



BUILDING A CULTURE FOR SUSTAINABILITY

People, Planet, and Profits
in a New Green Economy

Jeana Wirtenberg

* *Building a Culture for Sustainability: People, Planet, and Profits in a New Green Economy*

Jeana Wirtenberg, Ph.D.
President, Transitioning to Green
and

Co-Founder/Senior Advisor,
Institute for Sustainable Enterprise,
Fairleigh Dickinson University

* Agenda: Part 1: Jeana Wirtenberg, Ph.D.

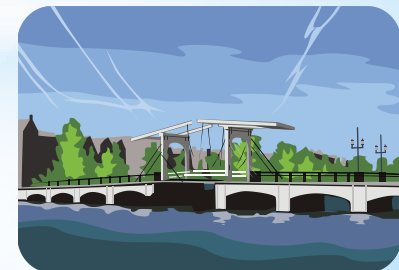
* *Introduction and Background*

- * *Purpose*
- * *Methods*
- * *Who should read this book*
- * *Key Features*



* *Building Bridges to a Sustainable Future: Understanding and Creating a Culture for Sustainability*

- * *The Context: Urgent need for systemic and holistic change*
- * *Envisioning a Sustainable World, 2050*
- * *Megatrends 2013-2050*
- * *Building a Culture for Sustainability*
- * *How do we get there?*



* Agenda: Part 2

Two case studies from the book, each representing a chapter.



Alcatel-Lucent

* *Alcatel-Lucent: Transforming Communications for the Twenty-First Century, Chapter 2.*

Presented by:

* *Barry Dambach, Senior Director, Environmental, Health, and Safety and Sustainability, Alcatel-Lucent*



* *Church & Dwight: Product Stewardship for Sustainable Prosperity, Chapter 6.*

Presented by:

* *Bob Coleman, Senior Manager, Office of Sustainable Development, Church & Dwight*

* Agenda: Part 3

Conclusion: People, Planet, and Profits in a New Green Economy.

- * *Best Practices*
- * *Critical Issues and Challenges that Must be Addressed*
- * *Company Conundrums in Addressing Sustainability-Related Challenges*
- * *Lessons Learned*
- * *Essential Elements of a Culture for Sustainability*
- * *Sustainability-Inspired Habits*
- * *Recommendations*



* Part 1:
Jeana Wirtenberg, Ph.D.

* *Purpose*

* *To provide a practical guide to successfully building a culture for sustainability for firms of all types and sizes*



* Part 1:
Jeana Wirtenberg, Ph.D.

* *Purpose*

* *and at all stages...from those just starting their journey to sustainability to those who are seeking to accelerate and deepen their positive impacts on people, reduce their environmental footprint, and enhance their financial bottom line in the short, medium, and long-term.*



* Part 1:

Jeana Wirtenberg, Ph.D.

* *Methods Used in Creating this Book*

* *ISE Corporate Partner Roundtable Series on “Creating a Culture for Sustainability” 2010-2011*

* *70+ interviews conducted and transcribed in 2012-2013*

* *In-depth analysis of internal documents shared by companies*

* *Secondary research of documents, books, and articles in the public domain*



* Part 1:
Jeana Wirtenberg, Ph.D.



* *Who Should Read This Book*

- * *Business leaders and managers in every function*
- * *Organization development professionals*
- * *Human resource leaders and managers*
- * *Consultants and practitioners*
- * *Professors and students in business, human resources, and sustainability-related fields.*



* Part 1:
Jeana Wirtenberg, Ph.D.



Key Features

- * *Best Practices*
- * *Lessons Learned*
- * *Sidebars with tips and examples*
- * *Quotes and illustrations*
- * *Frameworks and Tools*
- * *Resources*

