

Environmental Principles Training Package

APPENDICES



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Appendix 1 – Implementing the UNGC Environmental Principles: A Framework for Action

The table in this Appendix is intended to provide a useful framework for understanding the interdependencies and linkage between the three UNGC environmental principles, the various environmental management tools and the different training modules. The interrelationship between each of these elements is presented using the UN Global Compact Performance Model as an underlying framework for action. The Performance Model was introduced in some detail in Module 4, Session 1.

STEP	Module	Principle	Tool	People most affected
STEP 1: FORMING THE VISION				
Are environmental issues integrated into the company's overall vision statement and strategy development?	Module 3: Sessions 1,2,3 Module 4: Session 2	7,8 and 9	Environmental Management Strategies Communication Tools	Senior management
Has the company actively assessed and understood the business case for effective environmental management?	Module 2 Module 4: Session 2	7, 8 and 9	Environmental Assessment Tools (e.g. Risk and Opportunity Assessments)	Senior management
Has the CEO and/or other senior business executives communicated the importance of environmental management to the business?	Module 3: Session 2 Module 4: Session 2	8	Communication Tools Environmental Management Systems	CEO and business executives
Does anyone at company board level have formal responsibility for environmental issues?	Module 4: Session 1 (Enablers)	8	Environmental Management System	Company board level
TOOLBOX: <ul style="list-style-type: none"> ● Review the three UNGC principles ● Analyse major economic, social and environmental world trends (look to the Millennium Development Goals for 2015) www.developmentgoals.org ● Use the SIGMA Management Framework to structure thinking, vision, strategic direction www.projectsigma.com 	All of the above Module 4: Session 3 Module 5	All of the above	All of the above and use checklists in Module 3	All of the above
STEP 2: IDENTIFY LEADERSHIP				
Has a coordinator/sustainability champion been identified? (s/he should have a senior management position and work closely with other managers)	Module 4: Session 1 (Leadership)	8	Environmental Management System	Senior management Sustainability champion

STEP	Module	Principle	Tool	People most affected
Have partnerships been formed (for example with NGOs, research bodies, and/or consulting companies) to gain knowledge/innovation on the way forward?	Module 4: Session 3 Module 5	8	Stakeholder Engagement	Middle management Public Relations
Are regular listening and dialogue sessions held?	Module 4: Session 2	8	Internal training and communication Stakeholder Engagement	Public Relations Middle management
Who in the company currently has authority to issue policies?	Module 4: Session 1	8	Environmental Management System	Senior and middle management
Who has responsibility for environmental issues?	Module 4: Session 1	8	Environmental Management System	SHE Management
TOOLBOX: <ul style="list-style-type: none"> ● Apply the Business Case Matrix to show how sustainability factors enhance business success (www.sustainability.com) ● Apply the Corporate Responsibility Assessment Tool to help the company manage, measure, improve and report on CSR practices (www.crttool.com) ● Translate the three principles into practical language of the company ● Draw on the GC Learning Forum 	All of the above Module 4: Session 3 Module 5	8	All of the above and use checklists in Module 3	All of the above
STEP 3: EMPOWERMENT				
Is the focus of recruitment, training and career progression aligned to the vision and leadership priorities?	Module 4: Session 1 and 2	8	Internal training and communication	Senior management and human resources
Have individual and team performance targets been set?	Module 4: Session 1 and 2	8	Environmental Management System Eco-efficiency Cleaner Production Environmental Monitoring (Environmental Performance Indicators)	Senior and middle management Department heads and supervisors
Is there a rewards/incentives system for environmental performance throughout the company?	Module 4: Session 1 and 2	8	Cleaner Production Eco-efficiency Environmental Performance Indicators Environmental Management System	Senior and middle management

