

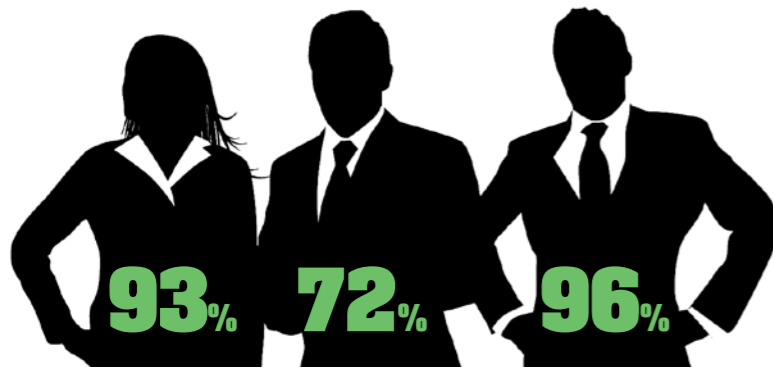


**SUSTAINABILITY:**  
**What's the view on  
the front line?**

**Celerant Consulting Front Line  
Sustainability Survey 2011**

**'Front Line Managers recognise the benefits of Sustainability and want to move it from 'over there' in the business to 'everywhere' in the business.'**

**1 The CEO Perspective** (UN GLOBAL COMPACT SURVEY 2010)

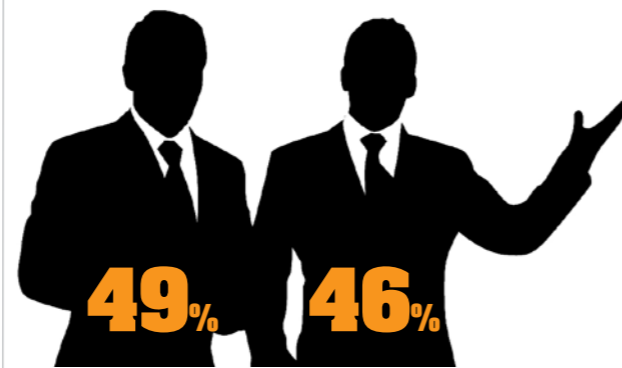


believe Sustainability issues will be critical to the future success of their business.

cite Brand, Trust & Reputation as the No.1 factor driving them to take action. Revenue growth and cost reduction is No.2.

believe Sustainability issues should be fully integrated into their strategy and operations.

**2 The CEO Problem** (UN GLOBAL COMPACT SURVEY 2010)



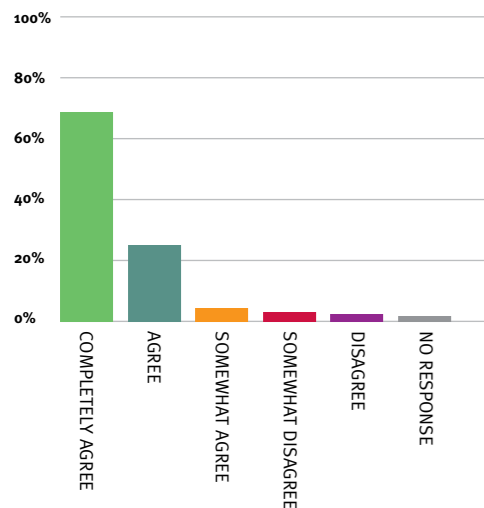
cite complexity of implementation as the greatest barrier to an integrated, company-wide approach to Sustainability.

say that Sustainability has not been integrated through their supply chain.

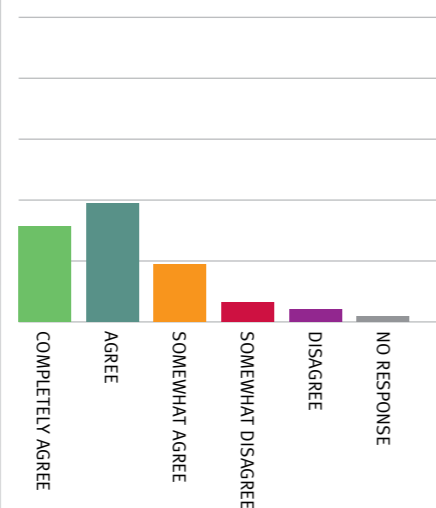
**3 The Front Line Manager Perspective**



**Sustainability is important for my company**



**My company has a clear sustainability vision and strategy**



**June-July 2011 SURVEY**

of 205 European Front Line Managers from the Manufacturing, Aerospace, Energy, Life Sciences, FMCG, Chemicals, Financial Services and Metals & Mining sectors.

**OVER 90%**

recognise the importance of Sustainability – almost mirroring the CEO perspective.

