



Case Studies in **Business & Biodiversity**

*A companion volume to 'Business & Biodiversity:
a UK business guide for understanding and integrating
nature conservation and biodiversity into
environmental management systems'*



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Earthwatch is an Oxford-based environmental charity, with affiliate offices in Boston, Melbourne and Tokyo. The charity's Corporate Environmental Responsibility Group (CERG) was created in 1990 to act as an interface between business and the issues surrounding biodiversity and sustainability. Earthwatch is non-confrontational, and active in a wide range of environmental disciplines and overseas markets. There are currently 40 blue-chip members of the CERG, which work with Earthwatch in activities both in the UK and overseas. These include planning biodiversity strategies and employee development. First and foremost, membership of the CERG is a public endorsement of the values which Earthwatch represents: that objective non-confrontational science should be the basis for understanding and managing the environment. The charity currently supports 150 research projects in 50 countries as well as a wide range of programmes in education and awareness raising.

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The companies have been featured because they illustrate examples of best practice in biodiversity conservation from which other companies in a wide range of industries might gain practical ideas. The inclusion of companies within the booklet does not represent an endorsement of their environmental policy or performance.

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INTRODUCTION

The UK Government is fully committed to meeting its obligations under the UK Convention on Biological Diversity. Conservation of our natural resources – our biodiversity – is essential to sustainable development and a better quality of life for everyone. It is an integral part of our thinking and planning for a sustainable environment.

The UK Round Table on Sustainable Development published 'Business & Biodiversity – a guide for integrating nature conservation and biodiversity into Environmental Management Systems' in 1998. These case studies build on that advice and aim to answer many of the basic questions companies have about what they can do. They offer practical examples of companies who have taken up the biodiversity challenge.

Implementation of the UK Biodiversity Action Plan relies on effort from all sectors – public, private and voluntary – to achieve its objectives. The Government's indicators for sustainable development – 'Quality of Life Counts', published in December 1999 – include measures to assess the status of our biodiversity and the adoption of ISO14001 by over 75% of FTSE 100 companies by 2001.

Biodiversity conservation gives companies an excellent opportunity to make a contribution to sustainability, often in partnership with conservation organisations who have the expertise to help companies deliver their vision.

I thank Northumbrian Water for their co-sponsorship of the booklet, which I recommend to business leaders.

MICHAEL MEACHER

MINISTER OF STATE FOR THE ENVIRONMENT

WHAT IS A BIODIVERSITY ACTION PLAN?

WHAT IS BIODIVERSITY?

Biodiversity means the whole variety of life on Earth. It encompasses all living things, including human beings, and not just species which are rare or threatened.

WHAT IS A BIODIVERSITY ACTION PLAN?

A Biodiversity Action Plan (BAP) is a plan to conserve or enhance biodiversity. The term may be used to describe the whole process by which this happens, or sometimes a document which sets out how this is to be achieved.

There are various levels of Biodiversity Action Plan in the UK:

The **UK Biodiversity Action Plan** (UKBAP) was published in 1994 as the government's response to Article 6 of the Convention on Biological Diversity agreed at the Rio Summit in 1992. The Plan's overall goal is to conserve and enhance biodiversity within the UK and to contribute to efforts to conserve global biodiversity. The UKBAP has been supplemented by specific costed action plans containing targets for priority species (e.g. red squirrel or skylark) and key habitats (e.g. reed beds or heathland). The UKBAP is coordinated by the UK Biodiversity Group. See page 30 for contact details.

A **Local Biodiversity Action Plan** (LBAP) outlines actions to be taken in a specific local area in order to conserve and enhance species and habitats identified in the UK Biodiversity Action Plan and/or of particular local importance. There are over 130 Local Biodiversity Action Plans throughout the UK. Details of these plans can be found on the UKBG's web site. See page 30 for contact details.

A company's **Biodiversity Action Plan** outlines the steps a company will take to promote and enhance biodiversity.

- A company's BAP can be integrated into its Environmental Management System so that the impact of the company's operations on biodiversity may be measured and improved.
- A company's BAP may also include cooperation with and support of external bodies, such as local conservation groups or national non-governmental organisations in order to enhance biodiversity on a local or national scale.
- A company is mostly likely to form a BAP if it has a landholding or if its activities have a clear impact on biodiversity; however, even companies which are office-based or do not have landholdings can form effective biodiversity strategies to use their skills and resources to contribute to a local or national biodiversity action plan.
- A company's BAP can make a significant contribution to the UKBAP, helping fulfil the UK's commitment to the Rio Summit.

Species Action Plans (SAPs) and **Habitat Action Plans (HAPs)** are plans drawn up at national or local level, setting out targets for the conservation and enhancement of particular species or habitats and the measures needed to achieve them.



BEST PRACTICE: TEN INDICATORS OF BIODIVERSITY ENGAGEMENT

The following key features of best practice have been derived from consultations with companies throughout the UK. Each theme is illustrated on pages 8–16 through examples of companies which are involved in action for biodiversity. They may be used as broad indicators of a company's commitment to biodiversity and the successful integration of biodiversity into its Environmental Management System:

- 1 **Achieving understanding of biodiversity:** internally, a company recognises there is no dividing line between biodiversity conservation and what a company is trying to achieve through a standard environmental management system because both are integral to overall protection of the environment.
- 2 **Developing a BAP:** a company develops a BAP or biodiversity strategy both for its own landholdings and to enable it to contribute to biodiversity conservation beyond its own sites.
 - A company sets priorities, based on thorough consideration of its impact on biodiversity.
 - A company regularly monitors the biodiversity on its sites or on which it has an impact by establishing baseline data and monitoring change; having established a baseline the company identifies specific targets for biodiversity.
- 3 **Integrating a company's BAP within the national and local context:** a company's own Biodiversity Action Plan has clear links to the UKBAP or to the LBAP.
- 4 **Working with local partners:** a company delivers its Biodiversity Action Plan through partnership with relevant national and local conservation groups.
- 5 **ISO 14001/EMAS integration:** biodiversity considerations are integrated into a company's ISO 14001 standards, or equivalent, so that they are monitored and assessed alongside the other areas of the EMS.
- 6 **Senior management support:** a company's commitment to biodiversity is indicated by support at board level and a public statement relating specifically to biodiversity.
- 7 **Qualifications of environmental managers:** a trained ecologist is employed as part of the environmental management team or as a consultant.

