



wbcdsd business ecosystems training

BET Customization Framework

Tips on how to make BET training work best for you and your organization

September 2012



***We bet, it will suit
your business!***

***We bet, it will help
your business!***

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1 Introduction

The purpose of this document is to provide a perspective from the Future Leaders Team (FLT) opportunities to deliver the full potential of this program through customization. All the tips, insights and identified sources of information contained in the document are the result of the FLT's own experience in piloting the program in their own countries and sectors.

BET is an instructor-led training program, designed to increase knowledge and understanding of the links between business, ecosystems and the services that ecosystems provide. The training is relevant to delegates from a wide range of different sectors, functions, regions and levels of seniority.

BET is a program that can be easily customized according to the learners' needs, as well as for a specific company, audience, industrial sector or region.

In developing a framework for BET customization, the FLT has conducted a detailed review of BET materials (including both presentation slides and facilitator's notes), considering opportunities to customize according to both sector and regional particularities. This document provides the user with some general tips for customization drawn from this analysis, and provides customised examples of the BET Executive Presentation for the Asian region (China, Korea and Thailand) and the extractives industry sector (Mining).



2 Why it's important to customize

BET is a useful program for companies to identify their ecosystems challenges. Customizing the program for your particular company, considering your region and industry, specifically, can support you in delivering the full potential of this program.

In particular, customization will allow the instructor to more easily engage the audience, considering that the interest of listeners will increase as they are able to identify with examples from similar companies (e.g. in terms of region, sector, country, level of development, needs, etc.) and recognize opportunities for their own business.

It is also important to get to know your target audience and understand cultural differences to be able to make the needed cultural adjustments to the BET program delivery as such. It is important to recognize that each country / region has its own unique characteristics; some training styles may work in certain regions – but, then again, some may not.



3 General tips for customizing: region and sector

Region

- **Consider the culture of the audience in your delivery**

There are two key aspects to consider here:

Language – Even though English is the international language, it is important to understand the language requirements of particular geographies or countries. If BET materials need to be translated to other languages, it is vital to ensure that the translation of technical terms is both accurate in meaning, but also can be understood by the audience in their native language. It should be noted that translations of the Ecosystem Services Review (for the terms and concepts presented in Modules 1 and 2), and of the Guide to Corporate Ecosystem Valuation (for the terms and concepts introduced in Module 3) are available in certain languages other than English.

Culture – It is essential to understand the cultural characteristics of your target audience prior to delivery - in particular, if the target is a non-Western culture. Also keep in mind that in different cultures around the globe, age, seniority and gender influence the way training participants interact during the training session.



3 General tips for customizing: region and sector

The facilitator notes provided for each module offer several exercise options which can suit different audience requirements. Make sure you take into account the particular cultural dynamics of your target audience to optimize the delivery of the message.

***Example:** People from Asian cultures tend to be quiet, respectful – and, most of all, fearful of embarrassment. Any kind of activity that might involve the risk of looking foolish in front of others should be avoided. Smaller breakout groups may work better than large plenary sessions, especially if there are mixed levels of hierarchy in the room; often it is the case that juniors tend to wait until the seniors have spoken. In any case, the status of the senior people in the group needs to be acknowledged and respected – and care should be taken that they are not overtly challenged.*

For most Asian cultures, harmony is more important than frankness, so do not push too hard for direct feedback in exercises, as it is likely that participants would simply give the trainer an answer that they believe he/she would want to hear.

- **Give more contextual information to material or regulations relating to your audience's region**
Much of the material in BET training is Euro-centric, and assumes that the audience would understand the rationale or background behind certain trends. Ecosystem services and other sustainability concerns are only emerging issues in certain regions or countries in the world, and so it is necessary to grasp how advanced the understanding of these issues is in your audience's region.



3 General tips for customizing: region and sector

For instance, customization for an Asian audience often requires that more background information is provided in relation to the benefits businesses derived from ecosystem services, and why should businesses take action to protect ecosystems.

- **Ensure a good balance of both Western and local examples**

For example, while some Asian companies may be just starting out in sustainability, and would appreciate simpler case studies or examples – while other, more progressive companies, are aspiring towards Western standards of performance and would want to understand what the leading edge developments are.

- **Persuade through providing examples of tangible costs and benefits of sustainability**

Where required, providing tangible examples (e.g. avoidable costs, cost savings, revenue loss, revenue growth) of where a company failed or succeeded in responding to environmental risks and opportunities would help to persuade the audience that it is important to take action.



3 General tips for customizing: region and sector

In the case of information that is freely available online, it is best to always include the information source so that the audience has the option to refer back to the original data, if required.



3 General tips for customizing: region and sector

Sector

- **Consider the culture of your company/sector**

Each company or sector has particular drivers for action which need to be taken into account when customizing BET materials.

For example, mining companies tend to focus on optimization and in reducing costs, so building a business case study for ecosystem protection around this driver is essential for a targeted delivery.

In the case of other sectors like retail, positive branding recognition is key to business success - so this should be stressed in the customization.

- **Determine the particular informational needs of the different functional roles within your company/sector**

Everybody within an organization has a positive role to play in ecosystem protection and sustainability; however, the particular information requirements of the audiences in each functional role within the company can vary significantly.

For instance, a top management presentation has to offer a bird's eye perspective on ecosystem services opportunities and risks and, in particular, how these link to long term strategy.



3 General tips for customizing: region and sector

Sector

In the case of technical positions, the presentation needs to emphasize the linkage between ecosystem services and that particular role, and how can personnel in those positions can take positive action.

- **Take special care to consider the ecosystems services specifically related to your business**

It is important to focus by identifying the ecosystems services on which your business is most dependent, and which impact your operations the most.

- **Identify the environmental regulations that will have the biggest impact on your sector**

For example, oil companies are required to:

- ✓ Follow strict operating practices and standards to protect biodiversity when exploring, drilling and producing oil and gas - especially in certain ecologically sensitive locations (protected areas)
- ✓ Have a licence and comply with environmental standards before exploratory drilling



3 General tips for customizing: region and sector

- **Identify which are the most important/critical stakeholders to consider in your company to better manage risks** (customers, employees, local communities, suppliers, NGO ...)

For example, in extractive industries, local communities are crucial stakeholders; in companies that sell consumer goods, customers are the most important ones.



3 General tips for customizing: region and sector

Overall

- **Prepare a list of sources to which you can turn** for customization for a specific region or sector
- **Customize pictures** – These are a great complement to specific examples, exercises or case studies. Region- or sector-specific materials and images can help engage your target audience and encourage discussion and participation.
- **Obtain permission for use of proprietary third party content**
If the use of third party information or case studies is required, it is necessary to obtain permission from the information provider.



