DEDICATED TO MAKING A DIFFERENCE

THEN & NOW

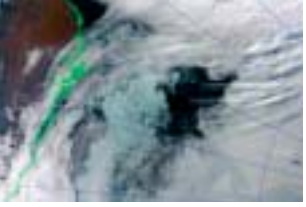
Celebrating the 20th anniversary of the "Brundtland Report"

2006

WBCSD Annual Review

World Business Council for
Sustainable Development

THEN



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Earthrise

A view of the Earth rising over the Moon's horizon taken from the Apollo spacecraft, July 1969.

© NASA/Kennedy Space Center

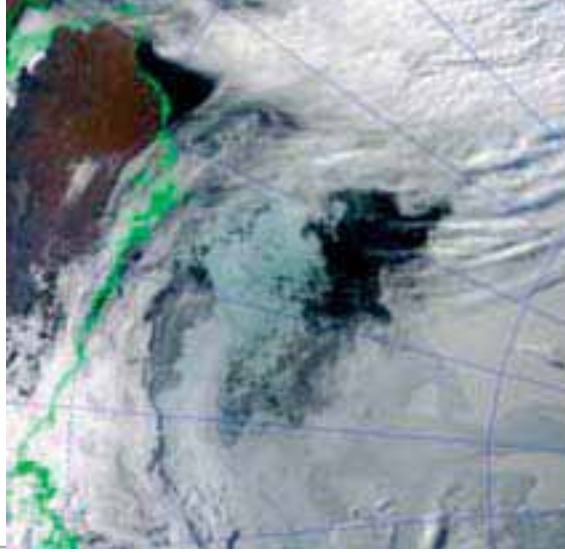
"In the middle of the 20th century, we saw our planet from space for the first time. Historians may eventually find that this vision had a greater impact on thought than did the Copernican revolution of the 16th Century, which upset the human self-image by revealing that the Earth is not the centre of the universe. From space, we see a small and fragile ball dominated not by human activity and edifice but by a pattern of clouds, oceans, greenery, and soils."

Brundtland Report, 1987

Chairman's Message

"The ability to choose policy paths that are sustainable requires that the ecological dimensions of policy be considered at the same time as the economic, trade, energy, agricultural, industrial and other dimensions – on the same agendas and in the same national and international institutions. That is the chief institutional challenge of the 1990s."

Brundtland Report, 1987



Polar ice melt

Antarctica is losing much more ice to the sea than it gains from snowfall, resulting in an increase in sea level. All are signs of a warming climate predicted by computer models.

© NASA/SVS 2006

Neither the 1990s nor the early part of this millennium has seen governments consider the various dimensions of progress on the same agendas and in the same national and international institutions. Our societies and their approaches to challenges remain highly compartmentalized.

Twenty years ago the World Commission on Environment and Development (WCED), chaired by Norwegian Prime Minister Gro Harlem Brundtland, defined the concept of sustainable development and used 400 pages to describe paths in this direction.

Today the planet seems at least as unsustainable as in 1987. Yet business, given little attention by the WCED, has tried to do what most governments have not. In their sustainability reports (sometimes called corporate citizenship or corporate responsibility reports) many companies are trying to gather and report on their sustainability impacts: social, environmental and economic. Of greater import, more boards and executive committees are trying to consider all dimensions of their impacts at once, on the same agenda, in the same room.

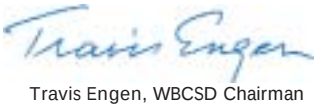
It is this experience at the cutting edge of sustainable development that encouraged the members to take the bold step of doing more advocating of solutions to sustainability issues. We took this strategic decision in 2005; so 2006 was the first full year of our testing the ability of some 190 leading companies from around the world to advocate with one voice in one direction.

We can do it. There is a logic to sustainable development that draws thoughtful people and organizations into agreement. It is clear that business cannot justify investing in a low-carbon future unless government policies promote such a future. We took that message to the meeting of the Conference of the Parties (COP12) of the UN Framework Convention on Climate Change. Ministers listened, and invited us to repeat that message in their home capitals.

We are encouraging companies in Latin America to get involved in so-called "bottom of the pyramid" business projects and their governments to improve business environments. We are opening an Ecosystems Focus Area, but are already working with NGOs such as the World Conservation Union and the World Resources Institute to develop market solutions – and an understanding of such solutions – to the challenge of ecosystem services that are stressed or even failing.

The Business Role Focus Area organized a series of dialogues teasing out how all sectors of society view that role. While it is clear that there can be no sustainable development without the resources and innovation provided by business, it is less clear what business can do on its own and where governments must step in and lay down clear policies for sustainable progress.

When business offers solutions to societal problems, rather than excuses, society listens. We are seen willing to "accept a broad sense of social responsibility", as the WCED urged us to do two decades ago. 2006 has been extremely successful for the WBCSD on all fronts. As we are member-led and member-driven, this is entirely due to our members support and I thank them – and the Secretariat that serves them – for making that success possible.



Travis Engen, WBCSD Chairman

Generation

Newborn babies in a maternity hospital, China.

"Humanity has the ability to make development sustainable - to ensure that it meets the needs of the present without compromising the ability of future generations to meet their own needs."

Brundtland Report, 1987

President's Message

"After a decade and a half of standstill or even deterioration in global co-operation, I believe the time has come for higher expectations, for common goals pursued together, for an increased political will to address our common future."

WBCSD President Bjorn Stigson.

Those are not my words, though they are appropriate for today, especially if said by those concerned with managing energy and climate, development and ecosystems. None of these has benefited greatly from "common goals pursued together".

These are the words of Norwegian Prime Minister Gro Harlem Brundtland, in the foreword to *Our Common Future*, which was produced by a commission she chaired that first defined "sustainable development", and which led indirectly to the establishment of the WBCSD. We dedicate this report to the 20th anniversary of the "Brundtland Report".

In his message preceding mine, our Chairman, Travis Engen, has argued that in some aspects business has surpassed government in the pursuit of sustainable development, described how this led us to focus on advocacy, and briefly laid out some examples of our success in the first year of doing so.

It has been a very successful year. This may be due in part to a growing global acceptance that the sustainability issues affecting our common future are the most urgent issues of today.

Our membership rose to around 190 and we added partners in Chile, Denmark, Nicaragua, Pakistan and Uruguay to our Regional Network.

We held successful meetings in two very disparate global centers: Beijing and New York City. The rubber of economic development meets the road on rapid economic development in China, as resource use and pollution accelerate at globe-girdling rates. Yet our members and the Chinese BCSD assured us that they are working with a concerned government to make national progress on sustainable progress.

In the over 60 separate meetings at our Annual Meeting in New York we heard and celebrated the ways our members are implementing sustainable development in their core businesses. The news encouraged us to establish *Implementing Sustainable Development* as a core activity of the Council.

Major publications of the year included a history of the Council, sponsored by our founder Stephan Schmidheiny and founding member Erling Lorentzen, which describes how a small group of business leaders had the vision to turn an ideal – sustainable development – into a business practice.

We published the results of the year-long work of the Tomorrow's Leaders group, eight corporate leaders who studied what business success would look like in the future and concluded that it would be tied to ways of doing business that helped society cope with challenges such as poverty, globalization, environmental decline and demographic change. They wrestled with the question of what can business do on its own, what should we not do and what can we accomplish with others.

This effort underpins the work of The Business Role Focus Area, and indeed was launched at the first of our major 2006 dialogues organized by that group among all sectors on business and society, this one held in Geneva. Others followed in New York and Buenos Aires.

Ecosystem Challenges and Business Implications set the stage for our establishment of a new Ecosystems Focus Area, one in which our members work closely with

the best environmental NGOs. In New York our Executive Committee decided to turn our year-old Sustainable Ecosystem Initiative into a fourth Focus Area, given the huge amounts of attention that companies, NGOs and governments have been giving to the challenge of declining ecosystem services.

Business in the World of Water: WBCSD water scenarios to 2025 became a powerful tool for engaging not only companies but also NGOs and governments in the challenges of water, moving beyond the complex array of statistics that usually characterize water reports.

The Electricity Utilities Project published *Powering a Sustainable Future: An agenda for concerted action*, which provided a unanimous agenda for action from the planet's major utility companies.

A very short (six-page) but important publication was *Energy & Climate - A contribution to the dialogue on long term cooperative action*, a "preview" of the final publication in our energy trilogy – *Policy Directions to 2050* – which will be published in 2007. We launched the contribution at the Nairobi Conference of the Parties to the climate convention meeting in November, where it received a great deal of attention from ministers.

The issues surrounding Energy & Climate in particular forced us to wrestle with the question of how far business can go on its own and how governments can facilitate and enhance business actions to use energy more efficiently and to decarbonize the global energy mix.

Whether it is thanks to our revamped communications department or growing media interest in sustainable development, we got much more press uptake of our printed and web material this year than in the past.

Other highlights in the year included the signing of an agreement in Beijing with the Dutch development agency SNV, followed by the rapid action of that alliance in organizing high-level meetings with business leaders in eight Latin American nations to find ways to create more sustainable livelihoods among poor communities.

Throughout the year, my monthly Executive Member Updates chronicled the fact that sustainability issues were moving out of science journals and NGO newsletters onto front pages, business pages and the front ranks of business and government concerns. This rapid change challenges us to sharpen our collective thinking, communicating and advocacy to take advantage of it.

"We have the power to reconcile human affairs with natural laws and thrive in the process," says the first page of the Brundtland Report. "In this our cultural and spiritual heritages can reinforce our economic interests and survival imperatives."

The Council is working ever harder with a growing number of partners to reconcile human affairs and natural laws.

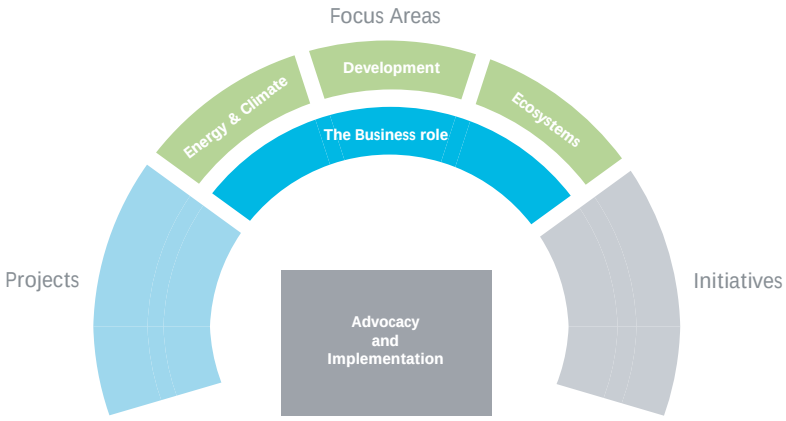
Björn Stigson, WBCSD President

About the WBCSD

The WBCSD brings together leading international companies that share a commitment to the principles of sustainable development via economic growth, ecological balance, and social progress. Our members are represented in most major business sectors, come from all regions of the world, and benefit from a continuously expanding WBCSD global network of national and regional business councils and partner organizations representing a large and diversified group of business leaders.

The WBCSD and its members believe that the pursuit of sustainable development helps companies prosper and maintain their long-term license to operate, innovate and grow. Business is seen as a key provider of solutions, and is increasingly expected to contribute to sustainability. Thus business has both an opportunity and responsibility to demonstrate that it can contribute to functioning societies.

The council's 10-year strategy *(Strategy 2015)* focuses on being a leading business advocate on sustainable development and participating in policy development to create the right framework conditions for business to make an effective contribution to sustainable human progress.



The diagram above summarizes the WBCSD work program.

Work program

The WBCSD's work is based on Focus Areas (FA) chosen by the members. There were three in 2006 (Energy & Climate, Development and The Business Role), and then in October the Executive Committee decided to turn the Sustainable Ecosystems Initiative into a fourth Focus Area. Each Focus Area consists of a Focus Area Core Team (FACT), working groups and workstreams.

The FACTs, typically consisting of about a dozen CEOs, guide the Focus Areas and act as policy advisory boards. They meet at least once a year face-to-face and two to three times in telephone conferences. Each Focus Area is led by at least two co-chairs.

The working groups are the Liaison Delegates and specialists who develop the intellectual capital and provide content (cases, expertise, opinions), create deliverables, shape and engage in advocacy, and take messages back to the companies. Each Focus Area has different workstreams examining different issues in the area.

Most of the individual *Projects* are connected to Focus Areas: for instance Energy Efficiency in Buildings and the Sustainable Cement Initiative both have strong ties to the Energy & Climate Focus Area. The Projects are a mix of on-the-ground action and advocacy.

Initiatives, which are shorter activities by a limited number of members, provide a test bed or research and development function for the Council. They support faster and more flexible responses to emerging issues. In recent years Initiatives have included Sustainable Health Systems and the work of the Tomorrow's Leaders group on the role of business in future societies. We are considering Initiatives on supply chain management and on the financial markets. If there is a need for more extensive activity on a topic, Initiatives will migrate into Focus Areas or Projects, as the Sustainable Ecosystems Initiative became a Focus Area in 2006.

Brundtland plus 20

In 1983 Gro Harlem Brundtland, a Norwegian pediatrician who also headed her country's Labor Party, was asked by the UN secretary-general to establish and chair a special, independent commission to provide "a global agenda for change".

Thus she formed the World Commission on Environment and Development (WCED) at a time when environmental degradation was accelerating and economic development was doing anything but accelerating.

Twenty-plus commissioners were appointed, all from government ministries or agencies or scientific bodies. There were none representing business; so the resulting report, *Our Common Future*, is very weak on the private sector, despite being brilliantly ahead of its time on issues such as energy, ecosystems, urbanization, risk, and the "invention" of the very concept of sustainable development. Its chapter on "Industry: Producing more with less" has little to say beyond warnings against pollution and the over-use of resources.

Context

Post Second World War reconstruction
Old market, Dresden, Germany.
1945

1960's optimism
An excited audience at Blue Moon Dance Hall in Hayes, UK.

Gro Harlem Brundtland
Norway's Prime Minister. Upon a request by the UN secretary-general, Brundtland established the World Commission on Environment and Development, which first met in October 1984.

Ethiopian famine
1985

Yet the commission's report, popularly known as "The Brundtland Report", is not anti-growth in favor of environmental protection, as many observers had feared. It argues that "the shift to sustainable development must be powered by a continuing flow of wealth from industry."

Being largely from government, the commissioners laid out a tough agenda for governments: "The capacity to identify, assess and report on risks of irreversible damage to natural systems and threats to the survival, security and well-being of the world community must be rapidly reinforced and extended. Governments, individually and collectively, have the principal responsibility to do this."

