

Net zero framework for action

June 2021



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Foreword

For Scotland to achieve its net zero ambitions we all need to act now. At Scottish Enterprise we are fully committed to playing our part and that's why we've developed our net zero framework outlining our approach to helping tackle climate change and biodiversity loss. We are putting net zero at the heart of everything we do.

We are passionate about achieving economic growth for Scotland but not growth at any cost. We believe growth needs to be sustainable, responsible and fair. And, of course, helping Scotland reduce its environmental impacts makes good economic sense too. Scotland is well placed to build on its expertise, to innovate, invest in and export our climate-related solutions to growing global markets.

We know that Scottish Enterprise can be a strong catalyst for change. Typically, each year we support many thousands of organisations and projects and through our relationships we will have a much bigger impact on meeting Scotland's climate goals than through our own operations alone. That's why the focus of our net zero framework looks beyond our own organisation.

We believe we have an important role in helping address the solutions as well as the risks, both in Scotland and globally, to address the climate and nature emergencies.

Many forward-thinking businesses are at the forefront of climate action and these are the businesses which will also help us to achieve a prosperous Scottish economy. We will use our support to accelerate Scotland's net zero transition by helping many more businesses commit to and realise their own net zero ambitions. While helping businesses recover from the Covid-19 economic shock remains a priority we also know our economy needs to change. We have to build back better.

This framework aims to galvanise our expertise, influence, networks and funding to help shape and accelerate Scotland's net zero economic transition.



We are building on our strong track record in supporting low carbon innovation, investment and technologies, working with companies, partners and industry bodies. Our aim is to now raise our ambitions to deliver more consistently across all our activities, to influence others through our networks and to prioritise projects and programmes which accelerate Scotland's net zero economic transition. In terms of our own operations we aim to become a net zero organisation by 2040 and will continue to keep this target under review as technologies, work practices and regulations develop.

Delivering our net zero framework for action gives us renewed focus and energy, strengthening the momentum to deliver our short- and longer-term goals for a net zero Scotland.

This is the decade for decisive action and Scottish Enterprise is ready to rise to the challenge.

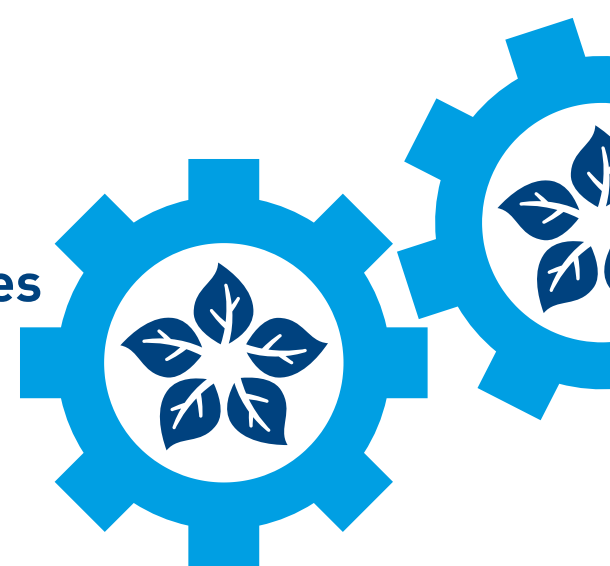
Linda Hanna
Interim CEO

Tackling the challenges – and realising net zero opportunities

Climate change is the defining global challenge of our generation. Limiting the global rise in temperature to below 2 degrees by 2050 and addressing biodiversity loss both demand urgent action.

