



SCALING UP SUSTAINABILITY COLLABORATION:
CONTRIBUTIONS OF BUSINESS
ASSOCIATIONS AND SECTOR INITIATIVES
TO SUSTAINABLE DEVELOPMENT



United Nations
Global Compact



About the United Nations Global Compact

The United Nations Global Compact is a call to companies everywhere to voluntarily align their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption, and to take action in support of UN goals and issues. The UN Global Compact is a leadership platform for the development, implementation and disclosure of responsible corporate policies and practices. Launched in 2000, it is the largest corporate sustainability initiative in the world, with over 8,000 companies and 4,000 non-business signatories based in 160 countries.

www.unglobalcompact.org

About the International Chamber of Commerce

The International Chamber of Commerce (ICC) is the world's largest business organization with a network of over 6.5 million members in more than 130 countries. ICC works to promote international trade, responsible business conduct and a global approach to regulation through a unique mix of advocacy and standard setting activities—together with market-leading dispute resolution services. ICC's members include many of the world's largest companies, SMEs, business associations and local chambers of commerce.

www.iccwbo.org

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Project management team:

UN Global Compact: Da Woon Chung, Lilian Liu, Alexandra Radulescu

International Chamber of Commerce: Louise Kantrow, Andrew Wilson

Editing team:

Boijayanti Gomez-Badillo, Claire Kells, Naoko Kimura, Bianca Wilson

Design team:

Tannaz Fassihi, Heidi Joulaee, Nilou Safavieh

Contributing partners:

Aluminum Association, Air Transport Action Group, Business for Social Responsibility, Consumer Goods Forum, Electronic Industry Citizenship Coalition, Global Salmon Initiative, Global Sustainable Tourism Council, International Advertising Association, International Agri-Food Network, International Chamber of Shipping, International Council of Chemical Associations, International Council of Forest and Paper Associations, International Council on Mining and Metals, International Federation of Accountants, International Federation of Freight Forwarders Associations, International Federation of Pharmaceutical Manufacturers & Associations, International Fertilizer Industry Association, International Road Transport Union, International Railway Association, IPIECA, Outdoor Industry Association, National Fisheries Institute's Crab Council, Royal Institution of Chartered Surveyors, Sustainable Shipping Initiative, Textile Exchange, Uganda Freight Forwarders Association, World Council of Civil Engineers, World Ocean Council, World Federation of Advertisers, World Federation of Exchanges, World Petroleum Council, World Steel Association, World Travel and Tourism Council.

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FOREWORD



John Danilovich
*Secretary-General
International Chamber
of Commerce*



Lise Kingo
*Executive Director
United Nations
Global Compact*

In September 2015, world leaders adopt the *2030 Agenda for Sustainable Development including 17 sustainable development goals (SDGs)* to accelerate transformative change needed to lead our world to a more sustainable future. This ambitious action agenda calls for a renewed global partnership to address urgent global sustainable development challenges such as ending poverty, tackling inequality, protecting the planet and women and girls' empowerment. Because no single actor can realize ambitious SDGs, the *2030 Agenda* emphasizes the active engagement of all key players on issues of common importance.

With increased appreciation for the role of businesses in addressing sustainable development, the *2030 Agenda* invites businesses to apply their creativity and innovation to solve sustainable development challenges. Clearly, the most important contribution that businesses can make to sustainable development is to be successful in their own business operations. However, corporate success in today's world economy is no longer defined by profits alone. Rather, it is defined by a company's ability to manage a broad range of social, environmental and ethical issues, and turn these non-financial risks into opportunities for growth and innovation. The practical means of integrating sustainable development priorities into business strategies and day-to-day operations can be a daunting task. These challenges are especially pronounced for small and medium-sized enterprises.

That is why it is important to work in partnership with business and industry associations to accelerate corporate engagement in the sustainable development agenda. With their extensive networks and sector-specific expertise, industry associations are able to serve as key platforms for sharing knowledge and know-how on integrating sustainable development measures into corporate management. By fostering partnerships, building capacity, setting technical standards, and diffusing best practices, they enable corporate action on sustainable development to be scaled up.

For over a decade, the International Chamber of Commerce — the world's largest business organization with a network of over 6.5 million members in more than 130 countries — and the UN Global Compact — the world's largest corporate sustainability initiative with over 8,000 corporate signatories from over 160 countries — have been working closely to further strengthen business engagement in sustainable development priorities. This publication is one such example of our ongoing collaboration. This joint publication showcases the contributions that business and industry associations have made to shape a more sustainable economy and highlights the benefits that these groups can bring to companies' sustainability work.

We hope "*Scaling Up Sustainability Collaboration: Contributions of Business Associations and Sector Initiatives to Sustainable Development*" will inspire business associations around the world to further strengthen their efforts in this area, and inform other stakeholders of their critical contribution to scaling up business-led sustainable development partnerships and collaboration. We are certain that both the newcomer and the experienced practitioner in this field will find this publication invaluable to their work.



INTRODUCTION

In 2015, three major international conferences – on development financing, the sustainable development agenda and climate change – are being convened to align policymakers on key sustainability priorities that will impact generations to come. Sustainable development is defined in *Our Common Future*, also known as the Brundtland report, as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”.³ Traditionally for business this has translated into the pursuit of profit that marries awareness and responsibility for environmental, social and governance issues.

In September 2015 the United Nations will launch a new set of Sustainable Development Goals (SDGs). The SDGs will bring clarity to thematic priorities recognized by the international community as central to tackling abject poverty and advancing sustainable and inclusive development. UN Member States agreed to 17 goals that address issues of poverty eradication, water and food security, education, public health, climate change, urban resilience, ecosystems and biodiversity, energy access, industrial development, job creation, sustainable consumption and production, good governance, partnerships and more.⁴ This comprehensive set of sustainable development goals can be used by the private sector as a framework to guide sustainability efforts, presenting a significant opportunity to drive corporate action and partnerships in support of shared global goals.

Since the onset of the process to develop the SDGs, more emphasis than ever before was placed on the role of the private sector as part of the solution. At the same time, business leaders are increasingly recognizing the advantages of integrating environmental, social and ethical considerations into their strategies and core operations. The rationale to align business priorities with a broader global development agenda can be manifold: as a pragmatic response by companies with global operations; in response to material needs in a world facing diminishing natural resources; as a function of executive thinking; or in response to pressure from shareholders

and other stakeholders. As strong consumer markets are a result of strong societies, efforts of the private sector to achieve the SDGs and prosperous societies will reap benefits for business.

The most fundamental contribution business can make towards these development priorities is to be financially sustainable while upholding high ethical standards in how they treat their employees, the environment, and the communities in which they operate. Companies with longer-term perspectives tend to have a more significant and longer-lasting impact on society, as they invest in physical infrastructure, educate workforces, and build capacity for research and development. However, the practical means of integrating sustainable development priorities into business strategies and day-to-day operations can be a daunting task. Challenges are especially pronounced for small and medium-sized enterprises (SMEs) that operate in developing economies.

Business Associations as a Partner for Sustainable Development

“Scaling Up Sustainability Collaboration: Contributions of Business Associations and Sector Initiatives to Sustainable Development” focuses on how business associations specifically can and are advancing sustainable development. Through their extensive networks, business associations are able to serve as key platforms for sharing knowledge and know-how on integrating sustainability measures into company operations. The role of business associations as an essential enabler to scale up corporate action on sustainable development is well recognized by companies. Over 53% of respondents to the UN Global Compact’s 2015 Annual Implementation Survey indicated that they take action in support of UN goals and development issues through partnerships and collaborative efforts.⁵ When asked which organizations they prefer to partner with, 61% of respondents indicated business associations as their preferred partner, ranking third after NGOs at 79% and other companies at 68%. Notably, 76% of the mid-cap companies (defined as employing between 5,000

– 50,000 people) indicated that they have undertaken partnerships with business associations, being the second most popular partner choice after NGOs. Similar outcomes were highlighted in the report *Joining Forces: Collaboration and Leadership for Sustainability* published by the MIT Sloan Management Review, the UN Global Compact and the Boston Consulting Group. The report states that 47% of survey respondents are engaged in collaboration and partnerships related to sustainability, with nearly 60% of these collaborations being with other business stakeholders, specifically business and industry associations.⁶

During the 2014 *Consultative Meeting on Corporate Sustainability with Global Trade and Industry Associations* convened by the UN Global Compact and the International Chamber of Commerce (ICC), business associations showcased an array of robust sector-specific activities that support sustainable development. They indicated that sustainability is a significant priority for many of their members. Meeting participants highlighted various activities which brought leaders and learners together: from offering a platform for discussing sustainability challenges and identifying best practices, to developing technical guidelines and providing trainings, and engaging in policy advocacy. Armed with expertise on their members' specific business environments and industry challenges, representatives from business associations illustrated practical ways to strengthen the business case and scale up existing efforts. However, these efforts are not widely recognized.

In order to highlight examples of how global business associations promote sustainable development around the world, the UN Global Compact, together with the ICC, embarked on this joint publication. It intends to serve as an inspirational guide for business associations and companies, as well as to inform key stakeholders of the role that business associations can play in advancing sustainable development.

The Diverse Roles of Business Associations

Business associations are voluntary membership organizations engaged in advancing the interests of their members, and there are thousands of such groups around the world.⁷ A variety of business-led groups are categorized as business associations, making it a highly inclusive term.⁸ They exist in varying

forms, including local associations made up of small business owners, sector-specific industry groups, issue-specific business-led groups open to select major companies, and multi-sector associations with nationwide membership. At the global level, the ICC is the oldest, largest and most representative business organization. Established in 1919, now with a network of over 6 million companies in more than 130 countries, the ICC promotes international trade, responsible business conduct and global advocacy. Its members include the world's largest companies, SMEs, business associations and local chambers of commerce. In addition to the ICC there are several regional business associations that are either multi-sector or sector-specific, consisting of national member chapters and multi-national companies.

Business associations focus on a range of topics relevant to their respective memberships. Their size, geographical reach, membership requirements, legal status, governance and funding models, and their missions define their key activities and services. Activities span from government affairs, data collection and research, knowledge diffusion and capacity building, legal services, and technical accreditation and standards, to industry promotion such as trade shows, events and networking.⁹ In collaboration with policy makers and Government agencies, these groups are credited for their contribution in developing markets through the various services they offer their members.¹⁰ In the past few decades, there has been increased recognition on the role of business associations in advancing economic development.

For markets to function properly, certain key conditions need to be met, including efficient and reliable infrastructure, the rule of law (e.g. property rights and contractual laws), and the absence of systemic, pervasive corruption. To enable market development, business associations have been proactive in advocating for the provision of these public goods by Governments. With member services such as technical standards, accreditation, informational exchange, capacity building and industry research, business associations contribute to creating a level-playing field, to facilitating information flows and to promoting cooperation in order to resolve common problems.¹¹ In other words, in their pursuit to improve efficiency in their industry, business associations provide “consequential spillover



benefits beyond their membership”.¹² Such benefits are even more pronounced with regard to the sustainable development-related issues that business associations pursue.

The Engagement of Business Associations in Sustainable Development

This publication attempts to capture the wide range of activities that business associations are undertaking to advance the SDGs. In particular, the cases featured in this publication illustrate how the sustainable development agenda is promoted through the offerings and core functions of business associations.

- **Information and knowledge diffusion:** Traditionally, one of the most important functions that business associations play is to help companies access information and stay up-to-date with the latest trends in their industry. In developing economies, knowledge diffusion has been a critical factor in strengthening the competitiveness of SMEs, as well as enhancing their ability to innovate. Given their broad scope, sustainable development issues are often perceived as abstract and materially irrelevant to business operations. This publication

demonstrates cases where business associations, with their extensive membership networks, provide clarity around practical actions that companies can take. Often, the actions address core issues that are the most relevant to their respective industries. Sharing best practices and convening networking meetings are two of the most frequently cited mechanisms for information and knowledge diffusion.

› **Best practices**

› **Networking and learning meetings**

- **Capacity-building and education:** Continued education is an essential mechanism for innovation and adaptability, particularly in a constantly changing global economic environment. This publication illustrates that many business associations, often in partnership with universities and training institutes, develop a range of educational materials and curricula. They also offer professional programmes for quality assurance and make themselves accessible to SMEs

and individual business owners. Capacity-building and training programmes enable members to develop employees who are equipped with skills essential for addressing sustainability challenges.

› **Professional training**

› **Accreditation**

- **Technical standards and specifications:** Through standards and specifications, business associations help companies and member associations understand the practical implications of key sustainability issues. In some instances, technical standards are developed to complement existing or forthcoming policy directives, e.g. health and safety regulations. On other occasions, business associations develop voluntary performance standards to create a level playing field for companies in their industry to respond to emerging sustainability challenges. Development of technical standards is not only beneficial to business; it is also valuable in facilitating the flow of information on sustainability-related corporate performance to key stakeholders, including policymakers, investors and consumers. As demonstrated in this publication, a growing number of business

associations are moving towards developing sustainability certification programmes. This is being done in an effort to provide assurance on corporate commitments to sustainable development and to offer a coherent framework for action.

- › **Commitment Statement**
- › **Code of Conduct**
- › **Set of Principles**
- › **Certification**

- **Policy advocacy and public affairs:** As the trusted voice of business, business associations engage in policy advocacy and public affairs on a range of sustainable development issues. In this publication, several business associations showcase how they interface with global public policy and collaborate with international organizations on a number of issues, ranging across indigenous peoples, food security, public health, ocean governance, transportation, climate change and energy access.
 - › **Intergovernmental processes**
- **Fostering and brokering partnerships:** As outlined above, companies are looking to business associations for partnerships to support them on sustainable development issues. Partnerships, bringing more than two actors together to work towards a common solution, exist in many shapes and forms. The majority are implemented at the local level, as they are designed to tackle specific local sustainability challenges. In this publication, a number of associations illustrate engagement with their members through partnership activities. They raise awareness of the value of partnerships and offer initiatives that members can become involved in to address sustainable development challenges. In addition, business associations serve as a broker and facilitator of core-business-oriented partnerships by matching their members' core expertise and resources to the most suitable partners.

This publication showcases the sustainability work of business associations and how this aligns with the 17 SDGs. The collected examples span a wide spectrum of areas, from environmental, social and governance issues, to economic development and governance, to partnerships and collective action. While national associations and multi-sector examples are included, this publication pri-

marily highlights industry-specific initiatives at the global level. To categorize examples by industry sector, the publication uses the Thomson Reuters Business Classification (TRBC) methodology¹³.

The illustration on page 10 and 11 shows that there are efforts being made towards every single one of the 17 SDGs. Based on the submitted cases, goal 8, to *"promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all"*, followed by goal 12, to *"ensure sustainable consumption and production patterns"* and goal 13, to *"take urgent action to combat climate change"*, were the three most commonly addressed goals by the featured organizations. About half of the cases also work towards goal 17 in order to *"strengthen the means of implementation and revitalize the global partnership for sustainable development"*. These results do not imply that some sustainable development issues are more important than others. Rather, they illustrate how the material relevance of certain areas in sustainability differs from one business association to another.

This publication was developed in consultation with numerous business associations and industry groups that contributed with significant intellectual input and support. In addition to the research of the UN Global Compact and International Chamber of Commerce, information was collected from key industry partners and groups that engage in various UN processes. The project cycle included interactive discussion and constructive feedback from the participating organizations.

"Scaling Up Sustainability Collaboration: Contributions of Business Associations and Sector Initiatives to Sustainable Development" aims to show the roles that business and industry associations play in the economy, and how they can help to shape a more sustainable economy and transform their industries. Moreover, this publication also seeks to highlight the benefits that business and industry associations can bring to companies' sustainability work. Although the cases collected are limited in number, the diverse nature of the contributions make the case for what business associations are currently doing and what they can do going forward to promote sustainable development and advance the SDGs.

		Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6	Goal 7	Goal 8	Goal 9	Goal 10	Goal 11	Goal 12	Goal 13	Goal 14	Goal 15	Goal 16	Goal 17
ENERGY	IPIECA						●	●	●	●				●	●	●		●
	World Petroleum Council					●		●	●					●				●
BASIC MATERIALS	The Aluminum Association							●	●	●		●	●	●				●
	International Council of Chemical Associations						●	●					●	●				
	International Council of Forest and Paper Associations							●					●	●		●		
	International Council on Mining and Metals			●			●		●				●	●		●		
	World Steel Association								●	●		●	●			●		
INDUSTRIALS	Royal Institution of Chartered Surveyors	●				●	●	●		●		●	●	●		●		
	World Council of Civil Engineers			●			●	●		●		●		●				
INDUSTRIALS - TRANSPORTATION	Air Transport Action Group								●	●				●				
	International Chamber of Shipping							●	●					●	●			●
	International Federation of Freight Forwarders Associations, Uganda Freight Forwarders Association	●							●									
	International Road Transport Union	●	●		●				●	●	●	●	●					●
	International Railway Association			●					●	●		●		●				
	Sustainable Shipping Initiative			●					●				●	●	●			
CONSUMER CYCLICALS	Consumer Goods Forum	●				●	●		●				●	●		●		●
	Electronic Industry Citizenship Coalition								●				●				●	
	Outdoor Industry Association			●			●		●		●		●	●	●	●	●	●
	Textile Exchange						●		●				●			●		●
	Global Sustainable Tourism Council	●							●				●		●	●		
	World Travel and Tourism Council								●	●			●					
CONSUMER CYCLICALS - MEDIA & PUBLISHING	World Federation of Advertisers												●					●
	International Advertising Association													●			●	●
CONSUMER NON-CYCLICALS	Global Salmon Initiative	●											●		●			●
	International Agri-Food Network		●															
	International Fertilizer Industry Association	●	●			●										●		
	National Fisheries Institute's Crab Council								●				●		●			
FINANCIALS	International Federation of Accountants				●				●	●			●	●			●	●
	World Federation of Exchanges								●									
HEALTHCARE	International Federation of Pharmaceutical Manufacturers & Associations			●					●	●								●
MULTI-SECTOR	Business For Social Responsibility, Transport & Logistics, Healthcare			●			●							●	●		●	●
	World Ocean Council						●								●			●



CASE STUDIES

ENERGY

INDUSTRY GROUP: Coal, Oil & Gas, Oil & Gas Related Equipment and Services, Renewable Energy, Uranium

This industry sector includes companies that supply energy sources such as oil and gas, coal or renewable fuels. All industries in the global economy depend on fuel to operate. For decades, coal, oil, gas and other energy companies have provided the fundamental energy sources that help economies to thrive. These companies are increasingly finding new ways to operate that minimize negative environmental and social impacts. Through the transformation of technology, processes and materials, the energy sector is experiencing significant change and innovation. In richer countries, energy providers are evolving to service consumers and businesses that are increasingly environmentally and socially aware. In developing countries, energy sector development can increase access and reliability of energy supply, which can contribute to alleviating poverty and improving well-being for large populations around the world.

IPIECA

IPIECA, the global oil and gas industry association for environmental and social issues develops, shares and promotes good practices and knowledge to improve the industry's environmental and social performance. Growing from a small group of founding companies in 1974, today IPIECA has 36 member companies operating in 146 countries and covering over half the world's oil and gas production. The environmental, social and climate change challenges facing the world are huge in scale and complexity; they cannot be solved by any single organization. Tackling them requires effective, wide-ranging partnerships with key stakeholders. Understanding the magnitude of these challenges, IPIECA's remit today covers the full spectrum of climate and energy, environmental and social issues relating to the oil and gas industry, including issues such as biodiversity and ecosystem services, climate change, fuels and products, health, oil spill preparedness and response, reporting, social responsibility and supply chain.

IPIECA's ambitious vision is for an oil and gas industry that successfully improves operations and products to meet society's growing expectations of environmental and social performance. This vision drives IPIECA's inclusive approach to membership and their members towards a goal of continuous improvement.

Partnerships

From its creation, IPIECA has leveraged the power of partnerships by working closely with key stakeholders. These partnerships have fostered a fact-based approach to sustainable development issues, which has helped to deliver specific improvements on how the oil and gas industry addresses sustainable development challenges.

IPIECA is the industry's principal channel of communication with the United Nations. It has become a respected and authoritative voice for the sector, using long-established links with the United Nations, intergovern-

mental organizations and other institutions to ensure key stakeholders are kept informed about the industry and its activities.

In bringing together oil and gas companies and other interested parties, IPIECA has facilitated partnerships that have generated practical solutions and better equipped companies with the knowledge and tools needed to meet the world's energy demand through responsible production. The UNEP-led Partnership for Clean Fuels and Vehicles, which has phased out the use of leaded gasoline in Sub-Saharan Africa, and the IPIECA-International Maritime Organization Global Initiative, which works to improve prevention and preparedness in priority regions around the world, are two examples.

IPIECA's Business and Human Rights Initiative

IPIECA's work in the area of social responsibility covers human rights, responsible security, indigenous peoples, social investment and other local issues. Activities include the development of good practice guidance, practical tools and training materials together with knowledge sharing on current issues and emerging trends across IPIECA's membership and the wider industry.

Within IPIECA's social responsibility programmes, the association plays a leading role in enhancing the oil and gas industry's understanding of its obligation to operate responsibly while also engaging positively with stakeholders. IPIECA helps the industry to navigate these complex demands, and enables responsible operations that earn the respect and support of host communities – a significant factor in the long-term success of any business.

Since 2011, IPIECA has implemented a major initiative that builds on the collective experience and practical know-how of their members in the area of business and human rights. Specifically, IPIECA has worked to complement the existing capabilities of oil and gas companies in two key areas:

SUSTAINABILITY
PRIORITIES:
CLIMATE
AND ENERGY,
ENVIRONMENT,
SOCIAL
RESPONSIBILITY

1. **Guidance:** the development of guidance on the implementation of a human rights due diligence process, the integration of human rights in environmental, social and health impact assessments, together with a practical manual on the design, implementation and management of grievance mechanisms at the operational level. IPIECA also helps oil and gas companies to implement new and emerging international guidance, such as the 2011 *UN Guiding Principles on Business and Human Rights*.
2. **Training and tools:** IPIECA has developed a training toolkit to provide oil and gas companies and employees with knowledge for effective operational human rights management. IPIECA also issued a set of Implementation Guidance Tools for the *Voluntary Principles for Security and Human Rights* together with the International Finance Corporation, International Council on Mining and Metals, and the International Committee of the Red Cross.

These elements have contributed to IPIECA's success in enabling members to identify and share lessons learned, and also pinpoint areas where IPIECA can make the biggest contribution to their members:

- **Collaborative learning** through pilot projects and workshops with members and external organizations has created a growing bank of knowledge and practical experience.
- **Practical guidance** that is continuously being developed and enhanced supports integration of human rights into management systems.
- **Global involvement** with external organizations is enabling IPIECA to contribute to increased knowledge and ideas on business and human rights issues, and to engage in cross-sectoral, regional and global human rights initiatives.

Challenges

IPIECA is a membership driven organization. There are around 600 active member employees contributing to the work programmes from across its global membership. The majority of this work is focused on developing and sharing good practices and this takes place through nine expert working groups and over 50 taskforce groups. Member participation is voluntary and IPIECA continuously monitors the quality, relevance and timing of their efforts. One of the challenges faced by IPIECA, as with many industry associations, is that of accessing and maintaining the engagement of its members.

The association works to overcome this by ensuring that they deliver on the agreed objectives. The strategy follows a four-year cycle and builds on ongoing consultation with both its members and other stakeholders. Against a backdrop of increasing stakeholder activity and expectation, IPIECA is focused on the delivery of its strategy and accompanying work programmes that aim to achieve its vision of an industry that continuously improves its environmental and social performance.



