Wharton
University of Pennsylvania

CREATING LASTING CHANGE:

From Social Entrepreneurship to Sustainability in Retail

April 5, 2012

Wharton | *San Francisco*

Wharton University of Pennsylvania PROGRAM FOR SOCIAL IMPACT

Baker Retailing Center

IGEL INITIATIVE *for* GLOBAL ENVIRONMENTAL LEADERSHIP

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CONTENTS

Introduction

The world is in the midst of massive changes, from climate, to population growth and development, to globalization and urbanization. As a global society, we have achieved many successes in the wars on poverty, disease, pollution, and unsustainable use of resources, including the eradication of polio and smallpox from much of the world, the banning of ozone-depleting chemicals, and the expansion of human rights. However, we are still losing on other fronts: Globally, more than two billion people do not have access to basic sanitation. Electrification, clean water, medical care, and basic human services are unavailable to millions. Despite the advances made in some countries, girls still lack access to education on an alarming scale. In addition, natural resources are being consumed at unsustainable rates and growing water scarcity may exacerbate regional tensions.

The role of business in alleviating these problems is expanding and changing. Both large and small companies are looking beyond philanthropy and donations, and seeking new ways to invest in products and services for people and the planet. The rise in social enterprises—companies with a social or environmental mission—and public/private partnerships heralds new techniques and structures for investors, consumers, and business schools alike. Business students are increasingly devoting their studies and work to enterprises that leverage business skills to create social good. As John Gargani, WG'82, President and Founder, Gargani + Company, Inc., wrote in his blog: "I was thrilled to find corporations, new and old, concerned with making the world a better place. Business in general, and Wharton in particular, have certainly changed in the 20 years since I earned my MBA."

Doug Collom, Vice Dean, Wharton | San Francisco

These changes drove the Initiative for Global Environmental Leadership (IGEL), the Wharton Program for Social Impact (WPSI), and the Jay H. Baker Retailing Center to jointly host a conference in San Francisco, one of the hotbeds of social enterprise activity, to better understand, promote, and educate on these developments. As Managing Director of WPSI Sherryl Kuhlman noted in her opening remarks, “We shouldn’t section off social impact and sustainability. They are, and should be, a fact of business.” Barbara Kahn, the moderator of the retail panel and a Wharton marketing professor, as well as Director of the Baker Retailing Center, asked the panelists to explain how retail companies’ social impact initiatives are part of their branding and stakeholder engagement strategies. Amy Errett, a panelist and partner at Maveron LLC, emphasized that it will take vision and insistence to foster this mindset. “In my opinion, this is all about leadership…It’s leadership in having the willpower to resist what your biggest shareholders want you to do to save money,” she said.

The ensuing conference, “Creating Lasting Change: From Social Entrepreneurship to Sustainability in Retail,” was held on April 5, 2012, in Wharton San Francisco’s newly restored and LEED-certified Hills Brothers Plaza building. The conference focused on innovative topics in social entrepreneurship, corporate social responsibility, and sustainability in retail. The participating audience consisted of members from the Wharton MBA Program for Executives (WEMBA), alumni from the West Coast area, and others with a commitment to sustainability and social impact. The event exemplified the Wharton School’s commitment to developing and disseminating knowledge that can drive innovation, global impact, and lifelong learning for Wharton’s 91,000 alumni. Raghavan Anand, Chief Financial Officer of One Million Lights, and moderator of the social entrepreneurship panel, expressed in his blog that he looks forward to more events like this one through which Wharton can establish itself as a thought leader in social impact and impact investing.

For blogs about the conference, please visit:

evalblog.com/2012/04/13/conference-blog-the-wharton-creating-lasting-change-conference
by John Gargani, WG’82

whartonexec.blogspot.com/2012/04/wharton-social-impact-welcomed-at.html
by Raghavan Anand, WG’13

Executive Summary

PANEL ONE: SOCIAL ENTREPRENEURSHIP AND INNOVATION

Panel moderator

Raghavan Anand
WG'13, Chief Financial Officer, One Million Lights

Panelists

Andrew D'Souza
Chief Revenue Officer, Top Hat Monocle, Inc.

