

TRANSFORM

FOR ENVIRONMENT AND SUSTAINABILITY PROFESSIONALS

Environment ●
Economy ●
Society ●

September 2020
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Enough is enough

How equality
standards and
guidance can root
out corporate racism

PLUS

Choppy waters Craig Bennett on what COVID-19 and Brexit could mean for UK nature

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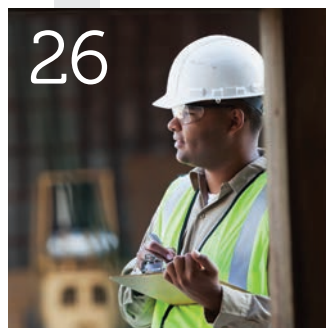
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Rest and reconnection

A very warm welcome to this September edition of *Transform* magazine. I hope you managed to get some rest and relaxation over the summer, whether at home or perhaps enjoying some of the great locations the UK has to offer. It's sometimes easy to forget the astonishingly beautiful countryside we have close to home, and I have been enjoying getting out with the family to walk along the Thames and enjoy the stunning South Downs. As a former member of the National Parks Review panel, I am very much hoping that this summer will have helped connect – or reconnect – many of us with the open spaces on our own doorsteps.

Those of you who have had a bucket-and-spade holiday somewhere along the British coastline may have come across the handy guide to British marine life on the Wildlife Trusts website. The Trusts, collectively, have around 850,000 members who are passionate about nature. Their new CEO, Craig Bennett, has had a similar journey to me during the past few months in that he has moved to lead a new organisation from his computer screen, rather than the office. In his interview (p12), he speaks about his new role, the challenges for habitats in the UK, and working collectively to protect these uniquely beautiful spaces.

Another remarkable change in our collective thinking has been the Black Lives Matter movement, and the awareness that unconscious bias has been a real block to increased diversity in the environment and sustainability sectors. I am all too aware, as a person of mixed heritage, that these sectors are not diverse, and I was delighted that those members who helped with our thinking on Build Back Better agreed that we need to address this honestly and urgently. I am sure that you will find Kye Gbangbola's article (p16) as thought provoking as I did.

Earlier this year, I was privileged to chair the 'in conversation' element of a presentation with the 'godfather of sustainability', John Elkington. He was, as always, inspirational, and challenged us to think beyond the current pandemic to a more sustainable future. He speaks to *Transform* about COVID-19, global trade and Greta Thunberg (p24).

Have a great – and sustainable – month.

"I am hoping that this summer will have helped reconnect many of us with the open spaces on our own doorsteps"



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IEMA is the professional body for everyone working in environment and sustainability. We provide resources and tools, research and knowledge sharing along with high quality formal training and qualifications to meet the real-world needs of our members. We believe that together we're positively changing attitudes to sustainability as a progressive force for good. Together we're transforming the world to sustainability.

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AIR POLLUTION

South Asian nations signal contrasting coal plans

Fears are mounting that India could stage a vast expansion of its coal fleet following the COVID-19 crisis, while neighbouring countries instead look to renewables as part of their economic recoveries.

Prime minister Narendra Modi has unveiled his new economic plan for a “self-reliant India”, which would open up 40 coalfields in some of the country’s most ecologically-sensitive forests. This is intended to reduce a reliance on expensive imports, with Modi signalling his aim for India to become “the world’s largest exporter of coal”.

The plan would see hundreds of thousands of acres of forest felled, destroying villages and displacing indigenous communities while threatening an abundance of plant and animal life. This is despite India being the world’s cheapest producer of solar power, with analysts finding that the industry could generate up to 1.6m jobs by 2022, far more than coal does.

“The government needs to support rooftop solar and other forms of decentralised renewable energy solutions that reduce the demand for coal-based electricity,” Greenpeace India said in a statement. “A choice has

to be made between a system that has been exposed as unviable and ineffective, or move towards an economically and ecologically just, sustainable and resilient future.”

In neighbouring Bangladesh, minister of power, energy and mineral resources Nasrul Hamid has suggested that the country could scrap 90% of its coal power pipeline – one of the world’s largest. This would mark a major pivot away from Chinese-funded coal in Bangladesh, with up to 26 out of 29 power plants, accounting for 28GW of capacity, potentially being put under review.

“At present, we are aiming for 40 to 41GW of total generation capacity, where only 5GW is coal based,” Hamid recently said during a webinar run by the Centre for Policy Dialogue.

Meanwhile, to the west in Pakistan, government officials have unveiled a plan to boost the share of renewables in the country’s electric power mix to 30% by 2030, up from about 4% today. This will mainly involve wind and solar power, along with geothermal, tidal, wave and biomass energy.

However, the plan also protects the building of seven more coal-fired power plants as part of the China-Pakistan Economic Corridor project, again highlighting ongoing geopolitical influences in the region.





ECOSYSTEMS

Amazon deforestation jumps by one-third

Deforestation in the Amazon has increased by one-third during the past year and must be banned as a matter of urgency, the WWF has warned.

Data from Brazil's National Institute for Space Research shows that deforestation alerts in the Legal Amazon increased by 33% to 9,205km² between 1 August 2019 and 31 July 2020. Fires were 55% higher in the first two days of August than in the same period last year, and there were more fires in July than there have been for a decade.

WWF Brazil has called for five emergency measures, including a five-year ban on deforestation in the Amazon. Others include increased penalties for environmental crimes, immediate resumption of the Action Plan for Prevention and Control of

Deforestation in the Legal Amazon, demarcation of indigenous and quilombola lands, and the restructuring of the environmental authorities.

The WWF has said that the UK government can help protect the Amazon rainforest by using its Environment Bill. "Deforestation in the Brazilian Amazon is leading to an increase in devastating fires," said Sarah Hutchison, head of conservation programmes for Latin America at WWF UK. "Many forest areas are illegally cut, left to dry and then burned.

"The UK government can play their part in preventing this with new laws requiring companies to cut deforestation out of their supply chains. The Amazon is on the edge and the time to act is now."

CLIMATE CHANGE

Met Office warns of climate impact

The UK set four high temperature records last year as climate change continued to have an clear impact on the country's weather, according to the Met Office.

Its sixth *State of the UK Climate* report outlines how an all-time record of 38.7°C was set last July, along with a winter high of 21.2°C in February, and temperatures of 18.7°C and 13.9°C in December and February respectively. No national low-temperature records were set during 2019, which the Met Office said was the twelfth warmest year since 1884, and one of the least snowy. Most of the UK received above average rainfall.

"Climate change is exerting an increasing impact on the UK's climate," said report lead author Mike Kendon. "Since 2002 we have seen the warmest 10 years. By contrast, to find a year in the coldest 10, we have to go back to 1963, over 50 years ago."

The report also reveals that 2010-2019 has been, on average, 0.9°C warmer across the UK than the period 1961-1990, with last year being 1.1°C above the 1961-1990 long-term average. The most recent decade also had 6% fewer days of air frost and 10% fewer days of ground frost than the 1981-2010 average.



BUSINESSWATCH



BMW unveils hybrid-to-electric switching service

Car manufacturer BMW has unveiled a new digital service that automatically switches its hybrid vehicles to electric power-only when they enter low-emission zones.

eDrive Zones uses geo-fencing technology via GPS, and has been launched in London and Birmingham.

"A plug-in hybrid vehicle combines the best of two worlds: emission-free city-driving as well as long-distance capabilities," said BMW board member Pieter Nota.

🔗 bit.ly/2CdmtKU



Starbucks reintroduces reusable cups

Reusable cups have been reintroduced at Starbucks stores across Europe, the Middle East and Africa following a temporary pause in recent months due to COVID-19.

The coffee house company has also introduced new cleaning and safety measures to ensure contact-free pouring of beverages. Customers with reusable cups will still get a discount.

"Our new reusable cup procedure ensures the safety of our partners and customers, while supporting our commitment to the planet and our aspirations to become resource positive," Starbucks said in a statement.

🔗 bit.ly/33YqQRZ



Microsoft announces zero waste goal

Microsoft has pledged to achieve zero waste across all its direct operations, products and packaging worldwide by 2030.

The technology giant said it would divert at least 90% of its solid waste from landfills, manufacture 100% recyclable surface devices, use 100% recyclable packaging and achieve a minimum of 75% diversion of construction and demolition waste for all projects.

It will also build innovative 'circular centres' to reuse and repurpose hardware, and making new investments in Closed Loop Partners' funds.

🔗 bit.ly/31GoTqb

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NICK BLYTH

IEMA policy lead and chair of the ISO Climate Change Coordination Task Force

New opportunities to 'mainstream'

Initiatives and programmes have been instrumental in building business support for climate change action. The context we operate in has evolved and offers potential for mainstreaming, but understanding business issues, processes, drivers and barriers is essential.

Climate-related financial disclosures are a new opportunity to engage with transition risks. A guide (bit.ly/3fCQmy2) produced by IEMA and the Institute and Faculty of Actuaries draws on the insights of financial and sustainability risk practitioners.

Standards present another opportunity. The *ISO 14001* environmental management systems standard requires an organisation to consider its wider context and the expectations of interested parties, to enhance its leadership focus, and to embed a lifecycle perspective across the value chain. Organisations must also analyse risks and opportunities, and consider potential impacts of changing environmental conditions on strategies and operations.

Many organisations use a form of management system standard (MSS); all ISO MSSs are based on the same structure, allowing for climate change issues to be addressed.

This is one of many considerations outlined in the ISO Guide 84, *Guidelines for addressing climate change in standards*, developed by ISO's Climate Change Coordination Task Force with contributions from IEMA. It provides a systematic approach, relevant principles and useful information to help standards writers address climate change.



ECONOMY

Build Back Better

In July IEMA launched its Build Back Better position statement in response to COVID-19. It outlined five objectives necessary for a green and sustainable recovery:

1. Set clear expectations that require and enable sustainability across the public and private sectors
2. Invest in skills, training and jobs that level up society and address social problems
3. Support placemaking, community connection and wellbeing
4. Invest in infrastructure that delivers sustainable economic, social and environmental outcomes
5. Support and promote business models and collaborative decision-making that can resolve sustainability challenges and trends.

The need to transform to a sustainable economy is as urgent as ever. The evidence has not changed on the importance of addressing issues such as climate change, slavery, biodiversity loss, poverty, health and pollution. We also need to reflect the UK in the workforce and in all facets of life that have accepted or legitimised a culture of privilege and discrimination.

The way the government invests will define whether we succeed in a just transition or bake in our current trajectory. IEMA will be working with members to support your work, and to further our ideas with government and other likeminded organisations.

VOLUNTEER NETWORK

Regional activity goes digital

During the COVID-19 pandemic, IEMA has encouraged more digital activity in order to help members engage with regional activities, and since the end of April the IEMA Regional Volunteer Network has hosted 19 online sessions. These have been well received, which is encouraging at a time when supporting and connecting members has never been more important.

Many regions are continuing to develop new ways of hosting events digitally, as well as holding successful coffee mornings, webinars and virtual tours. It has been overwhelming to see how

much time and work has gone into this period and the events themselves. Having regional activity opened out to a wider audience, especially to members in more remote areas, has been invaluable.

We will be continuing to develop our digital engagement activity after restrictions have eased so that they become a regular feature. If you would

like to watch past events again, they can be found on the IEMA website.

If you have any ideas for topics or themes for future regional events, please get in touch at regions@iema.net



NATURAL RESOURCES

Accelerating private investment in nature-based solutions

Enhancing and restoring our natural assets will require significant private sector investment. As post-Brexit natural environment architecture is designed, we can demonstrate the conditions necessary for private investment.

