



Building A Culture Of Sustainability



It should be "Second Nature" to create a culture of sustainability. This thought Leadership explores key questions leading organizations seeking to develop sustainability programs should ask and explores the impact of sustainability, strategies that move beyond the organization - involving community with key steps in building a culture of sustainability, a scoring tool for sustainable cultures and ProSidian's corporate sustainability solution

By

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Abstract

It should be “Second Nature” to create a culture of sustainability and for leading organizations that seek to develop sustainability programs to ask: “What if corporations, governments, and institutions were to take a leadership role?” This should be more than a question; it should be within an organization’s structure to prepare and provide the information and knowledge to achieve a just and sustainable operation, and in turn society.

Sustainability initiatives are influencing investment decisions, operations budgets, facility plans, and organizational culture. As recent as the 2005 World Summit, it has been noted that this requires the reconciliation of *environmental*, *social* and *economic* demands - the "three pillars" of sustainability. Exploring sustainability within the corporate, governmental, and institutional arena is important given the impact they make on the economy, environment, and community.

Sustainability is based on a simple principle: Everything that we need for our survival and well-being depends, either directly or indirectly, on our natural environment. Sustainability creates and maintains the conditions under which humans and nature can exist in productive harmony. This includes, among others, fulfilling social and economic requirements of present and future generations.

Sustainability is important to making sure that we have and will continue to have, the water, materials, and resources to protect human health and our environment. As leading organizations aim to make sustainability the next level of environmental protection, they draw on advances in technology to protect human health and the environment, promote innovative green business practices, and build a culture of sustainability.

This thought leadership explores the Impact of Sustainability Strategies to move beyond the organization and involving the community. It will also discuss key steps in building a culture of sustainability with a scoring tool for sustainable culture and ProSidian’s corporate sustainability solution.

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Stakeholder Engagement

It should be “Second Nature”, states a publication by Herman Miller, Inc., based in Zeeland, Michigan, a major American manufacturer of office furniture and equipment, as well as furniture for the home. In 2005 the company published Thought Leadership titled “Creating a Culture of Sustainability: How Campuses Are Taking the Lead”, a self-study publication accredited by The Interior Design Continuing Education Council (IDCEC) and The American Institute of Architects (AIA).

College campuses across the United States alone represent an enormous investment in buildings and land. Their actions are important to the environmental health of the broader society. In fact, the operation expenses of U.S. colleges and universities total about \$185 billion per year, more than the GDP of all but 20 countries¹

The publication focuses on how the influences of sustainability efforts, large or small, can change experience (in the case of students, staff or faculty in higher education). It talks about how building a culture of sustainability enhances stakeholder engagement and member's commitment, as well as a community's awareness of its ecological responsibility.

Sustainability initiatives seen on college and university campuses throughout the country are influencing curriculum decisions, operations budgets, facility plans, and campus culture. Yet while the approaches and participants vary, all share a common motivation--to do the right thing².

With stakeholder engagement in building a culture of sustainability in mind, ProSidian Consulting thought “what if there was a corporate twist to this same point of view?” After all, these same students, faculty, and staff are members of a larger society; in the case of the students, all in some form ultimately become future members of an organization, whether corporate, governmental, or institutional. So why should thoughts on Sustainability stop at the campus graduation? It shouldn't – so we extend thoughts on sustainability to the next step in the life of a student – the real world.

It should be “Second Nature”, for leading organizations that seek to develop a sustainability program to ask, “How do we take a leadership role?” Imagine the societal impact that this simple question could have if, those with the resources and technology incorporated sustainability principles and practices into fundamental decisions about purchasing, building design, and operations.

Imagine the impact on these entities from forming partnerships with local and regional communities to help make them socially vibrant, economically secure, and environmentally sustainable. And imagine the long-term leverage of the country, working in conjunction with leadership of all categories, to conduct the research and help to implement sustainability programs throughout their corporation and in our communities. People would then find bring the knowledge, skills, and values of sustainability can be innate to a way of life and for the future. Consumption decisions and lifestyle choices would positively impact on our communities, resulting in a more healthy and efficient environment.

