Index

| ABCD planning process, 73, 86, | Balanced Scorecard (BSC), 104 |
|----------------------------------|-------------------------------------|
| 89, 282, 314 | integration goals in, 107 |
| Accountants stress, 48 | Base of the pyramid (BOP), 344 |
| Accounting, 13, 93–94, 173 | BASF, 219 |
| audit systems, 121 | Bayer financial services, 123 |
| Acidification, 168 | Bayer Material Science, 109 |
| Action learning approach, 61-62 | Ben & Jerry's, 258 |
| Airbnb, 153 | Benefit Corporations (B Corps), 12, |
| Alcoa, 109 | 17, 256–258 |
| Allsteel, 223 | "Beyond greening", 215 |
| Amazon, 141 | Bill and Melinda Gates |
| American Institute of Architects | Foundation, 255 |
| (AIA), 161 | Biological materials, 341 |
| Analysis, 176 | Biological process, 343 |
| PESTLE, 195–196 | Blekinge Institute of Technology |
| quantitative and qualitative, | (BTH), 72 |
| 170, 254, 255 | Blockchain's impact, 323 |
| SWOT, 193, 194 | Bloomberg terminals, 252, 284, 326 |
| See also Life cycle assessment | Board of Directors, 113-114, 251, |
| (LCA) | 328 |
| Android, 141 | Boston Consulting Group (BCG), |
| Ansoff's Matrix, 197, 198 | 124 |
| Application, 176 | Boston Consulting Group Growth |
| Artificial intelligence (AI), 6 | Share Matrix, 196–197 |
| Aspirational Redwood Fund, 255 | Bottom of the pyramid, 344 |
| Asset efficiency, 132 | Boundary spanners, 123–124 |
| Asset management, 133 | Boundary spanning individuals, |
| Automobile, 29 | 109-115 |
| | Brainstorming |
| Balance sheet, 263 | brainstorm actions, 280-281 |
| , | |

| with group of people, 66 | Causal loop diagrams (CLDs), 31, |
|--------------------------------------------|------------------------------------|
| session, 65 | 32, 88, 89 |
| "Brand", 48, 131 | Certified BCorp status, 257 |
| Business | Change management, 50–54, |
| executives, 123–124 | 78-79 |
| function, 89–90 | Chasm, 209 |
| leaders, 212 | BCorp, 256–258 |
| practices, 120, 323 | CDP, 244–247 |
| strategy, 44, 321 | crossing, 240–242 |
| value, 125 | GHG Protocol, 244–247 |
| Business models, 26, 41, 43, 89 | GRI, 247–249 |
| capabilities, 47 | IIRC, 249–253 |
| key customers, 45 | impact investing, 253-255 |
| value proposition, 45–46 | IR, 249–253 |
| Business to business (B2B), 165 | SCC, 242–244 |
| Business-as-usual practices, 4 | toward sustainability, 236-240 |
| | Chicago Climate Exchange (CCX), |
| "Cap and trade" system, 349 | 349 |
| Capabilities, 47 | Chief integration officers (CIOs), |
| Capital expenditures, 124 | 109 |
| Capital investments, 44 | Chief Sustainability Officers |
| Carbon, 176 | (CSO), 109, 113 |
| footprint, 177 | Climate change, 161 |
| neutral, 161, 226 | mitigation, 348-350 |
| offsets and trading, 348-350 | Closed loop |
| tax, 132 | system, 216, 218 |
| trading platforms, 15 | thinking, 221 |
| Carbon and climate change | Cloud based technology, 323 |
| mitigation, 348 | Codification, 250 |
| carbon offsets and trading, | Collaborative action, 62–65 |
| 348-350 | Collapse, 19, 218 |
| Greenhouse Gas Protocol, 348 | ColorDry, 126 |
| Carbon dioxide (CO ₂), 142n48, | Community |
| 143, 162 | collaboration with, 75 |
| CO ₂ -emissions, 134 | economic prosperity, 74 |
| Carbon Disclosure Project (CDP), | Company, Customer, |
| 15, 35, 127, 244-247 | Competition, |
| Carlsberg, 223 | Collaborators (4C), |
| Cash flow | 202-203 |
| analysis, 126 | Company economic prosperity, 74 |
| statement, 263 | Company experimentation, 249 |
| | |

