forum for
the future

THE °CLIMATE GROUP

COMMUNICATING NET POSITIVE

A SHARED NARRATIVE, PRINCIPLES AND GUIDANCE ON GOOD COMMUNICATION

1   INTRODUCTION

This guidance has been developed with a group of organisations that are members of the Net Positive Group, to articulate a shared approach to bringing the Net Positive concept to life through communications.

It includes a core narrative and principles that are intended to express what is unique and exciting about Net Positive compared with other sustainability frameworks. The concept of Net Positive also links with other concepts which are currently live in the sustainability debate, such as the 'circular economy' and 'shared value'. At the end of the document we have included some guidance on how the concept of Net Positive relates to other sustainability initiatives and terminology.

This document is intended to help shape individual organisations' communications approaches, and each organisation's efforts which will in turn help demonstrate that the concept can be translated into exciting, practical outcomes. Net Positive is a concept that will inevitably be expressed very differently by the very different organisations involved. But we hope that this shared communications foundation will ensure those individual expressions add up to a more compelling articulation of the Net Positive difference than any single organisation could achieve alone.

At this stage, the guidance is intended for use by the organisations immediately involved in the Net Positive Group and others that have taken a Net Positive approach and want to learn from one another. It is designed for sustainability managers or sustainability communications professionals who are looking to communicate their approaches in a clear, credible and compelling way.

1.1   Background

The Net Positive Group was established in 2013 by a group of organisations trying to bring this concept to life in their own organisations. The group aims to work together to:

- Bring greater clarity to the concept.

- Bring more consistency, credibility and rigour to the measurement of organisations' Net Positive approaches.

- Grow the Net Positive movement.

Convened by non-profits, Forum for the Future, The Climate Group and WWF, the Net Positive group currently includes, BT, Capgemini, Dell, Greater Manchester Fire and Rescue, IKEA Group, Kingfisher, Pepsico, SKF, The Crown Estate and TUI Group.

1.2   The problem we're tackling

Many organisations recognise the need to find new ways of doing business. But against the backdrop of a rapidly evolving global economy and climate, and coupled with growing demand for transparency and ethical performance from consumers everywhere, it is difficult to know which approach your organisation could take that would really help you be successful in the face of such changes and long-term challenges.

1.3   A collaborative solution

Net Positive is a fresh, ambitious and positive take on what can seem a familiar agenda. Rather than 'do less harm', Net Positive commits organisations to doing more good overall, by following a clear set of principles to thrive while making a positive contribution to the world. We aim to create a new mainstream where a Net Positive approach is built into the heart of business strategies.

By working together and communicating effectively, we can highlight why more companies should embrace the Net Positive movement. Having a common language, linked to a clear set of principles that companies can embrace, can help people see what Net Positive means. And by sharing individual stories of success, the group can show how they are setting out to achieve this in the hope that others can be inspired.

2 HOW TO USE THIS GUIDANCE

This practical guidance brings together a basic narrative about Net Positive which the group can use as a basic template in written and spoken communication, as well as a set of principles for how to communicate Net Positive in a clear and effective way. It is intended as a resource to take from as you need. To really bring the narrative to life, organisations will have to add in their own examples of where they have acted differently as a result of their Net Positive commitments and how they have communicated this.

Some organisations may find it useful to use some of what follows word for word; others may want to change and develop it into their own style. The core narrative is intended to be used in whichever way feels most appropriate. This approach is all about sharing good communications ideas, not imposing a single communications style.

2.1 Our messaging framework

Net Positive is an important piece of language, whether it is used as a proper noun; "Organisation X is Net Positive", or as a descriptor; "Organisation Y's Big Idea is a 'net positive' approach". It will be used by a range of well established brands and organisations and is intended to be impervious to political change – not something that sounds like a time-bound, topical scheme or plan. Organisations typically refer to themselves as having an ambition to become Net Positive – a goal they're working towards. Given the scale of the ambition to be Net Positive, it would be unlikely that a company would currently be able to say they are fully Net Positive as a measure of achievement.

Net Positive is not a formal endorsement or a badge of accreditation, although organisations are encouraged to seek third party accreditation for specific claims. It is more of a mindset which helps to drive ambition within the organisation. The Net Positive Group of organisations will be working hard to make sure that only organisations with a good understanding of, and willingness to embrace, the ambition of the concept, use the term. Being clearer in communicating what the Net Positive concept means and how organisations are putting it into practice is part of this process, and helps maintain the credibility of the term 'Net Positive'. Credibly communicating the concept, and organisations' progress putting it into practice, will be more straightforward where existing, well established metrics and measurements can be used. The group members will also be developing new transparent and robust ways of measuring and communicating the concept as they continue developing their Net Positive approaches.

