

People Matter

Engage

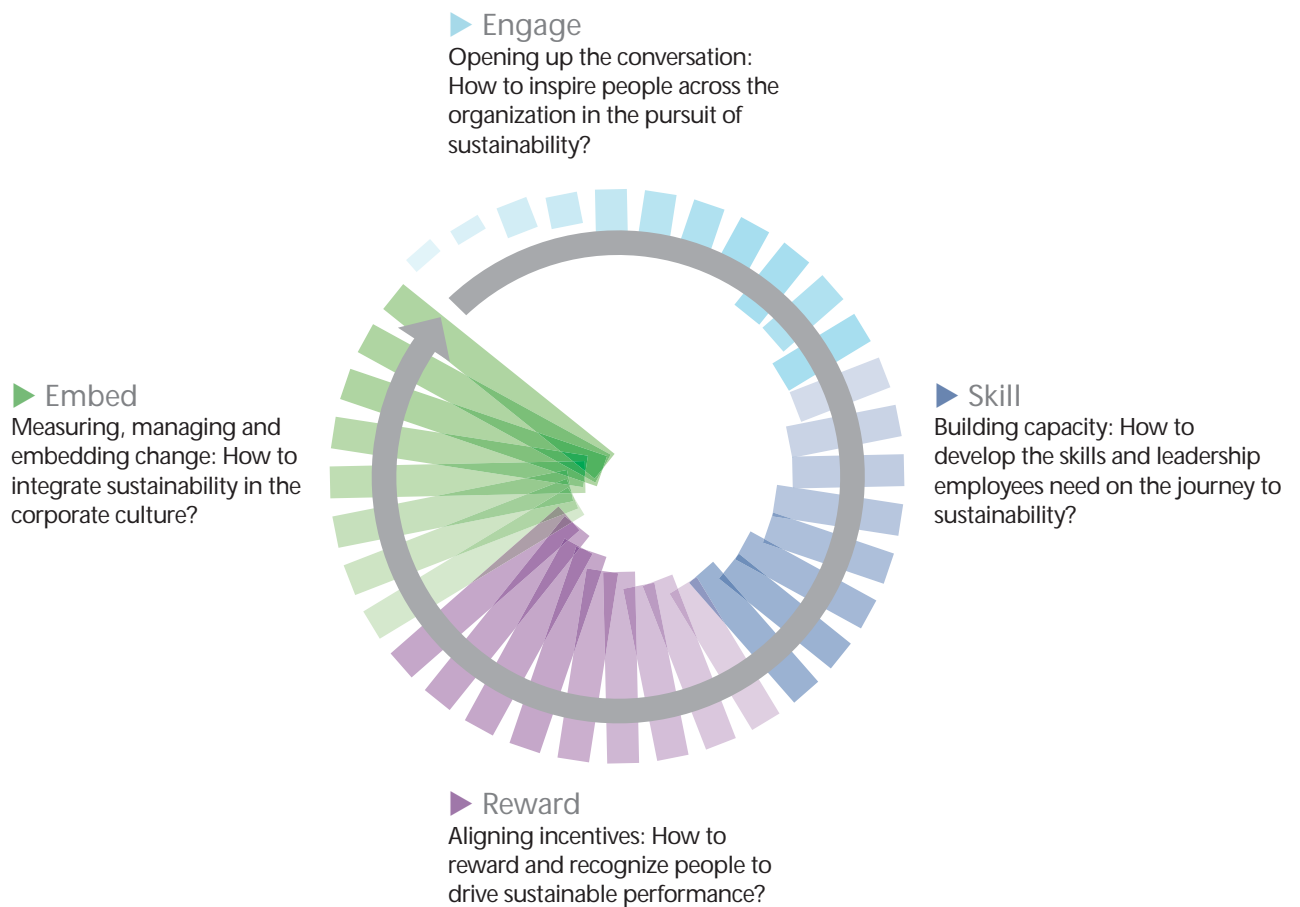
Inspiring employees about sustainability



People Matter

People Matter is a project to explore the link between talent skills and sustainability. Through this project, leading companies are sharing experience and developing thought leadership on how to prepare, engage, train, motivate, reward employees around sustainable development.

This first in a series of issue briefs focuses on the links between employee engagement and sustainability. It is an introduction to the topic, presenting the business case and highlighting best practice. It is designed for sustainability experts as well as human resources leaders in their quest to understand what sustainability challenges and opportunities mean for their work.



