

Environmental Principles Training Package

Module

5

ENVIRONMENTAL INITIATIVES AND INSTITUTIONS

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MODULE 5: Environmental Initiatives and Institutions

TIME: 1 Hour

OBJECTIVES:

The objectives of this session are:

- To provide a brief overview of a broad suite of environmentally-related sustainability initiatives (including codes of practice, management standards and general principles).
- To improve understanding on the inter-relationship between these different initiatives.
- To provide an overview of a range of sustainability institutions (business, academic and research to NGOs).
- To provide relevant links and contacts for these.

Speaker's Notes

Slide 1 Title slide

Slide 2 Key Initiatives – Understanding the relationship

Sustainability management standards, codes of conduct and sectoral business initiatives abound – and many of them have been developed over the last decade. Almost all have been developed with input from business, government, labour bodies and non-governmental organisations (NGOs). One of the best ways to distinguish between them all is in terms of their *scope and objective*. The next few slides will provide a brief overview of some of the main codes of practice, principles, management standards, specifications and reporting guidelines.

For the purposes of this presentation, the various different initiatives have been divided as follows:

- Global Principles / Codes of Practice
- Management System Specifications
- Guidelines on Reporting and Stakeholder Engagement
- Sectoral-specific initiatives

Slides 3-6 Key Initiatives – Understanding the Relationship (2)

This slides introduces some of the most significant international environmental initiatives (and those that are covered in more detail in this section of the manual), divided using the typology presented in the previous slide.

- Global Principles / Codes of Practice
 - *The UN Global Compact*
 - *The OECD Guidelines for Multinational Enterprises*
- Management System Specifications
 - *ISO 14001*
 - *EMAS*
 - *SIGMA*

- Guidelines on reporting and stakeholder engagement
 - *The Global Reporting Initiative (GRI)*
 - *The AccountAbility AA 1000s*
- Sectoral-specific initiatives
 - *Forest Stewardship Council*
 - *Marine Stewardship Council*
 - *London Principles*
 - *Equator Principles*
 - *UNEP/Industry sector initiatives*
 - *UNIDO/UNEP National CP Centres*

Slide 7 Global Principles and Codes

- **UN Global Compact:** This is covered in detail throughout this course and in the Global Compact Resource Package (2004).
- **OECD Guidelines for Multinational Enterprises:** The Organisation for Economic Cooperation and Development (OECD) is a group of 30 developed nations, in which the participating governments discuss, develop and perfect economic and social policy. The OECD Guidelines for Multinational Organisations:
 - Are non-legally binding recommendations addressed by governments to multinational enterprises operating in or from adhering countries
 - Are designed to ensure that multi-national organisations conduct their business in accordance with the policies of the countries within which they operate
 - Provide voluntary principles for responsible business conduct on issues such as employment and industrial relations, the environment, bribery and corruption, human rights, consumer interests, information disclosure, competition and taxation
 - Were published in 1976 and were revised in 2000, with more of a focus on sustainable development issues as well as including all the core labour conventions of the ILO

While these Guidelines differ from most of the others considered below – in that they are for governments, rather than companies, to commit to – they nevertheless make a significant contribution to CSR activities. If implemented effectively, they have the potential to demonstrate the efficacy of self-regulation and to contribute to shifting company-stakeholder relationships from an adversarial to a more solutions-focused.

- **ICC Business/Sustainable Development Declaration:** was formally launched by the International Chamber of Commerce in April 1991 at the Second World Industry Conference on Environmental Management in Rotterdam, and continues to be widely applied and recognised around the world. The Charter was issued in response to the World Commission on Environment and Development report, and sets out 16 principles for environmental management by individual corporations and business organisations. The Charter covers environmentally relevant aspects of health, safety and product stewardship. Its objective is 'that the widest range of enterprises commit themselves to improving their environmental performance in accordance with the principles, to having in place management practices to

effect such improvement, to measuring their progress, and to reporting this progress as appropriate, internally and externally'. The Business Charter has been published in over 20 languages, including all the official languages of the United Nations.

Slide 8 Management Systems Specifications: An Introduction

Underlying any company initiative aimed at promoting sustainable development is the implementation of a structured management system. In the last decade a number of voluntary *management standards* have been developed. These provide a systematic means of addressing environmental, social, and health and safety concerns, while also enabling companies to obtain internationally recognised certification that may have valuable marketing benefits.

