



How Are We Doing?

An Environmental Stewardship Survey of BAM Practitioners

BAM and Creation Care Series Part 2

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An Environmental Stewardship Survey of BAM Practitioners

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Foreword

We often say that Business as mission is a concept, practice and a global movement.

Business as mission (BAM) is an idea, a **concept**, that is deeply rooted in biblical principles and our Judeo-Christian tradition. We see in scripture that business is part of God's design for human flourishing. We can point to powerful impact through the intersection of business and mission throughout church history.

BAM is also a **practice**, a set of real-life daily operating procedures for companies around the globe. In every continent today there are business as mission practitioners intentionally demonstrating God's kingdom in daily business life. They are bringing the 'whole gospel' in word and deed, aiming to have a positive environmental, social, economic and spiritual impact.

Furthermore, BAM is a **global movement** of leaders in business, church, missions and academia. The idea and practice of business as mission does not belong to one organisation, company network, or region. It is a move of the Holy Spirit stirring among Christ-followers in the marketplace, in every corner of the world. And it is part of a much bigger picture of God establishing his kingdom on earth as it is in heaven.

BAM Global has been developing the concept of business as mission, and connecting people around it, since 2002. Through global conversations and meetings, we have gathered and shared social and intellectual capital. Over 500 people from around 50 nations have participated in BAM Global Think Tank groups that have reviewed and discussed BAM from theological, historical, practical, ecclesiological, missiological, ecological, economical and global perspectives.

This has resulted in about 30 ground-breaking reports, including the BAM Manifesto and the Wealth Creation Manifesto. These processes have also catalysed a growing global movement of national and international BAM networks. Today BAM is practiced on all continents and applied in thousands of companies, operating in over 20 languages.

We rejoice in the growth and thank God for the impact. But we have not arrived. We are on a journey and committed to being a learning movement. To that end we continue to organise consultations to deal with important and pressing issues related to BAM and the world.

Our sincere thanks goes to all those who have co-laboured with us to bring this next wave of Think Tank consultations to fruition. We pray that these papers, case studies, tools, recommendations and resources would go out widely, and encourage and equip you as well as invigorate the global BAM movement.

Now to him who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us, to him be glory in the church and in Christ Jesus throughout all generations, for ever and ever! Amen. (Ephesians 3:20-21, NIV)

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Executive Summary

How Are We Doing?: An Environmental Stewardship Survey of BAM Practitioners

Environmental stewardship is a critical outcome, or 'bottom line', of business. However, organisations and companies face challenges in managing their environmental systems and creating a positive environmental impact. This report aims to understand the challenges, both technical and institutional, faced by business as mission (BAM) entities in particular. It explores the implications for environmental stewardship practices and the successful implementation of Environmental Management Systems.

The BAM Global Creation Care Consultation Group is mandated to serve the Kingdom-minded business community with practical guidance on environmental stewardship. In this report, we discuss the challenges and successes experienced by BAM organisations in this area. In turn, we propose realistic, measurable and attainable goals for increasing the level of environmental stewardship—both in individual BAM companies and the BAM movement as a whole—and identify some critical resources and support mechanisms required to do so.

BAM practitioners were polled about their environmental practices and the challenges they face through two separate survey processes. Respondents came from a wide geographical area and a wide variety of business sectors. The results from both surveys provided the raw materials for this report and will help drive the ongoing work of developing environmental management resources for the BAM community.

The survey findings indicate a profound shift in the attitude of BAM practitioners to environmental stewardship and creation care in the last decade. They revealed that environmental stewardship was important to respondents both personally and in their business, with a median score of 8 out of 10 for both aspects. While this is encouraging, an outstanding challenge is the effective implementation of Environmental Management Systems (EMS). While many BAM practitioners desired to initiate an EMS, there was a reported lack of knowledge on how to begin.

A SWOT analysis of survey responses was completed to give a clearer picture of the state of engagement on environmental stewardship within the BAM community. From that work, a TOWS analysis was developed to explore potential solutions and responses.

Recommendations and action plans for consideration by the BAM community are proposed. These include practical suggestions for BAM practitioners aiming to become better environmental managers and stewards through their companies. There are also recommendations for further resource and network development within the broader business as mission ecosystem.

We reconfirm that a successful Environmental Management System, and the resulting positive environmental impact, is best achieved when one interconnects all four bottom lines of BAM. Consideration of the environmental bottom line cannot be divorced from the financial, social, or spiritual bottom lines.

The BAM and Creation Care Report Series

Background to the Consultation

The BAM Global Think Tank (2012-2013) and BAM Global Congress in 2013 identified that 'BAM and Creation Care' lacked focus, conversation, resources and collaboration within the BAM community. The **BAM Global Creation Care Consultation Group** (Consultation Group) was established to address this gap and to help business as mission (BAM) companies fulfil their environmental stewardship mandate within their business and in the wider world.

The goal of the Consultation Group has been to serve BAM companies who are committed to the four bottom lines of spiritual, environmental, social and financial impact and sustainability as they deliver the Good News of Jesus.

We aim to serve BAM companies by:

1. Providing a link to services that can help them develop robust environmental management systems;
2. Encouraging those who are developing technologies through their companies to provide clean air, clean water, clean food and clean energy to the spiritually and materially impoverished; and
3. Providing easy-to-use toolkits and educational resources to help BAM companies be good environmental stewards.

While the Consultation Group's work is focused particularly on environmental sustainability, we recognise that ours is a holistic gospel, in which the four bottom lines—or areas of missional impact—form an integral whole that should not be separated.

Introduction to the Creation Care Report Series

In 2017, the paper *Wealth Creation and the Stewardship of Creation* (Polet & Tsui, 2017) was published as part of the Wealth Creation Report Series¹. This paper was successful in raising discussion at the intersection of Kingdom-minded businesses and environmental sustainability. We consider this paper to be 'Part 0' of the current series, i.e. an essential precursor and a helpful foundation for this report and the ones to follow.

In addition, several blog posts, particularly on the Business as Mission Resource website² businessasmission.com and the Father's Earth blog³, kept the discussion going. Presentations at the BAM Congress Netherlands in 2018 and 2019 formed a nexus of discussion.

¹ A series of papers from the Global Consultation on Wealth Creation for Transformation, organized by the Lausanne Movement and BAM Global in Chiang Mai, Thailand, in March 2017. See: <https://bamglobal.org/reports/special-reports/>

² Article series on Environment & Creation Care on The BAM Review Blog hosted at Business as Mission Resource website, see: <https://businessasmission.com/category/environment-creation-care/>

³ Father's Earth blog, see: <https://fathersearth.ca/>

In April 2018, the Consultation Group met in Delft, the Netherlands, in person and virtually. From that meeting, three overarching themes emerged which were each developed into papers that form part of this current BAM and Creation Care Report Series:

1. **What are the major global sustainability issues that BAM companies will face and how can they help?** What are the most important facts, lessons or principles of creation care we must promote or teach within the larger BAM community? The responses to these questions were published in September 2022 as *'One Big Thing: The One Thing a God-honouring Business Must Do to Be a Good Creation Care Steward'*, BAM and Creation Care Part 1⁴.
2. **What challenges do BAM companies face in meeting their sustainability goals?** This paper, *'How Are We Doing?: An Environmental Stewardship Survey of BAM Practitioners'*, responds to this question and is BAM and Creation Care Part 2.
3. **Where can the provision of environmental technologies help people flourish as they receive the Good News?** An analysis of air pollution and water scarcity data lays out possible geographical areas where BAM companies might apply environmental technologies. These findings and recommendations will be published in BAM and Creation Care Part 3.

In addition, one of the major findings from the survey completed for this report (Part 2) is the need for environmental management tools for the BAM community. From that finding, the following question was addressed in a BAM Global workshop in May 2021:

4. **What are the foundational aspects of an environmental management system for a BAM company?** The results of this work will be published in BAM and Creation Care Part 4.

Each part of this BAM and Creation Care Report Series will include resources, recommendations, and action plans.

After the initial meeting in 2018, members within the group and experts from without were consulted on each paper by asking them specific questions and/or for reviews. This approach proved more effective than holding further meetings, which were difficult to schedule. We stayed in touch via email, through chat platforms like Slack, and held one-on-one discussions, as needed.

The four BAM and Creation Care Report Series parts outlined above were finalised after the BAM Global Congress 2021 to incorporate the discussions held there.

⁴ Download Part 1 at: <https://bamglobal.org/creation-care-part-1/>

How Are We Doing?

An Environmental Stewardship Survey of BAM Practitioners

BAM and Creation Care Series Part 2

Introduction to ‘How Are We Doing?’

The BAM Global Creation Care Consultation Group is mandated to serve the Kingdom-minded business community with practical guidance on environmental stewardship. We believe that *all* businesses are environmental businesses and that BAM companies should be world-leaders in caring for creation.

However, organisations and companies the world over face challenges addressing this critical ‘bottom line’ of business. This report aims to understand the challenges, either technical or institutional, faced by business as mission (BAM) entities in particular. It explores the implications for environmental stewardship practices and the successful implementation of Environmental Management Systems. We respond to both the challenges and successes experienced by the BAM community and propose realistic, measurable and attainable goals for environmental stewardship.

Methods

The Consultation Group defines environmental stewardship as:

The responsible use and protection of the natural environment through conservation and sustainable practices.

In January 2020, an Environmental Stewardship Survey was sent to poll BAM practitioners about their environmental practices and the challenges in their implementation. A total of 124 responses were received by the end of February 2020. Respondents came from a wide geographical area and a wide variety of business sectors. All individual responses are kept anonymous for the purposes of this report.

The Environmental Stewardship Survey was developed and sent using the Typeform platform⁵. The questions were developed by members of the Consultation with initial guidance on the approach from Dr. Steve Rundle (Rundle, personal communication, October 2019). A copy of the questionnaire is appended (Appendix 1).