People Matter is a WBCSD working group with over 60 members and led by member companies: Dupont, Henkel, Holcim, Infosys, Kimberly Clark, PricewaterhouseCoopers and the National Business Initiative South Africa.

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Foreword

People are crucial to business success. As more and more companies are addressing sustainability challenges, the focus on people needs to be aligned. New skills will be required. Training and incentives must enable employees to make sound decisions for the long-term, and leadership must guide the business, keeping sustainability in sight. For a sustainable future, business needs to develop new products, new business models and new ways of working. This will inevitably impact people. **People matter.**

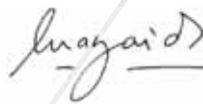
The ability of companies to deliver more innovative and efficient products and services to more people depends on their ability to identify, mobilize and retain human capital. The challenge of enabling 9 billion people to live well within the resource limits of the planet requires a fundamental change in patterns of production and consumption over the next forty years. Corporations have a crucial role to play in building the skills and capabilities of their employees.

It is increasingly recognized that when corporations align business strategy with sustainability goals, they can reap benefits in terms of financial performance and shareholder value, operating efficiency, brand image and reputation, and productivity. Achieving these results requires new technologies, systems, and regulatory change, but it also depends on the support and skills of the people in the organization.

As part of the WBCSD People Matter project, within the Business Role Focus Area we have built a network of business experts to share experience and develop thought-leadership on talent, skills and sustainability. This is helping to create a bridge between sustainability and human resources professionals.

This issue brief focuses on how to engage and involve people across the organization in the pursuit of sustainability. A key lesson learnt is that an effective sustainability strategy requires connecting with employees at all levels.

Doing this also calls for open and transparent communications. This is why this issue brief explores methods to help people who are starting these conversations within their companies, as well as those who are working to sharpen existing practices.



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The business case

Sustainable development challenges are becoming increasingly linked to business strategy. Whether this is called sustainability, corporate social responsibility, corporate citizenship or just good business, involving employees in addressing sustainability concerns makes sense.

Many employees are already concerned about issues such as climate change, environmental degradation, poverty and health. Ensuring they understand the company's strategic objectives in relation to these issues fosters a sense of pride for working for an organization that lives up to its values and contributes to society. Importantly, it also enables employees to play their own part in addressing these objectives.

Business leaders increasingly recognize that employees play a crucial role in driving and delivering sustainable business strategy. A survey by the World Economic Forum found that 75% of CEOs rated employees as a key driving force for corporate citizenship, 60% rated employee motivation as one of the top three benefits in taking action, and 90% saw communicating values and policies internally as a key step for achieving success in this area. Further, PwC's Global CEO Survey – found that 75% of CEOs said employee engagement programs required more attention and resources.

There are five key elements to the business case for engaging employees in sustainability:

Behavior change: The gains from sustainability – cost savings, risk reduction, reputation enhancement and innovation – cannot be achieved simply by adopting new technologies or rules. Often it takes employees changing the way they work, learning new skills or pursuing new goals. Unless the rationale for sustainability – and for performance in areas such as environment, health and safety, diversity, human rights and business integrity – is clear and understood, there is always a danger of people complying to the minimum or finding ways to work around new rules.

Innovation: Ideas for innovation and cost savings may come from anywhere along the value chain, from front-line employees or the factory floor. If employees can make links between the issues that matter to them, their community, the planet and the business – with a clear understanding of what this means for their own work, then they will be motivated to address sustainability concerns. For example at TNT, when the company started buying green electricity, one depot worker asked if the company could also negotiate a green tariff for employees at home. This led to a three-year agreement with the Netherland's leading energy company to offer TNT employees green electricity and green gas with a substantial saving. Nearly 5,000 families have made the switch, resulting in a 20,000 tonne reduction of CO₂ emissions per year.

Attraction and retention: A commitment to sustainability helps in attracting and retaining talent. Even in a period of economic downturn, there is ongoing competition to attract and retain the best talent. Top graduates are increasingly interested in the sustainable development commitments and values of prospective employers. For example, in a 2008 Hill and Knowlton survey, 40% of MBA graduates rated corporate social responsibility as important to reputation. PwC's Managing Tomorrow's People Survey – found that 86% would consider leaving an employer whose corporate responsibility behavior no longer meets their expectations; 58% would consider an organization's climate change policy in deciding whether or not to work for an employer.

Motivation and productivity: When business has a purpose, employees are motivated. Employees who feel they are valued are more willing to "go the extra mile" in solving problems, taking initiative, helping colleagues and customers and working collaboratively.