When management systems are designed and implemented effectively, they can:

- Help companies identify and prioritise their key environmental and/or social impacts in a structured and systematic manner
- Provide a framework for setting clear objectives and targets for managing these impacts
- Ensure that structured processes and procedures are in place for measuring and monitoring performance.

Slide 9 Management Systems Specifications: Criticisms

While noting the potential benefits of environmental management system specifications (as outlined above) it is important also to appreciate some of the criticisms and concerns that have been raised regarding their use.

Key criticisms include the fact that:

- They focus efforts on incremental improvements rather than on the redesign and rethinking – “doing what you do, right” rather than “doing the right thing”
- They are often quite rigid and bureaucratic
- They can be very complex, requiring detailed document control procedures
- There is often inadequate provision for the integration of stakeholder input
- Their efficacy can depend on the quality and thoroughness of the certification and accreditation bodies (in this regard it is useful to reflect for example on the fact that the experience in implementing EMS specifications may differ significantly from country to country, with some regions placing far greater emphasis on environmental performance aspects than others which tend to rely more predominantly on the implementation of management procedures)
- There is a difference between process and performance standards/indicators

Slide 10 Management Systems Specifications: Examples

This slide briefly introduces the two most significant environmental management system specifications, before going on to introduce SIGMA, a recent initiative aimed at developing a specification for sustainability management more broadly.

- **ISO 14001:** The cornerstone of the ISO series – and the benchmark standard for

environmental management systems – is the ISO 14001 EMS Specification. ISO 14001 focuses on broad organisational processes, and describes how a company should manage its organisational system so that it monitors, measures and continually improves on its environmental performance.

- **EMAS:** Similar to ISO 14001, the EMAS standard is a non-regulatory, voluntary standard for environmental management systems and auditing. The key difference to ISO 14001 is that EMAS requires the publication of an externally verified statement of environmental performance. EMAS is also only applicable within the European Union.
- **SIGMA:** The SIGMA Project was formed in June 1999, as a partnership between the British Standards Institute, Forum for the Future and AccountAbility, with sponsorship from the UK Department of Trade and Industry and the Department of the Environment, Transport and the Regions. The project has been working towards helping organisations improve their performance on social, economic and environmental issues. The objective is to create a strategic management framework for sustainability, to be applied across the board, for ultimate adoption at European and international level. The aim is to develop the 'next generation' tools and standards for the economic, environmental and social aspects of sustainability, drawing together existing initiatives and placing them within a holistic framework. Any eventual output could then be managed by ISO at the international level.

Slide 11 Environmental Standard: The ISO 14000 Series

The ISO 14000 series has been developed by the ISO environmental management committee ISO/TC 207, which was set up in 1993 following preparatory consultations held under the umbrella of the Strategic Advisory Group on Environment (SAGE). Today the ISO 14000 involves a series of standards that help companies to establish and maintain a structured and systemic effort to improve their environmental performance. It does this with the goal of continual performance. ISO's technical committee ISO/TC 207 works closely with the committee ISO/TC 176, responsible for quality management and assurance, to ensure compatibility between the ISO 14000 series and the ISO 9000 family of quality management standards.

The series with its organisation-oriented and product-oriented parts includes the following:

- Environmental Management Systems and Communication: ISO 14001, ISO 14004 and ISO 14063
- Environmental Auditing: ISO 14010 series and ISO 19011
- Environmental Performance: ISO 14030 series
- Environmental Labels and Environmental Declarations: ISO 14020 series
- Life Cycle Assessment: ISO 14040 series
- Environmental Aspects: ISO Guide 64 and ISO/TR 14062

These standards can be used independently or together.

Slide 12 Environmental Standard: The ISO 14000 Series

This slide presents the above series in a graphical and more detailed manner (reproduced from the ISO website).

Slide 13 Key implications for a certified EMS (ISO 14001)

ISO 14001 includes core elements in five categories with requirements that range from environmental policy, environmental assessment, objectives and targets, training and communication, to review and auditing. It includes fifty-two “shall” (action) requirements. Under the core element “Check” (checking and corrective action), it includes for example “Monitoring and Measurement” with the requirement that the “organization **shall** establish and maintain documented procedures to monitor and measure, on a regular basis, the key characteristics of its operations and activities that can have significant impact on the environment”.