¹ (Herman Miller Inc., 2005)

² (Herman Miller Inc., 2005)

Are these ideas too big? No. Are these dreams too Big? Not necessarily... Corporations, governments, and institutions throughout the U.S. are making these ideas reality. Sustainability initiatives are influencing investment decisions, operations budgets, facility plans, and organizational culture. Employees, management, and affinity groups are leading the efforts. They often find it to be difficult work, requiring the kind of organization-wide coordination and cooperation that is often absent from the organizational structure of most traditional organizations. Yet while the approaches and participants vary, all share a common motivation—to do the right thing.

Defining Sustainability: Beyond Green

Sustainability is generally defined as the capacity to endure. The word sustainability is derived from the Latin *sustinere* (*tenerere*, to hold; *sus*, up). Dictionaries provide more than ten meanings for sustain, the main ones being to “maintain”, “support”, or “endure”³. For people, sustainability is the long-term maintenance of well-being, which has environmental, economic, and social dimensions, yet encompasses the concept of stewardship. Stewardship is the responsible management and use of resources.

Since the 1980's, sustainability has been used more in the sense of people's capacity on planet Earth. Ways of living more sustainably can take many forms from reorganizing living conditions (e.g. sustainable cities), modifying lifestyle choices (e.g. recycling, organic food, procurement preferences, transportation), to reappraising work practices (e.g. green building, sustainable agriculture), or developing new technologies that reduce the consumption of resources.

As recent as 2005, the World Summit noted that this requires the reconciliation of environmental, social and economic demands - the "three pillars" of sustainability⁴. The diagram indicating the relationship between the three pillars of sustainability suggesting that both economy and society are constrained by environmental limits⁵.

This view has been expressed as an illustration using three overlapping ellipses indicating that the three pillars of sustainability are not mutually exclusive and can be mutually reinforcing. **Sustainability focuses on balancing these three areas, environmental, economic, and societal stewardship.**



A high-performance building, for example, offers savings and efficiencies in maintenance, which decreases the impact on natural resources, and in turn creates a streamlined workspace that is environmentally friendly, yet doesn't hinder productivity. Economy, society, and environment come together. The overarching theme is that programs and initiatives that pursue sustainability should make employees think about the financial, societal, and environmental impact of a decision or a project.

³ (Dictionary.com)

⁴ United Nations General Assembly (2005)

⁵ (Cato, 2009)

As this definition makes clear, sustainability is larger than green issues alone. It deals with an ongoing pattern of thought that requires the refining of human intentions and expectations for the surrounding environment. In essence our behaviors interact with the environments we live in and works like a physical system where actions impact reactions.

Exploring sustainability within the corporate, governmental, and institutional arena is important, given the impact corporations, governments, and institutions can make on the economy and environment. Peggy Bartlett and Geoffrey Chase in the introduction to their book *Sustainability on Organization: Stories and Strategies for Change* suggest that sustainability efforts within the corporate, governmental, and institutional context can generate powerful results. These entities have the potential to be a critical leverage point for change⁶. It starts with the base of influence, leads through the sources of resources and policy, and flows through the people within these entities who carry out the sustainability initiatives in their daily lives.

These Corporations, governments, and institutions in the U.S. employ, influence, and direct millions of employees each year, and they play a critical role in helping move to a more sustainable future. Corporations, governments, and institutions are inextricably woven into the communities in which they exist. Their actions are important to the environmental health of the broader society.

The Impact of Sustainability

Sustainability is based on a simple principle: Everything that we need for our survival and well-being depends, either directly or indirectly, on our natural environment. Sustainability creates and maintains the conditions under which humans and nature can exist in productive harmony. It also permits fulfilling the social, economic and other requirements for present and future generations.

Sustainability is important to making sure that we have and will continue to have, the water, materials, and resources to protect human health and our environment. Leading organizations aim to make sustainability the next level of environmental protection by drawing on advances in technology to protect human health and the environment, and promoting innovative green business practices.

