wbcsd

the sustainable trade initiative

Sustainable Food Lab

The Forests Dialogue

Sustainability beyond fence-lines

Why landscape approaches make business sense

Purpose

This briefing paper outlines the business case for companies in taking a landscape approach to address sustainability challenges in their operations and/or supply chains. It thereby explains what a landscape approach is and how a company can use it to achieve different business objectives. It includes practical examples of motivations for companies to engage in landscape-level interventions, by entry point and by sector, illustrating the relevance of landscape approaches to different industry sectors.

Remarks and acknowledgements:

- This paper is a result of a collaborative process between the World Business Council for Sustainable Development (WBCSD), and the Sustainable Trade Initiative (IDH), The Forests Dialogue (TFD), and the Sustainable Food Lab (SFL). The sectoral examples have been prepared in collaboration with Andrea Athanas of the African Wildlife Foundation (AWF).

- It is targeted at business and aims to capture the main arguments for business to engage in landscape approaches. It is not meant to be exhaustive. Links to useful references and resources are footnoted throughout the document and additional relevant websites are provided at the end.

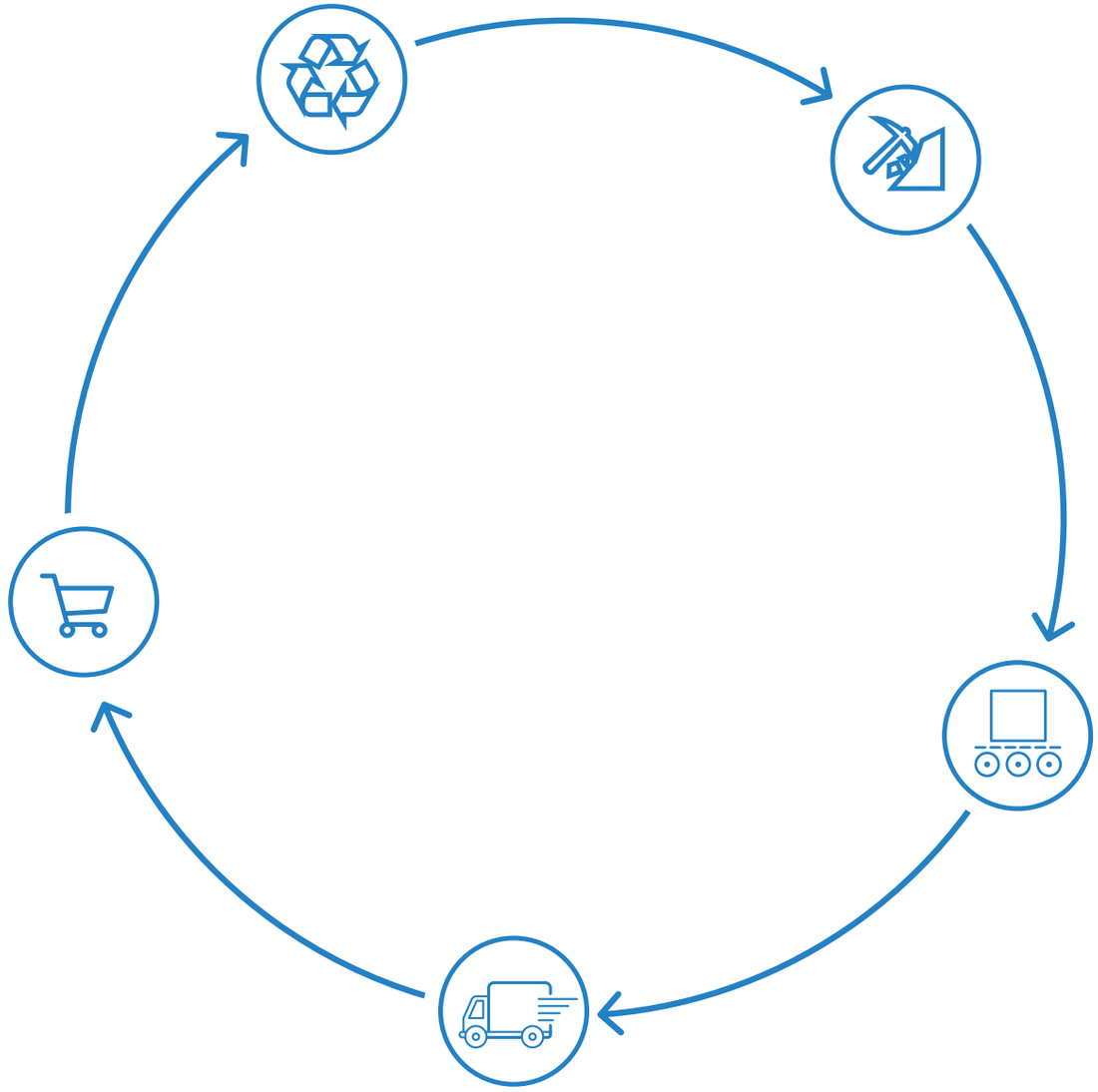
- An earlier draft of this paper has contributed to developing material for a workshop on landscape approaches at the Rockefeller Foundation's Bellagio Center in Italy, which took place May 31 - June 2, 2016. This workshop was co-organized by EcoAgriculture Partners, SAI Platform, Sustainable Food Lab and IUCN's SUSTAIN program. WBCSD and IDH both contributed to this through an advisory group.