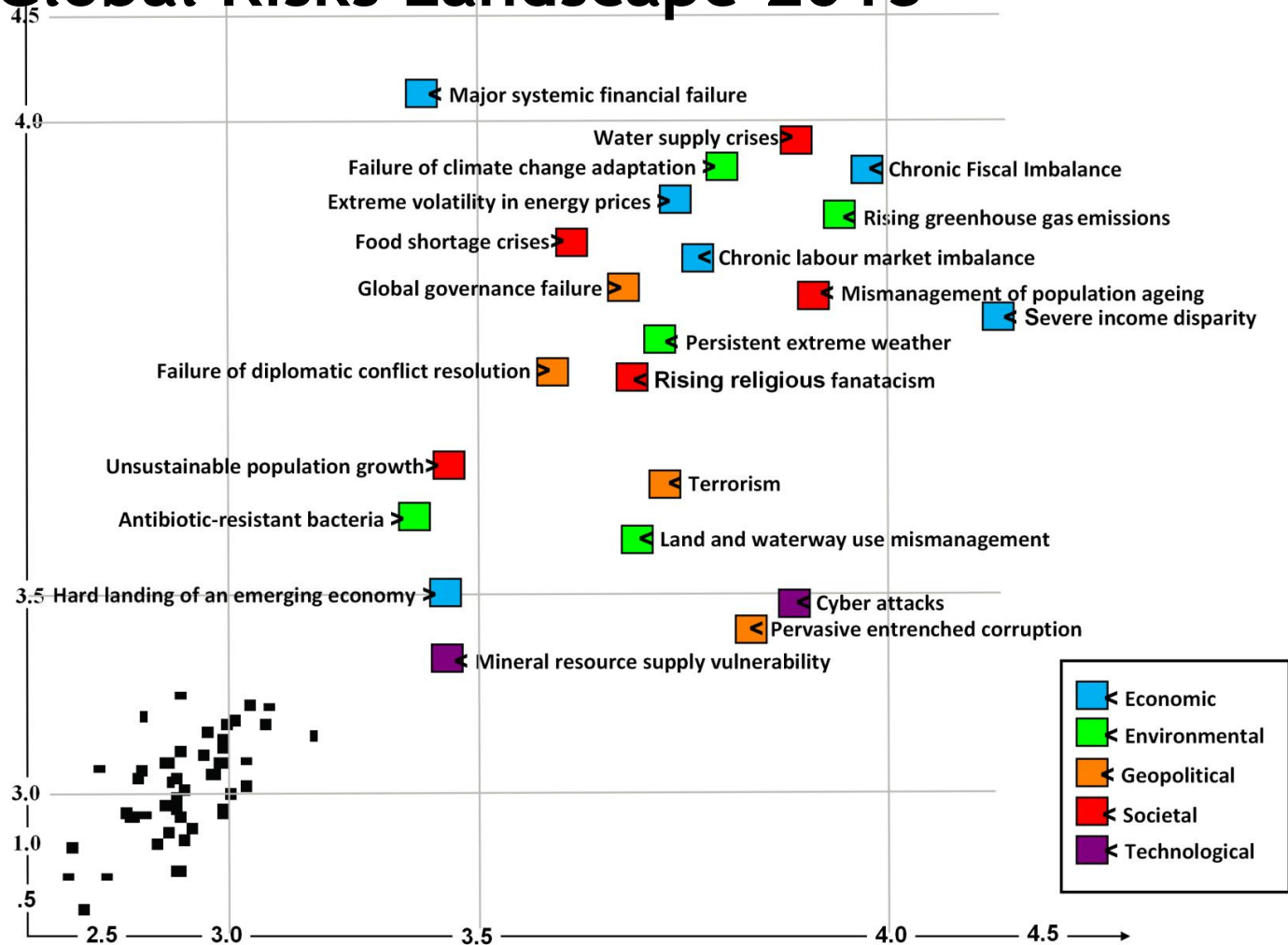




* *Building Bridges to a Sustainable
Future:
Understanding and Creating a
Culture for Sustainability
Chapter 1.*

Urgent need for systemic and holistic change

Global Risks Landscape 2013



* “Enough ...for all ...forever”

African Delegation to Earth Summit II Rio +10, 2002



Envisioning a Sustainable World, 2050

Core Sustainability Concepts

Systems
thinking



Enough ...

Socio-economic
justice



... for all ...

Intergenerational
responsibility

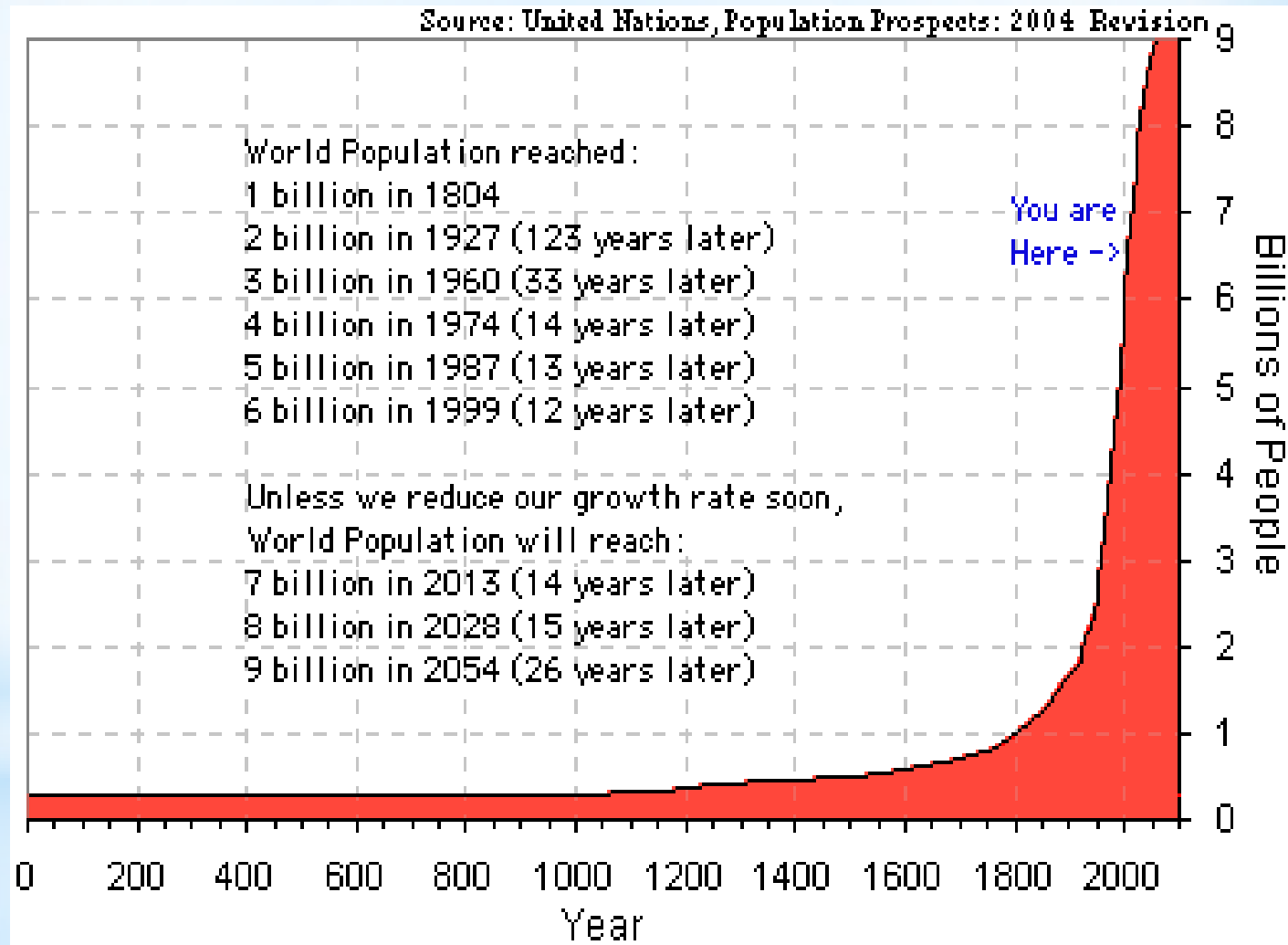


... forever.

* Megatrends 2013-2050

- * Growth of the Middle Class
- * A Resource Crunch
- * Persistent inequality
- * Major demographic changes
- * Urbanization
- * Growing human health vulnerability
- * Growing connectivity

* Increasing Population

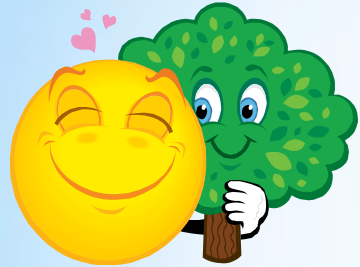




* How do we get there?

* The good news, as evidenced in every chapter of this book, is that culture is *fungible*. It *can change*, and business leaders and managers can help shift the balance to *sustainable mind-sets* and behaviors by influencing their own and other's belief systems.

* How do we get there?



* More good news is that companies don't need to resort to top-down command and control, coercion, or even peer pressure. People already care about these issues.



* Companies just need to offer the enabling environment, encouragement, and reinforcement for people to contribute what already resides within them.

