



On the Move

Business and Biodiversity Programme

Annual Report 2009



About IUCN

IUCN, International Union for Conservation of Nature, helps the world find pragmatic solutions to our most pressing environment and development challenges.

IUCN works on biodiversity, climate change, energy, human livelihoods and greening the world economy by supporting scientific research, managing field projects all over the world, and bringing governments, NGOs, the UN and companies together to develop policy, laws and best practice.

IUCN is the world's oldest and largest global environmental organization, with more than 1,000 government and NGO members and almost 11,000 volunteer experts in some 160 countries. IUCN's work is supported by over 1,000 staff in 60 offices and hundreds of partners in public, NGO and private sectors around the world.

www.iucn.org

About the Business and Biodiversity Programme (BBP)

- Seeks to catalyze the private sector and IUCN networks to reduce the business footprint on nature, and to enhance the private sector's contribution to nature conservation
- Four focus areas: large-footprint industries, biodiversity-dependent industries, green enterprises, the finance sector
- Vision: "A sustainable global economy in which the private sector and the conservation community are committed and effective partners in achieving a just world that values and conserves nature"

About this report

This report reflects the progress made by BBP in 2009. The stories are selected to present a balanced representation of BBP's results in terms of delivering the planned programme activities. The current programme of IUCN runs from 2009-2012. Conserving biodiversity – stopping the extinction of animal and plant species, and stopping the destruction of natural places – is the core of IUCN's work. Profoundly linked to biodiversity are some of humankind's greatest challenges: climate change, energy, livelihoods and greening the world economy. The structure of the report reflects these five key areas. Although BBP contributed to all the five key areas, the focus of the work has been on Thematic Programme Area (TPA) 3 and 5.

Performance assessment

BBP supports and contributes to IUCN's commitment to results-focused reporting. The performance assessment at the end of this report is based on a self-assessment of the BBP team. It shows the quadrennial (2009–2012) results, and the progress of the annual results against these quadrennial results.

“Time for Action”



JULIA MARTON-LEFÈVRE
Director General IUCN

In 2009 IUCN started a new four-year Programme; a results-based, demand-driven plan of action. It provides focus for the Union to take the lead and engage with stakeholders, including business, and deliver concrete results in our pursuit of a just world that values and conserves nature.

The business sector plays an important part in IUCN's strategy to address the conservation challenges. In this report you will read the key results of the IUCN Business and Biodiversity Programme in 2009. I am proud of what the Programme has achieved, and I would like to thank all our staff, members, Commissions and our business partners for their continuous support and commitment to our cause.

Looking ahead, 2010 is an important year, not just for us but also for business. This International Year of Biodiversity provides us with a unique opportunity to strengthen our messages about the importance of actions by all in face of the world's biodiversity crisis. Biodiversity loss is increasingly recognized by business as a significant risk, but also as a growing opportunity for leading companies to create value and competitive advantage. We live in a market-driven world and economic incentives drive human behaviour. We need to value nature properly and use markets more effectively and efficiently to conserve biodiversity. It is important to work with business and our partners to develop new ways of enhancing nature conservation. 2010 is the time for decisive action.

“A Stronger Position”



JUAN MARCO ALVAREZ
Global Thematic Director,
Economy and Environmental
Governance Group

Head, Business and Biodiversity
Programme

The BBP team has been working hard to make our position stronger, and to deliver the goals and objectives we had set ourselves for 2009. Although we contributed to all the five key programme areas, the focus of our work is on two: “Naturally Energizing the Future” and “Greening the World Economy”.

During the year we welcomed new partners and agreements. BBP continued to pursue relationship negotiations with Rio Tinto and initiated engagement with Nestlé Nespresso. After four fruitful years of collaboration, IUCN and the World Business Council for Sustainable Development (WBCSD) signed a new Memorandum of Understanding. IUCN and WBCSD will collaborate on a number of topics from water to sustainable forestry and policy.

There is no specific road map that determines what a successful business

and biodiversity partnership is all about. Motivations for both the private sector and environmental NGOs are numerous. We explored this and other topics during a four-day event that we called “Private Sector@IUCN” at our Headquarters. Some 26 business representatives were present, as well as IUCN staff from all over the world interacting with the private sector.

In order to guide our work, BBP initialized the development of strategic framework papers for mining, tourism, agriculture and small and medium enterprises. These sectors, which build on our Private Sector Strategy, are key in terms of helping us deliver the IUCN Programme worldwide. We will finalize these documents in 2010 and are looking forward to implementing their recommendations, as they will focus the future of our work.



Conserving the Diversity of Life

Ensuring sustainable and equitable management of biodiversity from local to global levels

Review of Shell Biodiversity Action Plans

In order to assess the role of Biodiversity Action Plans (BAPs) in Shell's overall biodiversity management, the Shell-IUCN partnership undertook an independent BAP review in 2009.

A Biodiversity Action Plan (BAP) is a plan to conserve or enhance biodiversity; more specifically a set of future actions that will lead to the conservation or enhancement of biodiversity. According to the oil and gas industry guidance, a BAP can vary from a one page brief for a small or simple individual site in an early stage of the project life cycle, through a portion of an integrated Environmental Management Plan, to a multiple-volume detailed management plan for a complex project. During the past ten years, the private sector has increasingly started developing BAPs as a way to manage biodiversity risks.

Shell is no exception to this trend by having BAPs mandatory for major installations or pipelines overlapping with areas of high biodiversity value. For other environmentally sensitive areas, BAPs are recommended. As of 2009, Shell has developed a BAP for nine of its operations.



The independent BAP review teams consisted of a Shell representative and experts from IUCN's Commission and Secretariat staff. They reviewed four Shell's operations where a BAP is in place.

The review concluded that a BAP does not guarantee that an oil and gas industry project will not have

negative biodiversity impacts. Proper coverage of biodiversity in the Impact Assessment process should help identify and manage the issues and associated risks. The value of a BAP is that it helps to focus additional emphasis on biodiversity hazards and effects in sensitive areas in a structured manner and communicate these with the stakeholders in a transparent way.



Ecosystem-based plan for the North Sea

IUCN has suggested engaging in a process that would eventually lead to the development of a holistic, ecosystem-based North Sea management plan engaging all stakeholders and providing a framework for a number of issues, including decommissioning. IUCN and Shell continue the discussion.

Changing the Climate Forecast

Integrating biodiversity considerations and opportunities into climate change policy and practice

Arctic cross-sector impact assessment

Extensive resource exploitation activity has taken place in the Arctic over the past 50+ years. Global climate change may introduce additional critical factors, influencing the potential for a wide range of additional exploitation opportunities, including oil and gas development, shipping, fishing, tourism and mining. Increased activity is expected in the next two decades; however, projections further into the future become increasingly speculative as the pace of activity is affected by a number of factors in addition to environmental conditions, including economic conditions, societal considerations, regulatory processes and technological advances.

The IUCN-Shell partnership is working towards a cross-sector impact assessment for the Arctic, in an effort to assess the cumulative impacts of current and future developments on the Arctic environment. This assessment includes a strategy to potentially develop an Arctic Management Plan or, if more realistic, management plans for Arctic regions.

