

The New Sustainability Vision: Setting Sail to a Better Future

Best Practices Research Report



Commissioned by



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Introduction

The global community and the planet we all call home is facing unprecedented sustainability issues. From resource constraints to the unpredictable forces of climate change, and rising income inequality and public expectations, enterprises of all kinds are navigating challenging, and often stormy, waters. Surprisingly, many companies set sail poorly prepared for this dynamic environment.

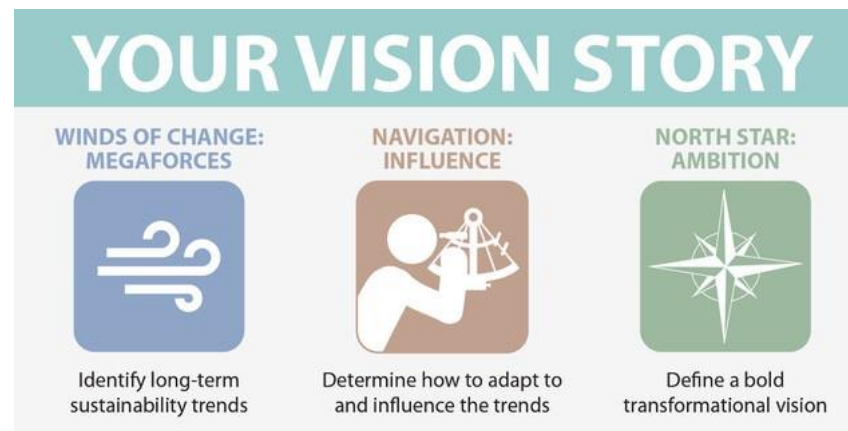
In contrast, leading companies spend considerable effort to chart their course — to understand the ever-changing forces they may encounter, to prepare and provision accordingly, and to affect them where possible. They never lose sight of their sustainability destination — a safe harbour. And they know that getting there successfully means being responsive and adaptive along the way – when to raise the sails, when to trim them, when to wait for optimal conditions and when to prevail. They do so with the spirit of teamwork, harnessing the talents and energy of their crew — their employees and broader stakeholders.

Call to action

Get inspired by the squadron of leading companies charting a course to a more resilient and sustainable destination. Set sail to a better future.

Upgrade your company’s Vision Story with these insights from research into visionary companies. To determine your sustainability vision, ask yourself these three sequential questions and pull them into your own Vision Story.

1. **Megaforces:** What long-term sustainability mega-forces will affect my business, customers, suppliers and operating environment over the next 5 – 10 years?
2. **Influence:** How can my company adapt to and influence these sustainability forces in a positive way?
3. **Ambition:** Given these factors, what long-term sustainability quest should we adopt and why is this important to my company, customers and broader society?



From Old to Bold

Learn from these leaders who are retooling their sustainability ambitions and strategies. These are the shifts underway in their companies as they prepare to face and influence the future:

SUSTAINABILITY TRANSITIONS OF VISIONARY COMPANIES	
FROM	TO
Operational focus on sustainability	Value chain and external focus
Incremental changes and modest improvements	Bold action and accelerated systemic change at scale
Improving today's business model	Setting a course to become a truly sustainable company in the future
Tinkering with the business value proposition	Disrupting its own business model before the competition
Focusing on internal projects	Rethinking and transforming their entire industry
Independent effort on internal projects	Collaboration to influence standards and government policy to drive innovation in their sector

Read on to learn more about the research into these visionary companies.

Background to the Research

Leading companies periodically update their sustainability visions to ensure their strategic sustainability course is fit for the future. The Co-operators commissioned this research study to understand the nature of vision statements adopted by companies with best sustainability practices. The research was conducted in 2016 and summarizes publicly available information from company websites.

In fulfilment of its mission to catalyze a sustainable society, The Co-operators is pleased to share this research with other organizations.

