



## THE FUTURE IS NOW

Consumers are no longer alone in caring about social justice and the planet.  
Major corporations and BSR are at the forefront of change

IN PARTNERSHIP WITH



W

When the Empire State Building opened in 1931, it immediately became not only an icon for the dynamism and can-do spirit of New York City, but also for the century's ambitions.

Now, 80 years later, the legendary building is set to reinvigorate its iconic status. This time, it will be as a symbol of the 21st century's high hopes of achieving another ambitious target: saving the planet and creating a just society. Once upon a time, people looked up to it simply because it was tall. Now, they'll look up to it as a beacon of sustainability and hope.

As Johnson Controls implements energy-efficiency solutions that will reduce the building's total energy use 38 percent, other companies all over the world are also stepping up to take on ambitious corporate responsibility and sustainability initiatives. They're companies that have UPS delivering parcels to your door using less and less energy every year; that have food and beverage giant Strauss Group tackling water availability problems in

# 30%\* off your industrial plant's energy bill is just the beginning.

Imagine what we could do for the rest of your enterprise.

Managing the complex operating environment of industrial plants is no small task. With mounting energy costs and increased environmental regulations, maintaining throughput, minimizing downtime, and hitting your efficiency targets is more challenging than ever. Schneider Electric™ has the solution: EcoStruxure™ energy management architecture, for maximized operating performance and productivity, with new levels of energy efficiency. Today the industrial plant floor; tomorrow the entire enterprise.

### Energy savings for the plant floor and beyond

Today, only EcoStruxure architecture can deliver up to 30% energy savings to your industrial plant...and beyond, to the data centers and buildings of your entire enterprise. Saving up to 30% of an industrial plant's energy is a great beginning, and thanks to EcoStruxure energy management architecture, the savings don't have to end there.



Learn about saving energy from the experts!

Download this white paper, a \$200 value, for FREE, and register to win an iPad®!

Visit [www.SEreply.com](http://www.SEreply.com) Key Code e823v Call 401-788-2797

## EcoStruxure™

Active Energy Management  
Architecture from Power Plant to Plug™



### Buildings

Intelligent integration of security, power, lighting, electrical distribution, fire safety, HVAC, IT, and telecommunications across the enterprise allows for reduced training, operating, maintenance, and energy costs.



### Data centers

From the rack to the row to the room to the building, energy use and availability of these interconnected environments are closely monitored and adjusted in real time.



### Industrial plants

Open standard protocols allow for system-wide management of automated processes with minimized downtime, increased throughput, and maximized energy efficiency.

HAND: CSA IMAGES/ARCHIVE/GETTY IMAGES



30%



©2011 Schneider Electric. All Rights Reserved. Schneider Electric, EcoStruxure, and Active Energy Management Architecture from Power Plant to Plug are trademarks owned by Schneider Electric Industries SAS or its affiliated companies. All other trademarks are property of their respective owners. 132 Fairgrounds Road, West Kingston, RI 02892 USA • 998-2759\_US \*EcoStruxure architecture reduces energy consumption by up to 30%.



Renault Dasque, a UPS package sorter in Brooklyn. UPS vehicles cut emissions by 68,000 metric tons last year.



# One global HQ. 750 branch offices. \$32 million in savings.

ManpowerGroup has a unique set of building needs. As the world leader in innovative workforce solutions, the company requires office space that supports the experience they provide to colleagues, clients and candidates. Enlisting the expertise of Johnson Controls Global Workplace Solutions the company needed to find a more efficient, cost-effective way to manage its 750 branch offices in North America and its world headquarters.

The plan: Johnson Controls developed and implemented new design standards to create dynamic work spaces. Real estate, procurement and facilities management were centralized, and are managed by Johnson Controls' award-winning Sequentra® software. The plan included the development and construction of the global headquarters to create an enhanced work environment, while reducing the overall building footprint by 27%.