STEP	Module	Principle	Tool	People most affected
Have participatory exercises been carried out aimed at developing the corporate environmental policy and mission statement?	Module 3 and Module 4	7, 8 and 9	Environmental opportunity and risk assessment Environmental management strategy Environmental management system	Senior and middle management
Are environmental management issues included in the company's training programmes, at all levels from shop-floor tool-box talks, to executive development programmes?	Module 4: Session 1 and 2	7, 8 and 9	Cleaner Production Internal training and communication Environmental management system	All levels from senior management to shop-floor Training department
TOOLBOX: <ul style="list-style-type: none"> ● Ensure employees work through the self-guided Chronos e-learning tutorial www.sdchronos.org ● Trainers and company managers should utilise the EMS training resource kit www.uneptie.org ● To help select the most suitable environmental management tool for the company, use the Environmental Management Navigator package for SMEs www.em-navigator.net ● On the role unions and employee representatives can play, see UNEP / Ecologic report with case study examples under 'Business / Labour' at http://www.unep.fr/outreach/bi/index.htm 	All of the above Module 4: Session 3 Module 5	All of the above	All of the above and use checklists in Module 3	All of the above
STEP 4: DEVELOP POLICIES AND STRATEGIES				
Has a company environmental policy (that is distinctive to the company culture) been drawn up and been made available to all?	Module 4: Session 1 and 2	7, 8 and 9	Environmental management strategy Internal training and communication Environmental reporting	Senior management to shop-floor Training department
Have specific environmental objectives and targets been set to add clarity to the company environmental policy? (These may relate for example to the quantity of raw materials used, quantity of emissions, waste produced per ton of finished product, efficiency of material and energy use, number of environmental incidents, % waste recycled, % recycled material used in packaging, and so on)	Module 4: Session 1 and 2	7 and 8	Cleaner production opportunity assessment Environmental management system Environmental monitoring and auditing Environmental performance indicators	Senior and middle management

STEP	Module	Principle	Tool	People most affected
Are the objectives realistic and achievable from a business perspective?	Module 4: Session 1 and 2	7 and 8	Total Cost Assessments Cleaner Production Opportunity Assessments Eco-efficiency	Senior management Finance
Are they focused on risk reduction and liabilities?	Module 4: Session2	7	Environmental Risk Assessment Environmental Impact Assessment Life Cycle Assessment	SHE Management Senior and Middle Management
Are they quantified and measurable over time?	Module 3 and Module 4	7 and 8	Environmental monitoring and auditing	Middle management
Do they meet the expectations of your stakeholders?	Module 4	8	Stakeholder engagement Environmental reporting	Board Public relations Senior management to shop floor
Have you considered all relevant laws and regulations?	Module 3 and Module 4	7 and 8	Environmental management system Environmental auditing and monitoring	SHE Management Legal Department
Have you considered the potential business advantage of each possible change?	Module 2 and Module 3	7 and 8	Cleaner Production Opportunity Assessment Total Cost Assessment	Senior and middle management
Have you considered potential technical or operational constraints?	Module 4	7, 8 and 9	Cleaner Production Opportunity Assessment Environmental Technology Assessment Supply Chain Assessments	Technical and operations management
Have you considered the views and expectations of interested parties outside the company (customers and suppliers)? Have partnerships with other groups been forged?	Module 4	7 and 8	Stakeholder engagement Sustainability reporting Supply chain audits and assessments Industrial ecology	Public relations Market research Senior and middle management Procurement and sales
Are all the staff involved? Is there an employee suggestion process with clear follow through?	Module 4	7 and 8	Internal communication and training Environmental Management System	Senior management to shop floor Training department

STEP	Module	Principle	Tool	People most affected
TOOLBOX: <ul style="list-style-type: none"> ● Use tools such as life-cycle assessment, resource flow audits and environmental reviews to identify key areas for change ● Hold workshops to help forge partnerships with scientific groups, academia, environmental groups to strengthen knowledge base, increase access to information etc. ● Forge partnerships with suppliers to develop sustainable solutions to problems ● Use the International Declaration on Cleaner Production for guidance on how to implement CP in the company www.uneptie.org/cp/declaration 	All of the above Module 4: Session 3 Module 5	All of the above	All of the above and use checklists in Module 3	All of the above
STEP 5: ALLOCATE RESOURCES (time, knowledge, technology and finance)				
Have the following issues been considered: The affordability of solutions What improvements will result and how they relate to the designated priority Whether the options are practical and feasible taking into account staff capacity	Module 2 and Module 4	7, 8 and 9	Cleaner Production Opportunity Assessment Total Cost Assessment Environmental Technology Assessments	Technical, operational and financial management
Does the plan include the following: A clear description of objectives, targets and actions to reach them Description of the people and departments involved Budget allocation Identified capacity and training needs Time period and deadline Description of monitoring system and corrective measures	Module 4	8	Environmental Management System Environmental Monitoring and Auditing Internal Communication and Training	Senior management to shop floor SHE management Training department

