

SUSTAINABILITY INNOVATION BOOK  
BY QUARTIER LIBRE





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# INTRODUCTION



Naomi Michael  
Strategy Consulting Intern

I am a firm believer that sustainability has a role in everyone's life. In my own life, it's had a captivating presence. While I was born in Eritrea, I spent most of my life in Arkansas, also known as the "Natural State." Living between the indolence and tranquility of nature and the toxicity of industrial farming and mindless consumption of suburbia, I understood quickly that sustainability has to be actively sought after to make any difference in a system designed for wastefulness.

But, while this made sense, my personal interests lied elsewhere and after formally declaring my intentions to pursue engineering, I didn't anticipate a heavily sustainability-minded road ahead of me. However, I found the topic pervasive throughout my coursework. Whether I was choosing materials for a plane in my product design class or in my international relations course analyzing the role of transnational companies (TNCs) in socioeconomic and environmental issues, sustainability was a ubiquitous consideration. In my mind, every exposure to the topic widened the scope of sustainability and its interdisciplinary application. For me, sustainability begins by considering nature—from the highlands of Eritrea to the hiking trails in Northwest Arkansas—and ends with the impact on people all over the world—from my classmates in Cambridge to my coworkers in Paris.

Given the increasing role of companies in our daily lives, it's important to understand what they are doing in terms of governance, environmental stewardship, and social responsibility. Corporations have the power to decide increasingly important matters without direct input from the populous. However, through our dollars, we vote for which corporations will prosper and thus represent us on the international stage. The 17 companies detailed in this publication innovate by leading the climate change revolution, embracing a diverse clientele and workforce, reducing gender and wealth inequality as well as committing to ethical labor practices and much more. They are not the hallmarks of the sustainable business movement like Patagonia, Ben & Jerry's, or Eileen Fisher, but they are gaining traction and revolutionizing their industries. Not to mention, they cultivate new standards for the international community.

In a time where TNCs can potentially go beyond the scope of nations to create international norms and standards of operation, a brighter tomorrow could be within their reach. In this publication, we recognize the a few of the businesses—hidden among the conglomerates and small firms of the world—that are designing a future that upholds human dignity, meaningful work, and cultural flourishing. Altogether, these and similar efforts create sustainability: our ability to endure—as a planet, as nations, as businesses, but most importantly, as humans.

## STRUCTURE

We'll begin with the origins of the company and their stated purpose to get a sense of where they come from, the communities they serve, and the values they hold. This includes the Sustainable Development Goals they most actively seem to pursue. Then, we will take a fact-based look at their business practices and quantified impact. While there are numerous ways in which they contribute to their communities, I've chosen to focus on each of their most notable, unconventional actions and results. Afterward, we'll dive into what they have to teach us. The inspiration these companies and organizations provide is not limited to business advice or best practices but extends to us as businesses, consumers, and people. As consumers, we in part dictate the means and ends of businesses and thus have real power to positively change the world as we know it. As humans, we are capable of moving beyond the systems we operate in to be humanitarians—promoters of our own flourishing—in small but potentially life-changing ways. These endeavors we take may be alone or a part of a larger incorporation, but, regardless, they connect us as people in our quest to thrive and endure on Earth.



# MISSION

sustainability

## COMMITTED TO SUSTAINABILITY

### WHY IT'S IMPORTANT.

With an estimated 93% of companies reporting their sustainability numbers, it is clear that with great power comes greater responsibility. Companies are able to have unchecked global influence given their new multinational statuses. But, when they willingly seek transparency and sustainability, customers often take notice. Furthermore, while Corporate Social Responsibility (CSR) policies are a step in the right direction, businesses and consumers still have a long way to go until they are committed to a new vision of society and the role of capitalism within it.

### WHAT IT ENCOMPASSES.

#### UN SDGs

The United Nations Sustainable Development Goals (SDGs) are a set of 17 benchmarks agreed upon in 2015 by world leaders. They encompass sustainability targets, from protecting our biosphere to promoting social flourishing, that the international community hopes to meet by 2030. As for businesses, 43% use these goals as a measurement tool for their own CSR and sustainability reports.



#### B - CORP



As opposed to the conventional C-corporation, which aims to create financial value and returns for immediate stakeholders, Benefit corporations (B-corps) aim to create sustainable value for a broader family of stakeholders which include the planet, society, and stakeholders. To be considered for B-corp certification, companies must receive a score of at least 80 on an assessment of governance, worker treatment, community involvement, environmental impact, and customer approval. The average C-corp scores around 50.9 on this assessment. Currently, there are 2,788 certified B-corps across 150 industries united under the common goal to bring accountability, transparency, and positive impact to the corporate world.

#### TBL & ESG

The Triple Bottom Line (TBL), as opposed to just the bottom line, is an approach to business that accounts for the environmental and social impact of a company as well as financial returns. Typically, businesses are most concerned with just their bottom line: the overall profit or loss incurred.

Similarly, the ESG model encompasses environmental, social, and governance considerations for making business decisions. This means considering carbon footprints and renewable energy as much as diversity and human rights while creating equitable corporate culture and management.

These methods, while less targeted than the SDGs or B-corp certification, can improve cost-effectiveness and brand image for companies that care about long-term sustainability.

### SO WHAT?

Given the extent of resources available to companies, there is certainly great potential to accelerate progress on sustainability targets. These efforts could help companies and individuals realize a more promising future in terms of global development as well as the flourishing of all life on Earth. In conjunction with government intervention and consumer demand, this could create a dramatic shift from the unsustainable progress, overabundance, and overconsumption to which we have grown accustomed. None of these companies or organizations are doing a seamless job of promoting the SDGs or protecting the Earth, but they're taking unique approaches to challenges in their industries. From them, we can learn how to adapt in our own quests towards a more sustainable future.

# FASHION INDUSTRY

The single greatest carbon emitter outside of  
the fossil fuel industry.

### ORIGIN

Veja in Portuguese means “look” and that’s what founders Sébastien Kopp and François-Ghislain Morillion did when they traveled the world with their nonprofit to audit factories. Shocked by industrial conditions, the effects of globalization, and how out of touch consumers were with the products they wore, ate, and purchased every day, the two sought out to reinvent the most blatant manifestation of globalization: the sneaker. A shoe so rooted in western culture but so oblivious to its contributions towards societal and environmental degradation. For Kopp and Morillion, this was most evident in the juxtaposition between spending on worker welfare and advertising within the industry. Thus, the two made a vow to cut Veja’s marketing budget to nearly zero while never skimping on the quality or sustainability of their materials and practices.



### VISION

Veja brings transparency, action, and cultural change to the sneaker industry. In their own words, they aren’t trying to “change the world and the people in it” nor convince everybody of their excellence but rather convince themselves first. They are moving beyond the empty allure of the “green economy” towards a “different vision which combines fair trade and ecology and links together economy, social initiatives, and the environment. A vision that proposes cultural change.”





## FACT + FIGURES



As a recent addition to the benefit corporation family, Veja has also made efforts to improve the quality of life in the region where it all started: Brazil. By working with local seringueiros (rubber tappers) and paying them a premium for wild rubber, Veja provides an economic incentive for protecting one of the best sources for wild rubber, the Amazon rainforest.



In 2013, annual certification cost 25000 Euros while Veja was only purchasing 62000 Euros worth of cotton. It did not make sense to the founder to spend over one-third of their cotton budget on labels rather than action that directly helped farmers. Hence, after three years of working with Max Havelaar (the French branch of Fair-trade International), Veja decided to no longer seek fair-trade certification for cotton. Going back to their vision, Veja places greater value on action than words, despite the effects it could have on their credibility. Following their vision means not trying to convince others before convincing themselves.



