
Innovation



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NET POSITIVE

A new way of doing business



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FOREWORDS

Many firms recognise the need to find new ways of doing business in these times when the global economy, ecology, climate and aspirations of people everywhere are rapidly changing. And what better way to achieve this, than to commit to becoming a thriving business while making a positive contribution to society and the natural world? This is doing business the Net Positive way.

As you will see in this report, many leading businesses are already aiming to become Net Positive. Forum for the Future, WWF-UK and The Climate Group encourage many more companies to take this route. We have created a space where businesses that have already ventured into this territory can share experiences in order to strengthen what is fast becoming a Net Positive movement.

It is critical this movement deepens through the pursuit of positive impacts that are informed by the latest science, and achieved through robust and inclusive approaches. The Principles and case studies in this report illustrate how to go Net Positive — and how to do it well.

During the development of these Principles it became evident that companies have a better chance of finding new ways of doing business by embracing greater innovation. Both radical innovation that shifts firms into new approaches and targeted innovation aimed at tackling challenges in society, will move organisations along this path.

We also see that more robust Net Positive approaches can ensure results across the value chain and have real positive impacts on communities and the biosphere.

In these ways, the movement will deepen. And it will also broaden. We look forward to welcoming other companies that wish to leave behind damage control, and move towards making positive contributions to our planet. They will be the success stories of the future.

Sally Uren
Forum for the
Future

Zoe Le Grand
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Ben Ferrari
The Climate Group

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The world is changing faster than ever. The global population already consumes 1.5 times the resources that can be renewed in a year, and two billion extra mouths to feed by 2050 will only intensify this pressure.

The latest Intergovernmental Panel on Climate Change report re-emphasizes the increased resource risks businesses face from climate change, water and food shortages as ecosystems change, and mineral and energy price spikes as 2.5 billion additional consumers join the middle class.

The changing climate is already impacting businesses, raising costs and impacting customer service and satisfaction. Businesses need to build this into their short term plans, but also take a longer term, global view.

This means the ambition of business has to change. From doing less harm, to becoming Net Positive. We need to get beyond the concept that progressive climate change policy is bad for business; it can be a huge driver of innovation and create opportunities for growth and prosperity. We need to continue to reduce energy consumption and carbon emissions across the entire value chain and also help our customers reduce their own impact with innovative new products and services.

Communications technologies are uniquely positioned to play a major role. It enables our use of resources to become more efficient and drives the information-based transparency needed to root out waste and deliver savings. We are already seeing this in initiatives such as smart cities where communication technologies are playing a positive role in the infrastructure of our towns and cities.

At BT, our Net Good goal is to help customers reduce carbon emissions by at least three times the end-to-end carbon impact of our business. We are building on the investments we have made in reducing our own energy consumption and are turning what we have learned into business opportunities for our customers.

Our networks, technology and expertise create the connections and possibilities that help businesses to grow, communities to flourish and people to get more from life.

We won't meet the goal through any one solution, but by working globally, nationally, locally and right down to individual consumer level; we plan to be a catalyst for innovation and growth across our business with the ambition to make a Net Positive contribution.

And our purpose is clear — we use the power of communications to make a better world.

Niall Dunne
BT

An aerial, high-angle photograph of a large, open public space, likely a plaza or square. The ground is paved with large, light-colored square tiles arranged in a checkerboard pattern. Numerous people of various ages and ethnicities are scattered across the plaza, walking in different directions. Some are in small groups, while others are alone. The lighting is bright, suggesting a sunny day. The overall scene conveys a sense of a busy, public gathering place.

**ASPIRATIONS OF PEOPLE EVERYWHERE
ARE RAPIDLY CHANGING**

INTRODUCTION

Welcome to Net Positive: A new way of doing business.

There is now no doubt that putting sustainability at the core of business strategy is the key to success in the twenty-first century economy. In the context of worsening climate change, natural resource constraints and increased activism powered by social media, a failure to deal adequately with environmental and social issues is a recipe for brand damage, customer alienation, exposure to supply-chain risks and missed opportunities. The companies that best grasp this new reality are those that will have the most valued brands, generate better than average returns and attract the brightest talent.

