

MEETING REPORT

Business Contribution to Global Sustainability ahead of Rio+20

17 May 2011 - Copenhagen



CARING FOR CLIMATE

Third Meeting of Signatories

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Overview

Caring for Climate's Third Annual Signatories Meeting brought together over 100 senior representatives from business, civil society, Government, the UN and other interests focused on discussing ways to scale-up and intensify business contribution towards the sustainable development objectives of UN Conference on Sustainable Development (Rio+20).

This year's meeting provided a platform for substantive discussions to advance the initiative's work streams – the Low Carbon Leaders Project, and climate and development – and to showcase companies' commitment to the climate and sustainability agenda across relevant initiatives.

Roundtable sessions delivered consensus that greater collaboration among business and industry is vital to identify and scale up not just incremental, but transformative solutions for global sustainability.

Opportunities for clustered collaborations were presented in the areas of food, water, energy and health, and climate adaptation was recognized as a new area of development to be incorporated into the core corporate climate strategy. Joint sessions on Caring for Climate and the CEO Water Mandate provided opportunities to exchange views on the climate-water nexus, and Caring for Climate and Global Compact LEAD companies addressed energy poverty, renewable energy and technology services that support access to affordable and modern energy services through a new avenue of collaboration on business' role in providing access to sustainable energy. The session also served as a preliminary consultation ahead of the *International Year of Sustainable Energy for All* in 2012 and helped inform the UN Private Sector Forum 2011 on Sustainable Energy for All.

Conclusions derived by meeting participants include the following:

- Although challenging for many companies, core business strategies must be altered to adapt to the impacts of climate change through a sustainable approach.
- Businesses must go beyond showcasing their efforts to put forth climate objectives for the business community.
- Integrating water and climate issues into strategic business planning and operational activities is increasingly important to address climate mitigation and adaptation priorities – especially ahead of Rio+20. Moving forward, Caring for Climate and CEO Water Mandate signatories will offer new collaborative opportunities focused on disclosure and public policy engagements.
- Caring for Climate companies recognize that energy is a priority issue ahead of Rio+20 and will work with other businesses to expand modern energy services and mobilize larger business contribution to providing universal access to sustainable energy.

Programme

Welcome and Opening Remarks

Meeting facilitator Mr. Rob Greenwood, Principal, Ross & Associates provided an overview of the meeting agenda and introduced the panellists for the opening session. Mr. Greenwood emphasized that he is a neutral third-party who has no stake in the outcome of discussions and whose main role is to ensure that the meeting remains on topic and is balanced.

Georg Kell, Executive Director, UN Global Compact, commenced the third meeting of Caring for Climate signatories and provided a status update on the initiative, its goals and future plans ahead of Rio+20. Mr. Kell reiterated that despite a lack of sufficient political commitment during and after COP15, Caring for Climate, in partnership with UNEP has continued to make large-scale progress in advancing climate change solutions and providing trailblazing initiatives such as the Low Carbon Leaders Project. He explained the need for greater collaboration among business and key stakeholders to scale up promising bottom-up solutions and technologies, particularly related to energy (access and efficiency), water and food in advance of the Rio+20. Mr. Kell emphasized that the Global Compact stands ready to provide a solutions space for business and a platform to inspire new partnerships and initiatives at Rio+20.

Kaveh Zahedi, Climate Change Coordinator, UNEP, welcomed participants and acknowledged the leadership and progress of Caring for Climate signatories on addressing global climate change issues. Mr. Zahedi outlined the priority areas of UNEP – promoting low carbon growth, helping countries and businesses to build climate resilience, REDD (deforestation), and climate science and outreach – in the context of achieving a green economy. He underscored the critical role signatories can play in these priority topics and urged them to make further substantive contributions in transitioning to a green economy. He also highlighted that investing two percent of global GDP into ten key sectors (e.g. energy, agriculture, buildings, transport, fisheries, forestry, etc.) can kick-start a transition towards a low carbon, resource efficient green economy while reducing poverty. Mr. Zahedi also noted that in order to move towards a green economy critical areas where major improvements can be made especially ahead of Rio+20 include the role of finance, consumer demand and metrics to measure progress.

Lise Kingo, Executive Vice President & Chief of Staff, Novo Nordisk and Member of the Caring for Climate Steering Committee, spoke on behalf of the Caring for Climate Steering Committee and provided background on the role of the Committee, its goals and commitments. Ms. Kingo also shared Novo Nordisk's work on climate change and business strategies and activities that support the Rio+20 agenda. For Novo Nordisk, climate change is an integral part of business and the company has set ambitious targets to support global sustainability goals including the Millennium Development Goals (MDGs). Moreover, she emphasized that business investment towards sustainable development can create enhanced value and that green growth is profitable. For example, Novo Nordisk has invested USD \$20 million in sustainable development and has earned back USD \$25 million. She reiterated that Rio+20 is a golden opportunity to showcase business engagement in advancing the sustainability agenda as well as an opportunity to document and share business solutions and activities.

Rio+20: Objectives and engagement opportunities for signatories

The special session on Rio+20 provided an opportunity for participants to interact with Mr. Brice Lalonde, Executive Coordinator of Rio+20 as well as companies that are actively working to advance the Rio+20 agenda and move towards a green economy. During this session, panellists and participants focused on addressing the following questions: (a) How can the business contribution to green economy and global sustainability be scaled-up and intensified? (b) What incentives are needed to help accelerate the transformation towards green and sustainable economies? (c) How can business engage in the Rio+20 Process at the local, regional and international level?

Brice Lalonde, Executive Coordinator, UN Conference on Sustainable Development (Rio+20), engaged in discussion with participants and panellists on how companies can support efforts leading up to Rio+20 and collective actions that could be taken in order to achieve a green economy. Mr. Lalonde stressed the critical role that the private sector can play in making substantive contributions to the sustainability agenda. An emphasis on certain issues and sectors was also brought forth, for example energy (including access to energy, energy efficiency and renewables), sustainable cities, and oceans and fisheries. He reiterated that specific targets across the various green economy sectors – in addition to metrics and reporting – are crucial to creating a solid roadmap for a transition to a green economy. Having a menu of green solutions for governments at Rio+20 was also encouraged to determine winning strategies on global sustainability. Mr. Lalonde appealed to signatories to urge local and national governments to support solutions and ongoing efforts by business and to strengthen specific goals and commitments through coalition building in advance of Rio+20.