Not to mention, Veja won't operate in any regions where workers cannot access affordable housing. By working with Ateliers sans Frontières, they promote access to basic necessities, social welfare, and career development for laborers in the industry.



Also inspired by the places where they operate, Veja uses traditional Brazilian burlap as well as their own hybrid materials in an effort to protect the local ecology. Their B-mesh (PET i.e. recycled plastic), J-mesh (jute, PET, and recycled cotton), and fish leather also aim to have as little impact as possible.



“WE SAW THE DARK SIDE OF GLOBALIZATION.”

-SÉBASTIEN KOPP





# INSPIRATION

Despite their subtlety, Veja has mastered the art of relevancy. Without shouting their message from the rooftops or attempting to forcefully convince the public, they have gained a loyal following of wearers including the Duchess of Sussex and David Beckham. The whispers of their brand have reached the ears of sneakerheads, celebrities, and students alike all without major marketing campaigns. Proof that minimalism can still go far in business, Veja challenges us to convince ourselves of our own purpose before trying to persuade others.



### ORIGIN

Tim Brown, inspired by his home and his work, wondered why the merino wool of New Zealand (his homeland) was absent from the footwear marketplace. As a professional soccer player, he frequently saw and wore shoes which were made cheaply, overdesigned and uncomfortable. Partnering with Joey Zwillinger, a bio-tech engineer and expert on renewables, the two made a shoe that combined the functionality of merino wool with a simplistic design. Today, Allbirds has become an industry leader in minimalist, comfortable shoes with the Earth in mind.

### VISION

Allbirds aims to “change so the climate doesn’t.” They create “better things in a better way” with the hope of reducing the effects of the footwear industry on the climate. This commitment means not only implementing need changes within their business but sharing these innovations to better other business. Most notably, Allbirds shared the formula for their SweetFoam™, a proprietary foam blend which is carbon-negative rather than just carbon-neutral.







“THERE’S AN ASSUMPTION THAT  
**INNOVATION** MUST INCLUDE  
ADDING THIS AND THAT ...

...BUT I SAW AN OPPORTUNITY  
TO DO MUCH **LESS.**”

-TIM BROWN



## FACT + FIGURES



The shoes are machine washable making them easy for consumers to clean. This durability helps curb overconsumption and maintain the quality of the shoe.



The Soles4Soles® program donates lightly used Allbirds all around the world.



The company meets Forest Stewardship Council® certification standards meaning they strive to protect forests and wildlife.



Currently, 700 million tonnes of carbon dioxide are emitted by the footwear industry annually. By purchasing carbon offsets, Allbirds is lessening its contributions to climate change. By the end of 2019, Allbirds hopes to be carbon-neutral throughout its entire supply chain by offsetting the carbon footprint of their resources with long-term sustainability investments.



The tree fibers used to make TENCEL™ Lyocell, another proprietary material, are made in South Africa with limited use of fertilizers and irrigation, cutting water consumption 95% from tradition cotton. Thus, this material singlehandedly preserves water resources from depletion as well as toxic fertilizer runoff.

# INSPIRATION

Allbirds takes inspiration from its surroundings and unabashedly shares its secrets with the intention of furthering future sustainable efforts. Their savvy approach to the Direct-to-Consumer (DTC) market and social media marketing has garnered them increased industry success as well as respect. But, their impact goes beyond Instagram. They've managed to take inspiration from New Zealand to change the footwear industry while also engineering new materials that are more sustainable than ever. Altogether, Allbirds suggests that we can do more with less, both as consumers and businesses.



# UNMADE

## FASHION ON DEMAND

### ORIGIN

After meeting at Royal College of Art London, Hal Watts, Ben Alun-Jones, and Kirsty Emery sought out to fix a broken system in the fashion industry. Retailers and brands continue to overproduce clothing resulting in massive, unneeded waste. The two engineers and fashion designer teamed up to create a software that optimizes and personalizes clothing production for factories and retail brands. While originally a DTC company under the name Knyttan, the renamed Unmade pivoted to a Business-to-Business (B2B) model so as to share their technology with the wider industry and provide individualized digital solutions.



### VISION

Unmade envisions a new kind of fashion industry. They believe that they are part of the revolution that will shift the industry towards “consumer-driven, on-demand production; the end of mass production and mass consumption.” Powered by digital technology, the company hopes that fashion will be made in collaboration with the consumer as well as made locally, limitedly, and on a short-run production basis. Their idea of transformation is data-driven but keeps sustainability at heart. While this is ultimately more sustainability, it also redirects fashion from predetermined trends towards self-expression.





## FACT + FIGURES



It is estimated that 15-30% of all clothes and shoes go unsold, leading these products straight to landfills and incinerators.



By partnering with existing brands, Unmade is able to produce the clothes consumers know and love in better ways.

**FARFETCH**

**OPENING  
CEREMONY**

Est. 2002

*Rapha*®



This starts by producing the correct number of items but can go far beyond that to include consumers in the creation and design process. For interested retail partners, Unmade will include options that allow users to customize the patterns and colors of their clothes before they are ever made. Not only does this boost net revenues by minimizing losses, but it also garners brand loyalty and a direct relationship with shoppers.

**9** INDUSTRY INNOVATION  
AND INFRASTRUCTURE





# INSPIRATION

Fashion driven by demand is Unmade's mantra as they try to correct for the wasteful capitalism behind the fashion industry today. They are a perfect example of a business expanding its mission to transform an entire industry. Rather than hoard their technology by maintaining a DTC approach, they decided to share it with former competitors to have a greater impact. They are not alone in their endeavors either; other B2B companies like Springcode are also trying to create clothes that capitalize on existing, high-quality factory networks and their excess resources. Fashion no longer seems bound to its wasteful habits as these brands and similar ones continue to drive industry change.



“I THINK  
**CUSTOMIZATION IS**  
THE FIRST STEP IN  
REPLACING THE  
**INDIVIDUALITY**  
LOST BY  
**INDUSTRIALIZATION.**

-BEN ALUN-JONES



### ORIGIN

In 2012, a group of California entrepreneurs created a platform for consumers to exchange goods using an alternative digital currency. After seeing that there was far more opportunity for B2B rather than Peer-to-Peer clothing resale support, the company shifted in 2016 to helping established brands manage their own resale channels. Today, they help several well-know labels seamlessly run the behind-the-scenes operations of their resale outlets.

