

Appendix A

Research Methodology

A steering committee was established to review work plans, provide direction and comment on findings and approaches. The Steering Committee comprised:

- Geraldine Skinner (The Prime Minister's Community Business Partnership);
- Amanda Steele (The Prime Minister's Community Business Partnership);
- Kip Cole (Cisco Systems);
- Katherine Baddeley (Cisco Systems);
- Judith Kendrick (Environment Australia);
- Anne Close (Environment Australia);
- David Saywell (Environment Australia);
- Alex Fearnside (Environment Australia);
- Bob Bennett (Department of Industry, Tourism and Resources);
- Andrew Harvey (Department of Industry, Tourism and Resources);
- Jo Arnold (Department of Industry, Tourism and Resources);
- Steven Munchenberg (The Business Council of Australia);
- John Simpson (Shell);
- Chris Childs (The Body Shop); and
- Shaun Mays (Westpac Investment Management).

Approach and sources

Literature review

An extensive literature review was conducted to examine the history, context and state-of-play of triple bottom line methodologies and reporting. This involved examining academic literature, information on various standards and guidelines, and company reports and websites.

Stakeholder consultations

Consultations were conducted with Australian and overseas companies.

In total, 70 Australian companies were consulted on the triple bottom line issue. Twenty nine companies were directly consulted to gather detailed information on their experience and involvement. In addition, input – on a broad range of issues relating to triple bottom line – from more than 60 companies was gathered through several related forums.

Face-to-face consultations were also conducted with nine UK organisations – six corporations that are considered leaders in their industry sectors and three triple bottom line specialist organisations and associations.

Stakeholders representing the industry associations, not-for-profit sector, regulators and interest groups were also consulted to seek their involvement and views on triple bottom line issues.

Appendix A (continued)

Workshops

Two workshops were conducted to discuss preliminary findings of the study and to seek feedback from stakeholders prior to the completion of the Report.

A Melbourne workshop was conducted with company executives. While the aim was to seek feedback on preliminary findings the focus of the workshop was on four key points:

- the business perspective on the current state-of-play of triple bottom line in Australia;
- barriers and obstacles to implementing triple bottom line approaches;
- the potential role for government; and
- the focus and key priorities for various industry sectors with regard to environmental, social and economic issues.

The Sydney workshop comprised external stakeholders, including representatives from the not-for-profit sector, Australian Shareholders Association, and the Institute of Chartered Accountants. While feedback was sought on preliminary findings, the key focus of the discussion was on:

- stakeholder experiences and involvement with corporations with regard to triple bottom line;
- the unique drivers for Australian companies;
- the future role of external stakeholders; and
- the potential role for government.

Appendix A (continued)

Consultation List

International	Sector	Internet Reference
<i>Corporations, United Kingdom</i>		
BAA (British Airports Administration)	Aviation	www.baa.co.uk
Co-operative Bank	Finance	www.cooperativebank.co.uk
Rio Tinto plc	Resources	www.riotinto.com
Shell International Ltd	Resources	www.shell.com
Unilever plc	Consumer product	www.unilever.com
<i>Triple Bottom Line Specialists and Associations</i>		
Business in Community	CSR/Consulting	www.bitc.org.uk
Corporate Citizenship Company	CSR/Consulting	www.corporate-citizenship.co.uk
SMART Company	CSR/Consulting	www.smartcompany.net
<i>Australia Corporations</i>		
AMP Ltd	Finance	www.amp.com.au
ANZ Banking Group Ltd	Finance	www.anz.com.au
AXA Asia Pacific	Finance	www.axa.com.au
Cisco Systems	IT/Telecommunications	www.cisco.com.au
Commonwealth Bank of Australia	Finance	www.commbank.com.au
Foster's Brewing Group Ltd	Manufacturing	www.fosters.com.au
Leighton Holdings Ltd	Construction	www.leighton.com.au
Medibank Private Ltd	Health	www.medibank.com.au
Normandy Mining Ltd	Resources	www.normandy.com.au
Orica Ltd	Manufacturing	www.orica.com.au
Qantas Airways Ltd	Transport	www.qantas.com.au
Rio Tinto Ltd	Resource	www.riotinto.com
Shell Australia Ltd	Resource	www.shell.com.au
Tattersall's	Leisure/Entertainment	www.tatts.com.au
Telstra Corporation Ltd	Telecommunications	www.telstra.com
The Body Shop	Retail	www.thebodyshop.com.au
Unilever plc	Retail	www.unilever.com
Visy Industries	Manufacturing	www.visy.com.au
Wesfarmers Ltd	Diversified/Agriculture/Forestry	www.wesfarmers.com.au
Westpac Banking Corporation	Finance	www.westpac.com.au
WMC Resources Limited	Resources	www.wmc.com.au
Woolworths Ltd	Retail	www.woolworths.com.au