4 Specific customization tips

The BET training is split into the following four modules:

Module 1: Understanding the links between ecosystems and business

Module 2: Assessing business impacts and dependencies on ecosystems

Module 3: An introduction to valuing ecosystem services

Module 4: Managing and mitigating business impacts on ecosystems

In this section, you will find tips on how to enhance the facilitator's notes, as well as some preliminary sources that can help to start you off in the right direction for your customization.



4 Specific customization tips

Module 1

Understanding the links between ecosystems and business

Session 1 - Ice Breaker and Introduction		
References	Tips	Sources
Facilitator Notes Page 11 Slide 4,5	Divide participants into groups (consider the number of facilitators). Each facilitator asks delegates in the group to introduce themselves by answering the three questions below: (As many Asian people are shy in public, 4-6 persons maximum per group would be ideal.) If there are not enough facilitators, one person per group can act as group leader. The facilitator should encourage groups who have not contributed, to do so.	
Facilitator Notes Page 13 Slide 7,8,9	Provide a quote of specific relevance to companies/organisations in the audience during the introduction and the summary of objectives.	
Facilitator Notes Page 14 Slide 10	If you can find your own country's own environment campaign, use this instead.	<p>Possible to search in website(http://www.youtube.com/watch?v=q-G8nktQgdE&feature=related)</p> <p>Government may have several useful animations or UCC (<a "="" ,="" href="http://www.me.go.kr/web/386/inform/common/board/list.do?boardId=inform_01_01&categoryId=" http:="" www.ecolib.or.kr="">http://www.me.go.kr/web/386/inform/common/board/list.do?boardId=inform_01_01&categoryId=, http://www.ecolib.or.kr/)</p>



4 Specific customization tips

Module 1

Understanding the links between ecosystems and business

Session 1 - Ice Breaker and Introduction		
References	Tips	Sources
Facilitator Notes Page 15 Slide 11,12	Add own definitions of sustainability and general sustainability policies. In addition, introduce some famous companies in each country. Add some more slides about sustainability, for example, the examples of 3 elements (Environment, Society, Economy). It is helpful to introduce the overlapping area of each element.	Find sustainability reports of their own companies (http://www.kbcds.or.kr/page.asp?pageid=data1&pagenum=030300)
Facilitator Notes Page 16 Slide 13	Introduce some famous companies, or communities in each country.	Find sustainability report of their own companies (http://www.kbcds.or.kr/page.asp?pageid=data1&pagenum=030300) Find some visions of famous NGO's in each country



4 Specific customization tips

Module 1

Understanding the links between ecosystems and business

Session 2 - Biodiversity, Ecosystems and Ecosystem Services – the basics		
References	Tips	Sources
Facilitator Notes Page 22-31 Slide 18	Use mining examples to demonstrate the concepts, as: Ecosystem Impact: <i>“Company affects the quantity or quality of the ecosystem service”, e.g. mining industry has an impact on ecosystems that exist on the land occupied by extraction sites.</i>	
Facilitator Notes Page 22-31 Slide 19-23	Find examples of each country's own ecosystem services. At the least, add some cases from own country	China's case study for ecosystem service(http://www.sciencedirect.com/science/article/pii/S0264837703000814 , http://www.nerc.ac.uk/research/programmes/esp/docs/documents/Final%20Report%20China%20-%20annex.pdf) Korean case(http://www.symposcience.org/exl-doc/colloque/ART-00002426.pdf , http://eng.snupress.com/book/book_view.asp?isbn=978-89-521-0828-9)
Facilitator Notes Page 34-35 Slide 27-28	Identify own country's representative biodiversity landscape and let the audience to draw their own area's biodiversity landscape	



4 Specific customization tips

Module 1

Understanding the links between ecosystems and business

Session 2 - Biodiversity, Ecosystems and Ecosystem Services – the basics

References	Tips	Sources
Facilitator Notes Page 35 Session 2 Slide 28	Add optional slide about the customized ecosystem landscape and talk through as for the general example given in the previous slide	
Facilitator Notes Page 37 Slide 30	Among the 3 options, option 1 and 2 are recommended in Korea.	

Session 3 - Introduction to policy trends

References	Tips	Sources
Facilitator Notes Page 42 Slide 35-36	Identify own country's history of regulations on ozone	Global regulations and US EPA's (1993)(http://www.epa.gov/history/topics/ozone/03.html) Own domestic regulations
Facilitator Notes Page 47 Slide 39-40	Add one more slide introducing Nagoya protocol for business audiences, as it is recent, important and directly related to the business sector.	Nagoya Protocol (http://www.cbd.int/abs/ , http://www.ethicalbiotrade.org/news/wp-content/uploads/UEBT_ABS_Nagoya_Protocol_TB.pdf)



4 Specific customization tips

Module 1

Understanding the links between ecosystems and business

Session 4 - Identifying key ecosystem services		
References	Tips	Sources
Facilitator Notes Page 52-56 Slide 39-41	For Asian audiences, give the sheet to audience during the coffee break, and compare in groups. Divide the groups according to sectors / business types.	

4 Specific customization tips

Module 1

Understanding the links between ecosystems and business

Session 5 - The global ecosystem challenge		
References	Tips	Sources
Facilitator Notes Page 59 Slide 51	Insert one more slide to introduce WBCSD's vision 2050 in brief	WBCSD Website (http://www.wbcds.org/vision2050.aspx)
Facilitator Notes Page 62 Slide 53	Insert one slide to introduce MEA in brief(History, participants, etc)	Summary Report (http://www.publications.parliament.uk/pa/cm200607/cmselect/cmenvaud/77/77.pdf)
Facilitator Notes Page 65 Slide 54	Insert one slide to introduce own country's loss of biodiversity in recent decades (including the photographs - example. compare same place in different times)	Thailand Mangrove case study (http://www.cepr.org/meets/wkc n/9/969/papers/barbier.pdf)
Facilitator Notes Page 73 Slide 61	Facilitate the group discussion for the topic and let each group share in sessions.	
Facilitator Notes Page 74-75 Slide 62-63	If time permits, add one more slide to show the results of TEEB	Find proper cases for each stakeholder in the link (http://www.teebweb.org/TEEB cases/tabid/29858/Default.aspx)



4 Specific customization tips

Module 1

Understanding the links between ecosystems and business

Session 6 - Case study and exercise

References	Tips	Sources
Facilitator Notes Page 77-80 Slide 64-73	Search WBCSD case studies to find the most interesting cases for the audience.	Thailand Mangrove case study (http://www.cepr.org/meets/wkc n/9/969/papers/barbier.pdf) Korean government's policy to protect ecosystem of big city (http://www.ecologyandsociety.org/vol11/iss1/art3/)

Session 7 - Knowledge check

References	Tips	Sources
Facilitator Notes Page 83 Slide 76	Give questions in groups and write down the answers (on the board). Check the written answers and provide feedback	

Session 9 -Brainstorming the business case

References	Tips	Sources
Facilitator Notes Page 97 Slide 88-94	Option 1: Give one case study from among three cases(if there is one that is interesting to audience) Option 2: Search for some more relevant WBCSD case studies, and give different cases for each group.	