"Everyone who works for Nokia is a brand ambassador. That means we all need to know our brand, we need to understand what we are telling consumers, and we need to act accordingly. I expect all the Nokians to make a serious effort to live in accordance with our values and I look for people who find that easy."

Olli-Pekka Kallasvuo, Nokia CEO

“Everyday, employees across an organization make decisions with far-reaching environmental and social consequences. Informed decisions about such straightforward matters as procuring a corporate vehicle fleet, programming heating and cooling systems, adjusting energy settings on computers, commuting to work, even purchasing paper, printers or kitchen equipment can reduce a company’s carbon footprint — and save money.”

NEEF(2009) The Engaged Organization
Corporate Employee Environmental Education

Engaged employees are more motivated, take less sick leave, are less likely to leave their jobs, and are stronger advocates for the company. Reduced employee turnover means it makes good economic sense for employers to invest in building employee skills and competencies. This is the positive cycle that links being a great place to work and a high-performing organization. Many of the organizations that encourage employee engagement tend to make more effective progress toward sustainability. They usually demonstrate strong leadership toward the organizational vision, a culture that fosters trust and integrity and supports people in doing their job and sharing their ideas and developing joint solutions.

Acting on sustainability brings people together and can help to develop a common sense of purpose between diverse and geographically-distant employees.

Reputation: Employees can strengthen or damage brand reputation. It has been said that “CSR - HR = PR.¹⁴” – Protecting brand reputation and the license to operate remains the strongest business driver for addressing sustainable development. Yet, if employees are not involved, these efforts may be seen as a mere public relations exercise. Employees are the front-line ambassadors, both in customer-facing roles and through word of mouth, amplified through social media networks. While companies have become more transparent in the sustainability information and data they disclose, and understand they need to “walk the talk” to be credible, to a large extent, how their employees behave and what they say shape public perception.

These drivers are likely to get stronger as sustainable development issues become more pressing and talent needs become more complex.

Evidence for engagement

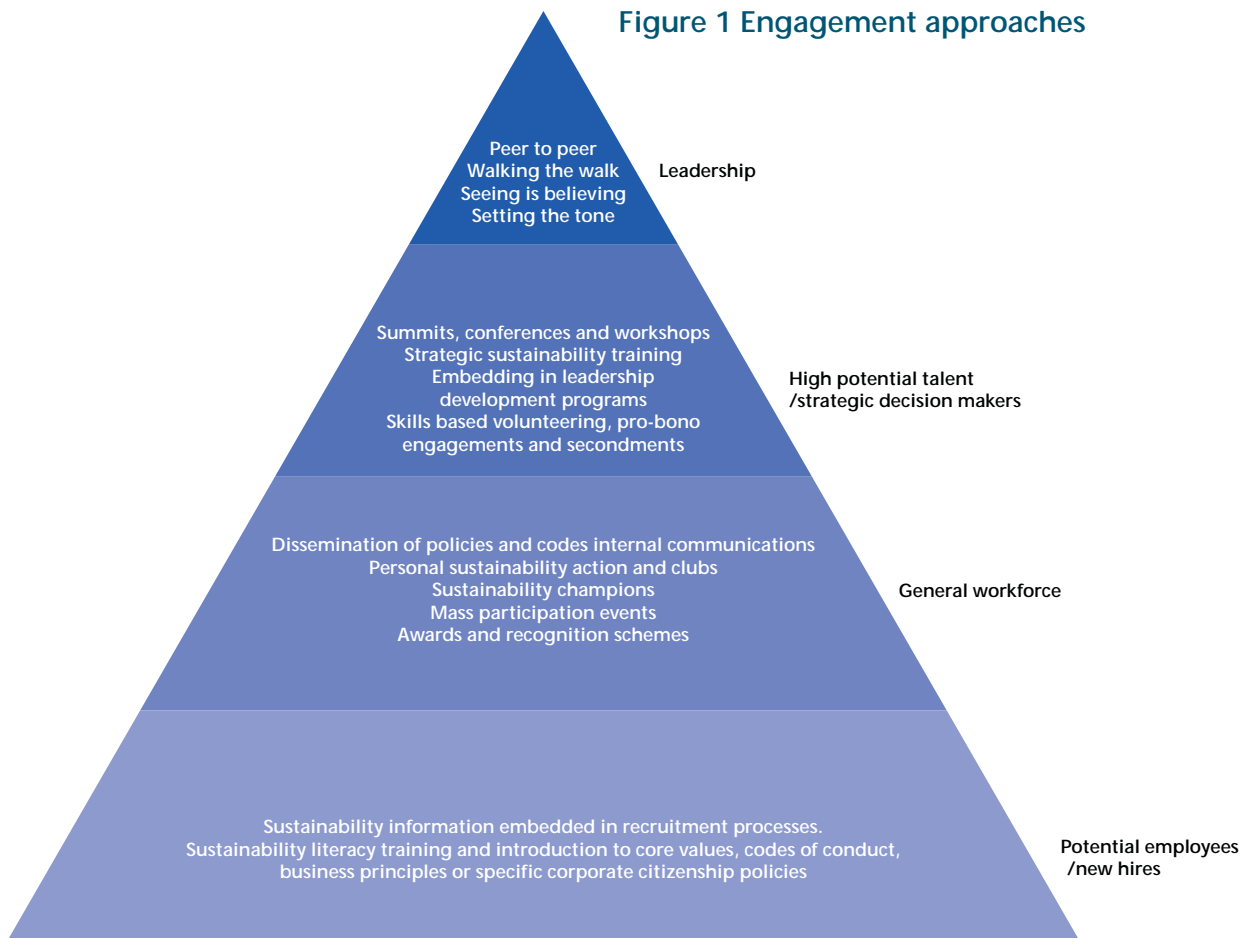
- The Corporate Leadership Council reports that engaged organizations grew profits as much as three times faster than their competitors. They found that highly engaged organizations have 87% less staff turnover and 20% better performance than average.
- A global survey by Tower Perrins-ISR, involving more than 664,000 employees in 50 companies, found that the operating income of companies with engaged employees improved by 19% in one year, while it declined by 33% for companies with low levels of employee engagement.
- A survey by Gallup of 23,910 business units found that those with low engagement suffer from 50% more employee turnover, inventory shrinkage and accidents. Those with higher engagement scores increased customer advocacy by 12%, productivity by 18% and profitability by 12%.
- Fully engaged employees are 2.5 times more likely to exceed performance expectations than their disengaged colleagues.
- 59% of engaged employees say their job brings out their most creative ideas against only 3% for disengaged employees.
- While many factors – such as leadership, integrity, immediate management and fair treatment – influence employee engagement, increasing evidence shows that performance on sustainable development also plays part. For example, a survey by Ipsos Mori¹⁰ found that:
 - 70% of employees with a favorable perception of their company’s community engagement plan to stay for the next 2 years vs. 50% of those with a less favorable perception.
 - 75% would recommend their company if they feel it is environmentally responsible vs. fewer than 50% if it is not.
 - 47% of jobseekers are more likely to join/stay with a company that addresses social issues.
 - 75% of employees who consider their employers to pay enough attention to environmental protection and sustainable development exhibit higher levels of commitment.