The report covers:

- Best Practices Summary and Research Findings
- Detailed Analysis of Best Practices
- Vision Case Studies (Appendix)

This research can be used to help other companies develop or update their sustainability visions. A supplementary resource is the [Long-Term Vision Quality](#) of the [Transformational Company Research](#) conducted by the author for Canadian Business for Social Responsibility.

Mission and Vision Statement of The Co-operators

Mission

The Co-operators: financial security for Canadians and their communities

Vision

The Co-operators aspires to be valued by Canadians as ...

- a champion of their prosperity and peace of mind,
- a leader in the financial services industry, distinct in its co-operative character, and
- a catalyst for a sustainable society.

Research Findings

The following is a high-level summary of eight leading companies in Canada and globally which have long-term aspirational sustainability visions. The detailed information is included in the appendix. The summary is based on commitments compiled from company websites. The companies include 5 retailers, 3 manufacturers (apparel, furniture), building materials, consumer goods and banking. The last two in the list are large Canadian co-operatives.

- Marks and Spencer
- Nike
- Kingfisher
- Ikea
- LafargeHolcim
- Unilever
- Vancity
- MEC

Most companies have a vision story.

Most vision stories address:

- The long-term sustainability mega-forces that will affect the business and its customers and the risks and opportunities that arise (aka the drivers and the business case)
- The ways in which the company seeks to both adapt to and influence the sustainability trends
- The vision, what the company means by the vision, and why it is important to the company, its customers, and society

The visions:

- Focus on the customer to enable their future “sustainability”
- Aim to decouple the company’s growth from its environmental impacts, while increasing the company’s positive benefits as it grows
- Aim to have zero negative impacts and be net positive or restorative
- Aim to influence / transform the sustainability of the industry, the company’s customers and its value chain up and downstream of its operations
- Build sustainability into all products; products are solutions
- Pursue solutions by influencing the sustainability mega-forces that will affect the business, its value chain and its customers
- Go beyond incremental approaches to transformational approaches, focused on the role of business in society
- Some visions are corporate visions, other visions are sustainability visions

Detailed Analysis of the Eight Case Studies

The following is a detailed analysis of the eight case studies.

Shifts from earlier sustainability plans and phases of sustainability at the company

- Need to engage customers, employees, suppliers
- From improving today's business model to imagining what a different, truly sustainable company would like look in the future
- Disrupt own business model
- Rethink and transform their entire industry
- From seeing sustainability as a trade-off to seeing it as an engine for growth
- From incremental change to accelerated systemic change at scale
- From modest improvements to bold action
- Drive market shifts through sharing, open-sourcing and creating coalitions and consensus
- Influence standards and policies to drive innovation
- From operational focus to value chain and external focus

Vision features

- Customers to have more sustainable homes; better everyday life for the many people; make sustainable living commonplace; financial, social and environmental well-being of customers; more Canadians outdoors more often (5)
- Restorative; leave the world better than we found it (3)
- Tied to the company's growth: double our business with half the impact; decouple environmental impact from our growth; increase our positive social impact as we grow (2)
- Use our influence and be a thought leader in our sector; foster transformation along the industry value chain (2)
- Most sustainable company in our sector
- Sustainable innovation as an engine of growth
- Sustainability built into all products
- Redefine wealth as financial, social and economic well-being of communities; health and vitality of the community as a whole
- Positive impact through all of our operations; using all our resources, people and capital to create large-scale positive impacts

Sustainability trends identified as impacting business and society

- Population growth (5)
- Climate change (4)
- Water scarcity (3)

- Urbanization (3)
- Inequality and poverty; gap between rich and poor is increasing (3)
- Unemployment
- Longer lives
- Technology
- Rising expectations of the role of business in society
- Sharing economy
- Housing needs
- Need for human development
- Food scarcity

Impacts of sustainability trends on business

- Resource constraints/scarcity; raw materials harder to source (6)
- Fluctuations in the prices of raw materials and commodities; rising costs of raw materials and energy (3)
- Disruptions to supply chains; markets become unstable (3)
- Pressure on food suppliers, natural resources and infrastructure
- Transparency and scrutiny
- Need for affordable housing