Would it be too harsh to suggest that governments, individually and collectively, have ignored the charge over the past two decades?

Many of its findings echo through to today, such as the terse comment: "However, just at the time when nations need increased international co-operation, the will to co-operate has sharply declined."

Both because it is so incisive, and because it was so little heeded at the time, the Brundtland Report remains important today. It is particularly good at describing sustainable development as course of action on all fronts rather than a goal:

> "Yet in the end sustainable development is not a fixed state of harmony, but rather a process of change in which the exploitation of resources, the direction of investments, the orientation of technological development, and institutional change are made consistent with future as well as present needs. We do not pretend that the process is easy or straightforward. Painful choices have to be made. Thus, in the final analysis, sustainable development must rest on political will."

Acid rain
Acid rain has devastating consequences on vegetation in Germany, 1985

Chernobyl disaster
An aerial view of the Chernobyl nuclear power plant.
1986

UN general assembly
Speakers addressed the issues of environmental protection and development presented in *Our Common Future*, compiled by the World Commission on Environment and Development.
1987

Rajiv Gandhi, Prime Minister of India
He addressed the issues of environmental protection and development presented in the report entitled *Our Common Future.*
1987

Resources, investments, technological development, institutional change: these are all issues with which the WBCSD has wrestled throughout its history – these and the reality of painful choices.

The Brundtland Report was published in 1987. The commissioners had, after much debate, been bold enough to call for an international conference on these issues "to promote follow-up arrangements".

That was the 1992 Rio "Earth Summit", which encouraged the formation of the business groups that became the WBCSD. We are children of the Brundtland Report, and in that spirit celebrate its 20th anniversary.

Sea level rise

The effects of global warming on Bora Bora, French Polynesia.

"The crucial point about these lower, energy-efficient futures is not whether they are perfectly realizable in their proposed time frames. Fundamental political and institutional shifts are required to restructure investment potential in order to move along these lower, more efficient paths."

Brundtland Report, 1987

Energy & Climate Focus Area

"Because climate change is a global problem, the response to it must be international. It must be based on a shared vision of long-term goals and agreement on frameworks that will accelerate action over the next decade, and it must build on mutually reinforcing approaches at national, regional and international levels."

UK Stern Review, 2006

The world is not on course for a sustainable energy future. High oil prices raise concerns about the long-term balance of supply and demand, while a rapid succession of climate-related events make daily headlines. The Intergovernmental Panel on Climate Change says, "most of the observed increase in globally averaged temperatures since the mid-20th century is very likely due to the observed increase in anthropogenic greenhouse gas concentrations" *(Climate Change 2007: The physical science basis).* The IPCC defines "very likely" as being above 90%.

Energy efficiency and decarbonizing our energy mix are the only two major ways to address this challenge. But without the rapid development and deployment of innovative, low-carbon technologies and the involvement of all nations, we shall not succeed. Ways to ensure the long-term sustainability of our energy system and the stabilization of carbon emissions at an acceptable level must be found fast in order to avoid irreversible damage.

The WBCSD has been seeking to provide business solutions to such questions as:

- How far can business and technology go on their own?
- What government policies are needed to facilitate or enhance business actions and the rapid deployment of technologies?
- How can these actions be implemented on a global scale?

COP 12

Twelfth session of the Conference of the Parties to the Climate Change Convention and second Meeting of the Parties to the Kyoto Protocol, 6-17 November 2006 Nairobi, Kenya.

Action

After *Facts and Trends and Pathways to 2050*, the third in our "2050 trilogy", *Policy Directions to 2050*, was in its final preparation stage at the end of 2006. It deals with managing energy and carbon emissions in the key areas of power generation, industry and manufacturing, mobility, buildings and consumer choices. The aim is to illustrate the sorts of policies needed to reduce carbon emissions by 2050. Member companies have been discussing the role of international frameworks and targets, the effectiveness of market-based approaches and voluntary agreements, and the potential of clean technology transfer and development.

The WBCSD and the World Resources Institute (WRI) have developed the *Greenhouse Gas (GHG) Protocol – A corporate reporting and accounting standard* and the *GHG Protocol for Project Accounting*. The Mexico GHG Program officially changed from pilot project to permanent program in October, representing a major step in implementing the GHG protocol in developing countries. Similar approaches are being considered or being implemented in the Philippines, Brazil and China.

The crucial role of business in managing climate change is now recognized. A growing number of corporations understand the importance of corporate social responsibility (CSR), risk mitigation, and performance dimensions associated with the sustainable production and use of energy.

Solar panel resarch and development laboratory, UK.

Corporate interaction with the public policy agenda is increasing. Our involvement in international forums, institutions and organizations is extensive. This includes:

- Working with *Business Action on Energy* to define inputs into the UN Commission on Sustainable Development 14 and 15;
- Participating in the EU High Level Group on Competitiveness, Energy and Environment;
- Partnering with the Dutch Ministry of Housing, Spatial Planning and the Environment (VROM), the World Bank Group, ABN AMRO and Shell at the *Make Markets Work for Climate* conference;
- Planning with VROM a new round of Glion Dialogues;
- Collaborating with the World Economic Forum to facilitate and direct business input into the Gleneagles Plan of Action launched at the G8 meeting in 2005;
- WBCSD CEO input into the Mexican Ministerial Dialogues on Climate Change, Clean Energy and Sustainable Development on 3-4 October 2006;
- Leading the business debate during the Nairobi Meeting of the Parties (MOP) and Conference to the Parties (COP); the WBCSD offered some thinking on possible options for action within a revised international framework after 2012: *A contribution to the dialogue on long term cooperative action*.

Moving forward

The International Energy Agency's *World Energy Outlook* and the *Stern Review*, both published in late 2006, will influence the energy debate in the coming years and are influencing the 2007 Focus Area work program:

- Long-term scenarios show electricity supply becoming decarbonized as the power-generation mix shifts toward nuclear power, renewables, natural gas and coal with carbon capture and storage;
- The Council has formed several crosscutting task forces and Projects to promote energy efficiency, including *Energy for Development, Energy Efficiency in Buildings* and interaction with *Electricity Utilities*.

The Focus Area seeks to provide WBCSD members with a global, integrated and action-oriented perspective on a sustainable energy future. Therefore the program's three priorities remain centered around
(1) dialogues and advocacy,
(2) research and analysis, and
(3) tools and practices.

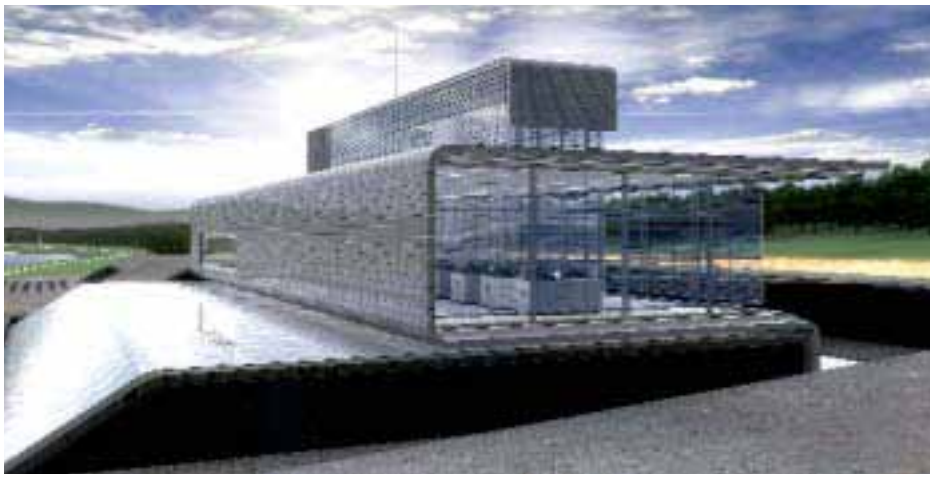
The Focus Area will increase its emphasis on advocacy, developing a better understanding of the possibilities of technologies and related costs, the power of sectoral approaches and market-based mechanisms as well as innovation and scale.

Generation IV nuclear fast breeder reactor.

The Focus Area is aiming to better understand the following questions:

- How does the current debate influence business decisions and the development of new business models?
- How can business define a leadership role in energy and climate?
- How does this translate into concrete business commitments and action?

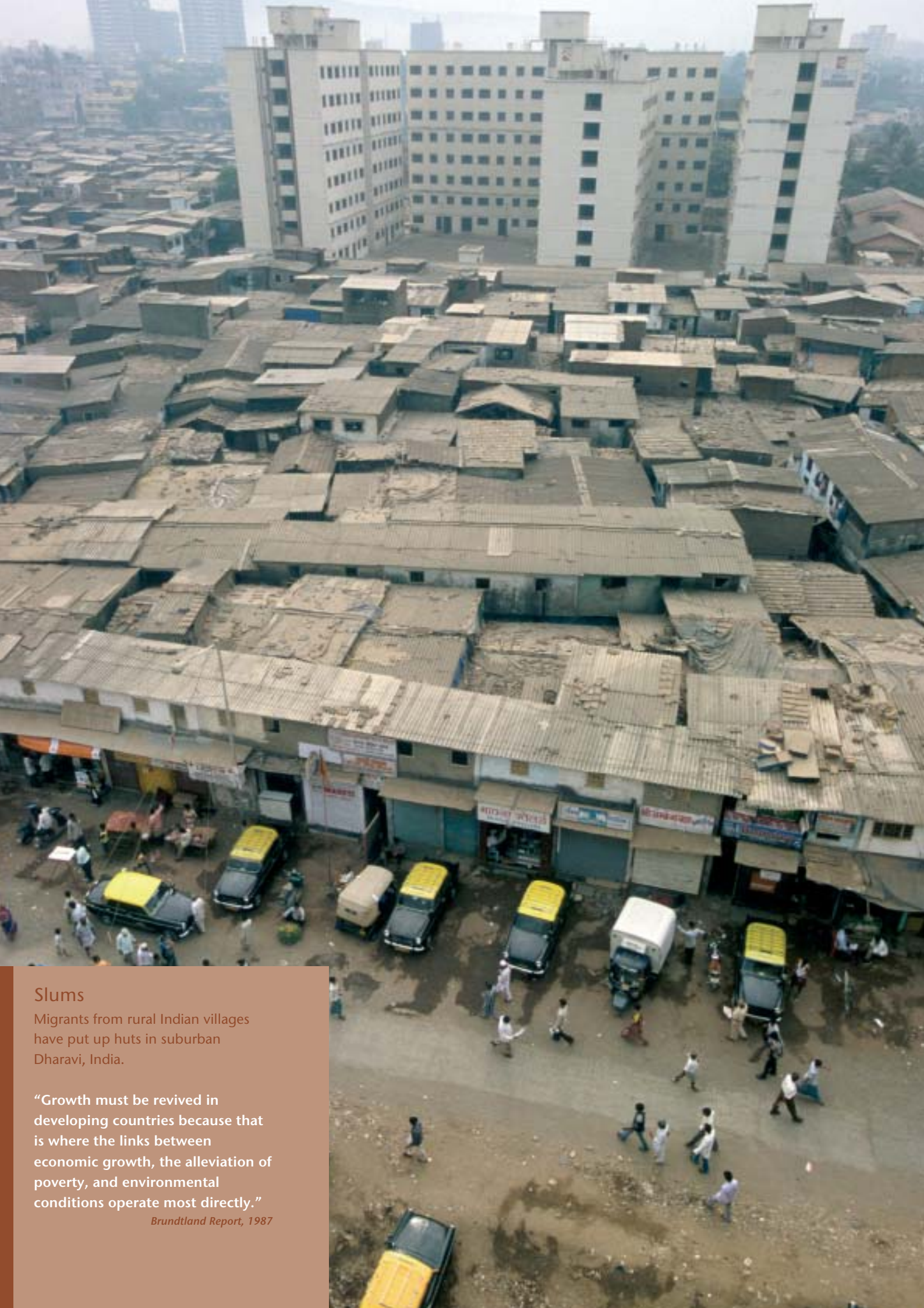
The Focus Area wants to provide our members with a platform to engage with their peers to identify and address issues. Defining, developing and acting upon these issues and seeking alliances to deliver messages is fundamental to delivering solutions.



Future renewable power generation plant, US.

The Energy and Climate Focus Area Core Team

Company	Representative	Country	
Areva	Anne Lauvergeon	France	*Co-Chair*
Norsk Hydro	Eivind Reiten	Norway	*Co-Chair*
BC Hydro	Bob Elton	Canada	
Chevron	Rhonda Zygocki	USA	
CLP Holdings	Andrew Brandler	SAR Hong Kong (China)	
Conoco Phillips	Robert Ridge	USA	
EDF	Pierre Gadonneix	France	
General Motors	Tom Gottschalk	USA	
Lafarge	Bertrand Collomb	France	
Royal Dutch/Shell	Jeroen van der Veer	Holland/UK	
Sinopec	Wang Jiming	China	
SUNCOR	Richard George	Canada	
TEPCO	Teruaki Masumoto	Japan	
Weyerhaeuser	Ernesta Ballard	USA	



Slums

Migrants from rural Indian villages have put up huts in suburban Dharavi, India.

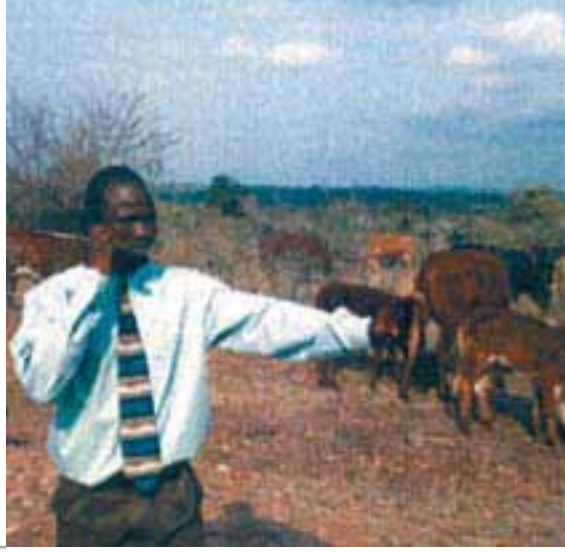
"Growth must be revived in developing countries because that is where the links between economic growth, the alleviation of poverty, and environmental conditions operate most directly."

Brundtland Report, 1987

Development Focus Area

"We are committed to playing our part in building capacity and empowering people so they have the opportunity to move out of poverty and into the formal economy. We will do this by doing what we do best: business."

