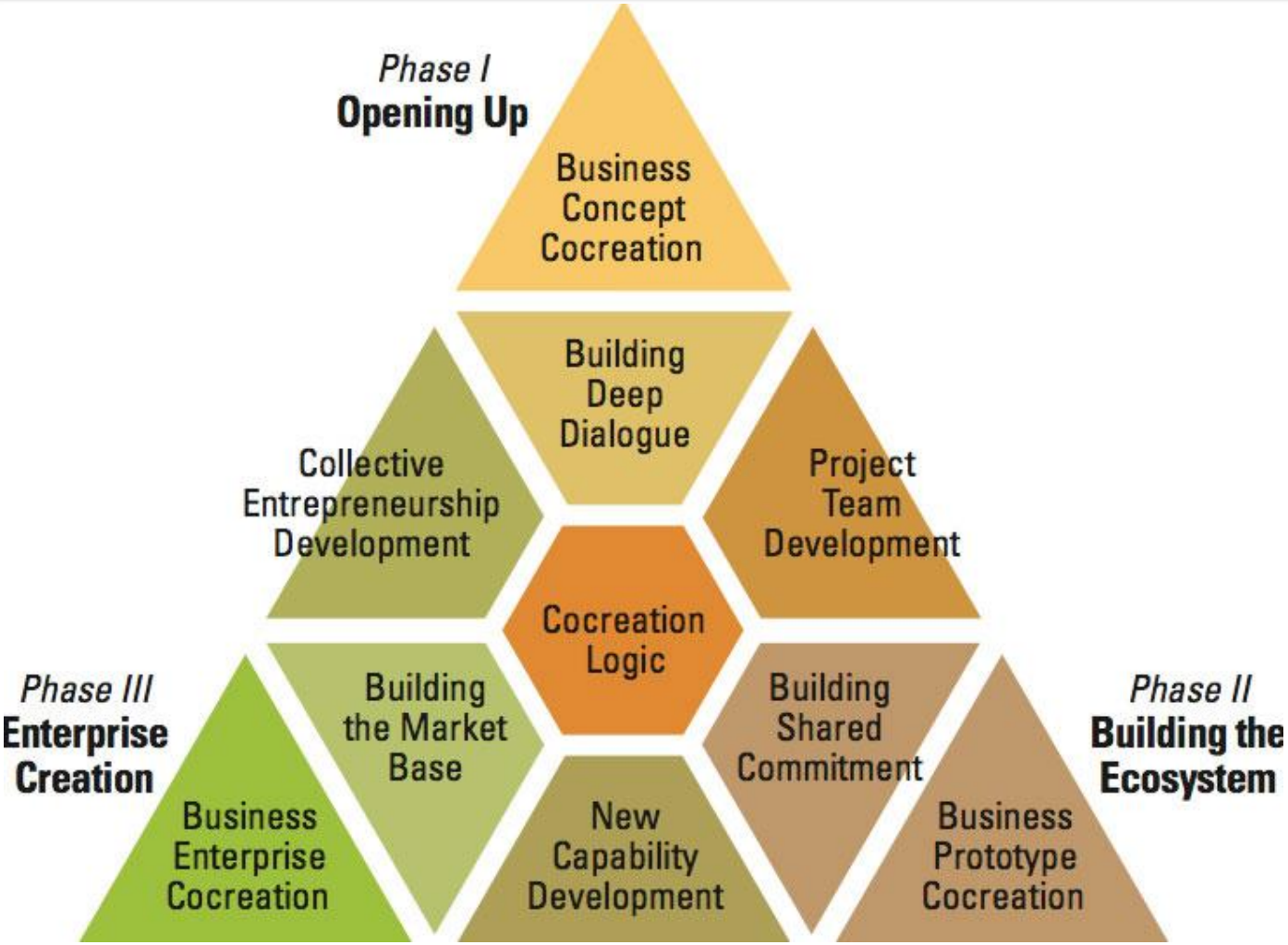
Native capability

Remember Yunus *« Our primary responsibility is to LIFT rather to see an opportunity to make money. We should see them as potential producers, creative people who can take charge of their own life and transform it »*

In practice: not only NGOs but business initiatives have to become embedded in the community and develop social capital, trust and relationship.

Ex: SC Johnson

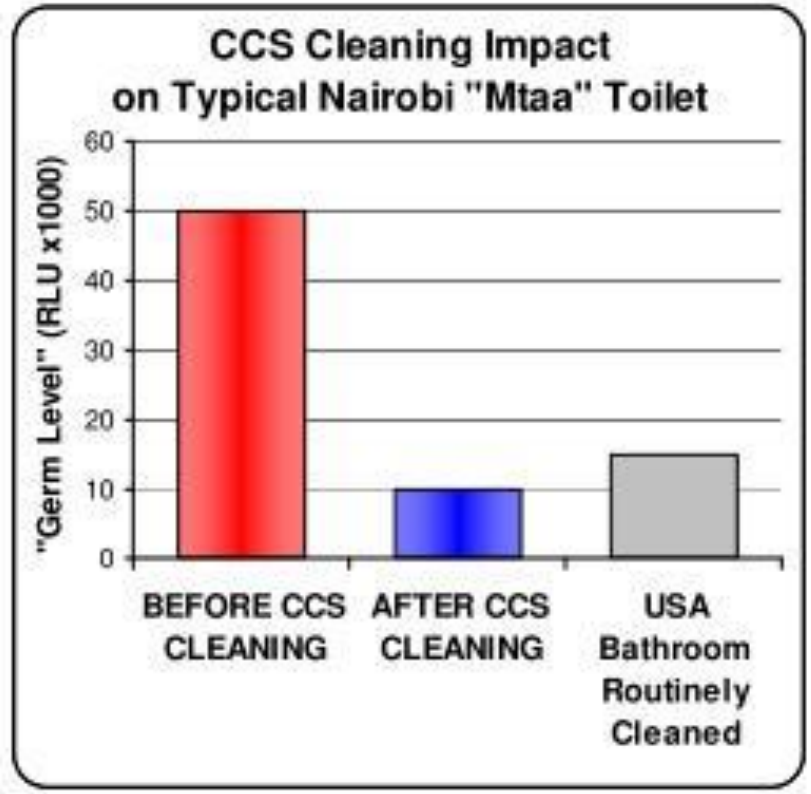
BoP Protocol



Native capability: glocality in practice

SC Johnson

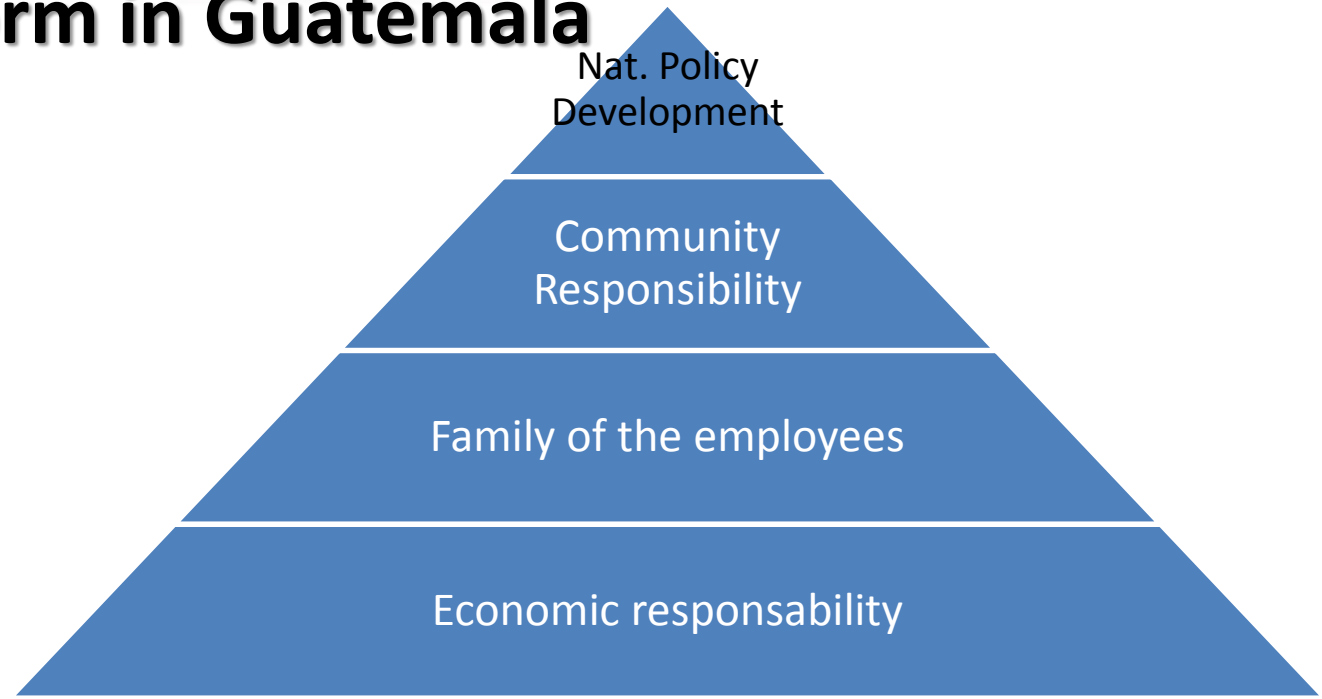
CCS - Community Cleaning Services is an emerging Kenyan nonprofit social enterprise working with entrepreneurial teams across Nairobi's low-income communities providing significantly cleaner, more hygienic and more "usable" toilets at a cost each client can afford (usually less than $0.25 per family per week, the same cost as a soda).



Glocality in practice

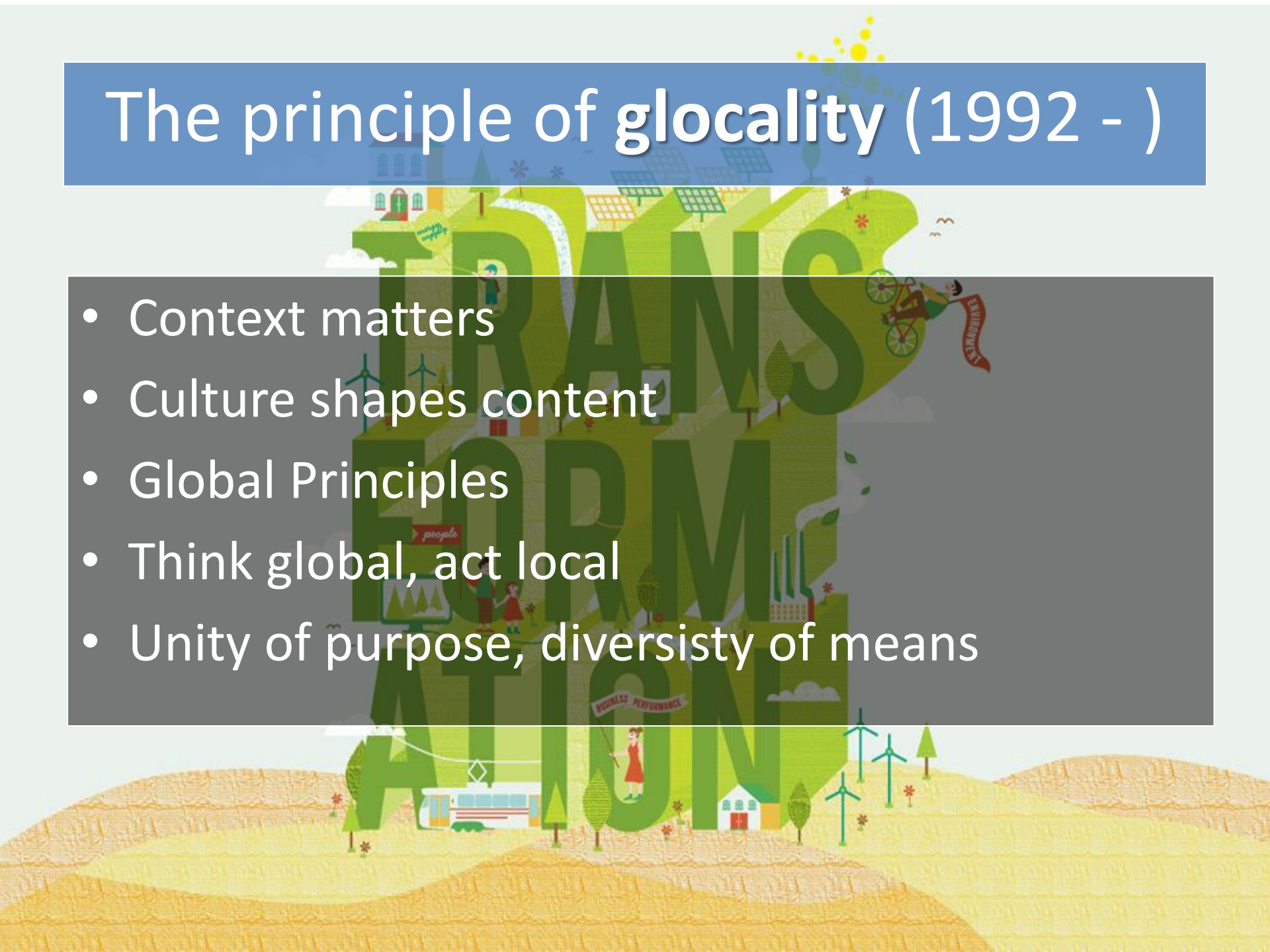
- **BHP Billiton in Mozambique & the & Business Community Index**

- **Sugar Platform in Guatemala**



Social Media muddle

The principle of **glocality** (1992 -)



- Context matters
- Culture shapes content
- Global Principles
- Think global, act local
- Unity of purpose, diversisty of means

CSR 2.0 principles

Creativity: no tick-box approach anymore

Scalability: large scale « choice-editing »

Responsiveness: stakeholder-driven partnerships

2 Glocality: international norms with local contexts

0 Circularity: cradle-to-cradle approach

The principle of **circularity**

- Systémique
- Holistique:
  - doctrine ou point de vue qui consiste à considérer les phénomènes comme des totalités.
  - système de pensée pour lequel les caractéristiques d'un être ou d'un ensemble ne peuvent être connues que lorsqu'on le considère et l'appréhende dans son ensemble, dans sa totalité, et non pas quand on en étudie chaque partie séparément