From a business and economic development perspective, there is a strong case for taking immediate and bold action:

- **Growing market opportunities:** Mark Carney, the UN Special Envoy for Climate Action and Finance, has described climate change as “the greatest commercial opportunity of our time” and the Organisation for Economic Co-operation and Development (OECD) has identified a potential spend on decarbonised infrastructure of \$7 trillion a year up to 2030
- **Business competitiveness:** Adapting to a net zero future not only boosts resource efficiency and productivity but it also targets growing global demand for green products and provides strong reputational benefits for customers and employees
- **Regulatory and supply chain pressures:** Whether it’s a regulatory ‘push’ requiring businesses to make changes or the ‘pull’ of supply chain incentives there is a clear move toward adopting more sustainable business practices
- **Environmental impacts:** We know that current business models and processes have a very significant and currently undervalued impact on our natural environment. Our economy must reduce its environmental impacts as well as adapt to the inevitable consequences of a changing climate
- **Raw material costs:** Whether it’s wheat, water or rare earth metals, price spikes and availability are influenced by unsustainable extraction, consumption and extreme weather events. The shift from linear to circular models enables material re-use and re-manufacture, cutting costs, boosting productivity and conserving non-renewable resources
- **Investor risk:** Investors are increasingly embracing strategies that take environmental, social, and governance (ESG) issues into account when it comes to allocating capital. This alignment will help drive sustainable practices, products and technologies – as well as positive returns – while avoiding the risk of stranded assets and businesses



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The Scottish Government is committed to supporting a green economic recovery. While the Covid-19 pandemic has created one of the largest economic shocks in generations it is also accelerating the net zero transition. 'Building back better' requires changing how we respond to the climate and ecological emergencies. A green recovery must not only fuel investment in green jobs and a decarbonised economy, but must also be a just transition, which addresses inequalities and provides fair and high-value work.

The Scottish Government's ambition for Scotland to be net zero by 2045 highlights the need for early action. Its recently updated [Climate Change Plan 2018–2032](#) sets out how we will achieve a 75% reduction in emissions by 2030 (compared with a 1990 baseline). To reach this, we all have a part to play in reducing emissions and adopting different technologies and behaviours. These changes will have far-reaching implications for the energy, buildings, transport, industry, waste, land use and 'negative emissions technology' sectors (including carbon capture, utilisation and storage).



What do we mean by net zero?

Net zero is a term often used by governments and businesses to describe their ambitions to reduce carbon-related emissions.

Put simply, net zero refers to the balance between the amount of greenhouse gas emissions produced and the amount removed from the atmosphere. We reach net zero when the amount we add is no more than the amount taken away.

However, if we are to effectively address the twin challenges of climate change and ecological decline reducing emissions is only part of the picture.

In common with other organisations, we use the term net zero as shorthand to describe a broad range of activities that we support, including:

- Reducing emissions
- Adapting to the consequences of climate change that are already taking place
- Protecting and improving natural capital and biodiversity
- Supporting green jobs and a just transition for businesses, sectors and communities
- Promoting and scaling up circular economy practices and business models

Our net zero ambitions

Our framework for action focuses on net zero economic opportunities that also deliver benefits to the environment and society. As detailed in our [business plan for 2021/22](#), we are embedding a focus on net zero across everything we deliver, as well as in our internal operations and policies.

Our four strategic ambitions are to:

1 Expand net zero opportunities

We are supporting businesses, industries and investors to grasp fast-growing climate opportunities, helping to refocus Scotland's economy on a net zero future while safeguarding natural capital and supporting individual wellbeing

2 Support a just transition

We are helping businesses, industries and communities to deliver a just transition that is fair to all, safeguarding and creating good, green and high value jobs

3 Lead and influence change

We are incentivising more businesses to actively commit to sustainable practices, influencing others to accelerate the pace of change and maximising the opportunities and legacy of COP26