In addition, a poll, designed in collaboration with Eido Research⁶, was completed during the BAM Global Webinar on BAM and Creation Care held in March 2021. Results from this poll have been incorporated into our conclusions and recommendations.

Environmental Stewardship Survey Results

A summary of the observations for each of the survey questions follows. A more detailed summary appears in Appendix 2. Raw data is available in Microsoft Excel spreadsheet format to researchers upon request.

⁵ See: <https://www.typeform.com/>

⁶ See: <https://www.eidoresearch.com/>

Region of operation

In which part of the world are you operating?

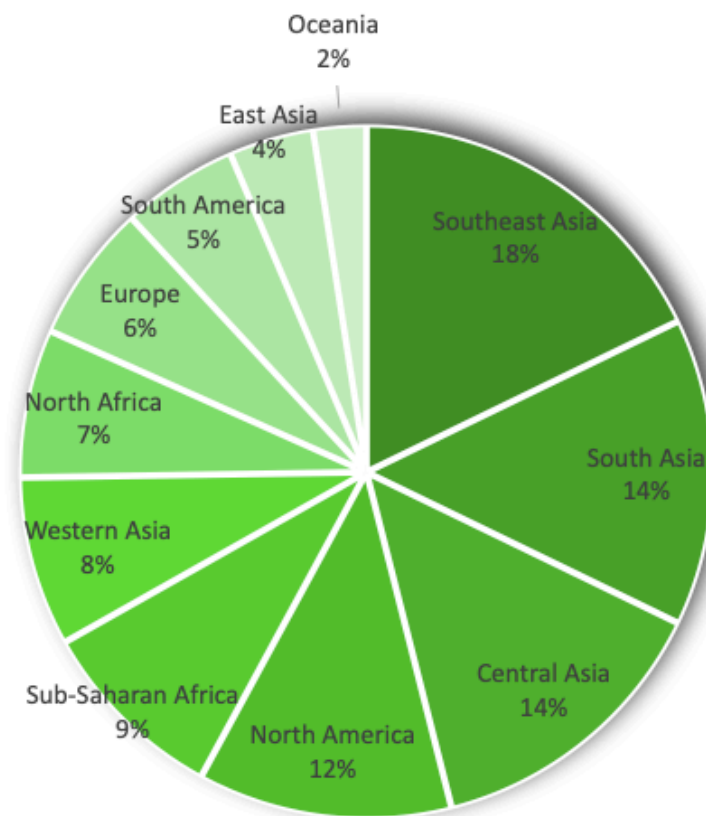


Figure 1: Region of operation

Type of business

How would you describe your business?

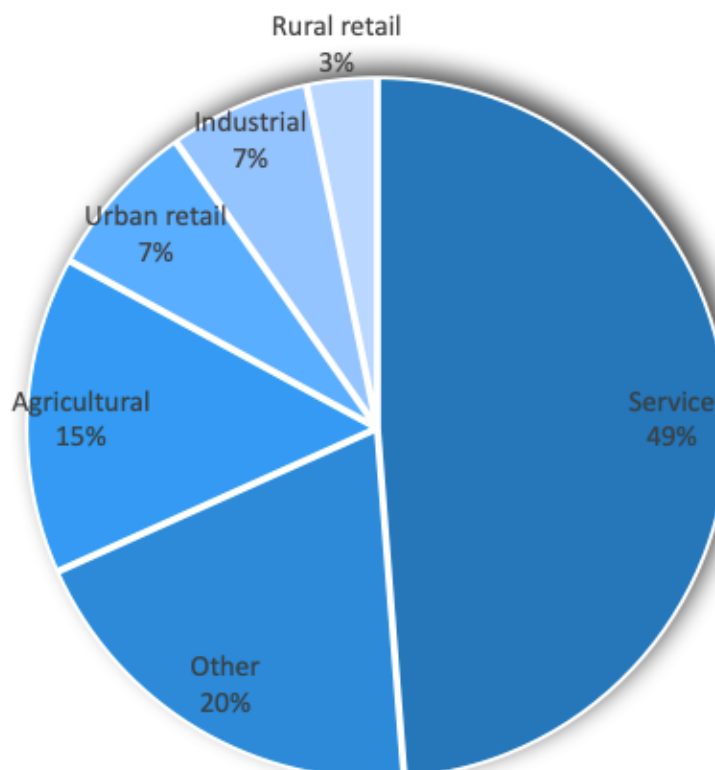


Figure 2: Type of business

Category of respondent

And you are an...?

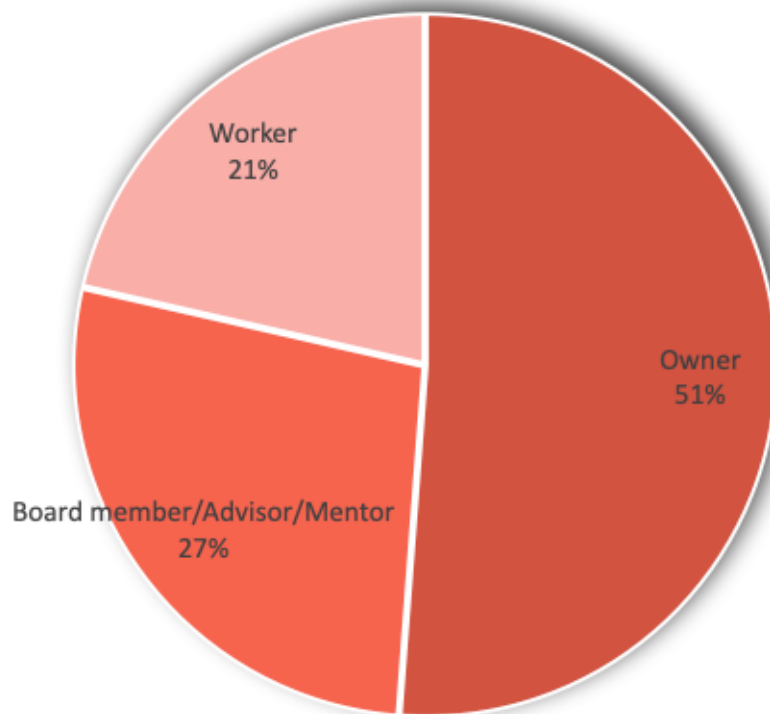


Figure 3: Category of respondent

Value and practice of environmental stewardship

On a scale of 0-10, how important is environmental stewardship to you personally?

Average rating	Median	Number of respondents
7.9	8	116

On a scale of 0-10, how highly do you value environmental stewardship for your business?

Average rating	Median	Number of respondents
8	8	89

On a scale of 0-10 rate how successful have you been in implementing your values for environmental stewardship into your business operations?

Average rating	Median	Number of respondents
6.4	7	89

Is environmental stewardship a part of your business? Do you have an Environmental Management System (a set of processes and practices that enables your organisation to reduce its environmental impacts and increase its operating efficiency)?

72% stated that environmental stewardship is part of their business. However, a considerable 73% of the respondents have been unable to develop an EMS in their organisation. The remaining 27% developed an EMS in-house. None of the respondents had purchased an external EMS.

What is getting in the way of incorporating environmental stewardship into your company's daily operations?

Respondents gave a wide number of reasons that hinder more robust environmental stewardship in their organisations. Some of these are lack of resources, lack of knowledge, differing priorities and/or cultural/regulatory impediments.

We have paraphrased and grouped the responses on this question into the themes below. The number (x) after each line refers to the number of times that comment was expressed by respondents if more than once.

Lack of resources and capacity

Internal resources

1. Insufficient funds; lacking capital for product certification (8)
2. Time limitation in comparison to other priorities (6)
3. Require additional environmental resource personnel (5)
4. New business with limited resources (5)
5. Lack of policy and model to follow and simple education for employees (2)
6. Organisational awareness and strict environmental protection policies missing
7. Implementation of written environmental policy required
8. One-man operation without formalised policies in the business with limited practical education
9. Small organisation with minimal impact; though, there are plans to include awareness of environmental responsibility and improve practices with new opportunities for future growth
10. Require additional education for smallholders, and investment in raw material production to better impact the environment without undue burden to suppliers

External resources

1. Environment responsibility costs more (6)
2. Lack of inexpensive and accessible recycling options/cooperatives, and everything cannot be recycled (5)

3. Absence of local 'green' options that lead to increase in transportation and duty costs (2)
4. Lack of technology
5. Economically difficult situations, government grant delayed
6. County/regulatory limitations
7. Reducing social costs often reduces shareholder return
8. Require additional knowledge to promote programs among trainee entrepreneurs, and certifications in the environmental field to acquire the programs
9. Hard to get market to care and pay more for environmental products
10. Hindrance in registration for carbon neutral programs in specific country and absence of biodegradable shipping material

Lack of knowledge

1. Require assistance to manage resources and be environmentally minded in a service company (6)
2. Although awareness is present, need practical ideas to be implemented and included in strategy (4)
3. Need further education in waste management and motivation for employees to work in the department, and effective ways to inspire and communicate environmental stewardship among colleagues and clients (4)
4. Require skilled understanding to implement more practically and effectively in small companies (3)
5. Countries struggling with economic stability slow down efforts due to lack of responsibility. Working in a country that is struggling just to have economic stability, it is often seen as a "first world problem" (2)
6. Require assistance to change approach of diverse multicultural team that does not hold the same environmental stewardship goal
7. Company is creating solutions to address environmental issues, but has never been approached to develop an EMS
8. Knowledge has been vague so far
9. Require knowledge to increase output ethically and systematically from suppliers
10. Need effective measures to engage recycling companies
11. Require inspiration to operate the business uniquely and with a higher purpose
12. Overall business philosophy is to be good stewards to the environment, but more importantly to the people dealt with daily
13. Require understanding to identify opportunities and gaps in implementation

Environmental stewardship is not high in priority

1. It seems unimportant to operations of small businesses that have minimal environmental impact and there are always efforts being made to ensure a renewable environment (5)