STEP	Module	Principle	Tool	People most affected
TOOLBOX: <ul style="list-style-type: none"> Develop baseline information, document experiments and learning, record problems, results, knowledge gained. Bulletins, websites, newsletters to post results. Publicise the results of your sustainability efforts: annual sustainability reports. Use the SIGMA project accounting tool www.projectsigma.com Use the Computer Aided Resource Efficiency (CARE) tool to help reduce costs and improve environmental performance www.wuperinst.org 	All of the above Module 4: Session 3 Module 5	All of the above	All of the above and use checklists in Module 3	All of the above
STEP 5: PROCESSES AND INNOVATION				
Is there a spirit of continuous improvement and innovation in the company?	Module 4	7, 8 and 9	Environmental Management Strategy Environmental Management System	Senior management Design department, Research and Development Technical and operations management Training department
Are the key processes that create improvement understood by all employees?	Module 4	8 and 9	Cleaner Production Opportunity Assessment Internal Communication and Training Environmental Management System	Senior management to shop floor Training Department
Has the product's life-cycle been analysed in order to identify opportunities to reduce material and resource costs?	Module 4	7 and 8	Life Cycle Assessment, Supply Chain Audits Cradle-to-cradle design Total Cost Assessment	Research and Development Design SHE management.
Have tools and processes been formalised through an EMS approach such as ISO 14001?	Module 4	8	Environmental Management System	SHE management Training department

STEP	Module	Principle	Tool	People most affected
TOOLBOX: <ul style="list-style-type: none"> ● EMS (ISO14000, AA1000, SA8000) ● Technology management ● Cleaner production ● Eco-efficiency and Eco-design www.cfd.rmit.edu.au ● Environmental Assessment tools: <ul style="list-style-type: none"> ● Design for the environment ● Ecological footprint ○ Life Cycle Assessment <ul style="list-style-type: none"> ● Resource flow audits ● Eco-labelling of products 	All of the above Module 4: Session 3 Module 5	All of the above	All of the above and use checklists in Module 3	All of the above
STEP 6: IMPACT ON VALUE CHAIN				
Are you working with suppliers and customers on environmental issues?	Module 4	7, 8 and 9	Supply chain audits and assessments Industrial ecology Eco-labelling Product stewardship Extended producer responsibility Product-services systems	Public relations Procurement and sales Research and Development Design
Has a stakeholder advisory panel been formed in the communities around your primary operations (where appropriate)?	Module 4	7 and 8	Stakeholder engagement	Public Relations Senior Management Legal department
Have you initiated programmes to improve supplier performance and share rewards?	Module 4	8	Supply chain audits and assessments Life cycle management Industrial ecology Product-service systems Product stewardship Eco-labelling Communication and reporting tools	Procurement Senior and middle management