WORLD PETROLEUM COUNCIL

SUSTAINABILITY PRIORITIES: SOCIAL RESPONSIBILITY, CLIMATE CHANGE, SUSTAINABLE ENERGY

The World Petroleum Council (WPC) is a non-advocacy, non-political organization with charitable status in the UK and has accreditation as a non-governmental organization (NGO) from the United Nations. The WPC is dedicated to the promotion of sustainable management and use of the world's oil, gas and other energy resources for the benefit of all. Established in 1933, the Council consists of 70 Member countries worldwide, representing over 95% of the world's oil and gas consumption and production, and covering all five continents.

All stakeholders, including energy producers, consumers, governments and civil society, need to work in close cooperation to find innovative ways to develop new oil, gas and alternative energy resources, as well as set higher standards for wiser, more efficient and cleaner energy consumption. In order to earn a societal license to operate and to be profitable, the industry must invest responsibly and ensure the sustainability of the environment for the next generations. In addition, communities that are impacted by oil and gas activities must enjoy a fair share of the benefits associated with that development.

The WPC acts as a catalyst and facilitates dialogue among stakeholders, both internal and external to the petroleum industry, on key economic, social, environmental and management issues in order to contribute towards finding solutions to those issues. It provides a platform for the oil and gas sector to engage with various sectors of society that have views on specific issues, such as the financial, economic, environmental and social sectors, as well as outside stakeholders from governments, other industry sectors, NGOs and international institutions. WPC

engages its membership through certain key initiatives:

- **World Petroleum Congress:** Every three years the WPC brings together industry leaders and experts for the largest gathering of oil and gas decision makers at the World Petroleum Congress, attracting on average about 5,000 participants. The Congress was initially designed to provide a forum to showcase technological advancements in both the upstream and downstream sectors of the petroleum industry. Today, the areas of discussion cover the full spectrum of the oil and gas sector, including the many non-technical aspects of the industry. Sustainability issues have moved to the top of the agenda. During the Congress, a full programme of social responsibility topics was integrated into the agenda, including the "Social Responsibility Global Village". Today, the WPC and the Congresses play a significant role by providing a forum for stakeholder dialogue on sustainability issues within the oil and gas sector.
- **WPC Leadership Conference:** To further emphasize sustainable development in the industry, WPC launched the WPC Leadership Conference on "Responsibility, Cooperation, Sustainability" in Norway. It brought together industry representatives to discuss and demonstrate best available technology and best practices to minimize impacts and risks on communities and environments around the world where the industry operates. Over 60 industry leaders and senior decision makers shared technological innovations and business strategies to responsibly address the chal-

allenges of developing new frontiers and making them sustainable from a business, environmental and societal perspective. By highlighting some of the most challenging environments, such as the Arctic and unconventional oil and gas operations, the industry demonstrated commitment to finding sustainable solutions and raising standards in the sector, through responsible actions and close cooperation with all stakeholders. The event is now an integral part of WPC's sustainability engagement and the WPC Leadership Conference will be held every three years to bring the industry and its stakeholders together in a forum for open exchange.

- **Sustainable Energy For All:** A key area where the oil and gas sector can make a difference is by addressing energy poverty. In 2014 WPC joined with the OPEC Fund for International Development (OFID) to create a platform to share the objectives of the UN's *Sustainable Energy for All* (SE4ALL) with representatives of the oil and gas sector, inviting them to join the effort in alleviating energy poverty around the world. As part of WPC's commitment to the UN's Decade of Sustainable Energy, Dr. Kandeh Yumkella addressed the inaugural WPC Leadership Conference on "Responsibility, Cooperation and Sustainability", highlighting high impact opportunities for petroleum companies in combating energy poverty within the framework of SE4ALL and laying the groundwork for the creation of an Energy Access Platform for the petroleum industry.

The petroleum sector represents a major part of the solution in meeting the world's future energy demand. The industry must respond to this challenge in a way that is economically viable, environmentally sound and socially responsible. One of the greatest challenges the oil and gas industry faces is to enhance its reputation and credibility with its many stakeholders. In order to maximize the contribution to this challenge, companies need to build trusting relationships with their stakeholders. WPC provides a platform for such stakeholder dialogue in order to level the playing field within the industry so that all companies recognize and respond to pressing global issues in a clear and consistent manner.

BASIC MATERIALS

INDUSTRY GROUP: Chemicals, Metals & Mining, Construction Materials, Paper & Forest Products, Containers & Packaging

The basic materials sector includes mining, refining of metals, forestry products and chemicals. It provides the raw materials that are used in industrial manufacturing and construction processes. Raw materials are crucial inputs to value chains across numerous industries. As a result, this sector is particularly sensitive to changes in global supply and demand. As economic growth patterns become less predictable and economies more volatile, the sector is striving to become more resilient and more sustainable. A growing number of companies in this sector are seeking to innovate through life-cycle thinking and the use of renewable technologies. Through increased transparency and governance in extracting and processing raw materials, the sector is prioritizing community needs as well as respecting the environment.

THE ALUMINUM ASSOCIATION

The Aluminum Association represents US and foreign-based companies and their suppliers throughout the aluminum value chain, from primary production to value-added products to recycling. The association is the industry's leading voice, providing global product standards, business intelligence, sustainability research and industry expertise to member companies, policymakers and the general public. With a history of more than 80 years, the organization is the world's first established trade association for the aluminum industry.

Aluminum has many unique properties and characteristics; the material has high strength-to-weight ratio, and it is durable and resistant to rust and corrosion. It is also infinitely recyclable. The most significant, growing market for aluminum worldwide is the transportation sector, particularly the automotive industry. Although the global resources to produce aluminum are abundant, making new or primary aluminum is an energy-intensive process. The use of energy and resulting carbon emissions are the most significant environmental challenges for the global industry.

Recycling aluminum at the end-of-life can significantly reduce the industry's overall energy, carbon, and environmental footprint. Producing recycled aluminum takes just 8% of the energy needed to make new aluminum. Therefore, recycling is one of the most critical ways for the aluminum industry to achieve its overall sustainable development goals¹⁴. As of 2012, about 74% of all aluminum ever made in the world is still in use. This is a result of both the long service life of aluminum as a material and the industry's pioneering and decades-long effort in recycling¹⁵.

Over the past two decades, the Aluminum Association has played a key role in coordinating with member companies and other key stakeholders to address the sustainability challenges of the industry. From the product stewardship point of view, the association promotes a comprehensive evaluation of aluminum as a material from the entire life cycle perspective, focusing on both the "costs" and "benefits" – from production to use to the fate of the end-of-life. The goal is to minimize "costs" and maximize "benefits". From the corporate stewardship perspective, triple bottom line principles are being emphasized, where the organization encourages corporations to conduct business by comprehensively addressing environmental, social and governance issues.

The process has evolved from setting voluntary greenhouse gas reduction targets in the 1990s to developing comprehensive strategies and programmes:

- **Setting standards and targets:** In 1995, the Aluminum Association signed a memorandum with the U.S. Environmental Protection Agency to voluntarily reduce the emissions of one of the industry's greenhouse gases, namely perfluorocarbon (PFC). By 2013, the industry reduced a cumulative amount of more than 150 million tons of CO² equivalent, compared to a business as usual baseline, and on a per ton aluminum output basis, the reduction is about 85%¹⁶. The reduction has been largely achieved by member companies' efforts to develop and adopt advanced computer control technologies and better practices in operation process management.
- **Research:** In 2009, the organization con-

SUSTAINABILITY
PRIORITIES:
LIFE CYCLE
THINKING,
CLEANER
PRODUCTION AND
CONSUMPTION,
RECYCLING,
PRODUCT
STEWARDSHIP
AND CORPORATE
STEWARDSHIP

ducted a research study to better understand sustainability issues in the industry. Industry-wide data that focus on the full life cycle of aluminum and its accompanied environmental costs and benefits were collected. By using the trade association as a collective powerhouse of knowledge in understanding the industry and its products, the Aluminum Association identified key strengths and weaknesses of the industry and pointed stakeholders in the right direction to make effective improvements for sustainability with limited resources. Through research, stakeholders are beginning to re-evaluate aluminum as a sustainable material. For instance, the automotive industry is contributing to the trend of substituting aluminum for heavier steel options in automobiles. The most prominent example of this is the Ford Motor Company that reduced the weight of its flagship F-150 truck by more than 700 pounds through using a military-grade aluminum body. It is estimated that by 2025, aluminum content in an average passenger vehicle will have grown from 350 pounds to 547 pounds in North America¹⁷.

- **Guidance and indicators:** Business sustainability is ultimately about both the products and the corporations, which is why the association is now moving to develop guidelines and indicators to measure

the overall corporate stewardship of its members, expected to roll out in 2015. The initial indicators are: energy and climate, resource efficiency and waste reduction, supply chain management, eco-labeling, labour practice, human rights, people and community, and product responsibility. The system will consider environmental, social and economic impacts of aluminum companies operating in North America. The Aluminum Association plans to benchmark progress through annual surveys and analysis, identifying strengths and weaknesses and encouraging continued improvement opportunities.

A key challenge has been to engage both large and small businesses to participate. These firms have different levels of available resources and satisfy varying societal needs and markets. To address this, the organization created a “Sustainability and Communications Committee” as a governance body to initiate sustainability programmes, mobilize members and engage stakeholders, hold conferences, seminars and workshops, and address any issues and concerns. Committee leadership in the past has been held by smaller companies, showing the breadth of the industry. Through this group, members have been assured that the results of the association’s work will create long-term value and lead to a healthier and more prosperous industry for companies of all sizes. A key lesson learned, particularly for smaller businesses, is that the association is an excellent platform for engaging in sustainable development when facing resource limitations.

The activities led by the Aluminum Association are aligned with global industry efforts in sustainable development, undertaken by groups like the International Aluminium Institute and European Aluminium, as well as the Aluminium for Future Generations (AFFG) programme which focuses largely on environmental, social and governance issues related to ore mining and upstream production operations. These associations and initiatives will complement and reinforce one another, making sure that the industry evolves toward a healthier and more robust development path.



INTERNATIONAL COUNCIL OF CHEMICAL ASSOCIATIONS

The International Council of Chemical Associations (ICCA) is the global voice of the chemical industry. ICCA consists of more than 60 national and regional trade federations, with combined membership representing more than 90% of global chemical turnover. ICCA's vision is that "the global chemical industry will be widely valued and supported for its economic, social and environmental contributions to society".

Responsible Care® is ICCA's key initiative undertaken to advance sustainability within the chemicals supply chain. Responsible Care is the global chemical industry's unifying commitment to the safe management of chemicals throughout their life cycle, while promoting their role in improving quality of life and contributing to sustainable development. First adopted in Canada in 1985, the programme has since been embraced by chemical companies and trade federations across the globe. The Responsible Care Global Charter articulates a unifying vision for the implementing companies around the world.

Federations and their members implement Responsible Care programme to drive continuous improvement in health, safety, security and environmental (HSSE) performance, while fostering open and transparent communication with stakeholders. Each Responsible Care programme is based on a set of eight "Fundamental Features", which provide for global consistency and allow for the tracking of implementation progress. The Fundamental Features provide for flexibility, allowing each sponsoring federation to adapt

its programme to meet local societal expectations. ICCA, through its Responsible Care Leadership Group, provides direction to, and monitors the progress of, individual Responsible Care programmes, including the collection of key global performance indicator data, which is shared with industry stakeholders.

Through Responsible Care, ICCA and its member federations address a number of sustainable development focus areas including minimizing the industry's environmental footprint; creating safe workplaces; promoting safe chemicals management throughout industry supply chains; and collaborating with stakeholders to respond to common concerns. Components of the initiative include:

- **Indicators and reporting:** ICCA provides tangible evidence of Responsible Care's contributions to aspects of sustainable development through the collection and publishing of industry performance indicators. Even as the number of participating Responsible Care federations grew and global chemical production increased during the period 2002 to 2012, ICCA is able to report continued progress on reductions in energy intensity, emissions, worker safety incidents and transportation/distribution incidents. At the national/regional level, individual federations collect and report performance indicators as part of their commitment to improved performance and public reporting.
- **Setting standards and best practices:** A

SUSTAINABILITY
PRIORITIES:
PROTECTION
OF HUMAN
HEALTH AND THE
ENVIRONMENT

key element of each Responsible Care programme is a set of codes and best practices for improving industry HSSE performance. It is through the implementation of these codes and systems that individual companies improve their performance and contribute to collective industry performance. In addition to traditional inside-the-plant HSSE activities, Responsible Care addresses product safety and stewardship, supply chain management, transport safety and stakeholder dialogue. Responsible Care provides the industry with a common set of expectations and allows for the sharing of learning and best practices at the company, federation and global level. Responsible Care success can be found in economies as diverse as Canada and Sri Lanka, and among both large multinationals and SMEs.

- **Product stewardship:** Product stewardship or the safe management of chemicals in the supply chain has been a key facet of Responsible Care for more than twenty-five years. Responsible Care companies' products may pass through several chains of custody and undergo multiple transformations before reaching the end-use consumer. As a result, Responsible Care recognizes the unique responsibilities of all participants in the industry's supply chain and the role of manufacturers in working closely with their value chains to ensure the safe management of chemicals at all stages of a product's lifecycle.
- **Capacity-sharing:** In 2006, as part of its commitment to safe management of chemicals, ICCA adopted the Global Product Strategy (GPS) as a cornerstone contribution to the UN's Strategic Approach to International Chemicals Management (SAICM). GPS is built on Responsible Care's legacy commitment to product stewardship and is intended to promote the safe use of chemical products and enhance best practices along the supply chain. GPS's focus on capacity-sharing aims to reduce the differences in safe handling of chemical substances between developing, emerging and industrialized economies; promote safe handling and use across the supply chain through the provision of relevant and reliable information; and foster greater transparency to assist stakeholders, including members of

the public, in understanding safe use and management of chemical products.

- **Stakeholders and outreach:** As a SAICM stakeholder, ICCA, its member federations and individual companies cooperate with governments and non-governmental organizations to achieve the UN's vision of safe management of chemicals by 2020. ICCA's contributions to SAICM's vision, and sustainability in general, include continued expansion of Responsible Care and GPS into new economies, capacity-building and educational outreach to SMEs in developing and emerging economies, and contributions to the development of strong chemical management regulations worldwide. In addition, chemical companies from across the world have developed and publicly posted more than 3,500 GPS Product Safety Summaries on the ICCA's GPS portal. These summaries provide industry stakeholders with information on the HSSE properties of chemicals in terms that are understandable to the layperson.

Responsible Care provides many benefits to chemical companies across the globe and contributes to sustainability objectives. Ever-improving industry HSSE performance has led to reduced environmental footprints, safer workplaces and more efficient and safety-conscious supply chains both in developed and developing economies. And as new issues and challenges emerge, Responsible Care adapts to address society's expectations and performance challenges. Over the past decade, emerging issues such as chemical facility and product security, process safety, and sustainable products and supply chains have emerged as key stakeholder expectations and societal concerns, and the programme has adapted to meet these elevating expectations. New codes, practices and performance measures have been developed to address these emerging critical areas, a hallmark of the programme that seeks to rise to the ever-changing challenges of sustainability.



INTERNATIONAL COUNCIL OF FOREST AND PAPER ASSOCIATIONS

**SUSTAINABILITY
PRIORITIES:
CLIMATE
CHANGE, GLOBAL
ENERGY SUPPLY,
SUSTAINABLE
FOREST
MANAGEMENT,
COMBAT ILLEGAL
LOGGING**

Paper and wood products are sold globally, used across many sectors and are integral to many supply chains. The global forest products industry is uniquely positioned to meet the large-scale and increasingly global demand for a wide variety of sustainable products. The industry provides packaging that protects food from spoilage, renewable energy, shelter, hygiene products such as tissue paper and paper towels, printing and writing paper for communications and education, and multiple innovative solutions to challenges posed by the growing world population.

The International Council of Forest & Paper Associations (ICFPA) is a worldwide network of forest and paper industry associations, representing more than 30 national and regional forest and paper associations around the world. Together, ICFPA members represent over 90% of global paper production and half of global wood production.

The ICFPA promotes cooperation in areas of common interest to its members and serves as the industry's advocate at the international level with organizations such as the United Nations Food and Agriculture Organization, the United Nations Economic and Social Council, and the World Business Council for Sustainable Development.

CEO Leadership Statement

The ICFPA's 2006 CEO Leadership State-

ment, which was signed by 93 CEOs of forest products companies and presidents of forest products associations from 25 countries, outlines the industry's commitment to global sustainability. Recognizing the diverse ways the industry contributes to the economic development and social well-being of rural and urban communities around the world, and the fact that the industry makes recyclable products from a renewable resource, the statement outlines signatories' commitment to the following six focus areas:

- 1. Promoting Sustainable Forest Management (SFM):** The development of forest certification systems promotes SFM and improves forest management. Extending SFM certification systems to all nations assures that forest products are being produced sustainably from forests managed to the highest standards. Sustainable use of both natural and plantation forests will enable the world to meet its growing needs.
- 2. Combating illegal logging:** Illegal logging contributes to deforestation and undermines the viability of legally harvested and traded products worldwide. Laws and regulations — as well as effective government monitoring, enforcement and assessment of forests — are necessary to

counteract illegal logging and trade of illegally harvested wood. The industry uses responsible purchasing policies for its inputs, tracking/tracing systems, forest certification, codes of conduct, company sustainability reporting, independent third party auditing and certification to prevent illegal logging. The importance of poverty alleviation to combat illegal logging is also recognized.

3. Fiber use and recovery: The recovery of paper and wood products provides an essential and complementary source of fiber to create useful new products. Working with stakeholders to increase recovery rates and investing in technology to increase recycled fiber input into modern paper and wood products optimizes the use of wood fiber as raw material.

4. Environmental management: Complying with national regulations and applying environmental management systems to continuously improve the environmental practices and performance in industry operations – including continuing to reduce the use of water and energy in manufacturing – ensures that resources the industry depend on are maintained for generations to come.

5. Creating solutions to global climate change and energy supply challenges: Growing trees absorb CO² from the atmosphere, and wood and paper products store CO², sometimes for many decades. Fiber from sustainably managed forests makes a positive contribution to the world's future energy supply. The industry can provide innovative energy solutions that will increase efficiency, reduce reliance on fossil fuel and expand the use of renewable energy sources.

6. Investing in workers and communities: Contributing to the economic and social well-being of workers and communities where the industry operates is essential. This includes maintaining a safe work environment, improving health and safety standards and practices, advancing workers' skills and capacities, and engaging with key stakeholders, interest groups, and indigenous communities in an open and respectful manner.

As an association, the ICFPA undertakes a few key roles:

- **Reporting:** Progress in these areas of importance is covered in the ICFPA's biennial Sustainability Report, which highlights the industry's global performance and progress as well as local initiatives. The latest report was released in May 2015.
- **Coordination and dialogue:** The ICFPA serves as a forum of global dialogue, coordination and cooperation among forest and paper associations. Members develop common positions on issues of mutual interest. The ICFPA has policy statements on forest plantations, carbon neutrality of biomass, SFM certification, illegal logging and climate change, complementing the six focus areas that are outlined in the CEO Leadership Statement.
- **Assistance:** Members share best practices, case studies and success stories through the ICFPA newsletter and website. Communication materials, such as posters and videos on industry-relevant issues, are made available to ICFPA members and can be adapted to the membership's local audiences.

While all ICFPA members endorse its leadership and policy statements, international regulations and standards are hard to come by because they vary greatly within different sectors and countries. In addition, the availability of data differs from country to country, as do ways and units of measurement. This poses challenges to global data collection for the industry. In response, members seek to standardize and increase consistency in metrics, while refining activities and expanding participation from existing and potential member associations.

As an established industry with products that are used all over the world, the forest products industry often sets the standard. Aware of the responsibility this entails, the ICFPA is committed to foreground the importance of sustainability and advance it in collaboration with its members and other stakeholders, resulting in stronger strategies for all involved parties.

INTERNATIONAL COUNCIL ON MINING AND METALS

SUSTAINABILITY PRIORITIES: RESPONSIBLE SUPPLY AND USE, HEALTH AND SAFETY, SOCIO-ECONOMIC CONTRIBUTION, ENVIRONMENTAL STEWARDSHIP, TRANSPARENCY

The International Council on Mining and Metals (ICMM) is a collaborative group of leading mining and metals companies created to strengthen the industry's contribution to sustainable development and catalyze strong environmental and social performance. ICMM engages with all parts of society to enhance understanding of the benefits, costs, risks and responsibilities of the mining and metals industry in contemporary society. The association's members employ about a million individuals in approximately 1,200 mining and metals facilities in roughly 60 countries. The members include 23 company members and 35 national, regional and commodity associations, that in turn represent about 1,500 to 2,000 companies. Together, their goal is to show leadership in responsible practice for the 6,000 to 7,000 listed mining and metals companies around the world, employing 2.5 to 3 million people.

Mining and metals are critical to modern society. As a growing and more urbanized world population becomes more dependent on mining products, it becomes ever more important to mine and produce metals responsibly. That was the purpose that emerged from the research project Mining, Minerals and Sustainable Development (MMSD), initiated by the International Institute for Environment and Development (IIED) and World Business Council for Sustainable Development (WBCSD). From 2000 to 2002, the MMSD project consulted approximately 50,000 people globally – large companies, small service providers, communities, civil

society organizations, indigenous peoples, governments and academia – to discuss concerns about mining and metals practices and innovative approaches to strengthening the industry's contribution to sustainable development. The result was the creation of ICMM, with a mission to strengthening the social and environmental performance of the mining and metals industry and to build recognition of its contribution to local communities and society at large.

At the heart of ICMM activity is a sustainable development policy framework with clear principles that embody responsible business practices in the mining and metals industry. Evolving position statements address sustainable development issues, and 10 principles and six position statements encompass concrete performance commitments. ICMM members issue a public, independently assessed report on their record in meeting these commitments, with reporting standards that observe Global Reporting Initiative (GRI) requirements. This integrated system of a policy framework, concrete commitments and independently assured performance reporting drives ICMM's members to continual improvement and contribution to sustainable development.

ICMM constantly works to align mining and metals-related activities with society's values and concerns. ICMM performance strengthens the industry's contribution to human and ecological well-being, and focuses on sustainable development efforts through collaborative action. Some priority issues include:

- **Social and economic development:** ICMM is championing collaborative approaches to addressing mining-related issues that affect social and economic development. Through its “Mining Partnerships for Development” initiative, ICMM runs programmes in mining countries to help all parties understand and strengthen the contribution of mining and metals to sustainable development based on input from key stakeholders. ICMM has also been active in international and national discussions on business and human rights, including the protection of mine workers, children and local communities. ICMM’s work on the relationship with indigenous people has been recognized as leading edge, particularly on the topic of “Free Prior Informed Consent”, or ensuring that people affected by mining operations will be given full, transparent information in order to ensure that local populations are fully respected within the planning and implementation processes.

- **Health and safety:** Worker and community health and safety is the top priority for ICMM members. Its most important tool is the cohesive building of good practice among health and safety experts so that the collective body of information on accidents, lessons learned and innovations contribute to its goal of zero fatalities.

- **Environment and climate change:** ICMM has developed a systematic approach to water stewardship through the “catchment-based approach” which accounts for the perspectives of communities right across the river basin, rather than just the water that is used within the mining operation. ICMM’s commitment to respect World Heritage sites and to work with all interests to address the crucial issue of biodiversity conservation has been internationally acclaimed. In 2011 ICMM created a dedicated programme to combat climate change through recycling, judicious use of water and energy, and transportation. A critical part of ICMM environmental work is to plan for mines, over the full life cycle, to make positive contributions for both the environment and people.

- **Materials stewardship:** ICMM promotes sustainable consumption and production. However, eco-efficiency through the re-

sponsible design, use, re-use, recycling and disposal of products containing metals and minerals remains at an early stage of development and application. More life cycle thinking is essential in order to successfully implement the Sustainable Development Goals. Moreover, metals and minerals are regulated worldwide as part of an extensive system of chemicals management – most recently, for example, by working with governments and regulators to establish new safety standards for the seaborne transportation of mining products.