- 8 **Employee involvement:** employees are involved in the biodiversity strategy through internal communication, involvement in the company's own activities, or as volunteers with the company's environmental partners.
- 9 **Funding biodiversity action:** beyond the immediate impact of its own operations, a company engages in the national biodiversity plan by sponsoring conservation groups to help fulfil national and/or local priorities.
- 10 **Communication:** a company seeks to inform and influence its stakeholders on the issue of biodiversity by communicating its activities and priorities. A company's overall contribution to biodiversity conservation is measured and reported on, either internally or externally. Reports on environmental performance include action for biodiversity. A company might also wish to consider external verification of its progress reports.

Each of these indicators is explained and illustrated in the next nine pages.



BIODIVERSITY ENGAGEMENT: EXAMPLES OF BEST PRACTICE

1 ACHIEVING UNDERSTANDING OF BIODIVERSITY

A best-practice company recognises that there is no dividing line between biodiversity conservation and what the company is trying to achieve through a standard Environmental Management System, because both are integral to overall protection of the environment.

Biodiversity conservation is not an add-on to the company's environmental initiatives. However, fitting a company's environmental activities within a biodiversity framework allows the company to make a real contribution to environmental improvement in the UK.

Fulfilment of the nine further categories outlined below is a good indicator of a company's understanding of biodiversity.

2 DEVELOPING A BIODIVERSITY ACTION PLAN

A company develops a BAP or biodiversity strategy both for its own landholdings and to enable it to contribute to biodiversity conservation beyond its own sites.



2.1 IDENTIFYING PRIORITIES

Once a company has decided to develop a Biodiversity Action Plan, it needs to:

- establish where it has the most impact on biodiversity and set priorities;
- identify actions to be taken.

As an office-based business with little landholding, the **Co-operative Bank** does not have a direct impact on biodiversity. Its biodiversity action is therefore focused on:

- influencing its customers and the public;
- developing a policy for investment which takes into account biodiversity issues;
- supporting projects of national biodiversity significance in their local region.

Sainsbury's biodiversity assessment suggested that one of the company's major impacts on biodiversity came through its agricultural suppliers, and it therefore decided to focus on encouraging good practice on supplier farms.

A Biodiversity Action Plan is drawn up for each farm; since these may be biodiversity-rich areas, each plan focuses on five key species in order to ensure simple, clear actions and targets.

2.2 ABILITY TO MEASURE PERFORMANCE

As in all other areas of its business, a company needs to have the ability to measure performance of its Biodiversity Action Plan. To measure performance, a company needs to establish a baseline, set targets, and evaluate progress against these targets. Regular review and monitoring can show if corrective action needs to be taken.

Establishing a baseline

Over a six-month period, personnel at **Glaxo Wellcome** in Ulverston undertook a survey of the whole site, identifying 600 species, from ferns and mosses to fish and birds. The information identified that one of the site's most interesting and unusual habitats was a slag bank, present on the site since the 1800s, from the site's previous ownership by an iron/steel foundry. The bank is home to moths, butterflies and plants of regional importance. This baseline information was used to design and monitor the site's Biodiversity Action Plan.

Setting Targets

Center Parcs outlines annual targets for biodiversity in its Forest Management Plans for each holiday village operated by the company. In 1998, 30 biodiversity targets were established for the Sherwood Forest village, which were both quantitative (e.g. number of breeding pairs of song thrush) and qualitative (e.g. continue to take an active part in county and natural area initiatives for heathland conservation). Progress against

targets is reported in an annual Ecological Monitoring Studies report for each village.

Biodiversity indicators

In addition to engaging companies in biodiversity conservation, it is a government priority for companies to measure and report on their performance. Headline indicators for sustainability, including biodiversity, have been published in the White Paper 'A Better Quality of Life'. There is currently no standard means of evaluating a company's contribution to biodiversity, but indicators are being developed by government, companies and NGOs. The DETR publication 'Quality of Life Counts' includes indicators of Species and Habitat Action Plans, and on Sites of Special Scientific Interest. In addition, a company's own BAP can set indicators and targets relevant to the company against which performance can be measured.

Northumbrian Water has worked with the DETR, RSPB and BTO to develop an indicator for wetland bird populations in line with the government's headline indicator for sustainability of wild bird populations.

The ten indicators of engagement on pages six and seven can be used to signify that the process a company is using conforms to current best practice.

3 INTEGRATING A COMPANY'S BIODIVERSITY ACTION PLAN WITHIN THE NATIONAL AND LOCAL CONTEXT

Biodiversity conservation in the United Kingdom operates within the framework of the UKBAP and the LBAPs. This means that in order to maximise the impact of its biodiversity action, a company needs to ensure it has a clear understanding of how its plans and activities fit within the context of that framework. This can often be achieved through partnership with local or national conservation groups, or a local council.

If a company does not have a landholding, it can still play an important part in the UKBAP or LBAP by, for example, helping raise awareness among employees about biodiversity or donating funds or expertise to groups undertaking biodiversity action.

Northumbrian Water was a co-funder of the Durham BAP and works closely with bodies such as the Durham Wildlife Trust, RSPB, English Nature and Local Agenda 21 officers in the implementation of the BAP.