2. Business exists in the matrix of multiple considerations and constraints (3)
3. There are no difficulties and personal responsibility prevails process/policy (2)
4. Lack of resources and knowledge add to other persistent issues (2)
5. Spreadsheets constrain time and attention (2)
6. Require implementation of values by top management and leadership that permeates company-wide
7. Ideally desires for creation care need to begin with the business
8. Country does not give enough attention to environmental protection
9. Although care for environment is required, it should not be a false religion. Innovation, and human-centric research and advancements for health and education should be the priority
10. Environment care should not be as difficult and expensive as it is made to be
11. Sustainability should begin with human sustainability, with affordable and accessible food and no inconvenience on the poor
12. Recycling becomes harder and less of a priority as it costs more or has to be done by the company

Other

1. It is tough to justify cost (of environmental stewardship), and affects quality and marketability (3)
2. Difficulty imposed by nationals unwilling or unaware of a need to change (2)
3. Company operates with independent players, hence, difficult to implement centrally controlled decisions (2)
4. Lack of focus and has been easily postponed (2)
5. Lack of environmentally ethical options among suppliers (2)
6. Dealing with the complexities of local, state and federal laws while making a return for the business, has overshadowed and slowed down progress
7. Competitive pressure to produce short-term results in order to stay in business
8. Company is beginning the process to measure environmental bottom line
9. There is no control over these processes
10. Although people are aware, they fail to relate it to product consumption
11. Company is applying environmentally wise decisions in everyday efforts
12. Environmental pollution key cause of cancer

Felt needs in the area of environmental stewardship

What technical help do you require? Choose as many as fits.

Respondents were asked what help they required and could choose all that were appropriate.

Management

Category	Number of respondents
Assistance with Environmental Management Systems	40
Understanding the cost of ecological footprint	39
Environmental Impact Assessment	31
Waste management	24
Impact of the environment on business	20

Compliance

Category	Number of respondents
Understanding the cost of environmental compliance	24
Risk assessment or environmental audit	16
Regulatory compliance	8

Opportunities for business

Category	Number of respondents
Exploring opportunities to use business to address environmental challenges	38
Turning waste into value-added products	37
Energy production	24
Agricultural assistance	18

Additional comments on technical assistance required

Our survey was focussed on what BAM companies require in environmental management. Some of the additional comments below indicate that there are companies that are actively integrating environmental principles into their business practices while others outline specific needs so that they can do even better in environmental stewardship.

1. Company is performing well and believes it will continue to get better with further collaboration within the organisation. No external help is required (5)
2. Require help to create professional and inspirational documents of ideas, policies, and training for the staff (2)
3. Require ideas for small business that are adhered to, practical, and rewarding

4. Require help with best available and trusted green solutions for the company's needs
5. Constraint of storage of solar power
6. Need help to understand impact of retail products bought from other countries and find better suppliers
7. Need transitional or subsidised resources
8. Seek guidance on investing in long-term patient capital instead of short-term gains to support environmentally sound business decisions
9. Waste to energy with oil diesel gasoline off-take; remediation of dioxins
10. Require clarity over prioritising problems based on reality, and government relations and communications
11. Every aspect of every product is made with our environment in mind and is part of our marketing strategy as well. This survey is biased as if we don't already make every effort to be an environmentally sound company. We are the first company to use EPA certified non-toxic dyes, we are the first to (make) commercially viable non-lead fishing jigs and weights, we use 90% post-consumer products, and recyclable packaging. We put biodegradable additives in our plastic injection process and educate our customers on best practices on the water

Discussion and Analysis

The results indicate a profound shift in the attitude of BAM practitioners to environmental stewardship in the last decade. The respondents in this survey have a median of 8 out of 10 in saying that environmental stewardship was important to them personally, and the same result when the question was applied to their business. Previously, Steve Rundle found in his work published in 2014 that most respondents claimed either to be 'not making an effort' or 'not doing very well' in this area. Only 2.9% of the donor-supported BAM practitioners and 17.1 percent of the business-supported practitioners reported having explicit goals in this area. (Rundle, 2014).

While many struggles remain, the findings of our survey indicate that the desire is there to integrate environmental stewardship into BAM companies in a much more significant measure. Indeed some individual companies are excelling in implementing environmental stewardship.

SWOT Analysis

We have organised these findings—both the successes and challenges—into a 'SWOT Analysis'⁷ table below. We believe the results represent the broader BAM community due to the way the survey was distributed and the number of responses. Therefore, this SWOT analysis provides a good summary of the current state of engagement with environmental stewardship by the BAM community.

⁷ Strength, Weakness, Opportunity and Threat (SWOT) Analysis, for an introduction to this type of analysis tool, see: <https://www.investopedia.com/terms/s/swot.asp>

Strengths (Internal)	Weaknesses (Internal)
• S1 Practitioners have a strong sense of environmental stewardship • S2 Some companies are performing well and believe they will continue to get better with further collaboration within the organisation • S3 Certain companies design every aspect of every product with the environment in mind and make it a part of the marketing strategy as well • S4 Companies are beginning to measure environmental bottom line • S5 BAMers aim to be good stewards to the environment and more importantly to the people dealt with daily • S6 Some organisations do not face any difficulty in implementing environmental stewardship • S7 Some BAMers have an in-house designed EMS and are implementing the same • S8 As a new business, it may prove easier to weave the values of environmental stewardship into other organisational policies at the entry level	• W1 It is tough to justify environmental compliance costs. Concern environmental stewardship affects quality and marketability • W2 Require help to create professional and inspirational documents of ideas, policies, and training for the staff, and education in waste management • W3 Need help to understand impact of retail products bought from other countries and find better suppliers • W4 Require assistance to change approach of diverse multicultural team that does not hold the same environmental stewardship goal • W5 Require assistance to manage resources and be environmentally minded in a service company • W6 Although awareness is present, need practical ideas to be implemented and included in strategy • W7 Require skilled understanding to implement more practically and effectively in small companies • W8 New business with limited resources and personnel • W9 Business exists in the matrix of multiple considerations and constraints • W10 Company operates with independent players, hence, difficult to implement centrally controlled decisions • W11 Time limitation in comparison to other priorities • W12 Insufficient funds; lacking capital for product certification • W13 Implementation of written policy required • W14 Knowledge has been vague so far • W15 Require knowledge to increase output ethically and systematically from suppliers • W16 Require additional education for smallholders, and investment in raw material production to better impact the environment without undue burden to suppliers • W17 Require implementation of values by top management and leadership that permeates company-wide • W18 Need for waste to energy and remediation solutions

Opportunities (External)	Threats (External)
• O1 Maturing ecosystem of services to BAM companies able to assist with business and environmental business solutions • O2 More sources of patient capital for BAM practitioners • O3 Opportunity to develop a sustainable and ethical chain of suppliers • O4 Recyclers exist in the BAM space • O5 Providers of alternative energy sources exist in the BAM space	• T1 Need for patient capital instead of short-term gains to support environmentally sound business decisions • T2 Difficulty imposed by nationals unwilling or unaware of a need to change • T3 Lack of inexpensive and accessible recycling options/cooperatives, and everything cannot be recycled • T4 Hard to get market to care and pay more for environmental products • T5 Country does not give enough attention to environmental protection • T6 Need effective measures to engage recycling companies • T7 Hindrance in registration for carbon neutral programs (DHL) in specific country and absence of biodegradable shipping material • T8 Constraint of storage of solar power • T9 Economically difficult situations, government grant delayed • T10 Countries struggling with economic stability slow down efforts due to lack of responsibility. Working in a country that is struggling just to have economic stability, it is often seen as a "first world problem" • T11 Environment care should not be as difficult and expensive as it is made to be • T12 Lack of environmentally ethical options among suppliers • T13 Require clarity over prioritising problems based on reality, and government relations and communications • T14 Lack of technology • T15 Require additional knowledge to promote programs among trainee entrepreneurs, and certifications in the environmental field to acquire the programs • T16 Environmental issues and natural calamities affect human health, economy, livelihood and education and research system • T17 Competitive pressure to produce short-term results in order to stay in business

Table 1: SWOT analysis of Environmental Stewardship Survey responses

Assigning and maintaining a dedicated team to address environmental stewardship in general and an Environmental Management System (EMS) specifically can be time consuming and overwhelming to an organisation that has limited resources and people. Working in economically difficult situations and in countries that do not have modern infrastructure or technology is limiting for a number of organisational leaders that do have the desire to implement an effective EMS.

However, as seen from the SWOT Analysis findings in Table 1 above, a number of BAM companies are ahead of these challenges and are thriving in their environmental practices. We believe these companies can lead the way in becoming examples for other companies that are aware of the need to change, but lack practical ideas on how to get started.

Eido Research Survey Results and Findings

In March 2021 we conducted a poll, designed in collaboration with Eido Research, during the BAM Global Webinar on BAM and Creation Care. We received 34 responses in total. A summary of the observations for all the questions follows. The raw data can be found in Appendix 3.

Value and practice of environmental stewardship

On a scale of 0-10, how much do you think/feel/act on the following?

