



# Building Bridges

Business and Biodiversity Programme

Annual Report 2007



#### **About IUCN**

- International Union for Conservation of Nature
- Founded in 1948 as the world's first global environmental organization
- The world's largest conservation network and leading authority on conservation science
- Union with more than 1,000 member organizations in 140 countries, including over 200 government and over 800 non-governmental organizations
- Some 10,000 voluntary scientists and experts
- 1,100 professional staff in 62 offices worldwide

#### **About BBP**

- Key global thematic programme of IUCN
- Focus on four sector categories: large-footprint industries, biodiversity-dependent industries, green enterprises, the finance sector
- Mission: "A sustainable global economy in which the private sector and the conservation community are committed and effective partners in achieving a just world that values and conserves nature"

#### **About this report**

This report reflects the progress made by the Business and Biodiversity Programme (BBP) in 2007. The stories are selected to present a fair and balanced representation of BBP's results in terms of delivering the planned programme. The document focuses on the direct work of the BBP team, but also reflects private-sector engagement which takes place in other parts of IUCN, in the regions and other global thematic programmes.

#### **Performance assessment**

BBP supports and contributes to IUCN's commitment to results-focused reporting. The performance assessment at the end of this report shows progress against the planned annual results.

## “Together we can make this dream a reality”

Julia Marton-Lefèvre, Director General IUCN



JULIA MARTON-LEFÈVRE  
Director General IUCN

The influence of business on our environment, our lives, and on our well-being is steadily increasing. Engaging with business therefore becomes important to addressing the conservation challenges of our time. Business too is finding it ever more necessary to work with other parts of society to sustain profitable operations. Through its Business and Biodiversity Programme (BBP), IUCN seeks to bring together the business and conservation interests for sustainable living in “a just world that values and conserves nature.” For the first 50 years of its existence, IUCN did not have a dedicated programme of

business engagement. I was pleased to learn of BBP when I joined IUCN as its Director General last year and see it as our window to the private sector. BBP has steadily grown in size, influence and performance over the past years. This report carries the programme highlights for 2007 of which I have been a proud part. I wish to thank all those IUCN Members, Commissions and our partners in the private sector who have worked with us in this effort. We remain resolute in continuing to work for a healthy environment in which people can live in happiness, peace and harmony. Together we can make this dream a reality.

## “Business actions for conservation”

Mohammed Rafiq, Head, Business and Biodiversity Programme



MOHAMMED RAFIQ  
Head, Business and  
Biodiversity Programme

One of the key highlights of 2007 was the recognition of climate change and the growing consensus on the need to address it. This has brought attention to biodiversity, both on how climate change will affect it and as a source of solutions for mitigation and adaptation. Some approaches to climate change mitigation will also affect it, such as the rapid expansion of biofuel technologies and markets. It is no surprise therefore that both governments and businesses have been taking a greater interest in biodiversity. The Secretariat for the Convention on Biological Diversity (CBD) continues to encourage business actions for conservation. The European Union (EU) is engaging in developing a business and biodiversity initiative that will help nature conservation within and outside Europe. IUCN and BBP have played an integral and often leading part in these developments. In 2007, we

continued our collaboration with the CBD Secretariat. We supported the European Commission (EC) and the Portuguese Presidency in the development of their Business and Biodiversity Initiative (BBI). The IUCN Energy, Ecosystems and Livelihoods Initiative took firm root, raising capacity within the Union to address energy-related issues and contributing to the biofuel policy debates. We took our relationship with Shell to a higher, strategic level of cooperation, and signed a new strategic agreement with Holcim. Engaging with other sectors beyond the extractive sectors was also explored, such as port development, the chemical industry, tourism and agriculture – all in preparation for our 2009–2012 programme plan, and the 4th IUCN World Conservation Congress (WCC) in October 2008. We look forward to 2008 and beyond with ever more hope and aspiration for the planet.

## Large-footprint industries

**Objective:** Large-footprint industries adopt and follow good practice for managing biodiversity

### Continuing the dialogue on mining

In 2002, IUCN and the International Council on Mining and Metals (ICMM) launched a Dialogue in Johannesburg at the World Summit on Sustainable Development. The objective was to provide a platform for stakeholders to discuss and seek the best balance between the protection of important ecosystems and the social and economic importance of mining. Many milestones have been achieved in that period. Throughout 2007, IUCN and ICMM

worked together on planning for two Roundtables in 2008: one on free and prior informed consent, and another on the restoration of legacy sites. IUCN and ICMM also commissioned the Partnering Initiative of the International Business Leaders Forum to undertake a review of the IUCN-ICMM Dialogue, to assess its quality and effectiveness.