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Consultation List (continued)

International	Sector	Internet Reference
<i>Not-for-profit Organisations</i>		
Australian Charities Fund	Community Services	
Australian Conservation Foundation	Environment	www.acf.org.au
Australian Council of Social Services	Community Services	www.acoss.org.au
Mission Australia	Community Services	www.mission.com.au
Oxfam	Community Services	www.caa.org.au
Smith Family	Community Services	www.smithfamily.org.au
The St James Ethics Centre	CSR/Consulting	www.ethics.org.au
United Way	Community Services	www.unitedway.asn.au
WWF	Environment	www.wwf.org.au
<i>Investment Industry</i>		
Australian Shareholders Association	Industry Association	www.asa.asn.au
Ethical Investment Australia	Finance	www.ethicalinvestor.com.au
John Nolan and Associates	Finance	www.jana.com.au
<i>Regulators</i>		
Australian Securities and Investments Commission	Regulator	www.asic.gov.au
Victorian Environmental Protection Authority	Regulator	www.epa.vic.gov.au
<i>Industry, Interest Group and Professional Associations</i>		
Australian Cement Industry	Industry Association	www.cement.org.au
Australian Chamber of Commerce and Industry	Industry Association	www.acci.asn.au
Australian Pharmaceutical Manufacturers Association	Industry Association	www.apma.cpm.au
Victorian Employers' Chamber of Commerce and Industry	Industry Association	www.vecci.org.au
Institute of Chartered Accountants	Industry Association	www.icaa.org.au

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Other Organisations Cited in the Document

Publicly available information on several companies was also used throughout the report.

Corporations	Sector	Internet Reference
Alcoa World Alumina Australia	Resource	www.alcoa.com.au
BHP Billiton Ltd	Resource	www.bhpbilliton.com
BP Australia Ltd	Resource	www.bp.com.au
Cable and Wireless Optus	Telecommunications	www.cwo.com.au
Diageo	Retail	www.diageo.com
Henry Walker Eltin Group Ltd	Resource	www.hwe.com.au
Incitec Ltd	Manufacture (Agriculture)	www.incitec.com.au
MIM Holdings Ltd	Resource	www.mim.com.au
South African Breweries plc	Retail	www.sab.co.za
Woodside Petroleum Ltd	Resource	www.woodside.com.au

Forums Where Triple Bottom Line Issues Have Been Explored

The following forums represent occasions in which the propositions advanced in this publication were presented and corporate feedback was sought:

- Centre for Corporate Public Affairs; *Reputation and Triple Bottom Line*; 16th August 2001 (60 Companies, Professor Charles Fombrun, New York University);
- Committee for Economic Development of Australia (CEDA) *Social Responsible Investment in Australia*; 2nd August 2001; and
- Victoria Water Industry Association, *Triple Bottom Line Reporting: The Australian Experience*; September 2001.