- **Governance:** ICMM has long been a champion of enhanced transparency of mineral revenues in order to prevent corruption. ICMM is an active participant in and supporter of the Extractive Industries Transparency Initiative (EITI), an NGO that advocates for companies to publish what they pay to governments, and for governments to disclose what they receive from the resource industries.

- **ICMM operates in the arena of change management.** Historically speaking, there are long-held negative perceptions about the metals and mining industry, and ICMM is working to encourage recognition of the potential for mining to have a positive impact on sustainable development. ICMM sees this greater alignment of enlightened progress with public perception as a key element in incentivizing further progress in good practice.

The mining and metals industry has moved from a “trust me” world of 30 years ago, through an “engage me” world of a decade ago, to the “involve me” world of today. The key lesson is that the success for strengthening the contribution of mining and metals to sustainable development, while establishing a sense of trust and respect between the mining and metals industry and society, lies with strengthening relationships within the industry and between the industry and external stakeholders. Sustainability depends on people talking to people, and a lot of listening.

WORLD STEEL ASSOCIATION

SUSTAINABILITY PRIORITIES: SAFETY AND HEALTH, ENVIRONMENTAL PROTECTION, ETHICAL STANDARDS

The World Steel Association (worldsteel) represents approximately 170 steel producers, national and regional steel industry associations, and steel research institutes. Together, worldsteel members represent around 85% of world steel production. worldsteel's mission is to act as the focal point for the steel industry, providing global leadership on all major strategic issues affecting the industry, particularly focusing on economic, environmental and social sustainability.

The association engages its members in sustainable development issues through a wide variety of initiatives and collaborative member projects. A selection of different types of activities is described below:

- **Standards:** In 2002, the global steel industry worked together to establish a sustainable development policy and charter. This policy was built on a set of principles established in 1972. It underlines the commitments made by worldsteel's member companies to address the economic, environmental and social sustainability aspects of their businesses, and to engage in constructive dialogue with their stakeholders to ensure open and active communication to help fulfill these commitments. These commitments have been translated into an industry-wide "Worldsteel Sustainable Development Charter". In 2012, 66 members of worldsteel signed the Charter which commits them to improving the social, economic and environmental performance of their companies.
- **Reporting:** Since 2004 when worldsteel's first sustainability report was published, worldsteel members reported on eight sustainability indicators every year. The indicators are aligned to the commitments that were agreed to in the sustainable development policy. Company reporting is voluntary. In 2004, 42 steel companies participated with an increase to 149 companies in 2014, representing 40% of global crude steel production. The increase in participation is not equal across all indicators but companies are nevertheless encouraged to continue their participation even with fewer than eight indicators, as this allows them to monitor and improve their performance for those that they are able to report.
- **Data measurement:** In line with its priority to reduce CO² emissions and to set a baseline to benchmark improvements, the industry established a CO² data collection programme in 2008 called the "Climate Action Programme". It is open to all steel-producing companies in the world. The measurement framework covers all key points that influence CO² emissions and energy use. The association analyses the data and prepares a report for the participating companies. The report enables a company to see how each of its plants compares to others worldwide. The database now holds CO² and energy intensity data for 30% of global steel production capacity.
- **Guidance and research:** Life cycle inventory data from the members have been collected since 1995. The data is available on a global or regional basis and can include the benefits associated with recycling the steel at the end of a product's life. This data can be used to perform life cycle assessment

(LCA) studies on steel-containing products. LCA studies enable informed material selection decisions and more eco-efficient products by identifying potential areas to reduce the product's environmental footprint. In addition, worldsteel has published a series of publications in collaboration with its members demonstrating that steel enables a sustainable society through a circular economy, accounting for the full life cycle of steel products. They highlight the need for legislators and industry decision-makers to take a full life cycle approach before making legislative or manufacturing material decisions. Case studies from around the world are used to show how this is being carried out on a practical basis.

- **Training:** steeluniversity offers more than 30 training modules via its online learning system steelLearning+. This web-based industry university delivers education and training to current and future employees of steel companies and related businesses. Students from over 400 universities and employees from more than 100 companies have used steeluniversity to supplement their education. The initiative also sponsors an annual steelChallenge to test students and young professionals on their knowledge of steel manufacturing and on the use of advanced simulations offered in steelLearning+. More than 1,500 teams from 34 countries worldwide competed in 2014.
- **Health and safety:** In 2014 worldsteel and its members launched an annual global "Steel Safety Day" to continue working together with all involved in the industry to create a safer work environment. Participating companies carried out a safety audit across the entire company, from CEOs to engineers to managers, operators and service providers. The audit focuses on identifying the hazards for the main causes of safety incidents within the steel industry, and setting up action plans to manage the hazards and risks for each site. More than 480,000 people from 373 sites participated in the first industry-wide safety audit on 28 April 2014, including 39 member companies, representing 53% of worldsteel members' production.

Through its initiatives, worldsteel works to ensure that the steel industry is an integral

part of the global circular economy – an economy that promotes zero waste, a reduction in the amount of materials used, and encourages the reuse and recycling of materials. These are all fundamental advantages of steel, which is durable, reusable and 100% recyclable. Nevertheless, a broad range of challenging issues remains. While a significant part of the global steel industry already supports worldsteel's sustainability data collection efforts, there is still room to improve representativeness, currently at 30% to 40% of global steel production. As China produces more than half of total steel globally, increased participation by Chinese member companies is of particular importance.

Reducing global CO² emissions from the sector is a key challenge. The industry is delivering considerable success in maximizing emission reduction benefits offered by steel-using products over their life cycle. However, ill-considered national regulation can profoundly affect global competition, which needs to remain level and fair. Steel makers are facing a barrage of different and changing requirements from regulatory authorities, putting a considerable strain on members' resources.

Finally, attracting and retaining a talented workforce is not easy. The sector relies on technical expertise, thus knowledge management and transfer of this to a new generation is a major challenge.



INDUSTRIALS

INDUSTRY GROUP: Aerospace & Defense, Machinery, Equipment & Components, Construction & Engineering, Diversified Trading & Distributing, Professional & Commercial Services, Industrial Conglomerates, Freight & Logistics Services, Passenger Transportation Services, Transport Infrastructure

Companies in this industry segment span a wide range of business areas. They include machinery, equipment and component producers, construction and engineering, trading, distribution and freight service providers, as well as industrial transportation. Industrial goods are needed for industrial manufacturing and represent necessary inputs to other sectors as well. Therefore, companies in the industrials sector interface with many types of industries and have strong business-to-business interactions. This sector is strongly driven by the growth of heavy industries such as construction and infrastructure. Good governance has been a strong focus of companies in the industrials sector, as they work to ensure accountability to key stakeholders and respect for local communities, as well as to address potential health and safety issues in heavy manufacturing processes.

ROYAL INSTITUTION OF CHARTERED SURVEYORS

SUSTAINABILITY PRIORITIES: STRENGTHENING THE BUSINESS CASE, CAPACITY- BUILDING, NATURAL CAPITAL CONSERVATION, SOCIAL AND GENDER EQUITY, RESILIENCE AND ADAPTATION, PARTNERSHIPS

Established in 1868, Royal Institution of Chartered Surveyors (RICS) promotes and enforces the highest professional qualifications and standards in the development and management of land, real estate, construction and infrastructure. It accredits 118,000 professionals globally, and any individual or firm registered with RICS is subject to quality assurance. RICS members are working on real estate valuation and management, costing and leadership of construction projects, development of infrastructure, management of natural resources, environmental assessments and building control, as well as on negotiating land rights in emerging economies. With offices covering the major political and financial centers of the world, RICS strives to influence policy and embed standards at a national level. By working at a cross-governmental level, it aims to deliver international standards that will support a safe, equitable and vibrant marketplace in land, real estate, construction and infrastructure for the benefit of all. Corporate sustainability and advancing responsible business practices are integral to the public interest mission of RICS.

The sector RICS represents is responsible for more than half of global wealth. The global construction industry alone is one of the largest sectors in the world. Its contribution to global GDP makes up around one-tenth of the total with a share of overall employment of almost 7%.

At the same time, the sector has a substantial sustainability impact through land development, resource use and waste

generation during both the construction and occupational phases. The diversity and specialism of RICS members along the sectoral life cycle, and the impact that their activities and those of their clients have on society and the environment, drives RICS to engage on the widest range of sustainable development issues. These cover such diverse issues as land tenure, poverty alleviation, climate change mitigation and adaptation, resource efficiency, diversity and inclusion, affordable housing and sustainable city development, but also fighting corruption within the industry and the promotion of health, safety and well-being of workers and building occupants.

To cover such a wide range of issues in a holistic way, RICS engages its members through an integrated sustainability framework consisting of the following key elements:

- **Guidance:** RICS' core mission is to support its members to have the right skills and knowledge base to help their clients take the right kind of solutions to various dilemmas, including those pertaining to sustainability. For its members, it has issued guidance on key sustainable development issues covering topics such as sustainability in relation to the land, construction and real estate life cycle, sustainability and commercial property valuation, and embodied carbon. The lack of market confidence on a reasonable return on capital still being one of the main barriers to mainstreaming sustainable development

in the sector, the business case for wide-scale investment in sustainable buildings must be made, explained, disseminated and incorporated into investment decision-making. Building a robust business case has therefore been a driving force for RICS' work on sustainability. Since January 2014, sustainability is now also part of the so-called Red Book, RICS' global valuation professional standards which contains mandatory rules, best practice guidance and related commentary for all members undertaking asset valuations.

- **Research:** RICS uses its specialist skills and experience to deliver high quality and high impact research on relevant sustainable development related topics. This helps to influence and engage with governments, banks and other stakeholders. For example, in relation to real estate valuation, a dedicated global research programme was commissioned with a view to building and improving the empirical data basis on the business case for sustainable development considerations into daily real estate decision-making. The resulting studies have significantly contributed to stimulating debate within the market and have led to follow-on joint projects and joint publications with major stakeholders such as the World Green Building Council (*The Business Case for Green Buildings*) and UNEP FI (*Sustainability Metrics – Translation and Impact on Property Investment and Management*).
- **Education and training:** RICS accredits a substantial number of relevant higher education courses worldwide, develops training material for real estate valuation professionals focused on sustainability, and celebrates best practices as part of its commitment to being a supporter of the Principles for *Responsible Management Education (PRME)* initiative.
- **Collaboration and partnerships:** The organization facilitates and promotes collaboration and partnerships to build important synergies to overcome barriers, and to raise greater public and market awareness through concerted action and communication campaigns. Over the past years, RICS has been involved in a number of high-level global partnerships, participating in coalitions with leading stakeholder orga-

nizations as well as UN agencies, such as UN Habitat, UN Environment Programme (UNEP), the Food and Agriculture Organization and the World Bank. The collaborative spirit is very much at the heart of the joint sectoral responsible business project RICS initiated with the UN Global Compact, which brings key stakeholders to the table in an effort to establish an ongoing dialogue and debate aimed at finding long-term sustainability solutions for the real estate sector.

To ensure that all these initiatives are linked up and their outcomes disseminated to the widest possible audience, RICS has also accepted an invitation to become a member of the Multi-Stakeholder Advisory for the 10YFP Programme on Sustainable Buildings and Construction, one of the initial thematic programmes of the 10-Year Framework of Programmes on Sustainable Consumption and Production (10YFP) for which UNEP holds the secretariat. The 10YFP Sustainable Buildings and Construction Programme will be developed with a view to ensuring both the focus and flexibility to contribute to the implementation of the post-2015 development agenda and the Sustainable Development Goals, including goals on energy access, resilient cities and infrastructure and sustainable consumption and production.

WORLD COUNCIL OF CIVIL ENGINEERS

SUSTAINABILITY PRIORITIES: ANTI- CORRUPTION, NATURAL DISASTER MITIGATION, INTEGRATED WATER RESOURCES MANAGEMENT

The construction industry represents around 10% of the GDP in developed countries. It is responsible for the built environment and is a key sector to ensure the sustainable development of countries and societies. In general, construction can be categorized into buildings and structures, infrastructure, and industrial facilities. It is a multifaceted industry and involves the planning, design, financing, building, maintenance and rehabilitation of structures or projects on simple dwellings, transportation systems, water works and treatment systems, factories, flood control and navigation infrastructure, among others. Specific market segments include transportation, buildings, petroleum, energy, industrials, water, waste and sewage, telecom, etc. In addition, construction service firms (i.e. engineering and architecture firms) as well as equipment and service providers are part of this sector. Civil engineers account for about 50% of the professionals in the construction sector.

World Council of Civil Engineers (WCCE) originates from the European Council of Civil Engineers (ECCE), and was founded in 2006 based on an initiative of the then Spanish delegation of the ECCE. To date, with 20 member organizations on four continents, the organization represents approximately one million civil engineers or around 50% of the civil engineering professionals worldwide. WCCE is open to organizations involved directly or indirectly in the civil engineering and construction business. WCCE membership comprises national and regional civil engi-

neering organizations, academic institutions and student groups, corporations, NGOs and individuals. WCCE's initiatives are articulated through its Standing Committees, currently covering five main issues: water, natural disasters, education and capacity-building, construction, and coastal engineering.

Combating corruption is key to WCCE's corporate sustainability efforts since corruption in the construction sector leads to deficient construction projects and causes negative public perception. The World Bank estimates that the economic impacts of corruption in the construction sector are over 10% of investments. However, corruption in the sector not only relates to monies but causes inferior product quality and insufficient compliance with important standards which can pose serious health and safety risks. Given this, ethics, the rule of law and the prevention of corruption are priorities for WCCE. WCCE has given these issues special priority via their Standing Committee on Construction (SCC). This Committee is made up of national member representatives and has three main goals: the development of a simplified building code, the prevention of corruption, and professional registration and mobility.

Corruption is a complex issue and involves many actors, including engineers, architects, government officials, contractors, sub-contractors, suppliers, lawyers, financial institutions, insurance and surety companies, NGOs, developers, and media. In addition, understanding the different faces of cor-

ruption can be difficult because of cultural perceptions and practices. The prevention of corruption is looked at as a management system, one of various systems implemented by the construction sector. The organization is undertaking activities of various natures to address corruption and create a more responsible construction sector.

- **Training and guidance:** The provision of training for stakeholders in the construction industry is key to WCCE's strategy in fighting corruption. The development of management systems for corruption prevention is needed to comply with ethical and legal standards at national and international levels. WCCE helps stakeholders develop action plans against corruption, tailoring its training to the needs of the specific organization or individual. The trainings focus on specific issues related to ethics and the rule of law, as applicable. The goal is to help develop basic capabilities to address corruption, and help guide how you can involve stakeholders in this process. The workshops include hands-on elements to develop action plans and concrete tools for management systems.
- **Partnerships:** WCCE has worked closely with the Global Infrastructure Anti-Corruption Centre (GIACC), a British NGO, to develop training materials. The group has ensured that ethics has been incorporated into the World Justice Project (WJP) Rule of Law Index, through active participation by the WCCE, World Federation of Engineering Organizations (WFEO) and the American Society of Civil Engineers (ASCE). The programme is promoted so that WCCE's national member organizations can implement the index in their respective countries, and involve all stakeholders in the construction sector to implement this management system. Support is provided for the training of trainers, reviewing ethics standards and standards of conduct, action plans and shaping a management system that operates responsibly. In addition, WCCE also collaborates with the Pan American Union of Engineering Associations, the Pan American Academy of Engineers, and other regional and global organizations. Efforts are made through addressing the prevention of corruption in joint seminars and encouraging implementation

of this management system. A partnership approach has also been used in efforts to address the UN Millennium Development Goals as well as the UN Sustainable Development Goals, where representatives of the various engineering organizations have and continue to play an active role.

- **UN collaboration:** Another area of cooperation involves the alliance between WCCE, the United Nations Office in Spain and Aqualogy Foundation to publish a series of annual monographs to commemorate the International Year of Water declared by the UN in the 2013-2015 triennium. The first monograph theme was Water Cooperation and it discussed: the importance of water cooperation; challenges for water, energy and waste cooperation; and the human right to water and sanitation for all without discrimination. The second monograph focused on water and energy. It addressed the importance of the water-energy nexus and the challenges in addressing integrated water and energy policies, solutions and UN initiatives on the topic.

Fighting corruption will facilitate the delivery of sustainable infrastructure through ensuring the compliance of building codes and the delivery of quality products. Having management plans in place to combat corruption will allow professionals and companies to take effective action against corruption and thus increase efficiency in operations. Strong contracting laws and practices, and the need for qualified and trained contracting officers and representatives, are necessary to deliver high-quality and safe infrastructure projects. Multi-stakeholder partnerships and collaborations can be effective ways to help address this and other challenges this sector is facing.

INDUSTRIALS -TRANSPORTATION

INDUSTRY: Air Freight & Logistics, Marine Freight & Logistics, Ground Freight & Logistics, Airlines, Passenger Transportation, Ground & Sea, Highways and Rail Tracks, Airport Services, Marine Port Services

As a sub-group of the *Industrials* sector, the business sector transportation encompasses various modes of transport including air, marine, rail, road and freight services. These companies help to move goods, services and people. Transport infrastructure allows people to communicate and travel, and is an important enabler for social and economic development. Around the world, cities are growing rapidly. In 2050, 66% of the world's population is projected to reside in cities¹⁸. Thus, transport infrastructure will be vital in shaping the livability of urban environments. The transport industry can help to alleviate poverty and make economies more competitive as it provides greater opportunities to access education, jobs and healthcare. With rapid urbanization and a global economy that is becoming ever more interconnected, it is crucial for transport providers to move forward on a sustainable development path.

AIR TRANSPORT ACTION GROUP

The modern air transport system connects the world, flying over 25,000 aircrafts across nearly 50,000 routes. Each year over 3.3 billion passengers and 50 million tons of cargo are transported. Over 58 million jobs and US\$2.2 trillion in global economic activity are generated by the sector – a sector that is forecasted to grow. While the positive role that the growth of air transport plays to generate economic activity is clear, that growth also creates an environmental challenge in the form of aviation’s contribution to climate change. Commercial aviation produces around 700 million tons of carbon dioxide per year, which is the equivalent of about 2% of total human-induced CO² emissions.

The Air Transport Action Group (ATAG) is a not-for-profit association that represents all sectors of the aviation industry, including airlines, airports, air navigation service providers and aerospace manufacturers. The association has some 50 members worldwide.¹⁹ ATAG is responsible for coordinating the aviation sector’s response to the climate challenge. It focuses its activities on the environmental aspect of sustainable development, particularly promoting the robust action that is being taken by the aviation industry to reduce CO² emissions associated with its operations. In addition, ATAG also has a role in researching the vital socio-economic contribution aviation makes to sustainable development, highlighting the undoubted benefits of air travel. ATAG believes that those benefits must be protected while ensuring that the industry is more environmentally efficient.

Why is environmental sustainability important for the airline and aviation industry? Measures to address climate change go hand-in-hand with good business practices. For example, fuel is the largest cost for airlines, comprising over a third of its operating expenses. Sustainable development is also vital in ensuring that air transport and the connectivity for tourism and trade that it

brings will continue to serve economies well into the future.

The ATAG industry-wide declaration on climate change kick-started a wave of collaborative action in this area across the sector. The association has been instrumental in securing three significant global climate action goals to be achieved across the aviation industry. At the Aviation and Environment Summit 2009,²⁰ ATAG coordinated an agreement to work towards:

- an annual 1.5% annual improvement in the fuel efficiency of the world’s fleet of commercial aircraft (which is already being met);
- establishing net aviation CO² emissions at 2020 levels through carbon-neutral growth; and
- halving aviation’s net CO² emissions by 2050 (when compared with a 2005 baseline).

Specifically, ATAG’s work encompasses a four-pillar strategy:

- 1. Technology:** Development and operation of new technology aircraft, using lightweight composite materials and more fuel-efficient engines. Included here is the development of sustainable alternative fuels, which could decrease the carbon intensity of jet fuel by up to 80%.
- 2. Operational efficiency:** Improve airline operations to ensure that all possible efficiency measures are undertaken. For example, reducing the weight of cabin equipment, seats and the amount of water carried on board can substantially cut fuel and CO². The adoption of new landing procedures has the same significant impact.
- 3. Infrastructure:** Focus on infrastructure, mainly long-term systematic changes across air navigation service providers to improve airspace design and operations and achieve optimal sustainability.

SUSTAINABILITY
PRIORITIES:
CLIMATE CHANGE,
SOCIAL AND
ECONOMIC
BENEFITS,
MOBILITY,
TRANSPORT
AND TOURISM

4. Market-based measures: Actively work with the International Civil Aviation Organization (ICAO), a specialized UN agency, to secure an agreement on a global market-based measure (MBM) for aviation emissions. The industry is confident that a comprehensive agreement on an MBM will play an important role in the sustainable development of aviation. It is vital that this agreement is global in nature and preserves fair competition between airlines.

Focused engagement with all of its sectors has resulted in aviation being one of the first industries in the world to put forward a voluntary proposal for a global market-based measure to achieve solid results in addressing its climate responsibility. Engaging on this part of the sustainable development ques-

tion has the benefit of focusing the minds of industry partners on the reality and necessity of moving forward in a sustainable manner.

One of the key challenges is to reconcile the differences between national economies and the need to have uniform treatment between competitors in the aviation industry. The common but differentiated responsibility distinctions present under the broader UN climate talks do not fit easily with an industry in which some of the most successful carriers are based in developing nations. Aviation is a global and naturally competitive industry, so securing an agreement on climate goals is an achievement that could act as an example to other industries as to what can be accomplished with a high level of engagement and commitment.



INTERNATIONAL CHAMBER OF SHIPPING

International Chamber of Shipping (ICS) is the principal global trade association for shipowners and operators representing over 80% of the world's merchant fleet. ICS's membership comprises national shipowners' associations from 37 countries. ICS represents the shipping industry with its global regulator, the International Maritime Organization (IMO). ICS is also the official social partner on maritime issues at the International Labour Organization (ILO) and represents shipping at the United Nations itself, including the Division of Ocean Affairs and the Law of the Sea.

To improve sustainability performance in the industry, ICS has long been very active in promoting and developing guidance and standards on operational safety, good employment practice and sound environmental performance that can be used throughout the global shipping industry. In particular ICS has focused on safety and environmental protection, training, and international labour standards. The best practice guidance is produced as a complement to mandatory regulations, providing advice on how maritime rules can best be implemented by shipping companies, while also addressing detailed procedures that may not always lend themselves to overly prescriptive regulation.

Safety and environmental standards

The IMO International Safety Management (ISM) Code, which was developed with full ICS input during meetings of the IMO and fully implemented worldwide from 2002, contains mandatory standards for both the internal and external audits of shipping companies' safety management systems. Companies and ships have to demonstrate full compliance with the Code, and thus their commitment

to continuous improvement, in order to receive a license to operate from their flag administration. The approach adopted by the ISM Code was in large part derived from an Industry Code of Practice originally developed by ICS in the early 1980s. Moreover, the Code is implemented by the majority of shipping companies by reference to "ICS Guidelines on the Application of the ISM Code", which elaborate on the text of the Code itself.

ICS promotes the shipping industry's continuous improvement of its environmental performance – a concept central to the ISM Code – within the successful regulatory framework provided by IMO. Largely as a result of the widespread implementation of the ISM Code, the number of serious oil spills has reduced dramatically during the last three decades despite a massive increase in maritime trade. According to the International Tanker Owners Pollution Federation, the number of large spills was on average 9.4 per year between 1980 and 1989, compared to 1.8 spills per year on average between 2010 and 2014.²¹

In its role as the representative of shipowners at the IMO, ICS has also been closely involved in the development and implementation of IMO regulations addressing CO₂, SO_x and NO_x emissions from international shipping.

