A practical guide to sustainable development

**Green is Gold**

Sustainability at Bidvest offers employees a fresh way of thinking that inspires them and enables a new generation of entrepreneurs to create business value that integrates evolving financial, social and environmental needs and expectations.
# A practical guide to sustainable development

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Please do not throw this sustainability guide away. This booklet is intended as a guide for Bidvest companies and employees in respect of sustainable development. If this is not relevant to you personally, please hand it to someone to whom it would be of use.

If you have any comments on the booklet or suggestions in respect of sustainable development projects or ideas at The Bidvest Group Limited, please contact Jack Hochfeld Telephone: +27 (11) 772 8700; Mobile: +27 (82) 459 7051; e-mail: jack@bidvest.co.za

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Bidvest people sustain
Suppliers of choice to the catering,
hospitality and leisure industries.
From basic ingredients to kitchen
equipment, from speciality foods
to food-packaging, Bidvest people
source, produce and deliver with one
objective in mind: To satisfy.
Strong leadership, clear strategies and a long-term mindset are essential if we are to extract value in an uncertain world. The case for sustainable business practice has never been clearer.

*Cyril Ramaphosa*

**Why this guide?**

The world is changing fast and the concept of sustainable wealth creation is becoming the guiding mantra of business. Social and environmental pressures are increasing while good economic performance is a prerequisite for staying in business. These challenges offer a universe of opportunity. Sustainability thinking and action give us the chance to energise businesses and employees, optimise new market dynamics and innovate our products and service offerings.

Being proactive in this area makes us more agile and competitive while helping us address the challenges facing society. To rise to the challenge, we must all get involved. Being Proudly Bidvest is an ideal starting point.

Bidvest has made steady progress in sustainable development. The King II report and the Dinatla empowerment transaction were the catalyst for the first public reporting of our triple bottom line (financial, social and environmental) performance. Since 2004, we have published an annual sustainability report and the quality of this document has grown markedly. We have also developed a successful data collation tool, giving us more timely and accurate information. Yet it remains a challenge to keep pace with society’s evolving expectations.

The evidence is clear. Bidvest must accelerate its sustainability efforts. This will benefit us all. We must deepen our understanding of major environmental and social issues, strengthen our capabilities in this area and use sustainability as a means of innovating and enhancing our business practices.

This guide was produced to help our businesses rise to today’s challenges, be they HIV/AIDS, the financial crisis, environmental issues, climate change, poverty, education or employment. This guide will assist and encourage you to develop your own approach to sustainability as it relates to your business.

The concept of sustainable development does not solely relate to environmental stewardship. Good, responsible and profitable business practices are necessary, including our contribution to social wellbeing, accountability for our actions and a continual effort to minimise negative impacts. The concept is much more than a compliance issue. It empowers and energises employees to be more innovative and caring and allows business to become more responsive to fast-evolving market requirements. Embarking on the sustainability journey will enhance and strengthen your relationships with employees, customers and suppliers.

**What does sustainable development mean to Bidvest?**

*Sustainability at Bidvest offers employees a fresh way of thinking that inspires them and enables a new generation of entrepreneurs to create business value that integrates evolving financial, social and environmental needs and expectations.*

Individual interpretations of sustainable development may differ, depending on the nature and culture of your business. The UK and Australian businesses have recently
Bidvest people are ideas people

Innovators in commerce and industry, Bidvest people lead the way in electrical products, office furniture, printing stationery, and packaging closures. Always looking to combine the new with the practical. So the unexpected becomes indispensable.
focused on environmental performance while social transformation is a priority in South Africa. Businesses are encouraged to understand the business case for sustainability in light of their market opportunities and the issues material to their operations. Within Bidvest’s decentralised, autonomous management culture, it is expected that businesses define what sustainability means to them and then develop appropriate visions and implementation strategies.

The need to drive sustainability throughout the Group led to the formation of the Group sustainability committee, which is part of the Group risk committee. Its role is to facilitate sustainability implementation while maintaining our proven decentralised ethos.

The committee consists of divisional sustainability representatives who will champion the issue within their organisations, in time setting up their own structures at divisional and business unit level. 3663 already has a board-level sustainability committee.

You are encouraged to seize opportunities where ‘green is gold’, translating ‘green’ initiatives into business opportunities that impact the bottom line. Work with customers and suppliers to grow the market for innovative products and services that are supportive of the environment and society as a whole and that generate a financial return.

Use this guide to deepen your understanding of sustainable development and the infinite possibilities it offers. Use it to prompt discussion and drive action. Let us rise to the challenge of building a society that endures and prospers by turning green into gold.
sustainable development at Bidvest
As our growing environmental predicament becomes more evident and the need to address deep-lying social issues become more urgent, we witness a fast-changing global business market. Overwhelming scientific evidence indicates that urgent and dramatic environmental changes have to be made. Politicians and business leaders endorse the need for change, calling for a new dispensation that incentivises responsive business practices.

Uncertainty, risk and opportunity are mounting. Innovative and agile businesses will flourish. Those businesses which are slow to react will struggle. What are the emerging expectations that society has of business?

Sustainable operations!

More specifically, to earn a return, lower environmental impacts to negligible levels and increase social and economic contributions.

The following two sections in this guide will help you understand these changes and plan your response:

- *The limits to growth* explains why sustainability is crucial for society and business and contributes to a common understanding of key issues
- *Taking action* summarises key methods of implementing and embedding sustainability thinking and actions in your business and shows how this drives innovation and agility.

Case studies, quotes and facts are provided throughout, and further resources are offered at the end of the guide.
Bidvest people sweep the boards

The widest spread of outsourced services in South Africa. Leaders in cleaning, security, travel and office automation, they initiate and get on with it. Mostly behind the scenes. But always central to business.
Numerous scientific research reports provide evidence that we are fast degrading life-supporting ecosystems. Human demands now exceed our planet’s capacity to sustain us by 30%.

Any graph of human progress – GDP, development of new technologies, world population, vehicles produced – turns in a matter of generations or decades from a flattish horizontal to a steep slope and, in many cases, to an exponential, near-vertical cliff. With progress comes a downside, resource depletion, waste volumes, over-fishing, toxicity build-up and greenhouse gas emissions. Society is now discovering what lies over the cliff. Scientists tell us such growth can only be sustained for a short time – then a stable state needs to be reached or we face decline and possible collapse.