- We appreciate the comments received from WBCSD member companies and several external stakeholders, including: AWF, Commonland, EcoAgriculture Partners, Fauna and Flora International, International Council on Mining and Metals and the International Union for Conservation of Nature (IUCN).

The context

Global trends show that supply chain transparency and traceability are increasingly factored into business sustainability. Consumers, shareholders and other stakeholders expect companies to be able to trace their entire supply chain all the way to the natural resource extraction or production level, and to understand and manage the environmental and social impacts and dependencies associated with each stage of the chain. In the context of global change where access to, and retention of, natural resources is becoming increasingly threatened, business decision making is progressively being influenced by dependencies on ecosystems and biodiversity.

In addition, recognition is growing that sustainability does not stop at fences of individual production units or extraction sites (e.g. farms, concessions, dams or quarries). Risks such as water scarcity, biodiversity loss, ecosystem degradation, competition for natural resources and energy, or climate change are mutual to all actors across the entire production area, or the landscape.[1] And these can affect and impair activities beyond single units or users. Therefore, solutions to effectively address or mitigate such risks require collective or shared efforts.



[1] **Reducing Risk:** landscape approaches to sustainable sourcing (Kissinger, Brasser and Gross, 2013)

What does it mean to take a landscape approach?

Despite the absence of a universal definition, a landscape approach stems from the fact that industrial or commercial land-uses (e.g. agriculture, forestry, mining or energy), human settlements and ecosystems are not isolated or self-contained units but part of a wider landscape in which different land uses (and users) rely on the same natural resources and functions for their activities. They are thereby interdependent and affect each other.[2] Addressing sustainability challenges through a landscape approach involves reconciling conflicting or competing land use interests within a geographical boundary (e.g. supply region, watershed, or concession) and working towards an integrated land management approach, considering both the natural environment and human systems. Landscape approaches recognize that long-term business sustainability is tied to healthy communities and ecosystems.[3] It therefore goes far beyond training and certifying suppliers or addressing impacts on particular operational sites.

This means that a landscape approach is by default a multi-stakeholder and cross-sectoral process or strategy that can help achieve diverse sustainability goals.[4] Implementing landscape-level programs requires recognizing the multi-functionality of an area and aiming to address local needs while also considering national, regional or global sustainable development objectives, such as the Sustainable Development Goals.[5] Stakeholders thus need to understand and evaluate environmental, social and economic trade-offs between different land management choices, and identify policy options, investment and development opportunities.

