

RSI Leadership Exchange Oct. 2, 2012 in Toronto, Canada

Welcome to the third edition of our Rethink Sustainability Initiatives newsletter series, highlighting the RSI Leadership Exchange that took place October 2nd, 2012 in Toronto, Canada. This edition provides a look at the five 2020 future scenarios explored by the delegate work teams and their resulting ideas and recommendations.

The common directive was to imagine being en route to deliver a five minute speech to their board and investors about the innovative approach they adopted starting in 2013 to advance sustainability and how this improved the company's earnings, reputation and overall shareholder value. Delegates were encouraged to think outside the box, apply their expert knowledge and inspire their peers.



Red Team

Senior Leaders at Your Company Embraced Sustainability as a Core Strategic Imperative

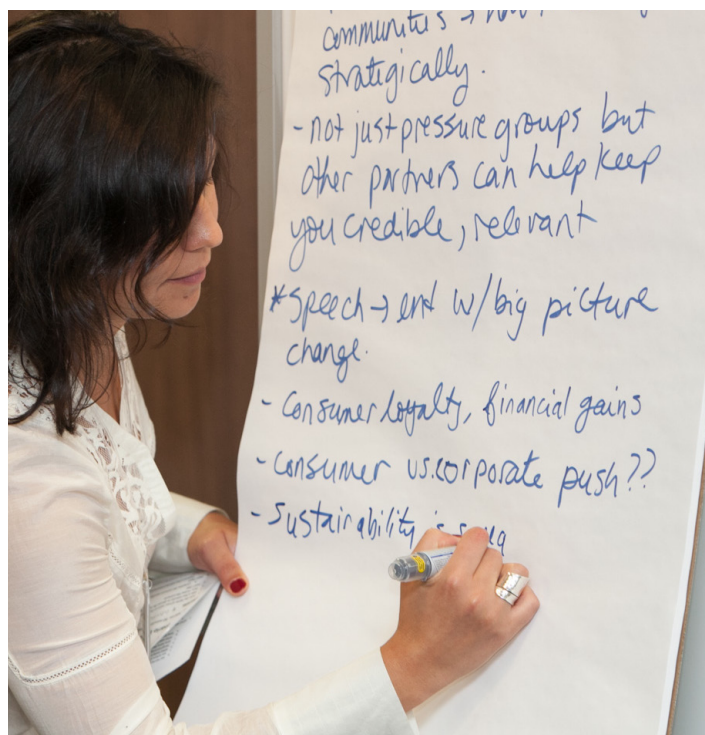


It is February 2020 and your company has made the headlines for unprecedented levels of senior level sustainability buy-in, resulting in the integration of sustainability into all core areas of business.

Report Summary

Key drivers and enablers

- Enormous leadership right from the top at the chairman and CEO level.
- Established CSR pillars to incorporate our values right into our company: Our Company was required to source with integrity.
- Identified benchmark leaders. We couldn't focus on everything but we looked around the globe to see who the benchmark leaders were. The business acknowledged that this would be key, as our annual report would be open and transparent.
- Made a key strategic decision to build and protect the brand and manage the risk, so that consumers identified us as a company to trust.
- One of the most important things we did was engage the rest of the industry.



Green Team

Stock Market Plummets, Company Stays on Top Using Sustainability



It is February 2020 and your company has made the headlines for embracing sustainability strategies that have been resilient against recession. Your company's rate of revenue growth is protected through cost reduction and risk mitigation. This was all in spite of the fact that your company froze all funds which had previously been allocated for sustainability. You accomplished these goals through new funding strategies, including collaborative tie-ins with other stakeholders.

Report Summary

Our business was building bicycles out of cardboard boxes (RE-CYCLE). We looked around for depressed markets and re-engaged the skilled work force. We engaged them to create a culture of innovation within the company.

How our company managed to stay strong during recession:

- Traditional bike producer in China
- Forward looking market place
- Must be lean, green and local

We used leasing models to get bikes on campuses for local use – 2 year paybacks.

We sold locally to franchise and expand the market with franchise opportunities.

