



Clean up capitalism  
Kevin Brady speaks  
on the Clean 16



Corporate citizenship  
What this means for  
communities

MEDIA  
PLANET

December 2011

# CORPORATE CITIZENS

3  
TIPS  
MAXIMIZE  
CORPORATE  
RESPONSIBILITY,  
CITIZENSHIP AND  
SUCCESS



## CANADIAN PIONEERS OF RESPONSIBLE BUSINESS

Combining corporate responsibility with community partnerships  
for sustainable business in a more integrated Canada

PHOTO: WOMEN'S EXECUTIVE NETWORK

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# CHALLENGES



## Reflecting on challenges, discovering opportunities: Corporate Canada's chance to pave the way for a more responsible and prosperous planet for all.

# Proving our commitment

Corporate Social Responsibility (CSR) is about a company's commitment to integrating social and environmental sustainability into their operations.

It is about returning a profit to shareholders while recognizing the interests of stakeholders, including customers, business partners, local communities, the environment and employees.

The CSR discussion in Canada began over a decade ago, driven mostly by reputational and regulation risks, and has evolved into a more complex debate driven by rapidly increasing population, diminishing resources, effects of changing climate, and health impacts of polluted air and water. In order to deal with these new challenges, the CSR debate has evolved from businesses managing risk to the new role business must play in transitioning to integrating positive environmental, social and community impact into their profit generating programs.

There are three factors driving this evolution from doing less bad to harvesting the power of corporations as tools of positive impact, leading to new expectations and corresponding engagement and disclosure from corporations.

■ **Globalization:** The world economy is transitioning and realigning at an unprecedented scale. Many companies operate in a world where the value chain is global in its reach. An organization's actions have a far-reaching impact on communities and ecosystems. Likewise organizations

are impacted by activities occurring beyond their control. There is always risk associated with the uncertainty, but also opportunities for wider reaching impact.

■ **Technology:** Exponentially increasing access to information through monitoring, sharing and crowd sourcing tools. This creates a keener sense of awareness of corporate impact, and is driving CSR to a whole new level of transparency, accountability and a requirement for action.

■ **Lack of government intervention:** The paradigm of the state or government as sole regulator is diminishing. Companies, NGOs and community groups are becoming primary drivers of sustainability through innovation, strategic partnerships and advocacy.

For almost a decade, CCSR has been gathering industry and thought leaders to explore CSR issues of importance to corporate Canada. A few months ago, the CSR community gathered at CCSR's 9th Annual Summit to explore the roles, responsibilities, and perceptions of Canadian businesses outside of Canada's borders. The panels and attendees discussed the need for business to go beyond returning a profit to shareholders; and actions required to respond to the challenge of managing, mitigating and improving environmental and social impact for Canada to lead in the 21st century.

Historically, Canada was seen as a problem-solver and a leader on the world stage. Today, our environmental and social performance has come under scrutiny and criticism from the



**Rob Moore**  
Interim President & CEO,  
Canadian Business for Social Responsibility

### WHY CSR?

#### Lorum ipsum dolor

CSR is a driver of overall firm financial performance, both from risk and opportunity perspectives, including:

- Increased ability to attract and retain employees
- Increased customer loyalty and sales, through commitment to quality and sustainability of the business and planet
- Enhanced societal reputation through transparency, strong stakeholder engagement and citizenship
- Reduced operating costs and competitive advantage through environmental strategies and improvements
- Encouragement of innovation and collaboration internally and externally for business advantage
- Integration into governance practices to improve external disclosure, accountability and risk identification and management

international community—from the Keystone XL pipeline; our decision to withdraw from Kyoto; or the local impact of an individual company's operations in other parts of the world.

The message was clear. We need big ideas and strategic partnerships that will yield a major environmental and/or social innovation in the next 10 years. The following main themes emerged:

- The need to foster innovation and provide funding for entrepreneurs is critical for generating solutions to address today's complex problems.
- Large scale, transparent and strategic partnerships between government, corporations, NGOs and communities.
- Building capacity in developing nations on the individual, institutional and community levels to create a social license to operate and a lasting positive impact.
- Effective corporate leaders who take responsibility and have courage and commitment to engage in difficult conversations.