The local and national BAPs have provided Northumbrian Water with a framework, enabling it to focus its efforts and resources on habitats and species of greatest national and local importance in the area in which it operates.

Where BAPs have not been available, Northumbrian Water has developed plans, in conjunction with local organisations such as the Durham Wildlife Trust.

London Luton Airport supports the LBAP for Urban Habitats, as part of the Bedfordshire and Luton Wildlife Working Group.

4 WORKING WITH LOCAL PARTNERS

As well as helping companies integrate their own Biodiversity Action Plan into national and local BAPs, local organisations can be a very rich resource of guidance and information. Local groups can:

- be involved in consultation, feeding their own views and priorities into a company's Biodiversity Action Plan;
- provide information on local priorities in the Local Biodiversity Action Plan;
- offer volunteer assistance in data gathering;
- benefit from the high quality data on biodiversity gathered by companies, for example as part of an environmental impact assessment and ongoing monitoring. Making this information available to local groups can improve the knowledge of biodiversity in the region.

As part of its case for obtaining planning permission for its site at Goonhilly in Cornwall, **British Telecom** established a management plan in conjunction with English Nature and English Heritage. The plan, which is reviewed every six months, has established a system of proactive management of the SSSI on which the site is based. It has led to a more diverse range of habitats including key heathland habitat, acknowledgement of its good management of the site by stakeholders and a more streamlined approach in obtaining planning permission for new development at the site.

Center Parcs works with local groups such as the British Trust for Ornithology to collect information about the bird species on its villages. Members of the BTO are present at villages most weekends to record species seen.

Center Parcs carries out such thorough surveys of its villages that it has identified and developed actions for species of conservation concern, which were not previously covered by the Local Biodiversity Action Plans.

BP Amoco has monitored the impact of its Wytch Farm development on Furzey Island, on the red squirrel, a key species in the UK Biodiversity Action Plan, for the last 10 years, making a significant contribution to the UK knowledge of red squirrel ecology. Survey information on all aspects of wildlife at the site is shared with local groups and has added considerably to the information about the area.

5 ISO 14001/EMAS INTEGRATION

Environmental Management Systems help companies reduce risk, and maximise opportunity in a planned way. If a company has an EMS, it can help identify, rate and manage risks, improve performance, reduce impacts and learn to get better every year. A Biodiversity Action Plan should be completely integrated with a company's Environmental Management System so that biodiversity impacts and actions to be taken are considered along with other environmental impacts.

Center Parcs is accredited to ISO 14001 and biodiversity is a principal element of the EMS.

Biodiversity has been identified as a 'significant aspect' in **London Luton Airport's** Environmental Management System, requiring objectives and targets to be set.

Further details on developing a BAP and its integration into an Environmental Management System can be found in the Earthwatch publication on Business & Biodiversity (see inside back cover).

6 SENIOR MANAGEMENT SUPPORT

Buy-in from the Senior Management team is key in developing and managing a Biodiversity Action Plan. This will help personnel responsible set the company's strategy and ensure the support of internal stakeholders, including budget holders.

BP Amoco's Biodiversity activity has the full backing of the company's board. Biodiversity considerations are integrated into the company's requirements relating to new developments. Group Chief Executive Sir John Browne is a Vice-President of the Council of Fauna & Flora International.

Rio Tinto's programme for raising employee awareness of biodiversity has been personally supported and endorsed by the Chief Executive, by meetings with NGOs, and communication with employees through materials designed with biodiversity partners and distributed throughout the company.

Northumbrian Water's Biodiversity Action Plan has the support of both the Chairman, Sir Frederick Holliday, who is also president of the British Trust for Ornithology and the Freshwater Biological Association, and the Environment Director who is also a council member of the RSPB and the Durham Wildlife Trust.

7 QUALIFICATIONS OF ENVIRONMENTAL MANAGERS

For a company's Biodiversity Action Plan to be effective, it is necessary to gather the appropriate information, understand the impacts on biodiversity and design appropriate measures in order to maximise positive and minimise negative impacts to biodiversity. It is therefore necessary to have access to the appropriate expertise. Traditionally, environmental managers have come from backgrounds in environmental compliance issues. A growing number of companies are recognising the need to employ ecologists in order to direct environmental strategy.

Center Parcs, London Luton Airport and Northumbrian Water employ trained landscape architects and/or ecologists as part of the environmental management unit.

ICI uses part-time consultants to advise on biodiversity and other environmental issues.

8 EMPLOYEE INVOLVEMENT

Getting the buy-in of employees can be extremely beneficial to the company and the process of biodiversity action. As well as tapping into a potential source of volunteer labour and expertise, a company can find positive benefits of increased employee morale and enthusiasm from having a positive impact on their local environment.

Glaxo Wellcome Ulverston enlisted the help of current and recently retired staff in its baseline survey of the site. Each staff member was responsible for completing record cards and entering their own information into a central database. A committee has been established to ensure that recording is coordinated by the staff themselves in future years. The same employees work with key site managers to oversee the implementation of the plan.

Through Earthwatch, **Rio Tinto** runs an environmental programme giving employees the opportunity to apply for placements on biodiversity field projects. This 'Fellowship' programme is aimed at promoting biodiversity and inspiring environmental champions within the company. On return from their projects, Fellows draw up action plans to translate their experience into activities within the company and local community.

In order to protect aircraft from collisions with birds, **London Luton Airport** employs 'bird scarers' who are responsible for ensuring the runways are kept clear of wildlife. The company is currently training them to become 'bird recorders' whose information can help the company monitor its Biodiversity Action Plan. In addition, staff are also involved in wildlife projects, having recently replanted a meadow with wildflowers.