* Building a Culture for Sustainability

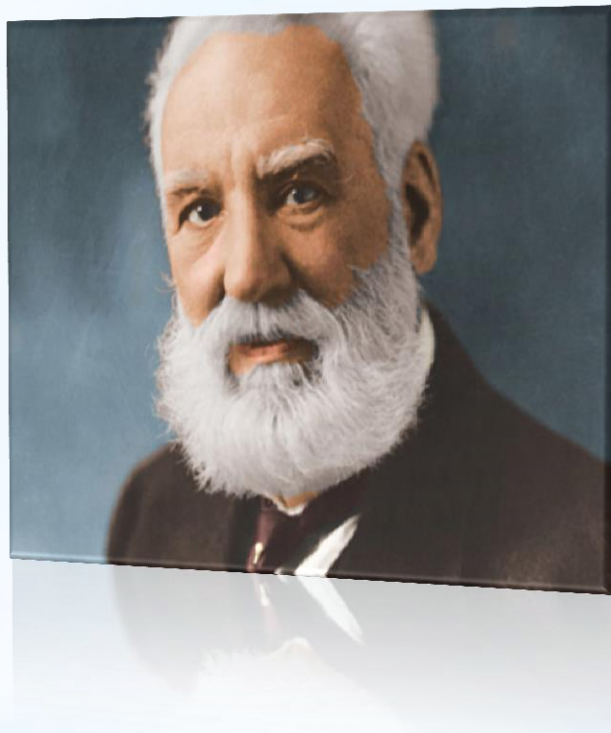
- * Chapter 2. Alcoa: Connecting People to Communities
- * Chapter 3. Alcatel-Lucent: Transforming Communications for the Twenty-First Century
- * Chapter 4. BASF: Creating Chemistry for a Sustainable Future
- * Chapter 5. Bureau Veritas: Leading by Example
- * Chapter 6. Church & Dwight: Product Stewardship for Sustainable Prosperity
- * Chapter 7. Ingersoll Rand: Integrating Sustainability into the Heartbeat of the Company
- * Chapter 8. Pfizer: Growing Leaders through the Global Health Fellows Program
- * Chapter 9. Sanofi: Putting the Patient First
- * Chapter 10. Wyndham Worldwide: Wyndham Green: One Goal. One Team. One Earth.



Alcatel·Lucent

* Alcatel-Lucent: Transforming Communications for the Twenty-First Century

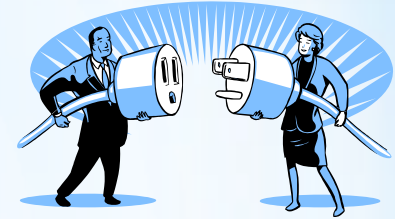
Barry Dambach, Senior Director
Sustainability and EHS



Leave the beaten track occasionally and drive into the woods. You will be certain to find something that you have never seen before.

-Alexander Graham Bell

* Defining Sustainability at Alcatel-Lucent



* Building a Culture for Sustainability

* Bell Labs: From Inventions to Breakthroughs for Sustainability



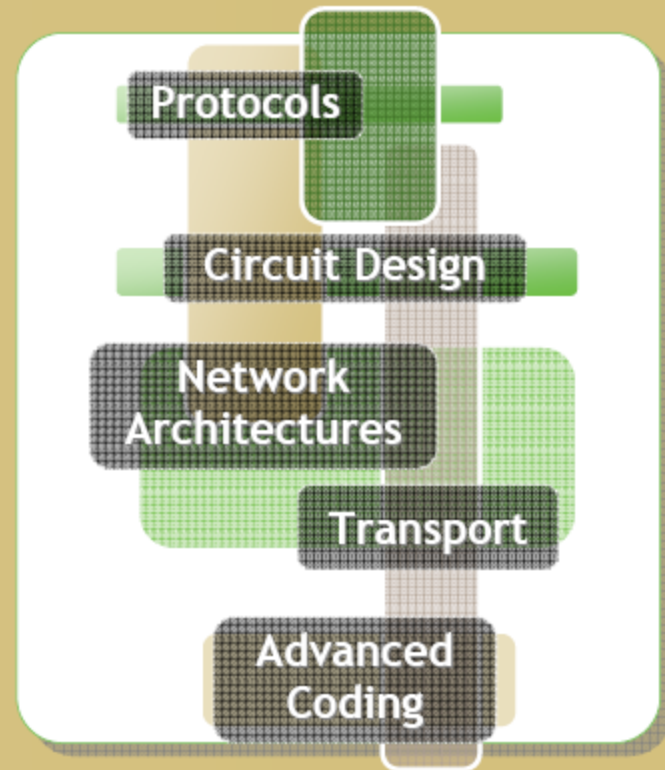
- * Solar Technology
- * Green Touch
- * lightRadio™
- * Getting Smart: Smart Grid, Smart House

Thinking Differently About Networks



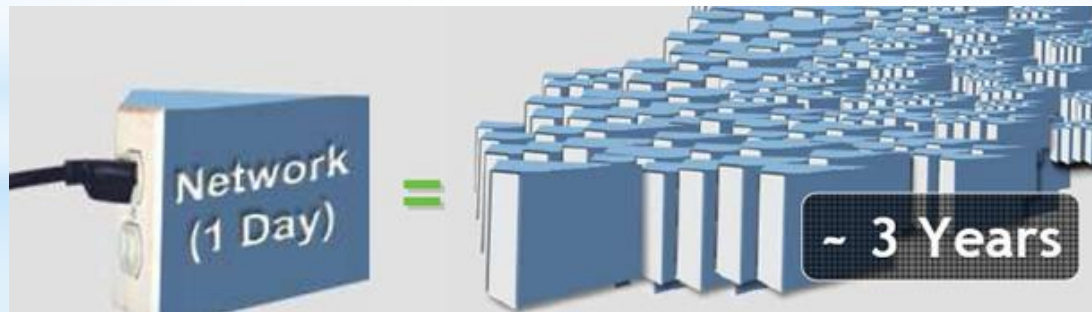
Brilliant Minds ... Leading Experts

- Optimized for energy
- Holistic Approach
- Multi-Discipline
- Equivalent Performance