4 Specific customization tips

Module 1

Understanding the links between ecosystems and business

Session 10 - Wrap up		
References	Tips	Sources
Facilitator Notes Page 107 Slide 110-111	Facilitators (or group leaders) ask each delegate in the group (to avoid embarrassment in larger group).	

4 Specific customization tips

Module 2

Assessing business impacts and dependencies on ecosystems

Session 7 - Identifying impacts and dependencies

References	Tips	Sources
Facilitator Notes Page 63 Slide 61-63	Facilitator may give each group a different case study, choose to give groups the same case study (to allow for comparison), or may allow groups to choose their preferred case study. Replace with case studies from specific region / sector.	

Session 8 - Knowledge share

References	Tips	Sources
Facilitator Notes Page 67 Slide 75-76	Note: the facilitator may wish to customize this slide directly for the delegates. For example, the general term “policy makers” may be replaced by specific regulators that the delegates are familiar with (e.g. The Environment Agency).	



4 Specific customization tips

Module 2

Assessing business impacts and dependencies on ecosystems

Session 9 - Intro to ESR		
References	Tips	Sources
Facilitator Notes Page 80 Slide 90	Additional Ecosystem Services Review case studies on the WRI website can be used in the presentation as an alternative to the Syngenta one	http://insights.wri.org/aqueduct2010/09/digging-beneath-surface-water-risks-mining
Facilitator Notes Page 84 Slide 95-98	Additional Ecosystem Services Review case studies on the WRI website; some can be used in the presentation as an alternative to the Mondi case	http://www.wri.org/project/ecosystem-services-review/training
Facilitator Notes Page 84 Slide 95-98	Delegates could be asked to consider how their companies impact and depend upon ecosystems as pre-work in advance of the course. This session could then involve one delegate per group volunteering to provide the context of their own company and the group conduct this exercise using that company as the example	



4 Specific customization tips

Module 2

Assessing business impacts and dependencies on ecosystems

Session 10 - Intro to Tools, Frameworks and Methodologies		
References	Tips	Sources
Facilitator Notes Page 89 Slide 111-112	Option 1: The tool chosen for this session should be customised and will depend on the nature of the audience. Option 2: Following on from the ESR activity, the facilitators may choose the focus discussion on the tools that address the particular impacts that have been discussed Note: some tools described in this session are freely available, whilst others are not. Facilitator to vary use depending on audience and scope.	
Facilitator Notes Page 95, 96 Slide 118-120	Sector: An example of the output of the global water tool could be generated, using company specific information, to show the use of this tool from an internal company perspective	

4 Specific customization tips

Module 3

An introduction to valuing ecosystem services

Session 1 - Ice Breaking and Introduction		
References	Tips	Sources
Facilitator Notes Page 16 Slide 14	<p>Company may provide a quote of specific relevance to their company</p> <p>Sector:</p> <ul style="list-style-type: none"> Specify the sector of the companies in slide 14 Add an example of a mining company in slide 14 (Puma is a sports lifestyle company, Eni is an oil company, Mondi is a paper and packaging company) Collect examples from different companies (how companies are responding to ecosystem issues) and provide a table which summarises the main actions undertaken for the sectors. 	<p>For examples , see below:</p> <ol style="list-style-type: none"> Society Entrepreneur Ecology (SEE): This is a group of Chinese business leaders that got together to reduce the expansion of the the Gobi Desert and protect the ecology of the Arlarshan Plateau (North and Northwestern China) Website: http://see.sina.com.cn/en/index.shtml See a chronicle of their efforts here: Beijing review story 'Holding Back the Desert: Entrepreneurs have embarked on a mission to protect the ecology of the Arlarshan Plateau'. Available at: http://www.bjreview.cn/EN/En-2005/05-24-e/china4.htm China Entrepreneur Group (CEC) - established in December 2006, was launched by 31 of the most influential entrepreneurs, economists and diplomats in China. CEC members are the most vigorous representatives in the new Chinese economy and are pioneers in shouldering CSR among Chinese enterprises. Every year the hold a high profile summit of green companies and produce a ranking of the top 100 green companies. Website: http://www.daonong.com/English/index.htm China Entrepreneur Group (CEC) Water initiative - Last year this group initiated an initiative to raise awareness among the business community about the water scarcity problem and promote water saving practices Website: http://water.daonong.com/



4 Specific customization tips

Module 3

An introduction to valuing ecosystem services

Session 2 - Define key terms and concepts		
References	Tips	Sources
Facilitator Notes Page 22 Slide 26	Present an 'Asian Case' to illustrate this point as well as or instead of the one from Northern Africa	See example provided on water scarcity due to free overexploitation (section B, under title: overexploitation of natural resources, p.33-34) Co-writing organizations (CAAB, CAB international, UNEDPWorld Conservation Monitoring Centre, etc); 2008. China Ecosystem services and povert alleviation , Available at: www.nerc.ac.uk/.../Final%20Report%20China%20-%20report.pdf



4 Specific customization tips

Module 3

An introduction to valuing ecosystem services

Session 3 - Introduction to policy trends		
References	Tips	Sources
Facilitator Notes Page 31 - 36 Slide 42 - 48	<p>Region: Repeat section which is also available in modules 1 and 2. This section should include 'Asian - developing nations regulations' alongside examples of regulatory developments in developed nations</p> <p>Sector: Identify the environmental regulations involving a major impact on a specific sector (for example oil & gas sector is significantly impacted by emission trading regulation, the mining sector is impacted by..., etc).</p>	<p>See section on major policies and programmes affecting ecosystem services in China (p.24-31)</p> <p>Co-writing organizations (CAAB, CAB international, UNEDPWorld Conservation Monitoring Centre, etc); 2008. <i>China Ecosystem services and povert alleviation</i>, Available at: www.nerc.ac.uk/.../Final%20Report%20China%20-%20report.pdf</p> <p>For background knowledge and discussion of the Natural Forest Conservation programme (NFCP) and Grain to Green Programme (GTGP) see: Liu, Li, Ouyang, Tam, and Chen, 2007. <i>Ecological and socioeconomic effects of China's policies for ecosystem services</i>. Available at: www.pnas.org/content/105/28/9477.full</p>