① For more information, see [http://cms.iucn.org/about/work/programmes/business/bbp\\_our\\_work/bbp\\_mining/index.cfm](http://cms.iucn.org/about/work/programmes/business/bbp_our_work/bbp_mining/index.cfm)

### Biodiversity conservation at Holcim

In February 2007, a three-year agreement was signed with the Holcim Group. The aim is to develop “robust ecosystem conservation standards for the Holcim Group, contributing to sector-wide improvements in the cement and related sectors”. The relationship has three well defined focus areas: review and assess the approach of the Holcim Group to biodiversity conservation management; develop joint initiatives of mutual interest and benefit; and promote good practice by sharing the learning with the wider industry and conservation communities.

An independent Standing Expert Panel will be established to provide scientific and quality assurance support in selected areas of Holcim activities.

In 2007, the focus of both parties has been on developing the necessary management structures to be able to deliver on commitments by the end of 2009. Relationship Managers have been appointed in IUCN and Holcim, and a Holcim secondment has been integrated into the IUCN Species Programme. Furthermore, a workshop with Holcim Corporate Social Responsibility (CSR) coordinators was organized, with the support of the IUCN Senior Advisor for Social Policy, to identify priority areas for the joint work on developing sustainable livelihoods for communities near Holcim’s operations. The establishment of country-based relationships – between IUCN Regional and Country Offices (RCOs) and Holcim country operations – has also been identified as a priority. The first of hopefully many of these country-based agreements was signed in Sri Lanka in March between IUCN Sri Lanka and Holcim Lanka.

① For more information, see [http://cms.iucn.org/about/work/programmes/business/bbp\\_our\\_work/bbp\\_holcim](http://cms.iucn.org/about/work/programmes/business/bbp_our_work/bbp_holcim)



## Working with leading businesses

BBP continued working with other leading businesses. A particular focus was to give greater currency to the principle that some fragile ecosystems must inevitably be saved from intrusive development. In 2007, British Petroleum adopted the policy premised on greater care for biodiversity conservation in its decision making for their oil and gas explorations. The Mining Association of Canada, including 70 member companies and associate members, committed to positively contributing to the conservation of biodiversity throughout all stages of the mining life cycle. The association

also committed to complying with the requirements of legally designated protected areas, and to not exploring or developing mines in World Heritage sites in recognition of the importance of protected areas for conservation. The mining company BHP consulted IUCN on a draft policy that would oblige the company not to operate in areas where their activities might further endanger a species already threatened with extinction. IUCN and BBP, in collaboration with others, contributed substantively to all of these outcomes.



## Bringing balance to the biofuels debate

IUCN aims to accelerate society's transition to energy systems that are ecologically sustainable, socially equitable and economically viable. The relationships between ecosystems and bioenergy, and biofuels in particular, are complex. On the one hand, ecosystems provide the goods (biomass feedstocks as well as enzyme digesters) and services (e.g. soil formation, climate regulation, water regulation and provision, and pollination) which underpin bioenergy. On the other hand, the production, distribution and use of bioenergy can have significant negative impacts on ecosystems and livelihoods. In 2007, IUCN (through the generous support of the Italian Ministry for Foreign Affairs Trust Fund) has:

- developed a deeper understanding of the risks and opportunities of biofuels to ecosystems and livelihoods;

- filled gaps in our current knowledge for better informed decision making by governments, the private sector, resource managers and civil society;
- led the International Risk Governance Council's work on governing the risks and opportunities of bioenergy;
- provided platforms for informed discussion about biofuels within the Commission for Sustainable Development, the Convention on Biological Diversity, and United Nations Framework Convention on Climate Change;
- brought relevant knowledge and expertise to biofuel standards and criteria-setting processes focusing on the Roundtable on Sustainable Biofuels.

**i** For more information, see [www.iucn.org/energy](http://www.iucn.org/energy)

## Gas exploration in Mauritania

The Independent Experts Panel for developing a standard and corresponding institutional capacity for oil and gas exploration in Mauritania began to be realized. The Panel Chair was recruited

and put in place with the full panel to become effective in 2008. This project is led by the IUCN Mauritania Country Office with support from BBP.

