

ROLL OUT THE GREEN CARPET



It's that time again, when we roll out the "eco-friendly" green carpet for a VIP list selected by their industry peers and you, our readers.

When it comes to choosing "Leaders" it's not an easy process, and reaching consensus amongst a group of judges from diverse backgrounds and viewpoints is a thought provoking process.

The basic tenet that we often come back to is that WME's Leaders List is about individuals – it's about recognising leadership qualities.

These can be expressed through ideas and innovation, but equally through networking and collaborative capacities. It's not always easy to compare such attributes.

This is why the Leaders List offers some helpful categories within which to make comparisons.

However, categories are just that, labels or themes, and many of the candidates that make their way into the nomination pool don't fit them. For us, that's a fantastic dilemma. We want to showcase the broadest possible cross-section of insight, wisdom, ideas and abilities to help solve the challenges we face collectively – whether that's through corporate channels, government, NGOs or 'none of the above'.

We also want the broadest possible group to exercise their judgement in selecting our Leaders – from the judging panel that selects one winner, to the wider industry who chooses another.

Each Leader nominated and shortlisted this year is worthy of commendation for the contribution to their field, their own organisation and colleagues, and to the sustainability movement in general.

When we think about personal leadership, some questions we ask ourselves are: Has this person reached prominence within their industry or sector for their sustainability efforts or are they largely 'unsung heroes'? Has this person gone beyond 'business-as-usual' in their professional endeavours? Have they taken on personal risk to pursue their ideas or activities? Have they held positions that would require them to lead others or champion an organisation's values or ideals?

And, of course, it's important to ask what contribution a candidate has made towards advancing sustainability through policy, regulation, practices, ideas, innovation etc.

One factor that is common to every nominee and winner is vision, having a vision of a more sustainable world and one that can be picked up and championed by others. Considered in this light, we can all be "Leaders" if we choose to be. But it's important to have role models to help guide the way. Here are ours for 2013.

– Paula Wallace, editor

THE PROCESS

More than 100 nominations were received from readers and our panels of expert judges. Each panel then had the unenviable task of selecting the shortlist for their category, up to 10 names that went back online for you to vote on the "readers' choice". We recorded more than 1500 votes. The judges, too, picked one standout as their choice, providing a mix of breadth and depth in voting.

THE JUDGES

Adam Lovell (WSAA)

Andre Taylor
(International WaterCentre)

Andrew Petersen (SBA)

Anna Skarbek (ClimateWorks)

Anne Prince
(Anne Prince Consulting)

Anthony Ogilvy
(Goodman Fielder)

Cheryl Batagol (EPA Victoria)

Chris Dunstan (A2SE)

Graz van Egmond
(Banksia Foundation)

Julian Gray
(Smart Approved WaterMark)

Marcus Godhino (FareShare)

Rachel Lowry (Zoos Victoria)

Rod Welford (ACOR)

Ross Fraser (Enernoc)

Vaughan Levitzke
(Zero Waste SA)



FAILURE, NOT AN **OPTION**

Olivia Tyler says that what drives her is an allergy to failure. She adds that business can make a difference in creating a more sustainable world. As group manager for corporate social responsibility (CSR) at Treasury Wine Estates (TWE), Tyler sees herself as a “change agent”, forging the path for how a business can approach social and environmental issues in a commercial context.

“As a CSR practitioner in a pure-play, global and listed wine company, I believe I have a great opportunity to crystallise the connection between environment and social sustainability, and our strategic, commercial and disclosure priorities,” she said.

TWE was previously the wine division of the Foster’s Group and its demerger created challenges culturally, but also presented an opportunity to extend the organisation’s approach from just environmental sustainability to the broader spectrum of CSR.

“In order to do this, I built the case for why CSR – as the social and environmental components across the value chain – needed to be brought under a common umbrella,” said Tyler.

That move gave her the strategic and commercial underpinning to the multiple programs and initiatives happening across the business.

“Without this we wouldn’t have captured the attention and support of management, the recognition for the work done to date or the pride of our people more broadly.”

Tyler created her own role at TWE, which brought together the environmental, supply chain sustainability, community and reporting components. Since then she has been busy writing TWE’s guiding principles on CSR, as well as creating a five-year strategy and a global CSR council, led by the CEO.

The company’s community program – Agents of Change – aims to deliver over \$1 million of value to the community through volunteering, grants and donations.