Net Positive simply means putting more back into the environment or society than an organisation takes out, with a resulting overall positive impact.

2.2　Core narrative

Net Positive is a new way of doing business which puts back more into society, the environment and the global economy than it takes out.

Organisations that take a Net Positive approach share an ambition to grow their brand, have strong financial performance and attract the brightest talent. Spread across the private, public and not-for-profit sectors, they recognise that business is a marathon, not a sprint, along new routes that are still emerging. The destination for each is the same: thriving organisations that deliver benefits that extend far beyond traditional organisational boundaries.

Becoming Net Positive requires organisations to be ambitious and plan for long-term success. They have to go beyond risk avoidance and incremental improvements and start to innovate.

So how do they do it? Right now, a series of Net Positive principles ties together all of the areas in which organisations should act, and a Net Positive measurement framework means that outcomes can be communicated consistently. We will use these to inspire others to make their own commitments and start a new wave of positive businesses.

2.3　Net Positive principles

The following Net Positive principles were developed by the Net Positive Group in 2014. The Net Positive principles characterise a Net Positive approach:

- The organisation aims to make a positive impact in its key material areas.

- The positive impact is clearly demonstrable if not measurable.

- As well as aiming to have a positive impact in its key material areas, the organisation also shows best practice in corporate responsibility and sustainability across the spectrum of social, environmental and economic impact areas, in line with globally accepted standards.

- The organisation invests in innovation in products and services, enters new markets, works across the value chain, and in some cases, challenges the very business model it relies on.

- A Net Positive impact often requires a big shift in approach and outcomes, and cannot be achieved by business-as-usual.

- Reporting on progress is transparent, consistent, authentic and independently verified where possible. Boundaries and scope are clearly defined and take account of both positive and negative impacts. Any trade-offs are explained.

- Net Positive is delivered in a robust way and no aspect of a Net Positive approach compensates for unacceptable or irreplaceable natural losses or ill treatment of individuals and communities.

- Organisations enter into wider partnerships and networks to create bigger positive impacts.

- Every opportunity is used to deliver positive impacts across value chains, sectors, systems and throughput to the natural world and society.

- Organisations publicly engage in influencing policy for positive change.

- Where key material areas are ecological, robust environmentally restorative and socially inclusive methods are applied.

- An inclusive approach is adopted at every opportunity; ensuring affected communities are involved in the process of creating positive social and/or environmental impacts.

2.4 How to communicate

Below are a set of principles for communicating Net Positive. They can be used in a number of ways.

To your suppliers, customers and other key partners: Encourage organisations that you have important relationships with to get involved in helping achieve your Net Positive ambitions by promoting it as the best way of tackling social and environmental issues you jointly face. Communicate how specific products or services are designed with a Net Positive approach in mind. You may want to produce simple communications materials to help you engage the people who are critical to achieving your goals.

Internally in your organisation: Equip your organisation to engage staff and volunteers on Net Positive. Promote a Net Positive mindset as the best way to tackle social and environmental issues. Additionally, communicate how the Net Positive approach benefits the organisation and inspire people throughout the organisation to think innovatively about using the principles in their own work. Give them a clear point of contact so they have someone to talk to if they want to find out more.

Externally as an organisation: Help build your brand by demonstrating support for Net Positive and giving people easy ways to find out more about what a Net Positive approach means for your organisation. Be clear about the business benefits of a Net Positive approach, now and in the future. If some products or services have a better social and environmental impact than others, be clear about why, so that customers can make informed decisions about what to buy.

2.5 Communications principles

This section is a check-list of sorts to help organisations make sure the Net Positive principles are reflected in communications.

Excerpts from real communications materials which Net Positive Group members have produced are included for further guidance. There aren't examples for everything on the check-list because group members are still evolving their approaches to effective communications at the same time as developing their Net Positive approaches. Their experiences – both good and bad – have helped shape this document; in turn this document will reshape their future communications.

CHECK: Have you **set out the case** for your Net Positive approach?

- Have you used the core narrative (page 3) to introduce Net Positive as and where appropriate?

- Is it clear where your biggest impacts are, what significant sustainability risks you face, the order in which you should address them, and why? A Net Positive approach which tackles one impact will not be credible if other significant negative impacts are left unaddressed.

- Are you being transparent about which parts of your business you're claiming are Net Positive?

- Is it clear that Net Positive is viewed as an opportunity and how your approach contributes to the success of your organisation – for example through financial savings, driving product and service innovation and improvements, improving reputation, motivating and attracting staff?

- Have you shown how you have taken an inclusive approach; working with stakeholders and local communities to co-design solutions with their wellbeing in mind?