**4 The Recognised Benefits**

A successful implementation of Sustainability gives the following tangible benefits:



**5 The Front Line Manager Problem**



**6 The Frontline Vision for Success**

Key factors for the successful integration of Sustainability into my company:



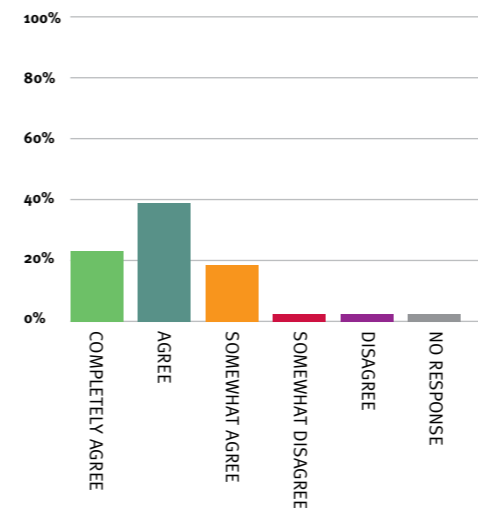
**7 'What gets measured gets done'**

**KPIs**

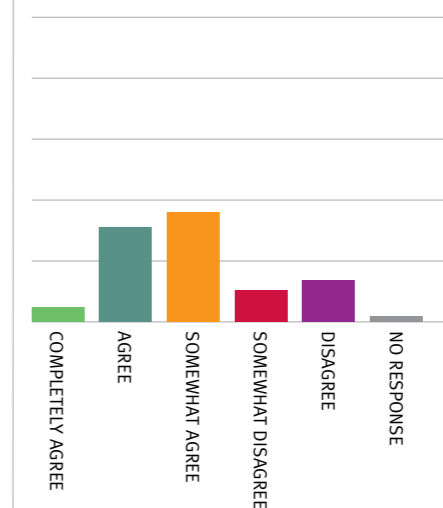
KPIs are the first step to changing behaviours and shifting paradigms. Specific Sustainability content needs to be linked to business level metrics and cascaded through the organisation.

**8 'We cannot tackle this challenge alone'**

Learning from other companies and best practices are very effective for successful implementation



My company is willing to share best practices for the implementation of Sustainability



Front Line Managers see sharing best practices, especially with suppliers, as key to improving the Sustainability performance of their supply chain. An integrated approach over the whole supply chain is needed - even including competitors.

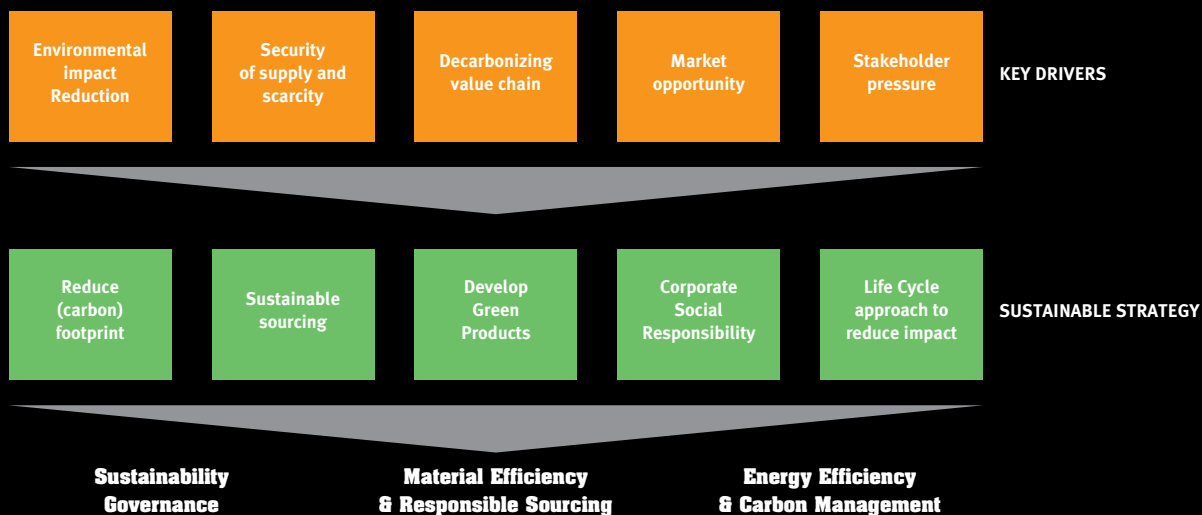
## MOVING FROM AN OVERLAYING INITIATIVE TO CORE BUSINESS BEHAVIOURS.

Our Celerant Consulting Front Line Sustainability Survey 2011 drives home the fact that Sustainability is not something that can be done alongside your current business. It must be built into your normal management systems and fully integrated across your entire value chain, from purchasing to the products or services you sell - and linked to the kind of specific targeting you would expect under initiatives like Operational Excellence.

Every area of the business must go under the Sustainability Scanner and be scrupulously examined. How can you integrate the strategic intent into your own organisation and realise a culture change? How can you create transparency? How do you involve and engage the total supply chain? How do you realise ambitious targets in areas like energy efficiency, GHG emission reduction, water use, responsible sourcing or Sales targets in 'green' products?

Celerant Consulting has a proven track record for helping organisations close the gap between knowing and doing and for delivering comprehensive results.

### Celerant Consulting's Sustainability Model



Please contact us for a presentation on Celerant Consulting's Sustainability service line and how it can deliver significant results for your business.

**Belgium • Brazil • Canada • Denmark • Finland • France • Germany • Netherlands • Norway  
Oman • Sweden • United Arab Emirates • United Kingdom • United States of America**

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