4 Specific customization tips

Module 3

An introduction to valuing ecosystem services

Session 5 - Identify the business case for valuing ecosystems

References	Tips	Sources
Facilitator Notes Page 42 - 43 Slide 53 - 54	<p>Region: Also repeat content from module 1. This section should include Asian examples for all the different types of risks</p> <p>Sector: Provide a scheme with criteria that can help to identify/evaluate the typical risks for a specific sector; For example, for operational risks, identify:</p> <ul style="list-style-type: none"> • Which are the resources relevant to your business that can be affected by scarcity issue (e.g. in oil & gas company water has this problem)? • Which are the main environmental risks for your sector? <p>For reputational risks, identify:</p> <ul style="list-style-type: none"> • Which are the most important/critical stakeholders to consider in your sector (customers, employees, local communities, suppliers, NGO, ...). For extractive industries, local communities are very crucial stakeholders. 	<p>Examples:</p> <p>Operational</p> <ol style="list-style-type: none"> 1. Water scarcity – metallurgical industry, construction materials, food and beverages, hospitality 2. Environmental externalities – potential pollution tax 12th FYP in order to achieve emission reductions of key pollutants (response to 1st pollution survey 2010) : Sulphur dioxide (SO₂) Chemical Oxygen Demand (COD – measure of water pollution) Ammonium nitrate reduction (fertilizer) - new Nitrogen oxide reduction (NO_x) –new <p>Legal / Regulatory</p> <ol style="list-style-type: none"> 1. Since 2008 China already has legislation in place to reduce financing options to heavy polluters. Implementation on the ground is tightening up Green lending policy Green insurance policy Green Securities policy Green Procurement 2. Upcoming low carbon localities and pilot carbon schemes imposing a cap on emissions



4 Specific customization tips

Module 3

An introduction to valuing ecosystem services

Session 5 - Identify the business case for valuing ecosystems

Sources (cont'd)

Reputational

Recent high profile scandals in which the local media has had a pivotal role - in 2007, an estimated 4 million people were deprived of drinking water in Eastern China when a carpet of algae scum covered Lake Tai. Experts blamed the explosive algae growth on unusually warm weather and low water levels, compounded by the unnaturally high levels of nutrients in the lake, pumped in by polluters. Nitrogen and phosphorous coming from effluent from chemical factories, household waste, and agricultural run-off favour development of algae. Environmental activists, using official data, have identified 300 local factories – including ones owned by the Swiss elevator manufacturer Schindler, the Japanese electronics firm Sharp, and South Korea's Samsung – as particular offenders.

2. Pressure from other stakeholders - The 'China Green Companies Top 100 Awards' launched in 2008 by the China Entrepreneur Club is one of the most well respected and prominent examples of such a private sector voluntary initiative. Last year, the awards attracted significant local media attention by their exclusion of some high profile companies such as the online marketplace Alibaba.com, car manufacturer BYD and electrical appliances group Midea.

Market / Product

1. Industrial Bank launches China's first low-carbon credit card - enables card holders to purchase carbon credits in order to reduce their carbon footprint

2. Baosteel product design changes to reduce dependency and impact on key raw materials lighter weight beverage cans

High-strength thin sheets, wires and bars for auto industry

Financing

Collaboration between Ministry of environment (MoE), Ministry of finance and Banking industry.

Green Lending - based on examination by MoE and if examination fails, lending is not granted.

Green securities – IPO / secondary market offering can be blocked if MoE's examination fails

Green insurance policy - insurance providers adjust premiums according to MoE's examination results. The worse the result, the higher the premium



4 Specific customization tips

Module 3

An introduction to valuing ecosystem services

Session 5 - Identify the business case for valuing ecosystems		
References	Tips	Sources
Facilitator Notes Page 44 Session 5 Slide 55 Identify the business case for valuing ecosystems	Include examples of ecosystem services valuations in the Asia region.	<p>For a monetary valuation of land degradation in China (p.18) Co-writing organizations (CAAB, CAB international, UNEDPWorld Conservation Monitoring Centre, etc); 2008. China Ecosystem services and povert alleviation, Available at: www.nerc.ac.uk/.../Final%20Report%20China%20-%20report.pdf</p> <p>For an economic valuation of forest ecosystem services for the city of Beijing see: Biao, 2010. The Climate Change, Water Crisis and Forest Ecosystem Services in Beijing, China. Available at: cdn.intechweb.org/pdfs/19633.pdf</p>

4 Specific customization tips

Module 3

An introduction to valuing ecosystem services

Session 6 - Knowledge share - business case for valuing ecosystems		
References	Tips	Sources
Facilitator Notes Page 51 Slide 61 - 64	Faciliator notes recommend the facilitator to identify additional reading material of interest (from main reference list). Review the sources in this framework to see what might be applicable to your region/sector.	

Session 8 - Screening for Corporate Ecosystem Valuation (CEV)		
References	Tips	Sources
Facilitator Notes Page 71 Slide 83 - 87	Include some Asian case studies here.	



4 Specific customization tips

Module 4

Managing and mitigating business impacts on ecosystems

Session 2 - Examples of company commitment

References	Tips	Sources
Facilitator Notes page 17 Slides 15-16	Obtain more examples of company commitments from Asian countries with specific focus on Thailand, China, and Korea (low priority—current examples work fine)	<p>See referenced corporate sustainability reports in the items below.</p> <p>See WBCSD website for possible quotes</p> <p>See Carbon Disclosure Project (www.cdproject.net) website for possible quotes</p> <p>Sector example:</p> <p>BHP - http://www.bhpbilliton.com/home/aboutus/sustainability/Pages/default.aspx</p> <p>One of the Eskom's (South African – RSA company) eight strategic objectives is “reducing our carbon footprint and pursuing low-carbon growth opportunities.” Eskom has used the “Measuring Impact” methodology developed by the WBCSD to comprehensively assess the company’s economic, social and environmental impact on the country (RSA), both positive and negative, within the financial year April 2010 to March 2011. During this financial year, Eskom used 327bn litres of fresh water and emitted some 230 Mt of CO2. Eskom is thus committed to improving the efficiency of its current and future power plants to reduce these negative impacts for each unit of electricity generated in line with the country’s Integrated Resource Plan.</p>