For almost 50 years, ICS has produced numerous technical publications on areas such as navigational and operational safety and pollution-free tanker operations, as well as globally recognized training record books to assist young seafarers to qualify for their profession. Some of these ICS best practice guides are used on board virtually every ship worldwide. Because of the good relation-

SUSTAINABILITY
PRIORITIES:
ENVIRONMENTAL
PROTECTION,
OPERATIONAL
SAFETY,
EMPLOYMENT
AND TRAINING
STANDARDS,
ECONOMIC
SUSTAINABILITY

ship that ICS has developed with IMO and its Member States, much of the best practice guidance developed by the industry is able to dovetail neatly with the mandatory regulations that apply to it.

Labour standards

With respect to international labour standards, the shipping industry provides stimulating careers and well-paid employment to about 1.5 million professional seafarers, two thirds of whom reside in non-OECD countries. The shipping industry is also unique in that it has an international minimum wage, agreed between ICS, on behalf of employers, with seafarers' unions under the auspices of the ILO. Maritime employers fully adhere to ILO concepts such as freedom of association and the right of seafarers to join trade unions of their choice. Again, shipping is possibly exceptional in that union membership and collective bargaining are still widespread worldwide.

Shipping is the only industrial sector to have a comprehensive international framework in place, addressing employment standards following the entry into force of the ILO Maritime Labour Convention (MLC) in August 2013. The purpose of the MLC is to establish a global level playing field of employment standards for seafarers, embracing the ILO concept of "decent work". Important matters covered include the obligations of employers on contractual arrangements with seafarers, oversight of manning agencies, health and safety, work hour limits, crew accommodation, catering standards and seafarers' welfare.

ICS was directly involved in the negotiation of the MLC text with governments and unions at the ILO and has a direct interest in wishing to ensure that the MLC is correctly implemented and enforced, in order to ensure the maintenance of a "level playing field" with respect to sound employment standards. As with the IMO ISM Code, many shipping companies are currently ensuring their compliance with the Convention by reference to the ICS "Guidelines on the Application of the MLC".

It is primarily through these two functions – the representation of shipowners with regulators and the development of shipping industry best practice and standards – that ICS promotes sustainable development. While there is intense commercial competi-

tion between individual companies, there is also a high degree of cooperation in order to improve safe operating practices and environmental standards throughout the industry.

About 90% of world trade is carried by sea. Without low cost maritime transport, the movement of raw materials and energy that is necessary for the world's continuing development would simply not be possible. The commercial viability of shipping is thus central to the broader goal of sustainable development and underpins the industry's ability to deliver investments in environmental and social improvements. ICS is therefore keen to promote the continued economic sustainability of shipping by encouraging the need for full and proper cost benefit analysis of any new environmental or safety measures proposed by the industry's regulators.

If a balance can be struck between these various aspects of sustainable development, shipping will remain, as it is today, a driver of green growth that serves as a model for how sound working conditions can be provided in our globalized 21st century economy.

INTERNATIONAL FEDERATION OF FREIGHT FORWARDERS ASSOCIATIONS & UGANDA FREIGHT FORWARDERS ASSOCIATION

Economic development is closely linked to sustainable development as it can serve as a means to alleviate poverty. In order to have economic development, transportation and infrastructure are crucial elements. The connectivity that these sectors provide helps to develop rural and under-developed areas, and to facilitate growth through the transportation of people and goods. Through improving mobility and connectivity, countries can achieve greater results in combating poverty, in providing health care, education and opportunities of employment, in order to grow and develop more sustainably. Transportation plays an important role for a country's overall economic development. At the company level, advantages and constraints in supply chains and distribution channels that are linked to transportation and infrastructure are vital to determine competitiveness. For

the International Federation of Freight Forwarders Associations (FIATA), the connectivity and trade facilitation to ensure the transport of goods and people is crucial to achieving sustainable development.

The Uganda Freight Forwarders Association (UFFA) is one of FIATA's national member associations. Uganda is a landlocked developing country that faces a need to develop its transportation sector, and UFFA has made strong efforts in addressing this need. For example, they have brought to the attention of the government that transportation costs mean more than just taxes and tariffs. Studies revealed that transportation constitutes 35%-37% of production costs for a Ugandan manufacturer, and 20%-25% for a manufacturer from Tanzania or Kenya. It cost US\$4 per km to transport goods from Mombasa to Kampala (1,050 km), and \$2.9 per to transport

SUSTAINABILITY
PRIORITIES:
LOGISTICS
CONNECTIVITY,
TRADE
FACILITATION

goods from Durban to Lusaka (2,450 km). It is cheaper to move goods from Durban to Lusaka than from Mombasa to Kampala because of more transportation alternatives, with competing corridors and competing modes of transport. Currently, Uganda accesses the sea through the port of Mombasa and to some extent the port of Dar es Salaam.

However, Uganda is overly dependent on one corridor for its exports and imports. The post-election crisis in Kenya in 2008 illustrated the risks with over-dependence on one route. During the crisis, Ugandan cargo companies paid security surcharges of \$400-\$700 per container. Given this, UFFA has engaged in many activities to promote connectivity and the development of the transportation and logistics sector in Uganda and the region:

- **Advocacy:** Since 2005, UFFA has engaged in advocacy activities for the transport and logistics sector, highlighting the importance that the transport sector plays in economic development for the government. Advocacy efforts have focused on issues related to development of transport and logistics infrastructure, as well as policies and regulations that should be put in place to optimize development of these sectors.
- **Partnerships and stakeholder engagement:** UFFA understands that to develop a sustainable freight and logistics industry, efforts must take into account the interest of all stakeholders, including UFFA members and their customers, governments and communities. Examples of multi-stakeholder partnerships and dialogue that UFFA engaged in include:
 - › Presidential Investors Round Table: UFFA's strong voice was recognized when the association was appointed to join the Presidential Investors Round Table (PIRT). PIRT has for example achieved an increase in budget for road infrastructure development and implemented tax exemption for cargo trucks above 2.5 tons.
 - › Uganda Road Fund: By act of parliament, UFFA also became members of the board for the Uganda Road Fund. The Road Fund has led the campaign to establish a road network that will be used for strategic planning purposes in the country.
 - › Federation of East African Freight

Forwarders' Association: UFFA has also spearheaded the creation of Federation of East African Freight Forwarders' Association (FEAFFA). FEAFFA has established a code of conduct through a number of trade procedures for the region. In addition, it trained over 4,000 customs agents in the region that operate in the clearing and forwarding industry.

Future initiatives include developing alternative routes for the transport of goods. Special attention has been given to the development of a rail and water route between Dar es Salaam, Mwanza, Port Bell and Kampala. This route would provide Uganda with an option to cargo operators and shippers. The Ugandan government needs to invest more in transportation infrastructure, including cargo logistics facilities at the port of Dar es Salaam, and railroad between Kampala and Dar es Salaam.

Another focus area is the removal of non-tariff barriers (NTB). For example, updating technology and equipment, and removing road blocks and check points to increase efficiency at ports and customs, as well as harmonizing customs regulations across the region, is important. The Ugandan Ministry of Trade and Industry and Cooperatives' national response strategy includes strategies to eliminate NTBs. In order to effectively identify, report and monitor the elimination of current and future NTBs, a multi-sectoral approach involving all stakeholders is necessary. For example, it should involve regional and national transportation associations, private sector parties, as well as government bodies.

Through measures that facilitate developing the mobility of goods and increase connectivity in a landlocked country, UFFA's work is especially important for the development of continued economic development as well as for sustainable growth and prosperity in the region.

INTERNATIONAL ROAD TRANSPORT UNION

The International Road Transport Union (IRU) is an international non-governmental organization that has been working to facilitate road transport worldwide for over 65 years. Its mandate is to promote the sustainable transport of persons and goods via road networks. In doing so, the IRU safeguards the interests of bus, coach, taxi and truck operators, and advocates globally for improved conditions to contribute to sustainable development.

The IRU has been involved in many initiatives to facilitate trade and development, helping to shape policy frameworks.

The Customs Convention on the International Transport of Goods under Cover of TIR Carnets (UN TIR Convention, 1975) is an international transport convention, and is thus far the only existing universal framework that facilitates customs transit. The TIR system promotes direct public private cooperation between transport operators, customs authorities and competent governmental bodies, with the IRU leading its implementation through its Member Associations. To date, the TIR Convention comprises 68 Contracting Parties, covers the whole of Europe and reaches out to the Middle East and North Africa. More than 35,000 operators are authorized to use the TIR system and approximately 3 million TIR transports are carried out each year. TIR contributes to promoting and facilitating trade and international road transport, increases the effectiveness of customs procedures, and strengthens global supply chains. TIR has also facilitated the reduction of transit costs

for operators; those savings have benefitted consumers globally.

IRU's Model Highway Initiative (MHI) contributes to expanding trade by facilitating the creation of operational trade and transit corridors. The MHI is a direct response to global calls for concrete solutions to address the difficulties of landlocked countries in accessing regional and global markets. The MHI combines the creation of modern roadside infrastructure, institutional reforms to facilitate efficient movement of goods across borders, and the establishment of a Regional Infrastructure Fund. In 2014, the Government of Turkmenistan decided to create a pilot stretch of the Model Highway from Ashgabat to the port of Turkmenbashi. The MHI is supported by the World Bank, the Asian Development Bank, the Black Sea Trade and Development Bank, and the European Bank for Reconstruction and Development.

The 3i Strategy which IRU adopts promotes sustainable transport through three pillars: innovation, incentives and infrastructure. The strategy encourages governments to provide real business incentives to expedite the development and penetration of innovative technologies and best practices, as well as adequate infrastructure to eliminate bottlenecks, missing links and the resulting congestion. The strategy effectively promotes public-private partnerships to develop road transport solutions. Its focus on innovation, incentives and infrastructure facilitates innovative freight delivery, innovative coach and taxi-friendly mobility solutions, and en-

SUSTAINABILITY
PRIORITIES:
TRADE
FACILITATION,
SUSTAINABLE
TRANSPORT AND
INFRASTRUCTURE,
ENVIRONMENT
AND CLIMATE,
PUBLIC HEALTH,
ROAD SAFETY



courages the rapid introduction by transport operators of the best available technologies with low negative environmental impact.

Some of IRU's sustainability initiatives include:

- **Standards and targets:** The IRU "30 by 30" Resolution articulates a voluntary commitment by the road transport industry to reduce CO₂ emissions by 30% by 2030. The resolution outlines numerous recommendations for concrete actions to be deployed by both IRU Member Associations, who represent a vast range of transport domains, and transport authorities. Recommendations include voluntary commitments by transport operators to introduce and use innovative technologies and practices to reduce CO₂ emissions. These include investing in vehicle technologies, adopting efficient driving techniques, using innovative logistics concepts and more. Authorities in transit regulation and compliance are recommended to adopt international standards and implement international environmental conventions to harmonize procedures and practices, to make the best use of existing infrastructure while investing adequately in new infrastructure, and to promote the use of buses, coaches and taxis.
- **Guidance and training:** The IRU Academy is a global body dedicated to road transport training. Its training programmes address the industry's priorities in the areas of sustainable development, trade

facilitation, road security and safety. The academy offers training programmes for road transport professionals via its global network of Accredited Training Institutes (ATIs) through multilingual, traditional and distance learning modalities. Among the topics covered are crash prevention, transport of dangerous goods, the use of optimum technologies for transport efficiency, ECO-driving and more. The IRU Academy is also involved in generating awareness on the challenges facing professional drivers in relation to the spread of HIV/AIDS. The Academy cooperates with the International Labour Organization and the International Transport Workers Federation to develop a tripartite HIV/AIDS Programme for Drivers, Managers and Instructors. This has resulted in the development of a Driving for Change training toolkit and additional training modules on HIV/AIDS.

- **Advocacy:** The Smart Move initiative is a global awareness campaign that advocates doubling the use of bus and coach transport at local, national, regional and global levels, and the optimal solutions they offer. Together, buses, coaches and taxis form the largest commercial mobility and travel provider, second only to the private car. The initiative recognizes that collective short- and long-distance transport- especially by buses, coaches and taxis- is the backbone of efficient public mobility, and an optimal and sustainable alternative to the private car. The campaign provides policy and opinion makers with facts and figures to facilitate the formulation of informed legislation and policies that support and promote doubling and that encourage citizens to switch from private cars to bus and coach whenever possible. The expected results of Smart Move include a decrease in CO² emissions, reduced road fatalities, decreased road congestion and the creation of new jobs.
- **Partnerships:** In 2014, the IRU and the UN Global Compact jointly announced the creation of the Global Partnership for Sustainable Transport (GPST). This global, business and industry-led, multi-modal, multi-stakeholder platform will contribute to the implementation of the SDGs and the recommendations of the UN Secretary-

General's High-Level Advisory Group on Sustainable Transport. Following the soft launch in September 2015, the GPST will: pursue the dissemination of best practices in sustainable transport based on contributions from its member companies representing all modes of transport; raise awareness on opportunities to promote multi-modal trade and transit facilitation (i.e. the development of a single transport document); promote road safety through global dialogue under the auspices of UN intergovernmental processes and negotiations; conduct advocacy through participation in major local, regional and international events such as the 2nd Global High Level Conference on Road Safety in November 2015; and promote the development of transit corridors and other measures that facilitate multimodal trade and sustainable transport to contribute to the implementation of the post-2015 agenda.

The road transport industry is the backbone of strong economies and dynamic societies. The IRU deploys its mission to facilitate road transport and ensure its sustainable development by safeguarding the interests of an industry that is vital to economic growth and that plays a crucial role in the sustainable mobility of both people and goods.

INTERNATIONAL RAILWAY ASSOCIATION

SUSTAINABILITY PRIORITIES: DEVELOPMENT OF BEST PRACTICE, BENCHMARKING, IMPROVEMENT OF ENVIRONMENTAL PERFORMANCE

The International Railway Association (UIC), established in 1922, counts 240 members across five continents, including railway companies, infrastructure managers, rail-related transport operators and research institutes. UIC's members represent over 1 million kilometers of tracks, 2,900 billion passenger-km, 10,000 billion ton-km and a workforce of 7 million railway staff. The UIC mission is to promote rail transport at the global level and meet the challenges of mobility and sustainable development.

The UIC Environment, Energy & Sustainability (EES) Platform manages five expert networks (Energy & CO², Emissions, Sustainable Mobility, Noise and Sustainable Land Use) and a portfolio of projects focusing on the development of best practices, benchmarking for environmental sustainability and reporting of corporate and social responsibility. Some of UIC's sustainability initiatives are described below.

- **Policy and standards:** One of the most successful corporate sustainability initiatives promoted by UIC was the UIC Declaration on Sustainable Mobility & Transport. This contributed in building momentum and aligning the railway sector to meet the challenges of the future and of sustainable development. The declaration was launched in 2010 and signed by over 50 railway CEOs (including UIC's largest members). It contains a number of key messages on railway's contribution to sustainable mobility and transport. It provided UIC members with a credible tool for external communication towards key stakeholders in order to present railway companies as responsible, forward-looking and innovative

business leaders. It was also designed to increase awareness within member companies, and through this raise the rail sector's sustainability performance. The declaration was supported by the United Nations Environment Programme and the UN Global Compact, and was in line with the GRI and is part of the voluntary commitments made at Rio+20. Each UIC member is encouraged to use the declaration and the supporting reporting guidelines to define its key focus areas and priority issues in accordance with its individual sustainability strategies and action plans.

- **Advocacy and awareness:** In 2009 UIC organized the Train to Copenhagen in the context of the United Nations Climate Change negotiations in Copenhagen at COP15. This Climate Express was an unprecedented special train that delivered a symbolic message from Kyoto, as well as transporting key delegates from Brussels (including politicians, decision makers, NGOs, the media, etc.) to Copenhagen by low carbon sustainable rail transport. A range of on-board activities were organized by UIC in cooperation with its members; these included presentations, exhibitions, testimonials, interviews and a press briefing. This campaign will be scaled up for COP21 in Paris, where a network of trains will arrive on 28 November 2015, bringing delegates and raising awareness of the need for more sustainable transport systems.
- **Partnerships:** In 2010 UIC worked with the partner railway association Community of European Railways (CER) to adopt the Sustainable Mobility Strategy for the

European Region. This included a set of targets considering energy efficiency, carbon emissions, air quality, noise and vibration. To date, significant progress has been made for all of these topics. To support credible communication of the rail sector's strong performance, UIC collects data directly from its members using a bespoke online tool and reports progress on an annual basis.

- In 2014 the United Nations Secretary-General Ban Ki-moon called on “the International Union of Railways and their members to set ambitious goals for reducing carbon emissions supported by robust monitoring, verification and reporting”. In response to this challenge, UIC worked with its members to develop the UIC Low Carbon Rail Transport Challenge. This set out a vision at the global level for the rail sector to contribute to fighting climate change through improving rail sector energy efficiency, reducing carbon emissions and achieving a more sustainable balance between transport modes. This approach took inspiration from the successful experience with the European Region. The targets were adopted at the UIC General Assembly in June 2014 and announced at the UN Climate Summit in September 2014 by UIC Director General Jean-Pierre Loubinoux.

The UIC global membership represents a diverse range of working cultures each with a different set of priorities that evolve in response to local circumstances. This presents a challenge as UIC must adapt its activities to closely reflect its members' changing needs. To help manage this issue UIC has developed

a strong capability in managing intercultural relations and uses seconded experts to manage technical projects. In addition to this, UIC will directly contract members to deliver technical projects. This ensures a good understanding of member priorities and also allows a flexible resourcing model.

Engaging UIC members in sustainable development issues has delivered numerous benefits. These include increasing capacity to support benchmarking, building momentum for change, increased visibility of the sector's strengths, and a virtuous circle generating new ideas and raising standards.

SUSTAINABLE SHIPPING INITIATIVE

SUSTAINABILITY PRIORITIES: IMPROVING ENVIRONMENTAL PERFORMANCE, INDUSTRY TALENT RETENTION AND DEVELOPMENT, ADVANCING TECHNOLOGY, COMMUNITY ENGAGEMENT, FUTURE PROOFING FROM MARKET VOLATILITY, CROSS-PARTY TRANSPARENCY AND COLLABORATION

The Sustainable Shipping Initiative (SSI) is a coalition of shipping leaders from around the world, taking practical steps to address some of the shipping sector's greatest challenges. Its members consist of 15 leading companies from around the world, as well as the NGOs Forum for the Future and the World Wildlife Fund. SSI members include shippers, ship-owners, charterers, service providers and classification societies that are keen on finding sustainable solutions for the shipping industry.

Since 2011 the SSI has worked with its members to find ways to combine positive social and environmental performance with commercial success. The organization is progressing through a four-stage initiative that is designed to help the shipping industry make long-term strategies for a sustainable future. The four stages are: 1) Case for Action; 2) Vision 2040; 3) Work Streams; and 4) Wider Industry Action. The first stage of building a Case for Action was completed in May 2011 and the Vision 2040 was issued later the same year.

The SSI encourages its members to minimize the negative social, environmental and economic impacts of their operations, and look for solutions that extend beyond regulatory compliance. More specifically, to illustrate its members' sustainability aspirations and encourage bold action, the Vision 2040 Statement launched in 2011 outlines actionable steps that the industry can undertake to create a resilient, responsible and profitable future. To strengthen the business case for sustainability, SSI's members have focused on highlighting the commercial benefits of operating more sustainably. The organization's vision is endorsed by the most senior management of SSI member companies.

Similarly, to integrate the vision into operations, SSI members have signed up to a series of shared commitments which outline the implementation of mutual baseline sustainability standards and targets. These include:

- Publicly reporting on sustainability
- Having a sustainability strategy that links to members' core businesses
- Setting clear reduction targets for environmental issues that are most material to members' activities (as per their impacts and an agreed list)
- Delivering a positive impact on people and society

To ensure progress on critical sustainability areas, the SSI formed a series of workstreams which provide a focus for internal development, as well as key themes for the organization's direct engagement with stakeholders across the shipping industry. Examples include:

- **Technology:** SSI members are leading efforts to make fuel-efficient technologies more affordable and available. Widespread uptake of "step-change technologies" and operational techniques will reduce ship energy consumption and dramatically cut greenhouse gas emissions, minimizing the shipping industry's impact on the environment. This work stream has examined several new technologies and collaborated closely with suppliers to identify opportunities for streamlining and strengthening the process of technology evaluation.
- **Finance:** Save As You Sail (SAYS) is an initiative that provides greater access to finance for companies that wish to install new technology to improve the environ-

mental performance and efficiency of their operations. It is the aim of the workstream that increasing access to finance will stimulate greater technology uptake.

- **Materials and recycling:** SSI encourages end-to-end responsibility and accountability for the social and environmental impacts of shipbuilding materials, from the way they are sourced to construction methods and recycling processes. This workstream has investigated the feasibility of closed-loop materials recycling through a comprehensive record of the component elements of new build ships. It is also looking at the ship recycling industry to encourage the raising of standards for both high levels of materials recycling and for safe and environmentally secure operation.
- **Ratings schemes:** Increased demand for rating schemes has the potential to incite significant change in the industry. SSI has looked at the growing use and range of environmental ratings that offer a commercial incentive to practitioners of sustainable practices. For example, SSI developed a web-based tool that helps cargo owners and charterers select the rating scheme that most suits their needs. They have also provided guidance on how to use ratings schemes effectively and compiled case studies that illustrate how rating schemes are being applied to inform business decisions. SSI has also examined what the ideal rating scheme might look like for the shipping industry, and how that could impact the industry.
- **Identifying emerging trends:** The SSI's Blue Skies workstream has been working to identify emerging trends that could impact shipping in the long-term. In March 2015, it launched a collaborative report with Forum for the Future, Signals of Change, which highlighted 15 potential developments that could significantly impact shipping. In April 2015, the SSI's Changing Context report, also developed with Forum for the Future, highlighted developments across sustainability challenges and opportunities over the previous three years. To support its ongoing work on these issues, the SSI launched its Future of Shipping topic hub through the Forum's Futures Centre. The interactive online portal provides a

platform for industry insight exchange to identify emerging trends and opinions.

In addition to the workstreams that largely focus on environmental issues in the industry, SSI has also been involved in projects related to social sustainability:

- **Visibility and standards of the profession:** The SSI has been involved in projects to improve visibility of the maritime profession, with the goal of encouraging more young people to join the profession. SSI has also worked on assessing livability standards for seafarers on board ships and how those standards can be improved, through collaborating with academic institutions such as University College of London and Southampton Solent University.

Compliance with environmental regulation and investing in more efficient vessel design while still being able to operate competitively is a challenge for companies in the shipping industry. By sharing knowledge, experience and strategies in overcoming challenges such as accessing finance, trialling new technologies and developing a sustainability programme that complements wider business strategy, SSI members can encourage each other and the wider shipping supply chain to raise the bar. With more companies or organizations participating in the SSI, additional resources and knowledge becomes available to the wider membership. As the SSI develops, it is becoming increasingly well positioned to help the shipping industry achieve the sustainability performance needed by 2040 and safeguard its vital role as facilitator of global trade.

CONSUMER CYCLICALS

INDUSTRY GROUP: Automobiles & Auto Parts, Textiles & Apparel, Homebuilding & Construction Supplies, Household Goods, Leisure Products, Hotels & Entertainment Services, Media & Publishing, Diversified Retail, Other Specialty Retailers

Companies in this sector provide consumer-facing products and services. Some goods and services that they offer include automobiles, apparel and textiles, electronics, and household goods and leisure products. Media, travel and entertainment businesses are also part of this sector. The cyclical nature of these goods and services means that this sector is strongly affected by business cycles and the state of the economy. Their offerings are considered luxury items rather than necessities. Emerging markets are growing rapidly and demand for cyclical consumer goods and services are indeed increasing. Since many of these businesses directly interface with consumers, brand power and marketing are highly important and these companies closely follow consumer trends and consumer behaviour. As new markets emerge and consumers in established markets become increasingly aware of sustainable development issues, companies in this sector are realizing the need for innovation in their business models as well as the need for implementing responsible business practices. They are challenged to serve consumers in new and emerging markets, while catering to changing consumer preferences in more established ones.