From "Statement of Intent for Doing Business with the World" signed by members of the Development FACT, 2006



An African farmer using mobile telecommunications to run his business.

Poverty remains one of the biggest challenges to sustainable development and global stability. While global wealth per capita has steadily increased over the last decade, almost 90% of the world's wealth is held in OECD countries. Add to this the projection that the world population will reach nine billion by 2050, with the developing world being home to over 85% of people, and the scale of the growing inequity challenge is evident. But where there is challenge, there is also opportunity for companies that succeed in doing business in the developing world in a commercially viable way. These are the growth markets of tomorrow.

The Development Focus Area Core Team (FACT) is committed to helping lift people out of poverty and into the formal economy. The team intends to help create new businesses, new markets, new employees and new customers among low-income communities. They believe that if these efforts are to be substantial and sustainable, they must also be profitable.

The Development Focus Area (FA) is seeking ways to "do business with the world" by promoting responsible, sustainable and inclusive business activities. Some 60 WBCSD member companies and Regional Network (RN) partners have joined this journey.

Action

The FA has progressively moved from building awareness to targeted advocacy on ways to improve framework conditions and action through the facilitation of business-led solutions to development.

In March the WBCSD signed an agreement with The Netherlands development organization SNV to provide business brokering services between WBCSD member companies, the partners of our Regional Network, and SNV's client base (small to medium sized enterprises, small producers and municipalities). The alliance held high-level dialogues in eight countries: Ecuador, Peru, Bolivia, Colombia, Honduras, El Salvador, Nicaragua and Guatemala.

The dialogues brought together some 400 business leaders and generated over 50 business ideas that fulfill the criteria of being both good business and benefiting the low-income segment. Seven ideas are being pursued: low-cost housing, low-cost irrigation systems, biofuels, industrial parks, agro-industrial parks, competitive alpaca wool and coffee.

In June, nine leaders from WBCSD member companies endorsed a letter urging government leaders to bring the Doha Round of trade negotiations to a successful conclusion. It stated: "We feel that we must call upon the governments of wealthier countries to improve that most important framework condition: the international trading system. While there has been significant progress in creating an effective international trading system, there are still too many countries that are disadvantaged by the present regime."

A woman making fiberglass chairs at Ghonoshatho Kendro workshop, Bangladesh.

In November, Cambridge University's Program for Industry, the WBCSD, Oxfam and UNDP launched the Business and Poverty Program. The event assisted some 50 leaders from business and civil society to understand how business can improve the quality of life of the world's poorest communities through mainstream commercial activities.

The WBCSD and the International Business Leaders Forum launched *A Business Guide to Development Actors* in May to facilitate partnerships between development organizations and business. The guide introduces companies to some of the main development actors worldwide, and allows company managers to identify which organizations are working on common areas of interest. (http://www.wbcsd.org/web/devguide.htm)

Doing Business with the World, a publication summarizing key development issues and opportunities facing business, will be available in early 2007. The FACT members have included a statement of purpose underlining their commitment "to play our part in building capacity and empowering people so they have the opportunity to move out of poverty and into the formal economy."

Work is ongoing to develop an externally recognized framework for measuring the economic and broader development impacts of company activities that will better inform operational and long-term business investment decisions. Research is ongoing to understand the importance of mobility as a driver for economic development and the steps necessary to narrow the mobility divide.

In 2006 12 development case studies were prepared and shared widely. Visit the Development Focus Area's online case study collection at http://www.wbcsd.org/web/dev/cases.htm

The online Sustainable Livelihoods video library captures the vision of leaders from the business community and civil society, and provides lively footage of on-the-ground projects, to demonstrate how companies are creating inclusive business opportunities. The video library is accessible at http://www.wbcsd.org/web/slexperience.htm

Members of the Cooperative De Café Comarca sort and classify coffee beans in Marcala, Honduras, some 150 kilometers from Tegucigalpa.

Moving forward

The FACT agreed to begin work in Africa, with an initial focus on Ghana. The WBCSD has few partner organizations in Africa, so success will depend on the engagement of member companies. Work is expected to focus on the related themes of enterprise development and institutional capacity building to improve stakeholder engagement between business and non-business stakeholders.

Two employees doing the accounts in a sewing and embroidery workshop, Bangladesh.

The Development Focus Area Core Team

Company	Representative	Country	
BP	John Manzoni	United Kingdom	*Co-Chair*
Eskom	Thulani Gcabashe	South Africa	*Co-Chair*
GrupoNueva	Julio Moura	Chile	*Co-Chair*
ABN AMRO	Tom de Swaan	The Netherlands	
AES Corp.	Paul Hanrahan	USA	
Anglo American	Sir Mark Moody-Stuart	United Kingdom	
CH2M HILL	Ralph Peterson	USA	
ERM	Dr. Robin Bidwell CBE	United Kingdom	
General Electric	John Rice	USA	
Statoil	Nina Udnes Tronstad	Norway	
Toyota	Dr. Schoichiro Toyoda	Japan	
Unilever	Antony Burgmans	The Netherlands	
Vodafone	Alan Harper	United Kingdom	
The Warehouse Group	Stephen Tindall	New Zealand	

Rio Earth Summit

Public messages written for the summit, 1992.

"It [business] should accept a broad sense of social responsibility and ensure an awareness of environmental considerations at all levels."

Brundtland Report, 1987

The Business Role Focus Area

"We have come a long way in fifteen years, but we don't have another fifteen years. We have to work faster and aggressively on improving conditions in the world."

Erling Lorentzen, Aracruz Celulose, 2006

The Role of Business in Tomorrow's Society debate, Geneva, 2006.

The Council has been working on defining the role of business in society since its very beginnings at the time of the 1992 Rio Earth Summit. Yet it has recently come up with some challenging conclusions.

The Business Role Focus Area (FA) has been going back to basics and listening to what stakeholders around the world are saying about business and its interactions with society. Such organized, careful listening also has a long history in the Council.

The Council's founders wrote in the book *Changing Course* that "business will play a vital role in the future health of this planet. As business leaders, we are committed to sustainable development…". The history of the Council published in 2006 noted that the controversy over corporate social responsibility (CSR) "suggests that the time is ripe for a focused look at the role of business in today's, and tomorrow's, society."

So The Business Role FA is listening to the controversy, having held a dialogue in Geneva in February, another in New York City in October to coincide with the Council Meeting, and a third in Buenos Aires in November. More such dialogues are planned for 2007.

The controversy remains. Jeremy Hobbs of Oxfam International told the Geneva gathering: "We cannot solve poverty by turning the poor into customers. We need to understand structural reasons for poverty…. There is a crisis of global governance." Greenpeace's Bruno Rebelle argued that "markets are not enough; we need government and regulations. We need to make changes to push government in the right directions."

In New York, Steve Rochlin complained that with all the dependence on codes and certifications "government is outsourcing regulation to business and NGOs." Allen White of the Tellus Institute warned that with companies getting less capital from stock markets and investing more in hedge funds "we are seeing an epidemic growth in short-termism."

Action

The Business Role FA challenges companies to figure out how they can use their core business to benefit society beyond the provision of goods and services. This is based on the findings of the Tomorrow's Leaders group of younger corporate leaders who in 2006 published their report: *From Challenge to Opportunity*. In it they offered the challenging conclusion that the "leading global companies of 2020 will be those that provide goods and services and reach new customers in ways that address the world's major challenges," such as poverty, ecosystem degradation, globalization and demographic change. Considering the gravity of

The Business Role New York Dialogue, 2006.

these challenges, competitive advantage will come only to those companies that go beyond traditional business approaches.

In 2006, the Business Role FA completed the scoping phase of its Action Plan and held meetings in Paris, Milan, New York and London. The focus has been on delineating the boundaries between business, government and civil society. The Focus Area's Core Team agreed to examine the dilemmas associated with the fundamental roles of business to:

- Create wealth through economic growth
- Create jobs
- Pay taxes
- Use resources efficiently
- Spearhead innovation
- Invest in technology research and development
- Be a source of FDI in developing countries.

Throughout the year, it studied various trends and gathered data to create an objective view on the contributions business has made during the past two decades. Cases were collected to illustrate both the positive contributions and challenging issues.

The team clarified current and evolving interactions between business and governments, and between business and civil society. Stakeholder maps at global and regional levels were being drafted.

Moving forward

The results of this work will be the basis of successive short publications in 2007. The challenges highlighted by the publications will be used as topics of discussion through the series of continuing dialogues. Three major dialogues were confirmed for 2007 – Hong Kong, Oslo and Brussels – in addition to a series of regional dialogues. These will help us collect and map the views of various stakeholders and use these as inputs to the advocacy messages developed by the core team.

In 2006 the FA took the first steps to engage the capital markets by designing a model to show the interface between a member company and financial players. In 2007, the FA will hold a series of workshops to find ways for business to communicate on sustainable development with the capital markets. Out of these workshops the FA will develop a practical guidance document for financial officers on how to better communicate with capital markets.

BP, Promoting local development

The FACT worked in close cooperation with the Young Managers Team (YMT) on the issue of securing consumer trust. The YMT created four scenarios and presented them to Council Members during the break-out session in New York. These accompany a facilitation guide and a set of slides that allow member companies to use the scenarios to address sustainable consumption.

The WBCSD will continue to build knowledge around case studies, CEO speeches and articles, and learning modules. Relationships with various business schools and universities will grow.

Relationships with relevant NGOs and academia developed in 2006 will be further explored and strengthened in 2007.

Storebrand staff visit to Bjerke Senior High School, Norway.

The Business Role Focus Area Core Team

Company	Representative	Country	
PricewaterhouseCoopers	Sam di Piazza	USA	*Co-Chair*
Storebrand	Idar Kreutzer	Norway	*Co-Chair*
Alcan	Travis Engen	Canada	
Allianz	Michael Diekmann	Germany	
DuPont	Chad Holliday	USA	
KPMG	Michael Wareing	The Netherlands	
Pakistan State Oil	Jalees Ahmed Siddiqi	Pakistan	
Podravka	Goran Markulin	Croatia	
SGS	Christopher Kirk	Switzerland	
Sony	Ryoji Chubachi	Japan	
Suez	Yves Thilbault de Silguy	France	

Deforestation, Brazil

Destruction of a stretch of Amazon rainforest to enlarge a cattle ranch.

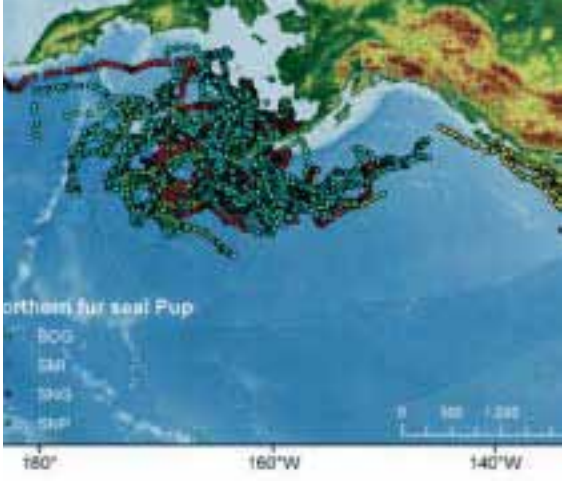
"When the century began, neither human numbers nor technology had the power radically to alter planetary systems. As the century closes, not only do vastly increased human numbers and their activities have that power, but major, unintended changes are occurring in the atmosphere, in soils, in waters, among plants and animals, and in the relationships among all of these."

Brundtland Report, 1987

Ecosystems From Initiative to Focus Area

"The loss and degradation of ecosystem services will affect business through higher operating costs, reduced operating flexibility and increased regulation. It will also provide important opportunities for businesses – if we are prepared."

Business Responses to Ecosystem Challenges, 2006



Winter movement patterns of northern fur seal pups from St. Paul Island (dark gray), St. George Island (black), Bogoslof Island (white) and San Miguel Island (light gray) from Ocober-November 2005 until 31 December 2005.

In November 2005, the Council established the Sustaining Ecosystems Initiative (SEI) to catalyze the business sector response to the ecosystem opportunities and challenges outlined in the Millennium Ecosystem Assessment (MA). Given the pace of change of ecosystems issues, the WBCSD Executive Committee decided in October in New York to turn the SEI into the Ecosystems Focus Area.

This strategic move matches significant changes in the mindsets of business leaders. Some thoughtful companies already understand that encouraging ecosystem sustainability can be profitable in the long term, and can create new business opportunities, including new technologies and products that can stem degradation, rehabilitate ecosystems, or increase efficiency of ecosystem service use.

Also, businesses are recognizing that they both affect and depend on ecosystem services. After many years of divergent views, it appears that the business community, NGOs and academics are gradually realizing they share the same concerns.

The debate is shifting to the concept of sustainable management and use of nature versus the old paradigm of "setting aside" natural resources. The value and sustainable use of ecosystems services must be part of economic planning and decision-making; otherwise nature will always be treated as a second priority.

Action

In March the WBCSD and BCSD Brazil supported a range of side events involving the private sector at the 8th Conference of the Parties of the Convention on Biological Diversity (CBD) in Curitiba, Brazil. A WBCSD statement to the CBD outlined the role of industry in meeting CBD objectives and positioned the Council as a dialogue platform with global business. A direct relationship with the CBD secretariat has been developed, and a WBCSD article on ecosystems, business and markets was submitted to the CBD's flagship publication, *Gincana*.

The WBCSD embarked on a one-year pilot project to develop an "Ecosystem Services Review" (ESR). In partnership with the World Resources Institute (WRI) and the Meridian Institute, this project will develop and test an ESR methodology allowing companies to better understand their ecosystems impacts, dependency and assets – and to respond accordingly. Syngenta, Rio Tinto, Mondi and BC Hydro are part of this pilot project.

In November we published an Issue Brief on business and ecosystems called *Ecosystem Challenges and Business Implications* in partnership with the World Conservation Union (IUCN), the WRI and Earthwatch.

The Greater Bilby, a threatened species reintroduced to BHP Billiton's Arid Recovery Reserve, Australia.

The publication highlights the need for companies to transform business models and operations if they are to avoid major economic losses from degradation of ecosystem services. It is based on findings and projections from the MA and interviews with business leaders to assess the implications and strategies needed to respond to environmental challenges. It promotes the importance of assessing impacts and dependency, exploring and pursuing new business opportunities, and reducing impacts and scaling up solutions.