## Shell/IUCN agreement

**“What we have learnt over the years is that there are specialist fields in which we do not have the right expertise. Organizations such as IUCN can help us in getting access to these fields of expertise that will help us identify, assess and mitigate environmental and social risks and opportunities related to our major ventures and projects”.**

LEX HOLST, Vice President Strategic Projects, Royal Dutch Shell

Shell and IUCN have been collaborating over the past decade on issues related to business and biodiversity. In 2005, the two organizations started discussions to lift the level of cooperation to a strategic one in order to harness their mutual strengths for better conservation outcomes, clearly define the objectives of their relationship, and institutionalize a review mechanism to ensure the relationship is results-oriented. This dialogue culminated in the signing of a five-year relationship agreement on 5 October 2007 between the Director

General of IUCN and the Chief Executive of Royal Dutch Shell. The overall objectives of the relationship are to enhance biodiversity conservation performance by Shell and its affiliates, to raise biodiversity performance standards in the energy sector, and to strengthen IUCN’s capacity for leadership in business and biodiversity. Full-scale implementation of the collaboration will get underway in 2008.

**i** More on the relationship at [http://cms.iucn.org/about/work/programmes/business/bbp\\_our\\_work/bbp\\_shell](http://cms.iucn.org/about/work/programmes/business/bbp_our_work/bbp_shell)



# Biodiversity-dependent and green enterprises

**Objective:** Biodiversity-dependent industries and green enterprises better understand ecosystem values and seek to conserve them



## Agriculture

BBP had envisaged having an established agricultural component in its portfolio by the end of 2007. While several activities were undertaken in partnership with other organizations, and a significant understanding of the sector and IUCN's potential role within it were developed, an established agricultural component did not materialize. The idea was premised on the results of the partnership between BBP, the World Business Council for Sustainable Development (WBCSD) and the Eden Project that was undertaken to explore follow-up to the Millennium Ecosystem Assessment in the agriculture

sector. However, the partnership took a different turn focusing instead on the inventory of existing initiatives in the agriculture sector. BBP's involvement in that partnership was supported by WBCSD and the Syngenta Foundation, and the partnership provided space and opportunity for strengthening collaboration with them as well as with the Eden Project. With the Foundation in particular, BBP has been able to explore ideas for addressing the issues of biodiversity conservation facing the agriculture sector. BBP plans to take these discussions forward.

## Sustainable Tourism Baseline Criteria

IUCN joined with the Rainforest Alliance, the United Nations Foundation, United Nations Environment Programme and many other organizations to support the consultation over the draft Sustainable Tourism Baseline Criteria. At the end of 2007, 34 criteria addressing all aspects of sustainability in the tourism industry were developed by the Rainforest Alliance and the UN Foundation. The aim was to develop generally accepted baseline criteria to enhance the implementation of sustainable tourism principles. These baseline criteria shall be considered the minimum that any tourism business should implement, or that a credible certification programme should be

based upon. A further use would be to serve as a framework for developing an accreditation standard for sustainable tourism certification programmes. The draft baseline criteria are based on many similar sets of principles and guidelines that have been developed since the early 1990s, as well as the standards of over forty sustainable tourism certification programmes. IUCN's contribution focused on mobilizing the membership to provide comments and propose changes to the criteria focusing on biodiversity conservation.

**i** For more information, see [www.sustainabletourismcriteria.org/](http://www.sustainabletourismcriteria.org/)

**“The participation of IUCN members in the public consultation process has been vital to secure that important biodiversity conservation as well as socio-cultural concerns are included in these baseline sustainable tourism criteria”.**

TENSIE WHELAN,  
President, Rainforest Alliance



## SETTING CHALLENGING RESULTS

BBP's key planned result for 2007 in relation to the tourism sector was "Eco-tourism industry uses nature sustainably and enhances biodiversity". Many activities have been undertaken to progress in this direction, but we feel that no organization could genuinely achieve this result alone. We would prefer to use this as our guiding purpose for engaging with this industry as we firmly believe that nature is a key asset for the tourism industry and the opportunities of sustainable use and of a net positive contribution to biodiversity conservation are real. However, to set this as a result in the course of a year was probably not realistic. We will continue to work in this sector, having concluded that the ultimate goal is to ensure that the tourism industry as a whole uses nature sustainably. We will do this in partnership with other organizations and working at different levels, with the industry, with policy makers and eventually consumers.

## Using tourism as a conservation tool

BBP, in cooperation with the IUCN Membership Unit, has conducted a survey among IUCN members in the Mediterranean, Caribbean and South America to explore the on-going use of tourism as a conservation tool. A number of interesting examples emerged in which members of IUCN have developed

tourism businesses (from excursions, to tour operators, to small hotels) to provide a sustainable alternative livelihood in a conservation context. The examples will be summarized and made available to IUCN as a reference on sustainable tourism and conservation.