Balancing natural resource exploitation, socio-economic and cultural effects, and environmental protection in an area like the Arctic is a significant challenge. The uncertain and possibly highly dynamic natural (e.g., changing habitats, flora, fauna, migration patterns) and social (indigenous peoples, development of other sectors) environment, makes it even more complex to develop an effective management plan for the longer term. A scenario-modelling approach may prove to be the best way to deal with this. Past experience has made it clear that local or sector-by-sector management plans are not effective in sustainably developing or managing regional seas: a long-term, integrated approach

needs to be developed. This requires the involvement of and cooperation amongst stakeholders representing the changing activities in the area (oil and gas, shipping, fishing, tourism, mining, etc.), the receiving social and natural environment, and government(s). A well supported Arctic Management Plan should be based on an integrated, cross-sector and multi-stakeholder (strategic) assessment.

The overall project is divided into four phases with the entire project expected to take at least four years to reach maturation. The first phase is to start building the network and prepare a scenario workshop to deal with the complex situation of the Arctic. Phase II will identify science-based, regional developments and impacts, based on a limited and agreed-upon set of scenarios. Thereafter, Phase III, a larger group of stakeholders will be convened to make the strategic and integrated assessment of the potential impacts of the various sectors on the Arctic, their

consequences, and advice regarding future choices. Phase IV would involve additional stakeholder involvement in the political issues associated with such a forward-looking process.

i More information:
www.iucn.org/about/work/programmes/business/bbp_our_work/bbp_shell

“I really believe that a joint assessment by the relevant sectors and stakeholders of what it is we can do responsibly in the Arctic could help a lot to avoid mistakes. And I think the importance of the Arctic to the Planet justifies a serious attempt to do this, no matter all the uncertainties on how the Arctic itself and all activities in it will change over the coming years/decades. I realize the enormity of the challenge, but I like to think that the Shell/IUCN Partnership can initiate enormous things.”

*Bopp van Dessel of Bopp Solutions,
Project Facilitator*





Naturally Energizing the Future

Implementing ecologically sustainable, equitable and efficient energy systems



Expanding the energy agenda in the Pacific

UCN's Oceania Regional Office (ORO) is working with energy experts in the region to implement more sustainable energy options such as efficiency measures, solar panels and micro hydro schemes. BBP helps the Regional Office by providing technical advice on managing the environmental and social impacts of energy projects and by linking ORO's work to other island regions such as the Caribbean.

In 2009 BBP delivered an environmental impact assessment training course to over 30 energy practitioners and policy makers in the Pacific. The course focused on providing participants with experience using practical tools for assessing small-scale renewable energy projects. BBP also convened energy experts from the Pacific and the Caribbean to participate in the Vienna Energy Conference held in June 2009. In this conference, policy makers, private sector and civil society representatives from developing and industrialized

countries discussed energy issues in the context of the current global financial and economic crisis. Island participants challenged their counterparts around the world to safeguard ecosystems in the context of energy developments and to push for radically lower carbon energy futures.

BBP will be working with ORO in 2010 to strengthen ties with the power sector in the region and leverage our influence with energy policy makers to bring the environment agenda to the table.

i More information about the course and IUCN's energy work in the Pacific:
http://www.iucn.org/about/work/initiatives/energy_welcome/access/energy_ecosystems_livelihoods_islands/eiapacific/
http://www.iucn.org/about/union/secretariat/offices/oceania/oro_programmes/oro_energy_energy/
http://www.iucn.org/about/work/initiatives/energy_welcome/energy_news/?3513/sustainabilityenergysids

Guidelines on biofuels and invasives

UCN, along with a group of experts, developed guidelines on biofuels and invasives. The guidelines outline step-by-step recommendations for interventions to minimize risks of biological invasions along the biofuels supply chain. Developed in close cooperation with the Roundtable on Sustainable Biofuels (RSB), the guidelines underpin the RSB criterion on invasive species and act as an official reference document for this emerging standard.

The rapid development of biofuels to deliver policy goals of greenhouse

gas (GHG) reductions, agricultural development and energy security has often occurred without adequate consideration of the risks to people and the environment including the potential threat of biological invasions. Some biofuel feedstocks and associated pests pose a serious threat of biological invasion, especially when grown beyond their native ranges or in modified settings. Feedstocks currently being considered for second generation biofuels are of even greater concern, since they share many of the traits of common invasive species and in many cases are known to be invasive in

"IUCN's guidelines on invasive species and biofuels immediately served as a reference tool for the Roundtable on Sustainable Biofuels. The highly technical know-how is presented in an easily accessible way for non-experts and will therefore certainly be a leading guidance for all decision makers and practitioners in the biofuels arena."

*Sebastien Haye,
Roundtable on Sustainable Biofuels*

some settings. This situation puts rural livelihoods, economic profitability and the environment at risk, and threatens the sustainability of the biofuels sector as a whole.

In response to this threat, IUCN worked with a group of experts from government, plant protection organizations, research institutions, NGOs and the private sector to develop these guidelines as a set of best practices that should be followed to minimize the risks of biological invasions associated with biofuel developments. The guidelines were developed during two workshops hosted by IUCN in 2009 in Nairobi,

Kenya and were refined through extensive consultation with experts.

The guidelines will be launched at the Winrock International India 7th International Biofuels Conference in New Delhi in February 2010 and are available for download from www.iucn.org/energy. Support for the project was generously provided by the Packard Foundation.

- i** To download the guidelines and for more information about RSB:
http://cmsdata.iucn.org/downloads/iucn_guidelines_on_biofuels_and_invasive_species_.pdf
<http://cgse.epfl.ch/page65660-en.html>



Addressing implementation barriers for more sustainable biofuels

Participants at a jointly-hosted Shell-IUCN workshop identified alignment of policy and standards and information for land-use planning as areas to overcome implementation barriers to advance the sustainability of biofuel developments.

More than 30 participants gathered at IUCN's headquarters in Gland, Switzerland in May 2009. The workshop was held in the context of an on-going partnership between Shell and IUCN and was designed to address key sustainability issues throughout the value chain of industrial biofuels. Work on a process for identifying suitable land for development has already contributed to the development of Version 1.0 of the Roundtable on Sustainable Biofuels (RSB) principles and criteria, which was released at the end of 2009. IUCN Members convened twice in 2009 around biofuels policy in the United States. IUCN, Shell and the Packard Foundation are also planning a workshop to discuss the harmonization of biofuel standards for February 2010.

A report of the key messages and actions from the May 2009 workshop is available from: http://www.iucn.org/about/work/initiatives/energy_welcome/energy_impacts/energy_bioenergy/?4691/barriersworkshop

- i** More information:
 IUCN and biofuels: http://www.iucn.org/about/work/initiatives/energy_welcome/energy_impacts/energy_bioenergy/
 Shell and biofuels: www.shell.com/biofuels
 RSB: <http://cgse.epfl.ch/page65660-en.html>





Making blue energy green

IUCN, E.ON and SIDA worked together to develop guidance on managing biodiversity risks of offshore renewable energy projects. In the rush to establish offshore facilities to provide renewable energy, the issue of marine biodiversity is often not fully understood and addressed. IUCN is working with the multinational energy company E.ON and the Swedish International Development Agency (SIDA) to improve the environmental performance of offshore renewable energy projects by developing guidelines on best practice for biodiversity. The guidelines will serve to inform the policy and practice of the conservation community and governments. This is especially relevant for developing countries where capacity

is lower but a renewable energy infrastructure is increasingly promoted.