Group examples:

Kingfisher "Timber is used in up to 40% of our products, making it an essential raw material for our business. We could be significantly affected by predicted price rises of up to 75% and timber shortages of up to 30% by 2020, resulting from growing demand and deforestation. Between 2000 and 2010, about 5.2 million hectares of forest were lost each year. To protect these vital resources over the longer term, we need to go further than just replacing what we ourselves use."[1]

BT "As of 2013, the total carbon emissions our business creates roughly equalled the emissions our products and services helped customers to avoid. By 2020, our goal is to help customers reduce carbon emissions by at least three times that amount.

"Customers can cut their carbon emissions by using products and services to live and work in smarter, more efficient ways. At the same, time we're staying focussed on reducing the carbon emissions our business creates. That means cutting carbon from our supply chain and operations, and from our products when customers use them."[2]

IKEA Group "By the end of 2020 we will produce as much renewable energy as the total energy we consume in our buildings. We have so far invested €1.5 billion in wind and solar power since 2009 and have to have now committed an addition EUR600 million for investment in renewable energy to take us closer to our 100% goal."[3]

Add your own example here:

CHECK: Are you clearly **demonstrating the impact** you are creating, or aim to create?

- Have you shown examples of positive impact you have made (either quantitative or qualitative results), or are going to make, and also made it clear what baseline you were/are starting from?

- Have you included or referred to any third party validation of your qualitative or quantitative results that you've already achieved?

- Is it clear what you are projected to achieve, quantitatively and qualitatively, into the future?

- Have you explained how you will evaluate your progress, how often you will share your evaluation of progress and where people can find the most up-to-date information?

- Can you demonstrate that your stakeholders understand and support your vision and activities?

- Have you communicated how your approach deals with quality as well as quantity? For instance:
  - if you've created X number of jobs, what is the long-term impact on these peoples' quality of life?
  - if your approach relates to natural resources, make it clear that you understand some natural resources are irreplaceable, for example complex ecosystems in ancient forests, and that your approach considers these qualities, alongside quantity based measures, such as number of trees planted.
  - If your approach refers to being net positive in renewable energy generation, is it clear what definition of renewable energy you're using and why this counts as a positive impact for example the reduction in carbon emissions it creates.

- Have you used case studies to illustrate what your numbers mean and demonstrated less tangible positive impacts that are more difficult to measure? Preferably use real stories, told from the point of view of those who are helping make the positive impact and/or those that are personally affected in a positive way by the Net Positive approach.

Group examples:

The Crown Estate: "We have been clear about the amount of credit that we may claim and have separated contributions into the following segments:

- Direct contributions – activities carried out by us.

- Indirect contributions – activities commissioned by us but carried out within our supply chain.

- Enabled contributions – activities carried out on our portfolios by our customers."[4]

"Greenhouse gas sequestered (tCO_2e): In this report, sequestered refers to the uptake of CO_2 by forests through photosynthesis. Based upon a study prepared for us by the Edinburgh Centre for Carbon Management called 'Potential carbon sequestration within The Crown Estate's Forestry Portfolio', we were able to identify the types of forest cover and the associated average CO_2 uptake across different parts of our business. We estimate that we directly captured and stored 37,500 tCO_2e through sequestration. This alone outweighs our Direct produced emissions of 3,727 tCO_2e. In addition we were able to identify a further 18,000 tCO_2e Enabled contribution that is sequestered by forests managed by our tenants."

PepsiCo: "Positive water balance: For the past several years, PepsiCo India has established community water projects in support of the Positive Water Balance initiative. These programs have resulted in the creation of water harvesting and recharge potential of more than 5 billion liters of water across five states."

"Positive water balance is achieved by returning more water than is used to manufacture our products through in-plant conservation, agricultural initiatives such as direct seeding of paddy rice and drip irrigation of potatoes, and water harvesting and recharging in communities around our manufacturing facilities."[5]

Kingfisher: "Creating more forest than we use means we will help increase the social and environmental value of a forest area larger than that used for our business."

"Making a positive contribution to forests by supporting FSC certification, enhancing and restoring forests to benefit biodiversity, or planting more trees to expand forested areas."