Tyler believes activating change on the “inside” of organisations can take many forms. “You need to be brave and resilient, but the scale of possible change is what I think is the most exciting thing.”



**CORPORATE SUSTAINABILITY
LEADER 2013**

OLIVIA TYLER

Outfit: Treasury Wine Estates

**Position: Group corporate social
responsibility manager**

LEADING A **GREEN** TEAM



**CORPORATE SUSTAINABILITY
LEADER 2013**

JOHN VALASTRO

Outfit: Qantas

**Position: Head of environment,
resilience and workplace transformation**

Qantas has really made its mark on the sustainable business landscape in recent years, achieved through a coordinated top down and bottom up approach. That is, a sustainable approach that starts with the board and CEO and extends throughout the business via a long-term environmental strategy; and successfully taps workplace enthusiasm to create a team of more than 1200 people embedding environmental values every day.

The Green Team plays a vital role in implementing environmental initiatives in the workplace, explains John Valastro, Qantas’s intriguingly titled head of environment, resilience and workplace transformation.

This innovative education and awareness strategy contributed to Qantas taking out, late last year, the coveted Banksia Environmental Award for large organisations.

Valastro and his Green Team are creating a transformation within the organisation, a complete physical, virtual and cultural transformation at the company’s corporate campus and other workplaces. This will lead to a more “connected workplace” that builds a sense of community.

Specifically, it involves downsizing the number of buildings and creating new work spaces with the latest technology and smarts, not least being Australia’s largest trigeneration plant.

“Fuel and emissions reduction is our most material area of activity as it has the greatest impact on our environment. However, we also continue to drive efficiency improvements across a range of areas within our business, including facilities, airport infrastructure, ground transport and catering,” said Valastro.

A particularly high-profile strategy driven by Valastro is Qantas’s investment in sustainable aviation fuel (SAF). It represents the company’s largest opportunity to reduce carbon emissions, and while it will be a number of years before SAF is produced at prices and volumes that will make it commercially viable, Valastro’s team is also exploring other pathways to more sustainable fuel.

Valastro notes that Australian businesses are doing a “huge amount to reduce their carbon emissions, much of it now part of ‘business as usual’.”

“Their role is absolutely vital because business activity is our economy’s main driver of innovation and new technology.”

SETTING THE **EFFICIENCY** AGENDA

Jon Jutsen has been a part of Australia's energy landscape for 32 years and next year will be his 30th at the helm of Energetics, the firm he founded. But you'd be mistaken in thinking that after all these years he has had enough of the industry. In fact, he is a man on a mission, determined to demonstrate more than ever why energy efficiency is important.

"My driver for continuing in this industry must be insanity," Jutsen says. "It has always been a challenging industry as we have continually tried to set an agenda ... of improving energy performance, even when energy was very cheap and government policy largely neglected it as an issue".

He notes that in recent years "partisan politics" has also made things very confusing for clients.

"My mission is to improve resource efficiency and protect the environment. I have always felt the need to commit to a purpose which has directed my career, far more than business or personal financial drivers," he said.

"The day I get up in the morning feeling that I am not making a difference is the day to move to something else".

Thankfully for the business sustainability movement, that day hasn't come yet.

He said having a team of passionate and committed people who strive to never compromise quality and outcomes for short-term expediency are also crucial to his accomplishments.

Ultimately, Jutsen's commitment and passion stem from the notion that "he doesn't want to be part of the generation that used up all the best resources and ruined the environment for his children, without at least knowing he did his best to turn the tide".

He also revealed that he is in the process of establishing an ambitious project to define how Australia could double its energy productivity across all sectors over the next 15 years, providing very substantial economic benefits, improved energy security and better utilisation of energy supply assets.

"I think this positive approach would have greater appeal to the public, rather than just saving energy," he said.



**ENERGY & CARBON
LEADER 2013**

JON JUTSEN

Outfit: Energetics

Position: Founder

PART OF THE **ENERGY** 'EXTENDED FAMILY'



**ENERGY & CARBON
LEADER 2013**

MELANIE SLADE

**Outfit: Department of Resources,
Energy and Tourism (lighting and
equipment energy efficiency)**

Position: Director

When asked what motivates her, Melanie Slade replied, "the UN Secretary-General Ban Ki-moon sums it up brilliantly when he says that 'energy is the golden thread connecting economic growth, social equity, environmental sustainability'."