Following a first workshop in February 2009, a draft set of guidelines was developed. These were presented at a second stakeholder workshop, held at IUCN Headquarters in October 2009. The workshop aimed to draw on a cross-section of expertise to make sure all the biological, socio-economic and practical criteria are adequately addressed in the guidelines and to build a bank of reference material to which the guidelines will be linked for detailed consultation.

The guidelines will be released in Spring 2010 and will be presented at the European Commission's European Maritime Day in May 2010.

i More information:
www.iucn.org/marine
www.eon.com

“Our offshore activities play an important role in meeting our environmental target of reducing CO2 emissions; however it is vital that we also bear another important aspect in mind: protecting the environmental balance of the oceans,”
“E.ON’s own experience from prior environmental impact assessment records and field experience will be valuable in identifying the important issues to address.”

*Frank Plümacher,
 Head of Health, Safety and Environment
 at E.ON Climate & Renewables*



Managing Ecosystems for Human Well-Being

Improving livelihoods, reducing poverty and vulnerability, and enhancing environmental and human security through sustainable resource management

Market opportunities for biodiversity businesses

BBP documented case studies and lessons learned from IUCN members involved in biodiversity businesses. By harnessing the very market forces that are often blamed for biodiversity loss, it is possible to generate additional investment in conservation activities and stimulate sustainable development through improved business approaches and equitable sharing of biodiversity benefits. In the realm of market-based approaches, an important instrument is the creation of markets that are able to reward products and services that enhance biodiversity conservation and allow the establishment of biodiversity businesses in the process. Such businesses must contribute to biodiversity conservation whilst generating profits and include “switch to sustainable agriculture”, non-timber forest products, payments for watershed services, and ecotourism.

The review of IUCN members’ experiences in developing biodiversity businesses as part of their conservation programmes was undertaken with the aim of strengthening IUCN’s

capacity to provide more targeted support in the area of business and biodiversity. In this study, 40 IUCN members were interviewed to obtain a better understanding of the businesses developed including the key characteristics of the business, the conservation drive, the policy environment and the lessons learned in developing these businesses.

There were three outputs: the publication “The Time for Biodiversity Business” illustrating a selection of the diverse examples of businesses developed by the conservation organizations that participated in the study; the PowerPoint® presentation “A Guide to Enterprise Development for Conservation Organisations”, providing a checklist of key steps and available tools on how to set up biodiversity businesses; and the report entitled “Lessons learned from building biodiversity businesses for conservation”, summarizing the key lessons shared by the research participants.

Linked to this project, BBP worked with Holcim to develop a guide for



multinational companies wanting to contribute to community development in areas where they operate.

The project was financed by the French Ministries of Foreign and European Affairs (Ministère des Affaires étrangères et européennes – MAEE) and of Ecology, Energy, Sustainable Development and Sea (Ministère de l’Ecologie, de l’Energie, du Développement Durable et de la Mer – MEEDDM).

i More information:
www.iucn.org/about/work/programmes/business/bbp_our_work/biobusiness



Biodiversity-based microenterprise development

Linked to the review on IUCN members’ experience in developing biodiversity businesses, BBP worked with Holcim to develop a guide for multinational companies wanting to contribute to community development in areas where they operate.

The Holcim-IUCN relationship developed a methodology focusing on Biodiversity-based microenterprise development (B2MD). The main objective is to assist and guide multinational companies in collaboration with other entities in planning and managing micro- and small enterprise development projects that create sustainable livelihoods in the community and support biodiversity conservation.

i More information:
www.iucn.org/about/work/programmes/business/bbp_our_work/bbp_holcim/



Greening the World Economy

Integrating ecosystem conservation values into economic policy, finance and markets

Panel advises Biodiversity Management System for Holcim

The IUCN-Holcim Panel has proposed the concept of a Biodiversity Management System (BMS) to Holcim. By adopting a systematic approach, Holcim will be able to integrate biodiversity conservation considerations during all the steps in a quarry life cycle, from the opportunity phase, to the feasibility, the impact assessment, the operational phase and the rehabilitation and closure. Important is to ensure that the steps of the BMS are a mirror of the existing business cycle governing the development of a quarry. The proposed system will be delivered to Holcim by mid-2010. Holcim will then review the process and explore how best to integrate the panel's recommendation into their current systems.

The IUCN-Holcim Panel, composed of five high-level international experts in biodiversity conservation, completed the visits to Holcim's

country operations. Seven countries and more than 25 quarries were visited between June 2008 and October 2009. The purpose of the visits was to gain direct experience of Holcim's national operations, their national and local management structures, operational processes and activities on individual sites. The objective of the visit was not to conduct a review or environmental assessment of the visited sites or the company's planning and site management procedures.

In addition to the advances made by the Panel, IUCN and Holcim have also made progress in fostering country-based relationships. There are now country-based relationships with Viet Nam, Sri Lanka, Costa Rica, Nicaragua and Spain; a few more are under negotiation.

i More information:
www.iucn.org/about/work/programmes/business/bbp_our_work/bbp_holcim

The IUCN-Holcim Relationship

In 2007, Holcim and IUCN entered into a four-year agreement with the aim of developing "robust ecosystem conservation standards for the Holcim Group, contributing to sector-wide improvements in the cement and related sectors". The panel plays a fundamental role in the partnership agreement given its independent role.

"With the development of an integrated Biodiversity Management System Holcim is adding a new dimension to its environmental commitment – and is likely to set new standards for the industry as well."

*Christoph Imboden,
Chair IUCN-Holcim Independent
Expert Panel*



Video to promote biodiversity in hotels

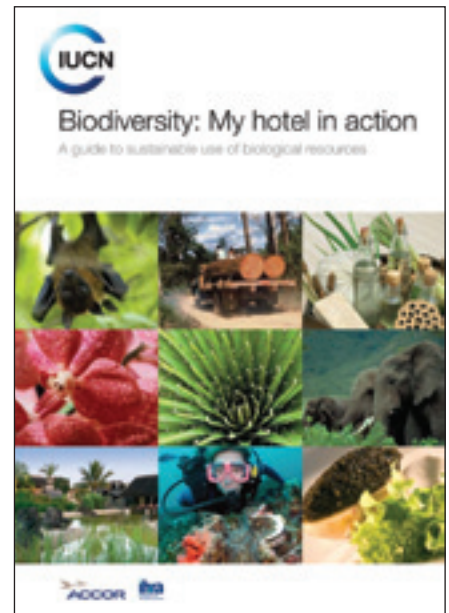
IUCN and Accor launched a video on biodiversity in hotels. The objective is to generate interest in the topic of biodiversity conservation. This video is one example of the on-going dialogue between BBP and the European leader in hotels and tourism. IUCN and Accor will continue to work together to implement better practices for the conservation of biological resources in Accor's operations.

The products of biodiversity are everywhere inside and outside hotels. People in the hotel business all have a role to play. Their seafood choices in the menus, selection of medicinal and aromatic plants for the spas, use of live animals and plants in hotel grounds, selection of wildlife-based souvenirs, offers of excursions, all contribute to the overall impact on biodiversity. Recognizing these important links, IUCN, in partnership with Accor, developed in 2008 a guide on the sustainable use of biological resources in hotels' operational areas. The guide

"*Biodiversity: My hotel in action*" is aimed at hotel managers and hotel owners.

