

Industry Sustainability Toolkit Project

A review of sustainability resources for industry



INDUSTRY SUSTAINABILITY TOOLKIT PROJECT, A REVIEW OF SUSTAINABILITY RESOURCES FOR INDUSTRY

Acknowledgements:

We are grateful to Joan Cornish and Greg Manning of the Department of the Environment and Heritage for providing advice and support for this study. We are also grateful to members of the Industry Working Group of the National Environmental Education Council (NEEC) for informing this research.

Citation:

'Tilbury, D and Adams, K (2004) 'Industry Sustainability Toolkit Project – A Review of Sustainability Resources for Industry', Report prepared by the Australian Research Institute in Education for Sustainability and Arup Sustainability for the Department of the Environment and Heritage, Australian Government.'

This publication can be downloaded from the Australian Government Department of the Environment and Heritage website at <http://www.deh.gov.au/education> and from the ARIES website at <http://www.aries.mq.edu.au/news.htm>.

Printed on Recycled Paper by Canberra Publishing and Printing

ISBN: 1 74138 048 0

The views expressed herein are not necessarily the views of the Australian Government, and the Government does not accept responsibility for any information or advice contained herein.

Abbreviations:

ABGR	Australian Building Greenhouse Rating
AGO	Australian Greenhouse Office
AICD	Australian Institute of Company Directors
ASX	Australian Stock Exchange
BSR	Business for Social Responsibility
CSR	Corporate Social Responsibility
DEH	Department of the Environment and Heritage
DTI	Department of Trade and Industry
EMS	Environmental Management System
EPA	Environmental Protection Agency
FACS	Department of Family and Community Services
GEMI	Global Environmental Management Initiative
GRI	Global Reporting Initiative
HTML	Hypertext Markup Language
INEM	International Network for Environmental Management
NEEC	National Environmental Education Council
NEPM	National Environment Protection Measure
NGO	Non Governmental Organisation
NZBCSD	New Zealand Business Council for Sustainable Development
IBLF	International Business Leaders Forum
ISO	International Organization for Standardization
LCA	Life Cycle Analysis
PDF	Portable Document Format
PPT	Powerpoint
SME	Small to Medium Sized Enterprise
SRI	Socially Responsible Investment
TBL	Triple Bottom Line Reporting
UNEP	United Nations Environment Programme
WBCSD	World Business Council for Sustainable Development
XML	Extensible Markup Language



Table of Contents

EXECUTIVE SUMMARY.....	1
1 BACKGROUND TO STUDY.....	3
1.1 Industry Engagement with Sustainability	3
1.2 Study Objectives.....	3
1.3 Methodology	3
2 EXISTING MATERIALS.....	4
2.1 Funding and Classification.....	4
3 AUDIENCE	5
3.1 Existing Australian Products	5
3.2 Literature Review and International Products	7
3.3 Needs	13
4 CONTENT	14
4.1 Existing Australian Products	14
4.2 Literature Review and International Products	15
4.3 Needs	19
5 APPROACH	20
5.1 Existing Australian Products	20
5.2 Literature Review and International Products	21
5.3 Needs	24

6 DELIVERY	24
6.1 Existing Australian Products	24
6.2 Literature Review and International Products	25
6.3 Needs	28
7 RECOMMENDATION	28
8 REFERENCES	31



EXECUTIVE SUMMARY

Background

A review of sustainability resources for the business and industry sector was commissioned by the Department of the Environment and Heritage in January 2004 under the guidance of the Industry Working Group, National Environmental Education Council. It was completed in April 2004 and forms stage one of a four-part project with the following objective:

Research and develop an effective and practical resource to simplify the process through which business and industry engage with sustainability concepts.

This recognises that whilst business and industry already have access to a range of informational products designed to assist them in progressing towards sustainability, there has been a relatively slow uptake to date. What is lacking is guidance on practical steps to begin making changes within an organisation.

The review assessed thirty-eight existing Australian products for audience, content, approach and delivery and also considered overseas products which exemplify best practice as identified in the literature. A recommendation was made for stage two of the project.

Summary of Findings

The majority of the Australian products reviewed are aimed at businesses in general although some do target small to medium-sized enterprises (SMEs) or particular industry sectors. Few target specific job functions although some are aimed at senior managers, who can act as 'key multipliers' to extend the reach and impact of a product.

Most products focus on short-term rather than long-term outcomes and, although voluntary, use 'sticks' as well as 'carrots' to promote sustainability.

Few organisations funding or developing these products appear to be putting them into practice themselves.

The literature notes that cost savings are the key drawcard for organisations although less quantifiable benefits such as staff commitment may also encourage the uptake of sustainability. Given the pay-back times associated with some sustainability initiatives companies with a short-term outlook are less likely to adopt them than organisations with longer-term strategic objectives. Internally a top-down approach to the implementation of sustainability is prevalent. External influences include industry associations, investors and pressure from higher up the supply chain. Lack of resources and time are the barriers to engagement with sustainability most frequently mentioned in the literature.

There are many differing interpretations of sustainability amongst the Australian products reviewed. The majority look at sustainability in general while others consider triple bottom line (TBL) reporting. In terms of specific topics, cleaner production/eco-efficiency is the content type covered by the highest number of products, followed by eco-design. Environmental considerations are the sole focus of over a third of the products reviewed. The sustainability agenda is fast changing yet few products have been updated since launch.

The literature notes that companies are struggling with sustainability information overload and untargeted resources. The content of many Australian and international products duplicates, overlaps and even conflicts with the content of other products. In addition the literature identifies an overwhelming array of international standards and guidelines also applicable to Australian companies. Between them these cover hundreds of sustainability issues. Some overseas products are now attempting to consolidate such standards and guidelines, including socially responsible investment (SRI) criteria.



The majority of the Australian products reviewed are guides - providing background information and/or listing requirements. The products are generally better at describing the 'what' than the 'how' and the approach is usually prescriptive. Several of the products take a self-assessment approach and often this takes the form of a checklist. Others require that companies develop action plans and report against them. Some products facilitate data input for collation and dissemination externally, but few products encourage genuine two-way communication.

The literature notes that although TBL reports promote transparency, a focus on outputs such as these can distract companies from the harder challenges associated with the organisational change that is needed to embrace sustainability. Most Australian and international products provide a one-way dissemination of information from 'experts' to companies, which can increase knowledge, but does not necessarily lead to change. This type of product is seen as educating about sustainability rather than educating for sustainability. The guiding principles underpinning the latter include visioning, relevance, critical thinking and participation. These are means of building capacity, developing ownership and motivating change towards sustainability.

The vast majority of the Australian products are delivered in portable document format (PDF). Some files are large and take several minutes to download depending on connection speed. Several products, and particularly those from federal and state governments, have overcome this by also making the material available on web pages. A number of products are available in hard copy, but few have been produced in a sustainable manner. The more interactive products generally use proprietary software which needs to be downloaded onto a user's computer and is often viewed through a web browser.

The literature notes that interactivity is about action and response, allowing greater flexibility and maintaining user interest. None of the products reviewed from Australia or overseas are highly interactive. However the

literature does warn that the presence of interactivity does not automatically mean the educational experience has been enhanced and cautions against over-engineering, especially for product components that will need to be frequently updated. The literature emphasises the importance of including end-users during the product development stage with the incorporation of regular usability assessments into the project plan. Accessibility issues should be a key consideration. The literature also emphasises the importance of human support and encouragement in the form of peer tutoring and professional coaching/mentoring to accompany online product delivery.

Recommendation

The findings of this study indicate that there are many products already available to help companies prepare TBL reports and improve environmental performance by making operational changes. What is unclear is the extent to which such activities contribute to the development of deep and lasting sustainability cultures within these organisations and other organisations that they deal with.

Based on the findings and needs identified, the recommendation for stage two is for an action research project to engage participants from selected companies in managing change towards sustainability. Participants will plan, implement and reflect on a number of actions to (a) improve the effectiveness of TBL reporting and other processes as drivers for developing an internal sustainability culture and (b) influence external suppliers to address sustainability in their own management and operations.



1 BACKGROUND TO STUDY

1.1 Industry Engagement with Sustainability

Industry engagement with sustainability is difficult to measure. However a survey of 98 mainly publicly listed companies by the Corporate Citizenship Research Unit, Deakin University, found that only 2% believed Australian industry was currently leading the way in corporate citizenship issues, while 53% rated Australian industry as performing below average in this area (Birch 2002). Additionally a recent review of 14 business surveys by Deni Greene Consulting found that businesses do not appear to feel significant commercial, customer or stakeholder pressure to go 'green' (Environmental Manager 2004).

Statistics on sustainability reporting are easier to measure, although it is noted that the production of a report does not necessarily mean that a company is engaged with sustainability. In a global study, Stratos (2003) found that only 14% of the top 100 companies (by revenue) in Australia had prepared sustainability reports in 2003, compared to 36% in the US, 49% in the UK and 72% in Japan.

The National Environmental Education Council (NEEC) has been investigating industry engagement with sustainability and in its submission to the recent 'Employment in the Environment: Methods, Measurements and Messages - Inquiry into Employment in the Environment Sector', the Department of the Environment and Heritage highlighted the following issues arising from report commissioned by the NEEC (quoted in House of Representatives Standing Committee on Environment and Heritage 2003):

- There is limited understanding of environmental concepts and approaches. Many companies have not heard of eco-efficiency or environmental management systems.

- Corporate citizenship is often taken to mean philanthropic activities, and along with environmental considerations, is regarded as marginal to core business.

Regardless of the terminology used – corporate sustainability, corporate citizenship, corporate responsibility or going 'green' – industry engagement with sustainability in Australia is not highly developed.

More encouragingly, however, the same survey by Deakin University found that while only 8% of companies considered themselves to be industry leaders in corporate citizenship, 28% were willing to see themselves as industry leaders in this area in 5 years time (Birch 2002).

1.2 Study Objectives

This study was commissioned by the Department of the Environment and Heritage (DEH) under the guidance of the NEEC Industry Working Group. It forms stage one of a four-part project with the following overriding objective:

The objective of this project is to research and develop an effective and practical resource to simplify the process through which business and industry engage with sustainability concepts.

The brief outlines stage one of the study as consisting of:

1. Background research including, but not limited to the target audience, format, delivery mechanism and existing materials.
2. Recommendations for the development of an effective resource based on initial research.

1.3 Methodology

The study reviewed and classified 38 Australian products designed to engage industry on various aspects of sustainability. These were primarily identified from the further resources sections of sustainability guides and by



using sustainability portals such as Sustainable Development Online and Greenbiz.

The products were reviewed and categorised for audience, content, format and delivery – which translates as the ‘who’ & ‘why’, the ‘what’ and the ‘how’ of existing resources.

Key corporate sustainability literature was then reviewed to expose further considerations in the areas of audience, content, format and delivery with a view to identifying options for potential ways forward.

This was complemented with a review of existing international products in order to identify best practice in the four areas. In this respect the first part of the research is descriptive.

Key findings were then distilled into needs, and a recommendation for the next phase of this project was developed in conjunction with the NEEC Industry Working Group. In this respect the second part of the research is normative.

2 EXISTING MATERIALS

2.1 Funding and Classification

Federal government, state governments, industry associations, companies and one university funded the 38 products reviewed (see Figure 1 below). The products were often a result of collaborative efforts between organisations. Three products were developed in partnership with non-governmental organisations (NGOs). Two products were produced as a result of international collaboration and in both cases the United Nations Environment Programme (UNEP) was involved. Most of the products were developed in conjunction with stakeholders with further feedback being sought after launch. However only two products, the Greenhouse Challenge and the National Packaging Covenant, have been formally evaluated and the results made public.

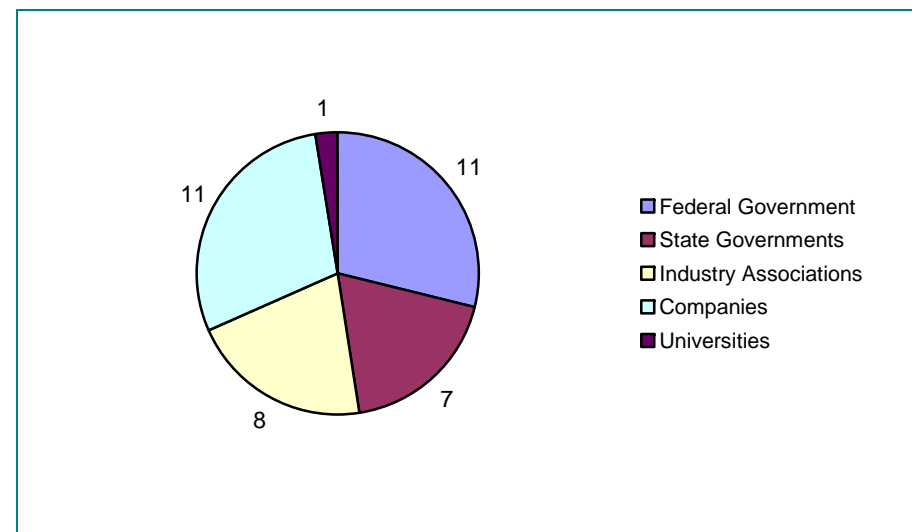


Figure 1 Funding Sources

30 of the 38 products are available free of charge. All products can be used by the target audience themselves – proprietary products that require input from consultants, for example, were not included. Nor were workshops that require an external facilitator, although it is still important to learn from such approaches. Regulation and other compulsory mechanisms were also excluded.

The products were grouped into four categories:

- Guides (information, steps in process)
- Databases (data management, report generation)
- Standards (voluntary codes, covenants)
- Surveys (data input, verification)

More than half the products reviewed were classified as guides.



Where products were reviewed using supporting secondary documentation alone they were listed as ‘not sighted’. Likewise those that have not yet been officially released were listed as ‘under development’.

The products were reviewed for audience, content, approach and delivery (see appendix 1 for full listing).

3 AUDIENCE

3.1 Existing Australian Products

More than half the products reviewed are aimed at businesses in general. Some have an even broader scope that also includes local government and other organisations. Five of the products are targeted specifically at small to medium-sized enterprises (SMEs). Others are targeted at industry sectors (see Figure 1).