In 1972, the Club of Rome think-tank published the much-cited study *The Limits to Growth*, drawing attention to the possible consequences of rapidly growing consumption in the face of limited resources. They focused on world population, industrialisation, pollution, food production and resource depletion. While the report was criticised at the time for being based on limited data, the central thesis – growth has limits – has been substantiated and illustrated in many ways.

Numerous scientific research reports provide evidence that we are fast degrading life-supporting ecosystems. Perhaps the best summary, the UN’s Millennium Ecosystem Assessment report of 2005, involved over 1 300 scientists reviewing thousands of research studies and provided incontrovertible proof that over-consumption had polluted or over-exploited two-thirds of the ecosystems on which our wellbeing depends. This is graphically depicted by our global ecological footprint which estimates human demands now exceed our planet’s capacity to sustain us by 30%. This means we are rapidly depleting, in many cases irreversibly, natural resources such as fish stocks, minerals and fresh water.

The so-called ‘resource funnel’ was developed by The Natural Step organisation and helps us visualise the limits to growth. The upper wall represents the diminishing ability of ecosystems to supply us with resources (fresh water, minerals, fossil fuels, forests, agricultural lands, fish). The lower wall represents society’s rising demand for these resources (we require these to produce our food, shelter, clothes). Our demand for more increasingly conflicts with nature’s ability to supply.

We now live in ‘bottleneck times’. As a society, our objective must be to cut our demands and use our ingenuity to prevent the funnel walls from closing entirely and a major ecosystem collapse. We must leave a sufficiently wide tunnel to allow us to squeeze through to a more sustainable future. As we adapt our lifestyles, learn to live with less and as our technologies become more sophisticated,
the limits to growth
allowing us to produce goods and services with fewer adverse impacts, the walls of the tunnel will open again and allow a less restricted lifestyle – a sustainable future. In South Africa, and other developing nations, this has to be achieved while addressing past injustices and uplifting disadvantaged communities.

A roundup of key facts

Some facts that make disturbing reading:

- If current trends continue, half of all species will be extinct by the turn of this century.
- As many as 30% of global fish stocks have collapsed and about 75% of stocks are fished beyond capacity.
- Populations of terrestrial and marine species have declined by about 30% since 1987 while the decline for freshwater vertebrates has been nearly 50%.
- Alien invasive species are a leading threat to ecosystems and require enormous resources to combat. US$40 million a year is spent combating invasive tree species in South Africa’s Cape Floral Kingdom.
- Humanity will have to act dramatically to avoid catastrophic climate change. Scientists tell us our window of opportunity is small – just a decade or two.
- A poll of 12,000 people in 12 countries indicated that consumers place climate concerns ahead of our current economic concerns and want their governments to act.
- Nearly half of the developing world’s population – 2.5 billion people – live without adequate sanitation.
- South Africa has one of the world’s highest rates of income inequality and Stats SA estimates South Africa’s unemployment rate at 23%.
Increasing obesity is leading to rising rates of diabetes and heart attacks.

Malaria infects 350-500 million people each year, killing one million people annually. It kills a child every 30 seconds.

South Africa’s estimated maternal mortality rate has increased from 230 in 2000 to 400 in 2005 per 100 000 births. Infant mortality is at about 60 per 1 000 births (in developed nations this is between 2 and 5).

South Africa’s average life expectancy, 64 years in 1990, has dropped to just 51. The principal cause is HIV/Aids.

UNAids estimates that about 11% of South Africa’s population live with HIV/Aids, one of the world’s highest prevalence rates. Less than half of those requiring life-saving treatment have access to anti-retrovirals.

More than one million South African children were estimated to have been orphaned by Aids in 2007.


Sustainable development defined

In 1983, the UN’s Brundtland Commission defined sustainable development as development that “meets the needs of the present without compromising the ability of future generations to meet their own needs”. Sustainable development, encompassing the need for economic, social and environmental wellbeing, has also been defined as an economy and society that is in equilibrium with the carrying capacity of our ecological systems.

For businesses, the challenge of sustainability is how to add value to all three aspects of the triple bottom line, particularly in South Africa, where enormous work is required in the social dimension around HIV/Aids, poverty and job creation. Sustainability is not an end-goal, but an ongoing journey, a way of doing business.

“Delay is no longer an option. Denial is no longer an acceptable response.”

Barack Obama, reassuring a bipartisan group of governors that he has no intention of softening his goals for reducing emissions.

What went wrong?

We have been growing financial and social capital at the expense of our natural capital, which is an indication of the ecosystem resources we have at our disposal.
Use of resources, waste management, pollution, climate change and biodiversity are all issues of great importance, which in the traditional business model have had to give way to the maximisation of shareholder return.

*A New Mindset for Corporate Sustainability; 2008*

Most of us aim to grow our capital assets, typically financial savings, investments and property, while living off our income streams, usually salaries, interest and dividends. Ideally, when we retire, we live off these income streams without having to draw on our capital resources, which we leave for our children to inherit.

Businesses likewise aim to grow their capital assets while covering their day-to-day operating costs with income streams generated by the capital assets invested in the business. Whittling away capital assets to finance operating costs indicates that financial trouble is imminent: This is what we have been doing with our environment – our natural capital.

Forum for the Future in the UK developed the ‘Five Capitals model’ to help explain how our natural capital underpins human wellbeing and the quality of our lives.

- **natural capital** is the foundation of human wellbeing and includes renewable resources (such as wood, fisheries, arable land and fresh water), non-renewable resources (such as mineral deposits), sinks (that absorb, neutralise or recycle wastes) and ecological processes that regulate our climate and diseases.
- **human capital** includes our knowledge, skills, health and the motivation to pursue a better quality of life. Human capital is enhanced through education, training and health.
- **social capital** includes the institutions that help us to maintain and develop human capital (families, communities, businesses, government, labour unions, schools and voluntary organisations).
- **manufactured capital** comprises material goods and infrastructure (fixed assets such as tools, machinery and buildings) that contribute to production or service provision.
- **financial capital**, the traditional measure of economic progress, enables the other types of capital or aspects thereof to be owned and traded; for example, through shares, bonds or banknotes.

Unlike other types of capital, it has no intrinsic value but is representative of natural, human, social or manufactured capital.

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1. [www.forumforthefuture.org.uk](http://www.forumforthefuture.org.uk)
The greatest market failure

Our current economic system encourages companies, in their bid for profit maximisation, to push costs, where possible, onto others. Such ‘externalisation’ has become a liability for a society in which negative social and environmental impacts are borne by others, and in some cases may result in poor worker health and environmental pollution.