Solutions companies are pursuing through their visions and ambitions

- Closed loop; waste nothing; circular
- 100% renewable energy; energy independence
- Restorative impact on the environment; net positive; put back more than we take out
- Low carbon; become carbon positive
- Sustainable use of resources
- Transform manufacturing
- Unleash human potential
- Create wealth
- Sustainable products
- Resource independence
- Using resources within the limits of the planet
- Improve sustainability impacts across the lifecycle
- Help customers improve their impacts
- Decouple environmental impacts from our growth

- Inclusive business models
- Diverse workforce and inclusive culture
- Transparency

Common business drivers (business case)

- Customer relevance; deeper customer relationships
- Long-term access to sustainable raw materials
- Maintain and develop supplier base
- Deepen relationships with employees
- Adapt to and influence sustainability trends
- Addressing both risks and opportunities of sustainability trends for the business
- Enhance social license to grow
- Drive innovation
- Stable and prosperous societies are needed for the business to flourish

Approaches underpinning vision and ambitions

- Focus on innovation and transformation, disruptive innovation, transforming our business (6)
- Explicit customer focus (5)
- Reference to being a catalyst for change; transformational change (3)
- Don't know what a fully sustainable model will look like; don't know how or when we'll get there; many commitments involve understanding and testing ideas (2)
- Company/business has a role to play in finding solutions (2)
- Take a full value chain approach addressing sustainability up and downstream of operations; actions include both in-house and beyond the fence line initiatives (2)
- They don't want to adapt to the future, they want to create the future
- Importance of partnering with others in business, government and society

Appendix

Vision Case Studies

1. Marks and Spencer

M&S a global food and general merchandise retailer based in the UK.

Plan A is our ethical and environmental programme, which underpins everything we do, from sourcing responsibly and reducing waste to helping the communities in which we operate. It is a business plan that maps out our route to providing leadership in a world that's increasingly resource-constrained and experiencing social change.

Long-Term Vision: Their commitment to Plan A, launched eight years ago, sets a course to become the world's most sustainable major retailer.

"WHAT PLAN A MEANS FOR US: Plan A is a business plan, designed to equip us for a future in which our success in staying relevant for our customers will depend on delivering exceptional products and services in a world that's increasingly resource constrained and experiencing profound social change. To stay relevant, we will have to enhance our customers' lives in ways that are transparent, economically self-perpetuating, circular, and based on the sustainable use of resources."

We are entering our third phase of Plan A. The Plan includes 100 commitments, but has a change of emphasis: Plan A 2020 is all about engagement, of our customers, our employees, our suppliers. Why? Plan A 2020 is seeing us shift our thinking, from improving today's business model to imagining what a very different, truly sustainable M&S might look like in the future. We cannot yet define fully what this sustainable model will look like (a number of our commitments focus on understanding and testing new ideas) but one thing we do know is that we cannot shift from today's business model to tomorrow's without the full engagement of the vast majority of our millions of customers, 86,000 employees and 1,000s of suppliers.

Source: <http://corporate.marksandspencer.com/blog/stories/plan-a-2020>http://planareport.marksandspencer.com/M&S_PlanAReport2015.pdf p. 4

2. Nike

Nike, Inc. is an American multinational corporation that is engaged in the design, development, manufacturing and worldwide marketing and sales of footwear, apparel, equipment, accessories and services.

Long-Term Vision: Our Ambition: Double our Business, With Half the Impact.

This is NIKE, Inc.'s moon shot – a single, bold and audacious innovation ambition guiding our future. One that will fuel our creative design process, drive innovation to disrupt our own business model and propel us to rethink and transform our industry. We won't always know how or when we'll get there, but our strategies, our investments and our targets are being set with this ultimate objective in mind. "At Nike, we believe it is not enough to adapt to what the future may bring – we're creating the future we want to see through sustainable innovation," said NIKE, Inc. President and CEO, Mark Parker. "Today our teams are advancing ambitious new business models and partnerships that can scale unprecedented change across our business and the industry."

