

-You need to be pushing  
towards real measurable change,

whether that's  
in terms of your emissions

or your energy  
and fuels consumption,

or it's your water use,

your recycling,

what level of waste you have,

all of those different metrics.

[music]

-Organizations  
all over the globe are pushing

for better  
sustainability practices.

We've all heard save the earth,

save the planet,  
and even save the turtles.

Now, I'm not talking about  
the Teenage Mutant Ninja variety

because those dudes  
can handle themselves,

but I am talking about  
making the world a better place

for people like us.

Pollution, carbon emissions,  
deforestation.

These are just a few elements  
that are seriously harming

our environment.

What are supply chains

doing to heed  
the call and take action?

We're about to find out

on this episode  
of Jobs of Tomorrow.

From greenhouse gases

and global warming

to pollution damaging our health

and quality of life,

there are

various initiatives in play

to make

our world more sustainable.

With more companies

setting net zero targets,

one big focus is reducing

the carbon footprint

in the supply chain.

Since companies

typically see 80%-90%

of their greenhouse

gas emissions

originate from their operations,

you can see why.

-The most important  
thing when we think

about real  
sustainability measures

is to make sure  
that what you're doing,

what you're sharing,

what you are moving  
towards is real.

It's not just something  
that you are trying

to show you're doing something,  
you're actually making

real progress.

This is where sustainability  
is data-driven.

-Companies need to be ready.

There will be regulations  
coming down the line

and they need to be  
ahead of the game

when it comes to disclosing  
their carbon emissions.

Second of all,  
they should really be aware

that bigger companies  
are looking

for supply chain suppliers

that are aware of these  
and that are already working

on their carbon  
emissions reductions.

Then finally, it's really good  
for the planet

and it helps consumers  
understand that everyone

down the line from the suppliers  
all the way

to what they buy in the store  
has been spoken about.

-Consumers see this  
as an existential issue.

That's where  
the demand for sustainable

and responsible actions  
rises up.

It's not just good  
for the planet, but it's

a smart business move  
that can drive

competitive advantages.

-Once you have  
a good understanding

of good program,

you can then branch out,

start to work with suppliers

on Scope 3 emissions as well.

Get in the game,

start with something

obviously Scope 1,

and you'll feel good

about doing it.

-Scopes 1, 2, and 3 are

the areas of interest

for corporate

sustainability efforts.

Scope 1 refers to the emissions

that come directly

from a company

such as burning fuel.

Scope 2 emissions

are indirect emissions

from purchased energy.

That would include  
those that spend

big bucks on electricity,

heating, cooling, or steam.

Scope 3,

these emissions are not owned  
or produced by a company

but they arise due to a company

or an organization's  
indirect effect

through the value  
or supply chain.

-If you want to get  
beyond greenwashing

to real progress,

you need to be pushing

towards real measurable change,



whether that's

in terms of your emissions

or your energy

and fuels consumption,

or it's your water use,

your recycling,

what level of waste you have,

all of those different metrics.

-With supply chains,

greenwashing is talking

the talk without walking

the walk.

Walking the walk is the only way

to affect real change

and transparency

is how you can tell

the talkers from the walkers.

-One of my favorite examples

is the airlines now,

interestingly enough,  
if you go on--

I can only speak  
for United Airlines,

that's who I fly,  
but if you go on their website

and you make a booking,

they will actually show you  
the amount of carbon

that that flight is using  
on a per person basis.

-Transparency is  
a good first step,

but as Unilever's chief product  
supply chain officer

will tell us, commitment is key.

-Our commitment is to make

our entire operations

carbon neutral

by 2039,

a good 11 years  
before the deadline.

2039 is a long way off.

What we've said is by 2030,  
we'll be Scope 1

and 2 carbon neutral  
compared to a 2015 baseline.

Then by 2025,  
we'll be 70% carbon neutral

compared to a 2010 baseline

on our Scope 1 and 2 emissions.

-Sustainability is now  
the collective thinking

surrounding many companies.

That wasn't always the case.

-I have a background  
in sustainability,

but I studied that 10 years ago  
and I was unable to find

anything working  
in sustainability

because people  
weren't really aware

of what it was.

-Through Guidehouse Consulting,

Heidi has contributed

to their growing  
sustainability sector

which now offers

training to major companies  
and suppliers.

-Different type of work.

They do ESG reporting,

they do footprinting,

and they do supply  
chain training.

Guidehouse is collaborating  
with national

and international brands  
and companies,

and they developed  
a organization

called Supplier Leadership  
on Climate Transition.

This is a online academy  
where suppliers can join

to learn about their carbon  
emissions reductions.

-Programs with information  
regarding technology,

data, and transparency

can help companies reduce

environmental impacts.

-This is a substantial  
commitment

and will require us to reimagine

the supply chain operations  
in a very different way.

-It's important that we are  
continually measuring

our carbon footprint  
as closely as we can.

Of course, it is challenging  
in a lot of regards

for a lot of companies,

and better to make

gradual incremental improvements

than try and get it  
perfect first time.

-The 2020s will be critical

for identifying and developing

nation technologies

that have the ability

to be the bedrock

of the transition

in the 2030s.