## Developing Biodiversity Hotel Operational Guidelines

With the financial support of the French Ministries for the Environment and for Foreign Affairs, and in partnership with Accor, one of the leading hotel companies world-wide, BBP is developing a guide for the accommodation sector on how to integrate biodiversity in hotel operations. The guide will focus in particular on the sustainable use of biological resources and specific aspects that will be covered include products such as spa products,

room amenities, food and drink, landscaping and ground maintenance, activities and excursions, and partnerships and sponsorships with other organizations. The guide will be published in English and French in autumn 2008.

For more information, see [http://cms.iucn.org/about/work/programmes/business/bbp\\_our\\_work/bbp\\_accor/](http://cms.iucn.org/about/work/programmes/business/bbp_our_work/bbp_accor/)

## IUCN support to the World Economic Forum's *Travel & Tourism Competitiveness Report*

IUCN signed a Memorandum of Understanding with the World Economic Forum to become a Data Partner in the development of the 2008 edition of the *Travel & Tourism Competitiveness Report*, which ranks 130 economies based on a Travel & Tourism Competitiveness Index. BBP coordinated IUCN's contribution to

the development of the environmental and conservation elements of the index for the report, and provided datasets for their implementation. The report will be issued in 2008.

For more information, see [www.weforum.org/ttcr08browse/index.html](http://www.weforum.org/ttcr08browse/index.html)



## Biodiversity finance

**Objective:** Financial industries have, and use, the required capacity for integrating biodiversity conservation in their lending and investment decisions

BBP continued through 2007 without dedicated staff capacity for work in the finance sector. The reason: much of the existing capacity was committed to ongoing projects in other sectors. Yet, BBP continued its involvement in the Business and Biodiversity Offset Programme. The Shell Qatar Pilot Offset Project that BBP helped initiate has made progress and is now under the joint leadership of the IUCN Mediterranean Programme and Global Marine Programme.

BBP collaborated with the IUCN Regional Office for Europe in capacity building for the European Investment Bank, and a dialogue was opened with Rabobank on a review of their policies, notably in the forest sector, employing the risk and opportunity mapping tool.

BBP collaborated with the office of the IUCN Senior Advisor for Economics and the Environment on producing *Biodiversity, the next challenge for financial institutions*. BBP and the IUCN Learning and Leadership Programme worked together on engaging the World Bank in producing communications guidelines for the mining sector. The aim is to improve communication practices as a means of promoting transparency and improving citizen awareness of, and participation in, mining development decisions. The project began in 2007, to be completed in 2008.

**i** For more information, see [cmsdata.iucn.org/downloads/mulder\\_final\\_report2007.pdf](http://cmsdata.iucn.org/downloads/mulder_final_report2007.pdf)



# Private-sector-related conservation policies

Objective: Improved private-sector-related conservation policies

**“Your organization was identified through a consultation process, on the basis of its prominent global role in the energy sector and leadership in responding to the challenges of realizing more sustainable energy systems”.**

GED DAVIS AND  
JOSÉ GOLDEMBERG  
Council Co-Presidents, Global Energy  
Assessment

## Energy profiled at CSD

In May 2007, IUCN hosted a delegation at the 15th session of the Commission on Sustainable Development (CSD 15). The event focused on four thematic issues: Energy for Sustainable Development, Industrial Development, Air Pollution/ Atmosphere and Climate Change. Objectives for IUCN involvement in CSD 15 were: positioning IUCN as a significant player in energy, ecosystems and livelihoods; getting key players to buy into the energy initiative; and ensuring that the negotiated text included ecosystems and livelihoods issues.

IUCN's presence helped establish the organization as a key player in the energy and sustainable development arena. This was shown by, amongst other

things, the request for assistance from the Dutch Government, on behalf of the European Union, to help in negotiations on the biofuels text in the Chairman's statement, and by the attendance (estimated at 150 people) of the IUCN side event on biofuels. The event also helped IUCN establish strong links with some key stakeholders such as the Dutch Ministry of Housing, Spatial Planning and Environment, the Worldwatch Institute, the National Wildlife Federation, the International Council for Trade and Sustainable Development, United Nations Environment Programme, Energia, Consumers International, Food and Agriculture Organization of the United Nations, Helio International and the World Wind Energy Association.