Canadian business has an opportunity to play a leadership role on the world stage when it comes to environmental and social performance. Canadian diplomatic and pragmatic values and perspectives are welcomed internationally. Now we need to lead the conversation on solving global problems collaboratively, leverage the transformative capabilities of private enterprise and have the courage to take bold steps.

**ROB MOORE**

editorial@mediaplanet.com

# The business case for CSR

**Corporate responsibility is increasingly a core component of many companies' overall business strategy.**

In industrial sectors such as mining and metals, forestry, building and construction, retail, apparel and food and beverage, it is rare to encounter an executive that does not think that clearly demonstrating environmental stewardship and social responsibility is a good idea. As recently as 2005 however, proponents of corporate responsibility struggled to engage the mainstream business community on the value of integrating environmental, social and governance considerations into business decision-making processes.

### Recognizing unprecedented value

Fortunately, two major business events occurred that shifted corporate responsibility from a nice to have, to a must-have component of business strategy and performance.

The first was the launch of GE's



"Firms that were initially reacting to narrow market forces began to discover what a CR program meant for their firm."

**Kevin Brady**  
Founder, Five Winds Strategic Consulting

"Ecoimagination" program in 2005. The second, and perhaps more influential event, was Wal-Mart's efforts, announced in 2006, to improve the environmental and social performance of its supply chain. If you were a company CEO working with GE or Wal-Mart, demonstrating how you managed energy and climate issues, contributed to communities, evaluated the resources you sourced, reduced waste and improved efficiency became a core focus of you and your management team.

### Following suit

When two of the largest companies in the world started integrating corporate

responsibility into their business strategy, supply chain programs, product development processes, and marketing strategies, making the business case for corporate responsibility got a whole lot easier. After the GE and Wal-Mart initiatives were launched, phone calls and emails poured in to our firm, Five Winds Strategic Consulting from companies who had never seriously considered corporate responsibility as important for their business success. Firms that were initially reacting to narrow market forces began to discover what a CR program meant for their firm.

### A constant evolution

The sources of business value from corporate responsibility efforts are both tangible and intangible. Measureable benefits come from many areas: from making products with fewer materials, less energy and pollution to instituting supplier screening processes that help improve quality and avoid supply disruptions. A key intangible benefit is attracting and retaining top talent. More and more MBAs, Engineers and scientists want to work for firms that demonstrate a strong CR commitment. Being a leader in CR also attracts a better quality of suppliers and joint venture partners.

Over the last decade corporate responsibility has evolved from legal compliance and social philanthropy to a core component of modern business strategy. It is an opportunity to gain a better understanding of your business and value chain, improve your ability to identify risks and opportunities, drive your performance and succeed in the marketplace.

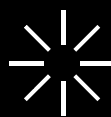
**KEVIN BRADY**

editorial@mediaplanet.com

TIP

1

INVEST IN  
EFFICIENCY  
AND COST  
REDUCTION  
STRATEGIES



WE RECOMMEND



PAGE 5

**Exploring a flawed paradigm**  
Why CSR in the traditional sense is an outdated model.

"Almost every global mega-trend tells us that without a radical transformation of the way we conduct business, a wide variety of risks and pressures will continue to harm profitability across the board."

**Green your fleet** p. 5  
How the environment factors into CSR.

**Corporate governance** p. 7  
Inclusion and fair compensation contribute to sustainable business success.

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Responsible for this issue:

**Publisher:** Tyra Bouhamdan  
tyra.bouhamdan@mediaplanet.com

**Designer:** Penelope Graham  
penelope.graham@mediaplanet.com

**Contributors:** Kevin Brady, Al Hatton, Eric Mallia, Bruce McDonald, Rob Moore, Chad Park, Pauleanna Reid

**Photo Credit:** All images are from iStock.com unless otherwise accredited.

**Managing Director:** Gustav Aspegren  
gustav.aspegren@mediaplanet.com  
**Business Developer:** Chris Vassallo  
chris.vassallo@mediaplanet.com

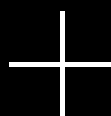
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DON'T MISS



Finding the value

**Best face forward**

1 Protecting and improving corporate and brand reputation.

**Best practices**

2 Exposing efficiency and cost reduction opportunities.



# INSPIRATION



SHOWING SUPPORT

## Making the most of mentorship

✦ "Dan and Gabriel each learn a lesson in patience, perseverance, good humour, and mutual respect, all cleverly disguised as an average-looking game of Ping-Pong!"