| Company strengths, 137–138 | opportunities, 163 |
|------------------------------------|-------------------------------------|
| Complex problems, 7, 27–30, 152, | Crafting strategy, 283 |
| 267, 279, 280, 306, 313 | Crash, 218 |
| Comprehension, 176 | "Creating shared value", 9, 254 |
| Conceptual materiality matrix, 123 | Credibility/consistency, 190 |
| Conference of Parties (COP), 18 | Critical dimensions of integration, |
| "Conscious consumer", 136 | 25 |
| Conservation, 17 | complex problems, 27-30 |
| Constraints, 153 | systems thinking, 30–38 |
| Consumers, 131 | value creation, 38–50 |
| Conventional energy sources, 160 | "Cultural Creatives", 136 |
| Conversations, 330–331 | Customer, 45, 49 |
| Corporate | Customer Relations Management |
| culture, 189–190 | (CRM), 98 |
| environmental management | Customizable framework, 59–60 |
| systems, 29 | Customized approach for |
| Standard, 246 | enterprise |
| sustainability, 109 | action learning approach, |
| Corporate Knights, The, 205, 285, | 61–62 |
| 318 | collaborative action, 62-65 |
| Corporate social responsibility | facilitation and strategic |
| (CSR), 313 | planning process, 66–67 |
| reporting, 169, 347 | informed decision-making, |
| Corporation impacts, 284 | 76–77 |
| Forbes rankings, 285 | integration and change |
| Newsweek ranking, 286 | management, 78–79 |
| value matters, 287–293 | strategic sustainable |
| Corporations and Governments | development, 67–76 |
| Revenues, 289 | - |
| Cost avoidance, 40 | Dashboards, 6, 90, 130, 228, 320, |
| Cost of debt, 125 | 322, 323, 325 |
| Cost of Goods Sold (COGS), | KPIs for environmental |
| 131-132 | performance, 106, 108 |
| Covestro, 241 | management, 106, 110 |
| Cradle to Cradle model (C2C | David & Lucile Packard |
| model), 216, 218-220, | Foundation, 255 |
| 341 | Decarbonization, 220 |
| Cradle to Cradle Certified™ | Decision analysis, uncertainty in, |
| Product Standard, 219 | 274 |
| Cradle to Cradle Products | Decision-makers, 28, 162 |
| Innovation Institute, 219 | approach, 3–4 |
| | |

| with vision for sustainable | eBay, 109 |
|------------------------------------|----------------------------------|
| future, 6–8 | Eco-industrial parks, 221 |
| Decision-making, 169 | Ecological |
| Demand and supply management, | footprint, 176–177 |
| 128 | footprinting, 69 |
| Dematerialization, 220 | process, 343 |
| Department of Energy (DOE), 159 | Economic |
| Design process and outcomes, 153, | issues, 10–11 |
| 155 | system, 19 |
| Design thinking, 151 | topics to review, 368–369 |
| ecological footprint, 176–177 | "Emerging megatrend", 338 |
| integrated management to life, | Emission Trading Scheme (ETS), |
| 152–156 | 15 |
| IntEnt, 178-179 | Employees, respect for, 74 |
| LCA and design thinking | Enablers, 52, 92, 187–193, |
| enable integrated | 323-324 |
| management, 172–176 | End-of-life processes, 163 |
| NZ strategy, 156–161 | Energy |
| PBL application, 170–172 | consumption, 224 |
| DesignTex, 219 | systems, 3–4 |
| Detrimental ecosystem impacts, | Energy Assurance (EA), 229 |
| 217 | Energy Independence and Security |
| Deutsche Bank Institute of climate | Act of 2007 (EISA), 160 |
| change, 224 | Energy Star, 224, 229 |
| Dexus financial services, 123 | appliances, 131 |
| Diabetes Advocacy Alliance, 252 | commercial buildings program, |
| Die-off, 218 | 225 |
| Disability Opportunity Fund, 255 | Portfolio Manager, 227 |
| Discount rate, 243 | Energy use intensity (EUI), 226 |
| Disney, 241 | Engagement, 330–331 |
| Dodge v. Ford Motor Company, | Enterprise Resource Planning |
| 257 | system (ERP system), 98, |
| Dow, 241, 252 | 130 |
| Drivers, 52, 91–92, 187–193 | Enterprises, 3-4, 16-17, 25, 91, |
| Drywall, 221 | 291, 295 |
| DuPont, 241 | aligning operating systems, |
| Dynamic performance frontier, | 193-199 |
| 10-12 | annual report, 3–4 |
| F 1 A 1 4 207 200 | benefits of integrated |
| Early Adopters, 236, 239 | management, 191-193 |
| Early Majority, 236, 239–240 | |