In his bestselling book, *The Corporation*, Joel Bakan discusses externalisation: “Throughout the economy today, the regulatory system often fails because of lax regulations and ineffective enforcement. Until that changes, we shall continue to suffer unnecessary disasters and harm to people, communities and the environment.”

Progressively, this detrimental social and environmental passing of the buck is ‘internalised’ by international treaties, regulation, enforcement and governance codes and through investor, consumer, supplier and peer-group pressures. Corporations are held ever more accountable and are expected to find ways to reduce their impacts. In the US, for example, recent lawsuits are forcing major American power companies to find ways to cut carbon emissions and motor manufacturers to improve fuel efficiencies.

Businesses that harness new, clean and renewable energy sources will do well. Any enterprise that uses resources more efficiently while reducing environmental impacts is positioned for marketplace success and the most dramatic gains will be made by entrepreneurs who develop new, environmentally friendly technologies.

Brian Joffe
South Africa’s JSE Socially Responsible Investment (SRI) Index. (Bidvest has been a member of the SRI Index since inception in 2004 and was classified as an excellent performer in 2008, but was at risk of being excluded in previous years.)

**The Dow Jones Sustainability Index**

Following Bidvest’s exclusion from this index, a review of its assessment revealed that the following areas require improvement:

- structured customer satisfaction assessments
- environmental policy and management systems, including objectives and targets
- operational eco-efficiency: an assessment of how efficiently resources such as fuel, electricity and water are used
- talent attraction and retention and human capital development processes
- alignment of CSI activities with business objectives
- occupational health and safety systems, data and targets
- structured stakeholder engagements
- HIV/AIDS programmes and assessment of economic impacts

**Changing market dynamics**

Given these realities, society’s expectations are changing. Society holds government and business responsible. This is apparent in a variety of mechanisms targeted at business.

In 1999, the Dow Jones Sustainability Index became the first index to track the financial, social and environmental performance of leading corporations, enabling investors to use these rankings to inform their investment decisions. Every year the index raises the bar on expected minimum criteria. (Bidvest was a member for four years, but was excluded in 2008. The Group’s overall score had improved year on year, but others improved by a greater margin.) Other indices were launched, such as the FTSE4Good and

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Twin challenges: Peak oil and climate change

Oil and other fossil fuels that contribute to global warming are finite resources subject to depletion. There is mounting evidence that global oil production will peak and begin to decline in the next few years. At first glance this may seem a good thing for climate mitigation, as conventional oil-based emissions will contract. However, there is serious risk that oil-dependent societies will turn instead to coal and unconventional fossil fuels, which are more polluting. Depleting oil may result in more deforestation, both for fuel wood and to make space for biofuel crops. Peak oil and climate change are both immense challenges and need to be tackled together.

Jeremy Wakeford, Research Director; www.aspo.org.za

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Evidence of how our market is changing is reflected in the burgeoning market for renewable energy products and low-emissions technologies and the number of mega-corporations that are committing to profound value and operational changes. Studies indicate that consumers are increasing base purchasing decisions on environmental and social impacts. Governments and private businesses are developing green- and socially-responsible procurement policies. Then-Minister Tasneem Essop was quoted as saying that the Western Cape “is currently formulating a green procurement policy for the provincial government. This initiative aims to provide an enabling environment through the purchasing spend in the public sector to stimulate demand for goods produced in a sustainable manner.”

Other initiatives include:

- The UN Global Compact of 2000 encourages businesses worldwide to adopt sustainable and socially responsible policies and commit to their 10 principles. The initiative includes over 4 600 participating organisations.
- The South African King Committee’s King I report of 1994, provides a code for corporate practices and conduct. In 2002, King II recognised the need for the triple bottom line. King III, to be launched for review in 2009, is likely to include new or expanded sections on environmental issues, including climate change and carbon footprinting.
- The Carbon Disclosure Project of 2003 provides investors with information about the climate change exposure and activities of the world’s major corporations. Bidvest has participated since 2007, when the CDP was extended to South Africa, and performed in the top ten in its category in 2008.

It is prudent for Bidvest to comfortably meet the minimum acceptance criteria of these indices and that the Group is ranked in the top 25% of participating companies in South Africa.
In November 2008, KPMG, the audit, tax, and advisory firm, committed to reduce corporate carbon emissions by 25% by 2010 and pledged that its 136,000 world-wide employees would reduce their personal footprints by 10%. Between 2004 and 2006, GE (General Electric) achieved a reduction in greenhouse gas emissions of 4%, while revenue grew by 21%.

International climate change negotiations are resulting in new regulations to reduce greenhouse gas emissions. Minister van Schalkwyk recently announced that carbon footprint reporting may soon be mandatory for major South African corporations. The rules of the game are changing swiftly. No matter what your industry sector, you will be affected and will be expected to make a contribution. This requires employees to be motivated to innovate. Businesses that fail to respond may face growing supply-chain pressures and risks relating to issues of reputation, regulation and litigation.

Some readers in mature sectors may feel their scope for innovation is limited. This is not so. Taking a new look at operations, supply chains or business models through the lens of sustainability may reveal numerous opportunities. For example, HSBC Bank has positioned itself as an environmentally-conscious bank and was the first to become carbon-neutral. In so doing it hopes to grow a stronger, more innovative business and capitalise on the burgeoning green market. (Visit HSBC’s sustainability section at www.hsbc.com)

There is the opportunity of the Clean Development Mechanism (CDM), which was set up as part of the international Kyoto Protocol climate change treaty. The CDM is available to organisations in developing countries allowing them to benefit from mandatory reduction activities in developed nations. This opportunity is not only open to high-impact ‘industries’, but can include aggregated lower-impact projects. South African businesses, Bidvest included, have been very slow in tapping into this attractive source of revenues to bolster capital investments that have a climate benefit.

**Is sustainability profitable?**

Sustainability, though a source of opportunity, increases the complexity of doing business, what with aligning business strategies with sustainability goals, training employees, engaging with stakeholders, working with suppliers and customers, reviewing business models and product ranges.