As a result, ManpowerGroup achieved LEED®\* Gold certification for its HQ in 2010. In ten years, ManpowerGroup has saved \$32 million in operational, maintenance and real estate costs across the U.S. And employees are able to focus on what they do best...delivering innovative workforce solutions for their clients.

ManpowerGroup has a real estate portfolio that works. From educational institutions and hospitals, to government facilities and commercial buildings, Johnson Controls can make your buildings work for you more efficiently, sustainably and profitably. To find out how Johnson Controls can help you, visit [MakeYourBuildingsWork.com](http://MakeYourBuildingsWork.com).



Johnson Controls ranked #1 in *Corporate Responsibility Magazine's* 12th annual "100 Best Corporate Citizens List"

\*Leadership in Energy and Environmental Design



China and elsewhere; that have Schneider Electric running an Energy University to teach the engineers of the future about energy saving; and that even have Anheuser-Busch InBev using less water, energy and packaging to make the beer delivered to your local bar.

While headlines from all over paint a picture of our world's dark hour—economic chaos descending, natural resources dwindling, government leadership MIA or hopelessly confused—the ambitions of these companies and others, to meet present needs without destroying the chance for future generations to do the same, are bright flares on a potentially calamitous horizon.

Take UPS. While the company's U.S. package volume rose 1.8 percent in 2010, it managed to reduce the amount of fuel consumed per package by 3.3 percent. How? Combined with data about how driving behavior affects fuel use, UPS used technology to minimize the miles driven and save gas.

"Fuel represents not only a major cost factor for UPS but also a major source of emissions that impact the environment," says Scott Wicker, UPS Chief Sustainability Officer. "Operating more sustainably helps us compete more effectively, generate revenue and strengthen customer relationships."

It's no small boast at UPS that last year, while delivering more packages than ever before, its vans drove 63.5 million fewer miles, cutting emissions by 68,000 metric tons. At the same time, the company's alternative-fuel fleet celebrated driving more than 200 million miles since 2000. Paradoxically, while UPS is obviously a carbon-intensive business, it is helping the world reduce its carbon impact.

UPS listens to customer concerns about sustainability. When customers asked the company to calculate the climate impact of using them to ship, UPS delivered by quantifying the carbon emissions impact of customer shipments, using credible third parties to verify their methodology. And when customers asked the company to mitigate that impact, they delivered again with a program to revamp their supply chains for lower impact, and obtain and retire credible, verified carbon offsets on their behalf.

"UPS connects customers to one of the most extensive and fuel-efficient logistics networks," Wicker says. "We keep optimizing how many miles we drive, and how much fuel, water and paper we use. And we're steadily building our portfolio of green products and services to help our customers make their own operations more

environmentally responsible."

Five years ago, corporate responsibility and sustainability were ideas pursued only by the most forward-thinking companies. Now, the ideas are mainstream.

For Aron Cramer, President and CEO of BSR (Business for Social Responsibility), a global business network and consultancy focused on sustainability, this has been a welcome change in strategy about how to meet the needs of a growing population with ever-dwindling resources.

"We collectively—business, governments and citizens—have within our grasp the opportunity to provide dignified lives for more people, and in more parts of the world, than ever before," Cramer says. "That's a huge target from both a human and economic perspective. It's a big opportunity and a big challenge."

Cramer says that during the early days of BSR, which was founded in 1992, the organization's main task was to raise awareness of what was at stake. "Today, the notion that a company has to choose between sustainability and shareholder returns is tired thinking that has been discredited," he says. "Most companies see that embracing sustainability is the best way to deliver for shareholders."

Even so, there are holdouts. Take

the 1,000 senior executives who were polled earlier this year by Harris Interactive and Schneider Electric. While almost 90 percent of them said business has a responsibility to be more energy-efficient, 61 percent said cost savings, not environmental concerns, were a prerequisite to initiating sustainability projects.

If that's the case, says Chris Curtis, North America CEO, Schneider Electric, what they need to do is look at the bottom line.

