

Event Highlights and SHINE Progress Report

# SHINE Summit 2017

## Creating a Positive Future

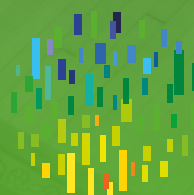


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**SCHOOL OF PUBLIC HEALTH**

Center for Health and the  
Global Environment

The Sustainability and Health Initiative for  
NetPositive Enterprise (SHINE) is a program at the  
Center for Health and the Global Environment.



**shine**

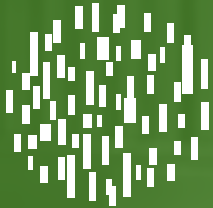
Sustainability and Health  
Initiative for NetPositive Enterprise



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# shine

Sustainability and Health  
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SHINE Summit  
13-14 June 2017

On Being A Force For Good  
Gregory A. Norris

*This year, the SHINE Summit: Creating a Positive Future was our biggest and most impactful and engaging event yet. Company sustainability and health leaders from all over the country, from both public and private, and large and small organizations came together to learn and share the latest in applied research around NetPositive sustainability and worker well-being.*

When we launched the SHINE program at the Center for Health and the Global Environment at the Harvard T.H. Chan School of Public Health in 2013, we had set out with a vision to unite the academic and business communities for a healthier and more sustainable planet. We're humbled by the response we have seen thus far and our annual Summit is a testament to the commitment both business leaders and researchers at Harvard share for this innovative approach to bettering humanity and our planet.

Our event has experienced steady growth in participation with over 130 people attending this year. Some new companies that joined our Summit tribe this year include Aetna, Salesforce, Biomimicry 3.8, Ben & Jerry's, Tivity Health, Hasbro Inc., JPMorgan and GlaxoSmithKline. We welcomed back Levi Strauss & Co, Eaton, Target, Johnson & Johnson, Kohler, Owens Corning, Blue Cross Blue Shield MA, Pepsico, and many others. There was also representation from CEOs, a Chief Mindfulness Officer, Chief Sustainability Officers, Communications Directors, Wellness Directors, Occupational Health Managers, and Environment, Health and Safety (EHS) Directors, and others, amongst researchers from Harvard and other universities.

We also hosted the first ever Forum on Well-Being in Supply Chains that was sponsored by Levi Strauss & Co. and Target Corp. With this kick-off event, SHINE is building a focus on worker well-being in the supply chain and will be leading the space with the business community.

In summary, we wanted to share with you some of the highlights from the Summit and Forum on Well-being in Supply Chains, and announce some of SHINE's accomplishments and progress to date in the realms of NetPositive sustainability and worker health and well-being. We hope these highlights remind you of the most important take-aways from this event and inspire you to take the learnings and contacts you made to motivate more positive change in your organization, industry, and beyond.

We invite you to reach out to us if there are any projects you would like to learn more about or collaborate with us on.

We look forward to seeing you at the next Summit in 2018, the dates of which will be announced very soon!

## ..... *Event Highlights: SHINE Summit 2017* .....

### *Day 1: The Methodologies of NetPositive on the Planet & People*

The first day of the Summit attendees rolled up their sleeves to learn about NetPositive methodology and handprints with regard to health, well-being, and human rights. Dr. Gregory Norris, PhD led the audience through what it means to be a NetPositive organization and how companies can move their products, services, and divisions toward a NetPositive impact on the planet. Dr. Eileen McNeely, PhD and Dr. Catherine Benoit, PhD demonstrated the unique opportunity that companies have to pay attention to, measure, and manage their human impacts through their supply chains and product life cycles with the goal of ensuring positive impacts.

#### **NetPositive Methodology**

What would it look like if we gave more than we took? And how can we measure this in a way that overtime yields a NetPositive outcome? This was the theme of this first session at the Summit – the core of SHINE’s mission. Dr. Norris, helped the audience brainstorm through the tenets NetPositive methodology, including footprint and handprint accounting and spheres of influence of an organization, and what they mean for their organizations and how to account for them. Claire Castleman, Sustainability Analyst at Eaton Corp. presented a case study on how Eaton integrated footprint and handprint accounting into its business and transformed how the company views sustainability and its impact on the planet. By applying NetPositive methodology as part of its sustainability practices across the company’s products, Eaton is one example that people are motivated by positivity.