Sören Buttkeireit, Head of Corporate Sustainability External Office, Siemens, presented the company's environmental portfolio and how its solutions and products play a major role in protecting the climate in addition to contributing to creating a green economy. Mr. Buttkeireit underscored the immense growth opportunities for business through investing in green innovation including products and services in green technologies and renewable energy. Some business models include unlocking financing (e.g. energy performance contracting), building new revenue models (e.g. e-cars), and reaching new markets (e.g. base of the pyramid). Mr. Buttkeireit also emphasized the need for businesses and governments to implement long term solutions.

Presentation Highlights:

- In fiscal 2010, Siemens' environmental portfolio with products and services in renewable energy, environmental technology and energy efficiency generated revenue of €28 billion (36% of total revenue).
- In addition, products and solutions have also helped the company's customers reduce their CO2 emissions by 267 million tons in 2010 (which is a multiple of the amount of CO2 that Siemens itself produced with its own business activities).
- Clarity on policies and government intervention can facilitate large-scale implementation of green solutions and eliminate risks for the financial sector. For example pricing externalities (e.g. CO2 markets), enabling pioneering large-scale implementation (e.g. smart grids) and supporting basic research and development (e.g. third generation biofuels) are examples of where key improvements can be made.

Naty Barak, Head of Sustainable Development, Netafim shared how the company is contributing to the core issues of Rio+20 including climate, energy, water and food challenges through its drip irrigation technologies and solutions. Mr. Barak explained that impacts of climate change are felt in all of the company's operations and it continues to develop smart drip and micro-irrigation solutions focused on changing the way water is used for irrigation at a global level.

Presentation Highlights:

- Through innovative drip and micro-irrigation products, Netafim encourages sustainable productivity to its consumers to use land, water and energy in more efficient and responsible ways.
- The company's Advanced Drip Irrigation methods increase yield and enhance sustainable productivity per soil and water unit; enables irrigation of areas that suffer from water shortage; and prevents soil erosion and thus preserves soil fertility.
- Netafim, in partnership with the local Chinese government authorities, works to reduce poverty and improve the lives of 6,000 local farmers in Zhongwei City, China. The company uses the Turnkey irrigation system and helps increase the income of these farmers from sustainable agricultural practices. Other positive impacts include reduction of the amount of water pumped from the Yellow River as well as stopping of desertification, which is a serious challenge for China.

Jorge Soto, Director of Sustainable Development, Braskem shared the company's targets and activities focused on making positive contributions to global sustainable development goals ahead of Rio+20. With its Vision 2020, Braskem strives to be the world leader in sustainable chemistry with more sustainable processes, solutions and product portfolio. The company tackles sustainable development challenges by conducting and developing its business strategies, management and operations by satisfying the needs of all stakeholders aligned with global sustainable development principles.

Presentation Highlights:

- In efforts to make a positive contribution to the global sustainable development agenda, Braskem focused on understanding the root problems and its relevance to be a part of the solution.
- Braskem focuses on incremental improvements and on revolutionary improvements that achieve sustainable profits; voluntary commitments and improving the company's credibility; broad commitments centered on the potential of its value chain; and transparency.
- Redefining business strategies in alignment with sustainable development priorities are crucial and some risks have to be taken to seize new opportunities.
- Governments should incentivize early movers and continuous dialogue between business and government is crucial.
- Business associations and councils can help support and better facilitate business contribution to sustainability.

Roundtable Thematic Discussions

During the roundtable sessions on **Climate and Development** and **Low Carbon Leaders – Beyond Carbon**, signatories acknowledged that greater collaboration among business and industry are vital to identifying and scaling-up not just incremental, but transformative solutions in advancing global sustainability. Furthermore, participants welcomed opportunities for clustered collaborations as presented by the Low Carbon Leaders Project particularly in the areas of food, water, energy and health. Signatories also recognized that adapting to the impacts of climate change is a new area of development and acknowledged the significance of integrating adaptation priorities – in addition to climate mitigation efforts – and related risks and opportunities into core corporate climate strategy.

Climate Change and Development

Heather Coleman, Senior Policy Advisor, Climate Change, Oxfam presented the findings from the Caring for Climate report and elaborated on key topics of the report focused on the nexus between private sector investment, community development, and climate resilience. She stressed that sustainable economic growth, or

green economic growth, cannot happen without integrating long-term climate resiliency measures. For example, investments in water and sanitation facilities must incorporate medium-to-long term climate forecasts to take into account resource constraints over time.

Eliot Metzger, Project Manager, Next Practice Collaborative, Climate & Energy Program, World Resources Institute highlighted key findings from the climate and development report focused on private sector strategies for adaptation and on ways to implement measures for practical action. The report findings confirm that integrating adaptation (especially relative to mitigation strategies) into core business strategies and operations are crucial to creating a comprehensive climate strategy. He also reiterated the importance for companies to align business goals and performance indicators to reflect climate-resilient priorities, risks, and opportunities and to build a portfolio of climate-resilient goods and services. Mr. Metzger explained that building resiliency requires effective communication and partnerships and action among internal and external partners.

Key Report Highlights:¹

- The Caring for Climate report highlights that global stability and human security are vital to corporate interests. The challenges communities in developing countries face as a result of climate change are in large part the same challenges that businesses face – community risks are business risks.
- Physical and operational risks to companies’ assets, supply chains, and employees are only some of the risks that businesses face with climate change. Others include: regulatory and legal risks, financing risk, market risks (certain products and services become ineffective or obsolete), political and security risks, and reputational risks (companies not exacerbate climate vulnerability)
- Four main components of a business case for business investment in adaptation:
 - 1) Companies with suppliers or operations in developing countries can better manage liabilities and avoid significant costs and disruptions if they address climate risks today.
 - 2) Adaptation to climate change requires the deployment of a wide range of new products, strategies, and services in vulnerable communities. Companies can innovate in this arena and partner with local businesses to diversify and expand market share while at the same time reducing the impact of climate change.
 - 3) In the context of international dialogues about public funding to support adaptation in vulnerable countries, there may be set-aside financing to catalyze private sector investments – for example, grants for R&D of priority adaptation products and services. And with increased funding for adaptation, governments will look to contract with corporate partners who can deliver the requisite goods and services; companies with expertise in this area will have a competitive edge.
 - 4) Proactive adaptation may provide reputational benefits among companies’ key external stakeholders, similar to the benefits currently associated with efforts to reduce greenhouse gas emissions. Going forward, companies will want to publicize how their adaptation efforts benefit their customers and profitability, as well as the global community.
- Two sets of activities companies can pursue to adapt to climate change:
 - 1) Building resilience within company operations and throughout the value chain: involves comprehensive risk assessment, identifying and implementing measures that increase long-term resiliency – essentially, “protecting value”
 - 2) Developing and deploying new products and services that are relevant to the adaptation needs of vulnerable communities: this involves conducting new forms of market analysis, and then “creating value” by helping people adapt. This is an area of potential job growth and one that should be encouraged by governments.
- The nexus where business incentives align with vulnerable communities’ adaptation needs bears exciting potential to advance sustainable development and economic growth. But investment at this nexus is not going to happen solely from business’ own initiative. Governments will need to promote policies that

¹ For a summary of additional key highlights from the report, please see Appendix B.

provide mutual benefits for communities and companies.