With respect to basic concepts used in ISO 14001, an important distinction is that made between environmental *aspects* and *impacts*. Environmental impact refers to any change to the environment that results wholly or partially from the organization’s activities, products or services. The environmental management system does not directly influence the environmental impacts. It is focused on the *causes* of the environmental impact, for which ISO 14001 uses the term “environmental aspect”. The latter is defined as an “element of an organization’s activities, products or services that can interact with the environment”. ISO 14001 does not require an organization to consider all their aspects, but only those that are considered significant. Adding some guidance, ISO 14004 states that significance is associated with environmental concerns such as the scale, severity, duration and probability of the impact, as well as by other business concerns such as potential regulatory or legal exposure. Some of the aspects may not be directly caused by the organization, but by suppliers, contractors or by clients when using the products. In this respect ISO 14001 requires that the management system of an organization considers not only the aspects of its own operations, but also those which it can influence.

In practice the ISO 14001 registration programme allows company facilities to (i) install a management system that over time generates significant advantages, including lowered emissions or waste and lessened risks, (ii) conform to new approaches or methods for environmental management and new environmental legislative requirements, (iii) send a signal to stakeholders that the operator of the facility is showing commitment to environmental responsibility, and (iv) help the company to retain or gain new consumers.

In principle the standard is applicable to any organization that, in addition to implementing and improving an environmental management system, wishes to:

- Assure itself of its conformance with its stated environmental policy
- Demonstrate such conformance to others
- Seek certification or registration of its management system by an external organization
- Make a self-determination and self-declaration of conformance with the international standard

The environmental management system is part of the broader system of management in the company, with other subsystems on, for example, quality, occupational health and safety, security and economy. This poses the company with the challenge of integration and coordination as it seeks to find appropriate connections between its physical system boundaries and organizational or functional system boundaries.

In countries that do not have a tradition of environmental legislation going back many years or that

have weak enforcement of legislation, the introduction of the standard with registration would probably require more physical process changes from companies. The cost of investing in the implementation of ISO 14001 – which may range from US\$ 25,000 to US\$ 128,000 - is rewarded by savings generated.

ISO has suggested a number of conditions as determining how quickly and how effectively the return for an organization's investment in ISO 14001 occurs. They include:

- The status and level of sophistication of its existing management system
- The degree of environmental challenge it faces
- The amount and quality of resources it has access to
- Its state of preparedness
- The knowledge, skill and ability of its staff
- The expectations of its stakeholders,
- Its current status of compliance with legal requirements,
- The level of verification required by the organization to meet market requirements or the expectations of stakeholders

Explain that while ISO 14001 has been criticised for being mainly a *process standard* that is weak at addressing *performance standards*, its strength is in laying the basis for improvement, with the establishment of procedures, documentation and operational control, as well as embedding environmental care in the company through training and putting in place an integrated system. ISO 14001 has made its mark with a total of almost 23,000 registrations within the first four years following its launch in 1996.

Slide 14 Guidelines on Reporting and Stakeholder Engagement

An important development in the last ten years has been the rapid increase in corporate reporting on non-financial performance. This slide presents two of the most important initiatives relating to reporting and stakeholder engagement.

- **The Global Reporting Initiative (GRI):** The Global Reporting Initiative (GRI) was established in 1997 by the Coalition on Environmentally Responsible Economies (CERES) and UNEP. The aim was to elevate sustainability reporting to the same level as that of financial reporting, ensuring that it has the same levels of credibility, rigour, timeliness and verifiability. The GRI is now an independent organisation, based in the Netherlands, and recognised as a United Nations Environment Programme (UNEP) Collaborating Centre.

In 1999 the GRI published the first draft *Sustainability Reporting Guidelines*, which were revised in 2002. The 3d revised Guidelines will be launched in October 2006. By end of 2005, there were over 700 GRI self-declared reporters, mainly based in Europe, North America and Asia. The GRI:

- Provides guidance on the format and content of reports
- Provides assistance on how to normalise and verify data
- Contains a comprehensive set of organisational, management system and performance parameters
- Encourages companies to set targets and commitments
- Strongly encourages the adoption of a stakeholder engagement process.

The GRI complements the Global Compact by providing delegates with an instrument to demonstrate accountability with respect to the Global Compact's ten principles in their annual communications and reports. External stakeholders, especially investors and civil society, are also able to use GRI reports to assess how companies are implementing the principles.