[music]

-Challenges and resolutions

often go together

like peanut butter and jelly,

Da Vinci and his paintbrush,

or Batman and Robin.

You can't have one

without the other.

Despite their best efforts,

supply chains still face

many challenging factors

with sustainability.

Let's jump  
into what some of them

may look like

and how companies are trying  
to combat them,

Batman style.

-I think the biggest advantages  
of Scope 1, 2, 3

is it's something  
that there are agreed

upon norms for

but of course,  
there are challenges,

especially Scope 3,

where  
in supply chain industries,

you need to know  
a lot about the provenance



of all of the goods coming  
from your vendors

and what comes  
from their vendors

and their vendors before them.

Getting a fully transparent  
supply chain,

where we're 100%  
sure of our Scope 3,

can take a lot of time

because there may be

so many different  
parties involved.

-Jason makes a great point.

There's a load of data

and information that needs  
to get measured

and passed between a company

and its suppliers.

-I think the most important  
trends in supply chain

for sustainability really  
are focused

around gathering data,  
transparency

around what are the metrics  
related to sustainability;

things like emissions,

and waste, and water use,  
and all of those things.

I think getting  
the data together

is what's been  
the more recent push

and then seeing companies  
try to become more sustainable,

trying to get

to more circular supply chains,

trying to get to lower use  
of non-renewable resources

and higher levels  
of efficiency of consumption

when it comes  
to non-renewable resources.

-When companies share  
data amongst their operations,

they can work  
towards implementing

concrete practices in real-time.

-Every investment  
that we make

has a sustainability leg  
to that decision.

Just to give you  
an example, we levy

an internal carbon

tax of \$70 per ton

for every investment  
that we make.

That helps us generate a fund,  
which is then deployed to seek

renewable solutions.

In addition,  
we've committed to creating

a €1 billion climate fund,

which will help us  
explore new technology

and find radically  
different solutions

for our carbon footprint.

-That's an investment  
that can open up

a lot of doors for collaboration  
and shared learning.

What could be better than that?

-It's how we solve the problems.

That's changing and that's  
changing very rapidly.

It's who we solve  
the problems with.

It's changing very rapidly.

There was a point in time  
when every capability had

to be built in-house.

Today,  
a lot of these capabilities

are available

to borrow or to buy.

It's collaboration,  
it's partnerships

that are defining how we deal  
with these changes.

-What it comes down to  
is available data,

technology,  
and teamwork to make

supply chains  
better for the Earth.

It's like Mission Impossible,  
high stakes,

not a whole lot of espionage.

With that set,  
how can we ensure we reach

those sustainability goals?

-We don't exactly know  
which technologies

will be the most effective  
to get us

to the net zero goals  
many companies and countries

have for 2050,

but that the 2020s

will be critical

for identifying and developing

new technologies

that have the ability

to be the bedrock

of the transition in the 2030s.

Right now, we really have

a lot of different emerging

and competing technologies.

There's data.

I think that's

the most important area

where we see changes.

There's obviously

green technologies

and we see green energy

and those level of adaptations.

The other is, of course,  
going to more renewable energy.

Some of it's about  
trying to improve

the efficiency of the assets  
that we consume,

and that involves data  
and efficiency measures.

-An excellent point

if I do say so myself.

There's more to sustainability  
than meets the eye.

Look at Patagonia,

a popular outdoor retailer.

They use sustainable materials  
such as recycled polyester

when developing new clothing.



Oh, and our Swedish friends  
at IKEA

have been in the renewable  
energy game for years

using wind and solar power

during  
the manufacturing processes.

That reminds me,

I need to order  
that Kullen dresser

that matches my nightstand.

-Mitsubishi Electric  
as a global corporation has

a sustainability initiative  
to become

carbon neutral by the year 2050,

and that's including  
Scope 3 emissions.

We as a entity  
of Mitsubishi Electric

participate in that.

-There's no denying  
that when most mega companies

start to go sustainable,

it will make it easier  
for other companies

to throw their hat  
in the ring too,

and contribute their ideas.

It could be anything  
from right-sized packaging

to recyclable materials  
to electrification.

-That's where we can probably  
make the biggest impact

because at Mitsubishi Electric,

some 90% plus

of our carbon footprint

is basically the customer's use

of our technology

and products.

We focused a lot of effort

in reducing

the amount of carbon

that our products take

through energy

efficiency initiatives,

making our products

more energy efficient to use.

-These examples

of sustainable practices

can do so much

for the supply chain industry,

and better yet,

the entire world.

-If you can find a way to reduce  
your water use, well guess what?

That probably helps  
your bottom line.

If you increase your recycling,  
oh man, there's probably

some revenue in there  
that you didn't know you

could get from selling goods  
that could be recycled.

If you have  
a closed-loop economic situation

going on  
where you have zero waste

and you're bringing things back  
into the cycle,

oh, well, now you're  
using less virgin products.

You're paying less  
if potentially nothing

in landfill for waste.

You've just got  
a much more efficient process.

Those things might have  
startup costs to them,

but they can also  
ultimately lead

to financial benefits that go  
right to the bottom line.