Corporations, governments, and institutions around the country are learning that sustainability efforts have a measurable—and positive—impact. Environmental stewardship can be a visible symbol of the values and cultures of the organization. Johns Hopkins University, a premier health institution in Maryland with organizations of medicine, public health, and nursing, sees sustainability efforts as core to its mission. “Linking sustainability and ecological responsibility to human health is an essential concept for the preservation of humankind and can serve as an important stimulus for progress,” write Polly Walker and Robert Lawrence in their analysis of the attitude toward sustainability at the university.⁷

The authors suggest that environmental stewardship is a health issue, and institutions such as Johns Hopkins visibly demonstrate this fact in its curriculum design, which introduces issues of sustainability to all students and public health employees. Environmental stewardship can demonstrate leadership through example.

⁶ (Peggy F. Bartlett, Geoffrey W. Chase, April 2, 2004)

⁷ (Polly Walker and Robert S. Lawrence, 2004)

But, this starts with the “Tone At The Top”. Management needs to give the organization an opportunity to visibly live out its mission by first leading by example, as well as through policies that reinforce Stakeholder Engagement for *Building A Culture of Sustainability*. Policies lead to actions and actions create results. The impact of sustainability is a change in the way we live and interact with our environments. What organizations learn and will continue to learn about healthy, efficient, high-performance facilities and environments will be passed along to the larger community. Cost savings or avoidance will real result from these very sustainability initiatives. Operational efficiency can save money.

The first element to reduce cost is to understand what money is being spent and why, as well as how much something should cost. Knowing what something "should cost" is achieved by having a clear vision into cost drivers and establishing sound linkages between operating and financial plans and budgets. In the midst of growing corporate financial pressures, energy efficiency and other sustainability initiatives can reduce your carbon footprint and provide real and immediate cost savings.

Research conducted by sustainable business network and solutions provider 2Degrees (www.2degreesnetwork.com), among other corporate sustainability managers, found that over 90% of Chief Executives believe sustainable business strategies are imperative for their business, in spite of the current economic environment. Most believe the implementing a sustainability strategy is as high priority, because of the need to generate efficiencies in the organization’s consumption of energy, resources and travel.⁸

Reinforcing this finding, 66% of all respondents cited cost savings as the main reason for their chief executive’s commitment to sustainability. However, a similar percentage (61.8%) believe that budget allocations for sustainability projects are under pressure, suggesting that there will need to be a greater emphasis on driving general efficiencies across departments and business units rather than specific CSR or sustainability initiatives.

But perhaps even more revealing -- and more promising to the continued growth of corporate sustainability -- is the fact that 61 percent of those executives said that the single biggest driver for energy efficiency and other sustainability projects is the potential cost savings from increased efficiency.⁹

Similar studies performed on Corporate Social Responsibility illustrate that although top Execs Feel 'Moral Duty' to Sustainability, ROI is still the main driver. A recent survey of over 300 leaders at the world's largest companies found that concerns about the environment and government regulations rank relatively low compared to cost savings as a key part of the solution.¹⁰

We’re in the process of emerging from the worst economic downturn since the Great Depression and for the first time initiatives such as sustainability can be both achievable and great for society, while simultaneously being good for the corporation. Most organizations are faced with ongoing pressures and uncertainty due to a struggling economy, a dynamic legislative and regulatory environment, and

⁸ (<http://www.2degreesnetwork.com/>)

⁹ (GreenBiz Staff, 2011)

¹⁰ (GreenBiz Staff, 2011)

increasing demand for environmental disclosure from media, public and investment sources. A smart sustainability strategy can create long-term shareholder value by embracing opportunities and managing risks from potential economic, environmental, and social impacts.

At the same time gains realized such as innovative high performance building, efficient operations, healthy employees, energy cost savings are good for the bottom line. A culture of sustainability and environmental sensitivity can attract employees, management, and investors and enhance the organization's reputation.