PHOTO: BIG BROTHERS BIG SISTERS



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**MOGGEY  
CLOTHING**





# INSPIRATION

TIP

2

EXPLORE DIFFERENT AVENUES OF COMMUNITY GIVING



**POWER MEETING**  
Jeffery poses with the WXN 2011 group.  
Bottom: The gala audience.  
PHOTOS: WXN

**Question:** How does Pamela Jeffery influence women in leadership on a global scale?

**Answer:** Through the Women’s Executive Network, she proves that the secret ingredient is in the pursuit of excellence.

# Breaking through the glass ceiling

## HOW I MADE IT

**Pamela Jeffery has always been a natural connector and leader, but it wasn’t until 1997, when she embraced a golden opportunity, that her vision developed into the Women’s Executive Network (WXN).**

Jeffery has created an organization where a community of female leaders within private, public and not-for-profit sectors can be lifted, motivated and inspired alongside over 15,000 others alike. Not only is WXN Canada’s leading organization dedicated to the advancement and recognition of women in leadership roles, but it is also the driving force behind the prestigious Canada’s Top 100 Most Powerful Women Awards, which launched in 2003. “The idea started because I was meeting and learning from these top leaders who were completely unrecognized, so I created the awards to give confidence to this generation of women in management roles and to show the next generation of Canadian women what is possible,” says Jeffery.

### Break through the glass ceiling

Women’s advancement is important now more than ever because of an extremely competitive business environment. According to Catalyst, a nonprofit organization dedicated to researching opportunities for women and business, companies with both women and men at the executive table are poised to achieve



**Pamela Jeffery**  
Founder, Women’s Executive Network

“The idea started because I was meeting and learning from these top leaders who were completely unrecognized...”

sustainable big wins for the company and society. Corporations are also advised to implement corporate social responsibility into their human resource measures so that the talent pool is embraced regardless of gender. “When organizations pick the best individuals for both women and men, instead of reaching deeper into the male talent pool, these progressive steps forward helps organizations compete better and increase shareholder value,” Jeffery states. There are a significant number of women coming into the workplace with professional degrees and it’s essential that they grow in an environment where performance is celebrated and

rewarded regardless of whether that performance is delivered by men or women.

### Reach for what you deserve

Nonetheless, although there has been a link between commitment to gender-inclusive leadership and corporate sustainability, women still face many invisible barriers, which hinder personal and professional development. “There is often a bias against women moving into more senior roles within the workplace. WXN recommends overcoming this challenge by having regular performance reviews and ensuring they incorporate objectives measures, so that

the review will be analyzed based on performance,” suggests Jeffery who believes that this precaution is best for both men and women. Organizations should showcase their intellect by utilizing the emerging generation of leaders while continuing to make room for the best talent. When leaders are gender diverse, it makes good business sense.

### Network your way to the top

Pamela Jeffery is familiar with this territory and remains dedicated to spreading her astuteness to women across the globe. In 2008, WXN launched in Ireland to fulfill its mission to create an international

community of female leaders. With undeniable drive and passion, it is evident that Jeffery’s extraordinary networking ability is the fuel behind her success. “It’s very important that women take a page out of a man’s book. Men have always done a very good job of networking, that’s why it’s called ‘the old boy’s club’. The WXN exists to help women expand their network because networking is a very important part of professional and personal success,” she advises. Through a national breakfast series hosted by the WXN, members and their guests receive the exclusive opportunity to hear directly from top leaders and enlarge their networking talents in an intimate setting of no more than one hundred and fifty women. The key here is to follow the footsteps that other inspirational women have left behind because their hurdles and triumphs are applicable to everyday life.

PAULEANNA REID  
editorial@mediaplanet.com

## PROFILE

### The WXN effect

- **Gender-inclusive leadership** both in the boardroom and at the executive table, contribute to long term health of a company.
- **Having more women leaders** in the workplace is correlated with higher levels of philanthropy.
- **Spotlighting gender issues** often positions an organization for sustained growth.