"Most CEOs know the exact cost of their IT or health-care spending, but I would say six out of 10 CEOs or others I'm in contact with don't know what their total energy spend is," he says. "And this energy spend is generally larger than healthcare or IT costs. It is probably the fastest-growing [expenditure], and is just as controllable."

Curtis says active energy management can typically reduce consumption by 30 percent or more, and provide a swift way for companies to maximize cost savings.

"Business leaders want to be good corporate citizens, but cost savings have to be part of the equation," he says. "It's also

important to note that the Harris survey we sponsored was a snapshot in time. If it was done five years ago we would have seen little progress; today we're seeing a lot more awareness and action."

Schneider Electric, which offers integrated energy solutions in multiple market segments including industrial processes, building automation, data centers and residential applications, leads by example. The company's goal is to cut energy consumption per employee by 10 percent over four years at its North American facilities; since 2004, it has reduced its energy use more than 20 percent, saving more than \$18 million.

Because energy efficiency will be a defining factor in a sustainable future, Schneider Electric set up an e-learning website, Energy University ([www.myenergyuniversity.com](http://www.myenergyuniversity.com)), in 2009, to provide comprehensive education on energy management. The university currently has 30,000 users in 120 countries, with over 50,000 courses completed. Also, through its foundation and BipBop program—Business, Innovation and People at the Base of the Pyramid—Schnei-

der Electric address the needs of the third of the world that are "off the grid" and unable to reap the benefits that come from having access to energy.

"At Schneider Electric, we believe energy management equates to free money," Curtis says. "Companies need to think beyond energy management as 'The right thing to do' and treat energy investment just like they do any other asset or business decision.

A 15 to 30 percent return is an attractive investment. Most energy projects have this return and many have payback periods from one to three years."

For those who "get" the sustainability message, the next step is taking action. Unlike in its early days, today BSR is focused on helping companies figure out how to put good principles into action, rather than persuading them as evangelists. But it shouldn't end there. Cramer notes that companies must also be prepared to lead, to listen and to create coalitions with government, the media and their own consumers to drive change.

"We need a business community that

## THE BUSINESS OF CARING

The multinational Strauss Group runs its business with an eye toward humanitarianism and the planet

The Strauss Group, a food and beverage multinational, places responsibility, improving quality of life globally and sustainability at its core. It's the reason the company invests in LEED-certified plants, addresses the global need for clean drinking water and has 60 percent of its global portfolio focused on healthy products.

"Because our business and our brands are influential, we choose to manage their impacts on people responsibly. Without transparency and consistent dialogue with stakeholders about how we run our business, we will be harmed, along with our customers and the entire world," says Ofra Strauss, Chairperson of the Group.

The second-largest food and beverage company in Israel, Strauss Group operates plants in 20 countries and employs nearly 14,000 people, and has delivered consistent growth for the past six years, with 2010 revenues of \$1.83 billion, of which 46 percent was generated outside of Israel.

Strauss is best known as the world's fifth-largest procurer of green coffee beans, and its other divisions include Strauss Water, Sabra, Strauss Israel and Max Brenner, the chocolatier.

Last year, in Virginia, Sabra, an international partnership with PepsiCo that's the market leader in fresh, healthy salads, hummus and spreads in the U.S., opened the group's first green plant. The plant is one of only a few food industry plants to earn the U.S. Green Building Council LEED Silver Award.

"Our business puts us in direct contact with fascinating and challenging subjects, most importantly sustainability, health, quality of life, and diversity and inclusion," Strauss says. The Sabra brand is one good example among many others. "We live in a multicultural country, so inclusion and diversity are a central focus for us, and we place them at the core of our activity in terms of employment and the development of new food categories," says Strauss. "The Sabra brand is about fresh, healthy dips and spreads that bring people and cultures together."

Strauss, who steered the company into globalization, says the group manages its business and corporate responsibility/sustainability agendas the same way: be consistent, seek the highest standards, constantly measure progress. "Corporate responsibility is a material part of our strategy, to the point where we are exploring businesses and investments through new parameters, aiming to build a company that helps improve the quality of people's lives."