Moving forward

We plan to complete in 2007 a complementary report on market-mechanisms for ecosystem services. We only conserve what we value, and what has a value has a price. How are we to conserve, protect or restore ecosystem services if they are a freely available public good? This report and much of our ecosystems work is done with partners, particularly IUCN, with which we have a Memorandum of Understanding.

But market mechanisms alone will not be strong enough to fight back the increasing degradation of ecosystems on which we depend. We also need policy frameworks for ecosystems and their services, which requires constructive collaboration and innovation between business, governments and NGOs, as this will deliver better outcomes for business, society and nature.

The new Ecosystems Focus Area will grow from these activities central to the SEI's work:

- Awareness raising in partnership with NGOs;
- Developing the Ecosystem Service Review guidelines;
- Sharing best practice company response strategies and approaches;
- Championing market-based approaches that support the sustainable management and use of ecosystems.

BC Hydro, DNV, Rio Tinto, Shell and Syngenta formed the SEI's leadership group during 2006.

Main habitat features at Chevron's Pembroke refinery, UK.

Projects

Energy Efficiency in Buildings

Low-energy, low-environmental impact buildings project. UK, 2006

Urban housing estate

UK, 1987

"Buildings offer enormous scope for energy savings, and perhaps the most widely understood ways of increasing energy efficiency are in the home and workplace."

Brundtland Report, 1987

"We want to start cutting energy use now. Buildings should put back into the system at least as much energy as they take out."

Vision Statement, WBCSD Energy Efficiency in Buildings Project, 2006

Buildings consume 40% of the world's total primary energy, making it the most energy-hungry of the major sectors. There is great potential for energy savings and CO_2 emissions reductions in the building sector.

The Energy Efficiency in Buildings (EEB) project is the leading industry-only group coming together to tackle these urgent issues. New technology, new building methods, new government regulations and changed perceptions about the cost and difficulties of sustainable building will all play a role in realizing the Project's vision of a world in which buildings consume zero net energy.

Action

The EEB Project was launched in March at the WBCSD Liaison Delegates meeting in Beijing. We held core group meetings in Boston (June), Paris (September) and New York (October). The Project is divided into three phases: Facts and Trends, Benchmarking and Scenarios, Roadmap and Call for Action.

The Facts & Trends work started with five workstreams:

- Finance, Design and Operations, headed by Sonae;
- Energy, headed by Tepco;
- Equipment, headed by United Technologies Corporation;
- Materials, headed by DuPont;
- Communications, headed by United Technologies Corporation.

EEB is experimenting with its own blog, allowing the rest of the Council to learn from its experience (see www.eeb.blog.org).

Moving forward

The first Facts & Trends draft is to be ready in early 2007. The Lawrence Berkeley National Laboratory in California has offered to organize a workshop for the EEB Project to evaluate the facts and trends, as well as support the Project in defining the crosscutting issues to be addressed in further work on fact and trends.

The Project will complete and promote by May 2007 its market research study to evaluate perceptions and identify barriers to change in the construction industry in six major markets: Brazil, China, the EU (France, Germany and Spain), India, Japan and the US. The work was carried out Lippincott & Mercer, a global research firm.

The first outreach event is planned for Beijing in March 2007, organized with the Ministry of Construction and the IEA. These events fit the Project's early decision to develop an open, transparent, and proactive outreach style. This is the task of the Communications workstream, whose mission is to change industry perceptions about sustainable building.

The Core group companies are CEMEX, DuPont, EDF, Gas de France, ITT, Kansai Electric Power, Philips, Sonae Sierra and TEPCO.

Co-Chairs

Lafarge	Bertrand Collomb
United Technologies Corporation	George David

Water and Sustainable Development

Desalination plant using improved reverse osmosis. Ashkelon, Israel

Cholera

Refugee Camp. Many of the children suffer from cholera. India, 1971

"Water systems leak, and the resulting low water pressure allows sewage to seep into drinking water."

Brundtland Report, 1987

"Access to clean drinking water and sanitation is crucial in alleviating poverty and achieving sustainable development. We rely on clean water for good health and environment, yet more than one billion people do not have access to it, and 2.5 billion are without basic sanitation facilities."

WBCSD web statement on water

The Council has been active on water for nearly a decade now. Water is increasingly recognized as a key factor in sustainable development, and society expects business to play a wider role in addressing water-related challenges. The WBCSD continues to be the business voice at key water events and promote a holistic view of water as linked with energy, development, and food and health, for example.

Action

Since 2003, the Water Project has shifted from an analytical phase to an action-oriented phase: from publications such as *Water Facts and Trends and Collaborative Action for Sustainable Water Management* (2005) to developing *Water Scenarios* as a means for engagement, and developing a water metrics tool for businesses to better understand their impact around the world.

Moving forward

The Water Project will thus consist of two workstreams:

- Using the *Water Scenarios*;
- Developing a Global Water Inventory Tool.

Scenarios offer both a framework to assess and evaluate business practices and strategies, but also can provide a platform for structured dialogue.

The *Water Scenarios to 2025* were finalized in August 2006 along with other communications materials (see www.wbcsd.org/web/H2Oscenarios.htm). They have been described in different media, as well as the journal *Sustainable Development International* in September, following the Scenarios side event that the Council hosted at the Stockholm World Water Week.

Led by CH2M HILL, over 20 companies have signed up to the Advisory Board for the Project to develop a Global Water Inventory Tool aiming to meet the following objectives:

- Provide water-related information to enable companies to prioritize and address current risks and evaluate longer term business investment decisions;
- Be easy for multinational companies to use for their operations, their supply chain, or their consumer markets;
- Have credibility with external stakeholders, as it will be based on credible and timely data;
- Be free for use in the public domain.

Our goal is to launch the tool on the WBCSD website and engage member companies about it at Stockholm World Water Week in August 2007, and at the WBCSD's Liaison Delegates meeting in October 2007.

Sustainable Forest Products Industry

Trees with a potential commercial value are measured one year prior to harvest.

Sandstorm, China

Over-intensive farming and climate change have caused deserts in Asia and Africa to spread.

"Undisturbed forests protect watersheds, reduce erosion, offer habitats for wild species and play key roles in climatic systems. They are also an economic resource providing timber, fuel wood, and other products. The crucial task is to balance the need to exploit forests against the need to preserve them."

Brundtland Report, 1987

Co-Chairs

MeadWestvaco John Luke, Jr.

Stora Enso Elisabet Salander Bjorklund

"Sustainable economic growth requires sustainable forest management and eco-efficient industrial performance based on innovation and technological development."

WBCSD website, 2006

The history of the Sustainable Forest Products Industry (SFPI) Project stretches back to the mid-1990s, and today is working on a surprising number of fronts. SFPI member companies account for some 55% of global forest, paper and packaging sales (about US$ 175 billion).

Action

The Project took the bold step of agreeing on a set of SFPI membership principles and responsibilities articulating the goals and responsibilities of the member companies. The nine principles cover Management & Governance, Resource Management, Fiber Sourcing, Eco-efficiency & Emissions Reduction, Climate Change Mitigation, Health & Safety, Community Well-Being & Stakeholder Engagement, Human Rights & Labor Standards, and Reporting.

The SFPI supported The Forests Dialogue's (TFD) multi-stakeholder event in April on the deployment of intensively managed planted forests as a sustainability strategy. It also supported TFD's first multi-stakeholder meeting on poverty reduction through commercial forestry.

In May the Project initiated a joint research project with the World Resources Institute (WRI) on approaches to the responsible procurement of forest products. It took part in BCSD Portugal's launch of its translation of the WBCSD's *The Sustainable Forest Products Industry, Carbon and Climate Change – Key messages for policy-makers* publication. This helped inform Portugal's greenhouse gas (GHG) emissions allocation process.

SFPI organized with the UN Food and Agriculture Organization, the International Energy Agency (IEA) and the International Council of Forest and Paper Associations (ICFPA) a technical workshop on energy efficiency, technology and emissions reduction in the forest products industry. It reviewed existing investment guidelines, standards and safeguards that affect investment financing.

We mourn the deaths of Richard Sandbrook, former president of the International Institute of Environment and Development, who helped lead our Sustainable Paper Cycle work in the mid 1990s, and of Claes Hall, who also pioneered that work and long represented the company Aracruz Celulose on the Council.

Moving forward

In 2007, we plan to launch the *Customer Guide for the Responsible Procurement of Forest Products* with WRI and join the Global Partnership on Forest Landscape Restoration (FLR) to show member sustainable forest management solutions. We will update and distribute our publication on energy and climate change in the forestry sector, further develop investment standards by Equator Principle banks and official development assistance organizations.

The Project will expand the working group, adding major customers and service suppliers and companies from non-OECD economies. We will continue work on Intensively Managed Planted Forests and Forestry and Poverty Reduction organized by The Forests Dialogue.

Cement

Sustainability Initiative

Making bricks for a home. ▶
Mozambique

Mexico City Earthquake

Total collapse of 21-story steel frame office building during Mexico City earthquake. Many tall concrete structures whose designs met the requirements of the building code performed well.

Mexico, 1985

"Besides land, building materials are another major cost for people putting up their own houses.... Good professional advice can lower building costs and improve quality, and might be more effective than prescribing what can or cannot be built."

Brundtland Report, 1987

Co-Chairs

CEMEX	Lorenzo Zambrano
Corporación Uniland	Francisco Reynes

"Our… program organizes low-income families into self-financing cells that facilitate and expedite the typical home-building process. We not only provide them with the products they need, but also we offer them technical assistance-including an architect who helps design their house with an eye to future growth so they can optimize space and reduce waste."

CEMEX cement company website, 2006

Making cement poses a number of sustainability issues: cement plants and quarries create dust and noise; fuels and raw materials used in the manufacturing process generate greenhouse gases; and quarries must be restored, especially to retain biodiversity.

The Cement Sustainability Initiative (CSI), representing more than half the world's cement production outside China, is one of the largest global sustainability programs ever undertaken by a single industry sector. Co-chaired throughout 2006 by CEMEX and Corporación Uniland (now part of Portland Valderrivas), its 18 leading companies from 14 countries work with policy-makers and industry associations on issues related to greenhouse gas emissions, fuel selection, waste and micro-pollutant management.

Action

CSI carries out research and stakeholder consultation, business planning and action, and progress reporting in order to:

- Identify key issues;
- Assess the industry's performance;
- Provide vision and recommendations for action;
- Help manage a business agenda for industry leaders.

The first *CSI Progress Report* (June 2005) documented the delivery on pledges made in 2002. The most significant pledge was the production of a protocol for measuring and reporting CO_2 emissions from cement manufacturing. It was the first time an industry adopted a voluntary and independently audited emissions protocol. Each company agreed to develop a climate change mitigation strategy, and by 2006 to publish targets and their progress, each company reporting annually on CO_2 emissions. The CSI is building the first database of CO_2 emissions from more than 800 cement kilns to help policy-makers worldwide better assess the influence of kiln technology, fuel selection, plant location and age on plant performance and emissions management.

CSI companies are exploring a "sector-based" approach for the industry that may help speed up climate action by business. Under this approach, an industry sector might be given an emissions or efficiency performance target on a global scale, or multiple types of regional targets, with an overall goal to reduce the total sector emissions.

CSI companies continue to work with the Stockholm Convention Secretariat on emissions control strategies for persistent organic pollutants (POPS) from cement kilns. Members continue to collect and analyze industry safety data, and to promote improved safety practices in company facilities. Since beginning this work in 2003, fatalities at CSI company facilities have dropped by more than 25%.

CSI companies undertake common projects such as an emissions monitoring and reporting protocol for nitrogen oxides, sulfur oxides and particulates, and guidelines for the use of fuels and raw materials.

Sustainable
Mobility

Hybrid fuel cell cars. ▶
Paris, 2006

Lead in Petrol

Reduction in the maximum permissible lead content of petrol from 0.4 to 0.15 g/l.

UK, 1986

"The development of environmentally appropriate technologies is closely related to questions of risk management. Such systems as... mass transportation are vulnerable if stressed beyond a certain point."

Brundtland Report, 1987

"Mobility is an essential part of society but transport needs to become more efficient, more equitable and less disruptive – both socially and environmentally."

WBCSD website, 2006

The Sustainable Mobility Project was established to consider how global mobility patterns might evolve in the period to 2030 and beyond, what strategies exist to influence this evolution in ways that might make transport more sustainable, and what is required to enable these strategies to succeed.

The Project, guided by 12 companies representing 75% of global car manufacturing capacity, concluded its analysis phase by releasing a comprehensive report that proposed seven goals to make mobility more sustainable (see www.wbcsd.org/web/mobility.htm).

These goals continue to inform our member companies' work. The companies are working on the development of hybrids, clean diesel, and fuel cells, as well as on fuel efficiency improvements. One specific goal is to significantly reduce the total number of road-vehicle related deaths and serious injuries. Our member companies are pursuing this goal through their participation in the Global Road Safety Initiative.

A second goal is to limit worldwide transport-related greenhouse gas emissions to sustainable levels. Members are contributing both in their own work and in their participation in our Energy & Climate Focus Area. Their work on energy and climate issues related to mobility is critical to altering the global emissions trajectory.

There are also goals to narrow the mobility opportunity divide, to preserve and enhance mobility opportunities for the general population and to reduce congestion. The Mobility for Development workstream of the Development Focus Area will address these challenges. Their regional dialogues and case studies will help point the way forward in the developing-world's transportation sector.

Electricity

Utilities

Renewables: wind and biomass. ▶

Coal-fired Power Generation

"Energy is essential for daily survival. Future development crucially depends on its long-term availability in increasing quantities from sources that are dependable, safe, and environmentally sound. At present, no single source or mix of sources is at hand to meet this future need."

Brundtland Report, 1987

"Electricity is at the heart of the global energy challenge. It is a necessity of modern life and a basic requirement for development."

Powering a Sustainable Future, 2006

Electricity is power. It has the power to help enable development and access to modern life and the power to make a significant contribution to a sustainable energy future. Yet harnessing this power will require changing the ways electricity is generated, transmitted, regulated and consumed worldwide.

The power sector produces around 40% of global CO_2 emissions from fuel combustion. Population and economic growth may well increase the world's appetite for energy by more than 50% by 2030. The fundamental question is therefore how to ensure that the electricity sector meets growing demand without playing a detrimental role in changing the world's climate.

Action

The second phase of the Electricity Utilities Project brought together eight leading utility companies from around the world to grapple with this question. While they do not have all the answers, an increased understanding of the challenges has enabled these companies to frame some possible ways forward.

