

Ethics and Sustainable Development

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- Chair of BSi Committee SDS/1 Sustainable Development
- - *BS8900 Guidance for Managing Sustainable Development*
- - *BS8901 Managing Sustainable Events*
- ISO 26000 Social Responsibility

Features of BS8900

- Not management system
- Not a long list of boxes to tick
- Not prescriptive

- A learning system
- Getting interest and engagement
- Creating a mindset
- A framework for thinking for yourselves

How it works

- Outcomes – sets out where we want to go
- Sales - ‘selling’ benefits
- Involving – stakeholders continuing engagement
- Principles-based– themes - helping organisations to form their view of sustainability for themselves

BS8900 Structure

- 5 sections
- 3. Scope
- 4. Terms and Definitions
- 5. Principles of Sustainable Development**
- 6. Putting sustainable development into practice**
- 7. Sustainable Development maturity matrix**

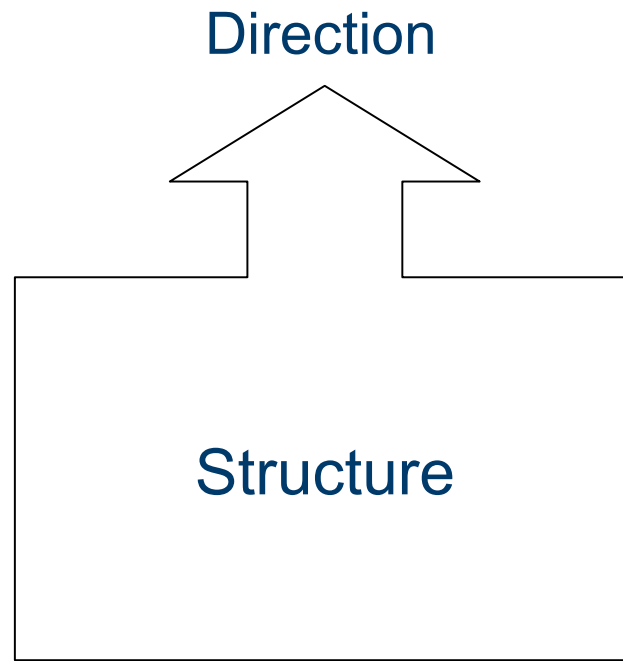
Embedding

- Setting criteria
- Asking questions
- Culture – embedding sustainability
- Everyday

Questions

- How can you be sure no groups or individuals are disadvantaged or kept in the dark?
- How do you try to deal with others with integrity?
- Will organizational decisions lead to irreversible environmental or societal change...?
- How do you make certain that relevant and reliable information is available in an accessible, low-cost and comparable way?
- How are significant interests, influences and beneficiaries recorded, communicated and managed?

What are we trying to achieve?



Boundary conditions

movement +
self-assessment

Development

- Change – part of the process not a fixed hurdle to jump
- Principles and issues
- 4 levels
- Implementation – journey

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
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	
Stewardship	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
	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
Transparency	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
	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

Verification

- Enough substance to be verifiable – key points
- Building trust and confidence
- Engagement

BS8900 summary

- BS8900 seeks to attract and engage those who are not currently interested in or committed to social responsibility
- Principle-based, not tick box
- Builds learning and developing decision making frameworks
- Starts from defined outcomes, not processes
- Emphasises 'maturity' , not 'passing a test'

Values - cutting edge?

- Ethics Foundation
- ISO 26000