CONSUMER GOODS FORUM

SUSTAINABILITY PRIORITIES: SUSTAINABLE VALUE CHAINS (SPECIFICALLY DEFORESTATION, REFRIGERANTS, FOOD WASTE), AND LABOUR AND ENVIRONMENTAL CONDITIONS

The Consumer Goods Forum (CGF) is a global, parity-based industry network that is driven by its 400 members to encourage the global adoption of practices and standards that serve the consumer goods industry worldwide. They bring together CEOs and senior management of retailers, manufacturers, service providers and other stakeholders across 70 countries. Its 400 members have combined sales of EUR 2.5 trillion and directly employ nearly 10 million people, with a further 90 million related jobs.

The Sustainability Pillar is a core strategic focus of the CGF, and leads the consumer goods industry's efforts to actively reduce global warming and improve working and environmental conditions. To drive sustainable development in the industry, the CGF uses a disciplined and systematic structure, starting with a resolution or commitment to action from the CGF Board. Recognizing that collaboration often requires new skills, the CGF develops practical tools to help companies implement these resolutions. They also engage their broader membership around the world. Supporting this global implementation across the industry are a number of working groups – on refrigeration, soy, paper, pulp and packaging, waste, and palm oil – which have all been responsible for a number of positive outcomes.

Resolutions for sustainable supply chains

While the causes of deforestation are complex, it is generally acknowledged that the biggest drivers are the cultivation of soya and palm oil, logging for the production of paper and board, and the rearing of cattle. All are major ingredients in the products of most

consumer goods companies. In 2010 the CGF Board approved a resolution to achieve zero net deforestation by 2020 through the responsible sourcing of these key commodities to avoid depleting tropical rainforests. The CGF's members have a responsibility to ensure that the sourcing of these ingredients does not contribute to deforestation.

The CGF Board also agreed on a resolution on the use of natural refrigerants. Members recognize the major and increasing contribution to total greenhouse gas emissions from hydro-fluorocarbons (HFCs) and derivative chemical refrigerants. As of 2015, members are mobilizing resources within their businesses to begin phasing out HFC refrigerants and to replace them with natural refrigerant alternatives.

Providing guidance and standards

Businesses are facing increasing pressure from other stakeholders and regulators on their social performance throughout the global supply chain. Various approaches and requirements add complexity to supply chain management and comprehensive social and environmental compliance assessment. The CGF focuses on specific steps to help companies illustrate their commitments. The group's commitment to social sustainability, led by the Global Social Compliance Programme (GSCP), provides solutions to these issues. GSCP members use the programme's unique position as a global cross-sector network to drive harmonization, convergence and best-practice sharing across the supply chain. It reaches its goals by working with and for supply chain actors including buying companies, suppliers, auditors, standards and civil society. The GSCP includes a complete

suite of Reference Tools that compiles best corporate practices for managing sustainable supply chains, and an Equivalence Process that provides a thorough assessment of social and environmental compliance schemes, creating a robust method to benchmark and evaluate existing systems and standards.

Other examples include the Global Protocol on Packaging Sustainability in 2011, the launch of the Sustainability Activation Toolkit in 2013, and a series of sourcing guidelines on paper, pulp and packing, soy and palm oil. CGF undertakes projects in both the environmental and social spectrum. In 2014 the Board of Directors called on heads of state globally to engage and act with determination, leadership and ambition to secure a forceful and legally binding global climate deal. Additional efforts on the environmental side include work on waste management, with the group actively looking to address solid and food waste along the value chain in particular. On the social side, members have embarked on an ambitious project to address modern slavery, worker health and safety, women's economic empowerment, and inclusive economic development.

Collaboration and partnerships

The CGF takes a multi-stakeholder approach. As well as working with strategic alliance partners, the group co-founded the Tropical Forest Alliance 2020,²² is a partner of World Resources Institute's Food Loss & Waste Protocol, and helped develop the Soft Commodities Compact together with the Banking Environment Initiative (BEI).²³ Its GSCP, meanwhile, is an active contributor to numerous institutional-level discussions on harmonization and CSR, representing the industry's voluntary

work on social issues in meetings such as the G7 Conference and the EU Multi-Stakeholder Forum on CSR.

The complexity of the consumer goods ecosystem also stems from a lack of harmonized standards and the length of supply chains. Issues can arise, while the multiplicity of standards means it can be challenging for people to understand and implement best practices, and this in turn leads to less trust on the consumer's end. Together with our members and strategic partners, the CGF continues to find ways to overcome these challenges.

With its members spanning the industry and membership being diverse in size of companies and respective locations, the CGF has the convening power to make a real change on environmental and social agendas, and to achieve sustainable development in the consumer goods business. However, there are many players within the industry who are not yet engaged in its sustainable development. More could be achieved through greater government support. This is why the CGF Board is calling for governments to act, and why COP21 in December 2015 is so important. Only by working together to drive positive change can the consumer goods industry build better lives through better business.

ELECTRONIC INDUSTRY CITIZENSHIP COALITION

**SUSTAINABILITY
PRIORITIES:
RESPONSIBLE
SUPPLY CHAINS,
COMBATTING
TRAFFICKED
AND FORCED
LABOUR, HELPING
VULNERABLE
WORKERS,
PROMOTING
HEALTH AND
SAFETY,
ENVIRONMENTAL
SUSTAINABILITY,
CONFLICT
MINERALS,
DISCLOSURE AND
REPORTING**

Founded in 2004, the Electronic Industry Citizenship Coalition (EICC) is a nonprofit coalition of leading electronics companies dedicated to the social, environmental and ethical responsibility of their global supply chains. The EICC is comprised of more than 100 electronics companies with combined annual revenue of approximately US\$3 trillion, directly employing over 5.5 million people. Over 3.5 million people from more than 120 countries contribute to the manufacture of EICC members' products. The founding members of the EICC saw an opportunity to drive positive change for workers and increase efficiency across the industry by ensuring that suppliers were held to a common standard, and measured against that standard with common tools. Members commit and are held accountable to a common EICC Code of Conduct and utilize a range of training and assessment tools to support continuous improvement. In addition to EICC members, thousands of companies that are first tier suppliers to those members are required to implement the EICC Code of Conduct as well.

The EICC is focused on trafficked and forced labour, health and safety, environmental sustainability, working hours, freedom of association, vulnerable workers, conflict minerals, and other issues related to workers and their communities affected by electronic supply chains worldwide. Forced labour in particular is one of the most critical issues affecting global supply chains across many

industries today, and one that the EICC is actively combating to help ensure workers in electronics factories – who are often recruited and employed by third-party firms – are not in forced labour situations. Key strategies that have been particularly effective for the EICC across all issues of concern include: proactive engagement with not only industry but NGOs, government and other stakeholders; providing education, tools and training to members; using independent, third-party audits to bolster member compliance; and helping members implement corrective action plans when issues are found in their supply chains.

EICC Code of Conduct

The EICC Code of Conduct is comprised of standards for labour, health and safety, the environment, and ethics. Members agree to adhere to the EICC Code in their own facilities and their supply chain, and actively pursue conformance to its standards. The EICC Code encourages participants to go beyond legal compliance, drawing upon internationally recognized standards to advance social and environmental responsibility and business ethics. In alignment with the UN Guiding Principles on Business and Human Rights, the provisions in the EICC Code are derived from key international human rights standards including the ILO Declaration on Fundamental Principles and Rights at Work and the UN Universal Declaration of Human Rights. The standards set out in the Code also reference

OECD Guidelines for Multinational Enterprises, ISO and SA standards, and many more. In addition, recognized management systems such as OHSAS 18001 and ILO Guidelines on Occupational Safety and Health were used as references in preparing the Code.

In 2014 the EICC updated its Code of Conduct framework to more closely align it with the UN Guiding Principles on Business and Human Rights. The revised Code, which went into effect on 1 April 2015, includes more specific language regarding restrictions on worker freedom of movement, such as the holding of passports, and requiring that contracts are issued at the time of hire, in the worker's native language, before they depart from their country of origin. The Code was also brought into better alignment with the UN Guiding Principles in the areas of freedom of association and collective bargaining, and non-discrimination, among others. In March 2015, the EICC membership held a special, out-of-cycle vote and overwhelmingly approved further amendments to the section of the Code pertaining to freely chosen employment, to eliminate all recruitment fees paid by workers. The EICC is also developing a set of human rights key performance indicators for the industry and launching an annual internal benchmarking study – to help members measure their transparency on reporting human rights impacts as compared with their closest competitors, biggest customers and most critical suppliers.

Risk assessment and audits

The EICC measures performance against its Code of Conduct through its standardized Validated Audit Process (VAP). Established in 2009, the EICC's risk assessment and VAP programme has completed nearly 2,000 audits, conducted risk assessments on over 4,000 facilities around the world, and finalized its fifth audit protocol. The audits are often shared among members, many of which share suppliers and benefit from benchmarking and collaborative practices. Audits carried out on EICC member facilities and their suppliers' facilities are completed by independent, third-party auditors specially trained in social and environmental auditing and the VAP audit protocol. EICC member compliance requires that members conduct risk assessments on 100% of their own manufacturing facilities and suppliers that represent 80% of their total spend. The EICC also requires

that members audit 25% of their most at-risk facilities and suppliers each year.

Training and tools

When companies join the EICC, they not only commit to a Code of Conduct, they join a community of practice and gain access to training and assessment tools that support continuous improvement in the social, environmental and ethical responsibility of their supply chains. The EICC offers in-person and online trainings for auditors and corporate audit programme managers in VAP audits. It also provides tools such as self-assessment questionnaires and educational assets in its online Learning Academy with more than 30 courses to help companies improve. Over 15,000 employees in the electronics supply chain have taken courses offered by the EICC on the most pressing human rights and environmental issues. These courses are on a wide range of sustainability topics; from CSR programme management, to methods to combat trafficked and forced labour, to mapping and reducing greenhouse gas emissions in the supply chain.

Lessons learned

Completely eradicating forced labour and other issues in the global electronics supply chain remains a challenge. With a backdrop of multiple factors, including multi-tiered brokerages and migrant workforces contributing to an already complex landscape, the EICC has led the industry by continually convening industry, government and NGO stakeholders, facilitating audit training, and promoting supply chain sustainability worldwide. The EICC continues to engage organizations, government officials and companies in affected regions, and representatives of the US government in those regions and in Washington, D.C., to improve the situation for workers in the electronics industry.

Electronics supply chains are spread across numerous countries and draw upon human and other resources that come from diverse regions with varying cultures, standards and government regulations. In such an environment, no one solution can address every challenge, which is why the EICC believes it is critical to implement multiple strategies and to constantly improve based on shared best practices and lessons learned among members who are working toward common goals.

OUTDOOR INDUSTRY ASSOCIATION

SUSTAINABILITY PRIORITIES: CHEMICALS MANAGEMENT, MATERIALS TRACEABILITY, SOCIAL RESPONSIBILITY AND FAIR LABOUR, SUSTAINABILITY INDEXING

Headquartered in Boulder, CO, USA, with an office in Washington, D.C., the Outdoor Industry Association (OIA) is the leading trade association for the outdoor industry. It was founded in 1989 and has 1,300 members today. As the voice of the outdoor recreation industry, OIA serves more than 4,000 manufacturers, distributors, suppliers and other stakeholders in apparel, footwear, equipment and services related to outdoor recreation, including the US\$646 billion outdoor recreation industry.

The Sustainability Working Group (SWG) was formed in 2007 by a group of individuals from OIA member companies to establish shared supply chain sustainability tools and resources for the industry. The group was among the first of its kind to convene industry competitors in pre-competitive, collaborative dialogue. The benefits that the OIA SWG provides to its members and to the industry include: ensuring product quality and integrity; mitigating disruptions in sourcing and supply chains; ensuring a proactive rather than reactive approach to regulatory and legislative issues and to NGO concerns; enabling operational and supply chain efficiencies; promoting innovation in product, packaging and process; protecting the brand reputation of the outdoor industry and its companies; and ensuring alignment of companies and products with the desires of today's consumers.

The OIA SWG engages in a range of initiatives:

- **Sustainability management tools:** The first major output from the OIA SWG was the Eco Index, a groundbreaking sustainability assessment and benchmarking tool developed by the group from 2007 to 2011 to establish a common reference point for the outdoor industry's supply chain best

practices. The Sustainable Apparel Coalition (SAC)²⁴ combined the OIA SWG's Eco Index with Nike's Materials Sustainability Index database and other key tools to form what is now known as the Higg Index, the go-to sustainability measurement tool for the industry's brands, manufacturing facilities and products. Given this history, the OIA SWG and SAC continue to work closely to further develop Higg Index content and to support its adoption among member groups and beyond.

- **Issue specific working groups and guidance:** Through working groups established to specifically address chemicals management, materials traceability and social responsibility challenges within the outdoor industry supply chain, OIA is developing management tools in these areas. The working groups provide a platform for OIA members to develop and share tools and best practices. For example, the Chemicals Management Working Group developed the Chemicals Management Module of the Higg Index which was launched in 2013. The Materials Traceability Working Group partners with Textile Exchange, another membership organization in the apparel industry, to develop standards and best practices for the sourcing of key outdoor product materials such as down and wool. The Social Responsibility Working Group developed a Social Responsibility Toolkit to address best practices for social/labour issues in the outdoor industry.
- **Collaboration and partnerships:** OIA SWG is an active participant in the United Nations Environment Programme (UNEP)

Chemicals in Products (CiP) Programme, representing the outdoor/apparel industry in the development of programme guidelines that will serve as a reference point across industries for best practices in chemicals information exchange throughout supply chains. OIA also partners with other related organizations to work toward better chemicals management in the apparel and footwear industry, for example, with the Zero Discharge of Hazardous Chemicals (ZDHC) group, UNEP and the Chinese Ministry of Environmental Protection on a pilot programme to build chemicals management capacity in Chinese textile mills and serve as a model for similar work in other countries.

- **Policy and advocacy:** The OIA Corporate Responsibility and Government Affairs departments collaborate to track and respond to key policy issues that link to OIA SWG priorities, including chemicals management, social responsibility and fair labour, and environmental protection and climate change. OIA is the first and only trade association member of the Ceres Business for Innovative Climate and Energy Policy (BICEP) coalition, a group of businesses across various industries that are committed to advocating for meaningful climate policy. OIA is also a signatory of the Ceres Climate Declaration, a call to action from leading American businesses and individuals urging policymakers and business leaders to seize the economic opportunity in tackling climate change.

The OIA SWG employs a "continuum of performance" approach to many of its key standards and tools, laying out the full landscape of best practices in foundational, progressive and aspirational categories — from basic compliance to leading practice. This structure allows companies at varying levels of sophistication to use the tools and clearly see their path forward, and helps ensure they encourage movement toward true best practice rather than simply the lowest common denominator. It also helps ensure that companies of all sizes and sophistication levels are able to engage with the tools.

To develop its tools and standards, OIA serves as the agnostic convening hub for the industry, utilizing a pre-competitive, collaborative working group structure to allow industry stakeholders to converge best practices into a single, credible reference point. This

includes facilitating a shared understanding of the industry's supply chain needs with relevant groups such as academic institutions, research organizations and chemical companies. The working group structure also provides OIA with a built-in focus group of member experts who can provide support to the association on key decisions.

In addition to the working group collaboration, OIA works closely with other business associations in order to eliminate duplication of work and ensure tools and reporting protocols are harmonized. To ensure uptake of the Sustainable Development Goals, it will be particularly important to ensure that the associated reporting requirements are harmonized with the reporting that has already been implemented within industries such as apparel.

Over the past eight years, the OIA SWG has faced some key challenges. One is balancing a sense of urgency with the realities of the collaborative working group process. Collaboration is important to ensure a better end result as well as buy-in from the user community. Developing standards and tools collectively takes longer than it would for companies to go it alone, but pays dividends in the long term. Ensuring input from all key stakeholders, as well as finding the right meeting cadence and timelines to allow for adequate member participation, is critical.

OIA believes that sustainability should be defined as "supply chain best practice", not simply corporate philanthropy, and that employing these practices should be a license to do business. Business associations have a tremendous opportunity to convene their members to efficiently and effectively advance sustainability best practices toward the Sustainable Development Goals.



TEXTILE EXCHANGE

SUSTAINABILITY PRIORITIES: SUSTAINABILITY CERTIFICATIONS AND TOOLS, COLLECTIVE ACTION, RESPONSIBLE SUPPLY CHAINS

Textile Exchange (TE) is a global nonprofit organization that convenes textile industry stakeholders and acts as a catalyst to accelerate sustainability across the textile value chain. TE's mission is to inspire and equip people to accelerate sustainable practices in the textile value chain. The organization envisions a global textile industry that restores the environment and enhances lives.

TE began as Organic Exchange in 2002. Organic Exchange, in partnership with farmers, manufacturers, brands and retailers grew the organic cotton market from US\$240 million in 2001 to US\$6.8 billion in 2011. As the sustainable textiles market evolved to include much more than organic cotton, it became rapidly apparent that a global organization was needed as a convener, a networker and a catalyst for the sustainable industry as a whole. TE is committed to accelerating sustainable practices in the textile value chain in order to create material change, restore the environment and enhance lives around the world.

TE focuses on working with influential and innovative brands and retailers, along with their supply chains, to encourage the adoption of more sustainable materials and practices, and to increase integrity within the supply chains by encouraging authenticity, transparency and verification. These actions result in reducing the negative impacts currently present in the textile industry and create positive impacts to reduce poverty, increase biodiversity, improve water quality and quantity, and assure human and animal welfare. They also build understanding, alignment and commitment across the various sectors of the textile industry as well as the many positions along the supply chain.

TE works on market-driven solutions to create meaningful change. The organization works with the industry to address barriers

to growth and change by creating a network that can take collective action. Brands play a key role in driving more sustainable sourcing and production practices, but they also work with the entire supply chain to ensure that there is a common understanding of the issues, and a buy-in to the solutions.

TE works along a continuum: this continuum starts with awareness, which creates understanding, leading to commitment and finally to action. TE uses a number of strategies to move people and companies along this path:

- **Connecting:** TE keeps in touch with its members and stakeholders through the website, regular newsletters and updates, webinars, in-person seminars and social media.
- **Standards and certification:** TE develops and supports the use of global standards so that brands have a common understanding of what is considered best practice, and supply chains are working to a common set of expectations. TE's standards give verification to sustainability claims being made on products by using a strong custody system chain. The Organic Content Standard verifies that input materials have been grown to an organic farm standard; the Recycled Claim Standard verifies that the materials would have otherwise gone into a waste stream; while the Global Recycled Standard ensures social and environmental compliance along the full supply chain. The Responsible Down Standard ensures animal welfare, and a similar standard for wool is currently being developed. These are all third-party voluntary standards, open to certification by qualified bodies.
- **Tools and guidance:** These include information sheets on the sustainability aspects of multiple raw materials, toolkits

to explain certification, a Sustainability Savings Calculator, an Organic Cotton Fiber Calculator, Organic Cotton-Sustainability Assessment Tool, and a Collaborative Learning Series. Toolkits are developed with the input of industry professionals, and are widely used by brands to develop and implement their sustainability strategies.

- **Industry reports:** Each year TE produces the Organic Fiber and Market reports, as well as the Preferred Fiber Report. In addition, the organization publishes reports on the state of organic cotton in various regions, and case studies of companies that are following best practices. The association has most recently coordinated a Life Cycle Assessment study on organic cotton, which clearly shows the environmental benefits of this fiber.
- **Membership:** Members stay closely informed on and engaged with sustainability issues connected with the textile industry. They get free access to tools and publications, and benefit from support and training that TE provides. Most importantly they are part of a strong group of players working together to make change happen.
- **Annual Conference:** Each year the association hosts a conference in a different region of the world, bringing together various industry players from all along the supply chain to learn about important issues, share best practices, collaborate on collective action, and to network with each other.

In all focus areas there are consistent challenges. There is a lack of resources for, as well as a lack of awareness and understanding of, sustainability issues. There are also complexities throughout supply chains. Companies face pressure in terms of time and costs, and

the focus is often on financial profits. Finally, resistance to change in the industry is a challenge. TE's model of working with companies both directly and collectively has been successful in overcoming these challenges. Education and inspiration are key to catalyzing effort, so outreach, conferences, tools and trainings are critical to the organization's success. TE often works with a single company on an issue, and is able to share the solutions with its wider community to see a significant positive impact on the industry. Working with other NGOs and industry organizations has also been very effective in leveraging different impacts.

As the first organization to bring together multiple companies in the textile industry to work collectively towards positive change, TE has learned a lot of lessons along the way. It has learned the importance of education and of taking a holistic view on sustainability issues, the need for transparency in supply chains and in the claims being made, the value of success stories and reporting on impacts, and the need for persistence.

Working together, TE's members have been powerful in bringing the textile industry to a greater awareness and understanding of issues, and in coordinating effective actions. Individual companies have benefited by developing stronger relationships throughout their supply chains and between peer companies, and having a more robust knowledge about the impacts they have and the opportunities to address them. They have also benefitted from public recognition for their work, and for the change they have been a part of.

GLOBAL SUSTAINABLE TOURISM COUNCIL

SUSTAINABILITY PRIORITIES: STANDARDS SETTING, IMPLEMENTATION OF SUSTAINABLE TOURISM PRACTICES, TRAINING AND EDUCATION

Tourism is increasingly recognized as a sector that contributes to sustainable development and poverty alleviation, as acknowledged in *The Future We Want*, the declaration adopted at the Rio+20 Conference on Sustainable Development. Tourism generates 9% of global GDP and creates one out of 11 jobs worldwide. In many developing countries and especially in least developing countries, tourism is a key generator of economic activity and one that reaches remote regions creating job opportunities for women and youth.

According to UNWTO figures, there were over 1.1 billion international tourists in 2014.²⁵ With 1.8 billion tourists expected in 2030, in addition to an estimated six billion domestic tourists, it is necessary to manage the negative impacts that flows of such magnitude can have on the environment, on the use of resources, and on local communities. Sustainability has become imperative for all stakeholders in tourism and must translate from words to actions.

In 2008 the Partnership for Global Sustainable Tourism Criteria was created. This coalition of more than 50 organizations worked together to foster increased understanding of sustainable tourism practices and the adoption of sustainable tourism principles aiming for their widespread voluntary acceptance, thus conferring upon them a universal value. The Partnership, initiated by the Rainforest Alliance, the United Nations Environment Programme (UNEP), the United Nations Foundation, and the World Tourism Organization (UNWTO) developed a set of

baseline criteria organized around the four pillars of sustainable tourism: effective sustainability planning; maximizing social and economic benefits to the local community; reduction of negative impacts to cultural heritage; and reduction of negative impacts to the environment.

Stemming from this partnership, the Global Sustainable Tourism Council (GSTC) was formally established in 2010. The GSTC is an independent and neutral not-for-profit organization that serves an important role in establishing and managing global standards for sustainability in travel and tourism, and in ensuring that these are available globally. The GSTC represents a diverse and global membership, including UN agencies, leading travel companies, hotels, country tourism boards, tour operators, communities and individuals. Today the organization counts about 150 members worldwide and is growing rapidly.

Setting Standards: The Global Sustainable Tourism Council Criteria

At the heart of its work are the Global Sustainable Tourism Council criteria. These criteria are the standards that tourism businesses and public authorities responsible for tourism development should fulfill in order to protect and sustain the world's natural and cultural resources, while ensuring that tourism meets its potential as a tool for poverty alleviation. To date, two sets of GSTC criteria have been developed: one for hotels and tour operators and another for destinations. Focus-

ing on social and environmental responsibility issues, the criteria are organized to reflect the four pillars of sustainability.