In devising proactive sustainable business strategies, it is also clear that approaches based on straight policy compliance or reducing harm are no longer fit for purpose. Companies must be – and be seen to be – generating social good. This means creating positive impacts over and above any direct value that is associated with the product or service they sell. The concept of Net Positive directly addresses this challenge.

In its broadest sense, ‘Net Positive’ simply means putting more back into the environment or society than a company takes out, with a resulting positive corporate footprint. However, the process of designing and implementing a Net Positive strategy soon throws up a number of critical technical and philosophical questions that need to be addressed:

- What should be included in a company’s footprint? Where do the boundaries of materiality lie?
- Which impacts should a strategy start with?
- Should each impact be dealt with separately or taken as a basket?
- How should impacts – positive and negative – be measured and compared?
- How much trade-off should be allowed between positive impacts in one sphere and negative impacts in another?

The Principles presented in this report attempt to deal with these issues. Taken together, they provide a simple framework to guide the development of a Net Positive strategy and, in so doing, define what should be understood by one. They are necessarily high-level and it is not expected that all the Principles will be applicable to every company, every geography and every impact. Nevertheless they offer a clear starting-point and a checklist that can be used to ensure all key aspects are covered.

Alongside technical questions, companies considering Net Positive commitments have also wrestled with challenges around communicating their goals – to employees, investors and customers – and valuing the business benefits that result from being Net Positive. To secure the buy-in needed to move forward, it is essential that Net Positive advocates, both within and outside companies, are able to describe why such a strategy is “good for business”.

The second part of the report begins to address this challenge with a set of Business Benefits, covering reputation, supply chain risk mitigation, product development, and customer and talent retention. As with the Principles, they are deliberately high-level and make no explicit attempt at quantification; yet like the Principles, they provide a framework for evaluation that can be used across a wide range of companies, sectors and business environments. Together they provide a common-sense basis for further work.

The companies who developed the Principles and Business Benefits with Forum for the Future, The Climate Group and WWF-UK, and whose pioneering efforts are showcased in this report, either have Net Positive ambitions for their product lines, regions or businesses as a whole, or are actively developing them. In all cases these commitments go beyond their already best-in-class approaches to sustainability, and take as their starting point the most material aspects of their supply chains, design and production processes and product-use and disposal.

The case studies show that there is no single approach to becoming Net Positive, that Net Positive strategies need to confront a variety of different challenges, and that there is a significant amount of “learning by doing” involved. However, they also show that the Principles can be applied to different businesses and provide general guidance on how to maintain robust approaches.

BT’s Net Good and Capgemini’s strategies seek to offer innovative products and services that enable their customers to reduce their energy use and carbon impacts by an amount far in excess of the companies’ own footprints. SKF’s BeyondZero strategy aims to dramatically reduce its operational environmental impacts while at the same time rapidly growing a portfolio of products and solutions which significantly reduce customers’ environmental impacts. Similarly, B&Q, as part of Kingfisher’s Net Positive strategy, and Coca-Cola Enterprises (CCE), through its Deliver for Today, Inspire for Tomorrow programme, have developed products and, in particular packaging, that enables customers to reduce their post-consumer waste. CCE goes beyond this again, by creating recycling capacity that exceeds the requirements of their own packaging and now covers 50% of all plastic bottles sold in the UK.

The Crown Estate’s Total Contribution approach focuses on measuring the direct impact of its own activities; its indirect impact via the supply chain; and the impacts it enables through its customers, for example the generation of renewable energy. The approach accounts for both positive and negative impacts, with a view to identifying where action needs to be taken to make activities more sustainable and so contribute to a Net Positive impact. This approach is also taken up by Kingfisher through its work on tropical forests. The company started by ensuring all its own wood is responsibly sourced and is now working with timber companies and forest communities to reforest degraded land, enhance the quality of standing forests and actively advocate with like-minded partners for supportive policy. Likewise, IKEA’s People and Planet Positive strategy has clear targets for creating more forests than are cut down to provide wood for its products, and eventually generating more renewable energy than it needs to power its own operations, thereby creating a net benefit to society.