It's important to do  
sustainability measures

if you want to be in business.

This isn't an optional thing.

[music]

-We were digging

into whether new

sustainability trends

can positively impact

both supply chains

and the environment.

Plot twist, it can.

What now?

That seems to be the question

on everybody's mind.

How do companies move forward

with these promising

new practices?

What does the future

of sustainability look

like for the industry?

-The future of sustainability

looks a lot more like audit.

It's something that you have

to report on, you are required

to comply about,

you provide numbers around,  
you must back up your numbers.

If you don't provide  
these numbers,

you don't have a business.

In terms of thinking about  
who do I need

to get buy-in  
around sustainability,

I would ask, "Who do you need  
to get buy-in for audits?"

Who do you need to get buy-in  
for accounting?"

The truth  
is that your C-suite needs

to be on board

and everyone else just needs

to understand

this is a going concern issue.

-I don't know about you,  
but I'm starting to notice

a running theme  
about sustainability

and how it's crucial  
for businesses

that want continued success.

For companies that want  
to get their supply chains

in the sustainability game,

where's the best place to start?

Educating suppliers  
on sustainability practices

seems like a solid first step.

-I would recommend  
that they join



Supplier Leadership  
on Climate Transition.

This is a online academy

for supply chain carbon  
emission reductions.

It's an organization  
with a bunch

of iconic national brands

to get suppliers

talking and educated  
about their carbon emissions.

-Wow,

a whole academy dedicated  
to sharing

corporate sustainability  
information.

Sign me up.

It's resources like this  
that are incredibly useful  
to supply chains everywhere.

This way, they can learn  
about sustainability-related  
factors  
and how to apply them  
to their operations.

-What happens with this program  
is that they're able to go  
through different steps  
of carbon emissions reduction,  
be it Scope 1, 2, 3,  
science-based target abatement  
or disclosure.

Now, what happens  
after they finish those courses  
is that they receive a badge  
showing

that they have actually  
accomplished this,

and then they can put  
that out there

into the world and  
they can also share it

with national brands themselves  
that they want to work with.

It's a really good way to start

or continue  
their sustainability journey.

-Sustainability is  
a little bit like baseball.

It takes one person to step  
up to the plate and swing

for the fences.

If it's  
a Babe Ruth-worthy swing,

well you might be advancing

from base to base

or even scoring that home run.

The point is

if you start incorporating

sustainability practices

into your day-to-day operations,

others will follow suit.

That's a game-changer.

I got to work

on my batting technique.

-Sustainability is not free.

For many businesses,

there's a startup cost,

but it's important to do

sustainability measures

if you want to be in business.

This isn't an optional thing.

It's becoming a mandate  
and a requirement.

-With that in mind,

what are those  
in the industry looking for

when it comes  
to fostering sustainability?

-Modern skills and capabilities,  
we are looking for a mindset.

We are looking for  
people who really care

about the planet,

and people who want to leave  
the planet in a better place

than they inherited it.

If the mindset is there,  
the skills can be acquired

through training,

through experience,

so we look for the mindset.

Unilever is a magnet

for young people

who believe that they

have a role to play

in making the planet

a better place to live in.

-In order to move toward

the dawn of sustainability,

supply chains need to recruit

and scout

other like-minded individuals,

and they can come

from many different backgrounds.

-There's over 100 people

that work

on sustainability-related issues

at Guidehouse,

and they have a variety  
of different backgrounds.

For example, I have a marketing  
and communications background,

but we have people that work  
on the science-based elements.

There are people  
who do ESG reporting,

people who do footprinting,  
and they come

from a more  
technical background.

We have people that are  
from a medical background

who have  
program management experience,

and then we have people

who are great communicators

and writers

who are coming

in to make sustainability

a little bit more attainable

for people.

There's a variety

of different backgrounds.

There's people who have

20 years of experience.

There's people who have

one year of experience,

but what they share is

that they're really interested

in making

sustainability accessible

to the world

and to the companies

that we work with.

-Incredible.



All those people  
working together

to achieve the same goals  
and inspire global change.

Well, folks, it's like I said,  
sustainability is

a true underdog story.

-Sustainability  
is everyone's job.

Anyone who works for Unilever,  
sustainability is

a core part of their job.

-Sustainability is interesting  
and it's very exciting

and a lot of people  
want to get involved.

What's exciting about it  
as well is

that there are opportunities  
that don't necessarily say

sustainability in them.

If you can find  
a values-based organization

that has sustainability  
as part of what they do,

you could start working  
in marketing

or in other roles at the company  
that have nothing

to do with sustainability.

If the company is values-aligned  
and you see that they have

a sustainability project,  
you can get involved with that.

-It might be curtain call  
for this episode,

but it's not the end

for sustainability.

These efforts must be ongoing.

Supply chains

are key in reducing

a company's carbon footprint

on their journey

to net zero emissions

as they work towards building

a brighter, more responsible,

and greener future.

A future that's better,

not just for the planet,

but better for business.

No one wants to finish last

in that race.

Right?

Thanks for watching.

I'm your host, Kristin Marand,

and we'll see you  
on the next episode

as we explore  
the jobs of tomorrow.

[music]