More than 20 years ago Slade started working in energy efficiency, both on the UK government's best practice program aimed at improving industrial energy efficiency, and the market transformation program aimed at improving product efficiency.

She is something of a quiet achiever, working behind the scenes but effecting significant change, including deep and cheap cuts in national carbon emissions. Over the last five years at the federal Department of Energy she has helped progress energy standards in appliances and equipment, furthering Australia's labeling standards as a global reference point.

"I've been lucky enough to work all over the world on sustainable energy projects and the best part of this has been the people I've met along the way", said Slade. "There is a very strong international energy efficiency community and it's great to be part of it."

It could be said that much of the work of energy efficiency is actually done behind the scenes, achieving incremental changes in baseline energy use. The work of the department's lighting and equipment energy team in setting standards filters down to manufacturers, suppliers, equipment users and specifiers – leading to direct changes in business energy practices over the long-term.

Slade is most proud of leading the team that implemented Australia's phase-out of 100-year-old lighting technology in favour of more efficient technologies.

"Australia was the first developed country in the world to do this and we have been able to support many other countries in transforming their lighting markets," she said.

Her team has turned its attention to two areas, improving the efficiency of lighting products available to consumers and of industrial products like electric motors.

"One of our new initiatives is to support the development of smart appliances that can be controlled remotely and potentially powered down at times of peak demand," she said, adding the team is also working with developing countries in the region.

"In terms of leadership, I like to be able to share my enthusiasm for my work with colleagues in the hope that they can have as interesting careers as mine has been so far."

KEEPING **SPOTLIGHT** ON PRODUCT STEWARDSHIP

John Gertsakis' interest in product stewardship and extended producer responsibility (EPR) stems from his initial days at the RMIT Centre for Design in the early 1990s. There he produced his first report on electronics take-back and recycling. The idea of bringing industry and the community together while evolving product stewardship and EPR and cleaning up landfills was a match made in heaven for Gertsakis.

"My work involved collaborating with companies such as Electrolux, Kambrook, Blackmores and Schiavello Commercial Interiors," he says. "This uncovered the need to think deeply about priority lifecycle impacts and how to drive waste avoidance and resource recovery."

Gertsakis sees product stewardship as a constantly evolving mechanism in the area of policy and implementation activity.

"There is no single 'correct' expression or application of what product stewardship can be. For example, a co-regulatory product stewardship approach that might operate in the National Television and Computer Recycling Scheme might not necessarily be the same model that works for the handheld battery industry," he said.

So where does Gertsakis see this evolution in the future? "Business in Australia (producers and waste operators) has acquired the knowledge and expertise to deliver the right mix of product stewardship schemes.

"But what is needed is continuing commitment and investment from brands, OEMs and importers to make things happen and to drive the process ahead of regulatory pressure."

In his view, the passing of the *Product Stewardship Act* was a watershed moment, but there is more to be done.

"I am excited about how we can add value to conventional supply chain activities for our customers and program partners such as MobileMuster, Apple, Lenovo and Toshiba," said Gertsakis. But reverse logistics and green procurement must deliver "significant cost savings and noteworthy stewardship outcomes" in order to be successful.

Gertsakis welcomed WME's acknowledgement of his work but pointed out that there were many others in the product stewardship sector who were worthy of recognition.

"I see the WME Leaders List recognition as a direct reflection of how product stewardship (and EPR) is becoming part of mainstream thinking across multiple sectors and industries and is actively pursued by several stakeholders, many of who are part of the WME Leaders List nominations."



RESOURCES & WASTE LEADER 2013

JOHN GERTSAKIS

Outfit: InfoActiv

Position: Chief sustainability officer

A VOICE FOR BUSINESS **INNOVATION**



RESOURCES & WASTE LEADER 2013

GARBIS SIMONIAN

Outfit: Weston Aluminium

Position: Managing director

Garbis Simonian is both an environmental visionary and a successful entrepreneur with a continued passion and investment in improved resource use and closed loop solutions. His vision is to develop a massive industrial ecology park in the Hunter region of New South Wales and one gets the feeling he won't stop until this hub of innovation comes to life – involving energy recovery and symbiosis between industries in the order of millions of tonnes in byproducts and former waste materials.

Among his corporate roles, Simonian is managing director of both Weston Aluminium and Weston Matrix. Additionally, he is president of the Australian Council of Recycling (ACOR) and is chair of the Australasian Industrial Ecology Network.

