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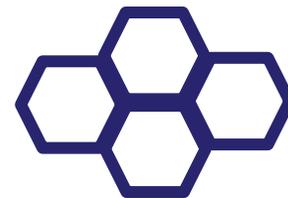
CHRIS COULTER

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# THE SUSTAINABLE BUSINESS HANDBOOK

*A guide to becoming more innovative, resilient and successful*





# SPEAKERS



**David Grayson**  
*Professor Emeritus  
Cranfield School  
of Management*



**Chris Coulter**  
*CEO  
GlobeScan*

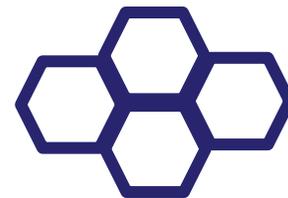


**Mark Lee**  
*Director  
The SustainAbility  
Institute by ERM*



**Pia Heidenmark Cook**  
*Independent Board  
Director, Senior Advisor,  
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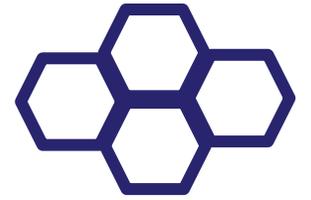
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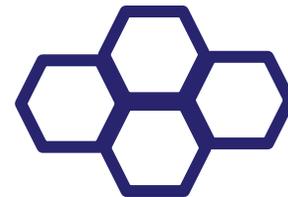
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# CASE STUDIES





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# GROUP CHAT TRANSCRIPT



**The webinar prompted a wonderful and engaging conversation within the group chat window amongst the attendees and speakers. Below is the complete timestamped transcript:**

00:12:19 | Mike Barry: Great to imagine this book being sent by a large company to all of its 1000s of suppliers and business partners

00:12:57 | Sue Garrard: Lovely idea. And... all the companies cited in the book to do the same to their supplier base

00:13:56 | Mike Barry: Biz case critical Tesla disrupts ICE goes from \$50bn valuation to \$1 trn in 5 years. Food, fashion, finance, infrastructure etc disrupted just as dramatically in next decade

00:14:34 | Mike Barry: indeed Sue, positive pyramid selling!

00:14:46 | Mark Lee: So agree, Sue -- this scales / succeeds if it moves through company value chains.

00:15:21 | Mike Barry: e-book version s crucial as is translation into multiple languages!

00:16:11 | Bob Willard: It would also help if the large company gave preferential treatment to suppliers that are more sustainable than their competitors. That is, they make it matter.

00:16:52 | Mark Lee: Agree @Mike Barry -- e book already out there, and translations pending, which we hope will help cascade this info through company supply chains / value chains.

00:16:53 | David Grayson: Yes, @Mike Barry: we are keen to work with any companies, foundations etc that might help us to support a foreign language edition eg for Spanish speaking market or Portuguese for Brazil etc

00:17:03 | Mike Barry: Great to see Timpson there - too many companies ignore ambition for the S of ESG - need the same moonshot for people for people as we are striving for with Net Zero for climate. Timpson are incredibly human centric at a very local, day-t0-day level

00:18:24 | David Grayson: Agree, Mike: Timpson is a great UK retail example of giving people with a criminal record a second chance for a job

00:19:23 | Louise Third: So how will you re-engineer this process and the message for the micro and small business owner and Board? Persuasion through measurement stats will be valuable - as well as training / mentoring for the smaller owner.

00:19:35 | Mike Barry: Keyvan made a great point on culture, need a 'big' corporate biz case but every person in a company needs their own 'personal case' too

00:19:54 | David Bent-Hazelwood: @Mike and @Mark — more than distributing copies, there is a potential e-learning offering (perhaps for companies or supply chains) which really embeds the book. Perhaps over a year, as companies move on their sustainability journey.

00:21:20 | Mike Barry: KoAnn points well made companies that transform will be ones who line up seamlessly all 13 pf the chapters of the book!

00:21:32 | David Grayson: Thanks for question, Louise: I hope we might work with people experienced in what small business owners need, to produce a version of the handbook for them

00:23:09 | Mike Barry: Louise this is why scope 3 engagement is so important - SMEs need a reason to engage with sustainability, knowing its key to your key customers is really galvanizing especially when supported by practical mentoring, guidance and support on 'how to do'!

00:24:00 | David Bent-Hazelwood: Just to let the authors know, I've been using my early copy in my teaching on business and innovation module in a Masters at the UCL Institute for Sustainable Resources. Thanks to David G for an early sighting.

00:25:02 | Sue Garrard: I wonder if it would be worth approaching the IoD and Chambers of Commerce as part of this small business question?