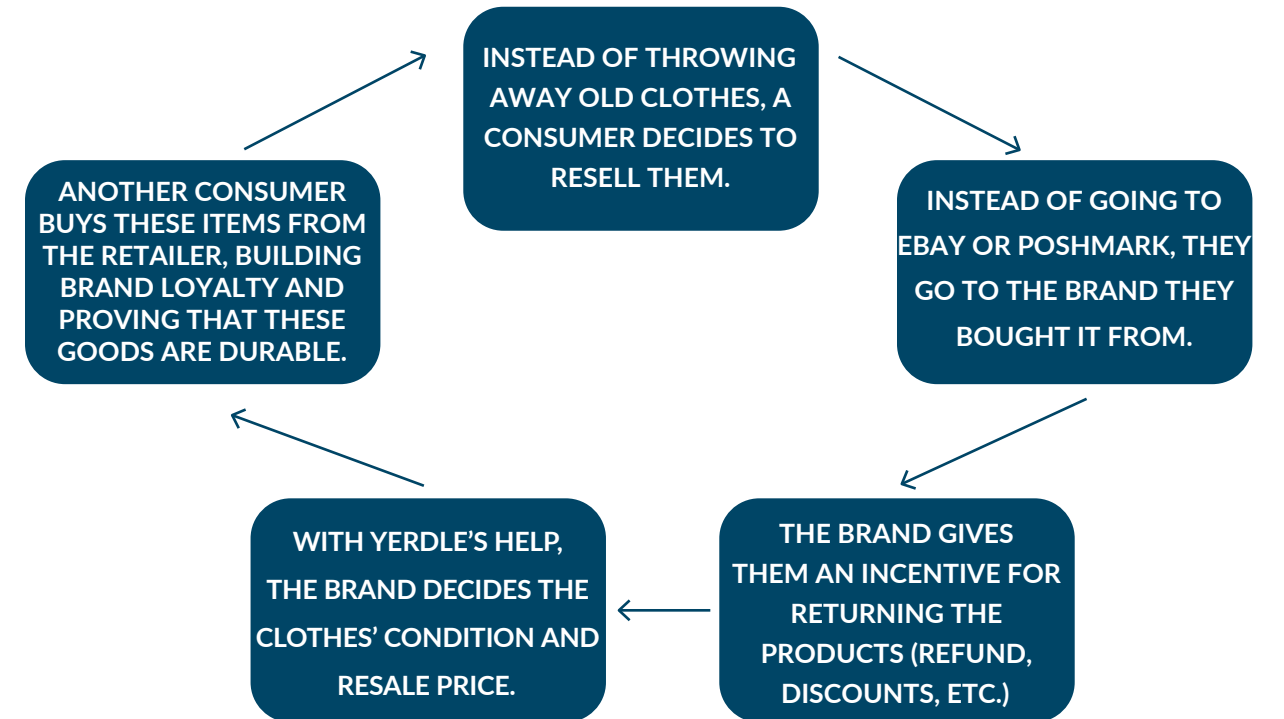


### VISION

Yerdle hopes that one day people will say “I need something; I’ll turn to the community” instead of “I need something; I’ll turn to the market.” By creating a marketplace where retailers support this kind of consumption makes it more practical as well as sustainable. Hence, Yerdle is giving ease, trust, access, and control to brands with individualized resale initiatives that fit their needs.

### FACT + FIGURES

Resale is already a \$24B market expected to grow to \$51B in the next five years.





EILEEN  
FISHER

patagonia®



ARC'TERYX

TAYLOR STITCH



## INSPIRATION

Yerdle is a B-corp that has helped other B-corps like Patagonia and Eileen Fisher be more sustainable. In addition to B-corps, they currently work with other well-known companies and have several partnerships in the works (pictured left).

Yerdle understands that to be effective they must gain the support of retailers and brands that would otherwise try to deter resale. They've started with brands that already care about sustainability but could attract more profit-minded brands if they can prove the economic benefits of managing resale. For Patagonia, Yerdle brought in greater returns on used goods in the first 12 months of their partnership than eBay and all other online marketplaces combined in the same period. Hence, it is certainly possible for brands to support reuse while maintaining positive public perception and traditional retail channels.



### ORIGIN

Athleta was started in 1998 in Petaluma, California. Considering that it's a company focused on women's apparel, the founder is surprisingly not a woman himself. Scott Kerslake, a former investment banker and cyclist, realized that the market was missing a huge opportunity to capitalize on activewear for women. This was at a time when Nike and others were just giving women the scaled version of their men's activewear. With female cyclists and athletes by his side, the Kerslake and his team set out to create activewear for women that reflected their needs and preference. In 2009, this women's activewear and lifestyle brand was acquired by GAP, but they still aim to remain true to their core values today.



### VISION

Athleta rallies behind "the Power of She." Their goal is to "ignite a community of active, healthy, confident women and girls who empower each other to reach their limitless potential." In addition, they support environmental and social sustainability. They believe that supporting women allows them to flourish, and thus brings life and flourishing to our communities.









## FACT + FIGURES



The central part of Athleta's business is clothing for women, young and old. Furthermore, they have made efforts to improve the lives of women in their factories with the P.A.C.E. program (Personal Advancement and Career Enhancement). The program aims to educate these women on career and personal opportunities so that they can grow beyond their current roles. This sort of empowerment is key to Athleta's goals as they aim to make clothes and social impact for real women.

Athleta supports initiatives like the Ellen MacArthur Foundation's "Make Fashion Circular" movement to divert clothing from landfills.



Athleta's ambitious 2020 sustainability goals encompass several social and environmental goals. The company hopes to impact 10,000 women with their P.A.C.E. program, make 80% of their clothes with sustainable fibers, use water-saving techniques in 25% of their products, and divert 80% of shipping packaging from landfills. They are more than halfway towards two of these goals, but they still have a long way to go before the end of 2020.

## INSPIRATION

Although they are a part of the Gap corporation—slammed for its use of cheap labor and promotion of fast fashion—Athleta seems to differentiate itself from the other Gap brands by committing to B-corp standards and promoting women each step of the way. From their current progress on their 2020 goals, it doesn't seem that they will surpass all of their benchmarks. However, their transparency about their progress and ambitious targets are admirable.

# FOOD

# INDUSTRY

One-third of food produced,  
approximately 1.3 billion tonnes,  
is wasted every year.





ORIGIN

Danish scientist Christian Ditlev Ammentorp Hansen began Chr. Hansen Holdings in 1874 with the help of another pharmacist. Christian D. A. Hansen’s research was focused on enzymes and his company was no different; the firm initially specialized in cultures and dyes for cheese. Upon success and growing popularity with farmers, they expanded operations to encompass natural cultures, colors, fermentation processes, and probiotics for a variety of fresh and frozen products. Today, Chr. Hansen continues to innovate in the space between biotech and the food and health industry.

VISION

In their own words, Chr. Hansen’s “purpose is to deliver natural innovative solutions that address global challenges by advancing food, health, and productivity.” From a business standpoint, this means that 82% of Chr. Hansen’s Revenue goes towards UN global goals. This immense contribution to environmental efforts has garnered them several accolades such as “Most Sustainable Company in the World” by Corporate Knights in 2019.





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## FACT + FIGURES



Around 1 billion people consume a product with their ingredients in it every day.

About 30% of the board is comprised of wom (less than 20% for most corporations).



The CEO to average worker salary ratio is 24:1 (closer to 300:1 for most corporations).



Their probiotics, nutrients, and digestive enzymes promote both human and animal health while reducing the potential for contamination in food production.



By creating better crop yields and lengthening shelf lives naturally, Chr. Hansen increases the accessibility of food while also curbing food waste.

# INSPIRATION

Despite the fact that Chr. Hansen specializes in B2B transactions, it has a huge direct contribution to public health and sustainability. It approaches the problem of food insecurity and health with nature in mind and has been relatively successful in testing new ways of naturally preserving food. Behind the scenes in food production or front and center winning awards, Chr. Hansen delivers sustainable solutions for food insecurity.



# WASTELESS

## ELIMINATING GROCERY STORE WASTE

### ORIGIN

Started as a machine-learning pricing engine in 2017, Wasteless aims to use dynamic pricing to price products at their actual value based on remaining shelf life. In the process of improving economic efficiency, Wasteless also combats food waste. While it is still in the early stages of funding and piloting, founder Oded Omer hopes to revolutionize supermarket pricing with his software.



### VISION

Wasteless wants to “resolve socioeconomic inefficiency.” Particularly in the food industry, transformation must include consumers, businesses, and nature who each have a stake in resolving the socioeconomic inefficiency of food waste. Dynamic pricing takes into consideration each of these parties’ needs and combines them to boost sales, reduce waste, and save money.