STEP	Module	Principle	Tool	People most affected
TOOLBOX: <ul style="list-style-type: none"> ● Sector-wide codes of practice ● Supplier and customer audits ● Product life-cycle stewardship ● Supply chain management standards ● Product labelling 	All of the above and Module 4: Session 3 Module 5	All of the above	All of the above and use Checklists in Module 3	All of the above
STEP 7: IMPACT ON EMPLOYEES				
Have you looked at the impact of these changes on employee satisfaction and morale?	Module 4: Session 1	8	Internal communication and training Environmental auditing	Human resources SHE management
Do you continue to hold regular listening and dialogue sessions?	Module 4: Session 1	7 and 8	Internal communication and training Environmental management system	SHE management Human resources and training
TOOLBOX: <ul style="list-style-type: none"> ● Design and implement employee surveys ● Stakeholder Engagement Manual http://www.unep.fr/outreach/home.htm 	All of the above Module 4: Session 3 Module 5	All of the above	All of the above and use checklists in Module 3	All of the above
STEP 8: IMPACT ON SOCIETY				
Have you considered needs/perceptions of: local community, human rights, labour and environmental organisations, business networks, rating consultancies?	Module 4: Session 1 and 2	7 and 8	Stakeholder engagement Environmental reporting UNEP APELL	Public relations Legal department SHE management
TOOLBOX: <ul style="list-style-type: none"> ● Ensure site opinion surveys ● Form local and corporate advisory panels ● Use the ETHOS indicators on CSR www.ethos.org.br ● Introduce APELL to achieve prevention of and preparedness for accidents www.uneptie.org/apell ● Stakeholder Engagement Manual http://www.unep.fr/outreach/home.htm 	All of the above Module 4: Session 3 Module 5	All of the above	All of the above and use checklists in Module 3	All of the above
STEP 9: REPORTING				
Has the CEO submitted the general statement on the company's activities in support of the GC?	Module 4: Session 1 and 2	8	Environmental management strategy Sustainability reporting Stakeholder engagement	CEO Public Relations SHE management

STEP	Module	Principle	Tool	People most affected
Does this include a description of how activities have integrated GC principles into company practice?	Module 3	7, 8 and 9	Environmental management system Sustainability reporting	CEO SHE management Public relations
Does the company have procedures in place for reporting on its environmental performance to relevant affected stakeholders?	Module 4	7 and 8	Environmental management system Stakeholder engagement Environmental reporting	Public relations SHE management
Is there clarity on the types of environmental performance data to be reported?	Module 4	7 and 8	Environmental monitoring and auditing Life cycle assessments Environmental management system Environmental performance indicators Environmental / sustainability reporting	SHE manager Training department Public relations
TOOLBOX: <ul style="list-style-type: none"> ● Use the Global Reporting Initiative guidelines www.globalreporting.org ● Use the Accountability 1000 Framework www.accountability.org.uk ● Refer to the Manual on Eco-Efficiency Indicators www.unctad.org/isar 	All of the above Module 4: Session 3 Module 5	All of the above	All of the above and use checklists in Module 3	All of the above

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Appendix 2 – The UNGC Environmental Principles and selected GRI performance indicators

The following table lists selected core performance indicators from the 2002 GRI Sustainability Reporting Guidelines against the three Global Compact environmental principles.

Global Compact Principles		GRI Core Indicators: Report Content		
		Category	Indicator #	
Environment	Principle 7 A precautionary approach	Governance Structure and Management Systems <i>Overarching Policies and Management Systems</i>	3.13 EN1 EN2 EN3 EN4 EN5 EN6 EN7	
		Environmental Indicators: Materials	EN1 EN2 EN3 EN4 EN5 EN6 EN7	
		Environmental Indicators: Energy	EN3 EN4 EN5 EN6 EN7	
		Environmental Indicators: Water	EN5 EN6 EN7	
		Environmental Indicators: Biodiversity	EN6 EN7	
		Principle 8 Environmental responsibility	Environmental Indicators: Emissions, Effluents and Waste	EN8 EN9 EN10 EN11 EN12 EN13 EN14
			Environmental Indicators: Products and Services	EN14 EN15
	Environmental Indicators: Compliance		EN16	
	Vision and Strategy		1.1	
	Environmental Indicators: Energy (<i>additional indicator, by example</i>)		EN17	
	Principle 9 Environmentally friendly technologies			

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Appendix 3 – Communication on Progress

GLOBAL COMPACT GUIDANCE ON COMMUNICATION ON PROGRESS

Basic Facts about Communication on Progress (COP)

- A COP is an annual description of actions taken in support of the Global Compact, made available to stakeholders.
- It is expected of all companies participating in the Global Compact.
- All COPs will be prominently displayed, or linked to, on the Global Compact website.
- Companies failing to communicate progress will be regarded as inactive and will be identified as such on the Global Compact website.
- The new UN Global Compact 2005 Practical Guide to Communication on Progress, New York: UNGC (http://www.unglobalcompact.org/content/cops/pock_guide.pdf) is a valuable reference on this topic.

