

BS 8900:2006 - Guidance for Managing Sustainable Development

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- New style of standard aiming to increase interest and engagement in sustainable activities
- Over- arching framework to bring together many differing threads to simplify and rationalise existing initiatives
- Provides a philosophy and template for new family of certifiable standards – both specific and generic

ownership

- The framework aims to encourage and assist organisations to:

Work out for themselves what sustainability means *in their context* and embed a culture of sustainable development throughout the company.

outcomes

Focuses on outcomes not inputs

- Sustainability is an **outcome** not a system
(‘sustainable’ / ‘green’ processes do not necessarily achieve sustainable outcomes)

Principles-based

Sustainability principles underpin practical application

- Need for flexibility
- Incorporate in everyday decisions
- Embedding in the culture – not tick box

Ethics: *Inclusion, transparency, stewardship, integrity*
applied to key issues and risks

Development matrix

DRAFT BS 8900:2005

| Principles and practice | | Characteristics of developing organizations | | | |
|-------------------------|--|--|---|---|--|
| | | Minimum involvement | Maturity | | Full engagement |
| Inclusivity | Stakeholder engagement and issues identification | Restricted to few | Defensive Some dialogue with immediate stakeholders, especially shareholders | Systematic stakeholder identification Issues emerge and clarified PR and competitive advantages recognized and opportunistically utilized | Strong and continuing engagement of all relevant stakeholders. Issues clear and regularly reviewed Feedback networks established Focus on strengthening relationships. Promotion and support of wider sustainable development |
| | Key drivers | Quarterly returns-driven Profit paramount | Reactive-driven by regulatory, NGO, shareholder and/or investor pressures Cost/return decisions | Sustainable development part of reputation/risk management Based on longer term development | Short, long term and broader view fully integrated Proactive planning and seeking out opportunities Championing of sustainable development |
| | Leadership, vision and governance | Directive and narrowly focussed | Adherence to (one or more) public codes | Leadership commitment consistent Public SD and SR statements, policy and objectives Non Executives influential | Sustained leadership internally and externally Purpose, vision and values integrated Key role of reviews based on audit and analysis of performance |
| Stewardship | Managing risk | Fire-fighting | Compliance by the book Compliance effort where likelihood of enforcement. Seek "safe-harbours" | Main risks identified and managed Performance indicators, but sustainable development separate | Sustainable development policies fully integrated Spirit not letter Prevention rather than cure |
| | Sustainable development culture | Minimalist: doing as little as can "get away with" | Tick-box approach, seeing PR only, if little cost/impact Meeting regulatory baseline requirements only | Seeing link between sustainable development and business advantage but PR/marketing focus Developing education programme | Culture of sustainable development embedded at all levels Values-led and ethical approach Sustainable development part of all relevant planning and decision making Wide understanding and buy-in Sharing know-how outside organization |
| | Building capability | Closed shop Minimum standards or below | Statutory rights only | Building rights, responsibility frameworks and competencies Stimulating innovation, learning and people-empowering | Continual reappraisal and learning Recognizes and rewards of sustainable actions Encourages and values diversity Internal cohesion and common direction |
| | Key management issues, e.g. supply chain | Lowest price suppliers Latest possible payment | Supplier rating scheme based on technical compliance, cost and delivery time | Broadened criteria of selection, to include SD, SR, and environmental factors | Community of interest fully recognized Assistance given to lower tiers where necessary |
| Transparency | Environmental assessment | Minimal awareness Defensive posture | Standards not embraced Ad hoc solutions | Education and training Apply environmental policies and external standards | Environmental impact/risk assessments/audit comprehensive, integrated in decision making and valued Prevention rather than cure |
| | Review | Not valued | Minimal systems in place Conventional reporting | Analysis of needs Integrated system design and planned dissemination | Periodic review and adjustment All necessary recipients served |
| Transparency | Reporting and building confidence | Little or none unless pressed | Minimal or as required | Selective to determined ends | Legitimate stakeholders (internal and external) receiving regular and appropriate reporting Building understanding in the stakeholder community, seeking to explain decisions and implications, and wider long-term education beyond Building trust and confidence |

Figure 1 — Example of a sustainable development maturity matrix

Engage and challenge

Aims to embed in the DNA of the organisation

- Creating space for discussion / judgement
- Applying to everyday decision-making from strategy to front-line
- Focuses on mechanisms for resolving inherent tensions / dilemmas

Frameworks for asking questions / selecting criteria / evaluating ...



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Building confidence

- Ongoing engagement
- Share understanding
- Build confidence and trust

Standards only part of the picture

Certifiable standards

- **BS8901 Managing Sustainable Events**

Proposed:

- Sustainable Development Measurement and reporting
- Procurement
- Food and Farming
- Sustainable Communities

ISO 26000 Social Responsibility