As the case studies demonstrate, these companies’ approaches vary but their motivations are consistent: they all believe that Net Positive strategies offer short- and long-term business advantages; they share a conviction in the importance of corporate stewardship; they have common concerns about resource scarcity and associated price volatility; they recognise the need to respond to stakeholder concerns and consumer demands and values; and they see that success requires collaboration and partnership, often with competitors. They also all believe that by coming together to create the Principles and outline the Business Benefits of a Net Positive strategy, they can contribute to making it easier for others to follow in their footsteps. In doing so they make Net Positive the new normal way of doing business.

The Principles and Business Benefits presented here are clearly a work in progress. Yet it has been an accomplishment for some very different business to arrive at these common statements, and we look forward to seeing these evolve as the Net Positive movement matures. For the companies featured in this report, this is clearly the beginning of a journey; but it is doubtless one that will bring value not only in the achievement of the Net Positive goal but also through the creativity and innovation the journey will inspire.



**COMPANIES WITH NET POSITIVE COMMITMENTS
GO BEYOND THEIR ALREADY BEST-IN-CLASS
APPROACHES TO SUSTAINABILITY, AND TAKE AS A
STARTING POINT THE MOST MATERIAL ASPECTS OF
THEIR SUPPLY CHAINS, DESIGN AND PRODUCTION
PROCESSES, AND PRODUCT-USE AND DISPOSAL.**

NET POSITIVE PRINCIPLES AND BUSINESS BENEFITS

'Net Positive' is not a new way of doing CSR. It's a new way of doing business. That's because an organisation that aspires to be Net Positive doesn't just want to minimise harm, or do 'less bad'. It wants to actively create good. It aims to have a positive impact which reaches far beyond traditional business boundaries. This means it considers the whole value chain, the natural world and society too. A Net Positive approach creates value in both the short and long term. It makes for better business.

To help businesses understand and adopt this new way of doing business, we have created a set of Principles that best define an organisation's 'Net Positive' approach.

PRINCIPLES OF 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.

Many organisations are already adopting a Net Positive approach that uses a strategy similar to the Principles above, and reaping the rewards. But while the benefits to the communities and environments these organisations work in are clear, there are many less obvious business benefits associated with a Net Positive approach.

BUSINESS BENEFITS OF A NET POSITIVE APPROACH

Adopting a Net Positive approach demonstrates leadership and commitment to enhancing natural and social capital. It helps create organisational resilience and success in the long-term, and delivers business benefits in the short term. These include standard business benefits usually associated with a sound sustainability strategy: enhanced reputation, increased sales, cost reduction, competitive advantage through differentiation, engaged staff, supply security and a better licence to operate.

The additional business benefits that a Net Positive approach delivers are:

