

The Future of the Responsible Company What We've learned from Patagonia's First 50 Years

ENDNOTES

CHAPTER 1

Richard Nixon, who a year later would sign the Endangered Species Act, said: Richard Nixon, "Special Message to the Congress Outlining the 1972 Environmental Program," February 8, 1972, www.presidency.ucsb.edu/ws/index.php?pid=3731#axzz1ZXhtAyP5.

The Environmental Protection Agency (EPA) identified 62,000 industrial chemicals in 1982, without screening or proscribing their use.: Daniel Goleman, *Ecological Intelligence* (New York: Broadway Books, 2009), 153.

These include inflammatory autoimmune disorders like asthma, allergies, lupus, and multiple sclerosis.: Daniel Goleman, *Ecological Intelligence* (New York: Broadway Books, 2009), 152.

Breast cancer rates: M. H. Forouzanfar et al., "Breast and cervical cancer in 187 countries between 1980 and 2010: a systematic analysis," *Lancet* 378, no. 9801 (October 2011): 1461–84, www.ncbi.nlm.nih.gov/pubmed/21924486.

Through runoff from sewage and fertilizer, we have added significantly to the nitrogen and phosphorus in the water supply: Daniel Goleman, *Ecological Intelligence* (New York: Broadway Books, 2009), 58.

The atmospheric concentration of carbon dioxide has now reached its highest level in four million years and continues to grow: NASA, "Global Climate Change," www.climate.nasa.gov.

Antarctica's ice shelves: NASA, "Researchers Provide Detailed Picture of Ice Loss Following Collapse of Antarctic Ice Shelves," July 25, 2011, www.nasa.gov/topics/earth/features/larsen-collapse.html.

In 1960, humanity consumed about half of the planet's potential resource capacity: World Wildlife Fund, "Living Planet Report 2010: A Summary," 2010, p. 13, wwf.panda.org/about_our_earth/all_publications/living_planet_report/2010_lpr/.

Alfred North Whitehead described the "perpetual novelty" we experience from nature's "creative advance": Alfred North Whitehead, *The Concept of Nature* (Cambridge: Cambridge University Press, 1920), 178.

As a result, we are now in the midst of the planet's sixth extinction crisis (the fifth was that of the dinosaurs).: John Mulrow, "World Will Completely Miss 2010 Biodiversity Target," *Vital Signs 2011* (Washington, DC: Worldwatch Institute, 2011), 40.

As more of the Earth’s major rivers—on which huge populations depend—fail to reach the sea, the ocean’s coastal eutrophic, or dead, zones expand.: “Current State & Trends Assessment Report,” Millennium Ecosystem Assessment, 2005, www.maweb.org/en/Condition.aspx.

It takes 500 years for two millimeters of topsoil to form naturally.: “Why Do You Need to Care about Kansas Soil,” US Department of Agriculture, Natural Resources Conservation Service, www.ks.nrcs.usda.gov/soils/stsoil.html.

In 2022, the Environmental Performance Index (EPI) ranked the world’s ten top countries: www.epi.yale.edu.

Pope Francis described in his encyclical Laudato Sí:
https://www.vatican.va/content/francesco/en/encyclicals/documents/papa-francesco_20150524_enciclica-laudato-si.html.

there is a lot of what Greta Thunberg calls “blah:
<https://www.theguardian.com/environment/2021/sep/28/blah-greta-thunberg-leaders-climate-crisis-co2-emissions>.

the Biden administration embraced a worldwide initiative called 30 x 30:
<https://www.nationalgeographic.com/environment/article/biden-commits-to-30-by-2030-conservation-executive-orders>.

E.O. Wilson went further, though on a longer timescale, calling for a Half-Earth approach:
<https://www.half-earthproject.org>.

CHAPTER 2

There is a word for it, and the word is clean.: Doug Robinson, “The Whole Natural Art of Protection,” *Chouinard Equipment Catalog*, 1972, 12.

Craig teamed with Yvon to create 1% for the Planet: see www.onepercentfortheplanet.org.

The EPA would acknowledge these dangers two decades later when Hurricane Katrina victims got sick from the formaldehyde: National Academy of Sciences, “EPA’s Draft Health Assessment for Formaldehyde Needs Improvement,” April 8, 2011, www.nationalacademies.org/onpinews/newsitem.aspx?RecordID=13142.

To prepare soil for planting cotton, workers spray organophosphates: Edward Humes, *Force of Nature* (New York: HarperCollins, 2011), 126.

Conventional cotton fields, which represent 3 percent of cultivated land, ingest 24 percent of chemical insecticides used in agriculture and 11 percent of pesticides.: Edward Humes, *Force of Nature* (New York: HarperCollins, 2011): 126.

