Managing Sustainability with the Balanced Scorecard

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Your Presenters

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Agenda

• Introducing Sustainability Performance Management and Balanced Scorecard as a Strategic Tool

• Exploring Motivations and Business Cases Behind the Performance Management Process

• Reviewing Examples from Leading Practitioners
  • Benefits
  • Desires
  • Challenges
Introducing Performance Management

You need to........

• calculate your GHG emissions
• total philanthropy & volunteerism
• monitor and manage your supply chain
• report progress (e.g., GRI, UNGC, CAP)

....create a roadmap for your program.
Introducing Performance Management

What are the systems already created.....

GRI
UNGC
Climate Counts
Cradle to Cradle
LEED
EU Flower
Among others...

......and how can you track your individual goals?
Introducing Balanced Scorecard

What is a Balanced Scorecard?

A framework…
used to describe the strategy across four separate, but connected perspectives

A measurement tool…
useful for reporting on past performance and drivers of future performance

A communication system…
communicating multiple, linked objectives the organization must achieve to compete

A process…
for implementing and managing organizational change
## Introducing Balanced Scorecard

### Organizations with Sustainability Scorecards

<table>
<thead>
<tr>
<th>NAME</th>
<th>TOPOD</th>
<th>INDICATOR DESCRIPTOR</th>
<th>2013 TARGET</th>
<th>2014 TARGET</th>
<th>2015 TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources</td>
<td>Target: Human resources management program in contract facilities</td>
<td>Target: Human resources management program implemented in all facility contract facilities</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Pride of Association</td>
<td>Training: Pride of association educational program</td>
<td>Training: Pride of association educational program implemented in all facility contract facilities</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Workplace Empowerment</td>
<td>Training: Survey contract facility workers on empowerment satisfaction</td>
<td>100% of workers in focus facilities surveyed</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Collaboration</td>
<td>Training: Multi-brand collaboration in contract facilities</td>
<td>50% of supply chain collaborated (share auditing and capacity building)</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Executive Overtime</td>
<td>Training: Executive overtime in contract facilities</td>
<td>100% of executive overtime in contract facilities</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
</tbody>
</table>

| NIKI sustainment products and business models | Consistent/Design Index: Overall | Overall index scores | 100% of total product reaches baseline standards | 100% percent of appearance product reaches baseline standards | 100% percent of product reaches baseline standards |
| NIKI sustainment products and business models | Consistent/Design Index: Waste | Product waste | Achieve 100% recycling of chemicals and plastics | — | — |
| NIKI sustainment products and business models | Consistent/Design Index: Toxicity, Organic Compounds | Toxic waste | Achieve 100% recycling of toxic waste | — | — |
| NIKI sustainment products and business models | Consistent/Design Index: Toxicity, Organic Compounds | Waste | Achieve 100% recycling of toxic waste | — | — |
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- Volvo
- Wal-Mart
- Bank of Tokyo Mitsubishi
- Amanco
- Hamburg Airport
- EDA
- Proctor & Gamble
- Kaiser Permanente
- Ricoh
Exploring Motivations and Business Cases Behind the Performance Management Process
Benefits for Having a Performance Management System

Priorities –
1...
2....
3...

Planning

Sustainability Strategy

Reporting

Operations
Performance Management System Desires

To do:
Performance Management System Challenges
THANK YOU!
For more information, contact us:

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