To support the use of the guide in the hotel sector, in 2009, IUCN followed up with a number of activities to promote and distribute the guide. Together with Accor and the International Hotel & Restaurant Association (IH&RA), IUCN developed a short introductory video that aims at generating interest in the topic of biodiversity conservation. In addition, *Biodiversity: My hotel in action* was translated into Japanese thanks to the kind contribution of TRAFFIC Japan and was launched at the Eco-Products Exhibition (Japan) in December 2009. A Spanish translation is expected by mid-2010.

Also, an event was organized during the World Travel Market's Responsible Tourism Day (London, November 2009), focusing on "How can hotels contribute to, and benefit from, biodiversity conservation?". Speakers included



Richard Short (Accor Hotels), Andy Drumm (Tropic Journeys in Nature), Jamie Sweeting (Royal Caribbean Cruises) and James Whittingham (TUI Travel).

i More information:

To view the video: http://www.iucn.org/about/work/programmes/business/bbp_our_work/tourism/

To download "Biodiversity: My Hotel in Action":

English <http://data.iucn.org/dbtw-wpd/edocs/2008-031.pdf>

French <http://data.iucn.org/dbtw-wpd/edocs/2008-031-Fr.pdf>

Japanese <http://data.iucn.org/dbtw-wpd/edocs/2008-031-Ja.pdf>

Risk management in the finance sector

BP took part in a "straight-talking information exchange and learning session" with regard to risk management which was convened by J.P. Morgan in London.

Leaders in the finance sector remain focused on managing environmental and social risks associated with their investment portfolios even in these times of austerity. One of the risks which has featured on the biodiversity and mining agenda for a number of years is that of exploration and production in protected areas.

At the session, the group discussed the commitments from the International Council on Mining and Metals (ICMM) and Shell not to operate in World Heritage Sites, the further expectations of the conservation community, and the availability of protected area information.

In 2010, BBP plans to develop an options paper laying out the possible areas of engagement for IUCN and the financial sector.





Development of ecosystem-specific siting and design guidelines for hotels

Recognizing that a major share of the impacts on biodiversity from hotels takes place during the first steps of a hotel development, IUCN aims to develop ecosystem-specific biodiversity siting and design principles that could inform decision making in the sector.

The Caribbean region was selected as a pilot region for this process, due to the importance of the tourism sector, and to respond to IUCN's *A Situation Analysis for the Wider Caribbean*. This report indicated tourism impacts,

such as trends towards bigger, more all-inclusive resorts and mega-cruise ships, as among the main drivers for environmental change and specifically biodiversity loss. It is expected that all the countries that are part of the IUCN Caribbean Initiative will benefit from the results of the project.

The project has two strategic elements. The first is to aggregate and validate the knowledge of local stakeholders. The approach is to identify the existing initiatives in the area of biodiversity and hotel development and operations, and

then aim at creating convergence and harmonization of the recommendations (guidelines, principles, good practices) developed. The project will then enable the extensive IUCN knowledge network to share inputs and create one final product reflecting the views and expectations of as many stakeholders as possible. The second direction is to leave a legacy by establishing a delivery network. A key to the success of any initiative is the long-term commitment of local organizations to its results and their dissemination. The establishment of a network of committed organizations that will take forward the results of the project will be an important element.

Key players in the project will be the Caribbean hotel managers and investors in the hospitality sector, public authorities, IUCN Caribbean members, NGOs and government agencies. The project, due to start in January 2010 and end in Spring of 2011, will receive funds from the French Ministry of Ecology, Energy, Sustainable Development and Sea (Ministère de l'Écologie, de l'Énergie, du Développement Durable et de la Mer – MEEDDM) and the French State Secretariat for Overseas Territories (Secrétariat d'État à l'Outre-Mer – SEOM). The project will be managed by BBP, in coordination with IUCN's Caribbean coordinator.



The project will build strongly on existing knowledge and initiatives. Those interested and with experience in this region are invited to contact Giulia Carbone at Giulia.carbone@iucn.org

WBCSD and IUCN renew collaboration

After four fruitful years of collaboration, IUCN and the World Business Council for Sustainable development (WBCSD) renewed their commitment to working together through the signing of a Memorandum of Understanding.

The new agreement seeks to address a number of issues, including:

- Mainstreaming biodiversity conservation and sustainable ecosystem management and use into business operations;
- Enhancing civil society understanding, recognition and support for biodiversity leadership by business;
- Facilitating the development, testing and uptake of innovative and flexible market-orientated strategies and business actions that will support sustainable management of natural resources;
- Contributing lessons from the initiatives to relevant policy processes.

“To achieve a low-carbon and resource-efficient future, the current practice of treating the environment separately from economic or policy decision making is no longer appropriate. Business, and society at large, need to value, conserve and use natural resources like forests, wetlands and fresh water on a sustainable and equitable basis.”

*James Griffiths, Managing Director
of the WBCSD's Ecosystems
Focus Area*



In moving forward, IUCN and WBCSD will collaborate on a number of topics from water to sustainable forestry and policy. On the joint agenda for 2010 is also the organization of the “International Business and Ecosystems Day” at Nagoya, an event that will feature in the official programme for the Convention on Biological Diversity (CBD) COP X.

In the first four years of collaboration, IUCN and WBCSD co-published several articles on important issues at the interface of business and biodiversity

as well as working together in initiatives such as The Forest Dialogue, the Ecosystem Valuation Initiative and The Economics of Ecosystems and Biodiversity (TEEB). Together, WBCSD and IUCN have also achieved bringing a business angle to the conservation community through participation in conservation events such as the World Water Forum and the IUCN World Conservation Congress.

i For more information:
www.iucn.org/about/work/programmes/business/bbp_our_work/wbcd



Integrating business skills into ecotourism operations

BBP, in partnership with the IUCN Netherlands Committee, worked on the preparation of a training workshop for the Mekong region, to take place in Kirirom (Cambodia) in January 2010, focusing on “Integrating Business Skills into Ecotourism Operations”. The training workshop will bring together conservation organizations working on tourism-related projects as part of their conservation programmes. The main objectives are to increase understanding of the tourism industry; and provide concrete tools to participants to improve

their tourism products. Themes to be addressed include health, safety and customer care; the ecotourism potential of a site; and marketing.

Key partners in the workshop will be tour operator Exotissimo, Lonely Planet, insurance broker Marsh, and the Mekong Tourism Office.

i More information:
www.iucn.org/about/work/programmes/business/bbp_our_work/tourism/ecotourism



The future of mining

IUCN has been redesigning its mining portfolio in 2009 to focus on implementing biodiversity management standards and practices on the ground.

Mining has been a central component of BBP’s work for over a decade. Through our Dialogue with the International Council on Mining and Metals (ICMM), BBP worked to develop standards and practices for managing biodiversity risks and convene stakeholders in roundtable

discussions on indigenous peoples issues and the challenge of dealing with legacy mine sites. A 2008 review of the Dialogue found that while this work has been important in moving the agenda forward, it has not been successful at consistently delivering changed behaviour and practices on the ground.