Christians should take creation care more seriously than others

Average rating	Median	Number of respondents
7.8	8	34

BAM practitioners can positively impact both people and planet

Average rating	Median	Number of respondents
8.2	9	34

Businesses are vital to provide environmental solutions for the planet

Average rating	Median	Number of respondents
8.3	8.5	34

What success have you had in environmental stewardship in your organisation or company? (Number of respondents: 23)

1. Raising awareness and making a positive impact (9)
2. Promoting circularity, recycling waste, and actively saving water (3)
3. Starting a conversation and talking to the public (2)
4. Using natural and reusable materials (2)
5. Including it in the set-up plan
6. Modelling
7. Improving working conditions in Bangladesh
8. Fully digitised to minimise the use of paper
9. Creating products that improve on-farm fruit/veg returns
10. Using electric transportation for business purpose
11. It takes intentional impetus for measured success
12. Leveraging technology
13. Making companies accountable
14. Educating children on recycling and reusing as well as reducing waste, on water
15. Focus on other mission-centric issues. Realisation that downstream recycling efforts are not always effective and/or efficient
16. Passion

What hinders environmental stewardship in your organisation or company? (Number of respondents: 21)

1. High cost of technology and adapting facilities (7)
2. Lack of knowledge and awareness (4)
3. Difficult to change mindsets (3)
4. Poor theology (2)
5. Tension and cost effectiveness in terms of the bottom lines (2)
6. Lack of government policy and support (2)
7. Creation care is optional and not a priority (2)
8. Time constraint to research environmentally friendly solutions and suppliers (2)
9. Going back to the basics
10. Thought of being alone

The poll showed that most BAM practitioners agree they can impact both people and planet, and that businesses are vital to provide environmental solutions for the planet.

In addition, BAM practitioners have been successful in raising awareness about environmental stewardship, promoting the circular economy and initiating waste recycling, among many other successes. Alternatively, a few BAM practitioners face challenges with

the high cost of technology and adapting facilities. This result shows that BAM practitioners require resources to implement a successful EMS. There is also a need for the BAM community to have access to more sources of patient capital to invest in clean technology that helps both people and planet to flourish.

It should be noted that the results of this specific poll cannot be considered representative of the whole BAM community because the people attending the webinar were sufficiently interested in environmental impact to attend an event on that subject in the first place. However, our analysis shows similar patterns in responses from both survey groups and that the findings from the smaller poll affirm the original 2020 survey findings.

Conclusion

As Part 1⁸ of this series concluded, *all* businesses are environmental businesses and all business as mission companies have the opportunity to implement good environmental management practices. The results of our surveys show that ‘the needle has moved’ on creation care in the BAM community in the last decade. The attitude of BAM practitioners towards the ‘environmental bottom line’ has shifted and there has been an encouraging increase in active engagement in environmental stewardship.

However, BAM companies do face significant barriers to becoming better environmental stewards, including lack of resources or capacity, lack of knowledge and lack of prioritisation, among other issues.

One critical solution is the implementation of robust Environmental Management Systems within BAM companies and the dissemination of how-to resources among the BAM community at large. We found that while many desired to initiate an EMS, the challenge was the lack of knowledge on how to begin. From this finding, advice for developing an Environmental Management System for a BAM company was given as a workshop during the BAM Global Post-Congress Workshop series in May 2021. This content has been adapted into a report format and will be published in BAM and Creation Care Part 4 of this series.

In Part 1 of this series, One Big Thing, we concluded that creation care cannot be viewed on its own, it is part of the holistic gospel. What sustains a company can sustain the planet, what sustains the planet will sustain a company. The Environmental Stewardship Survey shows that BAM practitioners are growing in their understanding that creation care is an integral part of God’s purpose for business.

We would like to further emphasise that a successful Environmental Management System, and the resulting positive environmental impact, is best achieved when all four bottom lines of BAM are interconnected. Consideration of the environmental bottom line cannot be divorced from the financial, social, and spiritual bottom lines. Equal weighting must be given to environment stewardship as part the integrated whole of Kingdom-building impact through business.

⁸ See: <https://bamglobal.org/creation-care-part-1/>

The recommendations and action plans that follow are intended to give practical guidance to individual BAM companies and the BAM community at large. Our hope is that BAM Global, business as mission educational groups, and consultancies will use the following ideas to develop further resources to help BAM practitioners address their environmental stewardship challenges. These further resources should propose realistic and measurable solutions and give inspiration to BAM organisations to focus on the environmental bottom line.

The high number of recommendations outlined below will require prioritisation. We hope to be able to revert to the BAM community to seek their feedback on what those priorities should be.

Recommendations and Action Plan

TOWS Analysis

To help define a path forward, we carried out a ‘TOWS Analysis’⁹. TOWS is an extension of the SWOT analysis and is a tool to document potential solutions and responses to identified threats and weaknesses. Where possible, we used existing Strengths and Opportunities to address existing Threats and/or Weaknesses. The numbers (i.e. S2.W2) refers to the numerated comments in Table 1 above.

S7.W1	Take in-house developed EMS example(s) and standardise to provide a low-cost alternative for those BAM companies struggling to develop a cost-effective system
S2.W2/W6/W9/W10/W13	Pair companies that have established environmental stewardship practices with companies that need help to establish environmental practices
O1.W2/W3/W5	Promote BAM-oriented environmental service providers to the BAM community
O2.W12/T1/T17	Link existing sources of patient capital that understand BAM with BAM companies
O3.W3/W10/W15/W16/T12	Develop a supply chain of sustainable and ethical suppliers while understanding impact of retail products bought from other countries
O4.T3/T6	Find existing recycling companies already working in the BAM space and spread their technologies to a wider geography
O5.T8/W18	Promote existing alternative energy companies to fill the need

Table 2: TOWS solutions and responses

⁹ A TOWS analysis is a variant of a SWOT analysis, for an introduction, see: <https://blog.oxfordcollegeofmarketing.com/2016/06/07/tows-analysis-guide/>

Building a broader business ecosystem

Since the BAM space is still maturing as a cohesive business-to-business ecosystem, not all of its weaknesses and threats can be addressed by its own strengths and opportunities; therefore, further work needs to be carried out within the companies and in the broader community collectively. Recommendations regarding further work are presented below.

Recommendations for BAM companies

1. **Assign one person that has the responsibility and authority for environmental management** in your company to train a team in environmental leadership skills and address challenges. (W6/W8/W11)
2. **Conduct a baseline Environmental Impact Assessment (EIA)** or Environmental Audit of your company and environs to understand the effects of the organisational products and processes on the environment. (W3/W14/W18/T11/T16)
3. **Train personnel to build an EMS** based on local or international standards. (W2/W6/W7)
4. **Identify local environmental regulations** required from the country where the organisation is based. (W1/W8/T2)
5. **Analyse the supply chain** to identify opportunities for sustainable and ethical suppliers. (W3/W15/T12)
6. **Implement Circular Economy and Life Cycle Analysis (LCA)** for the organisational products and services, and reduce overall waste. (W18/T3)
7. **Conduct surveys among consumers** to identify the typical end use in the organisational product cycle. (W18/T3/T6)
8. **Organise internal workshops to raise awareness** and provide information on environmental stewardship. Develop a company-specific environmental training programme on environmental stewardship and sustainability. (W4/W6/W7/W14/W17)
9. **Design upcycled or recycled products from waste** to expand market and appeal to customers. (T3/T6/T12)
10. **Organise an awareness drive or workshop** for employees, locals, customers and officials to encourage environmental stewardship. (T2/T4/T5/T10)
11. **Initiate systems for waste-to-energy, composting or biofuel** and generate revenue to manage biodegradable waste. In many cases, BAM companies developing these technologies already exist. (W18/T3/T6)
12. **Market ethical and sustainable practices to appeal to customers** and overcome competition for long-term results. This approach might appeal to a market niche willing to pay more for ethical products and thus lead to higher margins. (T4/T11/T17)
13. **Start small. Begin with easy to maintain policies** such as reduction in paper and electricity consumption which will create momentum. (W1/W6/W7/W8)

14. **Collaborate with organisations such as Climate Stewards**, who assist companies to offset their carbon footprint. (T7)
15. **Access free resources giving information, guidance and implementation of an EMS** for small or new businesses. To start with, see the **Resources** section below. (W1/W2/W7/W8/W14/T15)

Recommendations for the BAM community at large

1. **Develop an educational programme for environmental stewardship.** (W4/W5/W7/W14/W17/T2/T11/T15)
2. **Provide training in environmental audits and assessments.** (W2/W5/W6/W7/W14/W15/T3/T11/T13/T16)
3. **Provide, or point to, a basic EMS system** to implement, or links to workable EMS for BAM companies so they can acquire a valid green certification. (T11/T15)
4. **Help develop a green supply chain.** Develop a catalogue of regional environmental service companies, ethical suppliers and consultants. (W3/W14/T12)
5. **Provide a forum to share good environmental ideas.** (W6/W7/W8/W14)
6. **Develop case studies of BAM companies implementing environmental stewardship well.** (W2/W4/W6/W8/W14/T11/T15)
7. **Where there is sufficient critical mass in selected countries, BAM companies organisations can speak to ‘governors and kings’** (Matthew 10:18) to help promote a sustainable working environment. Where there is insufficient mass, global BAM organisations can speak on a regional scale. (T2/T4/T5/T6/T10/T13)
8. **Develop a carbon stewardship programme for BAM companies.** (T7)

Resource List

Climate Stewards

climatestewards.org

Climate Stewards encourages organisations to calculate their carbon footprint, reduce it if they can, and offset the rest. Offsetting means compensating for every tonne of CO₂ emitted. Climate Stewards does this by supporting community forestry, water filter, solar and cookstove projects in the developing world.

Advisera

advisera.com

Advisera makes complex frameworks, like the ISO and other EU standards, easy to understand and simple to use. They focus on various ISO (e.g., ISO 14001: Environmental Management System) and other standards and regulations and present them in plain language so that everyone can understand what they are all about. They also provide the tools so that people with no prior knowledge can implement those frameworks into their companies.

Waste & Resources Action Programme

wrap.org.uk

WRAP is a charity, working with governments, businesses and citizens around the globe to create a world in which resources are used sustainably. They generate evidence-based solutions to protect the environment, build stronger economies and support more sustainable societies by tackling sustainable product design, waste minimisation, re-use, recycling and waste management for food and drink, plastic packaging, clothing and textiles and waste management.

United States Environmental Protection Agency (US EPA)

epa.gov/smm

epa.gov/ems/learn-about-environmental-management-systems

The US EPA provides information, resources, and tools for Sustainable Materials Management (SMM), which is a systemic approach to using and reusing materials more productively over their entire life cycles. By looking at a product's entire life cycle, one can find new opportunities to reduce environmental impacts, conserve resources and reduce costs. At the page accessed with the second link above, this website expands on the definition of an Environmental Management System (EMS), its benefits and its costs.