The GSTC criteria have been built on decades of prior work and experience, and take into account the numerous guidelines and standards for sustainable tourism, such as those developed by UNWTO, UNEP and tourism certification programmes operating worldwide. When developing the criteria, extensive consultations were held in both developed and developing countries with the aim of attaining a global consensus among various stakeholders on how to implement sustainable tourism. The criteria serve as guidelines for businesses of all sizes to become more sustainable, help consumers to identify sound sustainable tourism businesses and services and help media to identify sustainable tourism providers.

In support of its mission to promote the widespread adoption of global sustainable tourism standards, the GSTC implements a variety of specific programmes including:

- **Destinations Programme:** This programme helps tourism destinations, through helping public or private bodies that manage these destinations, to benefit from systematic application of the criteria to improve sustainability performance. Fourteen tourist destinations, different in region, size and feature, have so far benefited from an assessment of their strengths and vulnerabilities as measured against the GSTC criteria. Some of them have then implemented strategies to address the recommendations identified through a process by which local communities, governmental agencies, NGOs and the tourism industry take a concerted approach to maintaining the cultural, environmental, economic, and aesthetic integrity of their country, region, or town.
- **Integrity Programme:** This programme verifies whether existing certifications in sustainable tourism comply with GSTC criteria. The GSTC offers three levels of verification. Recognized programmes meet the GSTC criteria, while Approved or Accredited programmes also follow procedures that meet GSTC requirements for transparency, impartiality and technical competence. To date, 22 certifications have been recognized and two have been

approved. Other programmes are currently in the approval process.

- **Educational Programmes:** The purpose of the educational programmes is to increase and widely disseminate knowledge on sustainable tourism practices. GSTC develops educational materials tailored to specific sectors to help them implement sustainable practices using the GSTC criteria as a base. It aims to ensure that the GSTC criteria are integrated into the curricula of universities, training schools and other programmes, building capacity among organizations that engage in sustainable tourism practices, and educating consumers about sustainable travel options. The Sustainability Training Programme tailors courses for various stakeholders in the industry, including hotel and tour operators, staff of public and private bodies with responsibilities in tourism management at destinations, and academic institutions.

The GSTC is essentially a virtual organization with a lean secretariat without office costs and staff who are often only partially compensated for their services. It does not receive public funding and counts on its own generated resources which include member quotas, sponsorships, and services provided through the programmes outlined above. Despite these constraints, the Council has contributed to an increased adoption of sustainable tourism practices both in the private and public sphere. Some major players in the industry are members of the GSTC and actively support its agenda. Ministries of Tourism in countries such as India or Ecuador have adopted the GSTC criteria as national standards for their tourism sectors. The GSTC's efforts have translated into substantial results to make the tourism industry more sustainable, and sustainable development is becoming ever more important for the sector.

WORLD TRAVEL & TOURISM COUNCIL

SUSTAINABILITY PRIORITIES: ESG REPORTING, HUMAN CAPITAL DEVELOPMENT, INCLUSIVE GROWTH

Travel and tourism currently account for 9.8% of the world's GDP and support nearly 300 million jobs. Over 1.1 billion international trips are made each year, and the growth forecast is at nearly 4% a year with 1.8 billion international trips expected by 2030. World Travel & Tourism Council (WTTC) is the global leaders' forum for the travel and tourism industry. WTTC's membership comprises the CEOs of 150 of the world's leading travel and tourism companies, including airlines, airports, hospitality, cruise, car rental, online and tour operators. The mission is to advocate to governments and wider society the social and economic benefits of travel and tourism in order to maximize the sustainable growth of the sector.

Sustainable development is imperative for the growth of the travel and tourism sector. WTTC undertakes a variety of initiatives to help promote sustainable action both within the WTTC membership and within the travel and tourism sector more widely:

- **Raising awareness:** Tourism for Tomorrow is a strategic campaign to ensure the industry integrally embraces sustainability in order to enhance its positive footprint. The campaign emphasizes the sector's responsibility and sensitivity towards key stakeholders including young people, women and indigenous people, and highlights measures that the industry can embrace to enhance its positive impacts. Business leaders in the travel and tourism industry are
- **Indicators and measurement:** The Hotel Carbon Measurement Initiative (HCMI) was developed by WTTC in partnership with the International Tourism Partnership (ITP) as a response to the industry's need for a methodology to calculate and report on the carbon footprint of a hotel stay, meeting or event in a consistent way. The development phase, which involved engagement of key stakeholders from outside the industry as well as road testing, took one year and was

also invited to stimulate consumer demand for sustainable products, and use the latest technology to provide innovative solutions. An important aspect of this campaign is to recognize and promote industry best practices through Tourism for Tomorrow Awards. Under WTTC stewardship since 2003, the Tourism for Tomorrow Awards is an annual programme aimed at recognizing examples of best practice in sustainability from travel and tourism across the world in the categories of community, destination, environment, global business, innovation and people. All finalists take part in a three-stage judging process by independent sustainability professionals and must prove that they engage in tourism which optimizes economic, environmental, social and cultural benefits from its practices, connects tourists and residents with the destinations they visit, and demonstrates leadership through active engagement with the wider tourism community.

followed by an intensive rollout and development phase. Over 22,000 hotels now use HCMI across the world.

- **Guidance:** Economic, Social and Governance (ESG) reporting is increasingly being embraced by travel and tourism companies. The WTTC provides assistance to its member companies who start on the ESG journey on how to navigate this complex area, and offers guidance on specific issues most relevant to travel and tourism companies. In this regard, the WTTC developed a guidance note that outlines the full spectrum of ESG reporting's background, concepts, terminology, key entities and available resources. The note contains 12 steps that companies can take to begin or improve their ESG reporting, as well as issue briefs on key issues for travel and tourism companies to consider when reporting, such as energy, water, climate change, waste, workforce, supply chain, community, governance, risk and compliance. WTTC monitors ESG reporting among members on an annual basis. In 2014, 55% of WTTC members reported on their ESG performance and related impacts.
- **Advocacy and policy:** WTTC ensures that the voice of the private sector is represented where possible in various policy discussions that impact business. Travel and tourism is a fragmented and highly diverse sector, with myriad issues varying by geography and scale. The buy-in and understanding of the private sector is vital if sustainable tourism development is to be achieved. The WTTC therefore actively engages with organizations such as the United Nations Framework Convention on Climate Change, World Economic Forum, UN Global Compact, OECD, APEC, the World Tourism Organization (UNWTO), and the European Commission, as well as initiatives such as UNEP's 10YFP Global Action for Sustainable Production and Consumption, and the Rio+20 United Nations Conference on Sustainable Development. This engagement is to ensure that policy measures are developed in line with industry capabilities and deliverables on the ground.
- **Engaging leaders:** There are many sustainable tourism initiatives around the world, but few which seek to actively engage lead-

ers, both private sector and governmental. However, it is often at this level where real progress can be made. WTTC therefore seeks to ensure that sustainability is part of the mainstream agenda rather than a separate or 'niche' form of tourism. Embedding sustainability messaging into all speeches, dedicated sessions within global conferences and activities that engage CEOs ensures that sustainability is a mainstream topic in the WTTC discourse.

- **Partnerships:** WTTC supports its members to ensure that their work can be amplified and improved through partnerships with other organizations, whether they are industry associations, academia, NGOs or government organizations. WTTC has successfully partnered with the International Tourism Partnership (ITP), World Wide Fund for Nature (WWF), World Tourism Organization (UNWTO), among others, and will build more partnerships in the future.

One challenge is the fragmented nature of this sector. Travel and tourism comprise many different types of companies and activities, and over 80% of the companies are SMEs. It is a hugely challenging to not only embed sustainability principles throughout the sector, but also to clearly communicate the progress being made. Consistent messaging and using networks to deliver those messages can help address this. Breaking down competitive barriers between individual companies and bringing individuals together in a closed setting, building trust, and sharing common goals are all vital in overcoming this challenge.

CONSUMER CYCLICALS - MEDIA & PUBLISHING

INDUSTRY: Advertising & Marketing, Broadcasting, Entertainment Production, Consumer Publishing

The media and publishing industry is a sub-group of the cyclical consumer goods and services sector. Specifically, it includes advertisers and marketers, media and entertainment producers, and broadcasters and publishers. This sector's companies are essential for information and knowledge sharing, and for enabling citizen engagement and communication. They have the means to raise awareness around specific products or causes. They can be strong contributors to corporate sustainability efforts and help shape the sustainability agenda through impacting consumer demand and company offerings. For example, advertisers and marketers play an important role as messengers with the potential for critical impact on consumer behaviour and consumer preferences. There is great potential for the media and publishing industry to be a key influencer in promoting more sustainable consumption patterns. Some key industry players have already undertaken efforts to move the needle.



WORLD FEDERATION OF ADVERTISERS

SUSTAINABILITY PRIORITIES: SUSTAINABLE BRAND STRATEGIES, AWARENESS RAISING, INTERNAL ORGANIZATIONAL CHANGE

The World Federation of Advertisers (WFA) is a global organization that represents the common interests of marketers. It brings together the biggest markets and marketers worldwide, representing roughly 90% of global marketing communications money spent, almost US\$700 billion annually. WFA champions responsible and effective marketing communications.

Most businesses consider sustainability to mean reducing a company's environmental impact or offsetting its carbon footprint, but a lot of consumers and marketers take a different view. For brands, it increasingly means adding genuine value and meaning to people's lives. WFA believes sustainability goes back to the etymology of the word: it is about building and nurturing a license to sustain and endure. And this comes from having meaning, purpose and delivering value as a brand and as a business.

Brand purpose – a key to sustainability

In 2012 and 2013, the WFA conducted research with marketers around the issue of brand purpose. Brand purpose is not a precise synonym for sustainability, but for a brand to have a clear and meaningful purpose involving some kind of sustainability dimension. WFA's research showed unequivocally that brand purpose is important now and will be even more important in the future. Nearly nine out of 10 marketers agreed, and most defined it as programmes that positively impact communities, protect and improve the environment, while also conducting business in an ethical matter.

In a bid to understand what people worldwide expect from companies and brands, PR agency Edelman asked consumers the same question about the importance of brand pur-

pose as part of its Good Purpose research. The vast majority believed that companies have a license to do well by doing good. 76% agreed that it is acceptable to support good causes and make money at the same time, and 47% said they would buy products or brands that support good causes. In addition, when respondents were asked about the most important ways that brands could build trust, the top three criteria cited were listening to consumer needs and feedback, high quality products or services, and treating employees well.

These studies highlight the importance of having a brand purpose for a business to sustain. The studies also indicate that business sustainability may in fact be a question of customer retail management and quality service, rather than traditionally perceived sustainability practices of corporate social responsibility. By emphasizing the value of brand purpose, WFA believes that for a company to be sustainable, it must listen to its customers, respond to their concerns, put customers and their employees ahead of (or at least on a par with) profit, and be transparent, open and communicative.

People, Purpose, Principle, Participation

Marketing as a practice has sometimes had bad connotations, with the reason being that marketing at times falls short of what people and society want and expect from companies. WFA launched Project Reconnect in 2010 to showcase the positive impact that the marketing industry can have, as well as to raise the bar in terms of people's perceptions of the advertising industry. The Advisory Board for this project consisted of 18 Chief Marketing Officers (CMOs) that are part of WFA's

membership. Project Reconnect is an effort to listen to what people really want from brands and advertising. WFA hopes to give marketers practical guidance to make sure that their behaviour is aligned with what consumers want and expect. With digital and social media allowing brands to communicate in a more personal and direct manner, a key component is to identify what people think are acceptable marketing strategies. WFA has organized focus groups in Brazil, China, UK and the US, facilitating parents and youth to speak directly with prominent marketers and policy makers. The programme also fostered discussions between policy regulators and marketers on the topic.

In collaboration with the social media agency We Are Social, WFA explored what people around the world perceive as important brand attributes. The results revealed that people want to see brands embody four “P”s: People, Purpose, Principles and Participation.

- **People:** Brands must be able to listen carefully to individuals and deliver personalized communications in the right context at the right time, and in the right manner.
- **Purpose:** Brands need a purpose to survive in today’s highly competitive market. As Marc Mathieu, Senior Vice President Marketing of Unilever says, “Today, the good companies — the ones that will survive and thrive through thick and thin — care about something, because the people we serve demand it. Without a true purpose, your brand is just a banner, just another part of the visual clutter.”
- **Principles:** Brands must stand for clear brand principles. People expect brands to

be truthful and generous with their content, services, and knowledge. Brands have to remember the importance of empathy and care. They also need to be fun.

- **Participation:** Brands need to be inviting and allow for participation and consumer input. Consumers should participate and contribute in creating shared value strategies that benefit a world beyond the brand alone. Taking a more democratic definition of marketing — with brands adopting an “of the people, by the people, for the people” approach, to co-create mutual value together with audiences is key.

These findings do not preclude promoting sustainable development through more traditional ways of addressing environmental, social and governance (ESG) issues. Evidence suggests that millennials put great emphasis on these issues and many successful brands are aligning brand strategy accordingly. Traditionally, executive management has seen marketing as a cost and not necessarily a means to building a sustainable brand that can play a meaningful role in society. However, given that marketers are those in an organization who best understand the consumers, there is a strong case that they should be involved in more strategic corporate decision-making. Since many brands’ ability to remain sustainable today depends on bringing meaning and purpose to people’s lives, companies and marketers are increasingly aligning their visions to build brands with purpose.

INTERNATIONAL ADVERTISING ASSOCIATION

SUSTAINABILITY PRIORITIES: RESPONSIBLE MARKETING, ENVIRONMENT AND CLIMATE CHANGE, PARTNERSHIPS

The International Advertising Association (IAA) is the only globally focused advertising trade association with a membership that represents advertisers, agencies and the media. Established in 1938 as a not-for-profit organization, the IAA is now comprised of Corporate Members, Organizational Members, Educational Affiliates, as well as 45 Chapters with individual members and young professionals from 70 countries, including the 10 largest economies in the world.

Key aspects of the association's activities centre around its role as a forum for industry issues. The advertising industry is sometimes perceived as driving consumption and waste, and therefore promoting values that contradict sustainable development. But driving values of "awareness" and "responsibility" can prove to be a bridge between what appear to be opposing interests. Sustainable development is indeed an important aspect of IAA's work, and its engagement on sustainability issues goes back to its submission of views to the World Summit of Sustainable Development in Johannesburg in 2002. IAA has organized campaigns and student competitions that promote sustainable development, focusing on themes like climate change, the Millennium Development Goals and e-waste.

Raising awareness: The Hopenhagen Campaign

IAA's largest initiative to promote sustainable development is Hopenhagen, a global campaign that took place in the lead up to COP15, the United Nations Framework Convention on Climate Change (UNFCCC) Conference in Copenhagen in 2009. The awareness of the general public of COP15 was initially weak, with the global economic crisis making

climate change less of a priority on people's agendas. It was necessary to find ways to scale and collaborate to create a significant global impact within a compressed timeframe which could incite a people's movement.

In September 2008 IAA met with the UN Secretary-General to discuss ways to help raise awareness around COP15. Following the meeting in Davos in 2009, the IAA and the World Economic Forum, crafted a "shaping the climate change message" where the concept of a climate change communication initiative was further discussed and reviewed. This lay the foundation for what would become Hopenhagen, a global pro-bono campaign spearheaded by IAA to raise awareness on climate change and COP15.

The IAA's global membership network helped to develop the largest global pro-bono campaign ever implemented across all media channels. Hopenhagen featured more than 350 media partners including TV, radio, print, digital and out-of-home advertising. The campaign generated approximately \$400 million in media value across more than 50 countries. It had a projection level of impressions of one billion people. In total, 6,172,820 people from 200 countries signed up to the "Citizens of Hopenhagen" website. The Hopenhagen campaign was created with a mission to promote sustainable development, and delivered impressive results in terms of scale, messaging and metrics.

The benefits of such pro-bono initiatives and engaging IAA members revolve around IAA's unique ability to implement such a complex global programme with partners including media. The IAA is examining further opportunities where their membership network could make a difference, and often

includes the industry's role of public service contributions at conferences and events. Such opportunities include country specific projects (e.g. the India chapter's Annual Olive Crown Awards) where the IAA Chapters can secure resources from members that might include pro-bono media space, creative project work at no cost, and overall PR and promotion. The association also continues to highlight the need to create, maintain and develop sustainable and responsible attitudes. Shaping attitudes and raising awareness around sustainable development issues is indeed key. More research has shown that consumers are aware of sustainability issues, and are conscious of brands and products that focus on sustainable development through meaningful initiatives. IAA believes that the relationship between brands and consumers, between business objectives and sustainable development, are becoming inseparable.

Challenges exist around the political, operational and financial requirements of complex pro-bono campaigns like Hopenhagen. It was difficult to execute a campaign of that magnitude without receiving financial support or investment. Other challenges included communicating what is essentially a business project to a political or NGO-type organizational structure. Another issue was timing. These kinds of initiatives are often tied to some sort of deadline such as a conference or significant announcement and it is challenging to meet those deadlines while activating stakeholders 24/7 across multiple time zones. With Hopenhagen, it was exceptional for the IAA to see its Chapters and members mobilize so readily and willingly. In many respects Hopenhagen was ahead of its time, and the groundwork laid by the initiative provided a

pathway that many individuals, governments, political and business leaders have since been able to follow.

In June 2015, the IAA announced with C40 Cities a new global initiative to promote the activities and initiatives of the mayors from more than 75 cities worldwide.²⁶ In these cities, political will and support from business are contributing to sustainable development and improved environmental performance. With support from award winning agency DM9 Syfu and Clear Channel Outdoor, phase one included the launch of the #CitiesAreKey campaign at the Cannes Lions Festival Of Creativity. The rest of the campaign and communications programme is rolling out during the summer of 2015 in the lead up to COP21 in Paris.

CONSUMER NON- CYCLICALS

INDUSTRY GROUP: Beverages, Food & Tobacco, Personal & Household Products & Services, Food & Drug Retailing

The non-cyclical consumer goods and services sector provides goods and services that are in demand by consumers even when the economy experiences a downturn. These businesses offer products that are necessities rather than luxury goods such as food and beverages, personal products and household supplies. Companies in this industry rely less on economic conditions since demand for these goods remain relatively constant; food and agriculture is a clear example. The World Bank estimates that the world's food production needs to increase by at least 50% in order to feed 9 billion people by 2050, yet climate change could significantly diminish crop yields.²⁷ Insufficient food production creates food insecurity for the most vulnerable populations around the world. As the world population grows, effective and sustainable food systems are imperative, making food and agriculture businesses an essential industry group for development and human well-being.

GLOBAL SALMON INITIATIVE

The world's population is anticipated to grow to over nine billion by 2050, with the global demand for protein increasing by 70%. Salmon is one of the healthiest sources of protein available and to meet this growing demand production will expand. Salmon aquaculture is the world's fastest growing food production system accounting for 70% of the market. About 60 % of the salmon we eat comes from farms. This US\$5.4 billion industry generates almost two million metric tons of farmed salmon each year. Salmon consumption worldwide is three times higher than it was in 1980. What was once a luxury food is now among the most popular fish species in the US, Europe and Japan. This means that a larger shift towards sustainable operations is becoming ever more important. The Global Salmon Initiative (GSI) is a CEO-led initiative launched in 2013 to put competition aside and focus on a sustainable future for the industry.

The mission of GSI members is to make significant progress towards providing a highly sustainable source of healthy protein to feed a growing population, while minimizing the environmental footprint, and increasing positive social contribution. The GSI is made up of 17 salmon farming companies that represent approximately 70% of the global industry. Member companies have operations in Australia, Canada, Chile, Denmark (Faroe Islands), Iceland, Ireland, Norway, New Zealand and the UK.

By uniting 17 companies as part of the GSI, the farmed salmon sector is making significant improvements in incorporating sustainability into their operations and to address common challenges in the industry.²⁸ The sector is moving much quicker and

achieving a greater impact than they would have if they were working alone. Since the launch of GSI in August 2013, four new members have joined, demonstrating the impact that the GSI is having in encouraging industry-wide improvements.

The GSI is based on three grounding principles: sustainability, transparency and cooperation. By working together and pooling resources, GSI's goal is to accelerate the industry's progress in creating sustainable improvements at scale. Through the initiative, the members have had the support of their peers in making critical industry decisions and were able to make decisions that are having an industry-wide impact.

To support progress and technical advancement, taskforces have been established for areas identified as priorities for the industry. Each taskforce is chaired by a CEO from one member company to provide direction and leadership, while experienced staff from the companies convene the groups and drive the technical discussions. The priority issues are:

- **Standards:** All GSI members are committed to reaching the Aquaculture Stewardship Council (ASC) Salmon Standard by 2020. Seen as the most challenging of industry standards, the ASC standard promotes industry best practice with requirements encompassing all aspects of industry sustainability including environmental impact, food security and social responsibility. To support GSI members in achieving the ASC standard, the taskforce organizes monthly calls that allow members to share challenges, ideas and solutions around implementation of the standard. Technical meetings are also held to promote

SUSTAINABILITY
PRIORITIES:
BIOSECURITY
(DISEASE
MANAGEMENT),
SOURCING
SUSTAINABLE
FEED, INDUSTRY
STANDARDS

knowledge sharing. Through selecting one universal standard, the GSI has a concrete goal to work toward and can have greater structure to their efforts.

- **Biosecurity:** Biosecurity, in particular disease management, remains a critical issue for the farmed salmon industry and a challenge that requires a coordinated approach. Sea lice are a notable problem in the industry. The GSI developed a series of best practice guidelines for sea lice management adjusted for different geographical regions which GSI members have agreed to adhere to. Through workshops and study tours, GSI supported the transfer of knowledge and skills to help companies meet these guidelines.
- **Feed and nutrition:** A key ingredient to the sustainability of salmon aquaculture is the amount of marine feed (fishmeal and fish oil) that is used as feed for aquaculture farms. Marine feed products are finite resources and their availability depends upon available quotas and the level of direct human consumption. With increasing pressure on wild fisheries, and a growing appetite for Omega 3 fat, the GSI recognized that they would need to look for alternative sources of feed to remain sustainable. The taskforce engaged with the

Food and Agricultural Organization and industry feed companies to address these matters. The GSI is reviewing the potential of alternative resources and exploring what can be done to support access to resources needed for salmon farming.

The initial challenge was bringing together industry competitors and encouraging them to work collaboratively on key sustainability challenges. Building trust between the companies, and creating an environment where they felt comfortable and safe in sharing information and expertise, proved critical for the initiative's initial uptake. By aligning the group's common long-term vision and commitment for improved sustainability across the industry, the GSI members felt confident in their ability to work together. The industry realized the benefits of collective action and of sharing resources and knowledge when tackling sustainability issues.

The GSI focuses on improving the industry's reputation by ensuring greater industry transparency across all members and all regions. GSI is currently establishing a series of sustainability indicators that will support global industry reporting. Next, the group plans to launch an online reporting platform in 2015 which openly shows the environmental and social performance of all the GSI members.



INTERNATIONAL AGRI-FOOD NETWORK

The International Agri-Food Network (IAFN) was formed in 1996 as an informal coalition of international trade associations involved in the agri-food sector at the global level. IAFN members include thousands of international companies and hundreds of national associations. Those national associations in turn represent tens of thousands of small and medium-sized enterprises, thousands of cooperatives and millions of farmers. The associations comprising the network have members in 135 of the 193 countries in the United Nations. The primary purpose of the IAFN is to define and deliver the private sector's commitment to addressing global poverty and food security. The network facilitates liaison and coordination among member organizations and engages international organizations in the agri-food chain at a global level.

The network represents this agri-food business group in a number of international settings, serving a unique role in both the UN context and in the business community. First, through being the focal point of the Private Sector Mechanism at the UN Committee on World Food Security (CFS), it is the prime coordination body for business to speak with one voice on issues relating to food security and nutrition. The Mechanism has over the years built much expertise in coordinating a network of several hundred organizations, following international negotiations and providing expert knowledge on specific issues. It has contributed to raising the visibility of the role of business and investment in finding solutions to eradicate hunger and malnutrition. In addition, IAFN works collaboratively with the International Chamber of Commerce, the Farming First coalition, and other associations and companies. For the business

community, IAFN has been a useful platform for understanding the objectives of such engagement, for learning about the UN system, and for finding the right points and methods of engagement.