- Investing in climate resilience must be at the heart of a green growth strategy focused on sustainable economic development and governments have an opportunity to establish new initiatives that reflect adaptation needs next year in Rio.
- In the report, there are several policy options that can help companies avert climate risks and optimize growth and investment opportunities.
 - 1) These include policy tool that will stimulate the market for adaptation through financial and risk mitigation incentives that address market failures, such as concessional loans, green bonds and tax credits.
 - 2) Policies and programs that will provide businesses and communities with the information needed to build climate resilience in identified regions and sectors, including climate information systems that provide data at the regional and sub-regional levels and that fill information gaps that currently exist, even within the largest companies.
 - 3) New financing streams that fund national adaptation strategies that build community resilience and incentivize private sector investment.

Bryan Jacob, Director of Energy Management & Climate Protection, The Coca-Cola Company shared insights on how the company incorporates climate change impacts (focused on addressing water scarcity) into its strategic planning and the connections that can be drawn between climate and development. Mr. Jacob explained that development is both cause of climate change, and development may also be limited by climate change. He emphasized that integrated challenges require integrated solutions, and climate adaptation will require unprecedented levels of cooperation and collaboration.

Presentation Highlights:

- Business associations and councils can help support and better facilitate business contribution to sustainability.
- Strongest correlation between Coca-Cola and climate change is water shortage. Key trends and risks are as follows: 2/3 of world population in severe water stress; 1/3 of world land area in severe water stress; changes in precipitation patterns; increasing droughts and floods; significant increase in competition for freshwater; more aggressive allocation, increased prices, conflict potential; and variable adaptation by public sector. These trends suggest the important role businesses play in the communities in which they operate.
- Water infrastructure needs require USD \$1 trillion between now and 2025.
- Community risks are business risks and that the private sector will need to step up to provide investment in developing countries. Likewise, governments need to provide safe and efficient investment climates.
- Coca-Cola addresses several climate risks with its Replenish Africa Initiative (RAIN), including: water scarcity and deterioration of water quality as well as changes in weather patterns and extreme weather conditions.
- RAIN is a six-year, \$30 million commitment to provide access to safe drinking water to communities throughout Africa. The Initiative also seeks to empower 5 million women entrepreneurs throughout Coca-Cola's global business system by 2020, capitalizing on its operations in 200 countries as well as its business model, which relies on millions of small-scale distributors and retailers.

Discussion Highlights & Report Backs:

Discussions suggested a keen interest from participants on learning more about climate adaptation and how it can be integrated into creating a comprehensive climate strategy. The main points made from the report back from Mr. K.M. Rezaul Hasanat, Chairman and CEO, Viyellatex Group and participants included:

- Climate change issues are in many cases adopted not by choice but by default. Many companies are not integrating climate change issues comprehensively. It is crucial to transform core business activities and to align with sustainable development goals.
- Economic forecasts are currently not compatible with adaptation. Compliance and commitment towards the local community are important drivers.
- Climate adaptation as well as mitigation can be improved through robust supply chain management systems. Suppliers need simpler ways of communicating and contributing to mitigation and adaptation activities.
- Quantifying and measuring adaptation activities and integrating them into business strategies are cumbersome. Common metrics and methodologies, which can be compared to other companies in the industry, are vital to improving adaptation efforts. Third parties need to be able to monitor and compare adaptation and mitigation activities. Likewise it's difficult to develop scenarios with specific industry data.
- Governments need to play a more active role in planning and communicating what they will do in terms of adaptation activities focused on long-term solutions. This could stimulate the private sector in developing common solutions.
- It is vital to partner with competitors and in clusters to address the climate challenges and to provoke government to provide the right environment for such actions.
- Right legislative environment is needed to create an incentive for all sectors to engage in sustainability for a local community. Solutions should be found in cluster approaches.
- For many companies, it is difficult to manage across all priority issue areas (water, energy, food, etc.) comprehensively. A company expressed that while their water management efforts contribute to an immense increase in water efficiency, it in turn increases their energy usage.
- Community risks are business risks. Business must go beyond showcasing to also take responsibility for putting forward objectives for the business community.

Low Carbon Leaders – Beyond Carbon

Dennis Pamlin, Director, Low Carbon Leaders Project presented the second phase of the Low Carbon Leaders Project (LCLP) – Beyond Carbon – focused on highlighting innovative clusters that deliver solutions toward achieving sustainable development goals in the areas of food and water sustainability; mobility and communication; health; and temperature, light and shelter. Mr. Pamlin underscored the need to fundamentally shift how businesses and policymakers address the sustainability agenda – from incremental changes to transformative changes. He emphasized that small isolated changes do not adequately address the needs of nine billion people nor will this approach deliver carbon-free solutions and poverty reduction as rapidly as necessary. In efforts to shift this systemic issue, LCLP seeks to create a model for cluster collaborations that help address climate change and poverty simultaneously by providing services in innovative ways. It also seeks to identify and encourage policy frameworks/initiatives that can accelerate uptake of transformative solutions and support transformative cluster collaboration. He emphasized that these solutions can allow countries to leapfrog past high-emitting ways of providing a service and provide GHG reductions of up to 80% or more. As a next step, LCLP seeks to develop the food cluster as a case study and collaborate on other clusters to gather best practice and a solutions database with Caring for Climate companies. The project also seeks to develop the policy recommendations that support a shift from problems to opportunities and from incremental to transformative as well as identify governments and other stakeholders supporting a transformative solution agenda for Rio+20.