United Nations Environment Programme

unep.org/resources/report/environmental-impact-assessment-and-strategic-environmental-assessment-towards

This report provides information and guidance on Environmental Impact Assessment (EIA) and Strategic Environmental Assessment (SEA) good practice. It is intended as a resource for those who are involved in EIA/SEA practice, training and professional development.

Glossary

Circular economy: A circular economy is a systemic approach to economic development designed to benefit businesses, society, and the environment. In contrast to the 'take-make-waste' linear model, a circular economy is regenerative by design and aims to gradually decouple growth from the consumption of finite resources (The Ellen MacArthur Foundation, 2017).

EIA, Environmental Impact Assessment: Environmental Impact Assessment (EIA) is a process of evaluating the likely environmental impacts of a proposed project or development, taking into account inter-related socio-economic, cultural and human-health impacts, both beneficial and adverse (Convention on Biological Diversity, 2010).

EMS, Environmental Management System: An Environmental Management System is a set of processes and practices that enable an organisation to reduce its environmental impacts and increase its operating efficiency (US EPA, 2021).

LCA, Life Cycle Analysis: LCA is a methodology for assessing environmental impacts associated with all the stages of the life-cycle of a commercial product, process, or service (Wikipedia, 2021).

Recycling: Recycling is the process of turning waste into a reusable material or product. It involves taking common household items, such as paper, glass, and plastic, breaking down the materials, and using them to form another product that is often of lesser quality (Recycle Nation, 2017).

SWOT Analysis: SWOT analyses assess Strengths, Weaknesses, Opportunities and Threats. It is a framework used to evaluate an organisation's or industry's competitive position and to develop strategic planning. A SWOT analysis assesses internal and external factors. We applied SWOT in this paper to analyse the respondents' positions in relation to sustainability. (Investopedia, 2020)

TOWS Analysis: A TOWS analysis is an extension of a SWOT analysis and matches internal factors and external factors to help identify relevant strategic options that an organisation could pursue. It can help an organisation to see how it can take advantage of opportunities, reduce threats, overcome weaknesses and exploit any strengths (Oxford College of Procurement and Supply, 2021).

Upcycling: Upcycling represents a variety of processes by which 'old' products get to be modified and get a second life as they're turned into a "new" product. In this way, thanks to the mix and aggregation of used materials, components and items, the end result is a 'new product' with more value than the original value of the sum of all its components (Youmatter, 2020).

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Appendices

Appendix 1 – Questionnaire, Typeform Survey, January 2020

Introduction

The BAM Global Creation Care Consultation serves the Kingdom-minded business community with practical guidance in environmental stewardship. Environmental stewardship refers to responsible use and protection of the natural environment through conservation and sustainable practices. To do our work for you more effectively, we need your help. Please take some time to fill out the survey below. The results will drive our workplan; a summary of which will be presented at the BAM Global 2020 conference. Your individual response will be anonymous and confidential and will not be shared with 3rd parties.

1. How important is environmental stewardship to you personally?

0 (No Importance) to 10 (Greatest Importance)

2. Is environmental stewardship a part of your business?

- Yes
- No

3. If yes, what drives you to make environmental stewardship part of your business?

4. Do they come from requirements in country (I have to because the authorities say so), from company policy (I have to because my boss says so), or from an internal ethic (I want to)?

5. On a scale of 0-10 rate how highly do you value environmental stewardship for your business?

6. On a scale of 0-10 rate how successful you have been in implementing your values for environmental stewardship into your business operations?

7. Do you have an Environmental Management System (a set of processes and practices that enables your organization to reduce its environmental impacts and increase its operating efficiency)?

- Yes
- No

8. If Yes, Have you developed it in house? or Have you purchased a system?

9. Tell me a bit about your system. What does it do for you? If purchased, what is its name?

10. What is getting in the way of incorporating environmental stewardship into your company's daily operations?

- Lack of Resources
- Lack of Knowledge
- Not sure
- Not high in priority
- Other

11. Tell me more about these difficulties.

12. What technical help do you require? Choose as many as fits.

- Assistance with Environmental Management Systems
- Regulatory compliance
- Waste management
- Turning waste into value-added products
- Energy production
- Agricultural assistance
- Risk assessment or Environmental Audit
- Environmental Impact Assessment
- Exploring opportunities to use business to address environmental challenges
- Impact of the environment on your business
- Understanding the cost of environmental compliance
- Understanding the cost of my ecological footprint
- Other

13. If you picked 'Other', please provide some detail

14. Almost done! In which part of the world are you operating? Check here for a description of Asia regions. You can pick more than one.

- Central Asia
- South Asia
- Southeast Asia
- East Asia
- Western Asia
- Europe
- North Africa
- Sub-Saharan Africa
- North America
- South America
- Oceania

15. How would you describe your business?

- Agricultural
- Rural retail
- Urban retail
- Industrial
- Service
- Other

16. If other, please describe

17. And you are an? You can choose more than one if you have multiple roles

- Owner
- Board member/Advisor/Mentor
- Worker

18. Any final comments? They will help tailor our work for you and other BAM practitioners. In the interest of security, please do not provide any personal information.

Thank you for the time you have taken to answer these questions. It allows us to better refine the Creation Care resources we are building for you. If you are interested in results or have further questions, contact [email].

Appendix 2 – Consolidated Results, Typeform Survey, January 2020

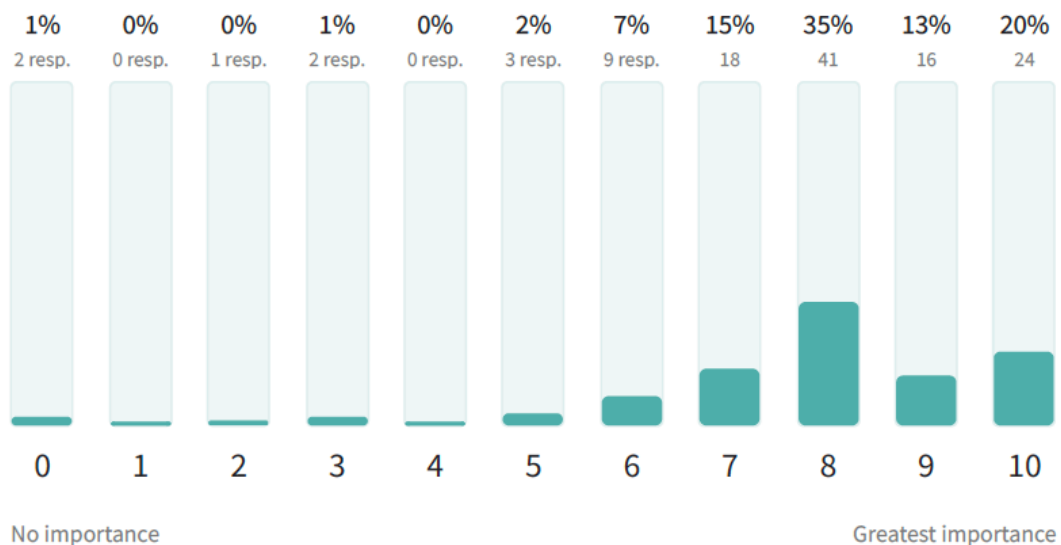
BAM Creation Care Survey

124 responses

How important is environmental stewardship to you personally?

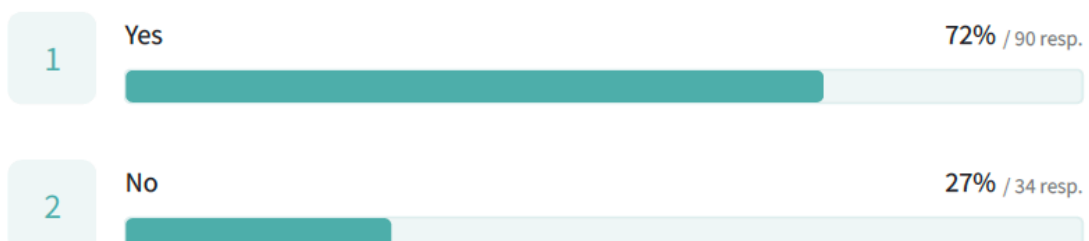
116 out of 124 answered

7.9 Average rating



Is environmental stewardship a part of your business?

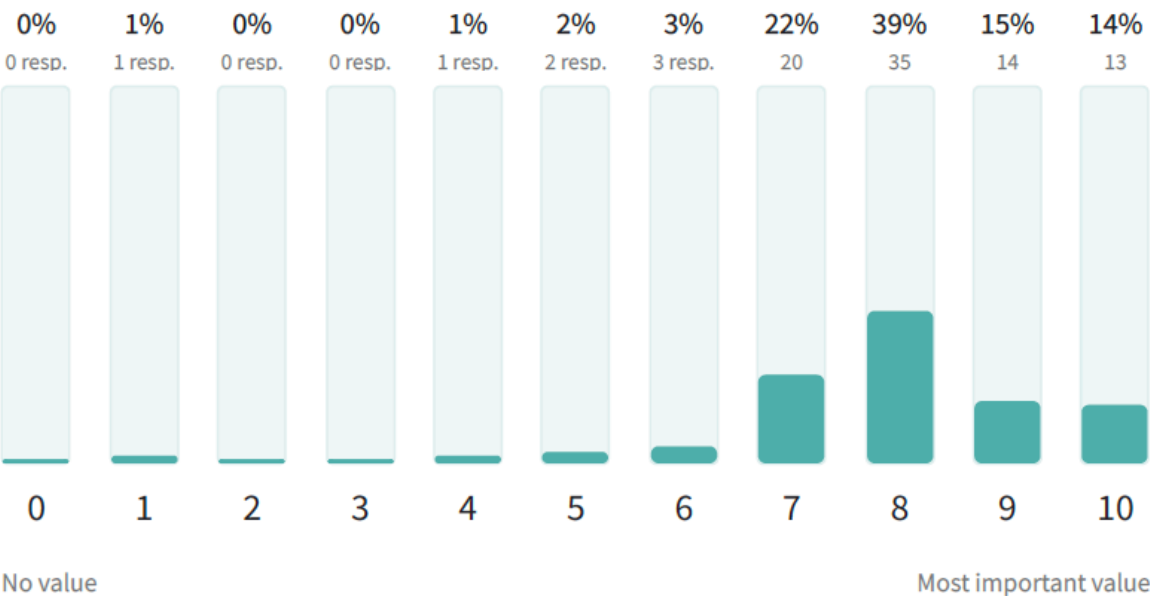
124 out of 124 answered



On a scale of 0-10 rate how highly do you value environmental stewardship for your business?