Accelerating private investment in nature-based solutions will:

- Provide new income for land managers and owners by paying for environmental services delivered
- Join up public and private funding streams to get better value for money
- Speed up the development of environmental services markets
- Enable businesses to invest in carbon offsets from nature-based projects and attract carbon offset investment
- Position the UK as a world leader in financing action on nature recovery.

IEMA's Broadway Initiative has developed a proposal (bit.ly/2EPMX2a) for the government on accelerating private sector investment. It:

- Proposes that the government provides a minimum of £100m of funding for 12-20 demonstration projects in order to leverage at least £100m of private funding
- Outlines how these projects would inject funding into communities to deliver improvements, and demonstrate necessary conditions for private investment in the longer term
- Identifies project selection criteria and funding and governance options
- Outlines the next steps for capturing this opportunity, with support from the finance and business communities.

BREXIT

Environment and the level playing field

The House of Lords EU Environment Sub-Committee recently ran a short inquiry to explore what is at stake on the environmental and climate level playing field in the UK-EU negotiations. It had a particular focus on the objectives of level playing field provisions and how they should be constructed and enforced.

The UK and the EU have committed to maintain high standards, and IEMA believes these could be the basis for an agreement, which could provide:

- A consistent policy landscape against which investments can be made with confidence
- The maintenance of high standards underpinning free trade in goods and services, and the avoidance of environmental regulatory barriers
- Good environmental outcomes – recognising the benefits that flow from natural capital

- Ongoing development of policies that support better environmental outcomes
- A basis for UK-EU collaboration in order to promote high environmental standards in international negotiations.

A 'landing zone' for the agreement could be based on: commitment to non-regression of protections; confirmation that how protections are achieved may evolve over time and that different approaches may be adopted; and independent domestic enforcement of each party's level-playing field obligations.

You can read IEMA's inquiry submission at bit.ly/3kiHXDs



RESOURCES

Recent publications

Impact Assessment Outlook Journal Volume 7: Demystifying Cumulative Effects (July 2020): This focuses on cumulative effects assessment in Environmental Impact Assessment (EIA). Created with the Impact Assessment Network and EIA Quality Mark, and guest edited by Arup associate Andy Mitchell.

Environmental Impact Assessment Guide to Climate Change Resilience and Adaptation (July 2020): New guidance to address the climate change resilience gap. Reflects legislative developments and lessons, and provides a framework for consideration of climate change resilience and adaptation through EIA in town and country planning.

A user guide to climate-related financial disclosures (July 2020): Produced by the Institute and Faculty of Actuaries and IEMA, this draws on insights of financial and sustainability risk practitioners.

Upcoming

Major Accidents and Disasters in Environmental Impact Assessment: A Primer (September 2020). Major accidents and disasters was a new EIA topic introduced by the 2014/52/EU EIA Directive. This presents learning from UK developments where the topic has been assessed.

Impact Assessment Outlook Journal Volume 8: Health and Environmental Impact Assessment (October 2020). Focuses on health consideration in EIA. Created with the Impact Assessment Network and EIA Quality Mark, it is guest edited by Joanna Bagley, senior associate director at Waterman Group.

NEW REGULATIONS

THE LATEST

■ **LEGISLATION**
■ **GUIDANCE**
■ **CONSULTATION**
**22 JULY 2020**

Planning

The Business and Planning Act aims to help economic recovery following the disruption caused by the COVID-19 pandemic. It introduces temporary and permanent changes to planning legislation which will make things easier for businesses and the economy to transition from lockdown to recovery.

cedr.ec/73u
**PENDING**

Emissions trading

The Draft Greenhouse Gas Emissions Trading Scheme Order 2020 has been published and will establish a new emissions trading scheme covering emissions from power and heat generation, energy intensive industries and aviation. The scheme is the UK successor to the EU Emissions Trading System.

cedr.ec/73n
**22 JULY 2020**

Ship pollution

The Merchant Shipping (Prevention of Pollution by Sewage from Ships) Regulations 2020 and the Merchant Shipping (Prevention of Pollution by Garbage from Ships) Regulations 2020 implement the latest version of the Annexes to the International Convention for the Prevention of Pollution from Ships 1973, to help combat damage to the marine environment.

cedr.ec/73p
cedr.ec/73o
**31 AUGUST 2020**

Planning

The Town and Country Planning (General Permitted Development) (England) (Amendment) (No. 2) Order 2020 introduces new permitted development rights that allow existing houses to be extended to provide more living space.

cedr.ec/73r
**31 MAY 2020**

Pollution prevention

New Guidance for Pollution Prevention (GPP 25) aims to help healthcare establishments, facilities, sites or establishments (public and private) in understanding their legal requirements in relation to minimising the impact on, and protecting, the environment.

cedr.ec/73x
**13 JULY 2020**

Waste

The Department for Environment, Food and Rural Affairs has published guidance to help both householders and businesses decide on how to dispose of waste, including PPE, during the coronavirus pandemic.

cedr.ec/73s
**27 JULY 2020**

Water resources

The Environment Agency is seeking views on a proposed update to the water resources planning guideline. It will inform water companies on what to include in their water resource management plans, which set out their goals on providing secure, sustainable water supply to their customers over the next 25 years.

cedr.ec/73v
**8 JULY 2020**

Transport

The Department for Transport is consulting on the next steps to reducing emissions in transport and creating a decarbonisation plan to help ensure we meet the government target of net-zero emissions by 2050. It builds on the policy paper 'Creating the transport decarbonisation plan', from March.

cedr.ec/73w

Severn Trent Water was found to have discharged 3.8m litres of raw sewage into the Row Brook in Shropshire

Legal

INCOURT

IN COURT

Severn Trent fined 800k for Shropshire sewage pollution

Severn Trent Water has been fined £800,000 for dumping 3.8m litres of raw sewage into a Shropshire stream.

The company pleaded guilty at Telford Magistrates' Court to breaching the Environmental Permitting (England and Wales) Regulations 2010 by causing sewage to discharge into the Row Brook from the Acton Burnell Treatment Works between November 2014 and May 2016, failing to provide a labelled sampling point, and failing to operate and maintain a grass plot treatment facility.

A member of the public who was out dog walking on 10 May 2016 reported a strong smell and a ditch full of raw sewage. As a result, an Environment Agency officer inspected the site and found the brook was polluted for 250 metres downstream of the works. The incident was caused by a fat blockage at the works inlet.

On returning three days later, the officer found the discharge had continued. They were

told by a Severn Trent member of staff that it was due to the expansion of a nearby college, and that the works were due to be upgraded to improve capacity. Effluent normally discharges into storm tanks during poor weather conditions, but in this case was incorrectly discharging via the works storm tanks during normal weather. Sewage was being discharged into the brook without being properly treated.

In an attempt to stop the pollution, Severn Trent set up a system of pumping its storm tanks to sludge holding tanks, which would then be emptied and taken off-site by road tanker. The Agency said this showed it was possible to run the site in accordance with its permit, despite a capacity squeeze.

An Agency survey the next day concluded that the sewage had had a significant impact on macroinvertebrate ecology. Further inspection revealed the discharges had been happening regularly for 17 months.



OTHER NEWS

Environment Agency launches post-COVID plan

The Environment Agency has launched its five-year plan for a greener, healthier future, warning that business as usual after COVID-19 won't be enough to address the challenges we face.

EA2025 calls for a new approach, promoting health, equality and environmental enhancement. It says the pandemic presents an opportunity to reshape the future and can help society understand the century's largest health threat: climate change.

By 2025, the Agency aims to create more climate-resilient places and infrastructure by ensuring the nation is prepared for flooding, coastal change and drought. The plan also puts focus on improving air, land and water health for people and nature, and ensuring green growth for the future.

Sir James Bevan, chief executive of the Agency, said: "Tackling climate change must become a default position for everyone. We know that life post-lockdown presents a unique opportunity to change the way we live and work for the better."

"We have been gifted a glimpse of how we could adapt our lives and think differently about how we operate. This applies not just to us but to the communities we serve, too. People are ready to think differently, and with our new five-year plan we want to make the most of this once-in-a-lifetime chance to lead the way."

You can read the full plan at cedr.ec/73q



CASE LAW

Appeal against waste export conviction dismissed

Biffa Waste Services Ltd appealed against its conviction for illegally exporting household waste to China, contrary to the Transfrontier Shipment of Waste Regulations 2007.

The company's operations included receiving unsorted Y46 household waste, sorting it into categories of recyclable waste and exporting it for recycling. In 2015 it dispatched what it claimed was paper waste for recycling in China, a country not covered by the OECD Decision 2011 on the export of waste. The waste was found to be contaminated with Y46 – against Regulation (EC) 1013/2006, which allowed the export of

paper waste, but not Y46, to non-OECD Decision countries.

The prosecution had to prove that the waste was Y46. Through sorting, Y46 could become paper waste, and waste could be designated paper waste even if it contained a small amount of Y46. The prosecution stated the waste contained more than a small amount. The judge excluded factual and expert evidence which Biffa sought in order to determine whether the waste met Chinese standards for recyclable paper waste.

At appeal, the evidence of Chinese standards and waste processing practices was considered. There was no

distinction drawn between individual non-OECD Decision countries on the export of Y46, so the categorisation was to be determined at the place where it began its journey. Therefore the question was whether, at the beginning of the journey, the level of contaminants was classed as small. The jury had to consider the quantity, nature and quality of the contaminants, and whether they might impede recycling. It had been right for the judge to exclude the company's evidence on compliance with Chinese standards and the ability of the purchasers to recycle the waste. The appeal was dismissed.

Wildlife's new warrior

Brexit, the climate and ecological emergency and now COVID-19 make this a critical time for nature, new Wildlife Trusts chief executive **Craig Bennett** tells Catherine Early

There must be few chief executives who, several months into the job, are yet to meet most of their colleagues face-to-face or spend a day in their organisation's office. This has been the reality for Craig Bennett, who took up the reins at the Wildlife Trusts at the beginning of April – just after the UK entered lockdown due to the COVID-19 pandemic.

With an inbox already bulging with post-Brexit threats to environmental protection, not to mention the climate and ecological emergencies, dealing with the impact of a global pandemic has been “immensely challenging,” he says.

The Trusts' visitor numbers have soared during lockdown, and many reserves have suffered from vandalism, fly-tipping, illegal shooting of rare birds, and anti-social behaviour. Meanwhile, the need to close reserves' cafes and

shops, as well as cancel fundraising events during the spring and summer season, has left the organisation with a gaping hole in its funding.

Numerous staff across the organisation's 46 regional trusts have been furloughed, its army of 38,000 volunteers has had to lay down tools, and site-based projects such as monitoring endangered species, managing wildflower meadows, controlling invasive species and assessing planning applications have been curtailed or postponed. “It's very frustrating to have to press pause when we're in an emergency,” he says.

Nevertheless, Bennett remains upbeat about the opportunities that lockdown has brought – in particular, the public's widespread reconnection with local nature. “That's particularly important to us, because arguably the Wildlife Trusts are all about local nature.”

The COVID-19 effect

The Wildlife Trusts manages more than 250,000 acres across 2,300 nature reserves – 1,000 more than McDonald's has restaurants, Bennett points out – and 60% of the British population lives within three miles of one.

“COVID-19 has given us a glimpse of the future – how we might be able to travel a bit less, Zoom a bit more and spend more time with our families,” he says. “Sometimes it takes shock events to show us what's possible and desirable.”