For further information on the GRI see www.globalreporting.org

- **The AA 1000 Series:** Launched in 1999, the AA1000S is a best practice standard for a stakeholder-based approach to social and ethical accounting, auditing and reporting. It was developed by the UK Institute of Social and Ethical Accountability (AccountAbility). The AA1000S:
 - Guides the establishment of an inclusive stakeholder engagement process aimed at identifying key issues and priorities
 - Defines performance metrics and targets
 - Contributes to the development of accounting, auditing and reporting systems
 - Contains the principles of a quality standard as well as a set of process standards that cover planning, accounting, auditing and reporting
 - Makes reference to and builds on previous management system initiatives such as ISO 9001 and ISO 14001
 - Seeks to encourage social and ethical accounting, auditing and reporting practices that are inclusive, complete, material and regular

For further information on AccountAbility 1000 see www.accountability.org.uk

Slide 15 Sectoral-specific initiatives (1)

The next series of slides introduce a number of prominent environmental initiatives that have been developed by different industry sectors. These are intended to provide a very general overview and introduction only – and are presented by way of example.

- **The Forest Stewardship Council (FSC):** is an international, non-profit NGO that was founded in 1993 in response to growing international concerns regarding deforestation as well as increasing consumer demand for a credible wood-labelling scheme. The FSC:
 - Promotes responsible management of the world's forests through forest certification and product labelling
 - Comprises national working groups in 28 countries, and is supported by a number of NGOs including WWF, Greenpeace, and Friends of the Earth
 - Covers all types of forest (tropical, temperate and boreal)
 - Evaluates, accredits and monitors independent certification organisations, which then certify individual forest management practices
 - Has 10 Principles of Forest Stewardship by which forests are inspected

To acquire FSC certification, a forest must be managed in an environmentally appropriate, socially beneficial and economically viable manner. Forests that meet these strict standards are given FSC certification and the timber is allowed to carry the FSC label. The FSC label is currently found on over 10,000 product lines including household and garden furniture, kitchen, bathroom and general houseware, wall paper and flooring, and paper and pencils.

For further information on the FSC see www.fscoax.org/

- **The Marine Stewardship Council:** is an independent, global, non-profit organisation that was set up to promote sustainable fisheries and responsible fishing practices. The MSC was established in 1997 as a joint initiative between WWF and Unilever. The MSC became fully independent from both organisations in 1999, and is currently funded by a range of organisations, including charitable foundations and private companies.

In terms of the scheme, fisheries that have adopted environmentally responsible management practices may use a distinctive blue label for their products. The certification, which is undertaken by independent, accredited certification bodies, is intended to be equally valid for all types of fisheries, irrespective of size and location. The principles and criteria cover marine fish and invertebrates, but exclude harvest of other marine species, aqua-culture and freshwater fisheries. The criteria are intended to ensure that the fish products come from well-managed sources. The MSC is guided by three key principles for sustainable fishing: avoiding over-fishing or depletion of exploited populations; maintaining the structure, productivity, function and diversity of the relevant habitats; and respecting local, national and international laws and standards.

The standard was developed over a period of two years, following an international consultative process with scientists, fisheries experts, environmental organisations and other interested parties.

For further information on the Marine Stewardship Council see <http://www.msc.org/>

- The international chemical industry's **Responsible Care** programme was first developed in Canada in 1995 to address public concerns about the manufacture, distribution and use of chemicals. It is an internationally recognised framework for voluntary environmental, health and safety improvement that is currently implemented in 46 countries. The initiative attempts to foster the adoption of corporate values that emphasise a long-term commitment to community and occupational health and safety and to environmental protection.

Responsible Care incorporates eight fundamental features including a formal commitment on behalf of each signatory company to a set of Guiding Principles signed by the CEO. This commitment involves progressive development of indicators against which improvements in performance can be measured. A core feature of the initiative is the six Codes of Management Practices dealing with the following issues:

- Community Awareness and Emergency Response
- Pollution Prevention
- Process Safety
- Distribution
- Employee Health and Safety
- Product Stewardship

Companies that adopt Responsible Care are encouraged to implement effective measures for engaging with their neighbouring communities, including the establishment of community

awareness and emergency response (CAER) committees. At an international level, efforts are currently underway to promote the adoption of Responsible Care in new countries with significant chemicals production, as well as to improve the existing implementation assurance process. In 2002, Responsible Care was one of four global partnerships award winners in the WSSD Business Awards for Sustainable Development Partnerships presented by the ICC in association with UNEP (refer to <http://www.iccwbo.org/index.asp>).

Slide 16 Sectoral-specific initiatives (2)

- **The FTSE4Good Index Series:** was launched in July 2001 as an investment tool for investors interested in socially responsible investment. Since its launch, over 250 companies have entered the index, in many cases having to adapt their practices to do so.