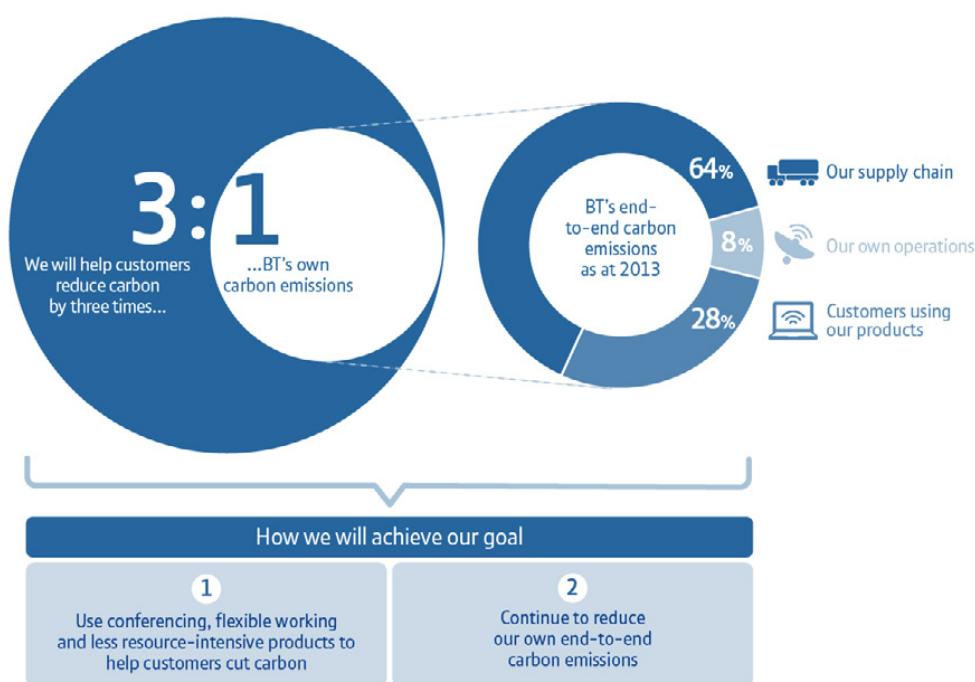
- Supply security is enhanced when the organisation does less harm and seeks positive impacts on key natural assets instead.
- Opportunities to invest in radical innovations that generate benefits for customers and/or suppliers are created.
- Organisations take a systemic view and look further into the future, which opens up space for innovative new products, propositions, business opportunities and sectors. This not only creates competitive advantage and increases commercial returns, but also helps identify current investments, products and markets which are not fit for the future.
- The scale of Net Positive commitment means it cannot be achieved by a sustainability team alone. Integration of sustainability into core business functions delivers the most effective coherence and focus, which could help improve overall collaboration in the business.
- The organisation is forced to look beyond its own operations to work on shaping the context which it operates in. That means working with supply chains, customers, and the private, public and third sectors, allowing it to make step-change reductions in its impact.
- Working towards outcomes that are positive for the environment and society as well as shareholders, helps the business develop new relationships with policymakers, customers, staff and suppliers.
- A public Net Positive commitment moves an organisation into a leadership space, sending a clear message that it takes sustainability seriously.

Many companies are already aiming to deliver Net Positive strategies and are benefitting from results. From innovative schemes to encourage consumer recycling to setting new energy standards, a selection of case studies follow that clearly illustrate the above Principles and Business Benefits. These case studies should serve to inspire many more firms to aim to do more good — and further deepen the Net Positive movement across the world.

BT

BT believes that despite being proud of its own environmental record, doing less harm is no longer enough. The company is moving beyond simply making its own business more resource-efficient, to showing how its communications technology can create a better future for its customers, suppliers and the planet. From smart systems that manage resources across entire cities to video conferencing that helps avoid air travel, communications technology can help society make better use of the planet's resources. BT believes Net Positive thinking is an opportunity for setting sustainability in the context of business growth, and as part of BT's core business functions.

How our 3:1 carbon goal works



The company launched its Net Positive initiative - Net Good - in 2013. Net Good's goal is to help BT's customers reduce their carbon emissions by at least three times the end-to-end carbon impact of the company's business by 2020. The goal compares the carbon abatement effect of BT's products and services against its full carbon footprint, including the emissions from its own operations, supply chain and the products and services used by its customers.

At the moment, BT's end-to-end carbon emissions are roughly equal to the emissions its products and services help its customers to avoid, so the company is working on developing new customer solutions that will help BT achieve its 2020 target.

For BT, Net Positive means going beyond its traditional business boundaries and looking at its unique

key material impact – carbon – not only in its own operations, but also across the value chain, and demonstrating how it can make a positive contribution. BT is now adopting sustainable design principles in product development processes and spreading the message to suppliers through the BT Better Future Supplier Forum.

BT also believes in having a transparent measurement methodology, and is openly sharing its own. Most fundamentally, the company is focusing on the innovation and business growth opportunities that having a Net Positive vision offers.



**COMMUNICATION
TECHNOLOGY HAS A
SIGNIFICANT ROLE
IN HELPING CREATE
A BETTER FUTURE
BY ENABLING
BUSINESSES AND
INDIVIDUALS TO
USE RESOURCES
EFFICIENTLY.**

CAPGEMINI

Capgemini is a company that places significant emphasis on its approach to corporate responsibility and sustainability which, it believes, is not just something companies should do but from which substantial business value can be derived when properly considered and supported.

The company's ambition is to be a leader in sustainable excellence, through a bold and influential approach, positively impacting Capgemini's future, its clients, society and the planet.