IN INDUSTRIALIZED COUNTRIES, MORE THAN **40%** OF FOOD LOSSES OCCUR  
AT THE **RETAIL** AND CONSUMER LEVELS.

FACT + FIGURES

Wasteless empowers grocery stores to turn what would otherwise be food waste and economic loss into an opportunity for profit and positive climate action.



Wasteless piloted their software with a Madrid grocery retailer. These were the results:



Given the slim margins and competition in the grocery industry, 6.3% is not an insignificant amount of growth. These results suggest a fair amount of economic potential for this software as well as its sustainability implications.

# INSPIRATION

Wasteless is a great example of AI and Machine Learning being used to target sustainability. Their dynamic pricing models take the guesswork out of expiration date discounts and are a sensible way of tracking inventory needs. Grocery stores have an obligation to their customers to supply the products they need and keep the shelves stocked. But, Wasteless also believes that they should take their role in mitigating food insecurity and food waste just as seriously.



# CARAVELA COFFEE

## CRAFTING THE MOST ETHICAL ESPRESSO

sustainability

### ORIGIN

With origins in 1998, Viramax Limited was a tropical fruit exporter started by two Colombians in London, Alejandro Cadena and Giancarlo Ghiretti. Realizing the limitations of the fruit industry, the pair switched to coffee for its resilience to shipping conditions and importance in Colombian culture. By 2010, Caravela was born and the two— with the help of a new business partner— set out to develop long term relationships between growers and roasters, introducing stability in the coffee industry. By integrating their import and export businesses in 2016, Caravela Coffee became “vertically-integrated, but origin-focused.” This means that they directly own their supply chain while still facilitating sustainable, producer-focused practices.

### VISION

Caravela seeks to create positive value financially, socially and environmentally in Latin America while also promoting the flourishing of the worldwide coffee industry. They hope to bring traceability and reliability to all of their operations and partnerships while never skimping on quality. They have demonstrated their commitment to this by becoming a B-corp in 2014 and achieving Platinum status soon after.



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innovation





INEFFICIENT PRODUCTION  
PRACTICES LEAD TO  
**2.5 MILLION ACRES OF FOREST**  
BEING CLEARED ANNUALLY IN  
CENTRAL AMERICA.

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innovation



## FACT + FIGURES



Caravela works directly with over 4500 producers, most of which are small-holder farmers. By buying everything from the highest quality coffee beans to the standard lots, they can have a bigger impact on the supply chain and provide a variety of price points and qualities for buyers. In addition, Caravela's farmers typically receive compensation that is 60% above market levels.

The PECA (short for 'Grower Education Program' in Spanish) was created by Caravela in 2011 to help growers adapt to changing conditions and market volatility. They educate local populations, particularly sons and daughters of producers, to operate as agronomists and coffee specialists. By educating future coffee producers and leaders, they increase profitability and productivity while promoting quality education.



While the coffee industry is expected to grow 5.5% (compounded annually) by 2023, the traditional volatility of the market tends to deprive farmers of the benefits of this growth. This impacts producers' ability to access reliable sources of housing, food, basic necessities, and education. By delivering training opportunities and mutual partnerships, Caravela wants to give farmers long-term security so they can invest in their land, community, and future.

With operations throughout Latin America and import offices in the USA, United Kingdom, and Australia, Caravela is helping rural communities tap into the growing coffee market without compromising on their Triple Bottom Line—people, planet, and profit.



# INSPIRATION

In a market of shortcut-taking coffee producers and importers, Caravela takes the road less traveled and commits itself to tirelessly pursuing sustainability. While Starbucks evades taxes in Europe and Nestlé remains uncertain about the use of slave labor on its plantations, Caravela produces ethical coffee without cutting corners. From production to shipping, Caravela ensures that every cup of coffee is socially and environmentally conscious.





# PERSONAL & HOME CARE INDUSTRY

Nearly 75% of personal care companies are measuring their environmental impacts.



# DR. BRONNER'S

ALL-ONE OR NONE!

sustainability

## ORIGIN

German-Jewish third-generation soap maker Emanuel Bronner created Dr. Bronner's Magic Soaps in 1948. Bronner's "All-One or None!" moniker was adopted after both of his parents were killed in Auschwitz. The adage reflects Bronner's belief that humanity must unite despite ethnic and religious divides or otherwise perish. He explains that "if not for me, who am I? Nobody! Yet, if I'm only for me, what am I? Nothing! If not now, when?!" The message rings true throughout Bronner's products and business.



## VISION

Dr. Bronner's aims to make soap of the highest quality while maintaining environmental and social responsibility. In addition, the company believes that not only are we "responsible for ourselves but also each other, and as we grow, we must grow responsibly." This mentality goes into every soap and personal care product they make. As a company, they strive to promote a clean body, soul, mind, and spirit.





A man with a beard and sunglasses, wearing a vibrant tie-dye t-shirt with a globe graphic, sits in a meditative lotus position on a metal grate walkway. He is surrounded by large industrial tanks in various colors (yellow, red, blue) within a factory setting. The image conveys a message of mindfulness and sustainability in an industrial context.

**“ BUT WHAT WE’RE DOING IS PRETTY **RADICAL**; THIS IS NOT FEEL-GOOD SUSTAINABILITY... THIS IS TAKING ON THE DRUG ENFORCEMENT ADMINISTRATION. ”**  
**-DAVID BRONNER**



## FACT + FIGURES



In 2018, revenue was \$122.5 million (up from \$4 million in 1998). Dr. Bronner donated \$8.4 million of this income to charitable causes including regenerative organic food and agriculture (\$1.3 million), animal welfare (\$755,000), criminal justice reform (\$500,000), and youth services (\$265,000).



Dr. Bronner aims to be zero waste, reduce water consumption, use 100% recycled PET plastic, and have mostly vegan products. Additionally, they are historical supporters of hemp growers and pioneers in the sourcing of fair trade, organic palm oil.



The company caps the top compensation packages to no more than five times the salary of the lowest-paid worker. Thus, President Michael Bronner and CEO (Cosmic Engagement Officer) David Bronner make roughly \$200,000 a year.



The company is also committed to taking care of their employees. They offer subsidized childcare, excellent health care coverage, and good working conditions. They also support increasing the minimum wage and corporate welfare coverage in the United States. Dr. Bronner's believe that this will reduce the strain on public welfare programs as well as taxpayers.



In the past, standards for organic body care products have been far more relaxed than those for food. While Dr. Bronner chooses to abide by the USDA National Organic Program Standards, they have gone beyond that to comply with the Regenerative Organic Certification™ which incorporates robust standards of animal welfare, soil health, and social fairness so that producers “farm like the world depends on it.”

# INSPIRATION

With one bottle of Dr. Bronner's pure-castile soap sold in the U.S. every 2.4 seconds, there is no question that this eclectic business has a huge foothold in the industry. Everything they stand for is clear from the bottle to their board of directors. Notably, this has won them support from celebrities, influencers, and makeup gurus— none of which have been paid for. Dr. Bronner's proves that an excellent product can stand on its own and that free-spirited corporate culture can still promote good governance and profitability.

With a hard to miss label and a cohesive message, Dr. Bronner is proud to be “All-One!”





# PEOPLE AGAINST DIRTY

## THE MASTERMINDS BEHIND ECOVER+METHOD

### ORIGIN

People against Dirty is the umbrella company for two home and personal care companies, Method and Ecover. Method combines personal care and home cleaning with its line of dish, home, and body cleaners. Established in 2000, its design-driven products and marketing have made it stand out on shelves and grow in popularity. Ecover focuses more exclusively on home cleaning products. Based in Europe since 1980, they continue to “tap into nature for a cleaner tomorrow.”