John Kornerup Bang, Climate & Environment, A.P. Moller - Maersk Group shared the company's work with the Low Carbon Leaders Project (LCLP) and the companies' strategies and activities that support low-carbon innovation. Mr. Bang explained that shipping is the most energy efficient means of transportation and innovation in sustainable shipping is critical to contributing to a low-carbon economy. For example, switching from air freight to sea freight can reduce CO2 emissions as much as switching from coal-based power plants to solar energy. Maersk promotes a modal shift to containerization for goods through its controlled atmosphere containers and other innovative methods of shipment. The company also improves fuel efficiency of its ships by innovating technical and operational solutions such as improved hull designs and through its slow steaming initiative. With regards to the LCLP, he explained that the first phase demonstrated the need for a common methodology to calculating emissions and reporting progress. In alignment with the second phase of the LCLP, Maersk seeks to play an important role in reducing poverty and providing sustainable solutions with regards to infrastructure in developing countries. Mr. Bang reiterated that although it is challenging, business must collaborate with other companies in various sectors to create positive impact in addressing the needs of the society as well as reduce poverty.

Discussion Highlights & Report Backs:

Discussions confirmed interests from participants on collaborating with partners from various sectors on highlighting innovative clusters that deliver solutions toward achieving sustainable development goals. The main points made from the report back from Elaine Weidman, Vice President, Sustainability and Corporate Responsibility, Ericsson and participants included:

- Companies must shift the focus on how they can provide sustainability solutions. LCLP uses cluster collaborations to provide transformative – not just incremental – solutions and services to tackle climate change and development priorities.
- Transformative solutions need major investments and major incentives. Support and engagement of higher management on delivering solutions in collaboration with other industries are vital.
- The solutions are there, but in what ways can you convince the public and different stakeholders are important challenges to tackle.
- There is no dialogue at the global level on how the solutions and technologies can be deployed. Policymakers need to know what has worked and how to proceed in scaling solutions that truly address the needs of the society.
- Many companies face challenges in combining efforts with other companies and industries that bring forth high impact. A cohesive model for cluster collaborations and policy frameworks are necessary to accelerate the uptake of existing solutions already available.
- There is no dialogue at the global level on how the solutions and technologies can be deployed. Caring for Climate signatories can work together to collectively set concrete emissions reduction goals and collaborate on ways to effectively communicate on the progress of the positive impacts.

Special Presentation WindMade™ Initiative

Peter Brun, Senior Vice President, Vestas, introduced the WindMade™ Initiative and highlighted potential and innovation of wind power. Mr. Brun also presented the positive impacts that can be generated in contributing to overcome the challenges arising from the water/energy/climate nexus.

Presentation Highlights:

- Wind energy's contribution to mitigate climate change is uncontested – despite of economic slow-down more and more markets take advantage of wind power.

- WindMade™ is an initiative leading to the first global consumer label identifying products and companies made with wind energy.
- Leading corporations are beginning to take action on renewable energy – creating tangible impact through direct investments and long-term commitments to electricity procurement. However, there are no global standards to communicate a corporation’s dedication to sustainable energy in a way that is simple and intuitive enough to guide consumer preferences and behavior.
- WindMade™ label can provide qualifying companies the ability to effectively communicate to consumers a commitment to wind energy that differentiates their brand, and signals a strong commitment to renewable energy.
- Wind energy does not consume water nor does it emit greenhouse gases. Wind is economically the most competitive low water / low carbon technology and is also abundant in many areas where water is or is expected to become scarce.
- Wind can contribute to overcome the challenges arising from the water/energy/climate nexus. Wind is abundant in many areas where water is or is expected to become scarce. Wind is available in most areas with current and/or projected water stress and thus is an attractive option to overcome water/energy/climate challenges.

Joint Session of Caring for Climate and CEO Water Mandate

Following an overview of the CEO Water Mandate initiative, panellists presented and discussed ways in which their companies incorporate both climate change and water policies into business strategies, operations and throughout the value chains. The session also provided a platform for signatories to exchange views on the climate-water nexus and to reflect on the synergies between the two initiatives. Panellists underscored the importance of understanding the local context of their operations due to the varying socio-economic, political and ecological contexts in which climate change affects water. Companies also indicated the need for methodologies for frameworks that help better integrate water and climate considerations during the accounting phase. Participants also underscored the need to better understand the energy/food/water nexus in the context of projected climate change. Moving forward, both initiatives agreed to explore ways to develop concrete ways in which businesses can integrate water and climate issues into strategic planning and operational activities as well participate in cross-sectoral partnerships to help urge governments to address shared risks.

Gavin Power, Deputy Director, UN Global Compact Office and Jason Morrison, Technical Director, CEO Water Mandate presented on the origins, missions and key activities of the CEO Water Mandate. Mr. Power indicated that the nexus between water/climate/energy is poorly understood and that the companies are addressing water and climate risks in silos rather than developing a comprehensive adaptation plan that addresses these linkages.

Dominique Heron, Special Advisor to the Senior Executive Vice President, Veolia Environment presented on how Veolia incorporates both climate change and water challenges into their strategies and operations. Mr. Heron also shared how the company utilizes several levers of innovation to address the water/climate/energy nexus.

Presentation Highlights:

- Energy production often requires water consumption, whether as a coolant, an entrant, or a primary source. Water production, distribution and use require energy consumption, which contributes to the increase in GHG emissions and global warming.
- Veolia recognizes the importance of addressing the linkages among water/climate/energy nexus and have instituted a longer term approach that is integrated into core business strategies. The company

exploits several levers of innovation, which are water conservation, reuse and recycling and energy efficiency, renewables and energy recovery.

- The growing demand of water and energy, the limitation of resources, and the impacts of climate change are spurring the development of new resource management strategies. These strategies must take into account resource protection (water and energy) and impact of activities on climate change and well being of communities.
- Joint policies for management of water and energy are vital to successful adaptation strategies.
- Vast amounts of water are used for cooling purposes for energy production on thermal power stations. Veolia works with district council of Nice, France on innovative use of micro-hydro electric turbines to generate 1.9 MWh power productions and provides water supply based on solar powered water pumping for supply to 9 villages in Mali.
- Energy consumption for waste water treatment is increasing worldwide, especially due to tightening of regulation on water quality. On the other hand, waste water treatment shows strong opportunities for energy conservation and energy recovery. With regards to energy conservation and recovery, Veolia recycles oily water to produce bio-fuel, treats sludge using methanization to produce biogas in Central and Western Europe.

