

Leaders for Nature

Stakeholder dialogue

October 14th, 2008

The climate leadership challenge;

Time to Act



Leaders for Nature stakeholder dialogue

Leaders for Nature (LFN) is a learning and action oriented network of current and future corporate leaders focused on three critical topics concerning sustainability: ecosystems and nature conservation, sustainable business and leadership. Business is a crucial actor in addressing these issues. Businesses can increase their positive impact on the conservation of nature through the pursuit of new business opportunities and markets, reduction of operational footprints, development and deployment of new technologies, and the establishment of effective partnerships with other sectors in society.



In order to catalyze the involvement and leadership of key and future leaders, Leaders for Nature organized a stakeholder dialogue during the *Time to Act* program on October 14th, 2008. The evening program featured Al Gore and took place in the Event Centre Aalsmeer, with over 2,000 business, political and civil society leaders, as well as a large number of students and young professionals answering the call by Maurits Groen and the Urgenda.

During the afternoon, over 75 key and future leaders from business, politics and civil society joined the Leaders for Nature stakeholder dialogue in the café of the Event Centre to map out emerging trends, identify opportunities for collaborative action, and leverage the creative potential in the room to address the climate leadership challenge. This document reports on the conversations that took place during the stakeholder dialogue and the outcomes of those conversations.

Welcome to the café!

At around five past four in the afternoon of October 14th, 75 people sit at small tables in the café space of the Event Centre Aalsmeer. We are welcomed into the stakeholder dialogue by Sandra Geisler (Manager Leaders for Nature), Willem Ferwerda (Director IUCN NL) and Peter Merry (facilitator, partner at Engage! InterAct and director of the new Hague Center for Global Governance, Innovation and Emergence). Before we move into the dialogue around the climate leadership challenge, we are treated to a short video clip which reminds us of the larger context of climate change. After the clip, Peter shares a few lines from a poem: "*How to prevent world*

catastrophe:1) Admit that it could happen.2) Decide that it will not happen.3) Commit your vision and energy to number two without ever forgetting number one.” (from *Common Sense*, by Paul Williams). This is what we can start doing today, with these people in the room. “In fact,” Peter says, “take a few seconds to look around you and get a sense of the wealth of resources in terms of the people in this room!”

Next, we’ll be moving into four rounds of café-style conversation. For rounds two and three, we will move to different tables in order to maximize cross-learning and cross-fertilization. People are invited to take notes on the table cloth, which will help others to make sense of previous conversations.

Emerging trends impacting us

The question for the first round of the stakeholder dialogue is: *What are the emerging trends that I think will most impact my area of work in the next 10 years?* As people turn toward each other in groups of about four to share their perspective on the emerging trends, the room starts to buzz



with conversation. Topics and themes include energy, mobility, CO₂, an increasing consumer awareness of and demand for sustainable products, fair trade, poverty, inequality and hunger, dependence on (finite) natural resources, legislation, and green buildings.

After about fifteen minutes, we change tables to move into the second round. After the host of our new table summarizes the main points of the conversation that took place at that table in the first round, we move on to the second question: *What most impacted me in the first round?* Some of the things people share made an impact on them are:

- That we can only really make an impact via the economy
- That so many large species are becoming extinct
- At what level or scope should we deal with these challenges: individual, household, community, national, global? Where do we start?
- How can people know what is right and what is wrong in terms of the choices they make as consumer? How do you know what to choose?



- The myth of the rational consumer: we create economic incentives, but people don't actually follow them! How can we motivate and inspire people?
- That there is such a lack of the sense of urgency
- Do we move into action because not doing so will hurt our reputation as a company, or can we really come up with a Wild Plan for The Netherlands?!

What is the greatest thing I could possibly do?

That last question about a Wild Plan turns out to be a great lead-in for the third round, in which we move to a new table to consider the question: *What is the greatest thing I could possibly do?* In the lively buzz of twenty passionate conversations, a few of the things which can be heard are:



facilitating and stimulating more sustainable consumer behavior; rewarding 'good behavior' (financially and in other ways); giving people hope and helping them to see opportunities rather than problems; working on corporate social responsibility; examining the 'design principles' underlying our buildings, economies and other systems; going out to do 'our own thing', rather than waiting for big corporations; changing spending patterns by increasing consumer awareness; addressing lower-order needs (Maslow's hierarchy of needs), and integrating sustainability in corporate policy.