SPOTLIGHT



TOP 100  
STANDOUTS



Arlene I. Ponting, Ph.D

- **Position:** Chief Executive Officer, Science Alberta Foundation
- **Recipient of:** 2011 WXN Top 100 Most Powerful Women in Canada
- **Organization:** Science Alberta Foundation (SAF) is a high-performance, award-winning non-profit organization that was founded on the principle of meaningful collaboration with individuals, institutions and communities.
- SAF provides over 800,000 science learning experiences to children and youth in Alberta, Canada and internationally.
- **How she does it:** Works with a staff of 80 percent women which results in more collaboration and dialogue.
- Strongly believes that corporate responsibility with respect to community investment often must align with the business needs of the corporation and invest in the communities where business is conducted to support the business goals.

Valerie Mann

- **Position:** Group Leader and Partner, Lawson Lundell LLP
- **Recipient of:** 2011 WXN Top 100 Most Powerful Women in Canada.
- **Organization:** Recognized for technology law as one of the best lawyers in Canada, also having obtained a Bachelour of Commerce degree.
- **How she does it:** supports the idea of tapping into the talent pool of women who are highly educated and ambitious and believes that corporations should support, encourage and sponsor that talent into senior ranks to enhance their career advancement.
- Encourages more diversity in decision-making positions which results in a broader range of initiatives.
- Fifty percent of law school graduates are women, and a major challenge is to make sure that women are represented in the partner ranks. Much of that work relates to ensuring flexibility and encouraging the best and the brightest, by providing the best work available to women to give them an opportunity to advance in their careers.

Chad Park

Executive Director, The Natural Step Canada

INSIGHT

How can organizations create a strategy and action plan to generate ROI while **increasing their CSR efforts?**

Exploring a flawed paradigm

Corporate social responsibility (CSR) is outdated and counter-productive to successful enterprise and the global sustainability imperative.

CSR encourages us to incorporate environmental and social considerations into a business-as-usual scenario. This is the triple-bottom-line approach and is often depicted with three overlapping circles representing economy, society, and environment. This is a flawed paradigm.

**Tips for integrating sustainability into corporate strategy:**

- Develop an organizational sustainability vision based on sustainability principles.
- Determine the gap between full sustainability and your organization's current state.
- Create a strategy and action plan to generate ROI, while moving toward your vision of sustainability.

In fact, economy, society, and environment are not three equal parts, but function like nested eggs. The economy occurs within human society, which in turn exists within the natural environment. The natural capital provided by the Earth sustains everything that exists within it. Accordingly, almost every global mega-trend tells us that without a radical transformation of the way we conduct business, a wide variety of risks and pressures will continue to harm profitability across the board.

Speaking metaphorically, the car we are driving is heading toward a cliff. By adopting CSR in its current form, we are softly applying the brakes and

only buying ourselves a little more time. In this scenario, going over the cliff is inevitable and simply a matter of time.

Instead, we should be focused on turning the car around.

**Addressing the right issues**

Most companies continue to ask themselves: "Based on our business plan, what should our CSR strategy be?" But to succeed in the future, businesses must instead ask: "In light of the global sustainability imperative, what should our business plan be?" Massive opportunities await the organizations that come to grips with the root causes of unsustainability and design them out of their businesses.

Companies like Nike, Interface, and The Co-operators are leading the way with sustainability as a mobilizing corporate strategy, increasing their

profits, while generating substantial goodwill, and laying the foundation to be relevant in a sustainable future. The leaders in corporate sustainability will thrive as the operating environment inevitably becomes more difficult, leaving the laggards to perish in their wake.

We need to collectively acknowledge that we aren't doing nearly enough to succeed in the rapidly changing economy of the 21st century, nor enough to create a society that thrives without drawing down our life-giving natural capital.

Incremental improvements are not enough. We are in need of transformational change. Now is the time for Canadian businesses to exit the highway of unsustainability and chart a new course.

DON'T MISS!

**Eric Mallia**  
Business Manager at FleetCarma, a consulting firm that works with fleets to make total cost of ownership calculations simple and accurate.

Taking the green approach

**According to a recent industry survey, 81 percent of companies expect to purchase more efficient vehicles for their fleets in the future. This finding recognizes several truths. First, more efficient vehicle technologies, particularly electric vehicles, are being developed by automotive manufacturers to meet tougher regulations.**

By 2025, current mandates in North America will require the automotive industry to produce vehicles that are twice as efficient as they are today. Second, companies understand that being responsible corporate citizens means being committed to reducing waste in all areas of their operations. Greening their fleets is a part of that commitment and in many cases is a smart way to make a significant difference.