Practical applications

Companies are using a variety of tools and approaches to communicate their values, policies and impacts to employees, and to engage them in taking action on sustainable development. Sustainability teams working together with internal communications, learning and development as well as human resource departments, have developed approaches to engage employees in ways that are relevant and pragmatic. They are meant to provide leadership and vision and awareness and action among employees.

Employee engagement on sustainability can range from including sustainability information in recruitment packs and on-boarding processes, to CEO engagement and leadership in organizations such as the WBCSD.

Figure 1 Engagement approaches



Examples

Communicating sustainability. The first step in effective communications is to move away from technical jargon and use simple language that each employee can understand. Messages should be spread through a variety of channels. This can mean highlighting sustainability topics in CEO speeches and annual reports, getting articles and news into a company's magazines and Intranet, or even developing screensavers, payslip booklets and Facebook pages.

Making sustainability part of the employer brand, ensure Sustainable development is reflected in the values of the company and is communicated to employees and customers through branding. One example is how PwC's student recruitment team actively encourages colleagues, universities and schools to raise awareness of climate change during the recruitment process.

What works

- A great place to work**
A commitment to sustainability supports strategic HR goals such as commitment, productivity, recruitment and retention by enabling employees to see how their work is contributing to sustainable development, and how the company reflects their values.
- Employees make change happen**
“CSR – HR = PR.” Meeting sustainability goals means integrating social and environmental issues into strategic and everyday decision-making. HR practitioners have a crucial role in ensuring employers live up to their values rather than pay lip service to them.
- Start the conversation**
Engaging employees in sustainability is a learn-as-you-go process, in which employee ideas and insights and sustainability strategy develop together. Starting the conversation is the most important step.
- Develop a culture of sustainability**
Companies with the strongest employee engagement on sustainability have a culture and values, supported by vision from the top and consistent communications, about what sustainability means for the business.
- From small changes to the big picture**
Easy and personal approaches are great places to start, but ensure people can make the link to the bigger picture. Engaging employees on sustainability means targeting interventions to focus on enhancing knowledge, changing attitudes and behaviors in areas where employee action can make a difference to society and the business.
- Think globally, act locally**
Understanding what motivates and concerns particular groups of employees, and linking this to the areas where employee actions can make a difference, has to take place at the local level – within business units and local operations. The role of sustainability experts, working together with HR professionals, is to set the goals, frameworks and tools to support local business leaders in engaging employees on sustainability.