| drivers, obstacles, and enablers, | responsibility, 75 |
|-----------------------------------|-------------------------------------|
| 187-193 | risk control and restoration, 75 |
| extensions to supply chain | and social sustainability |
| systems, 191–193 | performance, 189, 285 |
| functions, 326–327 | standards, 200–201 |
| information systems, 282-283 | topics to review, 373-375 |
| integration, 104 | Ernst & Young financial services |
| management systems, 182-187 | (EY financial services), |
| operating systems integration, | 123 |
| 187-191 | Error at the Heart of Corporate |
| processes, 314 | Leadership (Harvard |
| pursue, 312 | article), 257 |
| stakeholders, 109 | European Foundation for |
| standards, 199–203 | Quality Management |
| strategic sustainability | (EFQM), 16 |
| assessment, 204-206 | European Union Emission Trading |
| strategy, 60 | system (EU ETS), 349 |
| systems, 181 | Eutrophication, 168 |
| Entrepreneurs, 344 | Evaluation, 176 |
| Environmental, social, and | Evaluators, 52, 92 |
| governance (ESG), 4, 26, | Event-pattern-structure pyramid, |
| 97, 113, 120 | 28 |
| Environmental health, and safety | Evidence based management, |
| (EH&S), 39–40 | 261-262 |
| Environmental Management | Evidence-based approaches, 85 |
| Systems (EMS), 69, 98, | Example-integrated management |
| 166, 346 | strategy statement, 73 |
| Environmental Product | Execution capabilities for |
| Declarations (EPD), 169, | integration, 137 |
| 222-223, 341 | Executive order (EO), 160 |
| Environmental Protection Agency, | Expectations, 136 |
| 168 | Expert commentary, 250 |
| Environmental Protection and | External enablers, 191 |
| Encouragement Agency | External factors, 139-140 |
| (EPEA), 219 | "Externalities", 127 |
| Environmental/ists/ism, 20, 313 | ExxonMobil, 251 |
| environmental/social impacts, | |
| 262-263 | Facilitation and strategic planning |
| management, 339 | process, 66–67 |
| movement, 16 | Financial/finance, 13, 95–96 |
| policy, 348 | analysis, 268 |

| capital, 122, 339 | Generally Accepted Accounting |
|-------------------------------------|-------------------------------------|
| decision analysis, 314 | Principles (GAAP), |
| functions, 130 | 265–266 |
| issues, 10-11 | Gigaton (Walmart launched |
| measures, 317-318 | project), 183 |
| Firms, 122, 175 | Global Accounting Alliance |
| and environmental policy, 348 | (GAA), 250 |
| Forbes ranks, 285 | "Global business imperative", 338 |
| Ford, 219 | Global Footprint Network, 177 |
| 14040 standards, 168 | Global Impact Investing Network |
| 14044 standards, 168 | (GIIN), 253 |
| Framework for strategic | Global regions application of |
| sustainable development | SDGs, 307 |
| (FSSD), 20, 59, 67, 164, | Global Reporting Initiative (GRI), |
| 314, 335–336 | 5, 122, 247–249, 337, 345 |
| global sustainability challenge, | Global warming potential, 162, |
| 336 | 165 |
| sustainability, 337-338 | Globalized workforces, 127 |
| Freeware sites, 162 | Good Neighbor Award (2009), 252 |
| FrugalPac, 216 | Government enterprises, 119 |
| Functional integration, 89-93, 106, | Green buildings, 223 |
| 321-322 | Green Chemistry, 343 |
| accounting, 93-94 | Green Mountain Power, 258 |
| finance, 95–96 | Green Project Management |
| HBR, 103-104 | (GPM), 110 |
| human resources, 96-97 | Greenhouse Gas Protocol (GHG |
| IS/IT, 97–98 | Protocol), 69, 244-247 |
| marketing, 99-100 | Greenhouse gases (GHG), 348 |
| operations, 100–102 | emissions, 126, 127, 134, 162, |
| public relations, 102–103 | 176 |
| Functional responsibilities, 151 | Greening, 214–215 |
| Functional symptoms vs. | Group decision-making settings, |
| problems, 88 | 86 |
| Gap Frame, 294 | Harman A. Barrianana Darriana (HBB) |
| General Electric Company, 238 | Harvard Business Review (HBR), |
| Ecomagination program, | 103, 142 |
| 238 | Herman Miller, 219, 241 |
| GE-McKinsey 9 cell matrix, | High-level measurement and |
| 196 | alignment options, |
| General public benefit, 256 | 293—294 |
| • | |