Amy Errett
WG'88, Partner, Maveron LLC

Susie Lee
Principal, TBL Capital

Michael Young
C'08, EAS'08, Co-founder, Innova Dynamics, Inc., Hydros Bottle LLC, and IonArmour

The panel on social entrepreneurship and innovation discussed venture capital, new models that hybridize philanthropy and investing, investor relations, and new frontiers in social enterprise. As Andrew D'Souza of Top Hat Monocle, Inc., explained, it is important for a socially or environmentally interested startup to address a problem. Acknowledging the importance of education, Top Hat Monocle seeks to make classroom settings reflect the technological realities of today's students by using SMS texting, smart phone apps, etc., to increase engagement. Susie Lee of TBL Capital noted that monitoring and evaluation is important in social and environmental businesses: TBL Capital tracks their portfolio companies' success with social and environmental indicators and data. Amy Errett of Maveron LLC said that leadership is key to the success of socially conscious startups. Michael Young of Innova Dynamics, Inc., explained that his company makes new materials more efficiently. He highlighted the potential of the chemistry and engineering fields to make positive contributions to alleviating environmental and social problems. The panelists all agreed that social entrepreneurship is of increasing interest to investors and philanthropists. Charitable funders are no longer interested in just giving money; they want to see returns and scale. Indeed, the panelists agreed that many global problems are unsolvable without a business component that can help fund and continue the venture.

Panel moderator

Barbara Kahn
Patty and Jay H. Baker Professor, Professor of Marketing, and Director, Jay H. Baker Retailing Center, The Wharton School, University of Pennsylvania

Panelists

Christy Consler
WG'96, Vice President of Sustainability, Safeway, Inc.

Paul Dillinger
Senior Director-Global Design, Levi Strauss & Co.

Lori Duvall
Global Director, Green, eBay, Inc.

Shauna Sadowski
W'99, Director of Sustainability, Annie's, Inc.

Leading retailers have established corporate social responsibility (CSR) and sustainability as part of their corporate cultures by relating their sustainability initiatives to their triple bottom lines. The origins of retailers' sustainability orientations are diverse. At eBay, employees drove sustainability and social initiatives, resulting in partnerships with other companies, educational tools, and new products. At Annie's, healthy, simple, and delicious food was the impetus for starting the company, and drives the company's interest in organic, non-genetically modified, and fully disclosed products. Safeway made sustainability an explicit objective in the process of infusing a sustainability mindset into its leadership team. Levi's advertised the durability and lasting value of its products shortly after the company's founding in the 19th century, and has fostered its sustainability orientation more recently. Corporations today are implementing a range of sustainability initiatives, including supplier education and incentives for environmentally superior growing methods, innovative energy- and water-saving manufacturing processes and operations, employee health programs, incentives for environmentally friendly commutes, and programs for consumers to help reduce waste and impact.

An exciting development is retailers' full product life cycle thinking in design, recycling, and education. Safeway is reducing waste and sourcing more sustainably made products. Levi's has launched an educational campaign for its customers to reduce their use of water and energy in laundering their apparel. The retailers on the panel are taking leadership roles in their industries to enhance sustainability standards, share best practices, collaborate with industry partners to improve sustainability standards, and participate in public policy discussions. Another key issue of sustainability is the importance of assessing impact. Measurement and quantification of the impact of sustainability programs is important to retailers because it allows them to track progress and benchmark against other organizations. Metrics include the amount of resources saved, environmental footprint reduction, and amount of sustainable products produced.

Panel One: Social Entrepreneurship and Innovation

Raghavan Anand, WG'13, Chief Financial Officer, One Million Lights, moderated Panel One: Social Entrepreneurship and Innovation. The panelists were *Andrew D'Souza*, Chief Revenue Officer, Top Hat Monocle, Inc.; *Amy Errett*, Partner, Maveron LLC; *Susie Lee*, Principal, TBL Capital; and *Michael Young*, Co-founder, Innova Dynamics, Inc., Hydros Bottle LLC, and IonArmour.