---

[2] Global Landscapes Forum

[3] Business for Sustainable Landscapes, Key messages at Bellagio (2016)

[4] Based on interviews conducted by Sustainable Food Lab staff in collaboration with WBCSD, IDH, and EcoAgriculture Partners.

[5] Initiatives of this nature may be called jurisdictional sustainability projects as they often occur within existing political boundaries and therefore bring in the local government as a natural member of the coalition.

Delivering against the global development agenda

Achievement of the Sustainable Development Goals, adopted by the United Nations in 2015, will depend upon more holistic and integrated approaches to competing interests and managing trade-offs between social, environmental and economic needs. Taking a landscape approach helps to deliver against multiple SDGs, for example:

SDG 2 "End hunger, achieve food security and improved nutrition and promote sustainable agriculture."

SDG 6 "Ensure availability and sustainable management of water and sanitation for all."

SDG 12 "Ensure sustainable consumption and production patterns."

SDG 13 "Take urgent action to combat climate change and its impacts."

SDG 14 "Conserve and sustainably use the oceans, seas and marine resources."

SDG 15 "Protect, restore and promote the sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss."

A more in-depth analysis of how integrated landscape management approaches contribute to the SDGs has been completed by the Landscapes for People Food and Nature network. Also The Little Sustainable Landscapes Book (page 29) addresses landscape approaches as a means to implementing the SDGs.

The business case

Over the last 20 years, various mechanisms have emerged to manage operational and supply chain risks and improve business sustainability. Examples include forest certification, commodity roundtables or water stewardship standards.[6] While these mechanisms have their benefits, they generally offer segmented approaches, often concentrating on distinct supply chains. They tend not to be sufficient to fulfil broader corporate commitments and are challenged to prove their respective impact.

To retain its long-term license to operate, manage regulatory, reputational and operational risks and to deliver greater transparency and traceability, the focus keeps expanding from individual operations, supply chains or commodity sectors to entire production landscapes. Multi-stakeholder interventions for integrated land management are becoming a more attractive and business-relevant approach to hedge multiple risks and harness new opportunities, including corporate commitments on halting deforestation, improving water management practices and generating positive social and environmental impact.

[6] How sustainability standards can contribute to landscape approaches and zero deforestation commitments (Mallet, Maireles, Kennedy and Devisscher, 2016)

How does business benefit from landscape-level engagement?
Taking a landscape approach benefits business in multiple ways and helps to reach sustainability targets, by:

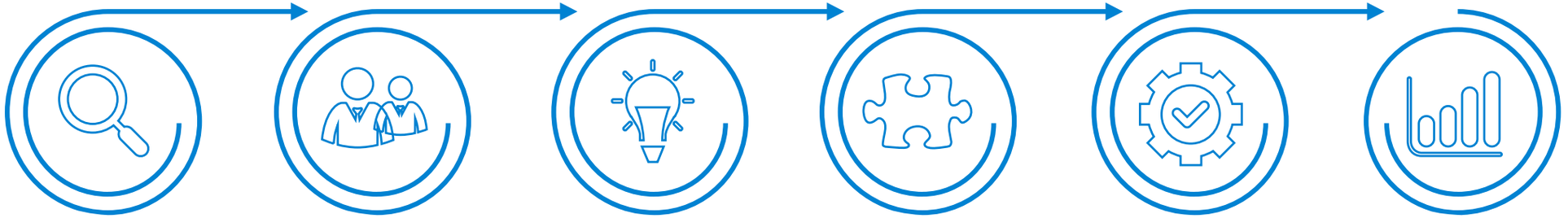
How to implement a landscape approach?