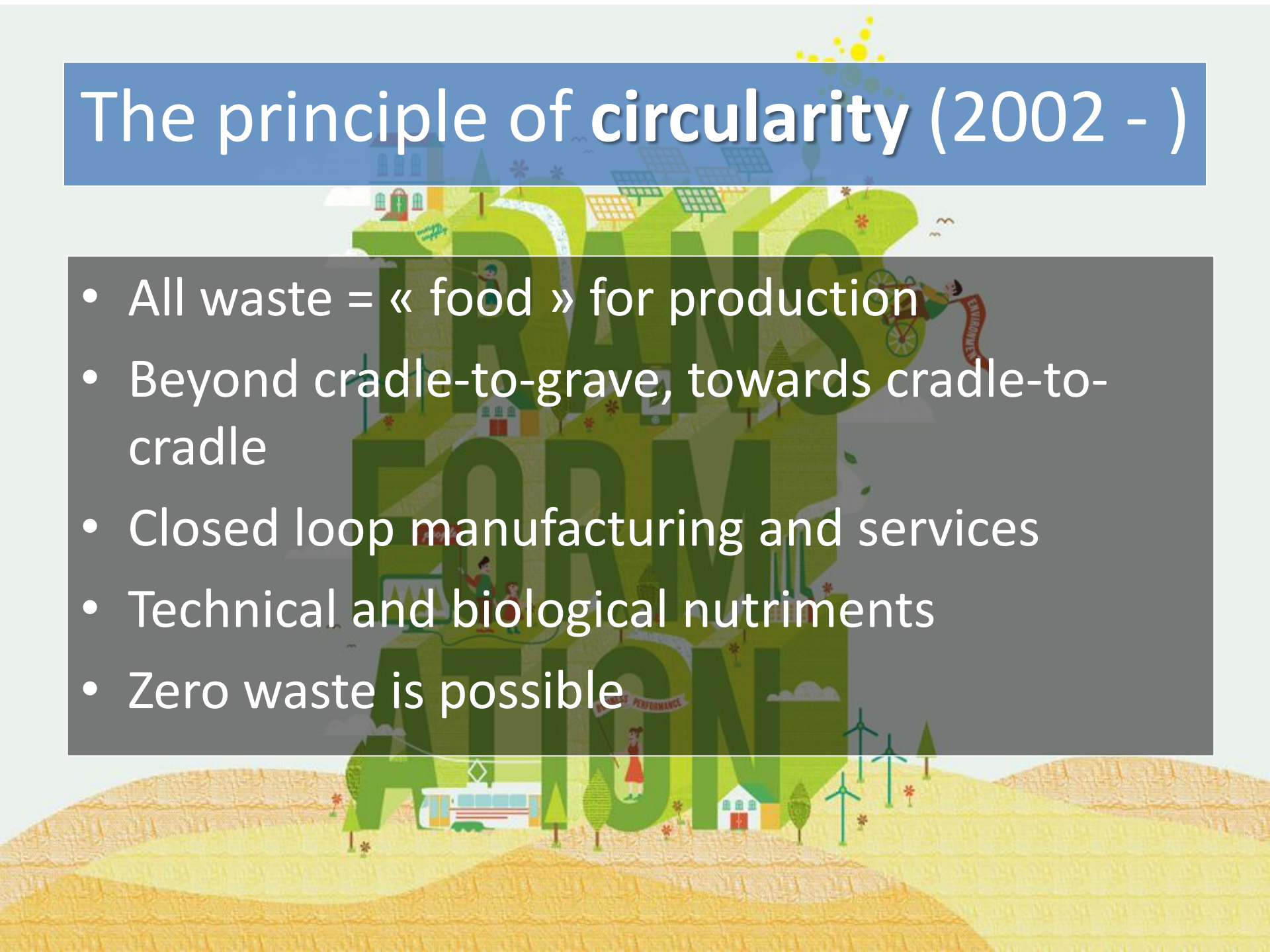
Source: JC Smuts, 1962

The principle of **circularity**

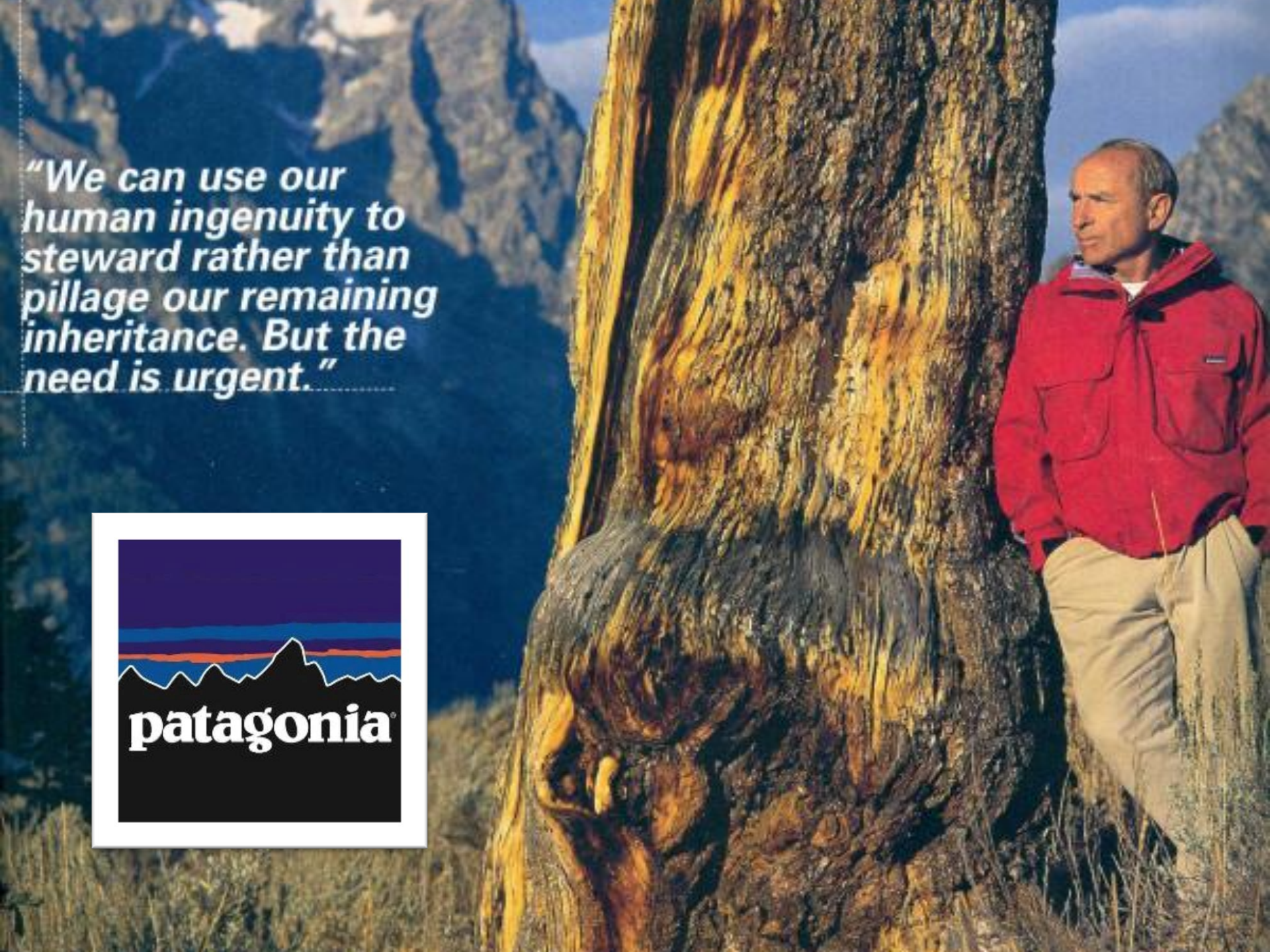
« Rien ne naît ni ne périt, mais des choses déjà existantes se combinent, puis se séparent de nouveau. »,
Anaxagore (500 – 428 av. J.-C).

« Rien ne se perd, rien ne se crée, tout se transforme.»
Lavoisier (1743-1794)

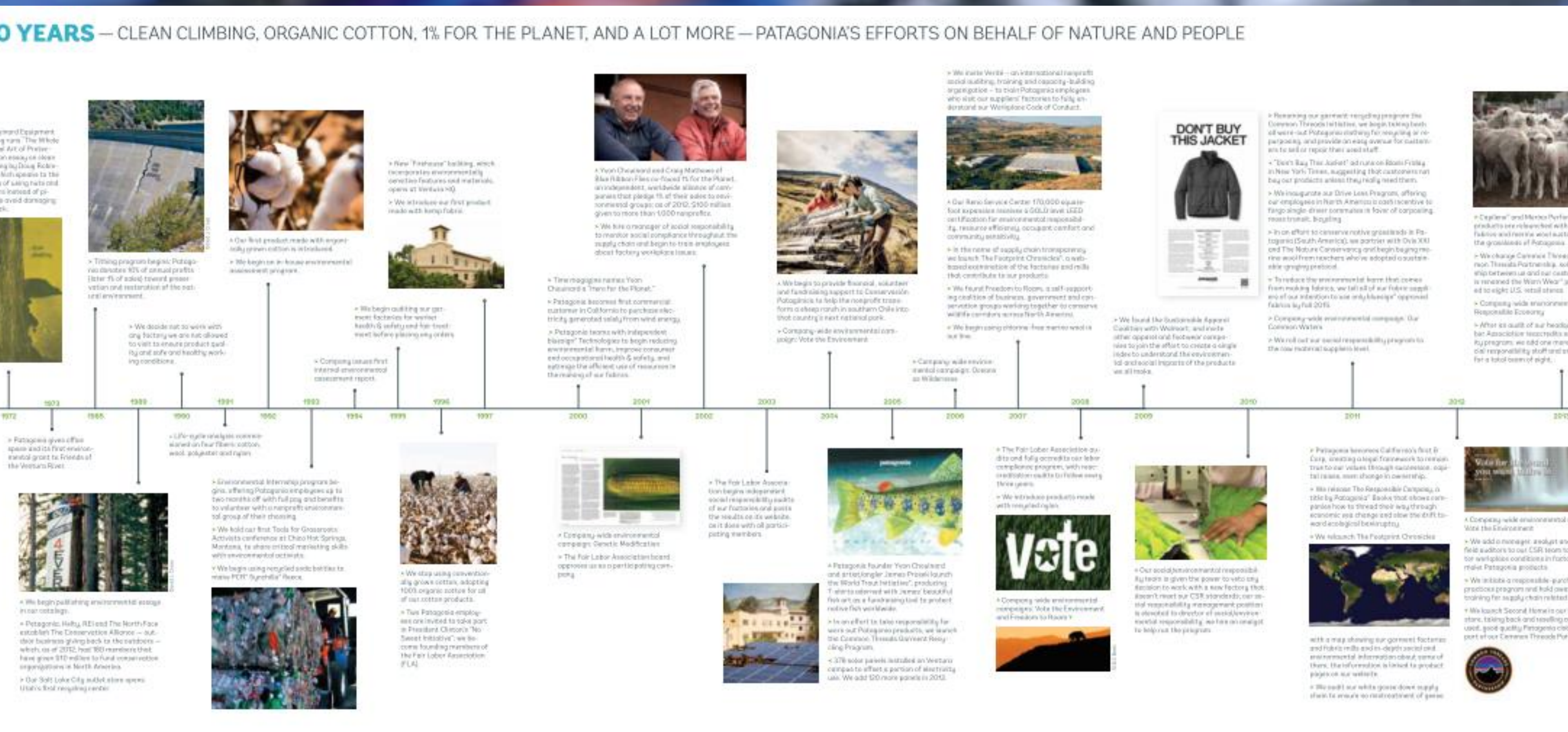
The principle of **circularity** (2002 -)



- All waste = « food » for production
- Beyond cradle-to-grave, towards cradle-to-cradle
- Closed loop manufacturing and services
- Technical and biological nutriments
- Zero waste is possible


"We can use our human ingenuity to steward rather than pillage our remaining inheritance. But the need is urgent."
patagonia

patagonia


0 YEARS — CLEAN CLIMBING, ORGANIC COTTON, 1% FOR THE PLANET, AND A LOT MORE — PATAGONIA'S EFFORTS ON BEHALF OF NATURE AND PEOPLE
1972
1973
1985
1986
1989
1990
1991
1992
1993
1994
1995
1996
1997
2000
2001
2002
2003
2004
2005
2006
2007
2008
2009
2010
2011
2012
DON'T BUY THIS JACKET
Vote

- 1957: foundation by Yvon Chouinard
- 1985: 1% for the planet
- 1988: desurbanize Yosemite Valley
- 1990: WAKE-UP call

classic growth → **natural growth**

DON'T PRIME THE PUMP !