Capgemini's corporate responsibility and sustainability programme is built around four pillars, namely:

- Environmental Sustainability
- Community Engagement
- People Culture
- Client Services.

All of these pillars are underpinned by the company's core values and ethics policy.

Capgemini continues to reduce its carbon emissions, reporting a significant 16% drop since its 2008 baseline, including:

- 28% reduction in its non data centre related emissions;
- 28% improvement in data centre energy efficiency;
- 19% reduction in overall business travel related emissions;
- 41% reduction in office energy related emissions; and
- 96% of its office waste being diverted from landfill.

Acknowledging the overall progress of its corporate responsibility and sustainability, the company has been listed in the CDP's inaugural Supplier Climate Performance Leadership Index, has featured in The Times 2013 and 2014 Top 50 Employers for Women and has been recognised globally by the Ethisphere Institute as one of the World's Most Ethical Companies in 2013 and 2014.

Capgemini continues to develop services to support its clients - for example, through using technology to manage and reduce energy consumption and carbon emissions. Examples include:

HM REVENUE & CUSTOMS (HMRC), UK — MANAGED PRINT SERVICES

Capgemini's implementation of a managed print service for HMRC saved 86 tonnes of carbon dioxide per year in the production process, 310 tonnes per year in the operation process and a further 225 tonnes through double-sided printing. For more information, read [Capgemini's case study](#).

BC HYDRO, CANADA — SMART METERING

Capgemini has helped BC Hydro's 1.8 million customers through the deployment of a smart meter programme that saves costs and reduces energy use, power loss and electricity theft. For more information, read [Capgemini's case study](#).

COCA-COLA ENTERPRISES

Coca-Cola Enterprises (CCE) is the leading Western European marketer, distributor and producer of non-alcoholic beverages and the world's third largest independent Coca-Cola bottler.

As part of CCE's Deliver for Today, Inspire for Tomorrow Sustainability Plan, CCE has set out a clear vision to be a "low carbon, zero waste business" and to "inspire and lead change for a more sustainable tomorrow".

As a producer of 12 billion bottles and cans each year, packaging is central to CCE's business. It accounts for the highest share of carbon emissions (approximately 50%) within CCE's own value chain. As a result, the company has focused heavily on innovation around sustainable packaging and recycling.

The company is leading by example and already ensures that more than 99.5% of its manufacturing waste is recycled. To support its commitments, CCE is also working to transform the PET recycling infrastructure in two of its markets where it has established new joint business ventures.

By working with ECOPlastics in Great Britain and APPE in France — CCE has invested €12.5 million to create two new sophisticated recycling plants, Continuum in Great Britain and Infineo in France. As a result, CCE is now able to include 25% recycled material in its PET bottles. CCE's Continuum plant in Lincolnshire is now responsible for processing around 50% of all plastic bottles in the UK.

CCE has also furthered its sustainable packaging agenda through the roll-out of The Coca-Cola Company's PlantBottle™ technology, which combines recycled PET plastic with up to 30% renewable material, made from plants.

Recycling is a fundamental part of CCE's sustainable packaging strategy and it has made a commitment to "recycle more packaging" than it uses. The business aims to inspire consumers to recycle and has developed a partnership with the University of Exeter to further its understanding of consumer behaviour on recycling. It has also established partnerships with many of its major retail customers (including Sainsbury's, Tesco, Waitrose and Casino) to encourage consumers to recycle more at home.

More recently, CCE established a partnership with online open innovation platform, OpenIDEO.com to draw inspiration and ideas from around the world to increase at-home recycling rates.



**INTEGRATION OF SUSTAINABILITY INTO CORE
BUSINESS FUNCTIONS DELIVERS THE MOST
EFFECTIVE COHERENCE AND FOCUS IN BUSINESS.**

THE CROWN ESTATE

One of the largest property owners in the UK, The Crown Estate combines commercialism with integrity and stewardship to guide its business. This ethos informs The Crown Estate's vision to outperform the market, while delivering sustainable long-term returns and creating significant value beyond financial return.