4 Become a net zero economic development agency

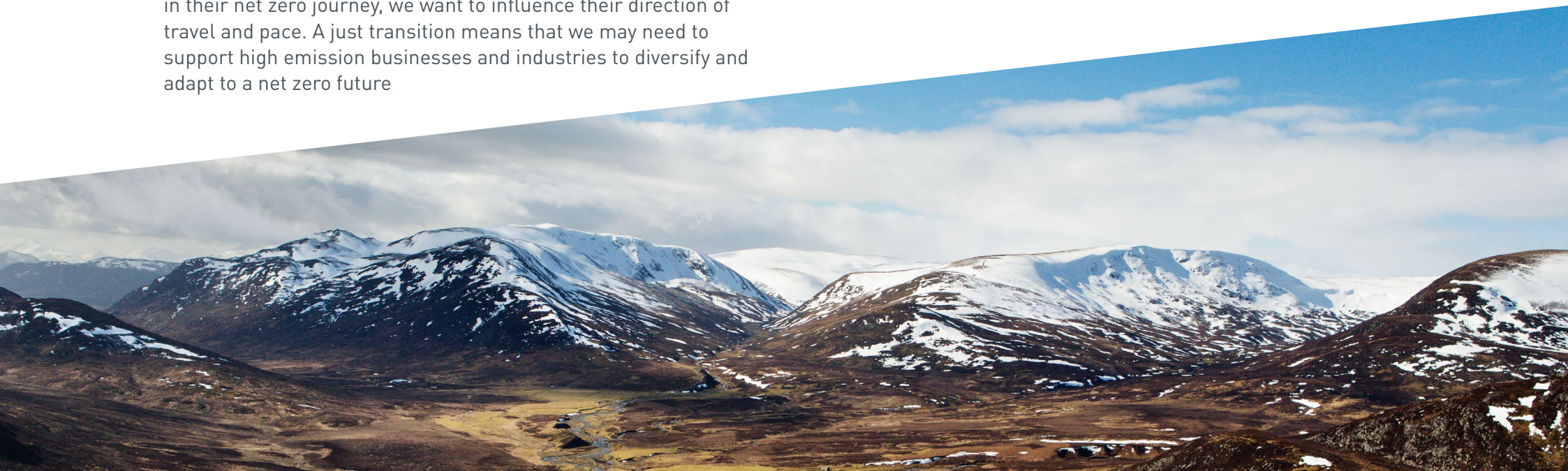
We have set a target to become a net zero organisation by 2040 and have agreed an interim target to achieve a 75% reduction in emissions by 2030 compared to a 2015/16 baseline



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To make this happen we are changing what we deliver and how we do it, by:

- **Accelerating and raising our ambition:** Building on our strong track record we will drive a step-change in our delivery, taking immediate action as we head towards 2030 and beyond. This will create strong momentum in the short-term and sends a clear message of our commitment to businesses, investors and partners
- **Focusing on unlocking economic opportunities:** We will help businesses capture fast-growing net zero opportunities and competitive advantage. This involves telling a compelling story to encourage businesses to address sustainable, resilient and profitable markets, business models and investment drivers
- **Acknowledging that the net zero transition is a journey:** While we recognise that businesses and industries are all at different stages in their net zero journey, we want to influence their direction of travel and pace. A just transition means that we may need to support high emission businesses and industries to diversify and adapt to a net zero future
- **Incentivising change:** We will adopt an approach similar to Fair Work First where we will incentivise businesses and other organisations to commit to sustainable practices. This approach works – and will ensure the businesses and projects we support are aligned with Scotland’s climate goals. At the same time, we will avoid supporting activities that lock Scotland into pathways that are not consistent with a 2045 net zero future
- **Acknowledging that the economy, environment and society are inextricably linked:** We recognise that nature-based solutions and the wellbeing of society are as much a part of the net zero transition as economic prosperity. Scotland’s valuable natural capital, for example, is the foundation of so much of Scotland’s economy including the tourism, energy and food and drink industries



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Our progress to date

We can point to a strong track record of success in expanding low carbon economic opportunities over many years:

- By sharing expertise with Scottish Government and industry partners we've developed ambitious climate-related funding plans to deliver jobs, innovation and business growth. This includes the Green Jobs Fund and the Low Carbon Infrastructure Transition Programme
- Shaping key policy documents including: [Vision for Trade](#), [Inward Investment Plan](#) and [Capital Investment Plan](#).
- Expanding opportunities in renewables, sustainable transport, low carbon heat and the circular economy. Since 2010, examples of success include supporting supply chain, infrastructure and innovation in offshore wind and marine energy, and helping to develop hydrogen transport and infrastructure in Orkney, Aberdeen and Fife
- Over the past three years we've helped companies identify over 700,000 tonnes of CO₂ savings through support for business improvement - equivalent to taking over half a million cars off the road
- Helping companies invest in plant and equipment under environmental aid powers. Since 2014 our £18 million funding (in 17 projects) has facilitated total project investment of over £230 million and achieved 267,000 tonnes CO₂ and £20.6 million efficiency savings
- Providing leadership to build Scotland's capabilities and assets. This was demonstrated in our rapid delivery of the proposition and development of a private/public joint venture model for the Michelin Scotland Innovation Parc in response to the closure of the Dundee manufacturing facility
- Since 2012 we've invested £85.5 million and leveraged an additional £207 million in energy companies and projects via the Energy Investment Fund
- Our new national programmes have a clear focus on addressing net zero goals in energy, heat and sustainable mobility
- Delivering the £2.79 million Low Carbon Challenge Fund supporting low carbon innovation and manufacturing capabilities benefiting SMEs in the transport and energy industries



Five year delivery plan 2021-26

Our net zero framework highlights the key actions we will deliver over 2021-26 which will support our long-term ambitions. We are making changes across the organisation and alongside partners to raise ambitions, front-load action and accelerate the pace of delivery since we recognise that the most significant changes need to happen during the 2020s. We will review and evolve our approach on an ongoing basis.

Our customer-facing activities are structured under the following themes:



Note: All actions are being delivered during 2021/22 except where a different date is specified



Supporting businesses and organisations

Objective: To incentivise more businesses to address net zero opportunities and take action to reduce the impacts of climate change.

Headline actions:

Make all our support to businesses and organisations contingent on them either demonstrating or committing to adopt sustainability practices.

Develop a compelling narrative that sets out the business case for committing to net zero goals, together with practical toolkits and support.

Introduce a new programme of funding calls to target net zero outcomes. The first call will support new green jobs and be funded through the [Green Jobs Fund](#).

Encourage supported businesses to address biodiversity loss by investing in nature-based solutions and climate change adaptation measures (2022/23).

Work with partners, co-investors and investee companies to incentivise business commitment to sustainable practices.

Align our High Growth Spinout Programme activity and Entrepreneurship projects with programmes to prioritise their contribution to our net zero aims.

Align Scottish Development International's trade and investment activities and operations to help deliver the Scottish Government's [Vision for Trade](#), [Inward Investment Plan](#) and [Capital Investment Plan](#).

Delivering projects and programmes

Objective: To embed net zero opportunities and objectives into all Scottish Enterprise and partner-led delivery.

Headline actions:

Deliver our portfolio of seven national programmes targeting areas where Scotland has competitive international advantage. These are aligned with net zero policy and focus on growing employment and business capabilities around opportunities such as decarbonised heat, heavy duty zero emission vehicles and the hydrogen economy. Together, the national programmes aim to stimulate investment in a green, innovation-led recovery by targeting opportunities related to net zero, enhanced health and wellbeing, the accelerated use of digital technologies and advanced manufacturing.

Work systemically with Scottish and UK partners – including governments, legislators, regulators, investors, delivery partners and industry bodies – to help develop net zero opportunities, incentivise adoption and address related policies.

Collaborate with partners to align plans, access external funding and leverage private sector investment. This includes, using Scotland's £11 billion procurement funding to drive a green recovery and collaborating with Transport Scotland and local authorities to accelerate investment in electric vehicles.

Work with businesses and supply chains to scale up the adoption of circular business models, building extended life, re-use and remanufacture into design of products and services.

Identify practical ways to embed support for improved biodiversity and natural capital in our and partner-led projects and programmes.

Embed net zero thinking into all project development and appraisal, both with projects where we lead and with partners (2023/24).

Place development

Objective: To prioritise decarbonisation projects in Scottish Enterprise and partner-led place-based investment.