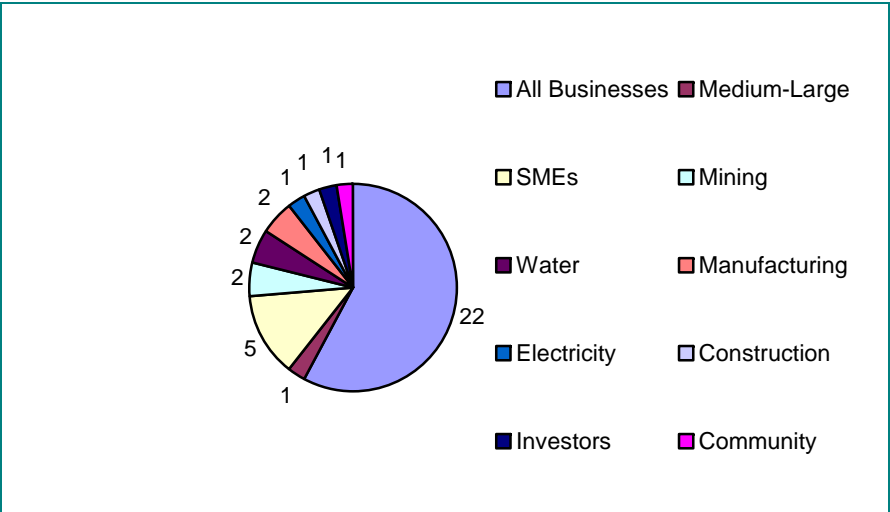


Figure 2 Target audience

Two of the products reviewed are designed for use by external stakeholder groups (investors and the community) to exert influence on business.

Few products target a specific job function within a company, although some, such as the Group of 100 Guide to Triple Bottom Line Reporting, are designed for senior managers and executives.

The advantage of this approach is that senior managers are likely to engage with other people in their companies and therefore improve the reach and educational impact of the product. In this respect senior managers can be considered ‘key multipliers’. The Greenhouse Challenge includes resources to help managers engage board members, technical staff and other employees.

The Greenhouse Challenge also encourages ‘Greenhouse Allies’ whereby participants partner with small businesses to provide support and mentoring and so exercise domestic influence.

In addition to individual cooperative agreements with individual companies, the Greenhouse Challenge offers facilitative and aggregate cooperative agreements whereby representational bodies, such as industry associations, agree to support and actively encourage their members to join the challenge. The evaluation of the Greenhouse Challenge found that “the work of industry associations has assisted significantly in recruitment efforts” and that “associations have also played a key role in the development of tailored approaches and methodologies for key sectors” (AGO 1999).

Teachers and trainers are ‘key multipliers’ in the more traditional sense and one of the products reviewed targets them directly - the Best Practice Environmental Management in Mining Training Kit from DEH which includes suggestions for workshop activities.

Businesses aren’t required by legislation to use any of the products. Indeed the National Packaging Covenant takes the converse approach and



exempts participating businesses from the National Environment Protection Measure (NEPM) using a self-regulatory method.

The Greenhouse Challenge evaluation found that “a voluntary approach has been advantageous for participants, allowing them to take actions that are consistent with their circumstances without adversely impacting on their competitiveness” and that “it has also facilitated a dialogue and sharing of information between government and industry” (AGO 1999).

As use of the products is voluntary most products ‘sell’ themselves to the audience with the following benefits:

- Cost savings (through increased efficiency, compliance)
- Time savings (from targeted information, reduced jargon)
- Stakeholder recognition (through awards, accreditation)

Cost savings are often achieved through improved environmental performance and this is the focus of many of the products reviewed. Reduction in energy consumption, for example, can be used as a ‘way in’ for sustainability change in organisations, as demonstrated by the success of the Australian Building Greenhouse Rating Scheme (ABGR) and associated tools.

Some products use more of a ‘carrot and stick’ approach. Reputex, for example, publishes a company’s rating whether it decides to provide information or not.

The focus is predominantly on issues where short-term outcomes are realised. Longer-term outcomes such as investor confidence and enhancing the attractiveness for socially responsible investment are also apparent in some products. In addition, meeting the expectations of stakeholders and improving competitive advantage in the supply chain are other outcomes identified.

As part of its evaluation of the Greenhouse Challenge the Australian Greenhouse Office (AGO) surveyed non-participants and identified a number of impediments to participation. These include (AGO 1999):

- Lack of sufficient time or resources
- Not believing emissions are significant to warrant participation
- Not seeing any financial benefits of participation
- Already participating in related State programs
- Uncertainty in current policy environment
- Uncertainty in relation to future emissions trading arrangements

It would seem that public and private funding bodies can be beaten by such impediments too as there is limited evidence that many are ‘walking the talk’ by using their products themselves to engage with sustainability. In 1999 the Greenhouse Challenge evaluation noted “only a low level of participation has been achieved in the government sector, including Commonwealth agencies” (AGO 1999) although this does appear to be changing as the Australian Government encourages more agencies to join the Greenhouse Challenge as part of its ‘Greening of Government’ initiative. This initiative also includes a commitment to the National Packaging Covenant and a Model Environmental Management System (EMS) which has subsequently been used by the Victorian State Government as the basis for its EMS rollout (DEH 2004).

In another area the Department of Family and Community Services (FACS) is certainly demonstrating leadership as it has used its own Guide to Reporting against Social Indicators and DEH’s Guide to Reporting against Environmental Indicators to produce its first Triple Bottom Line report (FACS 2004). It is understood that the Department of the Environment and Heritage will soon be following suit. Similarly Energex, sponsor of the Towards Leadership Code, states in the product introduction that it has



already assessed itself against the Code for trial purposes and integrated it into its existing auditing processes. This is harder to verify.

Key findings:

- Most products are aimed at businesses in general
- A number of products target SMEs
- Some products are designed for industry sectors
- Industry associations can play a key role
- Few products target specific job functions
- Few products target key multipliers
- Most products focus on short-term outcomes
- Few funding bodies appear to be 'walking the talk' themselves

3.2 Literature Review and International Products

The literature contains extensive discussion on why businesses do, or should, engage with sustainability, although company or even industry specific arguments aren't common. Drivers of change can be internal or external and the driver most often listed by the literature (and the 38 products reviewed) is cost saving – for example through increased efficiency and compliance.

Calculating potential cost savings

The Benchmarkhotel product allows hotels to create a personal operational profile and enter data on six environmental impact categories. The product then generates a report comparing performance with other similar hotels and details the cost savings that could be accrued by improving performance. To support this it also generates a list for each category of effective actions that have been taken by hotels around the world. (www.benchmarkhotel.com)

Cost reduction is relatively easy to quantify and delivers on Trewin's proposition that "to achieve long term change, educators must convince business owners and managers that improved environmental practice will deliver economic benefits". As a result of this Trewin believes that that "the most promising motivators will come from two areas – regulation, and business growth and increased profits" (Trewin 2004).

These are examples of Glazebrook's (2001) 'imperatives', the other two types of incentive he identifies – 'accolades' and 'opportunities' – are harder to quantify. Suggett & Goodsir (2002) list some examples:

- Community and employee expectations
- Scrutiny related to socially responsible investment
- Environmental and social risk assessment
- Reputation-ranking
- The changing voice of the not-for-profit sector
- Certification - peer and customer pressure

The research indicates that these less quantifiable drivers can also be important to businesses in Australia. For example in a recent project



involving 18 SMEs “about 30% saw sustainability initiatives as a key means of improving staff commitment or performance, or attracting or retaining more talented or diverse staff” (Condon 2004).

Building the business case

SIGMA's Business Case Tool provides a 5-step process for developing an organisation-specific case for addressing sustainability plus a list of key impact areas for consideration and an example format. (www.projectsigma.com/Toolkit/BusinessCase.asp)

Where the benefits to a company aren't immediately obvious or measurable, an approach such as the matched funding provided to businesses through the NSW Government's \$5 million 'Profiting from Cleaner Production – Industry Partnership Program' can support the wider acceptance of corporate education and change programs (Trewin 2004).

Some of the drivers listed above by Suggett & Goodsir reflect Goldsmith & Samson's (2002) proposition that while many motives for adopting sustainable development practices occur at the enterprise level, some motivation can be expected to be evident at industry level. They cite additional factors such as standards and codes, industry agreements, targets and initiatives, market-based incentives and competition. In many cases these are led by industry associations. Condon (2004) notes that SMEs most often rely on industry associations and newsletters for information about training and education. Industry consultation commissioned by the NEEC in conjunction with DEH also found that industry associations want to be involved as partners in industry engagement with sustainability (Ecos Corporation 2003).

Developing industry association sustainability strategies

The UK Department of Trade and Industry (DTI) has developed a Sector Sustainability: Best Practice Strategy Toolkit to guide sector organisations through a seven stage process for developing a sectoral sustainability strategy. (www.dti.gov.uk/sustainability/bo/sa.htm)

A survey of 98 top 500 Australian companies by the Corporate Citizenship Research Unit at Deakin University recorded that 40% of respondents saw championing corporate citizenship as a potentially good career move, while 60% saw it as career neutral or not a good move (Birch 2002).

The same survey found that 16% of respondents considered employees themselves to be the most important people driving the corporate citizenship agenda, 15% thought the board, 23% said management, 33% CEO, 8% community, 5% external stakeholders and 4% government (Birch 2002). This indicates that a top-down approach is preferred. The industry consultation commissioned by NEEC and DEH found that CEO leadership is essential for industry engagement with sustainability (Ecos Corporation 2003).

Targeting senior management

UK think tank and consultancy SustainAbility's The Power to Change offers practical recommendations to boards of directors on how they can address sustainability issues through leadership, engagement, alignment, diversity, evaluation and responsibility. (www.sustainability.com/publications/latest/power-to-change.asp)



Targeting job functions

Weiser & Zadek's *Conversations with Disbelievers* aims to persuade companies to address social challenges by focusing separately on the needs of marketing & sales managers, human resources managers and operations managers. (www.zadek.net/conv_dis_download.html)

Crawford & Longfield (2004) disagree with the top down approach arguing that "change happens at the level of the individual" and that "organisations change because the thinking, behaviours and actions of the individuals that make them up change". They also contend that "sustainability programs imposed externally generally are short lived and unsuccessful" meaning "leadership from the inside is necessary for lasting sustainability initiatives to be integrated into the fabric of an organisation" (Crawford & Longfield 2004).

Dunphy et al (2003) note that ideally change agents have the following characteristics:

- Goal clarity
- Role clarity
- Relevant knowledge
- Relevant competencies and resources
- Self-esteem

A range of external stakeholder groups including the government, investors and the community can also exert pressure on companies to engage with sustainability.

Targeting stakeholder groups

UNEP is currently developing a multimedia CD-ROM to house documents on cleaner production. The content is organised to suit the requirements of various stakeholders such as business, industry, government, facilitators, financing institutions and the community with stakeholder-specific learning zones. It is intended the CD-ROM will serve as a one-stop resource for many people promoting and practicing cleaner production. (www.uneptie.org/pc/cp)

The industry consultation commissioned by NEEC and DEH noted that the attitude of (and pressure exerted by) the financial community is critical to the way other companies in other sectors view the issue of sustainability (Ecos Corporation 2003). Dunphy et al (2003) contend that "there is no more powerful pressure for change than the withdrawal of investment from public companies or the flow of capital to them".

Targeting specific business units

The FORGE Group's *Corporate Social Responsibility: Guidance for the Financial Services Sector* addresses the risks, benefits, challenges and possible action points for a number of different business units in the financial services industry (general insurance, life assurance, fund & asset management, property portfolio management, retail banking, commercial investment & corporate lending and debt recovery services). (www.bba.org.uk/bba/jsp/polopoly.jsp?d=123)

The 'Mays Report' concluded that "long term investors such as superannuation and insurance funds are most exposed to the social and environmental risks embedded in the companies in which they invest" (Mays 2003).



Demonstrating shareholder value from EHS

The Global Environmental Management Initiative (GEMI) Clear Advantage: Building Shareholder Value product outlines a process for company investor relations managers to measure and disclose the contribution of Environment, Health & Safety (EHS) to enhanced market valuation. (www.gemi.org/docs/PubTools.htm)

96% of all shares owned institutionally in 2000 were subject to some form of shareholder activism mainly through direct contact by the fund with Management or the Board of the company (Birch 2001b). The 'Shareholders' Project' found that "large superannuation funds and investment houses say they can exert influence on the policies and operations of individual companies in which they hold shares, but small ones feel impotent to do so" (emphasis added) and that "collective action seems to be gaining ground, especially among smaller funds" (Birch 2001b).

Helping trustees engage with companies

Just Pensions in the UK has released a Guide for Trustees and Fund Managers which includes a toolkit with methods and questions for engaging with companies. (www.uksif.org/J/Z/Z/lib/2001/05/jp-hbook/index.shtml)

Shareholder action can also come from other areas – for example in 2002 the Wilderness Society backed resolutions to the Commonwealth Bank and National Australia Bank calling on them to cease investing in or loaning to companies damaging old growth forests (Deni Greene Consulting 2003). In addition green or ethical shareholders' groups have been formed for a number of Australia's major listed companies (Deni Greene Consulting 2003).

The 'Western Australian State Sustainability Strategy' further makes the point that "government has an important role to play in encouraging a greater proportion of capital to be directed to sustainability" and that "in particular small and medium size businesses often have difficulty accessing ethical investment funds" (Government of Western Australia 2003).

Attracting investment for sustainable enterprises

The International Institute for Sustainable Development (IISD) EarthEnterprise™ Toolkit contains advice and checklists for SMEs and entrepreneurs seeking investment for sustainable products and services and lists American and Canadian sources of capital for sustainable enterprises. (www.iisd.org/publications/publication.asp?pno=307)

In the words of Australian Stock Exchange (ASX) Managing Director Richard Humphrey "one of the most important features of today's market is that well over half the value of Australia's total market capitalization is held in Australia, by Australians". Australia has the highest shareowning population in the world (Birch 2001b) with 52% of Australian adults owning shares and ownership of shares by women on the increase (ASX 2000).

60% of these shares are held indirectly (Australian Stock Exchange 2000) and the 'Shareholders' Project' found that "it is most unusual for a fund to consult its members before deciding to intervene" (Birch 2001b). Indirect owners generally leave the decisions to up to the fund managers. However indirect owners do have the option to switch funds and the same research by the 'Shareholders' Project' indicated that 80% of respondents would opt for the ethical stream if offered the choice by their superannuation fund (Birch 2001b). It is unclear whether this is happening in practice though as the study also found that only 8% of the 46% who had heard of ethical investing had actually supported it (Birch 2001b).