4 Specific customization tips

Module 4

Managing and mitigating business impacts on ecosystems

Session 2 - Examples of company commitment

References	Tips	Sources
Facilitator Notes page 22 Session 2 Slides 21 Biodiversity market overview	Add figures relevant to Asia with specific focus on Thailand, China, and Korea	See summary table and overview for Asia (2010) on page 43 of: Madsen, Becca; Carroll, Nathaniel; Moore Brands, Kelly; 2010. State of Biodiversity Markets Report: Offset and Compensation Programs Worldwide, Available at: http://www.ecosystemmarketplace.com/documents/acrobat/sbdmr.pdf See updates for Asian countries (2010-2011) on pages 19-20 of: Madsen, Becca, Nathaniel Carroll, Daniel Kandy, and Genevieve Bennett, 2011 Update: State of Biodiversity Markets. Washington, DC: Forest Trends, 2011, Available at: http://www.ecosystemmarketplace.com/reports/2011_update_sbdm



4 Specific customization tips

Module 4

Managing and mitigating business impacts on ecosystems

Session 2 - Examples of company commitment		
References	Tips	Sources
Facilitator Notes page 23 Session 2 Slides 22 Biodiversity offset example (at the national level)	Replace with an example from an Asian country, with specific focus on Thailand, China, and Korea (currently the document uses Australia as an example) Replace it with a mining example.	See about China's offset program, China's Forest Vegetation Restoration Fee (updated 2010), on page 44 of: Madsen, Becca; Carroll, Nathaniel; Moore Brands, Kelly; 2010. State of Biodiversity Markets Report: Offset and Compensation Programs Worldwide, Available at: http://www.ecosystemmarketplace.com/documents/acrobat/sb dmr.pdf Mining example:: http://www.riotinto.com/ourapproach/17194_features_5904.asp

4 Specific customization tips

Module 4

Managing and mitigating business impacts on ecosystems

Session 2 - Examples of company commitment		
References	Tips	Sources
Facilitator Notes page 25 Session 2 Slides 24 Payment for ecosystem service example	<p>Replace with an example from an Asian country, with specific focus on Thailand, China, and Korea (currently the document uses Tanzania as an example)</p> <p>“China is implementing some of the largest payment for ecosystem services schemes in the world. Since 1999, more than US \$15 billion has been spent on the conversion of 9 million hectares of cropland to forest and grasslands. Over US \$2 billion has been invested, so far, in a forest ecosystem compensation fund, which pays local governments and communities to protect key forest areas, now covering 44 million hectares”</p> <p>“In Vietnam’s Lam Dong Province, a forest ecosystem-service payment scheme contributed to improving the lives of over 40,000 rural poor and promoted the conservation of 210,000 hectares of forest. The forest scheme charges tourism operators and downstream water and power utilities for upstream water regulation, soil conservation and landscape preservation”</p>	<p>See overview discussion of Payment for Watershed Services programs (PWS), which are types of Payment for Ecosystem Services, on pages 22-30 of:</p> <p>Stanton, Tracy; Echavarria, Marta; Hamilton, Katherine; and Ott, Caroline. 2010. State of Watershed Payments: An Emerging Marketplace. Available online at: http://www.forest-trends.org/documents/files/doc_2438.pdf</p> <p>For specific examples of PWS programs in Indonesia, India and Pakistan, see page 24 of State of Watershed Payments: An Emerging Marketplace (above)</p> <p>For the general picture of PWS programs in China, see pages 26-30 of State of Watershed Payments: An Emerging Marketplace (above)</p> <p>-</p>



4 Specific customization tips

Module 4

Managing and mitigating business impacts on ecosystems

Session 2 - Examples of company commitment

Sources (cont'd)

For more information about China's preeminent PES scheme: the Conversion of Cropland to Forests and Grassland Program (updated 2009), see pages 34-35 of:

Bennett, Michael T. 2009. Markets for Ecosystem Services in China; an Exploration of China's "Eco-Compensation" and Other Market-Based Environmental Policy, Available at:

http://www.forest-trends.org/documents/files/doc_2317.pdf

[Reference: UNEP, Global Environment Outlook, "Summary for Asia and the Pacific Region", 06 June 2012]

BHP example-

<http://www.bhpbilliton.com/home/aboutus/regulatory/Documents/crseisAppendixA2.pdf>



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Session 2 - Examples of company commitment		
References	Tips	Sources
Facilitator Notes page 28-29 Session 2 Slides 27 Procurement policies example	<p>Remove one of the European governmental policies</p> <p>Substitute with the Chinese green public procurement program</p> <p>Consider replacing one of the company policies with ones more relevant to Asia, such as Dell or Target (but low priority)</p> <p>Add the Rio Tinto procurement policy.</p>	<p>See literature review about Chinese green public procurement program here:</p> <p>Qiao, Yuhua, and Conghu Wang. 2010. China Green Public Procurement Program: Issues and Challenges in its implementation. Proceeding of the 4th International Public Procurement Conference. Available at: http://www.ippa.org/IPPC4/Proceedings/07GreenProcurement/Paper7-6.pdf</p> <p>Also see a more abbreviated coverage here, though not too updated:</p> <p>Worldwatch: Chinese Government to Start Buying "Green" http://www.worldwatch.org/node/4760</p> <p>For Target's or Dell's sustainable procurement strategies, see item 15</p> <p>Rio Tinto - http://www.procurement.riotinto.com/ENG/supplierregistration/34_terms_and_conditions.asp</p>



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References	Tips	Sources
Facilitator Notes page 34-35 Session 3 Slides 33-34 Significant multi-lateral environmental agreements resulting from Rio Earth Summit 1992	Find a significant multilateral environmental agreement pertaining to Asia, with specific focus on Thailand, China and Korea, and show how international issue recognition trickles down to national and industry level (the document currently uses EU Environmental Directive as an example)	<p>Example:</p> <p>Multilateral environmental agreement: Kyoto Protocol http://unfccc.int/kyoto_protocol/items/2830.php (no attached document) http://en.wikipedia.org/wiki/Kyoto_Protocol</p> <p>National responses: National laws enabling reaching binding GHG targets in Kyoto Annex I countries, such as requirement of GHG inventory and measurement for businesses in certain vulnerable industries Regulations and frameworks enabling Clean Development Mechanism and reduction credit sales and trading in non-Annex I countries (like Thailand)</p> <p>Industry responses: In Annex I countries, the development of GHG measurement/reduction services, requirement of supply chain emissions information from suppliers, pressure to manage organizational and supply-chain GHG level.</p>



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Sources (cont'd)

Companies in developing countries can generate revenues from sales of CER credits from CDM projects, arrival of auditors for CDM projects, suppliers in these countries feel pressure to reduce GHG emissions