IAFN's challenges in facing sustainable development remain in the distance between many UN deliverables and the day-to-day business operations. IAFN is particularly focusing on playing a broker role between companies and associations and UN bodies to find ways to operationalize resolution documents. This is an important task at hand to work towards sustainability in the agri-food chain.

Knowledge-sharing plays a critical role in achieving sustainable development, particularly in the agricultural sector. Expanding and improving agricultural extension and advisory services helps farmers promote improved practices based on knowledge, which can make agriculture more sustainable on a wide variety of fronts. Highlighted below are activities related to knowledge transfer that IAFN members undertake to promote sustainable development.

CropLife's Spray Service Provider Training Programme

The Spray Service Provider Training Programme is a joint programme led by CropLife Africa Middle East and the World Cocoa Foundation (WCF). The programme trains selected farmers to become Spray Service Providers (SSPs) and 3,000 have been trained to date. SSPs are professionals who can help the wider farming community by identifying pests, and by providing advice on pest management and application of crop protection products when needed. Through the programme, more than 50,000 cocoa farmers in West Africa

SUSTAINABILITY
PRIORITIES:
SUSTAINABLE
FARMING,
SUSTAINABLE
FOOD SUPPLY,
IMPROVED
NUTRITION

are reducing the impact of pests and plant diseases on their cocoa crop. An estimated 30%-40% of the cocoa crop is lost to pests and diseases every year. The programme has been important to help 50,000 farmers in four West African countries avert major crop losses, a problem that has worsened in recent years due to adverse weather, which has been attributed to climate change. Cocoa farmers that participate in the programme have improved their incomes and are better able to afford essential healthcare and education for their children.

Amalima Development Food Assistance Programme

The Amalima Development Food Assistance Programme encourages expertise-sharing and community action towards better cultivation techniques to increase yields and food security in rural Zimbabwe. The project works with over 66,000 households in the Matabeleland District, leveraging community-led approaches to increase productivity and apply market-led approaches to push and pull vulnerable households into profitable value chains, by streamlining cereal marketing from surplus to deficit areas. The programme leverages past and new infrastructural investments to improve water management and soil fertility through conservation agriculture and land rehabilitation. The expected impact is 75%-100% yield increases and a 50% reduction in food insecurity and stunting.

K+S Kali's mobile training center for smallholders

Through the Growth for Uganda project, the German fertilizer producer K+S Kali works with the Sasakawa Africa Association to enable and promote knowledge transfer to Ugandan smallholders. The project was launched in 2013 and consists of an agricultural advisory service in Uganda to help local farmers maintain and increase soil fertility and the productivity of their land, thereby improving self-sufficiency and smallholder incomes. Planned for a 3-5 year period, the project is aimed at about 50,000 farming households in the Ugandan districts of Dokolo and Apac. Nine thousand smallholder farmers have already received the training. The project uses a 4x4 truck-based mobile classroom, which includes a laboratory to enable the analysis of the nutrient content of soils and plants.

One Acre Fund's training for coffee farmers

One Acre Fund established a coffee trial in Rwanda, with 100 farmers from the Nyamasheke district participating in 2010. In addition to receiving lime and fertilizer, farmers were trained on correct application and best practices in coffee farming, such as mulching and composting to maintain good soil structure. Like most other agricultural practices, timing and application methods are key. Lime is added prior to the rainy season, and fertilizer is applied roughly two weeks after the rains begin. The results of the first trial were remarkable. Farmers showed a 58% increase in harvest due to the use of inputs in the first year, translating to an income increase of about US\$65 per farmer. The team also expanded the trial to three additional districts, with the goal of testing the impact of mulch, mulch and fertilizer, and mulch, fertilizer and lime. Among the four districts of operation, the average farmer with 250 trees who used mulch, fertilizer and lime earned about US\$200 more than those who used only mulch.

INTERNATIONAL FERTILIZER INDUSTRY ASSOCIATION

A large percentage of humanity depends for its sustenance on the food production increases brought about through the application of fertilizers to crops. Fertilizer contributes to both the quantity and quality of the food produced. Used in the right way—applying the right source at the right rate, time and place—and on the right crops, it contributes immensely to the health and well-being of humanity. Between 1961 and 2008, the world's population grew from 3.1 to 6.8 billion. During the same period, global cereal production grew from 900 to 2,500 million tons (Mt) with much of the growth being due to the increase in world fertilizer use from 30 to more than 150 million tons. Without fertilizer use, world cereal production would be halved.²⁹

The International Fertilizer Industry Association (IFA) is comprised of 560 members. They are players in the fertilizer value chain, service providers to the industry, as well as regional and national fertilizer industry associations and research organizations. Over half of IFA's members are based in emerging and developing economies. IFA's vision is for fertilizers to play a vital role in achieving global food security and sustainable development through the efficient production, distribution and use of these plant nutrients.

IFA works towards achieving its vision through a number of different approaches:

- **Certifications and benchmarking:**

Continuous improvement is critical for the safe and energy efficient production of fer-

tilizers. IFA is uniquely placed to promote best practices throughout the fertilizer value chain and to foster improvement in the industry's own performance on SHE (Safety, Health and Environment) through benchmarking. IFA offers the following global performance measurements for the industry: Energy Efficiency; Environmental Performance; Employee Safety as well as Protect & Sustain, a product stewardship certification programme. Respecting a large and diverse membership and its voluntary nature, participation in benchmarking and certification programmes is not mandatory. However, IFA is making a concerted effort to raise awareness on these programmes and to generate friendly peer pressure among the leading member companies, in particular the Protect & Sustain certification.

- **Stewardship and training:** IFA's top priority is nutrient stewardship" — the correct use of fertilizers on the farm. Whereas plant nutrients are crucial for agricultural productivity and global food security, fertilizers that are not taken up by plants can be lost to the environment when not applied properly. The industry must therefore continue its focus on working in partnership with others to improve outreach to farmers around the world about the correct use of fertilizers. IFA is a strong proponent of the 4Rs: applying the right nutrient source, at the right rate, in the right place, and at the right time, to ensure maxi-

SUSTAINABILITY
PRIORITIES:
PRODUCT
SECURITY,
WORKPLACE
SAFETY, FOOD
AND NUTRITION
SECURITY,
SUSTAINABLE
SOIL
MANAGEMENT

mum uptake by plants and reduce losses to the environment. To this end, IFA has undertaken a series of multi-stakeholder seminars on sustainable fertilizer management in China, Indonesia and India. These seminars brought together the industry, policymakers, farmer representatives and scientists to take stock of fertilizer application practices and make recommendations on innovative products and practices to promote enhanced nutrient use efficiency. The seminars make an important contribution to national debates on plant nutrient management and soil health, and allow for knowledge sharing among experts from different countries.

- **Advocacy and policy:** IFA is a strong advocate in international policy circles on issues pertaining to food and nutrition security and sustainable food systems. Examples include IFA's engagement with the Food and Agriculture Organization and its Committee on World Food Security. The organization is a founding member of the International Agri-Food Network, a supporter of the Farming First Coalition which is a group that promotes sustainable agriculture, as well as a supporter of the International Year of Soils which brings attention to the alarming decline in soil health around the world. Moreover, IFA was engaged in the UN negotiations on the Sustainable Development Goals, advocating for ambitious outcomes with regard to sustainable agriculture, food security and nutrition, and organized delegations of its members to meet with UN officials in New York and Rome.
- **Regional focus:** IFA emphasizes the need to increase access to fertilizers and other inputs for smallholder farmers in certain regions where access is limited and increased agricultural productivity can contribute strongly to improved livelihoods. In Sub-Saharan Africa, programmes are being implemented to address the inadequate access to fertilizers by farmers. For example, the goal of the African Fertilizer Volunteer Programme is to increase fertilizer usage on the continent, calling for global fertilizer industry experts willing to volunteer their time and knowledge towards building the African fertilizer value chain. Becoming operational in 2014, the programme

is run jointly by the African Fertilizer and Agribusiness Partnership. In 2014 and 2015 IFA also executed a campaign on Smallholder Access to Fertilizers in Africa. This campaign highlighted how limited access to fertilizers and other inputs, such as quality seeds, hinders economic development and affects the livelihood of 200 million farmers in Sub-Saharan Africa. The campaign garnered strong media attention, and generated interaction from key stakeholders such as UN agencies, Zero Hunger Challenge, the private sector, and scientists working on the continent.

Considering that there still are areas in the world where serious food insecurities exist, not all members are equally interested in topics related to environmental sustainability. IFA addresses this by emphasizing the need for economic, social and environmental sustainability, taking a holistic approach to sustainable development.

Moreover, there is still a perception among some members that engaging in UN matters does not matter to their interests. This requires IFA to explain the significance of UN decisions (which often translate into national legislation after some years) to its members and to translate UN language into a language that business leaders are receptive to.

There are multiple benefits of engaging members on sustainable development issues. IFA's members appreciate the long-term perspective that the organization provides, and realize that sustainable practices are crucial for their businesses. Acting collectively, industry-wide initiatives to support sustainable development have greater impact on the ground, while speaking collectively will allow members to have a stronger voice in terms of advocacy. Leadership from the Secretariat on sustainable development is important, but engagement of key leaders within the membership is the most effective way of strengthening these efforts.

NATIONAL FISHERIES INSTITUTE'S CRAB COUNCIL

The Crab Council is an international group of blue swimming crab importers dedicated to preserving crabmeat as a popular seafood item as well as an important economic resource for dependent livelihoods. The Crab Council consists of 18 companies that represent 85% of the US blue swimming crab imports. Only a few outlying but large companies have yet to join the council. Southeast Asia is the leading exporting region of crabmeat to the United States, sending over 35 million pounds annually. Throughout Indonesia, the Philippines, Thailand, Sri Lanka and Vietnam, crab fisheries support thousands of small-scale fishers in rural areas. To preserve blue swimming crab as an income source and popular seafood product, Crab Council members have pledged to support these fisheries with their sponsorship and business practices. On every pound of crab imported, Crab Council members assess themselves a fee. The funds generated (over US\$300,000 annually) go directly towards sponsoring the council's in-country sustainability projects and fishery improvement work. Because the Crab Council maintains that fishery ownership leads to responsible management, these funds are stewarded by in-country processor associations made up of the council's exporting partners.

Setting Standards: The Fishery Improvement Plan

In-country sustainability efforts managed by the associations operate within a Fishery Improvement Plan (FIP) created with input from

stock assessments, scoping documents and a range of stakeholder groups. A Crab Council representative in Southeast Asia regularly convenes these associations, holding meetings between industry, NGOs and government to ensure the FIPs track along with the Marine Stewardship Council framework and progress.

In the last quarter of 2015, the Crab Council will host an FIP workshop where in-country partners will discuss fishery improvement challenges and best practices. Fishery management experts will conduct a multi-day programme where blue swimming crab stakeholders can further hone their understanding of a recognized FIP and exchange improvement strategies.

In addition to liaising among in-country associations, the Crab Council has attracted funding and partnerships from the Walton Family Fund, Sustainable Fisheries Partnership, 50 in 10 and the World Bank. With these organizations the Crab Council collaborates on FIP formation and monitoring, participating in the global conversation of seafood conservation.

Other initiatives that The Crab Council undertakes to implement sustainability in the seafood industry include the following efforts:

Policy regulation

The Crab Council has adopted harvest policies that seek to eliminate the catch of underdeveloped and reproducing crabs. Through this, the Crab Council makes clear to in-country suppliers that harvesting only mature crabs not only leads to secure stocks but also com-

SUSTAINABILITY
PRIORITIES:
INDUSTRY-LED
STEWARDSHIP,
STAKEHOLDER
COLLABORATION,
RESOURCE
INVESTMENT

mands a premium price. Harvest policies that mirror the Crab Council's have been passed into law and implemented by federal fishery agencies throughout Southeast Asia. In January 2015 Indonesia's Ministry of Marine Affairs and Fisheries made an official decree regulating the catch of blue swimming crab. In 2014 the Philippines also introduced similar harvesting policies. While formal regulation represents a necessary step, laws on the books are only effective if enforced. The Crab Council's in-country partners have worked with government agencies to draft and move regulations forward for implementation. To ensure compliance at the fisher level, the Crab Council meets with local government leaders to communicate the importance of these harvesting directives.

While federal lawmaking and enforcement present the largest challenge to blue swimming crab sustainability, Crab Council members work closely with their suppliers to influence responsible sourcing practices within the immediate sphere of their supply chains. A mechanism being designed to accomplish this is the Harvest Control Document. The document mandates an audit/traceability system where undersized and egg-bearing females can be identified and reported. From cooking stations to picking plants to processing plants, control check points will be established and help Crab Council members to verify that the crabs they import meet their sustainability standards. The piloting of this project will begin in Indonesia during 2015.

Outreach and membership

Another area for growth is in boosting council membership. The Crab Council is almost entirely member funded and the scope of its efforts are determined by its size. In addition to actively recruiting non-members, the Crab Council has communicated its sustainability mission through open letters, press releases and individual outreach to major seafood retailers and distributors, urging buyers to ask what their suppliers are doing for crab sustainability and to join the council if they are not already members.

The Crab Council believes a well-managed fishery is a profitable fishery. Through its industry-led sustainability model, the Crab Council has generated close to two million dollars of investment towards maintaining secure and thriving blue swimming crab stocks. Working today for tomorrow's catch, the Crab Council is committed to preserving crabmeat as a beloved seafood item and a vital part of Southeast Asia's fishing economy.

FINANCIALS

INDUSTRY GROUP: Banking Services, Investment Banking & Investment Services, Insurance, Real Estate Operations, Residential & Commercial REITs, Collective Investments, Holding Companies

Banks, investment funds, insurance firms and real estate companies are part of this industry sector, providing financial services for both corporations and consumers. Financial markets and financial service providers are fundamental to the modern economy and are highly affected by economic conditions and trends. The financials sector is crucial for facilitating transactions – the exchange of goods and services – in the economy. In poorer countries, increased access to financial services can greatly impact economic and social development and lead to improved livelihoods. Private sustainability finance, with corporations, investors, foundations and institutions incorporating sustainability considerations into their investments and operations, can be an essential contributor to finance sustainable development priorities and to scale impact.



INTERNATIONAL FEDERATION OF ACCOUNTANTS

IFAC is the global organization for the accountancy profession dedicated to serving the public interest by strengthening the profession and contributing to the development of strong international economies. IFAC is comprised of more than 175 members and associates in 130 countries and jurisdictions, representing approximately 2.84 million accountants in public practice, education, government service, industry and commerce.

IFAC facilitates collaboration, dialogue and information sharing across the global profession, and engages with member organizations and other stakeholders through forums, conferences and events, constituency committees and knowledge platforms, among other methods. One of IFAC's specific focus areas is facilitating greater awareness among professional accountants of how their professional skills and competences can be applied in support of stronger and more sustainable organizations.

The Role of Professional Accountants

Many accountants work in public practice for accounting firms of all sizes, providing audit and advisory services. In addition, more than 60% of professional accountants work in commerce, industry, financial services, education and the public and not-for-profit sectors undertaking diverse roles in leadership and management (e.g. chief executive officer, chief financial officer, chief operating officer), operations (e.g. management accountant or performance analyst), management control (e.g. risk manager, compliance manager, internal auditor) and stakeholder communications (e.g. head of reporting, financial controller, investor relations).

In all of these roles, professional accountants are involved in activities, decisions and advice that influence their organizations' or their clients' ability to create and preserve value over the short, medium and long term. Delivering continuing value to providers of financial capital and other stakeholders – including societies more broadly – is the key to business resilience and requires longer-term thinking on a broad range of matters related to corporate sustainability.

IFAC helps professional accountants consider how, through their work and positions of influence, they can contribute to corporate sustainability and influence organizations to integrate sustainability into organizational strategy, finance, operations and communications. Its recent publication, *Accounting for Sustainability*. From *Sustainability to Business Resilience*, clarifies the important role professional accountants can, and must, play in embracing sustainability to ensure that the organizations they serve are resilient and operate sustainably.

Research shows that accountants' and finance professionals' roles in this area are increasing, primarily among larger organizations and at senior levels. For example, a recent survey conducted by Deloitte shows how chief financial officers (CFOs) are becoming more involved in sustainability, with a total of 83% of respondents stating that they are always or frequently involved in setting sustainability strategy (up from 65% in 2012) and 80% saying they are always or frequently involved in executing sustainability strategy (up from 66% in 2012) at their organizations³⁰. Sustainability is also important for SMEs and the small- and medium-sized practices that provide business and accounting support³¹.

SUSTAINABILITY
PRIORITIES:
DISCLOSURE AND
REPORTING, ANTI-
CORRUPTION,
NATURAL CAPITAL
ACCOUNTING,
CAPACITY
BUILDING,
PROMOTE
SUSTAINABLE
ECONOMIC
GROWTH

Global Representation and Advocacy

IFAC uses its influential voice to represent and advocate on behalf of the profession in the public interest. The association supports enhanced organizational reporting, as outlined in their policy position paper *Enhancing Organizational Reporting*. As discussed in this paper, IFAC recognizes that there is a range of different reporting frameworks and regulations available and being developed, and considers it important to examine the relationship between these frameworks and to promote global consistency and convergence.

Specifically, IFAC strongly supports the International Integrated Reporting Council (IIRC) and the development of the International Integrated Reporting Framework. The strategic partnership between IFAC and the IIRC is outlined in a Memorandum of Understanding that encapsulates a shared vision of the evolution of corporate reporting for the 21st century, in which integrated reporting plays an important role in promoting sustainable capital markets and transparency.

IFAC works closely with The Prince of Wales's Accounting for Sustainability Project (A4S) to convene senior leaders in the finance and accounting community to catalyze a shift to a sustainable economy and resilient business models. A4S promotes the importance of the connection between accounting and sustainability and builds bridges between different key stakeholder groups, including the accountancy profession, the CFO community, sustainability experts and investors.

IFAC is also involved in the Natural Capital Coalition (NCC), a multi-stakeholder initiative creating a harmonized framework that will help standardize how natural capital is accounted for and valued. An early working draft of the Natural Capital Protocol is being piloted by companies from the NCC Business Engagement Programme ahead of a public consultation planned for 2016.

Developing Sustainability Assurance

The International Auditing and Assurance Standards Board® (IAASB®), an independent standard-setting board supported by IFAC, sets high-quality international standards for auditing, assurance, and quality control that have been adopted by over 100 countries around the world.

International Standard on Assurance Engagements™ (ISAE™) 3000, Assurance En-

gagements Other than Audits or Reviews of Historical Financial Information, is the main standard used in assurance of non-financial information, including sustainability-related information. ISAE 3410, Assurance Engagements on Greenhouse Gas Statements, was developed to specifically cover both reasonable and limited assurance engagements of greenhouse gas assertions.³²

The Global Knowledge Gateway

IFAC provides knowledge and support to accountants around the world, especially for professional accountants in business and SMPs, which predominantly support SMEs. The Global Knowledge Gateway is a platform that brings together news, resources and thought leadership for the worldwide accountancy profession, with content from IFAC, its member organizations and other groups. It allows professionals to access resources from around the world, learn about emerging areas of the profession, stay connected to the most pressing issues, and interact by exchanging views, making recommendations, and sharing information and resources.

Sustainability is one of the ten featured topic areas and includes resources from around the profession to build awareness of corporate sustainability by showcasing various resources, including policy, research, guidance and tools.

WORLD FEDERATION OF EXCHANGES

The World Federation of Exchanges (WFE) is the trade association of 64 publicly regulated stock, futures and options exchanges around the world and acts on behalf of a total of 99 organizations, including affiliate members and clearing houses. The member exchanges are home to more than 45,000 listed companies. They provide a significant contribution to the real economy, representing a total market capitalization of US\$63.5 trillion and a total trading value of US\$78 trillion, a value close to the world GDP. These market operators are responsible for the functioning of key components of financial markets. The WFE serves as a central reference point for the securities industry and for the exchanges, offering members guidance in business strategy and management practices.

Having been active in the field of sustainable investment for a number of years, WFE promotes sustainability in various ways. This work has included corporate governance, responsible investment, non-financial disclosure, corporate social responsibility (CSR), and environment, social and governance issues (ESG). WFE formed a dedicated Sustainability Working Group (SWG) in March 2014 to advance sustainable business practices in the industry.

The SWG includes representatives from 21 WFE member exchanges from around the world.³³ With more than 45 participants across 11 time zones, the SWG represents 28,637 listed companies and more than US\$44 trillion in market capitalization. This working group convenes regularly to discuss material concerns and share best practices relating to sustainability, focusing on the needs of the exchange business.

- **Best practices:** The group seeks to promote

best practices in sustainability and ESG issues for the exchange business, and to suggest recommendations to the broader WFE membership in order to advance sustainable development. A number of the SWG members are in fact engaging in other high-profile campaigns on sustainability issues and ESG disclosure, making it an influential and dynamic working group that pushes for change on various issues related to sustainable development.

- **Reporting and data:** The SWG investigates the material need for exchanges to seek, standardize and/or publish ESG data. Through analyzing existing data forms and reporting frameworks, the group seeks to understand the real impacts, both positive and negative, on the exchange business. The group reflects upon the role of exchanges in the development and nurturing of an open and transparent economy, and the proper leverage that exchanges may exert in promoting more sustainable business models.
- **Guidance:** The SWG is becoming an active reference body for WFE members. It will assist exchanges directly with specific market or regulatory issues related to ESG. It will be able to provide talking points, undertake research and facilitate conversations between investors, exchanges and other stakeholders.

The SWG group intends to be a catalyst in the implementation of more sustainable business practices for the exchange business. Exchanges are not obligated to enforce the recommendations made by the SWG. How-

SUSTAINABILITY
PRIORITIES: ESG
DISCLOSURE
AND REPORTING,
SUSTAINABLE
FINANCIAL
MARKET
DEVELOPMENT,
STANDARDIZATION
AND
HARMONIZATION
OF ESG DATA



ever, the group's discussions help exchanges move forward on sustainability issues. SWG's ambition is to forge an industry-wide consensus on the role that exchanges should play in promoting sustainability and transparency on

ESG issues, advising the exchange business on different approaches they can take to operate more sustainably.

HEALTHCARE

INDUSTRY GROUP: Healthcare Equipment & Suppliers, Healthcare Providers & Services, Pharmaceuticals, Biotechnology & Medical Research

Businesses in this sector include healthcare equipment and services, pharmaceutical products and medical research. This sector is relatively insensitive to economic fluctuations as medical aid and medicine are necessities. Through leveraging their capacity and resources, companies in the healthcare industry can be a key contributor to public health. Innovative multi-stakeholder partnerships, including collaborations between the public and private sector, can help to address various health priorities more effectively.



INTERNATIONAL FEDERATION OF PHARMACEUTICAL MANUFACTURERS AND ASSOCIATIONS

The International Federation of Pharmaceutical Manufacturers and Associations (IFPMA) represents 29 leading international companies, as well as 47 national and regional industry pharmaceutical associations in both developing and developed countries. The IFPMA represents the research-based pharmaceutical industry and its members employ over two million people. The research-based pharmaceutical industry is one of the most innovative sectors in the world, which over the past century has played a unique role in developing new and improved medicines and vaccines to prevent and treat diseases. The industry has a central role to play in promoting sustainable development, including through pharmaceutical innovation of medicines and vaccines that contribute to improving the quality of life, as well as job creation, capacity-building, infrastructure development and support for health and educational programmes.

Based in Geneva, IFPMA has official relations with the UN representing their members in dialogue with intergovernmental bodies, nongovernmental organizations, Geneva-based missions of national governments, civil society organizations and others. IFPMA's primary role is to contribute industry expertise to help the global health community find solutions that improve global health.