### VISION

People against Dirty wishes for a world without dirty. This means cleanliness in every aspect of the business from governance, manufacturing, and design to ingredient sourcing, water resources, and overall impact. Fittingly, People against Dirty creates cleaning products for a cleaner world.





## FACT + FIGURES



Recently, Method created a bottle made entirely of trash collected from the ocean. While they acknowledge that this product will not fix the problem of ocean pollution, Method hopes it will raise the visibility of the problem and offer one possible course of action.



Ecover has created its own Plantplastic® that is made from sustainably grown sugarcane and certified by Bonsucro, a multi-stakeholder nonprofit concerned with the sustainable production of the world's largest agricultural commodity. Bottles are made with 75% Plantplastic® and 25% traditional recycled plastic.



Method achieved Cradle to Cradle® certification— a recognition of sustainability in ingredients and processes— for their permeant line of products.



None of the company's products are tested on animals, use animal by-products, or rely on animal cruelty. In addition, all products are safe to use around pets and kids.



Many of People against Dirty's initiatives are driven by the desire to reduce climate change. By using renewable energy, fueling trucks with biodiesel, aiming for zero-waste manufacturing and shipping, incentivizing climate-conscious supplier practices, and reducing the amount of water needed for production, the company is making major strides toward a more sustainable future.

13 CLIMATE ACTION







# INSPIRATION

Inspired by nature to create better products, People against Dirty doesn't skimp on clean or the environment. In an industry know for harsh chemicals and animal testing, they consciously work towards harm-free hygiene. They even go so far as to provide online debriefs of all of the ingredients commonly seen on their labels including where they are derived from and their contribution to the product. This sort of transparency is often absent from marketing and labeling, forcing consumers to blindly trust that companies are pursuing their best interests. By magnifying transparency for consumers, People Against Dirty equips them with the tools necessary to be responsible consumers. At the same time, this distinguishes their products and emphasizes their credibility.



# TECH INDUSTRY

In 2016, humans generated about 44.7 million metric tonnes of electronic waste.



# FAIRPHONE

## THE FIRST ETHICAL, MODULAR CELLPHONE

### ORIGIN

This company started as a 2010 campaign by a team of Dutch entrepreneurs trying to awareness about the use of conflict materials in traditional smartphones. These “blood phones” are often made with materials like gold, tin, and tungsten sourced from hostile regions of the Democratic Republic of Congo. Investments in these materials often go towards financing regional armed conflicts as well as illicit mining and labor practices. By 2013, Fairphone was founded by Bas van Abel and evolved into an independent company based in Amsterdam aimed at transforming an industry of blood phones into one of fair phones. To this day, Fairphone is committed to transparency and sustainability in the world of consumer electronics.

## FAIRPHONE



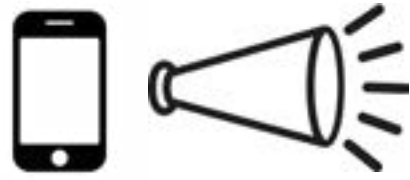
### VISION

Fairphone aims to “change the relationship between people and their products” to create “an economy based on fairer principles.” Smartphones, because of their pervasive use throughout society and equally expansive supply chain, are in desperate need of transparency and transformation. In addition to minimizing the harm to people and the planet through production, Fairphone became a benefit corporation in 2015 to solidify their commitment to promoting ethical consumption and social accountability.





## FACT + FIGURES



Started as an awareness campaign, Fairphone is reimagining the smartphone industry.



Fairphone emphasizes long-lasting design. They create durable products meant to stand the test of time. In the near future, they also hope to make their software open source to improve transparency and get immediate feedback from users. With the average smartphone being replaced every 18 months, Fairphone is extending the life of their phone from both a hardware and software perspective.



By sourcing fair materials, Fairphone creates responsible supply chains while empowering the communities that supply their resources.



In addition to long-lasting design, Fairphone furthers its sustainability by making phones both reusable and recyclable. They make repairing the phone easy and straightforward, with replaceable parts sold directly from their website. They also facilitate secondhand sales of recycled phones and use recycled materials in their phones whenever possible.



Fairphone has partnered with others in the technology industry for the Clean Electronics Production Network (CEPN) multi-stakeholder initiative. The Center for Sustainability Solutions sponsors this group of concerned companies who want to correct the shortcomings of the electronics supply chain. They hope to move their suppliers away from the use of toxic chemicals in manufacturing as well as improve working conditions for laborers.





# INSPIRATION

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From its inception, Fairphone prompts users to ask what makes a phone “fair” and others not. This sort of provocative question at its best causes an action by the consumer. At the least, it stimulates a conversation between consumers and companies. A business that can engage consumers and ask them to look at a product they use every day from a critical perspective won’t necessarily change the industry but could plant the seeds for new consumer considerations. Without claiming to be masters of fairness in consumer electronics, Fairphone makes strides towards better practices and curbing consumption in the interest of sustainability rather than mere profit.

As Adèle Chasson of Halte à l’Obsolescence Programmée (a French NGO working to end planned obsolescence) says, “products that are designed to fail not only cause important environmental issues – such as unnecessary resource extraction and exponential waste generation – it also deprives citizens from the freedom to consume in a durable and responsible way. From your dishwasher to your tights and your car, most products we use everyday are not made to last and difficult to repair.”





### ORIGIN

In 2012, Maurits Groen and Camille van Gestel were inspired to improve access to electricity in impoverished areas after their travels to South Africa. While their original purpose was to get backing for a project to offset carbon emissions, they ended up discovering a huge need in the community for reliable, affordable electricity. In Swahili, WakaWaka means “shine bright.” This reflects the product that Groen and van Gestel created: a solar-powered power bank and light. With these tools, local communities could extend their working day and study hours while promoting their own autonomy and safety. Seeing the impact they could have, the duo turned their idea into a reality to create WakaWaka and help these communities shine bright.

### VISION

WakaWaka envisions solar for all. They believe that electricity should be a human right and work every day to expand access to the renewable energy of the sun. They believe that advancing progress begins with access to electricity which in turn improves access to education and socioeconomic opportunity as well as better health outcomes.



Certified



Corporation





## FACT + FIGURES



One kerosene lamp releases as much CO<sub>2</sub> in the atmosphere as 40 to 60 average light bulbs. These lamps are also more expensive, costing approximately 200 times more for each kilowatt-hour output.



In addition to being less expensive and less environmentally harmful than other methods of heating and light, solar energy is often more accessible since it only relies on the presence of the sun.



Profits from the business go towards the WakaWaka Foundation which donates solar lights for humanitarian crises and disaster relief.



Given the current scale of humanitarian disasters and refugee crises, WakaWaka has a lot of opportunities to help the over 70 million displaced people worldwide. While they have already helped almost 1.5 million, they have a long way to go.



WakaWaka's line of power banks, lights, and panels are completely powered by the sun, creating a clean, accessible way for people to use electricity.





# INSPIRATION

WakaWaka arose from the two founders looking critically at the community they were serving. By taking the time to understand what the local population lacked and how they were currently adapting, they took measures to correct the problem in a way that was cognizant of local limitations. Today, as the world evolves, WakaWaka is constantly adapting so they can have the greatest impact.



### ORIGIN

Established in 1973 and led by Fred Keller, Cascade Engineering has become a powerhouse in the world of ethical manufacturing. While they are headquartered in Grand Rapids, Michigan, they have operations throughout the United States and Europe, making them one of the largest B-corps around. These operations are split between the nine business units of the company— ranging from automotive parts to polymers— to give them a competitive edge in multiple markets.