In 2009 BBP continued to pursue relationship negotiations with Rio Tinto, initiated engagement with Nestlé Nespresso and embarked on a

strategic action plan for IUCN’s work with the mining sector. In the Rio Tinto negotiations, BBP undertook a series of site visits and focused discussions with key stakeholders to understand the opportunities and risks of the proposed relationship. With Nestlé Nespresso, IUCN convened a stakeholder forum to map out opportunities to promote sustainability in the aluminium value chain (from bauxite mining to post-consumer recycling) through Nespresso’s image with customers and purchasing power with suppliers.

A mining strategic action plan will be finalized in 2010 and will inform further work with the industry and partners.

i More information about BBP’s work on mining:
 ICMM: http://www.iucn.org/about/work/programmes/business/bbp_our_work/bbp_mining/
 Nespresso: http://www.iucn.org/about/work/programmes/business/bbp_news/?3287/Nespresso
 Rio Tinto: http://www.iucn.org/about/work/programmes/business/bbp_our_work/rio_tinto/



Developing sustainable tourism in World Heritage Sites

A study was initiated to analyze the risks and opportunities of tourism development in natural World Heritage Sites (WHS). This study aimed to support the development of sustainable tourism in these sites. Through interviews with key experts and analysis of background documents, the impacts of tourism on 12 WHS were examined. The review of documents included all the State of Conservation Reports and Mission Reports produced for natural WHS in the last five years, as well as specific documents provided by experts for the 12 case study sites.

Preliminary results have shown that although in some cases tourism development has been well planned and has occurred in a sustainable manner, in many sites development still occurs rapidly and without planning. The study has also brought to the fore that there cannot be a “one size fits all” approach to developing sustainable tourism in WHS as they are often very different and need to be considered individually. The preliminary findings have been presented at the “Advancing Sustainable Tourism at Cultural and Natural Heritage Sites: A Workshop” event in Mogao, China. The findings of the study will also feature in other World Heritage-related events in 2010.

In 2010, BBP and the IUCN World Heritage Programme will continue to work together to better integrate tourism



into the World Heritage Convention. The next steps will be to expand the 2009 study to other natural WHS and further explore the key elements for success in developing tourism in WHS.

i For more information:
http://www.iucn.org/about/work/programmes/wcpa_worldheritage/



Implementing the One Programme

Oil and Gas Supplement Global Reporting Initiative

UCN headquarters staff has worked extensively with the Global Reporting Initiative (GRI), including being a part of the Working Group on the Mining and Metals Sector Supplement and the Food Processing Supplement. In 2009, IUCN staff members were selected to become part of the Working Group for the Oil and Gas Sector Supplement, largely due to the on-going partnership between IUCN and Shell. The IUCN-Shell relationship manager subsequently joined the Working Group and, during 2009, participated in the first two Working Group meetings.

GRI announced in 2009 that nine international oil companies – BNP Paribas (France), BP (UK), ENI (Italy), Hess (USA), Petrobras (Brazil), Rosneft (Russia), Santos (Australia), Shell (UK) and Statoil (Norway) – and eight stakeholder representatives – IECM (Norway), IUCN (Switzerland), OEKOM Research AG (Germany), Oilfield Workers Trade Union (Trinidad and Tobago), Pembina Institute (Canada), Pro-Natura (France), Red Puentes (Chile) and The Nature Conservancy (USA) – had agreed to come together in order to help craft new guidance for measuring and disclosing their economic, environmental and social impacts. They agreed to work collaboratively with GRI to devise guidance on sustainability reporting for all companies in this sector.



The GRI guidelines are the world's most widely-used sustainability reporting framework. The common framework enables like-for-like comparisons to be made between companies, and for change to be effected from within a company. The GRI, in developing sector supplements, uses a consensus-seeking approach.

The first set of draft indicators is expected to be released for a public survey in the second quarter of 2010. The working group is likely to consider issues that will include biodiversity conservation, GHG emissions, alternative/renewable energy investments, emergency preparedness

and response, as well as programmes to assist developing countries to manage and invest fossil fuel revenues and how to implement the principles of the Extractive Industries Transparency Initiative.

GRI is hoping that more oil and gas firms will report with the future supplement and that key stakeholder groups, including investors, NGOs and labour organizations, will benefit from the reported information.

i More information:
<http://www.globalreporting.org/Home>

“Oil and gas companies reporting on comparable performance indicators identified by industry and key stakeholders can drive change. Report readers are the ones working at, investing in, or affected by, these companies and they will be able to better understand the company's impact and therefore communication with the reporting company will improve.”

Maaïke Fleur, Sector Supplement Manager, Global Reporting Initiative

Grievance procedure on private sector engagement

To address concerns raised by some of IUCN's constituency about IUCN's private sector engagements the IUCN Secretariat has established a grievance procedure as a means of receiving, recording and responding to grievances.

The objectives of the grievance procedure are to: provide a mechanism for concerned parties and individuals to raise questions and concerns about IUCN's private sector engagements; help IUCN identify issues and trends regarding IUCN's private sector engagements; and ensure appropriate

and coordinated responses to issues and questions raised.

Although IUCN has a clear mandate from IUCN members and Council to engage with the private sector, there are many different views on how IUCN should implement this mandate. The grievance procedure is applicable to: IUCN members, IUCN Commissions, partners, IUCN Secretariat staff members and the public in general.

i A dedicated email address is available for all grievances: grievancebiz@iucn.org



Union for Ethical BioTrade

Since 2008, IUCN has been actively participating as a member of the Board of Directors of the Union for Ethical BioTrade (UEBT). IUCN, by bringing in the biodiversity perspective, has an important role to play within UEBT. Member companies are expected to adhere to the Ethical BioTrade Verification Framework which guides them towards compliance with the Principles and Criteria of Ethical BioTrade. These companies must commit to gradually ensuring that their sourcing practices promote the conservation of biodiversity, respect

traditional knowledge and assure the equitable sharing of benefits all along the supply chain. Currently, most members of UEBT are businesses in the personal care and cosmetics industry. Some are active in the natural pharmaceutical and food sectors as well.

During 2009, IUCN not only chaired the Membership Committee of UEBT, whose role is to review membership application and to recommend approval to the Board, but also delivered a keynote speech that focused on IUCN's experience with the private



sector, at the opening of UEBT's annual conference "The Beauty of Sourcing with Respect" which took place in April, in Munich, Germany.

Council Private Sector Task Force

IUCN Council, during its first session in 2009, approved the creation of a new task force focused on private sector issues. BBP serves as the focal point for this new Task Force and is supporting it in meeting its objectives. Specifically it has been created to learn

from and continue to improve on IUCN's engagement with the private sector, and to propose revisions to the Operational Guidelines for Private Sector Engagement as appropriate. It will also advise and recommend on policy elements regarding the private sector,

including participating in the revision of the 2004 Private Sector Strategy. BBP is looking forward to working more closely with Council members through this important Task Force.



Business Week @ IUCN HQ

BBP organized a four-day event “Private Sector @ IUCN”, bringing together business representatives and IUCN staff working with the private sector. The objective was to create better understanding of the relationships and synergies in business and biodiversity issues and processes. It was the first time such an event had taken place, and was a milestone for IUCN.