Though he does not believe that society will act on all these lessons, he does think that retaining just some of them might help us understand why nature is important – and thus why we need to put it into recovery.

The pandemic has also provided an opportunity for society to reach peak emissions, he says. “It's clear now that emissions in 2020 will be lower than 2019 because of COVID-19, which is a small silver lining to this otherwise horrific situation. I'm sure in 2021 they'll be higher than in 2020, but let's just make sure they're not higher than in 2019.”

Walking the walk

For its own part, the Wildlife Trusts has pledged to reach net-zero by 2030.

“We need to know that whoever is in power, our current standards will be upheld”

"Sometimes it takes shock events to show us what's possible and desirable"



"Getting our own house in order is a big agenda for us," Bennett says, although he acknowledges that this will involve a large programme of work. The trusts vary in terms of staff numbers, so some have mapped out their scope one and two emissions and others have not.

Ensuring a coherent carbon cutting approach across the trusts will be a priority during the next year, he says. "What excites me about the Trusts' federated approach is that you can have an individual trust that innovates because it has the autonomy to do so, and this can show the way for other trusts. I hope we can be seen as a hotbed of innovation on this agenda."

One opportunity trusts should look at, Bennett says, is forming partnerships with the private sector to construct new buildings such as visitor centres with on-site vehicle charging and renewable energy. Their land could also be used for carbon sequestration. "The Great Fen project in Cambridgeshire, where we're restoring a large amount of lowland peat, is sucking carbon out of the air that is equivalent to the emissions of 45,000 homes per year," he says.

Though he is wary of the term 'offsetting', Bennett believes that there could be a role for the Wildlife Trusts to be involved with nature-based solutions in the UK. "But we need to make it clear that we will need those in addition to cutting anthropogenic emissions at source,"

he stresses.



◉ Bennett was previously director of the Prince of Wales's Corporate Leaders Group on Climate Change

◉ Holme Fen in Cambridgeshire – part of the Wildlife Trusts' Great Fen restoration project



Interview

Another priority is improving equality, diversity and inclusion, both within the Trusts and in the wider environmental movement. In 2017, the Policy Exchange found that the environment sector was the second least diverse in the UK after farming.

"We can ask ourselves some tough questions about why this issue has been stuck in a white, middle class discourse for so long," he says. "We have a lot to do at the Wildlife Trusts on this. We've been leading the Our Bright Future project, a lottery-funded project to improve diversity and inclusion. We've just been discussing a new equality, diversity and inclusion strategy for the Trusts, and how we can put a spotlight on it to make sure we make rapid progress."

The impact of Brexit

While the pandemic has dominated the headlines, the end of the Brexit transition in December looms large in many campaigners' minds. There are concerns that the government will break its promises on maintaining and enhancing environmental protections. Collaboration through the environmental coalition Greener UK will be vital if we are to carry out the enormous amount of scrutiny needed for post-Brexit legislation and policy, with limited resources, says Bennett.

The Environment Bill is now unlikely to make it onto the statute book before the end of the year and is nowhere near strong enough, he continues. In addition, the government's promised watchdog, the Office of Environmental Protection, will not be established for some time.

On trade deals, the government has repeatedly avoided opportunities to translate its promises to uphold environmental standards into legislation, he points out. Merely repeating promises is not good enough when the UK will be negotiating trade deals with different countries for years.

"We need to know that whoever is in power, whoever the minister is, and whether we're talking now or in five



years' time, our current standards will be upheld," Bennett says. "We see no good explanation for not putting these things into law other than the fact that they might want to whittle them down."

The NGO community is getting "more and more whispers" out of Whitehall that there are plans to weaken the Habitats Directive, using the same phrases the government has used before – that it's been 'gold-plated', he says. "It's tiresome to hear the same old arguments, which have been proved time and time again to be factually wrong. As things stand, it does seem that those promises to maintain environmental protection post-Brexit will be broken."

The autumn budget will be "the acid test" for the government's intentions, he continues, as it will show the extent of its priorities. He believes the signs so far are not good, pointing to the £640m Nature for Climate Fund announced in February

– which sounded good until it was compared with the £27bn promised for road building.

Businesses' response

Earlier in his career, Bennett was deputy director at the University of Cambridge's Institute for Sustainability Leadership and director of the Prince of Wales's Corporate Leaders Group on Climate Change. While he has seen a major change in the prevailing mainstream business narrative, which used to believe that environmental protections were barriers to economic success, he thinks politicians are still acting on this outdated assumption.

He is encouraged by the involvement of the approximately 3,000 businesses that work with the Trusts as corporate partners on projects in and around their operations in particular locations. However, he estimates that business literacy on wildlife and the ecological crisis is around 15 years behind business literacy on climate change.

"It took business a long time to understand how serious climate change is, how it fundamentally affects them and will result in changes to business models, and that companies that don't get it right could and should go out of business," says Bennett. "The same is true when it comes to ecological crisis, and I think a lot of those in the business community haven't realised that yet. What I hope is that some have, and that will spread." ■

"As things stand,
it does seem that
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ZEROING IN

Ethical investors must apply pressure to ensure that companies are providing decent working contracts and conditions, say **Sarah Waters** and **Quintin Rayer**

C OVID-19 has exposed the vulnerability of millions of UK workers employed on zero-hours contracts. For them, self-isolation means a sudden loss of income, often without access to redundancy payments, sick pay or universal credit. According to the Office of National Statistics, a record 974,000 people were on a zero-hours contract for their main job at the end of 2019. This is a 130,000 increase on the previous year.

The challenge to ethical investors is clear – how do they encourage powerful corporations to offer fair conditions of employment for honest work?

What are zero-hours contracts?

Zero-hours generally means an absence of guaranteed employment hours. While the employee has no obligation to accept work offered, the employer is not obliged to provide a minimum number of paid hours. Use of these contracts has increased in recent years, partly because of the financial crisis. A 2020 Health Foundation report, *What the quality of work means for our health*, shows 36% of UK workers (approximately 10 million people) work in poor-quality, precarious or low-paid jobs.

Companies face intense cost and efficiency pressures in today's globalised economy, making zero-hours contracts tempting. Employers can minimise financial and contractual obligations while transferring risks to employees and reducing labour costs. These contracts take a physical and mental toll on employees. Research such as 'Precarious employment: Understanding an emerging social determinant of health' (*Annual Review of Public Health*, March 2014) has linked precarious work with poor mental health, rising stress levels, depression and even suicide. Economist Guy Standing regards the 'precariat' as a new social class of the 21st century. They lack stability, are unable to gain a foothold in society, and move in and out of jobs that give little meaning to their lives.

The regulatory response

The UK labour model sees flexibility as a key strength. The perception is that zero-hours contracts get the unemployed into work. The government's 2017 report *Good Work: The*

Taylor Review of Modern Working Practices criticised zero-hours work as offering 'one-sided flexibility': "Being able to work when you want is a good thing; not knowing whether you have work from one day to the next when you have bills to pay is not."

While the report emphasised quality rather than just quantity of work, it agreed that labour market flexibility should remain. It concluded that flexibility helped businesses create jobs, supporting many millions into work. Its strategy for tackling zero-hours work was not regulation, but encouraging companies to improve their practices.

Ethical investment

The UN's Sustainable Development Goal 8 is to 'promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all'. Such principles can be challenging to translate into regulation that will prevent employers from using exploitative forms of labour.

Food services company Aramark is one of many companies that responded to the COVID-19 crisis by sacking its zero-hours employees. Without rights to statutory redundancy payments or unfair dismissal compensation, employees cannot challenge this.

Ethical fund managers engaging with work-related issues need to ensure tangible results. Firms that evade employee responsibilities can be avoided, or their shares divested. By treating staff fairly during challenging times, companies can develop strong relationships with clients, customers, suppliers and business partners.

These actions earn them loyalty that will help them recover strongly once the current crisis passes.

Zero-hours work has enabled an unacceptable degree of exploitation that is presented as freedom of choice, and created a vulnerable class that is hard pushed to protect itself against crises. Conscience dictates that corporations and political leaders must accept their responsibility to protect employees.

Ethical investors can show leadership by promoting a corporate social conscience. As shareholders and custodians of bond capital, they can emphasise to company boards that during the current COVID-19 pandemic, companies should accept their social responsibilities to protect employees and stakeholders. After all, companies form part of a broader society that supports them with resources, employee talent, customers, clients, business partners and financial capital. 

PROFESSOR SARAH WATERS is professor of French studies at the University of Leeds.

DR QUINTIN RAYER is head of research and ethical investing at P1 Investment Management.

Standards bodies must play their part in helping the corporate world rid itself of racism, says **Kye Gbangbola**

Moral imperative

If the coronavirus pandemic has shown us anything, it's the burning injustice and inequality associated with race.

Racism was constructed to divide and rule – to oppress some and provide entitlements to others. It is a continuous thread running throughout the architecture of the system. Lessons must be learnt, and a system that works for all must be built.

Legions of reports have been, and will be, written on the subject – all stating what black people already know. In every sector, the call will be 'Kick Racism Out'. The response needed is 'Take Action Now'.

The brutal murder of George Floyd in broad daylight opened the eyes of the world to the structural and systemic abuse and murder of black people. Black people said 'no more', and allies from all races joined them.

For centuries, racism has been used as part of a brutal toolbox to keep inequality in place and devalue those it targets. Even now, rights continue to be fought over. Black people are constantly threatened and prevented from having safe and secure lives due to the

patronising and unaccountable power built into the system. We need to generate a future in which black people can thrive, not just survive; where they receive their fair measure, both socially and environmentally. This seems a reasonable request of society, and it is up to all of us to make it a reality.

Time to step up

Organisations can play a vital role in levelling the playing field. Behaviours need to be consistent and backed by government, boards and executives. Diversity and equality are in everyone's interest, and should be expressed in laws and codes of conduct so that everyone's contribution is respected.

This will be common sense to most readers; however, there are still massive gaps in the visibility and representation of black, Asian and minority ethnic (BAME) people in the workplace. Even in the sustainability sector, where issues of equality are often at the forefront, inclusion has a long way to go.

Black people are being murdered, brutalised and denied justice. They are

"Standards bodies should provide enhanced guidance to measure progress on diversity"

➤ Kye Gbengbola speaking at the Royal Society of Medicine



inappropriate, culturally insensitive questions. These all seek to 'put people in their place'.

We have a window of opportunity in which to eradicate the stain of racism. There is a real appetite for ending the systemic disadvantage experienced by black people in all areas of life. White silence allows violence.

Taking action involves allyship: when you see a black person being abused, step in and take on the struggle as your own. Action also involves collecting reliable and comparative equality data, agreeing levels of representation on boards (there is no shortage of BAME candidates, but UK boardrooms fail to embrace diversity), carrying out work risk assessments to protect the vulnerable, supporting black businesses, supporting further and higher education, providing apprenticeships and follow-up job opportunities, lenders providing access to credit, and larger organisations providing access to tenders and contracts. In addition, freedom of

speech must be culturally sensitive; complaints must be addressed without tainting people's names, and employee diversity must be improved at every level – especially on executives and boards. Board members should hold themselves and others accountable for tackling racism, and build networks that support the development of minorities.

To show support for the Black Lives Matter movement, companies such as Nike, Twitter and Spotify are giving employees paid time off to protest. The move is commendable, but the way companies treat their black employees after the protests cannot remain the same. We need and deserve more than platitudes and social media statements.