## CBD and the private sector

BBP continued working with the Convention on Biological Diversity (CBD). BBP and the CBD Secretariat supported the initiative of IUCN Canada with Samson Belair/Deloitte to organize a business conference with the objective of exploring how Canadian companies can respond to the biodiversity challenge. This event, supported by the Federal Government, is planned for 2008. CBD

collaborated with various business schools, such as Harvard, Haas, HEC Montreal, Concordia and McGill. Amongst the initiatives with business schools were: a case study on business community engagement, development of a seminar on Environmental Strategy in Business, participation in a Business Conference for Sustainability, and business school interns at CBD.



## WBCSD Collaboration

Collaboration with the World Business Council for Sustainable Development (WBCSD) continued and grew in 2007. A major outcome of this was that “ecosystems” became one of WBCSD's four “focus areas” of work. BBP seconded an IUCN staff member to WBCSD to manage the Ecosystems Key Area. BBP and the Senior Advisor, Economics and Environment also

produced *Markets for Ecosystem Services* with WBCSD. BBP continued to coordinate the implementation of the overall MOU between WBCSD and IUCN that includes other IUCN programmes as well.

**i** For more information, see [http://cmsdata.iucn.org/downloads/business\\_and\\_ecosystems\\_september2007.pdf](http://cmsdata.iucn.org/downloads/business_and_ecosystems_september2007.pdf)

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## The European Business & Biodiversity Initiative

One of the highlights of BBP's work in 2007 was to support the European Commission (EC) and the European Union (EU), under the Presidency of Portugal, in developing a European Union Business and Biodiversity Initiative (BBI) and in the organization of the European Conference on Business and Biodiversity. This happened in cooperation with IUCN's Regional Office for Europe. Technical background papers on "Biodiversity-related responsibility schemes" and "Business-related biodiversity assessments" were produced and discussion sessions convened.

The conference successfully concluded with a business and biodiversity declaration that the Government of Portugal would present to the Council of the EU. The discussions on the European Union BBI progressed significantly reflecting the contributions made by IUCN. This also in part stimulated the German Initiative for a National Business and Biodiversity Initiative which will be launched during the ninth meeting of the Conference of the Parties to the CBD in 2008.



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## Ethical trade

IUCN was appointed to the Board of Directors of the newly created Union for Ethical BioTrade (UEBT). BBP and the IUCN Forest Programme share the responsibility of IUCN representation on the board. This engagement also neatly links to the work of the Medicinal Plants Specialist Group of the IUCN Species Survival Commission (SSC). UEBT has adopted the standard developed by the specialist group on the collection and sustainable use of medicinal and aromatic plants.

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## Leaders for Nature

Leaders for Nature was initiated in The Netherlands by the National Committee of IUCN members. It engages emerging business leaders in a process of reflection and learning about nature conservation. The purpose is to prepare the future Chief Executive Officers of large and small businesses for decision making with greater care and responsibility for the environment. BBP worked with the National Committee of the Netherlands IUCN members, IUCN Learning and Leadership Programme, the IUCN



Strategic Partnership Unit, IUCN Regional and Country Offices, IUCN members and several business leaders to replicate this successful initiative in other parts of the world. The Leaders for Nature initiative for Switzerland was up and running in 2007. Dialogues were advanced for Nepal, Sri Lanka, Australia and Canada. BBP hopes that some of these will reach fruition in 2008.

**i** For more information, see <http://leadersfornature.pbwiki.com/> and [www.leadersfornature.nl/](http://www.leadersfornature.nl/)




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## Protecting Lake Natron

Several IUCN members in the region and globally were involved in major campaigns to protect the integrity of Lake Natron in Tanzania. The lake is threatened by the proposed Soda Ash facility on the lake's shore. Although not originally a part of the work plan, BBP coordinated the IUCN effort for addressing the issue. IUCN Species Survival Commission, notably its Flamingo Specialist Group, provided the scientific support. IUCN's Asia Regional Office liaised with one of the parent companies based in India, the East Africa Regional Office worked with IUCN members in the region, and the Tanzania Country Office provided the anchor locally. Although the issue has yet to be resolved, through the collective efforts of IUCN and others, the company has agreed to reassess the project. This includes the possibility of moving the facility away from the lake shore, and collecting soda from the lake by the least intrusive means.

# Capacity building on business and biodiversity

Objective: Enhanced capacity for engagement with the private sector

## Working towards Congress

In many ways, 2007 was a preparatory year, for the fourth IUCN World Conservation Congress in 2008 and the development of the 2009–2012 programme. Members' meetings were organized in different parts of the world. BBP sought to participate in as many meetings as possible. BBP was able to attend meetings in Mesoamerica, West Africa, Central Africa, Asia, Middle East and the Mediterranean. The aim was to

be accessible to our membership for any information and assistance they may require from BBP, to benefit from their discussions and advice for our 2009–2012 programme, and to extend our networks with members and partners. BBP also used the opportunity to present our work and introduce offices and members to the IUCN private sector strategy and guidelines.