### VISION

Cascade envisions a world where we don't have to choose between innovation and integrity, where solving problems doesn't create new ones. Bringing ethics to engineering, they are working to create a society that reflects their own corporate culture: safe, diverse, and sustainable. From reinventing the desk chair to improving the efficiency of trucking fleets, Cascade spreads its innovations and technology across many industries.



Their Triple Bottom Line approach is evident in every aspect of the business. Each year, they publish a TBL report that details their achievements, as well as shortcomings, to provide transparency on their sustainability progress and evaluate efficiency.



Cascade is a part of the Partners for a Racism Free Community (PRFC), a nonprofit aiming "to achieve a standard of excellence in racial equality... in order to create the critical mass necessary for community transformation." As a "Credentialed Partner," Cascade is committed to being an anti-racist organization who fosters conversations about the role race plays in the workplace and in the world.



During the application process, applicants are never asked about their criminal history under the "Returning Citizens" Program. If they undergo the interview process successfully, Cascade is willing to look past any previous incarceration and give workers a "second chance at citizenship." In the United States, approximately 620,000 people are released from prison each year and about 30% of that number will go back to prison sometime in their life. Measures such as Cascade's Returning Citizen's program hope to curb that number by offering a path to a better life so former inmates don't resort to crime.







FACT + FIGURES



The company is making progress in making its facilities zero-waste. They also reuse and recycle water used in the manufacturing process whenever possible.



Safety is an integral part of the Cascade work environment. This emphasis on employee well-being has resulted in an accident rate far lower than the national average for manufacturing.



While many of their factory operations require plastic, Cascade uses recycled plastic whenever it will not compromise durability and functionality.

# INSPIRATION

Heavy industries tend to not be particularly sustainable. Relying on massive amounts of capital and production capability, they often operate with waste and pollution as afterthoughts. Cascade is different in the sense that it cares both about its environmental and community impact. By combatting industrialized systems of control, from prison to welfare to racism, Cascade is making strides towards ethical engineering for the future.





### ORIGIN

While the origins of T-Mobile stretch back to a 1994 subsidiary of Western Wireless Corporation, the company was officially given its name in 2002. Since then, the wireless network provider announced its “Un-carrier” initiative in 2013 following the hire of current CEO John Legere. Today, T-Mobile has an expansive business model encompassing manufacturing, IT, construction, telecommunications, and much more.

### VISION



T-Mobile is redirecting the wireless experience towards a consumer-focused approach. The Un-Carrier movement seeks to provide more affordable wireless coverage domestically and internationally, with flexible and progressive plans that fit the lifestyles of modern consumers. This mission to “change wireless for good” is achieved by eliminating, in the words of Legere, “BS corporate policies, outdated management structures and a lack of imagination.” Hence, in addition to T-Mobile’s unconventional service, their enthusiastic authenticity and edginess attract attention and respect.

# NEW RULES FOR THE MOBILE INTERNET



“OUR GOAL IS TO MAKE AN IMPACT ON THE WHOLE SUSTAINABILITY REALM – AND LEAD THE WIRELESS INDUSTRY IN THIS AREA. AT T-MOBILE WE WANT TO MAKE THE BIGGEST IMPACT WE CAN, NOT JUST IN THE ENVIRONMENTAL SPACE BUT REALLY, IN EVERYTHING WE DO – THAT IS THE UN-CARRIER WAY.”

- CHAD WILKERSON  
DIRECTOR OF SUSTAINABILITY & INFRASTRUCTURE SOURCING



FACT + FIGURES



It's estimated that 2.5% of global greenhouse gas emissions come from the telecommunications industry. Within the industry, Verizon and AT&T are the largest competitors, followed by T-Mobile.



In 2018, T-Mobile joined the ranks of Google and Apple to become a Green Power partner with the EPA. The company's goal is to become 100% powered by renewable energy by 2021. They have even gone so far as to push their competitors to do the same, starting a petition for consumers to ask other wireless providers to take the renewable energy pledge. If Verizon and AT&T commit to such, T-Mobile has promised a one-million-dollar donation to support their efforts.

Deviating from traditional wireless policies, the Un-carrier movement involves a variety of options for consumers. Taxes and fees are included in the sticker price of all plans, international users are allowed unlimited talk and text roaming, T-Mobile will pay early termination fees for other providers, and more. The company took into account what consumers disliked the most about their previous wireless experiences and reimagined it to improve satisfaction.



Partnering with their associates and customers, T-Mobile makes efforts to listen to complaints about the industry and implement needed changes. This mentality empowers employees and consumers alike to voice their opinions and enact change.



With a 99% employee approval rating, T-Mobile CEO John Legere was ranked the #4 CEO in America in 2019 according to Glassdoor. His employees consider him to be knowledgeable, engaging, and innovative.





# INSPIRATION

While it is not the poster child for responsible environmental policy or consumption, T-Mobile takes a relatively bold approach in the otherwise out-of-date industry of telecommunications. Compared to its competitors, it takes environmental responsibility for some of its actions and breaks the norms of most carrier policies. Combined with its **unconventional** leadership and the pressure it puts on other telecom companies, T-Mobile is able to slowly develop the industry into one that values flexibility as well as the environment.



# OTHER ORGANIZATIONS

In addition to industries that are trying to reevaluate their climate contributions, there are also several organizations innovating for sustainability.



# THE GOOD WORK INSTITUTE

## THE STARTUP DECELERATOR OF THE FUTURE

### ORIGIN

An offshoot of well-known online marketplace, Etsy, the Good Work Institute takes a 'tortoise and the hare' approach to startup incubation. Since 2015, this nonprofit based in Hudson Valley, New York has supported entrepreneurs and activists in their pursuit of good work: "actions taken for the benefit of all living beings and places, and that are rooted in awareness, integrity, collaboration, and love."



### VISION

This nonprofit envisions a world consisting only of "good work." In this spirit, they help other nonprofits, businesses, and individuals to prioritize fair wages and team building rather than growth for the sake of growing. The Good Work Institute encourages thoughtful growth so that companies fully understand their markets, products, and possible outcomes before attempting to scale their good work.

### FACT + FIGURES



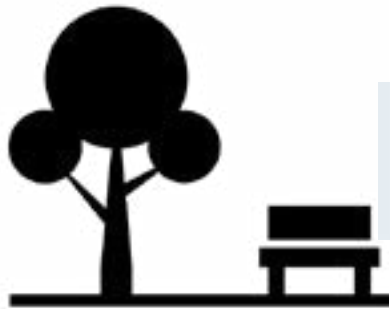
The Good Work Institute hosts a fellowship for entrepreneurs and leaders to equip them with the experiences and relationships necessary to thrive. Fellows develop skills while also contributing to the local community during the several months they spend in the Hudson Valley.



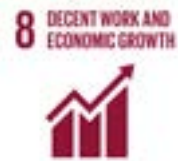
Rather than creating a growth-focused game plan for fellows, they offer intensive experiences and dialogues to promote clarity and collaboration from which these leaders can mold their own journey.







The institute hosts several community workshops and programs that hope to spur local regeneration and resilience.



In everything they do, the Good Work Institute emphasizes that the key to good work, and successful ventures, is awareness, integrity, collaboration, and love. By creating spaces in the community to learn about these core tenets, they hope that the business world will adopt them too.



# INSPIRATION

In a world of startup accelerators, the Good Work Institute is far more concerned with livelihood and purpose than consumption and expansion. It is very apparent that this mentality is absent in the business world where economies of scale and growth are signs of success. Returning to their roots in the Hudson Valley, the Good Work Institute is cultivating the next generation of responsible leaders doing good work.