The role of standards

Racism and climate change are already hitting black communities disproportionately hard around the world, as are the COVID-19 pandemic and its associated economic turmoil. Global standards bodies, NGOs and



47 times more likely to be stopped by police, dehumanised through racial profiling, and more likely to receive a custodial sentence. BAME individuals are placed on the coronavirus frontline unprotected, despite those from minority backgrounds making up more than 90% of the doctors who have died from COVID-19. Covert exclusion comes in many forms: being ignored, not being invited to events, being monitored and micromanaged, being overlooked for interviews and promotion, constantly being forced to prove yourself, being denigrated by racists asking to speak to a white person, and being asked

Standards

global institutions such as the UN have a duty to support progressive corporate change aimed at driving out racism.

In 2017 a Policy Exchange survey examined the diversity levels of 202 professions in the UK; the environment and sustainability sector came second to last. The problem is especially pronounced at director and board level. This should be a wake-up call. In the country that will be hosting the COP26 Climate Change Conference, this situation is unacceptable, and I support any organisation or government that is seeking to do the right thing.

The Global Reporting Initiative (GRI) is the gold standard of 'report and explain' corporate sustainability reporting. GRI and its global corporate sustainability reporting stand for change, and the creation of thriving global communities that lift humanity. Standards bodies must do the right thing and help organisations to measure, manage, monitor and disclose diversity information.

GRI 405: Diversity and equal opportunity 2016 comprises *Disclosure 405-1: Diversity of governance bodies and employees*, which concerns numbers of employees, and *Disclosure*

405-2: Ratio of basic salary and remuneration of women to men, which concerns salaries in major territories of operation.

GRI records numbers in each employee category, but not what qualitative assessments are carried out in order to build equality. Standards bodies could ask organisations to disclose what advice and support is given to communities to encourage greater BAME representation at senior levels, as well as improved access to tenders, contracts, and products and services.

To encourage equal treatment, GRI could provide guidance on the impacts, risks and opportunities that arise as a result of an organisation's anti-racism activities and relationships. Targets and performance should be disclosed with an emphasis on integrity.

Healing past wounds

Coronavirus has resulted in seismic shifts at every level, from government bailouts to senior executives requesting their jobs be given to black people who are qualified for the role, to people

volunteering to feed children and families in poverty. Standards bodies should play their part.

Major global companies such as Lloyd's of London are pledging to make payments to address their founders' roles in the transatlantic slave trade. In the UK, slave owners had to be compensated when the Slavery Abolition Act 1833 was enacted; this cost the government huge sums of money, equivalent to 40% of GDP at the time, and it took until 2015 for this to be paid. The equivalent of 40% GDP today is just over a trillion pounds. In 1833, meanwhile, freed slaves received nothing.

Today's executives want to acknowledge history and change their organisations' cultures through education and research, as well as reviewing their organisational artefacts. They admit to not having all the answers, and reach out for help, as well as listening to stakeholders' voices to help strengthen diversity and inclusion. They invest in positive programmes to attract, retain and develop BAME talent, as well as providing support to BAME suppliers and supporting community groups. Standards bodies should provide enhanced guidance to measure progress – and they themselves must also 'walk the walk', ensuring they are representative and committed to the struggle.

We must uproot white supremacy, and build a culture for our children in which everyone is truly equal. Black Lives Matter can ask for knees to be removed from necks, but it is the responsibility of the oppressor to remove the knee. White people must relieve themselves of being the oppressor.

We are taught that all people are made equal; this should spur us all to act on racism and climate change, and to build back a sustainable world. 🌱

KYE GBANGBOLA, FIEMA is director and founder of sustainability consultancy Total Eco Management, and author of *How to Produce a Sustainability Report and Gold Standard Sustainability Reporting*.



"For centuries, racism has been used to keep inequality in place"



Room for improvement

Steven Pearson considers whether the government's post-coronavirus recovery plan is as green as it should be

COVID-19 interrupted a rapidly growing movement calling for environmental change. However, that desire to be greener in all areas of life has quickly bounced back as we emerge from lockdown and reflect on the environmental benefits that it brought. We must ensure we don't slip back into unsustainable habits, but move forward to make a real change through a 'green recovery'.

The government's 'build, build, build' plan has shown us what the recovery may look like. In the wake of the announcement, the Royal Town Planning Institute (RTPI) and IEMA released their 'Plan the World We Need' campaign and 'Build Back Better' mission statement respectively, setting out visions for a recovery in which the 'greener' element is the focus.

The 'build, build, build' plan has a heavy focus on economy and infrastructure. There are some environmental elements, but it doesn't seem to recognise the environment's potential contribution to the recovery. The government's plan has four main aims:

1. Accelerating the creation of infrastructure

This will create more jobs and boost the economy, but there is little suggestion as to whether sustainability will be a condition of new builds. Proposed road developments also counter the idea of a green recovery, as they could cause a loss of vegetation and biodiversity, disrupt ecosystems and increase air pollution.

2. Reforming the planning system

The Planning for the Future consultation contains detail of the proposed new planning system. It proposes that from 2025, all new houses will be 'zero-carbon ready'. It also proposes that the sustainability appraisal system is sped up and simplified, though without further detail it will be difficult to assess whether it will be weakened or enhanced. At this point, the changes are proposals rather than policies.

3. Promoting a clean, green recovery

Much of the focus is on investment in clean vehicles. There is also an aim to plant 75,000 trees per year by 2025

and halt biodiversity loss. Furthermore, £10m is being made available to fund R&D into technology for removing carbon dioxide directly from the air. This is ambitious and will be welcomed if successful. However, this should not be a substitute for ensuring that carbon is not released in the first place. It is for this reason that the promised National Infrastructure Strategy this autumn, which will set out plans for core infrastructure such as the energy network, will be eagerly anticipated.

4. Strengthening the union

This involves an acceleration of infrastructure projects across England, Scotland, Wales and Northern Ireland.

Missed opportunity

The chancellor's summer statement did contain good news for the environment, with inefficient housing and public buildings benefiting from funding to become more efficient. However, this could be undermined if all new infrastructure is not designed, starting now, to be low or zero-carbon, and if improvements to large private commercial property are not also encouraged.

It certainly seems, at the time of writing, that the government has missed an

opportunity to set tangible national targets to ensure all new building types have to be sustainable, efficient and low-carbon – especially with the UK net zero-carbon deadline just 30 years away. The proposed planning reforms address housing, but there will be no indication as to when or if these reforms will be implemented until the consultation ends in October.

Focus now turns to the autumn budget and upcoming policies and strategies through which, it is hoped, our desire for a green recovery is met. ^①

STEVEN PEARSON is a legal author and consultant at Cedrec.

Read a longer version of this article at bit.ly/2XU7dqc

"We must use this window of opportunity to ensure we don't slip back into unsustainable habits"

Climate change



Many UK local authorities have declared climate emergencies, says **Peter Gudde** – but what actions are they actually taking?

More than 69% of local authorities in the UK have declared climate emergencies, choosing to make their own local commitment following the IPCC's Special Report 15, published in 2018. The extent to which these declarations are successful is of profound importance to the success of national climate change and energy policy.

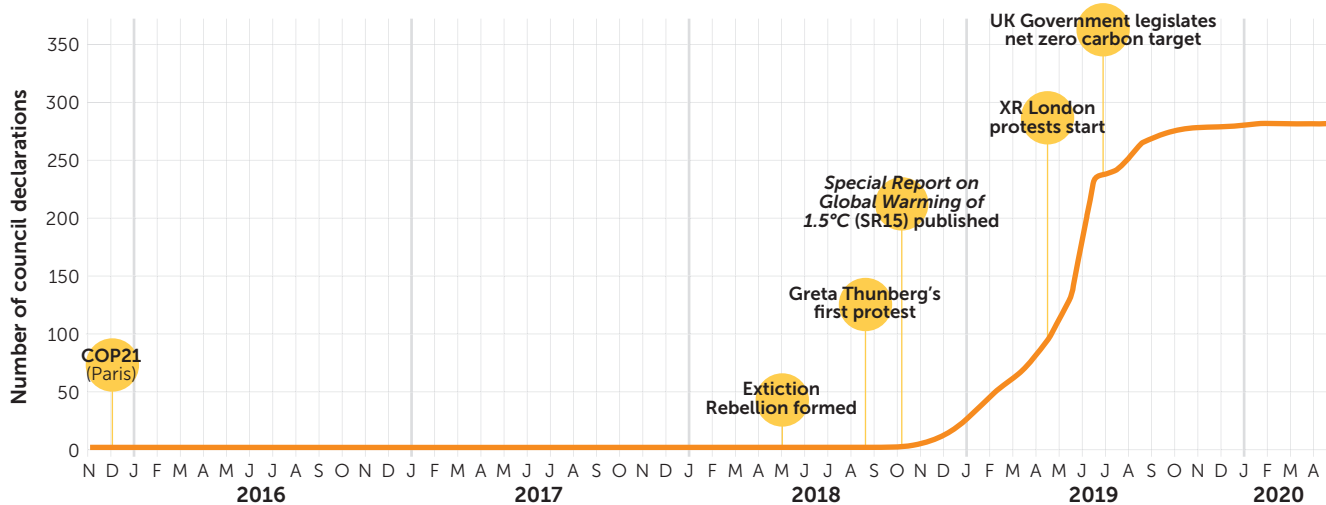
Local authorities have wide-ranging influence when it comes to shaping energy planning and carbon reduction in their localities for the long term. However, there is no clear legal duty requiring local authorities to tackle climate change, and the drive to declare climate emergencies raises several questions. How coherent is the response? How is this translated into action? Where do citizens fit into the declaration process and subsequent shaping of action plans?

The basis of our study is anchored in the Climate Emergency UK database

(www.climateemergency.uk). Using this as a starting point, we analysed each of the 281 local authorities that were listed (as of May 2020) in order to assess their declarations, using official records and other information

on their websites. We then took a cross-section of 42 local authorities to assess their approaches. Our sample allowed us to review what progress, including financial commitments, had been made, as well as the approaches taken toward engaging civil society.

AUTHORITY FIGURES

FIGURE 1: THE UK CLIMATE EMERGENCY DECLARATION TIMELINE

Citizen-driven pressure

There are 408 UK local authorities, from district and county councils to unitary authorities, combined authorities and city regions. They have statutory responsibilities for ensuring citizen wellbeing in their areas and undertake a range of functions, such as promoting economic growth, spatial planning, transport, health and social care, education, housing, leisure and culture, tackling fuel poverty and environmental protection. Climate change and energy touches all of these areas. However, their ambition and effectiveness in addressing these issues vary.

The decision by many councils to make declarations has not been a product of conventional institutional frameworks, shaped and orchestrated by political parties, trade unions or established NGOs. Rather, a key factor has been a citizen-driven movement manifested in popular protest in towns and cities across the country and witnessed internationally.

Almost 50 years since the Club of Rome's seminal report *The Limits to Growth*, and shortly after its 2018 Climate Emergency Action Plan, the international activist group Extinction Rebellion (XR) was established. Alongside key individuals such as Greta Thunberg, XR helped to shape the tone of citizen participation with its call for governments and politicians to "tell the truth", form Citizens' Climate Assemblies and deliver urgent action to reduce greenhouse gas emissions to net-zero by 2025.

The bulk of local authority declarations published to date were made between December 2018 and October 2019. *Figure 1* shows this trend in relation to key climate-related activity since COP21.

