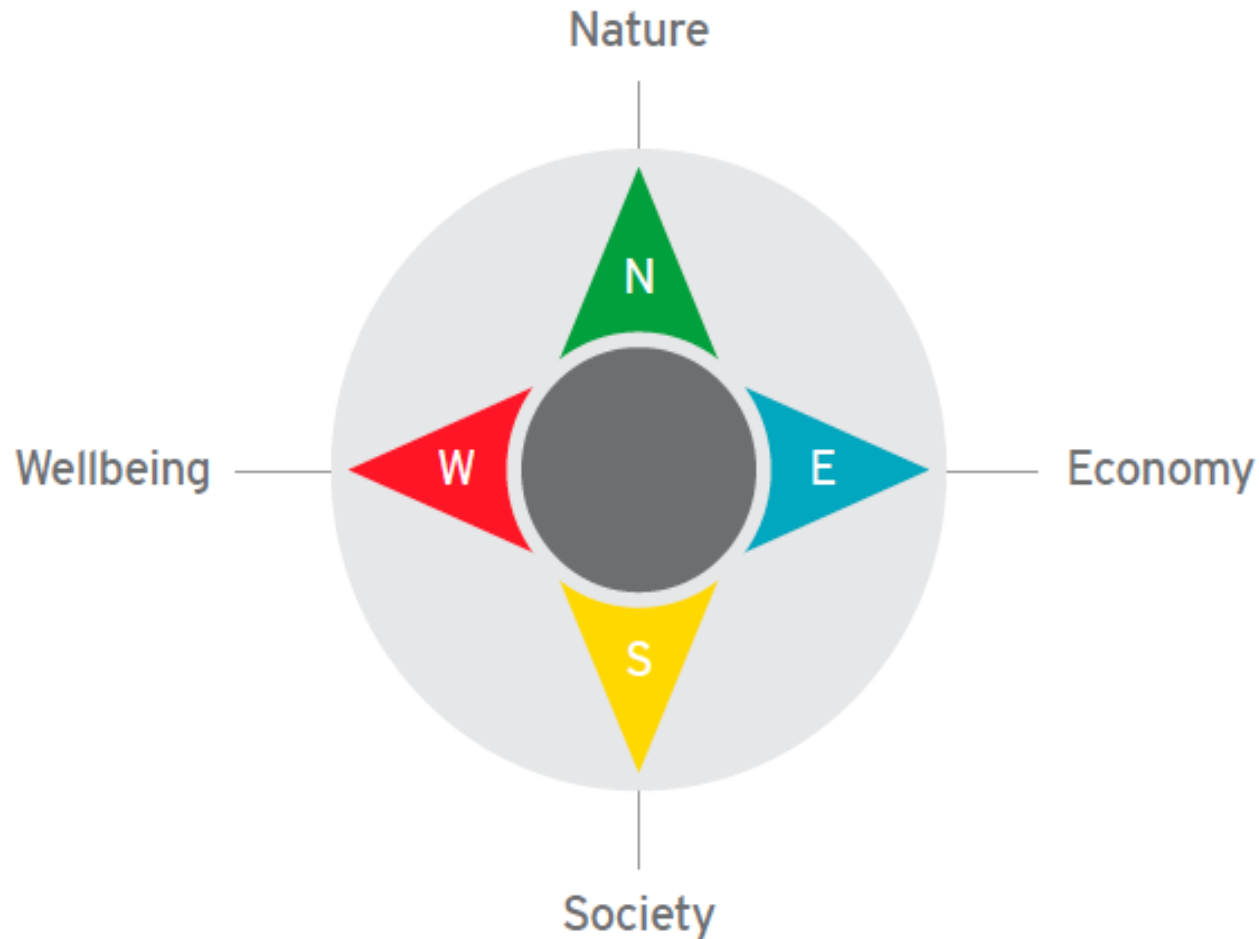


The Sustainability Compass



Corporate sustainability management



THE FENIX WAY MANAGEMENT COMPASS®

As a guiding framework and orientation tool for our journey, *The Fenix Way Management Compass®* has been developed: four categories build on the universal tool for way-finding.