- Environmental impact assesment

Cotton villain
(25% toxic pesticides)

« A company has a responsability to not wait for the government or the customer to tell what to do , that as soon as you find out you’re doing something wrong, stop doing it ! »

- 1994: 100% organic (co-sign loans & micro-credit for producers)

- 2000: GRI compliant

« Bullshit ! » « Boring & don’t challenge the company »

- 2007: Footprint Chronicles ®

Story of the products: design → fiber creation → Construction → shipment : 150 products

Life Cycle Assesment (LCA)

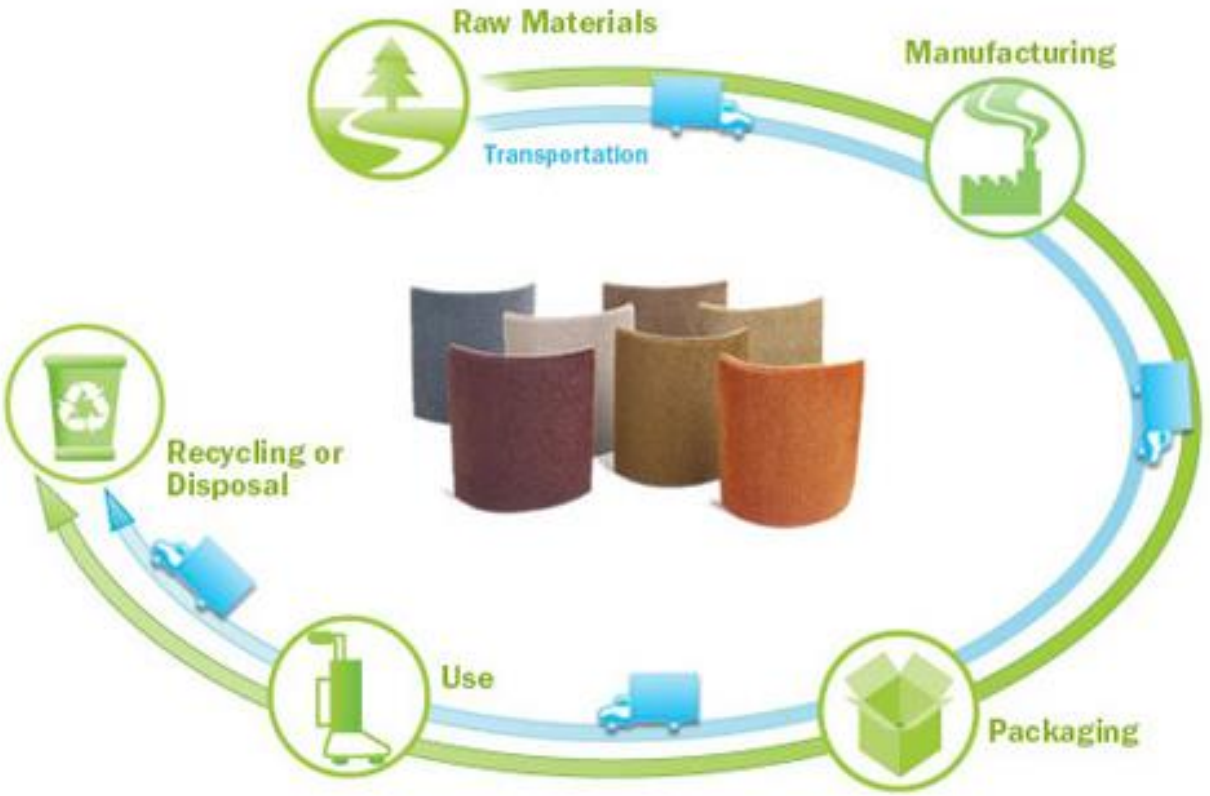
- Tool for the systematic evaluation of the environmental aspects of a product or service system through all stages of its life cycle.

- All the pollution from stage of digging or harvesting raw materials to the waste that remains after using a product is taken into account.
  The aim is to minimize the environmental burden throughout the complete production chain rather than optimizing individual production processes within than chain”

- ISO framework :ISO 14040 series.

Source: UNEP & « The A to Z od Corporate Social Responsibility », 2010

Life Cycle Assesment (LCA)



Source: Interface

2592 *litres of water for*

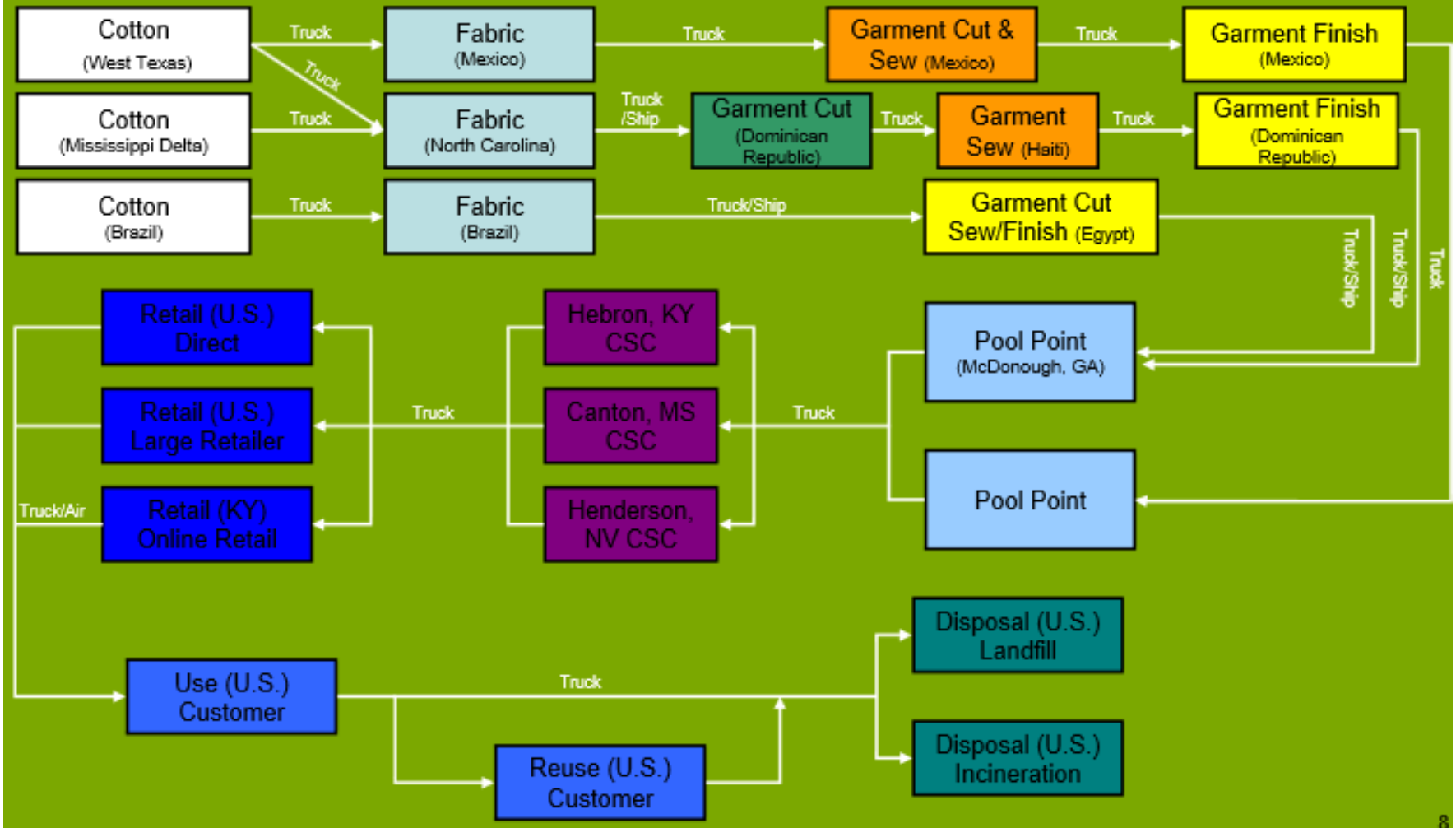
240 g *of* **Cotton**

Cycle de vie d'un jean

- **Coton** : 7000 à 29000 litres d'eau/kg pour sa culture (source: WWF). + pesticides & engrais.
- **Délavage** (ennoblissement): problèmes de santé (silicose) et pollution par rejets.
- **Transport:** en pièces détachées + assemblage. Un jean peut parcourir 65 000 kms (source: Guardian).
- **Usage :** lavage

Levi's® 501® Jean System Boundary

Studied product produced for U.S. market during the 2006 production year using 0193 medium stone wash finish



http://lsco.s3.amazonaws.com/wp-content/uploads/2014/01/A-Product-Lifecyle-Approach-to-Sustainability.pdf

501® ORIGINAL JEANS

RINSE RUN (PC9 00501-0115)

IMPACT CATEGORY	QUANTITY
GLOBAL WARMING POTENTIAL	15 Kg CO2 - equivalents
ENERGY USE	197 Megajoules
RENEWABLE ENERGY	13%
WATER USE	6.3 Cubic meters
LAND OCCUPATION	6.8 Square meter x year
QUALIFIED SUSTAINABLY GROWN FIBER	0%
PRIMARY WASTE	0.18 Kg
MATERIALS EFFICIENCY	75%
RECYCLED CONTENT	1%
EUTROPHICATION	0.003 Kg Phosphorous - equivalents
LAND TRANSFORMATION	0.002 Square meters

WATER ENTERS FACTORY

MANUFACTURING

Using LS&Co.'s Recycled Water system, one of our supplier factories in China produced 100,000 pairs of Levi's® women's jeans while saving 12-million liters of water. That's enough to fill almost five Olympic-sized swimming pools.

WATER EXITS FACTORY

As a result of our strict water standards, at most factories that make our products, the water leaving is cleaner than when it went in.

JEANS UNDERGO MULTIPLE RECYCLED WATER TREATMENTS

RECYCLED WATER TREATMENT

Our Recycled Water program provides additional treatment, allowing the water to be used again and again in the manufacturing process.

WATER TREATMENT

At all of the factories that make our products, water must be treated to meet LS&Co.'s strict global effluent standards.

INNOVATIONS LIKE THIS RECYCLED WATER SYSTEM ARE PART OF OUR EFFORTS TO REDUCE THE COMPANY'S IMPACT ON THE PLANET.

LS&CO. PLANS TO COLLABORATE WITH OTHER FACTORIES AROUND THE WORLD TO EXPAND THE NEW SYSTEM'S IMPACT AND SAVE EVEN MORE OF THIS VITAL NATURAL RESOURCE.

3 BILLION

8oz glasses of drinking water

Drinking water for nearly

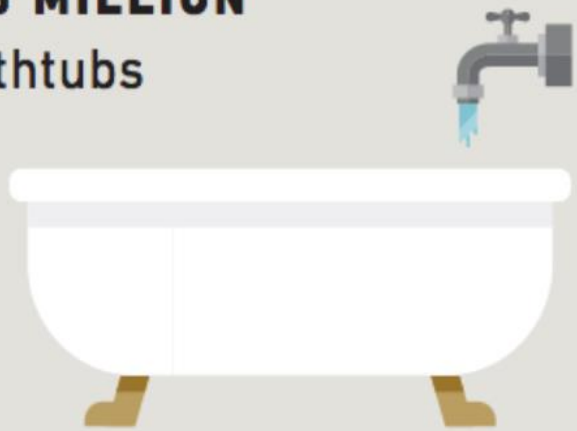
811,000 PEOPLE

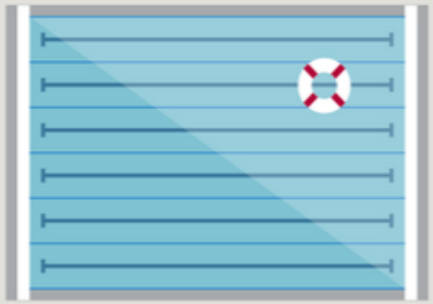
for one year

Providing **DRINKING WATER** for the city of **NEW YORK** or **LONDON** for an **ENTIRE MONTH**

4.5 MILLION

bathtubs





308

Olympic sized pools

Alternatives ?

MUD JEANS®

1083
BORNE IN FRANCE

Footprint Chronicles ®

« Stop focusing on the symptoms , look at the cause ! »

Growth_Over-consumption_Poorly design manufactured goods & process

- C2C production & consumption
- Sustainability does not exist: LEVELS

Look at the cause !

"buy only what I need (and will last), repair what breaks, reuse (share) what I no longer need and recycle everything else."

WHY ?

« NOT TO DO SO WOULD HAVE BEEN UNCONSCIONABLE ! »


« Leading an examined life
is a real pain in the ass »

Why CSR 2.0 ?

Nokia lifecycle

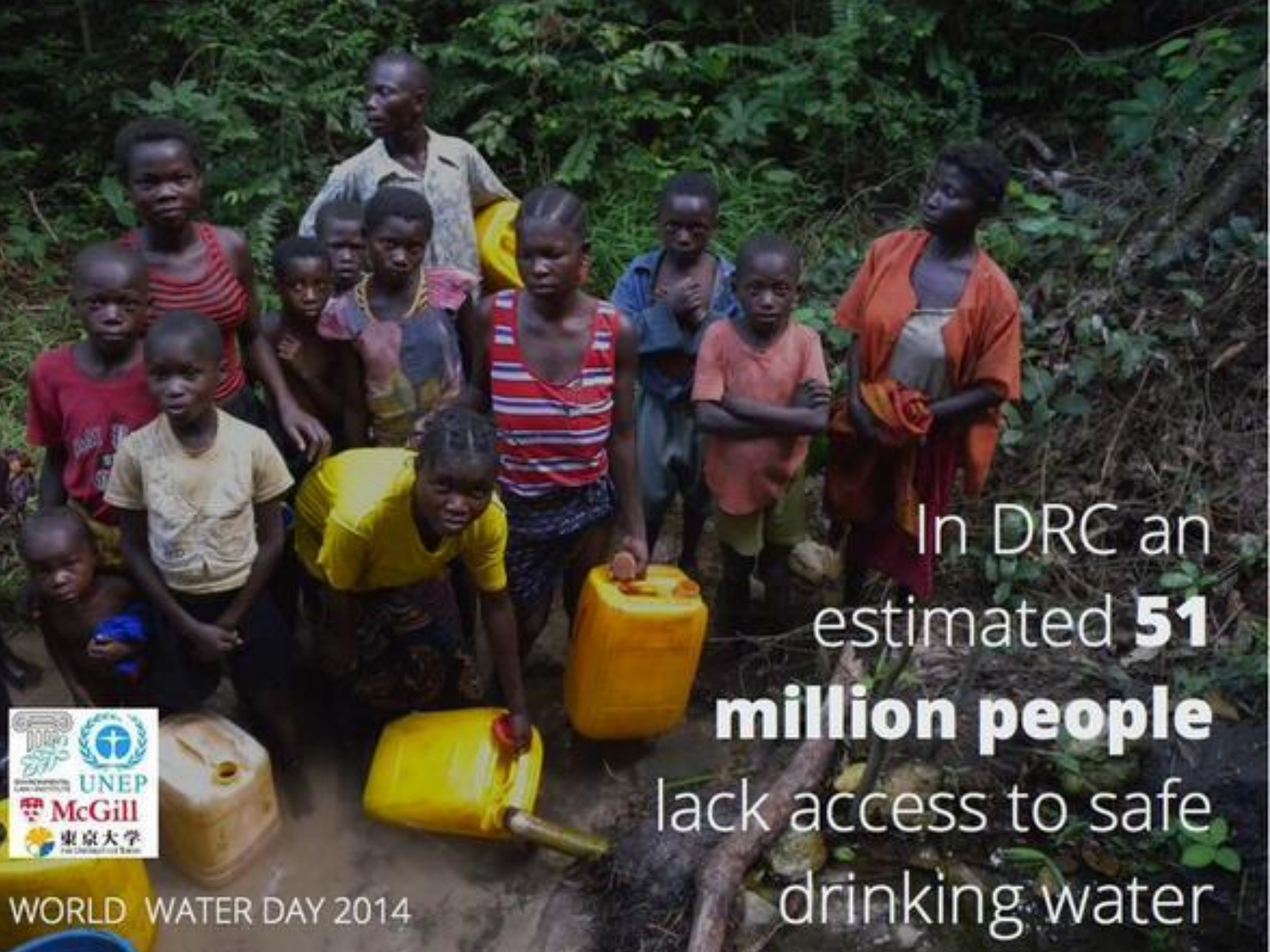
Case study: Integrated Product Policy for Nokia