"We've launched forest projects in the UK and Spain that improve forest management, benefit biodiversity and get local communities involved. These are also opening up new sustainable sources of wood for our businesses."[6]

IKEA GROUP: "IKEA Group has a goal to become forest positive by 2020, which means contributing to ending deforestation by promoting the adoption of sustainable forestry methods across the whole industry. The commitment includes targets: to source 100% of their wood, paper and cardboard from more sustainable sources by 2020 (these sources are currently defined as FSC certified or recycled wood) and to contribute to FSC certification of another 10 million hectares of forest in priority areas – which is equivalent to more than double the total area needed to supply IKEA. This is in addition to 35 million hectares of FSC forest already added through earlier partnership projects, an area the size of Germany. To meet its goals, IKEA Group is working to transform the market that it works in through working with suppliers to help them to meet the strict timber standards and working with partners such as WWF to improve forestry management practices and fight illegal logging and deforestation."

For case studies see:

- Regent Street and Quadrant 3 case study in the Crown Estate's Total Contribution Report 2011/2012: http://www.thecrownestate.co.uk/media/5282/total-contribution-report.pdf

- Guardian Sustainable Business Awards: Net Positive Category: information on 2015 Winner IKEA Group here: http://www.theguardian.com/sustainable-business/2015/apr/30/ikeas-net-positive-approach-is-its-licence-to-operate and further information on entrants here: http://www.theguardian.com/sustainable-business/ng-interactive/2015/may/13/guardian-sustainable-business-awards-sustainability-case-studies-database

- Commercial model case study and product / service case studies in Kingfisher 2014-2015 Sustainability Report here: https://www.kingfisher.com/netpositive/files/reports/cr_report_2015/2015_Net_Positive_Report.pdf

Add your own example here:

CHECK: Are you **demonstrating commitment** to transforming the way your organisation does business?

- Are you showing how Net Positive is helping you go beyond best practice, to innovate and invest in new products and services, and in some cases, challenge traditional business models?

- Aim for authenticity. Are you being honest about where there is room for improvement and what the biggest challenges are? Do you show the ups and downs and what others can learn by highlighting where you've made mistakes or found it difficult to make an impact? Ask others for help if appropriate.

- Is it clear that you've had to operate differently to take steps towards your Net Positive ambition(s), including where you've entered wider partnerships and networks to create more positive impact?

- Have you been explicit that you have influenced, or are intending to influence public policy and shown how this helps (or would help) you achieve your Net Positive ambitions and create(s) opportunities for others to take a similar approach?

Group examples:

Dell: "Business as usual across the board is not enough if we are to succeed in delivering on our commitment. We must look at how and where we can push the envelope, reimagining what is possible and working through tough challenges that hold back our organization and the industry as a whole."[7]
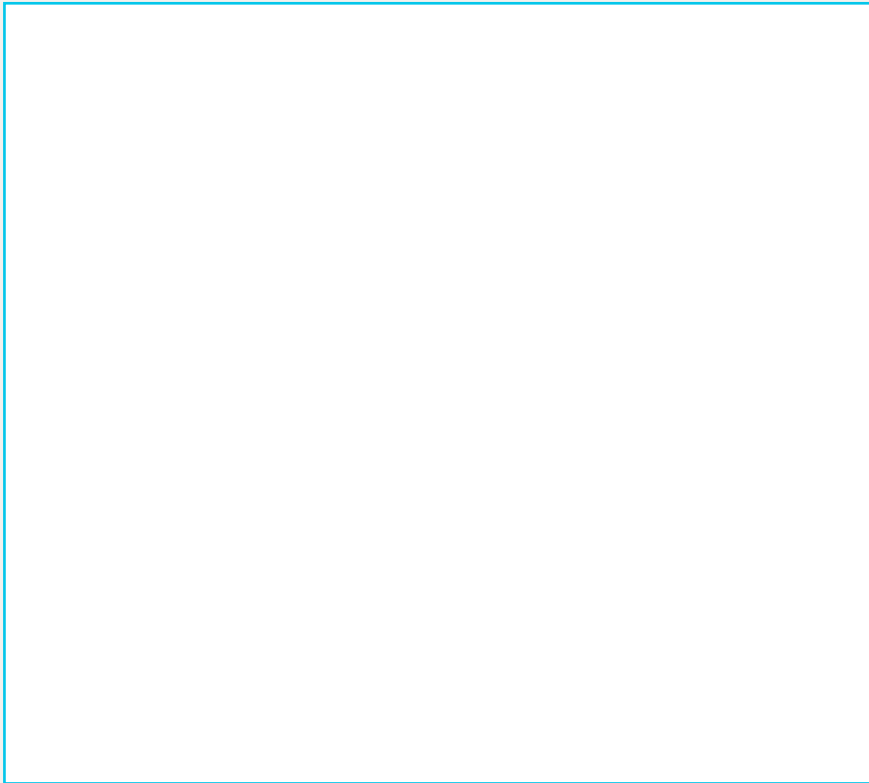
Kingfisher: "We're also working with businesses, NGOs, governments and others to tackle the causes of deforestation and create positive change beyond our business."[8]