00:25:08 | Mike Barry: The book will work down through tiers 1-3 in supply chains but when we get to smallholders and farmers we need a further practical, hand on approach too

00:25:34 | Geanne van Arkel: Looking forward to reading the book!

00:25:47 | Mike Barry: Sue yes to Chambers, CBI, IOD etc

00:26:28 | Sue Garrard: Yes, and also critical to think about the supply chain partners in Asian and other markets - not just translated versions, but maybe also a few small video thumbnails of companies who want to work with their supply chain partners

00:26:37 | Mark Spears: Another wonderful trend apparent is the willingness of individuals, organizations and companies to share their experiences, both the successes and failures. Not always the case twenty plus years ago when many companies starting out kept their work and issues closely held. It truly takes a village, and those like Mark, Chris and David to encourage conversation and sharing best practices and a sense of the possible.

00:27:19 | Mike Barry: Sabine great point - digital tools can track and trace and support 10000s of suppliers producing billions of items in a way that pen, paper, spreadsheet and abacus never could!

00:28:05 | Mike Barry: take to LinkedIn too to shape an online learning and sharing experience for millions of people

00:28:33 | Chris Coulter: Thank you Sue. I am in awe of the generosity of our community.

00:29:08 | David Grayson: Yes Sue: the handbook is based on collective wisdom of so many friends and colleagues which we are enormously grateful

00:30:54 | Mike Barry: Sue good point on SME bandwidth - SME almost more like individual citizens grappling with enormous short term challenges rather than like global titian corporates who move on a different plane! they need to see a short term, local and immediate business case supported by super practical, real case studies

00:32:09 | Chris Coulter: Thank you for your lovely and kind comments, Sue!

00:33:25 | Louise Third: To reach a broad smaller business audience could you attract a well-known/respected entrepreneur leading in this area? I hesitate to use the term celebrity but influencers do make a difference in campaigns.

00:33:43 | Mark Lee: Echo that, Sue! So well said. I hope to build on what your comments before this is over.'

00:34:58 | Gil Friend: Agree @Mike Barry. That supply chain distribution pyramid was what we had hoped with The Truth About Green Business 13 (!) years ago, but the readiness was there...and we weren't as smart as these guys!!

00:34:59 | Robin Miller: Here's where you can buy via Kogan Page:  
<https://www.koganpage.com/product/the-sustainable-business-handbook-9781398604049>

00:35:13 | Isabelle Cheng: Just a note to say that if you buy a print copy through the Kogan Page website, you also get a free ebook copy

00:35:22 | David Grayson: And Kogan Page are offering a 20% discount off the cover price: use code "FBM20"

00:35:31 | Michael Smith: SMEs that are going B Corp route are taking a more integrated approach, leapfrogging on purpose. Also the B Corp brand / subsidiaries of multinationals are positively accelerating things for their parent corps. Happy to share more insights with anyone who's interested.

00:35:46 | Unnur Kristinsdottir: The G20 Leaders and the Financial Stability Board have both welcomed the IFRS Foundation's work programme to develop global baseline standards for sustainability disclosures. How do you foresee the IFRS standards for ESG that are now being developed affecting businesses and bringing change?

00:36:17 | Mark Harper: @mike Barry, great point re. translation is key especially considering the global nature of supply chains

00:36:36 | Rob Cameron: Not everyone knows yet they need to read it. But they do. Missed a trick Retitle the next edition - The Successful Business Handbook. EVERY business wants to succeed.

00:36:58 | Mike Barry: point well made Michael - BCorp brilliant endpoint but millions of companies need a ladder (via this type of book) to get there

00:37:08 | Sara Cunha: Thank you very much for the link and the discount code

00:37:51 | Geanne van Arkel: That would be great David and some slides!

00:39:26 | Lambert fadzai Gwenhure: Greetings from Zimbabwe

00:39:29 | Gil Friend: Agree @Mike Barry. That's what we were hoping for with The Truth About Green Business (and the Green Business Field Guide) some 13 (!) years ago, but the readiness wasn't there...and we weren't as smart as these guys!

00:39:58 | Sue Garrard: This is SUCH AN IMPORTANT POINT by Mike on driving suppliers mad

00:40:00 | Louise Third: Are you working closely with BCorp?

00:40:01 | John Novinson: Please think of large Public Interest Groups like the US Conference of Mayors, International City/County Managers Association, National League of Cities. National Governors Association all of which have National and Regional Conferences and local links that can be multipliers.

00:40:43 | David Bent-Hazelwood: QUESTION: where do you think practices and methods are moving the fastest (and will go out of date first!)?

00:41:35 | Michael Smith: Hi Mike, yes I'm all for ladders and very much appreciate the Handbook helping more folks getting started and getting further faster. Both B Impact Assessment and EcoVadis are helpful tools for SMEs / suppliers ladder up.