The team organizes campus events, publishes environmental leaflets and takes action to reduce the carbon impact of recruitment activities in local offices, for instance by offsetting travel and conducting first interviews by telephone.

Championing the champions. There are varying degrees of interest, engagement but also skepticism among employees on sustainability issues. One tactic is to identify a group of sustainability champions, who are willing to take action, and support them in raising awareness among employees. In some companies, self-organized employee groups work together to learn about sustainability issues and take action. At Infosys, for example, ECO Group programs such as Green Connect (whose mission is to enable, engage and empower employees) conducts awareness-raising and action campaigns to sensitize employees to environmental issues such as forestry, energy and water. These groups often combine a focus on action at work and at home. In another instance, at Kimberly-Clark, through their “small steps for sustainability” program, employee groups have focused on home energy efficiency and have changed more than 5000 compact fluorescent light bulbs thereby reducing home energy usage by nearly 1/4 million kilowatt-hours.

Making employee efforts part of the bigger picture. Mass events, such as Earth Day, Environment Week, and fundraisers such as ‘Walk the World’ provide an opportunity to raise awareness and get people talking about sustainability issues. This can help to accelerate internal efforts, by showing employees they are part of a larger movement.

Engaging through service. Volunteerism provides an alternative for employees to develop their business skills while also gaining an understanding and hands-on experience of particular social and environmental issues. For example, Unilever works with the World Food Program (WFP), the world’s largest aid agency, to fight hunger globally. Volunteers provide expertise and knowledge to the WFP through placements in country offices. Employees gain experience from working with other sectors and a better understanding of what global hunger means.

Case study overview

The following pages highlight the experience and lessons learnt by TNT, Nokia and Unilever in developing approaches to engaging employees on sustainability. While Nokia’s focus was employee engagement on general sustainability across the company, TNT’s approach was specifically on greenhouse gas emissions and Unilever’s focus was on its products and brands. More details on these case studies can be found on the WBCSD website.

Key target groups	Leadership								
	Strategic decision makers/high						Unilever Brand Imprint		
	General workforce						TNT Planet Me		
	Potential employees and new hires	Nokia The power of We							
	Reputation	Attraction and retention	Engagement and productivity	Behavior change	Innovation				
	Business case								

TNT: Planet Me

For express and mail company TNT, carbon emissions from its air and road fleet are the source of its most significant environmental impact and an increasing business risk. The company's ambition is to become the first zero-emission express and mail company, but it faces a huge gap between this goal and the currently available opportunities for energy efficiency and alternative fuels.

Under a broader strategy called "Planet Me," the company has adopted an emission assessment and reduction program and fleet managers are working with suppliers to test new vehicle technologies. "Planet Me" aims to engage employees across TNT from senior executives and operational managers to drivers and depot workers in reducing emissions.

Leading by example. One of the first things "Planet Me" focused on was executive cars. CEO Peter Bakker changed his Porsche for a Prius. Senior managers were stimulated to drive fuel-efficient cars to demonstrate environmental leadership in their day-to-day choices.

Selecting ambassadors to drive innovation. The first step for the program was to convince and empower a group of ambassadors, from within the business, who were able to speak credibly about sustainability challenges faced by the company and the benefits of taking action.

Making it personal. TNT's employees and their families amount to half a million people, with a carbon footprint bigger than the company itself. "Planet Me" therefore includes "Choose Orange," a program to encourage TNT associates to cut carbon emissions at home. The program is adapted by local TNT businesses around the world.

Driving down emissions. It is estimated that driver behavior can reduce CO2 emissions from vehicles by some 15-20%. In an effort to raise awareness of eco-driving, the "Drive Me" challenge is an annual competition amongst TNT drivers and management recognizing the fastest and most fuel-efficient team.

By engaging employees, the company has been able to shift from an abstract commitment to practical action and solutions. Managers now report they are winning tenders because of the company's environmental performance. They also say sustainability has become an important factor in securing employee loyalty and attracting high potentials. Ultimately TNT's ability to fulfill its zero emission goal will depend on technologies and infrastructure developed outside of the company. TNT is therefore working with sub-contractors, governments, investors and customers who will need to play a part in creating and adopting new technologies and broader logistic solutions.