9 FUNDING BIODIVERSITY ACTION

Companies may contribute to the UK Biodiversity Action Plan at either the local or national level. Involvement with or sponsorship of an LBAP Partnership can help influence and deliver local targets and priorities. Alternatively, companies wishing to make a national contribution to biodiversity can do so by working in partnership with national conservation organisations or NGOs. One scheme through which this can be done is the Species Champion Programme. The UK Biodiversity Group, which includes government, landowners, land managers, business and non-governmental conservation organisations, has established a list of 391 species and 45 habitat types which need conservation. An action plan has been developed for each

of these, and a 'lead partner' appointed to oversee the implementation of the plan. Companies are able to sponsor such plans through the lead partner; these sponsoring companies are known as 'Species Champions'.

ICI is Species Champion of the Large Blue and Pearl-Bordered Fritillary butterflies, in partnership with Butterfly Conservation.

The company has many land-holdings throughout the UK and has established an in-house 'Nature Link' programme to map and monitor the biodiversity on its sites.

To demonstrate its commitment publicly, ICI wished to support a flagship biodiversity project which would be working with endangered species throughout the UK.

After reviewing potential species and partner NGOs, the company has donated £150,000 to Butterfly Conservation in a three-year programme.

A programme of research, re-introduction and habitat management has been implemented, helping rescue the species from long-term decline.

The key themes for ICI are: the conservation is based on good science; the programme has a national impact; the company's support has enabled something to happen which otherwise would not.

Marks & Spencer supports UK biodiversity through Earthwatch's programme of UK projects by providing financial support and recruiting employees to join the projects as short-term field assistants.

10 COMMUNICATION

In order to implement a Biodiversity Action Plan, companies need to engage a range of internal and external stakeholders.

Engaging internal stakeholders

In Volvo every employee, including the CEO, goes through an environmental training programme entitled Dialogue on the Environment. This consists of an introduction to the company's environmental programmes, ranging from the EMS to community partnerships. The training is also extended to the company's network of dealers, who are not directly employed by the company. Update days are regularly held for new employees.

The training is delivered in seminar format by the Environment Manager and an external consultant, who have jointly designed the programme, based on a framework from Volvo Sweden.

Rio Tinto communicates information on its biodiversity programmes through the distribution of posters and application packs to managers and employees, and through the company's intranet.

Engaging suppliers

As part of **Sainsbury's** overall long-term environmental strategy, priority is given to the encouragement of good agricultural practice on supplier farms.

Working with key suppliers and the Farming & Wildlife Advisory Group, the company designed a system to give each farm its own Biodiversity Action Plan. The scheme is voluntary; each farm which accepts the offer to participate has a consultation with FWAG costing £250; Sainsbury's funded 50% of the cost for the first 150 applicants.

FWAG draws up a Biodiversity Action Plan tailored for the farm, in consultation with the farmer, concentrating on five key species on the farm and what action can be taken to protect and enhance them; the farm receives laminated copies of the plan suitable for outdoor use. Many of the actions in the plan can be carried out at low or no cost, such as not trimming hedgerows every year, or leaving fallen trees *in situ*.

Sainsbury's also aims to have 1,000 Farm BAPs in place in five years, incorporating every supplier of its premium range.

Engaging contractors

Contractors working at **BT's** Goonhilly site – an SSSI – are required to attend a pre-work site meeting in which the safeguards to be employed in habitat maintenance are outlined.

M J Gleasons, contractors working on **Northumbrian Water's** Broken Scar Treatment Works, are themselves creating a pond for Great Crested Newts on site, as part of Northumbrian Water's Biodiversity Action Plan for this species.

Reporting progress

The overall contribution to biodiversity conservation of a best-practice company is measured and reported on, either internally or externally. Results are made available to local groups to whom the data will be of use. Results are also incorporated into annual environmental reports.

A company might also wish to consider external verification of its reports.

All businesses involved in the Durham Local Biodiversity Action Plan complete forms to show their contribution to the LBAP.

Northumbrian Water's annual environment report includes a section on biodiversity progress. This is measured against targets drawn up in conjunction with the company's biodiversity partnerships.

CASE STUDIES

- 1: Northumbrian Water
- 2: Center Parcs
- 3: London Luton Airport
- 4: Glaxo Wellcome
- 5: BP Amoco
- 6: The Co-operative Bank



CASE STUDY 1

NORTHUMBRIAN WATER

COMPANY DETAILS

| | |
|--------------------------|---|
| Company name: | Northumbrian Water Limited |
| Type of Business: | Northumbrian Water Limited provides water supply and sewerage services for 2.6 million people and over 69,000 industrial and commercial premises in the North East of England. The headquarters is in Durham. |
| Size of company: | The company currently employs 1500 employees. Its annual turnover in 1998 was £352.6 million. |
| Parent company: | Northumbrian Water is part of Suez Lyonnaise des Eaux, which is one of the largest water utility companies in the world. |

IMPACT ON BIODIVERSITY

The greatest impacts that the company's operations have on biodiversity are through its role as a landowner, and through its operations. These include abstraction, water and sewage treatment, discharges of treated effluent, pipelaying and major construction projects.

SUMMARY OF APPROACH TO BIODIVERSITY

Northumbrian Water has taken biodiversity to the heart of its business and has produced its own Biodiversity Strategy. Although in common with many water companies, it operates in a heavily-regulated industry, Northumbrian Water has opted for 'beyond compliance' involvement with the issue of biodiversity. This has enabled the company to become both a regional and national leader in conservation. Well-managed water resources are vital to healthy habitats and the presence of flagship species demonstrates that local water is unpolluted. The company has planted over 65,000 native trees and shrubs in the past three years, created ponds, islands and wetlands, built otter holts and established nature reserves on its land as part of its biodiversity approach.