It is clear, however, that socially responsible investment (SRI) has been growing dramatically in Australia, rising to at least \$21.3 billion by 30 June



2003 – more than double the figure recorded two years previously (Deni Greene Consulting 2003). A survey conducted for the Ethical Investment Association (EIA) in 2003 identified 63 SRI managed funds (up from 46 in 2001) and 30 superannuation funds offering their members SRI options (Deni Greene Consulting 2003).

With 40% of shares held directly, the findings of the 1999 Millennium Poll on Corporate Social Responsibility that 45% of respondents in Australia felt that companies should set higher ethical standards and help build a better society for all (Birch 2001b) have significance. They also make an interesting comparison with the mere 2% of business leaders that see the role of the company as exceeding all laws, setting a higher ethical standard and helping build a better society for all (Trewin 2004).

Private investors may want to influence sustainable corporate behaviour, but it is unclear if they feel empowered to do so. The 'Inquiry into Employment in the Environment Sector' notes concerns that investors do not always appreciate the distinctions between different approaches and that the terminology is loosely applied in some instances and relies on different interpretations. It therefore makes the following recommendation:

"The Committee recommends that the Australian Securities and Investment Commission:

Develop standardised terminologies and methodologies, which can be used by the investment community and consumers, to measure and verify the claims made in relation to socially responsible investment;

Undertake an awareness raising program to increase consumer understanding of the range of socially responsible investments, and the methodologies and terminologies associated with them; and

Develop guidelines to assist industry in preparing product disclosure statements and to enhance consumer understanding of product disclosure

statements." (House of Representatives Standing Committee on Environment and Heritage 2003).

Similarly, the 'Western Australian State Sustainability Strategy' records an action "to develop an education program on the opportunities of sustainability investment for business and the wider community" (Government of Western Australia 2003).

Encouraging action by individual shareholders

The Social Investment Forum Shareholder Action Network provides information on screening, shareholder advocacy, community investment and social venture capital along with suggested actions that individual investors can take to promote socially responsible investing in the US. (www.socialinvest.org)

A survey by the Australian Chamber of Commerce and Industry (ACCI) revealed that 21% of large businesses consider "community pressure" a motivator for improved environmental performance (Trewin 2004). However, the 2002 Australian Bureau of Statistics (ABS) publication 'Environment by Numbers' found that Australians have become less concerned about environmental issues with 62% expressing concern compared to 75% ten years previously. In addition only one in ten of the people expressing concern about environmental problems had registered their concern through action. Of the 8% that did take action, 37% signed a petition, 33% wrote letters, 27% used the telephone and 6% participated in a demonstration. Seven per cent of Australians stated that they belonged to an environmental group and 20% donated time or money to environmental protection – down from 28% in 1992 (quoted in House of Representatives Standing Committee on Environment and Heritage 2003).

Community and consumer pressure is one form of influence but "it is perhaps in business to business strategies that the more dramatic shifts in industry behaviour can be achieved" (House of Representatives Standing



Committee on Environment and Heritage 2003). Some Australian companies, such as Westpac and IAG, have started paying attention to the sustainability impacts of their supply chains. This can help protect business continuity (Mays 2003). The 'Inquiry into Employment in the Environment Sector' made the following recommendation on the development of a toolkit for industry:

"Included in such a toolkit should be practical assistance to enable companies and suppliers to work cooperatively with the aim of 'greening' supply chains. This assistance would provide a greater incentive for SMEs to shift business practices towards more sustainable measures. It would also assist in establishing cooperative networks to progress SMEs to implement sustainable development and reporting" (House of Representatives Standing Committee on Environment and Heritage 2003).

Implementing a sustainable supply chain

The New Zealand Business Council for Sustainable Development (NZBCSD) has produced a practical Business Guide to a Sustainable Supply Chain which details five steps to implementing a sustainable supply chain with a number of suggested models and templates. (www.nzbcscd.org.nz/supplychain)

Support for the advancement of supply chain criteria was echoed by the industry consultation commissioned by NEEC and DEH which found that government itself could exert significant influence in this area with its procurement policies and purchasing power (Ecos Corporation 2003). This is being addressed to a certain extent by the preparation of voluntary environmental purchasing tools, in the form of guides and checklists, for Australian Government procurement officers (DEH 2004). A further suggestion from the industry consultation was to identify where the target audience goes for business advice and to use that as a channel for sustainability (Ecos Corporation 2003).

Lack of resources and time are the barriers to industry engagement with sustainability most frequently mentioned in the literature. In terms of cost Trewin (2004) found that managers and owners are less interested in long-term business growth than in immediate savings and rarely invest in initiatives that have payback periods beyond 2 or 3 years. This ties in with Goldsmith & Samson's (2002) proposition that enterprises with long run strategic objectives are more likely to benefit from, and therefore adopt, a high degree of enterprise sustainable development orientation.

In addition to a lack of resources and time, Condon (2004) adds the following barriers to uptake discovered in a study of SMEs:

- Lack of understanding of environmental legislation
- Assumed little benefit in cost reduction
- Risk management not considered
- Small numbers of staff with little or no expertise
- 'Champion' if replaced may mean loss of knowledge and expertise
- Close working relationship with owner or manager
- Impacts and aspects of businesses are very diverse therefore interest in sustainability is varied
- Expertise is too expensive
- Management systems considered unnecessary
- Poor image of the industry does not attract suitable people

The industry consultation commissioned by NEEC and DEH uncovered further factors including confusion from terminology and endless acronyms, a lack of clear steps relevant to business, hostility to change and the perceived threat from NGOs (Ecos Corporation 2003). Carolin (2004) identifies another perceived threat, suggesting that amongst employees themselves there is also a fear that environmental indicators are an



invasion of work space and a new way for management to measure individual performance.

Suggett & Goodsir (2002) looked at the reasons three larger companies were taking a 'wait and see' attitude to sustainability reporting:

Fosters:

- No demonstrable business case or benefit to warrant additional expenditure
- Stakeholders not demanding more information
- Environmental and social concerns already built into the business strategy
- Will wait until expectations and processes are clearer

Woolworths:

- Not a priority for the retail sector and no obvious benefits
- Already active in local communities and enjoys community support
- Current communication outlets are working well
- Could gradually expand the scope of information

AXA:

- Expanding measurement and reporting not a business priority

Key findings:

- Industry associations can encourage corporate sustainability
- Within companies a top-down approach is prevalent
- Institutional investors can influence corporate sustainability
- Private investors can influence corporate sustainability, but may not feel empowered to do so
- Larger organisations can encourage sustainability in the supply chain through their purchasing decisions
- Lack of resources and time is the main barrier
- The sustainability 'pay-back' period is an obstacle for companies without long term strategic objectives

3.3

Needs

The findings of the existing Australian products, literature review and international products suggest that the development of the new resource should take into consideration the following audience needs:

- Industry sector approaches (possibly via industry associations)
- Job function specific approaches
- Resources for senior management or other key multipliers
- Support for institutional investors, especially small funds
- Support for private investors
- Rationalisation of SRI terminology
- Support for sustainable supply chains



4 CONTENT

4.1 Existing Australian Products

There are many differing interpretations of sustainability amongst the products reviewed. Ten products focus on corporate sustainability in general (the term 'corporate sustainability' is used here in its broadest sense, referring to an organisation's engagement with economic, social and environmental aspects of sustainability) (see Figure 3 below).

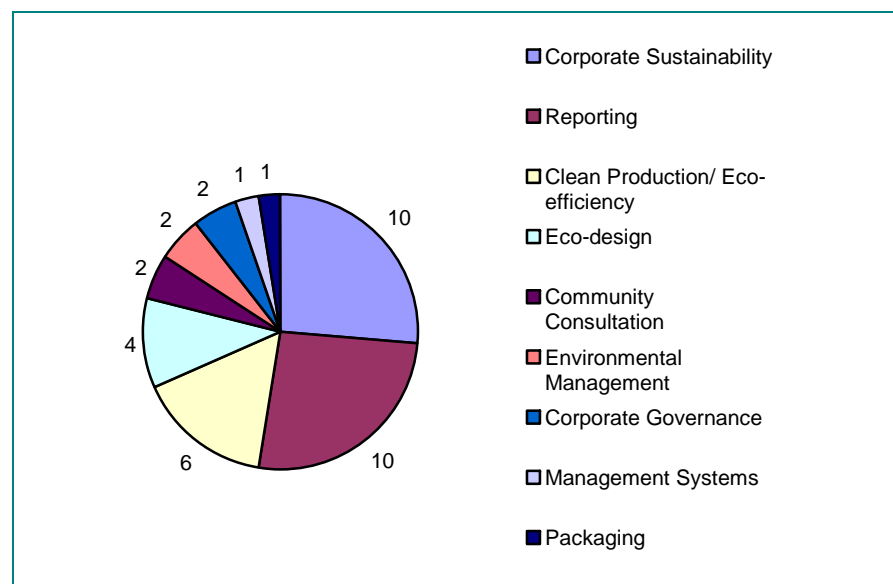


Figure 3 Content Type

Ten products address sustainability reporting – either TBL (6), environmental indicators (3) or social indicators (1).

In terms of specific topics, cleaner production/eco-efficiency is the content type covered by the highest number of products, followed by eco-design.

Environmental considerations are the sole focus of over a third of the products reviewed.

References to other Australian and international products are included in most products, usually in a 'further information' section. Some products, such as the Group of 100 Guide to Triple Bottom Line Reporting and the DEH Eco-Efficiency Information Kit for Australian Industry, seek to add value by selecting the most relevant resources and providing jargon free explanations and comparisons. However it is not clear how or why particular products were selected for inclusion.

Some products incorporate other products, usually international, for example the ESAA Code of Environmental Practice, which takes into account ISO 14000 and the International Chamber of Commerce 'Business Charter for Sustainable Development: Principles for Environmental Management'. The majority of the reporting products endorse the Global Reporting Initiative (GRI) and some seek to frame this in an Australian context.

As discussed above, some products are designed for SMEs or industry sectors and the content is targeted accordingly. VicWater's Triple Bottom Line Reporting Guidelines take this a step further with content tailored to the water industry in Victoria. Other products are customisable, for example StakeholderEngage™ allows the user to reject certain categories and create new ones.

Sustainability is a rapidly evolving area and the developers of some products commit to updating and improving content on a regular basis. For example the Towards Leadership Code states that it will be reviewed every 2 years and ISFA Guide for Fund Managers and Corporations has been updated 4 times since 1995. Other products, however, have not been updated since being launched 5 years ago.



Key findings:

- Most products look at corporate sustainability in general
- Many products advise on sustainability reporting and indicators
- Many products focus on environmental issues only
- Some products try to simplify by incorporating other products
- Few products are updated on a regular basis

4.2 Literature Review and International Products

Goldsmith & Samson (2002) describe a key issue facing businesses trying to engage with sustainability:

“Practitioners are confused and frustrated by the overlapping, conflicting and costly methods which they are pressured to adopt in the name of sustainable development. It is not clear how these methods relate to the interests of a particular business. Perhaps more importantly, there is little basis for the determination of the efficiency and effectiveness of these methods. The tacit assumption appears to be that the more sustainable development practices you do, the better things will get. This runs against generally accepted notions of business excellence.”

Crawford & Longfield (2004) are in agreement, pointing out the operationalising sustainability is not necessarily about doing additional things, but rather about doing existing things in new ways.

SMEs in particular struggle with information overload and untargeted resources from ‘well meaning’ information suppliers (Carolin 2004).

Categorising and summarising tools

Between them, the Sustainable Development Online and GreenBiz portals list and summarise hundreds of tools to help companies engage with sustainability. Sustainable Development Online categorises them by tool type and aids navigation with a search function. GreenBiz classifies them as aiding communication, facilities, operations, product life cycle or strategy. (www.greenbiz.com/toolbox and sd-online.ewindows.eu.org/Tools)

It has been seen that a large number of sustainability products have already been developed in Australia and there are more to follow – for example Action 6.26 of the ‘Western Australian State Sustainability Strategy’ commits to creating a partnership project with the Chamber of Commerce and Industry and the Australian Corporate Citizenship Alliance to create corporate social responsibility (CSR) guidelines for Western Australia (Government of Western Australia 2003).

The recent ‘Inquiry into Employment in the Environment Sector’ recommended that “the Australian Government establish a centralised site for collating and making available comparative company triple bottom line reports and environmental performance reports” (House of Representatives Standing Committee on Environment and Heritage 2003). In addition to the listing of reports that is currently being updated on the Department of the Environment and Heritage website, there are a number of overseas developed portals that collate corporate sustainability reports.

Classification of sustainability reporting content

The World Business Council for Sustainable Development (WBCSD) Sustainable Development Reporting Portal allows users to view corporate sustainability reports by company, sector, year and content. (www.sdportal.org)



The same inquiry found that while TBL reporting is increasing, much of the guidance and assistance is not tailored to the specific content and limited resources of smaller enterprises. It recommended that the Australian Government:

“Develop, as part of the small to medium enterprises set of environmental tools, an adaptable software package that would facilitate assessment and reporting; and

Develop a set of measuring tools, appropriate to small to medium enterprises, to introduce companies to basic environmental performance assessment and reporting” (House of Representatives Standing Committee on Environment and Heritage 2003).

This correlates with the findings to date of the NEEC which were the starting point for this current study.

It has been noted that the National Centre for Sustainability in Victoria is already developing a product along these lines and that there also exist a number of international products that specifically target SMEs.

Sustainability reporting for SMEs

The SME Key from the European Business Campaign on Corporate Social Responsibility is an online support tool incorporating a step-by-step process for documenting, measuring and reporting sustainability activities and also provides a database of SME responsible business practices. It is currently being used in 7 European countries. (www.smekey.org)

The emphasis on TBL reporting products is seen overseas as well as in Australia with a large number of products addressing this issue.