The selection criteria and methodology for the FTSE4Good are based on common themes from ten sets of declared principles. Both the philosophy and the FTSE4Good inclusion criteria are regularly revised and updated through a widespread market consultation process, so as to ensure that the criteria reflect recent developments in CSR and SRI practice. To be eligible for inclusion, companies in the starting universe need to meet prescribed standards in three areas: environmental sustainability, universal human rights and developing positive relations with stakeholders. The index series excludes companies involved in tobacco, weapons and nuclear power industries.

For further information on the FTSE4Good see www2.ftse.com/ftse4good/

- The **London Principles of Sustainable Finance** is a voluntary code of seven principles that propose conditions under which financial market mechanisms can best promote the financing of sustainable development. The Principles are intended as a framework to allow financing institutions and policy-makers to identify where future innovation is needed in order to improve the way the financial system as a whole finances sustainable development. The Principles apply to all aspects of finances and not just value-based investment and specific financing and banking niches.
- The **Equator Principles** are a voluntary set of guidelines for managing the social and environmental issues related to the financing of development projects. The principles were first adopted on 4 June 2003 by ten leading international banks from seven countries. The banks will apply the principles globally to project financing in all industry sectors, including mining, oil and gas, and forestry. The banks that first adopted the Equator Principles underwrote approximately \$14.5 billion of project loans in 2002, representing approximately 30% of the project loan syndication market globally. The initial banks were ABN AMRO Bank, N.V., Barclays PLC, Citigroup, Inc., Credit Lyonnais, Credit Suisse Group, HVB Group, Rabobank, Royal Bank of Scotland, WestLB AG, and Westpac Banking Corporation.

The Equator Principles are based on the policies and guidelines of the World Bank and International Finance Corporation (IFC), and will be applied by the Banks to all loans for projects with a capital cost of \$50 million or more. In adopting the Principles, a bank undertakes to provide loans only to those projects whose sponsors can demonstrate their

ability and willingness to comply with comprehensive processes aimed at ensuring that projects are developed in a socially responsible manner and according to sound environmental management practices.

The Principles use a screening process for projects that is based on the IFC's environmental and social screening process. Projects are categorised by the banks as A, B or C (high, medium or low environmental or social risk). For A and B projects (high and medium risk), the borrower is required to complete an Environmental Assessment addressing the environmental and social issues identified in the categorisation process. After appropriate consultation with affected local stakeholders, category A projects, and category B projects where appropriate, will prepare Environmental Management Plans which address mitigation and monitoring of environmental and social risks.

The Equator Principles were created in response to criticism coming from environmental and social pressure groups that bank loans have often contributed to the contamination and impoverishment of the developing world. While some activists have cautiously welcomed the initiative, others have remained sceptical regarding its implementation. A number of other banks have expressed interest in signing up to the Equator Principles and it is envisaged that the guidelines will become the industry standard.

For further information on the Equator Principles see www.equator-principles.com/

- The **Greenhouse Gas Protocol Initiative (GHG Protocol)** was established in 1998 as a partnership between the World Business Council for Sustainable Development and the World Resources Institute to develop internationally-accepted accounting and reporting standards for greenhouse gas emissions from companies. The GHG Protocol brings together leading experts on greenhouse gas emissions to develop these standards. The GHG Protocol has split the development of the standards into two components:
 - Corporate GHG Accounting and Reporting: Corporate Inventory Module – This component is developing a step-by-step guide for companies to account for and report their GHG emissions.
 - Project GHG Accounting and Reporting – This component is developing a guide for accounting and reporting emissions from projects that are developed to offset GHG emissions.

For further information on the GHG Protocol see www.ghgprotocol.org/

- **WEF Greenhouse Register Initiative (2004).** In cooperation with leading businesses and environmental organizations, the World Economic Forum has created the Global Greenhouse Gas (GHG) Register to promote corporate GHG emission transparency. Companies are invited to participate in the Global GHG Register, which is a tool for corporations to record their GHG emissions on a public website.