Headline actions:

Prioritise our place-based investment to focus on decarbonisation projects.

Engage at strategic levels with regional and local partners on priority decarbonisation development opportunities such as the Clyde Mission, the Michelin Scotland Innovation Parc in Dundee and the creation of an Energy Transition Zone in Aberdeen.

Develop an action plan to decarbonise our property portfolio. This includes identifying opportunities to adopt renewable energy, biodiversity enhancement and alternative waste management strategies. Review the potential for the property portfolio to act as a catalyst or contribute to wider area-based opportunities (such as district energy networks) (2022/23).

Achieve a minimum BREEAM 'excellent' standard (or equivalent) and EPC 'A' rating wherever reasonably possible in all our property portfolio new build and refurbishment projects.

A just transition

Objective: To support businesses, sectors and places to adapt to a just, net zero future.

Headline actions:

Consider fully the Scottish Government's response to the Just Transition Commission's recommendations to identify the implications for us and to embed just transition objectives in our operating plans (2022/23).

Implement the Scottish Government's [Vision for Trade](#) including ending trade support for fossil fuel goods and services activities to support Scotland's transition to net zero.

Work with partners to support the development and delivery of sector transition plans to help industries adapt to a net zero future (2025/26).

Enabling activities

Objective: To deliver the supporting skills, knowledge, resources, systems and messaging to help us deliver our net zero ambitions.

Headline actions:

Ensure our operating plans and individual objectives embed a focus on net zero so that this becomes 'everyone's job' across the organisation.

Deliver an organisation-wide training development programme to help our people embed this into their roles.

Strengthen decision-making processes to align with our net zero ambitions, including refining our existing mandatory low carbon project assessment tool

Develop our performance measurement framework to improve how we assess and report on the contribution that Scottish Enterprise support makes in meeting our net zero objectives.

Use internal and external communications to engage with staff and share our ambitions with stakeholders, customers, partners and investors.

Adapt our internal systems and digital processes to help track business sustainability practices and outcomes.

Continue to learn from best practice elsewhere, both in Scotland and globally, on accelerating the net zero transition.



UN Climate Change Conference - COP26

COP26 is taking place in Glasgow in November 2021. It's a landmark event which it is hoped will lead to an increase in global commitments to addressing climate change. It puts Glasgow front and centre on the world stage and is an opportunity to showcase Scotland as a global leader in sustainable and inclusive economic development.

The legacy from COP26 will be to accelerate Scotland's net zero transition. It has the potential to drive forward action by businesses, investors and communities in making significant commitments to a just, net zero transition.

We are working closely with the Scottish Government's COP26 Business Action Group, which brings together Scotland's enterprise and skills agencies alongside business organisations, to deliver the Scottish Government's aims for the event:

- Deliver a safe, secure and successful event
- Support a global deal to limit global warming to under 1.5C
- Enhance and support Scotland's path to net zero, a just transition and a more resilient country
- Build on Scotland's international relationships and global value to attract innovation and investment

Scottish Enterprise aims to use COP26 as a catalyst to:

Inspire Scottish businesses to go further and faster towards a net zero transition

Attract new capital investment by increasing connections with investors who may not be familiar with what Scotland has to offer and support Scotland's net zero commitment through a Just Transition

Showcase Scotland as a world class business location to locate green projects, and identify and progress inward investment projects

Showcase and promote Scottish net zero solutions to the world, bringing Scottish exporters together with key international buyers and influencers for short- and long-term benefits.