Strauss Group Chairperson Ofra Strauss

This year the Strauss Group launched a dedicated website to better engage consumers and to extend the dialogue with its stakeholders regarding the responsibility of the company. The site houses a digital version of the annual sustainability report, "Driven by Responsibility." "Our goal is to talk less and listen more," says Strauss. "This site is an active and up-to-date CR arena, containing everything we do in terms of sustainability and responsibility."

A major initiative for the company is addressing the fact that 1 billion people worldwide drink polluted water, causing millions of deaths per year. Strauss Water has developed 10 patents for innovative water purification systems, including maze purification that removes bacteria, viruses, arsenic, lead, organic particles, sediments, coloring agents, odors and taste impurities, all without electricity or water pressure. Strauss Water does business in Britain and Israel, and last year teamed with home electronics giant Haier to provide quality drinking water solutions in China.

"Every person has the right to clean water," Strauss says. "Our entry to the water business is definitely a business step with extremely broad humane and environmental implications. We are making a genuine, important contribution to the issues that are humanity's top priority." ●

**Strauss**  
At the Heart of  
Corporate Social  
Responsibility

is leveraging its creativity, its ability to innovate and its ability to communicate a sustainability message to all of us as consumers and citizens,” Cramer says, stressing the key role of business as an agent of change. “We also need government to be active, and the media to speak about the topic. And all of us need to think and act differently to contribute to a sustainable economy. Because, ultimately, that’s in the self-interest of each and every one of us on the planet.”

An awareness of cost savings and other benefits—image protection, safeguarding resources needed for products—may lead a company to consider adopting a corporate responsibility or sustainability program. But often they don’t know where to start.

BSR Vice President Kara Hurst, who oversees the organization’s U.S. East Coast offices as well as its Conference and Partnership Development teams, explains that, for most of these companies, the first small step is the most important, be it toward developing a human rights policy, tackling environmental issues or being proactive about child and slave labor issues.

“People and companies generally have good intentions, want to do the right thing, so sometimes it’s just about getting them started,” Hurst says. “At BSR we go out and talk to them and break it down. It doesn’t happen overnight. It’s about starting on a path, understanding that it’s complex and identifying processes to holistically create a platform to incorporate corporate responsibility into the business.”

Hurst says companies need to begin with something as simple as looking at their products and figuring out how to deliver them in a more sustainable way. The point

is to start with what immediately affects the business. From that starting point, a company can go on to prioritize initiatives.

“One shouldn’t get lost in saying, ‘The world is running out of agricultural land,’ or ‘The world is running out of water.’ The company should tackle the issue it sees in front of it,” Hurst says. “If your business is water, then, right, water is an issue for you. If it’s metals, then you have to ask where they’re coming from, how they’re being mined. So the idea is to figure out what issues you can help solve. How can your company integrate sustainability into your production, product design, procurement, sales and marketing, and address society’s big issues through your products and services?”

Hurst says that a lot of the companies BSR works with are very far down the path, and the goal then is to talk to them about the next generation of issues, and how they can innovate and be more proactive.

“We break it down in terms of environmental issues, social issues, governmental issues—and those three things are important for all companies to address,” Hurst says. “But to get started, you look at what you think is a most pressing issue for society, the most pressing issue for your company, and when you find the sweet spot in the matrix, there’s where you focus.”

For Anheuser-Busch InBev, the leading global brewer and one of the world’s top five consumer products companies, that sweet spot is three-pronged. “Our dream is to be the best beer company in a better world,” says Sabine Chalmers, the company’s Chief Legal and Corporate Affairs Officer and Secretary to its Board of Directors. “To us, that means focusing on three

core areas: promoting responsible drinking, reducing our impact on the environment and investing in and giving back to local communities.”

