

# The power of all: workforce engagement for successful sustainability strategy

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30%

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# Tactical approach to Sustainability

- *Conservative in scope and ambition*
- *Limited number of people engaged in the organisation*
- *Internal focus, with some external communication*
- *Risks and opportunities poorly/un-identified*

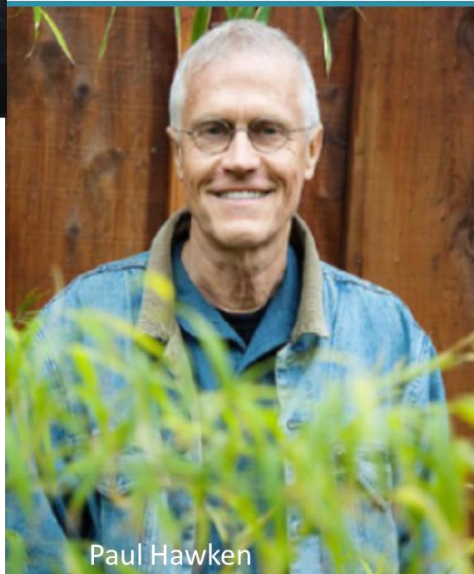
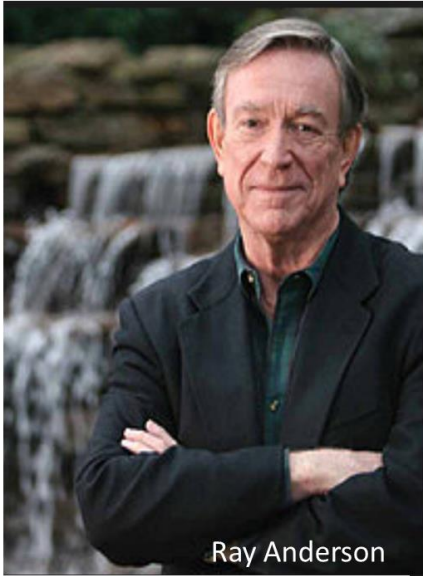


# Workforce engagement for successful sustainability strategy:



- *Strategic approach*
- *Communication*
- *Engagement*
- *Obstacles*
- *Benefits*

# Interface



*To be the first company that, by its deeds, shows the entire industrial world what sustainability is in all its dimensions – people, process, product, place and profits – by 2020.*

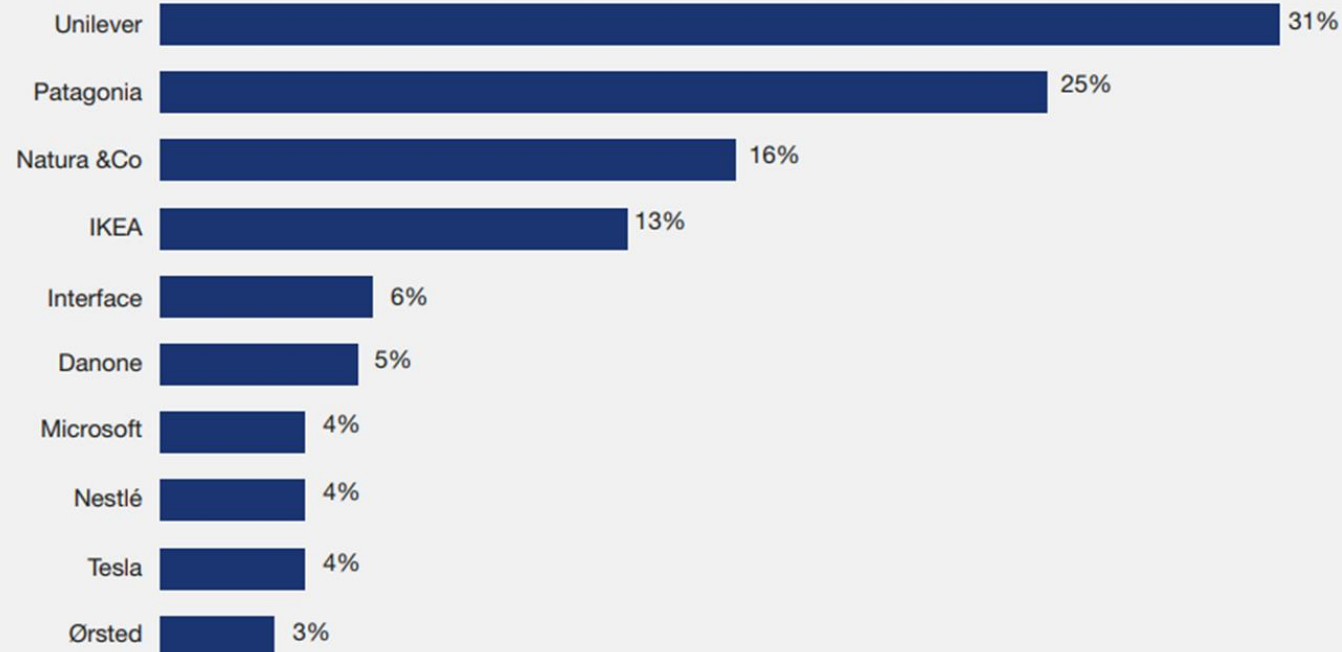
*And in doing so, we will become restorative through the power of influence.*