Appendix B

Standards, guidelines and other useful resource material

Organisation/initiative	Website	Content
Global Reporting Initiative	www.globalreporting.org/	The Guidelines provide a framework for reporting on the linked aspects of sustainability: the economic, the environmental and the social. It promotes comparability between reporting organisations while recognising the practical considerations of collecting and presenting information across diverse reporting organisations.
Environment Australia <i>Public Environmental Reporting</i>	www.ea.gov.au/	This report provides a comprehensive framework that provides simple and effective guidance on how to develop an Environmental Report.
Institute of Social and Ethical Accountability (United Kingdom) <i>AccountAbility 1000 (AA1000)</i>	www.accountability.org	AA1000 (1999) is a standard developed by the Institute of Social and Ethical Accountability covering the process of social accounting, auditing and reporting, and it is focused on the quality of dialogue and overall stakeholder participation; for example, in the development of indicators. Because the standard is process based, it does not deal directly with reporting and disclosure issues. It does, however, provide useful insights into the social audit process that supports indicator selection.
PERI guidelines	http://www.nortel.com/cool/environ/peri.peri.html	The Public Environmental Reporting Initiative (PERI) was established in 1993 by a group of nine North American companies. PERI issued reporting guidelines to help organisations improve their environmental reporting.
World Business Council for Sustainable Development (WBCSD) <i>Measuring Eco-Efficiency: A Guide for Companies to Report Performance</i>	www.wbcsd.org	WBCSD's report, <i>Measuring Eco-Efficiency: A Guide for Companies to Report Performance</i> (2000), encourages the use of the eco-efficiency concept by proposing a common measurement framework that can guide companies. It is intended to enable company managers and external stakeholders to use eco-efficiency indicators as a means of making and measuring progress towards economic and environmental sustainability. The environmental indicators in the GRI Guidelines (Section 6) are closely aligned with WBCSD's eco-efficiency work.
The Global Compact	www.unglobalcompact.org	The Global Compact is not a regulatory instrument or code of conduct, but a value-based platform designed to promote institutional learning. It utilises the power of transparency and dialogue to identify and disseminate good practices based on universal principles. The Compact encompasses nine such principles, drawn from the Universal Declaration of Human Rights, the ILO's Fundamental Principles on Rights at Work and the Rio Principles on Environment and Development. And it asks companies to act on these principles in their own corporate domains. Thus, the Compact promotes good practices by corporations; however, it does not endorse companies.
The Global Sullivan Principles	www.globalsullivanprinciples.org	The objectives of the Global Sullivan Principles are to support economic, social and political justice by companies where they do business; to support human rights and to encourage equal opportunity at all levels of employment, including racial and gender diversity on decision-making committees and boards; to train and advance disadvantaged workers for technical, supervisory and management opportunities; and to assist with greater tolerance and understanding among peoples; thereby, helping to improve the quality of life for communities, workers and children with dignity and equality.
Caux Round Table Principles	www.cauxroundtable.org	<i>The Caux Round Table</i> serves as a stimulus for implementation of its <i>Principles for Business</i> , conducts global, regional and national dialogues, and publishes position papers on key global issues.

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Standards, guidelines and other useful resource material (continued)

Organisation/initiative	Website	Content
Council for Economic Priorities Accreditation	www.cepaa.org	In response to the inconsistencies among workplace codes of conduct, SAI developed a standard for workplace conditions and a system for independently verifying factories' compliance. The standard, Social Accountability 8000 (SA8000), and its verification system draw from established business strategies for ensuring quality (such as those used by the international standards organisation for ISO 9000), and add several elements that international human rights experts have identified as essential to social auditing.
Global Environmental Management Initiative (GEMI guidelines)	www.gemi.org	GEMI, a US-based organisation, has published a primer and a program for self-assessment. It outlines an environmental self-assessment program (ESAP) that is intended as an internal management tool, and not a source of public information.
The World Industry Council for the Environment (WICE) guidelines		WICE was formed to help enterprises achieve sustainable development goals. Its guidance document on environmental reporting encourages enterprises to be more open about their environmental policies, practices and performance, and discusses the sort of information organisations might include in their reports.
Investor Responsibility Research Center (IRRC) <i>Environmental Information Service (EIS)</i>	www.irrc.org	As part of its Social Issues Research and Screening Services, IRRC operates an Environmental Information Service (EIS) that provides information for investors and other stakeholders to use for evaluating potential environmental liabilities and other environmental issues that affect business. EIS collects information on more than 1,500 companies. The company profiles include 11 categories of qualitative and quantitative data, and incorporate three indices of environmental performance: an emissions efficiency index, a spill index, and a compliance index. IRRC notes in the EIS those items that match items in the GRI Sustainability Reporting Guidelines. Numerous other organisations collect and provide environmental and sustainability information to investors and investor organisations. These include, for example, the Ethical Investment Research Service (EIRIS) in the United Kingdom (www.eiris.u-net.com/) and SAM Sustainability Group in Switzerland (www.samswiss.ch/).
International Accounting Standards Committee (IASC) <i>International Accounting Standards (IAS)</i>	www.iasc.org.uk	The objective of the IASC is to achieve uniformity in the accounting principles that are used by businesses and other organisations for financial reporting around the world. IASC publishes its Standards in a series of pronouncements called International Accounting Standards (IAS). As of June 2000, IASs are recognised globally by the International Organisation of Securities Commissions (IOSCO), and as of 2005 all listed companies in the European Union will be required to apply IASs. IAS 37 is the only international accounting standard to deal directly with environment-related issues: liabilities, provisions, contingent liabilities and long term decommissioning costs. IAS 14 provides a standard for identifying geographical or business line segments of an organisation, and may be helpful in preparing the Profile of Reporting Organisations, Section 2 of the Guidelines.