Their "agenda for concerted action", published in 2006 as *Powering a Sustainable Future*, outlines six key areas which require the collective efforts of governments, business and society at large:

- Secure investments in infrastructure;
- Get more power to more people;
- Use the resource of end-use efficiency;
- Diversify and decarbonize the fuel mix;
- Accelerate R&D;
- Reinforce and smarten grids.

However, today's investment climate and policy framework do very little to encourage the changes needed, the utility executives told a standing-room-only press conference when they released their report in New York City during the Council Meeting. The business leaders emphasized the need to improve infrastructure to decrease power blackouts and to provide more access to electricity in the developing world.

Issue briefs on various sources of energy and on energy issues accompanied the report.

Moving forward

While the publication of *Powering a Sustainable Future* closed the second phase of the Project, it became clear that the companies are keen to keep up the momentum and move into a third phase. The work plan for 2007 is under development, and companies looked forward to pushing the agenda ahead.

Chemicals

Research analyst at a lab in Switzerland.

"The chemical producer and user industries, as sources of the risks associated with chemicals and as the greatest beneficiary of their use, should bear the responsibility of ensuring (and the liability for not ensuring) that their products meet the highest standards of safety...."

Brundtland Report, 1987

REACH (the new European directive on registration, evaluation and authorization of chemicals) "will increase our knowledge about chemicals, enhance safety, and spur innovation while encouraging substitution of highly dangerous substances by safer ones."

EU Environment Commissioner Stavros Dimas, 2006

The safe and sustainable development, use and disposal of chemicals is one of the greatest challenges that society faces.

Action

WBCSD member company chief executives Peter Elverding of DSM, Chad Holliday of DuPont and Andrew Liveris of Dow have been carrying out a continuing scoping exercise into the parameters of a chemical working group. This work will continue into 2007.

Twelve companies overall have agreed to participate in trying to create a vision and design a roadmap for a sustainable chemical industry: Air Products, BASF, Bayer, Degussa, DSM, DuPont, Hitachi Chemical, Mitsubishi Chemical, Rohm and Haas, Sumitomo Chemical Company, Teijin, Dow Chemical.

The scoping study is intended to explore opportunities for the chemical sector to create fundamental change in the industry toward a sustainable future. In particular, the scoping study should add greater clarity in two principle areas:

- A more holistic overview of existing sector initiatives to understand where it can add value to the agenda, while remaining complementary to other initiatives, and perhaps even providing the framework that unites disparate initiatives in a more synergistic and holistic manner.
- A deeper understanding of key sustainability issues according to stakeholders. A long-term Project that is to be effective in fundamentally changing the ways of industry will need to understand the structural underpinnings of opportunities and warning indicators before setting out on a course of actions.

Tire

Industry Project

Traffic flow on an American freeway. ▶

"Motor vehicles greatly influence environmental conditions in the cities of the industrial world."
Brundtland Report, 1987

"The influence of tires on overall vehicle performance means they have significant impact on the environment, economic and social aspects of mobility."

Michelin corporate website, 2006

Tires tend to be taken for granted as a minute part of the transport sector and its equipment. Yet they have huge effects on both the safety and the energy efficiency of the vehicle they support.

They also offer sustainability challenges and opportunities from their manufacture through their use to their disposal or recycling. Simple in appearance, tires are quite sophisticated products, the making of which involves a complex blend of materials and assembly processes. A typical tire includes dozens of different components, using more than one hundred primary raw materials, which must be precisely assembled and processed to achieve the right balance between many competing factors: grip, energy efficiency, handling, comfort, noise and cost, to name a few.

Many industry leaders want to understand more about the sustainability challenges they face and to formulate an approach to making the industry more sustainable: assessing and managing impacts from its products and processes. They hope to encourage discussion of the issues with their key stakeholders in ways that are balanced, interactive and constructive.

Action

Formally established in early 2006, the Tire Industry Project (TIP) aims to address the potential health and environmental impacts of materials associated with tire making and use. TIP includes 11 companies representing more than 80% of the world's tire manufacturing capacity.

Initially the TIP is addressing two topics:

- Evaluating chemicals commonly used in tire making for any potential health and/or environmental impacts;
- Understanding the fate and impacts of tire particles generated during normal tire use and wear.

Scoping work in 2006 examined the availability and quality of existing data dealing with these two issues, identified knowledge gaps, and developed a comprehensive plan to fill those gaps in succeeding years. More than 3,000 scientific references have been found and reviewed including material in English, German, Italian, Spanish, Japanese and Korean. A comprehensive, searchable database is being built for future use of this data.

A small, independent assurance group reviewed initial scoping work for focus and processes to ensure a balanced approach to the key sustainability issues the industry faces. Members are drawn from Dubai, the United States, France, Japan and Malaysia, and cover fields such as public health, remote sensing, roadway design and environmental impact.

Moving forward

Company CEOs will review the 2006 scoping work in early 2007 and consider further studies and action at that time.

Co-Chairs

Bridgestone	Shoshi Arakawa
Goodyear	Robert Keegan
Michelin	Michel Rollier

Mining, Minerals and Sustainable Development

Rehabilitation strategies to enhance koala habitat values in central Queensland, Australia.

"As for non-renewable resources, like fossil fuels and minerals, their use reduces the stock available for future generations. But this does not mean that such resources should not be used."

Brundtland Report, 1987

"Respecting the environment and building constructive relationships with communities is fundamental to assuring the long-term future of mines and processing operations.... This does not mean that we can be all things to all men. Nor are we expected to be."

Nik Senapati, Rio Tinto's Regional Vice-President, 2006

The mining and minerals sector is global, but creates intense local impact. It is also diverse – ranging across 90 mined substances later transformed into millions of products. Today, over 30 million people are directly employed by the mining sector and 34 countries rely on minerals for at least one-quarter of all their exports.

Action

Determined to better understand the sustainability challenges facing their sector, nine mining and minerals companies approached the WBCSD to create the Mining, Minerals and Sustainable Development (MMSD) Project in 1999.

The final MMSD report, *Breaking New Ground: Mining, Minerals, and Sustainable Development*, was presented at a conference in Toronto, Canada, in May 2002. The report includes an agenda for change and outlines key sustainable development challenges facing the sector, such as: ensuring the long-term viability of the minerals industry; control, use, and management of land; using minerals to assist with economic development; making a positive impact on local communities; and managing the environmental impact of mines.

The report recommends the creation of clear spheres of responsibilities for NGOs, indigenous people, labor and commercial players. It also advises firms to develop a consistent system of reporting guidelines to ensure that key aspects of company practices and performance are publicly reported and verified.

Looking forward

The Council will continue to advocate the findings of the MMSD Project, in cooperation with the International Council on Mining and Metals.

Initiatives

Harvesting pyrethreum flowers for use in natural pesticides. Kenya

"One of the most hopeful characteristics of the changes the world is racing through is that invariably they reflect great opportunities for sustainable development, providing that institutional arrangements permit sustainable policy options to be elaborated, considered and implemented."

Brundtland Report, 1987

"To secure and maintain consent involves companies increasingly finding ways to maximise local economic linkages and benefits through, for example, supply chain initiatives or investment in social and physical infrastructure."

Sir Mark Moody-Stuart, Chairman of Anglo American plc, November 2006

The Council has long used Initiatives as research and development laboratories, spaces in which we can scope out an area of sustainable development and see what progress can be made.

Sometimes these Initiatives are short term and are dropped; other times they may blossom into Projects or Focus Areas, as the Sustainable Ecosystem Initiative last year became the Ecosystem Focus Area. Our Sustainable Health Systems Initiative drew to a close in 2005 after publishing several reports on how business can make a difference in health systems and their performances through their own employees' systems, through work in local communities and through advocacy at national levels.

The Council is now considering Initiatives in the areas of finance and supply chains.

It is also working with member company IBM on an "eco-patent commons" (EPC), a process to share intellectual property (IP) related to environmental and ecological technology.

The great majority of patenting happens in the North, whereas the rapidly industrializing South needs help in managing environmental impacts. The goal is to have the EPC serve as the catalyst for collaboration and innovation in addressing urgent environmental challenges.

If it gets beyond the idea stage, the EPC could include a coalition of global business and academic leaders who are willing to grant royalty-free access to relevant IP. The EPC could provide a collection of patents pledged by companies (and other IP rights holders) for unencumbered use by all, enabling these organizations to more quickly innovate and implement processes that improve and protect the environment.

Depending on participation by others, IBM would contribute a number of appropriate patents and leverage key client and partner relationships for additional contributions.

The WBCSD held an EPC information meeting at the beginning of its New York Council meeting and has been facilitating the discussion of the EPC with member companies. The Council is exploring hosting the EPC to stimulate technology cooperation in support of sustainable development. Participating members and the WBCSD could outline the operating principles and framework, host an EPC-dedicated website, and help manage the collaborations that may result.

Implementing

Sustainable Development- From Learning to Doing

Philips Distance Healthcare Advancement Project; mobile clinic offering low-cost diagnostic sevices. India

"How are individuals in the real world to be persuaded or made to act in the common interest? The answer lies partly in education..."

Brundtland Report, 1987

"Most companies recognize the value of experience, and there is little doubt that sharing success stories can help companies to overcome hurdles, develop effective sustainable development strategies, gain new knowledge through exchange, catalyze sustainable development in the broader business community and in society at large."

WBCSD website, 2006

Companies are challenged with how to embed sustainability across business operations, sectors and functions and to demonstrate measurable results. The Council's Learning by Sharing (LbS) program has long helped members manage change toward sustainable development, with a specific focus on today's and tomorrow's managers.

In late 2006 the Council committed to upgrading LbS to a broader program on Implementing Sustainable Development. A range of activities will be developed to help profile the business experience in implementation. And we will continue to challenge sustainability thinking and action within our companies.

Action

The LbS sessions offered at our meetings have become a valuable forum for exploring business and sustainability issues. In Beijing and New York, the well-attended sessions provided members with opportunities to exchange information and practical experience informally.

Chronos®, our e-learning tool developed with the Cambridge Program for Industry (CPI), helps employees understand the business case for sustainable development. WBCSD members Sonae Sierra, PepsiCo, Rio Tinto, DSM and PricewaterhouseCoopers customized the tutorial in 2006.

Case studies are used in a variety of ways, including in publications and presentations. The more than 200 examples in our online library illustrate how companies are "walking the talk". Our Eco-Efficiency Learning Module helps companies adopt, implement and integrate eco-efficiency practices.

Our Young Managers Team (YMT) helps young managers think about sustainability in tomorrow's companies. The YMT '05 concluded their efforts at moving sustainability into the mainstream in early 2006, focusing on education, the media and investors. Thirty-one young business professionals of 21 different nationalities joined the YMT '06 and have been developing scenario thinking on sustainable consumption to inform the Focus Areas. The YMT Alumni Network continues to move from strength to strength, and the YMT global network is growing.

Council capacity building products and programs are designed for use by the whole membership but can be customized for individual companies. We have received requests to assist with this customization in areas such as greenhouse gas protocol implementation, stakeholder dialogues and Chronos®.

Moving forward

In early 2007 we plan to shift the focus toward Implementing Sustainable Development, helping members communicate and celebrate the many actions they are already taking. This will involve the development of many more case studies and working more closely than ever before with our members.

Desertification of the Aral Sea

In 1960, the Aral Sea was the world's fourth largest lake. A scheme using the rivers that fed into the Aral Sea to irrigate the desert has caused the sea's surface area to shrink by some 60%, and its volume by some 80%. It is now too saline for fish and too shallow for ships to navigate. In a desperate attempt to keep their vessels in the shrinking sea, channels were dredged to the open sea, but the sea receded faster than they could be built.

Uzbekistan

"Nations that begin to reorient major economic and sectoral policies along the lines proposed in this report can avoid much higher future levels of spending on environmental restoration and curative measures and also enhance their future economic prospects."

Brundtland Report, 1987

The Regional Network

"The Greenhouse Gas Protocol Pilot Program has enjoyed great acceptance by government and businesses in Mexico. In its next phase our aim is to evolve to a regular program and embrace 80% of Mexican industry GHG emissions."

Alejandro Lorea, Executive Director, BCSD Mexico

The Greenhouse Gas Forum. New Delhi, 2006

The WBCSD's Regional Network (RN) is an informal alliance of around 60 CEO-led BCSDs and partner organizations around the globe that are united by a shared commitment to providing business leadership for sustainable development. Their members are leading local companies or subsidiaries of foreign enterprises, many of which are members of the WBCSD. And their national and regional focuses allow them to be deeply engaged in implementing sustainable development.

By adding perspectives from around the world, the RN enhances the legitimacy of the WBCSD as a truly global organization. In 2006, the RN welcomed new partner organizations from Chile, Denmark, Nicaragua, Pakistan and Uruguay. Initiatives to establish BCSDs in Romania and Vietnam were advanced.

In commemoration of the 20th anniversary of the Brundtland report, we provide a short chronological review of the RN's efforts to advance the business contribution to sustainable development, focusing on examples of RN activities that have helped to advance the report's recommendations. Only a small selection of initiatives is highlighted here.

Eco-efficiency

The Brundtland Report called on business to "produce more with less". Early in its history, the Council coined the term "eco-efficiency" to describe that effort.

Since 1992, the BCSDs in Argentina and Colombia have been promoting eco-efficiency, creating awareness and action. They were closely followed by RN partners in Zimbabwe, Thailand, Taiwan, Czechoslovakia and Croatia, Spain and France, Algeria and Mozambique, and BCSD New Zealand and WASIG Australia in Oceania.