## Supporting Asia and Europe

The year saw significant growth of IUCN capacity for business and biodiversity work in the regions, especially in Asia and Europe where fully fledged units now exist to lead the business and biodiversity work. Key BBP collaboration with the Asia region included work with the Tata Group on the Dhamra port development issue, and with Dilmah Tea. BBP contributed to Asia's strategic planning, training and skills development. In Europe, BBP helped the region in conceptualizing the different initiatives (such as the EU Business and Biodiversity Initiative), assisting with implementation (Lisbon Conference, European Investment Bank training), and undertaking support missions (Azerbaijan).

BBP also continued our modest support to other IUCN regions. The Regional Director for West Asia and Middle East was appointed to the board of Fair Trade Jordan, an initiative stemming from the strategy that BBP helped to develop two years ago. Exploratory missions were undertaken to Canada, USA, different parts of Africa, and Mesoamerica. We plan to build on these foundations to achieve greater collaboration with a greater number of regions. We provided useful corporate contacts to colleagues

in the South American and Mediterranean regions. In the Mediterranean region, this has already materialized into a concrete project between IUCN and the company involved.

BBP's work with IUCN's commissions also grew. The IUCN Species Survival Commission and its specialist groups proved useful partners in specific projects involving high-profile species. BBP worked with members of the various task forces of the World Commission on Protected Areas (tourism, karst, financing) and collaborated with the Commission on Ecosystem Management (development of the Quadrennial Plan for ecosystems, Holcim work planning). We initiated collaboration with the Commission on Environmental Law (mining industry in Canada, conservation ethics) and began a very promising dialogue with the Commission on Education and Communication, notably for collaboration at the 4th World Conservation Congress and beyond. BBP also interacted closely with the Commission on Environmental, Economic and Social Policy, especially its SEAPRISE group. Establishing greater and more effective collaboration remains of mutual interest.

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## Risk and Opportunities Mapping

The work with SustainAbility in developing a Risk and Opportunities Mapping Tool was a major part of BBP's capacity-building effort in 2007. The tool helps to assess business risks and opportunities to conserve biodiversity and ecosystem services. Although

primarily designed for IUCN use, the tool can be well adapted to business needs. Consultations during the tool's development generated significant interest from some businesses. The tool is available in draft form and we hope to complete and publish it in 2008.

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## IUCN Protected Areas Categories Summit

BBP hosted a cross-industry preparatory meeting for the Categories Summit. One of the objectives was to inform industry groups and companies of planned developments for categories, and plans for the Summit. Other objectives were to gain insights from industry on the key challenges and needs for the application of the IUCN system, and to identify potential solutions to the above-mentioned challenges and needs for

consideration during the Summit. Further objectives were to assess the need to develop a plan for further interaction with industries on enhancing the application of the categories, and to identify potential industry and company participants to attend the Summit. Following on from this exchange, a number of industry representatives participated in the Summit and contributed to the further development of the draft guidelines.

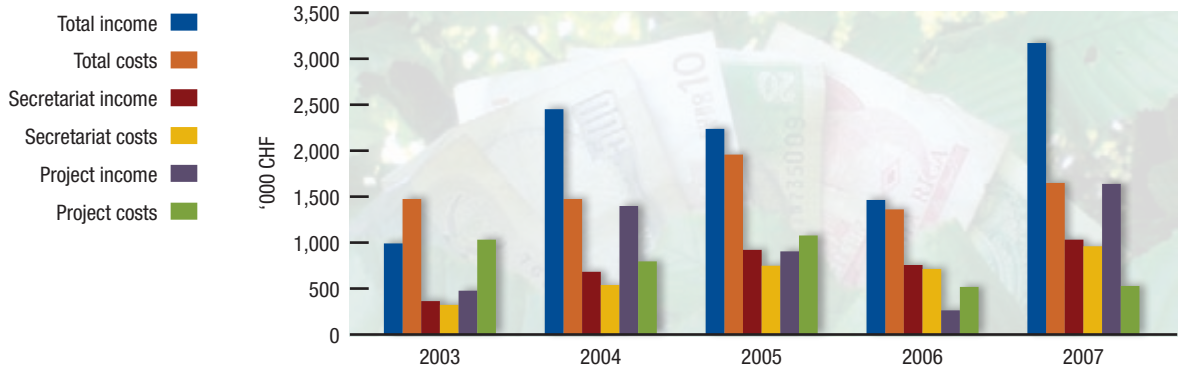


# Programme management

## Finance

The financial sustainability of BBP continues to improve as the programme ended the year with a surplus again. This will add to the BBP reserves enabling underwriting of the investments that the programme intends to make in exploring

some new opportunities and preparing for the WCC. BBP contracted new projects and funding from governments and foundations and developed partnerships with corporations. We thank them all for their consideration and trust in us.