It opened with two days of intensive work with IUCN staff to build capacity and share experiences in working with the private sector, strengthen implementation of the IUCN Operational Guidelines for Private Sector Engagement, and provide an opportunity for IUCN business and biodiversity focal points to network with each other. The remainder of the week brought in participants from businesses which IUCN is engaging with, to provide an opportunity to exchange views and to feed into key IUCN processes.

Over 30 IUCN staff members participated, 10 from the regional offices, and the remainder from the global thematic programmes.

The sessions covered issues such as linkages between business activities and the IUCN core and thematic programme areas (conserving biodiversity, climate change, energy, livelihoods and greening the world economy), perspectives from the private sector on options for a post-2010 target for biodiversity conservation, and inputs on strategic thinking for IUCN’s work with the sectors of agriculture, mining, tourism, and small and medium enterprises.



Working with business: lessons learned from BBP

- Opportunities for multi-year alliances when a common strategic purpose is identified;
- Transparency and clear communication channels need to be in place;
- Need to allocate more time to the design phase of the partnership;
- Flexibility in the IUCN value offering;
- Sector-specific strategies needed for a more coherent and targeted approach;
- Skill sets of IUCN staff need to be enhanced in order for them to work more solidly with the private sector.

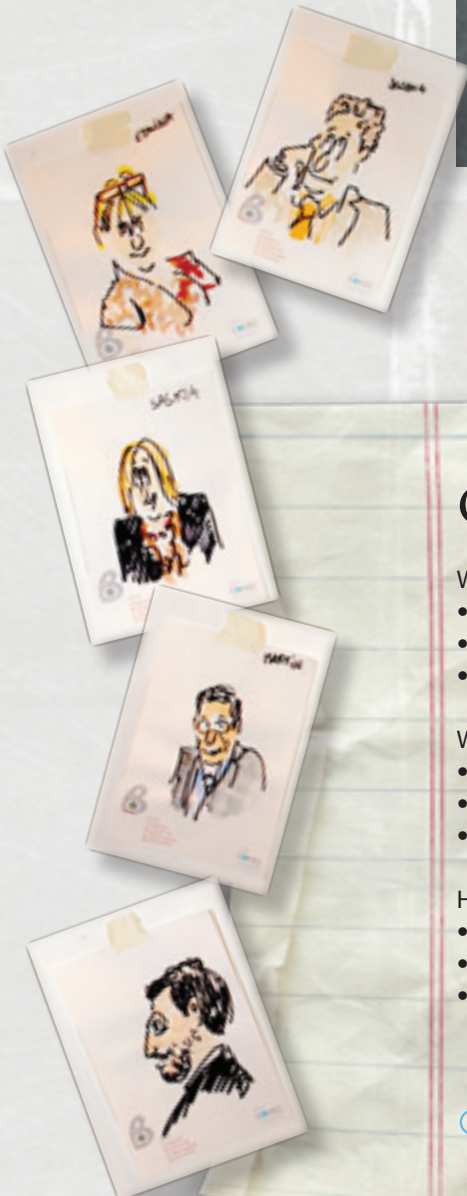


Business representatives

Twenty-six participants from the private sector attended Business Week, including representatives from CEMEX, Danone, Ecosecurities, EDF, ENI, European Investment Bank, Federation of European Aquaculture Producers (FEAP), GDF-Suez, Global Refund Group, Green & Black’s representing Cadbury, Holcim, IPIECA, Kinnarps, LAFARGE, Nespresso, Rio Tinto, Royal Caribbean International, Royal Philips Electronics, SGS, Shell, Syngenta, WBCSD and the World Economic Forum.

Contributions to the global conservation agenda

Participants were invited to demonstrate how their organization was contributing towards the five global priorities as part of IUCN's programme. The key message obtained from this exercise is that there is a high level of engagement by the private sector in IUCN's programmatic areas.



Questions to the private sector:

What are the key benefits to your business of working with IUCN?

- Credibility as well as technical/scientific knowledge
- Global vision on environmental indicators and balanced opinions
- Network of experts and access to expertise to develop synergies

What more can be done to better meet the expectations of your business/IUCN?

- Simplify the language for the private sector
- Define the responsibilities better
- Clarify resources on both sides

How does your business use the partnership to drive change within the company?

- Demonstrate success and share via standard practices
- Via learning academies to train deal makers and change the "DNA" of employees
- IUCN as an external voice is a stronger messenger for independently reviewing existing practices

 More information: http://cmsdata.iucn.org/downloads/private_sector_summary_report_final_dec09.pdf



Private sector operational guidelines: on-line tool and handbook

The new version of IUCN's *Operational Guidelines for Private Sector Engagement* was approved by Council in February.



The document provides a common framework for IUCN Component Programmes and Commissions on how to engage with the private sector.

The document outlines the necessary processes for developing, implementing and managing engagements so that such engagements align with IUCN's Private Sector Strategy as well as other relevant IUCN policies and procedures.

To support the implementation of the *Operational Guidelines for Private Sector Engagement*, BBP developed two tools: an on-line tool and the *Companion Handbook*. The on-line tool

is a web-based mirror of the Operational Guidelines, and helps IUCN staff to implement these guidelines. It includes an interface with IUCN members to share information and a database of all agreements. The *Companion Handbook* provides further guidance on different aspects of the engagement process, through modules containing more detailed "how to" information, templates and examples. The on-line tool and the *Companion Handbook* will be released in 2010.

i More information:
http://www.iucn.org/about/work/programmes/business/key_res/#1

Support to the regions

BBP is supporting other programmes and the regions in developing and implementing their work with business. BBP supported IUCN ORO by providing technical advice on managing the environmental and social impacts of energy projects and by linking ORO's work to other island regions such as the Caribbean (see story "Expanding the energy agenda in the Pacific").

In April, BBP organized a capacity-building session at the Malaga office for staff working with the private sector. The workshop was aimed at supporting Malaga's business and biodiversity programme and providing more insight on the *Operational Guidelines for Private Sector Engagement* in particular.

Another activity was a visit in May/June to IUCN's Asia Regional Office to gain a better understanding of the Asia Programme and to support its regional business and biodiversity activities. The

visit included a trip to India, Thailand and Sri Lanka, with field trips and meetings with key business representatives. BBP also provided support to the Indian office in developing their business and biodiversity strategy, including advice on their work with Dhamra Port Company Limited to help minimize the impact of the port's construction on the Olive Ridley turtle population that nests on the beaches of the Gahirmatha Sanctuary.

In September, BBP delivered a speech at the annual conference of CEAL-Latin



America Business Council held in San Salvador, El Salvador, with more than 250 representatives (Chair and CEO-level) from leading corporations from all over the region. CEAL is a non-profit network that comprises prominent business leaders from all productive sectors, and stimulates cooperation between business and other social actors. The speech not only focused on the work of BBP, including highlights of successful partnerships, but also on the objectives of the Greening the World Economy Thematic Programme Area and the role of the private sector in helping IUCN deliver this area of work. Important contacts were made with key corporate representatives that hopefully will provide engagement opportunities for the IUCN regional offices in Latin America, based in Costa Rica and Ecuador.

i More information on CEAL:
<http://www.ceal-int.org/ENG/ceal.htm>

Working with members

The Earthwatch Institute, with the support of IUCN, Rio Tinto and Mitsubishi Corporation, organized an event in London in September. The aim was to explore the key issues and priorities of the global conservation community and discuss what role business, scientific field research and NGOs can play in the run-up to 2012 and beyond. “Roadmap to 2012, Business Challenges and

Opportunities” had representatives from 21 organizations. BBP delivered a keynote speech.