Kingfisher integrating Net Positive Approach into their commercial model: "Every operating company within Kingfisher has its own individual brand identity and therefore has its own local implementation plan identifying how integrating sustainability will generate value for the business in four areas:

- Revenue opportunities

- Customer preference

- Supply chain resilience

- Efficiency and productivity"[9]

BT Net Good approach to supplier management: "Our policy is for suppliers who do most to reduce their environmental impact to have a better chance when bidding for our business. Our target is for 90 per cent of the contracts we place to consider environmental impacts in the bidding process." And "We set up the Better Future Supplier Forum to encourage innovation in the design and manufacture of our products and share good ideas between companies."[10]

Add your own example here:

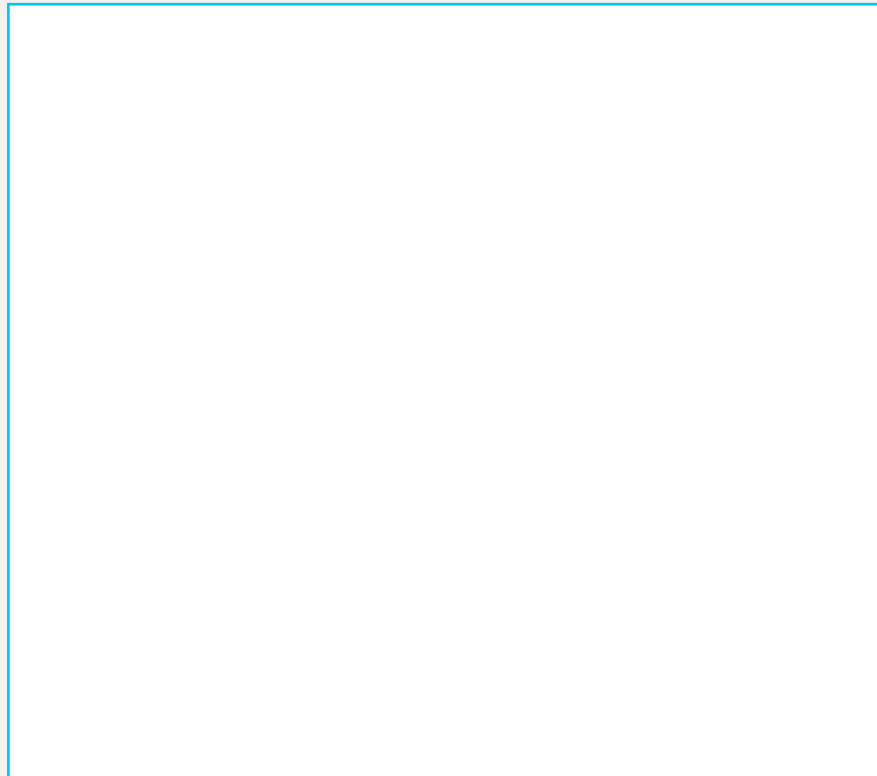CHECK: Have you shown that you want to **grow the Net Positive movement**?

- Have you been explicit that you want to inspire other organisations to join the Net Positive movement, and this is why you're sharing the successes and learning from your Net Positive approach? Think about what will inspire others, for example the innovative products and services your approach has driven you to create.

- Have you demonstrated that working with others can help the movement become more mainstream? Show how organisations you work with have strengthened their relationships with you, and become more resilient by collaborating with you to deliver your Net Positive ambition(s).

- Have you shown where you have taken collective action or taken part in collective advocacy to grow the Net Positive movement?

Group examples:

Dell: "We will strengthen our work as an advocate for environmental and social challenges. This means continuing to work with others — including other companies, policymakers, stakeholders and consumers — to help evolve policy, market incentives and other factors to push sustainability more into the mainstream market"[11]

BT: "At the inaugural Better Future Forum in July 2013, we made a commitment that we would be instrumental in establishing collaborative approaches, working across sectors to help build momentum on Net Positive leadership…We have joined forces with Forum for the Future, The Climate Group, WWF and other companies such as IKEA Group and Kingfisher to create the Net Positive group."

Add your own example here:

3   GOING FORWARD

As a group, we hope that by communicating in an inspiring way, and through the right channels, we can broaden and deepen understanding of the Net Positive difference – encouraging businesses to find ways to embrace innovation and building the business success stories of the future along the way.

For more information contact your internal contact:

For more information about the Net Positive Group contact Zoe Le Grand on z.legrand@forumforthefuture.org.

See the following resources:

Internal: add your most useful sources of information for colleagues here e.g. your website or intranet.