We apply the *Fenix Management Compass®* as a tool for *Fenix Outdoor* as optimizing performance for all four of these management categories, across all our businesses, over the long term.

N = NATURE

As a family of outdoor brands, our core business is equipping people to spend time in nature. We therefore work actively to preserve and protect our planet's natural heritage and biological diversity and in the longer term contribute to the restoration of degraded natural systems.

W = WELLBEING

Our employees all over the world deserve a safe and healthy working environment, and our customers must have safe and satisfying products. We aim to respect each individual's integrity, and we do not discriminate. We encourage a balanced life, and we offer possibilities for personal development.

E = ECONOMIC PERFORMANCE AND CORE BUSINESS PROCESSES

By producing and selling high-quality, durable products, and by continuously innovating, we will provide our customers high value products and services, develop long-term business relationships and ensure strong financial returns for our shareholders, for many decades to come.

S = SOCIETAL RESPONSIBILITY

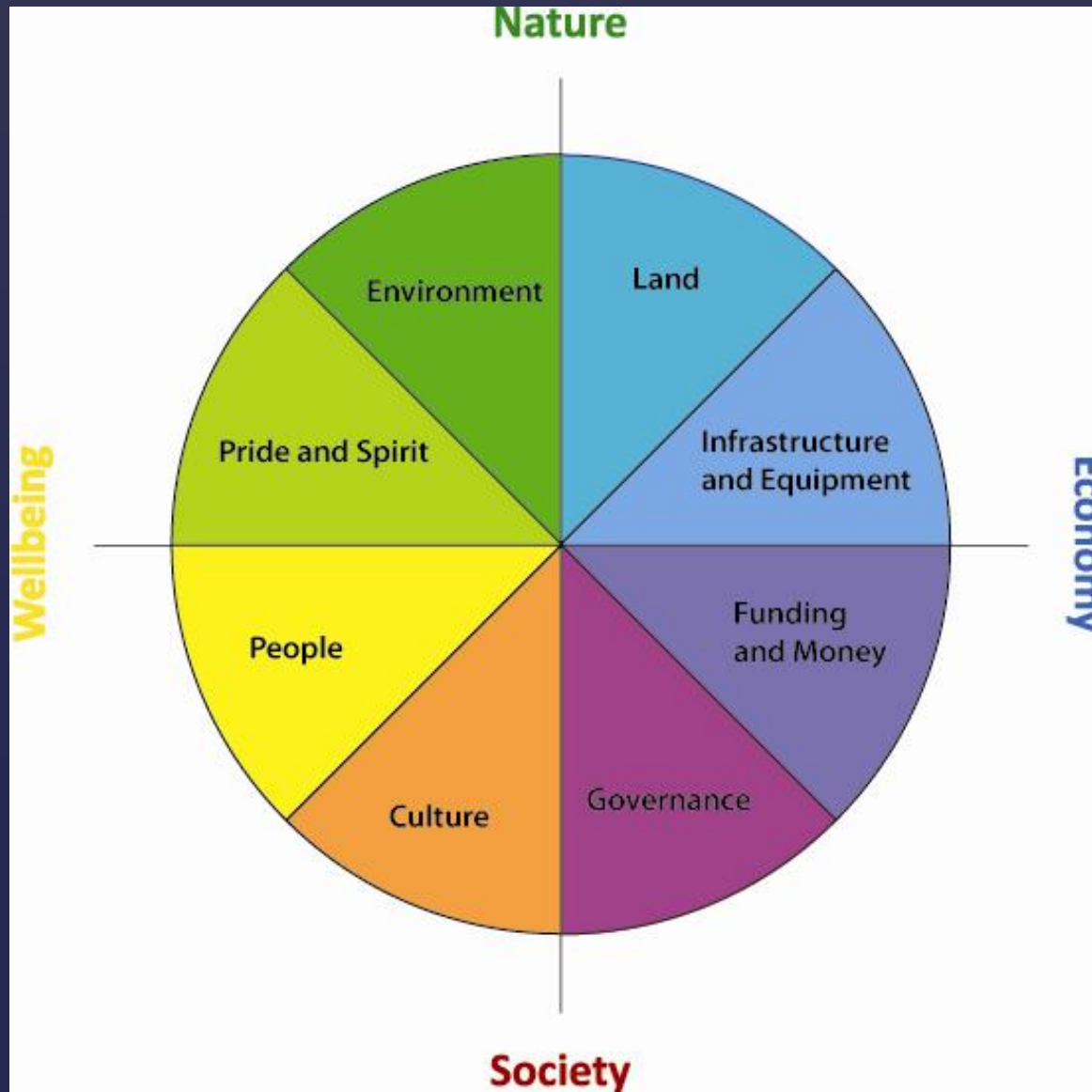
We practice good corporate citizenship in the countries and communities where we are present, and we uphold the highest standards of ethical integrity. Our aim is to be a net contributor to a well functioning society everywhere we do business.