Martin Ginster, Water and Environmental Consultant, Safety, Health & Environment Centre, Sasol presented on how the company addresses and integrates water-climate linkages into business planning and operational activities as well as measures for addressing related risks that arise as a result of climate change impacts.

Presentation Highlights:

- Water is a local issue. Water is an important input to generate different forms of energy, and energy in turn is also required to maintain the purity of water and to transport it to different distant area. Water planners are concerned about the reliability of supply while the energy planners are concerned about the sustained growth in backdrop of the limited resources.
- Sasol recognizes the fundamental differences on measuring water and carbon footprints – the company sees clear linkages but also considers them separately.
- Water security is a key consideration when integrating water and climate issues into Sasol's business planning and operational activities. Adaptation and mitigation of water and climate change within a regional context and the time frames are key areas of importance.
- Energy decisions are generally more cost sensitive compared to water supply – this is particularly the case for existing operations where water supply is currently not limited by infrastructure constraints. When considering new developments the non availability of water supply infrastructure can limit growth opportunities.
- Sasol discloses and communicates on water and carbon performance and associated risks. However, it is important to recognize disclosure is only the beginning of the long process to transparently address such complex linkages which have a far greater affect than just on a company's own operations.

Maria Stareborn, Communications Director at Unilever Nordic, Unilever discussed the company's experiences and activities that address both climate and water challenges. Ms. Stareborn emphasized that a company should go beyond reducing its own impacts and take proactive steps across the entire value chain to grow businesses responsibly.

Presentation Highlights:

- In 2009-2010, Unilever carried out a detailed lifecycle analysis of over 1,600 products across 14 countries covering 70% of its sales. The biggest part of Unilever's GHG footprint comes from the consumer usage of its products. The company's biggest challenge is to change consumer behaviour.

- A key debate will also be whether quality of life in developing nations can be increased without following the water demand habits of Western nations. Importantly, and differently to the greenhouse gas debate, developed nations cannot take direct physical action to increase available water. However, they can lend expertise on how to manage the available water through behaviour change.
- Comfort One Rinse, is one example of a fabric conditioner that enables people to rinse clothes in one bucket of water instead of three, saving up to 30 litres a wash. For example, if all our laundry brand users in Asia and Africa used Comfort One, 500 billion litres of water a year would be conserved.
- Unilever has fifty targets, each quantified and time-bound ranging from sustainable sourcing of 7.5 million tonnes of agricultural raw materials a year to the use of renewable energy in its factories.
- Unilever is taking proactive steps to address various challenges including increased pressure on resource depletion, rapid population growth, changing weather patterns and decrease in agricultural productivity.

Business role in providing access to *Sustainable Energy for All*

Moderated by **Robert Freling, Executive Director, Board Member, Solar Electric Light Fund**, Caring for Climate and Global Compact LEAD companies addressed the topic of access to energy, energy efficiency, renewables and technology services that support access to affordable and modern energy services to the 1.4 billion people currently without reliable access. The session also served as a preliminary consultation on steps that could be taken by the private sector to address energy poverty ahead of the UN Private Sector Forum on *Sustainable Energy for All* to be held on 20 September 2011 and more broadly for the International Year of *Sustainable Energy for All* in 2012.

Renato De Filippo, Climate Change Manager, ENI presented on the company's strategy on mitigating climate change impacts and major challenges the oil and gas sector could face in the coming years. Mr. De Filippo also outlined ENI's commitment to strengthen and share best practices by leading a Collective Action against Energy Poverty as part of the working group on *Sustainable Energy for All* with the UN Global Compact Lead Programme. He elaborated on how the oil and gas sector can work collaboratively to advance technical innovation, address energy poverty and also guarantee environmental protection.

Presentation Highlights:

- ENI operates in countries with socioeconomic challenges, it has aligned its strategy to contribute to local sustainable development, for example by introducing gas "flaring down" initiatives alongside governments and other partners, working to overcome market barriers, and building new public-private partnerships that maximize ethics and engage civil society.
- Utilizing associated gas to generate electricity or supply households and industries, the oil & gas industry can mitigate climate change and also recover valuable energy sources. These projects can also help countries by increasing their national power generation capacity and will provide the international markets with more natural gas and LNG (Liquefied Natural Gas).
- ENI joined forces with the World Bank's GGFR (Global Gas Flaring Reduction) Partnership, aimed at promoting flaring down programmes in oil producing countries. In addition, the company is implementing plans to reduce emissions related to gas flaring and valorize the associated gas.
- ENI's primary short to mid-term initiatives increase of energy efficiency in its operations and the progressive elimination of associated gas flarings. In many cases, flaring down initiatives have a great impact on the development of the host countries (increasing the local electricity or natural gas supply). Longer term initiatives include investments in renewables R&D programmes and carbon capture and storage activities.

Weijun Xie, Executive Director, China Minmetals Corporation shared the company's strategies and activities focused on energy efficiency measures and technologies. Mr. Xie stressed the importance of improving organizational management systems to create robust energy efficiency and conservation measures as crucial elements in achieving universal access to energy.

Presentation Highlights:

- Increasing energy efficiency is vital to tackle the international, domestic and industrial pressures. Examples of these challenges include: global energy demand and supply contradiction, global climate change, green barriers in international trade, discrepancy between energy supply and demand versus rapid economic development; predominance of thermal power supply and pressures on emissions reductions.
- With low concentration ratio and various technological levels among mining and metallurgy industry, total energy efficiency is relatively low.
- The company focuses on advancing energy conservation efforts, and establishes regulations such as Stipulations on Energy Conservation. Management efforts are centered on:
 - Improving organization management system by strengthening contact and cooperation with the administration authorities of energy saving and emission reduction at all levels as well as intensify the enforcement of measures for energy saving and emission reduction.
 - Strengthening the statistical and monitoring system by issuing the Information Statistics Manual for Energy Saving & Emission Reduction to standardize the statistical index system of energy saving and emissions reduction and provide training to standardize the submission of statistics these measures.
 - Improve appraisal, reward and punishment system including signing the Contract of Responsibility of China Minmetals Corporation for Energy Saving and Emission Reduction with Heads of secondary enterprises.