00:42:31 | David Bent-Hazelwood: QUESTION: what would be different about the book if it was written after yesterday's IPCC report on impact, and that we are currently missing the "brief and rapidly closing window of opportunity to secure a liveable and sustainable future for all"?

00:43:02 | Mike Barry: Gil you were there early, a true pioneer but as John O'Brien noted the timing wasn't right. But so much of what you saw then is relevant still!

00:43:02 | David Grayson: Great question David B about what will change fastest? I hope we will get more practical examples to tighten the definition of steps in each chapter

00:45:42 | Nick Tosto: What should be the sustainability priorities for a software company with no physical products and a (relatively) small carbon footprint? The quintessential examples usually relate to resource usage and supply chains but those don't necessarily apply to our company which is just starting down our path towards going net zero.

00:46:08 | Gil Friend: QUESTION: Current events are reviving a big jump in interest in getting off fossil fuels. What do you see as the key steps for \_companies\_ to take to drive that \_fast\_? 5-15 years, not 20-30.

00:46:12 | Bob Willard: While we await the harmonization of various sustainability frameworks, the Basic Sustainability Assessment tool (BSAT) might be of helpful (<https://tinyurl.com/pyseh4ju>). BSAT is a comprehensive, SME-friendly, generic, science-based, free, open-source Excel workbook that enables an organization to self-assess its sustainability performance. It uses only 20 questions to generate scores for the organization on all the core ESG issues, scores on all the SDGs, and scores on the organization's impacts on the three non-financial capitals.

00:46:47 | Kevin Hagen: great point - I spend 90% of my effort helping folks "earn" the carrot..

00:46:54 | Franziska Raedeker: +1 on Gil's question re fast exit from fossil fuels

00:46:56 | Mike Barry: Nick 2 thoughts 1. is the S of ESG - how are you gathering, storing and using people's data 2. What can you do to help your clients manage their ESG issues through your tech capability

00:48:26 | Franziska Raedeker: Looking forward to the new sample stories and transferable learnings around regenerative, redistributive strategies.

00:49:05 | Louise Third: My clients (mostly university business schools) now respect my policy NOT to fly to deliver a 2 hour workshop. I have been just as effective online.

00:49:30 | Brandon Bell: Audiobook version please! :)

00:49:41 | Sonia Ruiz: That's a great point, David. Materiality is totally underrated as a strategic tool. Hope that double materiality helps to make the process more participatory and assists in shaping the right sustainability culture in companies

00:49:58 | Mike Barry: Gil right now from Europe to USA to China you are wondering about the resilience and security of global fossil fuel supply chains - Putin may be accelerating uptake of more local renewable infrastructure. In so many ways Europe has to get off the fence and secure a very different (better) future

00:50:54 | Mike Barry: Mark agree on purpose it is the future BUT companies still need to be clearer in defining the short, medium AND long term business case for sustainable change

00:51:35 | Annie Longworth: Congratulations, David! Amazing!

00:51:55 | Mike Barry: indeed David amazing and very well deserved

00:52:11 | Sashwin Pillai: Congratulations & thank you!

00:53:01 | Gil Friend: @Mike, Putin may also be accelerating nuclear more than renewables. We shall see. (I still think we need much more impatient driving from companies. Hence my (too late ;-)) question.

00:53:04 | Bob Willard: Well done, guys! I'm looking forward to learning from the book. :-)

00:53:26 | Mike Barry: point well made Gil

00:53:48 | Unnur Kristinsdottir: Is there a community for the book e.g. on LinkedIn, Facebook?

00:53:57 | Mark Lee: Thank you, Bob! Appreciate you being here and your kind words.

00:54:05 | Sue Garrard: Top tip chaps - milk this audience as soon as we log off to help get the message out and maximise use of the content!

00:54:06 | Chris Coulter: Thank you to everyone for joining us and for all the support. Very much appreciated!

00:54:11 | Louise Third: Book ordered from KP - thanks for the discount! Looking forward to seeing how I might incorporate the learning into my PR workshops - all part of key messaging about purpose and values.

00:54:22 | Geanne van Arkel: Thanks for the session!

00:54:24 | David Alcock: Thanks all - off to buy more copy

00:54:25 | Sue Garrard: Have already tweeted!!

00:54:46 | Franziska Raedeker: thanks & congratulations!

00:54:48 | Michael Smith: Congrats Mark, Chris and David! Thanks all!

00:54:51 | Isabelle Cheng: Here's to that!

00:54:54 | KoAnn Skrzyniarz: Congratulations again!

00:54:55 | Sonia Ruiz: Thanks so much for the wonderful organization and the inspiration! Congrats!