Nike is embedding sustainability across its business, setting aggressive sustainability targets and investing in disruptive innovation – all in service of driving company growth, delivering performance innovation for athletes and acting as a catalyst for change in the world.

Today, we are innovating at scale to deliver better solutions that benefit athletes, the company and the world. We call this sustainable innovation. Now, more than ever, we know with absolute clarity that sustainable innovation is a powerful engine for growth. It is unlocking a new paradigm in which sustainability, athletic performance, factory worker empowerment and business growth go hand in hand, rather than being seen as trade-offs. As we accelerate the pace and scale of sustainable innovation, we will always do it in service of the athlete. We will design footwear and apparel that delivers both performance and sustainability, by considering every aspect of how we create them. When we make, we will activate and scale

new manufacturing approaches that are lean and green, where workers are valued and engaged, where waste is reduced and materials are used time and again. Getting there means strengthening every aspect of our business. It means inventing closed-loop products; moving to 100% renewable energy; pioneering a manufacturing revolution that puts workers' voices at the heart of the business model; and fostering a diverse workplace and an inclusive culture that unleashes innovation. Incremental change won't get us there fast enough. We have embraced sustainable innovation as a powerful engine for growth and a catalyst for change – not only for our own business, but across industries. That's why we're partnering with innovators who help us accelerate systemic change at scale. We have a bold, audacious innovation ambition that fuels our creative design process, drives innovation and propels us into the future.

WE MUST INVEST IN DISRUPTIVE INNOVATION TO ADDRESS OUR IMPACT ON THE ENVIRONMENT AND PROPEL US TOWARD A LOW-CARBON, CLOSED-LOOP FUTURE.

ACCELERATING TOWARD A LOW-CARBON GROWTH ECONOMY: Climate change is a global issue that requires global solutions. Resource scarcity, fluctuations in the prices of raw materials and disruptions to supply chains are real concerns for business. And, we understand the broader impact that climate-related issues have on the athletes we serve. A sustainable economy is a low-carbon growth economy. The world needs systematic change at scale. We have forecast the rate at which our emissions could increase if we were to follow a mind-set of "business-as-usual." What becomes abundantly clear is that efficiencies alone will not suffice. What happens to our carbon emissions if:

- We do nothing
- We continue setting efficiency targets
- We invest in disruptive innovation

THE FUTURE WILL BE CIRCULAR: We envision a transition from linear to circular business models and a world that demands closed-loop products - designed with better materials, made with fewer resources and assembled to allow easy reuse in new products.

THE FUTURE WILL BE COLLABORATIVE

WHEN WE COMPETE: When Nike is innovating to gain a competitive edge, we focus on building innovation partnerships, investing in start-ups, emerging technologies and new science. We test and prototype solutions, and then take them to market.

WHEN WE COLLABORATE: When we see opportunities to create industry-wide change, we drive market shifts through sharing, open-sourcing, and creating coalitions and consensus. We work to influence standards and policies to drive innovation forward.

Source: <http://about.nike.com/pages/our-ambition> (p. 5 of report) and <http://www.businesswire.com/news/home/20160511005885/en/NIKE-Sets-Bold-Vision-Targets-2020>

3. Kingfisher

Kingfisher plc is a British multinational retailing company headquartered in London. It is the largest home improvement retailer in Europe, and the third-largest in the world (behind The Home Depot and Lowe's).

Long-Term Vision: We aspire to have a Net Positive impact – helping our customers to create sustainable homes, transforming our business to be restorative to the environment, and improving life in the communities where we operate and in our supply chain.

OUR AIMS:

- Minimize environmental footprint
- Transform manufacturing
- Unleash human potential

With Net Positive, we aim to:

- Have a positive impact on people and communities;
- Be restorative to the environment;
- Become carbon positive;
- Waste nothing; and
- Create wealth.

By becoming Net Positive we want to create positive change and grow our business so that our shareholders, customers, employees, suppliers and communities will all prosper.