Leadership needs

After another fifteen minutes, we are invited to stay at the same table to consider the fourth and final question, which is: *What do I most need as a leader to make this happen?* Before we dive in, Peter reminds us of the tendency to immediately offer solutions when someone voices a need.

"Don't do that just yet," he says. "Instead, help each other deepen the sense of what it is we



really need." Some of the needs that are voiced: to know oneself, so one can be a leader; awareness, commitment and vision (from our bosses); "I think it all boils down to the money," says one person. Someone else responds: "We need to add ecological and social return to economic return and put them all in the mixer." Someone else shares: "I need more

experience, so I will feel more secure”. “I want to build a house that is 100% energy independent, completely decentral.” “You can’t do it by yourself, we need each other. We need to build coalitions.”

Deepening the conversations

If that is what we as leaders need to realize the greatest thing we could possibly do, this is the time to deepen our conversations and explore what opportunities for powerful collaboration exist in this room today. The next hour will be available to have the conversations we feel we need to have. There is only one rule, the law of two feet: go to conversations where you are either learning or contributing, but don’t stick around for politeness’ sake! So, what are the topics we feel we need to explore, and at which table will the conversation take place?



Table 7: Consider financial crisis as opportunity (economic casino)

Table 11 and 12: Communicating the message

Table 9: 3rd generation energy (beyond solar, wind, etc.) (in the South)

Table 21: Realizing the ‘ Wild Plan’

Table 3: Beyond Kyoto

Table 1: Bridging the gap between innovators & vested interests

Table 2: Increasing the ambition for climate neutral

Table 15: Consumer society that values CO₂, greener futures

Table 20: Energy neutral buildings as a law by 2010 (incl. schools!)

Table 5: Sustainable society in The Netherlands (production, labour)

Table 8: Rainforest and climate change mitigation (compensation?)

Table 13: How to make ecological thinking and action mainstream?

An hour later, we round off our conversations and prepare a 30-second report on a piece of flipchart paper, naming the topic of the conversation, the lead person and the other participants, the first next step, and the biggest question (see Appendix A for details). As we stand up to receive the 30-second reports of the twelve conversations, we are informed that Al Gore might



join us for five minutes to hear about some of the actions that we're taking, and what our biggest questions are. However, after we've heard all of the reports, we receive news that Al Gore got stuck in traffic and will need to proceed immediately to the main hall for the

speech that he is delivering. What a shame! We wrap up quickly, so that we can still have a sandwich before we join the other people to hear Mr. Gore's speech.

We would like to thank Philips lightning and the Dutch Group for their contribution to the stakeholder dialogue.

Appendix A – flipchart reports of the twelve open space sessions

Table 7: Consider financial crisis as opportunity (economic casino)

- A crisis is a terrible thing to waste
- How to use the financial crisis to move to a system change
 - Change is needed
 - Government can play a role
 - Social/natural values integrated
- Programs of WWF, Davos and Club of Rome brought together for synergy

Lead: ?

Interested:

- Anita de Werd (DSM)
- Louise Vet (NIOO-KNAW)
- Sigrid van Amerongen (Nutreco)
- Pleun van Meer (Synnova)
- Donald Pols (WNF)
- Bernice Notenboom (Arctic Alert)
- Frigyes Lestak (Shell)
- Pieter Borkent (Conservation International)
- Marius Popma (KPMG)
- Sophie Overakker (P&G)
- Eric-Paul Schat (NXP)
- Sabina Voogd (Oxfam Novib)
- Regien van der Sijp (SMK)
- Tobias Stöcker (DHV)
- Jenneke Verhoef (Essent)
- Rik Cruys (RAU Architecten)
- Houdijn Beekhuis (Tendris)
- Max ter Linden (RBS)
- Anne-Marie Voorhoeve (Center for Human Emergence)
- Robert-Jan van Ogtrop (CVC)
- Thomas Rau (RAU Architecten)
- Barry Koperberg (OPAI)

Table 11 and 12: Communicating the message!

Besides economic (€) drivers, public opinion drives change. How do we speed up public perception on climate change?

