Development of BES Benchmarking Methodology

What do both communities need?
Previous Benchmarking Method

**Governance**

- **Responsibilities**: Responsibility assigned
- **Risk management**: Factored into risk evaluation for normal business operation and changes in operations.
- **Stakeholder engagement**: Engagement undertaken at local and global level.
- **Integration**: Integrated into key decision making

**Policy and strategy**

- **Policy**: commitment to understand and manage
- **Strategy**: A strategy is in place as a framework to drive biodiversity performance.
Previous Benchmarking Method

Management and Implementation
- Site selection tools in use
- Environmental and social impact assessments (ESIA) in use
- Site level biodiversity management
- **Partnerships:** Local, national and international partnerships
- Competencies and employee awareness

Monitoring, reporting and assurance
- Internal audits
- External independent audits
- Third party report verification
- Key performance indicators
- Sensitive sites Action Plans

Examples of Leadership
Appropriate Model of Change?

The typical evolution of a company as it moves towards best practice:

1. No explicit acknowledgement
2. Detailed policy with supporting documents to help staff and contractors manage biodiversity risk
3. Series of tools developed to identify and manage biodiversity risk
4. Acknowledgement
5. Development of strategy
6. Development of monitoring processes and indicators
7. Development of headline policy
8. Identification of high risk sites
9. Development of assurance processes
Benchmark To Reflect
Sector Culture And
Challenges?
Business Culture?

- Risk Taker
- Entrepreneurial
- Risk Adverse
- Bureaucratic
BES Policy

Integrated Into Business Strategy

Individual Initiatives

Public Relations Focussed

Integrated Business Management System
Knowledge of BES Dependencies

Management of Long Term Dependencies

Initiatives for Differentiation

Collaborative/Society wide Initiatives

NGO Campaign Orchestrated Issues
Supply Chain Strategy & BES

High Control - Vertical integration

Financial oriented low trust relationships

Transparent Partnerships

Low control – complex global supply chains
Sector Differences?

**Retailers**
- BES Knowledge Set?
- Supply Chain KPIs?
  - Risk assessments
  - Systems
  - Supplier capacity building investment
- Management Systems

**Commodity Processors**
- Natural Resource Management Strategy?
  - Systems
  - Quality of indicators in use
  - Level of transparency
  - Participation in collaboration