89 out of 124 answered

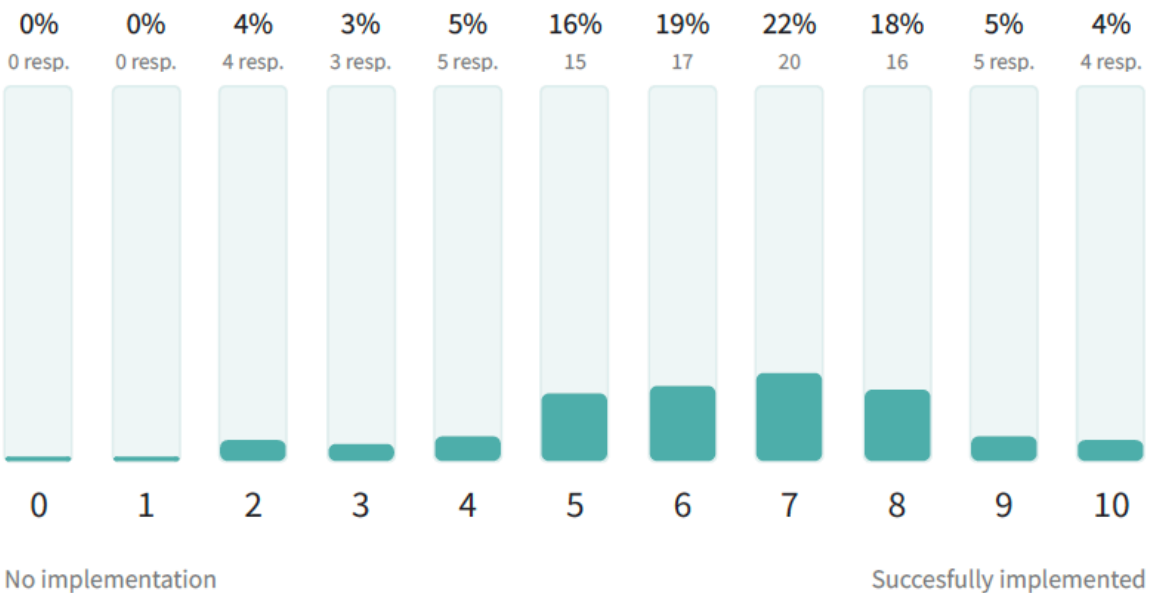
8.0 Average rating



On a scale of 0-10 rate how successful you have been an implementing your values for environmental stewardship into your business operations?

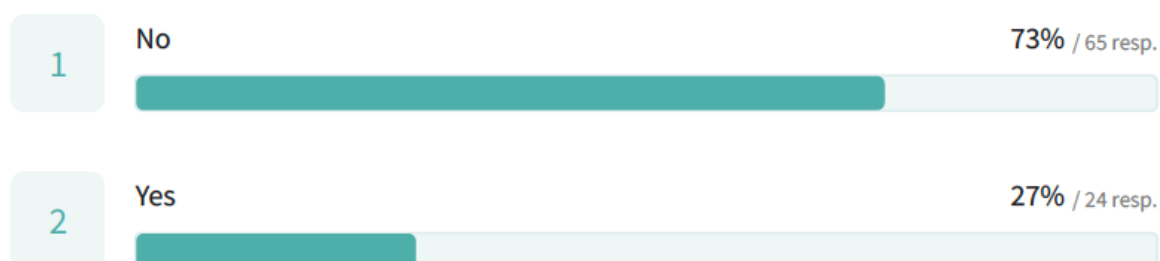
89 out of 124 answered

6.4 Average rating



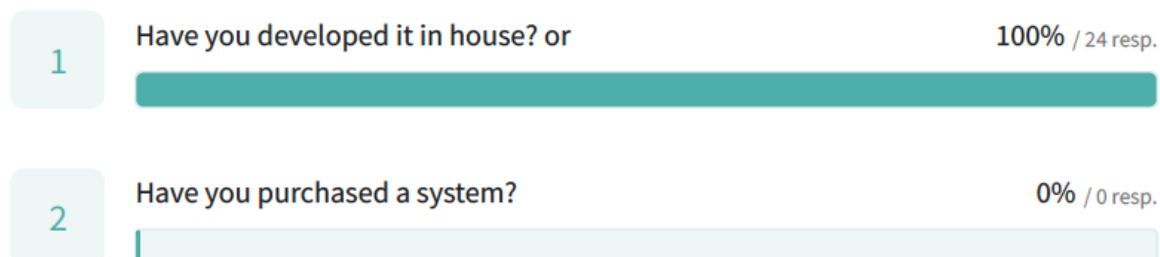
Do you have an Environmental Management System (a set of processes and practices that enables your organization to reduce its environmental impacts and increase its operating efficiency)?

89 out of 124 answered



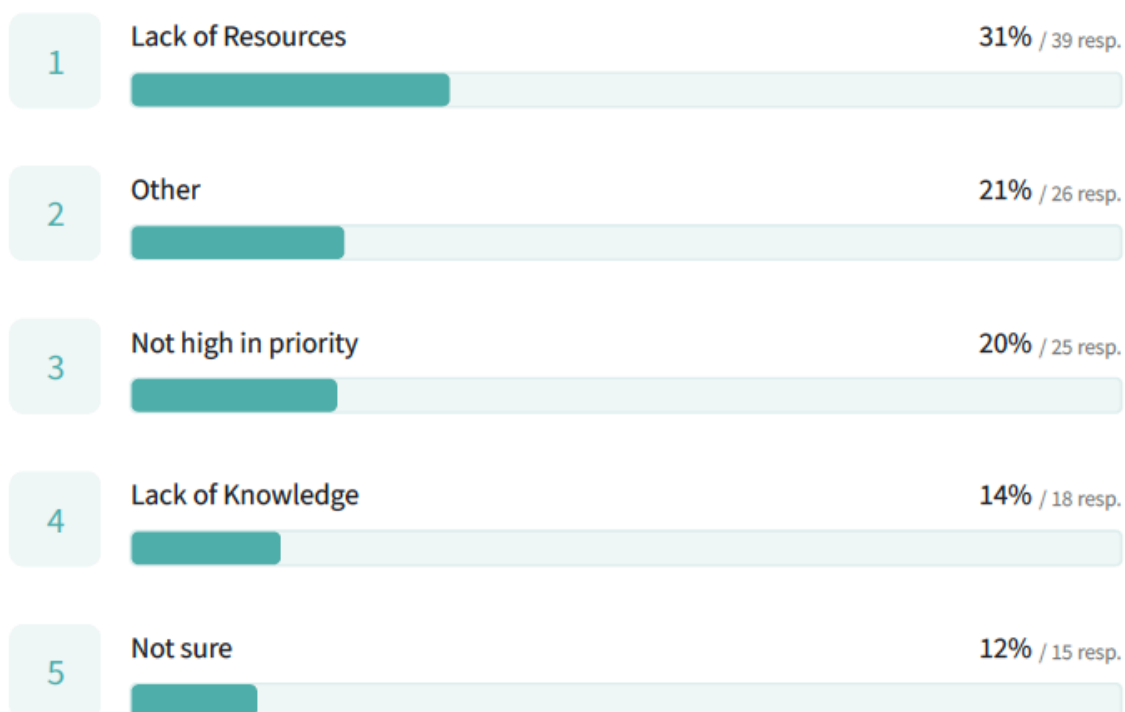
If Yes

24 out of 124 answered



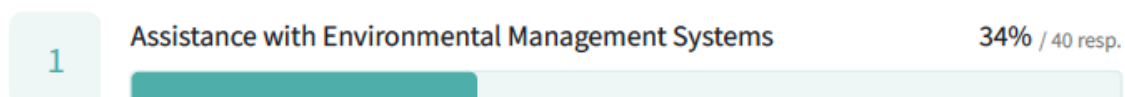
What is getting in the way of incorporating environmental stewardship into your company's daily operations?