| country-level gap frame score | opportunities, 164 |
|------------------------------------|------------------------------------|
| and priority dimensions, | reporting, 345 |
| 295 | Integrated business management, |
| High-performance buildings, | 3–4, 9 |
| 223-230 | Integrated cities, 324–326 |
| "Higher form of capitalism", 254 | Integrated enterprise (IntEnt), 4, |
| Human cancer, 168 | 22–23, 55, 79, 115, 144, |
| Human capital, 122 | 145, 156, 178–179, 204, |
| Human criteria effects, 168 | 275, 308-309 |
| Human noncancer, 168 | Integrated Future Value (IntFV), |
| Human resources, 13, 96–97 | 20, 142 |
| Human-centered approach, 153 | Integrated governance, 114 |
| Humanscale chairs, 223 | Integrated management, 4, 63, 78, |
| | 90, 121, 144, 177, 306, 312 |
| Ideation, 153–154 | action, 326-329 |
| IKEA, 69, 134–135 | adoption model, 236, 237 |
| Impact investing, 253–255 | benefits of, 191–193 |
| Impact Measurement Working | carbon and climate change |
| Group of Social Impact | mitigation, 348–350 |
| Investing Taskforce, 255 | comprehensive list of resources, |
| Implementation process, 154 | 338 |
| Incentive systems, 189 | enables value maximization, |
| Income statement, 263 | 41-43 |
| Income taxes, 132–133 | evolution of sustainability, |
| Industrial ecology (IE), 220–221, | 338-340 |
| 343 | firms and environmental policy, |
| Industrial metabolism, 220 | 348 |
| Industrial symbiosis, 221, 343-344 | FSSD, 335-338 |
| Inevitable evidence, 15–21 | GRI, 345 |
| Information systems, 8–9, 90, | impacting strategic sustainable |
| 282-283 | development, 340-344 |
| Informed decision-making, 76-77 | ISO, 345–347 |
| Innovation, 44 | to life, 152–156 |
| Innovative decision-makers and | measuring and reporting tools, |
| solutions, 319-320 | 345 |
| Innovators, 236, 237 | movement, 262 |
| Institutional chasm, 316 | opportunity, 280, 335 |
| Institutionalizing phase, 250 | for readers, 335 |
| Integrated assessment models, 242 | socially and environmentally |
| Integrated Bottom Line (IBL), 10, | responsible investment |
| 52, 64, 314, 345 | indices, 347–348 |
| | |

| of sustainability, 209, 316 | getting system in room, |
|-------------------------------------|-----------------------------------|
| sustainability and CSR | 109–115 |
| reporting, 347 | overcoming obstacles, 89–93 |
| triple bottom line accounting, | value multiple perspectives, |
| IBL/integrated | 86–89 |
| reporting, 345 | Integration opportunity |
| Integrated opportunities, building, | Ansoff's Matrix, 197, 198 |
| 158–161 | Boston Consulting Group |
| Integrated planning process, 89 | Growth Share Matrix, |
| Integrated problem-solving, 38 | 196–197 |
| Integrated Rate of Return (IntRR), | decision-makers with |
| 20, 271, 274, 288, 306, 314 | vision for sustainable |
| Integrated reporting, 54–55, | future, 6–8 |
| 249–253 | dynamic performance frontier, |
| Integrated roadmap, 214 | 10-12 |
| Integrated solution, 229 | evidence of inevitable, 15-21 |
| Integrated supply chains, 323–324 | GE-McKinsey 9 cell matrix, |
| Integrated thinking, 250 | 196 |
| Integrated value, 120 | integrated business |
| chains, 322–324 | management, 9 |
| maximization, 49-50 | New Product Diffusion Curve, |
| Integrated Value Added (IntVA), | 199 |
| 47, 306-307, 313 | PESTLE analysis, 195-196 |
| Integration, 141 | Porter's Five Forces, 197, 198 |
| and change management, | SDGs, 4 |
| 78–79 | strategic frameworks for, 193 |
| chasm, 315-316 | sustainability, 9 |
| energy-efficient strategies, 158 | SWOT analysis, 193-194 |
| and innovation, 262-272 | Intellectual capital, 122 |
| operationalization, 12-15 | Intelligent Product System (IPS), |
| and organizational change | 219 |
| toward sustainability, 53 | Interactive components of |
| responsibilities and | business model, 43 |
| opportunities, 8 | Interface, 217 |
| social sustainability principles, | Intergovernmental Panel on |
| 54 | Climate Change (IPCC), |
| Integration across disciplines | 134, 291 |
| enabling integration | Internal forces, 137 |
| opportunities, 104–109 | Internal price, 127 |
| evidence-based approaches, 85 | Internal rate of return (IRR), |
| functional integration, 93-104 | 268-269 |