WHY WE NEED NET POSITIVE: The world faces unprecedented social and environmental challenges. Unemployment and inequality undermine quality of life and wellbeing for millions of people and pose risks for the resilience of communities around the world. The impacts of water scarcity, climate change and a growing and ageing population are putting pressure on food supplies, natural resources and infrastructure, with the potential to disrupt supply chains and destabilise economies. Technology has created an age of transparency, enabling greater scrutiny of corporate behaviour and contributing to rising expectations of the role of business in society. These global trends are also changing the way our customers live, shop and work. Technology is enabling people to run their homes smarter, using less energy and creating less waste, while trends such as the sharing economy, are revolutionising the retail landscape. Changing demographics, increasing demand for resources and accelerating urbanisation, mean that for many housing is getting more expensive and smaller. In some countries, the population is ageing, there is a rise in single person households, and the cost of housing is increasing meaning that young people stay at home longer and homes are being used not only for living but working. People are increasingly feeling the impact of environmental changes, especially the scarcity of precious resources and the consequences of climate change. The successful companies of the future will be those who respond to these external trends positively, adapting their business to meet changing customer and societal needs with fewer resources.

OUR OPPORTUNITY: Our business exists to help and inspire millions of people to create better homes and through doing so to improve their lives. Increasingly, a better home is more sustainable: one that is easier and healthier to live in; that is adaptable to our changing lifestyles and family needs; and that is less wasteful and more energy efficient. As a home improvement company, we rely on energy and natural resources such as timber and water to serve our customers. We need stable and prosperous societies for our businesses to flourish. We can help our customers create better homes for the future. Net Positive is our plan for how we will transform our business to anticipate and capitalise on global social and environmental trends. It is both a response to the challenges we face and a plan for how we will seize new opportunities that come with more sustainable business practices.

Source: http://www.kingfisher.com/sustainability/files/reports/cr_report_2016/2016_Sustainability_Report.pdf p. 4

4. IKEA

IKEA is a multinational group of companies that designs and sells ready-to-assemble furniture appliances and home accessories based in Sweden.

THERE IS A RAPIDLY CHANGING WORLD AROUND US

For most of human history the world was sparsely populated and resources, from forests to fisheries, seemed unlimited. We started the 20th century with 1.65 billion people in the world, a population not much greater than that of China or India today. Society used resources and generated waste with little restraint and few concerns. While this helped drive growth and improve the livelihoods of many millions of people, it was a long way from a sustainable society. The global population has now reached seven billion, resources are increasingly scarce, climate change is a reality and inequality remains a critical issue. The world is on track to warm by four degrees Celsius by the end of this century, which will have a

severe effect on weather patterns, water availability and agriculture. We have already lost half the world's forests and degraded an estimated 60% of the world's ecosystems. Today's global economy is almost five times the size it was 50 years ago and is set to triple again by mid-century. There were just 12 cities with a population above one million people in 1900, while today there are more than four hundred and the world's urban population swells by more than one million people every week. Climate change is not only having a negative effect on our environment but it is having a significant, negative impact on people in their daily lives. Whether it's a lack of clean water, extreme weather causing damage to people's homes or access to work, it is fast becoming reality for many people. The impact is even more severe for the people living in extreme poverty. Billions of people are expected to enter the consumer society in the coming decades. This is cause for celebration, in part, as many people are coming out of poverty. However, not all will have prosperous lives, with billions remaining poor and continuing to struggle to provide for themselves and their families. One in five of the world's population are still living in extreme poverty, one third of them being children. Today, more than 100 million people have left their home countries for work and many millions more have moved within their own country. While this might bring economic benefits for family members remaining at home, migrant workers are particularly vulnerable and face significant risks. Global carbon emissions continue to rise at a time when they need to peak and then decline rapidly. Recycling rates have increased around the world, but the majority of valuable processed materials are still thrown away rather than reused, leaving room for significant improvements and opportunities. Rising energy and raw material costs are putting pressure on businesses and families across the world. By 2030, almost half of the world's population will live in water scarce areas.