#### **Human Handprints: Rights, Needs, Health & Well-being**

As part of this workshop practitioners from all areas—compliance, HR, well-being, as well as environmental and sustainability professionals—received an in-depth and practical training on how human impacts can be assessed, and how organizations can pursue NetPositive human impacts across the full spectrum of such impacts and across their value chains.

Dr. Catherine Benoit presented about the necessity to integrate a human rights approach to Social Handprint assessments. She demonstrated how companies can calculate a Social Footprint by using Social LCA (Life Cycle Assessment), a parallel method to environmental LCA developed to tackle social impacts of supply chains. She shared an apparel case study demonstrating an application of Social LCA and the Social Hotspot Database with the audience. She presented a process that SHINE is developing to assess businesses’ Social Handprints.

Dr. Eileen McNeely delved into a new way for companies to consider the well-being of their human capital. She explained that there’s a difference between the corporate health model, which is focused on cost mitigation, and the well-being model, which is performance based. By changing the way companies view human capital they can move away from risk avoidance and embrace the opportunity that true well-being of employees offers not only the employees, but the company too. She demonstrated how improving well-being and health of employees improves business outcomes and that SHINE is measuring this through the Worker Well-being Survey.

## ..... *Event Highlights: SHINE Summit 2017* .....

### *Day 2: Exploring NetPositive Integration*

On the second day we dove into achieving the SDGs through the framework of NetPositive, how behavior change is a key component on the road to NetPositive impact, and connecting leaders with practitioners to inspire more radical positive change in organizations.

#### **The NetPositive Frontier: Achieving the SDGs**

The Sustainable Development Goals (SDGs) represent a comprehensive global aspiration to enable all people to thrive, today and into the future. Companies have key contributions to make in achievement of the goals. They need also to assess how they are already impacting achievement of the SDGs, for better and possibly also for worse, across the SDG spectrum, which is why a Net-Positive framework and the comprehensive set of SDG priorities and indicators make a powerful combination. This session explored the synergies and how companies can harness them from both a company perspective, as well as an equity investor perspective. There was a strong emphasis on gender equality and empowering women and girls as a keystone goal for stronger economic growth and positive change.

Natasha Lamb, Director of Equity Research & Shareholder Engagement of Arjuna Capital shared with participants the value that investors can bring to the table with publicly traded companies when it comes to guiding companies toward more sustainable practices. Equity market investors have an opportunity to leverage capital to invest in and encourage change by bringing issues to light with productive dialogues. For example, investors have filed gender pay gap resolutions with nine companies including Apple, Amazon, eBay, Intel, and Expedia, and have gradually gotten them all to slowly close the gap. If you can remove structural barriers and get more women into leadership, gender diverse teams make better teams. On the financial side, gender diverse executive teams have higher return on equity and higher stock performance, another incentive to integrate gender equality into business.

Katja Iversen, CEO of Women Deliver, a leading advocate for investment in gender equality and the health, rights, and well-being of girls and women, emphasized it is imperative to integrate goals that center around girls health and well-being, and gender equality throughout all the SDGs as a real investment to reduce health disparities and grow GDP.

And as Rob Michalak, Global Director of Social Mission at Ben & Jerry's pointed out, in pursuing the SDGs as part of their business, companies have an opportunity to consider where their suppliers come from and support not only those who operate in a way that's least harmful to the environment, but also to work with small-scale entrepreneurs and businesses that support and give jobs to migrant workers.

One of the powerful statements that came from this session is that we must practice, follow through, and call each other out on all aspects of sustainability to actually encourage the transition from just raising awareness to making change.

## ..... *Event Highlights: SHINE Summit 2017* .....

### **NetPositive Behavior Change**

Achievement of handprints and the goals of NetPositive sustainability are integrally linked with driving behavior change—after all, handprints are impacts that we create in other agents' footprints, plus positive impacts we bring into the world. So well-being, needs, and behavior change are in powerful feedback loops together. This session explored these feedback loops, and how companies can harness them to promote thriving in the company, the bottom line, and the world.