¹ The Fenix Way Management Compass® builds on the Sustainability Compass™, courtesy of Alan Atkinson, Inc., provided through the Sustainable Fashion Academy, Sweden

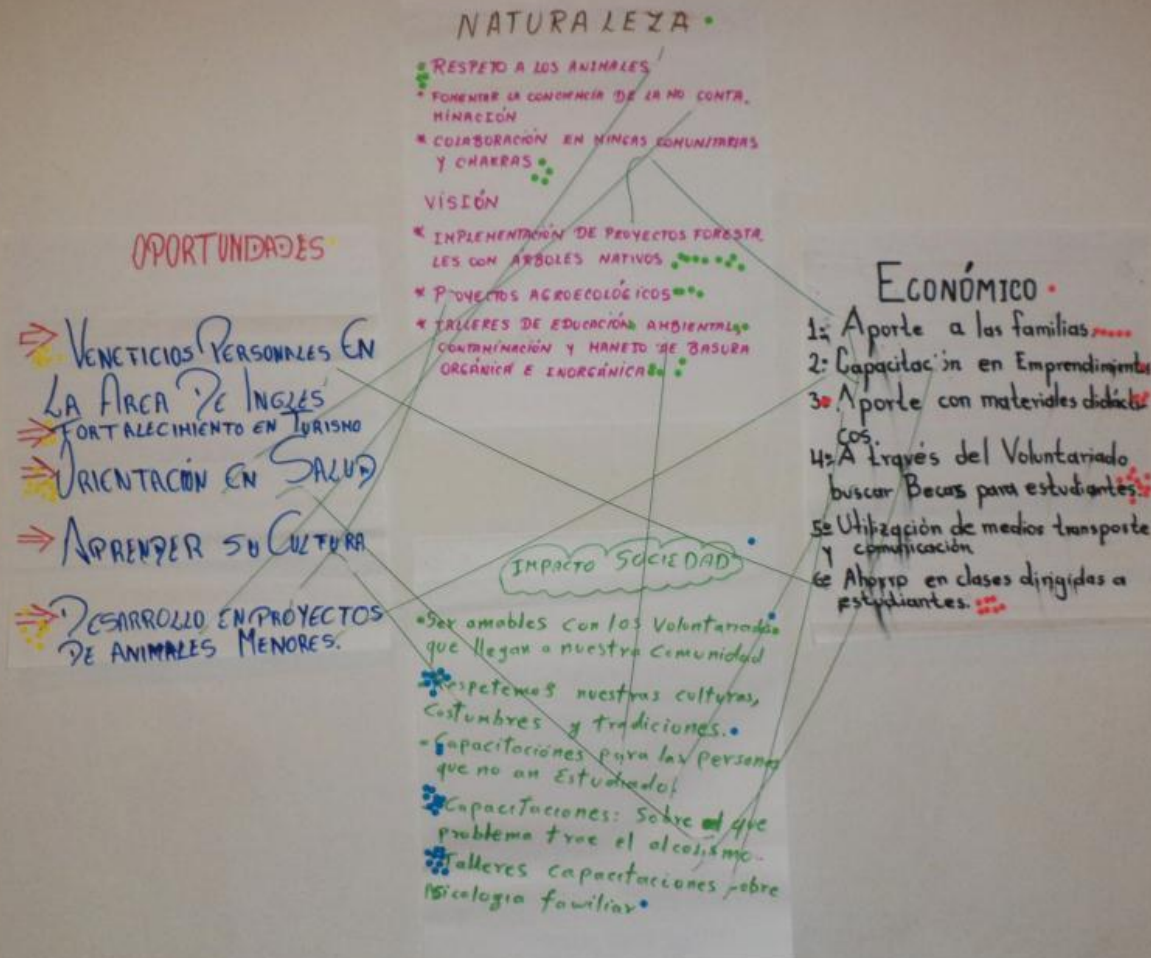
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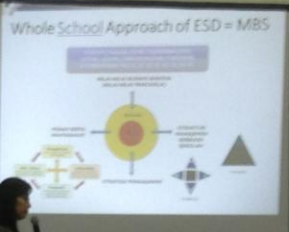
ACCELERATING SUSTAINABILITY