GOOD

WORK

INSTITUTE



# CLIMATE CARE

## A PEOPLE AND PLANET CENTERED APPROACH

### ORIGIN

Climate Care was started in 1997 as a profit-for-purpose company helping other individuals and groups enact climate remediation policies. After reaching a one-million-tonne CO<sub>2</sub> reduction milestone in 2007, the company was sold to JPMorgan and later became part of their Environmental Markets business. In 2011, Climate Care bought back the business to retake control of its vision of climate remediation. Today, they continue to offer climate solutions from three locations in the United Kingdom, Kenya, and India.



### VISION

Through customized Corporate Social Responsibility (CSR), government aid, supply chain overhaul, and market development projects for their clients, Climate Care is able to further its vision of a "climate-neutral world where everyone takes full responsibility for their carbon footprint." Their "climate+care" approach takes into consideration people and the planet, ensuring that their efforts to mitigate environmental degradation also correspond to reduced poverty.

### FACT + FIGURES

They were ranked the #1 B-corp in the United Kingdom in 2018.



Past clients include the Kenyan government, Norwegian government, UK's departments for International Development, and companies like the Co-op Insurance.



To date, they have cut 33 million tonnes of CO<sub>2</sub> emissions.



A June 2019 UN Report estimates that climate change could force nearly 120 million people into poverty by 2030 if action is not taken to mitigate the effects of global warming on vulnerable populations. Climate Care offers targeted remediation for both the climate action and poverty concerns of sustainability.



**34 MILLION**  
LIVES IMPROVED

**33 MILLION TONNES**  
CO<sub>2</sub> CUT

**8 BILLION LITRES**  
SAFE WATER DELIVERED

**5.3 MILLION**  
MWH CLEAN  
ENERGY PROVIDED

**\$397 MILLION**  
ANNUAL SAVING  
ON FUEL BILLS

**2.7 BILLION**  
HOURS OF  
PRODUCTIVE TIME SAVED





# INSPIRATION

Climate Care provides a service to companies that goes way beyond gimmicky CSR ploys. They provide real-time estimates of carbon contributions as well as long-term offset and rehabilitation measures. For any business serious about righting their environmental wrongs, Climate Care can provide the solution.



# THE LONDON BLACK TAXI

## OLD DOGS REMEMBER ALL THE TRICKS

### ORIGIN

The black cab has been an iconic trademark of London since their early appearance as the Hackney horse-drawn carriages of the 17th century. Since then, the cab has evolved from a two-wheeled cabriolet to the electric Bersey to today's unmistakable TX4. In 1865, "The Knowledge" exam was introduced to test aspiring cab drivers on their knowledge of every street, traffic flow direction, restaurant, hotel, point of interest, landmark, and restriction within a six-mile radius of Charing Cross.



### VISION

The test, administered by Transport for London (TfL), aims to create the most knowledgeable (no pun intended) cab drivers who can seamlessly navigate the city for visitors and residents alike. TfL wants to maintain the integrity of the black cab and the livelihood of taxi cab drivers. While Uber and Lyft provide easy means of obtaining income, with little or no barriers to entry, TfL builds a craft for cabbies to master, creating meaningful and stimulating work.

### FACT + FIGURES

With dedicated schools for preparation and a lengthy examination process, the test takes on average four years to complete. Part of this time is due to the administrative process of taking the exam which is split into three categories and requires a series of tests that must be taken in distinct intervals (anywhere from 21 to 58 days apart). On top of the bare minimum of two years to complete these exams, the hopeful cabbies typically take two additional years in-between to study. Thus, it easily takes nearly half a decade to become an "All London" cabby.

Given the lengthy certification process and dedication to the craft, it's not a surprise that over half of London taxi drivers were over 50 in 2018. The industry is also heavily male-dominated with only around 2% female drivers.

University College London researchers found that the hippocampus, the region which controls memory and navigation, of "All London" cabbies who pass the Knowledge grows 25% on average. Researchers elsewhere have also suggested that over-reliance on navigation tools like GPS can lead to brain atrophy, where parts of the brain previously delegated towards certain tasks are no longer used and, thus, deteriorate. Moreover, there seem to be clear cognitive benefits of memorization and navigation skill development.

Passing the knowledge means reaching the upper echelons of the London transportation industry, confirmed by a cabby's newly minted green badge and black taxi certification. In the age of increased competition, however, it doesn't guarantee financial success.



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY INNOVATION AND INFRASTRUCTURE





“THE QUESTION ULTIMATELY BECOMES WHETHER OR NOT WE VALUE HAVING KNOWLEDGE OF SOMETHING THAT WE HAVE **EARNED**, AND WHICH BECOMES INEXTRICABLY A PART OF US, BUT THAT IS BOUNDED BY THE **LIMITS** OF OUR MENTAL CAPACITY,

OR

WHETHER WE ARE MORE COMFORT-  
ABLE WITH AN **INFINITE** AMOUNT OF  
KNOWLEDGE WHICH EXISTS APART FROM  
US IN A DEVICE AND **DEPENDENT** ON  
OUR ABILITY TO ACCESS IT. ”

-BARCLAY BRAM, JOURNALIST





Besides ride-sharing competition, London cabbies face “red-lights” from Crossrail and the increasing number of alternative transportation options. The Crossrail project hopes to introduce high frequency, high capacity travel throughout London, particularly challenging taxi drivers’ stronghold on travel to and from Heathrow International Airport. Additionally, new motorized scooters and skateboards, as well as traditional bikes, offer different ways of transportation.

# INSPIRATION

AI and Machine Learning are rapidly developing and critics are sounding the alarm as machines take on more and more responsibilities traditionally reserved for humans. But, the everyday technologies in our lives— from Siri and Alexa to GPS and Google Calendar— already allow us to outsource our mental capacities to companies and machines. While this can make our lives easier and more efficient, does it make us more sustainable? In other words, are we promoting our own flourishing, development, or— at the very least— existence? There is no shame or harm in using these innovations to supplement our own intellect, but what if they begin to uproot the need for thought? What if support becomes reliance? The London cabbies and their demonstration of the remarkable plasticity of the brain remind us what we are capable of when we put our minds to it, that old dogs can learn new tricks, and that “old-fashioned” doesn’t always mean backward.



# quartier l'ibre

PIONEERING - CONNECTING- TRIGGERING

**E**stablished in early 2013 by former consultants in strategy, Quartier Libre is a unique organization providing advice, studies and tailored explorations that help leaders to rethink their management, strategy, and their businesses in light of the changes taking place in today's world.

Companies come to us when they seek inspired and effective responses to their strategic problems or organizational needs.

We draw our inspiration from changes in technology, ways of life and models of working.

We draw further inspiration from exploration journeys across 25 cities on 3 continents, endeavoring to meet the people and businesses that create

real solutions to specific problems for a world in turmoil.

Quartier Libre has the opportunity to work with brilliant young people, such as Naomi, coming from different countries and cultures. After having organized talks about innovation in sustainability, we hired Naomi to work on this specific topic. We didn't want to publish a comprehensive report but the point of view of a young woman studying engineering at MIT, living and traveling between Boston, Dallas, Arkansas, Eritrea and around the world.

Because we believe in the value of a unique and embodied point of a view more than an impersonal report, we are happy to share this insight with you. It is not an answer, not a recommendation but it can be a source of inspiration, which must be the beginning of any uncommon strategy reflection.