* Bell Labs: From Inventions to Breakthroughs for Sustainability

- * Demonstrate technologies in five years that lead to a **1000-fold improvement** in energy efficiency
- * □ Draw on expertise across the industry and around the world
- * □ Open invitation to the entire industry
- * □ Founding members are experts from world's top institutions and operators
- * □ Alcatel-Lucent's Bell Labs is a founding member



lightRadio™

* Bell Labs: From
Inventions to
Breakthroughs
for
Sustainability





* Metro Cells place coverage and capacity where you need it

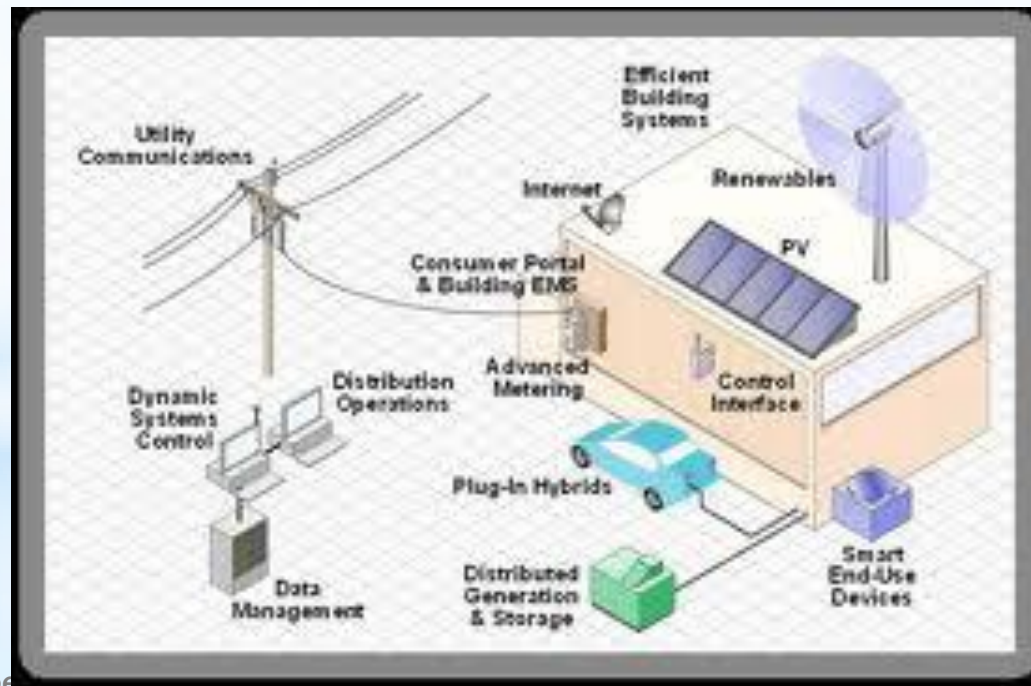
- ALC ATEL -LUCENT METRO CELLS
 - Incorporating lightRadio™
 - (-50% energy consumption)



* Getting Smart:

* Bell Labs: From Inventions to Breakthroughs for Sustainability

* Smart Grid, Smart House



*Bell Labs: From Inventions to Breakthroughs for Sustainability

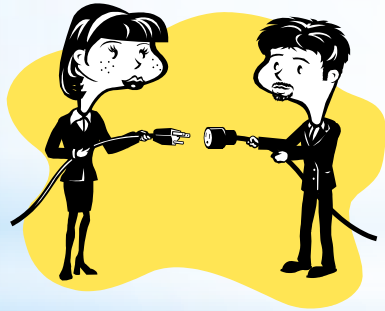


versus





What Does a Culture for Sustainability Look Like?



* A culture for sustainability for Alcatel-Lucent means everybody can say our goal is digital inclusion. We're going to connect the unconnected world. We're going to make sure the 2 billion people with no access to communication services for health care, for life, for education, for learning have all that in the next 20 years.



What Does a Culture for Sustainability Look Like?



*For Alcatel-Lucent, a culture of and for sustainability is one in which not only do all employees “get it” but they also “implement it” top-down and bottom-up. In such a culture, employees include sustainability concepts in their daily routines in the office as well as at home.

*

What Does a Culture for Sustainability Look Like?



* They incorporate sustainability thinking into every job function they perform, whether in procurement, facilities, product development, network design, marketing, finance, or Human Resources.



What Does a Culture for Sustainability Look Like?



* Employees find meaning, passion, and inspiration in the company's vision—"to realize the potential of a connected world."



How to Get There



- * Creating a grand vision
- * Making the business case: Sustainability is a business imperative
- * Starting at the top
- * Embedding sustainability in the organization's DNA



How to Get There

(continued)



* Setting priorities and making commitments

* Communicating with authenticity and transparency

* Recognizing accomplishments and disclosing areas for improvement



* OUR HIGHEST COMMITMENT TO SUSTAINABILITY

"SUSTAINABILITY IS AN
INDUSTRY IMPERATIVE,
AS WELL AS A COMPETITIVE
ADVANTAGE."



Michel Combes
Alcatel-Lucent CEO

* SUSTAINABILITY PRIORITIES A BUSINESS IMPERATIVE

Customer satisfaction
puts corporate
sustainability at
the heart of our
business



Eco-sustainability

Lead eco-sustainable innovation to provide energy efficient, environmentally sustainable networks and solutions that meet growing network demands



Our people

Create a diverse and highly skilled workforce able to meet our customer demands for reliable, quality service



Digital inclusion

Realize the potential of a connected world by developing and deploying affordable communication solutions for people everywhere, expanding their social and economic opportunities



MEMBER OF
**Dow Jones
Sustainability Indices**
In Collaboration with RobecoSAM



FTSE4Good

* OUR PRIORITIES

COMMITMENT TO ECO-SUSTAINABILITY

Developing eco-sustainable networks

- Innovative products that contribute to environmentally responsible end-to-end networks and enhance network performance
- Holistic lifecycle approach (do more with less, from design to end of life)
- Breakthrough energy efficient solutions: lightRadio™, FP3, Extensible Routing System
- Bell Labs' green research, involving scientists worldwide and collaborations with other companies, research institutes & universities

Enabling low carbon solutions

- Energy with smart grid technologies
- Efficient transportation and logistics
- Dematerialization
- Smart cities

Reducing our carbon footprint

- Carbon emissions tracking & reporting
- Reducing electricity consumption
- Reinforcing tele-working and commuting
- Dematerializing business travel
- Managing resources : protecting biodiversity, paper, water and waste management
- Raising employee awareness



LEAD IN
ECO-SUSTAINABLE
INNOVATION

LEVERAGING BELL LABS AND PLAYING A PROACTIVE ROLE GLOBALLY

DEVELOPING ECO-SUSTAINABLE NETWORKS

Holistic lifecycle approach





How to Get There

(continued)