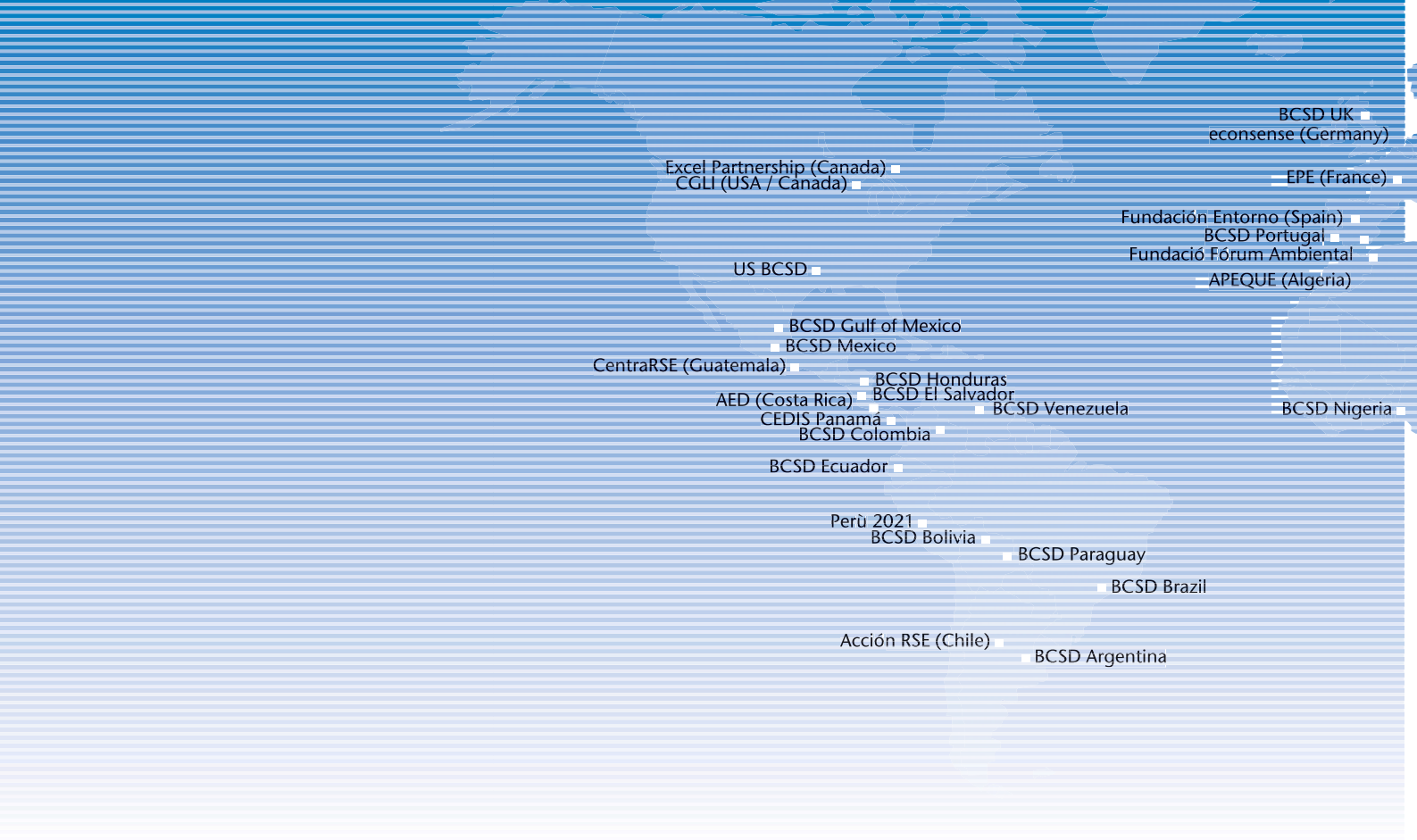
The US BCSD's By-product Synergy waste-to-resource projects have been adopted by the UK BCSD, which created a National Industrial Symbiosis Initiative with the support of the British government. The Philippine Business for Environment's (PBE) annual recyclables collection event has steadily expanded across the country. These early experiences are finding their way into China, where the BCSD is building capacity for enhanced resource efficiency.

Energy

The Brundtland report called for a participatory approach in achieving "a new era of economic growth which would be less energy intensive than in the past". Several regional partners are providing business leadership in fostering long-term collaboration with governements to address the challenge of climate change.

BCSD Mexico joined the Mexican Ministry for the Environment, WRI and the WBCSD to implement a voluntary greenhouse gas (GHG) reduction program, the first of its kind in an emerging economy. Its success is encouraging replication in other parts of the Network including the Philippines, China, India, South Africa and Brazil.

South Africa's National Business Initiative and the Minister of Minerals and Energy celebrated the first anniversary of the Energy Efficiency Accord in May 2006. Seven more companies were added to the 31 already pledged to the accord.



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BCSD New Zealand has put forward policy initiatives to encourage the uptake of low emissions and low fuel use vehicles. They are now under consideration by the government.

Since 1995, Hong Kong's Business Environment Council has helped initiate and implement the Hong Kong Building Environmental Assessment Method, a voluntary program in which industry measures, improves and certifies the environmental performance of the design, construction and operation of buildings. Similar initiatives include BCSD Portugal's business guide to energy efficiency practices and BCSD Mongolia's green fund for energy efficiency.

Peace, development and the environment

The RN partners have not focused solely on environmental challenges. In the mid-1990s emphasis began shifting towards addressing the social and development pillars of sustainable development.

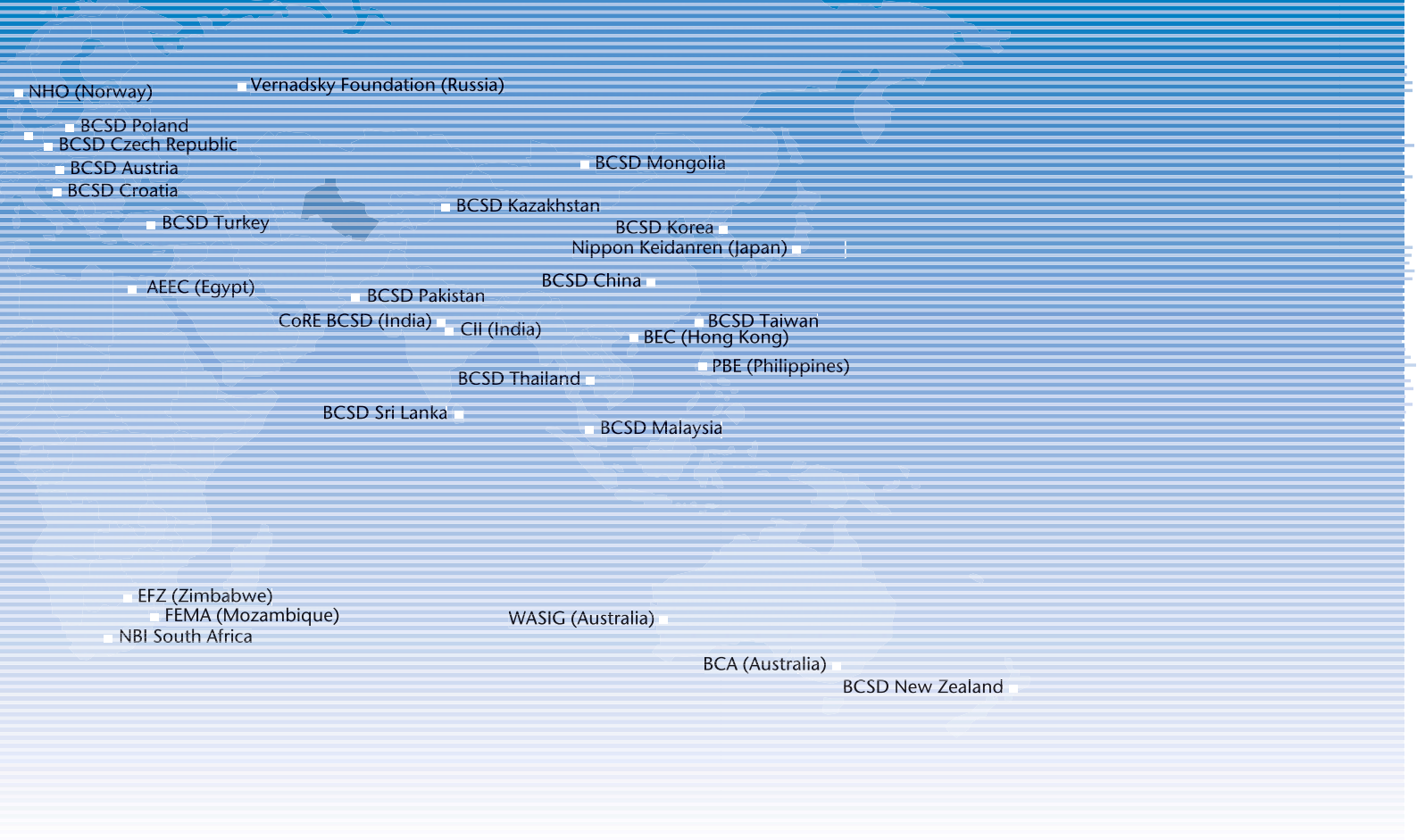
"The whole notion of security as traditionally understood must be expanded to include the growing impacts of environmental stress," says the Brundtland Report. This was a key concern raised in BCSD El Salvador's pioneering Green Book, published in 1996. The book provides business visions of a sustainable future for the country.

Creating awareness of corporate social responsibility (CSR) and building platforms for business to share best practices are key efforts by several RN partners:

- uniRSE in Nicaragua organized the 4th edition of the Central America CSR Conference, which attracted more than 400 participants.
- BCSD Brazil convened with UNESCO an Iberoamerican sustainable development congress bringing together more than 2,000 participants.
- The WBCSD has again joined TERI-BCSD India in organizing a CEO Forum as the curtain raiser to the Delhi Sustainable Development Summit, an event which has emerged as one of the most important platforms in the developing world to explore the strategic partnerships for sustainability.

Echoing the Brundtland Report's call to governments to make their agencies accountable to sustainable development, several RN partners are supporting companies in measuring and reporting their own sustainability performance.

- CentraRSE Guatemala developed a set of indicators allowing companies to evaluate themselves, and measure how fully they implement responsible



practices – a tool that AED Costa Rica and BCSD Honduras intend to replicate.
- Perú 2021 released a standardized review of its member companies' reporting practices with the objective of fostering more and improved reports from business.
- Partners in Austria, Brazil and Taiwan are encouraging the financial markets to take sustainable development into consideration when evaluating the financial performance of a company.

RN partners in the Andean region (Bolivia, Colombia, Ecuador, Peru) and Central America (Honduras, El Salvador, Guatemala, Nicaragua) are raising awareness on the opportunity for business to engage in poverty alleviation – identified as a precondition to environment conservation by the Brundtland report.

BCSD Mexico, with the support of the Ministry of Economy and funding from the Inter-American Development Bank, is raising awareness of the unmet needs of a large part of the country's population while building the capacities of local micro, small and medium enterprises (MSMEs) to address them.

Local capacity building is a strong focus of our partners' work and a key call from the Brundtland report. A great deal of capacity building is achieved through the growing number of CEO Forums organized in different countries and regions.
- Regional partners have been active in translating, customizing and disseminating Chronos®, an e-learning tool developed by the WBCSD in partnership with the University of Cambridge. It is now available in English, Spanish, Portuguese and Brazilian Portuguese.
- Fundación Entorno – BCSD Spain set up *Aula Virtual* – an online training platform to provide companies with information tools and experience to help improve sustainability. PBE in the Philippines manages the Industrial Environmental Management Knowledge Network – an online clearinghouse giving companies access to knowledge and technological know-how.
- The BCSDs in Zimbabwe, Honduras and Mozambique host Cleaner Production Centers that provide services to SMEs, and the BCSDs in Malaysia and Thailand are very active in helping small and medium industries gain environmental certification.
- Last but not least, the RN is also engaged in preparing tomorrow's business leaders. BCSD Portugal recently launched a Young Managers Team to create sustainable development awareness among future business leaders, and BCSD Kazakhstan created a sustainable development training center.

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Advocacy

WBCSD LD Council meeting ▶
Montreux, Switzerland.

"As is evident from this report, the transition to sustainable development will require a range of public policy choices that are inherently complex and politically difficult."

Brundtland Report, 1987

"'Business cannot succeed in societies that fail' has probably been the single most important message issued by the WBCSD. The challenge now is to create a clear and coherent vision of the role of business in tomorrow's society."

Bertrand Collomb, Chairman, Lafarge, 2006

In 2005, the WBCSD's strategy changed from engaging with issues to advocating solutions. In 2006, advocacy and communications were split, with advocacy now being managed from the President's Office, with more responsibility for advocacy placed with those running the Focus Areas and Projects.

All of the Focus Areas and Projects took strong advocacy positions during the year, helped by a growing emphasis on implementing sustainable development. Taking positions is always more effective if our members are at the same time walking the talk.

Members have shown themselves ever more willing to put their names behind manifestos and statements of principle. A "Statement of Intent for Doing Business with the World" was signed by the members of the Development Focus Area Core Team. Similarly, eight leaders of the electricity utilities industry signed "Our industry manifesto for a sustainable power sector". The Sustainable Forest Products Project created its membership principles. There can be no more potent advocacy tool than a personal signature.

The members of the Focus Areas and Projects first work to understand the issues, then bring forward ideas for addressing them; examples include Energy & Climate moving toward a policy to 2050 document and Development holding meetings among business leaders in Latin America to find ideas for business projects that promote development.

As they advocate, members and the Council offer examples of companies doing what they are advocating. Advocacy work also includes various cross-cutting themes such as eco-efficiency and sustainability through the markets.

Projects usually set up Assurance Groups of highly regarded individuals and organizations to oversee the work and assure that it is intellectually honest and rigorous. One mark of the success of our advocacy is the high level of people we have been able to attract. For example, the Sustainable Cement Initiative has been able to draw on the assurance services of Mostafa Tolba, former executive director of UNEP, William Reilly, former administrator of the US EPA, and Corinne Lepage, former Minister of the Environment in France.

In the past the Council was often invited to and attended the meetings of others. However, 2006 marked a turning point. The President's Office, Focus Areas and Projects organized more than a dozen gatherings (alongside over 100 accepted speaking invitations around the world where we have tended to bend meetings more to business' agenda).

Given that we are member-led and member-driven, this increased advocacy work will require ever closer cooperation and communications between the Secretariat and Members, so that we are always certain that all WBCSD advocacy is in line with the positions of Members, and that where possible the Members actually advocate the policy positions of the Council.

Communications

WBCSD in the press, 2006. ▶

"Reversing unsustainable development policies at the national and international level will require immense efforts to inform the public and secure its support."

Brundtland Report, 1987

"Key to this [managing sustainable development issues] will be building trust in order to enhance support for business's main purpose: to generate wealth, jobs, innovations and investments."

WBCSD Business Card, 2006

The Council produced a great deal of communications materials in 2006, and the use of this material by the media, NGOs, and even by the new media in the form of bloggers suggested both that the output was useful to these audiences and that sustainable development issues have become vital news items.

Two recent Globescan surveys confirmed that these efforts pay off. The *2006-1 Survey of Sustainability Experts* found that the WBCSD continues to lead among organizations expected to play a major role in advancing sustainable development. The Council was second only to the European Union (EU). The *Formative Research for the Climate Forum survey*, published in July 2006, produced similar results. Approximately one-half of experts anticipated that the WBSCD will play a major role in defining or implementing climate change solutions. Again, only the EU was mentioned more often.