In Thailand, resulted in the formation of Thailand Greenhouse Gas Management Organization (TGO), an autonomous governmental organization formed to be the implementing agency for the reduction of greenhouse gas in Thailand. TGO is tasked with promoting low carbon activities; investment in and marketing of emission reductions; establishing a greenhouse gas information centre; reviewing Clean Development Mechanism (CDM) projects for approval; providing capacity development and outreach for CDM stakeholders and promote low carbon activities.
(<http://www.greenassembly.net/thailand/thailand-greenhouse-gas-management-organization/>)



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References	Tips	Sources
Facilitator Notes page 36-37 Session 3 Slides 35-36 How the Nagoya Protocol brings out national responses and will impact industry after 2012	Obtain national response examples from Asian countries, with specific focus on Thailand, China, and Korea	<p>For national targets pertaining to Nagoya Protocol for China and Korea (Thailand has no targets beyond 2010 in this document), see pages 14 and 18 of: CBD's National Biodiversity Targets for 2010 and beyond 2010, available at: https://www.cbd.int/doc/nbsap/2010-and-post-2010-national-targets.pdf</p> <p>For targets of other countries in Asia, see pages 15-17 of National Biodiversity Targets for 2010 and beyond 2010 (above)</p> <p>For anecdotal illustration of China and Korea's national responses, see pages 43-45 of Madsen, Becca; Carroll, Nathaniel; Moore Brands, Kelly; 2010. State of Biodiversity Markets Report: Offset and Compensation Programs Worldwide, Available at: http://www.ecosystemmarketplace.com/documents/acrobat/sbdlmr.pdf</p> <p>For Thailand's fourth national report on the implementation of CBD (latest 2009), national biodiversity strategy and action plan (latest 2003-2007), and general overview, see: http://www.cbd.int/countries/?country=th</p> <p>For similar documents for Korea and China, see: http://www.cbd.int/countries/?country=kr http://www.cbd.int/countries/?country=cn</p>



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References	Tips	Sources
Facilitator Notes page 43-46 Session 4 Slides 41-48 Case studies about mitigation hierarchy and principles of NNL	Obtain Asian case studies with specific focus on Thailand, China, and Korea. (The document current uses Rio Tinto and Suncor as examples.)	<p>CLP Group (Hong Kong). CLP has the strategic goal of moving towards No Net Loss. Design of CLP facilities take into account avoidance, minimization and mitigation of potential biodiversity impacts of our facilities from construction, operation through to decommissioning stages. Also operates in countries, like Australia, where offset policies are in effect, and require company to think about this issue. The biodiversity section of sustainability report also contains decent case studies.</p> <p>The 2011 sustainability report can be found here. https://www.clpgroup.com/ourvalues/report/Pages/sustainabilityreport.aspx</p> <p>PTT (Thailand): see pages 92-93 and 104-106 of sustainability report on biodiversity strategies (avoidance, mitigation, Environmental impact assessment, local partnership, and restoration). Also contained a short example of mitigation and restoration activities (PTTEP's S1 Project)</p>



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Sources (cont'd)

Note: PTT was awarded the runner-up, business category, in the ASEAN Champion of Diversity 2011 competition, by the ASEAN Center for Biodiversity, the Philippines, and network partners, including the European Union (EU), ASEAN Foundation, and UNESCO to business entities with outstanding biodiversity conservation and advocacy in ASEAN.

See 2011 sustainability report here:

<http://www.pttplc.com/en/about-ptt-qshe-pttgroup-csr-report.aspx?>

PetroChina (China) worked with Shell, Exxon Mobil, and Gazprom on biodiversity issues (among other issues) associated with the East-West pipeline development, including EIA reports, eco-protection, and landscape and ecosystem restoration.

The report can be found here:

Seymour, Mike; Beach, Marilyn; and Laister, Steve. 2005. The Challenge of Positive Influence: Managing Sustainable Development on the West-East Pipeline Project. From Issue 7 of China Environment Series, Woodrow Wilson International Center for Scholars. Available online at: <http://www.wilsoncenter.org/sites/default/files/east-westpipeline.pdf>

Note: the report draws most heavily from Shell's experience, and not from PetroChina's.

Hyundai Engineering and Construction (Korea): has structured approach to protecting ecological environment, such as environmental impact evaluation process, preserving ecological diversity on project sites, and protecting endangered species. Details can be found on pages 47-48 of sustainability report:

<http://en.hdec.kr/UPLoad/files/sustainability/sustainability2011.pdf>



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References	Tips	Sources
Facilitator Notes page 57-59 Session 6 Slides 58 The drivers for offsetting	<p>Give examples of regulations, government-mediated payments, and voluntary provisioning that pertain to Asia</p> <p>“In Japan, Satoyama Banking has been proposed as a mechanism for providing financial support to the preservation of traditional landscapes.⁶⁷ The program does not target “biodiversity” in the same sense that other programs do (e.g., non-human habitat), but it is an interesting concept attempting to adapt biodiversity offset/banking systems to Japanese traditional secondary ecosystems and cultural assets.”</p>	<p>General picture of Asia’s offset and compensation programs (both mandatory and voluntary) (2010) on pages 43-45 of:</p> <p>Madsen, Becca; Carroll, Nathaniel; Moore Brands, Kelly; 2010. State of Biodiversity Markets Report: Offset and Compensation Programs Worldwide, Available at: http://www.ecosystemmarketplace.com/documents/acrobat/sbdmr.pdf</p> <p>See updates (2010-2011) on pages 19-20 of:</p> <p>Madsen, Becca, Nathaniel Carroll, Daniel Kandy, and Genevieve Bennett, 2011 Update: State of Biodiversity Markets. Washington, DC: Forest Trends, 2011, Available at: http://www.ecosystemmarketplace.com/reports/2011_update_sbdm</p>



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Sources (cont'd)

Thailand: For Thailand's Fourth National Report on the Implementation of CBD issued by the Ministry of Natural Resources and Environment, which includes the overview of biodiversity policies and law (pages7-9) and details of the national policies, measures and plans on the conservation and sustainable utilization of biodiversity(2008-2012) (pages26-36), see:
<http://www.cbd.int/doc/world/th/th-nr-04-en.pdf>

Note: there is no explicit coverage of offsets in this report

China: see comprehensive overview of China's offsetting practices and policies in the overview and chapter 1 (pages6-16) of

Bennett, Michael T. 2009. Markets for Ecosystem Services in China; an Exploration of China's "Eco-Compensation" and Other Market-Based Environmental Policy, Available at: http://www.forest-trends.org/documents/files/doc_2317.pdf

Korea: For Korea's Fourth National Report on the Implementation of CBD, which includes the overview of biodiversity policies and law, see:
<http://www.cbd.int/doc/world/kr/kr-nr-04-en.pdf>

