About the Global Environmental Management Initiative (GEMI)

- 37 member companies:
  - Representing more than 22 business sectors
    - **Annual Sales**: almost $1 Trillion USD
    - **Global Headcount**: more than 2.5 million
    - **Number of Manufacturing Facilities Worldwide**: more than 3,000
- Non-profit 501(c)(3) organization
- Not an advocacy group
GEMI Vision & Mission

• Vision:
  – To be globally recognized as a leader in providing strategies for businesses to achieve EHS excellence, economic success and corporate citizenship.

• Mission:
  – Business helping business improve EHS performance, shareholder value and corporate citizenship.
# GEMI Board of Directors

<table>
<thead>
<tr>
<th>Position</th>
<th>Member</th>
<th>Company</th>
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<tbody>
<tr>
<td>Chair</td>
<td>Bob Accarino</td>
<td>Abbott</td>
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<tr>
<td>Vice-Chair</td>
<td>Jim Kearney</td>
<td>Bristol-Myers Squibb</td>
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<tr>
<td>Finance Chair</td>
<td>Audrey Bamberger</td>
<td>Anheuser-Busch Inc.</td>
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<td>Tools Work Group Chair</td>
<td>Moe Bechard</td>
<td>JohnsonDiversey</td>
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<td>Membership Chair</td>
<td>Leslie Montgomery</td>
<td>Southern Company</td>
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<tr>
<td>Communications Chair</td>
<td>Angie Grooms</td>
<td>Duke Energy</td>
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<tr>
<td>Benchmarking Chair</td>
<td>Mark Hause</td>
<td>DuPont</td>
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<tr>
<td>Senior Advisory Council (SAC) Chair</td>
<td>Jack Kace</td>
<td>Roche</td>
</tr>
<tr>
<td>Executive Director</td>
<td>Steve Hellem</td>
<td>GEMI</td>
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<tr>
<td>Director</td>
<td>Amy Goldman</td>
<td>GEMI</td>
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About Environmental Defense Fund

• Leading national nonprofit organization representing more than 500,000 members
• More than 300 scientists, attorneys, other professionals and support staff working in environmental advocacy
• 20-year track record of success in partnering with businesses
• Accepts no money from corporate partners; generous individuals and foundations fund its work
EDF Mission and Goals

• Mission:
  – Environmental Defense Fund is dedicated to protecting the environmental rights of all people, including future generations. Among these rights are clean air, clean water, healthy food and flourishing ecosystems. We are guided by scientific evaluation of environmental problems, and we work to create solutions that win lasting economic and social support because they are nonpartisan, cost-effective and fair.

• Goals:
  – Stabilize the Earth’s climate
  – Protect human health
  – Preserve species and habitat
  – Safeguard oceans and marine life
Corporate Partnerships at EDF

“Environmental Defense is probably the best NGO to find the intersection between profit and planet.”

-- Bob Langert, VP Corporate Citizenship, McDonald’s Corporation
GEMI-EDF Guide Work Group

• Partnership to develop best practice guide on corporate/NGO partnerships

• Co-chairs:
  – Mark Hause, DuPont
  – Steve Rutledge, Duke Energy
  – Kyle Cahill, EDF

• Consultants:
  – Golder Associates Inc. (Beth Beloff & Dicksen Tanzil)
“Business as Usual” has changed

- Corporations are recognizing value of environmental and social performance
- NGOs are recognizing value of the market to create widespread and lasting change
- Increasingly, corporations and NGOs are joining forces to achieve common environmental and social goals
About the Guide

• Purpose:
  – Inform companies and NGOs on best practices for successful business/NGO partnerships
  – Highlight successful partnership experiences of GEMI member companies

• Provide update to earlier EDF publication
EDF Corporate Partnership experience

GEMI member companies’ insights and experience in partnerships
What’s in the Guide

• Insights on business/NGO partnership best practices

• 11 case examples of successful environmental partnerships

Focused on…

• Partnerships and not philanthropy

• Environmentally-focused partnerships, but lesson should be applicable to other business/NGO partnerships
Overview of Guide

• What is a business/NGO partnership?
• Why partner?
• Best Practices in Partnerships
  – Structuring partnerships
  – Executing a project jointly
  – Measuring and communicating results
  • Tables describing measurements for business benefits and environmental and health benefits

• Case Examples
  – Business benefits
  – Environmental and Social benefits
What is a Business/NGO Partnership?

- Independent organizations bringing together their distinct views, expertise and resources to work towards common goals
- Requires active engagement between business(es) and NGO(s)
- Does not rely solely on financial contributions
Why Partner?