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# REFLECTION

In the pursuit of these 17 sustainability development goals, these 17 companies don't settle for "business as usual." They invent new ways to do business as well as adapt existing policies to fit the changing social and environmental climate. They serve as inspiration as we pursue our own endeavors to live in harmony with the earth, businesses and people alike. They are a glimpse into sustainable innovation.

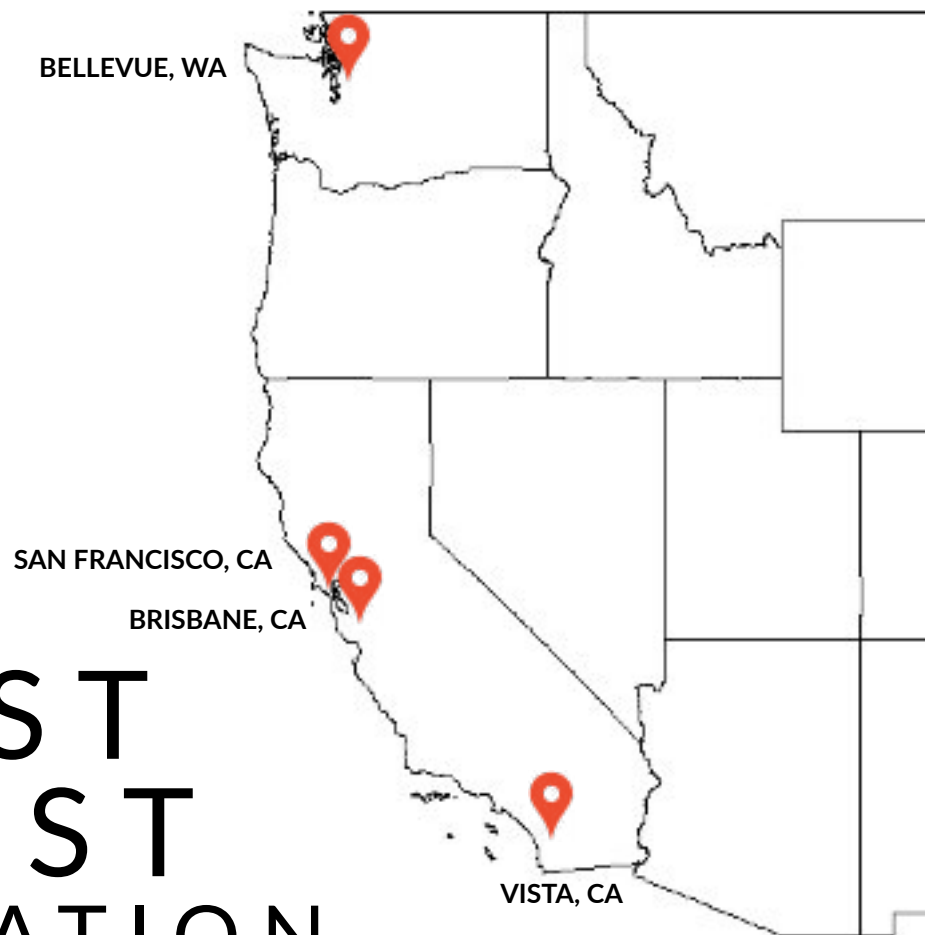
Hopefully, we can take what we learn from them to innovate ourselves, furthering the hope of a better world for ourselves and the generations to come after us.



# EXPLORATIONS

sustainability

## WEST COAST EXPLORATION



- DAY 1** > PARIS, FRANCE TO BELLEVUE, WASHINGTON 13-20 hour flight CDG to SEA
- DAY 2** > EXPLORE **T-MOBILE**  
> EXPERIENCE SEATTLE, WASHINGTON
- DAY 3** > BELLEVUE, WASHINGTON TO SAN FRANCISCO, CALIFORNIA 2 hour flight SEA to SFO  
> EXPLORE **ALLBIRDS** & **METHOD**
- DAY 4** > EXPLORE **ATHLETA**  
> EXPERIENCE SAN FRANCISCO
- DAY 5** > DAY-TRIP TO BRISBANE, CALIFORNIA 30 minute bus ride  
> EXLPORE **YERDLE**
- DAY 6** > SAN FRANCISCO, CALIFORNIA TO VISTA, CALIFORNIA 2 hour flight SFO to SAN  
> EXLPORE **DR. BRONNER'S** 40 minute drive to Vista
- DAY 7** > EXPERIENCE SAN DIEGO  
> SAN DIEGO, CALIFORNIA TO PARIS, FRANE 13-20 hour flight SAN to CDG

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## ENGLISH EXPLORATION



- DAY 1** > PARIS, FRANCE TO LONDON, ENGLAND 2 hour train
- DAY 2** > EXPLORE **UNMADE** & **CARAVELA**
- DAY 3** > EXPLORE **TRANSPORT FOR LONDON** & **LONDON KNOWLEDGE SCHOOL**  
> EXPERIENCE LONDON
- DAY 4** > DAY-TRIP TO OXFORD, ENGLAND 2.5 hour bus  
> EXPLORE **CLIMATE CARE**  
> EXPERIENCE OXFORD
- DAY 5** > DAY-TRIP TO RICHMOND, ENGLAND 1 hour train  
> EXLPORE **PEOPLE AGAINST DIRTY**
- DAY 6** > LONDON, ENGLAND TO PARIS, FRANCE 2 hour train



# EXPLORATIONS

sustainability



## EUROPEAN EXPLORATION

- DAY 1** > PARIS, FRANCE  
> EXPLORE **VEJA**  
> PARIS, FRANCE TO MALLE, BELGIUM 3 hour train
- DAY 2** > EXPLORE **ECOVER**  
> EXPERIENCE ANTWERP
- DAY 3** > MALLE, BELGIUM TO AMSTERDAM, NETHERLANDS 2 hour train  
> EXPLORE **WASTELESS** & **FAIRPHONE**
- DAY 4** > DAY-TRIP TO HAARLEM, NETHERLANDS 30 minute train  
> EXPLORE **WAKAWAKA**  
> EXPERIENCE AMSTERDAM
- DAY 5** > AMSTERDAM, NETHERLANDS TO HØRSHOLM, DENMARK 1.5 hour flight AMS to CPH  
> EXPERIENCE COPENHAGEN
- DAY 6** > DAY-TRIP TO HØRSHOLM 30 minute train  
> EXPLORE **CHR. HANSEN HOLDINGS**
- DAY 6** > HØRSHOLM, DENMARK TO PARIS, FRANCE 2 hour flight CPH to CDG

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## USA EXPLORATION

- DAY 1** > PARIS, FRANCE TO CHAPEL HILL, NORTH CAROLINA 10-16 hour flight CDG to RDU
- DAY 2** > EXPLORE **CARAVELA**
- DAY 3** > EXPERIENCE NORTH CAROLINA
- DAY 4** > CHAPEL HILL, NORTH CAROLINA TO GRAND RAPIDS, MICHIGAN  
4 hour flight RDU TO GRR
- DAY 5** > EXPLORE **CASCADE ENGINEERING**
- DAY 6** > EXPERIENCE MICHIGAN
- DAY 7** > GRAND RAPIDS, MICHIGAN TO KINGSTON, NEW YORK 2 hour flight GRR TO EWR
- DAY 8** > DAY-TRIP TO KINGSTON 4 hour train  
> EXLPORE **GOOD WORK INSTITUTE**  
> EXPERIENCE HUDSON VALLEY, NEW YORK
- DAY 9** > EXPERIENCE NEW YORK CITY  
> NEW YORK CITY, NEW YORK TO PARIS, FRANCE 7-14 hour flight



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