Chalmers says the brewer doesn’t “want or need the revenue that comes from irresponsible drinking.” The company’s legacy of responsible-drinking programs dates back nearly 30 years, including the popular and still vibrant “Family Talk About Drinking” program that kicked off in 1990. Last week (Sept. 23), Anheuser-Busch InBev celebrated its second annual Global Be(er) Responsible Day, the goal of which is to build awareness of responsible drinking by engaging law enforcement, parents, educators, community organizations, retailers and governments. “Employees across our global operations provided tips for retailers on how to ensure our beers are only sold to those of legal drinking age; promoted the use of designated drivers; and promoted employee responsibility,” says Chalmers.

In 2010, Anheuser-Busch InBev’s average water use was 4.04 hectoliters per hectoliter of production (hl/hl), a 6 percent reduction compared to 2009. “That’s a savings equivalent to more than 16,000 Olympic-sized swimming pools,” says Chalmers, “when compared to our water use ratio in 2007.” The company is on track to reach the 3.5 hl/hl goal it has committed to achieving by the end of 2012, and currently has 14 breweries operating below that target, including its Cartersville, Ga. brewery, which, at 3.04 hl/hl, is already the most water-efficient in the company. “It’s an ambitious goal, but we’re well on our way,” says Chalmers. “Our employees also work to help improve local water conditions through community watershed initiatives that include planting native vegetation, waterway cleanups, quality monitoring and invasive species removal.”

With our consumption patterns outpacing by 30 percent the planet’s ability to regenerate resources, and our water supply under stress—by 2050 it’s estimated that 40 percent of the world’s population will have difficulty getting enough water for their needs—it’s important to meet big problems with equally big initiatives. Setting ambitious targets to tackle big challenges is also important, because it forces companies to think outside the box.

“Most ambitious targets come with the conversation about, ‘We’re not sure how we’re going to do this,’” Hurst says. “And I think that’s a super-interesting place for a company to be, because traditionally,



Copyright © 2011 United Parcel Service of America, Inc.

## 3 WAYS LOGISTICS CAN SHRINK THE WORLD.

UPS can help you benefit from the fact that 95% of today’s consumers live outside the U.S. Access to them, as well as suppliers, depends on logistics. UPS is your best choice for taking advantage of new opportunities around the globe.

### 1) REACH GLOBAL MARKETS

With one of the world’s largest air fleets, UPS delivers to more than 220 countries and territories. So your suppliers can reach you and you can reach your customers.

### 2) MAKE YOUR SUPPLY CHAIN VISIBLE

UPS technology lets you see what’s coming and going—package

as well as freight—so your company can quickly adjust to changing customer demands. You can even have status updates sent to your mobile devices.

### 3) REDUCE YOUR CUSTOMS DELAYS

UPS is one of the largest customs brokers in the world. We have the experience, and just as important,

we have the technology to help you breeze through customs. With our paperless solutions, we can show you ways to reduce typical customs delays by up to 56%.

Logistics has opened up new opportunities internationally. UPS can help your company seize them, even if you are just getting started.

See more ways logistics can work for you at [thenewlogistics.com/guide](http://thenewlogistics.com/guide) or snap the QR code.



**WE ♥ LOGISTICS™**  
[thenewlogistics.com/guide](http://thenewlogistics.com/guide)

Clean water availability is an increasingly major issue in many parts of the world.



BRIAN HAGWARA/GETTY IMAGES



Solar panels provide power for signage at Johnson Controls headquarters in Glendale, Wis.

targets are set knowing exactly how they're going to get there—meaning the target is actually not that ambitious.”

A good example of this, she says, is Starbucks wanting to have a compostable cup and give customers the ability to recycle, because they've established that a big impact from their business is litter—the paper cups that people discard.

“And they said this without having a concrete idea about how they're going to do it,” Hurst says. “They put the challenge out there: ‘We may not know how, but we're going to do this anyway, and learn as we go.’”

Like Starbucks, Johnson Controls, a global leader in delivering energy-efficiency solutions for buildings, and a manufacturer of automotive interiors and batteries, isn't afraid to take on a big challenge. Making the Empire State Building a statement for sustainability is one such challenge. Retrofitting the company's corporate headquarters in Glendale, Wis. to the highest green standards was another.