**Environmental benefits of fleet electrification**

In Canada, the environmental benefits of fleet electrification are quite compelling. Since approximately 60 percent of the electricity generated in the country comes from renewable sources, Canada has one of the cleanest electricity systems in the world. This translates to substantial reductions in greenhouse gas emissions when shifting vehicle technologies from internal combustion of gasoline to grid-enabled vehicles.

“Approximately 60 percent of the electricity generated in the country comes from renewable sources. Canada has one of the cleanest electricity systems in the world.”

**Evaluating the cost savings**

Seeing the business case for electric vehicles has been challenging for some companies due to the uncertainty associated with their real-world operational costs. The concern is a valid one because the acquisition costs of these vehicles are higher and their efficiency gains vary considerably depending on operating conditions. However, companies committed to greening their fleets are working with analysts to gather data from their current vehicles to simulate what they would pay to operate the more efficient alternative—before they commit to the capital costs. The process is called reliable cost of ownership forecasting and it takes the guess work out of determining the potential cost savings by going green with electric vehicles.



SPOTLIGHT

THE PHILANTHROPIC FILE

A look at investment, sponsorship and support

Big Brothers Big Sisters

More than a decade of research by the Harvard School of Business and others shows an ever-growing trend in stakeholder expectations of corporate social and environmental support.

Through strategic community investment, every business has an opportunity to not only make a measurable and meaningful social impact, but it has also has a direct opportunity to impact its own business.

People want to work for, and purchase from, companies that are socially responsible. A commitment to strategic social responsibility gives a company the opportunity to increase productivity, recruit and retain greater talent, enhance its corporate culture, increase customer loyalty and satisfaction, and build overall brand equity.

Big Brothers Big Sisters could not continue without such corporate partners, who are willing to roll up their sleeves with us on the front lines, to effect positive social change, community by community. Front-line employee engagement by corporate partners, like the



Canadian Western Bank Group, in generating critical funding support for Big Brothers Big Sisters, has allowed us to recruit or retain the professional case-work staff upon which our entire organization depends. These staff ensure our provision of safe and effective, well trained, volunteer mentors to guide young Canadians who need it the very most.

Making a difference

Big Brothers Big Sisters has been repairing and improving the social and economic fabric of local Canadian society, one child at a time, for nearly a century. We provide caring volunteer mentors to children in over 1,000 Canadian communities. Presently, we are providing a “Big Brother” or a “Big Sister” to over 33,500 children each year. Historically, we have provided over 432,000 mentors to over 472,000 young Canadians.

Our measurable impacts include significant decreases in risky-behaviour, reduced violence, reduced drug and alcohol use, reduced bullying, and significant increases in positive civic engagement, school completion, and enrolment in post-secondary education.

Funding from our partners allows us to recruit professional case-work staff, such that we may continue to uphold our critical standards for training and child-safety. The ongoing support of these staff, particularly during “the difficult” teen years, ensures that mentoring matches go the distance, often resulting in highly successful life-long relationships.

BRUCE McDONALD  
President & CEO

Big Brothers Big Sisters of Canada  
editorial@mediaplanet.com

United Way Centraide

United Way Centraide is a national volunteer-led non-profit organization. Across Canada, over 100 United Ways Centraides raise money and allocate funds to support their local communities.

Our mission is to improve lives and build community by engaging individuals and mobilizing collective action. We focus our work on helping to move people from poverty to possibility; building healthy people and strong communities; and ensuring kids be all they can be.

Corporations are critical for us to be successful in our work. Much of our resources come from employee campaigns, which are possible because of our support from corporations and labour unions across the country. The corporations that work with us are in engaging employees help raise resources, volunteer for Centraide, and



become advocates of our work in Canada and around the world.

Over the years, we have also engaged corporate leaders and their employees to lend their skills in our Days of Caring, on our boards, committees and citizen panels, and in many other ways to advance our work in the community.

A helping hand

Our relationships with corporations both benefit United Way Centraide and provide opportunities for corporations to exercise their corporate social responsibility. There is a growing movement called “shared value,” where corporations work with community organizations, including United Ways Centraides, to develop products and services which advance social and environmental objectives in communities.