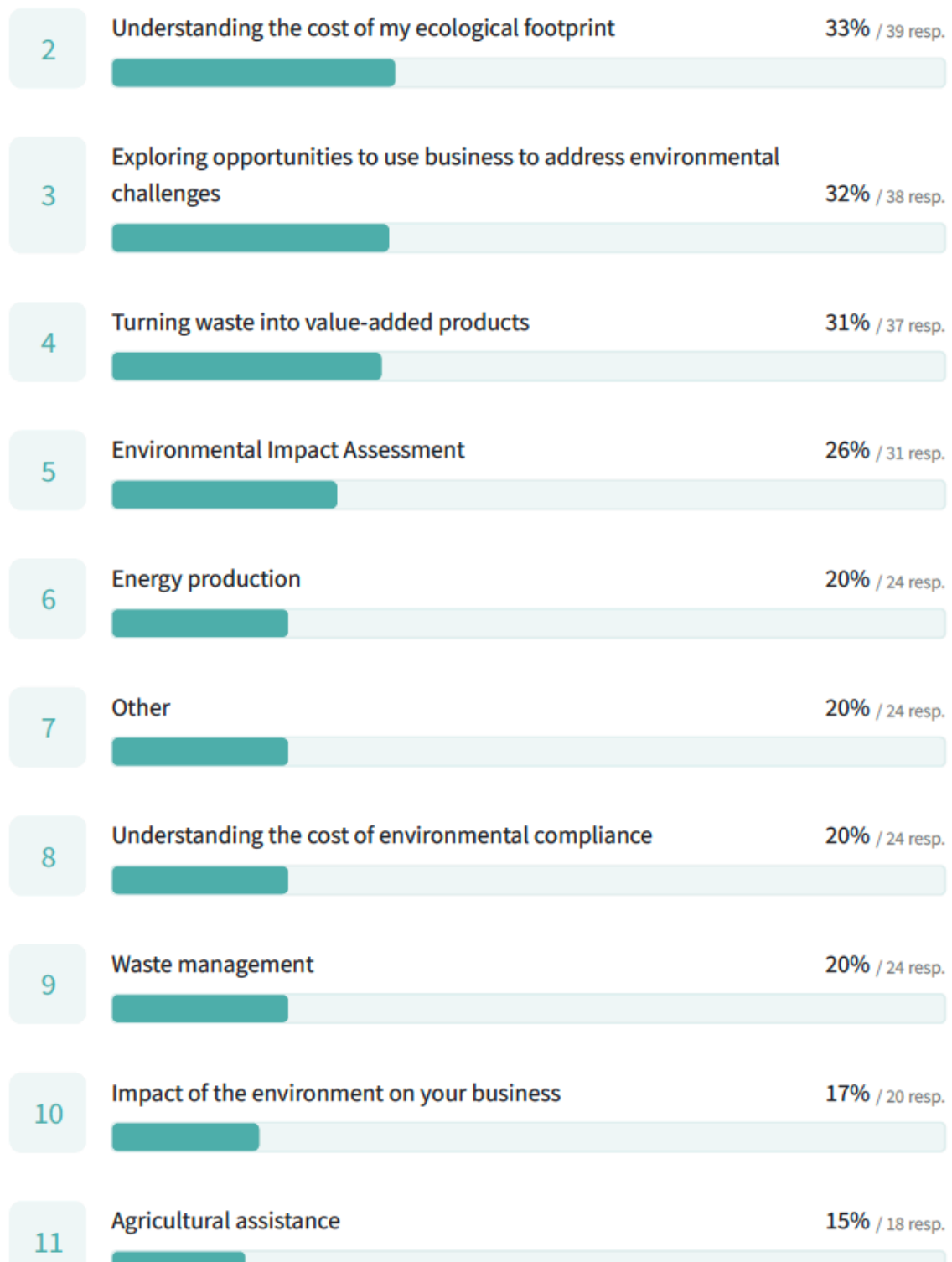
123 out of 124 answered

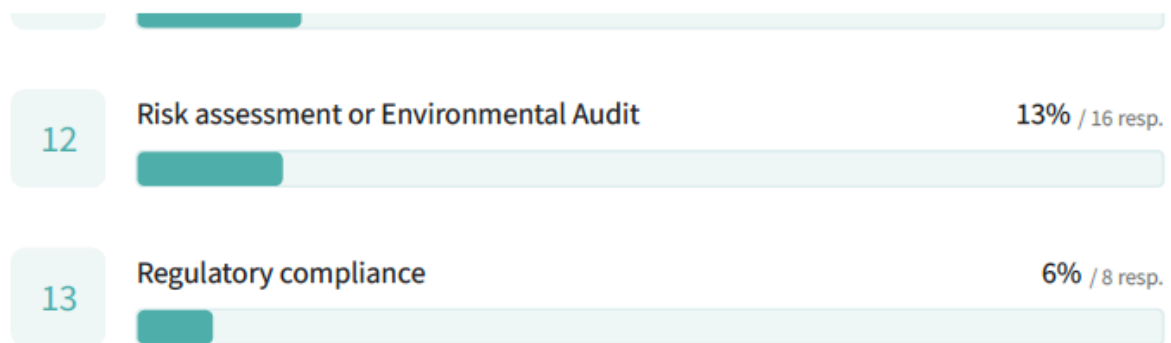


What technical help do you require? Choose as many as fits.

116 out of 124 answered

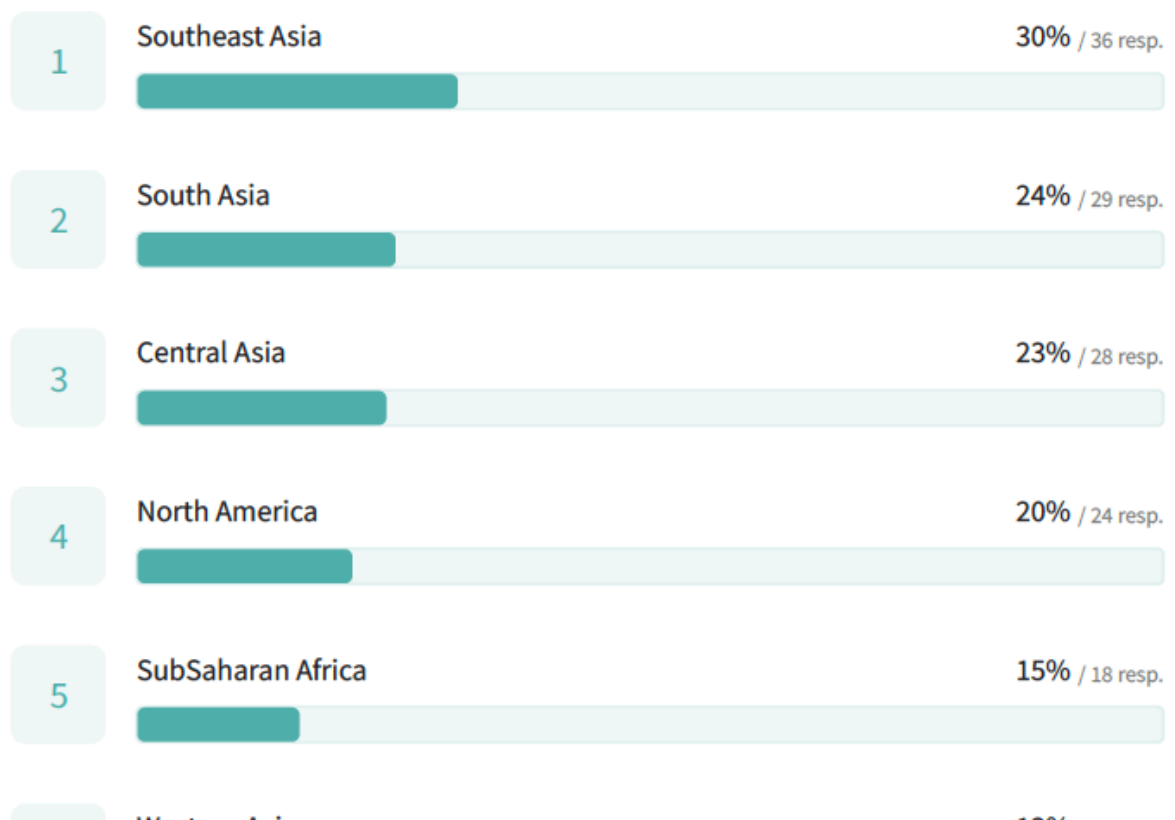


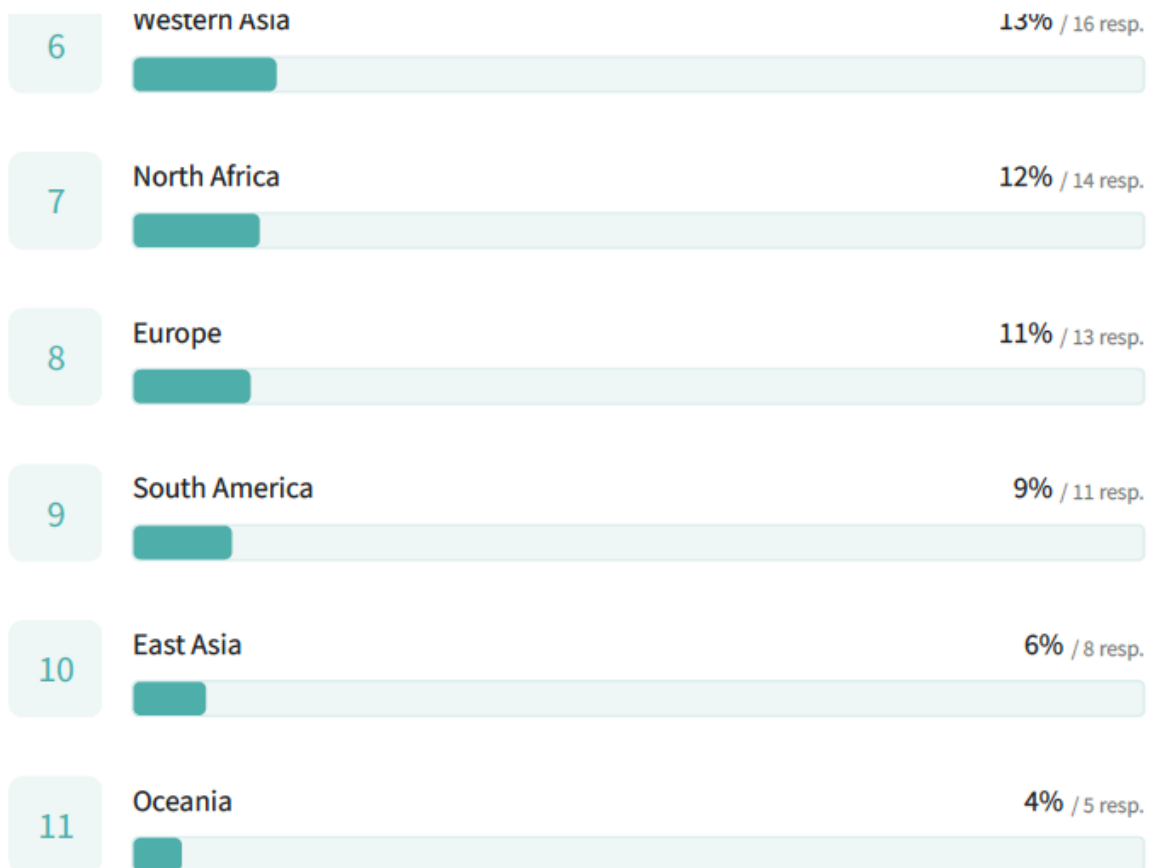




Almost done! In which part of the world are you operating? Check here for a description of Asia regions. You can pick more than one.

