

Forbes **IGNITE**

A SOCIAL INNOVATION CONSULTANCY & CHANGEMAKER NETWORK

*CHANGEMAKER DIALOGUE:
C-LEVEL WOMEN
IN SUSTAINABILITY*



7 WOMEN

2 DAYS

1 MISSION

ON JUNE 21 AND 22, 2021, SEVEN POWERFUL WOMEN LEADERS GATHERED IN AN ONLINE DIALOGUE TO EXPLORE THE UNDENIABLE CONTRIBUTION OF FEMALE LEADERSHIP TO SUSTAINABILITY AND HOW TO INSPIRE THE NEXT GENERATION.

THIS IS THIER STORY.

Sustainability is a discipline that only leadership can build. You can have the best budget, the smartest team, and the newest technology - but without the ability to understand people, their motivations and priorities, you won't be successful.

Sustainability leaders need to convince people to follow a direction that usually goes against the mainstream and business as usual. That new vision often has real costs.

Without empathetic leadership, sustainability strategies will falter. That is one reason why, our panelists said, women are so successful as sustainability leaders. Their capacity to understand, connect with others and nurture complex webs of relationships is key.



WHAT DO WOMEN
UNIQUELY BRING
TO SUSTAINABLE
LEADERSHIP?

"Women help contribute to building psychological safety, creating safe trusting, nurturing environments," said Jyoti Chopra, SVP, Chief People, Inclusion, and Sustainability Officer at MGM Resorts. "Empathetic leaders inevitably build trust by listening, being vulnerable and finding common ground," adds Lisa Morden, VP, Safety and Sustainability at Kimberly-Clark.



KEY TAKE-AWAYS

NEVERTHELESS, *SHE PERSISTED.*

Accomplishing sustainability goals is a mission that requires determination in the face of adversity, and to carry on even when quick wins don't come. Because women have had to be more persistent to reach the ranks of the C-suite, they are the most suited of anyone to take the helm of a sustainability function. They go beyond just moral inspiration and create transformational leadership.

Beth Sasfai, SVP, Corporate Governance & Chief ESG Officer at Verizon, pointed out that "Women leaders have learned how to be persistent in pushing for change. Women leaders have collaborated, compromised and executed over many years to break glass ceilings and necessarily develop a long term, strategic view of how to maneuver politically and execute on goals despite long odds. And in our personal lives, many women have made it their mission to persist in order to change the world for the better and create a brighter future for our children and future generations."

WOMEN'S INSPIRATIONAL LEADERSHIP TAPS INTRINSIC MOTIVATIONS TO ACHIEVE SUSTAINABILITY GOALS.

WOMEN KNOW HOW TO PLAN FOR AN UNCERTAIN FUTURE WHILE TAKING ACTION TODAY.

WOMEN HAVE COMPASSION, SKILLS, HIGH CREATIVITY, AND INNOVATIVE THINKING FOR SOLUTIONS.

WOMEN LEAD WITH AUTHENTICITY WHILE COMMUNICATING THE VALUES THEY SHARE.

SUSTAINABILITY LEADERS MUST BE TRUSTED ADVISORS TO BOARDS OF DIRECTORS AND SENIOR MANAGEMENT



WOMEN'S INSPIRATIONAL LEADERSHIP TAPS INTRINSIC MOTIVATIONS TO ACHIEVE SUSTAINABILITY GOALS.

Leadership isn't about telling people what to do. It's about service, setting an example, and aligning passions with missions. This is something women innately understand and act on in a way others seldom do. There's no stick so threatening or carrot so rewarding that apathy and business as usual cannot overcome. It's the unique gift of women in leadership positions that they know how to appeal to motivations beyond the monetary and hierarchical to get their teams and employees to work harder, go further, and dream bigger than they ever have before.



KELLY BURTON
CHIEF SUSTAINABILITY
OFFICER, MATERIAL
EXCHANGE

“Change is difficult for most people and sustainability is all about change. Getting team members, stakeholders and senior leadership to adopt change, and to even take the lead on innovation requires openness and sharing; both the ‘why’ and the ‘how’ of sustainability.”

WOMEN KNOW HOW TO PLAN FOR AN UNCERTAIN FUTURE WHILE ACTING TODAY.

No one knows exactly what will happen if we fail to act on climate risk or to ensure the wellbeing of the communities we serve. That lack of certainty has been a hall pass for inaction. Women know that the important thing isn't quantifying every possibility down to the fifth decimal point. It's about preserving our way of life for future generations. We know the consequences will be severe, we know they won't fully arrive this quarter or the next, but we know when they do, business as we know it may cease to exist. That's why women's skills at planning in the face of uncertainty and not putting off until tomorrow what can be done today are essential to creating an ambitious but achievable sustainability roadmap.

“Balancing short-term delivery while strengthening and building resiliency for the long-term is a core responsibility of the C-Suite. The principles of sustainability can help an organization build a roadmap for the future, and the multi-disciplinary leaders with the vision to see how it applies have an important seat at the table.”

