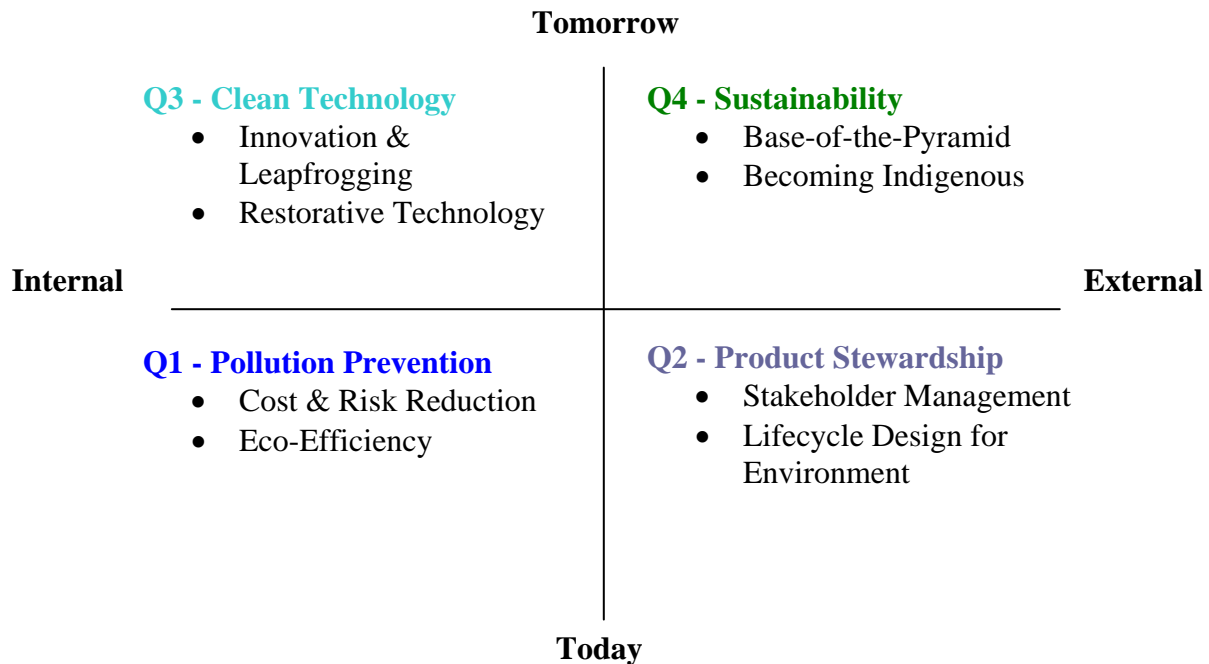


The Sustainability Portfolio

This assessment tool can help you to determine your preference for several practices leading to sustainability. Using the assessment tool, you can relate your “scores” to the four quadrants in Stu Hart’s Sustainability Portfolio published in the Harvard Business Review article, “Beyond Greening: Strategies for a Sustainable World.”



Most individual/companies/organizations will be skewed toward one quadrant, while the goal is to have an even balance of all quadrants - balancing near- and short-term issues and managing both internal and external challenges.

- If you are skewed toward the lower-left quadrant you show a preference for **pollution prevention strategies**. These strategies will help you to lower costs and risk by eliminating waste at the source or by using it as a useful input. It indicates a preference for looking to incremental process improvements and to your employees for suggestions for identifying ways to reduce significant waste and emission streams. Opportunities include making sure your core technology does not limit your environmental performance, involving more stakeholders in your strategies that include lifecycle issues and preparing for the long-term.
- If you are skewed toward the lower-right quadrant you show a preference for **product stewardship strategies**. These strategies will help you to add value or lower costs while simultaneously reducing the environmental impact of the products. They indicate a preference for considering the implications for product design and development assuming

responsibility for a product over its entire lifecycle. They also indicate a preference for involving stakeholders in the process, at multiple lifecycle stages. Opportunities include making sure the underlying operations and core technology are being well-managed so that your public statements/claims are not labeled as “greenwash”, that is, claims without substance. Also, while product stewardship activities suggest a good position today, you must watch for future vulnerability.

- If you are skewed toward the upper-left quadrant you show a preference for **clean technology strategies**. These strategies give you the potential to realize major improvements through new technology. They show a preference for not limiting the environmental performance of your products due to an unsustainable technology base. Opportunities include making sure you have the operational or analytical skills needed to implement near term goals while preparing for long-term technology solutions and working with stakeholder to develop solutions.
- If you are skewed toward the upper-right quadrant you show a preference for **sustainability strategies including base-of-the-pyramid**. These strategies help you to develop a vision to guide the development of new markets, products and processes. They show a preference for developing corporate vision and actions toward the solution of social and environmental problems. Opportunities include making sure you have the operational or analytical skills needed to implement near term goals while preparing for long-term technology solutions, and making sure your core technology does not limit your environmental performance