

# Development of BES Benchmarking Methodology

What do both communities need?

The background of the slide is a solid blue color. In the lower right quadrant, there are several decorative elements consisting of concentric circles, resembling ripples in water. These circles are light blue and vary in size and opacity, creating a subtle pattern.

# 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**

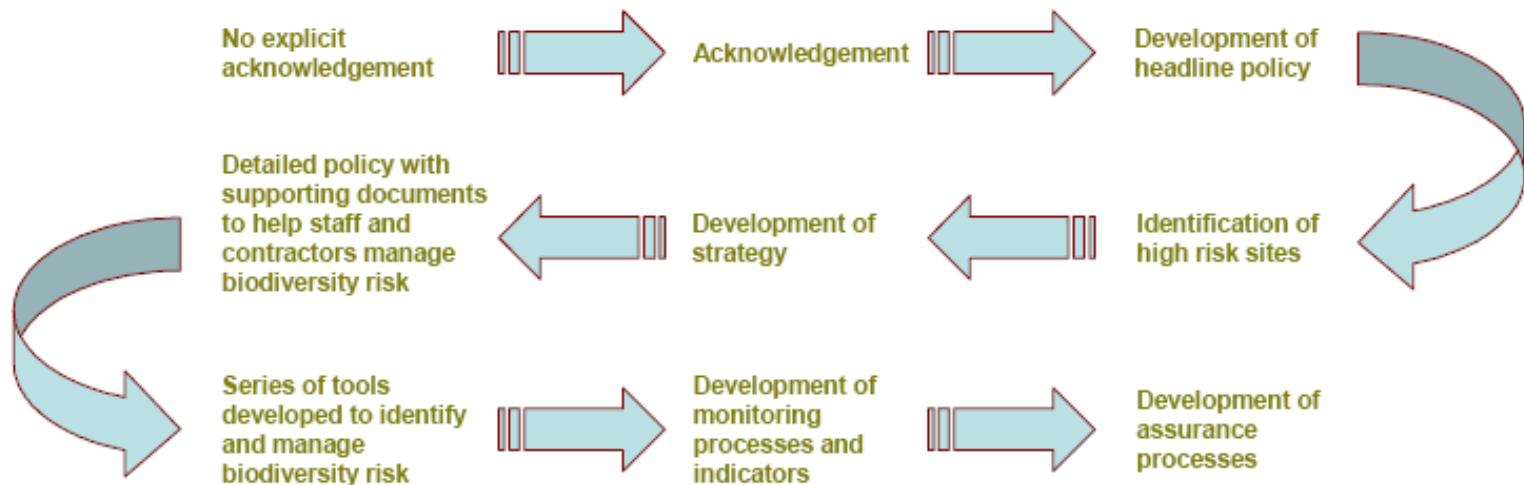
## Monitoring, reporting and assurance

- **Internal audits**
- **External independent audits**
- **Third party report verification**
- **Key performance indicators**
- **Sensitive sites Action Plans**