Focus on the social and environmental aspects of the triple bottom line need not exclude financial performance. Evidence suggests the opposite – these aspects enhance profitability. A recent meta-study (a review of several studies into the link between sustainability activities and financial performance) demonstrates a correlation between companies that are responsible and their ability to make profitable business decisions.4

These findings are supported by a 2007 Goldman Sachs study indicating that businesses that were considered sustainability leaders had outperformed the stock market by 25%.5

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4 **Real Academia de Ciencias Económicas y Financieras (Royal Academy of Economic and Financial Sciences), June 2007**

5 **GS SUSTAIN, 2007, www.goldmansachs.com**
Other studies have examined the changes that occurred within a sustainability-focused organisation. Changes include: better customer attraction and retention, enhanced brand value and reputation, improved operational efficiency, higher levels of employee attraction, motivation and retention, identifying new business opportunities, greater innovation, improved access to capital, growing human and intellectual capital and building and sustaining shareholder value.6

The concept of sustainability enables organisations to bring emerging issues onto the "radar screen". The most successful businesses of tomorrow will be those that are proactive today in moving beyond sustainability-related risk and compliance management to using the concept to develop a new way of thinking that builds competitive advantage.

Sustainable development is not just the right, moral, thing to do, it is simply good business.

6 Sustainability Pays, Pearce, Roche, Chater (2002), data drawn from more than 400 research papers

Brian Joffe

In my view, the next area of significant growth will be in ‘green business’.
Having reviewed the need for and the benefits of sustainable development, the big question is how to put all this into practice and unlock those infinite possibilities? How to institutionalise turning green into gold?

Most businesses began the sustainability journey years ago. In South Africa, the initial steps often involved transformation and corporate social investment. Others may have made great strides on environmental matters. But it takes ongoing effort to establish a deeply-engrained sustainability business culture that allows your organisation to remain ahead of the game as the competitive landscape evolves.

This section provides a summarised implementation blueprint. ‘The preliminaries’ investigates four key activities for organisations looking to start or accelerate their sustainability journey. ‘Implementation’ reviews the SIGMA Sustainability Guidelines, a framework and toolkit that give better structure to your activities.

The SIGMA sustainability guidelines were launched by a partnership of not-for-profit organisations and the UK Department of Trade and Industry. Although detailed, they are easy to understand and use. A supporting toolkit provides additional information for developing the business case, identifying risks and opportunities, conducting stakeholder engagements, designing a scorecard, developing appropriate marketing strategies and developing environmental accounting systems. The guidelines, which have been used by organisations including British Airways, Marks & Spencer and Land Rover, are designed to link with existing management systems, including ISO 14001, ISO 9000 series and OHSAS 18001. The SIGMA Sustainability Guidelines should not be confused with the Six Sigma quality and business process.

The full SIGMA Sustainability Guidelines and supportive toolkit documents can be found at www.projectsigma.co.uk

**The preliminaries**

Four essential, preliminary steps should be considered before delving into the implementation detail:

- **developing the business case:** understanding the specific business case for sustainable development within your business will help ensure top management buy-in, which is crucial to success. The business case also guides and shapes implementation.
- **identifying material issues:** identify material issues in collaboration with stakeholders and analyse risks and opportunities.
- **engaging stakeholders:** ongoing communication with key stakeholders is important and will help shape your approach to sustainable development.
- **creating a vision:** consider your strategic choices and create a sustainable business vision to guide your approach and activities.

**Developing the business case**

The report, *A New Mindset for Corporate Sustainability*, notes that the major barriers to integrating triple bottom line thinking throughout the organisation stem from uncertainty over “the extent to which sustainability is seen as an agent for change for the better.” Developing a business case for sustainability will help overcome this barrier.

Whether you are already committed to the journey or would like to review the benefits before embarking on it,
getting practical

Bidvest people move

Dynamic drivers of the motor industry. Rentals, sales, fleet services, over 100 dealerships, and the country’s foremost online retailer of new and pre-owned cars. Always on the go. Setting the course.
Sustainable business practice will remain a key area of focus and will increasingly influence our long-term planning. Sustainability has ceased to be a ‘soft’ issue. It is a necessary, and urgent, response to hard business realities in an uncertain world. Bidvest people are resourceful, flexible and highly motivated. They have a record of sustained success in tough times. I am confident they will rise to the challenges and deliver further growth.

Cyril Ramaphosa

What is materiality? The Global Reporting Initiative defines material issues as those that reflect an organisation’s significant economic, environmental and social impacts, and would substantively influence the assessments and decisions of stakeholders. Identifying material issues requires repeated engagement with key stakeholders. Once material issues are understood and prioritised, an organisation can begin acting on them. They are invaluable in helping shape your sustainability vision, strategy and tactical action plans.

While there are numerous common material issues such as fuel, water and electricity consumption, management of HIV/AIDS, BEE performance; some impacts may vary considerably from business to business. In food businesses, packaging and the growing problem of obesity might be material, while in others the extensive use of harmful cleaning or printing agents might be key. In yet others, upcoming climate change regulations might affect fuel prices or the demand for certain vehicles. A useful list of generic issues – a possible starting point for your organisation – can be found in the SIGMA Guide to Sustainability Issues.

In the words of the World Business Council for Sustainable Development, “many cases can be made for sustainable development: moral, ethical, religious and environmental. But, being a business council, we emphasise the business case. That case has a financial bottom line. Companies comprise, are led by, and serve people with vision and values. Companies that do not reflect their people’s best vision and values in their actions will wither in the marketplace in the long-term.

“The business case is also an entrepreneurial position: it looks to the next point on the business curve, the point at which business can be more competitive by being more sustainability driven.”

The SIGMA Business Case Tool can help you develop the business case. Also see the WBCSD’s The Business Case for Sustainable Development at www.wbcsd.org/web/publications/business-case.pdf.

Identifying material issues
One of the first steps is the identification of significant impacts and issues material to your organisation.

developing a business case specific to your organisation has many advantages. It helps you understand the broader sustainability drivers in your industry, helps motivate the initiative, ensures commitment and provides invaluable input to guide the development of a sustainability vision, strategies and action plans.
A practical guide to sustainable development

Getting practical

Determining material issues. The Greenhouse Gas Protocol Initiative provides an internationally recognised standard for determining corporate carbon footprints. When considering an acquisition, don’t forget to consider the material issues of the business. Will it add sustainability-related liabilities or allow you to expand into new areas?

Engaging stakeholders

The organisation AccountAbility defines stakeholders as individuals or groups “who affect or could be affected by an organisation’s activities, products or services and assets.”

Undertaking an ecological impact review and establishing an organisation’s carbon footprint are important in determining material issues. The Greenhouse Gas Protocol Initiative provides an internationally recognised standard for determining corporate carbon footprints.

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Realising value: How sustainability issues impact your business

The diagram above, developed by the UK’s Advisory Committee on Business and the Environment (ACBE), shows how a broad range of sustainability issues translates into business risks and opportunities. Taking climate change as an example, you may identify the reactions of society most pertinent to your business to include climate change levies, emissions trading schemes and enhanced capital allowances. With a better understanding of these reactions, you are able to distinguish specific impacts, or risks and opportunities particular to your business, which can be applied to those issues most material to your business and incorporated into your strategy.