Contents of the declarations

Of these local authorities, 86 (31%) have elected to declare a climate emergency relating to their own operations, while 168 (62%) included the wider community. The remaining 27 were unclear about the scope, or no information could be found.

This is broadly comparable with research published this year by the Association for Public Service Excellence (APSE), which showed 48% of local authorities adopting locality-wide approaches.

Of the local authorities that have set a net-zero target date, 165 have committed to 2030. It is notable that at the time of declaration, only six (2%) stated that they had a published delivery plan directly addressing their net-zero commitment. Typically, the plan development process for authorities making a locality-wide commitment was six-12 months. This leaves less than 10 years to achieve net-zero in sectors (such as existing domestic housing, businesses) over which they have little direct influence.

Evidence of financial commitment is also patchy. Only 6% of declaring authorities made specific reference to financing, publishing their provision alongside declaration statements. However, there is recognition by some that significant investment – in some cases of many billions of pounds – will be necessary during the next 20 years. West Midlands Combined Authority, for example, set out a commitment to spend £15bn on 'local energy projects'. Others, such as West Yorkshire Combined Authority and Woking Borough Council,

"Local authorities have wide-ranging influence when it comes to shaping energy planning and carbon reduction"

Climate change

have acknowledged that additional resources will be needed and stated their intention to factor these into future business planning. Several local authorities, including Ipswich Borough Council, Malvern Hills District Council and Richmond-upon-Thames London Borough Council, have already placed funds available for short term use.

What next?

The results of our follow-up assessment revealed mixed progress in councils' development of delivery plans after making declarations. Of the 42 local authorities sampled, 11 had either existing or recently published plans in place, while 14 expect to publish plans during 2020. For the remainder, there is no evidence that a plan will be in place by the end of this year. Of these, 13 local authorities are committed to a locality-wide 2030 target.

Encouragingly, 70% of authorities referred to building closer working practices with partner public agencies and the wider community in some form. However, 30% made no such reference, or had not published any information about public engagement. This reflected the findings of the APSE study showing little action from local authorities when it came to bringing the public into the action planning process.

Five of the nine large authority areas have undertaken major public engagement events or established open routes to citizen dialogue around climate change. At district and county council level, public participation included establishing dedicated websites, undertaking discussions, running



More than 69% of UK local authorities have **declared a climate emergency**



Only 2% **had a published delivery plan** addressing their net-zero commitment at time of declaration



Only 6% **made specific reference to financing**



referred to **building closer working practices** with partner public agencies and the community

formal public consultations on draft action plans, using existing engagement programmes and, in the case of the Hammersmith and Fulham London Borough Council, establishing a Climate and Ecological Emergency Commission.

Lacking a plan

This is the first comprehensive review of local authority climate emergency declarations using source information available in the public domain. The results show a near-uniformity of political desire to tackle climate change,

but local authorities are taking very different paths. This raises the question: how can they achieve their net-zero carbon commitments in the absence of a well-resourced, coherent national plan, and without fully engaged citizens who will have to bear a lot of the cost?

The impact of a relatively small popular lobby has shown local political leaders that they must at least be seen to take climate change seriously as a subject. However, in the absence of a national plan or well-designed and financed delivery models, local authorities will choose their own routes and finishing lines, shaped by a complex ecosystem of organisational, societal, economic and environmental factors. Political attention will be diverted to shorter-term agendas. Commitments to tackle climate change as an 'emergency' will inevitably experience dilution in the absence of strong leadership, clear planning and adequate resources over the long term. The scale of investment required to deliver net-zero is a critical matter of concern, as is the need for an honest appraisal of the likelihood of achieving target timescales.

The role of the citizen in the uptake of climate declarations has been significant and is reflected in the records of many council records. Each council needs to take its community with it, but there is insufficient evidence to show that this is happening. Although there is popular support, it could be argued that people will not buy into actions that will intrude upon their lives unless local authorities and others show how tackling climate change can improve their wellbeing and personal situations.

There are some wider issues, such as COVID-19 recovery planning, which will create challenges and opportunities for local authorities as they tackle the climate emergency. How authorities respond by refocusing economic and social policies, particularly at this time, will be critical to their success. 📌

PETER GUDDE, MIEMA CENV, is a doctoral researcher at the University of Suffolk's Suffolk Sustainability Institute.



"In the absence of a national plan or well-designed delivery models, authorities will choose their own finishing lines"

Covering old ground

Shaun Grey discusses the role of the Specialist in Land Condition Register

There is value in recovering brownfield land for use in a way that builds stronger communities, delivers economic and environmental benefit, and relieves pressure on greenfield land. Brownfield sites have often been used for processes such as town gas production, manufacture of chemicals or pharmaceuticals, waste handling or deposition and bulk storage of fuels. This may leave harmful substances.

The UK puts responsibility for safe site development on the developer, requiring a comprehensive and timely record to demonstrate suitable risk management of land contamination. The Specialist in Land Condition (SiLC) Register identifies a group of professionals who have a high level of competency in investigating and assessing land contamination and other aspects of land condition.

Quality checked information is key if suitable assessment and management of the site is to be demonstrated to planning departments. All parties can gain from regulatory and commercial confidence, as well as minimising costly delays and concerns over residual risks associated with the site.

The SiLC Register

The Register was launched in 2000 to support a consistent approach to the reporting of land condition data. It now plays a key role in improving standards and driving technical

excellence among brownfield professionals. It lists professionals with competence in their field and knowledge of the sector. A SiLC is a senior professional with suitable skills and experience, bound by a code of conduct.

SiLC's vision is 'to maintain our high-quality unifying of the assessment of the condition and remediation of brownfield sites which fulfils the needs of public and private sectors and society as a whole' and 'to develop the qualification so that it continues to meet future needs'. The Register is a limited company, run and administered by a Professional and Technical Panel (PTP) and supported by a number of professional bodies and learned societies, including IEMA.

The National Quality Mark Scheme

The National Quality Mark Scheme for Land Contamination Management aims to raise the standard of planning applications for brownfield sites and streamline the process of dealing with land contamination issues. Documents are checked for quality by a suitably qualified and experienced person (SQP). The Register is capable of qualifying professionals as SQPs, so an applicant who becomes a SiLC can also become an SQP.

The National Brownfield Skills Framework

The Register produced the National Brownfield Skills Framework to support the development of competence and

help practitioners on their career path. It defines the capabilities pertinent to those in the industry. These are descriptions of behaviours, skills and knowledge that underpin practitioner performance, in both the private and public sectors.

Become a SiLC

This is a high-level qualification. Applicants with appropriate chartership or membership of professional institutions are tested through open-book exam and interview to maintain standards and build confidence in the sector. The SiLC Affiliate Scheme helps graduates and experienced individuals to work towards chartership and SiLC status. Career development and progress towards registration is supported by the National Brownfield Skills Framework.

Register for IEMA's 11 September webinar 'SiLC scheme: Promoting regulatory and commercial confidence in brownfield risk management and reporting' at bit.ly/33ZDM9S

There is an opportunity for an IEMA SiLC technical representative on the PTP; interested parties should contact the author.

SiLC works with Contaminated Land Forums nationally. More information can be found at www.silc.org.uk 

SHAUN GREY, MIEMA CEnv SiLC is an environmental safety and sustainability advisor at the UK Ministry of Defence.



Rick Gould reports on three decades of emissions trading schemes

Pricing up pollution

In 1990, the US established the first cap-and-trade (CAT) or emissions trading scheme (ETS) for air pollution. This saw industries allocated a quota of emissions allowances, which they could trade. Free-market forces would allow industries to choose the most cost-effective way of reducing emissions. Today, the number of CAT schemes worldwide suggests it was a success.

Tackling acid rain

In the late 1980s, US president George HW Bush (*above right*) decided to solve the US's acid rain problem, mostly caused by coal-burning power stations. He insisted on an economically sustainable solution, proposed through an alliance between the Environmental Defense Fund and a White House lawyer.

They proposed a CAT scheme for sulphur dioxide emissions from power plants. At the end of each accounting year, power station operators had to surrender sufficient allowances to cover their emissions. Leftover allowances could be banked or sold to operators with too few, while operators without enough allowances would be fined.

Bush mandated the idea through amendments to the Clean Air

Amendment Act 1990, and power plant emissions were reduced by 36% between 1990 and 2004 – even though electricity production increased. The costs were far less than those of command-and-control regulation, and were far outweighed by the health and environmental benefits. It also provided several lessons that would contribute to the principles of effective CAT schemes, such as the need for clear rules, flexibility, initially allocating allowances freely to engage political buy-in, and rigorous monitoring.

“CAT schemes have been valuable in transitioning towards a market-based philosophy,” explains Dr Simon Skillings, senior associate with strategic think-tank E3G, which focuses on the political economy of climate change. “CAT is an economist-friendly way of moving away from regulation. It was seen as an acceptable way of getting regulators and businesses to work together.”

The success inspired other schemes, such as the Californian Regional Clean Air Incentives Market (RECLAIM) for sulphur dioxide and nitrogen oxides,

Table 1: Carbon pricing schemes in numbers

	Number of schemes	National	Sub-national/regional	Giga tonnes CO ₂ emissions	Percentage of global CO ₂ emissions
Total number of carbon-pricing initiatives worldwide (planned, operational, carbon taxes and ETS)	61	46	32	12	22.3%
Total number of carbon-tax systems in operation	30	25	5	3	5.6%
Total number of ETS planned or in operation	31	39	29	9	17.0%
Total number of ETS in operation	28	38	28	6	10.7%
Chinese national ETS planned	1	1	0	3	5.6%

Source: carbonpricingdashboard.worldbank.org/map_data

36%

The US's first CAT scheme cut power plant emissions by 36% between 1990 and 2004

45%

The EU ETS covers 45% of the bloc's GHG emissions

1bn

The EU cut carbon dioxide emissions by more than 1bn tons between 2008 and 2016 via its ETS

28

There are currently 28 CAT schemes for GHGs active across the globe

which covered power plants and other industrial sources in Los Angeles. This achieved its goal of 70% emissions reductions in a cost-effective way.

Hiccups in the RECLAIM scheme added to the growing set of principles for effective schemes – notably that there is a fine balance between supply and demand of allowances. If there are too many allowances, the price falls and there is little incentive to reduce emissions.

Greenhouse gas emissions

In the late 1990s, attention turned to climate change, with policymakers and regulators attracted by CAT schemes' potential to help. In the early 2000s, the UK and Denmark trialled schemes for carbon dioxide emissions, which were superseded in 2005 by an EU-wide scheme. The Kyoto Protocol included several mechanisms and instruments for reducing greenhouse gas (GHG) emissions, including CAT schemes.

The EU ETS covers 45% of the bloc's GHG emissions. In terms of the 2020 target, the EU aimed to reduce emissions by 21% from the 2005 baseline; Phase IV of the ETS, which will run from 2021 to 2030, will aim to reduce emissions by 43%. It has already surpassed the 2020 target, and reduced carbon dioxide

emissions by more than 1bn tons between 2008 and 2016.

Evolution and expansion

The EU ETS has faced some challenges, such as over-supply of allowances, price volatility and carbon leakage. The latter happens, for example, if industries are outcompeted by overseas producers with higher emissions, or when companies shift production outside the EU. That said, partners within the EU have responded with legislative and policy interventions. Regulators may need to have buffers to balance supply and demand for allowances, and even introduce floor and ceiling prices.

"As an investor, you have to believe that politicians will put in place high prices that will be sustained," says Skillings. "One of the problems with CAT is that the price of allowances will be driven by their supply – there is a Goldilocks price range, where the price is not too high or too low."