"We are a credible partner, because we've been doing this in our own operations, and with our own people"

Carin ten Hage, Planet Me, Project Manager

Lessons Learnt

- Gain high-level support and ensure that everyone walks the talk.
- Support internal champions who understand sustainability and can articulate a clear business case.
- One size does not fit all. The role of the sustainability team is not to own the program or the expertise, but to show ambition, set broad frameworks and targets which can then be applied by different business units.
- Don't shy away from addressing personal choices, but recognize the need for sensitivity and flexibility. In TNT, this has meant making the personal carbon emission program a voluntary initiative and enabling local TNT businesses to adapt it to suit their own context.



Nokia: The Power of We

“Before you can market sustainability externally, you have to have not just proof points, but you also have to have employees behind it”

Johanna Jokinen, Head of Stakeholder Engagement, Sustainability Operations, Nokia

Lessons Learnt

- Invest in internal communications first. Nokia’s approach enabled to refine messages through employee input and ensure employees were knowledgeable advocates. By investing in first-class internal communications, Nokia could use this common branding with customers.
- Take voluntary action seriously. People acting on their own values and passion can significantly contribute to reaching corporate environmental goals. Yet, voluntary action also requires ongoing support and resources.
- Segment and target different employees. Nokia did not expect everyone to become a “We: champion,” but created different entry points for people to engage according to their own beliefs and values.

Global telecommunications company Nokia has a long history of environmental responsibility. However, it has tended to take a cautious approach to communicating about its performance. In 2007, after more than a decade of developing a strong environmental management function and implementing ambitious commitments, the company wanted to ensure these achievements were more widely known.

But before going public, the company wanted to ensure that all ‘Nokians’ – the company’s 60,000 employees – were able to understand, relate to and communicate the company’s sustainability.

- Aligning internal and external branding and communications on sustainability, The “Power of We” was developed as a way to communicate Nokia’s attitude to environmental issues in a common and accessible language for both staff and customers, and engage them in taking action. While Nokia’s corporate sustainability reporting is technical, the messaging needed to be more in line with the brand’s identity of optimism, playfulness, understandability and human focus. The “Power of We” and its sub-elements – “We: create,” “We: energize,” “We: recycle,” “We: support” and “We: evolve” – were developed to highlight the main elements of Nokia’s sustainability strategy. They could provide a consistent basis for the environmental content on the company’s Inter- and Intranet and key messages which could be translated into advertising, exhibitions, marketing materials and product packaging.
- Enabling and rewarding individual action. The “We: recycle” branding was used to raise the profile and status of mobile phone recycling, and demonstrate the link between individual actions by Nokia employees and the pride of working for a company that takes its environmental responsibilities seriously. In addition, a company-wide “We: reward” program and Intranet site were developed. Those who register and undertake personal actions such as not using paper cups or commuting to work by bike can earn eco-friendly rewards such as music and game vouchers.
- Supporting champions. Building on a grassroots “Environmental Ambassadors” program developed by staff in China, Nokia set up the “We: champion” program as a company-wide initiative. “We: champion” is a voluntary program, allowing eco-interested staff to join together and engage others, with support from the global or regional environmental teams when needed. Starting with an inside-out approach to communications enabled Nokia to communicate externally in a way that is authentic, coherent and credible and highlights the shared values and concerns of customers and employees.



Unilever: Brand Imprint

Unilever is a company of consumer brands where marketers are stars and brands the main vehicles to make an impact and compete. The company had a long history of corporate responsibility, with some brands such as Dove and Lifebuoy already having “social missions” (one is aligned to empowering girls to accept their body image, the other to promoting handwashing for health). However, sustainability issues such as agricultural and production impacts were managed as a corporate process, with compliance and risk management as the main drivers.

In 2005, Unilever’s Head of CSR, with agreement from the Board of Directors, made a push to drive sustainability deeper into the DNA of the company. This meant integrating it into the brands and the mindsets of decision makers. This was driven in particular by the company’s desire to continually innovate to save costs and to respond to conscious consumers and meet needs in emerging markets.