While there is no one-size-fits all solution, the following six elements generically describe how to best implement a landscape approach:[7]

First, the issues and diversity of affected stakeholders must be identified. By setting up a multi-stakeholder platform different interests and "fracture lines" can be explored, information can be shared and participants can work towards building trust among each other. Based on a shared understanding of the issues, challenges and opportunities, collaborative planning aims to drive concerted actions towards effective implementation, mobilizing investment in land use optimization and natural resource protection. Monitoring is key for making any necessary adjustments, continued engagement and knowledge exchange. The Little Sustainable Landscapes Book (see page 58 onwards) provides further detail on effective implementation. It discusses the wide spectrum of cooperation and how to establish a multi-stakeholder platform. It provides useful suggestions on:

- What to consider to reach shared understanding?
- What to consider when undertaking collaborative planning?
- What to consider in landscape monitoring?

[7] The Little Sustainable Landscapes Book (2015) and IDH, TFD, WBCSD and SFL infographic (2016)



1 Identify issues and stakeholders

2 Set up a multi-stakeholder platform

3 Build shared understanding

4 Plan collaboratively

5 Work towards effective implementation

6 Monitor and evaluate outcomes

What motivates business to participate in landscape interventions?

Interviews[8] with more than 30 companies[9] from different sectors, which are active in landscape-level interventions in different geographies have revealed that there is no 'one-size fits all business case' for landscape interventions. Entry points (i.e. motivations) for business and other actors are diverse and influenced by region, commodity, business risks and supply chain role or position. A brand owner has different motivations than a business-to-business supplier (or trader) or a company directly operating on land.

Generally speaking, dependencies on natural resources, securing operations or supply chains in regions threatened by ecosystem degradation, water management challenges or changing microclimates motivate companies to engage in landscape approaches. In many other cases, reputational risks and deforestation-related commitments are also driving forces for landscape engagement.

8 Interviews conducted by Sustainable Food Lab staff in collaboration with WBCSD, IDH, and EcoAgriculture Partners.
9 WBCSD and non-WBCSD members

Examples by entry point e.g. business risk/opportunity

Deforestation

Water risks

Social conflict

Changing micro-climate

Here are a few simplified, non-exhaustive, yet illustrative examples[10] related to material business challenges such as deforestation, water supply, social conflict and a changing micro-climate, followed by sectoral perspectives about agriculture, chemicals, extractives, forestry and tourism.

---

[10] These four entry points were prioritized by WBCSD members and the authors for the purpose of this paper. Other entry points can include: ecosystem degradation, forest fires, climate change, reputational risks, supply chain commitments or dependencies, legal compliance among others.

Entry point

Deforestation[11]

Desired outcome

No contribution to deforestation through corporate supply chains.

Existing mechanisms

Certification which is commodity-specific and focuses on a limited number of products, e.g. soy, palm, beef, timber.

Challenges

- No universally accepted definition for deforestation and multiple, often conflicting terms and approaches proliferate. Most common terms used, include: zero-deforestation, zero-net deforestation, zero-gross deforestation or deforestation-free.
- No clarity on how to effectively implement, measure and monitor deforestation-related commitments.
- Huge gap between corporate commitments at global level and realities on the ground.
- Often no alignment of approaches between different commodity streams, which means "deforestation-free" may mean different things depending on commodity.
- Actual deforestation may continue despite commitments, for example: while a company may only source certified commodities, the region where that commodity is sourced from may not be "deforestation-free" because other land uses continue to contribute to the problem.

Benefits of a landscape approach

- Mobilize additional stakeholders for forest management, use and protection, as well as mobilize investment to optimize land productivity or restore degraded land, reducing pressure on forests.
- Identify the set of actions to implement beyond a single commodity stream to ensure deforestation does not occur in an entire supply region.
- Ensure that any implemented actions do not cause adverse effects on other land uses or users within the same area.
- Help to identify indirect and cumulative impacts relating to deforestation thereby enabling improved avoidance and mitigation.

Key elements for addressing challenges

- **Multi-stakeholder dialogue, shared understanding, effective implementation and monitoring.**

[11] The Forests Dialogue: Understanding Deforestation Free Initiative

Entry point

Water risks quality & quantity[12]

Desired outcome

Secure water supply for production and operations and mitigate risks related to floods, droughts and/or water quality.