When it comes to the IKEA business, unless we act boldly, price increases for energy, wood, textiles, metals and plastics will affect our costs and force price increases for our customers. Even if concerns about sustainability or climate change are put to one side, being careful with resources, managing costs for the future, controlling energy use and looking after your people is good for business. A sustainable world that provides a great quality of life for many people, respects human rights and protects the environment is possible. We can provide economic opportunities and empower people so they are able to better provide for themselves and their families. We can utilise the massive potential of renewable energy; we can develop exciting new products and services that help people live a more sustainable life at home; we can transform waste into resources; and protect our forests, farmlands, seas and rivers for future generations. We can help lift people out of poverty by providing good places to work throughout our value chain and contribute to creating a fairer and more equal society for the many people. IKEA can be a small, but significant, force in helping to create this more sustainable world. There are also many other new opportunities ahead of us. Over the coming decades hundreds of million homes around the world will shift to smart home energy management and will produce their own power. The market for solar electric power is set to be worth \$130 billion per year for the next decade, close to the value of the global furniture industry. Tens of billions of incandescent light bulbs and hundreds of millions of out-dated appliances exist in homes around the world today, wasting money and energy, and should be replaced with highly efficient, modern solutions that benefit customers and the environment. IKEA can grow in a way that creates opportunities and improves lives.

As IKEA grows, we want to strengthen our positive impact and help meet the needs and aspirations of more families and households around the world. By 2020, around 500 IKEA Group stores will welcome an estimated 1.5 billion visitors per year, employ more than 200,000 co-workers, potentially generating 45-50 billion euro in turnover. However, while that growth brings many great opportunities, if we continue with a business as usual approach, our use of wood will almost double and our carbon emissions – across the value chain from raw material production to product end-of-life - will increase from today's 30 million tons to 50-60 million tons.

We need to transform our business. To be able to fulfil future customer needs, promote equality and secure sustainable access to resources, while driving down emissions and maintaining our low prices, we need to do things differently. It's no longer possible to use 20th century approaches to meet 21st century demands. Simply working towards being less bad will not get us where we need to be - we need transformational change - which means challenging old ways and embracing the new, being bold, innovative and committed to taking action.

Long-Term Vision: Creating a better everyday life for the many people. And what is good for people is also good for us in the long run. Our business idea, to combine good form, function and quality with built-in sustainability, at prices so low that as many people as possible can afford them, is the foundation for our contribution to a better home for people with ordinary incomes. The home is the most important place in the world and a better home makes everyday life a little bit better. We also recognise that we have a responsibility beyond the home through the impact of our business and the role we have in society.

IKEA has been committed to sustainability for many years, and we are now taking the next big step. Through our sustainability strategy, “People & Planet Positive”, we use sustainability to drive innovation, transform our business, steer our investments and unleash new business opportunities. It will enable us to strengthen our competitiveness by securing long-term access to important raw materials, maintain and develop our supplier base, deepen our relationships with co-workers and customers, and increase productivity. It will help us to lead change in society. We believe that sustainability should not be a luxury that few can afford or that people should have to choose between design, function, quality, low price or sustainability. We will do our utmost to be the leader in sustainable, affordable life at home by inspiring and enabling customers to fulfil their needs and dreams at home. We will make more sustainable products and solutions affordable, widely available and exciting. We believe that this will benefit the environment and society and our customers - helping them save money, save time and feel good.

What we mean by People and Planet Positive: Sustainability at IKEA means ensuring environmental, economic and social well-being for today and tomorrow. It means meeting the needs of people and society, without compromising the ability of future generations to meet their needs – acting in the long-term interests of the many people and not just the few. It is about living within the limits of the planet and protecting the environment. It means promoting a strong, healthy, inclusive and just society where people can prosper and fulfil their potential. Across our integrated value chain, we contribute to improving the quality of life of people and communities and support a world that prospers within the limits of one planet. We are committed to good working conditions and respect for workers rights, to put more in than we take out, use resources with the utmost efficiency and turn waste into resources. We promote renewable energy, safe chemicals, responsible stewardship of forests, water and farmlands, and a fairer society that respects human rights. That is what we mean by people and planet positive. We will use sustainability as a driver of innovation and transformational change - from factory and farm, to store, to customers’ homes and all the way to our products’ end of life - and strive towards having a positive impact on people and the planet. As we deliver on this strategy, we will try new approaches, stretch ourselves and possibly make mistakes along the way. Nevertheless, we will do our best and we are committed to having a positive impact on people and the planet.

