


**Leadership for Sustainability**

**From Net Impact to Net Positive**

Jimmy Brannigan, Director, ESD Consulting Ltd



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**Objectives**

- Explore what we mean by sustainability
- From Net Impact to Net Positive
- Explore what sustainability leadership looks like



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**Defining sustainability**



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**What is CSR?**

"We think that corporate social responsibility (CSR) refers to the way a company manages and improves its social and environmental impact to generate value for both its shareholders and stakeholders by innovating its strategy, organisation and operations."

(CSR Europe)



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**What is CSR?**

"Corporate social responsibility (CSR) is about the **core behaviour** of companies and the responsibility for their total impact on the societies in which they operate. CSR is not an optional add on nor is it an act of philanthropy. A socially responsible corporation is one that runs a profitable business that takes account of all the positive and negative environmental, social and economic effects it has on society"

Chris Marsden, Chair Amnesty International Business Group



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**What is sustainable development?**

"Development which meets the needs of the present without compromising the ability of future generations to meet their own needs"

*Defined by the Brundtland Commission in 1987  
'Our Common Future'*



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### The challenge of sustainability?

Long term, not short term

Systems not straight lines

Needs, not wants

Doing things differently

**Society**

**Environment**

**Economy**

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### What is sustainability?

Reduce the negative and enhance the positive

**Society**

**Environment**

**Economy**

**Now**

**Future**

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### From Net Impact to Net Positive

- What is the core business of a learning institution?
- What does the total impact look like, both positive and negative?
- Do you take account of all the positive and negative impacts you have on the environment, society and economy?
- Do you systematically seek to reduce the negative impacts and enhance the positive?

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**What is a Net Positive institution?**



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**What is a Net Positive institution?**

*A Net Positive state can be achieved when the institution's total positive and negative impacts are accounted for and it can be demonstrated to stakeholders that the institution makes an overall positive contribution to society and the natural environment.*



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**Exercise**

**Impact analysis**



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### Impact Analysis – 5 Capitals

Capital	Positive	Negative
Natural		
Manufactured		
Human		
Social		
Financial		




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Capital	Positive	Negative
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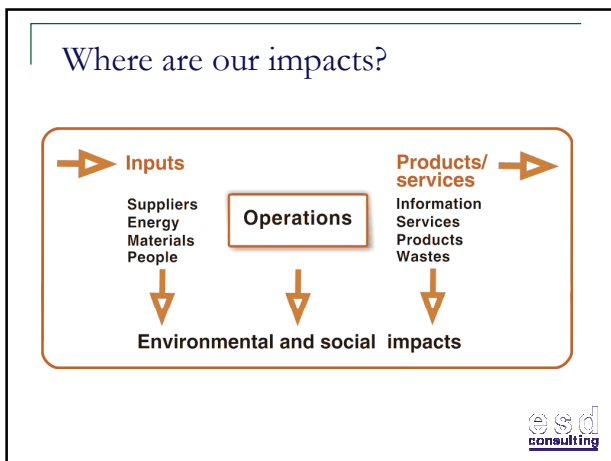
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**Examine what Net Positive really looks like?**

- Where is most of the focus?
  - Reducing the negative
  - Minimising
  - Not wasting
  - Stopping
  - Campus!!!!!!
- Why do we focus on the negative?
- Why do we not focus on where the 'real value' is
- It is no way to encourage behaviour change in an institution or society
- It is not the way to celebrate the performance of the sector



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**Examine what Net Positive really looks like?**

- What should we really focus on?
  - Increasing the positive - human, social and economic
  - The student experience
  - The students we are helping shape in terms of experience and future behaviour
  - Skills for sustainability
  - Staff development
  - Community engagement
  - Embedding SD in the teaching and learning
  - Embedding SD in the curriculum
  - Celebrating the contribution to society
  
- This is the true contribution, this is the positive!



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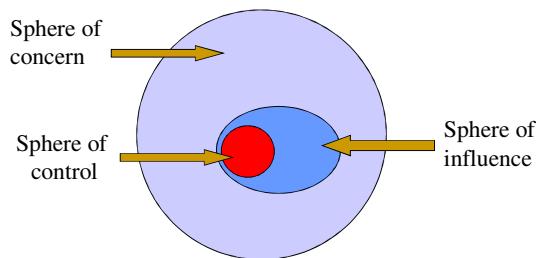
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**Sphere of Control**



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**Exercise**

**How do you recognise a leader in sustainability?**



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**‘The winners of tomorrow will deal proactively with chaos, will look at the chaos per se as the source of market advantage, not a problem to be got around’**

**Tom Peters**



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**How do you recognise a leader in sustainability?**

- Linked sustainable development with core mission
- Focus on main activities of the business
- Show leadership – it is visible
- Is a catalyst for change
- Communicates the approach
- Builds capacity



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**How do you recognise a leader in sustainability?**

- Develop true meaningful partnerships
- Is target driven
- Focus on material issues in timescales that count
- Actively engages with stakeholders
- Supports broader objectives through the curriculum it delivers and how it is delivered!



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