From Dr. Tim Kasser, PhD, we learned that our attitudes are influenced by our values, which influence our behavior. Values can be organized into extrinsic and intrinsic values. Extrinsic values include popularity, self-image and financial success. Intrinsic values include community, affiliation, and self-acceptance. Research studies have demonstrated that activating extrinsic values is correlated with poor well-being, less empathy, more anti-social behavior, lower levels of collaboration and cooperation, and more competitive behavior, all of which does not bode well for sustainability or NetPositive. However, company policies can affect employees' values and steer employees in the direction of more intrinsic values and, in turn, actions. Advertising can also activate intrinsic or extrinsic values in customers depending on the message.

Kyra Bobinet, CEO of engagedIN shared with our audience that all too often there is a gap between what we know we should do, and what we actually do and, as such, it is difficult to get people to follow through with change, participate in it, and not relapse into old patterns. Bobinet explained that change can come in three stages, (1) performing an action and realizing later they it shouldn't have been performed due to negative consequence that were inherently known, (2) performing an action, but the interval of time between the action and the realization it has been performed is much shorter, and (3) not performing that action knowing the consequences of it immediately instead of afterward. Typically these are autonomic behaviors and in work environments these include stress, easy access to sugary food and drink, and constant conversational and digital distractions.

One company, understanding the effects that certain autonomic behaviors have on worker well-being and performance, decided to begin to change behavior through mindfulness practices. The insurance company, Aetna has a Chief Mindfulness Officer to tackle this very idea. Andy Lee, explained that mindfulness is about paying deliberate attention to your present experience, with openness and curiosity, and a lack of judgment. In this way, mindfulness promotes greater mental well-being, and thus more overall well-being. Mindfulness is the secret sauce of well-being, as it promotes awareness and thus self-regulation. Aetna is the first company to begin creating a mindfulness culture. The company hosts multi-week virtual programs that teach mindfulness to Aetna employees, which, Leed admitted, has helped to improve their stress levels, sleep quality and pain tolerance. By using different modalities of teaching and offering mindfulness, it has spread through Aetna and become embedded in the culture. As a result, employees feel great about taking the time to practice mindfulness, instead of guilty or unsure. And in the end the employees win and so does the company.

## ..... *Event Highlights: SHINE Summit 2017* .....

### **How to Embed NetPositive Into the Organization**

On the first afternoon of the Summit, senior executives met to share insights and develop new strategies for implementing NetPositive integrally within their business and corporate culture. They sought to develop new relationships and perhaps some shared action to more effectively capitalize on the transformative potential of NetPositive.

The biggest lessons from this meeting on how to drive NetPositive change were making the complex simple, telling stories, having different approaches, getting workers motivated, improvement, and appealing to what people really care about. Leaders also acknowledged how essential support from the top of the organization is to inspiring change and a culture shift. There was also acknowledgement that running a sustainable organization is a lot more complex now—before, the focus was on carbon, but now there's been an integration of well-being, mindfulness, social justice, and other environmental impacts into the equation. While these areas expand the complexity of running a company, they also expand the potential of NetPositive impact.



Beyond the content, participants at this year's Summit learned various ways of turning ideas for more positive change into actions. With our NetPositive methodology and ability to measure well-being in a way that's applicable for business, SHINE is providing the tools for companies to both inspire their workforce and measure their impact when it comes to sustainable positive change. There are also those companies that are taking leaps of faith and changing their practices, policies, and culture with the goal of creating a better working environment, having a positive impact on the environment, and generating strong profit. By sharing these tools and experiences openly in support of the greater good, we are able to learn from each other and create a better, more sustainable, flourishing and NetPositive planet.