These surveys confirm previous findings. The *2005-2 Survey of Sustainability Experts*, published in early 2006, noted that "the WBCSD is considered, by far, the most effective organization advancing the SD/CSR agenda among companies worldwide."

Media coverage of WBCSD activities and reports in 2006 was extensive, with *Ecosystem Challenges and Business Implications*, *Water Scenarios to 2025* and *Pathways to 2050* attracting particular attention. As well as being the subject of news reports and interviews, the WBCSD has continued to contribute comment pieces and articles to a variety of publications.

WBCSD online

2006 was a milestone for the WBCSD's website. For the first time, it had more than one million visits. Almost 400,000 unique visitors accessed a total of some three million pages. The WBCSD website is not only viewed as the best, by far, for information on sustainable development, it is increasingly seen this way, the *2006-1 Survey of Sustainability Experts* stated.

Subscriptions to the WBCSD newsletters nearly doubled from 35,000 in 2006 to 60,000 in 2006. These newsletters feature the latest news on sustainable development and WBCSD activities:

- WBCSD Update
- Business & SD news
- Energy & Climate news
- Sustainable Livelihoods news
- Sustainable Mobility news
- Water & SD news
- Regional Network news
- WBCSD Press Update

To subscribe to any of the newsletters, please go to www.wbcsd.org/plugins/mywbcsd/default.asp

The WBCSD has introduced a variety of services to make its information even more accessible. Users can install the WBCSD toolbar, add WBCSD custom buttons, feature the WBCSD NewsBox on their blogs or websites, and include WBCSD news feeds on personalized pages. Learn more about these services at www.wbcsd.org/web/services.htm.

In December 2006, the WBCSD launched its first blog, *EEB Blog: A Blueprint for a Greener World*. Written by EEB Project Director Christian Kornevall, it provides a personal perspective on the issue of energy-efficiency in buildings and the work of the project. The WBCSD is already well referenced in the "blogosphere". According to technorati.com, the Council was mentioned in more than 700 blogs in 2006.

WBCSD and COM+

The Com+ Alliance, which the WBCSD co-founded in 2003, is helping to ensure that sustainability has a clear and media-friendly voice. In 2006 the partnership of 15 international organizations, agencies and the media supported more than 20 activities and initiatives to advance communication about issues related to sustainable development.

The Costa Rican Business Association for Development (AED), a member of the WBCSD's Regional Network, organized a workshop on corporate social responsibility (CSR) jointly with COM+. The event, which was attended by almost 90 journalists and media representatives, analyzed the role of the media in Costa Rica in disseminating information related to CSR.

News & content partnerships

Africa Investor	London, United Kingdom
Africa Renewal	New York, USA
Agence France Presse (AFP)	Paris, France
Clear Profit	Hove, United Kingdom
CSR China	Hong Kong, China
ENDS Europe Daily	London, United Kingdom
Environmental Finance	London, United Kingdom
Ethical Corporation	London, United Kingdom
Euractiv	Brussels, Belgium
Financial Times	London, United Kingdom
The Globalist	Washington, DC, USA
GLOBE-Net	Vancouver, Canada
Greenbiz	Washington, DC, USA
Greenwire/E&E Daily	Washington, DC, USA
International Trade Forum	Geneva, Switzerland
IPS News	Berlin, Germany
IRIN News	Geneva, Switzerland
SciDev.Net	London, United Kingdom
Socialfunds	Brattleboro, USA
Sustainable Development International	London, United Kingdom

Partnerships

and Alliances

Unilever and UNICEF partnership, improving health through iodized salt. Ghana

"Industry is on the leading edge of the interface between people and the environment."

Brundtland Report, 1987

"On the NGO side, we are witnessing a shift of understanding of the potential to work with business."

Mike Aaronson, Director, Save the Children UK, 2004

Business organizations

Business and Industry Advisory Committee (BIAC)	Paris, France
The Conference Board	New York, USA
European Chemical Industry Council (CEFIC)	Brussels, Belgium
International Business Leaders Forum (IBLF)	London, UK
International Chamber of Commerce (ICC)	Paris, France
International Council of Forest and Paper Associations (ICFPA)	Ottawa, Canada
International Emissions Trading Association (IETA)	Geneva, Switzerland
SAM Sustainability Group	Zurich, Switzerland
World Energy Council (WEC)	London, UK

Forums

Chatham House, The Royal Institute of International Affairs	London, UK
Clinton Global Initiative (CGI)	New York, USA
European Partners for the Environment (EPE)	Brussels, Belgium
International Risk Governance Council (IRGC)	Geneva, Switzerland
The Sustainability Forum Zurich	Zurich, Switzerland
World Economic Forum (WEF)	Geneva, Switzerland

Governmental and intergovernmental organizations

Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)	Eschborn, Germany
Intergovernmental Panel on Climate Change (IPCC)	Geneva, Switzerland
International Energy Agency (IEA)	Paris, France
Organization for Economic Cooperation and Development (OECD)	Paris, France
United Nations (UN)	New York, USA
United Nations Convention on Biological Diversity (UNCBD)	Montreal, Canada
UN Commission on Sustainable Development	New York, USA
United Nations Development Programme (UNDP)	New York, USA
United Nations Environment Programme (UNEP)	Nairobi, Kenya

United Nations Framework Convention on Climate Change (UNFCCC)	Bonn, Germany
United Nations Food and Agriculture Organization (UNFAO)	Rome, Italy
United Nations Forum on Forests (UNFF)	New York, USA
SNV Netherlands Development Organisation	The Hague, The Netherlands
The World Bank	Washington, DC, USA
World Health Organization (WHO)	Geneva, Switzerland
World Trade Organization (WTO)	Geneva, Switzerland

Institutes, universities and initiatives

AccountAbility	London, UK
Alliance for Global Sustainability (AGS)	Cambridge (USA), Gothenburg, Zurich, Tokyo
Bellagio Forum for Sustainable Development	Osnarbrück, Germany
California Climate Action Registry	Los Angeles, USA
Centre for Applied Studies in International Negotiations (CASIN)	Geneva, Switzerland
Global Reporting Initiative (GRI)	Amsterdam, The Netherlands
Institute for Management & Development (IMD)	Lausanne, Switzerland
International Institute for Environment and Development (IIED)	London, UK
International Institute for Sustainable Development (IISD)	Winnipeg, Canada
International Organization for Standardization (ISO)	Geneva, Switzerland
National Council for Air and Stream Improvement (NCASI)	Durham, USA
Stockholm Environment Institute	Stockholm, Sweden
Stockholm International Water Institute (SIWI)	Stockholm, Sweden
The German Marshall Fund of the United States	Washington, DC, USA
United Nations Foundation	New York, USA
United Nations Global Compact	New York, USA
University of Cambridge Programme for Industry	Cambridge, UK
Yale University	New Haven, USA

Non-governmental organizations

Conservation International (CI)	Washington, DC, USA
Earthwatch Institute	Oxford, UK
Resources for the Future	Washington, DC, USA
The Forests Dialogue (TFD)	New Haven, USA
The Nature Conservancy (TNC)	Arlington, USA
The World Conservation Union (IUCN)	Gland, Switzerland
World Resources Institute (WRI)	Washington, DC, USA
WWF International	Gland, Switzerland
Oxfam	Oxford, UK

Membership and Governance

The WBCSD is unique in being a global, CEO-led coalition of large and multinational companies with a shared determination to catalyze change towards sustainability while supporting the business license to operate, innovate and grow.

The WBCSD has an external and an internal role. Externally, it offers a collective voice to advocate business positions on framework policies and conditions, working with governments, non-governmental organizations and intergovernmental organizations on a range of issues. Internally, it provides a space in which business leaders can work with like-minded peers to find business opportunities and solutions in anticipating – and helping to meet – the challenges of sustainability.

Membership

WBCSD membership is by invitation of the Executive Committee. Members are expected to show commitment to integrating sustainable development into their core business and so enhance our work, as well as enriching our understanding of the global issues around sustainable development by giving us an optimal sectoral and geographic balance.

Members are asked to publicly report on their environmental performance and to expand their reporting to cover the three pillars of sustainable development: environmental, social and economic.

Members contribute to the WBCSD by sharing knowledge, experience and human resources. The WBCSD is driven by the personal commitment of Council Members (CEOs or equivalent), who shape policy positions and provide co-chairs and steering committees for each Focus Area and Project. They also encourage support for the WBCSD work program, and the adoption of sustainable practices, throughout their company.

Council Members are supported by Liaison Delegates, senior executives who are crucial to advancing the work program and to ensuring that the ideas, tools and practices that the WBCSD collates and generates are absorbed in their company.

Governance

The WBCSD is governed by the Executive Committee which is elected by Council Members from among their peers, including the Chairman and Vice Chairmen. The Executive Committee meets twice a year in person and once virtually while Council Members convene once a year to share ideas on strategic issues affecting sustainable development and to determine the organization's priorities.

Responsibility for the management of the WBCSD and the implementation of the WBCSD strategy and work program lies with the President and the Secretariat staff of 39 people from various countries and backgrounds, plus eight Member company Secondees in Geneva, and a number of Associates from Member companies based elsewhere.

Executive Committee

Honorary Chairman

Stephan Schmidheiny	Switzerland

Chairman

Travis Engen	
former President and Chief Executive Officer, Alcan	Canada

Vice Chairmen

Dr. Shoichiro Toyoda	
Honorary Chairman, Member of the Board, Toyota Motor Corporation	Japan
Samuel A. DiPiazza, Jr.	
Global Chief Executive Officer, PricewaterhouseCoopers	USA
Julio Moura	
Chairman and Chief Executive Officer, GrupoNueva	Chile
Jeroen van der Veer	
Chief Executive, Royal Dutch Shell	The Netherlands/UK

Members

Antony Burgmans	
Chairman, Unilever	The Netherlands/UK
Bertrand Collomb	
Chairman, Lafarge	France
Thulani S. Gcabashe	
Chief Executive, Eskom Holdings	South Africa
Michael Golden	
Vice Chairman, Publisher, IHT, The New York Times Company	USA
Charles O. Holliday, Jr.	
Chairman and Chief Executive Officer, DuPont	USA
Anne Lauvergeon	
Chairman of the Executive Board, AREVA	France
Teruaki Masumoto	
Director, Tokyo Electric Power Company	Japan
Jiming Wang	
Vice Chairman, China Petrochemical Corporation, (Sinopec)	China

Ex-officio members

Dr. Victor Fung	
Vice Chairman, International Chamber of Commerce	France

Member Companies & Council Members (by country and region) beginning 2007

Africa

South Africa

Eskom Holdings Limited	Mr. Thulani Gcabashe
Sappi Limited	Dr. Rudolf Thummer

Asia

China

Baosteel Group Corporation	Madame Xie Qihua
China Ocean Shipping (Group) Company	Capt. Wei Jiafu
China Petrochemical Corporation (Sinopec)	Mr. Wang Jiming

Hong Kong, China

CLP Holdings Limited	Mr. Andrew Brandler

Chinese Taipei

Chinese Petroleum Corporation	Mr. Chen Bao-Lang
Chunghwa Telecom Co., Ltd.	Mr. Tan Ho-Chen

Japan

Asahi Glass Co., Ltd.	Mr. Hiromichi Seya
Bridgestone Corporation	Mr. Shoshi Arakawa
Canon Inc.	Mr. Fujio Mitarai
Chubu Electric Power Co., Inc.	Mr. Hiroshi Ochi
DENSO Corporation	Mr. Hiromu Okabe
Hitachi Chemical Co., Ltd.	Mr. Yasuji Nagase
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The Kansai Electric Power Co., Inc.	Mr. Mitsuyasu Iwata
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Mitsui & Co., Ltd.	Mr. Yasunori Yokote
Nippon Paper Group, Inc.	Mr. Takahiko Miyoshi
Nippon Telegraph & Telephone Corporation	Mr. Ryuji Yamada
Nissan Motor Co., Ltd.	Mr. Nobuo Okubo
Oji Paper Co., Ltd.	Mr. Shoichiro Suzuki
Osaka Gas Co., Ltd.	Mr. Hirofumi Shibano
Sanyo Electric Co., Ltd.	Ms. Tomoyo Nonaka
Seiko Group	Mr. Saburo Kusama
Sompo Japan Insurance Inc.	Mr. Masatoshi Sato
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Sumitomo Rubber Industries, Ltd.	Mr. Tetsuji Mino
Taiheiyo Cement Corporation	Mr. Michio Kimura
Teijin Limited	Mr. Toru Nagashima
The Tokyo Electric Power Company Inc.	Mr. Teruaki Masumoto
Toyo Tire & Rubber Co., Ltd.	Mr. Yoshio Kataoka
Toyota Motor Corporation	Dr. Shoichiro Toyoda
The Yokohama Rubber Co., Ltd.	Mr. Tadanobu Nagumo

Korea

GS Caltex Corporation	Dr. Dong-Soo Hur
Hankook Tire Co., Ltd.	Mr. Choong Hwan Cho
Kumho Tire Co., Inc.	Mr. Sae-Chul Oh
POSCO	Mr. Ku-Taek Lee
Samsung Electronics Co.	Mr. Kun-Hee Lee

Pakistan

Pakistan International Airlines	Mr. Tariq Kirmani
Pakistan State Oil Company Limited	Mr. Jalees Ahmed Siddiqi

Thailand

PTT Public Company Limited	Mr. Prasert Bunsumpun
The Siam Cement Public Company Limited	Mr. Kan Trakulhoon

Central and Eastern Europe

Croatia

Podravka d.d.	Mr. Goran Markulin

Romania

Energy Holding SRL	Mr. Enrique Ferrer

Russia

Basic Element	Mr. Oleg Deripaska
JSC Gazprom	Ms. Vlada Rusakova
Sistema JSFC	Mr. Vladimir Evtushenkov

Europe

Austria

Borealis GmbH	Mr. John Taylor

Belgium

Umicore	Mr. Thomas Leysen

Denmark

Novo Nordisk A/S	Mr. Lars Rebien Sørensen
Novozymes A/S	Mr. Steen Riisgaard

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Bayer AG	Mr. Werner Wenning
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E.ON AG	Mr. Christoph Dänzer-Vanotti
HeidelbergCement	Dr. Bernd Scheifele
Henkel KGaA	Dr. Wolfgang Gawrisch
Volkswagen AG	Prof. Dr. Jürgen Leohold