Multi-stakeholder Dialogue and Partnerships

One way the research-based pharmaceutical

industry works to improve global health is through multi-stakeholder dialogue, with over 250 currently active partnerships. Experience from these collaborations that involves more than 1,000 partners shows that transformative partnerships and accountability frameworks between civil society, the private sector, local authorities and national governments can improve global health and ultimately contribute to more equitable, inclusive and sustainable development. The partnerships bring solutions to address health system infrastructure, increase availability of treatments, prevent the spread of communicable diseases and non-communicable diseases (NCDs), and develop new treatments for diseases of the developing world. All of these issues are at the heart of meeting the proposed Sustainable Development Goal 3 to “ensure healthy lives and promote well-being for all at all ages”. To achieve this goal, IFPMA believes that it will be essential to grow a community of partners.

In addition to the above, IFPMA also partners directly with international organizations to deliver creative solutions to address issues such as chronic diseases, counterfeit medicines and medicine donation programmes. These partnerships seek to develop innovative approaches to the growing chronic disease burden in developing countries, to include the use of mobile phones for awareness-raising and treatment adherence, and to provide door-to door counseling on healthy lifestyles

**SUSTAINABILITY
PRIORITIES:
SUSTAINABLE
HEALTH POLICIES,
INNOVATION,
BUSINESS ETHICS,
SCIENCE-BASED
REGULATORY
FRAMEWORKS,
PARTNERSHIPS**

to people in low income countries through volunteers.

All these partnerships seek to extend the reach and scale of development programmes, involving key stakeholders and assembling complementary assets. They also allow for knowledge and resource sharing to improve effectiveness and reduce risk. Furthermore, partnerships reduce duplication of investment activities and attract funding by building a common brand.

Implementation of the Sustainable Development Goals

To advance sustainable development, challenges remain. Specifically, IFPMA is working to broaden private-sector engagement in emerging economies. They work toward advocating a “health is wealth” message, building this view into existing global base lines and reporting on sustainability, and contribute to making the case for businesses to be included in the implementation of the SDGs. To boost implementation of the SDGs related to health, there is a need for clear objectives and deliverables. Those goals and deliverables should be agreed to by all parties, and should be time-bound, sufficiently resourced and outcome-focused.

To do so, programmes need to focus on systemic issues to address patient-centric unmet needs. This will, in turn, help broaden the roster of partners, extending the scope and reach. In addition, it is important that programmes are designed around the core competencies and assets of each partner. Programmes designed to leverage existing systems and foster local ownership involving national and local policy makers are more likely to be successful. Lastly, impact measurement

and continuous improvement should appear in any partnership design. Another perennial challenge is the evaluation of the impact of partnerships.

The research-based pharmaceutical sector advocates that in order for individuals to achieve healthy lives at all ages, health systems should be prepared for the long haul, and be able to address infectious-, chronic-, and injury-related conditions. Realizing healthy lives at all ages requires a commitment to prioritize health in all policies and to involve relevant stakeholders, including academia, civil society and the private sector. It also requires a parallel commitment to foster an innovative ecosystem in life sciences that will continue to enable the research, development and scientific partnerships that lead to new, patient-centered, medical interventions and health services.

The IFPMA counts on the leadership of World Health Organization (WHO) as well as the UN Global Compact and other key international organizations to secure the appropriate level of engagement from the private sector in inclusive collaborative frameworks. Programmes should in the future capitalize on the collective expertise that a multi-company partnership can deliver.

MULTI-SECTOR

CROSS-SECTORAL INDUSTRY GROUPS AND BUSINESS ASSOCIATIONS

More and more industry groups and business associations are working with companies from more than one industry sector. The examples in this section feature groups whose work and sustainable development efforts are of strong cross-sectoral nature. This section is added as a category for the purpose of this publication and is not part of the Thomson Reuters Business Classification system.



BUSINESS FOR SOCIAL RESPONSIBILITY

BSR (Business for Social Responsibility) is a global nonprofit business network focused on sustainability, working with its network of more than 250 member companies to build a just and sustainable world. From its offices in Asia, Europe and North America, BSR develops sustainable business strategies and solutions through consulting, research and cross-sector collaboration. BSR currently hosts and facilitates over 20 collaborative initiatives across different industry sectors and sustainable development topics.

Transport & Logistics Practice

The BSR Transport and Logistics Practice works with the maritime sector on three collaborative initiatives that engage over 100 companies across the maritime value chain:

- **Anti-corruption:** Established in 2011, the Maritime Anti-Corruption Network (MACN) is comprised of vessel-owning companies and other firms active in the main sectors of the maritime industry, including cargo owners, port agents and service providers. BSR is the secretariat and lead facilitator of MACN. MACN is a global business network with more than 60 members that work toward a vision of a maritime industry free of corruption that enables fair trade to the benefit of society at large. MACN's mission is to promote good corporate practice in the maritime industry for tackling bribes, facilitation payments and other forms of corruption by adopting the MACN Anti-Corruption Principles, communicate progress on implementation, share best practices and create awareness of industry challenges. MACN also collaborates with key stakeholders, including governments,

authorities and international organizations in markets where corruption is prevalent, to identify and mitigate the root causes of corruption in the maritime industry.

- **Climate and environment:** The Clean Cargo Working Group (CCWG) was established in 2003 and is a global, business-to-business initiative dedicated to improving the environmental performance of marine container transport through measurement, reporting, evaluation and best practice sharing. The group has 45 participating companies with ocean freight carriers representing over 80% of ocean container cargo. CCWG tools represent the industry standard for measuring and reporting ocean carriers' environmental performance on carbon-dioxide (CO²) emissions and other environmental impacts. Every year CCWG produces global trade lane emissions factors which have shown an industry reduction in CO² emissions of 16% from 2009 to 2013. Through creating practical tools for measuring, evaluating and reporting the environmental impacts of global goods transportation, the group helps ocean freight carriers track and benchmark their performance and to easily report to customers in a standard format. The group also assists cargo owners to review and compare carriers' environmental performance when reporting and making informed buying decisions.
- **Health and safety:** The Container Ship Safety Forum (CSSF) is a global business network with a vision to create a container shipping industry with high safety standards, ensuring no harm is caused to

SUSTAINABILITY
PRIORITIES:
COLLECTIVE
ACTION,
GUIDANCE AND
BEST PRACTICES,
STAKEHOLDER
ENGAGEMENT

people, ships, cargo and the environment. Established in 2014, CSSF is comprised of vessel-owning companies within the main sectors of the maritime industry and other companies in the maritime industry including cargo owners and service providers.

Each of these initiatives are comprised of a member-elected steering committee, several working teams, and BSR as the neutral secretariat, data manager and expert facilitator. Each initiative also holds full group biannual meetings to report on progress, address specific issues of interest to its members, and provide a platform for exchange between members. Quarterly best practice sharing webinars are also a medium used. Member workstream teams work together throughout the year and meet via conference call every six weeks, working on specific tools or projects that are then shared with all members at the full group meetings. All members also have access to online collaboration tools.

Healthcare Practice

Established in 1999, the Healthcare Working Group (HCWG) is a forum for pre-competitive collaboration on key sustainable business issues faced by the sector. The group's overarching objective is to drive improved understanding of key CSR issues that impact companies in the pharmaceutical, biotech and medical devices sectors. It offers companies the opportunity to share their experiences and best practices in an environment that promotes learning and respects confidentiality. The group consists of 15 of the world's largest healthcare companies representing pharmaceuticals, vaccines, diagnostics, medical devices and medical technology. Working group participants include senior company representatives from roles in CSR, communications, policy and governmental affairs and/or local markets as applicable based on the meeting agenda.

In 2013 to help frame and describe the healthcare industry's approach to reducing the global burden of disease and improving global health outcomes, the HCWG developed the *Guiding Principles on Access to Healthcare (GPAH)*. The principles build on the experience and lessons learned by the industry from working with many stakeholders to improve access to medicines and vaccines for areas as diverse as HIV/AIDS, neglected tropical diseases and childhood immunization. The GPAH frame the signatories' efforts – both

as independent companies and as a collective body of signatories – to reduce the global burden of disease by helping to ensure that medicines, vaccines, diagnostics and other medical technology and assistance are effectively developed and deployed.

As a set of industry-wide principles and approaches, the GPAH recognize the importance of five core areas: collaboration, research and development, expanding availability of healthcare services, developing health systems resources, and respecting human rights. Recognizing a need for greater consistency and comparability in demonstrating progress against the GPAH principles and on Access to Healthcare activities more broadly, the working group is now undertaking a collaborative process to develop Access to Healthcare metrics. The purpose of this work is to develop a common set of input and output metrics for healthcare companies to measure and demonstrate progress on Access to Healthcare activities and impacts.

BSR's role is to bring attention to emerging trends, to lead the workstreams, and facilitate all the virtual and in-person meetings (including stakeholder roundtables and other engagements). The two semi-annual in-person meetings of the HCWG allow for increased networking and external stakeholder engagement. The meetings are an important aspect of developing group cohesiveness and moving the group forward on key decision points. At the end of the year, the group determines the priority topics for discussion and key activities to conduct for the year to come. BSR's various collaborative initiatives and groups advance corporate sustainability in a range of ways:

- **Guidance and reporting:** Tools and resources generated by the initiatives and managed by BSR enable companies to measure and report environmental, social and ethical performance data using the same methodology and reporting formats that improve data quality as well as efficiency of shared information.
- **Advocacy and policy:** BSR informs and engages policy makers on different topics. For example, CCWG informs the development of global measurement and reporting practices in shipping, while MACN works to collaborate with governments on tackling corruption in country.



- **Facilitator of collective action:** MACN's collective action programme works to tackle corruption challenges in the maritime sector in-country with companies, collaborating with civil society organizations, multilaterals, governments and authorities.
- **Knowledge-sharing:** Best practice sharing that enables companies to improve their own practices by learning from other peers and sharing open source tools. For the HCWG, the focus in 2015 is on the SDGs and the Human Rights Impact Assessment.

Some challenges these groups have faced over the years include communications and marketing efforts in order to scale up membership to drive further impact and ambition levels. Where other similar initiatives develop, these groups work to create harmonization

and collaboration in order to drive achievement toward shared goals. To do this, the groups must develop a common vision and mission. An appropriate governance structure with a neutral secretariat that facilitates the group and is able to evolve it as the group changes over time is also key. Enabling B2B dialogue with appropriate anti-trust management, multi-stakeholder dialogue and engagement through effective mechanisms, and concrete annual work plans are important. Finally, for the groups to thrive, the business and societal value of engagement must be well-communicated.

WORLD OCEAN COUNCIL

SUSTAINABILITY PRIORITIES: OCEAN SUSTAINABLE DEVELOPMENT, BUSINESS LEADERSHIP AND COLLABORATION

The ocean is a global, interconnected ecosystem, and home to increasing commercial activity to support society's demands for energy, food, minerals, transport, and tourism. With the growth in ocean economic use, there is increased potential for environmental impacts, conflicts in use of marine space and resources, degradation of ecosystems, and loss of biodiversity. Although many maritime companies are working to operate responsibly, the fluid, transboundary nature of the global ocean means that the best efforts by a single company or even an entire industry sector will not be able to adequately address the sustainability challenges in relation to oceans.

The World Ocean Council (WOC) is an international cross-sectoral alliance for private sector leadership and collaboration in corporate ocean responsibility. The WOC brings together companies from oil and gas, shipping, fisheries, aquaculture, seabed mining, renewable energy, ocean technology, tourism, maritime law, investment and other areas, to collaborate in ocean sustainability, stewardship and science. The growing WOC membership includes over 80 companies to date, and the expanding WOC Network includes over 35,000 ocean industry stakeholders worldwide.

WOC engages a diverse ocean community on sustainable development through creating a structure and process to facilitate multi-sectoral interaction in the private sector on sustainability issues. This effort is enabling companies concerned with the ocean to identify the value, benefits, needs, opportunities and priorities for collaboration in addressing sustainable development for the ocean.

WOC working groups currently focus on issues such as ocean governance and policy, marine planning, marine pollution, special

ocean regions, biodiversity, ports and coastal infrastructure, and expanding the role of industry in ocean data collection in support of sustainable development. Ocean sustainability is promoted by WOC in a variety of ways:

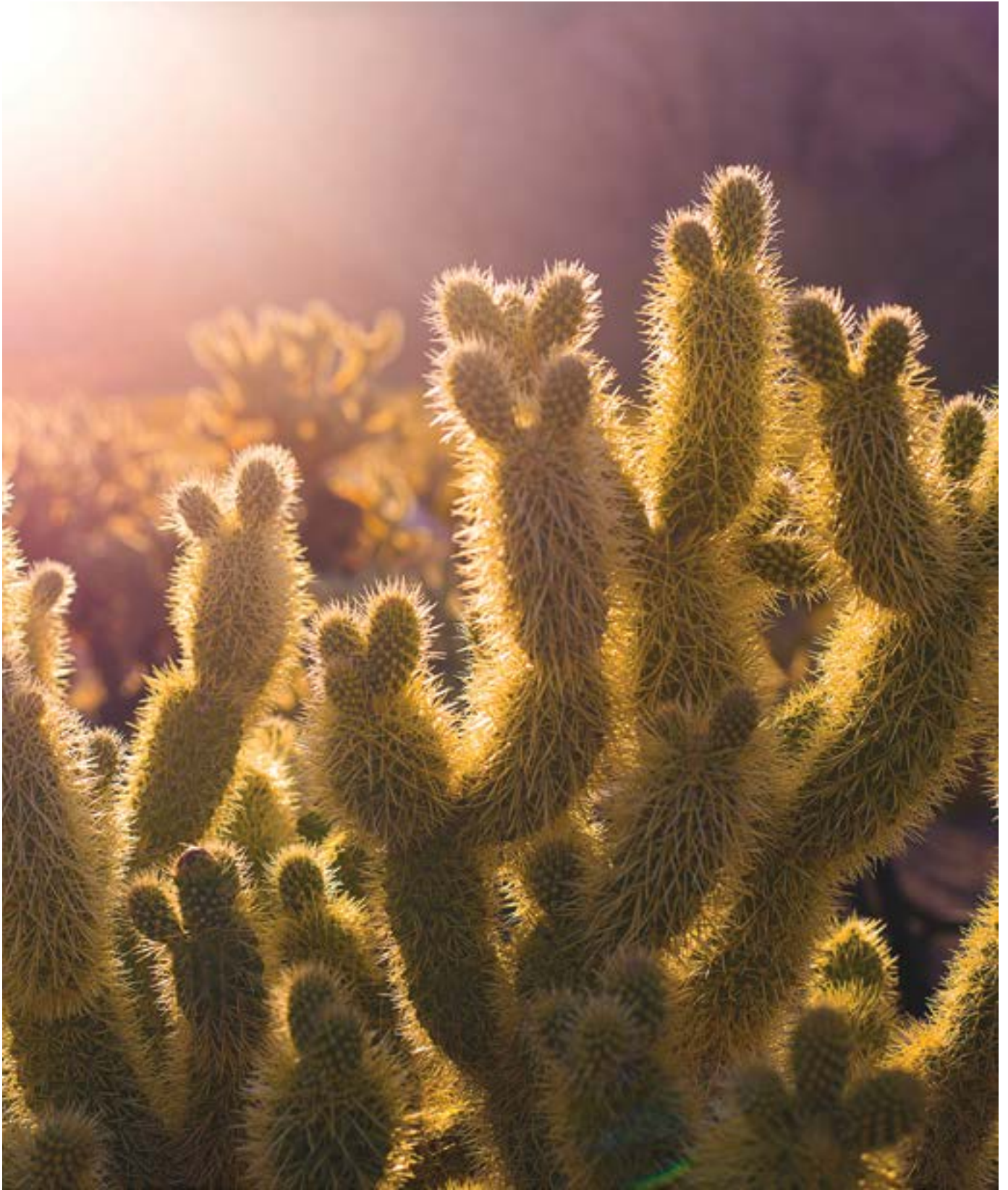
- **Best practices:** Collaborating with like-minded leadership companies from other sectors allows for exchange of information and experiences across sectors on ocean sustainability challenges. This allows for the development of best practices and performance standards to address cross-cutting issues related to ocean sustainability. By identifying research and development priorities, the WOC helps to understand the environmental impacts that the sectors have on the ocean and to deliver practical solutions. By looking at best practices across sectors and coordinating the input from the ocean business community, solutions to shared and pre-competitive issues can be developed.
- **Events:** WOC believes that there is no substitute for the value of physically meeting to enable a diverse community to get to know each other and develop the means to work together. Therefore, WOC organizes conferences, meetings and workshops to bring together a broader set of ocean industry operators and stakeholders to address important ocean sustainability topics. For example, the WOC organizes the Sustainable Ocean Summit (SOS), the only international, multi-industry conference on ocean sustainable development. The 3rd SOS takes place in November 2015 in Singapore.
- **Policy:** One major focus is to ensure that

the international ocean business community is informed and engaged in ocean policy and ocean governance. For example, the WOC has been the only sustained, coordinated ocean industry engagement in key intergovernmental ocean policy processes, including the UN Sustainable Development Goals (SDGs) process, the negotiations on a new Law of the Sea (UNCLOS) implementing agreement on environmental management in international waters, the efforts to identify special ocean areas via the Convention on Biological Diversity (CBD), and the work of the Arctic Council where WOC convened the first ever Business Dialogue with Arctic government representatives. The WOC is also a partner of the ICC Global Business Alliance (GBA) for Post-2015, in order to bring the ocean industry's input to this important effort.

Creating an international and cross-sectoral ocean industry leadership alliance has involved significant and continuing challenges. The different ocean industries all have very different interests, cultures and histories and mostly operate in sector silos. Creating an initial understanding of the potential business value for multi-sectoral collaboration on ocean sustainability was an initial hurdle to getting companies to the table. An overarching challenge continues for leadership companies to commit resources to tackle sustainability issues in the ocean commons where other companies also have a responsibility but may not reduce their input to the problems, much less contribute to implementing solutions.

Continued efforts by the WOC to expand the geographic and sectoral diversity of its

membership will further strengthen the association's impact and reach. It can also be enhanced by further promoting public-private partnerships to leverage the commitment and efforts of WOC members with public resources that can help the industry achieve public good results in the shared ocean. Finally, increasing interaction with key business sustainability organizations, for example the ICC or the UN Global Compact, can help to develop synergies. With a wide range of ideas and attitudes among the ocean business community, an open and informed dialogue is key to developing the way forward.



END NOTES & COMMENTS

¹ The featured case studies are grouped according to the Thomson Reuters Business Classification (TRBC) system.

² This section features industry examples that are of cross-sectoral nature and “multi-sector” is added as a category for the purpose of this publication and is not part of the official TRBC system.

³ World Commission on Environment and Development (1987)

⁴ UN General Assembly (2014)

⁵ The 2015 UN Global Compact Annual Implementation Survey had 1,573 participants from 122 countries. Survey respondents are generally representative of the Global Compact participant base. The survey had a 25% response rate.

⁶ MIT Sloan Management Review (2015). The MIT survey had 3,795 participants, consisting of executives and managers from 113 countries.

⁷ Barnett (2013)

⁸ Moore, Hamalai (1993)

⁹ Barnett (2013)

¹⁰ Doner, Schneider (2000)

¹¹ Doner, Schneider (2000)

¹² Ville (2007)

¹³ The Thomson Reuters Business Classification (TRBC) system is a global, comprehensive, industry classification system. In this globally used methodology, companies are divided into five levels of classification: *Economic Sector*, *Business Sector*, *Industry Group*, *Industry and Activity*. This

publication groups the featured examples according to Economic Sector, and then highlights certain Industry Groups, or in a few cases, Industries, within that sector. More information available at: <http://thomsonreuters.com>.

¹⁴ Aluminum Association (2013)

¹⁵ International Aluminium Institute (2014)

¹⁶ US Environmental Protection Agency (2014)

¹⁷ Ducker Worldwide (2014)

¹⁸ United Nations Department of Economic and Social Affairs, Population Division (2014): *World Urbanization Prospects: The 2014 Revision*. Available from: <http://esa.un.org/unpd/wup/FinalReport/WUP2014-Report.pdf>

¹⁹ ATAG’s funding members include the Airports Council International (represent over 1,750 airports and serve 95% of the world’s passengers), Civil Air Navigation Services Organization (represent 80 air navigation service providers and serve over 85% of global air traffic), International Air Transport Association (represent 258 airlines and comprise 84% of global air traffic), Airbus, ATR, Boeing, Bombardier, CFM International, Embraer, GE, Honeywell Aerospace, Pratt & Whitney, Rolls-Royce and Safran.

²⁰ It is now called the Global Sustainable Aviation Summit.

²¹ International Tanker Owners Pollution Federation (2014)

²² Tropical Forest Alliance (TFA) 2020 was catalyzed by Consumer Goods Forum’s commitment to mobilise resources within their respective businesses to help

achieve zero net deforestation by 2020. In support of this commitment and other efforts to reduce deforestation in tropical forest countries, TFA 2020 is engaging with governments around the world, a range of civil society organizations active in both producer and consumer nations, and multinational corporations.

²³ The ‘Soft Commodities’ Compact between the Banking Environment Initiative (BEI) and the Consumer Goods Forum (CGF) is a partnership agreement made by banks to align the banking industry with the CGF’s goal of achieving zero net deforestation in supply chains by 2020. The Compact contains a particular focus on innovation of banking products and services in recognition of the fact that banks can play a positive role in financing the transition of client supply chains.

²⁴ The Sustainable Apparel Coalition (SAC) was formed in 2011, and is the broader industry’s collaborative working group of fashion, sport, and outdoor apparel and footwear companies, representing over 40% of the global supply chain.

²⁵ World Tourism Organization (2015)

²⁶ C40 is a network of the world’s megacities committed to addressing climate change. Acting both locally and collaboratively, C40 cities are having a meaningful global impact in reducing both greenhouse gas emissions and climate risks.

²⁷ World Bank (2015): Topics “Food Security”. Last updated April 1, 2015. Available from: <http://www.worldbank.org/en/topic/foodsecurity/overview#1>

²⁸ Environmental challenges include fish escapes, fish mortality, disease management, interactions with wildlife, use of marine ingredients in feed. Social challenges include compliance, occupational safety and health, and community interactions.

²⁹ Erisman et al. (2008)

³⁰ Deloitte (2014)

³¹ International Federation of Accountants (2014)

³² Both standards are available in the *Handbook of International Quality Control, Auditing, Review, Other Assurance, and Related Services Pronouncements*: <http://www.ifac.org/publications-resources/2014-handbook-international-quality-control-auditing-review-other-assurance-a>

³³ As of June 2015, the members were: BM&FBOVESPA, BSE India, Bolsa de Valores de Colombia, Borsa Istanbul, Bursa Malaysia, CBOE, CME Group, Deutsche Börse, The Egyptian Exchange, Intercontinental Exchange Inc., Korea Exchange, Japan Exchange Group, Johannesburg Stock Exchange, Stock Exchange of Mauritius, NASDAQ, National Stock Exchange of India, Shenzhen Stock Exchange, Singapore Exchange, Taiwan Stock Exchange, The Stock Exchange of Thailand and TMX Group.

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The Ten Principles of the United Nations Global Compact

HUMAN RIGHTS

- Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights; and
Principle 2 make sure that they are not complicit in human rights abuses.

LABOUR

- Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
Principle 4 the elimination of all forms of forced and compulsory labour;
Principle 5 the effective abolition of child labour; and
Principle 6 the elimination of discrimination in respect of employment and occupation.

ENVIRONMENT

- Principle 7 Businesses should support a precautionary approach to environmental challenges;
Principle 8 undertake initiatives to promote greater environmental responsibility; and
Principle 9 encourage the development and diffusion of environmentally friendly technologies.

ANTI-CORRUPTION

- Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery.