Beyond The Organization - Involving Community

It may be one project, in one course, or an identified major concentration; It can be placing recycling stations throughout an organization or constructing an environmentally advanced facility; when more and more people come to make new meaning of the organization, the world, and their own role in charting a course forward for a sustainable society, we can better grapple with the challenge of environmental sustainability.

Moving from employees to affinity groups involves reaching out beyond the organization and involving the community. From a first employee meeting, to thinking about the environmental impact of their organization, to the construction of a sustainable environment; organizations should take steps to build the cultures and promote the actions of sustainability.

Right now the compass of the United States points the entire world toward a non-sustainable future. But the United States could be leading the way to creating a sustainable world. Furthermore; what starts at universities, should continue in the operations of employees doing the day to day work, turning into projects and then into policies.

It begins at the most unlikely places such as looking at what is used—and thrown away. It could be looking at consumption, use, and opportunity from fields of water reservoirs, to landfills and dumpsters. From observations in these “unlikely places”, employees and affinity groups can involve their communities to draft a set of sustainability indicators.

These indicators should measure more than numbers, such as energy use and waste; they should also measure the ethics and culture of a sustainable organization. The act of measuring sustainability will legitimize your initiative, because “you can't manage what you don't measure”.

The next step is to craft and codify a mission statement. The mission statement should be signed by management and put on display for all stakeholders to view. It's important to note that you don't have to take a traditional environmental science course to find out about the environment. Posting the sustainability mission statement serves the purpose of maintaining consistency in understanding and actions.

Each year, when planning management workshop to include sustainability initiatives, these principles drive the agenda. Management benefits most from being presented with a broad range of approaches and ideas. Education for sustainability is linked to content and instruction — how we share information is an important as what we share.

Management members know best how to revise the initiatives they promote. One way to help management to provide opportunities outside the boundaries of the organization and their departments is to involving the community is to talk to each other, share ideas, and promote community forums on sustainability. Specific studies such as architecture, design, engineering, and construction can provide critical education for future practitioners of these disciplines. While some engineering, healthcare, educational, and architectural organizations have done a good job of promoting sustainability, they too often de-emphasize involvement in the community.

But the tide is turning; in large part because the market is dictating healthy and efficient environments, high-performance facilities, efficient operations, healthy employees, and energy cost savings are good for the bottom line. A growing list of nationally recognized organizations now insists on green architectural knowledge as a prerequisite for hiring. This is an indicator that sustainability is finally entering the mainstream.

Many employees are finding that LEED accreditation on their resumes is just as important as knowledge of AutoCAD. Environmental sustainability as an education and organizational force informs all that we do. Visible symbols of a commitment to sustainability can influence other areas of an organization, beyond facilities, and provide tangible examples of the organization's commitment to ecological stewardship.

The result of engaging employees and the community represents a fundamental shift that goes beyond sustainability. Simply put, it gives back more than it takes. It achieves a goal to better equip our society to solve twenty-first century problems.

Building A Culture Of Sustainability

Small steps and big ideas start with the influence of the corporation, government, and institution. Corporations, governments, and institutions throughout the U.S. are working diligently to build sustainable cultures. Sometimes it is a first meeting of concerned employees, affinity groups, or management voicing their thoughts and concerns.

Sometimes it is a sanctioned and funded program incorporated into the organization's day-to-day operations. The dimension of Culture is of primary importance. A culture of sustainability underpins the identity and sense of purpose in the whole organization. Leading organizations understand that corporate culture of any form begins with a common set of Vision and values and a whole-organization approach with interconnectedness across the organization

Sustainability Vision and values

The development of a vision and values statement is an effective starting point to realize a culture of sustainability. The process should include the broadest possible participation to foster a common commitment for sustainability in the vision and values. This process respects cooperation, democratic and participatory decision-making.

Everyone involved reflects on their beliefs and values because sustainability is a personal and collective challenge. Sustainability is not always what you think; it's always what the individual thinks

and how those ideas link to the goals, capabilities and resources of the organization. There is no use in creating a vision for the organization that is not attainable based on available resources.