Andrew D'Souza, Chief Revenue Officer, Top Hat Monocle, Inc., spoke about the shortcomings in current educational software and textbook publishing that motivated the launch of Top Hat Monocle. Through its web- and mobile-based classroom response software, Top Hat Monocle provides students with a more engaging in-class experience while giving professors real-time feedback. Top Hat Monocle allows educators to engage students through in-class polls, quizzes, and interactive demonstrations, using the devices that students already own and use, such as iPads, SMS phones, and smart phones. The company's philosophy is to build to the "lowest possible denominator," which will allow customers in developing countries to use their SMS phones in education. Several hundred professors are creating content for the service, and 60,000 students from around the world are currently using it.

Raghavan Anand, One Million Lights

Top Hat Monocle is experimenting with new ways to deliver educational materials and content. An immediate feedback loop between customers and software designers allows rapid development of tools that customers want or need. Another success factor is that the software uses existing technology and classroom infrastructure without large capital needs. While "…the classroom is not going away in the next fifty years," according to D'Souza, there is a need to integrate current technologies and social media norms into education to match today's cultural realities and to expand what education can do remotely.

While socially or environmentally responsible enterprises might sometimes sacrifice some financial return, especially in the short term, they garner advantages in employee recruiting, competitiveness within the industry, and public and consumer relations.

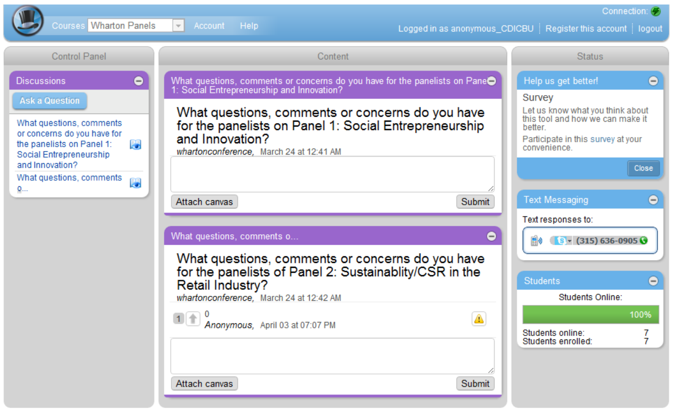
Amy Errett, WG'88, Partner, Maveron LLC, spoke about Maveron's integration of innovation and sustainability into the company's mission. As a consumer-focused venture capital firm, Maveron is interested in businesses in three sectors in particular: health and wellness, education, and tech-enabled consumer service. Maveron's unique investment platform identifies and assists the most promising consumer businesses to accelerate their trajectory and to thoughtfully maximize stakeholder value. "Authenticity, caring about consumers and employees, and good things in the world usually align for big returns," Errett said. Maveron looks for companies with excellent leaders and a product that consumers will use to achieve superior financial returns. It partners with the best and brightest entrepreneurs in the early to mid stages of developing strong and highly differentiated brands in diverse sectors.

Socially and environmentally responsible investing also goes the other way, i.e., companies should ensure that a potential funding partner is fully aligned with environmental, social, and governance (ESG) goals to preempt problems down the road. Since venture capital funding is only 25 years old and only reaches three percent of startups in the country, there is significant room for growth and adaptation to ESG investing. "I think you are going to see funds [for socially responsible investing] that come out of people from companies like Zynga and Facebook, whose IPOs have created massive wealth for top employees," Errett said.

Errett also provided a personal look into the new investment-philanthropy hybrid model that is needed to meet social and environmental goals, arguing that the world needs more enterprises that incorporate philanthropy and business strategy. As chair of the board for GLIDE, a nonprofit organization serving the homeless population, she experienced firsthand how hard it was to change the structure of the nonprofit to incorporate income-generating activities that could support the construction and maintenance of three new buildings that were essential to GLIDE's operation.

Responding to a question about how much financial return is forfeited by being interested in social and environmental performance, Errett said that it is not a cut and dry answer. "We can make a list of those companies that might not be in the social or sustainability space but that have leadership that believes

Andrew D'Souza, Top Hat Monocle, Inc.



Top Hat Monocle technology was used during the conference.

in this deeply. These companies have off-the-charts returns," she said.

For Errett, future areas for investment include banking for lower income communities using mobile technology. Providing these consumers with easier access to credit, savings, and checking accounts will help them avoid predatory banks and businesses.