In December, BBP had the opportunity to meet the regional membership focal points. Views on IUCN’s engagement with the private sector were explored and exchanged, including issues raised by members, due diligence and communication.



Jakarta Charter on Business and Biodiversity

Representatives of over 200 companies, NGOs and governments gathered in Jakarta to discuss business opportunities for biodiversity.

With an eye to the International Year of Biodiversity in 2010 and in preparation for the 10th CBD Conference of the Parties of the Convention on Biological Diversity (Nagoya, Japan, October 2010), leaders from the business and biodiversity community convened

to assess progress on integrating biodiversity issues into business planning and decision making, discuss the latest trends and developments, and help shape the global policy agenda. IUCN hosted a series of workshops as part of the conference and also participated in several plenary sessions.

The resulting *Jakarta Charter on Business and Biodiversity* proposes 15 action items for better linking the business community to the biodiversity agenda. Among the actions highlighted by the group, economic models and policies which value biodiversity and ecosystem services and voluntary and market-oriented enabling policies for mainstreaming biodiversity into business are top of the list. Also recognized is the potential to reduce poverty by integrating biodiversity into business decisions, the importance of biodiversity data to facilitate business decisions, and the need to increase awareness around biodiversity. Importantly, conference participants explicitly recognised no-net-loss, net-positive impact and biodiversity offsets as a practical framework for assessing efforts to implement the CBD. A call was made to scale up existing

innovations and good practices, and to establish an intergovernmental science-policy platform on biodiversity and ecosystem services.

i For more information on the Jakarta Charter on Business and Biodiversity: <https://www.cbd.int/doc/business/jakarta-charter-businness-en.pdf>

“There is an urgent need to develop new business models and innovative market mechanisms for biodiversity conservation, while also raising awareness and persuading the public and decision makers that biodiversity and ecosystem services can be conserved on a commercial basis.”

Juan Marco Alvarez
IUCN Director
Economy and Environmental
Governance Group and Head of BBP





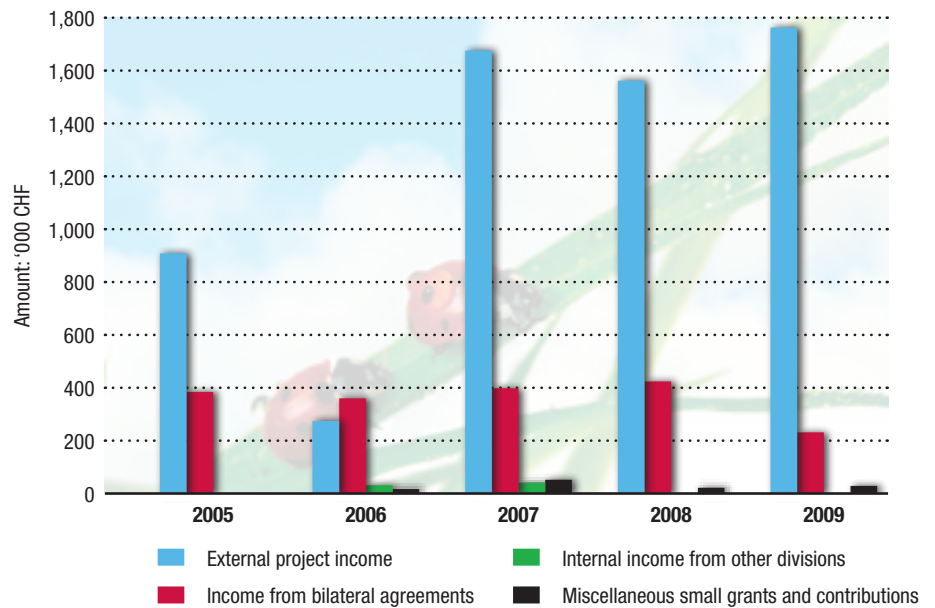
Programme management

Finance

BBP's project activities continued to make progress in 2009. The total income for the programme received during the year 2009 amounts to CHF 2,035,000. Additionally, more than CHF 823,000 was carried over from the financial year 2008, thus making a total of more than CHF 2.8 million available for activities in 2009. Total expenditures of the programme amounted to approximately CHF 1,945,000 for 2009 and the unspent balance will be carried forward to 2010 for continued project activities.

More detailed financial information about IUCN can be obtained from the audited consolidated financial statements (available upon request) as well as the annual programme report.

Income analysis Business and Biodiversity Programme





Staffing

In terms of staffing, 2009 was a stable year. The major change was the arrival of Juan Marco Alvarez in early 2009 as new Head of Programme. Juan Marco is also Director of the Economy and Environmental Governance Group. Nadine McCormick changed role: she became the network coordinator for TPA 3: Naturally Energizing the Future. The other BBP staff members were: Andrea Athanas, Maria Ana Borges, Giulia Carbone, Evelyne Clarke, Dennis Hosack, Saskia de Koning, Nadine McCormick and Virpi Stucki.

Environmental footprint

BBP continues to lead by example in the area of corporate social responsibility. However, 2009 has highlighted how hard this can be when working within an international organization context. Compared to last year, the team's GHG emissions have increased by almost two-thirds. While 2008 was a relatively quiet year due to Congress preparations, this large rise is due in part to increasing re-engagement

with large-footprint industries in some of the most highly biodiverse and remote places in the world. Nevertheless, the team has continued to promote ways of reducing the overall footprint, favouring on-line conference calls where possible, minimizing the use of workshop materials and providing on-line publications. BBP continues to provide support for the internal sustainability group "My Green IUCN".

-  Information on the IUCN Code of Conduct and Professional Ethics: <http://www.iucn.org/about/values/>
-  Information on IUCN's new offset policy: http://cmsdata.iucn.org/downloads/iucn_carbon_offset_policy_and_procedures.pdf

Year	Average team members travelling	Total emissions (tonnes)	Total offsets (20CHF per tonne)	Average emissions per team member
2007	6	32.44	648.80	5.4
2008	7	32.20	708.40	4.6
2009	7	52.92	1058.40	7.56




Communications

BBP has further improved its communications in order to be as transparent as possible about its private sector engagements. A grievance procedure was established to receive, record and respond to grievances related to IUCN's engagement with the private sector (see story "Grievance procedure on private sector engagement").

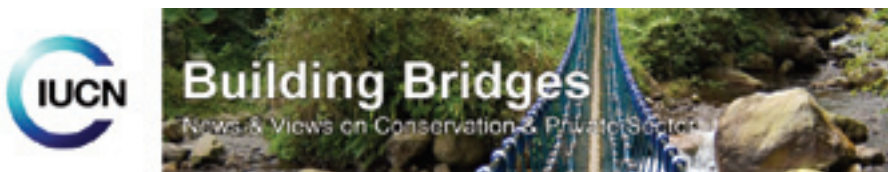
A new communication tool was developed: "Building Bridges", the electronic newsletter with news and views on the private sector and conservation. The objectives

of the e-newsletter are to improve the understanding of IUCN and its BBP among its members, the business community, and other parts of its broader constituency; ensure transparency on existing and future engagements with private sector; and increase the mutual trust, common ground and opportunities for collaboration between the private sector and IUCN's constituency.