| International Institute for | impact assessment, 167–168, |
|--------------------------------------|-------------------------------------|
| Sustainable | 342 |
| Development, 337 | improvement analysis, 342 |
| International Integrated Reporting | interpretation phase, 168 |
| Council, 19, 122, | inventory, 342 |
| 249-253, 337 | inventory analysis, 166–167 |
| International Living Future | process, 133 |
| Institute (ILFI), 223, 251 | Life cycle analysis. See Life cycle |
| International Organization for | assessment (LCA) |
| Standardization (ISO), | Life cycle assessment (LCA), 12, |
| 16, 165, 170, 182, 186, | 20, 69, 101, 131, 151, 152, |
| 345-347 | 163-170, 341-342, 345, |
| ISO 14001, 184 | 346 |
| Interpretation, 153, 168, 346 | and design thinking enable |
| Inventory, 134–135 | integrated management, |
| Investor Environmental Health | 172-176 |
| Network (IEHN), 347 | ecological footprint, 176–177 |
| Investors, 11 | tool supporting design and |
| IoS (Apple), 141 | goals of zero, 162–163 |
| IS/IT, 20, 90, 97–98, 106, 121, 130, | Life cycle management (LCM), |
| 135, 139, 140, 315 | 165–166 |
| Iterative process, 50 | Living buildings, 5, 17, 76, 159, |
| | 162, 229 |
| Kanban systems, 108 | Living Machines (Todd), 218 |
| KFC, 216 | Living products, 222–223 |
| Kickstarter, 258 | Logistics |
| Knowledge, 176, 330–331 | industry, 132 |
| KPIs, 104, 106, 108, 113, | sustainability, 134 |
| 138, 317 | Long-term capitalism, 144 |
| Kyoto Protocol, 15, 349 | Long-term sustainability goals, 314 |
| 1/0.4.1 241 | Low "first cost" approach, 226 |
| L'Oréal, 241 | Manager 1, 1, 1, 1011, 221 |
| Laggards, 236, 240 | Man-made landfills, 221 |
| Late Majority, 236, 240 | Management dashboards, 110 |
| Leadership, 137 | Management information systems |
| Leading Energy and | (MIS), 97 |
| Environmental | Management systems, 182–187 |
| Design (LEED), 223–225, | Marketing 12, 99, 100, 120 |
| 227, 229 | Marketing, 13, 99–100, 130 |
| Learning process, 63 | departments, 322–323 |
| Life cycle | management, 169 |