Note: there is no explicit coverage of offsets in this report

Reference: UNP, Global Environment Facility, Ecosystem Marketplace, "State of Biodiversity Markets – Offset and Compensation Programs Worldwide" 2011 Update,



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References	Tips	Sources
Facilitator Notes page 64-66 Session 6 Slides 61-66 Compensation and offset case studies at company level (1 whole-group case and 1 team-work case)	Find Asian case studies with specific focus on Thailand, Korea and China (The document current uses EDP and a mining company in Africa as examples)	SCG (Thailand): see examples of compensation activities e.g. rehabilitation of all cement quarries , sustainable forest management of 43,200 rais in accordance with the Forest Stewardship Council (FSC) standard, and goal to restore and develop mining areas to become nature education trails benefiting students and youth in the communities on pages 19, 34-36. See sustainability report here: http://www.scg.co.th/en/05sustainability_development/03_sustainability_report.html

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Session 2 - Examples of company commitment

Sources (cont'd)

CLP Group (Hong Kong). CLP has the strategic goal of moving towards No Net Loss. Design of CLP facilities take into account avoidance, minimization and mitigation of potential biodiversity impacts of our facilities from construction, operation through to decommissioning stages. Also operates in countries, like Australia, where offset policies are in effect, and require company to think about this issue. The biodiversity section of sustainability report also contains decent case studies.

The 2011 sustainability report can be found here.

<https://www.clpgroup.com/ourvalues/report/Pages/sustainabilityreport.aspx>

K-Water (Korea): see pages 56-57 and 77 about biodiversity and ecosystem, especially the ecological restoration of protective species protection of bio-habitat environments.

See 2011 sustainability report here:

http://english.kwater.or.kr/EngUser/html/corpo/2011_SMReport.pdf



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References	Tips	Sources
Facilitator Notes page 76-78 Session 7 Slides 76-78 Case studies about biodiversity reporting via GRI	Replace with cases of Asian companies with specific focus on Thailand, China, and Korea (currently Rio Tinto and British American Tobacc0) Give details about reports to GRI (indicators) Briefly discuss general company goals about managing biodiversity	CLP Group (Hong Kong), fully reports GRI's EN11-EN15 indicators, with various biodiversity partnerships. Moving towards No Net Loss principle. See Biodiversity section of the sustainability report. The sustainability report can be found here: https://www.clpgroup.com/ourvalues/report/Pages/sustainabilityreport.aspx POSCO Energy (Korea), also fully reports GRI's EN11-EN15 indicators. See more information about POSCO's Environmental Impact Assessment and compliance with environmental law on page 42. The sustainability report can be found here: http://database.globalreporting.org/reports/view/10852

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References	Tips	Sources
Facilitator Notes page 79-80 Session 7 Slides 80-81 Case study on EMS	<p>Find an additional Asian case study, with specific focuses on Thailand, Korea, and China</p> <p>Keep the Holcim Biodiversity Management System but also talk about Holcim (China), since the BMS program is a corporate-wide effort, and local offices will have to use the output of the Environmental and Social Impact Assessment and biodiversity assessments to device operational environmental management and rehabilitation plans (Facilitator Notes page 80).</p>	<p>SK Telecom (South Korea), integrates the environmental management system with its strategy on establishing an eco-friendly corporate culture. It also obtained ISO 14001 environmental management system for the first time in the domestic mobile operation.</p> <p>See 2011 sustainability report here: http://www.sktelecom.com/eng/jsp/n_sktintro/PopReportDownload.jsp?f_year_gb=2011</p> <p>See e.g. Strategy 5: Environmental Management in the Appendix.</p> <p>POSCO Energy (South Korea) also has an integrated Environmental Management System, POSCO Family's G-cop system, based on ISO14001 standards (which it acquired certification in December 2011). See details on pages40-41.</p> <p>See 2011 sustainability report here: http://database.globalreporting.org/reports/view/10852</p> <p>Holcim (China): Can keep most of the material about the BMS, adding a few sentences connecting to China. Documents showing that IUCN is also working with Holcim China to device local strategy can be found here:</p> <p>http://www.holcim.com/fileadmin/templates/CORP/doc/Holcim_IUCN_FactSheet_Mar2011.pdf</p>



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References	Tips	Sources
Facilitator Notes page 83-84 Session 8 Slides 83-84 Current biodiversity/ecosystem services legislation	<p>Find legislations for Asia, with specific focus on Thailand, and big picture coverage of China and Korea. (The document currently uses the US and the EU as examples.)</p> <p>Some factors to consider:</p> <ul style="list-style-type: none"> -Current national regulation? -The country's master plan with respect to environmental issue? -Local trend? -Discuss risks and opportunities that may come with legislation (especially for firms). <p>"In Vietnam, the country is continuing to elaborate on more details of their 2008 biodiversity law. On 18 January, 2011, Decree No. 113/2010/ND-CP (Nghị định số 113/2010/NĐ-CP) went into effect. The decree regulates damages from pollution and degradation on water, land, ecosystems, and priority species and spells out the process for claiming compensation. Authority is generally decentralized to the provincial level and the Ministry of Natural Resources and Environment, depending on the scale of the damage. The decree, however, is not entirely clear on how damages are calculated."</p> <p>"Under Japan's existing national Environmental Impact Assessment Law (enacted in 1997), impact mitigation measures may include avoidance, reduction, and compensation."</p>	<p>Thailand:</p> <p>National Policy Framework: 11th National Economic and Social Development Plan (2012-2015)</p> <p>National Plans on Environment and Climate Change Carried out by Ministry of Natural Resources and Environment National Strategic Plan on Climate Change (2008-2012) National Environmental Quality Management Plan (2012-2016) (Draft) National Master Plan on Climate Change (2010-2050)</p> <p>National Plan on Biodiversity: Fourth National Report on the Implementation of CBD (2009) Issued by the Ministry of Natural Resources and Environment Main item: Policy, Measure, and Plan for Sustainable Biodiversity Conservation and Utilization (2008 – 2012). This report is available at: http://www.cbd.int/doc/world/th/th-nr-04-en.pdf Note: For a brief overview of Thailand's biodiversity strategies, see: http://www.cbd.int/countries/?country=th</p>



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Sources (cont'd)

Ministries

Policy, Measure, and Plan for Sustainable Biodiversity Conservation and Utilization (2008 – 2012) was approved by the Cabinet on 5 January 2008.

It is carried out by relevant organizations including the Office of Natural Resources and Environmental Policy and Planning, Department of National Parks, Wildlife, and Plants, Royal Forest Department, Department of Livestock Development, Department of Agriculture, and Department of Medical Sciences (<http://www.cbd.int/doc/world/th/th-nr-04-en.pdf>).