This is why schemes have evolved from having no price controls to having floor and ceiling prices. "What you are getting is almost a hybrid between free-market CAT and a controlled system, such as a cap-and-floor scheme or carbon taxes," Skillings adds.

There are currently 28 CAT schemes for GHGs across the globe, accounting for more than 10% of GHG emissions (Table 1). China is looking to run a scheme that alone could cover 5-6% of the world's emissions. Successful schemes have shown they can deliver environmental and economic benefits.

"They have proved enormously effective in operationalising activities to steer towards low-carbon alternatives," says Skillings. "When CAT was introduced, it was seen as something of a panacea for emissions – let the market sort it out. Now it's the other way around, where CAT is a complementary mechanism." 

RICK GOULD, MIEMA CENv, is a technical advisor at the Environment Agency. He is writing in a personal capacity.



10 principles for effective ETS

- 1 Clear, transparent regulations:** A successful ETS needs a clear set of comprehensible and straightforward regulations.
- 2 Planning:** The regulations must be in place before an ETS starts, to enable participants to plan well ahead of time.
- 3 Flexibility:** Flexible provisions for trading allowances with no prior approval required.
- 4 Banking and balancing:** There must be a means for participants to bank allowances, and a way to balance supply and demand.
- 5 Robust limits:** A cap below the business-as-usual scenario will foster a market for allowances.
- 6 Free allowances:** Allocating allowances freely – at least initially – will engage political support.
- 7 Carbon leakage:** There must be provisions to reduce the risks of carbon leakage.
- 8 Monitoring:** An ETS requires rigorous monitoring and assessment.
- 9 National engagement:** Political will, and even interventions, are essential.
- 10 Hybrid systems:** In order to succeed, an ETS might need a floor price and ceiling price for allowances, therefore hybridising ETS with carbon taxes.

"CAT is an economist-friendly way of moving away from regulation"

Auditing

Environmental and health and safety (EHS) auditing is not a legal requirement but a proactive management tool for organisations. Let's consider third-party EHS audits, with a focus on compliance audits as opposed to management system audits.

Pre-audit

Every EHS audit consists of three phases: pre-audit preparation, on-site audit, and post-audit report and follow-up.

Pre-audit preparation is vital to ensure the on-site audit is completed efficiently and effectively. It should apply to both auditee and auditor; if on-site improvements can be driven by the approaching audit, it has already gone some way to achieving its objective.

Preparation should begin at least six weeks before the audit in order to give site personnel time to prepare any necessary pre-audit information, and to ensure they have adequate notice.

A key element of preparation is the information request detailing the documentation required for the audit. Some of the key information can be forwarded ahead of the audit, but at the least the information should be made readily available at the time of the audit. If information is provided by the site in advance, this must be reviewed by the audit team before the audit.

A pre-audit meeting between auditee(s) and audit team should be arranged by the lead auditor, via teleconference where a face-to-face meeting is not practical. The purposes of the meeting are to make introductions and discuss the proposed audit schedule, process and logistics. On-site hazards will be discussed in order to highlight PPE requirements. The audit opening meeting details can be confirmed in terms of attendees and who will be dialling in on the day; this will help to ensure the audit runs smoothly. The meeting is also an opportunity to obtain background information about the site, its operations and processes, and any EHS programmes that are in place.

A system for safety

Peter Duncan walks through the process of third-party environmental and health and safety compliance auditing – from pre-audit prep to the final report



On-site audit

The on-site audit can be broken down into opening presentation, site orientation tour, audit, and closing presentation.

On arrival, the induction is a good opportunity to get a further perspective of the organisation – in terms of both EHS culture and any particular EHS hazards that are present. The reception area itself can provide a lot of information, as this area often promotes and highlights the company's history, products, certifications (EMS and health and safety management systems) and EHS policy statements. It is useful to see if the latter documents are in date, for example. The induction process – or lack of one – can be a good indication of EHS commitment and culture.

The opening meeting provides an opportunity for site personnel and the audit team to introduce themselves, and should ideally be attended by senior management and the key personnel who will be participating in the audit process. Many organisations have developed model opening conference presentations that outline the audit process and activities. The meeting also provides a forum for the lead auditor to emphasise that the audit process is to support the organisation in achieving its EHS goals. The lead auditor should emphasise that the audit team should be seen as an extension of organisation's EHS team, helping to support improvement.

The orientation tour provides an opportunity to walk through the site, observing activities and processes. It also gives the auditor an indication of the EHS culture and the extent to which standards are being met. It is helpful to have a plan of the facility that can be used to note any areas you would like to revisit, making sure the orientation tour does not become too in-depth.

The audit process should be driven by a clearly defined scope that includes the standards or requirements on which the audit is predicated. If the focus of the audit is EHS regulatory

"Every finding or area of non-compliance must be supported by evidence-based facts"

compliance, it is important both auditor and auditee understand that regulatory compliance is the standard to be achieved. Other standards or requirements may include management systems, company policies or operating procedures, for example.

There are many techniques to securing a good audit and bringing value. The verification process is key; every finding or area of non-compliance must be supported by evidence-based facts derived from sources including verbal, visual and/or documentary evidence. Without such evidence, the auditor's credibility can quickly be undermined. It is the auditor's skills that allow for such evidence to be realised, ensuring areas of greatest risk are given sufficient focus. Audit techniques include the 'five whys' of root cause analysis and the 'who, what, where, when, why' technique for information gathering. Speculation or assumptions should not be made.

Areas of non-compliance must be communicated with the auditee at the time in order to ensure openness within the process; such findings can be further discussed in a daily debrief, to ensure there are no surprises at the end of the audit.

The closing meeting is important, with the results presented to the auditees and wider management team. If the audit has been programmed by corporate head office, they may dial into the meeting. The closing meeting should be scheduled to allow time to discuss the findings. The findings and related information must be well presented, so the auditor must be given sufficient time to compile the presentation. The presentation should include a description of each finding, a regulatory citation against which the finding is determined, and clearly defined

supporting evidence. In addition, the organisation may require recommended actions that will address the finding.

Begin the closing meeting by thanking the auditees for their time and cooperation, as appropriate. Highlight good practice and areas of excellence as well as the identified findings – this will provide a more balanced approach. A copy of the closing presentation can be left with the organisation, and the required formal reporting timescale and subsequent follow-up can be confirmed.

Post-audit report

The format of the formal audit report is often determined by the commissioning organisation, as this will readily allow for comparisons across their portfolio of sites. For an EHS compliance audit, a pre-prepared proforma is often preferred, allowing for a concise record of: the regulatory requirement associated with a given finding; a clear description of the finding/non-compliance; the regulatory citation; the level of associated risk; and any other supporting facts based on verified evidence. It is

imperative that each finding is written to be clear, concise, closable and standalone. The required reporting style may vary between organisations, but the report's purpose will remain the same: achieving and maintaining EHS regulatory compliance and continuous improvement, and providing value to the commissioning organisation.

Once the report has been issued, a pre-organised call with the auditee allows for any questions or clarifications to be considered before it is finalised. 

PETER DUNCAN is a principal environmental advisor and specialist discipline lead at Stantec.





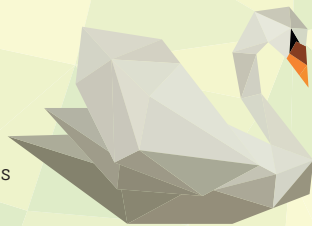
ften described as the 'godfather of sustainability', John Elkington's impact on the environmental movement is hard to overstate. Famous for coining the phrase 'triple bottom line' in 1994, his work has helped spawn

numerous reporting frameworks, including the widespread environmental, social and governance (ESG) criteria used by corporates and investors worldwide.

The renowned business author has since retracted the concept, arguing that it fails to deliver the systemic changes needed to tackle society's most pressing challenges. His latest book, *Green Swans: The Coming Boom In Regenerative Capitalism*, outlines how a new world order is emerging out of a broken economic system that is no longer fit for purpose.

Green swans

Elkington believes the 2020s will be a decade of unprecedented change – but whether it is positive or negative for the environment remains to be seen. "We are on exponential territory, and COVID-19 has accelerated a number of trends that were already apparent," he explains. "The old system is



breaking down and a new one is struggling to be born, and that means exponential downward trajectories, but it also potentially means exponential upward trajectories."

If 'black swans' are problems that take us rapidly towards breakdown, then Elkington's 'green swans' are solutions that catapult us towards breakthrough. These could be events or trends that have a profound and long-term positive impact. "Thinking of technology, probably the most dramatic ones are renewable energy and the electric vehicle nexus with batteries and smart grids," Elkington says. "We also have artificial intelligence (AI) and big data, which are on such an exponential curve that there will probably be unintended consequences and associated black swan challenges."

Green Swans is a key output of the Tomorrow's Capitalism Inquiry, an initiative by the research and advisory firm Volans, which Elkington co-founded to help businesses prepare for the emergent future. The EU's €1.85trn green recovery programme could also be a green swan, as could the restoration of the Loess Plateau in China, but Elkington is keen to not overuse the phrase. "We all know that new language can get diluted, so we are

IN CONVERSATION WITH:

John Elkington

Following a talk hosted by IEMA CEO Sarah Mukherjee, **John Elkington** sat down with *Transform* magazine to discuss the exponential changes he sees facing the world during the next decade



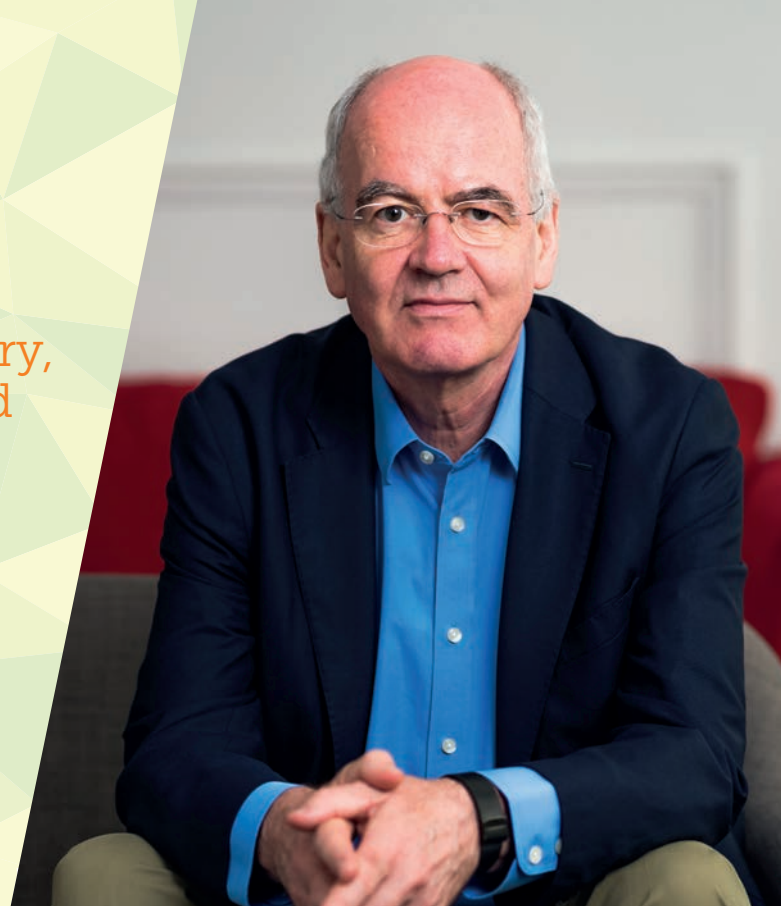
"We are on exponential territory, and COVID-19 has accelerated a number of trends that were already apparent"

trying to resist that," he says. "Volans has set up a Green Swans Observatory to identify them, but they need sustained attention for years, decades or generations – as opposed to black swans, such as damage to the ozone layer and ocean plastic waste, which tend to creep up on us."