| Material approval process, 173 | Natural capitalism, 164, 173, |
|-------------------------------------|------------------------------------|
| Material efficiency, 165 | 215-218, 342 |
| Material Health, 219 | Natural Capitalism Solutions, 140 |
| Material Reutilization, 219 | Natural Marketing Institute |
| Materiality, 38, 120-124 | (NMI), 136 |
| Materiality map, 210–215 | Natural Step, 342 |
| MBA, 5, 8, 337 | Nature Conservancy, 255 |
| McDonalds, 216 | Nest, 141 |
| McDonough Braungart Design | Net operating working capital, 136 |
| Chemistry (MBDC), | Net positive strategies (NP |
| 341 | strategies), 157 |
| McKinsey's approach, 88 | Net present value (NPV), 126, |
| Method Products, 258 | 268-269 |
| Microfinancing, 344 | Net Zero Energy Building (NZEB), |
| MIT Sloan Management Review, | 158–161 |
| 124 | Net zero strategy (NZ strategy), |
| Mohawk flooring, 223 | 156 |
| Monte Carlo simulation, 274 | building integrated |
| Moving to solutions based | opportunities, 158–161 |
| business model, 216 | energy, 158 |
| MSCI Global Socrates, 94, 262, 284, | energy cost, 160 |
| 326 | energy emissions, 160 |
| Multi stakeholder engagement, | NZ/NP strategies, 157–158 |
| 109 | Waste, 158 |
| Multidisciplinary approach, 172, | Water, 157 |
| 174 | zeronaught, 156–157 |
| Multinational companies (MNCs), | New Belgium Brewing, 258 |
| 109, 126 | New Product Diffusion Curve, 199 |
| Multiple-criteria Decision Analysis | Next Industrial Revolution, 317 |
| (MCDA), 272–273 | Nike, 219 |
| Multistakeholder decision-making, | NIKE Flyknit, 126 |
| 87 | NiSource, 109 |
| | Non-overlapping, 67 |
| NASDAQ, 252 | Nongovernmental organizations |
| National Renewable Energy | (NGOs), 119 |
| Laboratory (NREL), | Novo Nordisk, 250, 252 |
| 159—160 | Novozymes, 250, 252 |
| National Risk Management | Nucraft, 223 |
| Laboratory, 163 | |
| Natura, 250 | Obstacles, 187–193 |
| Natural capital, 122, 266–267 | "One Report", 252, 253 |

| Operating margin, 129 | high-performance buildings, |
|-------------------------------------|------------------------------------|
| Operating systems integration, 187 | 223-230 |
| attributes of management | IE, 220-221 |
| systems integration, 188 | living products, 222-223 |
| credibility/consistency, 190 | materiality map, 210-215 |
| cultural and resistance to | natural capitalism, 215–218 |
| change, 189–190 | Physical capital, 122 |
| lack of top management | Pittsburgh's air quality, 217 |
| support, 190 | Plan-do-check-act cycle, 106, 166 |
| sustainability, 191 | Planetary boundaries, 69 |
| Operationalizing integration, 63, | Policymaker, 157 |
| 77 | Political, Economic, Social |
| efforts, 60 | Technological, Legal, |
| Operations, 100–102 | and Environmental |
| Opportunities, 138 | analysis (PESTLE |
| Optimism, 329–331 | analysis), 195—196 |
| Orchestrated change for corporate | Political leader, 157 |
| sustainability, 50 | Poly Propylene, 135 |
| Organization of Economic | Poly-chlorinated biphenyls (PCBs), |
| Cooperation and | 68 |
| Development (OECD), | Porter's Five Forces, 197, 198 |
| 133 | Portfolio Managers system, 225 |
| Organizational change | Price competitiveness, 128, 129 |
| management, 50 | Price realization, 128–129 |
| Organizational change, 78 | Principles for Responsible |
| Owens Corning Ecotouch | Investment (PRI), 11 |
| insulation, 223 | Principles for Responsible |
| | Management Education |
| P&G, 135, 165 | (PRME), 331 |
| Paper pallets, 134–135 | PRME Responsible Management |
| Particulate matter, 217 | Education Collection |
| Passive House, 227 | (PRMEC), 340 |
| Patagonia, 258 | Problem-based learning (PBL), |
| Payables accounts, 135 | 152, 170–172 |
| Pendleton, 219 | Process, 90, 153 |
| PepsiCo, 153 | improvements, 44 |
| Performance, 52, 92 | Procurement, 130, 173 |
| Performance Frontier, 11, 209, 211, | Product and process design, 173 |
| 212, 262—272 | Production processes, 16 |
| C2C model, 218–220 | Productivity, 211 |
| EPD, 222–223 | Project management KPIs, 107 |