Greece

Titan Cement Company SA	Mr. Dimitri Papalexopoulos

Ireland

CRH plc	Mr. Liam O' Mahony

Italy

Banca Monte dei Paschi di Siena SpA	Mr. Giuseppe Menzi
FALCK Group	Dr. Eng. Achille Colombo
Italcementi Group	Ing. Carlo Pesenti
Pirelli & Co	Dr. Francesco Gori

The Netherlands

ABN AMRO Bank NV	Mr. Tom de Swaan
Akzo Nobel NV	Mr. G.J.(Hans) Wijers
DSM NV	Mr. Peter A.F.W. Elverding
KPMG	Mr. Michael Wareing
Royal Dutch Shell plc	Mr. Jeroen van der Veer
Royal Philips Electronics NV	Ms. Barbara Kux
TNT NV	Mr. Peter Bakker
Unilever NV	Mr. Antony Burgmans

Norway

Det Norske Veritas	Mr. Henrik Madsen
Grieg International	Ms. Elisabeth Grieg
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Norsk Hydro ASA	Mr. Eivind Reiten
Norske Skogindustrier ASA	Mr. Christian Rynning Tonnesen
Statkraft AS	Mr. Bard Mikkelsen
Statoil	Ms. Nina Udnes Tronstad
Storebrand ASA	Mr. Idar Kreutzer

Portugal

CIMPOR	Prof. Dr. Ricardo Bayão Horta
EDP - Energias de Portugal, SA	Mr. Francisco de la Fuente Sánchez
Portucel Soporcel Group	Mr. Pedro Queiroz Pereira
Sonae SGPS, SA	Mr. Carlos Bianchi

Spain

ACCIONA SA	Mr. José Manuel Entrecanales
Cementos Portland	Mr. José Ignacio Martínez-Ynzenga
Valderrivas SA	Mr. Antonio Brufau Niubó
Repsol YPF	

Sweden

Skanska AB	Mr. Stuart Graham
SKF AB	Mr. Tom Johnstone

Switzerland

ABB Ltd.	Mr. Gary Steel
F. Hoffmann-La Roche AG	Dr. Franz Humer
Holcim Ltd.	Mr. Markus Akermann
Novartis	Mr. Thomas Wellauer
SGS SA	Mr. Christopher Kirk
STMicroelectronics	To be announced
Swiss Re	Mr. Christian Mumenthaler
Syngenta International AG	Mr. Martin Taylor

United Kingdom

Anglo American plc	Sir Mark Moody-Stuart
BG Group plc	Mr. Frank Chapman
BP plc	Mr. John Manzoni
Environmental Resources Management Group	Dr. Robin Bidwell, CBE
Rio Tinto plc	Mr. R. Leigh Clifford
Vodafone Group plc	Mr. Alan Harper

Latin America

Argentina

Acindar SA	Mr. Arturo Acevedo

Member Companies & Council Members (by region & country) beginning 2007

Brazil

Aracruz Celulose SA	Mr. Carlos Alberto Vieira
Cimentos Liz SA	Mr. Paulo Alexandre Ramos Vasconcelos
Companhia Vale do Rio Doce	Mr. Eliezer Batista da Silva
Petrobras	Mr. José Sergio Gabrielli de Azevedo
Suzano Papel e Celulose SA	Mr. Antonio Maciel Neto
Votorantim Group	Mr. Fabio Ermírio de Moraes

Chile

Codelco	Mr. José Pablo Arellano
GrupoNueva SA	Mr. Julio Moura

Mexico

CEMEX	Mr. Lorenzo Zambrano
Grupo IMSA, SA de CV	To be announced

Republic of Panama

Panamá Canal Authority	Mr. Alberto Alemán Zubieta

Middle East

Saudi Arabia

ALJ Co., Ltd.	Mr. Mohammed Abdul Latif Jameel

North America

Canada

Alcan Inc.	Mr. Travis Engen
BC Hydro	Mr. Bob Elton
Petro-Canada	Mr. Ron Brenneman
Suncor Energy Inc.	Mr. Richard George
TransAlta Corporation	Mr. Steve Snyder

USA

3M	Dr. Frederick Palensky
AES Corporation	Mr. Paul Hanrahan
Air Products and Chemicals, Inc.	Mr. John Jones, III
Alcoa	Mr. Alain J.P. Belda
The Boston Consulting Group	Dr. Dieter Heuskel
Caterpillar, Inc.	Mr. James Owens
CH2M HILL	Mr. Ralph Peterson
Chevron Corporation	Ms. Rhonda Zygocki
The Coca-Cola Company	Mr. Danny Strickland
ConocoPhillips	Mr. Robert Ridge
Cooper Tire & Rubber Company	Mr. Thomas Dattilo
Deloitte Touche Tohmatsu	Dr. Otmar Thoemmes
The Dow Chemical Company	Mr. Andrew Liveris
DuPont	Mr. Charles Holliday, Jr.
Entergy Corporation	Mr. J. Wayne Leonard
Exelon Corporation	Mr. John Rowe
Ford Motor Company	To be announced
General Electric Company	Mr. John Rice
General Motors Corporation	Mr. Thomas Gottschalk
The Goodyear Tire & Rubber Company	Mr. Robert Keegan
IBM Corporation	Mr. Nicholas Donofrio
Interface, Inc.	Mr. Ray Anderson
International Paper Company	Mr. John Faraci
ITT Industries	Mr. Steven Loranger
Johnson & Johnson	Mr. Robert Darretta
Johnson Controls, Inc.	Mr. Jerome Okarma
Kimberly-Clark Corporation	Ms. Cheryl Perkins
MeadWestvaco Corporation	Mr. John Luke, Jr.
The New York Times Company	Mr. Michael Golden
Newmont Mining Corporation	Mr. Wayne Murdy
Oracle Corporation	Mr. Sergio Giacoletto
PepsiCo, Inc.	Ms. Indra Nooyi
PricewaterhouseCoopers LLP	Mr. Samuel DiPiazza, Jr.
The Procter & Gamble Company	Mr. Werner Geissler
Rohm and Haas Company	Mr. Raj Gupta
S.C. Johnson & Son, Inc.	Dr. H. Fisk Johnson
Time Warner Inc.	To be announced
United Technologies Corporation	Mr. George David
Weyerhaeuser Company	Ms. Ernesta Ballard

Oceania

Australia

Australia and New Zealand Banking Group Limited	Mr. John McFarlane
BHP Billiton Limited	Mr. Charles (Chip) Goodyear
Insurance Australia Group	Mr. Michael Hawker
Lend Lease Corporation	Mr. Ross Taylor
Westpac Banking Corporation	Dr. David Morgan
Woodside Energy Ltd.	Mr. Donald Voelte

New Zealand

The Warehouse Group Limited	Mr. Stephen Tindall

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(on secondment from Toyota)
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(on secondment from Eskom)
Filippo Veglio

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Kija Kummer
Barend van Bergen
(on secondment from KPMG)

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James Griffiths
Eva-Jane Haden

Projects
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Jürg Gerber
(on secondment from Alcan)
Eva-Jane Haden

Energy Efficiency in Buildings
Christian Kornevall
Claudia Schweizer-Liégeard

Forest Products
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Eva-Jane Haden

Mining and Minerals
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Sustainable Mobility
George Weyerhaeuser
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Electricity Utilities
Christian Kornevall
Antonia Gawel

Tires
Howard Klee
Estelle Geisinger

Chemicals
Jürg Gerber
(on secondment from Alcan)
Cheryl Hicks

Associates
David Hone (Shell)
Hermann Mulder
(formerly with ABN AMRO)
Randy Richards (Caterpillar)

Publications Launched in 2006

General

Catalyzing Change: A Short History of the WBCSD

In the short space of a decade the World Business Council for Sustainable Development has gathered some 180 of the world's leading companies under its umbrella, united by a shared commitment to sustainable development. This history of the WBCSD is a collection of stories of individuals whose choices to champion an idea, to explore a concept, to shake another's hand, paved the way for a fundamental shift in the direction of business.

From Awareness to Action - WBCSD publications

The WBCSD is pleased to present its latest publication about… publications! The short brochure contains summaries of publications and ordering details presented by category.

WBCSD Annual Review 2005 - From awareness to action

The Annual Report 2005 covers a year that was not only successful for the WBCSD, but it marked a major turning point in its operations. When the Council began its work more than 10 years ago, it seemed sufficient, and difficult enough, for business to engage in the issues of sustainable development and to find ways to bring these issues into corporate decision-making.

The WBCSD: From awareness to action - WBCSD business card

The World Business Council for Sustainable Development (WBCSD) brings together some 180 international companies in a shared commitment to sustainable development. The business card highlights the WBCSD work program, explaining how the organization is moving from awareness to action.

Focus Areas

Energy & Climate

Biomass Issue Brief

Biomass, the oldest form of renewable energy, has been used for thousands of years. Its relative share of use has declined with the emergence of fossil fuels to some 13% of the world's primary energy supply worldwide. This brief outlines the sustainability issues associated with biomass: its carbon neutrality, its use in heat and power generation, its use in biofuels, and its future.

Energy & Climate - A contribution to the dialogue on long term cooperative action

This document offers some initial thinking on possible options for action on climate change within a revised framework after 2012. Such a revised framework would learn and build from existing international agreements and incorporate new long-term goals.

UNCSD 14: Energy & Climate Change: Sharpening the focus for action - a business perspective

This paper, published in conjunction with UNCSD 14, emphasizes that energy is crucial for society first because energy is the single most important enabler of economic development, and therefore its availability and affordability are key, and second because its production and use carry impacts, in particular those that are adverse to our environment. The need to deal with the risks associated with those impacts, such as climate change, has therefore become an essential societal duty.

Business Role

From Challenge to Opportunity: The role of business in tomorrow's society

Companies able to tackle issues such as poverty, climate change and population shifts are those most likely to succeed in the future. This is a view shared by eight global business leaders in a major new publication from the WBCSD. From Challenge to Opportunity sets out a "manifesto for tomorrow's global business" as defined by the Tomorrow's Leaders group of the WBCSD. It also discusses why and how four key areas of business and sustainable development need to be profitable in order to be effective.

Ecosystem Challenges and Business Implications

Companies use ecosystem services, and that use alters the ecosystems and their ability to provide services. This publication discusses the challenges inherent in the use of ecosystem services and the implications for business.

Projects

WBCSD Sector Projects - The power of working together

Sector Projects are voluntary initiatives demonstrating the power of partnership and the commitment of companies to work with others to manage some of the most difficult dilemmas in their industries. This brochure profiles the WBCSD Sector Projects on forestry, mining, cement, mobility, electricity utilities and tires. Each Project aims to change industry practices and policies to make them more sustainable.

Electricity

Powering a Sustainable Future: An agenda for concerted action

Electricity is at the heart of the global energy challenge. This report shares facts on the options available now in the power sector to meet sustainability challenges. The agenda recognizes the need for debate on energy resources, markets and policy frameworks, and calls for prompt decisions about our energy future.

Energy Efficiency in Buildings

Energy Efficiency in Buildings Executive Brief #1 - Our vision: A world where buildings consume zero net energy

Buildings use about one-third of the world's energy. Leading companies in the building, equipment and energy industries launched Energy Efficiency in Buildings (EEB) with the WBCSD in March 2006. The Project brings together companies worldwide, which are determined to remove barriers to energy-efficient concepts in new and existing buildings.

Cement

Formation and Release of POPs in the Cement Industry (Second Edition)

The objective of this study is to compile data on the status of POPs emissions from the cement industry, to share state of the art knowledge about PCDD/F formation mechanisms in cement production processes and to show how it's possible to control and minimize PCDD/F emissions from cement kilns utilizing integrated process optimization, so called primary measures. This report provides the most comprehensive data set available on POPs emission from the cement industry.

Guidelines for the Selection and Use of Fuels and Raw Materials in the Cement Manufacturing Process

These guidelines provide a practical reference for cement companies and their stakeholders to help them to understand and identify responsible and sustainable approaches to the selection and use of fuels and raw materials.

Health

The Business of Health - The Health of Business: Building the case for health, safety and wellness

Ill-health and disease impair business performance by hampering individuals, communities and markets. The examples gathered in this publication by the WBCSD and IBLF serve to illustrate the business case for corporate action on health and demonstrate how companies can positively and imaginatively engage with these issues to create business advantages.

Health Systems: Facts and trends affecting business decisions today

In 2040, one-quarter of Americans and nearly one-half of Italians and Japanese will be over 65. These demographic trends will have large and growing impacts on health, healthcare and business: on employment, workforce age, productivity, benefit plans and costs, markets, products and tax schemes. This publication describes ten key health topics, including disease, environment and health, prevention and personal responsibility, health systems and information technology.

Water

Business in the World of Water: WBCSD water scenarios to 2025

The H2O scenarios offer three stories about the role of business in relation to the growing issue of water in the world. These stories do not try to cover everything but attempt to bring to life a limited number of alternative future environments that will challenge our economic viability, social legitimacy, and global fitness in the marketplace.

Regional Network

The WBCSD's Regional Network - A global business alliance for sustainable development

While the WBCSD makes the business case on the world stage, its Regional Network helps shape the sustainable development agenda at the local and regional levels. This brochure is designed to give a general flavor of the scope and diversity of the Regional Network's activities through a small selection of initiatives.

Learing by Sharing

Chronos - From personal values to corporate action

This brochure introduces Chronos®, an exciting new e-learning tutorial on the business case for sustainable development, designed to equip employees with the knowledge they need to deliver on corporate priorities (available in various languages).

Eco-efficiency Learning Module

Eco-efficiency is a management philosophy that encourages business to search for environmental improvements that yield parallel economic benefits. The eco-efficiency module is designed to capture interest, to inform and to engage on issues surrounding eco-efficiency at different levels within an organization. It includes practical approaches to help organizations integrate eco-efficiency into their thinking, practices and processes.

Young Managers Team

Young Managers Team 2005:
Moving sustainable development into the mainstream

To move sustainable development from its "specialist box", the Young Managers Team 2005 developed a range of education and communication solutions including an interactive media tool, a set of resources for universities and an investor relations workshop design.

Young Managers Team 2005:
Sustainable world and you

How can engineering and business schools integrate sustainable development into their curriculum? This educational toolkit developed by the Young Managers Team 2005 helps companies develop the business case for sustainable development and includes a range of practical case studies.

Ordering publications

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Glacier melt
(1980 and 2002)

A fan shaped glacier in the Jacabamba Valley in Peru's eastern Cordillera Blanca in 1980 (top) had completely disappeared in 2002 (right). Estimates indicate that the Cordillera Blanca has lost some 15% of its area in the last three decades.

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