Juan Ramon Silva Ferrada, Area General Manager Sustainability, Acciona presented the company's strategies on providing sustainable energy services with an in-depth case study of its "Luz en Casa" rural electrification work in Cajamarca, Peru, a programme of implementation of domestic solar PV systems based on a self-financing model. About 70 percent of households in Cajamarca have no electricity supply. Acciona works to benefit 3,500 underprivileged families (around 15,000 people) with these Solar Home Systems.

Presentation Highlights:

- Peru's National Master Plan for Rural Electrification with Renewable Energies identifies the need for electrification using renewables in the case of 361,847 homes regionally (roughly 90,000 of which are located in Cajamarca).
- Developed by ACCIONA Microenergía Foundation in collaboration with Peru Microenergía, "Luz en Casa" aims at providing access to basic electric services of lighting and communication by installing Domestic Photovoltaic Systems (DPS) comprising a solar panel, three lamps and a sealed battery. This system powers low-consumption electrical appliances in each home, using a model of payment for sustainable and low-cost service.
- The company provides the user with the service and receives in turn a fixed payment - currently set at 15 soles (approximately € 3.77), with the commitment to lower it (expected to be at € 2.5) when the payment enters the Social Electricity Compensation Fund. The payment received will then be reinvested in the maintenance, repair and replacement of components, guaranteeing the systems' sustainability over time.
- Some non-conventional rural electrification development requirements are:
 - Rural electrification should be figured in as priority in the national and local political agenda.

- Electrical planning should consider mini-grids and isolated systems e.g. solar photovoltaic home systems and micro wind-turbines).
- Specific regulation and subsidies should be developed.
- New models of management and exploitation are necessary.

Closing Remarks

Lila Karbassi, General Manager, Environment Leader, UN Global Compact, provided concluding remarks highlighting the key outcomes from each of the sessions and commended the leadership and progress Caring for Climate signatories have made. Ms. Karbassi outlined the key outcomes of the meeting:

- Business is ready to support implementation and uptake of the priority workstreams of Caring for Climate – low carbon leaders and climate and development – with the objectives of advancing the climate agenda and meeting the objectives of Rio+20 particularly in the areas of energy, food and water.
- Caring for Climate and CEO Water Mandate signatories aim to address the climate-water nexus by participating in more collaborative opportunities focused on disclosure and public policy engagements.
- Caring for Climate companies recognize that energy is a priority issue ahead of Rio+20 and seek to work with Global Compact LEAD companies as well as others to expand modern energy services and mobilize a larger business contribution to providing universal access to sustainable energy.

Although reaching full scale will be challenging, providing practical and innovative solutions to global challenges ahead of Rio+20 and beyond will be immensely important to achieve global sustainable development goals. Rio+20 will be an opportunity to fully integrate sustainability as a long-term business strategy for growth.

Kaveh Zahedi, Climate Change Coordinator, UNEP thanked the speakers and for the commitment of Caring for Climate companies to make a substantive contribution to a transition to the Green Economy. He stressed that a real wave of change needs to be demonstrated to convince the rest of the private sector. Mr. Zahedi urged companies to better communicate and showcase their achievements to inspire others and to use the work of Caring for Climate to bring onboard others in the lead up to key upcoming events including COP17 and Rio+20.

Habiba Al Marashi Chair, Emirates Environmental Group and Board Member of the UN Global Compact, made concluding remarks and shared her views on the work of the Caring for Climate initiative to date. Referring to the session on climate and development, she stressed that community risks are business risks and vice versa. While climate change poses risks, it also provides opportunities for businesses of all sizes, sectors and regions. She reiterated that businesses have the innovative potential to create strategic solutions to the global climate agenda as well as issues related to energy, water and food security. She explained that the challenges remain in identifying the areas where cuts can be made and turning plans into action. Ms. Al Marashi stressed that the outcomes of the meeting should be fully utilized, and businesses around the world should work collectively to “champion” rapid and effective climate action.

Appendix A: Caring for Climate Third Annual Meeting of Signatories List of Participants

Company	First Name	Last Name	Position	Type	Country
A.P. Moller - Maersk	John	Kornerup Bang	Lead Group Advisor	Business	Denmark
ACCIONA	Juan Ramon	Silva Ferrada	Area General Manager, Sustainability	Business	Spain
Aktiebolaget SKF	Robert	Jenkinson	Director, Corporate Sustainability	Business	Sweden
Alcatel-Lucent	Katrina	Destree Cochran	Director, CSR Initiatives	Business	Belgium
APP	Rui	Zheng	Head of Business Enhancement Team, Senior Director Corporate Investment Management	Business	Indonesia
ArcelorMittal	Ana	Escobedo	International Affairs Manager	Business	UK
Braskem SA	Marcelo	Lyra do Amaral	International Affairs Manager	Business	Brazil
Braskem SA	Jorge	Soto Delgado	Director of Sustainable Development	Business	Brazil
CEMEX	Alexander	Roeder	Manager Sustainability Model	Business	Mexico
China Minmetals Corporation	Weijun	Xie	Executive Director	Business	China
China National Offshore Oil Corporation (CNOOC)	Zhang	Shaohua	CEO, Penta Shipping Group, COSCO Group of Companies	Business	China
China NTG Gas Group	Jonathan	Chan	Vice Chairman	Business	China
CSRHELLAS	Dimitris	Papadopoulos	Director	GC Local Network	Greece
Danfoss A/S	Flemming	Nielsen	Corporate Environmental Manager	Business	Denmark
Deutsche Telekom	Julija	Dietrich	Senior Expert	Business	Germany
DNV	Nili	Safavi	Senior CR & Sustainability Representative	Business	Norway
Dong Energy	Kristian	Heydenreich	Manager, Corporate Responsibility	Business	Denmark
Duke University	Karina	Lassner	Master Student, Nicholas School of the Environment	Academia	USA
Duke University	Kevin	Fritze	PhD. Student, Nicholas School of the Environment	Academia	USA
EDF	Claude	Nahon	Senior Vice President, Sustainable Development	Business	France
EDF	Pierre	Mazeau	CSR Manager	Business	France
Emirates Environmental Group	Habiba	Al Marashi	Chair and Board Member of UN Global Compact	Civil Society	UAE
Endesa, S.A.	Luis	Torres	Climate Change Manager	Business	Spain
Endesa, S.A.	David	Corregidor	Deputy Director of Environment and Climate Change	Business	Spain
Endesa, S.A.	Angel	Fraile	Sustainable Development Manager	Business	Spain
ENI	Lucia	Bartocci	Advisor - International Relations	Business	Italy
ENI	Renato	De Filippo	Manager, Climate Change	Business	Italy