Brand Imprint was developed to bring the sustainability conversation at the heart of the brands:

- Bringing the value chain together. The Brand Imprint process is a two-day workshop which brings together decision makers across a brand’s value chain to identify, understand and respond to issues that may be material to the future of the brand. Often these people, from R&D, marketing, sourcing and production have not been in the same room together before.
- Catalyzing wider thinking. The Brand Imprint process gets the group to systematically investigate the direct and indirect environmental, economic and social impacts of products, as well as the external influences (consumers, market forces, opinion formers) that might impact the brand’s future growth. Each of these six areas is owned by a senior functional leader.
- Supporting active learning. Rather than Unilever’s sustainability experts presenting at the workshop, they work behind the scenes with each individual functional leader for two or three months to help them research the data for their segment.

As a result of the Brand Imprint process, the teams determine actions to turn risks into opportunities. For example, Lipton tea faced an increasingly commoditized market, threatening both the value of Unilever’s investments in higher-grade tea production and the improvement of labor standards and environmental stewardship in the industry. The action item coming out of Brand Imprint was to select a third-party certification scheme to gain consumer confidence in Unilever’s sustainable agricultural practices and to shift the broader market.

Lessons Learnt

- Signal senior executive support. High-level support was critical to Brand Imprint being taken seriously. It was featured in several CEO speeches and the process was led by a global VP at brand level.
- Put sustainability concerns into business language. The Brand Imprint process was developed as a business initiative and social and environmental issues understood as business drivers.
- Develop a robust and replicable process that can be used to drive decision making. In many ways, Brand Imprint replicates the scanning, consultation and materiality assessment process that Unilever used in its CSR reporting, but made it relevant for brands as a driver of innovation.
- Do not see the sustainability team as experts, but as supporters of learning. The sustainability team’s role was to facilitate and accompany the functional teams on their learning journey and help to make connections between different brands facing similar sustainability issues.

Getting started and getting serious

While many leading companies today excel in the management, measurement and reporting of sustainability issues, the challenge is now to ensure that sustainability thinking does not remain confined to an expert role or ring-fenced area, but is integrated into strategic and everyday decision making. Further, ensuring that employees understand how their work is contributing to sustainable development and how their employer reflects their values can also support strategic human resources goals such as employee commitment, productivity, recruitment and retention. HR practitioners have a crucial role to play in ensuring employers live up to corporate values rather than pay lip service to them.

Where are you starting from?

Often, a culture of sustainability arises from the founder's vision or a corporate history of contributing to society. At other times, the impetus comes from a small group of senior executives. Wherever it starts, maintaining a sustained level of employee engagement on sustainability requires significant investment and support across the organization. Employee engagement activities therefore need to be tied to a company's business objectives.

Many companies already have programs in place to engage employees on sustainability issues – an intranet section with policies and information, a training module, a question or two in the annual survey or an employee volunteerism program.

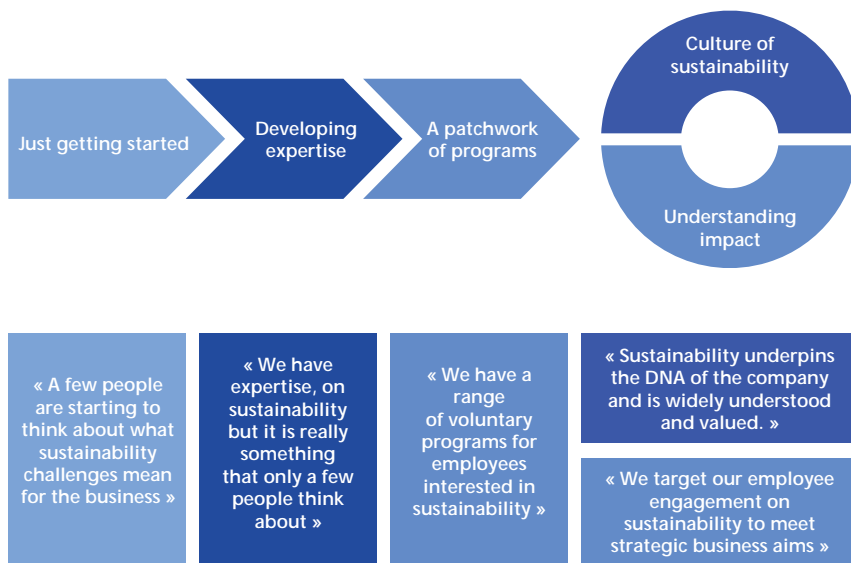
The most advanced companies are those that have developed a coherent culture of sustainability. The CEO vision sets the tone, signaling that sustainability is seen as a business imperative. But this is also reflected in the way senior executives behave and walk the talk. The corporate culture and the sustainability efforts match and communications on sustainability is authentic and credible.