Undertaking an ecological impact review and establishing an organisation’s carbon footprint are important in determining material issues. The Greenhouse Gas Protocol Initiative provides an internationally recognised standard for determining corporate carbon footprints.

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associated performance", and may include employees and trade unions, shareholders, customers, suppliers, business partners, competitors, government, NGOs, pressure groups and communities. The environment is also recognised as a stakeholder and is represented by NGOs such as the WWF, Greenpeace, GroundWork or Earthlife Africa. AccountAbility describes stakeholder engagement as a commitment to inclusivity, which means giving stakeholders the right to be heard while accepting the obligation to account to them.

A business becomes more sensitive to broader, evolving market dynamics by engaging stakeholders in a structured manner and by understanding their evolving needs and the organisation’s impacts on them. Although a number of Bidvest businesses engage at many levels, we have only been able to provide limited evidence of structured programmes across a broad segment of stakeholders and as a result did not perform well in this category of the Dow Jones Sustainability Index and similar assessments.

Routinely communicating with stakeholders is recognised as good business practice and is integral to shaping and managing an organisation’s sustainability journey.

Engaging with all stakeholders a business is involved with may sound daunting. Even so, you initially need to gather the input from a broad set of stakeholders to determine who are most material.

Stakeholder engagement tools are available on the internet. See the SIGMA Stakeholder engagement tool and AccountAbility’s Stakeholder Engagement Standard at www.accountability21.net (click on “Engage with us” and “Use AA1000” for a free download). More information on stakeholder engagements can be found in the GRI’s Sustainability Reporting Guidelines at www.globalreporting.org

Creating a vision – what are we aiming for?
Sustainable development requires us to reduce our environmental impact and replenish natural capital to a point where we live within the limits of our ecosystems. In parallel, we must build the other four capitals, particularly the social and human capitals related to poverty, education, health and employment.

In Cradle to Cradle: Remaking the way we make things, McDonough and Braungart encourage our society to move away from our wasteful, cradle-to-grave processes by finding ways of making ‘waste equal food’. This means diverting natural waste from landfills so it can become food for our ecosystems, particularly our depleted agricultural soils.

... there are steps we have to take to change the legacy we will leave our children: adjustments to our growth path we have to make as a global community, as nations working together, as citizens of a shared humanity, in response to the challenge of climate change and environmental responsibility.

Trevor Manuel, budget speech, February 2008
Technical waste – all wastes that are not useable by nature – must be re-used or recycled so they can nourish our production processes. It is astounding that an estimated 94% of extracted raw materials used in the manufacture of durable goods is wasted during production of the product, and 80% of manufactured goods are discarded within six months of production. In recognition of our need to encourage cradle-to-cradle thinking, Extended Producer Responsibility (EPR) legislation is being drafted around the world, including South Africa. EPR obliges manufacturers and distributors to account for the appropriate re-use, recycling and disposal of their products after their useful life.

Your sustainability vision depends on your particular business context and business culture. For inspiration in developing your objectives and vision, it may be useful to refer to the 10 principles of the UN Global Compact, the nine Millennium Development Goals and the Four System Conditions of the Natural Step. For more guidance on determining your guiding principles and objectives, also refer to SIGMA’s Guide to Guidelines and Standards.

Giving “va-va-voom” to your sustainability initiative

The World Business Council for Sustainable Development states that “innovation can enable our global economy to depend more on the progress of technology than on the exploitation of nature. Innovation can enable companies to create wealth in ways that reflect the changing concerns and values of our world.”

Companies such as GE, Walmart, HSBC Bank and Bidvest’s 3663 have been highly successful in the quest for the triple bottom line to expand their businesses. So how can you move your sustainability initiative from a compliance-driven approach to one that encourages innovation and enhances business agility?
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The Bidvest Group Limited

Getting practical

Develop a business strategy with sustainability at its core
Sustainability must become integral to your business, otherwise it will be marginalised.

Integrate sustainability thinking and action throughout your business
Once employees and external stakeholders understand the need for and benefits of sustainability, they become inspired to innovate in all areas of the business.

Demonstrate commitment
Top management has to regularly demonstrate commitment to this initiative until it becomes engrained in the culture of the business. Jeff Immelt of GE is frequently seen to endorse their “ecomagination” campaign.

Create momentum
Set up a sustainability committee, preferably at board level, and appoint a sustainability champion who drives the initiative within the organisation. Allocate sufficient resources.

Here are eight steps to help you hit that sweet spot at the centre of social engagement, environmental commitment and profit maximisation:

- Make innovating a part of your company’s vision for sustainability
  Integrate ‘innovating for sustainability’ into your overall business vision. Bidvest’s sustainability mantra encourages innovation. “Sustainability at Bidvest offers employees a fresh way of thinking that inspires them and enables a new generation of entrepreneurs to create business value that integrates evolving financial, social and environmental needs and expectations.”

- A restorative business - the holy grail
  Some businesses, such as Interface Carpets in the US, envision the achievement of a zero environmental footprint while building all five capitals. This is undoubtedly the holy grail of sustainability.

  Interface’s vision:
  To be the first company that, by its deeds, shows the entire industrial world what sustainability is in all its dimensions—people, process, product, place and profits—by 2020, and in doing so we will become restorative through the power of influence.

  Interface’s ‘mission zero’ commitment:
  Our mission is to eliminate any negative impact Interface has on the environment by 2020.

  The vision is underpinned by seven objectives:
  Eliminate waste, benign emissions, renewable energy, closing the loop, resource-efficient transportation, sensitising stakeholders and redesigning commerce.

  See www.interfaceglobal.com for more details.

It is astounding that an estimated 94% of extracted raw materials used in the manufacture of durable goods is wasted during production of the product, and 80% of manufactured goods are discarded within six months of production.

- **Set guiding principles**
  determine the guiding principles governing the sustainability conduct of employees and stakeholders. These principles might take the form of a sustainability policy.

- **Involve external stakeholders**
  engage suppliers, customers, shareholders, communities and other stakeholders and get them to help you innovate for sustainability. 3663 in the UK is now engaging suppliers in an effort to reduce the environmental impacts of their products and processes.

- **Empower your people**
  understanding the intricacies of sustainability takes time. Make this an ongoing learning experience for everyone within a culture that embraces sustainability.