Becoming a net zero development agency

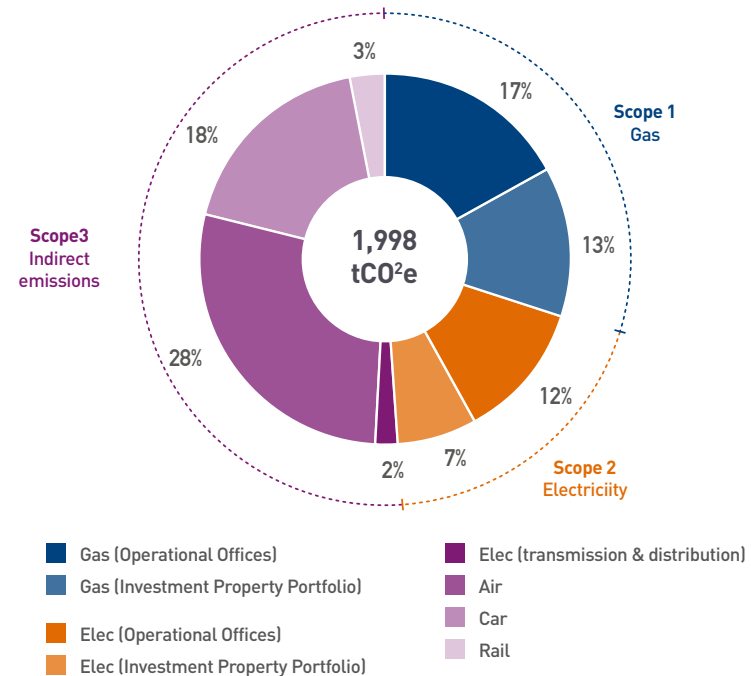
We have committed to the UN's Race to Zero initiative under the Scottish Government's membership of the Under2 Coalition. The coalition brings together over 220 governments representing more than 1.3 billion people and 43% of the global economy.

Scottish Enterprise will achieve net zero emissions by 2040, five years ahead of legislative targets and with a 75% reduction in emissions by 2030 compared with a 2015/16 baseline.

So far, we have made good progress in reducing our own emissions. We achieved a 65% reduction by 2019/20 compared with the 2015/16 baseline. By 2019/20 the largest contributions to emissions were from: office space (29%); air travel (28%); the Investment property portfolio (20%) and car travel (18%). To meet our 2040 target we are:

Travel

- Capitalising on our changed working patterns and behaviours during the pandemic to reduce domestic and international travel
- Avoiding domestic flights (with limited exceptions such as connecting flights)
- Reducing car travel and capping annual mileage for staff using petrol and diesel vehicles
- Actively encouraging staff to switch to public transport (subject to Covid-19 restrictions) and active travel
- Exploring opportunities for installing EV (electric vehicle) charging points at our offices



Offices

- Exploring the implications for overall emissions as a result of changing working preferences. The majority of our people have expressed an initial desire to be based at home following the pandemic
- Working with our landlords to switch to greener gas/electricity tariffs and boilers when appropriate. All electricity supplied to our offices is already supplied under a 100% renewable tariff
- Reducing gas and electricity consumption in our offices. We are also reviewing office space requirements resulting from new, post-Covid-19 home/office working patterns
- Greening our websites by making changes to website design and content to reduce emissions. If the internet was a country, it would be the 7th largest polluter in the world - and growing

How has Covid-19 affected our actions and targets?

As a result of Covid-19 restrictions we have seen a significant drop in internal emissions. For example from April to October 2020-21, total emissions were just 20% of our emissions during the same period in 2019-20

We are actively looking at how we can use new working practices and behaviours to accelerate our progress in reducing emissions. This includes piloting hybrid home/office-based workstyles for staff and using digital approaches such as webinars, podcasts and collaborative tools. As part of this, we are looking at the impact of displaced emissions such as energy use from home working rather than office-based working.