ENI	Sabina	Ratti	Head of Sustainability	Business	Italy
Ericsson	Elaine	Weidman	Vice President, Sustainability & Corporate Responsibility	Business	Sweden
Essilor International	Claude	Darnault	Chief Sustainability Officer	Business	France
Ethos Institute	Oded	Grajew	Founder	Civil Society	Brazil
GC Network Ukraine	Victoria	Gryb	Local Network Representative	GC Local Network	Ukraine
GC Network France	Konrad	Eckenschwiller	Local Network Representative	GC Local Network	France
GC Network Japan	Takeshi	Miyamoto	Chief Secretariat	GC Local Network	Japan
GC Network Japan	Miho	Hanafusa	Local Network Representative	GC Local Network	Japan
GC Network Japan	Takako	Sakuraz	Local Network Representative	GC Local Network	Japan
GDF SUEZ	Francoise	Guichard	Vice-President, Sustainable Development	Business	France
GDF SUEZ	Philippe	Meunier	Program Manager, Environment	Business	France
GlaxoSmithKline	Richard	Pamenter	Head of Sustainability	Business	UK
H&M Hennes & Mauritz AB	Mikael	Blomme	CSR Group Manager	Business	Sweden
Hindustan Construction Company	Manoj	Chaturvedi	Deputy General Manager, CSR	Business	India
Hindustan Construction Company	Mohit	Bhutani	Engineer-CSR-UN Water Mandate	Business	India
Hitachi, Ltd.	Brian	Larnerd	Director, Corporate Social Responsibility	Business	USA
ISA Industrial Ltd.	Kris	Schneider	Co-Founder and Partner	Business	China
Lafarge	Kareen	Rispaal	Senior Vice President, Sustainable Development & Public Affairs	Business	France
Li & Fung	Pamela	Mar	Project Director	Business	China
Low-Carbon Leaders	Dennis	Pamlin	Director	Business	Sweden
MittMedia Print	Jan	Andersson	Managing Director	Business	Sweden
MittMedia Print	Malin	Lisselerks	Environmental officer	Business	Sweden
Molson Coors Brewing Company	Benjamin	Moline	Manager of Water Resources	Business	USA
Nalco Company	Michael	Bushman	Vice President of Communications and IR	Business	USA
Natura Cosmetics	Keyvan	Macedo	Sustainability Manager	Business	Brazil
Netafim	Naty	Barak	Chief Sustainability Officer	Business	Israel
Nomadeis	Nicolas	Dutreix	Partner	Business	France
Nomadeis	Cédric	Baecher	Partner	Business	France
Novo Nordisk A/S	Lykke	Schmidt	Programme Manager	Business	Denmark
Novo Nordisk A/S	Anne	Gadegaard	Programme Director	Business	Denmark

Novo Nordisk A/S	Lise	Kingo	Executive Vice President Corporate Relations	Business	Denmark
Novozymes	Claus Stig	Pedersen	Head of Sustainability	Business	Denmark
Novozymes	Lars	Hansen	Vice President	Business	Denmark
Oil and Natural Gas Corporation	Jatinder	Peters	Head Coordinator	Business	India
Oxfam	Heather	Coleman	Senior Policy Advisor, Climate Change	Civil Society	USA
Pacific Institute	Jason	Morrison	Director, Economic Globalization and the Environment Program	Civil Society	USA
Principles for Responsible Investments	Marcela	Zonis	Brazil Network Manager	Investor	UK
PwC	Jeff	Senne	Director of Environment and Marketplace	Business	USA
PwC	Helle	Jorgensen	Sustainability and Climate Change Leader	Business	USA
Quinta da Estância Grande	Lucas	Sittoni Goelzer	CEO	Business	Brazil
Quinta da Estância Grande	Alexandre	Zielinsky Arregui	Head of Institutional Relations and Sustainability - Europe	Business	Brazil
Reed Elsevier	Mark	Gough	Global Environmental Manager	Business	UK
Ricoh Europe PLC	Yasunori	Naito	Assistant General Manager, CSR	Business	UK
Ross & Associates	Robert	Greenwood	Principal	Business	USA
Saint-Gobain	Patricia	Andy	Manager of Institutional Relations - Sustainable Development	Business	France
Sasol	Martin	Ginster	Water and Environmental Consultant	Business	South Africa Germany
Siemens AG	Sören	Buttkereit	Head, Corporate Sustainability	Business	
SK Telecom	Jeehye	Park	Manager	Business	South Korea
Solar Electric Light Fund	Bob	Freling	Executive Director	Civil Society	USA
Telecom Italia SpA	Glauco	Degli Abbati	Sustainability Plans & Programs Manager	Business	Italy
Telecom Italia SpA	Giacomo	Befo	Group Sustainability Reporting Manager	Business	Italy
Tetra Pak	Charlotta	Lyon	Director, Environment Communications	Business	Sweden
The Coca-Cola Company	Kelly	Brooks	Director, Stakeholder Relations	Business	USA
The Coca-Cola Company	Bryan	Jacob	Director of Energy Management & Climate Protection	Business	USA
The Coca-Cola Company	Lisa	Manley	Director, Sustainability Communications	Business	USA
TIMA GMBH	Achim	Deja	President	Business	Germany
UN Conference Rio+20	Brice	Lalonde	Executive Coordinator	UN	USA
UN Serbia	Adriana	Lazinica	Director of Communications and Results Reporting	GC Local Network	Serbia
UNDP	Bogachan	Benli	Global Programme Manager	UN	Sweden
UNEP	Kaveh	Zahedi	Climate Change Coordinator	UN	France