Global Compact participants are expected to communicate with their stakeholders on an annual basis about progress in implementing the Global Compact principles through their annual reports, sustainability reports or other corporate communications. Participants are also expected to submit a short description and a URL link to these communications on the Global Compact and/or Global Compact local network website.

To safeguard the integrity of the initiative as a whole, only those participants who communicate progress will be allowed to continue their participation in the Global Compact.

Communications on Progress (COPs) should include the following three elements:

- Statement of continued support for the Global Compact in the opening letter, statement or message from the Chief Executive Officer, Chairman or other senior executive.
- Description of practical actions that participants have taken to implement the Global Compact principles during the previous fiscal year.
- Measurement of outcomes or expected outcomes using, as much as possible, indicators or metrics such as those developed by the Global Reporting Initiative.

Note: COPs should be integrated in participants' already existing communications with stakeholders, such as annual reports or sustainability reports. In the event that a participant does not publish an annual report or a sustainability report, a COP can be issued through other channels where employees, shareholders, customers and other stakeholders expect to read about the company's major economic, social and environmental engagements.

Link to and Description of COPs

Participants are expected to submit a brief description and, where an online version exists, a URL link to their COP on the Global Compact website and/or Global Compact local network website. In the event that an online version of the COP does not exist, participants can submit an electronic version of their COP as an attachment with a description of how they are communicating the content to their stakeholders. More detailed information on how to enter the link to and description of COPs is available on the Global Compact website (<http://www.unglobalcompact.org>) under "About the Global Compact" "How to Participate" "Further Documents" (The login for submission is "ungc", the passcode is "action").

The Global Compact Office accepts COPs in all languages by allowing companies to post links to their respective reports on the Global Compact website and/or Global Compact local network website. The development of local Global Compact networks will offer opportunities to facilitate this process. COPs are important demonstrations of participants' commitment to the Global Compact and its principles. It is also a tool to exercise leadership, facilitate learning, stimulate dialogue and promote action.

SUGGESTED MODEL 1

Global Compact Communication on Progress Integrated into Existing Reports

Who should use this model?

Participants who publish one or more of the following prominent public annual reports (including web-based reports):

- Sustainability reports, including GRI-based sustainability reports*
- Financial reports
- Integrated financial and sustainability reports

How should participants communicate progress?

Participants should integrate the three elements of Communication on Progress in their public annual reports, in the following way:

- The *statement of continued support for the Global Compact* should be integrated in the opening letter, statement or message from the Chief Executive Officer, Chairman or other senior executive. Ideally, the statement should also indicate that the report contains a Communication on Progress.
- The *description of practical actions taken and process of implementation used* should be formatted as a dedicated section in the annual report, providing a summary with reference to more details in the report or other sources of company information.
 - For example, this section can be formatted as a table listing the Global Compact principles and corresponding relevant sections of the report. This section can also be formatted as a summary of actions under each principle with reference to more details in the report, including performance indicators.
- *Measurement of outcomes or expected outcomes.* Performance indicators used in the report and relevant to the implementation of the Global Compact principles should be highlighted, either by cross-referencing the indicators with the principles or by referring to those indicators in the description of actions and process. This can also be done by adding to the description of actions a reference to relevant performance indicators.
 - If the information provided in the Communication on Progress has been assured, it is suggested that the company also provides details on how this was accomplished.

***Note for GRI Reporters:** GRI reporters should consider cross-referencing GRI indicators with the Global Compact principles, either in the dedicated Global Compact section, or in other sections of the report. GRI reporters are also encouraged to describe the process of implementation of the principles when addressing GRI Reporting Elements 3.4, 3.6, 3.7, 3.11, 3.12, 3.16, and 3.19 and to provide a summary of that information, with reference to more detail in the report, in the dedicated Communication on Progress section of the report.

SUGGESTED MODEL 2

Global Compact Communication on Progress as a Self-Contained, Comprehensive Document

Who should use this model?

This is the default model for all participants who DO NOT communicate publicly and annually through a sustainability or a financial report.

How should participants communicate progress?