- Creating business value and environmental benefits
- Raising the bar on environmental performance
- Leveraging skills and perspectives not available in the partner organization
- Building respect and credibility
- Providing independent validation
- Helping achieve a long-term vision
Partnership Best Practices

Part 1 – Project Design:
Structuring Partnerships for Success

Part 2 – Project Execution:
Making the Project a Reality

Part 3 – Measuring and Communicating Results
Part 1 - Project Design: Structuring Partnerships for Success

- Developing Criteria for Selecting Projects
- Identifying a Good Partner
- Properly Structuring Agreements
• Developing Criteria for Selecting Projects
  – Environmental impacts
  – Business benefits
  – Project scope
  – Leverage potential
  – Fit with company/NGO capabilities
  – Alignment with organization’s core values
  – Support from appropriate level of management
Case Example: Selecting An Appropriate Project

Eastman Kodak and The Nature Conservancy

*China Photovoice Project*

- Kodak was looking for an NGO partnership project to support its growth strategy in western China
- The Nature Conservancy’s Photovoice project aims to document images and stories that support conservation planning
- Use of cameras also supports product improvements and innovation

**Business Benefits**
- Supported strategic growth and market-creation objective
- Enhanced brand value
- Supported product improvement and innovation

**Environmental & Social Benefits**
- Visually documented environmental concerns and evidence of impacts
- Supported conservation planning
- Empowered remote villagers to voice their concerns
• Identifying a Good Partner
  – What motivates the company or the NGO?
  – How does the company view the environment? How does the NGO view business?
  – What is the decision-making style in your partner’s organization?
  – Does the company/NGO have favorable partnership history/reputation?
  – Can credibility and trust be established and maintained throughout the project?
Case Example: Selecting An Appropriate Partner
Occidental Petroleum, Ecopetrol, International Alert and Fundación Ideas Para la Paz
*Piloting Innovative Social Assessment in a Colombian Oil Field*

- Occidental Petroleum entered into a new project with Ecopetrol in La Cira oil field, Colombia
- International Alert published new conflict-resolution business practice guidelines
- Partnership provides opportunity for companies to develop experience with guidelines, NGOs to “road test” the tool
- Trust building: Initial 6-mo agreement extended to 24 months

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**Business Benefits**
- Assurance of project success through improved risk management
- Developed experience with an innovative social assessment methodology
- Gained credibility and trust in the community

**Environmental & Social Benefits**
- Reduced emissions and conservation of energy resources
- Improved community safety and environment
• Properly Structuring Agreements
  – Goals and objectives
  – Scope of work
  – Timeline
  – Roles and responsibilities
  – Public transparency
  – Independence
  – Funding
  – Replicability
  – Communication
Part 2 - Project Execution: Making the Project a Reality

Project Team
- Developing a Cross-Functional Team
- Building Support at the Appropriate Level of Management
- Selecting a Project Lead

Project Work
- Developing a Clear Project Plan
- Maintaining Momentum
Case Example: Building A Project Team
DuPont and Environmental Defense Fund
Framework for Responsible Nanotechnology

- Partnership to ensure responsible nanotechnology and develop tool to share information with stakeholders
- Multidisciplinary team from both organizations, with experience in science, law, and business
- Partners collaborated on other projects, over 20 years
- Extremely effective – goals achieved in less time than planned

**Business Benefits**
- Improved product stewardship
- Developed framework to identify, reduce and manage environmental, health and safety risks posed by an emerging technology
- Enhanced interactions with regulatory agencies
- Established technical leadership in the field
- Enhanced brand value

**Environmental & Social Benefits**
- Gained a better understanding of the risks of nanotechnology to the environment and society
- Initiated discussion among key stakeholders
- Advanced nano risk assessment
Case Example: Maintaining Momentum
Southern Company and National Fish and Wildlife Federation
Strategic Bird and Ecosystem Conservation Programs

- Grant program resulted in a model learning forum to share conservation best practices among stakeholders
- High-level interactions among all involved
  - Annual meetings of grantees, regulators, conservation leaders, and company executives and employees
  - Project visits allow employees learn about ecosystems
- Informed Southern Company’s own conservation practices
Part 3 - Measuring and Communicating Results
- Measuring Business Benefits
- Measuring Environmental and Health Benefits
- Communicating Results
• Measuring Business Benefits
  – Cost avoidance, revenue generation, and risk reduction

• Measuring Environmental & Health Benefits
  – Emissions, waste & toxic reduction, resource conservation, and impacts on value-chain

*Measures can be quantitative or qualitative*
Case Example: Aligning the Supply Chain

Smithfield Foods, Compass Group and Environmental Defense Fund

Reducing Antibiotic Use to Maintain Efficacy for Humans and Animals

- Smithfield, as world’s largest pork processor and hog producer, unveiled policy to curb antibiotic use
- Policy enabled Smithfield to supply pork that meets Compass’ needs
- Built on EDF’s previous partnerships to develop agreements to curb antibiotic use in poultry

**Business Benefits**
- Strengthened supply-chain relationship
- Educated customers and consumers through publication of antibiotics use policy
- Enhanced brand value

**Environmental & Social Benefits**
- Reduced use and protected effectiveness of medically important antibiotics
- Influenced industry practices
In Closing

- A successful partnership requires a commitment built on mutual trust and respect, and the willingness to understand the values, objectives and concerns of all partners
- Business and NGO partners also benefited from leveraging their partners’ expertise and capabilities
- In working together, partners realize business, environmental, and societal benefits
Questions & Answers

If you have additional questions **DURING** this webinar, please email them to Beth Beloff, Golder Associates (bbeloff@golder.com)
For More Information

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