Vision Statement 1996

# Globescan 2021; Corporate sustainability leadership



What specific companies do you think are leaders in integrating sustainability into their business strategy?  
*Please enter a maximum of three companies in the spaces provided.*



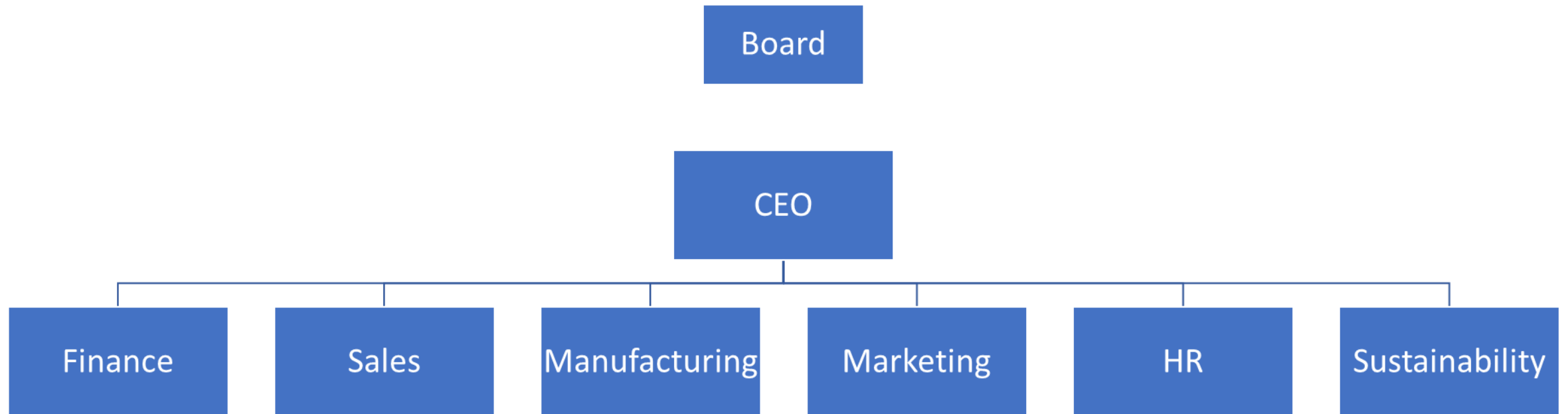
# Engaging employees towards sustainability

## Eight Ways to Engage Employees in the Company's Sustainability Journey

- Define the company's long-term purpose
- Spell out the economic case for sustainability
- Create sustainability knowledge and competence
- Make every employee a sustainability champion
- Cocreate sustainable practices with employees
- Encourage healthy competition among employees
- Make sustainability visible inside and outside the company
- Showcase higher purpose by creating transformational change

Paul Polman (Unilever CEO 2009-2019) , CB Bhattacharya, Stanford Social Innovation Review, Fall 2016

# Engaging employees towards sustainability



# CEO and Executive team

## *Set and maintain the ambition*

- *Risks and opportunities*
- *Challenges, obstacles, competitive environment,*
- *Business capacity and capability*
- *Targets*
- *Purpose, Vision, Strategy*
- *Communication, Empowerment*
- *Stay the course,*  
*Encourage*  
*Celebrate*