In 2004, a Nokia phone was chosen to demonstrate the principles of IPP. In 2005, there were over 2.2 billion mobile phone subscriptions globally. The sheer quantity magnifies any environmental impact of this product. The life cycle analysis showed energy consumption is the greatest impact, both during manufacture of components and during use – when chargers left on 'no-load' consume electricity constantly. One outcome is that, by the middle of next year, new phones should have on-screen reminders to unplug the charger once charging is complete. It is estimated that, if 10% of worldwide subscribers unplug their chargers once their phone is fully charged, enough energy would be saved to supply 60,000 European homes for one year.[60]

Source: University of Cambridge

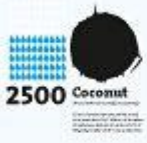
- ❑60 gr
- ❑600 gr
- ❑600 kg

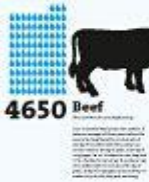

WHAT'S IN A PINT?
A Life-Cycle Analysis of Leffe Blonde Draft Beer
Life of a Keg
1) Transit /Satellite Warehousing
2) Distributor Warehouse/ Retail Delivery
3) Retail/Home
40
10
10
100
800
5-10%
Leffe Blonde is the brand leader among Belgian abbey beers. This is a beer for the connoisseur, but Leffe Blonde is also enjoyed by anyone who likes a rich, smooth taste. Leffe Blonde is a top-fermented ale, which combines wonderful malt characteristics with a spicy, cidery flavour. A surprisingly easy-to-drink, strong beer, Leffe Blonde has a beautiful yellow-gold colour, a full body and a subtle, aromatic flavour.
Leffe
$5.60
per serving
supplier cost
2.00
shipment
profit
3.40
0.05
refridgeration
deposit
0.10
8.4g
of CO2 emissions per serving
brewing
20.4 kg of CO2 emissions per hl beer
packaging
13.6 kg of CO2 emissions per hl beer
total
34 kg of CO2 emissions per hl beer
$15
68%
56.4kg
of CO2 emissions from shipping
5 x 5000 = 25.0
18 x 1700 = 30.3
114 x 10 = 1.14
REFERENCES
fe Blonde | CA Infographic


In DRC an
estimated 51
million people
lack access to safe
drinking water
UNEP
McGill
東京大学
WORLD WATER DAY 2014

WATER FOOTPRINT

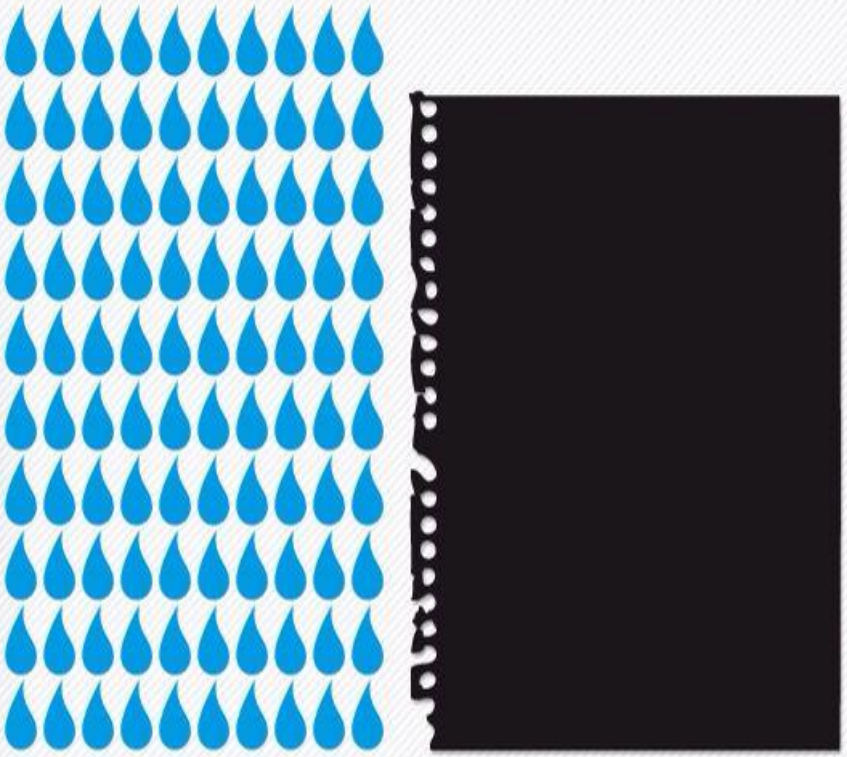
virtual water embedded in products





2400 *litres of water for*

100 g *of* **Chocolate**



5000 *litres of water for*

500 g *of* **Paper**

Water matters

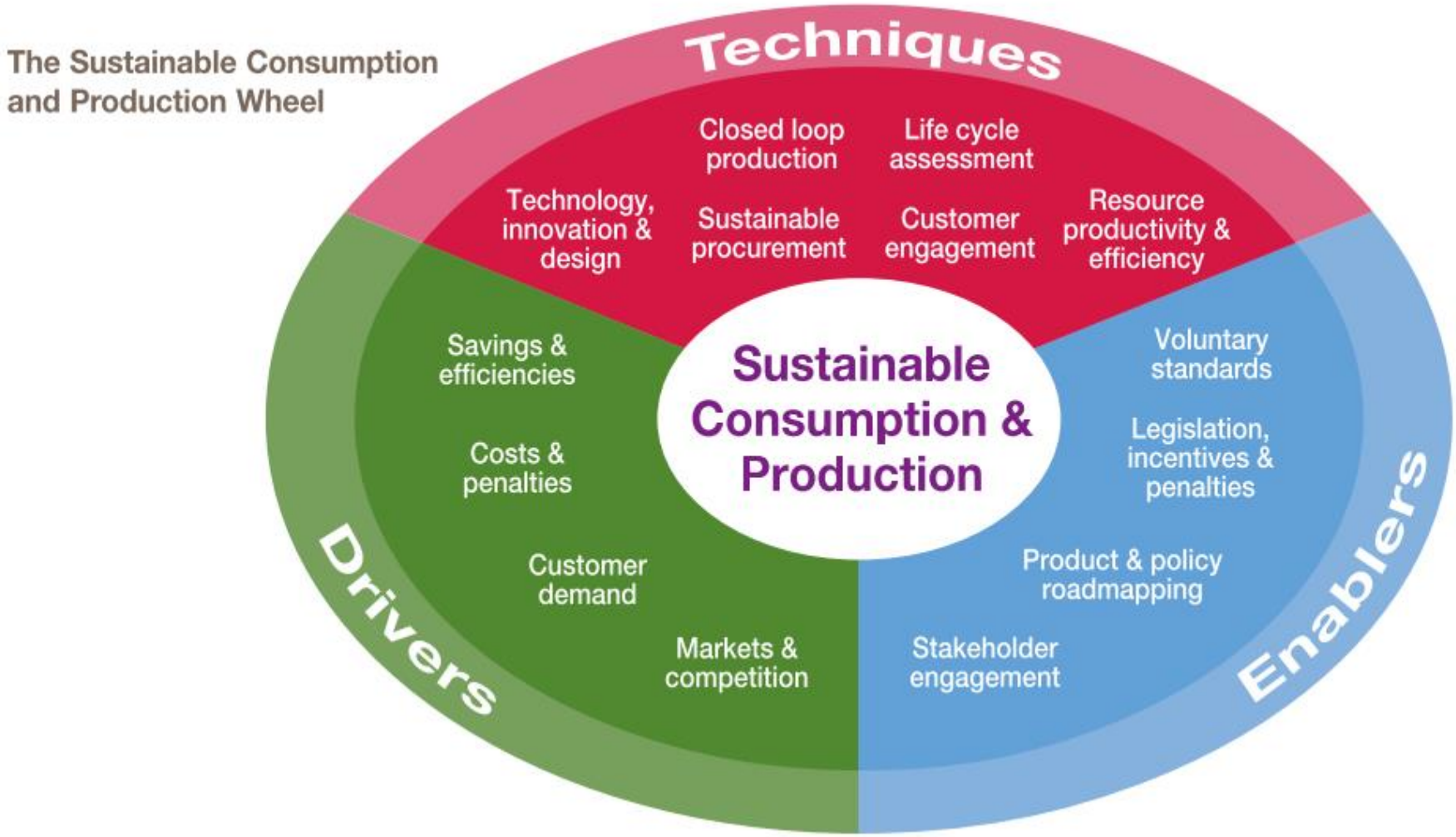
DELIVER FOR TODAY | INSPIRE FOR TOMORROW

Coca-Cola Enterprises

1,5 billion beverages /day
2,5 l water/ l C-C beverages

- Defensive → Offensive
- « Real relevance is using company's core competence to adress issues that have a societal concern »
- No access to water: no business
- « Part of the problem, part of the solution »