It was an integrated vision for a sustainable lifestyle baked into a corporate strategy for all stakeholders.



Yellow Team

Company Wins Award for Healthiest, Best Engaged Employees – Driven by Sustainability

It is February 2020 and your company has made the headlines for having the healthiest and most engaged employees in Canada. And you did it all through increasing your organization's culture of sustainability.

Report Summary

We gave our employees a healthy space to work, and work productively by adopting intelligent buildings. We gave employees the ability to adjust their own lighting and change their own room temperature. We brought in natural light and ended up with more productive employees.

We measured in order to manage. We let people work from home in their virtual offices and rewarded based on those who performed most sustainably as well as most productively. We displaced the remaining carbon with voluntary offsets.

It was really about employees taking on a conservation mentality.



Blue Team

Company Reports Doubled Profits, Smaller Footprint

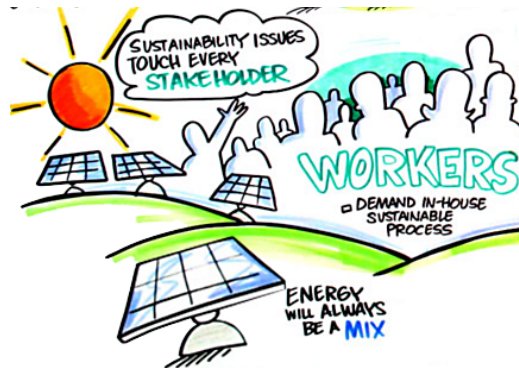
It is February 2020 and your company has made the headlines for reducing its footprint through adopting innovative technology and other means while doubling profits.

Report Summary

As Zip Cars and Autoshare were becoming less foreign, we talked to competitors, looked at customers and talked about infrastructure, where cars belong and don't belong. We focused on getting back to making people think about how and where to use cars.

We implemented a Take-Back Recycling Program for used cars which has increased customer loyalty. We invested in R&D, so cars now clean the air when they run. We obtained an exclusive licence to have Apple products in vehicles. This is one example of how we worked with unusual collaborators to produce sustainable and innovative solutions.

- We adopted "Widget Rental" Depots at key locations
- Customer and brand loyalty drives revenue



Orange Team

Company Demonstrates How Unprecedented Culture of Sustainability and Stakeholder Engagement Translates to Business Success

It is February 2020 and your company has made the headlines for unprecedented levels of integrating sustainability into organizational culture. The silos have been broken down, sustainability is included in all processes, and all key internal and external stakeholders are involved.

Report Summary

Our Mission was to create Culture Change in Canada around the education of the masses on the knowledge of consumption.

How:

- Lead from the top of ALL SECTORS
- Government policy and incentives
- Measurement
- Target youth & multi generations

Through the use of:

- Measurement
- Sustainable literacy Ombudsman
- Public policy leadership due to voter knowledge and expectations
- Creation of culture change in Canada around knowledge of consumption.
- Government policy and incentives

We taught youth in their early 20's to let them know where everything comes from, how materials are used, and how to use them responsibly. Social media has been important for youth groups.

It's all over the world now, but it started in Canada. Canada has become a leader in what drives the literacy movement. Public policy leadership has been achieved because of voters' high level of understanding. It has been both an economic and environmental driver.



Rethink SUSTAINABILITY

A HUB FOR SENIOR LEADERS

Future Scenario Exercise

Key Insights Summary

- Have a clear vision and metrics
- Identify and engage with industry leaders
- Engage employees to create a culture of innovation and sustainability
- Leverage customer and brand loyalty as a revenue driver
- Find unusual collaborators with new and existing partner alliances
- Invest in R&D to advance innovation driven sustainability
- Segment education efforts to attract and engage the target audience
- Embrace the long term view balanced with solutions that can be put into action more immediately



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Looking ahead...

In the fourth newsletter, we will feature Dianne Dillon-Ridgley, a global sustainability and innovation leader, who ignited the room with her inspirational keynote speech and vision for positive change.

For more information on Rethink Sustainability Initiatives, please visit:
www.rethinksustainability.ca or email info@rethinksustainability.ca