In our vision, it will take all community stakeholders, including corporations, governments, academia, community agencies and citizens, to work together to solve the most critical issues faced by communities, both in Canada and around the world. We are proud to partner with corporations as we face these issues and make fundamental changes to improve community conditions.

For more information, visit  
www.unitedway.ca.

AL HATTON  
President & CEO

United Way Centraide Canada  
editorial@mediaplanet.com

A return that's measured in dollars

AND BRIGHT FUTURES

The Greater Interest GIC, offered each Fall, gives our clients an opportunity to demonstrate support for their local community while also strengthening their own financial future.

For every dollar invested, Canadian Western Bank makes a corporate donation of 1/8% to Big Brothers Big Sisters organizations across Canada.

On behalf of Canadian Western Bank and Big Brothers Big Sisters, thank you to those who chose to invest.

TOTAL 2011 DONATION

\$216,246

www.greaterinterest.ca

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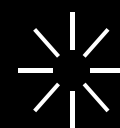
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## Valerie Mann



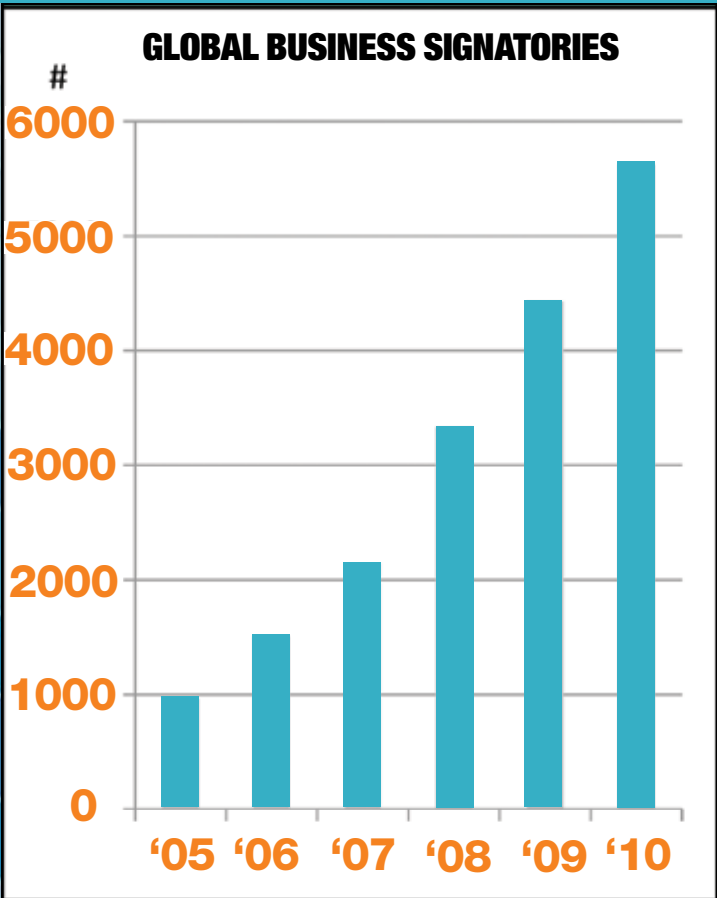
# AN ECONOMIC FOCUS

INSIGHT

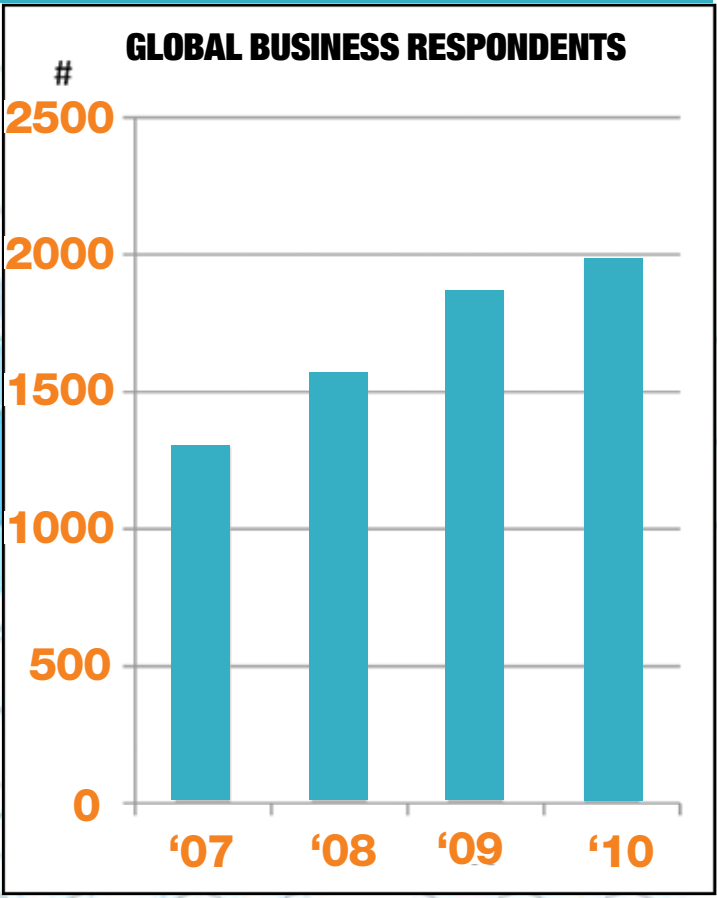
## INDICATORS THAT CSR IS GAINING MOMENTUM

1. GLOBALLY, THERE HAS BEEN A SIGNIFICANT UP-TAKE IN CSR INITIATIVES

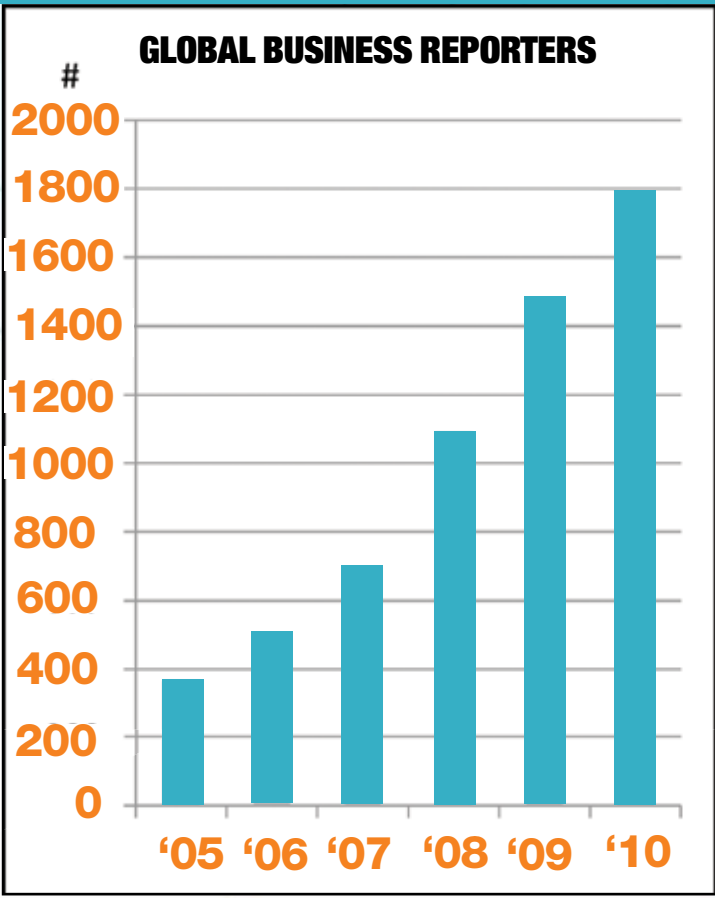
UNITED NATIONS GLOBAL COMPACT SIGNATORIES ARE INCREASING



CARBON DISCLOSURE PROJECT RESPONDENTS ARE INCREASING



GLOBAL REPORTING INITIATIVE REPORTERS ARE INCREASING



2. CANADIAN DATA SHOWS A SIMILAR GROWING MOMENTUM

Source: United Nations Global Compact—2011, Carbon Disclosure Project—2011, Global Reporting Initiatives—2011

3. THE EFFECTS OF SUSTAINABLE PRACTICES CONTINUE TO BE FELT IN THE ECONOMY

## THE SUSTAINABILITY FACTOR