Sustainable production & consumption

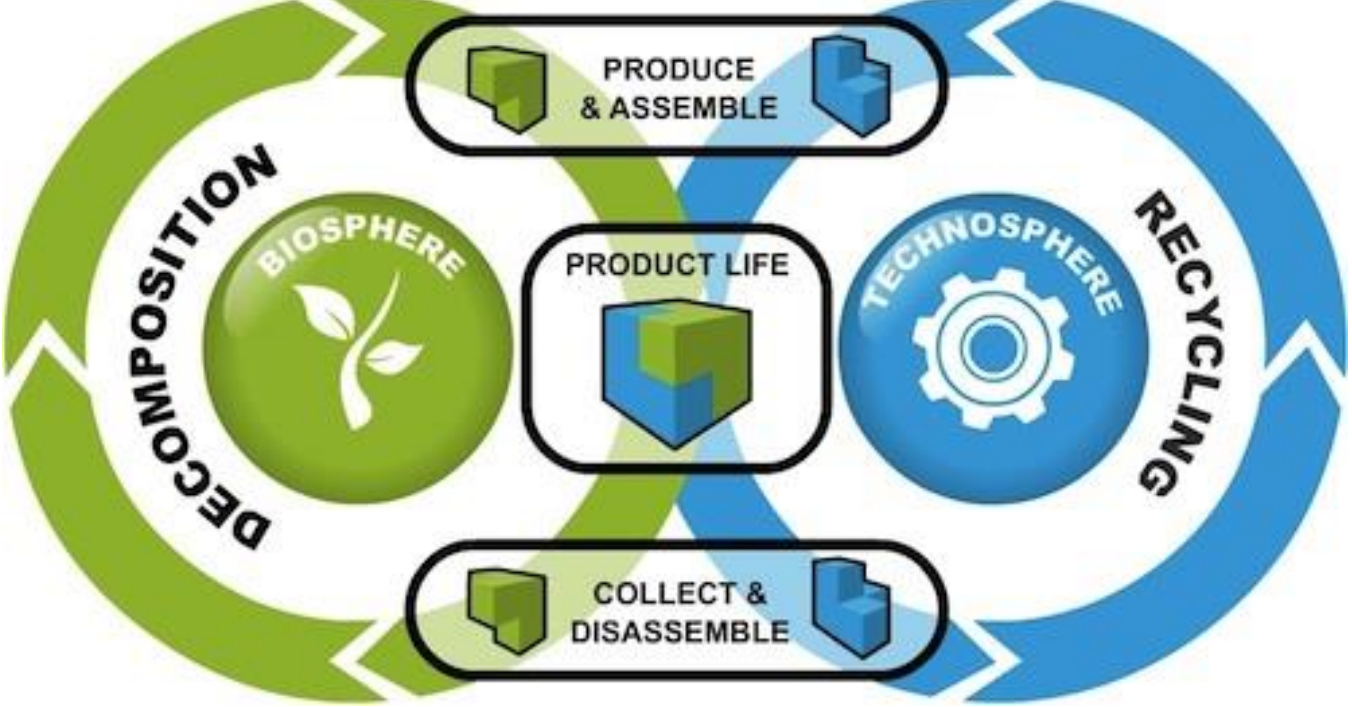


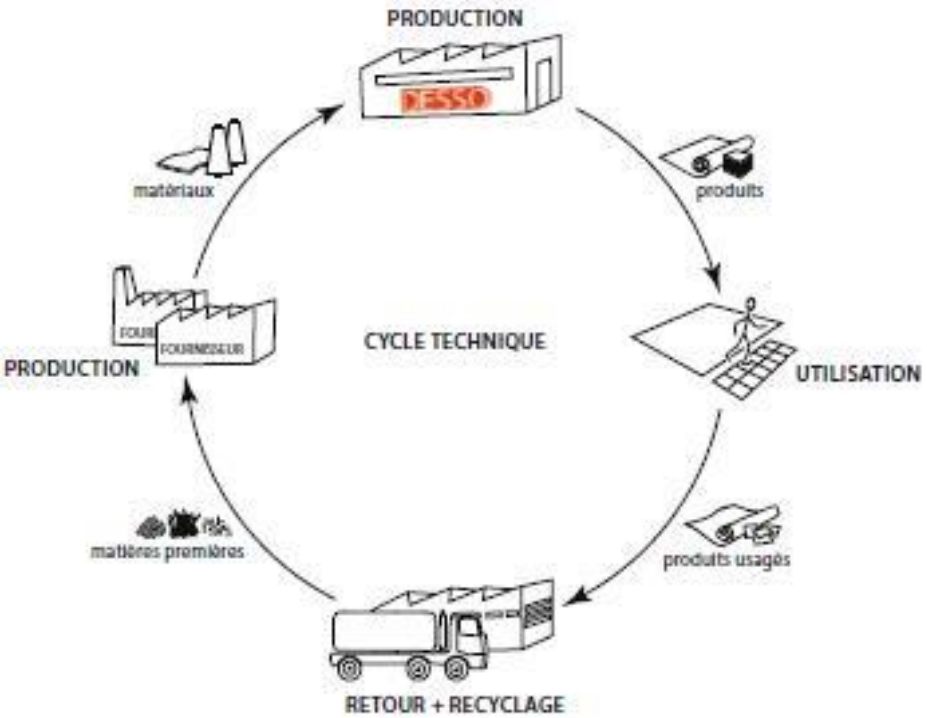
Source: University of Cambridge

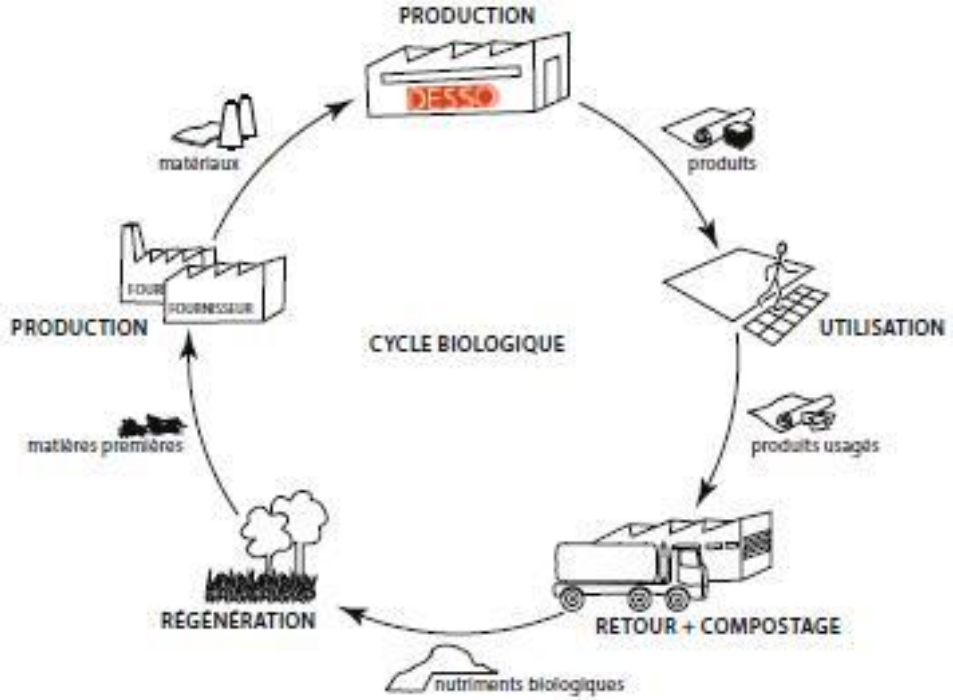
Cradle to cradle

- Technical framework for LCA
- TV set= 4360
- Be less bad = failure of imagination
- Waste = food
- Not only accounting: optimalizing
- Closing the loop !

cradletocradle


PRODUCE
& ASSEMBLE
BIOSPHERE
PRODUCT LIFE
TECHNOSPHERE
DECOMPOSITION
RECYCLING
COLLECT &
DISASSEMBLE


PRODUCTION
matériaux
produits
PRODUCTION
CYCLE TECHNIQUE
UTILISATION
matières premières
produits usagés
RETOUR + RECYCLAGE


PRODUCTION
matériaux
produits
PRODUCTION
CYCLE BIOLOGIQUE
UTILISATION
matières premières
produits usagés
RÉGÉNÉRATION
RETOUR + COMPOSTAGE
nutriments biologiques

Life cycle assessment

Materials
Consider materials and energy used for extraction

Production
Production processes must minimize energy and impact

Transport
Reduce energy consumption and emissions for transport

Use
Product must be safe for use, nearly emission free, and long lasting

End of Life
Multiple options for reutilization and recycling

Environmental effects evaluated for the Life Cycle Assessment of the Think chair.

Global warming
By reducing manufacturing and transportation emissions, Think minimizes the greenhouse gases that lead to an increase in global temperatures.

Acidification
Reduction in emissions also helps reduce the acidity of rain, other precipitation, lakes and streams.

Eutrophication
This is the loss of plants and animals in aquatic ecosystems due to loss of oxygen after algae blooms. Reducing pollution, such as nitrogen oxides, helps reduce these algae blooms.

Photochemical smog
VOCs (volatile organic compounds) are eliminated in Think manufacturing, helping to reduce this kind of air pollution.

Abiotic resource depletion
This is the depletion of non-renewable resources like metal and oil. Because Think is extremely lightweight, and because it's made with up to 41% recycled content, it uses far fewer raw materials than comparable chairs.

Waste
Easy to recycle, Think produces almost no waste. Low-waste packaging and efficient shipping reduce waste even more.

Toxic emissions
Think contains no mercury, PVCs, asbestos, solvents, CFCs, PBBs, methylene chloride, formaldehyde or HCFCs. Manufacturing produces no VOCs.

- Steelcase / BMA Ergonomics / Kinnarps

Nike Considered

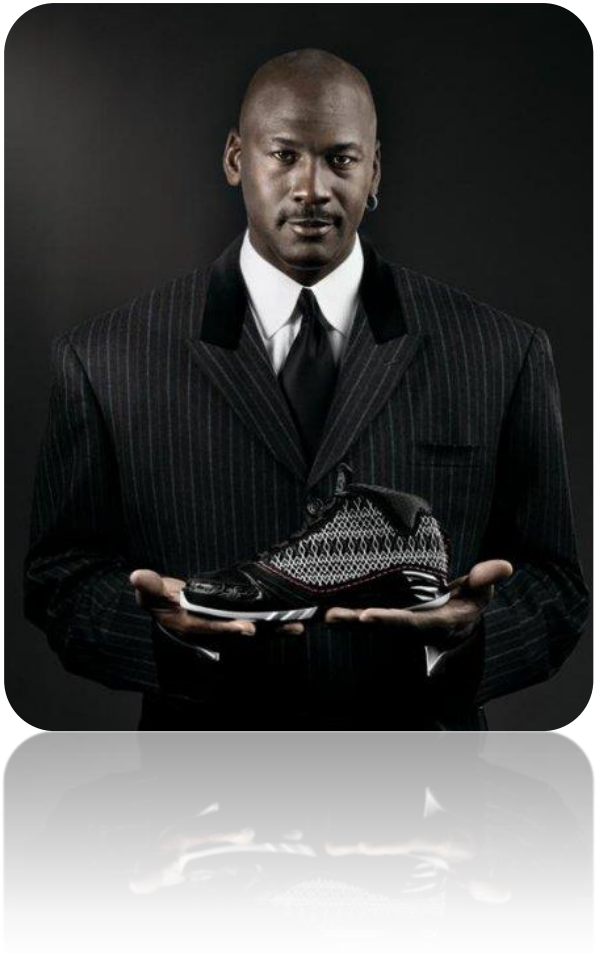
« So much of environmental debate addressed end-of-pipe problems and end-of-pipe solutions »

« And here was (C2C) a strategy that was turning that on his head. **It was not about restriction or reaction**. It created positive solutions at the front of the design process. (…) If you talk about environmental management systems and eco-efficiency, people just roll their eyes. But if you talk about **innovation and abundance, it's inspirational**. »

Sarah Severn,
Nike's Director of Corporate Sustainable Development

Nike Considered

«By continuously raising the standard, we envision the future where the shoes you were today become the shoes, wear or equipment you use tomorrow. This closed looped manufacturing process where nothing is wasted and everything is kept in play, is not just a wishful thinking, it’s the future»



MATERIAL CHOICE AND IMPACT

OVER 16,000 MATERIALS ARE USED IN OUR PRODUCTS EACH YEAR. A PAIR OF SHOES ALONE CAN USE MORE THAN 30 MATERIALS.

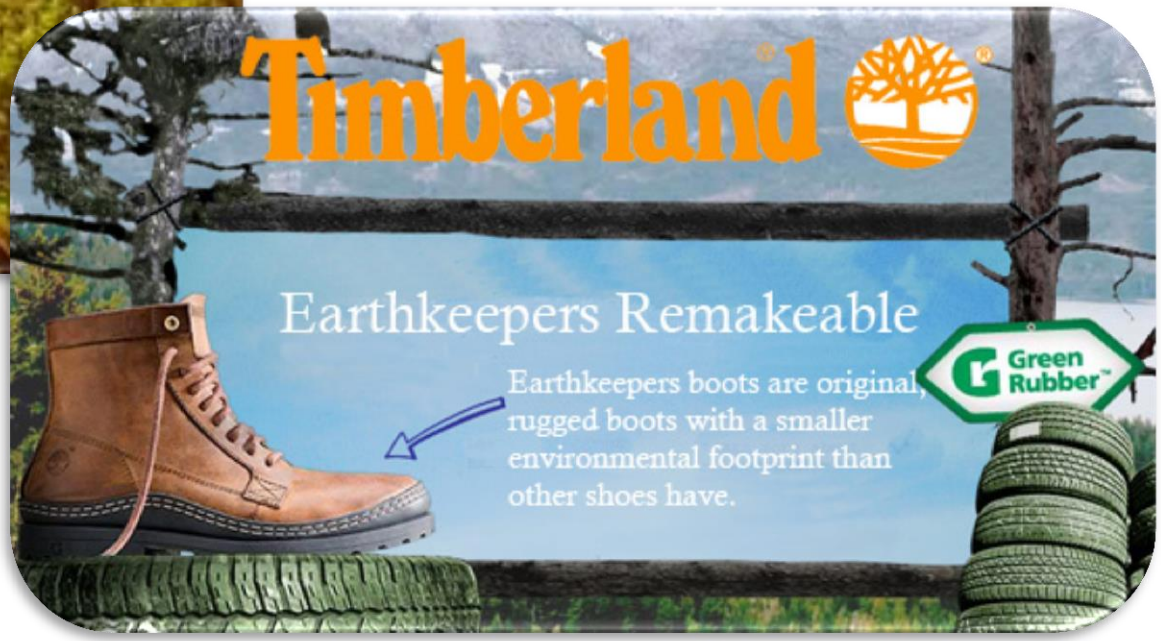
Product creation teams use the Nike Materials Index (Nike MSI) to select environmentally better materials. Each material's impacts are assessed in four areas:

ENERGY CHEMISTRY WATER WASTE

EXPLORE
MATERIAL CHOICES AND THEIR IMPACT ON THE ENVIRONMENT.

Timberland


MBERLAND RESPONSIBILITY
HOME CLIMATE PRODUCT FACTORIES SERVICE STRATEGY REPORTING
Our Journey & Commitment


Timberland
Earthkeepers Remakeable
Earthkeepers boots are original, rugged boots with a smaller environmental footprint than other shoes have.
Green Rubber

GI4.5

GREEN INDEX™ 4.5

FACTORS	LOWER IMPACT	HIGHER IMPACT
Climate Impact:	0 **4**	10
Greenhouse gas emissions through production.		
Chemicals Used:	**0**	10
Presence of hazardous substance (PVC, Chrome leather* and Solvent Adhesives).		
Resource Consumption:	0 **9**	10
Reduced by the use of recycled, organic and renewable materials.		

*Chrome leather present in leather based shoes

For more information about the Green Index™ rating, see inside the shoe box or visit www.timberland.com/outdoorperformance

GREEN INDEX™

Gobi : eco-conception

- **Le Gobi est la première bouteille réutilisable adaptée au bureau, à nos déplacements et activités du quotidien**.