This is a model for a self-contained, comprehensive document that contains the three required elements of a Communication on Progress:

- *A Statement of continued support for the Global Compact* from the Chief Executive Officer, Chairman or other senior executive should be made as an introduction to the self-contained, comprehensive Communication on Progress.
- *Description of practical actions* taken and process of implementation used.
 - Participants should provide, under each Global Compact principle or category of principles, a full description of actions taken and processes used to integrate the principles into the company's operations.
- *Measurement of outcomes or expected outcomes.* Participants should include performance indicators in their Communication on Progress, to substantiate practical actions taken and process used to implement the Global Compact principles. Participants should also provide a cross-reference between Global Compact principles and these performance indicators.
 - If the information provided in the Communication on Progress has been assured, it is suggested that the company also provides details on how this was accomplished.

Where should a "Communication on Progress" be published?

- **Step 1.** If you maintain a company website, you should publish your Communication on Progress on your website. If not, go to Step 2.
- **Step 2.** If you do not maintain a company website, you should issue your Communication on Progress through other stakeholder communication channels. In addition, an electronic copy of the Communication on Progress should be posted on the Global Compact website, with a description of other means used to communicate progress.

Template for Links to Communication on Progress on the UNGC Website

This template shows the information you will be asked to provide when submitting a link to your Communication on Progress to the Global Compact website:

<p><i>Company name:</i></p>
<p><i>Title of the submission (70 characters limit)</i></p> <p>Please insert the name of the document used to communicate progress and the period covered (e.g. Sustainability Report 2003).</p>
<p>1. What actions has your company taken to communicate with stakeholders on its progress in implementing the Global Compact inside its business? (2500 characters limit) Please describe the format used to communicate progress (e.g. annual report, sustainability report; website; company bulletins etc); the nature of those communications; the main corporate citizenship issues tackled in the report and their relation with Global Compact principles (please provide the most relevant page numbers in the report). Please provide information on any indicators used in communicating with stakeholders on sustainability issues (e.g. GRI), as well as external verification process.</p>
<p>2. What was the outcome/result of efforts to communicate progress? What response have you received from your efforts to communicate progress? What are your plans for future communications on progress to stakeholders? (2500 characters limit)</p>
<p><i>Country(ies) covered in the communication on progress (global is also an option):</i></p>
<p><i>Five search words (keywords) describing the submission:</i></p>
<p><i>Contact information of company representative:</i></p> <p><i>Name:</i></p> <p><i>Email:</i></p>
<p><i>Direct URL links to the company communication on progress (e.g. annual report/CSR report, or other communication):</i></p>

Appendix 4 – References and Further Reading

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- Winsemius, P., and U. Guntram (2003) *Sustainable Strategies for Competitive Advantage* London: Earthscan Publishing Ltd
- World Commission on Environment and Development (1987) *Our Common Future* Oxford: Oxford University Press
- World Wide Fund for Nature (2001) *To Whose Profit? Building a Business Case for Sustainability* WWF-UK; Godalming (available at: www.wwf.org.uk/filelibrary/pdf/twpxexec.pdf)
- Worldwatch Institute (2005) *State of the World - Redefining Global Security.* New York: W.W. Norton & Company

Websites

Useful UNEP sites (introduced by www.unep.fr from 2006 onwards)

On corporate environmental and social responsibility:

<http://www.unep.fr/outreach/home.htm>

On sustainable production and consumption:

www.uneptie.org/pc/cp/library/catalogue/cp_training.htm

www.uneptie.org/pc/sustain/lcinitiative/training.htm

www.uneptie.org/pc/pc/tools/ems.htm

www.uneptie.org/pc/pc/tools/supplychain.htm

www.uneptie.org/pc/mining/library/publications/manual.htm

On state of the global / regional environment, climate and biodiversity data:

<http://www.unep.org/dewa/index.asp>

<http://www.grida.no/>

<http://www.unep-wcmc.org/>

On collaborating centres, convention secretariats, regional offices:

<http://www.unep.org/>

Various business and sustainability, other relevant sites

AccountAbility www.accountability.org.uk

Amnesty International www.amnesty.org

Business for Social Responsibility www.bsr.org

Business in the Community <http://www.bitc.org.uk/environment/index.html>

Canadian Centre for Philanthropy and the Conference Board of Canada www.imagine.ca

