



# Taking the PUMA 'E P&L' to the next level

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PUMAVision Headquarters in Herzogenaurach

**PUMA** is the leading Sportlifestyle company with products which start in Sport and end in Fashion

**PUMA** is one of the three leading football suppliers worldwide

**PUMA** sells around 64 million pairs of shoes 70 million apparel and 55 million accessoires each year

**PUMA** sells its products in more than 120 countries



„ Our biggest challenge in this new century is to take  
an idea that seems abstract  
– sustainable development –  
and turn it into a reality for all the world’s people.“

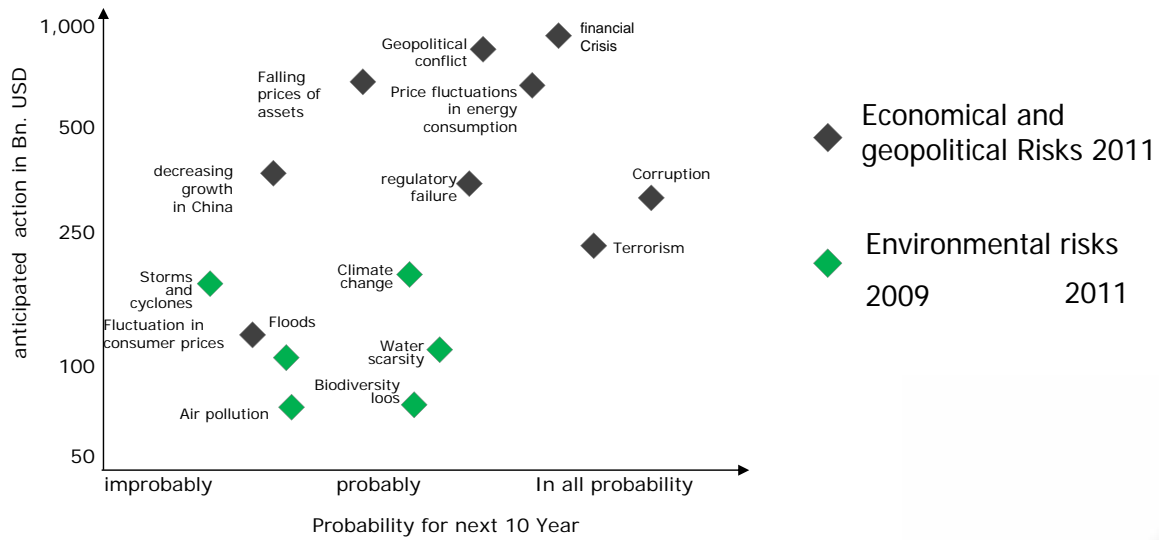
Kofi Annan



How many planets do we have?



# Ecological risks are a growing concern



Source: World Economic Forum Global Risks Report (2009 – 2011)



PUMAVision™



Fair  
Honest  
Positive  
Creative

„We are committed to working in ways that contribute to the world by supporting creativity, sustainability and peace and by staying true to the values of being Fair, Honest, Positive and Creative in decisions made and actions taken.“



# PUMAs Mission



“We want to become the most desirable and sustainable sportslifestyle company”



