

# Social Sustainability Leadership: A Transformational Approach

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**Solutions for a Sustainable World**

# Context

- 9 billion people by 2050
- Top social risks:
  - Unsustainable population growth
  - Severe income disparity
  - Food and water scarcity
  - Chronic labour market imbalances
  - Mismanagement of population aging, immigration
  - Increasing obesity
- Lack of trust in business leaders



# Current state

- Health & safety (injuries & fatalities)
- Employee engagement, turnover, talent management
- Employee & supplier diversity
- Employee volunteerism
- Customer satisfaction
- Philanthropy/charitable causes



How Canadian  
TSX60 Companies  
Compensate  
Executives for  
**Sustainability  
Performance**

# Frameworks

- Social Progress Index
- Happy Planet Index
- Canadian Index of Well-being
- Well-being definition (NEF)
- Capitals model
- GRI 4 social categories
- ISO 26000 CSR standard
- Millennium Development Goals
- Shared Value





# Business case

- Employer of choice, engagement
- Reduce turnover & absenteeism
- Enhance reputation & brand
- Grow market share
- Social license to operate
- Improve community relations
- Positive government relations
- Manage risk
- New business opportunities



# Social business model

- Build social value into core purpose & business strategies
- Whole of enterprise approach
- Internalize the social costs of production and leverage resources & capacities for social good
- Use sphere of influence





# IS YOUR COMPANY TRANSFORMATIONAL?







## Sustainable and Restorative Products and Services



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### Sustainable Purpose

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### Sustainable Customer Offerings

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### Solutions-Oriented

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## Value Chain Engagement for Sustainability



Long-Term Vision



Employee Engagement



Inclusive Business



Value-Chain Influence



## Industry Collaboration on Sustainable Solutions



Customer Engagement



Industry Standards



Multi-Stakeholder  
Collaboration



Public Engagement



Public Policy Advocacy

# Transformational Social Sustainability Continuum

Stage & Type	1.0 Philanthropic Business	2.0 Engaged Business	3.0 Inclusive Business	4.0 Transformational Business
<b>Focus</b>	Philanthropy	Strategic community investment	Functions, products & services	Core business
<b>Activity</b>	Ad hoc Donations Reactive	CI vision Grants, volunteering & in kind Goals & targets	CSR vision Core competencies & assets Whole of enterprise model	Business purpose Mission Corporate strategy
<b>Participation</b>	Community relations	+ Strategy + Partners	+ Functions	+ Multi-stakeholder + Industry
<b>Timeline</b>	< 1 year	Multi-year	Medium term	Long term

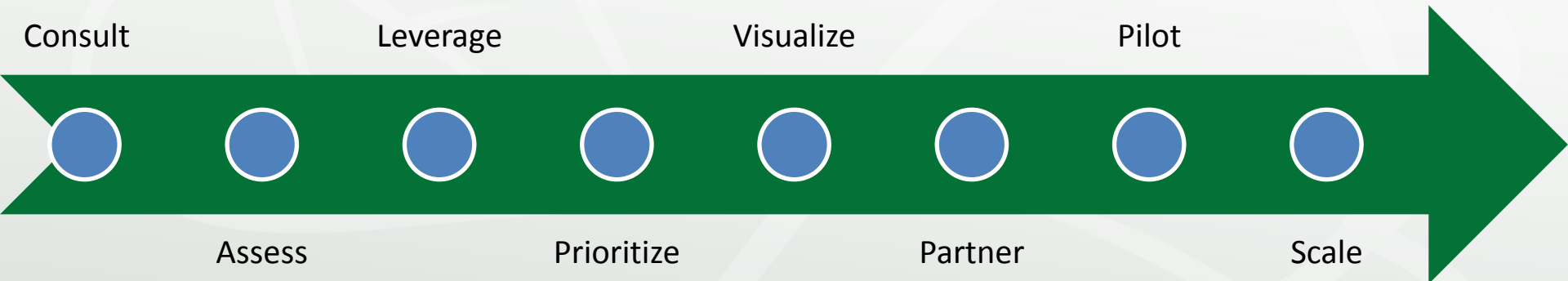
**Impact**

<http://tinyurl.com/muj6qxt>

# How-To



# Developing your strategic approach





# Resources

## **Social Sustainability Roadmap**

(Strandberg Consulting)

<http://corostrandberg.com/publications/csr-as-a-poverty-reduction-strategy-discussion>

## **Shaping the Future: Solving Social Problems through Business Strategy**

(Committee Encouraging Corporate Philanthropy)

## **New Paths to Performance: Strategic Social Investment and Philanthropy**

(UN Global Compact)

<http://www.unglobalcompact.org/resources/174>





- Community-Government-Business model transformed
- Social enterprise reveals viability of social purpose business model & competes with traditional business
- Social enterprise becomes a source of innovation for firms

# Key message

- Beyond minimizing negative impacts and philanthropy
- To solutions generation through core business and corporate strategy



# Questions

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**Thank you!**



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