UNFCCC	Daniele	Violetti	Chief of Staff	UN	Germany
UNGC	Georg	Kell	Executive Director	UN	USA
UNGC	Gavin	Power	Deputy Director	UN	USA
UNGC	Lila	Karbassi	General Manager, Environment Leader	UN	USA
UNGC	Meng	Liu	China Representative	UN	USA
UNGC	Jayoung	Park	Issue Coordinator, Environment	UN	USA
UNIDO	Marina	Ploutakhina	Energy Policy and Partnerships Coordinator	UN	Austria
Unilever	Maria	Stareborn	Communications Director	Business	UK
Universidad Andres Bello	Steve	Weitzman	Local Network Representative	GC Local Network	Chile
Vale	Renata	Cardoso	Climate Change Coordinator	Business	Brazil
Veolia Environnement	Dominique	Heron	Special Advisor to the Senior Executive Vice President	Business	France
Veolia Environnement	Pierre-Alain	Mahe	Project Manager	Business	France
Vestas	Peter	Brun	Senior Vice President	Business	Denmark
Vestas	Robyn	Beavers	Corporate Environmental Programs Manager	Business	Denmark
Vestas	Jakob	Larsen	Senior Vice President for Sustainability, People & Culture	Business	Denmark
Vestas	Guido	Prick	Corporate Environmental Director	Business	Denmark
Viyellatex Group	K.M. Rezaul	Hasanat	Chairman & CEO	Business	Bangladesh
WaterAid	Daniel	Yeo	Senior Policy Analyst, Water Security and Climate Change	Civil Society	UK
World International Property Organization	Anja	Von Der Ropp	Consultant, Public Health and Life Sciences	Civil Society	Switzerland
World Resources Institute	Eliot	Metzger	Project Manager, Next Practice Collaborative, Climate & Energy Program	Civil Society	USA

Appendix B: Climate and Development Working Group

DISCUSSION PART 1: How Internal Champions Can Advance Practical Climate Change Adaptation Strategies

In the face of climate change, many companies are experiencing rising costs for inputs and raw materials, disruptions in their supply chains, threats to their labor force, and changing customer demand. Companies are just beginning to understand the nature and potential impact of these climate change threats and the implications of community vulnerability for their own business activities. In fact, businesses often face shared challenges with communities where they source or operate. While climate change presents a challenge of enormous breadth and complexity, it can also generate growth opportunities for businesses in new and existing markets as the demand for certain products and services increases.

QUESTIONS:

What are effective strategies for understanding and communicating climate “adaptation” at your company?

Where are the opportunities to advance climate and development priorities?

SUMMARY OF BUSINESS PRIORITIES HIGHLIGHTED IN THE REPORT	
What climate adaptation means for your company:	<p><i>Connect climate “adaptation” and “resiliency” to your company and corporate culture, building on existing mitigation initiatives</i></p> <ul style="list-style-type: none"> ➤ Internal and external resources; cross-functional teams ➤ Comprehensive risk assessments ➤ Innovation and opportunity assessments <p><i>Integrate climate adaptation into core strategic business planning processes</i></p> <ul style="list-style-type: none"> ➤ Operations, environmental management systems ➤ Risk management ➤ supply chain management ➤ Market strategies
Where to minimize risks, find opportunities:	<p><i>Align business objectives with adaptation priorities</i></p> <ul style="list-style-type: none"> ➤ Goals and key performance indicators ➤ “Stress tests” to measure exposure to risks, positioning for new markets <p><i>Build portfolio of climate-resilient goods and services</i></p> <ul style="list-style-type: none"> ➤ Market, community and consumer needs assessments ➤ Product development processes
Who to partner with:	<p><i>Develop strategies to inform stakeholders, build communication channels</i></p> <ul style="list-style-type: none"> ➤ Reports, updates and accessible information ➤ Web-based platforms, mobile networks <p><i>Partner with internal and external decision makers</i></p> <ul style="list-style-type: none"> ➤ <i>Corporate decisions:</i> champions, executives, directors, business units ➤ <i>Industry influence:</i> investors, industry groups, suppliers, customers, ➤ <i>Public engagement:</i> policy makers, communities, civil society

DISCUSSION PART 2: How to Create an Enabling Environment for Private Sector Adaptation

Governments can help companies address climate change risks and help to stimulate investment in products and services that foster sustainable economic growth and community development. The report provides a series of policy options that seek to further engage the business sector in adaptation, inform and guide businesses as they manage climate risk, and stimulate the adaptation marketplace to benefit companies and communities.

In 2012, world leaders will be gathering in Rio de Janeiro for the UN Summit on Sustainable Development (Rio +20). The Rio Summit will seek to secure new and comprehensive commitments to sustainable development. The assessments and recommendations put forth in this report are highly relevant and applicable to the driving themes of the conference: green economic growth, sustainable development, and poverty eradication.

QUESTIONS:

Based on the report findings, what types of initiatives do you think world leaders can take at Rio+20 that will contribute to economic growth and sustainable development in the context of climate change impacts?

How can governments work together on the global stage to stimulate new investments in climate change adaptation that benefit both companies and communities?

SUMMARY OF POLICY OPTIONS HIGHLIGHTED IN THE REPORT

<p>How to educate and engage private sector actors:</p>	<p><i>Provide businesses with information and tools they need to make the best investments in climate change adaptation</i></p> <ul style="list-style-type: none"> ➤ Climate risk information as a public good ➤ Priority information gaps using business-friendly formats ➤ Analytical work on costs and benefits of adaptation and value of ecosystem services ➤ Real-world evidence that adaptation can be a viable commercial investment ➤ Investments to build private sector capacity to engage and act <p><i>Engage business community as stakeholders in planning and implementation</i></p> <ul style="list-style-type: none"> ➤ Strategies for mobilizing private sector strengths and assets ➤ Private sector insights and input on financing ➤ Private sector representation in key UNFCCC forums ➤ Private sector expertise in plans and projects for building climate resiliency ➤ Wide range of business representation, with an emphasis on practical issues
<p>Where public policy can help to address climate risks and build opportunities:</p>	<p><i>Demonstrate policy and finance commitment to adaptation</i></p> <ul style="list-style-type: none"> ➤ Long-term policy commitment ➤ Public funding and planning for adaptation at all levels <p><i>Stimulate the market for adaptation through financial and risk mitigation incentives</i></p> <ul style="list-style-type: none"> ➤ Correction of market failures in building climate resiliency ➤ Appropriate policy tools to fit country contexts and business sector needs ➤ Targeting and selection criteria
<p>What policies can promote best practice and help to align public and private adaptation interests:</p>	<p><i>Use policy and regulatory frameworks to guide corporate practices</i></p> <ul style="list-style-type: none"> ➤ A level playing field and decrease risk and uncertainty ➤ Incentives for business decision making that promotes the public good <p><i>Consider new forms of public-private partnerships (PPPs) to tackle the most complex challenges to sustainable development and climate resiliency</i></p> <ul style="list-style-type: none"> ➤ New definition of PPPs for adaptation ➤ Shared goals, careful structures, mutual benefits ➤ PPPs for a demonstration effect and to build capacity for further success