## Examples of Leadership

# Appropriate Model of Change?

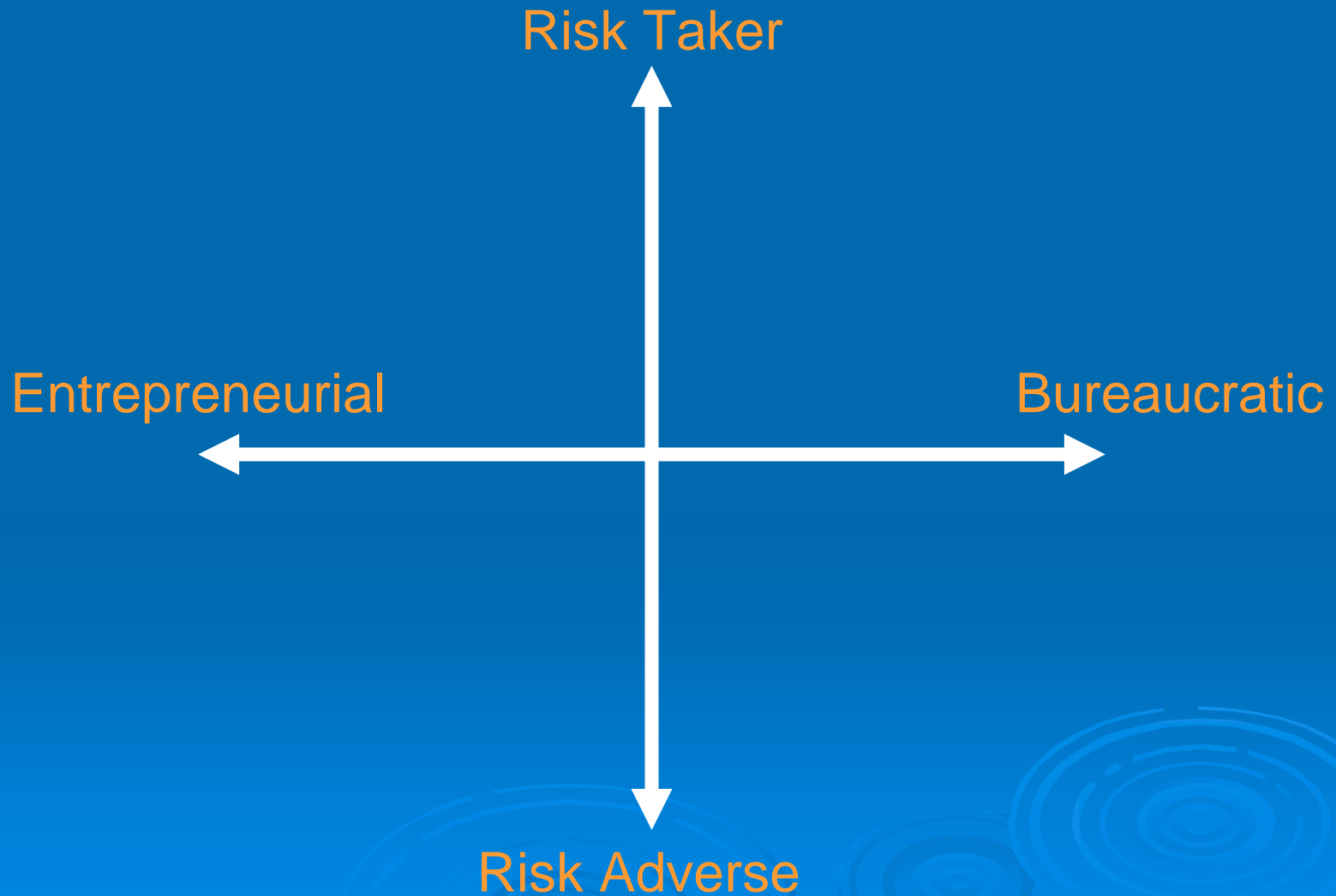
## The typical evolution of a company as it moves towards best practice