| Property plant and equipment (PP&E), 133–134 | Risk management, 339–340 practices, 34 |
|----------------------------------------------|----------------------------------------|
| Propositions | Rockefeller Foundation, 254 |
| integration and innovation, | Rockwool, 223 |
| 262-272 | , |
| IntEnt, 275 | Selling, general, and |
| MCDA, 272–273 | administrative (SG&A), |
| uncertainty in decision analysis, | 130-131 |
| 274 | Shadow price. See Social cost of |
| Prototyping, 154 | carbon dioxide (SCC) |
| Public Affair's networks, 13 | "Shared value", 271 |
| Public policy innovations, 18 | Shareholder value, 93, 124, 125, |
| Public relations, 102–103 | 129 |
| Purchase order, 173 | COGS, 131–132 |
| | company strengths, 137-138 |
| Quality of life, 294 | external factors, 139–140 |
| | GHG emissions, 126–127 |
| 'Race to Zero' framing, 156 | income taxes, 132–133 |
| Receivables accounts, 135 | inventory, 134–135 |
| Recovery, 163 | PP&E, 133–134 |
| Recycling, 163 | price realization, 128–129 |
| Regional Greenhouse Gas | receivables and payables, |
| Initiative (RGGI), 292, | 135–137 |
| 349 | revenue growth, 125–126 |
| Registered EMS, 183 | SG&A, 130–131 |
| Reinforcing feedback, 33–34 | sustainability, 124–125 |
| Reinvesting in natural capital, 217 | volume, 127–128 |
| Renewable Energy, 219 | Shareholder Value Myth (Stout), |
| Renewable Energy Credits (RECs), | 257 |
| 160 D | Shifting to biologically inspired |
| Renewable resources, 252 | production models, 216 |
| Responsibility, 174 | Short-term gains, 35 |
| Responsible governance, 74 | Short-term profits, 189 |
| Retailers, 131 | Site energy, 159 |
| Return on Integration (ROInt), 20, | Small and medium enterprises |
| 142 | (SMEs), 119 |
| Return on investment (ROI), | Smog formation, 168 |
| 268–269, 339 | Social and environmental |
| Revenue growth, 125–126, 127 | performance integration, |
| Revisiting performance frontier, | 20-21 Social conital 122 |
| 315–316 | Social capital, 122 |

| Social cost of carbon, 142–143, | high-level measurement and |
|-----------------------------------------------|-----------------------------------|
| 158, 175 | alignment options, |
| Social cost of carbon dioxide | 293–294, 295 |
| (SCC), 5, 142n48, 238, | impacts of corporations, |
| 242-244 | 284-293 |
| Social cost of methane (SC-CH ₄), | integrated management, 306 |
| 244 | IntEnt, 308-309 |
| Social cost of nitrous oxide (SC- | Paris Agreement on climate |
| N_2O), 244 | change, 295 |
| Social Fairness, 219 | SSD five-level framework, 280 |
| Social management, 339 | Starbucks' Program Alignment, |
| Social progress index (SPI), | 305 |
| 293-294 | strategic integrated systems, |
| Social standards, 200 | 282—284 |
| Social sustainability, 266-267 | sustainable development goals, |
| Social topics to review, 369–371 | 297-304 |
| Socially and environmentally | turn options into actions and |
| responsible investment | priorities, 294 |
| indices, 347-348 | Strategic integrated systems, |
| Societal topics to review, 372–373 | 3 282-284 |
| Socio-ecological systems, 15 | Strategic planning, 12 |
| Software, 176 | process, 66–67, 314 |
| functionality, 172 | team, 121 |
| Source energy, 159–160 | Strategic sustainable development |
| Sourcemap, 162, 163 | (SSD), 20, 59, 67–76, 86, |
| South Africa, IR in, 251–252 | 89, 340 |
| Stakeholders, 28, 31, 61, 74, 91, | BOP, 344 |
| 113, 329, 335 | cradle-to-cradle, 341 |
| equity, 263 | EPDs, 341 |
| expectations, 6 | Green Chemistry, 343 |
| interests, 121 | industrial symbiosis, 343-344 |
| Standards, 199–203 | LCA, 341–342 |
| Starbucks, 216 | microfinancing, 344 |
| Stimulate codesign processes, 12 | natural capitalism, 342 |
| Strategic integrated enterprises | natural step, 342 |
| economic growth, 296 | and planning processes, 33 |
| financial functions, 308 | Strategy, 283 |
| funnel metaphor, 281 | Strengths, Weaknesses, |
| global regions application of | Opportunities, Threats |
| SDGs, 307 | analysis (SWOT |
| | analysis), 193–194 |
| | |