Community development



Social research on SD

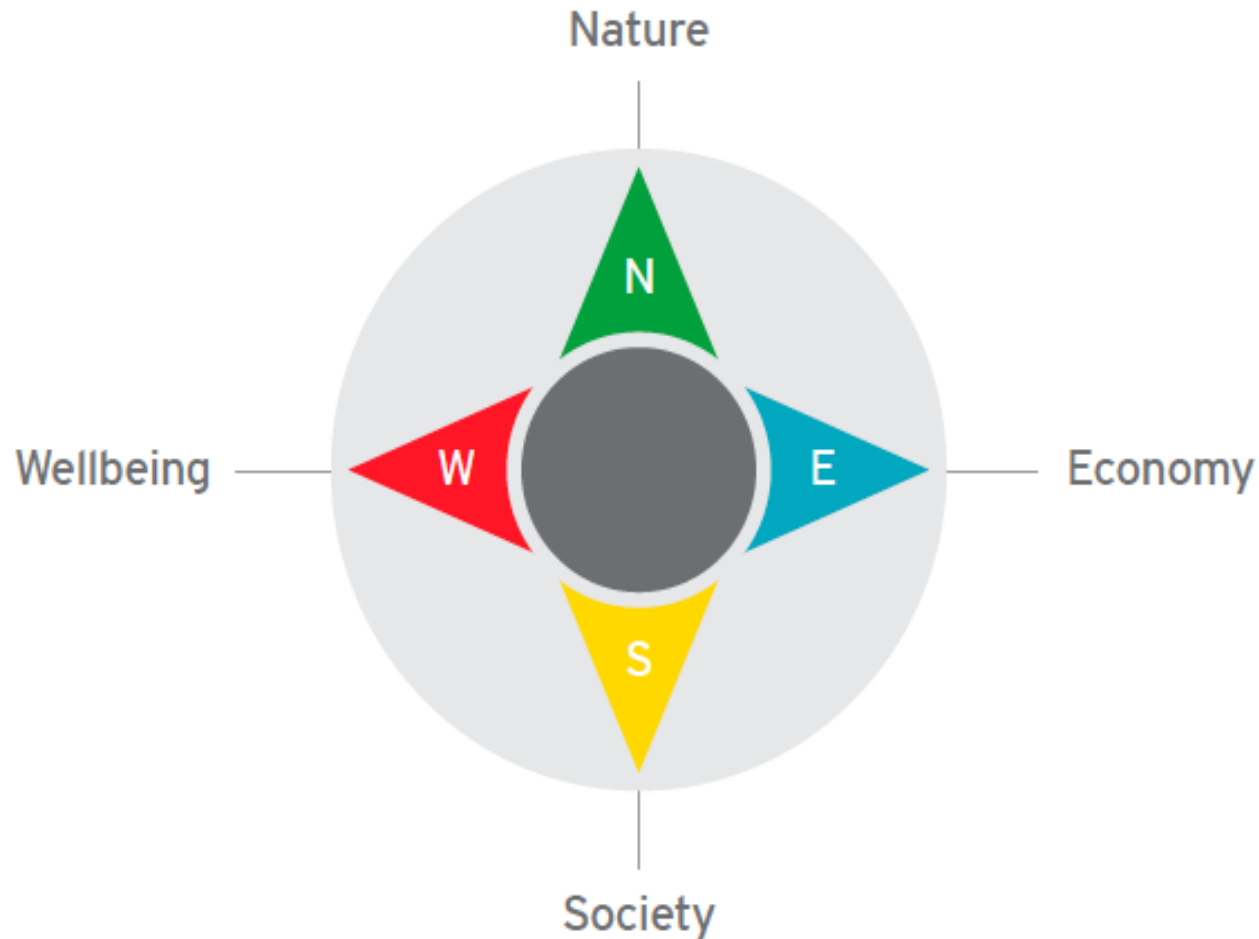




Awarding Sustainability Champions



The Sustainability Compass



Thematic Section

A Fresh Start for Sustainable Development

ALAN ATKISSON

ABSTRACT Having survived the financial crisis of 2008, sustainable development is now negotiating what author Alan AtKisson calls the 'tectonic plates of world order'. Sustainable development, he argues, has become mainstream as a result of the Earth Summit and additional grassroots actions of the 1990s. To advance a sustainable future, he indicates the necessity of a global reset for sustainable development. Such a reset should reassert its more radical role for non-negotiable rights of people and planet – its primary position with regards to, rather than instead of, green economy or green growth.

KEYWORDS sustainable development; sustainability; green economy; wellbeing

In 2009, I wrote an essay with the provocative title 'Pushing Reset on Sustainable Development' and circulated it via a new think-tank group convened by the United Nations Division for Sustainable Development. The metaphor of 'pushing reset' was popular at the time – Hillary Clinton was 'resetting' US relations with Russia, for example – and the essay, later published as a broadside and a blog post, attracted attention and was relatively widely read (AtKisson, 2009). The essay analysed sustainability's steady advance in corporate, government, and institutional settings over the past two decades, but it called for a significant change in strategy, away from increasingly economic formulations, and towards a more integrated approach. Speaking the language of businesspeople and economists had helped shift sustainable development closer to the boardrooms and C-suites of the world. I had personally pursued (and attempted to convince others to pursue) that strategy since the early 1990s. This strategy, driven on many fronts, had been relatively successful for the movement as a whole. However, by 2009, the times and the needs had changed. To go further, I argued, sustainable development needed to return to its core ethical, social, and scientific roots. It needed to aim once again for the broader vision of a sustainable world.

Four years later, I believe that such a reset of sustainable development is indeed under way – but it is happening very slowly, as though a giant finger was pushing down on a giant global reset button, at a steady but visually glacial pace. If you look carefully, and stare a long time, you can see it happening. The process of rethinking sustainable development, which arguably began at the COP15 Climate Conference in Copenhagen in 2009, is unfolding over years.

This article revisits the themes and arguments of my earlier essay and updates them in the light of recent past events, as well as expected future events, including the Rio+20

Green Economy

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Wellbeing for All

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Sustainable World