# Benchmark To Reflect Sector Culture And Challenges?



# Business Culture?



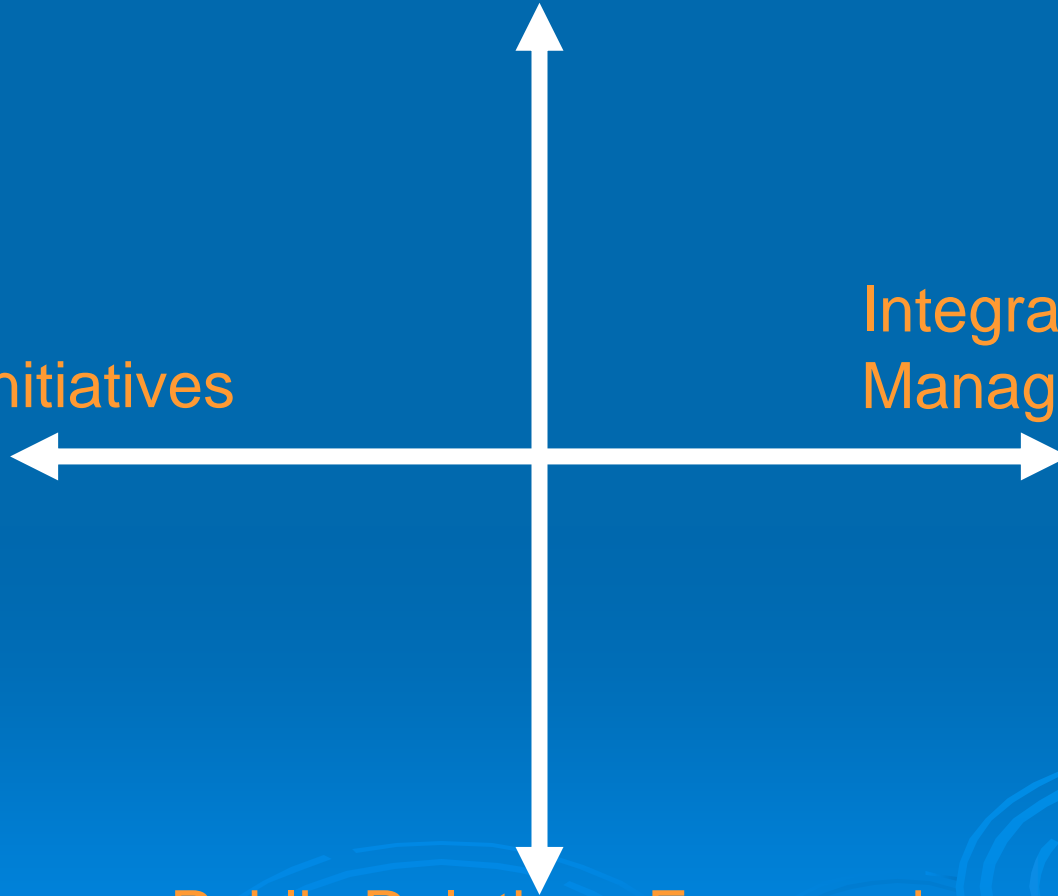
# BES Policy

Integrated Into Business Strategy

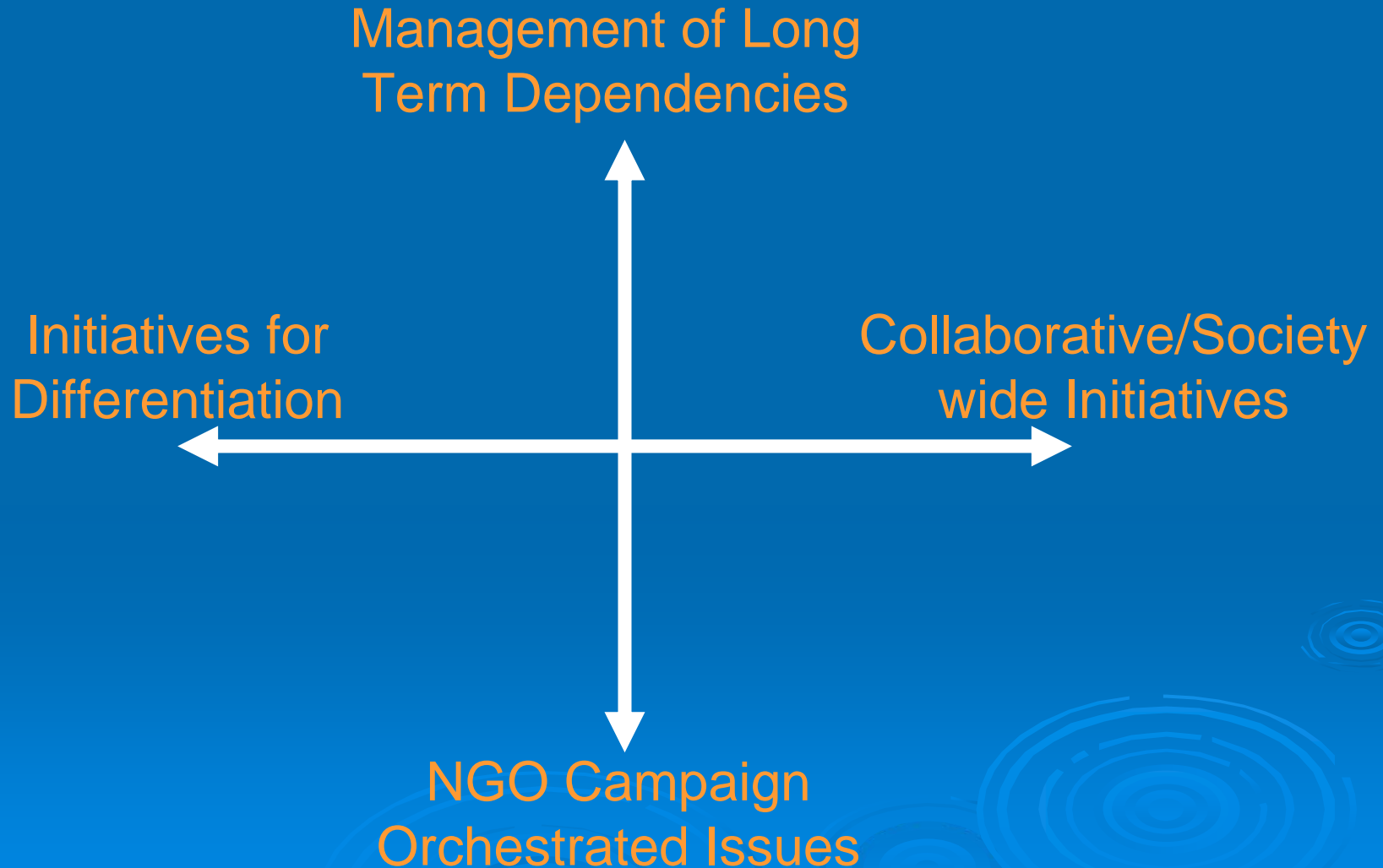
Individual Initiatives

Integrated Business Management System

Public Relations Focussed