We work with three change drivers that will transform our business - making it more sustainable, driving growth, discovering new business opportunities and helping create a better everyday life for the many people: 1. Inspire and enable millions of customers to live a more sustainable life at home. Take the lead in developing and promoting products and solutions that help customers save or generate energy, reduce or sort waste, use less or recycle water: at the lowest possible price. 2. Strive for resource and energy independence. Securing long-term access to sustainable raw materials, having a positive impact on the communities where we source materials and using resources within the limits of the planet. Produce as much renewable energy as the energy we consume and drive energy efficiency throughout our value chain. 3. Take a lead in creating a better life for the people and communities impacted by our business. Further extend our code of conduct throughout our value chain; be a good neighbour, support human rights and act in the best interest of children.

Source: http://www.ikea.com/ms/en_CA/pdf/reports-downloads/sustainability-strategy-people-and-planet-positive.pdf

5. LafargeHolcim

LafargeHolcim is a global building materials company in the cement, concrete, and aggregates industry based in Switzerland.

Long-Term Vision: Our Ambition: We will lead through innovation and develop products, services and solutions with enhanced environmental and social performance. We will be a thought-leader in our sector and drive transformation along the construction value chain. We will identify, promote and reward the most progressive thinking in the construction industry via the LafargeHolcim Foundation for Sustainable Construction.

Our Target

We want to generate 1/3 of our revenue from our “2030 Solutions” – a portfolio of products and services with enhanced sustainability performance.

Climate Ambition

We will continue our mission to cut net CO2 emissions per tonne of cement. We will also help our customers avoid CO2 emissions being released from buildings and infrastructure throughout their entire life-cycle using our portfolio of sustainable products and services.

Circular Ambition

We will create more value from waste by transforming it into resources for all our production processes – providing sustainable waste treatment solutions. In urban areas, we will use construction and demolition waste to produce recycled aggregates.

Water Ambition

We will use less freshwater in all our business lines. We will give more water to communities and nature than we take in water-scarce areas. We want to demonstrate a global positive change to biodiversity in our mining sites. We will provide appropriate hygiene conditions of all workers on our sites.

People and Communities Ambition

We will further develop and provide affordable housing solutions for people who need it most. We will provide inclusive business models and education and health programs to support local communities' economic and social development. We will take a stand against corruption and bribery. We will promote and use responsible and sustainable business practices throughout our value chain. In particular, we will work for the universal respect of human rights. We will champion diversity in our sector. We will continue to put health and safety at the center of everything we do. Health and safety is LafargeHolcim's overarching value.

Why the Plan:

Population growth, resource scarcity, urbanization, climate change, housing needs: the social and environmental challenges the world is facing are more critical than ever. The COP21 Conference in Paris highlighted the need for urgent, effective and coordinated answers to these challenges. The construction sector has a role to play in providing collective solutions, from materials manufacturing processes and product development to building design and construction methods. As the building materials industry leader, LafargeHolcim has a responsibility, the scale and the geographic footprint to enable widespread, positive, global and local change in the construction sector. Building on a rich history, sustainability is part of who we are and how we want to do business. With the 2030 Plan, we turn this value into commitments to our partners and communities and, eventually, into business objectives. Our 2030 Plan will also help us adapt quicker to our fast-moving markets and drive our innovation. It will open a new stream of products and solutions, which will be relevant to our customers' and communities' needs.

Our 2030 Plan targets are supportive of UN "Sustainable Development Goals" for the planet. Our 2030 Plan sets a vision and defines the next steps in that direction. It sets quantitative targets related to our direct and indirect impacts over the whole life-cycle of our products and services.