## PUMA Sustainability History

### History of Sustainability

AN OVERVIEW OF PUMA'S ACTIVITIES AND INITIATIVES



1993	- PUMA introduces a Code of Conduct to review and enhance the working, social and environmental conditions in suppliers' factories which is binding for all manufacturers of PUMA product	2006	- PUMA joins the UN Global Compact
1999	- PUMA institutes puma.safe audits and since then, more than 2.900 audits have been conducted - PUMA revises the company's Code of Conduct and adapts international rule and regulations which follow the International Labor Organization (ILO) Core Conventions	2007	- PUMA rated 'GREEN' by Greenpeace - PUMA receives complete Fair Labour Association (FLA) accreditation - PUMA's Sustainability Report externally audited and receives an A+ GRI Status
2000	- PUMA publishes the first handbooks on social and environmental standards including a binding RSL list (Restricted Substances) for all suppliers globally	2008	- PUMA launches Fairtrade Football and Cotton made in Africa products and supports Act by Trade Foundation's Cotton Made in Africa, an initiative improving living conditions of African cotton farmers and their families
2002	- PUMA releases the company's first Sustainability Report "Insights" - PUMA receives award for business ethics from German Network of Business Ethics - PUMA includes all licensees globally in the puma.safe auditing system - PUMA terminates relationships with 35 footwear, apparel and accessories factories that were not complying to PUMA's standards which, in turn, prompts remaining factories to ensure compliance	2009	- PUMA launches PUMAVision to take CSR efforts to the next level - PUMA opens the industry's first carbon neutral head office - PUMAVision Headquarters in Herzogenaurach, Germany - PUMA awarded Dekon sustainability ranking - PUMA joins "Seal the Deal", an initiative of the United Nations Global Compact - PUMA supports the "Meat Free Monday" campaign - PUMA joins the UN Climate Neutral of the United Nations Environment Program, UNEP, in doing so becomes first major sportswear company to join
2003	- PUMA establishes "Talks at Dorn", an annual international stakeholder dialogue and platform for discussing CSR issues	2010	- PUMA recognized by UN for sustainability reporting - PUMA becomes member of "Business and Biodiversity Initiative" of the German Ministry for Environmental Affairs supporting the year of Biodiversity - PUMA and United Nations Environment Program (UNEP) announces the "Play for Life" partnership to support 2010 International Year of Biodiversity - PUMA endorses the Maasai Wilderness Conservation Trust (MWCT) - PUMA launches next pivotal phase of ambitious long term Sustainability program - PUMA to make substantial environmental statement at The Business for the Environment Summit (BAE) of the United Nations in Seoul
2004	- PUMA becomes member of the Fair Labor Association (FLA) - PUMA bans PVC		
2005	- PUMA begins monitoring Environmental KPI's from all its offices and stores worldwide - PUMA introduces Code of Ethics for PUMA employees - PUMA issues Sustainability Report in accordance with GRI guidelines - PUMA makes supplier list publicly available and transparent - PUMA becomes a member of the Apparel and Footwear International Restricted Substances Management Working Group (AFIRM Group)		
2005/6	- PUMA listed in FTSE4GOOD and Dow Jones Sustainability Index		



# PUMA Sustainability Highlights 2011

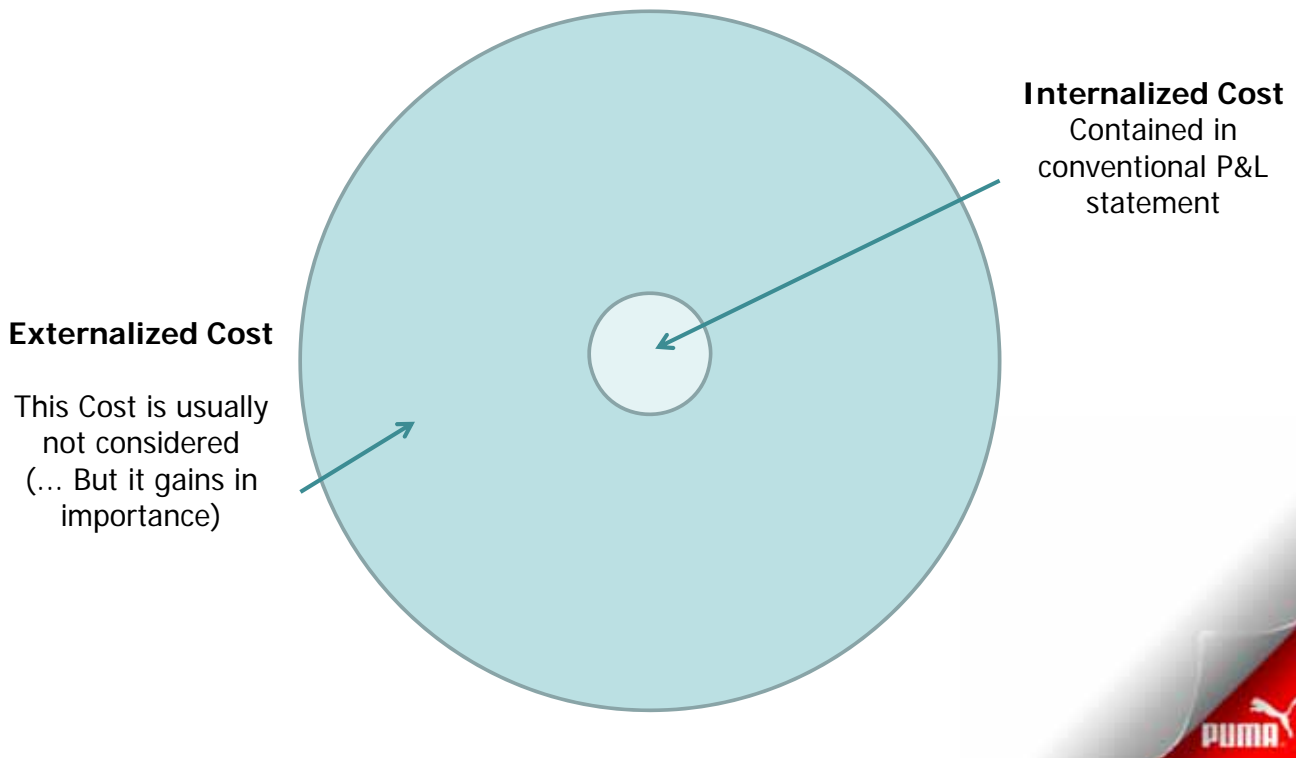
- PUMA is a Carbon Neutral Company (own locations)
- PUMA launches Fair Trade certificated Wilderness-collection
- PUMA joins Sustainable Apparel Coalition
- PUMA partners with Cradle to Cradle inventors Michael Braungart and EPEA
- PUMA is the first company to support the Greenpeace "Detox" campaign and agrees to phase out usage of bio-persistent hazardous substances unit 2020
- 12 PUMA strategic supplier partners launch own sustainability reports
- PUMA launches RE-Suede shoe with upper made from 100% recycled polyester
- PUMA Bring Back Bin for product take-back