In a sustainable organization the vision and values for sustainability are practiced, renewed and shared to build more sustainable lifestyles across the organization and in the communities they operate.

Sustainability Interconnectedness

Sustainability has become more than the efficiency or effectiveness of day lighting techniques or reducing toxics in building materials. It has become a process and a mode of operation that acknowledges that all things are connected; that the systems of commerce, building, society, geology, and nature are really one system of integrated relationships and, therefore, that these are co-participants in the evolution of the planet.

The contemporary definition of Sustainability is commonly derived from The Report of the Brundtland Commission, *“Our Common Future”*, published by Oxford University Press referencing the name of its Chair Gro Harlem Brundtland. This report provided to the General Assembly of the United Nations in the 1987 defines sustainability as *“Meeting the needs of the future without comprising the ability of future generations to meet their own needs.”*¹¹

Therefore, in order to determine if something is sustainable, three elements must be considered: economics, environment, and social equity. The concept of sustainability relates to the maintenance and enhancement of environmental, social and economic resources, in order to meet the needs of current and future generations. The three components of sustainability are:

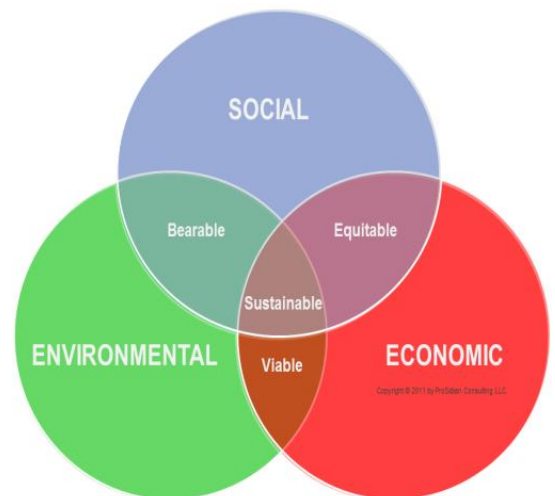
Environmental Sustainability – This requires that the natural environment remains intact. This means that the source and sink functions of the environment should not be degraded.

Therefore, the extraction of renewable resources should not exceed the rate at which they are renewed, and the absorptive capacity to the environment to assimilate wastes should not be exceeded. Furthermore, the extraction of non-renewable resources should be minimized and should not exceed agreed minimum strategic levels.

Social Sustainability – This requires that the unity of society and its ability to work towards common goals be maintained. Individual needs, such as those for health and well-being, nutrition, shelter, education and cultural expression should be met.

Economic Sustainability – is the ability of an economy to support a defined level of economic production indefinitely. This occurs when development, which moves towards social and environmental sustainability, is financially feasible. No economic system is sustainable unless it accommodates the ecosystems on which it

SUSTAINABILITY INTERCONNECTEDNESS



¹¹ (The Report of the Brundtland Commission, 1987)

depends.

It is important to understand how a change in one issue can positively and negatively affect a change in another issue. For example, urban populations around the world are expected to soar in the next 20 years, to five billion from more than three billion today. If the current rate of urbanization holds steady, cities will account for nearly three-quarters of the world's energy demand by 2030.

Most of the increase will come in rapidly developing countries like China and India; China's cities alone will have to deliver water, housing, transportation and other services to 400 million additional urban dwellers by 2030.¹² Therefore, we urgently need to apply human ingenuity to the goal of using far less from nature to meet our needs.

Issues about environment, economics and politics are inter-related through the way humans interact with their surroundings and with each other. Thus the overloaded phrase "sustainable development" must recognize the interconnectedness between human beings. In building a culture of sustainability, organizations need to learn to consider and integrate these factors in their decision-making. A sustainable organization will understand and value dynamic interconnections with local, national and international communities.