**Implementation – using the SIGMA guidelines**
This section provides an overview of the SIGMA guidelines, which can be used in their entirety or section by section to suit specific implementation objectives. Visit www.projectsigma.co.uk to download the full set of documents.

The guidelines provide a detailed management framework with activity tables that outline a step-by-step approach and include:
- key questions
- a cross-check of how intended activities link to the organisation’s chosen principles
- who needs to be involved
- key activities

Gathering sustainability data
In 2008, Bidvest corporate office launched an internet-based sustainability data collection tool. This has improved data collation. Continued improvement is envisaged as the system is more widely used and understood. With time, its functionality will be expanded and data entry frequency increased to allow Bidvest divisions and businesses to use the data on an ongoing basis to manage sustainability progress.
getting practical

Getting practical

Being accountable means an organisation recognises that it is part of society and makes a commitment to contribute to all forms of capital. The SIGMA guidelines identify three elements of accountability:

- **transparency** – the duty of an organisation to account to its stakeholders.
- **responsiveness** – the need to engage with stakeholders to understand and respond to their needs.
- **compliance** – the duty to comply with standards to which an organisation is voluntarily and statutorily committed.

Being accountable requires a commitment to identify and understand the organisation’s social, environmental and economic impacts and how different stakeholders relate to these impacts. It requires a commitment by the organisation to structure its policies and operations so that it is able to meet stakeholder needs.

Guiding principles and accountability

It is important that all sustainability activities are conducted within a set of guiding principles that are informed by your organisational context (culture, values, vision, strategies, operations and stakeholder needs) and are aligned with Bidvest’s overall ‘corporate style, values and ethics’. For additional ideas on guiding principles see the list of 20 standards and guidelines relevant to sustainable development provided by the SIGMA Guide to Guidelines and Standards. Your guiding principles and sustainability practices should support wealth creation across all five capitals while ensuring accountability to stakeholders.

The SIGMA toolkit will assist you in developing a business case for sustainable development and help you meet specific challenges such as benchmarking sustainability performance, creating a suitable scorecard, engaging stakeholders and developing environmental accounting standards.

- when they need to be implemented
- helpful resources
- expected outputs and outcomes
- key implementation issues of which the organisation may need to be aware

See corporate governance section of the Bidvest annual report.
The SIGMA framework in action
The framework consists of four phases and it is advisable that organisations pursue these phases in the following order:

1. Leadership and vision
   - To define the vision for sustainability and ensure appropriate leadership commitment specifically to:
     - develop a business case to address sustainability issues and secure top-level commitment to integrate sustainable development into core processes and decision-making
     - identify stakeholders and open dialogue with them on key impacts and suggested approaches
     - formulate the organisation’s long-term sustainable development mission, vision and operating principles and a high-level strategy that supports them and to revisit them periodically
     - raise awareness of sustainability issues and how they may affect the organisation’s licence to operate, its future direction, training and development requirements
     - ensure the organisational culture supports a move towards sustainability.

2. Planning
   - To decide what actions are necessary to improve performance:
     - ascertain the organisation’s current sustainability performance, legal requirements and voluntary commitments
     - identify and prioritise the organisation’s key sustainability issues
     - develop strategic plans to deliver the organisation’s vision and address its key sustainability issues
     - consult with stakeholders on plans
     - formulate tactical short-term action plans to support the agreed sustainability strategies with defined objectives, targets and responsibilities.

3. Delivery
   - To implement actions and improve performance:
     - align and prioritise management programmes in line with strategic and tactical planning and the organisation’s sustainability vision
Demand for energy-efficient solutions is rising dramatically; likewise for better utilisation of natural resources. Change creates a new paradigm in which enterprising companies can benefit through innovative solutions that reduce humankind’s carbon footprint and address the challenge of climate change.

*Brian Joffe*

- ensure that identified actions, impacts and outcomes are legal and that self-regulatory requirements are managed and appropriate internal controls are in place
- improve performance by delivering sustainability strategies and associated action plans
- exercise appropriate external influence on suppliers, peers and others to progress sustainable development.

4. **Monitor, review and report**
   To check that performance is improving and to communicate the results internally and externally:
   - monitor progress against stated values, strategies, performance objectives and targets
   - engage with internal and external stakeholders via reporting and assurance, and by incorporating feedback into effective strategic and tactical reviews, culminating in appropriate and timely change.

While it is advisable that most organisations pursue these phases in this order – starting with clarifying the strategic vision – you may decide to emphasise or prioritise one phase over another to suit your particular needs. A particular initiative, such as an HIV/Aids programme, may already have an appropriate vision and management support, but may require greater emphasis on planning and delivery. In contrast, your environmental drive may benefit from a strategic review that aligns overall business strategy with an appropriate environmental vision and leadership commitment.

The corporate social investment focus in a number of businesses would most certainly benefit from being aligned with the overall purpose and strategy. Every organisation is unique and you will need to use and adapt these guidelines to best suit your particular needs.

It is recommended that once you have read this section you download and review the SIGMA guidelines to plan your detailed activities.

> We seldom try for that beautiful greatness
> brooding in the mystery of our blood.
> That spirit of the leap into the unknown,
> that joyful giving of the self’s powers,
> that wisdom of going beyond in order to arrive.
> *Ben Okri*, Nigerian writer
Bidvest people deliver

The leading freight management group in sub-Saharan Africa. From freight terminals to international clearing and forwarding, from logistics to marine services, their destination is clear: Keep the wheels of industry turning.
Just over a decade ago, 3663 in the UK set out to proactively tackle environmental issues. This has led to many environmental improvements, inspired employees and helped create a more competitive business.

The business case
In 1995, as a response to growing environmental, employee and stakeholder pressures, 3663 decided to improve its environmental performance. Not only has the company satisfied these stakeholder needs, but this initiative has turned out to be an astute business decision that has enhanced business performance. 3663 is the environmental leader in this industry and continues to work at exceeding environmental legislative requirements and customer expectations.

The programme has resulted in numerous benefits, which include cost savings and improvements in brand awareness, reputation, employee motivation, customer retention, community relationships, operational efficiencies and overall business competitiveness.

Empowering employees
To inspire everyone to create a culture of environmental commitment and continual improvement, better employee participation had to be encouraged. A network of sustainability co-ordinators, all volunteers who expressed a genuine interest in this function, was established to champion the initiative at each site.

There are now over 90 co-ordinators, covering each of the 41 sites, who have taken on this task in addition to their other duties. They fulfil a vital communications function and support site managers in identifying and implementing environmental improvement projects. Their tasks also include environmental auditing, record keeping, reporting and assisting with training and participating in sustainability activities.