- * Connecting with diversity of employees around the world

- * StrongHer

- * Hiring and working across generations

- * “ConnectEd” to youth

- * Work-life balance



* Best Practices



* “Engage”:
Maximizing
Communication
through Social
Media

* Collaborating
across
Stakeholders and
Industries

* Best Practices



* Tying Sustainability to Innovation

* Integrating Sustainability Fully into Company Strategy

* Challenges



* Challenges

- * Stuck in the Middle
- * Competing Priorities: Too Much on My Plate
- * Dealing with Short-Termism
- * Demonstrating the Return on Investment
- * Human Resources: Stepping Up as Advocate and Enabler of Change

*Lessons Learned

* Lessons Learned

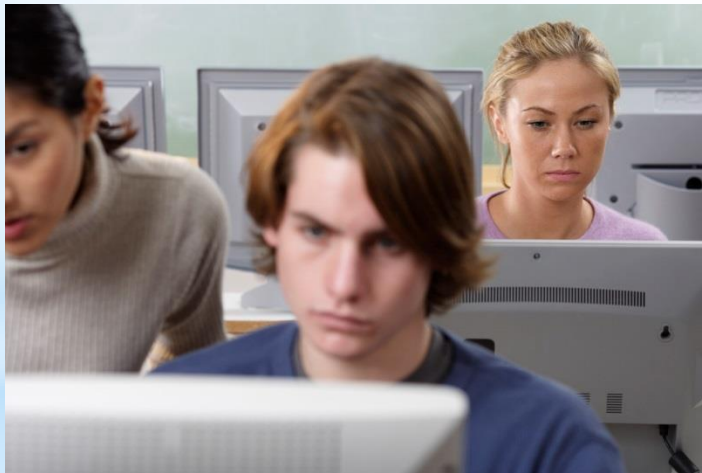
The image shows a handwritten mathematical solution on a piece of paper. The text is written in black ink. At the top, the integral is written as $\int \frac{x+5}{x^2-2x-3} dx$. Below this, the solution is shown in three lines: $\frac{5}{3} dx = \int \frac{2}{x-3} dx - \int \frac{1}{x+1} dx$, $= 2 \ln(x-3) - \ln(x+1) + C$, and $= \ln \frac{(x-3)^2}{x+1} + C$. The word "Problems" is written in a large, light-colored font across the middle of the page, partially overlapping the equations.

$$\int \frac{x+5}{x^2-2x-3} dx$$
$$\frac{5}{3} dx = \int \frac{2}{x-3} dx - \int \frac{1}{x+1} dx$$
$$= 2 \ln(x-3) - \ln(x+1) + C$$
$$= \ln \frac{(x-3)^2}{x+1} + C$$

- * Create a shared focus on solving a global problem—such as the dilemma of the digital divide.
- * Make use of frameworks and tools that have already been proven and that work
- * For example, read and understand the Greenhouse Gas Protocol and become an expert in its use.



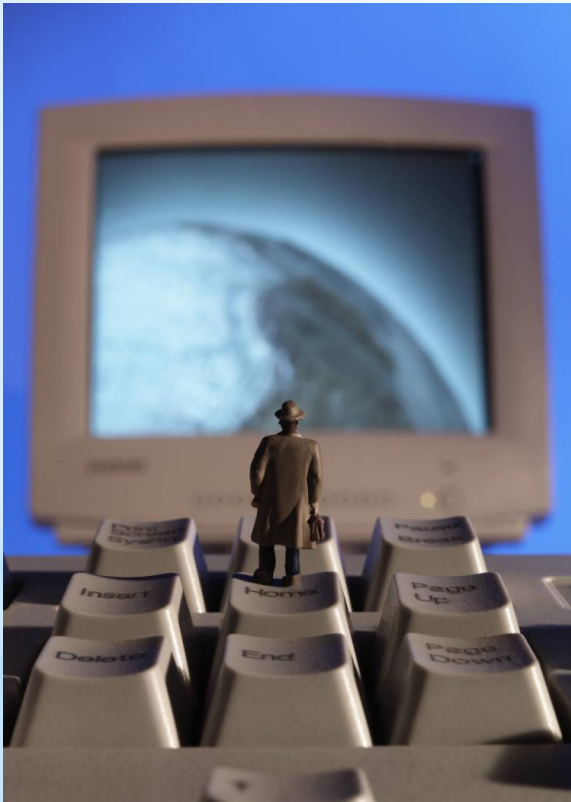
Lessons Learned



* Educate yourself and do your homework. There is no shortage of websites, books, magazines, articles. And most colleges have Sustainability 101 courses to start you off.

* Utilize Industry Associations

* Lessons Learned



* Learn about the business. You need to understand business and customers before you can be credible in how you can make a difference in that company.

* Network. This is the best way to learn about sustainability within and across industries.



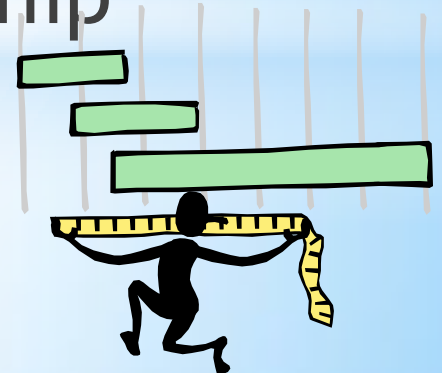
- * Frameworks, Tools, and Resources



- * Participate in Existing Frameworks and Global Standards

- * Use Carbon-Accounting Tools

- * Build Sustainability Metrics: Total Cost of Ownership



* Frameworks, Tools, and Resources:



Alcatel-Lucent participates in, uses, and recommends

- * Dow Jones Sustainability Index (DJSI)
- * United Nations Global Compact
- * Global Reporting Initiative (GRI)
- * Carbon Disclosure Project (CDP)
- * GeSI
- * Greenhouse Gas Protocol (GGP)
- * Life Cycle Analysis (LCA)
- * World Resources Institute (WRI)

* OUR VALUES RESPONSIBLE SUPPLY CHAIN

WE COLLABORATE AND DO BUSINESS ONLY WITH PARTNERS
WHO SHARE AND SUPPORT OUR VALUES



RESPONSIBLE
SUPPLY CHAIN

1. Require

CLEAR SUSTAINABILITY REQUIREMENTS

for suppliers integrated into contractual purchasing requirements, processes and exchanges with suppliers.

Commit to the United Nations Global Compact, EICC Code of Conduct and activity-tailored EHS clauses.

2. Evaluate

SUPPLIERS SUSTAINABILITY PERFORMANCE

on ethics, social and environment, health and safety and the management of their own supply chain through supplier risk assessments, EcoVadis management system rating and on-site audits.