Levers:

1. Information exchange
2. Tension
3. Fun
4. Competition

Action: use personal and professional network

(‘in your face’, sport, entertainment + shows, role models, children)

Lead: ?

Participants:

- Hein Pijnappel (Royal Haskoning)
- Jeroen Tang (Cap Gemini)
- Joeske van de Graaf (Shell)

Interested:

- Jenneke Verhoef (Essent)
- Tobias Stöcker (DHV)
- Jack de Graaf (Centocor)
- Marcel Peters (Essent)
- Tiemen van Bruggen (TNT)
- Robert-Jan van Ogtrop (CVC)
- Anita de Werd (DSM)
- Bernice Notenboom (Arctic Alert)
- Anne-Marie Voorhoeve (Center for Human Emergence)
- Sylvia Harskamp (Cap Gemini)
- Yoeni van Alteren (Van Gansewinkel)
- Anne Janssens (DSM)

Table 9: 3rd generation energy (distributed, decentral)

Question: How do we connect and build a bridge with current energy interest

Next action: Connect, proof of principle in The Netherlands

Lead: Kees Hoogendijk (Energy4Life)

Participants:

- Guido Jonkers (Groenbeheer Heemstede)
- Rik Cruys (RAU Architecten)
- Ruud Koornstra (Tendris)
- Eco Matser (Hivos)
- Essent?
- TNT?

Interested:

- Louise Vet (NIOO-KNAW)
- Barry Koperberg (OPAI)

- Tobias Stöcker (DHV)
- Anne-Marie Voorhoeve (Center for Human Emergence)
- Sabina Voogd (Oxfam Novib)
- Thomas Rau (RAU Architecten)
- Guido Jonkers (Groenbeheer Heemstede)
- Bernice Notenboom (Arctic Alert)
- Arthur Eijs (Ministerie van VROM)

Table 21: Realizing the Wild Plan

NL: balanced own footprint in 2015

Biggest question:

- Why will we succeed?
- What mental change do we (participants) need to make?

Next action: Participants meet within 2 weeks to start working on plan

Lead: Anne-Marie Voorhoeve (Center for Human Emergence)

Participants:

- Han de Groot (Ministerie van LNV)
- Sigrid van Amerongen (Nutreco)
- Pablo Smolders (Dutch Group)
- Bernice Notenboom (Arctic Alert)
- Arna Notten (Triodos)
- Sabina Voogd (Oxfam Novib)
- Thomas Rau (RAU Architecten)
- Eco Matser (Hivos)
- Shell?

Interested:

- Hein Pijnappel (Royal Haskoning)
- Jenneke Verhoef (Essent)
- Joos Ockels
- Pleun van Meer (Synnova)
- Sylvia Harskamp (Cap Gemini)
- Tobias Stöcker (DHV)
- Barry Koperberg (OPAI)
- Thomas Rau (RAU Architecten)

Table 3: Beyond Kyoto

Biggest question:

- Is there a need for Kyoto II?

- Yes, only if:
 - Everybody included – the world
 - Tailor-made solutions
 - Level playing field
 - All industry included
 - Champions role ‘Europe’
 - Political will

Next actions:

- EU → climate & energy diplomacy
- World → innovate tailor-made solutions

Lead: Al Gore and Ban Ki-moon

Interested:

- Sabina Voogd (Oxfam Novib)
- Simon Smits (Ministerie van Buitenlandse Zaken)
- Wilbert Koppers (Cap Gemini)
- Jenneke Verhoef (Essent)
- Joeske van de Graaf (Shell)
- Barry Koperberg (OPAI)

Table 1: Bridging the gap between innovators & vested interests

Biggest question:

- What is added value?
- How do we reassess risk taking?
- How do we let democracy work?