Sustainability reporting for beginners

The Government of Canada’s Sustainability Reporting Toolkit provides simple steps to prepare an effective sustainability report for companies that haven’t reported before. (www.sustainabilityreporting.ca)

Developing industry association reporting

The UK Department of Trade and Industry (DTI) has produced a Sector Sustainability: Best Practice Reporting Toolkit which steps sector associations through the process of producing a sector sustainability report (stakeholder engagement, structure & format, content, data analysis, report writing, design & production) with tips and links to other guidelines (such as its Sector Sustainability: Sustainability Strategy Toolkit). (www.dti.gov.uk/sustainability/bo/sa.htm)

Many of these products are based on the GRI and therefore have relevance for companies in Australia. In January 2004 the GRI issued a request for proposal for the development of a ‘Reporting Portal’ to include the following components:

- Central repository for data from sustainability reports
- Data search/benchmarking tools for report readers
- Reporting wizard for assistance in the creation of reports
- Information exchange (eg. best practice, training modules)

Given that the GRI ‘Sustainability Reporting Guidelines’ were rated the second most influential external standard on CSR reporting in a recent World Bank survey (World Bank Group 2003) it is likely that if developed,



this 'Reporting Portal' will enjoy widespread support and may make some other products redundant.

In the same World Bank survey the most influential external standard was found to be ISO 14000. The International Organization for Standardization (ISO) is currently investigating the desirability and feasibility of a 'Corporate Social Responsibility Standard' and if this goes ahead it may too gain widespread acceptance.

With the increasing interest in socially responsible or ethical investment, larger listed companies are also experiencing increased 'questionnaire fatigue' something that Birch (2002) noted was already becoming a problem in 2001.

In addition to SRI criteria, there are a number of international standards and guidelines that Australian companies might be expected to consider. Business for Social Responsibility (BSR) reviewed seven such instruments (ISO 2002):

- Caux Round Table Principles for Business
- Global Reporting Initiative
- Global Sullivan Principles
- OECD Guidelines for Multinational Enterprises
- Principles for Global Corporate Responsibility
- Social Accountability 8000
- UN Global Compact

BSR found that between them these seven products canvassed a wide range of sustainability issues as shown in table 1 (ISO 2002).

Local implementation of international codes

The Prince of Wales International Business Leaders Forum (IBLF) has produced a Checklist for Implementation of the UN Global Compact to provide guidance for companies on how they can implement the Global Compact at a local level.

(www.pwblf.org/csr/csrwebassist.nsf/content/f1b2b3a4.html)



Table 1 Sustainability issues

Accountability Transparency Stakeholder engagement Reporting Monitoring/Verification Application to company Application to business partners Business Conduct General CSR Compliance with the law Competitive conduct Corruption and bribery Political activities Proprietary info/IP rights Whistleblowers Conflicts of interests Community Involvement Broad/General reference Community economic involvement Employment of local and/or under-utilized workers Philanthropy Corporate Governance Broad/General reference Rights of shareholders Marketplace/Consumers Broad/General reference Marketing/Advertising Product quality and/or safety Consumer privacy Recalls	Environment Broad/General reference Precautionary principle Product life cycle Stakeholder engagement Designated person/employee training Environmental management systems/codes Public policy on environmental issues Human Rights Broad/General reference Health and safety Child labour Forced labour Freedom of association Wages and benefits Indigenous peoples' rights Designated person for human rights Discipline Use of security forces Working hours/overtime Workplace/Employees Broad/general Reference Non-discrimination Training Downsizing/Layoffs Harassment/Abuse Child/Elder case Maternity/Paternity leave
---	--

Consolidation of standards and reduced questionnaire fatigue

Future 500's Corporate Accountability Practice Gap Audit (under development) consolidates 17 leading global standards into a single software-driven process to benchmark performance and detect gaps in a company's overall accountability and sustainability practices. It also enables fast customised responses to social investment and responsibility surveys without filling them out one at a time – seeking to solve the problem of questionnaire fatigue. (www.globalff.org/audit.php)

Comparisons of other products would yield still more issues for companies to consider. There is no one set of 'sustainable development practices' that applies to all enterprises across all industries (Goldsmith & Samson 2002). Thus implementing sustainability is very context and situation specific, both by nature and definition (Crawford & Longfield 2004). This reflects the findings of the industry consultation commissioned by NEEC and DEH that there should be clearly differentiated strategies and 'content' for different sectors and sizes (Ecos Corporation 2003).

Sustainability reporting for medium-sized companies

The International Network for Environmental Management (INEM) Sustainability Reporting Guide is aimed at medium-sized companies with checklists and case studies for different aspects of the sustainability reporting process. (www.inem.org/free_downloads)



Targeting different levels of progress

Business in the Community's Winning with Integrity handbook suggests action plans for companies at three different levels of involvement with sustainability – companies just beginning to measure progress (level 1), companies wishing to move beyond a basic commitment (level 2) and companies aiming at further improvements of their performance (level 3). (www.bitc.org.uk/resources/publications/winning.html)

According to Trewin (2004) the Department of the Environment and Conservation (NSW) has found it most effective to target the simple and timely opportunities offered by cleaner production (ie. reducing resource use & waste) rather than use what it believes to be the less tangible language of sustainability. This however conflicts with the holistic values of sustainability as expressed by Goldsmith & Samson (2002):

“Our review of the current literature on sustainable development and business success concludes that approaches are generally too partial or simplistic to provide meaningful insights into the relationship between the two. Examples of partial approaches include the many tools that can be applied, most typically at operations level, to address a sub-set of the full range of sustainable development issues. By not attending to the balancing of these issues, and the trade-offs required between them and the other priorities of business, these approaches fail to address this, the most crucial dilemma for practitioners”.

Some take this even further and contend that “the application of [TBL] tends to encourage a separation of environmental, social and economic performance...what's needed is a concept that integrates, not separates” (Gilding et al 2002).

Key findings:

- Companies are suffering from information overload and conflicting advice
- The GRI plans to develop a software-based reporting product and ISO is considering a corporate social responsibility standard
- There are a number of international sustainability standards that have relevance for Australian companies
- Some products aim to help companies consolidate and implement these standards
- There is dispute over whether a partial approach to sustainability is more effective than holistic consideration of the issues

4.3 Needs

The findings of the existing Australian products, literature review and international products suggest the development of the new resource should take into consideration the following content needs:

- Regular review and updating of content
- Industry specific approaches
- Company customisable content
- Consolidation of existing standards and guidelines
- Alignment with SRI criteria
- Compatibility with future GRI (and other existing) TBL products



5 APPROACH

5.1 Existing Australian Products

The majority of the products reviewed are guides, providing background information and/or listing requirements (see figure 4 below). The approach is usually prescriptive and therefore not always relevant to the audience. The AICD Guide to Sustainability in Your Company is one of the exceptions, starting with a series of open questions to first help companies define what sustainability actually means to them.

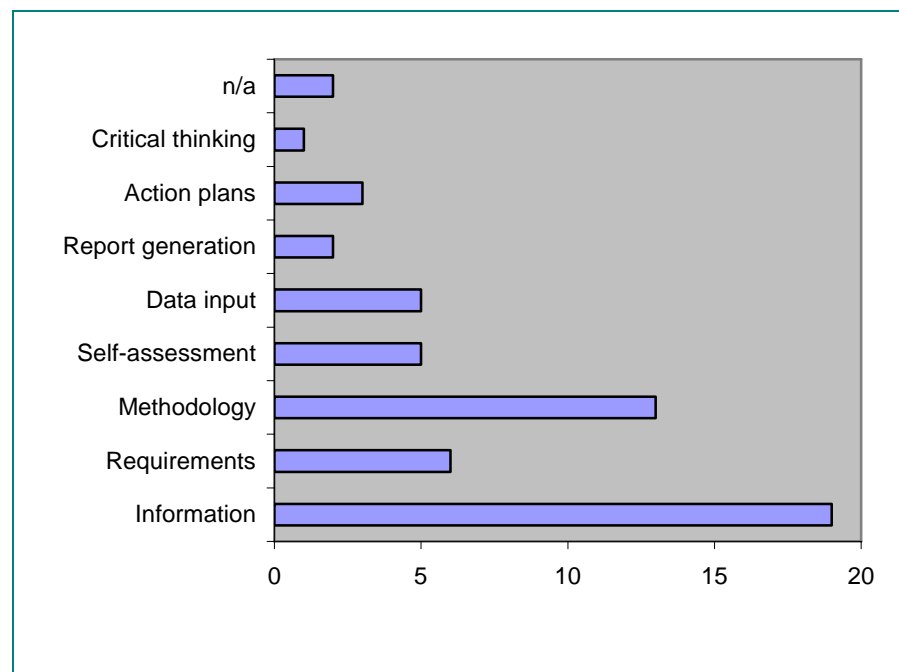


Figure 4 Product Approaches

Several of the products take a self-assessment approach, but often this takes the form of a checklist looking for closed answers and not requiring critical thought on the part of the audience.

Some products encourage data input for dissemination externally, but few products genuinely encourage two-way communication between companies and their stakeholders. However EPA Victoria's Sustainability Covenants do go some way towards this as they are collaborative instruments produced after extensive discussion between the EPA and the signatories. It is this personal engagement that drives these commitments.

The products are generally better at describing the 'what' than the 'how'. The AICD Guide to Sustainability in Your Company is one exception - suggesting a framework for establishing commitment for, implementing, reporting and reviewing sustainability. Working Together: A Guide for Consultation for Victorian Water Businesses outlines more than one possible strategy to choose from.

The National Packaging Covenant, EPA Victoria's Sustainability Covenants and the Greenhouse Challenge all require participating companies to develop their own action plans, helping ensure relevance and ownership. This approach allows both industry and government to learn by doing. It also promotes transparency and the sharing of lessons learned as the plans are published on the funding body's website.

However the production of an action plan doesn't necessarily lead to action. The evaluation of the National Packaging Covenant (Nolan ITU 2004) noted that few companies are setting measurable numerical targets, providing a sound system for collecting relevant data or identifying the necessary resources to meet product stewardship commitments.

An emphasis on outputs is prevalent amongst many of the products – especially those dealing with TBL reporting – with little consideration of how to encourage longer lasting outcomes through action and change.



Many of the Australian products were developed in conjunction with stakeholders and also encourage feedback from users.

However only two of the 38 products reviewed - the National Packaging Covenant and the Greenhouse Challenge - have been formally evaluated and the results made public. The evaluation of the National Packaging Covenant includes signatory participation, depth of signatory commitment, the focus of action plans and annual reports and the extent of organisational change (Nolan ITU 2004). The Greenhouse Challenge 'Evaluation Report' examines program outcomes - emissions abatement, participation and capacity building for industry and government – and the efficiency and effectiveness of the program methodology and delivery (AGO 1999).

In its evaluation of the Greenhouse Challenge the Australian Greenhouse Office reported that “analysis of program and survey information indicated that two-thirds of organisations reported positive management and cultural changes, with the most important changes relating to processes and practices shaping the way decisions are made...the need to develop action plans for consideration by the CEO and government is helping to build capacity within organisations to develop accurate inventories, assess abatement options and place greenhouse emissions in a broader business context...in a few cases these management changes are starting to translate into specific changes to investment criteria” (AGO 1999).

Key findings:

- The majority of Australian products are guides
- There is more emphasis on the 'what' than the 'how'
- The approach is usually prescriptive
- Some require the development of individual action plans
- Many products focus on outputs rather than outcomes
- Few products encourage two-way communication
- Few products have been formally evaluated and the results made public

5.2 Literature Review and International Products

The focus on TBL reporting among products in Australia and internationally is understandable as it is a measurable concept with a tangible end result. The public disclosure factor also promotes openness. However the Mays Report points out that “while transparency is an important aspect of sustainability, embedding the concepts internally in order to add shareholder value is the most important issue” (Mays 2003).

The Barton Group recently gave evidence to the 'Inquiry into Employment in the Environment Sector' stating that the value of TBL lies not in the reporting itself but in the analysis that accompanies it and that smaller companies in particular are being encouraged to report for no good reason without doing the analysis, which does nothing to help them and is, in their words, a 'retrograde step' (House of Representatives Standing Committee on Environment and Heritage 2003). Ecos Corporation (2003) makes the point that smaller businesses especially could benefit more from conducting



an audit of their operations and identifying the best ways to reduce negative environmental and social impacts than reporting in a big glossy format.

Birch (2001a) notes the following:

“In the past 20 years or so it has been ‘easier’ to concentrate on corporate social responsibility as something effectively external to an organisation’s internal workings, with little of the activities involved seriously changing internal corporate behaviour or ethos, except where a major crisis has initiated that change. Holistic corporate citizenship is very much more demanding than that, and requires, I would suggest, if it is to be effective at all, that internal behaviour changes so that every decision that is made at every level of an organisation is measured against deeply rooted principles of corporate citizenship. Concentrating the debate on corporate social responsibility, as is happening in many areas today, distances the organisation from the really hard, internal, decisions that have to be made if any serious claim to corporate citizenship is to be made.”

In their book ‘Organizational Change for Corporate Sustainability’ Dunphy et al (2003) distinguish between incremental change and transformational change, suggesting the following stages for each:

Incremental change:

- Begin with future workshops/search conferences
- Assess the organisation’s position
- Evaluate the type of change programme needed
- Identify change agents
- Pilot new practices and innovations
- Harness further resources
- Communicate and extend the programme
- Align organizational systems

Transformational change:

- Know where you are now
- Develop the vision
- Identify the gap
- Assess the readiness for change
- Set the scene for action
- Secure basic compliance first
- Move beyond compliance
- Establish the performance criteria for ‘compliance plus’
- Launch and manage the transformational change programme

No examples were found in the literature of incremental change leading to sustainability in the corporate sector. Whilst there are examples of organisations that are engaging in transformational change and have come closer to sustainability in their operation and management (IUCN 2002).

For transformational change to take place visioning and futures thinking are required. Futures thinking assists organisations to define where they want to be and to explore alternatives for getting there (Tilbury 2002). The process of envisioning is critical for organisations to align themselves with change towards sustainability (Tilbury 2002). It helps frame sustainability as an opportunity rather than as a risk that needs to be minimised.

This differs from the approach taken by the Australian and international products, which provide organisations with a conceptual map, not only of where they should go, but often also a stage by stage outline of how they should get there. This approach does not often assist companies to learn how to motivate and manage change towards sustainability. Instead it mostly provides a one-way dissemination of information from ‘experts’ to companies, which leads to raised awareness and increased knowledge, but



does not necessarily lead to change. Such products are seen as educating about sustainability rather than educating for sustainability, which redirects the focus from the expert directive model to capacity building approaches which hand over ownership to the company.

The guiding principles underpinning the latter include relevance, holism, and critical thinking (Tilbury 1995; 2003; Sterling 1996; Fien 1997). These concepts are important for building capacity, developing ownership and motivating change towards sustainability within organisations. Critical reflective thinking is key, as it encourages organisations to reflect on the underlying assumptions behind existing structures, systems and processes in order to find pathways forward to desired and sustainable futures.