For further information on the WEF Greenhouse Register Initiative see <http://www.weforum.org/site/homepublic.nsf/Content/Global+Greenhouse+Gas+Register>

Slide 17 Sectoral-specific initiatives (3)

- **Joint UNEP / Industry Sector Initiatives:** The following initiatives have been created between UNEP and industry whereby companies agree to develop environmentally sound practices along the lines of the Rio principles. Some are well established while others are in the process of being developed:
 - UNEP Finance Initiative <http://www.unepfi.org/>
 - Tour Operators Initiative for Sustainable Development <http://www.toinitiative.org>
 - Mobility Forum <http://www.uneptie.org/energy/act/tp/amf/>
 - Global e-Sustainability Initiative www.gesi.org
 - Advertising and Communication Initiative www.uneptie.org/pc/sustain/advertising/advertising.htm
 - Building and Construction Forum http://www.unep.or.jp/ietc/sbc/Forum_Activities/intro.asp

Slide 18 Sectoral-specific initiatives (4)

- **UNIDO/UNEP National Cleaner Production Centres:** Cleaner Production can only be sustained in a country if capacity is in place to adopt it. True appreciation of Cleaner Production and its application can only come about if the concept is promoted by professionals in the beneficiary country itself and adjusted to the local conditions. The role of UNEP's National Cleaner Production Centres (NCPCs) is to promote, coordinate and facilitate Cleaner Production activities within each country. Their purpose is to build local capacity to implement Cleaner Production in developing countries and economies in transition.

There are 24 UNIDO/UNEP NCPCs in the following countries: Brazil, China, Costa Rica, Czech Republic, El Salvador, Ethiopia, Guatemala, Hungary, India, Kenya, Korea, Lebanon, Mexico, Morocco, Mozambique, Nicaragua, Slovak Republic, South Africa, Sri Lanka, Tanzania, Tunisia, Uganda, Vietnam, and Zimbabwe.

NCPC's target is primarily to transfer know-how and not to transfer only technology. The centres, and the Cleaner Production assessors trained by them, do not deliver ready-made solutions. They train and advise their clients on how to find the best solutions for their own specific problems. The basic services:

- Raise awareness of the benefits and advantages of Cleaner Production
- Demonstrate that Cleaner Production works through in-plant Cleaner Production assessments and demonstration projects
- Train local experts and build local capacity for Cleaner Production
- Help to obtain financing for Cleaner Production investments
- Disseminate technical information
- Provide policy advice to national and local governments

UNEP assists NCPCs to develop and expand their capacities and services through capacity building. It provides training packages on Cleaner Production and related topics: http://uneptie.org/pc/cp/library/catalogue/cp_training.htm

Slide 19 Business Organisations on the Environment (1)

The following two slides provide a brief overview of business institutions involved in environmental management and related activities:

- **The World Business Council for Sustainable Development (WBCSD):** is a coalition of over 130 international companies that provides a business perspective on sustainable development issues and whose primary goal is to encourage high standards of environmental management in business. It conducts research, promotes collaboration, and publishes information to help companies and industry sectors best manage sustainable development issues.

The WBCSD produces many reports and guides on issues ranging from biodiversity to eco-efficiency/metrics that help inform the business and non-business community about the sustainable business approach to the issues and to promote elevated standards. It conducts research, promotes collaboration and publishes information to help companies and industry sectors develop significant improvements in environmental areas and to better understand social issues. WBCSD also produces the Trade and Environment Bulletin each quarter. The WBCSD's website features all of its current work, including reports, stakeholder dialogue summaries, case studies, educational initiatives, an interactive discussion page, links to other websites and a list of available publications.

For further information on the WBCSD see www.wbcsd.ch

- **The Management Institute for Environment and Business (MEB):** part of the World Resources Institute, it is dedicated to educating current and future business leaders by working with business schools to integrate environmental and sustainability issues into the core curriculum, and to provide direct industry outreach and training. It builds bridges between academia and companies by helping to integrate environmental topics into business school curricula, and helps companies develop management practices and skills that result in significant progress in the development of environmental technologies and practices. MEB educates business leaders through these programs:
 - *Educational Services:* Manages the BELL (Business Environment Leadership and Learning) program, which concentrates on educating business school students about environmental concerns. A related program, LA-BELL, focuses its efforts on Latin America.
 - *Outreach Services:* Manages the SPLASH (Strategic Partners Learning About Sustainability Horizons) program, which promotes business practices that assist companies in their efforts towards sustainability. Operates the Sustainable Forestry Project, which helps businesses understand and integrate sustainable forestry practices through corporate partnership and other methods.
 - *Information Services:* Publishes a quarterly newsletter and occasional reports covering a range of topics. Past reports include corporate environmental metrics and the “greening” of business school curricula. Produces case studies on environmental topics for use in business schools.
 - *Events:* Holds an annual BELL conference bringing together academics, companies and other experts. Hosts an annual Sustainable Enterprise Summit, focusing on leading-edge themes related to corporate sustainability.