“We weren't sure it was an achievable goal, but we set the highest one we could, LEED Platinum certification for four new, renovated buildings,” says Charles Harvey, Vice President, Diversity and Public Affairs for Johnson Controls. “We started in 2007 and, despite the recession, we did not back off our goals. We continued to invest to do it right, and our goal was met.”

Another big target for Johnson Controls was reducing its carbon intensity—greenhouse gas emissions per million dollars of revenue—on a global basis, by 30 percent from 2000 to 2012.

“We actually met that goal in 2008, and

then we set an additional goal of reducing our carbon intensity another 30 percent before 2018,” Harvey says.

Ideas become really ambitious when Clay Nesler, Vice President of Global Energy and Sustainability at Johnson Controls, talks about harnessing information technology to bring buildings to new levels of efficiency—getting “smart buildings” to talk to a “smart grid.” It's an idea that allows users to reduce consumption and earn cash by taking advantage of incentives and variable prices, and even to reduce power outages and blackouts for the wider community by improving the ability to respond to grid emergencies.

“Johnson Controls has been a leader in technology to make buildings more comfortable and efficient since our founder, Professor Warren Johnson, invented the electric thermostat back in 1883,” Nesler says. “We believe that smart buildings and a smart grid are just the next stage of what we've done for over 125 years.”

Big ideas, like smart buildings and the Starbucks cup, fire up the imagination of companies to leverage their talents. And being public about such ambitions also fires up the public's imagination about what just might be possible, and what should be expected of the companies it supports as consumers.

“Being very public about the goals they're setting mobilizes institutions and means the public can hold them accountable,” Cramer says. “And when you see companies publicly taking on big goals, and their peers and other companies follow to do the same thing, it creates a race to the top which is a very positive development for all of us.”

Fundamental to the task of implementing big ideas, and achieving big targets, is leadership. This November in San Francisco, BSR will host its 19th annual conference. One of the world's largest and most influential events devoted to sustainable business, it will examine the role of leadership in the era of sustainability.

The more than 1,000 business executives, entrepreneurs and public-sector leaders attending—former Vice President Al Gore, Strauss Group Chairperson Ofra Strauss, Best Buy CEO Brian Dunn, Autodesk CEO Carl Bass and Anheuser-Busch InBev CEO Carlos Brito among the speakers—will hear “redefining leadership” as something no longer bestowed by self-perpetuating hierarchies.

“That notion of a man on horseback is an antiquated concept that doesn't reflect the world in the 21st century, and you can't be a leader today without bringing others along with you,” Cramer says. “Because we live in a bottom-up world these days, leaders must listen, be engaged, open and interact with a very diverse set of communities. The days of top-down hierarchy are gone, and they're not likely to return.”

BSR believes that, at its best, business is a creative force and an integral player in delivering prosperity for the world's peoples, applying game-changing technologies for social benefit and radically reducing the use of natural resources. And while BSR maintains that leadership in today's world must be redefined daily, Cramer and Hurst point to a number of constants they see as essential to making a meaningful difference for companies and the wider world: setting clear priorities and

JOHNSON CONTROLS



## Our message in every bottle.

Responsibility means different things to different people. To a parent, it's talking to your kids about underage drinking. To a group of friends, it's choosing a designated driver. To a bartender, it's checking IDs. And to 114,000 Anheuser-Busch InBev colleagues around the world, it's doing everything we can – with every beer we brew – to ensure that our products are enjoyed responsibly.

To learn more, visit [www.ab-inbev.com](http://www.ab-inbev.com).



ambitious targets; questioning assumptions and listening to the margins; investing in infrastructure of all kinds; and thinking about the future beyond short-term goals.

"Sailing fearlessly toward the future is the dimension of leadership that resonates with me most," Hurst says. "It requires a leap of faith and a willingness to lead, even when there are unknowns and uncertainties. That's leadership stepping out in front and saying, 'I don't know how to do it. But let's take it one step at a time.'"

