

MAKING DECISIONS, MAKING CHANGE

Business has both the incentive to conserve and protect the natural resources on which it depends, and the capability to implement its strategies globally. Pioneering companies have changed their business through a series of stages, commencing with building awareness of issues and their potential relevance to the company and progressing through building internal capabilities for

environmentally driven change, to seeking market opportunities based on those new capabilities. A decision-making framework, based on their experiences, describing the stages in corporate development, is detailed below. Using it by no means guarantees a successful outcome, but rather it serves as a starting point and agenda for executives to determine how best to progress towards a corporate goal.

DECISION-MAKING FRAMEWORK – STAGES OF DEVELOPMENT¹⁶ ▼

Stage	Title	Activity	Business Agenda for Decision-making
1	Awareness	Becoming aware of issue	Become aware of Biodiversity and Ecosystems Services (BES) issues; potential relevance to organisation may be unclear
2	Investigation	Identifying, scoping and investigating potentially relevant issues	Identifying BES issues with potential relevance to the business; investigate motivations & outcomes by other businesses; investigate business' impact on BES; advise & engage staff
3	Determination	Determining response	Determine motivation for business' initial response; identify & examine potential response; prepare jurisdiction/business case; approve action; advise & engage staff
4	Action	Preparing, implementing & monitoring response	Prepare capabilities to manage and implement initial response by acquisition, development or collaborations; implement response; advise & engage staff
5	Evaluation	Evaluating response(s)	Review approaches for evaluating initial outcome(s); determine appropriate organisation-wide metrics and evaluation processes; determine actual contributions; develop informed business cases; internal reporting
6	Proliferation	Determining championing & implementing organisation-wide responses	Proactively determine & implement organisation-wide strategies for meaningful impact on BES; engage staff; internal & external reporting
7	Integration	Integrating organisation-wide responses	Integrate responses across organisation; seek innovative responses for more meaningful impacts; implement BES management systems; internal and external reporting
8	Business Opportunity	Seeking business development & other market/societal opportunities	Seek business & societal opportunities with current and new customers, products, markets & collaborators to increase meaningful improvements in challenges to BES; internal and external advocacy and reporting

It is recommended that executives study the examples contained within this document for those with relevance for their own company as the first stage in their company’s progress towards a meaningful response to improve BES. These examples may provide senior executives with context to more openly and creatively contemplate ‘what can we do, why and how?’

Throughout the process of

change, it is important to remember successful responses are a journey, not an isolated event, and that every journey commences with a single step. The longer a response is delayed, the greater the response will need to be as conditions deteriorate and competitors extend their lead.

Pioneering companies have also learned that successful programs of organizational change cannot

be based on individual actions in isolation, but require mobilising the company and its staff as a whole. Some pioneers have built networks of internal groups to empower staff across different sites and functional areas to build a corporate culture of commitment to improving BES. Once achieved, it is important to publicise your successes within the organization as a means of building further support.

DECISION-MAKING FRAMEWORK – AN INSIDER VIEW ▼

Stage	Comment by Decision-maker
1	“Every business must come to realise their unique major impacts on the environment and society and focus on customized ways to reduce them in a manner that would make financial sense over time.” Sylvain Richer de Forges, Sustainability Director, Siloso Beach Resort. ⁴
2	“In some senses it’s not just a change in how to value nature, it’s a change in how we will be doing business.” Mark Weick, Director of Sustainability Programs and Enterprise Risk Management, The Dow Chemical Company ⁴
3	“Our buildings were constructed with three simple guidelines: preservation of the terrain; preservation of all the trees; and maximizing open spaces. These simple guidelines played a critical role in the preservation of the biodiversity. Very specific and innovative construction techniques had to be used.” Sylvain Richer de Forges, Sustainability Director, Siloso Beach Resort. ⁴
4	“We are focused on collaboration and coordinated efforts at a local scale to enhance biodiversity and ecosystem services. These collaborative efforts involve a diversity of stakeholders such as industry partners, government bodies, NGOs, and universities which are each critical for longer term success. It’s going to take everyone working together to make it happen.” Jeff Peters, Technical Manager for Sustainability, Syngenta Crop Protection, U.S.A. ⁴
5	“ In an ideal world, all business decision-makers would have access to models regarding the future values of ecosystem services that can be easily included into existing tools. We still need to develop the tools and make the case effectively across the company.” Mark Weick, Director of Sustainability Programs and Enterprise Risk Management, The Dow Chemical Company ⁴
6	“Group is responsible for oversight of all environmental challenges. Group-defined practices, for all major projects and activities, have to comply with 25 different Environmental & Social indicators. These practices set a standard across our projects. New projects are required to go through a full screening process.” Mark Johnston, Group Ecology Expert, British Petroleum ⁴
7	“We start by defining ecological sustainability and targets at the organizational level. These are then discussed and debated with each division in a collaborative manner - such that they see the value in the whole process and willingly assume ownership of that program. This is then formalized as part of the division’s goals.” PS Narayan: Vice President Sustainability, Wipro ³
8	“Companies often see sustainability as an obstacle to development when in fact it is an opportunity to drive new business growth in the medium to long term. It is a long term financially profitable challenge, not an obstacle.” Sylvain Richer de Forges, Sustainability Director, Siloso Beach Resort ⁴