External: https://www.forumforthefuture.org/project/net-positive-group/overview

APPENDIX 1- NET POSITIVE VS 'GOOD' SUSTAINABILITY

In this appendix we have laid out where we think Net Positive is different from "good" sustainability.

	Net Positive	Good sustainability
Approach	Systemic	Linear
Business boundaries	Value chain	Supply chain
Timeframe	Long-term	Medium term
Innovation	Radical	Incremental
Business processes	New processes and partnerships	Business as usual
Internal ownership	Whole business	Sustainability team
Leadership	Ambitious	Good business

APPENDIX 2 - HOW NET POSITIVE RELATES TO OTHER SUSTAINABILITY TERMINOLOGY

In this appendix we have taken a range of terms and examined their relationship to the Net Positive term. We have concluded that many of the terms either describe the end goal (the "what"), mechanisms for getting there (the "how), or how you demonstrate that you have got there (the "evidence"). This appendix outlines how Net Positive relates to the other terms, sorts the terms into the how, the what, and the evidence.

Some terms apply at one or more scales such as a product, organisation and society, whilst others refer primarily to society and economy as a whole – such as living within planetary boundaries.

There is a glossary of terms and sources of further information at the end.

1. How Net Positive relates to other sustainability terminology

What?

If a business puts back more than it takes out, it is aiming to be **Net Positive**. Becoming Net Positive goes beyond aiming to do no harm, become **Net Zero** or **Carbon Neutral** and instead aims to **restore (or take a restorative approach)** to natural and social capital. If all businesses achieved a Net Positive impact they would have built all five capitals, adhered to the **Natural Step system conditions** and have brought humanity back to living within **planetary boundaries** (as described by Rockstrom et al and used in **Oxfam's doughnut** and **The Sustainable Economy Framework**). All other things being equal, the world would be resilient to environmental and social shocks and the business would be **decoupling economic growth** from environmental and social harm.
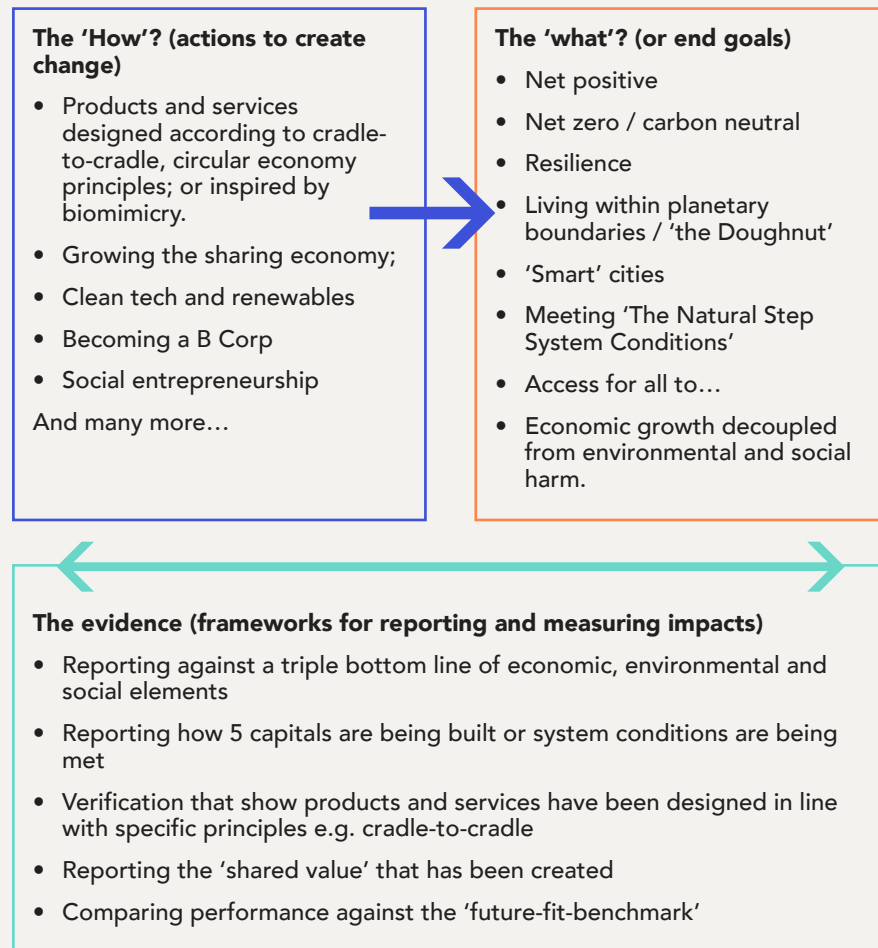
How?