System change

More and more companies agree that they have a key role to play in tackling environmental and social issues, but Elkington believes that many are deluding themselves into thinking this can be achieved with incremental steps.

"Capitalism is going to be challenged at a scale at which it has never been before, and the question is whether it has



the potential to evolve," he says. "People are realising that the Milton Friedman paradigm of the last 60-plus years is wilting quite seriously, and the idea that governments don't have a role in shaping markets is looking increasingly suspect. Capitalism is like the core of a nuclear reactor – it generates a huge amount of energy, but is deadly dangerous unless you surround it with lead and water cooling systems. We have removed many of those safeguards, so it's no surprise when everything goes berserk."

He recalled his triple bottom line framework in 2018 to provoke discussion around the failures of the current economic system. "Despite the progress made by individual companies – helped by global reporting initiatives and ranking systems such as the DOW Jones Sustainability Indices and the excellent B Corporation movement – triple bottom line companies still operate in a single bottom line system. Twenty five years of corporate sustainability has not moved the needle farther than 'responsibility' or, simply put, 'doing less harm'."

Part of the problem with the sustainability profession is that it has traditionally been focused on the responsibility agenda. For Elkington – who has been working in the field for more than 45 years – this mindset is outdated and needs to evolve to become part of a "revolution in capitalism".

"We've been focusing on perils such as oil, chemicals and automobiles while the digital revolution has been creating AI, drones and synthetic biology, which we haven't paid enough attention to," he explains. "It was Ernest Hemingway who talked about a 'gradually then suddenly' world, and I think we are in a 'gradually then suddenly' world in terms of sustainability – it's been bubbling under for a long time."



Green economy

Mass disruption

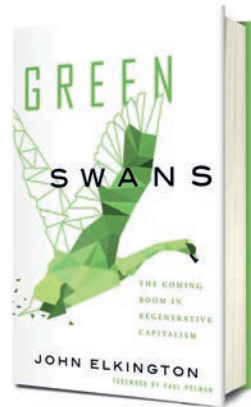
Elkington was once working in Mexico with a firm called Bimbo – the world's largest bakery company – which had been planning to send its teams to Singularity University in Silicon Valley to learn about exponential thinking and technology. "I asked 'why are you thinking that way when you are turning flour, water and salt into dough and bakery products'? They said: 'Because if we don't do it then our competitors will do it to us, and we want to do it to them.'"

Learning journeys, study tours and executive coaching exercises are all likely to become more popular as companies attempt to navigate a period of radical change. Elkington says that leaders are looking at firms such as Tesla for inspiration. "I'm amazed Tesla is still with us, given the number of excursions and adventures Elon Musk has been through, but he is one of these extraordinary people like Henry Ford who reinvents not just one sector, but multiple sectors. I'm not saying everyone should be an Elon Musk – God help us – but there are elements of what he's done that are being studied very closely by CEOs, chief technology officers and incumbent industries."

Going forward, the role of sustainability professionals will be key, and Elkington says companies will have to "step up, or move out of the way", logic that he and Volans apply when challenging businesses on their role in the emergent future. "If you just look at the Sustainable Development Goals one and two – no poverty and zero hunger by 2030 – those are exponential goals even if you push them out to 2050 or 2060, and cannot be solved incrementally," he says. "As much as I hate Facebook's 'move fast and break things', preferring 'move fast and fix things', I do think we have to disrupt the business models of many incumbent industries, and there will be a very high casualty rate."

War warning

Although we may have entered a decade of radical change that upends business models and ushers in a new era of reformed capitalism, Elkington is keen to reiterate his fear of potential downward trajectories. The world is in the grip of a global pandemic, and the resulting recession is likely to be long term. "This is not going to be a U or V-shaped recovery in short



"We have to disrupt the business models of many incumbent industries, and there will be a very high casualty rate"

order – this is something that will probably take a decade or 12-15 years to clear," he explains. "There is a very depressed feeling to the global economy. Unfortunately, every time you get one of those periods of actual depression you get conflict, and this next decade is almost guaranteed to see ugly exponentials and a major international conflict."

The warning signs are already there, and tensions between China, India and the US are palpable. "A minister in China told me around 10 years ago that the government there had studied the rise of Prussia, saw what went wrong in WWI

and WWII and knew now how to side step that risk," Elkington says. "But I don't think they properly understand how conditions change. Part of the problem is populism, and when populist leaders such as Modi in India or Trump in the US are put under pressure, they project outwards, identify an enemy and set themselves up against them. That may be a sidebar, but I don't think it will be a sidebar for long."

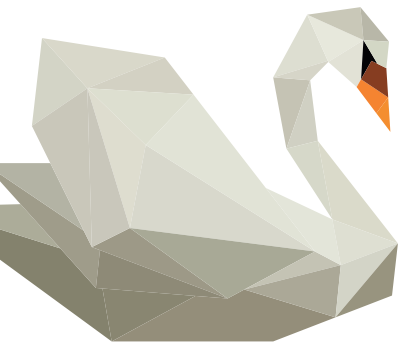
The new order

There is a risk that countries will turn to isolationism in response to future pandemics and other environmental and technological threats. With the EU as fragile as ever, Elkington expects a new generation of leaders to emerge. "When the dust has settled on this exponential decade, we will be led by people we've largely never heard of. That will be true in government, in

business and in financial markets."

He points to Greta Thunberg as someone with the characteristics of a future leader, and argues that there will be an increasing role for activists going forward. "Who would have thought that a 15-year-old would turn the world on its ear and be listened to by heads of state and CEOs at Davos? She's been able to speak truth to people who grew up in a very different world which taught them a particular way of doing things that's genuinely no longer fit for purpose."

Elkington expects sustainability to be a core pillar of whatever new economic and political system takes shape, and argues that attitudes towards the environment have reached "escape velocity". "In 100 years we will think of sustainability alongside democracy or liberty as one of these absolutely core overarching concepts – I think it's that strong," he explains. "What really marks this period is that the green agenda is accelerating – it went into reverse during every other previous recession I've seen. We've reached escaped velocity, and the challenge for us now is to help the unwinding of the old order, and to support the people building the new economy." 📌



The Disclosure Diaries

In the past few years some firms have tantalised us with 'warts and all' reports covering their non-financials, but it's been piecemeal. Are we about to enter an era of full corporate disclosure, as investors and consumers seek brands they can trust?

A look at recent developments suggests the wind is in the sails of environmental social governance (ESG). The 'Race Action' announced by Lloyds Banking Group was one of the most high profile, but everywhere you look companies seem to be opening up.

KFC, for instance, has just published a 'chicken welfare progress report'. Cynics might wonder how it had been able to operate (and attract investment) without previously offering a glimpse into these cages. Nevertheless, this is a bold move. "We wholeheartedly applaud this transparency," said Tracey Jones, global director of food business at Compassion in World Farming.

Indeed, its audit of 350 chicken farms shows everything from the percentage of chickens that have natural daylight (52.28%) or 'enrichment' such as perches and pecking objects (52.25%) to the use of antibiotics and stocking densities (only 1% are below the 30kg/m² target as part of the higher welfare European Chicken Commitment).

There are issues with breast blisters (more likely in heavy and inactive birds) and hock burns (caused by ammonia from the waste of other birds). This isn't to highlight the negatives, merely to show that KFC is not hiding anything. Indeed, its willingness to produce data has seen it jump up the Business Benchmark on Farm Animal Welfare.

Fellow poultry-pusher Nando's, meanwhile, has announced a sustainability plan with an ambition to cut emissions while raising welfare standards (not easy: intensification tends to be more resource efficient). This is a business that rarely makes such a PR push. "We tend not to do press releases from stuff from my team," the head of sustainability told me last year.

While some companies are keen to get on the front foot, others have been knocked off theirs. The fallout from the modern slavery scandal engulfing Boohoo has put fast fashion in the spotlight. Some workers making clothes were reportedly paid £3.50 per hour, helping produce

'PEOPLE WANT BRANDS TO TAKE ACTION, SOLVE PROBLEMS AND ADVOCATE FOR CHANGE?'

a 54% gross margin on a £10 top, according to a simple model of assumptions prepared by Shore Capital. Pay the minimum wage and the gross margin shrinks to 38%, unless that top is priced at £13.50 instead of a tenner.

The scandal has also exposed frailties within ESG information: some investors are calling for more consistency and precision. It is "bizarre", says Matthew McLuckie, director of investor relations at financial think tank Planet Tracker, that three such distinct disciplines are combined into one. Will Nicholson, project lead for investor metrics at the Food Foundation, says it is like having one grade for all GCSEs.

"That doesn't tell anyone how good you are at maths."

Investors will increasingly question the numbers they are given, and carefully watch how consumers react in the coming months.

"It's clear that consumers do care about ESG issues," noted analysts at Bain in the firm's 2020 global private equity report. "Concern about what's happening in the world is driving purchase decisions."

COVID-19 and Black Lives Matter have caused shoppers to "re-evaluate" how they buy brands, according to Richard Edelman, CEO of Edelman. These factors are influencing behaviour "right now" he told *Bloomberg*. The firm's research in June shows that 21% of UK consumers have "punished" brands they feel haven't responded well to COVID-19. They are more prepared than ever to boycott and switch to a competitor. There are also new expectations, with trust the second most important factor behind price.

People want brands to take action, solve problems and advocate for change, the report concluded. The lesson is "don't be a chicken", he said. Unless it's high welfare, of course. 🐔

DAVID BURROWS is a researcher and freelance writer.



CONNECT

SOCIAL AND COMMUNITY NEWS FROM IEMA

The reading room

What books have informed your thinking, broadened your horizon, and influenced your actions?

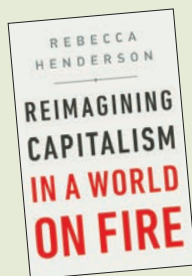
In our first reading room offering, we asked business author and entrepreneur **John Elkington** which three books he believes every sustainability professional should read



Impact: Reshaping Capitalism to Drive Real Change

Ronald Mourad Cohen

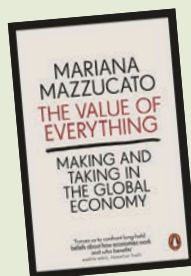
Throughout the world, capitalism and democracy are being challenged with great force. The world must change, but not by throwing money at old ideas that no longer work. We need a new path to a new world where inequality is shrinking, where natural resources are regenerated, and people can benefit from shared prosperity.



Reimagining Capitalism in a World on Fire

Rebecca Henderson

Or how business can save the world. Free market capitalism is one of humanity's greatest inventions and the greatest source of prosperity the world has ever seen. However, this success has been costly. Capitalism is on the verge of destroying the planet and destabilising society as wealth rushes to the top. The time for action is running short.



The Value of Everything

Mariana Mazzucato

In modern capitalism, value extraction is rewarded more highly than value creation: the productive process that drives a healthy economy and society. If we are to reform capitalism – transform an increasingly sick system rather than continue feeding it – we must rethink where wealth comes from. Which activities create it, which extract it, which destroy it?