Chronos E-learning Tutorial www.sdchronos.org

Confederation of Norwegian Business and Industry www.nho.no/csr

Corporate Social Responsibility Europe www.csreurope.org

Danish Institute for Human Rights www.humanrights.dk / www.humanrightsbusiness.org

Ethical Trading Initiative www.ethicaltrade.org

Ethos Institute www.ethos.com.br

European Foundation of Quality Management www.efqm.org

Fair Labour Association www.fairlabor.org

Global Environmental Management Initiative <http://www.gemi.org/index.htm>

Global Reporting Initiative website: www.globalreporting.org

International Alert www.international-alert.org

International Chamber of Commerce www.iccwbo.org

International Federation of Consulting Engineers www.fidic.org

International Finance Corporation www.ifc.org

International Labour Office www.ilo.org

International Organization of Employers www.ioe-emp.org

International Standards Organization www.iso.org

Natural Step website: www.naturalstep.org/

Office of the High Commissioner for Human Rights www.unhchr.org

Organization for Economic Cooperation and Development www.oecd.org

Respect Europe www.respecttable.com

SIGMA www.sigmaproject.com / www.forumforthefuture.org.uk
 Social Accountability International www.sa-intl.org
 SustainAbility International www.sustainability.com
 The Natural Step www.naturalstep.org
 The Prince of Wales International Business Leaders Forum www.iblfi.org
 Transparency International www.transparency.org
 United Nations Development Programme www.undp.org
 United Nations Conference on Trade and Development www.unctad.org
 United Nations Environment Programme www.uneptie.org
 United Nations Department of Economic and Social Affairs, Division for Sustainable Development
www.un.org/esa/sustdev/
 United Nations Global Compact Office www.unglobalcompact.org
 United Nations Industrial Development Organization www.unido.org
 United Nations Office on Drugs and Crime <http://www.unodc.org/unodc/index.html>
 World Bank www.worldbank.org/privatesector/csr
 World Business Council for Sustainable Development www.wbcsd.ch
 World Resources Institute www.wri.org
 Worldwide Fund for Nature www.wwf-uk.org
 Wuppertal Institute for Climate, Environment and Energy www.wupperinst.org

Specific environmental tools and initiatives

Note: the following sites are in addition to the numerous websites provided throughout the Manual.

Canadian Centre for Pollution Prevention – www.ec.gc.ca/cppic/search/en/index.cfm

Contains a virtual library of pollution prevention information from Canada

Clean Technologies in US Industries –

www.usaep.org/resources/reports/rep_cleanotech_text.html

A brief overview of the US textile industry, with an emphasis on pollution prevention

Cleaner Textile Production Idea Catalogue – www.nu.ac.za/cleanerproduction

A number of options for Cleaner Production in textile wet processing (with illustrations) prepared by DANCED

Eco-Lighthouse Programme – <http://www.eco-lighthouse.com/>

A tailor-made programme for the environmental certification of small and medium sized enterprises and public administration, an innovative example from Norway.

Environmental Navigator for SMEs – www.em-navigator.net

Capacity building package on environmental tools aimed at small and medium sized enterprises

Enviro\$en\$e (Envirosense) Cooperatives – <http://es.epa.gov/cooperative/>

Provides access to Pollution Prevention and Cleaner Production resources found on the Internet

Enviroplating – www.enviroplating.co.za

Information on metal finishing opportunities, with an emphasis on the South African experience

European Environmental Agency – <http://ew-news.eea.eu.int/Industry/Cleaner>

Background information on CP and voluntary initiatives

Global Environmental Management Initiative (GEMI) – <http://www.gemi.org/index.htm>

A non-profit organization of North American companies dedicated to fostering environmental, health and safety excellence worldwide through the sharing of tools and information in order for business to help business achieve environmental excellence. Tools developed by GEMI include the Sustainable Development Planner, Business and Climate, Water Sustainability, Forging New Links Supply Chain and HSE Web Depot.