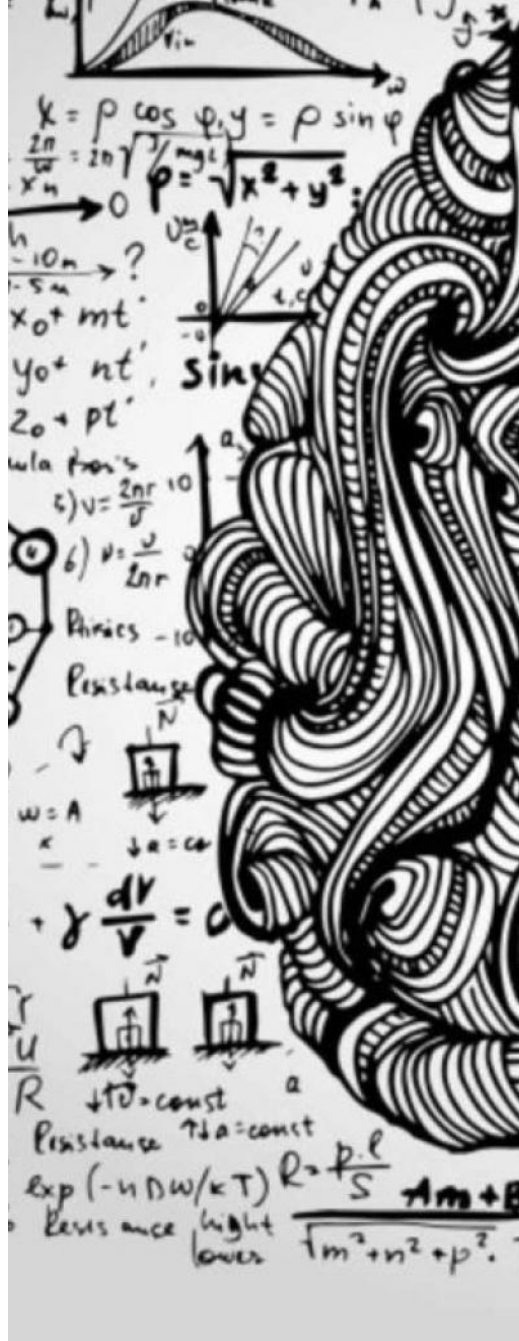


LISA MORDEN
VP, SAFETY AND
SUSTAINABILITY,
KIMBERLY-CLARK

“From a CSR perspective, it's important to curate organizational environments where learning, sharing, innovating, and appropriate risk taking can occur to deal with the pressing challenges of our time, which are confronting the world.”



JYOTI CHOPRA
SVP, CHIEF PEOPLE,
INCLUSION, AND
SUSTAINABILITY
OFFICER, MGM
RESORTS



“It’s...key to be able to synchronize left and right brain thinking. So much of our work blends quantitative and qualitative metrics and targets, and the skill to flip between the two hemispheres is a highly desired attribute of any sustainability professional.”



KELLY BURTON
CHIEF SUSTAINABILITY
OFFICER AT MATERIAL
EXCHANGE

“Sustainability has grown more achievable today because we have access to better ways for improving the planet, caring for people, and as a result growing profit. When you balance all three, you create a virtuous cycle of benefits.”



ANNALISA CAMARILLO
SVP & CMO AT
AVO AUTOMATION



WOMEN HAVE COMPASSION, SKILLS, HIGH CREATIVITY, AND INNOVATIVE THINKING FOR SOLUTIONS.

Being a sustainability leader requires handling so many different stakeholders - both internally and externally - in order to embed a sustainability culture within the organization. This demands a wide variety of skills and a high level of emotional intelligence to recognize and navigate the complex tradeoffs, priorities and interconnections.

WOMEN LEAD WITH AUTHENTICITY WHILE COMMUNICATING THE VALUES THEY SHARE.

You know what they say -- you should choose your boss, not your job. Women leaders create an environment where employees can learn through authentic leadership, voice their values and grow through experience. What employees see in an organization's leadership will translate into company culture, and that culture will determine how they engage with customers, communities and other stakeholders.

Consumers can see through an inauthentic brand promise, and if there isn't alignment, then they'll go elsewhere.

“Social purpose and committing to be responsible to the environment, community, and employees is a proven pathway to superior financial outcomes. Consumers, millennials, and society in general are demanding that companies articulate their values and what corporate social responsibility and sustainability mean to the organization.”



LISA HOGAN
CEO OF THE CORPORATE
SOCIAL RESPONSIBILITY
FOUNDATION



MEGHNA TARE
CHIEF SUSTAINABILITY
OFFICER, THE
UNIVERSITY OF TEXAS
AT ARLINGTON

“A good leader will offer the right opportunities for you to grow in your career. In a post-pandemic world with the change in workplace culture, it is imperative for leaders to be part of the shared long term vision of the organization.”



SUSTAINABILITY LEADERS MUST BE TRUSTED ADVISORS TO BOARDS OF DIRECTORS AND SENIOR MANAGEMENT.

Sustainability leaders are in the unique position to ensure different teams and departments share a common vision. Through credibility in business strategy, sustainability leaders are able to influence and be a trusted resource to senior management. Women in particular can position themselves as experts in this ever-evolving landscape.

“There is science and art to being a liaison between the board, company management and investors. You need a good deal of emotional intelligence.... Leading Verizon's dedicated ESG team has given me opportunities for visible leadership with our directors, executives, investors and other stakeholders while we focus together on the risks and opportunities that grow out of our corporate strategy and purpose – to create the networks that move the world forward for everyone.”



**BETH SASFAI
SVP, CORPORATE
GOVERNANCE & CHIEF
ESG OFFICER AT
VERIZON**

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