3. Improve

SUPPLIERS SUSTAINABILITY PERFORMANCE

Improve suppliers' performance to satisfactory levels through dialogue around improvement plans addressing the weaknesses identified.

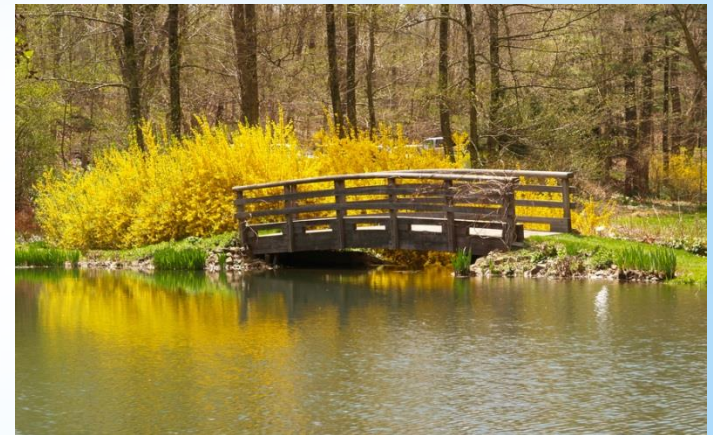
ABOUT ALCATEL-LUCENT (EURONEXT PARIS AND NYSE: ALU)

Alcatel-Lucent is at the forefront of global communications, providing products and innovations in IP and cloud networking, as well as ultra-broadband fixed and wireless access to service providers and their customers, enterprises and institutions throughout the world.

Underpinning Alcatel-Lucent in driving the industrial transformation from voice telephony to high-speed digital delivery of data, video and information is Bell Labs, an integral part of Alcatel-Lucent and one of the world's foremost technology research institutes, responsible for countless breakthroughs that have shaped the networking and communications industry. Alcatel-Lucent innovations have resulted in the company being recognized by Thomson Reuters as a Top 100 Global Innovator, as well as being named by MIT Technology Review as amongst 2012's Top 50 "World's Most Innovative Companies". **Alcatel-Lucent has also been recognized for innovation in sustainability, being named Industry Group Leader for Technology Hardware & Equipment sector in the 2013 Dow Jones Sustainability Indices review for making global communications more sustainable, affordable and accessible, all in pursuit of the company's mission to realize the potential of a connected world.**

- * **Get Started**
- * **Define Sustainability for you - how links to your business**
- * **Engage employees and your innovation engine**
- * **Develop Business Case for Sustainability**
- * **Set Objectives**
- * **Organize to meet them**
- * **Communicate Internally & Externally**
- * **Keep Pushing**

* **Conclusion**





*Questions?



* Church & Dwight: Product Stewardship for Sustainable Prosperity

Bob Coleman, Sr. Manager
Office of Sustainable Development

SIXTH SERIES No. 8
"USEFUL BIRDS OF AMERICA"
 For the purest Bicarbonate of Soda (Baking Soda) buy the Arm & Hammer Brand, or Cow Brand. Both are identical and exceed the requirements of the United States Pharmacopoeia.
 Keep a package in the kitchen and one in the medicine closet.
For Sale at All Grocers

 **CHURCH & DWIGHT CO., INC.** 
 10 Cedar Street, New York, N. Y.

8 **WOOD THRUSH.** (*Hyllocichla mustelina*)

A smaller cousin of the robin and, like him, a destroyer of harmful insects. His beautiful spotted breast, which shows about fifty markings, is a distinguishing feature. He is a sweet singer but less bold than the robin, to whom he often plays a second fiddle. The eastern half of the United States is his range.

FOR THE GOOD OF ALL,
 DO NOT DESTROY THE BIRDS.



* Arm & Hammer: A Heritage of Sustainability

* It's an Evolution Not
a Revolution

* Building a Culture for
Sustainability

* What Does a Culture for Sustainability Look Like?



- * *It's in the Mind-set*
- * *Respecting and Learning from Failure*
- * *Reporting the Bad with the Good*

* Best Practices Celebrating Earth Day

Come Celebrate Earth Day!



Yesterday • Today • Tomorrow

Join us in celebrating Earth Day, Wednesday, April 21st from 11am to 2pm outside under the tent with cake and prizes!
Bring Your Child to Work Day is on Thursday, the real Earth Day

Take part in our Earth Day Scavenger Hunt to receive a "green gift" like seedlings, cups, grocery bags—even T-shirts! Use the attached form or pick one up at the tent.



Talk with the owner of *Terhune Orchards*, a local farm that grows organic crops. Learn about the *Rutgers Garden Series* classes and the different types of gardens you can start at home.



And of course, you will want to pick up your Earth Day seedling

On April 21st, at our Earth Day event, learn what you can do to save resources, save money and help protect the environment. Come listen to our guest speakers on a number of "doing what's right" topics!



Bring in your e-Waste from home for recycling by *Green Vision*, and help autistic students and adults develop job skills for the future.



Meet *Smith Sustainable Design* and learn how you can conserve energy, lower the cost of your utility bills and make your home or business more energy efficient.

Hear how *the Institute for Sustainable Enterprise* brings people together to learn how to live, work and manage sustainably by focusing on products, processes and services that add value.



See live birds of prey and learn about our area's biodiversity from *The Mercer County Wildlife Center*, the *Conserve Wildlife Foundation of NJ* and *Stony Brook Millstone Watershed*.

Listen to Sustainable Jersey and *The Association of NJ Environmental Commissions* explain how they are working to green NJ communities, and how you can apply the same practices to go green at work.