Susie Lee, Principal, TBL Capital, continued the conversation by noting that TBL Capital invests in early- to growth-stage companies that focus on environmental and social impact, and manages its venture capital

Michael Young, Susie Lee, Amy Errett, and Andrew D'Souza

investments in sectors including sustainable food systems, premium consumer packaged goods, clean energy, and software. The first screening for potential investments includes looking at whether a company has a real focus on social and environmental impact or, at least, the values and business focus consistent with creating social good, since caring about social and environmental issues can make a company a stronger investment. "In fact," Lee argued, "a lot of the choices that entrepreneurs make to be a more sustainable enterprise and to contribute positively to communities and employees through the supply chain create value in the business." Most of the companies TBL Capital invests in are Certified B Corporations, a designation that indicates that a company has passed B Lab's rigorous social and environmental standards checks.

TBL Capital's portfolio management uses financial performance management and social and environmental impact measurement tools to assist in reducing carbon footprints and resource use. The company tries to standardize the sustainability data it collects and presents so that it is easily understood by investors. The data is tracked through financial, environmental, and social impact dashboards customized for each company. Developing an effective system of dashboard metrics can be time intensive for management upfront. However, once developed it is very easy for the company to manage the dashboard and metrics going forward. By tracking metrics such as the increase in producer incomes across regions involved in the supply chain and comparisons of the wages between sustainable suppliers and commodity growers, TBL Capital is able to identify and measure the community impact of their portfolio companies. TBL Capital also tracks carbon savings from packaging and logistics redesign, which are among the most material metrics for food, beverage, and health supplement companies. The company tracks dozens of line items but keeps management focused on the metrics that are most relevant. "Some of our companies want to monitor fifty things, but we want to keep them focused on the top metrics unit-wise and materiality-wise," Lee said.

"Ultimately, our companies are proving that they can create value to investors through their environmental, social, and governance work," Lee said. Since social investing is still new, results on financial performance will not be available for some time, but there are ways for businesses to invest in ESG without negatively affecting bottom lines. As innovation is now looping back to the U.S., models that work in the developing world, such as mobile banking, will also help serve low income populations in the U.S. "There are ways to serve low income populations profitably and make better, higher quality services," Lee argued.

Susie Lee and Michael Young

Michael Young, C'08, EAS'08, Co-founder, Innova Dynamics, Inc., Hydros Bottle LLC, and IonArmour, gave a presentation about sustainable materials and products, including antibacterial materials that reduce infections. He and his team created Innova Dynamics and Hydros while at the University of Pennsylvania, where they benefited from mentorship in the Wharton Venture Initiation Program. He explained that Innova Dynamics is working on a completely new way to create higher performance plastic materials more efficiently. Also, as Principal of IonArmour, an antibacterial and antiviral materials company that spun off from Innova Dynamics, Young works with the health care industry to innovate the next generation of life-saving technologies. Hydros is a social venture that is tackling the global water crisis. The startup has developed a sleek sports water bottle with a built-in filter that is now sold nationwide to people who want clean water anytime and anywhere. By partnering with nonprofit organizations, Hydros dedicates a portion of its proceeds toward water and sustainability projects in Africa and Central America.

Young also agreed that philanthropy is changing. "The pool of money is shrinking for philanthropy that does not include an investment aspect," he said. He differentiated between investing in companies with material products and investing in those with soft products, such as software, in terms of length of time to market.

Questions to Consider

- What is the future of philanthropy and investing?
- Where is there growth and innovation potential for social and environmental enterprises, and how can society encourage businesses to invest in these areas?
- What will the next wave of investors look like? What environmental, social, and governance issues will they be interested in funding?
- How can investors ensure that companies are environmentally and socially responsible? How can companies make smart investments in these areas?

Panel Two: Sustainability in Retail

Barbara Kahn, Patty and Jay H. Baker Professor, Professor of Marketing, and Director, Jay H. Baker Retailing Center, the Wharton School, University of Pennsylvania, moderated Panel Two: Sustainability in Retail. The panelists were *Christy Consler*, WG'96, Vice President of Sustainability, Safeway, Inc.; *Paul Dillinger*, Senior Director-Global Design, Levi Strauss & Co.; *Lori Duvall*, Global Director, Green, eBay, Inc.; and *Shauna Sadowski*, W'99, Director of Sustainability, Annie's, Inc.