Whole-organization approach

The challenge of today's leadership is that it must prevail in the face of global interconnectedness and shared responsibility for our collective future while meeting stakeholder interests. Leaders who will steer us towards a low carbon, more equitable world will need to deal with the depth and breadth of this challenge. A shared culture of sustainability and associated values, principles and practices provide an overarching way of connecting an organization.

A culture of sustainability develops with the whole organization and broader community commitment to the vision and values set forth by the organizations leadership. The whole organization includes employees, families, affinity groups, and a broad range of communities.

"Affinity groups" includes educators, administrators, service providers, officers, cleaners, grounds-people and other crucial members of the organization community. The whole organization committing to achieve sustainability is a powerful force for change. When there is a commitment to a culture of sustainability, it is evident in everyday expectations and practice.

A Scoring Tool For Sustainable Culture

Without fully engaging employees in your sustainability initiatives, you lose one of your most dynamic and powerful tools to build a culture of commitment, and potentially a competitive edge. Therefore it is important to assess the organization as it develops a culture of sustainability with the wider community.

There are general levels to score the development of a Sustainable Culture. All take into account Vision and Values, Interconnectedness, and the Whole-organization approach of an organizations

¹² (Totty, 2011)

sustainability culture. These levels also help to specify the level of assistance and a specific extent of technical assistance in the total range of assistance that can be provided [e.g., Extensive Support (1), Technical Support (2), Sustaining Support (3), Minimal Support(4)] for each rating. Each organization decides how to organize support for sustainability and support required.

	1	2	3	4
	Starting	Challenging	Committing	Transforming
Vision and Values	<ul style="list-style-type: none"> ▪ The need to examine the organization's sustainability vision and values is identified 	<ul style="list-style-type: none"> ▪ Organization undertakes an inclusive community process to develop its sustainability vision and values 	<ul style="list-style-type: none"> ▪ There is evidence of commitment to the vision and values through all areas of organization. 	<ul style="list-style-type: none"> ▪ Core vision and values are practiced, renewed and shared across communities to build more sustainable lifestyles
Interconnectedness	<ul style="list-style-type: none"> ▪ The organization considers how to integrate the social, environmental and economic factors of sustainability 	<ul style="list-style-type: none"> ▪ Some practices reflect a balance between social, environmental and economic factors 	<ul style="list-style-type: none"> ▪ The organization places equal value on social, economic and environmental factors when making decisions 	<ul style="list-style-type: none"> ▪ Social, environmental and economic factors are integrated through a culture of sustainability
Whole-organization approach	<ul style="list-style-type: none"> ▪ Individuals consider and identify their role in education for sustainability 	<ul style="list-style-type: none"> ▪ Groups consider ways to coordinate and integrate their work with the organization's sustainability vision 	<ul style="list-style-type: none"> ▪ There is whole-organization commitment to achieving the sustainability vision 	<ul style="list-style-type: none"> ▪ Our organization is part of a sustainable community

Our Corporate Sustainability Solution

ProSidian has developed a strategic management solution targeted towards helping the organization build a culture of sustainability. Our approach is designed to measure, monitor and improve on the multiple variables involved and optimize your company's corporate reputation, enhance employee and customer experience, and manage cost with efforts to capture the ROI from Corporate Sustainability efforts.

We work with clients to benchmark and monitor the current stage of sustainability in different environments and to reveal key stakeholder relationships required for success. We address inherent strengths as well as weaknesses which put your company's reputation at risk, provide a basis for which initiatives work best and those to not be involved in. We help you focus attention on topics which make a sustainable impact on different stakeholders.

The effective management of corporate sustainability across various stakeholders such as employees, suppliers, shareholders, regulatory bodies and general public requires specific and targeted strategies. ProSidian Consulting supports clients in defining the key initiatives and communications most relevant to each stakeholder.

In consideration of "Sustainable Cultures" an important realization is that the same model does not apply to all groups. As public concerns grow about the environment, more and more companies are inviting shareholders, customers, suppliers, NGOs and regulators to participate in a dialogue about sustainability tailored specifically to the organization. Engaging these external stakeholders helps strengthen relationships, proactively mitigate risk and manage reputations. ProSidian Consulting can

help you Managing Your External Reputation as well as maintain compliance, managing risks and develop opportunities within a culture of sustainability.