Greenprofit – www.greenprofit.net

GreenProfit features practical information on hundreds of pollution prevention measures and many examples of their application in industry and other sectors, as well as a comprehensive links page

International CP Co-operative – <http://es.epa.gov/cooperative/topics/casestudies.html>

The International CP Co-operative contains links to numerous case studies, with a predominant focus on business case studies based in the US

International Environmental Technology Centre Workbook on EnTA Training for Decision-makers – www.unep.or.jp/ietc/Publications/TechPublications/TechPub-5/index.asp**National Pollution Prevention Roundtable** – www.p2.org/

The home-page of the National Pollution Prevention Roundtable in the US

Pollution Prevention Resource Exchange – www.p2rx.org

National network of regional cleaner production centres in the US, providing pollution prevention information and networking opportunities to States, local governments and technical assistance providers.

Small Business Journey for SMEs – <http://www.smallbusinessjourney.com/output/Page1.asp>

An introduction to CSR for small and medium sized enterprises, developed in the UK

UNEP ICPIIC – www.emcentre.com/unepweb/tec_case/index.htm

The International Cleaner Production Information Clearing-house is a collection of CP databases

with examples of technical and policy applications, abstracts of available publications, lists of expert contact institutions etc

US EPA Integrated Risk Assessment website – www.epa.gov/iris

Information on environmental risk assessment issues

Waste Reduction Resource Centre – <http://wrrc.p2pays.org/>

Info on the WRRC, and particularly useful P2 information on all kinds of (industrial) sectors

World Bank Pollution Prevention and Abatement Handbook

<http://Inweb18.worldbank.org/ESSD/envext.nsf/51ByDocName/PollutionPreventionandAbatementHandbook>

Appendix 5 – Evaluation Forms

The following evaluation forms have been included in each Delegates' Manual. The first form should be completed by the delegates at the end of each day, while the second form should be completed at the end of the entire course.

END OF DAY EVALUATION FORM

Name:

Date:

Company:

Module:

The most useful thing I learned today was:

The least useful aspect of the day was:

What I most want to learn more about is:

Other comments:

END OF COURSE EVALUATION FORM

This course evaluation will help us develop a more effective course for future delegates. In Part 1, please give us your overall views on the course. In Part 2, please comment on and rate the elements of the course on a scale of 1 to 4. Additional comment may be given on the reverse side of the page.

PART 1:

I think the most useful parts of the course were:

I think the least useful parts of the course were:

I will have difficulty applying:

My overall feelings about the course are:

<i>Waste of time</i>	<i>Limited value</i>	<i>Mixed feelings</i>	<i>Helpful / Learnt a lot</i>	<i>Extremely valuable</i>

PART 2:

	Poor	Adequate	Good	Excellent
<i>Length</i>				
<i>Content</i>				
<i>Preparatory work</i>				
<i>Talks/lectures</i>				
<i>Exercises</i>				
<i>Handouts</i>				
<i>Trainer</i>				
<i>Organisation</i>				
<i>Venue</i>				
<i>Overall benefit</i>				

"How can your company take on new risks and opportunities in a responsible manner? How do you apply precaution? How do you promote environmentally sound technologies? These questions are relevant to companies of different sizes in all regions. This package provides practical guidance and an overview of new trends in addressing these. Trainers and practitioners alike are invited to join us with fellow UN agencies such as UNDP, UNIDO and others in rolling out this training programme in a growing number of countries and languages."

Monique Barbut,
Director, UNEP Division of Technology,
Industry and Economics

"I welcome this Global Compact Environment Principles Training Package as an excellent contribution in responding to the ongoing demand for practical guidance and capacity building. I encourage training institutions, business organisations and fellow UN agencies to make full use of it."

Georg Kell,
Head, United Nations Global Compact Office

"The World Business Council for Sustainable Development (WBCSD) has been closely involved in the development of the Global Compact Performance Model during the past three years. I welcome the introduction to the model and the practical business case approach found in this training package. I am sure it will be of tremendous value to business communities everywhere, in particular new market leaders from Asia, Africa, Latin America and the Middle East."

Odd Gullberg,
Chief Operating Officer, WBCSD

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