Next action:

- Other financial risk profiles
- Stick and carrot
- Market creation → social networks

Lead: Jan Heetebrij

Interested:

- Marc Cornelissen (Icentials)
- Lidewij de Haas (Arcadis)
- Marcel Peters (Essent)
- Rik Cruys (RAU Architecten)
- Thomas Rau (RAU Architecten)
- Houdijn Beekhuis (Tendris)
- Bernice Notenboom (Arctic Alert)
- Barry Koperberg (OPAI)
- Anne Janssens (DSM)

- Jenneke Verhoef (Essent)

Table 2: How to increase the ambition to go climate neutral

Big question: How to bridge the gap between consumer/leader & the human being inside, who feels responsible, increases the ambition, and thereby drives change (to clean up our CO₂ emissions)

Lead: Niels Korthals Altes (Climate Neutral Group)

Interested:

- Eco Matser (Hivos)
- Tobias Stöcker (DHV)
- Noëlle van Eijk (Green.2)
- Anita de Werd (DSM)
- Robert-Jan van Ogtrop (CVC)
- Sigrid van Amerongen (Nutreco)
- Marius Popma (KPMG)
- Anne-Marie Voorhoeve (Center for Human Emergence)
- Hidde van Kersen (Waddenvereniging)
- Joeske van de Graaf (Shell)
- Marcel Peters (Essent)
- Anne Janssens (DSM)
- Sylvia Harskamp (Cap Gemini)
- Barry Koperberg (OPAI)
- Jenneke Verhoef (Essent)
- Guido Jonkers (Groenbeheer Heemstede)

Table 15: Create/use a consumer society that values greener future

Biggest question:

- Choice is by price / CO₂ has no value
- Legislation → cost compliance, lack of innovation

Issues:

- Push – available now, but finance needs to be standardized
- Pull – needs/wants not explored (action: learn), currently driven by price

Next action:

1. More dialogue? Not enough!
2. Non-political consortia?

Lead: Frigyes Lestak (Shell) and Marcel Peters (Essent)

Interested:

- Yoeri van Alteren (Van Gansewinkel)
- Jenneke Verhoef (Essent)

- Sylvia Harskamp (Cap Gemini)
- Hidde van Kersen (Waddenvereniging)
- Wilfried Maas (Shell)
- Anita de Werd (DSM)
- Bernice Notenboom (Arctic Alert)
- Marc Cornelissen (Icentials)
- Eric-Paul Schat (NXP)
- Arthur Eijs (Ministerie van VROM)

Table 20: School Climate Initiative

Scope:

- Inner climate
- Impact on global climate

Objective:

- New schools in 2010 Energy + CO₂ neutral
- Existing schools in 2020

Big question:

- Which dimensions from least to most efficient
- Finance total cost

Next actions:

- How to make object of desire
- How to make illegal object

Lead: OPAI / Philips Lighting

Participants:

- Joos Ockels
- Dutch Green Building Council

Interested:

- Jack de Graaf (Centocor)
- Rik Cruys (RAU Architecten)
- Anne-Marie Voorhoeve (Center for Human Emergence)
- Louise Vet (NIOO-KNAW)
- Jenneke Verhoef (Essent)
- Joos Ockels
- Marjolein Demmers (DHV)
- Harry Verhaar (Philips Lighting)
- Tobias Stöcker (DHV)
- Marc Cornelissen (Icentials)
- Thomas Rau (RAU Architecten)
- Yoeeri van Alteren (Van Gansewinkel)

- Guido Jonkers (Groenbeheer Heemstede)

Table 8: Reduced emissions from deforestation and forest degradation (REDD)

Biggest question: How to capitalize on this challenge/opportunity

Next action:

- Input in Copenhagen (high quality, conditions)
- Pilot private sector

Lead: Hans Alders (Ministerie van LNV)

Interested:

- Roel Posthoorn (Natuurmonumenten)
- Marius Popma (KPMG)
- Erik van Zadelhoff (Ministerie van LNV)

Table 13: How to make ecological thinking mainstream?

- Consumer choices
- Green behaviour
- Consume different

Next action:

- Reliable information
- Creative communication
- Positive feedback loops on positive contribution

Lead: Noëlle van Eijk (Green.2)

Participants:

- Joppe Cramwinkel (Shell)
- Henk Vermaas (Cap Gemini)
- Pleun van Meer (Synnova)

Interested:

- Guido Jonkers (Groenbeheer Heemstede)
- Anita de Werd (DSM)
- Joos Ockels
- Hidde van Kersen (Waddenvereniging)
- Jenneke Verhoef (Essent)
- Anne Janssens (DSM)
- Bernice Notenboom (Arctic Alert)
- Rik Cruys (RAU Architecten)