An example of this far-reaching positive strategy is its on-going £1 billion investment in London's Regent Street, which is taking a broader approach that aims to improve the sustainability of the buildings as well as the public realm. This long-term outlook benefits its customers and business partners, because it creates high quality places with some of the most innovative decentralised energy and efficiency solutions to date. The office spaces are now attracting global businesses such as Twitter and Telefonica.

To better understand how being commercial, successful and sustainable mutually reinforce each other - and how to create value beyond financial return - The Crown Estate developed Total Contribution.

As the Net Positive Principles set out, a positive impact must be clearly measurable, as well as transparent, consistent, authentic and independently verified where possible. The Crown Estate has been codifying its approach and working with its assurance company to achieve these aims.

Total Contribution considers the broader economic, social and environmental impact, based on a methodology of transparency principles. This includes being clear on what the company can take credit for, and setting out direct contribution as well as indirect contribution through its supply chain and others' activities on its portfolio. It also aims to be clear about the confidence in the models and assumptions it uses; and be honest about its impact. It is taking into account the negative as well as positive outcomes, including displaced activity and things that 'would have happened anyway'.

Total Contribution also identifies where The Crown Estate needs to act differently to deliver a Net Positive impact. For example, often the greatest opportunities lie in the activities of others on its land. In those cases, action must be taken either by the company, in contractual arrangements with its suppliers, or by influencing and enabling customers and tenants.

As the business embeds broader value into its decision-making, it is developing a better understanding of the positive impact it delivers and depends upon. This will lead to improved relations with regulatory bodies and other stakeholders, which should reduce application and planning consent timelines, save money and produce stronger returns.

IKEA GROUP

IKEA believes there is no other way of doing business than in a sustainable way. And to IKEA, this means rather than simply minimizing its negative impact, it aims to go further and make a positive difference for people and the environment.

As explained in its People & Planet Positive sustainability strategy, IKEA is determined to make living sustainably at home affordable and attractive. One way the company does this is helping transform how people light their homes by accelerating the transition to LED bulbs, which use 85% less energy and last 20 times longer than traditional bulbs. IKEA sold 22 million LED products in 2013 and since then has halved the price of one of its most popular LED bulbs. This resulted in a tenfold increase in sales of that product, enabling many more people to make the switch and save money on their energy bills.

As IKEA strives to make its operations more sustainable it is playing an active role in the shift to a low carbon economy. By 2020 it aims to produce as much renewable energy as the total energy it uses in buildings, and has committed €1.5 billion towards its 100% goal. So far the company has invested in over 200 wind turbines and 550,000 solar panels, which IKEA sees as good for business and good for the future of the climate.

Having a positive impact to IKEA means going beyond its immediate business and working with others to create wider change in society. For example in the last ten years, together with WWF, it has helped increase forest areas certified to the Forestry Stewardship Council standard by around 35 million hectares, which is five times the area needed to supply IKEA. When combined with its efforts to increase the share of wood it uses from more sustainable sources and joint projects to prevent deforestation, it believes it can have a significant positive impact on forests globally in the long term.

KINGFISHER

As the leading home improvement retail group in Europe and Asia and third largest in the world, Kingfisher wants to make it easier for its customers to have better, more sustainable homes, and to create a more valuable and sustainable business for its stakeholders.

Kingfisher believes the world's social and environmental challenges – from a growing global population and rapidly expanding middle class, to increased resource scarcity and price rises – are reshaping the business environment, with the potential to increase costs, restrict access to resources and create instability in global supply chains.

Launched in 2012, Net Positive is Kingfisher's response to this challenge and is a restorative approach to doing business. Underpinning its 'Creating the Leader' corporate strategy, Net Positive sets out how it intends to transform its organisation to be better prepared for the future, to anticipate and respond to these global trends, and take advantage of new opportunities.

For Kingfisher, Net Positive is about going beyond achieving a zero impact by making positive and lasting contributions to natural and human resources, and playing its part in improving quality of life for all; now and in the future. Simply put, Kingfisher believes this means doing 'more good' rather than 'less bad' to:

- become carbon positive
- waste nothing
- be restorative to the environment
- have a positive impact on people and communities
- create wealth.