Christy Consler, WG'96, Vice President of Sustainability, Safeway, Inc., explained that although Safeway has traditionally considered sustainability in its business operations, its efforts have increased in the past few years. Safeway's more explicit sustainability focus grew out of an initiative to infuse a sustainability mindset into its leadership team. Safeway is a member and leader in several industry consortia—which include retailers, manufacturers, NGOs, and academic institutions—that focus on enhancing sustainability standards throughout the supply chain. As a Fortune 100 grocery retailer and manufacturer that operates 32 manufacturing plants, Safeway recognizes the opportunity not only to minimize its footprint but also to have a broader positive impact. Its efforts are focused on four areas: people, products, community, and planet.

Safeway's sustainability initiatives are far-reaching and have involved a range of corporate functions across the company. Initiatives have included the creation and expansion of sustainable grocery, household, and health and wellness brands; health programs for employees, which have yielded a 7 percent decline in the obesity rate among staff; local sourcing; seafood sustainability efforts; volunteering by employees; zero waste programs (e.g., using fryer grease from food preparation for biodiesel); and other resource savings and reuse programs (e.g., water use reduction).

Barbara Kahn, The Wharton School, University of Pennsylvania

Christy Consler, Safeway, Inc.

Levi's Care Tag

Paul Dillinger, Levi Strauss & Co.

A particular challenge for the future is to feed the growing global population. The keys to overcoming this challenge will be to produce more with fewer resources, restore degraded resources, and collaborate with partners in the industry. Another challenge is that around 30-40 percent of food produced in the U.S. ends up unconsumed, leading to wasted energy, natural resources, and transportation miles. Changing the cultural and logistical factors causing this efficiency problem will require extraordinary collaboration. However, in the meantime, Safeway is pursuing zero waste initiatives, more efficient loading of trucks to save fuel, using fryer grease to make biodiesel, building stores to LEED standards, and a number of other initiatives to reduce its environmental impact.

As a grocery retailer that interfaces with both manufacturers and consumers, Safeway sees its role as advancing sustainability initiatives with its supply chain partners and also educating consumers about more sustainable choices. Safeway's goal is to be the premier retailer in the industry and to take a leadership role not just on the environment but also on people, product, and community.

Paul Dillinger, Senior Director-Global Design, Levi Strauss & Co., spoke about Levi's sustainability initiatives that have helped produce less harmful cotton and reduce waste and energy consumption throughout the jeans life cycle. The company has a long history of sustainability and promoting lasting value. In fact, Levi's advertised the durability of cotton not long after its founding in the 19th century with a commercial showing two horses struggling to pull apart a pair of Levi's jeans. The company strives to be not only an iconic apparel brand that sells classic, durable items, but also a leader in socially responsible behavior.

Noting that its "leadership was important due to the scale of the issue," Levi's did a product life cycle assessment of two of its iconic products, Levi's 501 jeans and Dockers Original Khakis, to evaluate environmental and social impacts. The company looked at the environmental impact at various stages of the life cycle: production of the material that Levi's pants are made of, manufacturing of the apparel items, and customers' care of Levi's items. The assessment showed that the biggest opportunities were in changing the production of cotton and in reducing the amount of water used, both in the production process and in the post-purchase phase of laundering apparel items.

Levi's set a goal to use sustainably grown cotton but needed to go a different route than organic because there was insufficient supply of organic cotton to meet demand and prices were untenable. Levi's teamed up with large global clothing and fabrics manufacturers and retailers, including H&M, Nike, Marks & Spencer, and IKEA, in the Better Cotton Initiative. The goal of the initiative is to improve the livelihoods of the 300 million people worldwide who are employed in growing cotton. The initiative found that better farming techniques can reduce water and pesticide use by up to a third, while increasing farmer profit. The initiative also certifies businesses and regions that meet the initiative's standards. Pakistan, for example, meets the standards, and Turkey is preparing to pass the standards next year. Levi's marks jeans that are made of Better Cotton with a special label to inform and educate customers. As of fall 2011, two million pairs of Better Cotton jeans had been manufactured.