Appendix B (continued)

Standards, guidelines and other useful resource material (continued)

Organisation/initiative	Website	Content
International Organization for Standardization (ISO) ISO 14031	www.iso.ch	ISO 14031 is part of the ISO 14000 series that provides a standard framework for environmental management. ISO 14031 deals with Environmental Performance Evaluation. It is a process guide to measuring, analysing, assessing and describing an organisation's environmental performance against agreed targets based on the organisation's environmental policy objectives. ISO 14031 contains a number of generic environmental performance indicators designed for internal management reporting and control purposes, as well as guidance on the process for indicator selection. As yet, the ISO 14000 series of environmental management standards contains no requirements relating to external reporting.
Organisation for Economic Cooperation and Development (OECD)	www.oecd.org/ehs/prtr	OECD: guidance manual, reports on estimating releases, presenting and using data, workshop and conference reports. CEC: annual reports on PRTRs in Canada, the United States and Mexico. UNECE: PRTR Task Force under the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters. UNITAR: policy and technical guidance. These websites also provide links to resources prepared by national government and non-governmental organisations. Work under this initiative, also known as the Aarhus Convention, most directly addresses facility-level reporting in contrast to the GRI's organisation-level reporting. Maximum harmonisation between these two levels is a goal of the GRI.
Commission for Environmental Cooperation (CEC)	www.cec.org	
UN Economic Commission for Europe (UNECE)	www.unece.org/env/pp	
UN Institute for Training and Research (UNITAR)	www.unitar.org	
<i>Pollutant Release and Transfer Registers (PRTRs)</i>		
Multistakeholder, co-convened by World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD) <i>Greenhouse Gas Protocol Initiative (GhgProtocol)</i>	www.ghgprotocol.org/	The Greenhouse Gas Protocol Initiative, co-convened by the WBCSD and WRI, is working in partnership to design, disseminate and promote the use of an international standard for company reporting on greenhouse gas emissions. Modelled on the GRI process, it brings together many leading experts drawn from business, governments and non-governmental organisations. The resulting protocol will provide implementation tools and supporting guidance for the greenhouse gas indicator listed in the GRI Guidelines. Other outputs will include two supporting modules on product life-cycle greenhouse gas emissions and carbon sequestration. This initiative builds on the work of the Intergovernmental Panel on Climate Change and will augment existing guidance such as the UK Department of the Environment, Transport and the Regions (DETR) Guidelines for Company Reporting on Greenhouse Gas Emissions and the United Nations Environment Programme's (UNEP) Guidelines for Calculating Greenhouse Gas Emissions for Businesses and Non-Commercial Organisations described directly below. This is specifically related to item 6.14 of the GRI Guidelines.
UK Department of the Environment, Transport and the Regions (DETR) <i>Guidelines for Company Reporting on Greenhouse Gas Emissions</i>	www.environment.detr.gov.uk/envrp/gas/index.htm	Guidelines for Company Reporting on Greenhouse Gas Emissions (June 1999). These are the first national guidelines to be issued following the United Nations Environment Programme's (UNEP) Guidelines for Calculating Greenhouse Gas Emissions for Businesses and Non-Commercial Organisations (see www.unep.ch/etu/finserv/insura/co2). The DETR Guidelines contain detailed computational guidance on computing GHG emissions and CO2 equivalents based on three sources: energy use on premises, emissions from transport, and process-related emissions. Several UK companies are already reporting their greenhouse gas emissions on the basis of these guidelines.