The READING ROOM would like to hear from IEMA's many industry professionals and luminaries on what you are reading and which books you highly recommend. What has informed your thinking?

Get in contact at features@iema-transform.com

QUOTE
UNQUOTE



Congratulations to all shortlisted for the #memcom20 #Membership Event of the Year (400+ attendees)

@ALARMrisk @rcgp @iemanet @RCPLondon @rcpsych & Society of Trust & Estate Practitioners - winners announced 17 Sep. @MEMCOMUK



Really good to see so many people joining the @SocEnv_HQ and @iemanet #iamCEnv campaign. Proud to have been in the first cohort to be registered back in 2004.....Registrant No. 2!! @MBAXTERIEMA

Thank you @volansjohn for sharing your #GreenSwans insights from responsibility to resilience to regeneration and how we must #buildbackexponentiallybetter post-COVID @iemanet @MHBROWN2020



Thrilled to work with actuaries from @actuarynews and sustainability professionals from @iemanet on this guide. Many thanks to all of them @LOUISEPRYOR

We have partnered with @iemanet on a new guide around requirements from the task force on #climate related financial disclosures (#TCFD) to help professionals embed #sustainability at the core of the #economic system to #BuildBackBetter. @ACTUARYNEWS





Visit www.iema-transform.net for more member profiles

Connect

Why did you become an environment/sustainability professional?

I loved studying **geography**, and what I do is like applied geography.

What was your first job in this field?

I was a UN volunteer working in **Nevis** in the West Indies. I worked in town planning before that.

How did you get your first role?

I applied via Voluntary Services Overseas.

What does your current role involve?

I lead Arup's impact assessment business. I oversee projects, develop people in impact assessment and work with professional bodies, including IEMA, to push forward what we do.

How has your role changed/progressed over the past few years?

It's an ongoing endeavour for environmental impact assessments (EIAs) to respond more effectively to issues. In recent times I've sought to sharpen up assessments so that the focus is on those aspects that matter most (the 'significance' test) to avoid bloated and less effective assessments.

What's the best part of your work?

Being inspired by the creativity and motivation of the people I work with. They are characterised by a near-eccentric obsession with what they do.

What's the hardest part of your job?

I'm frustrated by the limited effectiveness of EIA when it comes to achieving positive change. The language – 'prevent' and 'reduce' – is about damage limitation. We need 'recover, restore and improve' as the new minimum standard. This requires a fundamental shift by all parties to demand and expect more.

What was the last development event you attended?

It was an internal course about mental health.



CAREER PROFILE

Stephanie McGibbon

FIEMA CEnv

Director of environment, Arup

What did you bring back to your job?

The value of taking an interest in people and **listening**. Much can be gained by airing concerns to an active listener, allowing overwhelming issues to become manageable. I've seen how effective this is in allowing ideas to emerge.

What is/are the most important skill(s) for your job?

Being able to explain things clearly, taking account of the person or group you're speaking to. Few do this well, and even fewer can clearly explain something that is complex.

Where do you see the profession going?

Sustainability needs to underpin decision-making properly, with pass or fail standards. There will need to be a greater control of the consequences of micro-development, such as paving over gardens. Drawing on other disciplines, including environmental

economics and environmental psychology, there needs to be a more probing and effective approach to tackling the complex tangle of issues and achieving positive change.

Where would you like to be in five years' time?

I'd like to be looking back and saying the above has been achieved. We'll recall in disbelief the huge reports we presided over and wonder how we managed without a smart, digital basis for developing, assessing, constructing and delivering projects. I would like to be working towards a system that is integrated and underpinned by sustainability requirements for all developments.

What advice would you give to someone entering the profession?

We need you. Join in and be critically aware of the daily challenges we are confronted with, and make a positive difference.

How do you use the IEMA Skills Map?

We have something similar in-house, which we use to frame career progression.

If you had to describe yourself in three words, what would they be?

I canvassed opinion and so we have: inquisitive, dedicated, challenging.

What motivates you?

There is more time behind me than ahead, and I want to use it well.

What would be your personal motto?

Forward and up.

Greatest risk you have ever taken?

My attitude towards risks is to make a decision and make it work. That's true of big risks and small ones.

If you could go back in history, who would you like to meet?

I wouldn't. I'd rather perpetuate the belief than risk being disappointed. 



IEMA Sustainability Impact Awards 2020

Inspiration | Innovation | Transformation

The transformational work showcased on the shortlist for these highly valued awards reflects how our members and the sustainability community are grasping the opportunities to #buildbackbetter.

Congratulations to our fantastic shortlist!

BEST TEAM (SMALL ORGANISATION)

Growing Space - Arcadia Charitable Trust

Team Conserve - Conserve Green Building and MEP Solution

Legacy Events

Advance London - London Waste and Recycling Board

BEST TEAM (LARGE ORGANISATION)

Central Green Infrastructure Team - AECOM

Environment & Sustainability Team - Costain-Skanska Joint Venture (HS2 Enabling Works)

Heathrow Q6 Environmental Team - Ferrovia Construction

Sustainability Group - Fugro GB Marine

Environmental and Planning Services - Wessex Water

SUSTAINABILITY CAMPAIGN (PUBLIC SECTOR)

Paper Smart Campaign - Bank of England

Bird Aware Solent - Bird Aware

Green Award Program - Public Works Authority

SUSTAINABILITY CAMPAIGN (PRIVATE SECTOR)

Breaking the Plastic Habit - Canary Wharf Group

SDG Campaign - Dar Group

No Excuse for Single Use - EDF

Save Evie's Whale - National Grid

SUSTAINABILITY CAMPAIGN (NOT-FOR-PROFIT / CHARITY)

Growing Space - Arcadia Charitable Trust

LCR Year of Environment 2019 - Nature Connected

SUSTAINABILITY STRATEGY TO ACHIEVE NET ZERO

Bristol's One City Climate Strategy - One City Approach - Climate Strategy and Evidence Base Team, Bristol City Council

Cheshire East Carbon Neutral 2025 - Cheshire East Council

Resource Efficiency - Costain Vinci Bachy on Tideway East

Flightpath net zero - IAG (International Airlines Group)

Planning for Net Zero by 2025 - Schneider Electric

A Network for Net Zero - Adopting SF₆ Alternatives - SSEN Transmission

TRANSPORT AND INFRASTRUCTURE PROJECT

Dar es Salaam to Makutupora Standard Gauge Railway - Arup

HS2 Interchange Station - Arup and HS2

HS2 Enabling Works - Costain-Skanska Joint Venture

Resource Efficiency - Costain Vinci Bachy on Tideway East

Lynemouth Mine Water Treatment Station - JBA Bentley

Network Rail Decarbonisation Programme WS1 - Mott MacDonald

A77 Maybole Bypass - Wills Bros Civil Engineering

HS2 Birmingham Curzon Street Station - WSP and HS2

CONSTRUCTION PROJECT

One and Five Bank Street - Canary Wharf Group

The Bacton to Walcott Coastal Management Scheme - Royal HaskoningDHV UK, North Norfolk District Council and Team Van Oord

NEW PRODUCT, SERVICE OR TECHNOLOGY

Natural Capital Laboratory - AECOM and Lifescape Project

Rio - Ditto Sustainability

Defibrillator, Free Payphone, Wi-Fi and USB Charging, Interactive Touchscreen - JCDecaux

Non-Intrusive Cable Extraction (NICE) and Non-Intrusive Tank Extraction (NITE) - JSM Group

Energy Storage Solution for Offshore Drilling Units - Seadrill Management

HydroGIS: Optimising Nature-based Solutions - Viridian Logic

SUSTAINABLE ORGANISATION

Follow Your Heart

Ignition DG

Lavazza Professional

Peel L&P

Roads & Transport Authority (RTA)

RSK Group

Schneider Electric

Useful Simple Trust

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Virtual Awards ceremony

free to attend to all IEMA members

We are delighted to announce that on 18 September our Awards ceremony will be taking place virtually, free to attend to all IEMA members.

Whilst this year's Awards will be a different affair, join us to celebrate the insightful, impactful work being done in the industry. We are committed to showcase change drivers and champion the incredible work our IEMA members have done and still do.

Put the date in your diary and register now

Visit iemaawards.net to join us to see which organisation and individuals win the coveted trophy.

Join us this September to find out who will be crowned the winners.

CONSULTANCY AND COLLABORATION

Arup and Health Care Without Harm

High Speed 2 (HS2) Phase 2b - Ove Arup & Partners

Atkins (Member of the SNC-Lavalin Group) and Heathrow Airport

Groundwork East

Temple Group

Westcountry Rivers Trust, Premier Foods and The Tamar Water Stewardship Business Board

Digital Steering Group - WSP, Mott MacDonald, Arcadis, Atkins, ERM, Arup, AECOM, Royal HaskoningDHV, Quod, Sweco, Stantec, Jacobs, Capita, Waterman, Barton Willmore

CIRCULAR ECONOMY

Arup

BAM Nuttall

Ecobooth

Techbuyer

Useful Simple Trust

BIODIVERSITY AND ENVIRONMENTAL NET GAIN

Beaconsfield Eastern Relief Road - Buckinghamshire Council with Balfour Beatty and Stantec

Biodiversity Action Plan - Canary Wharf Group and Greengage

LCR Year of Environment 2019 - Green Space, Habitats and Biodiversity Theme - Nature Connected

The Finima Nature Park - Nigeria LNG

Water Stewardship Business Board - Premier Foods and Westcountry Rivers Trust

Our Approach to Biodiversity Net Gain - SSEN Transmission

ENERGY AND CARBON TRANSITION

Bank of England

Community Utilities

Concha y Toro UK

Crystal Doors

Kariwala Industries

Muntions

Severfield

CLIMATE RESILIENCE AND ADAPTATION

Winner to be announced at the Awards ceremony

SUSTAINABLE PROCUREMENT

Winner to be announced at the Awards ceremony

SUSTAINABLE FINANCE

Cyan Finance

Green Impact Advisory - Green Investment Group

COMMUNITY AND SOCIAL VALUE

Growing Space - Arcadia Charitable Trust

ARTISANS OF IQ

Social Impact and Charities Programme - JCDecaux

Community Sustainable Development Projects on Bonny Island - Nigeria LNG

Reconomy Social Value Programme (RSVP) - Reconomy

Greener Futures Design Challenge - Surrey County Council

Tideway Legacy - Tideway

Masterplan for Sustaining Caerphilly's Landscape - WYG and Tetra Tech

FUTURE SUSTAINABILITY LEADER

Ashley Welch, Senior Biodiversity and Green Infrastructure Specialist, AECOM

Amy Banks, Environmental Consultant, Amey Consulting

Cecilia Landeros Tormo, Sustainability Consultant, Arup

Lisa Bulmer, Environmental Specialist, Dar

Amell Amatino, Founding Director, MAINTENANT Sustaining Now

Kerrie Craig, Environmental Consultant, Royal HaskoningDHV

Scott Duncan, Environmental Advisor, Wills Bros Civil Engineering

Tom Gold, Senior Environmental Consultant, WSP

SUSTAINABILITY LEADER

Samantha Rowe, Chief Executive Officer, Ignition DG

Rowan Byrne, Technical Principal Marine Ecology & Marine Plastics Leader, Mott MacDonald

Anna Bright, Chief Executive, Sustainability West Midlands

IEMA BEST VOLUNTEER

Winner to be announced at the Awards ceremony

REGISTER ONLINE

Winners announced
18 September 2020



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