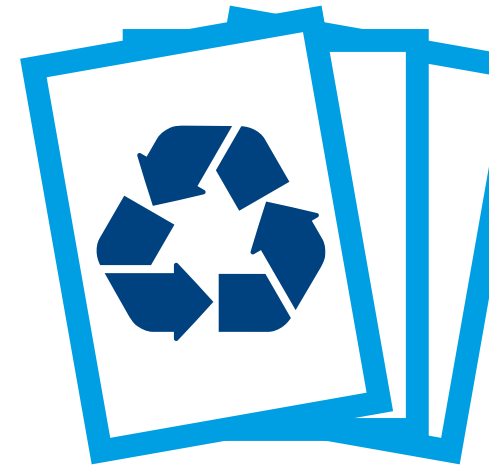
Investment property portfolio

- Prioritising investment in additional measures for our investment property portfolio, including upgraded insulation, low energy light fittings and digital building management systems
- Benchmarking current energy consumption and exploring renewable energy options. These include heat pumps, wind turbines and solar photovoltaic panels. Where possible this investment will be aligned to the Decarbonising Heat National Opportunity
- Exploring options to diversify the use of our underutilised sites through renewable energy projects (wind/solar/ground source), alternative waste management strategies and biodiversity renewal projects
- Continuing the process of recertifying our Environmental Management System (certified to ISO 14001) which covers six properties from our investment property portfolio

Sustainable procurement

We actively promote low carbon approaches in procurement by:

- Undertaking sustainability assessments for procurement exercises and ensuring sustainability requirements are built into specifications and evaluation criteria where relevant
- Requiring new buildings to have a BREEAM 'Excellent' rating when possible, and adopting an approach which embraces reduction in demand, reuse of materials where possible, and recycling where this is not an option
- Continuing to use energy from certified Green Energy providers
- Developing a new approach in 2021/22 to promote net zero practices across our supply chain



Scottish Enterprise Pension and Life Assurance Scheme

- Since 2019 the Scottish Enterprise Pension Trustees have made a number of changes to increase long-term viability and strengthen alignment with ESG (environmental, social and governance) objectives
- Our Trustees, supported by their fund managers and investment advisers, have developed an ESG*plus* investment strategy. This goes beyond compliance with the requirements of the Pension Regulator and makes a commitment to deliver positive change for a more sustainable and inclusive world. This strategy reduces exposure to climate risks and now invests in a more diversified global portfolio

Biodiversity relating to estate management

- Ensuring ecological, nature conservation and biodiversity issues are included in the management of our land and property
- Ecological surveys and assessments are carried out as part of site management, development and acquisition and disposal. This information is also made available to tenants and purchasers to inform their own activities
- Working with our landlords and tenants to ensure management and repairs are done in ways that avoid impacting biodiversity. This includes carrying out landscape works, mowing regimes and any surveys outwith the bird nesting season
- We work closely with local authorities, statutory bodies (NatureScot, Historic Environment Scotland, the Scottish Environmental Protection Agency and the Royal Society for the Protection of Birds) and we have a network of external specialist consultants who provide us with advice and guidance on specific sites

Staff volunteering

Our volunteering policy allows employees to take up to 21 hours of paid volunteering leave per year, with volunteering projects aiming to benefit the environment or young people. Over the period 2018-20 our people participated in 733 hours of volunteering activity with environmental and biodiversity benefits. This included:

- Litter cleans at Rockcliffe Beach near Dalbeattie, Maidens Beach near Ayr and Donmouth Beach in Aberdeenshire
- A community garden project at Dunmore Village, Falkirk
- Clearing paths, laying bark and planting hedgerows at a local community woodland project
- Supporting Trees for Cities volunteers in planting fruit and woodland trees as part of Mount Vernon community garden and woodland area development
- Tidying up grounds at Caledonia Primary School, Glasgow



Our journey

2021

2021: £1.6 billion Heat in Buildings fund to be invested by 2025

2021: Low Carbon Manufacturing Challenge Fund launched

2021: £62 million Energy Transition Fund and £34 million Scottish Industrial Energy Transformation Fund launched

2021: Energy Strategy Update and Hydrogen Action Plan published

2021: Deliver new national programme portfolio aligned with a net zero economy

2021: Deliver a programme of funding calls that target net zero outcomes

2021: All Scottish Enterprise financial support linked to businesses and organisations committing to sustainable practices

2021: Embed net zero thinking into all project development and appraisal, both Scottish Enterprise-led and with partners