KEY FEATURES

Planning: Local and national Biodiversity Action Plans (BAPs) have been key in the design of Northumbrian Water's Biodiversity Action Plan. They have provided a framework, enabling the company to focus its efforts and resources on habitats and species of greatest national and local importance in the area in which it operates.

The first step was to undertake comprehensive habitat and species surveys with a firm scientific basis on all landholding over 0.5 hectares. The next stage was to identify those species and habitats from national and local BAPs which occurred on the company's landholdings.

Context: NWL has not restricted its surveys to its own sites. It has funded work outside its own boundaries in order to establish the context, e.g. the proportion of a species within the county that is found on NWL land, and to further research and knowledge of local BAPs.

Use of several different budgets: Funding for the company's investment in biodiversity has come through various budget lines including sponsorship and charitable donations, research, estates, environmental management and is also included in budgets for new capital projects.

Integration into business plan: Biodiversity is integrated into all areas of the business planning process including:

- financial plan, budgeting for expenditure on biodiversity conservation;
- ISO Environmental Management System;
- all plans for capital investment;
- sponsorship and research.

Communication: The company has produced user-friendly documents to communicate its biodiversity involvement, specifically:

- individual biodiversity action plans for all target species and habitats;
- *Northumbrian Water Biodiversity Strategy* is a ten-page document which describes the company's philosophy and action plan in terms which are readily understandable by all stake-holders. It identifies why biodiversity matters to the company and its customers, the biodiversity challenges for the Northumbrian region, the impacts the company has on biodiversity and the company's action plan to respond to these challenges. This is featured on the company's website.
- *The Business of Biodiversity* outlines the relevance of the Durham Biodiversity Action Plan to local businesses and explains how they can get involved.
- The company recently sponsored and help produce the DETR/CEE Guidance document on Biodiversity and Education.

The publications have been widely distributed and enable others to understand the importance and benefits of involvement in the biodiversity process. The company has also presented its biodiversity action plan at a range of corporate and government seminars and functions.

High level support: The company's Biodiversity Action Plan has the support of the Group Chairman, Sir Frederick Holliday, who is also president of the British Trust for Ornithology and of the Freshwater Biological Association. The Environment Director is a council member of RSPB and the Durham Wildlife Trust.

Personnel: The company has established an environment department of five personnel, led by a senior ecologist, whose influence on the company's activities is high.

National sponsorships: Along with other UK water companies, Northumbrian Water supports the £1 million, three-year otter Species Action Plan in partnership with The Wildlife Trusts. The company has supported the BAP for the rare Round Mouthed Whorl Snail and through its Environmental Trust is championing the Roseate Tern BAP.

Leading the process: Where BAPs have not been available, Northumbrian Water has actually written plans, in conjunction with local organisations such as the local Wildlife Trust. The company has become a regional and national leader in the biodiversity debate, communicating its strategy with local and national government and other companies. The company is frequently referred to in any forum on biodiversity.

CASE STUDY 2

CENTER PARCS

COMPANY DETAILS

| | |
|--------------------------|--|
| Company name: | Center Parcs UK |
| Type of Business: | Center Parcs UK is a leisure operator, with three villages in Sherwood Forest, Nottinghamshire; Longleat Forest, Wiltshire; and Elveden Forest, Suffolk. |
| Parent company: | Center Parcs is a wholly owned subsidiary of Scottish & Newcastle |
| Size of business: | The company has a net annual turnover of £103 million. It employs 3450 members of staff in three Center Parcs villages and the head office. |

IMPACT ON BIODIVERSITY

The main impact of the company on biodiversity is through changing land management. Each Center Parcs village is set within 400 acres of non-native coniferous plantation woodland. Conifer forests are relatively low in biodiversity, and the company has developed a mosaic of habitats to provide an attractive environment for its customers. This has had a highly positive impact on species numbers: at the Longleat village, for example, the number of breeding pairs of birds has increased from 24 species to 48 species over a three-year period, putting the site on the threshold for selection as a SSSI for woodland breeding birds.

SUMMARY OF APPROACH TO BIODIVERSITY

The company's philosophy is that biodiversity is the essence of the Center Parcs' concept, allowing guests to relax among native flora and fauna. Biodiversity is therefore a central part of the Center Parcs 'product'.

KEY FEATURES

Integration of biodiversity into business plan: Biodiversity represents one of the principal environmental aspects of the company and an essential element of its core product.

Center Parcs is accredited to ISO 14001 and biodiversity is a principal element of the EMS. The biodiversity action plan is implemented on each village by a ground services team via the forest management plan, the company's own landscape environmental management system. This is a unique management plan which is reviewed and adjusted every twelve weeks at each village, in consultation with the Head Office landscape group.

The first section of the annually published Ecological Monitoring Studies is entitled 'briefing notes for directors and senior managers' and contains a summary for those who are not responsible for day-to-day environmental activities.

Surveying/monitoring: A baseline was established and monitored before, during and after construction of each village. There is an annual detailed audit of targets by the external ecological consultant. Annual ecological monitoring reports are produced as a result of detailed surveys. These reports highlight quantified performance against targets. The targets can be monitored by specific details such as numbers of breeding pairs of BAP birds or by

percentage change of habitats within ecological compartments. Actions can therefore be quickly targeted to halt declines and re-establish successes.

Tying into LBAPs and local partnerships: UK and Local Biodiversity Action Plans were the principal documents in establishing Center Parcs' biodiversity targets. However, the company conducts such an intensive ecological monitoring regime that it has identified and developed actions for species of conservation concern which are not covered by the local Biodiversity Action Plans. These have been incorporated into the company's own biodiversity management system. The company has established open dialogue with specialist conservation bodies, both locally and nationally, and has been able to adapt its landscape management to ensure the protection and enhancement of locally important habitats or biodiversity action species. This was a key element of their 1999 Chartered Landscape Institute's Management Award. The company has used a team of local specialist natural historians and local members of the British Trust for Ornithology to carry out its surveys. BTO members take part in surveys most weeks. The company estimates its annual surveys take three days to conduct.