The average pair of blue jeans requires 42 liters of water in the finishing process, providing Levi's with significant opportunities to reduce its impact. By making changes in the product design process and by using a stone washing technique for 13 million pairs of Water<Less jeans, Levi's has saved 172 million liters of water. This figure equals the annual amount of drinking water for 157,000 people. Another innovation in the design and production process is the use of ozone to dye jeans without water and bleach. Creativity and a radical rethinking of the design process helped Levi's achieve sustainability objectives.

More conservative apparel care habits can reduce the climate impact of jeans by 50 percent. To educate consumers about the impact their apparel laundering can have on the environment, and to inspire them to change their laundry habits, Levi's sews a care tag into its products with tips on how to save water and energy (e.g., wash less, wash cold, line dry) and a reminder to donate worn jeans to Goodwill. Levi's encourages customers to adopt new care habits through messages like "dirty is the new clean."

Collaborations between responsible businesses are key in advancing sustainability goals. In addition to its other efforts, Levi's has teamed up with Water.org to educate consumers on how to save water.

Lori Duvall, Global Director, Green, eBay, Inc., explained that eBay owns a portfolio of e-commerce companies, the largest of which are eBay.com, PayPal, and GSI Commerce, an e-commerce and interactive marketing services provider for more than 1,000 brands and retailers around the world. By encouraging the selling of used items, sustainability is inherently incorporated into eBay's business model. Today, a large number of employees around the world are actively involved in eBay's Green Team and GIVE Team, which drive sustainable and social initiatives.

eBay wants to inspire the world to buy, sell, and think green every day. Its program Instant Sale provides a marketplace for used electronics, which are typically disposed of in landfills, where they leak toxic chemicals into the soil and water. eBay also partners with Patagonia, a passionate frontrunner for sustainability, on a program to reduce waste and increase recycling. Patagonia's famous Black Friday "Don't Buy This Jacket" ad highlighted its Common Threads Initiative, which seeks to reduce the company's environmental footprint by taking back consumers' used Patagonia items and reselling or recycling them into something new. eBay

eBay Boxes are designed to be reused and require only a minimal amount of adhesives.

Lori Duvall, eBay, Inc.

contributed to the initiative by creating a platform to sell used Patagonia items.

One of eBay's more significant environmental impacts comes from eBay users' shipping. To reduce its footprint, eBay created the eBay Box, which is designed to be reused and requires only a minimal amount of adhesives. eBay also provides tips to merchants and buyers on how to be greener.

eBay processes more than $2,000 a second in transaction volume, which means that computers and energy comprise a large percentage of the company's environmental footprint. As a big energy consumer, eBay prioritizes energy and carbon footprint reduction, striving for energy efficiency and the sourcing of clean energy. At more than 60 percent of eBay's total energy consumption, the data centers are the company's biggest energy users, which is why engineering sustainable data center operations is a priority for the company. In fact, eBay's data center operations are the biggest source of innovation. A significant achievement is eBay's innovative energy-efficient cooling of its IT equipment using water and data center consolidation. eBay's energy strategy varies by locality and state, according to the ease of access to clean energy and subsidies for renewable energy.

Employees of the company have inspired other green initiatives, such as local rideshare programs, lower-carbon menus in the corporate cafeterias, and the banning of plastic utensils and Styrofoam cups at some campuses. As critical stakeholders, eBay employees inspire the company to strive to improve sustainability and are supportive in implementing sustainability programs. eBay also engages in discussions on climate policy and renewable energy legislation.

Shauna Sadowski, W'99, Director of Sustainability, Annie's, Inc., told the story of Annie's, which was founded in 1989 as a natural food company with a purpose-driven mission of social and environmental responsibility. The company has more than 125 products in 25,000 retail locations. A public company since March 2012, it demonstrates that there are investors that value mission-based strategies. Annie's complex sustainability ecosystem comprises the entire "farm to fork" food chain, from farmers to processors and manufacturers, to Annie's, and consumers. It relates to food, people, and the planet.