Many of these different end goals could be delivered wholly or in part by a range of approaches. For instance, our products and services would be designed according to **cradle-to-cradle** and **circular economy principles**, often using the natural world for inspiration by using **biomimicry** design. We would consume fewer products and instead borrow from one another, thus growing the **sharing economy**. Our cities would be high-tech and **smart** with responsive and efficient infrastructure and design. And there would be a proliferation of **clean technology** and **renewable** energy replacing our current industry and energy generation. Business would be transparent and market incentives and legal structures re-aligned (for example through becoming registered BCorps) to drive business to deliver more societal benefits.

Capitalism would achieve economic growth and equality without putting extra pressure on the environment. Finance would support this transformation by providing **micro-insurance and micro-finance** at one end of the spectrum and **impact investing** at the other. **Social entrepreneurship** would flourish and products would be traded on a **fair-trade basis**.

Evidence

Companies would take a **shared value** approach and would report progress against the **triple bottom lines** of environmental, social and financial elements, or the **five capitals**, and would use a **future-fit benchmark** to compare their performance. They would provide credible evidence that they have achieved a specific goal, such as Net Positive, or to show that products are services have been designed in line with specific principles e.g. cradle-to-cradle.

This diagram lays out an explanation of how the concept of Net Positive fits together with the other terms that are commonly used by the sustainability community.

The 'How'? (actions to create change)

- Products and services designed according to cradle-to-cradle, circular economy principles; or inspired by biomimicry.
- Growing the sharing economy;
- Clean tech and renewables
- Becoming a B Corp
- Social entrepreneurship

And many more…

The 'what'? (or end goals)

- Net positive
- Net zero / carbon neutral
- Resilience
- Living within planetary boundaries / 'the Doughnut'
- 'Smart' cities
- Meeting 'The Natural Step System Conditions'
- Access for all to…
- Economic growth decoupled from environmental and social harm.

The evidence (frameworks for reporting and measuring impacts)

- Reporting against a triple bottom line of economic, environmental and social elements
- Reporting how 5 capitals are being built or system conditions are being met
- Verification that show products and services have been designed in line with specific principles e.g. cradle-to-cradle
- Reporting the 'shared value' that has been created
- Comparing performance against the 'future-fit-benchmark'

2. Definitions

Term	Definition	More information
Net Positive	Putting back more into the environment or society than an organisation takes out, with a resulting overall positive impact.	http://www.forumforthefuture.org/project/net-positive-group/overview
Net Zero	An activity that has neither negative or positive impact environmental or social impact or when use of a natural resource is equal to its replenishment.	
Renewable energy	Energy that can be replenished in full without loss or degradation in quality (e.g. wind, solar). A 100% renewable energy pledge would mean sourcing all energy used (within specified business boundaries) from renewable sources.	http://there100.org/
Carbon neutral	When net greenhouse gas emissions of an organisation or a product are equal to zero.	Wright, Laurence A.,et al., "Carbon footprinting': towards a universally accepted definition." Carbon management 2011
Shared Value	Creating economic value in a way that also creates value for society by addressing its needs and challenges.	Porter, Michael E., and Mark R. Kramer. "Creating shared value." Harvard business review 89.1/2 2011
Benefit Corporations (B Corps)	A type of for-profit corporate entity that includes positive impact on society and the environment in addition to profit as its legally defined goals. B corps differ from traditional corporations in purpose, accountability, and transparency, but not in taxation.	https://www.bcorporation.net/
Access (eg to medicine, energy, clean water)	The resultant impacts of net positive on economy, well-being and the availability of health services.	http://www.who.int/globalchange/ecosystems/en/
Planetary Boundaries	Those within which we expect that humanity can operate safely. Transgressing one or more planetary boundaries may be deleterious or even catastrophic.	Rockström, Johan, et al. "Planetary boundaries: exploring the safe operating space for humanity." (2009)