National sponsorships: Center Parcs has extended its involvement in biodiversity to support national initiatives which complement the company's work at its own sites. Examples include support of Plantlife's 'Back from the Brink' campaign for preventing the extinction of rare wildflowers in their natural habitat. It is also working in partnership with English Nature and the Suffolk Wildlife Trust in a national and local species recovery programme. This involves managing a meadow at one of the villages for 20 of the country's rarest wildflowers.

Personnel: The company employs an ecologist and a landscape architect and uses the services of a consultant ecologist.



CASE STUDY 3

LONDON LUTON AIRPORT

COMPANY DETAILS

| | |
|--------------------------|--|
| Company name: | London Luton Airport Operations Ltd |
| Type of business: | An international airport. |
| Size of company: | LLAOL employs 650 people; approximately 8000 people work on the airport campus as a whole, for a range of companies. In 1998/9 the airport handled 4.3 million passengers, with operating profits of £10.1 million. The airport is set on approximately 300 hectares, 30 miles north of central London, on the south east of the Borough of Luton. |

IMPACT ON BIODIVERSITY

The airport campus contains areas of operational hard-standing and airport buildings but also contains secure grassland and other wildlife habitat. This provides habitat for a number of species, despite aircraft and other vehicle movement. The airport has compiled a management plan which will maximise the value of the habitat for key BAP and protected species, whilst actively deterring certain bird species which can be harmed by and be a hazard to aircraft engines.

SUMMARY OF APPROACH TO BIODIVERSITY

The company perceives biodiversity as integral to its environmental philosophy, which has gained external recognition from the airport's local MP, local wildlife groups and Luton Borough Council's ecologists, and the backing of employees. A challenge is to develop a Biodiversity Action Plan which will benefit key species while recognising the operational requirements of the airfield.

KEY FEATURES

Surveying/monitoring: Thorough baseline ecological survey work has been carried out, and key species and habitats identified for target setting. Surveys reveal that the site has, for example, one of the highest densities of brown hares in the county and significant populations of other indicator species such as skylark and bee orchid. Focusing on these and other target species enables the company to feed directly into national targets.

Integrating biodiversity indicators into ISO14001 accreditation: biodiversity has been identified as a 'significant aspect' in the company's Environmental Management System, requiring objectives and targets to be set.

Related work outside the airfield: To mitigate recorded casualties of barn owls on the airfield, the company is sponsoring a barn owl conservation project in the nearby Bedfordshire and Hertfordshire countryside. This will involve building and placing ten owl nesting boxes and monitoring their success in attracting breeding barn owls. In addition to a staff wildlife meadow creation project near the airfield, the airport is supporting a chalk grassland restoration project in partnership with the local Wildlife Trust.

Tying into LBAPs and local partnerships: London Luton Airport supports the LBAP for Urban Habitats as part of the Bedfordshire and Luton Wildlife Working Group.

CASE STUDY 4

GLAXO WELLCOME (ULVERSTON)

COMPANY DETAILS

| | |
|--------------------------|--|
| Company name: | Glaxo Wellcome Ulverston |
| Type of Business: | Pharmaceutical manufacturer. |
| Parent company: | The Ulverston site is one of the larger worldwide manufacturing and supply sites in the Glaxo Wellcome group. |
| Size of business: | This site employs 1300 employees. The site covers 240 acres, of which 54.5 acres are covered by the factory area. 100 acres are leased to local farmers. The site is located near Lake Windermere and the surrounding Lake District. |

IMPACT ON BIODIVERSITY

The site has had an impact on biodiversity as a landowner, through construction, and minimally through its operations. The site is adjacent to Morecambe Bay, an SSSI with mudflats of international importance for wading birds. In common with other industries, there is increasing public scrutiny of the environmental performance of the site.

SUMMARY OF APPROACH TO BIODIVERSITY

Engagement in the biodiversity issue offers the company an opportunity to contribute positively to the community through the Local Biodiversity Action Plan, involve employees and communicate the positive aspects of Glaxo Wellcome's presence in the area.

KEY FEATURES

Planning: The site's Biodiversity Action plan was based on a habitat survey carried out in conjunction with the Cumbria Wildlife Trust. Information on species present on site was then gathered over a six-month period. The Trust then used the data to produce a report and Biodiversity Action Plan. The survey took the trust four days and, including the preparation of the report, cost £4,500.

Involvement of staff and retired staff: Staff were key to gathering the information about biodiversity on the site. Recording cards on species were completed by the employees who then entered their work into a database. The work was carried out during lunch hours and represented a total of 500 hours of employee time. A Biodiversity Steering Committee was then set up, comprising those involved in the survey and others involved in the management of the site. Their role is to ensure that the recommendations made in the action plan are followed.

Relationship with tenant: As a large area of the site is leased to a local farmer, Glaxo Wellcome has introduced the tenant to the Farming and Wildlife Advisory Group in order to develop low or zero cost options for the conservation of biodiversity.

Sitting on local BAP committee: The senior environment advisor sits on both the Cumbria Biodiversity Partnership and on the Morecambe Bay Partnership.