Managing Your External Reputation.

ProSidian Consulting provides organizations with the information they need to assess, improve, and monitor their sustainability initiatives while enhancing and actively manage their corporate reputation. By identifying strengths and weaknesses among relevant stakeholder groups, ProSidian helps you to actively manage your corporate sustainability initiatives to build a culture of commitment, compliance, and potentially a competitive edge. This occurs at the management level, and throughout the organization as a whole.

We help you develop a strategic approach to each of your stakeholder segments, including:

- Establishing a sustainability framework
- Greening your supply chain
- Driving innovation for customers
- Providing community leadership
- Developing sustainability standards with industry trade associations
- Disclosing sustainability and environmental goals/performance to investors and clients
- Meeting government regulatory requirements

Communications.	<ul style="list-style-type: none">- Ensuring your employees understand your sustainability allows for more coordinated actions.- We offer communication planning, message development and internal brand campaign design to deliver critical information to your affinity groups that raises awareness and builds excitement about your sustainability program.
Training.	<ul style="list-style-type: none">- Helping employees understand their individual roles in your sustainability program is critical to its success.- We provide tailored training formats that help your employees acquire new skills and behaviors.
Participation.	<ul style="list-style-type: none">- Grass roots involvement helps employees have a direct impact on a company's sustainability program. It can also yield innovative ideas.- We work with you to establish networks of employee green teams to generate innovative ideas and help implement your sustainability plan.
Performance.	<ul style="list-style-type: none">- Recognizing and rewarding employees who exhibit the kind of behavior you seek helps reinforce the values you believe in.- We help you incorporate these measures into your HR processes so that you can retain and recruit the best employees.- We also can establish ongoing monitoring and review programs to ensure success in your desired outcome.

Managing Risks And Developing Opportunities.

ProSidian Consulting believes sustainability is one of the most critical issues today. Organizations are faced with ongoing pressures and uncertainty due to a struggling economy, a dynamic legislative and regulatory environment, and increasing demand for environmental disclosure from media, public and investment sources.

However, we believe that a proactive business approach can turn these pressures into competitive advantages. A smart sustainability strategy can create long-term shareholder value by embracing opportunities and managing risks from potential economic, environmental, and social impacts.

Corporate Governance	<ul style="list-style-type: none">- In order to make sustainability a corporate priority, leaders must embrace its principles. ProSidian Consulting helps leaders understand both the risk mitigation and value-creation potential of a sound sustainability plan.- Then, we help expand their strategies to include sustainability thinking and initiatives that drive top line growth across their operations.
Sustainability Planning	<ul style="list-style-type: none">- Developing a clear plan for the organization to follow is one of the most important steps. ProSidian Consulting works collaboratively to establish clear, achievable and relevant sustainability goals.- We also help develop performance metrics to track and measure implementation of these goals across the entire value chain.
Stakeholder Engagement	<ul style="list-style-type: none">- We believe an organization is more likely to achieve its sustainability goals by directly engaging its stakeholders in a collaborative process.- ProSidian Consulting works with organizations to identify key sustainability drivers within each stakeholder group and then develop plans to effectively engage them.
Sustainability Reporting	<ul style="list-style-type: none">- Corporate reputation is built on trust and a proven track record. Once an organization has engaged its stakeholders, it's important to remain accountable to them.- ProSidian Consulting assists organizations in public sustainability reporting that is designed to build trust and enhance brand value.

About ProSidian Consulting

ProSidian Consulting, LLC is an integrated consulting services firm focusing on providing value to clients through tailored solutions based on industry leading practices. ProSidian provides strategically diversified business and technical services focused Risk Management, Energy & Sustainability, Compliance, Business Process, Program/Project Management, HR Talent Management and IT Effectiveness (Information Technology/Staff Augmentation).