Note: The amounts vary from those in previous annual reports, mainly due to excluding from the income estimates the funds carried forward from previous years.

## Staffing

In 2007, BBP operated with a complement of six full-time staff. A senior advisor seconded to BBP from Shell returned to his company, and another BBP staff member had a period of extended leave. This required the rest of the team to share responsibilities, and we were able to accomplish much of what

we had planned. We started the process of replacing the senior advisor and bringing in an additional team member to cope with the needs of a growing programme. Though this took longer than expected, both positions should be filled in early 2008.





## Environmental footprint

The BBP team tries wherever possible to reduce the overall environmental impact of delivering the programme of work. For example, this included efforts to assess whether travel for meetings was necessary combining trips to several countries, and the use of newly installed video conferencing facilities. For example, a videoconference with Canada enabled a net saving of over 3,000 CHF. Videoconferencing was also used for recruitment interviews and for the Shell signing ceremony. All business flights

were offset through IUCN's mandatory offset scheme. This year, the BBP team emitted 6.49 tonnes on average per team member, compared to an average of 5.7 tonnes of carbon per person in 2006. This can be explained primarily by the BBP team's efforts to attend all regional members' meetings throughout 2007 in preparation for the IUCN 2009-2012 work programme and World Conservation Congress. Despite plans to increase the size of the team, we aim to reduce our total emissions.

Year	Average number of team members	Total emissions (tonnes)	Total offsets (20CHF per tonne)	Average emissions per team member
2005	5	49.46	1,090.00	9.9 t (5)
2006	4	22.82	502.00	5.7 t (4)
2007	6	32.44	648.80	6.49 (5)



## Planning

The programme undertook, as planned, the drafting of the BBP Quadrennial Plan (2009–2012). The plan was developed with inputs from the BBP team and our partners in other global thematic programmes. It was complemented

by feedback from IUCN members and colleagues in the regions, mainly through the regional members' meetings. BBP also benefited from the periodic feedback that we receive from our private-sector partners.

### Contact us:

For up-to-date contact information on BBP focal points and activities in IUCN regional offices, please refer to the Business and Biodiversity Programme pages on the IUCN web site. The BBP team is based at IUCN HQ in Switzerland. You can contact us at:

Tel: +41 (0) 22 999 0104

Fax: +41 (0) 22 999 0020

Email: [business@iucn.org](mailto:business@iucn.org)




Web site: [www.iucn.org/business](http://www.iucn.org/business)

## BBP performance in 2007



BBP supports and contributes to IUCN's commitment for results-focused reporting. This table highlights the programme's progress against the planned annual results. The objectives refer to IUCN's Global Programme Objectives.

Under each heading, progress against the planned annual results is outlined, based on a self assessment process by the

BBP team. As performance indicators, three types of arrows are used:

-  Results exceeded
-  Results fully met
-  Results not fully achieved

 For more information on the Programme Objectives, see [www.iucn.org/programme](http://www.iucn.org/programme)