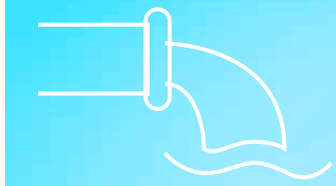
Existing mechanisms

Water- stewardship standards, foot printing and/or efficiency management.

Participatory monitoring, roundtable dialogues, public-private partnerships for water infrastructure development.

Challenges

- Water efficiency in plants, fields and other operations are often not enough to meeting broader objectives.
- Increasing competition over water resources with multiple users (e.g. other companies or industrial sectors, agriculture, communities and municipalities).
- Addressing issues of supply within a business unit that is in the middle or downstream in the watershed will not solve the problem if pollution and demand for water are occurring upstream.
- Disrupted water supply and lack of water quality.
- Increased costs for fresh water.



Benefits of a landscape approach

- Help identify a common way forward at the watershed level: smart policy and regulation, to use and sustain a shared resource and reduce shared risks over the water supply and water quality.
- Help access funding and motivate more effective water governance.

Key elements for addressing challenges

- **Multi-stakeholder dialogue, shared risk management, policy development, improved water governance.**

[12] See Mondi and SABMiller case studies in: The Landscape Approach for Sustainability in African Agribusiness (2015)

Entry point

Social conflict[13]

Desired outcome

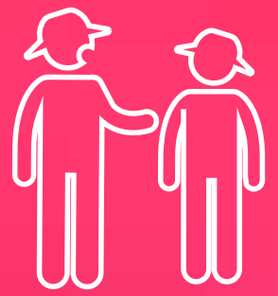
Retain social license to operate.

Existing mechanisms

- **Stakeholder engagement through social platforms.**
- **Social development programs.**
- **Formal grievance mechanisms.**
- **Free, Prior and Informed Consent.[14]**
- **One on one engagements and dialogues.**

Challenges

- Lack of regulatory framework or jurisdiction. For example, insecurity over land tenure and access rights.
- Competition for shared resources (e.g. food, forests, water).
- Different needs to use land (i.e. subsistence vs. industrial use vs. conservation).



Benefits of a landscape approach

- Create shared understanding and build trust among all key actors, incl. communities, government representatives, NGOs and business.
- Reduce conflict through participatory engagement.
- Improved identification of social risks and impacts (direct, indirect and cumulative) through early engagement with all key actors and understanding of tenure and natural resource dependencies.

Key elements for addressing challenges

- **Participatory engagement, shared decision making, development of improved policies.**

13 Read 'The Business of Landscapes Blog by Duncan Pollard', Nestlé (2016)

14 The Forests Dialogue Initiative on Free, Prior and Informed Consent (FPIC)

Entry point

Changing micro-climate[15]

Desired outcome

- **Resilience to changing climatic conditions to secure sustainability of production through, for example:**
  - **adaptation of farming practices, selection of crops, and land use farming;**
  - **investment in natural infrastructure.[16]**

Existing mechanisms

- **Training programs, usually aimed at cash crops.**
- **Company targets related to climate change mitigation and adaptation.**

Challenges

- Limited access to information and training to build knowledge and capacity for adaptation and climate change resilience.
- Lack of awareness of specific, local risks and suitability of specific farming systems or other business operations to the changing micro-climate.
- Few resources to support resilience of whole farming systems or operational sites.
- Limited capability to map risk exposure and identify opportunities resulting from adaptation.
- Each company or actions based on a single commodity can only provide fragmented solutions.

Benefits of a landscape approach

- Collaboration can support access to the best science, help connect with governments to map whole landscapes, and to design interventions targeted to address specific local needs.

- Collaboration beyond the fence-line allows delivery of impactful solutions that benefit an entire region and increase climate resilience at the landscape level.