Linking strategy to execution, ProSidian assists client leaders in maximizing company return on investment capital through design and execution of operations core to delivering value to customers. Our Services are deployed across the enterprise, target drivers of economic profit (growth, margin and efficiency), and are aligned at the intersections of assets, processes, policies and people delivering value.

We offer “Experienced Only” resources who can partner with your leadership and line management to execute on strategic initiatives faster, more streamlined, and with less risk. Together with our expertise and that of our strategic alliance partners, ProSidian's insight leverages the capacity to quickly discern the unique nature of the client's needs and deliver results through a structured approach to tailored client solutions.

ProSidian's client delivery teams help provide solutions that match strategies & results while providing sustainable & profitable returns. We partner with clients in all sectors and regions to identify their highest-value opportunities, address their most critical challenges, and transform their businesses. ProSidian clients represent a broad spectrum of industries to include but are not limited to Manufacturing, Banking & Financial Services, Consumer Products & Retail, Energy & Utilities, Federal State, & Local Government Agencies.

Our Sustainability Commitments

In developing our Sustainability Commitments we ask ourselves "what kind of planet we are leaving our children and what kind of children we are leaving our planet". Sustainability is a human challenge not just a technical one. By acting now and acting together, we can rise to the challenge and tackle climate change head-on.

Sustainability lies at the core of our Vision, Mission and Ambitions. Our business model must be profitable in the long-term so we plan investments necessary for our future. Economic viability is as important to us as environmental and social viability. We will help our customers Building a world class culture, Serving our communities, and create, refine, and enhance Sustainability Commitments. this means we work with you to ensure every stakeholder understands your sustainability mission, is proud of it, and is doing their bit to make it happen.

Strong governance is critical to the successful operation of your business. This also means being sure what we say translates into good practice. Without governance, everything is just words on paper. To ensure and support the delivery of pledges made, we work with you to establish commitment while identifying the associated risks and issues for your business and managing them robustly.

In groups operating within a field of consensus, one of the most powerful decision states, there is a resonant harmony among all of the participants. We will consult widely to ensure we continue to address the issues our customers, and others, tell us are important to them. And we will engage with key stakeholders, the public, and other opinion leaders to build support for your commitments and allow you to go even further where possible.

We will be at the forefront of the sustainability dialogue with your stakeholders. We will build external partnerships and physical centers of excellence (as needed) to develop current and future skills we need to provide support for your culture of sustainability. We will live by our own standards to Reduce carbon and waste.

Performance

- Our customers have a choice, and how we perform determines whether they choose us. We aim high, set ambitious goals and deliver results, and we use customer feedback to recalibrate when necessary.
- We move quickly and make timely, well-reasoned decisions because our future depends on them. We invest authority where it needs to be, in the hands of the people closest to the customer and the work.

Innovation

- We are a firm of ideas that are nurtured by a commitment to research and development. We seek and share ideas openly and encourage diversity of experience and opinion.

Opportunity

- The ideas and inspiration of our associates create opportunities constantly, and without limits. We improve continuously everything we do, as a company and as individuals.
- We support and pursue lifelong learning to expand our knowledge and capabilities and to engage in the markets we serve.
- Confidence spurs us to take risks, to experiment, to cooperate with each other and, always, to improve based on our knowledge and experiences.

Responsibility

- Successful businesses operate sustainably and improve the human condition.
- We maintain the highest ethical, environmental and safety standards everywhere and we encourage and celebrate our associates' active roles in their communities.

Results

- We are a preferred business and technical consulting firm because of our Structured Approach To Strategic Solutions.
- In our structured approach, we always have a point of view and seek to gain knowledge of your industry and organization; we tailor our knowledge and approach to the needs of our clients in the industries we serve; we work collaboratively with clients to ensure mission objectives are met; we share information and provide with diligence, skill, and objectivity.
- We communicate honestly and forthrightly to clients, and deliver consistently what we promise. We are a company of realists and optimists, and we project these values in everything we do.

For more information, please visit
<http://www.ProSidianConsulting.com/>



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