Getting started
The environmental programme became the responsibility of the environmental services controller, who is also tasked with health and safety management. A cross-functional environmental steering group was established to assist in guiding the process, developing policies and raising awareness. An environmental mission statement and environmental policy were drawn up to communicate the environmental vision, objectives and guidelines to employees and other stakeholders. Fred Barnes, the then operations director, was a strong supporter of the initiative and ensured board support.

Campaigns build commitment
Campaigns play an essential part in developing awareness, understanding and commitment. An environmental awareness day was used to educate employees about environmental issues, environmental objectives and to collect suggestions for improvements. The best suggestions received prizes and were implemented with the help of employees. A longer-term campaign focused on minimising waste using the Reduce, Re-use and Recycle philosophy. Campaigns are supported by posters, dedicated environmental notice boards, discussions at staff meetings, and newsletters.
Bidvest people back winners

Without a goal there is no purpose. So we back the dreamers and the driven on the sports field, on the race track and in the concert hall. We back them for their spirit that says “excel” and does. Because, what is life without a prize?
Low-hanging fruit
Initial projects focused on areas where easy gains could be made. One project focused on saving electricity, by placing "switch off" stickers on light switches to encourage employees to use lighting only when required. Other projects focused on recycling of paper, cardboard, paper cups and aluminum drinks cans. These initial projects, which aimed to involve as many employees as possible, helped create awareness and in many cases resulted in cost savings. Projects would often be piloted at one or two sites, before being rolled-out to others. With time, more comprehensive and technically advanced projects were tackled, many of which have resulted in cost savings.

Annual sustainability conference
A forum was required to bring together the company’s many sustainability co-ordinators. To this effect, a yearly two-day sustainability conference is held where participants can network, learn and plan upcoming projects. The conference is set to coincide with a 3663 main board meeting. This ensures new environmental projects are supported by senior executives and it allows the company to stay abreast of progress in sustainable development.

Involving the community
As 3663’s level of environmental commitment grew, sites were encouraged to share their newly-gained knowledge and enthusiasm by working with communities on environmental initiatives. Sites have initiated a broad range of projects, which include educational projects for schools, such as the development of school gardens, poster competitions and river clean-up initiatives. Sites also collaborate with communities to resolve mutual issues such as noise pollution and water run-off problems.

A new audited section has been specifically developed within the environmental management system manual to promote community action as part of the company focus on this important area. A community engagement award in partnership with a key customer is also being developed for presentation at the 2009 Sustainability conference.

Environmental management system
In 2001 a decision was made to formalise environmental practices by investing in a certifiable environmental management system, ISO 14001. Since much of the
Measuring performance

All sites are being tasked with setting individual environmental targets and measuring performance against these indicators. This will make 3663’s environmental policy objectives more concrete, ensure deeper commitment and allow 3663 to set targets and report against these at company level. These indicators, amongst others, include recycling volumes and resource consumption of water, electricity and fuel. Site environmental performance, based on compliance with legislation, company standards and ISO 14001 requirements, are monitored and audited within the internal parameters set within the environmental management system.

The future

As legislative requirements and stakeholder expectations grow, 3663 continues to be well-positioned to use its environmental excellence to further improve business competitiveness. The Sustainability board was established in 2006 to take responsibility for social and environmental issues. The board looks at progress within three key areas – environment, product and people and an annual Sustainability report is produced to satisfy the requirements and expectations of all stakeholders.

Key environmental achievements

- Sustainable activities were recognised externally in 2008 with the awarding of a place in the inaugural Sunday Times best green companies list.

Managing the supply chain

Recently, an environmental development manager was appointed to work with own-brand suppliers to improve their environmental standards and credentials by providing an opportunity for suppliers to join an environmental improvement scheme. This scheme is currently voluntary; it is likely to become mandatory in the future for all own-brand suppliers. Suppliers that commit to ongoing improvements are audited and given ratings, which are likely to contribute to a preferred-supplier status. The most improved supplier is formally recognised at the annual sustainability conference.

groundwork of fostering commitment and putting basic systems in place had been done, the certification for all locations was achieved in a record two years. The corporate certificate was the first to be attained by a UK foodservice company and has now been retained for over five years – a ground-breaking industry achievement.

3663 First for Foodservice in the UK – case study
3663 was particularly commended for the involvement, communication, motivation and training of their employees

- The Innovation award at the Motor Transport awards was received in 2008 for the setting up of a programme for recycling waste cooking oil from customers and suppliers for use as bio-diesel in the 3663 fleet.
- The 3663 fleet of 1,100 commercial vehicles is fitted with the most up-to-date Euro engines available at the time of vehicle purchase, which reduces particulate matter and nitrogen-oxide emissions.
- Vehicle parts are salvaged from discarded fleet vehicles. This initiative was introduced a decade ago and has resulted in savings to date in excess of £2 million.
- An ongoing vehicle-routing optimisation initiative has resulted in reduced vehicle mileage and fuel usage, which has resulted in savings of at least £50,000 in the past year.
- Innovative rainwater-harvesting systems are included in new depots and so far two are in use, with a third coming on-stream. The water is used for washing vehicles. Prior to this, recycled water systems were installed in new depots. This initiative has saved 8,662,745 litres of water per year, enough to fill four Olympic-sized swimming pools.
- Ammonia – Glycol refrigerant systems, which help reduce electricity consumption, are now used in the new, larger depots. Over the last two years these initiatives have resulted in savings of £100,400 and 1.66 million kWh of electricity.
- Installation of warehouse lighting systems, utilising low energy bulbs and reflectors has resulted in savings of £53,825 and 750,000 kWh in electricity usage over the last two years.
- A corporate recycling strategy has resulted in 12 depots becoming recycling hubs, where cardboard and plastic pallet wrap from other depots are baled in preparation for recycling. Over the last four years some 4,136 tonnes of waste has been diverted from landfill, generating savings in excess of £563,800, along with additional revenue from recycling of £167,800.
- Approximately 95% of own-brand primary packaging and approximately 65% of own-brand secondary packaging now bear eco-labelling symbols. These symbols provide consumers with recycling and other relevant information.
12 depots have become recycling hubs and over four years, 4,136 tonnes of waste has been diverted saving over £563,800

- Twenty-six own-brand suppliers have committed to ongoing environmental improvements as part of 3663’s supply chain environmental mentoring programme.
- Over 200 products have been reformulated to reduce either fat, salt, sugar or designated additives within the ‘Positive Steps’ healthy eating programme.