For further information on the WBCSD see www.wbcsd.ch

Slide 20 Academic/research institutions (1)

The following three slides provide a brief overview of prominent academic and research bodies involved in environmental management and related activities:

- **Forum for the Future** is a sustainable development non-profit organisation which works in partnership with leaders in business, central, regional and local government, in higher education, the media and the voluntary sector. Its philosophy is based on finding economic, social, technological and environmental solutions to build a more sustainable society. These solutions can deliver not only a healthy environment, but a better quality of life, strong communities, and practical answers to poverty and disempowerment. The Forum forges strategic alliances between people and organisations across all the key sectors. Through its partnership approach, Forum for the Future can wield influence where it is needed most - with decision-makers and opinion-formers, pre-dominantly in the UK.

Through its Business Programme, the Forum works closely with 17 Foundation Corporate Partners, representing a range of different sectors, to help them adopt sustainability strategies right across their business. In the broader Forum Business Network, the focus is on how companies can learn from each other, with the Forum's help, sharing best practice. Projects include helping companies to inspire their staff, engage with stakeholders, and develop strategies on fast-emerging fields such as corporate social responsibility, carbon management and renewable energy.

Forum for the Future publishes a number of reports and position papers on many aspects of sustainable development. Research, consultancy and building cross-sectoral partnerships enable our partners and other key-decision makers to work towards sustainability. The group also publishes a bi-monthly magazine - "Green Futures," which provides a comprehensive overview of sustainable development issues in the UK.

The Forum's site offers a comprehensive overview of all Forum activities and contacts. The Forum is revising the site to add downloadable publications, links, and additional resources to the site.

For further information on Forum for the Future see www.forumforthefuture.org.uk/

- **The Natural Step:** is a non-profit international organization dedicated to building an ecologically and economically sustainable society. The Natural Step offers a scientifically based framework that serves as a compass for businesses, communities, academia, government entities and individuals working to redesign their activities to become more sustainable. At its core is a set of four "systems conditions" that describe the scientific underpinning of all environmental problems and their solutions.

The Natural Step uses the system conditions as the basis for helping companies and other institutions align their operations with the principles of sustainability. In the United States, The Natural Step assists organizations and corporations that embrace sustainability by:

- *Events*: Holding seminars, executive briefings, annual conferences, workshops and presentations across the nation
- *Training*: Conducting training inside companies and for groups of corporate, governmental and non-profit leaders to promote the four systems conditions of sustainability and how they can be harnessed to create sustainable enterprises
- *Information Services*: Producing a variety of tools to help companies and organizations educate employees, suppliers, customers, and others about sustainability principles

The Natural Step website features the science, history and regional activities of the organization, as well as a list of available merchandise, recent news reports about the organization, and a calendar of upcoming events.

For further information on the Natural Step see www.naturalstep.org/

Slide 21 Academic/research institutions (2)

- **The World Resources Institute (WRI)** is a Washington DC-based environmental research and policy organisation that creates solutions to protect the Earth and improve people's lives. The work of the WRI focuses on four key goals: protecting the Earth's living systems, increasing access to information, creating sustainable enterprise and opportunity, and reversing global warming. The organisation strives to catalyse change through the establishment of partnerships that implement innovative, incentive-based solutions founded upon objective data, harnessing the power of markets to ensure change. They provide – and help other institutions to provide – objective information and practical proposals for policy and institutional change aimed at fostering environmentally sound and socially equitable development.

For further information on the WRI see www.wri.org/

Slide 21 Academic/research institutions (3)

- **The Wuppertal Institute**, established in 1991 by the government of North Rhine-Westphalia in Germany, is an interdisciplinary and practice-orientated institute that seeks to mediate between politics, economy and the sciences in communicating the concept of sustainable development as defined at the 1992 Rio Earth Summit. The Institute's underlying working guideline is "more wealth, less natural resource use." It has been active in developing and promoting such concepts as Factor Four and eco-efficiency.

For further information on the Institute see www.wupperinst.org

- **Institut du Développement Durable et des Relations Internationales (IDDRI)** established in 2001, operates a network of representatives from the scientific community, companies, and government agencies to together identify and respond to key issues of concern. Its principal objectives are to contribute to informed decision making at an international level, to foster networking, communication and reflection on key sustainability issues, to undertake research work, and to inform private and public decision-makers and economic and social actors. Key

themes include climate change, biodiversity, agriculture, and forestry, as well as transversal issues such as international governance, financing of sustainable development, environmental and social responsibilities, uncertainty and precaution. Key outputs include the dissemination of information and analysis through publications, participation in seminars, training and through the internet.