Genetically modified Bt (*Bacillus thuringiensis*) cotton, introduced in this century: Guillaume Gruère, Purvi Mehta-Bhatt, and Debdatta Sengupta, “Bt Cotton and farmer suicides in India,” International Food Policy Research Institute Discussion Paper 00808, 2008, www.ifpri.org/publication/bt-cotton-and-farmer-suicides-india.

The World Bank estimates that about 20 percent of fresh water pollution comes from textile dyeing and treatment: Samuel Hong Shen Chan, Ta Yeong Wu, Joon Ching Juan, and Chee Yang Teh, “Recent developments of metal oxide semiconductors as photocatalysts in advanced oxidation processes (AOPs) for treatment of dye waste-water,” *Journal of Chemical Technology and Biotechnology* 86, no. 9 (September 2011): 1130–58, <http://onlinelibrary.wiley.com/doi/10.1002/jctb.2636/abstract>.

Bill McKibben made an interesting point: *Deep Economy* (New York: Times Books, 2007).

According to psychologist Abraham Maslow, however, our family members had yet to meet the two highest, most complex requirements: A.H. Maslow, “A Theory of Human Motivation,” *Psychological Review* 50 (1943), 370–96.

Yet when a labor-rights group revealed that Kathie Lee Gifford’s clothing line for Wal-Mart was sewn by 12-year-olds, we wondered whether we were doing anything close to that.: The National Labor Committee, “Children Found Sewing Clothing for Wal-Mart, Hanes & Other U.S. & European Companies,” Harvard Law School, www.law.harvard.edu/programs/lwp/NLC_childlabor.html.

Out of this task force came the Fair Labor Association (FLA): Fair Labor Association, www.fairlabor.org.

We began to consider the “cradle to cradle” thinking of architect William McDonough: William McDonough and Michael Braungart, *Cradle to Cradle: Remaking the Way We Make Things* (New York: North Point Press, 2002).

The Henokiens is an association of family-owned companies: <https://www.henokiens.com/content.php?id=4&lg=en>.

B Lab, however, works differently.: <https://www.bcorporation.net/en-us/>.

Today, the Bears Ears Intertribal Coalition is working toward protection of the 600,000 acres: <https://www.bearscoalition.org>.

“Whenever I run into a problem I can’t solve, I always make it bigger. I can never solve it by trying to make it smaller.”: <https://sustainablesystems.com/make-problem-bigger/>.

Walmart impressed us by the degree to which they could reduce their impact: Daniel Goleman, *Ecological Intelligence* (New York: Broadway Books, 2009), 93.

CHAPTER 3

It would take, if it were possible, the muscle power of 700,000 people to enable a jet to fly.:

Thomas J. Plocek, Offshore Infrastructure Associates, Inc., “Power and Economic Development,” April 24, 2008.

But in 2018, Elkington issued a “recall” of the idea, saying it needed re-evaluation.:

<https://hbr.org/2018/06/25-years-ago-i-coined-the-phrase-triple-bottom-line-heres-why-im-giving-up-on-it>.

But even these tools have their drawbacks, as Tensie Whelan at New York University’s:

<https://www2.deloitte.com/xen/en/insights/topics/social-impact/business-value-of-improving-your-csr-scorecard.html>.

Anthropologist Robin Dunbar cites 150 as the magic number for community cohesion:

Malcolm Gladwell, *The Tipping Point* (New York: Back Bay Books, 2002).

Launched in 1972 with Christopher Stone’s essay “Should Trees Have Standing?”:

<https://www.environmentandsociety.org/mml/should-trees-have-standing-law-morality-and-environment>.

The US Treasury, for example, pays \$2 billion a year to support the price of chemically intensive conventional cotton grown in California and Texas.: Missy Ryan, “U.S. is expected to lose WTO fight on cotton subsidies,” *The New York Times*, February 14, 2008,

www.nytimes.com/2008/02/14/business/worldbusiness/14iht-cotton.1.10040057.html,

<https://kingpinshow.com/cotton-subsidies/>.

CHAPTER 5

We met with Arvind managers and said we wanted to discuss this visit on our website and work with them to solve the violations.: Patagonia Inc., “Conspiracy or Transparency?”

Footprint Chronicles, 2010, www.thecleanestline.com/2010/09/footprint-chronicles-fall-2010-update.html.

CHAPTER 6

The Collaborative effort of these four firms—Sustainable Blue:

<https://www.sustainableblue.com>.

The Collaborative effort of these four firms—Oberland Agriscience:

<https://www.oberlandagriscience.ca>.

The Collaborative effort of these four firms—Sustane Chester: <https://sustanetech.com>.

The Collaborative effort of these four firms—and Smallfood: <https://www.smallfood.com>.