# Knowledge of BES Dependencies





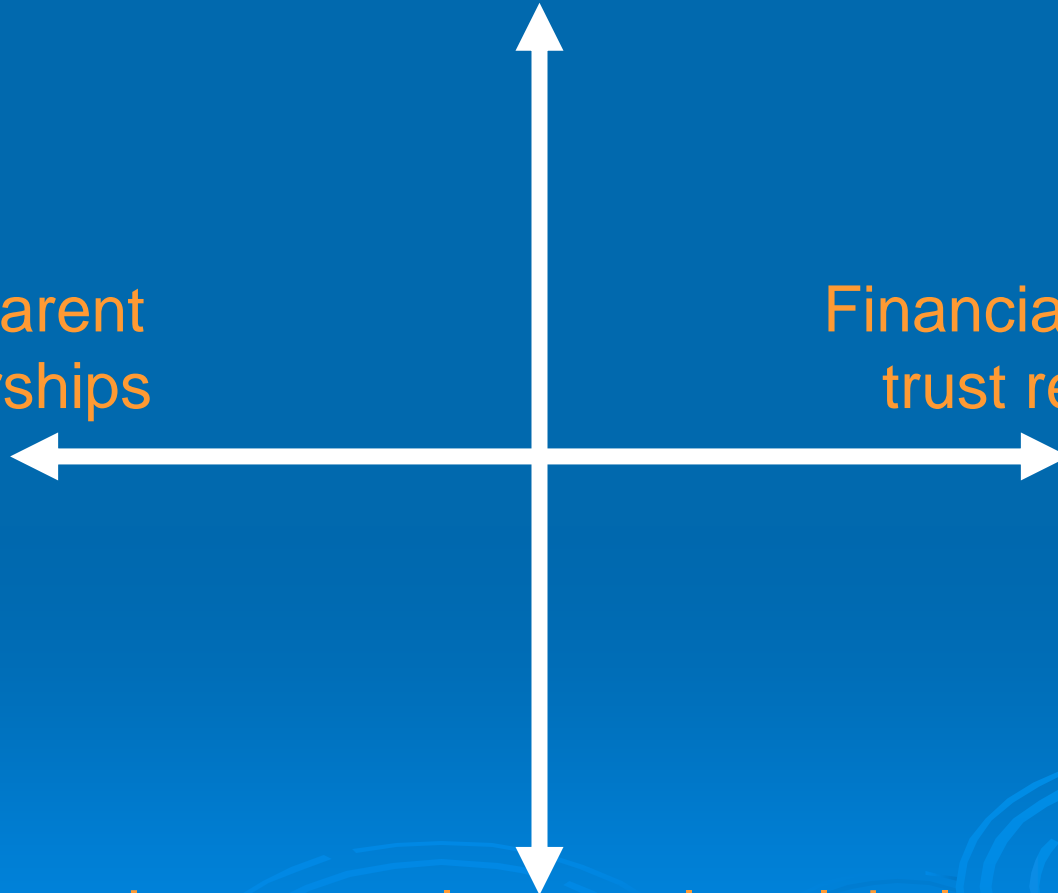
# Supply Chain Strategy & BES

High Control - Vertical integration

Transparent Partnerships

Financial oriented low trust relationships

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

# Discussion of Issues