Key elements for addressing challenges

- **Science, multi-stakeholder dialogue, sophisticated land use planning, targeted support for different groups of farmers, restoration or enhancement of ecosystem services.**

---

15 See Olam case study in: The Landscape Approach for Sustainability in African Agribusiness (2015)

16 Natural Infrastructure for Business Platform

Examples by industry sector

Agriculture

Chemicals

Extractives

Forestry

Tourism

The following sectoral examples have been prepared in collaboration with Andrea Athanas, Program Design Manager, African Wildlife Foundation. While these examples aim to emphasize particular motivations by sector, some are certainly equally relevant and transferable to other sectors.

Agriculture

A landscape approach helps to reduce the agricultural footprint, manage climate-related risks, improve stakeholder relations and enter new consumer markets.

Agriculture is a dominant form of human land use and has shaped entire landscapes.[17] Landscape approaches to agriculture stem largely from a need to control the footprint of agricultural expansion to leave sufficient room for other land uses, particularly forests, grasslands and wetlands, which are key to providing ecosystem services we all depend on.

The Landscape for People, Food and Nature (LPFN) initiative's business engagement working group found that taking a landscape approach can help manage emerging risks to the sector such as climate change, ecosystem degradation and increasing competition over limited resources.[18] LPFN research confirmed that landscape approaches can address operational, regulatory, and reputational risks while increasing benefits to smallholder farmers in their value chain. Some issues such as water security, climate change risks, and community engagement are perceived to be best addressed through a landscape approach, as they implicate actors and require action beyond the farm gate.

It also opens up new opportunities in markets where consumers are willing to pay a premium for products delivering on environmental and social expectations. Certification is one way companies are demonstrating performance against social and environmental standards. Beyond certification, some food companies are directly investing in programs that enable smallholder farmers in their value chains to take landscape approaches to production. The Livelihoods Fund for Family Farming[19] is one example of how companies are combining efforts to enable smallholders to take a landscape approach while deriving benefits from access to global value chains. In sum, a landscape approach provides agriculture companies with:

- Access to markets that are increasingly aware of environmental and social performance,
- A way of safeguarding against the negative consequences of climate change and related impacts, and
- A way of securing supply chains that include a diversity of producers and thus hedging against risk of production losses stemming from unforeseen events such as those that occur with changing weather patterns or political unrest.

---

17 Radical Cartography
18 Landscapes for People Food Nature
19 Livelihoods Fund

Chemicals & Pharmaceuticals

A landscape approach provides a way to secure raw material supply, mitigate production impacts and manage and mitigate potential consequences of the end products.

For the chemical and pharmaceutical sectors motivations may be different from industries with a clear and defined footprint in a given landscape. This sector is mainly tied to landscapes through the production (e.g. release of potential pollutants) and application of its products (e.g. seeds, pesticides or herbicides), as well as through their supply chains. As such, landscapes are both a source of raw material and the receiving environment for the products produced.

Taking a landscape approach for this sector means to assess and manage risks to future sources of raw material from landscapes that experience a loss of biodiversity (e.g. a specific species) or other ecosystem services (e.g. pollination or fresh water) that the industries depend upon for its product offerings. It also means to evaluate and address risks throughout the production process related to the potential contamination of soil, waterways or food sources. This sector is also challenged to understand how its end products affect ecosystem services and biodiversity, either directly or indirectly.

Extractives

A landscape approach enables extractive industries to find new and 'beyond the fence-line' solutions to risks of operating in a constrained and fixed location.

Mining and oil & gas companies require access to a finite set of raw materials that are found in predetermined locations based on geological formations. Companies are thus bound to invest in specific geographies to sustain and grow operations. This location-specific nature of the extractive industries is a key factor that drives innovative approaches to mitigating risks posed by operating in locations where there are sensitive habitats, vulnerabilities to the supply of water, or instability among neighboring communities because of degraded environmental resources.

Framing and managing such risks through the landscape lens can present solutions that are more effective, feasible and economically viable than solutions restricted to 'within the fence-line' of operations. For example, a coal mine operating in a water scarce environment would risk its license to operate if its operations were to negatively impact on the availability of water for irrigation in neighboring agricultural lands. After having optimized on-site water processing, the mine can further help increase water availability by engaging in landscape approaches and supporting restoration programs or water catchment management projects. It can also support reduction of agricultural water use by working with farmers on implementation of more efficient irrigation systems.