## ..... *Event Highlights:* ..... *Forum on Well-being in the Supply Chain*

*After the Summit, SHINE hosted the Forum on Well-being in the Supply Chains, an event sponsored by Levi Strauss & Co. and Target Corp. Over 65 brands, NGOs, non-profits and vendors came together to not just share experiences and practices, but to find a way to truly collaborate around the safety and well-being of workers in the supply chain and their families. The opportunity to go beyond compliance when it comes to worker health and well-being was palpable. For the first time, participants were able to have honest conversations about well-being in the supply chain, share their own brands' experiences, come up with ways to build on this engaging event and work together for a common goal.*

Here are some highlights from this unprecedented gathering:

- In order to truly integrate well-being in the supply chain, programs must be scalable in three ways:
  - Brands must listen to workers in the supply chain and understand what they need. This includes assessing individual needs, as well as their needs in relation to their family and community.
  - Well-being must be integrated into the business for suppliers and at factories. This means that it must be part of the business plan and there must be buy-in from all parties.
  - As each site and the needs within are unique, and only vendors fully know and understand the nuances, vendors must have ownership of the program rather than have brands dictate the practices.
- One of the biggest opportunities for industry collaboration includes coordinating surveys and data collection. There's a need to build a global survey that is used by all brands and that feeds into a common shared database.
- Participants agreed that in order to convince factories and vendors to implement worker well-being programs, brands need to promote vendors that have been successful and work with them to share their voice and be advocates.
- While many factories are still struggling to meet compliance standards, going beyond compliance is nevertheless a different side of the same coin—by engaging employees to address well-being needs, brands are hoping vendors also see improvements in compliance metrics. It's important to continue reducing harm which compliance focuses on, but at the same time it's imperative to reward and acknowledge investments made in workers.
- For well-being practices have a true impact and for programs and the culture of well-being to be sustainable, there first needs to be a change in mindset.
- Sustainability means more than water, carbon footprint or compliance—it also means worker well-being.

## ..... *SHINE: Our Projects and Progress* .....

Dr. Eileen McNeely, PhD Dr. Gregory Norris, PhD, and team members Dr. Catherine Benoit, Ph.D., Dr. Dorota Weziak-Bialowolska, Ph.D., Irina Mordukhovich, Ph.d., Karoline Barwinski and Cathryn Buonocore have been collaborating with other non-profit and academic organizations and businesses alike to develop frameworks for inspiring positive actions, or as we at SHINE call them, handprints, that lead to measurable NetPositive results. Here are some of our proudest accomplishments and most recent projects.

For more details on any of our projects, please go to our website: <https://chge.hsph.harvard.edu/shine>

- **Worker Well-being in the Supply Chain**

SHINE started working with Levi Strauss & Co., Levi Strauss Foundation, and Target Corp. to measure and implement best practices for the health and well-being of workers in supply chains. As part of this project, we are standardizing the format and practice of measuring and reporting worker well-being. This is a unique business–academic–NGO partnership that provides big data for insight into and linkages between worker welfare, population health, and economic success.

- **Engaging Business in Community-Based Well-being Programs**

SHINE is working with Allegacy Credit Union in North Carolina to evaluate whether providing a financial savings incentive encourages people to engage with a whole health provider—in this case the YMCA—and then will evaluate the effect of this engagement on well-being.

- **Culture of Health**

Along with a team of other health experts and researchers at the Harvard T.H. Chan School of Public Health and the Harvard Business School, SHINE is helping to define, promote, and advance business leadership around the culture of health. Dr. Eileen McNeely is leading the effort on standardizing the metrics around what it means for an organization to have a culture of health.

- **Flight Attendant Health**

This summer we launched the third wave of our longitudinal study that collects data from flight attendants around their health in relation to their occupation. Our goal is to influence policy and standards in aviation that impact the health of flight attendants worldwide. As part of this project, we are also building an application to monitor health in context, in place, and connected to behavior to determine how, where, and when we work influences our health and well-being.

- **Business Impacts on Well-being & Quality of Life**

How do we know well-being when we see it? What drives well-being at work? What is the relationship between well-being and business outcomes? Can business create impacts on human flourishing? These are the questions that we're pondering and applying research from our work with companies to answer. We have been testing a simple flourishing measure across industrial sectors, regions, and sub populations. Our goal with this measure is to understand the relationship between worker well-being and business performance. Stay tuned for a paper on this topic coming out before the end of the year.