CASE STUDY 5

BP AMOCO (WYTCH FARM)

COMPANY DETAILS

| | |
|-------------------|---|
| Company name: | BP Amoco Exploration Operating Company Limited |
| Type of Business: | Wytech Farm is an onshore oilfield. |
| Parent company: | Wytech Farm is one business unit within BP Amoco Exploration. Exploration is part of the BP Amoco group of companies. |
| Size of business: | The site employs 350 personnel (both contractors and BP Amoco staff). The oilfield produces around 70,000–80,000 barrels/day. The site comprises 45 hectares of developed land associated with the oilfield and 128 hectares of land managed for screening the development, including a 26-hectare conservation area. The site is situated near Corfe Castle in Dorset. |

IMPACT ON BIODIVERSITY

The oilfield has been developed within an Area of Outstanding Natural Beauty (AONB). Some areas of the site are adjacent to or within protected areas. The operations have potentially negative impacts through runoff, water abstraction and air emission. The company also has a positive contribution through surrounding land which is managed primarily for screening but which also enhances habitat for wildlife. A 26-hectare conservation site is managed by the company as part of a heathland restoration project.

SUMMARY OF APPROACH TO BIODIVERSITY

Wytech Farm faces the challenge of extracting oil from a site designated for its environmental heritage. The company's licence to operate was given after full consultation involving over 300 meetings with local community groups. Part of the agreement to develop some of the site was dependent on establishing a 26-hectare conservation area. However, the company has gone beyond the minimum compliance requirements, to conserve and promote biodiversity actively, reflecting BP Amoco's global philosophy.

KEY FEATURES

Consultation: Key to understanding the issues of operating in an Area of Outstanding Natural Beauty is consultation. The company meets regularly with two local committees. The Wytech Farm Consultative Committee includes representatives from regulatory bodies and also approximately 20 conservation groups ranging from Dorset Wildlife Trust to the National Trust. The Wytech Farm Local Liaison committee is made up of representatives from BP Amoco and from district and parish councils.

Long-term research and monitoring: Wildlife has been monitored since the beginning of the site's development, e.g. the Furzey Island red squirrel population has been studied for around 10 years. Survey information on all aspects of wildlife at the site is shared with local groups and has added considerably to the information about the area.

Contractors: Contractors working on site are given an induction which addresses the site's environmental sensitivities, including biodiversity.

Other funding: Wytch Farm has funded a 'Heathland in Action' project with the RSPB and is now involved with the production of a heathland management manual for land managers. This ties in well with the company's actions to increase Dorset Heath – a priority habitat – on the site.

Group-wide activities: As a group, BP Amoco is producing a web-based publication in conjunction with Earthwatch demonstrating to BP Amoco sites worldwide how biodiversity can be integrated into the company's environmental management systems.



CASE STUDY 6

THE CO-OPERATIVE BANK

COMPANY DETAILS

| | |
|-------------------|---|
| Company name: | The Co-operative Bank p.l.c. |
| Type of Business: | Financial Services. |
| Parent company: | Co-operative Wholesale Society is the sole equity shareholder of the Co-operative Bank. |
| Size of business: | The bank has 3,911 employees and around 110 outlets and branches. It has 1.75 million customer accounts and pre-tax profits of £73.6 million in 1998. The head office is in Manchester. |

IMPACT ON BIODIVERSITY

As an office-based financial company, with minimal landholdings, the business has very little direct impact on biodiversity. The company's indirect impact, by being selective in terms of the provision of finance and banking arrangements, is more ecologically significant than its direct impact.

SUMMARY OF APPROACH TO BIODIVERSITY

The bank has developed clear ethical and environmental policies. The company has adopted the Natural Step Environmental Management System, which includes biodiversity as a key consideration. Due to its business being predominantly office-based, the company has recognised that it must look outside its direct business to engage with the biodiversity process. It has also recognised the need to find relevance in how the company engages with biodiversity and has therefore chosen projects in the area in which the company is based – the North West of England.

KEY FEATURES

Partnership: The Cooperative Bank has established a partnership with the RSPB in order to support biodiversity. The bank funded a joint TV advertising campaign on the issues in 1997, along with a special supplement in a national newspaper.

The RSPB has raised around £350,000 per year from its affinity card with the bank – the card is the only credit card to be 99.9% PVC-free.

Species champion: In partnership with the RSPB, the Cooperative Bank has become Species Champion of the bittern. The bittern is one of the UK's most endangered birds and has a potential breeding site in the North West, the home region of the bank.

The bank has donated £10,000 per year for three years to the project and promoted the partnership through its advertising and marketing, which has unlocked further funding to restore the reedbed habitats which are vital to the bittern's survival. The bank plans to expand its support of the project to include both staff and customer involvement.

Communication: Information about the company's biodiversity initiatives is given in the company's annual Partnership report, distributed or made available to suppliers, staff, customers and the national press.

BENEFITS TO PARTNERS

BENEFITS TO COMPANIES SUPPORTING BIODIVERSITY INITIATIVES

Although companies may decide to support biodiversity for reasons ranging from publicity to philanthropy, there are many benefits in common.

- Positive perception of stakeholders, including employees and customers.
- Minimising environmental risk and risk of adverse publicity if the company is involved in an environmental problem.
- Recognition from national government that the company is seeking to fulfil the responsibilities designated in the white paper on sustainable development.
- Recognition from local planning authorities that the company is a responsible corporate citizen.
- Involvement in biodiversity now enables companies to have a say in the development of UK national strategy.

SPECIFIC EXAMPLES

ICI was the first company to sponsor a species recovery programme under the UK's Biodiversity programme, and an independent audit of ICI's involvement estimates that the company has received publicity worth £600,000 due to its biodiversity commitment.

Northumbrian Water's initiatives are contributing to stabilising the local environment and ensuring a healthy 'product'.

CenterParcs and the Co-operative Bank, which have incorporated biodiversity into their product, have both built sales and customer retention.

BP Amoco and BT both received and renewed their 'licence to operate' through ensuring that biodiversity is a priority at sensitive sites.