For further information on the IDRICC, visit www.iddri.org

Slide 22 Environmental NGOs

This slide briefly introduces a number of prominent environmental NGOs.

- **Greenpeace:** is an environmental NGO, with a presence in 40 countries across Europe, the Americas, Asia and the Pacific. Established in 1971, Greenpeace focuses on what are seen as the most crucial threats to the planet's biodiversity and environment. Key campaigns include climate change, the protection of ancient forests, oceans, whaling, genetic engineering, nuclear power, toxic chemicals and sustainable trade. To maintain its independence, Greenpeace does not accept donations from governments or corporations but relies on contributions from individual supporters and foundation grants.

For further information on Greenpeace see www.greenpeace.org

- **WWF** is a global organisation founded in 1961 and currently comprising a network of 52 offices operating in more than 90 countries. WWF International, located in Gland, Switzerland, serves as the central "secretariat" that co-ordinates the activities of the individual national offices. Originally known as the *World Wildlife Fund* its name was changed in 1986 to the *World Wide Fund For Nature* to reflect the broader scope of its activities. In 1980 WWF launched the World Conservation Strategy urging greater efforts at conserving the world's natural resources, and introducing the concept of sustainable development which was later given greater prominence in the Brundtland Report. WWF has identified a set of global priorities, covering six key issues: marine protection, freshwater species, climate change, toxics, ecoregions, and forests.

For further information on WWF International see www.panda.org

- **Friends of the Earth International (FoEI)** is a world-wide federation of autonomous national environmental organisations that campaign on various environmental and social issues with the aim of "catalysing a shift toward sustainable societies." This federation strives to preserve the Earth's ecological, cultural and ethnic diversity, increase public participation and democratic decision-making, promote social, economic and political justice at the local, national, regional and international levels, and promote sustainable development. FoEI was founded in 1971 by four organisations from France, Sweden, England and the USA. The current federation of 68 groups grew from annual meetings of environmentalists from different countries who agreed to campaign together on certain crucial issues, such as nuclear energy and whaling. In 2003, the combined number of members and supporters of Friends of the

Earth groups was more than one million, with the FoEI umbrella organisation uniting more than 5,000 local activist groups.

For further information on FoE International see www.foei.org

- **Conservation International** is a U.S.-based, non-profit, international organization. CI applies innovations in science, economics, policy and community participation to protect the Earth's richest regions of plant and animal diversity in the hotspots, major tropical wilderness areas and key marine ecosystems. With headquarters in Washington, D.C., CI works in more than 30 countries on four continents.

For further information on CI see www.conservation.org/xp/CIWEB/about

- **IUCN – The World Conservation Union** (or the International Union for Conservation of Nature and Natural Resources) is a unique Union with members from some 140 countries include over 70 States, 100 government agencies, and 750-plus NGOs. More than 10,000 internationally-recognised scientists and experts from more than 180 countries volunteer their services to its six global commissions. Its 1000 staff members in offices around the world are working on some 500 projects. For more than 50 years this 'Green Web' of partnerships has generated environmental conventions, global standards, scientific knowledge and innovative leadership.

For further information on IUCN see <http://www.iucn.org/>

- **Rainforest Alliance** is a leading international conservation organization. Their mission is to protect ecosystems and the people and wildlife that live within them by implementing better business practices for biodiversity conservation and sustainability. Companies, cooperatives, and landowners that participate in their programmes meet rigorous standards for protecting the environment, wildlife, workers and local communities. The Rainforest Alliance is based in New York City, with offices throughout the United States and worldwide.

For further information on Rainforest Alliance see www.rainforest-alliance.org

- **CELB (Centre for Environmental Leadership in Business)** was established by Conservation International and Ford Motor Company. Companies with a global presence have an opportunity to shift the impact of their activities from environmental harm to ecological stewardship. As business acquires more influence worldwide and public support for conservation grows, companies are discovering new incentives to demonstrate environmental leadership. To catalyze this transformation, CELB was formed to engage the private sector worldwide in creating solutions to critical global environmental problems in which industry plays a defining role.

For further information on CELB see www.celb.org/xp/CELB/about/

- **CIEL (Centre for International Environmental Law)** is a public interest, not-for-profit environmental law firm founded in 1989 to strengthen international and comparative

environmental law and policy around the world. CIEL provides a full range of environmental legal services in both international and comparative national law, including: policy research and publication, advice and advocacy, education and training, and institution building.

For further information on CIEL see www.ciel.org

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