Oxfam's Doughnut	Visual framework – shaped like a doughnut – which brings the concept of planetary boundaries together with the complementary concept of social boundaries, creating a safe and just space between the two.	Raworth, Kate. "A safe and just space for humanity: can we live within the doughnut." Oxfam Policy and Practice: Climate Change and Resilience 2012
The Sustainable Economy Framework	The 'Sustainable Economy Framework' also combines planetary boundaries and social needs and sets out what this means for our economy.	http://www.forumforthefuture.org/project/horizons/overview
Resilience	The ability to deal with change and continue to develop.	http://www.stockholmresilience.org/
Smart cities	When investments in human and social capital and traditional (transport) and modern (ICT) communication infrastructure fuel sustainable economic development and a high quality of life.	Caragliu, Andrea, Chiara Del Bo, and Peter Nijkamp. "Smart cities in Europe."Journal of urban technology 18.2 (2011): 65-82
Sustainable value networks	Value networks comprise a set of roles and interactions that generates a specific business, economic or social good. A sustainable value network delivers economic, social and environmental value simultaneously and is resilient enough to maintain this value creation in the face of change.	http://www.valuenetworksandcollaboration.com/valuenetworks.html http://www.forumforthefuture.org/sites/default/files/Value%2C%20Unchained%20-%20A%20short%20summary%20of%20value%20networks.pdf
Biomimicry	An approach to innovation that seeks sustainable solutions to human challenges by emulating nature's time-tested patterns and strategies.	http://biomimicry.Org/what-is-biomimicry/
Capitalism (ie Breakthrough, Conscious, Sustainable etc)	Exploring how business leaders can be an effective force for change towards a healthy, fair and affordable world for 9 billion people.	http://www.breakthroughcapitalism.com/
Circular economy	System used to keep the added value in products for as long as possible and eliminate waste.	http://www.ellenmacarthurfoundation.org/circular-economy/circular-economy
Cradle- to- cradle	Framework that seeks to create production techniques that are not just efficient but are essentially waste free.	McDonough, William, and Michael Braungart. Cradle to cradle: Remaking the way we make things. MacMillan, 2010

'Fair' trade / 'ethical' trade	A system of trade aims to ensure workers receive 'fair' wages (often defined as a living wage) and decent working conditions.	Multiple commodity and product certifications schemes have this concept at their heart, as do corporate sourcing policies and supplier standards.
Impact investment	Investments made into companies, organizations, and funds with the intention to generate measurable social and environmental impact alongside a financial return.	http://www.thegiin.org/cgi-bin/iowa/home/index.html
Sharing Economy	Economic activity generated by companies who enable the sharing of resources.	All Eyes on the Sharing Economy, The Economist, March 9, 2013
Social entrepreneurship	The act of creating, organizing and managing an income-earning venture to serve an explicit social purpose.	Abu-Saifan, S. 2012. Social Entrepreneurship: Definition and Boundaries. Technology Innovation Management Review. February 2012: 22-27
Triple bottom line accounting	Attempts to describe the social and environmental impact of an organization's activities, in a measurable way, to its economic performance in order to show improvement or to make evaluation more in-depth.	Norman, Wayne, and Chris MacDonald. "Getting to the bottom of" triple bottom line". Business Ethics Quarterly (2004): 243-262
Five capitals	Model that allows business to broaden its understanding of financial sustainability by allowing business to consider how wider environmental and social issues can affect long-term profitability.	https://www.forumforthefuture.org/sites/default/files/project/downloads/five-capitals-model.pdf
Natural step	A trademarked, science-based framework to help organizations and communities understand and become more sustainable. Natural Step's principles of sustainability define the conditions that must be met in order to have a sustainable society.	James, S. and T. Lahti, (2004). The Natural Step for Communities: How Cities and Towns can Change to Sustainable Practices. Gabriola Island, BC: New Society Publishers. Overview here: http://www.forumforthefuture.org/project/natural-step-tns/overview
Future fit benchmark	Guidance to help corporate leaders and investors to make decisions about how – and how quickly – they need to change how they do business.	http://futurefitbusiness.org/

FOOTNOTES

[1]Why we need net positive, Kingfisher Website: https://www.kingfisher.com/netpositive/index.asp?pageid=173

[2]Our Net Good goal, BT plc Website http://www.btplc.com/Betterfuture/NetGood/OurNetGoodgoal/index.htm

[3]People and Planet Positive,IKEA Group Sustainability Strategy 2020: http://www.ikea.com/ms/en_GB/pdf/people_planet_positive/People_planet_positive.pdf

[4]The Crown Estate, 2011/12, Total Contribution Report, available from thttp://www.thecrownestate.co.uk/media/5282/total-contribution-report.pdf

[5]http://www.pepsico.com/Purpose/Environmental-Sustainability/Water

[6]http://www.kingfisher.com/netpositive/index.asp?pageid=185

[7]Dell Legacy of Good Strategy webpage available at: http://www.dell.com/learn/us/en/vn/corp-comm/2020-goals-about

[8]http://www.kingfisher.com/netpositive/index.asp?pageid=185

[9]https://www.kingfisher.com/netpositive/files/reports/cr_report_2015/2015_Net_Positive_Report.pdf

[10]http://www.btplc.com/Betterfuture/NetGood/Workingwithoursuppliers/index.htm

[11]Dell, Legacy of Good webpage available at: http://www.dell.com/learn/us/en/vn/corp-comm/2020-goals-about