Education for sustainability also promotes participation and collaboration, recognising that an organisation should engage its stakeholders at the highest levels of decision-making. This goes beyond the community consultation promoted by a number of Australian and international products where the organisation retains control, and instead looks to the community as an information source.

More than 30 years ago, Malcolm Knowles developed his theories of adult learning, which included the following observations that are still valid today and support the principles of education for sustainability (Kruse 2000b):

- Adults need to know why they're learning something; they must believe it will have a personal benefit
- Adults have lifetime experiences that should be tapped and built upon
- Adults learn best from hands-on, problem-solving approaches to learning
- Adults will expect to apply new knowledge and skills immediately, which will aid retention

Five years later, in 1975, Knowles compared the assumptions and processes of teacher-directed and self-directed learning. The later is internally rather than externally motivated and problem-centred rather than subject-centred, with existing knowledge considered a resource for the learner and others (McIntyre 1997). IACTIVE (2004) quoting Wilson, points out that in traditional teacher-centred instructional methods, learners work to reproduce the teacher's inert knowledge. This in itself is unlikely to lead to change.

The learner-centred approach is guided by the cognitive school of learning and IACTIVE (2004) suggests the following strategies from which interactive experiences can be constructed:

- Case-based learning – learning from exposure to a range of real world contexts
- Problem-based learning – learning situated around an event or problem
- Collaborative learning – learning in a social context

Many Australian and international products incorporate case studies. However the Deni Greene Consulting report 'Industry Attitudes to the Environment: Environmental Education Literature Review' commissioned by the NEEC found that there is reasonable scepticism in industry about case studies as they are often thought to present only the picture of success and to minimise the difficulties encountered in the process of achieving results (quoted in Ecos Corporation 2003).

The e-Learning Centre (2004) identifies simulations in particular as a growing trend in online education. According to Klaila (2001) working through a story or simulation gives participants a context for learning valuable lessons as they address business challenges. The experience of working through the issues and taking risks in a realistic scenario remains with learners, so they are better equipped to handle real-life situations.



Key findings:

- TBL reporting is output which can distract from longer-term goals
- Internal organisational change is required for sustainability
- Few products address organisational change for sustainability
- Education for sustainability leads to change
- Few products consider education for sustainability principles
- Futures thinking and visioning is key for change
- Critical reflective thinking is key for change
- Simulations can enhance learner-centred education

5.3 Needs

The findings of the existing Australian products, literature review and international products suggest the development of the new resource should take into consideration the following approach needs:

- Support on how to implement changes (not just why and what)
- Capacity building education rather than prescriptive instruction
- Company development and ownership of action plans
- Promotion of futures thinking and visioning
- Promotion of critical reflective thinking
- Support for learner-centred education

6 DELIVERY

6.1 Existing Australian Products

The vast majority of the products reviewed are delivered as portable document format (PDF) (see figure 5 below). Some of these files are large and take several minutes to download depending on connection speed. Several products, and particularly those from federal and state governments, have overcome this by also making the material available as hypertext markup language (HTML) pages. This is environmentally friendly, but many people are uncomfortable reading large quantities of text on screen and may therefore print them out anyway.

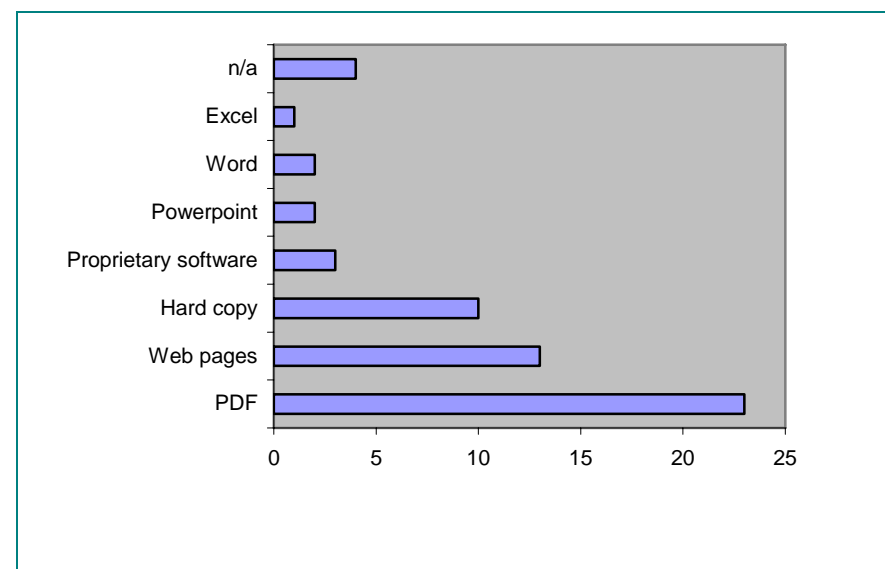


Figure 5 Product Delivery Mechanisms



Several products are also available in hard copy and some, such as the AICD Guide to Sustainability in Your Company, are only available in this form. However few of the hard copy versions of these products have been produced in a sustainable manner, although there are some exceptions – DEH products are printed on recycled paper for example.

PDF and hard copy products only allow one-way dissemination of information. The more interactive products generally use proprietary software which needs to be downloaded onto a user's computer and is often viewed through a web browser. As with PDFs this is mostly available for download from the developing organisation's website and sometimes on CD-ROM, which needs to be ordered in the same way as the hard copy products.

Some products do provide additional face-to-face support mechanisms for companies such as industry advisors (eg. Greenhouse Challenge), training (eg. Ecospecifier) and in the case of the Towards Leadership Code, a handover workshop run by two of the principal authors. Indeed the Buy Recycled Business Alliance, although it does provide a product in the form of its Buying Recycled for Business Toolbox, is primarily a sustainability advice, mentoring and support service for business. Many companies in Australia also engage external sustainability consultants to provide support, but these services are beyond the scope of this study.

Key findings:

- Most products are delivered as PDF
- Few hard copy products are sustainably produced
- Few products are interactive
- Some products are supplemented with face-to-face delivery

6.2 Literature Review and International Products

As seen above, most Australian products are limited to text-based resources which have been adapted into static web pages - known as 'page turners' and 'scrollers' (Kruse 2000b). Several overseas products employ more sophisticated delivery mechanisms than their Australian counterparts, allowing greater engagement and flexibility.

Access database software

The US Global Environmental Management Initiative (GEMI) SD Planner™ is a planning tool based on Microsoft Access database software with a simple graphical user interface and requiring minimal user training. It enables companies to input data to carry out sustainability screening, self-evaluation, goal setting, gap analysis and action planning. (www.gemi.org/sd)

However few products are genuinely interactive. Interactivity is about doing – about action and response (IACTIVE 2004) – which ties in well the proposition that action is required to effect change. According to IACTIVE (2004) interactive environments are participatory, meaningful and provide a sense of control, thus supporting the principles of education for sustainability.

Interactive experiences can happen between learners and content, learners and teachers and learners and learners (IACTIVE 2004) although some commentators content that the last two are more correctly described as interaction. Interactivity between learners and content can be defined at three levels (IACTIVE 2004):



- Low: a navigational ability to view, link and access information as a fixed media
- Medium: a more functional ability to access content, choose from multiple paths through subject matter, search databases, locate and manage information, respond to tests and quizzes
- High: an adaptive capability where the user can adapt the information space and the conditions of engagement, explore and respond to simulations and immersive environments

While perfect for designing static pages, HTML has its limitations for developing genuinely interactive products and reuse of content is difficult. Extensible Markup Language (XML) for example also allows the separation of content from the template, enabling users to repurpose the content (Barron 2000). XML is standardized and as with other non-proprietary software this can have positive implications in terms of cost and compatibility with corporate systems.

Other technologies such as Dynamic HTML, Macromedia Flash and streaming content can improve interactive options at the front-end (Barron 2000). However bandwidth constraints should be considered and product components that need to be frequently updated should be kept simple. The literature recommends adherence to technical standards, such as the W3C guidelines.

Kruse (2000b) warns that “it has always been too easy to become enamoured with the technology side of technology-based training at the expense of proper design and learning outcomes...bells and whistles can keep students engaged, but many of these programs still lack sound principles of instructional design”. The presence of interactivity in an online learning environment does not automatically mean the learning process is enhanced (IACTIVE 2004).

Kruse (2000a) also notes that if a poorly designed interface has users feeling lost, confused or frustrated, it will become a barrier to effective learning and lists the four most common complaints expressed by users encountering a poorly designed interface:

- What am I supposed to do now?
- Did I finish everything there is?
- What's it doing? Is it hung up?
- How long is this thing?

Smulders (2001) has adapted web usability guru Jakob Nielsen's principles for interface design for application to web-based learning environments and highlights the need to give learners control of navigation, be consistent, use minimalist design and prevent errors (and when this is not possible help users recover from errors).

The literature therefore emphasises the importance of including end-users during the product development stage with the incorporation of regular usability assessments into the project plan.

An important aspect of usability is accessibility with considerations such as visual impairment (including colour blindness), physical impairment, epilepsy seizures (eg. from flickering screens) and the needs of an aging workforce. Members of the disabled community have already taken legal action against non-accessible websites, for example a complaint against the organizers of the 2000 Sydney Olympics by a blind user who found the event's website inaccessible was upheld by the Australian Human Rights and Equal Opportunities Commission (Salopek 2001). Accessibility is increasingly visible on government and corporate agendas. It is also a key tenet of sustainable development and as such any product promoting sustainability should take it into account as a matter of course, not just for reasons of legal compliance.



Similarly sustainability products should themselves be environmentally-friendly and produced in a sustainable manner.

Sustainable production of resources

The UK Department of the Environment, Transport and the Regions (DETR) has produced Supporting Sustainable Development through Educational Resources – a Voluntary Code of Practice which sets out ten principles covering the sustainable production & distribution of educational resources along with best practice in the development process including inclusivity and stakeholder participation. (<http://www.defra.gov.uk/environment/sustainable/educpanel/sustdevcop>)

To ensure that participants absorb as much practical experience as possible from their e-learning investment, it is important to provide a means for accessing guidance and obtaining feedback (Klaila 2001). The challenge is to identify and anticipate common issues and provide ways to address the uncommon (Klaila 2001). Online or e-facilitation can be delivered as computer generated feedback (for simple tips) or delivered live via screen image or chat room (for expert advice) (Klaila 2001). The UK e-Learning Centre also identifies online coaching & mentoring as an emerging trend (e-Learning Centre 2004).

Klaila (2001) further notes, however, that although it is important to build facilitation into e-learning, direct person-to-person feedback provides the final link that ensures success. This is known as blended learning.

In her work with SMEs, Condon (2004) found that “support for engaging with sustainability was experienced when visits were made to each workplace where the researcher was able to more clearly understand the individual needs of each of the businesses” and concludes that “conventional methods of seminars, newsletters and the Internet are not as successful as on-site visits, face-to-face advice, networking, a help-line offering guidance and the development of meaningful relationships.”

Brewer & Wise (2001) find that flexible learning delivery is enhanced when there are workplace personnel who have been formally trained to support the learning process – not just external mentors and coaches.

Condon (2004) also notes that the network of SMEs which developed as a result of the work is still loosely in place and that this demonstrates the interest in peer support. The Department of the Environment and Conservation (NSW) experience is similar where the cleaner production process is being helped by the advocacy of ‘industry champions’ whose success stories are critical in convincing their peers to change their own practices (Trewin 2004).

According to IACTIVE (2004) collaborative groups of learners form communities. They work best when the interaction is grounded in the shared practice of individual members whether that is project-based, a field of expertise or special interest group.

Such communities exist in the form of voluntary conversational interaction which arises out of the lived experience of participants. Interactive technologies provide the capability to extend these conversational communities beyond local boundaries (IACTIVE 2004). These technologies include email, chatrooms or web postings for example. Peer-to-peer support and collaborative learning can of course also occur face-to-face.



Key findings:

- Overseas products employ a wider range of delivery mechanisms
- Interactive approaches can support education for sustainability
- Few products go beyond a 'medium' level of interactivity
- Usability testing is critical to a product's success
- Accessibility issues need to be addressed
- Sustainable production issues need to be addressed
- Online facilitation, mentoring and coaching can be considered
- Online collaboration can be considered
- Face-to-face support is important

6.3 Needs

The findings of the existing Australian products, literature review and international products suggest the development of the new resource should take into consideration the following delivery needs:

- Use of appropriate interactive web technology
- Comprehensive usability testing
- Consideration of accessibility issues
- Consideration of the sustainability of the end-product itself
- Facilitation of collaborative learning
- Human interaction to complement online delivery

7 RECOMMENDATION

The findings of this study indicate that there are many products already available to help companies prepare TBL reports and improve environmental performance by making operational changes.

What is unclear is the extent to which such activities contribute to the development of deep and lasting sustainability cultures within these organisations and others that they deal with.

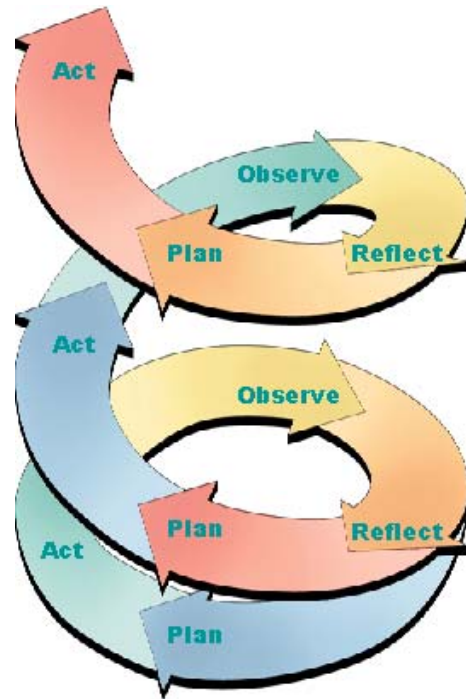
Based on the findings and needs identified, the recommendation for stage two is for an action research project to engage participants from selected companies in managing change towards sustainability.

Participants would develop and implement action plans in two key areas:

1. Internal: Assessing and improving the effectiveness of TBL reporting and other processes as drivers for developing a sustainability culture.
2. External: Influencing suppliers to address sustainability in their own management and operations using TBL reporting requirements and other approaches.