BENEFITS TO BIODIVERSITY FROM CORPORATE SUPPORT

- A large proportion of land in the UK is owned or managed by the private sector; it often has restricted access, and so presents a good opportunity to create biodiversity safe-havens if it is actively managed by the company.
- Most environment and conservation NGOs operate with limited resources, and so a little money can go a very long way at local level; on a national level, a larger investment can make a genuine impact on biodiversity nationally, and may unlock further funds, for example from the Landfill Tax.
- Much biodiversity monitoring, and practical conservation measures which improve habitats, is labour-intensive, but does not require ecological qualifications; volunteers are an important resource, and companies can contribute their staff time, or encourage employees to volunteer at weekends by creating incentive schemes.
- Companies often possess considerable information on local biodiversity through Environmental Impact Assessments and site surveys. This can be an important contribution to the pool of local knowledge.

CONTACTS

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**Farming & Wildlife Advisory Group
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Local County Council

See local phone book
Ask for County Ecologist or Biodiversity
Officer

National Biodiversity Network

The NBN Secretariat
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*See contacts in Business & Biodiversity; a guide
to integrating biodiversity into environmental
management systems.*

RELATED WEBSITES

The website of the UK Biodiversity Group provides guidance and factsheets on HAPs and SAPs, a summary of the guidance for LBAPs and includes a database of all Local BAPS including contact details. <http://www.jncc.gov.uk/ukbg>

The website of the Convention of Biological Diversity provides information on the Convention and international action to implement it. <http://www.biodiv.org>

The World Resource Institute provides information on many aspects of biodiversity, including a glossary of related terms. <http://www.wri.org/wri/biodiv/index.html>,
<http://www.wri.org/wri/biodiv/gbs-glos.html>

The World Conservation Monitoring Centre provides information services on conservation and sustainable use of the world's living resources.
<http://www.wcmc.org>

The National Biodiversity Network is a union of UK-based organisations that are collaborating to create an information network of biodiversity data that is accessible through the internet. <http://www.nbn.org.uk>

KEY PUBLICATIONS

Better Quality of Life (May 1999) ISBN 0-10-14352-9 HMSO
<http://www.environment.detr.gov.uk/sustainable/quality/life>

Biodiversity: The UK Action Plan (1994) ISBN 0-10-124282 HMSO.

Biodiversity: The UK Steering Group Report Volume 1. Meeting the Rio Challenge (1995). ISBN 0-11-753218-5 HMSO.

Biodiversity: The UK Steering Group Report Volume 2. Action Plans (1995)
ISBN 0-11-753228-2 HMSO.

Business & Biodiversity; a guide to integrating biodiversity into Environmental Management Systems. UK Round Table on Sustainable Development (1998).
Published by Earthwatch.

English Nature, Quarry Products Association and Silica & Moulding Sands Association (1999). Biodiversity and minerals – Extracting the benefits for wildlife.
Published by Entec UK Ltd.

Guidance for Local Biodiversity Action Plans: Guidance Note 1–5 HMSO.

Integrating Biodiversity into Environmental Management Systems (1998).
Published by the UK Round Table on Sustainable Development.

Northumbrian Water Biodiversity Strategy (1998). Published by Northumbrian Water. <http://www.nwl.co.uk/biodiversity>.

Quality of Life Counts (December 1999) ISBN 1-85112343-1 DETR Publication
Sales Centre Tel: 01709 891318
<http://www.environment.detr.gov.uk/sustainable/quality99/index.html>

RSPB Good practice guide for the water industry: Meeting the biodiversity challenge. (1998) Published by RSPB.

UK Biodiversity Group: Tranche 2 Action Plans – Volume I – Vertebrates and Vascular Plants ISBN 1-85716-406-7. Free from Biodiversity Secretariat.

UK Biodiversity Group: Tranche 2 Action Plans – Volume II – Terrestrial and Freshwater habitats ISBN 1-85716-422 -9. Free from Biodiversity Secretariat.

UK Biodiversity Group: Tranche 2 Action Plans – Volume III – Plants & Fungi
ISBN 1-85716-445-8. Free from Biodiversity Secretariat.

UK Biodiversity Group: Tranche 2 Action Plans – Volume IV – Invertebrate
ISBN 1-85716-448-2. Free from Biodiversity Secretariat.

UK Biodiversity Group: Tranche 2 Action Plans – Volume V – Maritime Species and Habitats ISBN 1-85716-4679. Free from Biodiversity Secretariat.

UK Biodiversity Group: Tranche 2 Action Plans – Volume VI – Terrestrial and Freshwater Species and Habitats ISBN 1-85716-4687. Free from Biodiversity Secretariat.

The Government's Biodiversity Action Plan provides a framework for involving the private sector in biodiversity conservation. This booklet has been produced to illustrate to all businesses, large and small, that they can play a part in this initiative.

"Sustainable businesses are now thinking of the next step beyond their EMS. These case studies show that such companies can make a real difference to our environment."

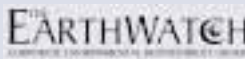
Herschel Post
Chairman, Earthwatch
CEO, Coultts & Co

"'Variety is the spice of life' neatly expresses the idea of biodiversity and here are some practical examples of how to promote variety. We all benefit by sharing knowledge whether it be amongst companies or between business and the conservation organisations that form our natural biodiversity partners. Our actions can produce results remarkably quickly and there is much to be done in the biodiversity business."

Sir Frederick Holliday
Chairman, Northumbrian Water
President, British Trust for Ornithology and Freshwater Biological Association

"The UK Round Table on Sustainable Development published 'Business & Biodiversity – a guide for integrating nature conservation and biodiversity into environmental management systems' in 1998. These case studies build on that advice and aim to answer many of the basic questions companies have about what they can do. They offer practical examples of companies who have taken up the biodiversity challenge."

Michael Meacher
Minister for the Environment



ISBN 0-9538179-2-X

Further copies available from:

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