Nov 2021: COP26 takes place in Glasgow

2022 2026

2022: Carbon Capture and Utilisation Challenge Fund initiated, 2022-24

2022: Action plan to decarbonise Scottish Enterprise's investment property portfolio

2022: New performance framework including broader sustainability measures

2023: Local Heat and Energy Efficiency Strategies launched across all local authorities

2021-25: Climate-related financial disclosure mandatory for listed companies, pension schemes and financial services companies

2025: 70% of all waste recycled. Landfilling of biodegradable municipal waste has ended

2025: Renewable energy generation in Scotland accounts for the equivalent of 50% of energy demand across electricity, heat and transport

2025: Zero emissions heating systems account for >50% of new systems being installed each year

2026: Support the development and delivery of sector transition plans, having clearly defined Scottish Enterprise's role alongside partners

2030 2045

2030: At least 50% of Scotland's building stock is heated using zero emission systems

2030: Scotland's emissions reduced by 75% compared with 1990

2030: Scottish Enterprise's operational emissions reduced by 75% compared with 2015/16

2032: Sale of new petrol and diesel cars and vans phased out and car kilometres reduced by 20%

2032: 21% of Scotland now covered by forest and 250,000 hectares of peatland restored over 10 years

2035: Scotland's passenger rail services decarbonised

2040: Work to decarbonise scheduled flights in Scotland

2040: Scottish Enterprise's operational emissions become net zero

2045: Scotland's reaches net zero emissions

Key

Date: Scottish policy milestones

Date: Scottish Enterprise milestones

Glossary

Biodiversity. Biodiversity refers to the variety of living species on Earth, including plants, animals, bacteria, and fungi. While Earth's biodiversity is so rich that many species have yet to be discovered, there is also significant loss and degradation of biodiversity due to human activities. Biodiversity is now declining faster than at any time in human history, threatening not only species and natural ecosystems but also the economy which depends upon natural resources

BREEAM. The Building Research Establishment Environmental Assessment Method (BREEAM) is the world's longest established method of assessing, rating, and certifying the sustainability of buildings. BREEAM works to raise awareness amongst owners, occupiers, designers and operators of the benefits of taking a sustainability approach

Circular economy. An economy that promotes resource efficiency by replacing a linear 'take, make, dispose' model of production with one where materials function at their highest utility at all time. The circular economy model aims to extract maximum value from resources while in use, and then recover and reuse these materials at the end of each service life

Climate change. The scientific term for the shift in planetary warming and cooling. There is an overwhelming consensus among scientists that the rapid rate and magnitude with which the planet is warming currently is due to the activities of humans. The negative effects of global warming have been seen across the globe from forest fires to floods. Such impacts are driven by human activities including the use of fossil fuels in our industries emitting harmful greenhouse gases into the atmosphere and the destruction of animal and natural habitats

Just Transition. The term 'just transition' represents an inclusive approach that helps to ensure that the net zero transition is fair to all. In 2018, the Scottish Government established the Just Transition Commission. Its remit is to provide Scottish Ministers with practical, realistic, and affordable recommendations

Net zero. Net zero refers to the point at which the total amount of global greenhouse gas emissions equal or are less than the total amount of emissions removed from the environment. The first priority for all net zero plans should be to reduce total emissions. However, not all emissions can be reduced completely or avoided altogether. It is therefore necessary to create a balance by using reliable carbon offset initiatives which remove greenhouse gases entering the atmosphere, either through nature-based sequestration (such as forests and peatlands) or carbon capture and storage

Natural capital. The elements of the natural environment that provide valuable goods and functions such as clean air, clean water, food and recreation. Natural capital accounting puts a value on these resources. Each year, the planet produces up to \$72 trillion worth of 'free' goods and services that are essential to a well-functioning global economy

Sustainable business practices. Business practices that are socially responsible, environmentally friendly and economically viable, reflecting the values of environmental sustainability, fair work and inclusive growth. Sustainable business practices help to simultaneously preserve and enhance the long-term viability of People (wellbeing), Planet (sustainability) and Profit (economic performance), the triple bottom line