Action Research



Participants in the project would plan, act, observe and reflect on their sustainability processes in order to achieve continuous improvement in these areas.

Input would be tailored to each particular company's progress in addressing sustainability issues to date, in order to add value and learn from their experiences.

At various points in the process, and where appropriate, the companies involved would be brought together to share their experiences and learnings.

With their permission, these experiences would also be used to guide and support other organisations facing similar challenges.

Action research differs from other types of research in that its end goal is action and change, not just knowledge. It also differs in that the process is carried out by the companies themselves, rather than outsiders, which builds capacity internally. The participants are supported by a facilitator who provides advice and tools including case studies of others who have engaged in similar processes.



8 REFERENCES

- Australian Greenhouse Office (AGO) (1999) *Greenhouse Challenge Evaluation Report*, Commonwealth of Australia: Canberra
- Australian Stock Exchange (ASX) (2000) *Australian Shareownership Study*, ASX: Sydney
- Barron, T (2000) *The Future of Digital Learning*, available online at: <http://www.learningcircuits.org/2000/feb2000/barron.html> (accessed 5 April 2004)
- Birch, D (2001a) 'Corporate Citizenship: Rethinking Business Beyond Corporate Social Responsibility' in Andriof, J & McIntosh, M (eds) *Perspectives on Corporate Citizenship*, Greenleaf Publishing: Sheffield
- Birch, D (2001b) 'Shareholder-Corporate Relations in Australia: Some New Economics, Corporate Citizenship and Sustainable Capitalism Perspectives', *Shareholders' Project*, available online at: http://www.ethics.org.au/our_services/projects/shareholders_project (accessed 5 April 2004)
- Birch, D (2002) 'Corporate Citizenship in Australia: Some Ups, Some Downs', *Journal of Corporate Citizenship*, Spring 2002
- Brewer, K & Wyse, L (2001) *Flexible Learning in the Workplace*, TAFE Frontiers: Melbourne
- Carolin, M (2004) 'Lies, Damn Lies or Indicators', *Conference on Effective Sustainability Education*, available online at: <http://www.environment.nsw.gov.au/cee/conferenceproceedings.htm> (accessed 5 April 2004)
- Condon, L (2004) 'Sustainability and Small to Medium Sized Enterprises - How to Engage Them', *Conference on Effective Sustainability Education*, available online at: <http://www.environment.nsw.gov.au/cee/conferenceproceedings.htm> (accessed 5 April 2004)
- Crawford, J & Longfield, P (2004) 'Sustainability Education and Understanding as Precursors to Action – Practical Experiences', *Conference on Effective Sustainability Education* available online at: <http://www.environment.nsw.gov.au/cee/conferenceproceedings.htm> (accessed 5 April 2004)
- Deni Greene Consulting Services (2003) *Socially Responsible Investment in Australia*, Ethical Investment Association: Sydney
- Department of Family and Community Services (FACS) (2004) *Triple Bottom Line Report: Our Commitment to Social, Environmental and Economic Performance*, available online at: http://www.facs.gov.au/tblreport_2002-03/index.htm (accessed 5 April 2004)
- Department of the Environment and Heritage (DEH) (2004) *Greening of Government* available online at: <http://www.deh.gov.au/industry/agency-performance/greening-govt/index.html> (accessed 30 May 2004)
- Dunphy, D, Griffiths, A & Benn, S (2003) *Organizational Change for Corporate Sustainability*, Routledge: London
- Ecos Corporation (2003) *Consultation with Industry*, Department of the Environment and Heritage: Canberra
- e-Learning Centre (2004) *Trends and Technologies*, available online at: <http://www.e-learningcentre.co.uk/eclipse/Resources/default-trends.htm> (accessed 5 April 2004)



Fien, J (1997) *Education or the Environment*, Griffith - Deakin University project: Melbourne

Gilding, P, Hogarth, M & Reed, D (2002) *Single Bottom Line Sustainability*, Ecos Corporation: Sydney

Glazebrook, M (2001) 'How Australia's Top 500 Companies are Becoming Corporate Citizens' in Andriof, J & McIntosh, M (eds) *Perspectives on Corporate Citizenship*, Greenleaf Publishing: Sheffield

Global Reporting Initiative (GRI) (2004) *Software Development – Request for Proposals*, available online at: <http://www.globalreporting.org/workgroup/software.asp> (accessed 5 April 2004)

Goldsmith, S & Samson, D (2002) *Sustainable Development – State of the Art Asking the Questions*, Foundation for Sustainable Economic Development: Melbourne

Government of Western Australia (2003) *Hope for the Future: The Western Australian State Sustainability Strategy*, Department of the Premier and Cabinet: Perth

House of Representatives Standing Committee on Environment and Heritage (2003) *Employment in the Environment: Methods, Measurements and Messages*, Commonwealth of Australia: Canberra

IACTIVE (2004) *All About Interactivity*, available online at: <http://learnwebct.vetonline.swin.edu.au/IACTIVE/project/allabout.html> (accessed 5 April 2004)

International Union for Conservation of Nature and Natural Resources (IUCN) (2002 unpublished) *Statement submitted to UNESCO Education Working Group*, IUCN: Gland

ISO COPOLCO (Consumer Policy Committee) (2002) *The Desirability and Feasibility of Corporate Social Responsibility Standards*, International Organization for Standardization: Geneva

Klaila, D (2001) *Game-Based E-Learning Gets Real*, available online at: <http://www.learningcircuits.org/2001/jan2001/klaila.html> (accessed 5 April 2004)

Krsue, K (2000a) *Effective User Interface Design*, available online at: http://www.learningcircuits.org/2000/may2000/may2000_webrules.html (accessed 5 April 2004)

Kruse, K (2000b) *Information is not Instruction*, available online at: <http://www.learningcircuits.org/2000/feb2000/kruse.html> (accessed 5 April 2004)

Mays, S (2003) *Corporate Sustainability – an Investor Perspective*, Department of the Environment and Heritage: Canberra

McIntyre, M (1997) *The Web as an Effective Tool for Adult Learners*, available online at: <http://www.tcm.com/trdev/mcintyre.htm> (accessed 5 April 2004)

Nolan ITU (2004) *National Packaging Covenant Council: Evaluation of the Covenant*, available online at: <http://www.deh.gov.au/industry/waste/covenant/evaluation/index.html> (accessed 5 April 2004)

Parliamentary Commissioner for the Environment (PCE) (2004) *See Change: Learning and Education for Sustainability*, PCE: Wellington

Salopek, J (2001) *Accessibility: What You Should Know*, available online at: <http://www.learningcircuits.org/2001/jan2001/klaila.html> (accessed 5 April 2004)



Smulders, D (2001) *Web Course Usability*, available online at: <http://www.learningcircuits.org/2001/joct2001/salopek.html> (accessed 5 April 2004)

Sterling, S (1996) 'Education in Change' in Huckle, J & Sterling, S (eds) *Education for Sustainability*, Earthscan: London

Stratos (2003) *Building Confidence: Corporate Sustainability Reporting in Canada 2003*, available online at: <http://www.stratos-sts.com/pages/publica012.htm> (accessed 5 April 2004)

Suggett, D & Goodsir, B (2002) *Triple Bottom Line Measurement and Reporting in Australia*, Allen Consulting Group: Melbourne

TAFE frontiers (2001) *The Current Status of Online Learning in Australia (Draft Report)*, TAFE frontiers: Melbourne

Tilbury, D (1995) 'Environmental Education for Sustainability: Defining the New Focus of Environmental Education in the 1990s', *Environmental Education and Information* 13(1)

Tilbury, D (2002) *Emerging Issues in Education for Sustainable Development*, paper presented at the World Summit for Sustainable Development: Johannesburg

Tilbury, D (2003) 'The World Summit, Sustainable Development and Environmental Education', *Australian Journal for Environmental Education* 19

Tilbury, D (2004) 'Environmental Education for Sustainability: A Force for Change in Higher Education' in Cocoran, P & Wals, A (eds) *Higher Education and the Challenge of Sustainability: Problematics, Promise and Practice*, Kluwer: The Netherlands

Trewin, D (2004) 'Motivators for Change in Industry Sustainability: Using Education to Help Build the Business Case for Sustainability', *Conference on Effective Sustainability Education*, available online at: <http://www.environment.nsw.gov.au/cee/conferenceproceedings.htm> (accessed 5 April 2004)

Environmental Manager (2004) *Independent News & Analysis on Industry and the Environment (Issue 475)*, available via subscription at: http://www.cpd.com.au/business_cat/bc.asp?bizCat=5

World Bank Group (2003) *Race to the Top: Attracting and Enabling Global Sustainable Business*, available online at: <http://www.worldbank.org/privatesector/csr> (accessed 5 April 2004)



APPENDIX 1 AUSTRALIAN PRODUCTS REVIEWED

PRODUCT	AUDIENCE	CONTENT	APPROACH	DELIVERY
GUIDES				
Best Practice Environmental Management in Mining Booklets and Training Kit (Department of the Environment and Heritage) Cost: Free http://www.deh.gov.au/industry/industry-performance/minerals/booklets/overview/acknowledgment.html	<i>Target audience:</i> Mining companies <i>Target group:</i> <i>Short term outcomes:</i> <ul style="list-style-type: none"> • Lower risk of non-compliance • Improved access to land • Lower financial burdens and liabilities at closure <i>Long term outcomes:</i> <ul style="list-style-type: none"> • Greater acceptance from stakeholders 	Technical - environmental management: <ul style="list-style-type: none"> • Mine Planning for Environment Protection • Environmental Impact Assessment • Community Consultation & Involvement • Environmental Management Systems • Environmental Risk Management • Cleaner Production • Planning a Workforce • Onshore Minerals & Petroleum Exploration • Water Management • Tailings Containment • Energy Efficiency • Atmospheric Emissions • Dust control • Noise, Vibration & Airblast Control • Hazardous Materials • Cyanide Management • Managing Sulphidic Mine Waste & Acid Drainage • Environmental monitoring & performance • Environmental auditing • Contaminated sites • Landform design for rehabilitation • Rehabilitation & revegetation 	Information & methodology: <ul style="list-style-type: none"> • Description of mining and the environment • Description of best practice • Description of approaches, opportunities and actions • Description of key elements of program • Implementation steps • Description of costs • References and websites • Statements on training best practice • General information for each area • Accompanying powerpoint • Suggestions for workshop activities (often question-based) • Case studies 	Web pages linked to PDFs and PPT slides



PRODUCT	AUDIENCE	CONTENT	APPROACH	DELIVERY
		<ul style="list-style-type: none"> Mine decommissioning 		
Building Community Capacity: Assessing Corporate Sustainability Calendar (not sighted) (Total Environment Centre, funded by NSW Premier's Department) Cost: Free (1,000 recipients) http://www.communitybuilders.nsw.gov.au/building_stronger/enterprise/csus.html	<i>Target audience:</i> Community <i>Target group:</i> <i>Short term outcomes:</i> <ul style="list-style-type: none"> Involvement in corporate sustainability debate <i>Long term outcomes:</i> <ul style="list-style-type: none"> Influence on corporate sustainability performance 	Indicators - corporate sustainability: <ul style="list-style-type: none"> Accountability & transparency Community engagement Ethics Governance Employment practices Environmental protection Social responsibility Financial management Commitment to continuous improvement 	Information: <ul style="list-style-type: none"> Background information Calendar of events Contacts for project partners and event organisers 	n/a
Buy Recycled in Business Toolbox (Buy Recycled Business Alliance – BRBA – and EcoRecycle Victoria) Cost: Free http://www.brba.com.au/programsservices/tools.cfm	<i>Target audience:</i> Businesses <i>Target group:</i> Purchasing <i>Short term outcomes:</i> <ul style="list-style-type: none"> Implement buy recycled program Conserve resources and energy and reduce waste and pollution Build communication & motivation amongst employees <i>Long term outcomes:</i> <ul style="list-style-type: none"> Demonstrate environmental leadership & enhance company image Increase competitive edge Create recycling jobs and economic development opportunities 	General – recycling: <ul style="list-style-type: none"> Establishing a commitment Undertaking a baseline survey Setting goals Sourcing recycled content products Reviewing specifications Purchasing recycled content products and authenticating suppliers' claims Collecting data, reporting & reviewing Communicating & marketing achievements 	Information, methodology & self-assessment: <ul style="list-style-type: none"> Internet resources Glossary Process diagram Diagnostic table Decision tree Checklist Calculation formulae Case studies Implementation process followed by a fictional company 	PDF
A Capital Idea - Realising	Target audience:	Business case - corporate	Information & self-	Web pages or PDF

PRODUCT	AUDIENCE	CONTENT	APPROACH	DELIVERY
Value from Environmental and Social Performance (Deni Greene Consulting, funded by the Department of the Environment and Heritage) Cost: Free http://www.deh.gov.au/industry/finance/publications/capital-idea/	Businesses Target group: Senior executives & managers, environmental & HR managers Short term outcomes: Long term outcomes: <ul style="list-style-type: none"> • Attract investment 	sustainability: <ul style="list-style-type: none"> • Environmental issues • Public environmental reporting • Working cooperatively with environmental organisations • Workplace issues • Marketplace issues • Accountability • Community development • International relationships 	assessment: <ul style="list-style-type: none"> • Description of changing context for business • Description of changes in investment practices • Description of sustainability criteria for investment • Checklists (questions and statements) for company sustainability practices • Links to further information 	
Cleaner Production Self-Help Tool (NSW Environment Protection Authority & NSW Department of State and Regional Development) Cost: Free http://www.epa.nsw.gov.au/cleaner_production/selfhelptool.htm	Target audience: SMEs Target group: Short term outcomes: <ul style="list-style-type: none"> • Reduce operating costs Long term outcomes:	Technical - cleaner production: <ul style="list-style-type: none"> • Planning and Organising • Initial Assessment • Generating Cleaner Production Options • Evaluating Cleaner Production Options • Implementing Cleaner Production • Continuous Improvement 	Information, methodology & self-assessment: <ul style="list-style-type: none"> • Initial checklist • Program stages with tasks • Data collection worksheets • Hypothetical case studies • Further reading 	PDF with accompanying PPT slides
Corporate Governance: A Guide for Fund Managers and Corporations (aka the 'Blue Book') (Investment and Financial Services Association) Cost: Free http://www.ifsa.com.au/IFSAWeb/IFSAPubl.nsf/allDocs/RWP47D6156A5EA31357CA256895001C4D39?OpenDocument	Target audience: Investors (and businesses) Target group: Fund managers (IFSA members) Short term outcomes: <ul style="list-style-type: none"> • IFSA members determine approach to corporate governance for companies in which they invest • Companies developing/reviewing 	Indicators - corporate governance: <ul style="list-style-type: none"> • Communication • Voting scope & mandate • Proxy voting policy & procedures • Reporting to clients • Annual disclosure • Composition of the board of directors: competency • Composition of board of directors: independence • Number of permissible directorships an individual 	Requirements: <ul style="list-style-type: none"> • Statements of expected company, policies and practices • Model remuneration tables • Model proxy forms 	PDF