# CEO and Executive team

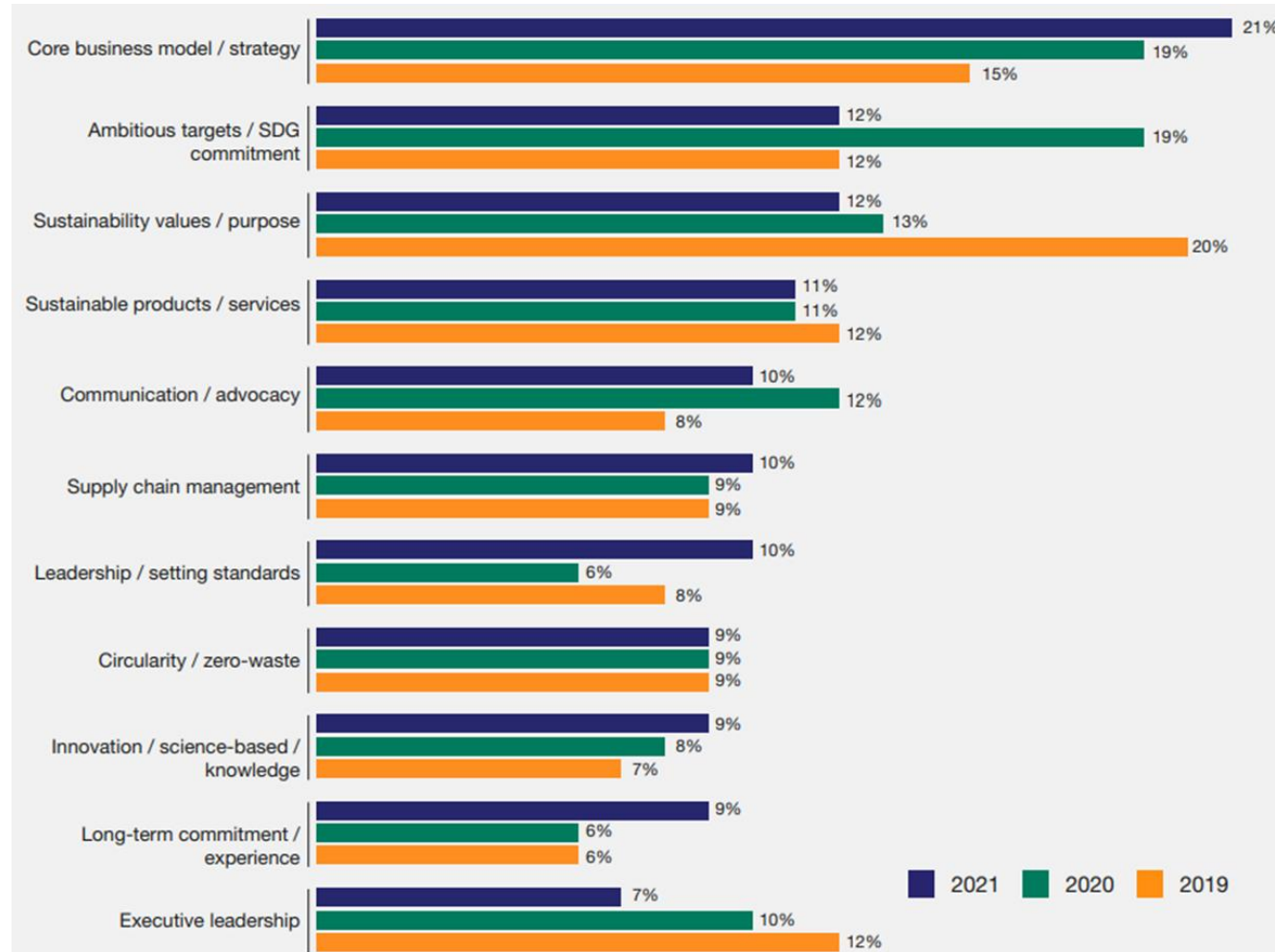


## *Useful qualities:*

- Humility
- Vision and Communication
- Resilience
- Delegation

# Globescan 2021

## Sustainability leadership- key dimensions



# Sustainability leadership function

## *Key Dimensions of the role*

- *Business partner*
- *Educator*
- *Facilitator*
- *External contact*



# HR



## ***Need a positive culture***

- *Communication and feedback*
- *Change management*
- *Motivation*
- *Training and development*
- *Attract/retain talent*

# Finance

## *Use their skills*

- *Sustainability metrics, measuring and reporting*
- *Carbon footprint calculation*
- *Project audit*
- *Scenario and option modeling*
- *Sustainability assessment of all investment decision*



# Manufacturing, Technical, Supply Chain

## *Structured approach*

- *Risks and opportunities (materials, processes, energy, R&M...)*
- *Scope 1,2 and 3 relative magnitude*
- *Rumsfeld approach to the challenge*
- *Collaborations with suppliers and external stakeholders*
- *Develop internal capability*



# Marketing

***Communicate widely but keep control***

- *What, When, to Whom and How?*
- *Rigorous control of content*
- *Tailor communication to stakeholders*



# Sales



## *How to engage the sales team?*

- *What's in it for me?*
- *Articulate clear sellable benefits*
- *Tailored training and education: KISS*
- *Respond to customer's need*
- *Tracking and reporting (e.g CRM)*
- *B2C Retail: Staff training, franchisees, signage, information*

- *Be honest and rigorous*
- *Own up to the challenges ahead*
- *Power of Influence*





# ***Questions?***





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