An oil and gas operation near a sensitive habitat may find that after all efforts to avoid, minimize and rehabilitate negative impacts on biodiversity there remains a residual impact that needs to be offset. The possibilities for offsetting that residual impact may not exist within the fence-line of the project, but only within the wider landscape. A landscape approach may enable the company to design offsets that are more strategic and cost effective and benefits both the company and biodiversity.

Forestry

A landscape approach enables this sector to enhance productivity, secure supply, improve conservation and reduce social conflict.

About 30% of the planet is covered by forests. Wood is a highly versatile and renewable raw material that is part of everyday lives in form of fuel wood, paper, personal care products or more innovative bio-chemicals and bio-materials. The world's forests are under immense pressure, with the strongest forces coming from agriculture (as described above), which is responsible for up to 80% of deforestation worldwide.[20] In addition, the demand for wood is expected to triple by 2050.[21]

Without question, forests need to be conserved to preserve biodiversity, provide wildlife habitats, safeguard water catchments, store carbon, protect against climate-related risks, sustain livelihoods and provide recreational benefits. At the same time, more wood needs to be produced responsibly to meet increasing demand. Sustainable forest and land management provides a means to balance trade-offs and optimize industrial production of wood while conserving forest landscapes.

Scientific research shows that globally the lowest rates of deforestation occur in regions where industrial harvest of wood and production of forest products are highest.[22] This demonstrates that sustainable forest management can maintain and in certain geographies can even enhance forest cover.

The forestry sector is naturally dependent on the provision of ecosystem services (e.g. biodiversity, soil and water) and if not managed appropriately also strongly impacts on the surrounding landscape. Conflict with neighboring communities often presents a challenge due to unclear land tenure and access rights.[23] To retain its license to operate the sector has an inherent business need to engage in cross-sectoral and multi-stakeholder interventions to clarify access to land, ensure production, secure future raw material supply, avoid social conflict and maintain ecosystem services.

For 20 years, the forest sector has pioneered in establishing independent certification mechanisms. However, as with other commodity verification approaches, they are currently being challenged to reach the necessary scale and prove their impact beyond a single commodity. Hence, landscape approaches are an attractive means for the forest sector to reach broader business objectives.

---

20 Drivers of Deforestation and Forest Degradation (Kissinger, Herold, De Sy, 2012) and What drives tropical deforestation? (Geist and Lambin, 2001).

21 Living Forests Report, Chapter 4 (WWF, 2012).

22 Global sustainable timber supply and demand. Sustainable development in the forest products industry, Chapter 2 (Ince, 2010).

23 The Forests Dialogue Initiative on Free, Prior and Informed Consent (FPIC)

Tourism & recreation

A landscape approach in tourism helps ensure the long term viability of the core product offering, and presents new market opportunities.

Tourism is one of the world's largest industries, and eco-tourism is one of the fastest growing segments in the industry. Eco-tourism is built on stunning destinations that often derive their attraction from the values of a wider landscape. This sector has a vested interest in investing in the conservation and management of landscapes where they operate, because their business model depends on well-managed and functioning landscapes. Tourism companies ranging from small scale single-unit operators to major multinational operators invest to protect the asset base provided by landscapes through revenue sharing agreements with communities and protected areas, merchandising and local product sales to support destinations and host communities, and travel philanthropy and volunteer programs to enable tourists to give back to a site they have visited.

It is not just the eco-tourism segment. The recreational industry as a whole is largely dependent on destinations that provide great outdoor experiences such as kayaking, mountaineering, photography, hiking, cycling, camping, horseback riding, snorkeling and scuba diving and a range of other leisure activities. Recreation companies often invest in landscape (and/or seascape) conservation and management programs in order to sustain their core product offerings.