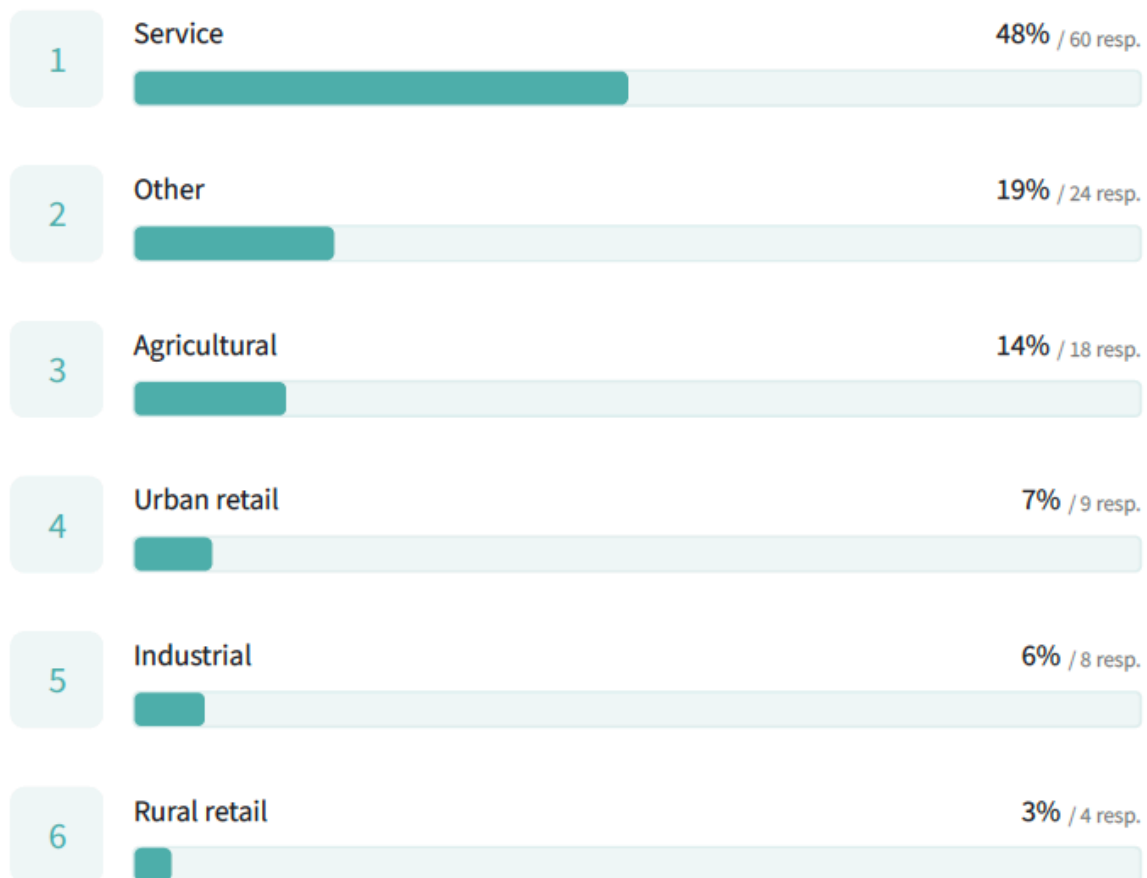
117 out of 124 answered





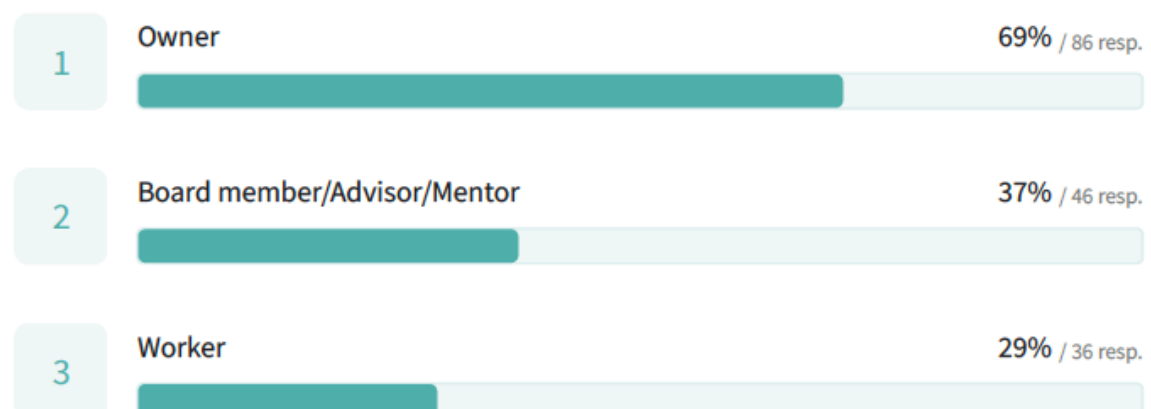
How would you describe your business?

123 out of 124 answered



And you are an?

123 out of 124 answered



Appendix 3 – Table of Results, Eido Research Poll, March 2021

Voter	How much do you feel/think/act on the following. Rate your own engagement:: Christians should take creation care more seriously than others	How much do you feel/think/act on the following. Rate your own engagement:: Balters can positively impact both people and environment	How much do you feel/think/act on the following. Rate your own engagement:: Businesses are vital to provide environmental solutions for the planet	What success have you had in environmental stewardship in your organisation or company? (few words): 1	What success have you had in environmental stewardship in your organisation or company? (few words): 2	What success have you had in environmental stewardship in your organisation or company? (few words): 3
	4	2	7			
1						
2	9	10	8	It takes intentional impetus for measured success.		
3	8	9	7			
4	8	6	6	Have gotten a number of BAM companies to consider creation care in their priorities.		
5	8	9	9	Creating products that improve on-farm fruit/veg returns		
6	7	8	7			
7	8	5	10	Raising awareness	Including it in the set up plan	Making companies accountable
8	10	10	10	using more of reusable cups/materials		
9	10	10	10	helping everyone to see it involves them (not just management)	seeing it as a positive not a negative	
10	7	9	9	We actively save water, and recycle waste.		
11	10	10	10	Fully digitalised to minimise use of paper	Fully digitalised to minimise use of paper	
12	9	9	9	talking the issues to public.		
13	8	8	10			
14	9	10	10	Just raising awareness		
15	5	6	6	using electric transportation for business purpose		
16	9	9	9			
17	5	7	10			
18	5	10	6			
19	7	9	10			
20	5	5	5			
21	8	8	8	We are educating small children on recycling and reusing as well as reduce waste, on water (as an example)		
22	7	6	9	Starting the conversation		
23	4	4	5	Improving working conditions in Bangladesh		
24	9	9	9	raising awareness		
25	8	8	8	Increasing awareness for the environment		
26	8	10	10	promoting circularity, waste is a resource		
27	10	10	10	awareness and take action		
28	9	9	8	awareness that a business could not only reduce negative impact, but contribute to a positive impact		
29	10	5	5	Very small but our organization sets printer defaults to print in black and white and dnf Focus on other mission-centric issues. Realization that downstream recycyl Awareness		
30	5	9	9	using environmental materials		
31	9	9	6	Modeling		
32	6	10	10			
33	10	9	9	Leveraging technology		
34	9	9	9			
35	9	9	9			

Voter	What success have you had in environmental stewardship in your organisation or company? (few words): 4	What hinders environmental stewardship in your organisation or company? (few words): 1	What hinders environmental stewardship in your organisation or company? (few words): 2	Share one take away from today (1-2 words):
1				
2		High cost of implementation of new technology.		Sustainability_of_systems
3				
4		Seeing enviro care as optional & not integrated into business objectives		innovative_solutions fully_integrated Follow_your_passion
5		Unholy prejudice that environment is less important		
6		the careless attitude of the vast majority population who do not have a concern for the environment is hampering the minority 's creation care lifestyle and diminishing faith in redeeming the environment		Creation_stewardship Spend_more_time_with_Mark LEARN_MORE people_oriented education
7		(poor) theology Not knowing what else we could do - lack of awareness		Gaining_momentum inform_employees creation_care_in_health
8		cost effectiveness in term of bottom lines and lack of Govt. policy support.		
9		Don't know really where to start		
10		Many people still not convinced it is important		
11		research about suppliers is hard/impossible		
12		understanding on how to be an environmental stewardship		
13				
14				
15				
16				
17				
18				
19		It is difficult to change habits...	Thinking "I alone cannot help it"	health_and_environment
20		costs in adapting facilities		good_food_air_water_news Biotoilets
21		The tension between the multiple bottom lines.		Make_it_cost_effective Centrality_of_Christ
22		Cost. Government legislation	Lack of know-how	Practice_what_you_preach Go_back_to_the_basic encouraging_stories_about
23		struggling with other issues that set creation care as a secondary priority		biotoilet_very_creative
24		it takes time to do research for environmentally friendly solutions		
25		Price and competition	Go back to the basic	
26		High cost		
27		technical solutions		
28		Costing high		
29				
30	Passion.			
31				Take_responsibility
32				
33				
34				
35				