While leaders are often thought of as mavericks who take their companies by the neck prior to the great leap forward, the bottom-up world, where social networks have given consumers more power, and the greater transparency that has changed how companies are perceived, means the burden of leadership is spread more widely.

Nowadays, even if it's not in the job title, all company employees, and even consumers, are empowered to lead through influence, persuasion and education, and, most importantly, by contributing to and building coalitions. Coalitions make it easier to engage the worlds of business, civil society and government to find solutions to complex issues.

"We see leadership from boards of directors. And we see great ideas and great innovation coming from product designers

and marketers, from procurement officers, from the chief sustainability officers who are being appointed in many companies," Cramer says. "From all corners of business there are opportunities for leadership, and the opportunity to help move companies in a more sustainable direction."

Because of the economic changes that are shaking the world, the leadership role for the sustainability agenda is being rethought, the burden falling increasingly on business to be the prime mover for change.

"In the last couple of years we've seen governments become distracted by urgent short-term challenges related to the global financial crisis, and focusing less on big sustainability questions like climate change," Cramer says. "And the failure of governments to come to an agreement in Copenhagen in 2009, and the lack of comprehensive climate legislation in the United States, for example, means that companies who are interested in seeing a transition to a low-carbon economy are going to have to focus on their own activities rather than on a single, coherent global framework."

The lack of unified world leadership in the sustainability arena means that big global objectives—for instance, the UN's Millennium Development Goals, the objective measure of sustainability progress—are unlikely to be achieved by their target dates.

Still, the situation isn't totally disheartening.

"More people have moved out of poverty in the last 25 years than ever before, including hundreds of millions in China alone," Cramer says. "By and large, we've seen an immense amount of human progress over the last 25 years. The challenge is to make that more widely available."

For BSR, the long-term goal is coaching business to lead and deliver dignified lives for all the people of the planet while preserving the availability of natural resources. It takes focus: we are in crisis mode; we cannot be neutral or indecisive.

"When markets gyrate wildly, by the day, hour and second, it can be hard for companies to stay focused on the long term," Cramer says. "But the wisest decision-makers inside business know that they are going to have to find ways to radically reduce natural resource use, meet the new consumer markets in emerging economies, substantially reduce their emissions of carbon and substantially reduce the waste that commercial activities often produce."

It's the kind of wide agenda that won't be accomplished in a year, or even in a decade, but, there are more reasons to be optimistic than ever. More companies are thinking about their future with respect to human rights and labor practices where they operate; and in terms of the availability of water and commodities, like cotton or copper, that they need. Diverse enterprises realize that their market needs are directly tied to sustainability—their own and the planet's—and that how they do business now will determine how well they survive.

"Compared to 20 years ago, awareness of sustainability on the part of companies, on the part of consumers, is higher by a long shot than it ever was," Cramer adds.

"The challenge is to translate awareness into systematic action that delivers the kind of fundamental change that will position companies to compete based on sustainability, and permit all of us as consumers to live in comfort and dignity, while not squandering natural resources. We can get there, but it takes concerted action. It takes innovation, and it takes policy. And we build that future brick by brick."

—John O'Mahony



## BSR Conference 2011 Redefining Leadership

Today's global businesses understand the need to redefine leadership for sustainability. Join the conversation at the BSR Conference 2011.

San Francisco | November 1–4 | [www.bsr.org/conference](http://www.bsr.org/conference)

A natural lake in Alaska: BSR efforts can help scenes like this remain unchanged.



DAVID EDWARDS/GETTY IMAGES

### CONFIRMED 2011 PLENARY SPEAKERS

**Ofra Strauss**  
Chairperson | *Strauss Group*

**Al Gore**  
Former U.S. Vice President and  
Cofounder and Chairman  
*Generation Investment Management*

**Carlos Brito**  
CEO | *Anheuser-Busch InBev*