About 80 percent of Annie's sales stem from organic products. Organic agriculture grows food in healthy soils, prohibiting the use of toxic, persistent pesticides, synthetic fertilizers, sewage sludge, irradiation, and genetically modified organisms (GMOs), protecting both the farmer and the consumer. Annie's also supports the Non-GMO Project, an independent third-party verification organization working to preserve and build sources of non-GMO products. Annie's engages in public policy, conducts supplier assessments, and has long-term partners, such as Organic Valley, which is the nation's largest independent cooperative of organic family farmers and one of the biggest producers and distributors of organic produce, dairy, soy, and eggs. Annie's also measures greenhouse gas (GHG) emissions, including those from its supply chain, commuting, and business travel. The company's life cycle analyses have shown that about 80 percent of the GHG impact occurs before products get to the store. Considering the sources of impact and their scale, Annie's focuses its sustainability efforts on the supply chain, working with its suppliers to reduce resource use and carbon emissions.

Besides its efforts for a more sustainable supply chain, Annie's lives its sustainability orientation through its office design and employee policies. Annie's is headquartered in a LEED-certified building in Berkeley, California, which is designed around zero waste practices and features healthy food options for its roughly 100 employees, most of whom are based in this office. Annie's also offers sustainability incentives such as commuter points for taking environmentally friendly transportation to and from work, and lump-sum subsidies for employees who replace home appliances with energy-efficient alternatives.

Defining a comprehensive system of meaningful sustainability metrics and measuring them regularly is important to Annie's for the purposes of managing goal achievement and the external reporting of results.

Through giving and cause marketing programs, Annie's tries to educate and inspire people, including children. For example, Annie's Root 4 Kids program aims to create change and make a positive difference by encouraging children, schools, and families to seek out and eat wholesome, sustainable food. Among other programs, Annie's also gives scholarships for sustainable agriculture and supports gardens with grants.

Shauna Sadowski, Annie's, Inc.

Questions to Consider

- What sustainability trends do you see in your industry?
- What are the CSR developments at your company?
- How is the impact of CSR programs tracked?
- What additional metrics would be useful?
- What are the biggest challenges to pursuing sustainable business practices?
- What research should be done to advance sustainability standards?
- What corporate and public policies are most crucial to develop and implement?

Annie's

ebay

INNOVA DYNAMICS

LEVI STRAUSS & CO.

maveron

OneMillionLights

SAFEWAY

TBL CAPITAL
Serving People Planet & Profits

Top Hat Monocle

ABOUT THE WHARTON PROGRAM FOR SOCIAL IMPACT (WPSI)

The mission of the Wharton Program for Social Impact is to harness the knowledge, resources, drive, and creativity of the Wharton community in order to develop, test, implement, and support solutions to pressing social problems. For more information about Wharton Social Impact, please visit http://www.wharton.upenn.edu/socialimpact or Facebook (Wharton Social Impact Initiative).

ABOUT THE JAY H. BAKER RETAILING CENTER

The Baker Retailing Center is an interdisciplinary research center at the Wharton School that was established by Patty and Jay Baker (W'56), former President of Kohl's Corp. Our mission is to be the global leader in retail knowledge by producing cutting-edge academic research; supporting student activities, curriculum development, and career management; and sponsoring industry global outreach initiatives. For more information about the Baker Retailing Center, please visit http://www.wharton.upenn.edu/bakerretail.

ABOUT THE INITIATIVE FOR GLOBAL ENVIRONMENTAL LEADERSHIP (IGEL)

The Initiative for Global Environmental Leadership (IGEL) is a Wharton-led, Penn-wide initiative that is a catalyst for *Knowledge for Business Sustainability* on campus and around the world. IGEL works with a corporate advisory board, as well as faculty and alumni, to produce research, conferences, and coursework on pressing issues in business and the environment. For more information about IGEL, please visit http://environment.wharton.upenn.edu, our blog (http://whartonigel.wordpress.com), Twitter, or Facebook (@WhartonIGEL).

ABOUT THE WHARTON SCHOOL

Founded in 1881 as the first collegiate business school, the Wharton School of the University of Pennsylvania is recognized globally for intellectual leadership and ongoing innovation across every major discipline of business education. With a broad global community and one of the most published business school faculties, Wharton creates ongoing economic and social value around the world. The School has 5,000 undergraduate, MBA, executive MBA, and doctoral students; more than 9,000 annual participants in executive education programs; and a powerful alumni network of 91,000 graduates.

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KNOWLEDGE FOR ACTION

Wharton University of Pennsylvania PROGRAM FOR SOCIAL IMPACT

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IGEL
INITIATIVE for GLOBAL ENVIRONMENTAL LEADERSHIP