Industries and firms (examples)

Establishment of a clearing house and information dissemination mechanism for businesses and consumers:

http://chm-thai.onep.go.th/index_eng.html

Company's biodiversity/ecosystem services strategies have to conform to Environmental Impact Assessment law.

Korea and China:

For similar documents and coverage of Korea's and China's biodiversity, ecosystem service legislation, see:

<http://www.cbd.int/countries/?country=kr>

<http://www.cbd.int/countries/?country=cn>

Reference: UNP, Global Environment Facility, Ecosystem Marketplace, "State of Biodiversity Markets – Offset and Compensation Programs Worldwide" 2011 Update,



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References	Tips	Sources
Facilitator Notes page 93-94 Session 8 Slides 95-98 Access and benefits sharing case study	Find Asian case study, with specific focus on China, Korea and Thailand (currently Natura)	<p>Shangri-la Asia Hotels and Resorts (Hong Kong). The Sanctuary program (p.49-55) and its community development program (p.28-34) give extensive examples of biodiversity preservations at its resorts and local community protection, engagement and enhancement.</p> <p>Note: Shangri-la Hotels and Resorts is a constituent of the Hang Seng Sustainability Index making it the only hotel brand represented on the list (http://www.shangri-la.com/corporate/about-us/corporate-social-responsibility/sustainability/).</p> <p>The 2010 sustainability report (its first; reports will be issued every 2 years) can be found here: http://www.shangri-la.com/uploadedFiles/Corporate/about-us/corporate-social-responsibility/sustainability/Shangri-La%20Asia%202010%20Sustainability%20Report.pdf</p>



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References	Tips	Sources
Facilitator Notes page 96-100 Session 8 Slides 100-103 Sustainable/green procurement policies examples	<p>Remove one of the EU/UK public procurement policies and replace with China's green public procurement program</p> <p>Consider replacing one of the corporate sustainable procurement policy with examples in Asia, with specific focus on Thailand, Korea and China</p> <p>Give an example of procurement policy of Walmart or Target, whose supply chains are partly in Asia. Asian companies will likely be highly affected by their procurement policies.</p>	<p>See literature review about Chinese green public procurement program here:</p> <p>Qiao, Yuhua, and Conghu Wang. 2010. China Green Public Procurement Program: Issues and Challenges in its implementation. Proceeding of the 4th International Public Procurement Conference. Available at: http://www.ippa.org/IPPC4/Proceedings/07GreenProcurement/Paper7-6.pdf</p> <p>For a more abbreviated coverage, though not too updated, see: Worldwatch: Chinese Government to Start Buying "Green", available at http://www.worldwatch.org/node/4760.</p> <p>SCG (Thailand) as an examples a of green procurement policy among Asian firms. See 2011 sustainability report here: http://www.scg.co.th/en/05sustainability_development/03_sustainability_report.html</p>



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Sources (cont'd)

See page 36 for green procurement strategies and pages 37-39 on green products and services

Target (US): See 2011 sustainability report here.

http://hereforgood.target.com/_ui/pdf/2011_full_report.pdf

See e.g. p12 on sustainable seafood two-fold procurement strategy.

Walmart (US): See 2011 sustainability report here.

<http://www.walmartstores.com/sites/ResponsibilityReport/2011/WalmartGRR.pdf>

See e.g. page 73 on Beijing Sustainability Summit and environmental goals for supplier selection.



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References	Tips	Sources
Facilitator Notes page 101-102 Session 8 Slides 104 Opportunities for business engagement	Find examples of Asian partnerships	<p>Other possible opportunities for business engagements:</p> <p>ASEAN Center for Biodiversity: Established in 2005 by agreement of 10 ASEAN member states to become regional centre of excellence and cooperation among ASEAN members on the conservation and sustainable use of biological diversity and the fair and equitable sharing from the use of such diversity (for more information browse: http://www.aseanbiodiversity.org/).</p> <p>China's cement sustainability initiative: (http://www.wbcsdcement.org/pdf/csi_progress_report_2005.pdf)</p> <p>WBCSD China, Korea, and Thailand chapters.</p> <p>Forest Trends, BBOP and IUCN (which offer partnerships with companies)</p> <p>Conservation International (biodiversity initiative) (for more information browse web at: http://www.conservation.org/learn/biodiversity/Pages/overview.aspx)</p> <p>Also check this source WBCSD, CEV Helpdesk Call presentation (May 2011) (WBCSD Members only): http://www.wbcsd.org/Pages/EDocument/EDocumentDetails.aspx?ID=13754&NoSearchContextKey=true</p>



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References	Tips	Sources
Facilitator Notes page 104 Session 9 Slides 106 Knowledge share- regulations/policy for managing and mitigating ecosystem impacts	This session should be linked to pre-work exercise: delegates to write half a page on where they are currently affected by environmental legislation in their work, and challenges faced in this area	Make sure to ask about examples of legislation in other developed countries that could be the potential trend for Asia

5 Conclusion

BET is a useful program for companies to identify their ecosystems challenges. Based on the WBCSD Future Leaders Team's (FLT's) own experience in piloting the BET program in their own countries and sectors, it was found out that a customization framework would add value in helping to deliver the full potential of this program.

This framework document provides the user with both some general tips for customization, specific guidance on how to enhance the facilitator's notes, as well as some preliminary sources of information that can assist the user in customizing all the BET program modules, from 1 to 4. In addition, customized examples of the BET Executive Presentation for the Asian region (China, Korea and Thailand) and the extractives industry sector (Mining) are provided.

Customization is essential as it will allow the instructor to more easily engage the audience, considering that the interest of listeners will increase as they are able to identify with examples from similar companies and recognize opportunities for their own business. Equally, it is important to get to know the target audience and understand cultural differences in order to be able to make the needed cultural adjustments to the delivery of the BET program.



5 Conclusion

All in all, BET is a program that can be easily customized according to the learners' needs, as well as for a specific company, audience, industrial sector or region.

In terms of the program itself:

We bet, it will suit your business!

We bet, it will help your business





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WBCSD Future Leaders Team

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Disclaimer

This project is the outcome of one of the WBCSD Future Leaders Team 2012 group projects as part of their learning journey. It does not represent a policy or a position of the organization. All the tips, insights and identified sources of information contained in the document are the result of the FLT's own experience in piloting the program in their own countries and sectors. It is not promoting nor validating any particular approaches. The statements in this report are solely the opinions of its authors, and do not reflect their respective companies' views in any way.



FLT 2012