## ..... *SHINE: Our Projects and Progress* .....

- **Health and Well-being Effects of Lighting in the Workplace**

This project examines how lighting can improve the working environment—we are investigating the effects of exposure to LED blue-enriched white light during daytime hours in an office setting. Given that workers spend more than half of their waking hours at work, workplace lighting can make a substantial difference in overall worker health and well-being—especially in factories or offices without windows or exposure to full spectrum lighting, inadequate lighting overall, or during certain times of the year when workers spend all of their daylight hours inside. We piloted this study at Owens Corning, a SHINE community company, and are looking for other sites that want to participate. Please contact us for more info if you'd like to have your site participate in this study.

- **Social Footprints and Handprints in Electronics Sector Supply Chains**

SHINE is working with Dell to develop a framework for Net Positive analysis of social impact in the electronics supply chain. This project is applying methods of social life cycle assessment (SLCA) to identify the major hot spots and drivers of impacts in global supply chains of the electronics sector. It also extends existing methods to characterize how businesses can work with stakeholders in their supply chains to both reduce their social footprints and bring about social handprints. The intent is to illustrate in a data-driven way how companies can strive towards net positivity – handprints larger than footprints – on material social impact categories.

- **Handprint Methodology Advancement in Relation to Life Cycle Assessment**

This project with the International Aluminum Institute develops and details handprint methodology in the language and terminology of ISO-compliant environmental life cycle assessment (LCA). The project then illustrates the methods on three case studies, purposefully selected to illustrate handprinting action taken at different levels: individual persons, organizations, and policy makers and government sector actors. The case studies clarify which actors in the system qualify for receiving handprint credit, and why. A major goal of the project is to develop communications and illustrations of handprint methodology that can be considered by, and discussed with, leaders in the LCA community.

- **Facilitation of Methodology Working Group in the Net Positive Project**

The Net Positive Project is a collaboration among several NGOs and a broad set of companies, with the purpose of advancing principles, methods, and case studies relating to net positive sustainability assessment for organizations. SHINE facilitates and leads the work of a working group advancing methodology.

- **Handprint and Footprint Potential of Distance Education**

This project builds on, and extends, prior research by Arizona State University, on the potential for distance education to deliver environmental handprints and social-economic impacts. We extend the prior work by adding a full life cycle supply chain assessment and comprehensive set of environmental impact categories, and by assessing a variety of distance education delivery modes in evidence at within the Harvard Extension School. We also add scenario analysis and dynamic assessment.

We look forward to another exciting and engaging year at SHINE.

If you'd like to collaborate with us or learn more about any of our projects, please contact Courtney Leimanis, Engagement Manager at [leimanis@hsph.harvard.edu](mailto:leimanis@hsph.harvard.edu)

## *About SHINE*

We cannot solve the greatest challenges to health by working in isolation. That is why the Sustainability and Health Initiative for NetPositive Enterprise (SHINE), a program of the Center for Health and the Global Environment at Harvard T.H. Chan School of Public Health, helps corporations across all sectors measure and accelerate the ways in which they help the world become a healthier, more sustainable place. We set a bold vision for companies to factor their impact on our health into all business decisions, and act in ways that will protect human health and the environment.

SHINE is the leading network connecting business leadership with pioneering research to advance NetPositive sustainability and employee well-being in business. We combine academic research with innovative methodologies to develop powerful tools that can guide corporate responsibility, sustainability, and health and well-being practices across the globe.

For more information, please visit <https://chge.hsph.harvard.edu/shine>

### **About the Center for Health and the Global Environment**

From the food we eat, to the buildings we inhabit, to the natural resources on which we rely, our health depends on the health of our surroundings and our planet. To create the healthiest possible future in a rapidly changing world, the Center for Health and the Global Environment at Harvard T.H. Chan School of Public Health combines rigorous academic research with innovative tools and unites the skills and expertise of many disciplines and professions to improve people's health across the globe. For more information, visit <http://chge.hsph.harvard.edu>.

### *Thank You!*

Sincere thanks to our SHINE Summit support staff for helping make the Summit a successful event. Without your energy and support we couldn't have organized such an exciting and engaging gathering: Karoline Barwinski, Cathryn Buonocore, Skye Flanigan, Jude Heichelbech, and Courtney Leimanis.



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