PRODUCT	AUDIENCE	CONTENT	APPROACH	DELIVERY
	<p>corporate governance will be in line with IFSA member expectations</p> <p><i>Long term outcomes:</i></p>	<p>may hold</p> <ul style="list-style-type: none"> • Chairperson to be an independent director • Board committees generally • Key board committees • Election of directors • Appointment of non-executive directors • Performance evaluation • Equity participation by non-executive directors • Respective roles of the board & management • Board & executive remuneration policy & disclosure • Company meetings • Disclosure of beneficial shareholder information • Major corporate changes • Company codes of ethics 		
<p>Ecospecifier (demo sighted)</p> <p>(RMIT and Natural Living Integrated)</p> <p>Cost: \$250 - \$3950</p> <p>http://www.ecospecifier.org/</p>	<p>Target audience: Construction industry</p> <p>Target group: Designers & procurement</p> <p><i>Short term outcomes:</i></p> <ul style="list-style-type: none"> • Shortcut materials sourcing process <p><i>Long term outcomes:</i></p>	<p>Technical - ecodesign:</p> <ul style="list-style-type: none"> • Kitchens • Landscaping & Outdoor • Lighting • Materials • Paints & Surface Treatments • Roofs • Security, Fire & Safety • Siteworks • Stairs, Escalators & Lifts • Structures, Frames • Timber • Walls & Ceiling • Waste Disposal, Cleaning & Repair • Water & Gas • Waterproofing & Pest Control 	<p>Information:</p> <ul style="list-style-type: none"> • Select product category • Description of eco-priorities for product category • Search for products and suppliers with comparison against assessment criteria • Select product for more detailed description • Technical guides and case studies for products also available • Training available 	<p>Web pages linked to PDFs</p>

PRODUCT	AUDIENCE	CONTENT	APPROACH	DELIVERY
		<ul style="list-style-type: none"> • Windows & Window Furnishings • Adhesives, Tapes & Fasteners • Bathrooms & Laundries • Concrete, Admixtures, Sealers • Equipment & Services • Doors • Electrical & Communication • Floors • Furniture & Fabric • Heating, Cooling & Ventilation • Insulation & Acoustics • Interiors & Fitout 		
<p>Environmental Reporting: Handbook for Small and Medium Size Businesses</p> <p>(Australian Business Limited, funded by the Department of the Environment and Heritage)</p> <p>Cost: Free</p> <p>http://www.deh.gov.au/industry/finance/publications/smehandbook.html</p>	<p>Target audience: SMEs</p> <p><i>Target group:</i></p> <p><i>Short term outcomes:</i></p> <p><i>Long term outcomes:</i></p> <ul style="list-style-type: none"> • Competitive advantage in supply chain • Stay ahead of regulation 	<p>Indicators - environmental reporting:</p> <ul style="list-style-type: none"> • Environmental policy • Certification • Objectives & targets • Indicators • Environmental impacts • Inputs • Outputs 	<p>Information & methodology:</p> <ul style="list-style-type: none"> • Key steps in form of statements, some questions • Company examples for each step • Further reading 	PDF



<p>Framework for Public Environmental Reporting – an Australian approach</p> <p>(Department of the Environment and Heritage)</p> <p>Cost: Free</p> <p>http://www.deh.gov.au/industry/finance/publications/framework/</p>	<p><i>Target audience:</i> Businesses</p> <p><i>Target group:</i></p> <p><i>Short term outcomes:</i></p> <ul style="list-style-type: none"> • Fulfil mandatory requirements <p><i>Long term outcomes:</i></p> <ul style="list-style-type: none"> • Stakeholder expectations 	<p>Indicators - environmental reporting:</p> <ul style="list-style-type: none"> • Organisational context • Management performance, policies & systems • Stakeholder engagement • Environmental performance • Product or service performance • Possible format of a PER • Third party verification/external review • Future reporting trends 	<p>Information, methodology:</p> <ul style="list-style-type: none"> • Background information • Eight-step process • Examples of environmental performance indicators and other best practice components • Further reading 	Web pages or PDF
<p>Good Practice for Cleaner Production in small to medium sized enterprises</p> <p>(Environment Protection Authority Victoria)</p> <p>Cost: Free</p> <p>http://www.epa.vic.gov.au/Business_Sustainability/SME/default.asp</p>	<p><i>Target audience:</i> SMEs</p> <p><i>Target group:</i></p> <p><i>Short term outcomes:</i></p> <ul style="list-style-type: none"> • Cost savings <p><i>Long term outcomes:</i></p> <ul style="list-style-type: none"> • Increased productivity 	<p>Technical - cleaner production:</p> <ul style="list-style-type: none"> • Waste assessment • Improve purchasing • Improve storage • Conserve energy • Conserve water • Preserve waterways • Reduce waste • Reduce risk • Improve information • Improve systems • Reduce odour and air emissions 	<p>Information, methodology:</p> <ul style="list-style-type: none"> • Select area • Description of purpose • Description of key tasks • Description of main stages • Further information 	Web pages or hard copy
<p>Guide to Community Consultation</p> <p>(WA Department of Environment and Environmental Protection Authority)</p> <p>Cost: Free</p> <p>http://www.environ.wa.gov.au/current.asp?id=7&catid=79</p>	<p><i>Target audience:</i> Businesses</p> <p><i>Target group:</i></p> <p><i>Short term outcomes:</i></p> <ul style="list-style-type: none"> • Aid progress through DoE and EPA approvals processes <p><i>Long term outcomes:</i></p>	<p>General - community consultation:</p> <ul style="list-style-type: none"> • Community involvement planning checklist • Identifying issues • Identifying stakeholders • Stakeholder relationship to issues • Selecting an appropriate level of community involvement • Involvement • Example proforma for summarising stakeholder 	<p>Information, methodology:</p> <ul style="list-style-type: none"> • Description of stages of community involvement process • Hypothetical examples • Worksheets for each stage • Description of recommended community involvement tools • Further information 	PDF or hard copy

		<ul style="list-style-type: none"> • Issues and contact details • Example proforma for providing feedback to • Stakeholders • Evaluation proforma 		
A Guide to Sustainability in your Company (Australian Institute of Company Directors) Cost: \$16.50 - \$18.50 http://www.companydirectors.com.au/Ofra/h/fh00.html	<i>Target audience:</i> Businesses (especially AICD members) <i>Target group:</i> Company directors & senior management <i>Short term outcomes:</i> <ul style="list-style-type: none"> • Concise outline of issues for further discussion <i>Long term outcomes:</i>	General – TBL reporting: <ul style="list-style-type: none"> • Define what it means for your company • Commitment • Make it happen • Report, review & perfect 	Information, critical thinking, methodology: <ul style="list-style-type: none"> • Framework with 4 main headings each with 3-6 sub-headings • Descriptive overview of each main heading • Questions and steps for each sub-heading • Further reading 	Hard copy
Product Innovation – The Green Advantage: An Introduction to Design for Environment (DfE) for Australian Business (Department of the Environment and Heritage) Cost: Free http://www.deh.gov.au/industry/finance/publications/producer.html	<i>Target audience:</i> Businesses <i>Target group:</i> <i>Short term outcomes:</i> <ul style="list-style-type: none"> • Cost reduction through increased efficiency and waste and energy reduction <i>Long term outcomes:</i> <ul style="list-style-type: none"> • Positive influence on consumer choice 	Business case - ecodesign: <ul style="list-style-type: none"> • Design for Environment strategies • Raw materials • Manufacturing/packaging & distribution • Product use • End of life • Economic Benefits • Operational Benefits • Marketing Benefits • Introducing Design for Environment to your Business • Implementing Design for Environment • Case Studies 	Information, methodology: <ul style="list-style-type: none"> • Description of RMIT DfE strategies • Description of economic, operational and marketing benefits • Description of success factors for DfE • Description of stages of DfE program and who should be involved • Case studies • Further information 	Web pages or PDF



<p>Profiting From Environmental Improvement in Business - An Eco-Efficiency Information Kit for Australian Industry</p> <p>(Department of the Environment and Heritage)</p> <p>Cost: Free</p> <p>http://www.deh.gov.au/industry/corporate/eecp/publications/profitting.html</p>	<p><i>Target audience:</i> Medium-large companies</p> <p><i>Target group:</i></p> <p><i>Short term outcomes:</i></p> <ul style="list-style-type: none"> • Financial benefits from better environmental management <p><i>Long term outcomes:</i></p>	<p>Business case - eco-efficiency:</p> <ul style="list-style-type: none"> • Environmental auditing • Environmental Management Systems (EMS) • ISO 14000 • Life Cycle Assessment (LCA) • Environment reporting • Environment accounting • Design for environment • Supply chain management • Performance based contracting 	<p>Information:</p> <ul style="list-style-type: none"> • Description of environmental management tools • Description of benefits • Case studies • Further information 	PDF
<p>SME Toolkit (under development) (not sighted)</p> <p>(National Centre for Sustainability, Swinburne University of Technology, funded by Sensis/Department of Innovation, Industry and Regional Development)</p> <p>Cost: n/a</p> <p>http://www.ncsustainability.com.au/</p>	<p><i>Target audience:</i> SMEs</p> <p><i>Target groups:</i></p> <p><i>Short term outcomes:</i></p> <ul style="list-style-type: none"> • Access to relevant, targeted information <p><i>Long term outcomes:</i></p>	<p>Indicators – corporate sustainability</p>	<p>Information, self-assessment</p>	n/a
<p>Sustainability: A Guide to Triple Bottom Line Reporting</p> <p>(Group of 100)</p> <p>Cost: Free</p> <p>http://www.group100.com.au/</p>	<p><i>Target audience:</i> Businesses</p> <p><i>Target groups:</i> Senior executives</p> <p><i>Short term outcomes:</i></p> <ul style="list-style-type: none"> • Access to simplified information without jargon <p><i>Long term outcomes:</i></p>	<p>General - TBL reporting:</p> <ul style="list-style-type: none"> • Background and context • Detailed guidance • Forms of reporting • Implementation and strategy • Verification • Publications and web sites • Examples of leading practice reports by industry sector • Examples of different types 	<p>Information, methodology:</p> <ul style="list-style-type: none"> • Steps for undertaking reporting process • Approaches to overcoming challenges • Roles of key individuals 	Hard copy or PDF

		of reports		
Towards Leadership Code (Energex, with Banksia Environmental Foundation) Cost: Free http://www.energex.com.au/environment/environment_partnerships.html	<i>Target audience:</i> Businesses <i>Target groups:</i> <i>Short term outcomes:</i> <ul style="list-style-type: none"> • Process to navigate wide variety of information on corporate responsibility <i>Long term outcomes:</i>	General - corporate sustainability: <ul style="list-style-type: none"> • Environmental stewardship • Stakeholder engagement • Economic accountability • Continual improvement • Innovation • Long-term planning for sustainable growth 	Information, self-assessment: <ul style="list-style-type: none"> • 65 criteria grouped into six categories • Assess level of application and identify assessment finding (ranging from exposed to competitive leader) • Example assessments • Recommended actions 	Hard copy
Triple Bottom Line Reporting Guidelines (not sighted) (Vic Water) Cost: \$110 http://www.vicwater.org.au/default.php3?sectionid=8	<i>Target audience:</i> Water industry (Victoria) <i>Target groups:</i> <i>Short term outcomes:</i> <ul style="list-style-type: none"> • Access to tailored information <i>Long term outcomes:</i>	General - TBL reporting	n/a	n/a (CD-ROM)
Triple Bottom Line Reporting in Australia: A Guide to Reporting Against Environmental Indicators (Department of the Environment and Heritage) Cost: Free http://www.deh.gov.au/industry/finance/publications/indicators/	<i>Target audience:</i> Businesses, community & government <i>Target groups:</i> <i>Short term outcomes:</i> <ul style="list-style-type: none"> • Production of report <i>Long term outcomes:</i> <ul style="list-style-type: none"> • Satisfy public expectations for voluntary reporting on environmental performance 	Indicators - environmental reporting: <ul style="list-style-type: none"> • Energy • Greenhouse • Water • Materials • Waste – solid & hazardous • Emissions & discharges to air, land & water • Biodiversity • Ozone-depleting substances • Suppliers • Products & services 	Information, methodology: <ul style="list-style-type: none"> • Background & rationale • Indicator description • Possible information to report • Calculation methodology • Worked example • Link with GRI • Further information 	Web pages, PDF or hard copy