Cela se traduit par les caractéristiques suivantes :

- **transparent** parce qu'il est important pour les utilisateurs de voir l'eau et s'assurer de la propreté
- **pèse moins de 100 grammes et mesure 21 cm** entre facilement dans un sac ou une sacoche tout en offrant 40 cl (consommation moyenne pour ½ journée)
- **goulot simple et un peu large** :facile à remplir et à nettoyer.
- **système de personnalisation**
- **petite anse** en forme de goutte

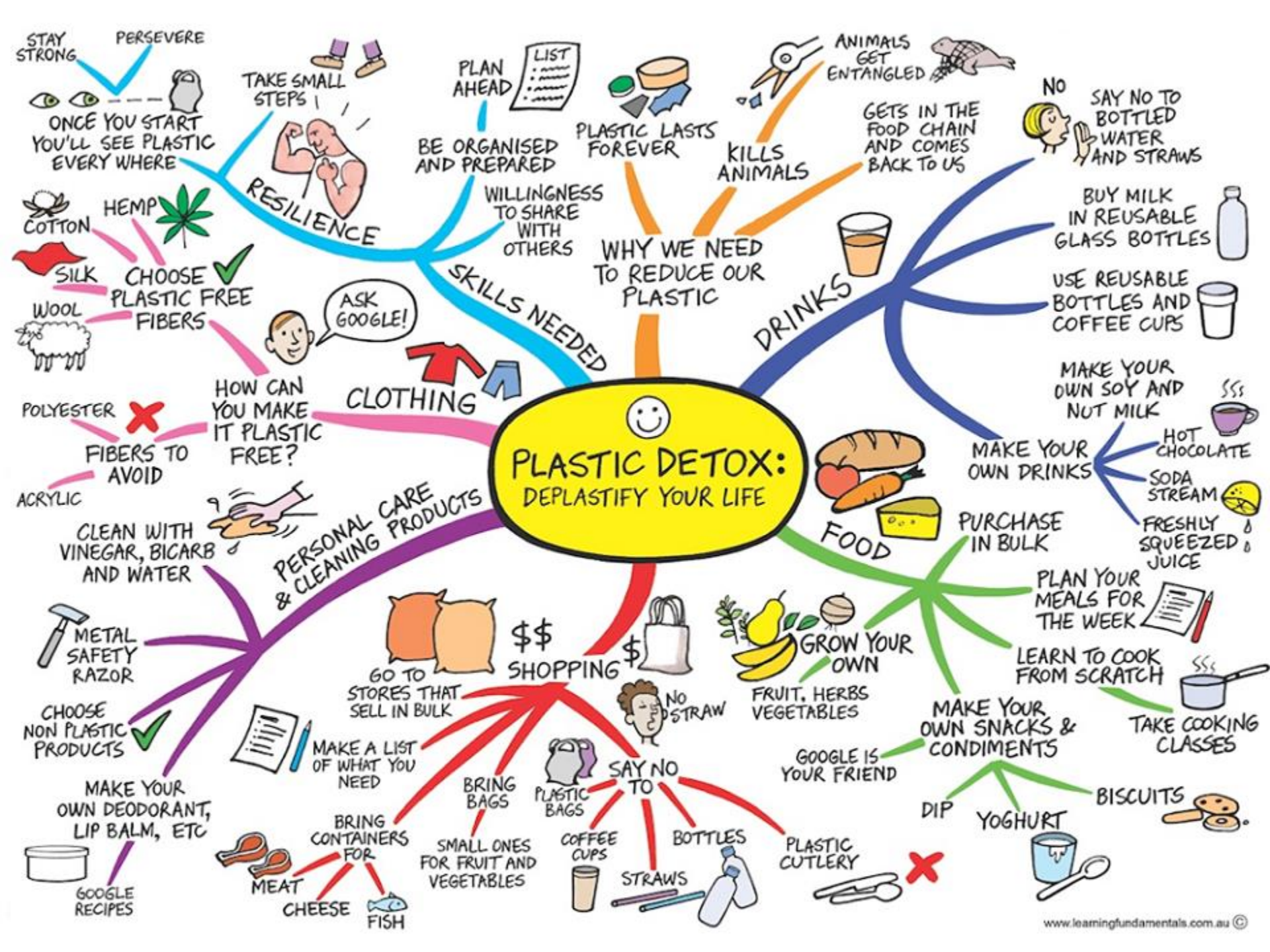
Gobi : eco-conception

- **Gobi: gourde réutilisable**
- **Indicateurs**: épuisement des ressources, émissions vers l'air, l'eau et le sol + sécurité sanitaire et durée de vie
- **5 types d'experts** :
  - les ingénieurs du département R&D,
  - Docteur en pharmacie
  - Laboratoire de tests spécialisé sur les enjeux sanitaires de l'eau par rapport à un contenant.
  - sociologue expert des comportements de consommation sur les référents (la bouteille, la carafe, le verre, …) dans l'univers de la consommation d'eau et toutes les images qui y sont attachées
  - Designer: usages et attentes en termes de forme, hygiène et fonctionnalités.
  - Leurs propositions ont été soumises à un groupe de 100 personnes qui a bénévolement joué les cobayes et affiné les directions.

http://www.youtube.com/watch?v=K6om5V0ulmw

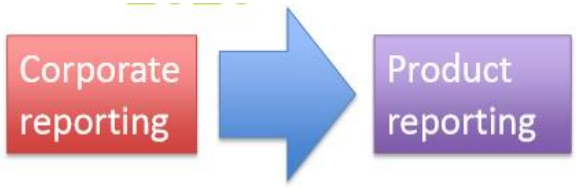
Gobi : eco-conception

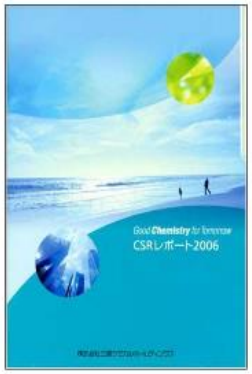
- **la sécurité sanitaire** : sans BPA ni phtalates, … les plastiqu les plus répandus ont suscité des inquiétudes ces derniers ten et nous ont amené à renoncer au polycarbonate (BPA) et au P – et donc au PET le plastique recyclé le plus courant (en raisor de questionnements sur l'antimoine, les formaldhéydes et des perturbateurs endocriniens) et à chercher des alternatives innovantes..
- **Durée de vie**: Pas matériaux agro-sourcés (c'est-à-dire issu de végétaux) car aucun, à ce jour, ne remplissait à la fois nos critères de résistance et nos exigences en termes environnementaux (plantes peu gourmandes en eau, non-OGI entraînant une trop forte utilisation de terres agricoles, …)
- **Emballage** : il sera minimal pour les achats par Internet et «massifié» pour les livraisons en B2B.


PLASTIC DETOX:
DEPLASTIFY YOUR LIFE
SKILLS NEEDED
RESILIENCE
STAY STRONG
PERSEVERE
ONCE YOU START YOU'LL SEE PLASTIC EVERY WHERE
TAKE SMALL STEPS
PLAN AHEAD
LIST
BE ORGANISED AND PREPARED
WILLINGNESS TO SHARE WITH OTHERS
WHY WE NEED TO REDUCE OUR PLASTIC
PLASTIC LASTS FOREVER
KILLS ANIMALS
ANIMALS GET ENTANGLED
GETS IN THE FOOD CHAIN AND COMES BACK TO US
DRINKS
NO
SAY NO TO BOTTLED WATER AND STRAWS
BUY MILK IN REUSABLE GLASS BOTTLES
USE REUSABLE BOTTLES AND COFFEE CUPS
MAKE YOUR OWN DRINKS
MAKE YOUR OWN SOY AND NUT MILK
HOT CHOCOLATE
SODA STREAM
FRESHLY SQUEEZED JUICE
FOOD
PURCHASE IN BULK
PLAN YOUR MEALS FOR THE WEEK
LEARN TO COOK FROM SCRATCH
TAKE COOKING CLASSES
GROW YOUR OWN
FRUIT, HERBS VEGETABLES
MAKE YOUR OWN SNACKS & CONDIMENTS
GOOGLE IS YOUR FRIEND
DIP
YOGHURT
BISCUITS
SHOPPING
$$
$
GO TO STORES THAT SELL IN BULK
NO STRAW
MAKE A LIST OF WHAT YOU NEED
SAY NO TO
BRING BAGS
PLASTIC BAGS
BRING CONTAINERS FOR
MEAT
CHEESE
FISH
SMALL ONES FOR FRUIT AND VEGETABLES
COFFEE CUPS
STRAWS
BOTTLES
PLASTIC CUTLERY
CLOTHING
HOW CAN YOU MAKE IT PLASTIC FREE?
ASK GOOGLE!
CHOOSE PLASTIC FREE FIBERS
COTTON
HEMP
SILK
WOOL
FIBERS TO AVOID
POLYESTER
ACRYLIC
PERSONAL CARE & CLEANING PRODUCTS
CLEAN WITH VINEGAR, BICARB AND WATER
METAL SAFETY RAZOR
CHOOSE NON PLASTIC PRODUCTS
MAKE YOUR OWN DEODORANT, LIP BALM, ETC
GOOGLE RECIPES
www.learningfundamentals.com.au ©

Transparency

- Goodguide
- Eco Conso
- EcoCompare





By 2020, corporate transparency will take the form of publicly available sets of mandatory disclosed ESG data—down to a product level—plus web 2.0 collaborative feedback platforms, WikiLeaks-type whistleblowing sites and product rating applications.

MVO!?
MAATSCHAPPELIJK VERANTWOORD ONDERNEMEN WERKT!?

Transparency : 7th Generation

To Inspire
a consumer revolution that **nurtures the health** of the next seven generations.

« In our every deliberation, we must consider the impact of our decisions on the next 7 generations »

TWENTY-FIVE YEARS OF FIRSTS!

seventh GENERATION

1998 — Seventh Generation is born!

1999

2000

2001 — First website launched, heavy focus on education

2002 — Product and Ingredient Guidelines Published

Full Online Ingredient Disclosure

Set Strict Standards on 1,4-dioxane

2003

2004 — First Corporate Responsibility Report published

2005

2006

2007 — Ingredients disclosed on product labels

2008

2009 — Removed last synthetic fragrance, completing fragrance switch to 100% plant-based essential oils

1,4-dioxane formulated out of all products

2010 — Voluntary cleaning industry phosphate ban for automatic dishwashing detergents, after 10 years of campaigning!

Voluntary cleaning industry ingredient disclosure program

2011 — First household products company in North America to use Roundtable for Sustainable Palm Oil certificates for the palm oil in our products

2012

2013

2014

« Our real mistake was to exclude customers and stake holders from ongoing dialogue about dioxine » → transparancy

Our 2020 goals push us to bring sustainable and innovative products to market. SEE OUR GOALS ›

NURTURE NATURE

Source sustainably

All agricultural materials certified sustainable by a credible third party.

Produce zero waste

All products and packaging biodegradable or recyclable

Create and use energy sustainably

All Seventh Generation consumers wash their laundry in cold water

TRANSFORMING COMMERCE

Be radically transparent

All ingredients, materials, packaging, and our supply chain are disclosed

Exert influence beyond our size

Seventh Generation engages industry to create safer consumer products, reduce greenhouse gas emissions, and take responsibility for product packaging

ENHANCING HEALTH

Create healthy products for healthy homes

All Seventh Generation products are not acutely toxic and are free of chronic toxicants; these and all other product benefits are clearly promoted to our consumers

BUILDING COMMUNITIES

Nurture thriving communities

Seventh Generation and its suppliers improve the quality of their business communities, exceeding social standards for health, safety, environment, and equity

Create a vibrant workplace

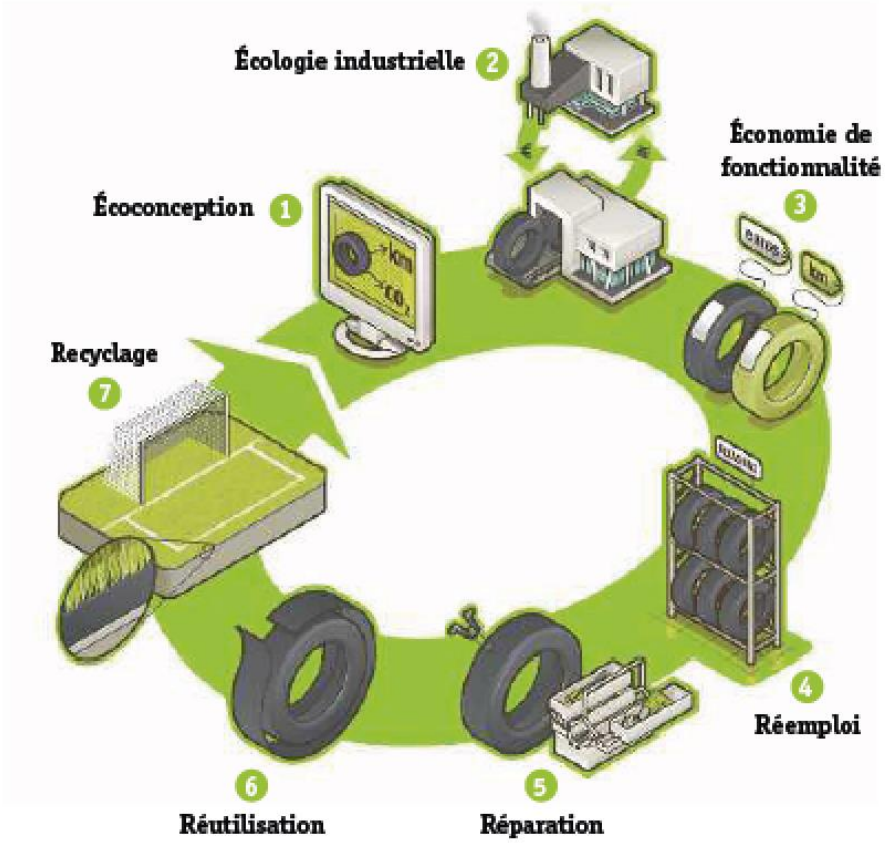
The "Best Place to Work" in North America*

Tesco: carbon neutral

- Prince of Wales's Corporate Leaders Group on Climate Change
- 4 000 000 t CO^2/year
- Invest 500 million £
- Partnership with Oxford to asses carbon footprint of their 70000 products: « carbon calories labelling.

Sir Terry Leahy : « There aren’t many things that keeps me awake but this one »

Industrial ecology – Circular Economy



Source : Ademe, n° 59, octobre 2012.

L' **économie circulaire**, appliquée à l'industrie : **l'écologie industrielle**.

Il s'agit de ne plus considérer chaque entreprise isolément mais d'examiner comment ces entreprises peuvent interagir et créer un véritable **écosystème industriel** au sein duquel, par exemple, les déchets de l'une deviennent les matières premières de l'autre.

On parle alors de « coproduits ».