Creating a culture of sustainability means ensuring that everyone in the company, from the expert to the shop floor worker, understands what sustainability means to the business, has a voice, feels involved and proud of his own contribution. Programs such as TNT's Ambassadors program and the "Drive Me" challenge have been very successful in mobilizing people throughout the company, and getting beyond the committed few.

Understanding how employee engagement on sustainability can support strategic objectives is a pre-requisite to perpetuating a culture of sustainability. In their work on corporate volunteerism, Greg Hills and Adeeb Mahmud of FSG Social Impact Advisors¹⁵ found that many programs suffer from a disproportionate emphasis on the quantity of activities rather than their potential impact. They warn that "programs that struggle to deliver significant business value or social impact will fail to capture the attention of senior executives and be doomed to a fate similar to other non-strategic philanthropy programs – a slow fading from importance resulting in a reduced commitment of financial and human resources." Their advice is to identify the business motivations for engaging employees on sustainability and then developing programs to fit those goals.



Figure 2 The employee engagement journey



This issue brief has presented some general evidence supporting the business case for employee engagement on sustainability. Yet, it is up to individual companies to define their specific business case and how to engage their employees on sustainability within their own environments:

- To motivate specific employee groups based on an understanding of what concerns or encourages them to take action.
- To advance issues and actions relevant to the sustainability performance areas that are strategic to the business, and dependent on employee knowledge, attitudes and behavior.

The role of sustainability experts, working together with HR professionals, is to develop the objectives, frameworks and tools to support business leaders in engaging employees on sustainability.

Developing a strategic approach to engaging employees on sustainability

As the case studies and examples have highlighted, corporate approaches to engaging employees on sustainability can range from the boardroom to the shop floor and from initiatives focused on getting employees not to use paper cups to participating in company-wide actions to reduce greenhouse gas emissions. These priorities, by definition, look different from company to company, reflecting particular needs and competitive environments.

In developing a strategic approach to employee engagement on sustainability, practitioners need to consider both the degree to which sustainability objectives depend on individual employee action and the degree to which issues matter to employees. Furthermore, they should identify which issues employees can influence easily (such as turning off lights) and those which require greater effort in terms of skills and behavior (such as eco-driving or integrating sustainability concerns into brand positioning) but which should also have greater impact.

It is valid to target employee engagement on issues that are either strategic or those that offer more of an easy entry to action, but it is critical to be clear about the aims of each approach. This allows results to be assessed so that people

understand how their actions contribute to the broader objectives. Engagement based on fun actions, changes at home and individual passion can be a good place to start. However if this only enables small changes, not linked to broader business priorities, it will have limited impact. What is more, it can demotivate individuals who may feel it is simply an internal form of “green washing.”

Starting from personal issues, or focusing on mobilizing support for major public events such as “Earth Day,” can help to engage and involve people. But it is also important to move from general awareness-raising to making connections between people’s daily jobs, corporate performance and social and environmental impacts. Perhaps most important is to see employee engagement on sustainability as a two-way learning process, in which employee ideas and insights, and sustainability strategy develop together.

Finally a strong lesson emerging from our work is that you don’t have to get everything right to get started. Engaging employees in sustainability is a learning process and as it becomes embedded, it is crucial that it’s purpose is targeted, the objective is to have impact and programs should be designed designed to pursue specific, strategic objectives within an overall culture of sustainability. Starting the conversation is the most important first step.

Further resources

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About the WBCSD

The World Business Council for Sustainable Development (WBCSD) is a unique, CEO-led, global association of some 200 companies dealing exclusively with business and sustainable development. Our members are drawn from 36 countries and 22 major industrial sectors. We also benefit from a global network of about 60 national and regional business councils and partner organizations.

The Council provides a platform for companies to explore sustainable development, share knowledge, experiences and best practices, and to advocate business positions on these issues in a variety of forums, working with governments and non-governmental and intergovernmental organizations.

Our mission is to provide business leadership as a catalyst for change toward sustainable development, and to support the business license to operate, innovate and grow in a world increasingly shaped by sustainable development issues.

Our objectives include

- **Business Leadership** - to be a leading business advocate on sustainable development;
- **Policy Development** - to help develop policies that create framework conditions for the business contribution to sustainable development;
- **The Business Case** - to develop and promote the business case for sustainable development;
- **Best Practice** - to demonstrate the business contribution to sustainable development and share best practices among members;
- **Global Outreach** - to contribute to a sustainable future for developing nations and nations in transition.

Notes

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People Matter Leaders Group



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Disclaimer

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