In pursuit of these goals, Kingfisher is in the process of transforming many aspects of its business, redesigning its stores and offers, finding new ways to serve its customers and forging new partnerships and supply chains.

Kingfisher has identified four priority areas - timber, energy, innovation and communities - that are closely connected with its business and where it can make a big difference.

For each area the company has articulated a vision, an aspiration for a positive impact by 2050, and targets up to 2020 against which they are measuring and reporting progress. For example, to safeguard future timber supplies at an affordable price, Kingfisher is helping protect and enhance the world's forests; by 2050 it hopes to be helping create more forest than it uses. A first step towards this is achieving and maintaining 100% responsibly-sourced timber and paper in all operations. On top of this, the company is also working with local communities on projects to enhance or restore forests to benefit biodiversity, tackle the causes of deforestation, and in some cases, planting more trees to expand forested areas. This Net Positive approach will help increase the social and environmental value of a forest area that is larger than that used for Kingfisher's business.

At a more local level, B&Q UK's new easyGrow™ solution for bedding plants is an example of a product with significant Net Positive benefits. easyGrow™ uses innovative Teabag Technology™, a biodegradable 'teabag' which not only makes planting easier for customers, but is produced from renewable resources in Sri Lanka, where 750 jobs have been created. Helping protect important and irreplaceable natural habitats, each plant is rooted in up to 99% peat-free compost, which also means the business is using 50% less peat to grow its plants. The plants are also supplied in a 100% recyclable PET tray which uses 25% less material than its traditionally-used unrecyclable polystyrene counterpart.

More examples of this innovation will be included in Kingfisher's first full year's Net Positive progress report, which will be published in June 2014.

A photograph of several wind turbines on a hillside during sunset. The sky is filled with soft, orange and purple clouds, and the sun is low on the horizon, casting a warm glow over the scene. The turbines are silhouetted against the bright sky, with their long blades extending outwards. The foreground shows the dark, grassy slopes of the hill.

**COMPANIES THAT INVEST IN
INNOVATIVE NEW LOW CARBON
OPPORTUNITIES CAN CREATE
COMPETITIVE ADVANTAGE
AND INCREASE COMMERCIAL
RETURNS.**

SKF

SKF is a leading global supplier of products and services within rolling bearings, seals, mechatronics and lubrication systems. The company's approach to creating a positive environmental impact is defined by its BeyondZero strategy, which is based on a shared belief in going beyond simply reducing operational environmental impacts.

As well as cutting energy use, carbon and costs related to operations, suppliers and logistics, the strategy drives the 'positive' development and growth of innovative products and solutions which significantly reduce or avoid environmental impacts for SKF's customers.

With BeyondZero as the strategic framework, SKF is implementing ambitious 2016 targets, including:

- Driving an aggressive energy management program at the 140 SKF manufacturing sites around the world, aiming for absolute reductions in energy use irrespective of business growth.
- Working to improve supplier energy performance by driving the adoption of the energy management system standard ISO 50001, for SKF's major energy-intensive suppliers.
- Aiming to dramatically reduce emissions related to the transport of SKF products, with a switch to less carbon-intensive transportation modes and logistics solutions.
- Building and growing the BeyondZero portfolio, with a range of products and solutions that are externally verified to deliver significant environmental improvements to customers across industries around the world.

SKF's targets and the world leading ambition level they set out, also form the basis of its Climate Savers partnership with WWF.

Overall, the BeyondZero climate strategy is significantly reducing global carbon emissions at the same time as creating real business value for SKF, its customers and its investors. It does this by taking related cost and risk out of the supply chain, and by driving the development of solutions which create environmental and economic value for customers and society at large - all of which is aligned with the Net Positive Principles.

CONCLUSION

We hope that the Principles outlined in this report will help bring clarity to the debate around Net Positive and push the agenda forward. Companies that are taking brave steps towards being Net Positive are already reaping the rewards in terms of securing supplies of resources they can rely on, investing in radical innovation and shaping their operating context. They are the pioneers who are laying the trail for others to follow. In doing so, they are also encountering challenges that can be best overcome by sharing ideas and approaches and learning from the experiences of others. For this reason it is essential that other companies follow their lead.