## PUMA's E P&L


If nature would sent a bill to PUMA, how much will it be?

# Real Costs of Business taking in to account externalized environmental impacts



## PUMA E P&L

An Environmental P&L account is a means of placing a monetary value on the environmental impacts along the entire supply chain of a given business.



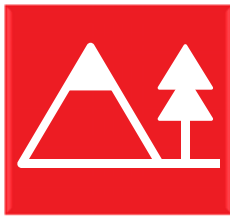
# What impacts are covered?



GHG emissions



Water consumption



Land use



Air pollution



Waste

# How was the environmental P&L created?



- reported and measured data (actual)
- extrapolated data
- modeled data

- data from environmental economists
- taken from latest scientific results

# PUMA EP&L Results

	Water use Emillion	GHGs Emillion	Land use Emillion	Other air pollution Emillion	Waste Emillion	TOTAL Emillion	% of total
	33%	32%	26%	7%	2%	100%	
<b>TOTAL</b>	<b>47</b>	<b>47</b>	<b>37</b>	<b>11</b>	<b>3</b>	<b>145</b>	100%
<b>PUMA operations</b>	•	●	•	•	•	<b>8</b>	6%
<b>Tier 1</b>	•	●	•	•	•	<b>13</b>	9%
<b>Tier 2</b>	•	●	•	•	•	<b>14</b>	10%
<b>Tier 3</b>	●	●	•	•	•	<b>27</b>	19%
<b>Tier 4</b>	●	●	●	•	•	<b>83</b>	57%