| Superior Essex cat cable, 223 | Sustainable cities, 295, 296, 325 |
|-------------------------------------|-----------------------------------|
| Supply chains, 6, 8, 42, 127 | Sustainable development, 60, 335 |
| extensions to supply chain | Sustainable development goals |
| systems, 191–193 | (SDGS), 297–304, 337 |
| impacts, 75 | Sustainable future, decision- |
| management, 120, 132, 134 | makers with vision for, |
| See also Value chains | 6–8 |
| Sustainability, 6–7, 9, 20, 44, 67, | Sustainable operating systems |
| 109, 113, 114, 140, 169, | (SOS), 52, 130 |
| 190, 191, 241, 266, 312, | Sustainable supply chain |
| 323, 337-338 | management, 323 |
| chasm toward, 236–240 | Sustainable value added (SVA), 47 |
| and CSR reporting, 347 | Synthesis, 176 |
| factors, 33 | Systems thinking, 30–38 |
| integration, 4 | , , |
| professionals function, 50 | Task Force on Climate-related |
| recognition, 26 | Financial Disclosures |
| in report, 137 | (TCFD), 291–292 |
| standards/initiatives, 376-390 | Technological innovation, 44 |
| strategies, 126, 139, 186 | Technology Adoption Life Cycle |
| sustainability-related assets and | assessment model, 236 |
| liabilities, 78 | Technology and information |
| Sustainability Accounting | systems, 13 |
| Standards Board (SASB), | Technology chasm, 315–316 |
| 19, 122, 337 | Tesla, 128 |
| Conceptual Framework Source, | 3M, 241 |
| 214 | Timberland, 241 |
| Materiality Map™, 213 | Top management support, lack of, |
| standards development | 190 |
| processes, 212 | Tracking, 173 |
| Sustainability evolution, 338 | Trade-offs, 315–316 |
| by design vs. reducing | Transformative approach, 35 |
| unsustainability, 339 | Transportation, 173 |
| key issues and drivers for | supplier business models, 192 |
| emerging trend, 340 | Triple bottom line (TBL), 7, 345 |
| management of social, | accounting, 345 |
| environmental, and | Trucost, 94, 205, 262, 284, 326 |
| financial capital, 339 | Turborg beer, 223 |
| risk management, 339–340 | Two-axis visual models, 122 |
| Silent Spring, 338 | 2030 Challenge, 161, 226 |
| Sustainable business model, 328 | |

| UN Global Compact (UNGC), 17 | statement, 265–266 Value chains, 320 |
|-----------------------------------|-----------------------------------------|
| UN Principles for Responsible | |
| | function integration, 321–322 |
| Management Education | |
| (UNPRME), 17 | integrated cities, 324–326 |
| UN Sustainable Development | integrated value chains, |
| Goals (SDGs), | 322–324 |
| 4, 69 | management, 168 |
| global regions application, | See also Supply chains |
| 307 | Value creation, 5–6, 14, 25, 38, |
| "Unbalanced" approach, 263 | 120, 144 |
| Uncertainty in decision analysis, | business models, 43–47 |
| 274 | change management, |
| Unilever, 241 | 50-54 |
| Unilever Sustainable Living Plan | integrated management enables |
| (USLP), 297 | value maximization, |
| Union Carbide in Bhopal India, | 41–43 |
| 175 | integrated reporting, 54-55 |
| United Nations Environmental | integrated value maximization, |
| Program (UNEP), 11, 17, | 49-50 |
| 345 | making business case, |
| United Nations Environmental | 140 - 144 |
| Programme Finance | materiality, 120–124 |
| Initiative (UNEP FI), | shareholder value, 124-140 |
| 114 | value added, 47–49 |
| United Nations Global Compact | Variables, 32 |
| (GC), 347 | Verification, 318 |
| United States corporate law, | Visual renderings, 154 |
| 256 | Visualization, 65 |
| United States Green Building | Vitro Glass, 223 |
| Council (USGBC), | Volvo, 219 |
| 225n29 | |
| "Untaxed externalities", 215 | Walmart, 165 |
| Urban Sustainability Framework, | Warby Parker, 258 |
| 325 | "Waste = food" principle, 219 |
| Value | Water Stewardship, 219 |
| matters, 287–293 | WELL Building Standard, 228 |
| multiple perspectives, 86–89 | Windows, 141 |
| proposition, 45–46, 93, 95 | "Wings" training center, 252 |
| realization, 141 | Wonder Capital, 255 |
| Tomication, 111 | |

World Business Council for Sustainable 33, 245
Development (WBCSD), 15, 245, 319, 339
World Economic Forum (WEF), 143

Zeronaughts, The (Elkington), 156