By aiming to put back more than you take out, your company will help to restore and maintain natural environments, create flourishing communities and gain business benefits both now and in the future. You can achieve this in a multiple ways: working with your suppliers, your customers, or directly with the social and environmental contexts in which you operate. In so doing, you will not only maintain but enhance your license to operate.

The group of companies that are behind the case studies and Principles in this report will continue to progress the debate by looking at various areas, such as measurement, valuation and communication in more detail. If your company has already made a Net Positive commitment or is close to doing so, we would be delighted to welcome you to the group.

At the same time, we want to give those companies that are at the start of their Net Positive journey the chance to come together and share their experiences of the approach and overcome any challenges together. If you are considering making a Net Positive commitment and want to know exactly how to do so, or perhaps you have recently made Net Positive commitments but don't know how to begin implementing them, please get in touch with any one of the organisations authoring this report. Relevant contact details can be found below.

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PARTNERS

FORUM FOR THE FUTURE

Forum for the Future is an independent non-profit that works globally with business, government and others to solve complex sustainability challenges. We believe it is critical to transform the key systems we rely on to shape a brighter future and innovate for long-term success.

We have a 17-year track record of working in partnership with pioneering partners; advising and challenging organisations such as Unilever, Pepsico, Skanska, Akzo Nobel and Telefonica O₂.

Forum for the Future has offices in London, New York, Mumbai and Singapore.

ForumfortheFuture.org [Facebook](#) [Twitter](#)



WWF

At WWF, we believe that a living planet – from the global climate to local environments – is vital as the source of our food, clean water, health and livelihoods and as a source of inspiration, now and for future generations.

So, we are tackling critical environmental challenges and striving to build a world where people live in harmony with nature. To do this, we are educating, inspiring, influencing and engaging the public, policy-makers, business leaders and influencers.

In particular, we are strengthening our voice at the heart of decision-making in the rapidly-growing economies of the global South and East, which are becoming increasingly significant as they use an ever-larger proportion of the world's natural resources, and which are located in regions where the world's most important biodiversity is concentrated.

It will help us influence the decisions that most affect the natural world, in the places where it matters most.

We are engaging the business community – especially in sectors we believe can make the greatest difference – to encourage global companies to become stewards of the natural world on which their activities depend. We are also working to ensure that governments in the UK and EU are environmental champions – particularly with regard to policies on climate and energy, marine issues and international development.

WWF.org.uk/Innovation



THE CLIMATE GROUP

The Climate Group is an award-winning, international non-profit. Our goal is a prosperous, low carbon future. We believe this will be achieved through a 'clean revolution': the rapid scale-up of low carbon energy and technology.

We work with corporate and government partners to develop climate finance mechanisms, business models which promote innovation, and supportive policy frameworks. We convene leaders, share hard evidence of successful low carbon growth, and pilot practical solutions which can be replicated worldwide.

Our offices are in Greater China, North America, India and Europe. 2014 is The Climate Group's 10th Anniversary.

TheClimateGroup.org [Twitter](#) [Google+](#)

THE CLIMATE GROUP



BT

BT is one of the world's leading providers of communications services and solutions, serving customers in more than 170 countries. Its principal activities include the provision of networked IT services globally; local, national and international telecommunications services to its customers for use at home, at work and on the move; broadband, TV and internet products and services; and converged fixed/mobile products and services. BT consists principally of five lines of business: BT Global Services, BT Business, BT Consumer, BT Wholesale and Openreach.

Better Future is BT's commitment to use the power of communications to improve lives and ways of doing business – without it costing the earth. Better Future embeds responsible and sustainable business practice to build real growth and is rooted in what BT does best – bringing together our networks and technology with the expertise of our people to make a better world. Our Better Future programme focuses on three areas, connecting people digitally ('Connected Society'), using our skills and technology to help society support good causes ('Improving Lives'), and ensuring BT makes a net positive contribution to the environment ('Net Good').

British Telecommunications plc (BT) is a wholly-owned subsidiary of BT Group plc and encompasses virtually all businesses and assets of the BT Group. BT Group plc is listed on stock exchanges in London and New York.

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