*Best
Practices

Pay the Piggy

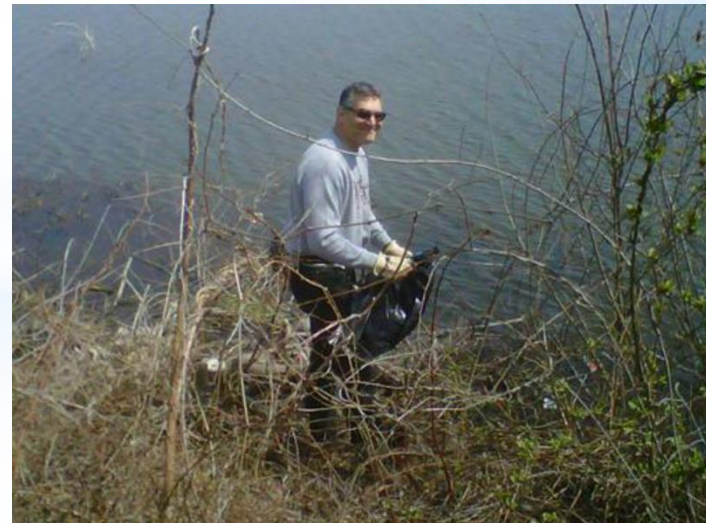


* **Best
Practices**

*Employee Giving
Fund and
Volunteerism*

* *Volunteer
opportunities*

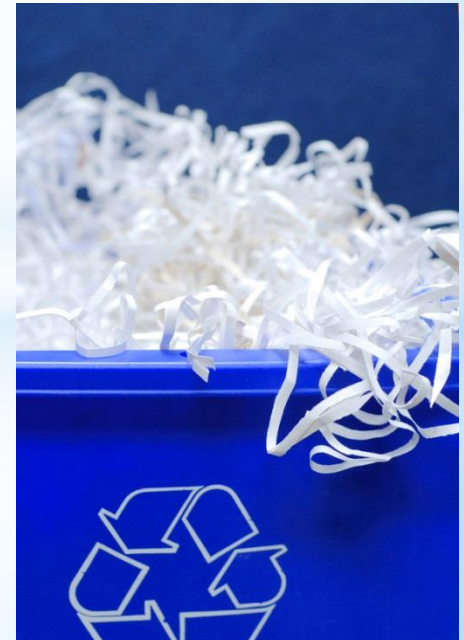
* *Partnerships with
NGOs*





*** Best Practices**
Management System Supporting Programs

- * *Responsible Care***
- * *Product Care***
- * *Business Impact Matrix***





* Best Practices

Product Stewardship



- * Material Safety Data Sheet (MSDS)
Ingredient Disclosure
- * Full ingredient disclosure
- * Animal-testing policy





* Best Practices

*Reducing Waste, Energy,
and Water*





* Challenges, Tradeoffs, and Conundrums



- * **Challenges, Tradeoffs, and Conundrums**



- * Integrating Sustainability into a Successful Business
- * Complex Supply Chain
- * Being Sustainable versus Touting It
- * Meeting Customers and Consumers Where They Are

* Challenges, Tradeoffs, and Conundrums



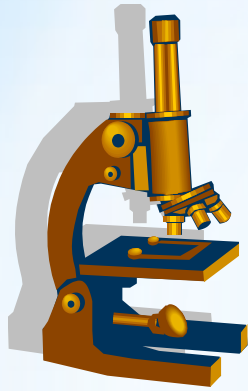
- * Consumer Perceptions that Green Costs More; Finding a Workable Tradeoff
- * Tree Hugging, Cutting Edge, or Bleeding Edge?
- * Altruism versus Meeting Market Expectations: “Rallied and Actively Prepared”

* Challenges,
Tradeoffs, and
Conundrums



* The Natural
Question:
Are Natural
Ingredients
Always
Better?

*Lessons Learned



* Lessons Learned



- * Find out what's important to your executive suite and make sure it resonates; make it relevant.
- * Do the right thing. Have a conscious attitude toward products from conception (R&D) through commercialization.
- * Use sound science to figure out the best ingredients to put into your products. Don't take chances.



* **Lessons Learned** (continued)



- * **Be transparent:** Report the bad with the good. Report what's relevant to your business and what you can be accurate about.
- * **Find ways to work positively with regulators.**
- * **Educate the consumer** to help get past confusion in the marketplace.



* Lessons Learned



- * At any moment, the actual isn't as important as the goal. It is the goal that gets everyone moving in the right direction.
- * Build and leverage your network.
- * Identify and address hot spots in the world. Discover what's important to the world and how to address those needs.
- * There's no one silver bullet.

- * Frameworks, Tools, and Resources



- * Research and Development 4DRD Platform
- * The Sustainability Consortium
- * Johnson & Johnson Sustainability Best Practices Tool
- * Standards

*Church & Dwight continues to support environmental, safety, sustainable development and product stewardship programs to enable the design and manufacture of products for healthier and more sustainable living.

***Conclusion**



* Key areas of strategic focus



- * Energy-, water-, and waste- reduction efforts at plants
- * Environmental and safety support for plant startups
- * Maintenance and continual improvement of all sustainability, environmental, safety, and training policies and programs

* Key areas of strategic focus



- * Expansion of Lean Six Sigma Programs
- * Beyond regulatory compliance
- * Product life-cycle and carbon footprint improvement in product development
- * Participation in Sustainability Consortium

*Questions?



* *Best Practices*

- * *How to Think about, Use, and Leverage “Best Practices”*
- * *People Initiatives*
- * *Community Initiatives*
- * *Customer Initiatives*
- * *Planet Initiatives*
- * *Supply Chain Initiatives*
- * *Profit Initiatives*





* *Critical Issues and Challenges that Must be Addressed*

* *Company Conundrums in Addressing Sustainability-Related Challenges*

* *People-Related Challenges*

- * *Changing Mind-Sets and Behavior*
- * *Filling the Pipeline from STEM Disciplines*
- * *Overwhelming Workloads and Competing Priorities*
- * *HR Needs to Step Up to the Plate*



* *Company Conundrums in Addressing Sustainability-Related Challenges*

* *Planet*

- * *Consumer Perceptions that Green Costs More, and Finding a Workable Trade-Off*
- * *Being Sustainable versus Touting It*
- * *Tree Hugging, Cutting Edge, or Bleeding Edge?*



* *Company Conundrums in Addressing Sustainability-Related Challenges*

* *Profits*

- * *Measuring ROI of Sustainability Initiatives*
- * *Dealing with Short-Termism*
- * *Working with Different Measurement Systems and Methods around the Globe*





*Lessons Learned: Stepping Stones on the Journey to Sustainability



Lessons Learned: Areas for Organizations to Consider

	People	Planet	Profits
S	Stakeholders	Stewardship; Sound science	Strategic Sustainability filter
U	Understanding	Undoing harm	Urgency
S	Safety	Sustainable supply chain	Standards
T	Top-down and bottom-up; Teams	Transparency	Timing
A	Authenticity	Attention	Alignment
I	Involvement; Inclusion	Install a process; Integrate	Innovation
N	Network	Neutralize	Say “no” to unsustainable things
A	Awareness	Appreciate	Apply and activate
B	Behaviors	Balance	Branding
L	Leadership; Leading by example	Local	Legacy
E	Educate and equip	Ethics	Evolutionary

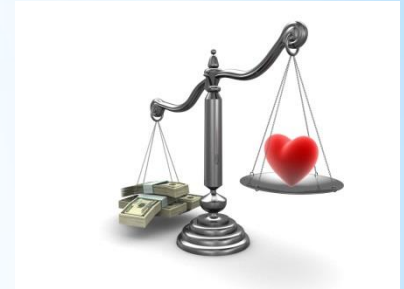


*What Does a Culture for Sustainability Look Like?