A landscape approach can be the basis for destination development and enhanced business opportunities through a wider range of available recreational activities. For instance, companies operating in a market known primarily for cultural attractions could find opportunities to extend visitor stays by introducing additional products tied to landscape values such as hiking, birdwatching or wildlife viewing experiences.

Relevant websites

- Commonland – 4 returns from landscape restoration
- Fauna & Flora International
- Global Landscapes Forum
- IDH – Initiative for Sustainable Landscapes
- IUCN Sustain
- Landscapes for People Food and Nature
- Sustainable Food Lab
- The Forests Dialogue

Business Learning Hub on Landscapes

The Business Learning Hub is a collaborative platform designed to foster collaboration by sharing success stories - helping business learn from diverse experiences as they transform corporate supply chain initiatives into impactful landscape solutions.

About the partners

About WBCSD

The World Business Council for Sustainable Development (WBCSD) is a global, CEO-led organization of over 200 leading businesses and partners working together to accelerate the transition to a sustainable world. WBCSD helps its member companies become more successful and sustainable by focusing on the maximum positive impact for shareholders, the environment and societies.

WBCSD member companies come from all business sectors and all major economies, representing a combined revenue of more than $8.5 trillion and 19 million employees. The WBCSD global network of almost 70 national business councils gives members unparalleled reach across the globe. WBCSD is uniquely positioned to work with member companies along and across value chains to deliver impactful business solutions to the most challenging sustainability issues.

www.wbcsd.org

Follow us on Twitter and LinkedIn

About Sustainable Food Lab

The Sustainable Food Lab is a consortium of business and nonprofit organizations with a mission to accelerate the shift of sustainable food from niche to mainstream. The Sustainable Food Lab supports the design and management of pre-competitive collaborations, provides direct consulting support to many food and beverage companies, and nurtures system leadership via a partnership with colleagues at the MIT Sloan School of Management. Collaborative projects span many farming systems and geographies, from climate resilience in West Africa to soil-building rotations in the US Corn Belt, from the Sustainable Vanilla Initiative with all Madagascar industry players to the Cool Farm Alliance. Food Lab staff support change initiatives with organizations that range from Danone to Ben and Jerrys, from PepsiCo to the Rockefeller Foundation.

Find out more about the Sustainable Food Lab
www.sustainablefoodlab.org

About IDH

IDH, the Sustainable Trade Initiative brings together governments, companies and others in public private coalitions that have the power to design, implement and scale production and protection plans. IDH formulates and improves the business case for companies to invest in these plans, by bringing in funders, banks, governments and other international companies to co-fund and prototype cost-efficient and scalable production and protection models. IDH organizes international knowledge around these prototypes and uses its track record, international networks and cross sectoral experiences in 11 commodity programs and 11 landscapes to accelerate learning and innovation. IDH works with over 500 international companies, civil society organizations and governments. IDH is funded and mandated by the governments of The Netherlands, Denmark, Switzerland and Norway.

Find out more about IDH here:
http://www.idhsustainabletrade.com/

For more information, please contact
IDH Head of Communications
Daan de Wit
dewit@idhsustainabletrade.com
Tel.:+31615283774

About The Forests Dialogue

The Forests Dialogue (TFD) is a neutral, international, multi-stakeholder platform established in 2000 to help address conflicts and challenges about important forest-related issues. TFD is governed by an international Steering Committee reflecting the breadth of interests in forests, and its secretariat is hosted by Yale University. TFD has developed and facilitated 15 dialogue initiatives, comprising more than 60 country-level and international dialogues involving over 3,000 individuals during its 15 years of work. Half of the dialogue initiatives have focused on what would now be called 'landscape' topics.

For more information, please contact:
Gary Dunning

Executive Director, The Forests Dialogue
gary.dunning@theforestsdialogue.org

World Business Council
for Sustainable Development

Maison de la Paix
Chemin Eugène-Rigot 2
CP 246 1211, Geneva 21
Switzerland

www.wbcsd.org

Business Learning Hub on Landscapes