Source: Ademe

Industrial ecology – Circular Economy

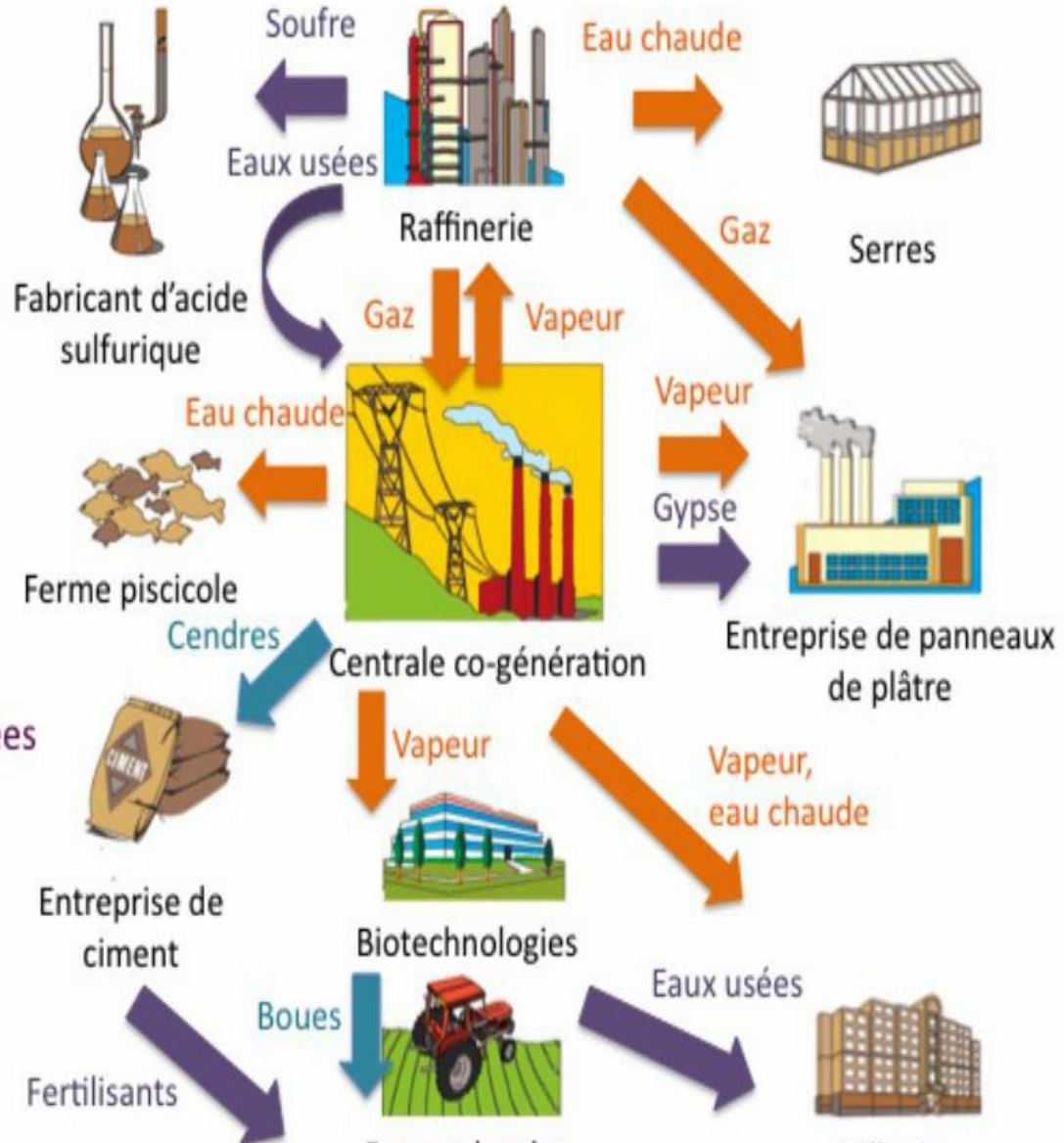
Kalundborg, Denmark

Depuis 1970

Echanges d'énergie
- Vapeur
- Eau chaude
- Gaz

Echanges de déchets
- Cendres
- Boues

Echanges de matières retraitées
- Eaux usées
- Gypse



Industrial ecology – Circular Economy

Eco-Town projects in Japan:

symbioses industrielles connectant des entreprises de secteurs très différents → réduction drastique : volume des déchets, factures et empreinte environnementale.

Les rebuts en plastique sont envoyés à l'aciérie comme agent de réduction ; l'aciérie est nourrie d'appareils ménagers (recyclés) pour leurs composants en fer et métaux non ferreux ; les scories servent à la production de ciment ; et l'aciérie fournit de l'énergie à l'usine de pâte à papier grâce au gaz issu du haut fourneau

Source: Etopia

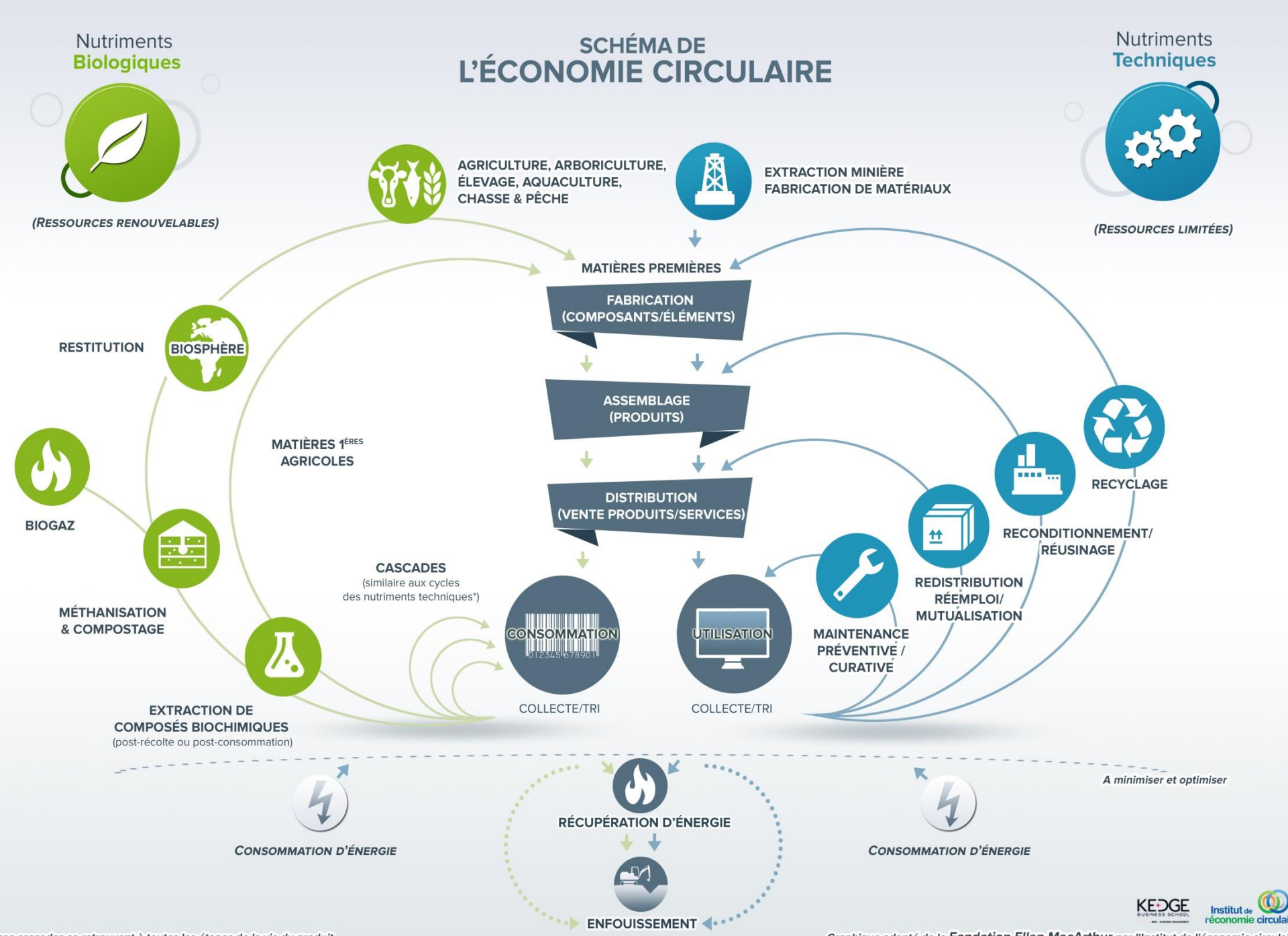
SCHÉMA DE L'ÉCONOMIE CIRCULAIRE

Nutriments **Biologiques**

(Ressources renouvelables)

Nutriments **Techniques**

(Ressources limitées)



*ces cascades se retrouvent à toutes les étapes de la vie du produit

Graphique adapté de la Fondation Ellen MacArthur par l'Institut de l'économie circulai
et la chaire "business as unusual" de Kedge Business School - Version 1.2 Novembre 20

TROIS QUESTIONS À JEAN-CLAUDE MARCOURT,
VICE-PRÉSIDENT ET MINISTRE DE L'ÉCONOMIE DE LA RÉGION WALLONNE (BELGIQUE)

L'économie circulaire : « un levier de compétitivité »

Propos recueillis par Anne Eckstein

La Wallonie vise à accélérer son redéploiement économique. Que peut lui apporter la transition vers l'économie circulaire ?

L'économie circulaire et le fait de lancer un programme comme NEXT, a pour objectif de faire prendre conscience à nos entreprises des contraintes que constitue la limitation des ressources, ce qui génère une forte fluctuation de la disponibilité et du coût des matières, avec des impacts parfois conséquents sur leur business. La mutation vers une économie circulaire permet de considérer cette contrainte comme une opportunité et de développer des innovations dans la façon de fonctionner sur le territoire ainsi que des technologies à valoriser sur le plan international. Nous voyons le passage à l'économie circulaire comme un levier de compétitivité pour la Wallonie.

Quels sont les secteurs concernés et les résultats escomptés en termes de gains économiques et d'emplois ?

Le gain annuel récurrent estimé - pour 10 pistes évaluées - est de 1.200.000 d'euros. Il concerne 8 entreprises, travaillant notamment dans la récupération de solvants pour réutilisation, la valorisation des matières plastiques plutôt que leur incinération, la valorisation de matières organiques, la valorisation de fillers calcaires [poussière émanant de l'exploitation de la roche calcaire], la mutualisation de surcapacités de sablage et de peinture hors dimensions, la récupération d'excédent de chaleur pour séchage, la mutualisation de zones de stockage. Cet exercice a permis de démontrer que l'un des axes de l'économie circulaire - la mise en place de synergies industrielles, basées sur la vision simplifiée "les déchets des uns sont les matières premières des autres" - génère des gains économiques. Gains qui se traduisent soit par une augmentation du chiffre d'affaires, soit par une réduction du coût des matières ou autres, permettant notamment de pérenniser l'activité dans une région.

Comment s'inscrit NEXT dans la stratégie européenne pour l'utilisation efficace des ressources? La Région bénéficie-t-elle d'aides européennes ?

L'essence du programme NEXT est intimement liée à la stratégie européenne pour l'utilisation efficace des ressources. Lorsque l'on parle d'économie circulaire, on parle évidemment d'efficacité des ressources. C'est le premier axe de travail que nous avons développé en travaillant sur les flux de matières et co-produits existants ainsi qu'en essayant de comprendre comment certains évoluent sur le territoire et quelles voies de valorisation leur sont réservées.

Actuellement, la région ne bénéficie pas de fonds européens pour ce programme. Mais, elle fera certainement appel aux fonds structurels dans le cadre de l'accompagnement spécialisé aux entreprises, qui est l'une des missions de NEXT. Les projets développés sous son impulsion pourront aussi faire appel à différents programmes dans le cadre d'Horizon 2020. ■

PRODUCT SERVICE SYSTEMS: MAIN AND SUB-CATEGORIES

Product-based value	PRODUCT SERVICE SYSTEM (PSS) Value based on combination of product and service			Service based value
Pure Product	**Product Oriented**	**Use Oriented**	**Result Oriented**	**Pure Service**
Product sale The ownership of the product changes 	**Product related service** Selling a product combined with a product related service (example: maintenance contract). 	**Product lease** Exclusive use of a product without being the owner. 	**Outsourcing** A third party owns the product and provides a product related service. 	**Service providing** An activity is provided without the use of any product. For example: teleportation. 
	Product related advice. Selling a product with a use related service (example: eco-driving course). 	**Product sharing/renting** Non exclusive use of a product. Consumer is owner (sharing) or provider is owner (renting). 	**Functional result** A service provider delivers a specific result. The type of product is secondary. 	**Potential environmental impacts of PSS** ✿ shortening of the products useful lifetime due to careless use ✿ lower material and energy consumption during production and use phase ✿ potential for environmental benefits through economies of scale ✿ leaner manufacturing as products are more valuable ✿ greater producer responsibility ✿ sharing, renting, pooling,... and other PSS lower the total stock of product required to satisfy a specific need ✿ more professional care of the product, resulting in a longer product life time and higher quality endstock ✿ manufacturer/provider remaining product owner will have no incentive to sell excess material ✿ collection of end-of-life product may be significantly easier thus increasing the rate of utilisation of end-of-life products ✿ easier upgrading to more eco-efficient technologies
		Product Pooling The product is simultaneously used. 		
		Pay-per-service unit The user pays for the output of the product according to the use level. 		

Legend

All business models are illustrated. The central product in the illustrations is a car. The central service is transportation.