## PUMA's New Environmental Profit and Loss Account for Products





# Are our S-Index products *really* more sustainable?

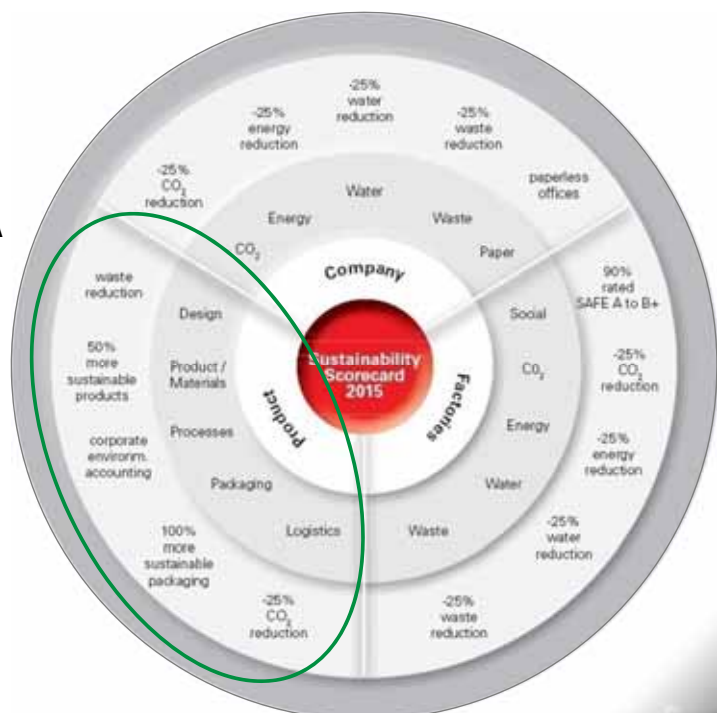


## PUMA SUSTAINABILITY INDEX (S-INDEX)

2012: 13% of all PUMA footwear, apparel and accessories products

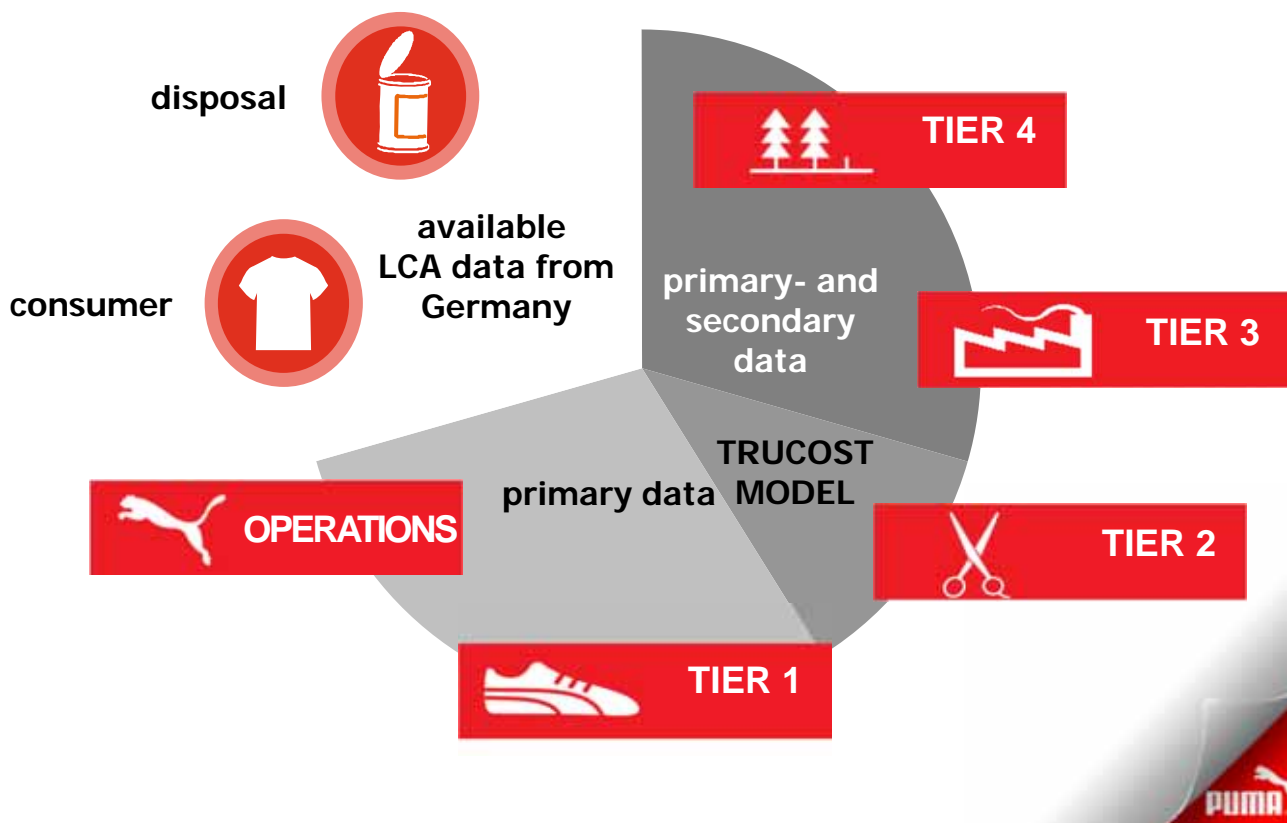


**2015: 50 %**

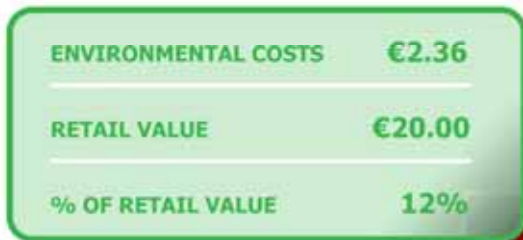




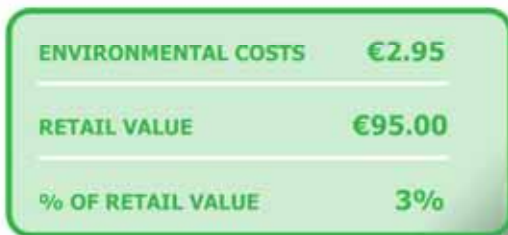
## PUMA E P&L



# INCYCLE T-SHIRT: 33% GHG SAVINGS



# INCYCLE SHOE: 35% GHG SAVINGS



# INCYCLE: 31% reduction of pollution



**-31%**



# Outlook

- From compliance audits to sustainable compliance
- From products without hazardous substances to zero discharge of hazardous substances
- From Key Performance Indicators monitoring to Sustainability Management and 100% Transparency in the Supply Chain
- From additional cost to visible added value for the consumer – The PUMA S-Index and Eco-Table



**“The business of business is business?”**

**But**

**“Business as usual”**

**is no longer an option!**



# THANK YOU!