<p>Triple Bottom Line Reporting in Australia: A Guide to Reporting Against Social Indicators (under development) (draft sighted)</p> <p>(Department of Family and Community Services)</p> <p>Cost: Free</p> <p>www.facs.gov.au/tblreport</p>	<p><i>Target audience:</i> Businesses, community & government</p> <p><i>Target groups:</i></p> <p><i>Short term outcomes:</i></p> <ul style="list-style-type: none"> • Production of report <p><i>Long term outcomes:</i></p> <ul style="list-style-type: none"> • Satisfy public expectations for voluntary reporting on environmental performance 	<ul style="list-style-type: none"> • Compliance <p>Indicators - social reporting:</p> <ul style="list-style-type: none"> • Labour practices • Human rights • Society • Product responsibility 	<p>Information, methodology:</p> <ul style="list-style-type: none"> • Background & rationale • Indicator selection • Regulatory & policy framework • Australian context • Definitions • Scope & methodology • Company examples • Link with GRI • Further information 	Web pages or PDF
<p>Working Together: A Guide to Consultation for Victorian Water Businesses (not sighted)</p> <p>(Vic Water)</p> <p>Cost: \$110</p> <p>http://www.vicwater.org.au/default.php3?sectionid=8</p>	<p><i>Target audience:</i> Water industry (Victoria)</p> <p><i>Target groups:</i></p> <p><i>Short term outcomes:</i></p> <ul style="list-style-type: none"> • Better project outcomes <p><i>Long term outcomes:</i></p>	<p>General - community consultation</p>	n/a	Hard copy
DATABASES				
<p>Australian Building Greenhouse Rating Star Performer (and Rating Performance Calculator)</p> <p>(Commonwealth Energy Efficiency Best Practice Program, in collaboration with Sustainable Energy Authority Victoria, Sustainable Energy Development Authority and Australian Greenhouse Office)</p> <p>Cost: Free</p> <p>http://www.abgr.com.au/default</p>	<p><i>Target audience:</i> Building owners, tenants & developers</p> <p><i>Target groups:</i> Building managers</p> <p><i>Short term outcomes:</i></p> <ul style="list-style-type: none"> • Attract and retain tenants because of reduced outgoings for building owners and tenants • Report accredited greenhouse performance levels to fund managers, property trusts and 	<p>Technical – energy:</p> <ul style="list-style-type: none"> • Tenant light & power • Lighting power density • Lighting hours of use • Office equipment • Implementation 	<p>Data input & report generation:</p> <ul style="list-style-type: none"> • Quantitative questions 	Web pages, Excel spreadsheet

asp	<p>financial advisers</p> <ul style="list-style-type: none"> • Communicate and promote accomplishment via a Government accredited trademark • Receive ABGR support to generate market status for premises <p><i>Long term outcomes:</i></p> <ul style="list-style-type: none"> • Build reputation and gain recognition for environmental performance • Increase staff productivity, morale and loyalty 			
<p>Clean Production Toolkit (under development) (demo sighted)</p> <p>(Australian Business Limited, funded by NSW Department of the Environment and Conservation)</p> <p><i>Cost:</i> n/a</p> <p>http://www.australianbusiness.com.au/environment</p>	<p><i>Target audience:</i> SMEs</p> <p><i>Target groups:</i></p> <p><i>Short term outcomes:</i></p> <ul style="list-style-type: none"> • Profile against legislation • Cost savings from improved operational efficiency <p><i>Long term outcomes:</i></p>	<p>Technical - clean production:</p> <ul style="list-style-type: none"> • Water • Energy • Dangerous Goods Waste • Raw Materials, Product Outputs Licensing Requirements • Transport • Trade Waste • Noise & Odour 	<p>Information, data input, self assessment:</p> <ul style="list-style-type: none"> • Answer yes/no (radio buttons) to 50 questions • Enter data into database • Calculate performance against indicators (including graphs) • Generate report of profile against legislation • Visit online EA handbook for ways to improve 	Proprietary software on CD-ROM



<p>Publikit</p> <p>(WB Solutions, developed by Ugland Publikit for UNEP in conjunction with the Cities Environment Reports on the Internet)</p> <p>Cost: n/a</p> <p>http://www.wbsolutions.com.au/Publikit_E_DM/campaignone/eDM1.1.html</p>	<p><i>Target audience:</i> Businesses, government, hospitals, cities</p> <p><i>Target groups:</i></p> <p><i>Short term outcomes:</i></p> <ul style="list-style-type: none"> • Create fast, professional (looking) internet and intranet reports <p><i>Long term outcomes:</i></p>	<p>Indicators - TBL reporting:</p> <ul style="list-style-type: none"> • Depends on reporting template selected – can handle GRI, EA guidelines, Vic Water guidelines etc 	<p>Data input, report generation:</p> <ul style="list-style-type: none"> • Template wizard – user selects required structure of report • Report framework – generates report framework • Template structure – user can add, remove and reorder sections • Page content – user inputs content • Connect to central database & server – user retrieves data • Charts & graphs – user creates manually or automatically from data • Internet publisher 	<p>Proprietary software</p>
<p>StakeholderEngage™</p> <p>(NeoRep)</p> <p>Cost: A\$2,800 per year</p> <p>http://www.stakeholderengage.com</p>	<p><i>Target audience:</i> Businesses</p> <p><i>Target groups:</i></p> <p><i>Short term outcomes:</i></p> <ul style="list-style-type: none"> • Internal TBL data management • Manage & streamline responses to vast numbers of sustainability surveys • Access to data for Reputex assessors & ethical investors <p><i>Long term outcomes:</i></p>	<p>Indicators - TBL reporting:</p> <ul style="list-style-type: none"> • Environment: • Policy & governance • Strategy & management • Performance indicators • HR management & OH&S • Community relations • Global issues • Ethics & values • Governance • Financial Mgt & Market Focus • Strategic planning • Continual business improvement • Risk & crisis management • Supply chain management • Stakeholder relationships 	<p>Data input, report generation:</p> <p>Back end:</p> <ul style="list-style-type: none"> • Select categories or create new ones • Select existing questions or create new ones for categories • Enter answers/data sets (text or tabular) for questions (with expiry dates) <p>Front end (incorporated into company website):</p> <ul style="list-style-type: none"> • Select categories • View associated questions & answers 	<p>Proprietary software viewed with web browser</p>

STANDARDS				
Australian Business Excellence Framework (ABEF) (not sighted) (Standards Australia) Cost: \$68.20 (Framework) Cost: \$34.16 - \$50.60 ('How-to' guide) http://www.busessexcellenceaustralia.com.au/GROUPS/ABEF	<i>Target audience:</i> Businesses <i>Target groups:</i> <i>Short term outcomes:</i> <ul style="list-style-type: none"> • Performance assessment and improvement • Criteria for Australian Business Excellence Awards <i>Long term outcomes:</i> <ul style="list-style-type: none"> • Attracting investors (via comparison of Australian Business Excellence Index performance) 	Indicators - management systems: <ul style="list-style-type: none"> • Leadership & innovation • Strategy & planning processes • Data, information & knowledge • People • Customer & market focus • Processes, products & services • Business results 	Requirements: <ul style="list-style-type: none"> • 12 Principles • 7 Performance Categories • 22 Items – each with descriptions of what organisations must address • Performance against each item assessed against "Assessment Dimensions" of Approach, Deployment, Results & Improvement 	Hard copy or PDF
AS 8003-2003: Corporate Governance - Corporate Social Responsibility (part of five-part suite of corporate governance standards) (not sighted) (Standards Australia) Cost: \$27.32 - \$40.48 http://www.standards.com.au/catalogue/script/Details.asp?DocN=AS871065609029	<i>Target audience:</i> Businesses, government departments and not-for-profit organizations <i>Target groups:</i> <i>Short term outcomes:</i> <ul style="list-style-type: none"> • Sets out essential elements <i>Long term outcomes:</i>	Standards - corporate social responsibility: <ul style="list-style-type: none"> • Policy • Responsibility • Implementation • Resources • Continuous improvement • Identification of CSR issues • Operating procedures for CSR • Implementation • Feedback system • Record-keeping • Identification and rectification • Reporting • Transparency • Stakeholder engagement • Supervision • Policy and procedures on 	Requirements	Hard copy or PDF



		<ul style="list-style-type: none"> business ethics • Education and training • Visibility, communication and influencing • Monitoring and assessment • Review • Liaison • Accountability • Third party verification • Structural elements • Operational elements • Maintenance elements 		
<p>Australian Minerals Industry Code for Environmental Management (possibly to be superseded by the ICMM Operational Framework for Sustainable Development Implementation which is currently under development)</p> <p>(Minerals Council of Australia)</p> <p>Cost: Free</p> <p>http://www.natural-resources.org/minerals/csr/volinitiative.htm</p>	<p><i>Target audience:</i> Minerals industry</p> <p><i>Target groups:</i></p> <p><i>Short term outcomes:</i></p> <ul style="list-style-type: none"> • Enhanced performance in industry-wide analysis of performance against code principles <p><i>Long term outcomes:</i></p>	<p>Standards - environmental management:</p> <ul style="list-style-type: none"> • Accepting Environmental Responsibility For All Our Actions • Strengthening Our Relationships With The Community • Integrating Environmental Management Into The Way We Work • Minimising The Environmental Impacts Of Our Activities • Encouraging Responsible Production And Use Of Our Products • Continually Improving Our Environmental Performance • Communicating Our Environmental Performance 	<p>Information, methodology, requirements:</p> <ul style="list-style-type: none"> • Signatories commit to 7 principles • Description of implementation for each • Annual self-assessment Implementation Survey • Annual Public Environmental Report production 	PDF
<p>Code of Environmental Practice 2001 – Policies, Principles and Actions</p> <p>(Electricity Supply Association of Australia)</p>	<p><i>Target audience:</i> Electricity industry</p> <p><i>Target groups:</i></p> <p><i>Short term outcomes:</i></p> <ul style="list-style-type: none"> • Public register 	<p>Standard - corporate sustainability:</p> <ul style="list-style-type: none"> • Sustainable Development • Social Responsibility • Environmental Management • Resource Management 	<p>Requirements:</p> <ul style="list-style-type: none"> • Policies • Principles • Actions 	PDF

<p>Cost: Free</p> <p>http://www.esaa.com.au/store/page.pl?id=1166</p>	<ul style="list-style-type: none"> • Public review <p><i>Long term outcomes:</i></p>			
<p>Good Environmental Choice Program – Environmental Labelling Standards</p> <p>(Australian Environmental Labelling Association)</p> <p>Cost: Free (although labelling attracts fee of \$400 - \$10,000)</p> <p>http://www.aela.org.au/StandardsRegister.htm</p>	<p><i>Target audience:</i> Manufacturing industry</p> <p><i>Target groups:</i></p> <p><i>Short term outcomes:</i></p> <ul style="list-style-type: none"> • Receipt of Good Environmental Choice Mark <p><i>Long term outcomes:</i></p>	<p>Standards - ecodesign:</p> <ul style="list-style-type: none"> • Adhesives • Recycled plastic products • Recycled rubber products • Products made from recycled rubber • Recycled paper products • Environmentally innovative products • Toiletry products • Wool pile carpets • Gypsum plasterboard • Computers • Sanitary paper products • General purpose cleaners • Laundry detergents • Hand dishwashing detergents • Machine dishwashing detergents • Textiles • Architectural coatings • Photocopiers (Draft) • Printers/Faxes (Draft) • Office paper (Draft) • Publishing and industrial paper (Draft) • Lead-acid batteries (Draft) • Printing inks (Draft) • Watertanks (Under Development) • Furniture (Under Development) • Wine products (Invitation) 	<p>Requirements:</p> <ul style="list-style-type: none"> • Summary assessment of product against standards • Full verification • Licence issued 	PDF



Greenhouse Challenge (The Australian Greenhouse Office) <i>Cost:</i> Free http://www.greenhouse.gov.au/challenge/index.html	<i>Target audience:</i> Businesses <i>Target groups:</i> <i>Short term outcomes:</i> <ul style="list-style-type: none"> • Save money • Accreditation - gain recognition <i>Long term outcomes:</i>	Technical - greenhouse gas emissions & sinks: <ul style="list-style-type: none"> • Energy • Industrial processes including refrigerants and solvents • Waste to landfill and wastewater treatment • Agriculture • Land-Use change & forestry (Vegetation sinks) 	Information, methodology, action plans: <ul style="list-style-type: none"> • Letter of intent • Cooperative Agreement • Factors & methods • Emissions inventory • Action plan • Performance indicators • Progress reporting • Independent verification • Success stories 	Webpages with links to PDF, Word and Excel documents plus company specific advice from industry expert
National Packaging Covenant (Australian and New Zealand Environment and Conservation Council) <i>Cost:</i> Free http://www.deh.gov.au/industry/waste/covenant/kit.html	<i>Target audience:</i> Manufacturing industry (packaging supply chain) <i>Target groups:</i> <i>Short term outcomes:</i> <ul style="list-style-type: none"> • Materials cost reduction • Lower compliance costs through exemption from National Environment Protection Measure (NEPM) • Accreditation <i>Long term outcomes:</i> <ul style="list-style-type: none"> • Supply chain advantage 	Technical - consumer packaging and household paper: <ul style="list-style-type: none"> • Design • Production • Distribution • Disposal • Research • Market development • Education • Labelling • Manufacturing • Retailing 	Information, methodology, action plans: <ul style="list-style-type: none"> • Sign Covenant • Checklist for steps to preparing action plan • View detailed case study 	Webpages or PDF
Principles of Good Corporate Governance and Best Practice Recommendations (ASX) <i>Cost:</i> Free http://www.asx.com.au/about/CorporateGovernance_AA2.shtm	<i>Target audience:</i> Businesses (ASX constituents) <i>Target groups:</i> <i>Short term outcomes:</i> <i>Long term outcomes:</i> <ul style="list-style-type: none"> • Maintain and promote investor confidence 	Standards - corporate governance: <ul style="list-style-type: none"> • Lay solid foundations for management and oversight • Structure the board to add value • Promote ethical and responsible decision-making • Safeguard integrity in financial reporting • Make timely and balanced disclosure 	Requirements, methodology: <ul style="list-style-type: none"> • 10 principles • Recommendations for achieving best practice for each principle • Suggestions on reporting/disclosure for each principle • Further information for each principle 	PDF or hard copy

		<ul style="list-style-type: none"> • Respect the rights of shareholders • Recognise and manage risk • Encourage enhanced performance • Remunerate fairly and responsibly • Recognise the legitimate interests of stakeholders 		
Sustainability Covenants (Environment Protection Agency Victoria) Cost: Free http://www.epa.vic.gov.au/Sustainability_Covenants/default.asp	<i>Target audience:</i> Businesses & industry associations <i>Target groups:</i> <i>Short term outcomes:</i> <ul style="list-style-type: none"> • Statutory and public recognition <i>Long term outcomes:</i> <ul style="list-style-type: none"> • Support from government 	General - corporate sustainability: <ul style="list-style-type: none"> • Varies with each covenant 	Action plans: <ul style="list-style-type: none"> • Make commitments and develop associated actions/programs, sign covenant • Review progress with EPA (after 12 months) • Report on progress 	Webpages and PDFs
SURVEYS				
Corporate Responsibility Index (under development) (not sighted) (St James Ethics Centre, supported by Ernst & Young) Cost: Free http://www.ethics.org.au/our_services/projects/corporate_responsibility_index/	<i>Target audience:</i> Businesses <i>Target groups:</i> <i>Short term outcomes:</i> <ul style="list-style-type: none"> • Publication of ratings • Feedback on performance • Consolidate information demands 	Indicators - corporate sustainability: <ul style="list-style-type: none"> • Workforce • Marketplace • Environment • Community • Human Rights 	Data input	Web pages



