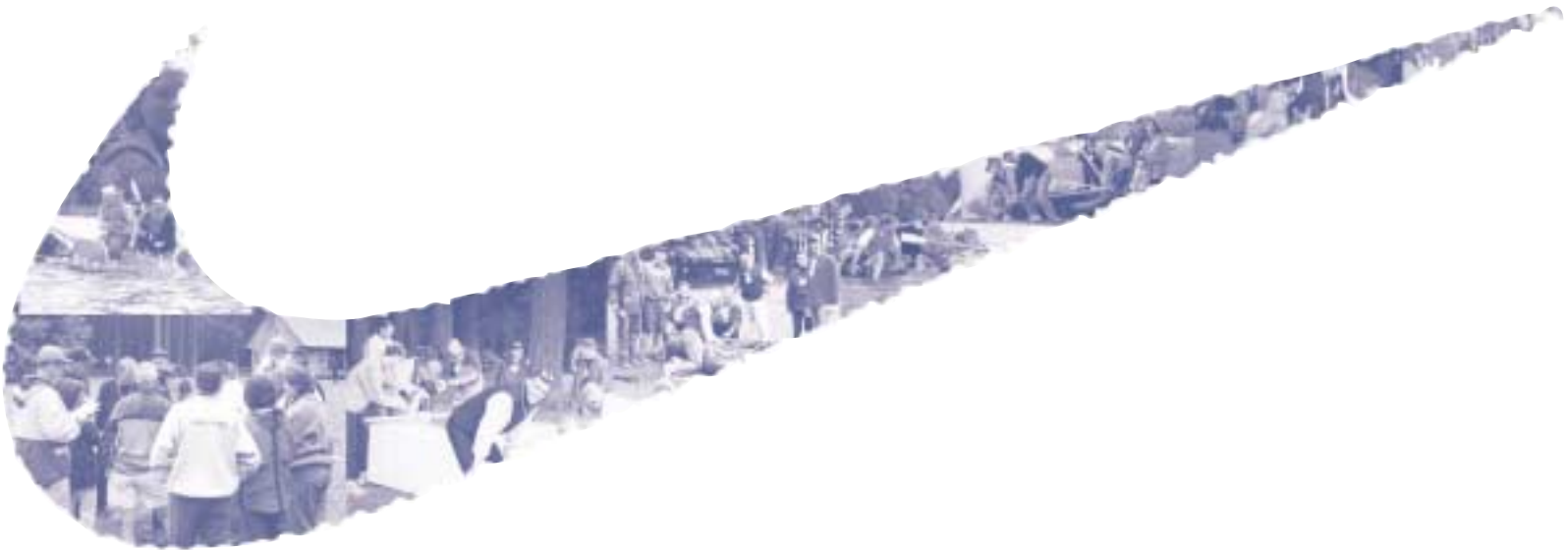



## UPDATE: Nike Launches Sustainability Integration Initiative

*On August 30, 1999, Nike launched its Sustainability Integration Initiative, a nine-month program that engages almost 100 of Nike's most influential leaders from every region, division, and function of the business. The official kick-off of the Initiative started with a one-day meeting for 65 business leader "Captains," 35 supporting "Champions" from the divisions, and more than 200 fellow team-mates from across the company, as well as Nike business partners, family, and friends. Nike leaders Sarah Severn, Director of Environmental Action; Andy Mooney, Vice President of Apparel and Global Brand Management; and Nelson Farris, Corporate Communications, grounded the Initiative in Nike's history of innovation, excellence, and resilience. They also reiterated Nike's vision of the future articulated by CEO Phil Knight in September 1998, that Nike would continue to work toward becoming a wholly sustainable business. As no company has yet to achieve this, Nike is intent on creating its own innovative path to sustainability based on The Natural Step framework.*



The program for the one-day meeting featured Karl-Henrik Robèrt, Founder of The Natural Step and Mats Lederhausen, Vice President of Corporate Strategy for McDonalds and former Managing Director of McDonalds Sweden, one of the first companies to adopt The Natural Step framework. Robèrt reviewed the general principles behind The Natural Step framework and told the story of why and how the framework was developed. Lederhausen described how McDonalds Sweden uses The Natural Step framework and the concrete business results from doing so. Miha Pogacnik, the Republic of Slovenia's Minister of Culture, violinist, and corporate renewal artist, completed the day through a creative interactive presentation using music to demonstrate the processes of learning and leadership.

After the first day kick-off, the core team of Captains went on to complete their first off-site with three more days focused on vision, strategy, and action. Frameworks for sustainability—including The Natural Step—were addressed in depth as were specific techniques targeting communications, learning, and leadership. Case studies were presented from Xerox and The Body Shop together with internal examples from product design, marketing, and operations. Breakouts included two sessions on The Natural Step framework and applications facilitated by Brian Natrass and Mary Altomare (The Natural Step), a session on Natural Capitalism presented by Paul Hawken (Natural Capitalism Institute), and sessions on organizational learning skills and off-site facilitation led by Sara Schley and Joe Laur (Seed Systems), Ed Starinchak, and Kathleen Wood.

In the next several months, this leadership team from Nike will participate in three more off-site meetings using the same design: a one-day meeting for the larger Nike community followed by a three-day intensive off-site for the core team of Captains. Keynote speakers for the one-day meeting include Peter Senge, Amory Lovins, and Bill McDonough. Because Nike believes knowledge is empowering and inspiring, the company has partnered with local Portland, OR, organizations to extend its educational resources from the initiative to the public through The Millennium Speaker Series: Perspectives on Change. The first of the four programs took place on the evening of Monday, August 30th, when Karl-Henrik Robèrt and Miha Pogacnik presented to an audience of 400 people at Portland State University's Lincoln auditorium after their presentations to Nike in the afternoon. This free series will continue to feature world-class thinkers in the fields of business, learning, and sustainability three more times: October 25, 1999; January 10, 2000; and April 6, 2000. Co-sponsors of the series are Portland State University, Portland General Electric, and the Oregon Natural Step Network. 



# nike

***“We absolutely love and use The Natural Step in our strategy and learning programs.” - Sarah Severn, Global Director of Nike’s Environmental Action Team, Board Member The Natural Step US***



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