* *Essential Elements of a Culture for Sustainability*

- * *Sustainable Values; sees organization in context of community, society, and earth*
- * *Sustainable Mind-Set; systems thinking*
- * *Leadership for sustainability; leads with purpose and authenticity*
- * *Visionary: Envisions the future we want to create*
- * *Employee engagement; builds agility and resiliency; engages imagination; fun*
- * *Multi-disciplinary; Embeds sustainability throughout learning and development*
- * *Diversity, inclusion, social justice; deep caring for all people*
- * *Wisdom: emotional, social, and ecological intelligence*



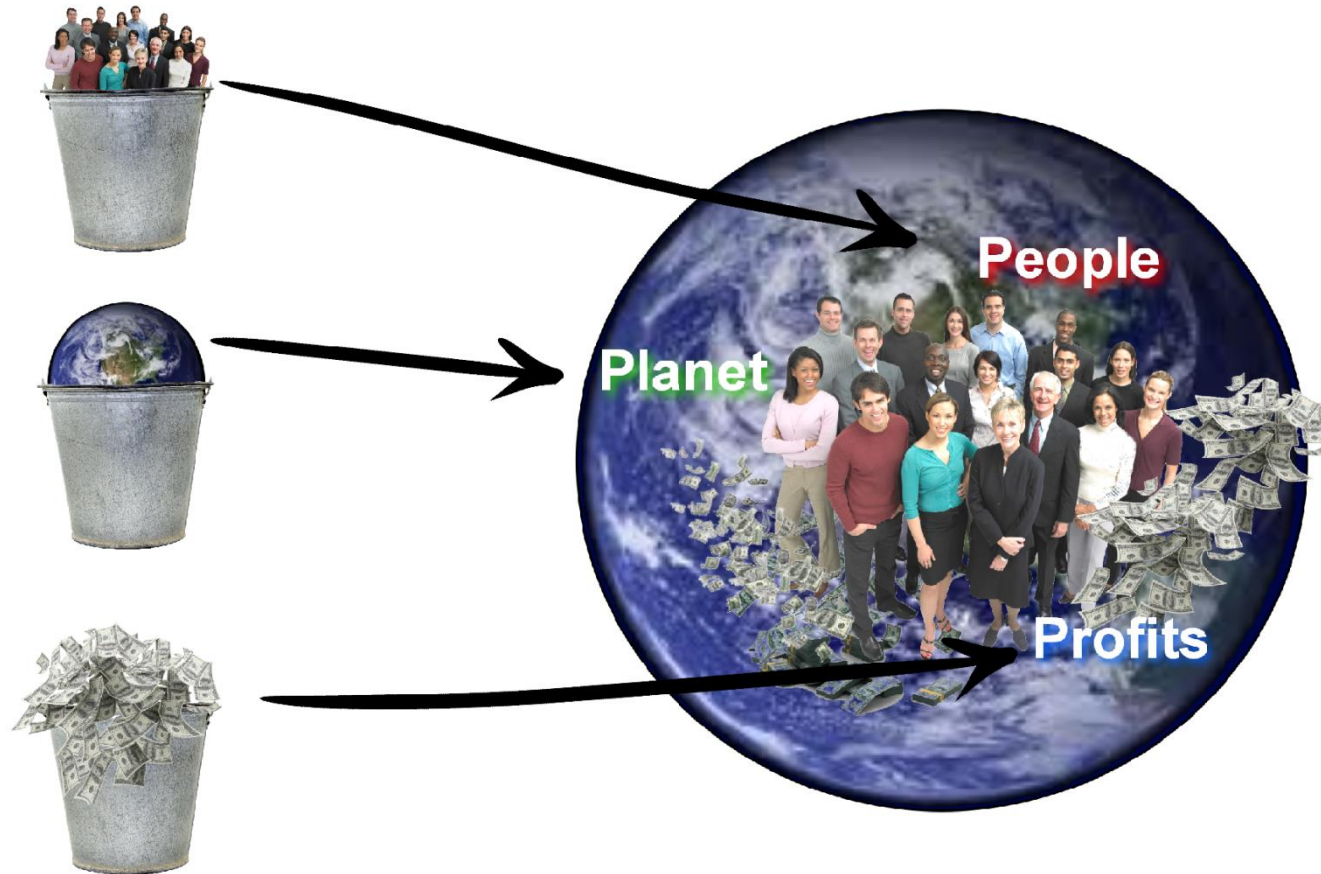
- * Silent Reflection
- * Reframing, versatility
- * Appreciative inquiry
- * Mindfulness; presence
- * Listening generously
- * Both-and; ambicultural
- * Being, satisfaction
- * Caring; Compassion and service; partnership
- * Involvement
- * Positive leadership; humility
- * Culture of abundance
- * Gratitude
- * Collaboration
- * Self-organizing; emergent
- * Balance (neither asceticism nor hedonism)



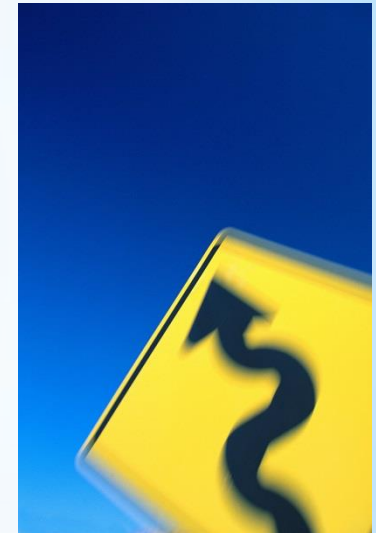
* Sustainability- Inspired Habits and Practices



People, Planet, and Profits in a New Green Economy



- * Phase I. **Discovery:** Conduct a comprehensive company or organization self-evaluation
- * Phase II. **Design your Future:** Co-create Your sustainability vision and desired Culture
- * Phase III. **Develop your Plan**
- * Phase IV. **Deploy your Plan**



* Create a Holistic Business Sustainability Roadmap and Plan



A blue, 3D-style button with rounded corners and a slight shadow, tilted diagonally. The word "Questions?" is written in a bold, black, sans-serif font across the center of the button. The background is a light blue gradient with faint, concentric circular patterns.

Questions?

***Thank You!**

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