Weston Matrix, formed in 2009, uses byproducts from construction, commercial, industrial and mining processes to produce "fit for purpose" road, rail, pavement and hardstand construction materials.

Simonian is a firm believer that such innovation is an effective way to reduce costs and improve productivity at a time when "industry in Australia is under siege due to rising energy and labour costs".

The method is simple – turn waste into a resource, then into energy – but one that Simonian has had to fight hard to have heard by policymakers and others in industry.

In what can be seen as something of a breakthrough for industrial ecology, the NSW government recently committed \$250 million for waste and recycling infrastructure, including the establishment of four industrial ecology networks.

"The funding announcements of the NSW government were a good start. The impact will depend on the delivery," says Simonian.

"To maximise impact the government must direct the funds to develop infrastructure and policies to encourage sustainable practices by industry. The funds should not be used for short-term political ends to keep loud minorities satisfied."

However, government funding need only be modest in regard to industrial ecology to deliver steady and tangible results. I am a great believer in partnering private enterprise to match government funding, to have 'skin in the game' for any projects," Simonian said, keen to be in on the expanding energy from waste an industrial ecology game.

WATER IN CRITICAL TIMES

Until you've been where the buck stops in supplying water to four million people in the worst drought in 1000 years you probably haven't fully internalised the risks of climate change.

Yet the Millennium Drought is also the context for former Melbourne Water MD Rob Skinner's proudest career achievement: a profound cultural change in the 800-employee organisation.

"We needed a organisation of people and leadership that was able to look at providing solutions in an innovative way. Business as usual, where you look to the past and extrapolate to the future, just wasn't going to cut it," he said.

He looked to the likes of Tony Kelly at Yarra Valley Water for ideas on seeding a "constructive culture" able to innovate and take calculated risks around planning and capital investment, such as the use of alliancing.

Skinner also became a vocal advocate for water sensitive cities (WSC) in response to the worrying rainfall projections under climate change. In some ways he is the epitome of the WSC man: an engineer specialising in urban planning in the mid-1980s who then segued through leadership roles in public policy, local government and water utilities.

That breadth is acutely relevant in the modern WSC agenda, which requires the integration of disparate skill sets and stakeholders to a harmonious outcome. His interest in the topic, however, dates back some 20 years.

"It was hard going then but I saw the benefit because you could get better solutions at local government level and link with Melbourne Water to get better flood protection and drainage and environmental benefits," he said.

Some councils and the state government were pursuing water sensitive policies at the time but it wasn't until 2006-07 – when runoff into Melbourne's reservoirs fell from around 600 gegalitres a year to 380GL and "we realised something had changed fundamentally" – that it got serious traction, including from Skinner.

An industry elder these days with fingers in all sorts of puddles, from research projects at the Cooperative Research Centre for Water Sensitive Cities to mentoring young leaders at the International Water Centre and chairing WaterAid Australia. Even in semi-retirement he continues to work at the critical junctures of the emerging water agenda.



URBAN & INDUSTRIAL WATER LEADER 2013

ROB SKINNER

Outfit: Monash Water for Liveability

Position: Chief executive officer

DOING RATHER THAN TALKING



URBAN & INDUSTRIAL WATER LEADER 2013

TERRY LECKIE

Outfit: Water Factory Company

Position: Chief executive officer

"If we knew then what we know now we probably wouldn't have started this business," said Terry Leckie, the CEO of the Water Factory Company (WFC).

Leckie is one of those people who sees the opportunities where others see just more of the same. Couple that with a strong risk appetite and it's little surprise the New Zealander topped the public voting in the water category of the WME Leaders List.

Those traits saw Leckie parlay a TAFE course in engineering into a diverse 22-year career at consultant MWH Global, eventually leading its Australian business.

They saw him step off the corporate treadmill to launch a business with his wife promoting "share boating" (a bit like time share accommodation). But he trailed a finger in the water pond, consulting on a strategic partnership between developer Australand and Sydney Water around water efficiency and decentralisation.

And when the *Water Industry Competition Act* in 2006 promised to unbottle new, private sector business models in New South Wales, Leckie launched Water Factory Co from his boatshed. It has been a long slog, not helped by the global financial crisis, but he has emerged as not only the most entrepreneurial player in the field but a key engine of expertise and insight, including on Sydney Water's decentralised working group.

"We have focused on doing rather than talking, on having an example – a Pitt Town, a Discovery Point – so we're not just talking hypothetical," he said.