Source: http://www.lafargeholcim.com/sites/lafargeholcim.com/files/atoms/files/lafargeholcim-the_2030_plan-leaflet.pdf p.5

6. Unilever

Unilever is a multi-national consumer goods company with headquarters in the Netherlands and UK.

Long-Term Vision: To grow our business, whilst decoupling our environmental footprint from our growth and increasing our positive social impact. Faced with the challenge of climate change and the need for human development, we want to move towards a world where everyone can live well and within the natural limits of the planet. That's why our purpose is 'to make sustainable living commonplace'.

The Unilever Sustainable Living Plan is our blueprint for achieving our vision. The Plan sets stretching targets, including how we source raw materials and how consumers use our brands. The scale of our ambition means that we are finding new ways to partner with others in business, government and society. We are living in a world where temperatures are rising, water shortages are more frequent, food supplies are increasingly scarce and the gap between rich and poor increasing. Populations are growing fast, making basic hygiene and sanitation even more of a challenge. At Unilever we can see how people the world over are already affected by these changes. And the changes will pose new challenges for us too, as commodity costs fluctuate, markets become unstable and raw materials harder to source.

We believe that business must be part of the solution. But to be so, business will have to change; there is not 'business as usual anymore'. Sustainable, equitable growth is the only acceptable business model. Our strategic vision is to double the size of our business while reducing our environmental footprint, and increasing our positive social impact. The Unilever Sustainable Living Plan, is our blueprint for sustainable business. We will achieve our vision through our Plan, which is helping us to decouple our growth from our environmental impact while increasing our positive social impact, driving profitable growth for our brands, saving costs and fueling innovation.

Source: <https://www.unilever.com/sustainable-living/the-sustainable-living-plan/>

7. Vancity Credit Union

Vancity is one of the largest community-based credit unions in the world, based in Canada.

Long-Term Vision: At Vancity, our vision is to redefine wealth.

Our vision requires us to think differently about wealth—to re-envision prosperity as something we can only achieve if we are surrounded by and connected to a vibrant, healthy community that is sustainable for the long term. While the traditional banking model focuses on increasing short-term profits for the benefit of shareholders, our vision focuses on meeting the long-term needs of our members and their communities.

Our vision calls on us to measure success in terms of how we contribute to the well-being of our members and their communities—not just financial well-being, but social and environmental well-being as well.

Our goal is to create positive member and community impact through all our operations—from how we make money to how we spend and invest it. We're committed to finding new and better ways to use all our resources, people and capital to create large-scale positive impacts.

This way of doing business differentiates us from traditional financial institutions. By redefining wealth, we are measuring our success in terms of the health and vitality of the community as a whole. By holding ourselves to higher standards of innovation, co-operation and accountability, we're helping to build a wealthier future for all.

Source: <https://www.vancity.com/AboutVancity/VisionAndValues/Vision/>

8. Mountain Equipment Co-op

MEC is a leading Canadian specialty outdoor retailer.

Long-Term Vision: Our Goal: We aspire to be the most viable, vibrant outdoor retail business in Canada. We want to bring about a future where Canadians of all ages, and especially our youth, play outdoors more often and in ever-increasing numbers; have access to a comprehensive, carefully nurtured network of parks, wilderness, and outdoor recreation areas; and have a deep-rooted connection to nature. We strive to continuously adopt and execute leading practices in environmental, social and economic sustainability, and set an example that inspires other organizations and individuals to do the same. In short, we want to leave the world better than we found it.

Our Core Purpose: We inspire and enable everyone to lead active outdoor lifestyles. We do that by selling outdoor gear, clothing and services. We match members with gear that suits their needs. But we offer more than products. We offer passion. We love to share our expertise, experience and enthusiasm. We're guided by our values: quality, integrity, co-operation, creativity, leadership, sustainability, stewardship, humanity and adventure.

Source: http://www.mec.ca/media/Images/pdf/annualreport/MEC_2015_AnnualReport_rev_v2_m56577569836610940.pdf