-  For more information and to sign up for the e-newsletter: <http://www.iucn.org/about/work/programmes/business/newsletter/>

Contact us

For up-to-date contact information, please refer to the Business and Biodiversity Programme pages on the IUCN web site. The BBP team is based at IUCN HQ in Switzerland. You can contact us at:
 Tel: +41 (0) 22 999 0104
 Fax: +41 (0) 22 999 00 20
 Email: biobiz@iucn.org
 Web site: www.iucn.org





BBP performance in 2009

B BP supports and contributes to IUCN's commitment to results-focused reporting. The current programme of IUCN runs from 2009–2012 and focuses on five key programme areas.

The table below shows the key areas and the quadrennial results. It also outlines BBP's progress on the planned annual results against the quadrennial results. This is based on a self-assessment process by the BBP team. As performance indicators, three types of arrows are used: Exceeding target, On target, Below target.

For more information on the Programme Objectives, see www.iucn.org/programme

Programme area	Quadrennial (2009–2012) results	Planned annual result 2009	Performance
Conserving the Diversity of Life	Relevant policies in four countries and/or international mechanisms are reformed to enable companies to deliver their conservation commitments	Relevant stakeholders are identified and engaged about future alternatives in relation to Shell North Sea oil and gas platform decommissioning	
		Relevant stakeholders are identified and engaged in Arctic discussions	
Naturally Energizing the Future	Energy policies at national/regional and global level reflect ecosystem issues and address implications for ecosystems and livelihoods	Case studies demonstrating how ecosystems underpin energy futures are compiled from IUCN field experience and leveraged in international discussions	
		Risks of potential invasive species introductions from expanding biofuels markets are effectively managed	
		Oceania energy ministers aware of vulnerabilities of energy systems to ecosystem degradation	
		International energy policy events feature ecosystem issues	
	Five energy-related companies mitigate the impact on biodiversity of current and future operations	Suez-IUCN relationship includes energy component	
		International Hydropower Association (IHA) develops guidelines for managing biodiversity impacts	
		Shell adopts IUCN-recommended measures to mitigate impacts of expanding biofuels business on ecosystems and livelihoods	
		E.On adopts measures to mitigate impacts of offshore renewable energy options	
		Duke Energy engaged in proposal to develop assessment tools for energy technologies in their portfolio	
Managing Ecosystems for Human Well-Being	Access to global markets for at least three locally produced products that support sustainable livelihoods is created	Lessons learned from existing examples of projects linking community-based products and services and global market players are collected and analyzed	
	At least four companies incorporate sustainable ecosystem management into their social investment policies and practices	Existing IUCN business partners are assessed for their potential to integrate biodiversity into their Corporate Social Responsibility (CSR) activities	
Greening the World Economy	Finance sector companies address biodiversity conservation risks and opportunities in their portfolio	Options (areas of work and partners) are identified and prioritized	
		The foundations for the development of the ecosystem-specific guidelines are laid	
		The guide Biodiversity: My hotel in action is disseminated	
	Two or more hotel chains include biodiversity conservation standards in their siting decisions and operations	One international/regional hotel association has developed a conservation programme for its members	
		At least two tour operators include, in their offers, community-run tourism services that have conservation benefits	The foundations for the development of a partnership with two operators are established
	At least five companies or associations in large-footprint sectors are effectively managing the impacts from their operations on ecosystems and communities	Tourism is better integrated into the World Heritage Convention	
		A relationship agreement with Rio Tinto is finalized and launched	
		An advocacy plan is developed to influence cement and building materials associations	
		IUCN components and members are involved in the implementation of the IUCN-Holcim relationship	
		Nespresso relationship developed	
ICMM-IUCN relationship re-negotiated			
Advanced versions of the Holcim-IUCN Panel recommendations are completed			

Looking ahead

The Business and Biodiversity Programme has another dynamic year ahead. We are looking forward to continuing our work with our current business relationships and specifically to build new ones.

We will finalize and start implementing the strategic framework papers which we started to develop last year. These documents cover key sectors – mining, tourism, agriculture, and small and medium enterprises – and will guide our work in the future. The sectors build on our Private Sector Strategy, approved by Council in 2004, and are key in terms of helping us deliver the IUCN Programme worldwide.

Another area of focus will be capacity building in the regions. Some regions have set up a solid business and biodiversity programme while others are still at the early stages. We would like to share with the regions the experience we have gained, and help strengthen their programmes. Rolling out the Operational Guidelines for Private Sector Engagement on-line tool and companion handbook is an integral part of that capacity building.

2010 is also the year where we will review two of our key relationships: the agreements with Holcim and Shell. These agreements have been in place for a few years now, and it is time to

take stock and see where we are. We will capture the key lessons learned and determine how these will help shape the programme of the remainder of the agreement.

As 2010 is the International Year of Biodiversity, we will be involved in helping to shape the position of the CBD in terms of business perspective, including the post-2010 targets for biodiversity. An important event will be the “International Business and Ecosystems day” at Nagoya as part of CBD COP 10. BBP will organize this event together with WBCSD and the Japanese business organization Nippon Keidanren.



Published by IUCN, Gland, Switzerland

Contributing authors:

Juan Marco Alvarez, Andrea Athanas, Maria Ana Borges, Giulia Carbone, Dennis Hosack, Saskia de Koning, Nadine McCormick, Virpi Stucki

ISBN: 978-2-8317-1243-7

Editing: Tiina Rajamets

Design: L'IV Com Sàrl

Printing: ABP Project

Coordination: Saskia de Koning, Maria Ana Borges

Photographs: Cover: _ella_/Dreamstime.com; p 1 Tropic Photo; p 1 IUCN; p 2 Adewale Adeleke/IUCN; p 2 Trondur/Dreamstime.com; p 3 Mark McLaughlin; p 4 Imagestalk/ Dreamstime.com; p 5 Dinesh Valke; p 5 Saskia de Koning/IUCN; p 6 C. Wilhelmsson; p 7 IUCN; p 8 G. Bos/Holcim; p 9 C. Keating/ Dreamstime.com; p 10 Amyemilia/ Dreamstime.com; p 11 IUCN; p 12 Julian Orozco Badilla/IUCN; p 12 Hroephoto/ Dreamstime.com; p 13 Tim Badman/IUCN; p 14 Fedor-o/Dreamstime.com; p 15 Dslaven/Dreamstime.com; p 15 Accor; p 16&17 pictures: IUCN, graphics: Fiami; p 18 Asanka Abayakoon/IUCN; p 19 Enrique Lahmann/IUCN; p 19 Kristy Faccet; p 20 Gabriel Davila/IUCN; p 21 Revensis/Dreamstime.com; p 23 Alicia Wirz.

This report was printed on Arctic FSC paper made from wood fibre from well-managed forests certified in accordance with the rules of the Forest Stewardship Council (FSC).

© 2010, IUCN, International Union for Conservation of Nature and Natural Resources



INTERNATIONAL UNION FOR CONSERVATION
OF NATURE

WORLD HEADQUARTERS
Rue Mauverney 28
1196 Gland
Switzerland
Tel +41 22 999 0000
Fax +41 22 999 0002
mail@iucn.org
www.iucn.org