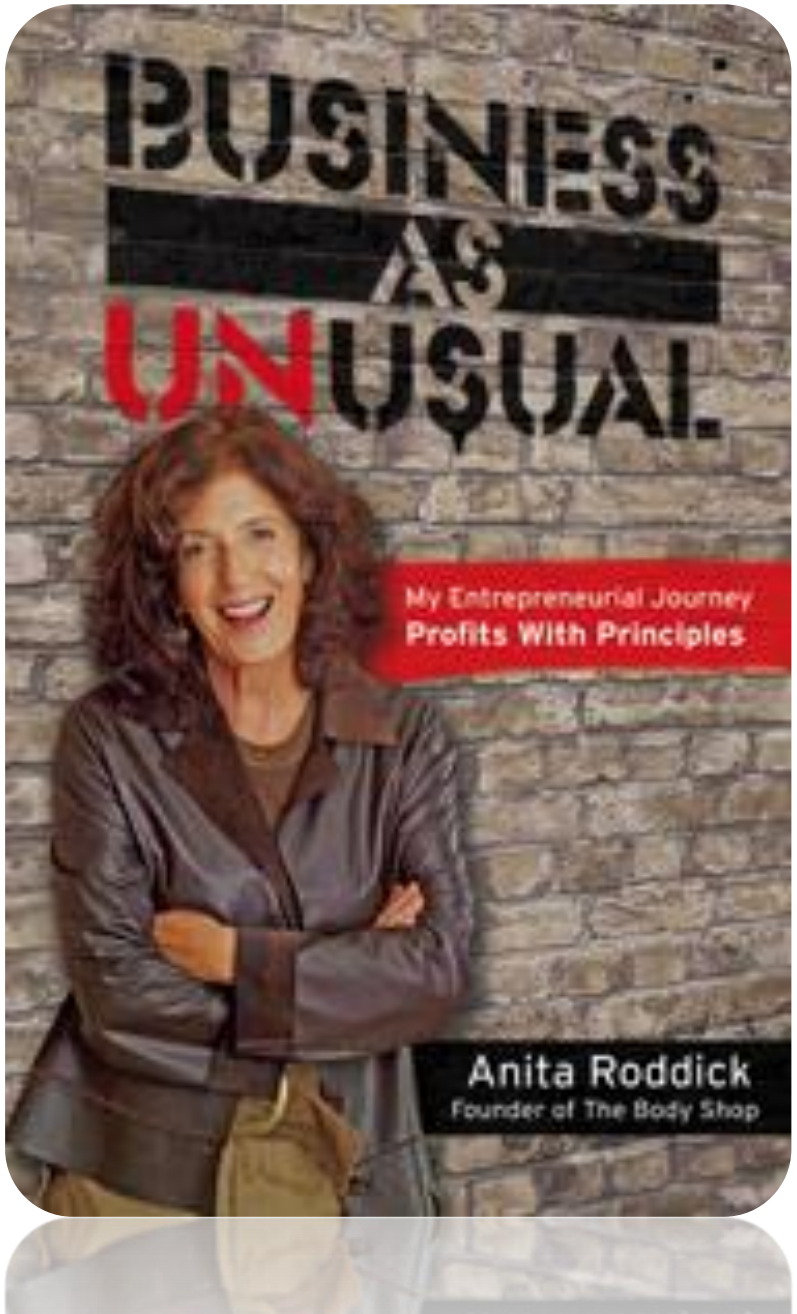
- manufacturer and/or provider
- lease, service, sell, advice → value based transaction
- product user
- service provider: owns the product and valorizes a specific service
- potential environmental impact compared to a product based business model

PLAN C

source: A. Tukker and U. Tischner, ed. (2006). New Business for Old Europe: product-service development competitiveness and sustainability. Sheffield: Greenleaf Publishing.

Pour une économie circulaire et solidaire

ECO-ACTIONS transforme vos bâches publicitaires en sacs et accessoires uniques, solidaires et recyclés. Il organise pour vous des animations participatives et sur mesure autour du recyclage de matières mises au rebut (papier, carton d'emballage, bâche, canettes, ...)



« I want to work for a company that contributes to and is part of the community.

I want something not just to invest in.

I want something to believe in. »

All around the world to share local views

The AIESEC way

AIESEC in Numbers

- **107** countries and territories
- **1,600** universities
- **50,000** members
- **10,000** international internships
- **10,000** leadership roles
- **4,000** partners/sponsors
- **470** conferences annually
- **60+** years of experience

AIESEC is a global, non-political, independent, not-for-profit organization run by students and recent graduates of institutions of higher education.

*Its members are interested in **world issues**, **leadership** and **management**.*

AIESEC does not discriminate on the basis of race, colour, gender, sexual orientation, creed, religion, national, ethnic or social origin.

*Our international platform **enables** young people to discover and develop their potential to provide **leadership** for a **positive impact** on society*

*AIESEC provides its members with an **integrated development experience** comprised of **leadership opportunities, international internships** and participation in a **global learning environment***

Peace** & fulfillment of **Humankind's Potential

Activating Leadership
Enjoying Participation
Striving for Excellence
Demonstrating Integrity
Living Diversity
Acting Sustainably

Business as a way to bring about « positive social change »

Tomorrow leaders :

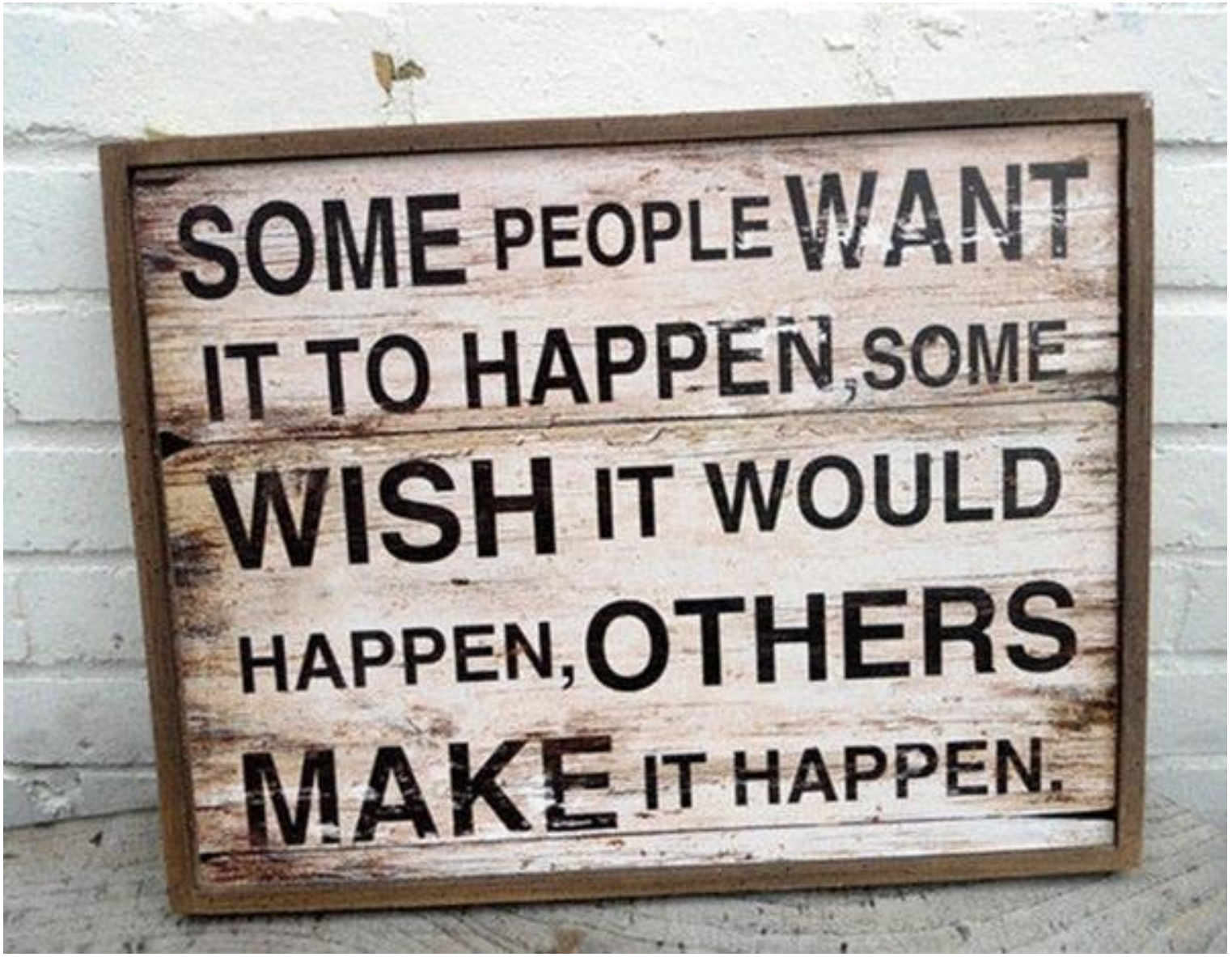
- Generic competences to be a leader
- Interest & knowledge in key topics of world challenges
- Healthy dose of idealism

Susponsible capitalism

- **Change in human history**
- Capacity to change ?
- How to we make that happen ?

Points communs de tous ces exemples ??

LEADERS !!!!


SOME PEOPLE WANT
IT TO HAPPEN, SOME
WISH IT WOULD
HAPPEN, OTHERS
MAKE IT HAPPEN.

Program

1	CSR foundations: Ethical Imagination – why & how?	-	27/01
2	CSR evolution 1: Which is the true story?	Ch. 1	
3	CSR evolution 2: Which age are we in?	Ch. 2-4	
4	CSR evolution 3: Why the management age failed?	Ch. 5-6	
5	CSR 2.0 principles: Creativity, scalability & responsivenes	Ch. 7-9	
6	CSR 2.0 principles: Glocality & Circularity?	Ch. 10-11	
7	CSR leadership: Is adaptive leadership necessary?	-	
8	CSR change management: how to be a CSR change agent	Ch. 12-13	
9	Presentation of business cases 1	-	
10	Presentation of business cases 2	-	

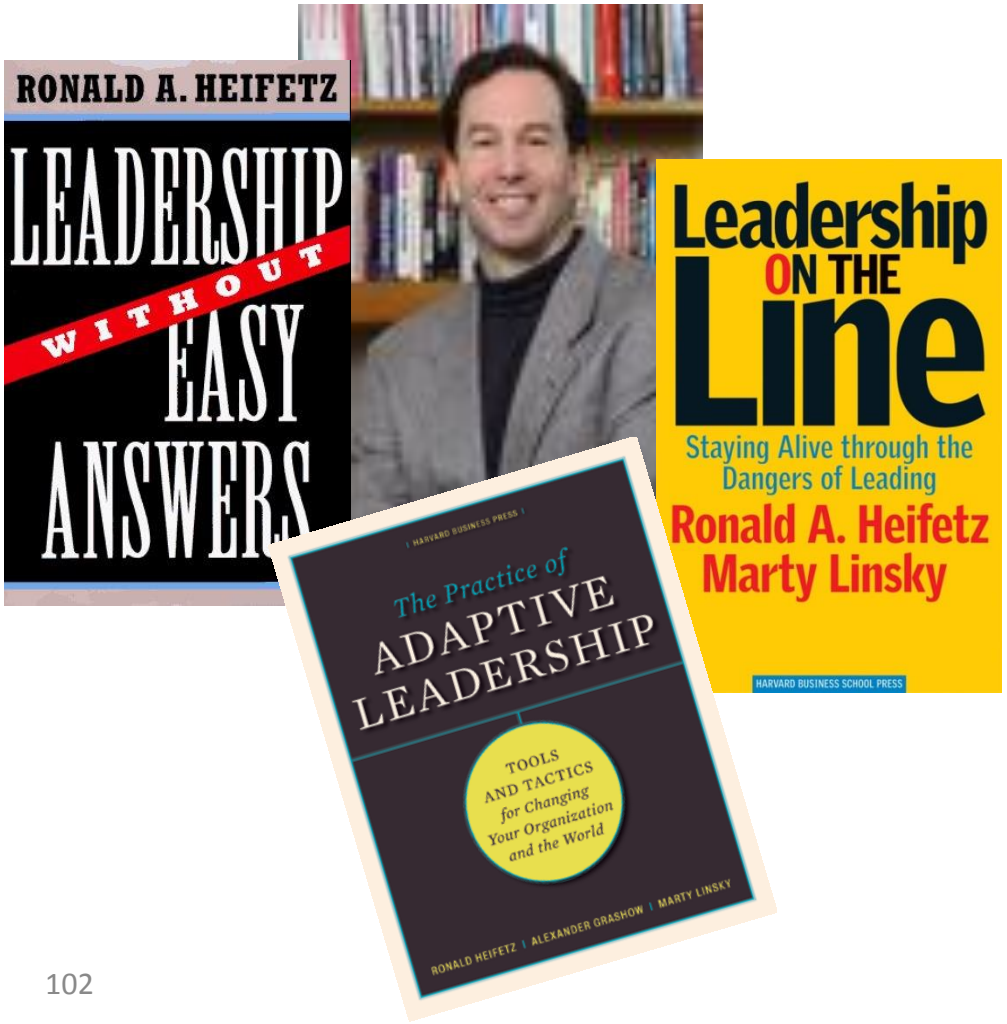

Leadership – What are we talking about?
Transactional Vs. Transformational Leadership
(McGregor Burns)
Machiavellian Leadership
Servant Leadership
(Greenleaf)
Situational Leadership
(Blanchard)
Conscious Leadership
(Kofman)
Hard / Soft / Smart Leaders
(Nye)
Leadership?
Charismatic Leadership
(Weber)
Fifth disciplines
(Senge)
Integral Leadership
(Wilber)
Personal power model
(Hagberg)
Force Field Analysis
EPIC Advisers
Expectancy theory
Emotional intelligence
(Goleman)
For more see http://www.12manage.com

Which leaderschip?

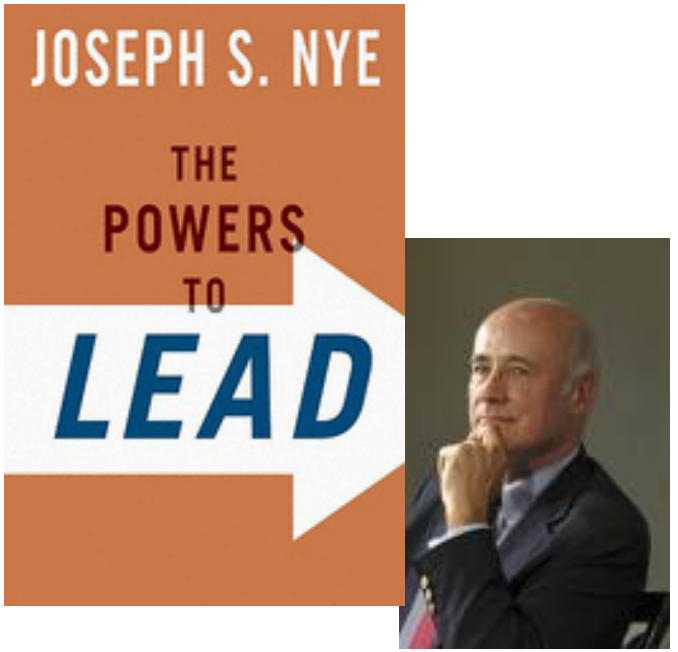

My thought leaders

Focus in this course – Adaptive leadership: leadership without easy answers?

Cases by R. Heifetz & a video by LeadIndia will guide us today to reflect upon leadership & change



We will also review the leaders' skills following J. Nye's latest book



What did Parsons do or didn't do?

What did she achieve?

Is this a leadership case?

Why or why not?

What did Ruckhelshaus do or didn't do?

What did he achieve?

Is this a leadership case?

Why or why not?