In recognition of the high impact that transported foods have on the environment, 3663 has launched a local sourcing initiative to help reduce the food miles and carbon footprint of its products. A food’s carbon footprint is defined as the total amount of CO2 and other greenhouse gases emitted over the full life cycle of its production and transportation (and this includes the product’s food miles – the distance a given food travels to market). The local sourcing initiative has become a source of competitive advantage for 3663 as environmental awareness amongst customers continues to grow. In the EU a range of eco labels, identifying the carbon and ecological footprints of certain food items, is being used and may soon be further encouraged by EU policy-makers. With time, as awareness and regulations develop, one is likely to see the popularity of locally produced and sourced goods escalate.

The 3663 local sourcing initiative now covers half of the UK, and enables the business to serve national customers with local needs. The initiative also helps to reduce food miles and thus energy required to store and transport food products.

3663’s elegantly succinct environmental policy

3663 is committed to continually improving its environmental performance and products through a process of pollution prevention and compliance with appropriate environmental legislation.

Specifically, 3663 aims to:

- Identify and manage the environmental impacts of products, packaging and services and, where possible, work with suppliers to improve overall environmental performance in these areas.
- Manage all wastes appropriately and reduce the burden on landfill by implementing the principles of the waste hierarchy, namely reduce, re-use and recycle.
- Reduce consumption of energy and resources and where appropriate implement a green purchasing policy.

Continual environmental improvements to business operations will be achieved by setting environmental objectives and targets which will be monitored and reviewed through the implementation of an externally recognised environmental management system.

This will be achieved by raising awareness and providing education to all staff and where necessary suppliers and customers regarding the company’s position on the environment, its environmental management system and their responsibilities.
A core belief at Bidvest is that good business and being a good corporate citizen are much the same for any company with a long-term growth strategy. Sustainability has ceased to be a “soft” issue. It is a necessary, and urgent, response to hard business realities in an uncertain world.

_Cyril Ramaphosa_

**Reflection**

Sustainable development is no longer an option and is a “must” for organisations that plan to grow and prosper. Recognising and addressing the challenges of our society does not just present an enormous opportunity, but can in itself become a tremendously rewarding pursuit. Businesses that convert the need for sustainability into a source of employee motivation and organisational innovation will be those that become most nimble in their pursuit of a better business model for all. These will be the success stories of the future.

Bidvest’s focus on sustainable business practice will continue to grow in importance and increasingly determine longer-term planning. As businesses embrace these practices, a new generation of business products, services and models will evolve, and our diversity will allow us to benefit by cross-pollinating winning sustainability ideas.

Our generation will be defined by our ability to tackle our environmental and social ills. Let us rise to the challenge – it is an inspiring undertaking.

**In just a few short years, the prevailing atmosphere has shifted from belief in the near-inevitability of globalization to deep uncertainty about the very survival of our global order. This is a challenge for the United Nations. But it obliges the business community, too, to ask how it can help put things right.**

_Kofi Annan_, former Secretary-General of the United Nations
Further resources

The Limits of Growth

DVDs:
- An Inconvenient Truth (Al Gore);
- The 11th hour (Leonardo DiCaprio);
- The Corporation (Joel Bakan); an entertaining and provocative DVD reviews the nature and role of business (has won numerous international awards).

Short internet movies:
- John Doerr: Seeking salvation and profit in greentech; impassioned presentation, a legendary venture capitalist on climate change and green investment opportunities; www.ted.com/index.php/talks/view/id/128;
- The Story of Stuff; a 20min highly entertaining, if somewhat simplified, review of our wasteful production and consumption patterns; www.storyofstuff.com

Reading material:
- Millennium Ecosystem Assessment; www.millenniumassessment.org

Getting practical

The full SIGMA Guidelines and supportive toolkit documents can be found at www.projectsigma.co.uk.

These additional resources may help businesses clarify their business case for sustainability, develop a sustainability vision and strategy, benchmark industry progress and report on their initiatives:
- A New Mindset for Corporate Innovation; 2008; http://newsroom.cisco.com/dlls/2008/prod_011508d.html
- The Sustainable Business Handbook; www.trialogue.co.za
- GS SUSTAIN, 2007; www.goldmansachs.com or www.unglobalimpact.org
- The Global Reporting Initiative guidelines for reporting on sustainability; www.globalreporting.org
- To Whose Profit? Evolution, Building Sustainable Corporate Strategy; 2004; WWF; www.wwf.org
- Greenhouse Gas Protocol Initiative; www.ghgprotocol.org
- UN Global Compact; www.unglobalcompact.org

Sustainability service providers:

Should you wish to engage South African service providers to assist with your sustainability activities, you can contact one of the following individuals or organisations:
- Robert Zipples: www.bendingthecurve.co.za; zipples@pobox.com; +27 (21) 462 6691
- Incite Sustainability: Jonathon Hanks; www.incite.co.za; jon@incite.co.za; +27 (21) 448 0441
- Michael Rea: reamichael@yahoo.ca; +27 (82) 788 3966
- Trialogue: Rob Worthington-Smith; www.trialogue.co.za; rob@trialogue.co.za; +27 (21) 762 1166
- Dan Sonnenberg: danssonenberg@gmail.com; +27 (73) 088 2267
- Alex Hetherington: www.ahmedia.co.za; alex@ahmedia.co.za; +27 (82) 411 3191
- Living Wealth: Stephen Jacobs; www.livingwealth.co.za; sjakes@iafrica.com; +27 (83) 376 1202
- KPMG Sustainability Services: Shireen Naidoo; www.kpmg.co.za; shireen.naidoo@kpmg.co.za; +27 (11) 647 7111
- ERM: Jeremy Sobol; www.erm.com; jeremy.sobol@erm.com; +27 (21) 702 9100
- SRK Consulting: Don Gibson; www.srk.co.za; dgibson@srk.co.za; +27 (82) 782 9455
- Deloitte: Kimberly van Niekerk; www.deloitte.com; kivanniekerk@deloitte.co.za; +27 (11) 806 5362
- PwC: Alison Ramsden; www.pwc.com; alison.ramsden@za.pwc.com; +27 (11) 797 4658
- Ernst & Young: Jayne Mammatt; www.ey.com; Jayne.Mammatt@za.ey.com; +27 (11) 772-3349
- Promethium Carbon: Harmke Immink; www.promethium.co.za; harmke@promethium.co.za; +27 (11) 706 8185

For further information on these consultants, visit our website: www.bidvest.com

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