In 2008, WFC looked set to develop Australia's first black water treatment plant in the basement of the Discovery Point apartments until they were delayed by the financial crisis.

In 2010 it became NSW's first private water utility, recycling wastewater in the 940-lot Pitt Town in northwest Sydney. And it's now setting national standards in the landmark Central Park development in inner city Sydney by controlling all water services onsite, both mains and a range of alternative sources.

Leckie sold a 51% stake to Brookfield Infrastructure in March and is now doubling staff. He's innovating here too; importing customer service specialists from telcos, business development from the energy sector (given its experience in decentralised networks) and commercial skills from developers. It is new ideas and skills that bring step change, he said, including a promised halving of the service cost per tenement.

UNPACKING THE SUSTAINABILITY MESSAGE

Romilly Madew has tried to use her drive and enthusiasm to achieve great outcomes and great change. One of her proudest achievements, she told WME, was the recent release of Australia's first Sustainable Australia Report 2013: Conversations with the Future.

"I am a member of the National Sustainability Council that was tasked by the Australian government with producing the report," she said.

After the report was released in 2011, Madew met the Environment Department to understand the scope of the report and share the industry's views on what was needed, what already existed and the importance of engaging with the industry and community from the outset.

"To the department's credit, they took on this feedback and we have travelled an amazing journey together over the past two years. They understood that there was a need to explain what sustainability meant to everyone, not just focusing on environmental issues – but also social and economic as well," said Madew.

It's fitting that the Green Building Council's leader made her first foray into driving industry change with another groundbreaking report back in 2006 – the Dollars and Sense of Green Buildings.

"I realised that speaking in a language that resonates with people takes away the fear and misunderstanding," said Madew. "When people say to me they 'don't believe in green or sustainability', I ask if they recycle and use water-efficient devices. All of a sudden, they realise that they incorporate sustainability into their own lives and what it means to them."

Madew said the "change makers" in the property and construction industry embraced sustainable building from the earliest days, but the challenge reaches far beyond the building industry.

"How do we do this? By continuing to build an irrefutable business case – and in being persuasive, passionate and persistent," she said.

While honoured to be named in this year's Leaders List, Madew believes it's the property and construction industry that truly has the X-Factor, in acknowledgement of the "many men and women who have taken risks, shown incredible leadership, shared experiences and continue to transform the industry".



**X-FACTOR
LEADER 2013**

ROMILLY MADEW
Outfit: Green Building Council of Australia
Position: Chief executive

BUILDING A BRIDGE ACROSS TWO WORLDS



**X-FACTOR
LEADER 2013**

TIM FLANNERY
Outfit: Climate Change Commission
Position: Chief climate commissioner

Professor Tim Flannery, one of the most recognisable public figures in Australia, exemplifies what the X-Factor is all about – zeal, influence, acumen, daring. Not qualities one would often attribute to a scientist, but Flannery knows that social and political will are the key to preserving life on earth.

Some see his role at the Climate Commission, appointed under the Labor government, as an exercise in opportunism to spread his environmentalist views, while others see him as above par when it comes to communicating the risks associated with global warming.

The former Australian of the Year's popularity is, not surprisingly, split along the left and right-hand sides of politics. His calls for deep cuts to emissions haven't endeared him to Coalition leader Tony Abbott, who has promised the redundancy of not only Flannery's position but the Climate Change Commission under a change of government.

"Ignoring it or shooting the messenger will not reduce the threat of climate change, it will just mean that Australia is less prepared," says Flannery. "We'd be living in the past to think that Australia did not need to prepare for a changing climate."

Whatever your political leanings, Flannery knows how to get a message across in making complex science understandable for a lay audience.

That's why he wrote *The Weather Makers*, in which he tells the story of climate change over millions of years to help people understand the predicament we face today. Importantly, he also proposes a game plan to halt, and ultimately reverse, this damaging trend.

He also authored *The Future Eaters* (1994) and *Here on Earth* (2010), and is a regular commentator on climate change.

Following the extremes of Australia's last summer, Flannery was in the media earlier this year, talking about the commission's report that heralds a new climate era and links the changes in climate to the increased burden of greenhouse gases.

"We've seen 123 records broken and each of those records really takes us into a new climatic territory. The Australian public are quite frankly confused with what's happened over this summer," said Flannery, insisting that it is critical for emergency and health services, as well as the public, to have the best information from scientists in order to make informed choices.