BBP Objectives	Planned Results for 2007	Performance
IUCN dialogue partners in large-footprint industry adopt and follow good practice for managing biodiversity	ICMM good practice guidance tested and operationalized in select areas	
	Next phase of Shell-IUCN collaboration operationalized	
	Possibilities explored for dialogue with other biodiversity-impacting businesses	
IUCN dialogue partners in biodiversity-dependent industry better understand ecosystem values and services, and seek to conserve them	An IUCN Programme on agriculture is in place and under implementation	
	Potential for collaboration with four or more biodiversity-dependent businesses explored	
IUCN dialogue partners in green enterprises have the knowledge and capacity to use ecosystems sustainably, contributing to their improvement	Eco-tourism industry uses nature sustainably and enhances biodiversity	
	Increased sustainable tourism capacity in six countries (Natura 2000 Best Practice Project)	
	Efforts and prospects for a private-sector (PS) conservation finance facility strengthened	
IUCN dialogue partners in financial industry have, and use, the required capacity for integrating biodiversity conservation in their lending and investment decisions	IUCN work in the finance sector revitalized	
Improved private-sector-related conservation policies	Enhanced CBD interest and capacity to engage PS for conservation	
	Increased policy influence on businesses, business associations and related multilateral organizations	
	Promote and support the implementation of biodiversity good practice in 2–3 businesses	
Increased understanding between business, IUCN members and other conservation organizations on important conservation issues	Stakeholders and industry partners have greater mutual understanding of conservation issues in four areas	
	A business experts' group is in place to support IUCN work	
	Working Group on Extractive Industry and Biodiversity work reviewed and followed up	
	Leaders for Nature Initiative established in Switzerland (jointly with Learning and Leadership Programme)	
Greater collaboration among IUCN members, other conservation organizations and private sector	Participation of conservation organizations and businesses in relevant fora facilitated	
	Tools and mechanisms for harnessing the WCC IV collaborating opportunities identified	
Enhanced IUCN Secretariat capacity for engagement with the private sector	The use of IUCN private sector guidelines promoted	
	IUCN RCOs and Global Thematic Programmes have increased capacity/experience to work with the private sector	
	BBPs adequately resourced and effectively managed	
	BBP Intersessional Plan (2009–2012) drafted	
	IUCN Energy and Energy Leverage Initiative developed and managed	
Increased capacity of IUCN Commissions	Three commissions have an enhanced understanding and experience of the conservation-business interface	
An expanded engagement between IUCN component programmes, governments and the private sector	Foundation laid for IUCN-business work in francophone areas	
Biodiversity performance indicators for the private sector developed or adapted, and promoted	An extended and broadly shared knowledge base for biodiversity performance indicators	
Enhanced understanding and pursuit of CSR in IUCN	Assist IUCN with industry best practice on CSR and support internal CSR efforts	
Learning from IUCN engagement with the private sector documented	Learning from one or more of the IUCN component programmes' engagement with the private sector documented	
Biodiversity offsets further assessed, developed and tested	An enhanced knowledge and understanding of the conceptual and operational implications of biodiversity offsets	

## Moving forward

We are very much looking forward to 2008 being a “Congress year”, which this time is being held in Barcelona, Spain, on 5–14 October. The World Conservation Congress (WCC) will set the direction for IUCN’s work over the next four years. It will also provide a vision of where the world and the conservation movement might be going in the future. About 8,000 delegates are expected to attend. The WCC has two parts. The Forum is a large public gathering (5–9 October) where IUCN members, and the conservation community more broadly, will come together with our partners in the business and other sectors. Debates will be held on the conservation issues of today, and knowledge, experience, achievements, hopes, fears, and plans for the future will be shared. The Forum will be followed by the Members’ Assembly (10–14 October), the main governing body of IUCN, where IUCN members debate and establish environmental policy.

Preparation for and participation in the Forum and the Congress will remain a priority for us in 2008. This will include continuing our work in existing partnerships and identifying lessons learned for discussions in Barcelona.

We will also focus on delivering the commitments in our current relationships. We will use 2008 as the transition to our next planning period (2009–2012). This entails conceptualizing ideas and potential collaboration opportunities, and using the Barcelona opportunity to test and launch some of them.

Communications often gets neglected on the pretext of “we are too busy working”. Focus on delivery of results and attention to communications is a fine balance that we hope to reach. In 2007 we sought to improve our communications. We have made progress but our need to further enhance our communications remains and so does our resolve to do so.

We will continue to participate in and support IUCN’s internal Corporate Social Responsibility (CSR) efforts. We have a greater opportunity and responsibility given our interface with the private sector where CSR is receiving ever greater attention.

2008 will be a busy year for us. We hope it will be rewarding too, and look forward to it with great inspiration.



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Rue Mauverney 28  
1196 Gland  
Switzerland  
Tel: +41 (0) 22 999 0000  
Fax: +41 (0) 22 999 0002  
[www.iucn.org](http://www.iucn.org)

**Contributing authors:**

Andrea Athanas, Nicolas Bertrand, Giulia Carbone, Nadine McCormick, Deric Quaile, Mohammed Rafiq.

**Editing:** Tiina Rajamets

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Rue Mauverney 28  
1196 Gland  
Switzerland

Tel +41 22 999 0000  
Fax +41 22 999 0002  
mail@iucn.org

[www.iucn.org](http://www.iucn.org)

**World Headquarters**  
International Union for Conservation of Nature