



Caring for Creation

Environmental Management Systems for BAM Companies

BAM and Creation Care Series Part 4

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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

Caring for Creation: Environmental Management Systems for BAM Companies

The findings of the BAM and Creation Care Consultation indicate a profound shift in the attitude of BAM practitioners to environmental stewardship and creation care in the last decade. This was particularly notable in the second report in this series, '*How are We Doing?: An Environmental Stewardship Survey of BAM Practitioners*'. Environmental stewardship was important to survey respondents both personally and in their business. While this is an encouraging development, an outstanding challenge identified from that study was the effective implementation of Environmental Management Systems (EMS).

Earlier in our consultation process, we interviewed Christian scientists and environmental leaders and asked them the one thing they would tell a God-honouring business to do to be a good creation care steward.¹ More recently, we asked Christian business men and women their suggestions to fellow BAM practitioners on how to get started with an EMS.²

As we have already seen from previous reports in this series, there is much to motivate us in the task of environmental stewardship; there are many ways we can respond to both the biblical mandate to care for creation and the pressing environmental challenges faced by the world today.

However, business as mission practitioners face challenges, they are often doing business in underserved places, amongst employees, customers or communities that are neglected by others. Historically they have lacked capacity and resources to care for creation as they would hope to. The desire to develop and implement fruitful environmental management practices has been expressed by BAM practitioners, but the practical know-how has been lacking. This paper is a response to this finding and provides guidance in establishing an EMS.

This report establishes some foundational ideas and shares helpful materials to assist BAM practitioners towards becoming better environmental stewards through their companies. It points to further resources that should significantly aid the BAM community to mature in its ability to develop effective Environmental Management Systems.

The recommendations and action plan that follow provide tangible steps for BAM practitioners and the wider BAM community to pursue.

¹ See Part 1 of this series: <https://bamglobal.org/creation-care-part-1/>

² See Part 2 of this series: <https://bamglobal.org/creation-care-part-2/>

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 Series³. 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 website⁴ businessasmission.com and the Father's Earth blog⁵, kept the discussion going. Presentations at the BAM Congress Netherlands in 2018 and 2019 formed a nexus of discussion.

³ 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/>

⁴ 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/>

⁵ 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 1.⁶
2. **What challenges do BAM companies face in meeting their sustainability goals?** A survey was sent out to BAM practitioners in January 2020 and the results were published in March 2023 as *'How are We Doing?: An Environmental Stewardship Survey of BAM Practitioners'*, BAM and Creation Care Part 2.⁷
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. A presentation on these questions and issues was made at the BAM Global Congress online in April 2021. A written version of that presentation was published in March 2023 as *'Challenge and Hope: How Business can Help the Planet and Its People Flourish'*, BAM and Creation Care Part 3.⁸

In addition, one of the major findings from the survey completed for Part 2 above was 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?** This paper, *'Caring for Creation: Environmental Management Systems for BAM Companies'*, is the document version of that workshop and is 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.

⁶ Download Part 1 at: <https://bamglobal.org/creation-care-part-1/>

⁷ Download Part 2 at: <https://bamglobal.org/creation-care-part-2/>

⁸ Download Part 3 at: <https://bamglobal.org/creation-care-part-3/>

Caring for Creation

Environmental Management Systems for BAM Companies

BAM and Creation Care Series Part 4

Introduction to 'Caring for Creation'

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.

In January 2020, a survey was sent to poll BAM practitioners about their environmental practices and the challenges in their implementation (Polet & Gaikwad, Environmental Stewardship Survey, 2021). The survey 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 72% of respondents stated that environmental stewardship is part of their business objectives, an area of outstanding challenge was in the incorporation of an Environmental Management System (EMS) into the organisation, as follows:

- A considerable 73% of the respondents have been unable to develop an EMS in their organisation.
- When the respondents were asked, 'What technical help do you require?', the largest response was for assistance with Environmental Management Systems (34%).

Earlier in the work of the BAM and Creation Care Consultation, Christian scientists and environmental leaders were interviewed and asked for the one thing they would tell a God-honouring business to do to be a good creation care steward (Gaikwad & Polet, 2022). More recently, we asked Christian business men and women for their suggestions to fellow BAM practitioners on how to get started with an EMS. This report compiles these two sources of advice and addresses the do's and don'ts while planning for and implementing for impact on the environmental bottom line. Following this, we propose simple and attainable steps towards establishing an EMS within the challenges of a BAM organisation and provide a suggested plan of action.

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. Responses were received in February 2020 with 124 responses in total. Respondents came from a wide geographical area and a wide variety of business sectors. This survey highlighted the

need for environmental management resources in the BAM ecosystem. Please refer to BAM and Creation Care Part 2 in this series for a full description of the survey format and results.

Subsequently, in May and June 2021, we interviewed eight business leaders in the business as mission community about the environmental practices in their organisations. We asked them the following questions:

1. How do you incorporate your faith into the environmental bottom line and why is it important to be a creation care steward?
2. What were your initial challenges and successes while implementing the EMS?
3. How have you addressed the issues in implementing an EMS and how do you encourage others to follow those environmental values?
4. Are there any suggestions specifically for environmental management systems or policies that you would give to BAM organisations faced with multiple constraints?
5. How can one measure their environmental impact?

We have consolidated their responses under the various themes below and have responded to the ideas shared within the discussion. Following that there are recommendations for BAM practitioners for the implementation of improved environmental stewardship practices and Environmental Management Systems in their BAM enterprises.

Foundations for Environmental Management

Through our consultation work, we have discovered that BAM organisations are limited with their existing systems for managing their environmental impact and overwhelmed by the constraints they face. Therefore, it is vital to give BAM practitioners a foundational understanding of environmental management practices, along with with practical advice for setting up an effective and efficient Environmental Management System.

What is an EMS?

By definition, an Environmental Management System or EMS is a set of processes and practices that enable an organisation to reduce its environmental impacts and increase its operating efficiency (US EPA, 2021). An EMS follows what is known as the PDCA methodology. PDCA stands for Plan, Do, Check and Act.

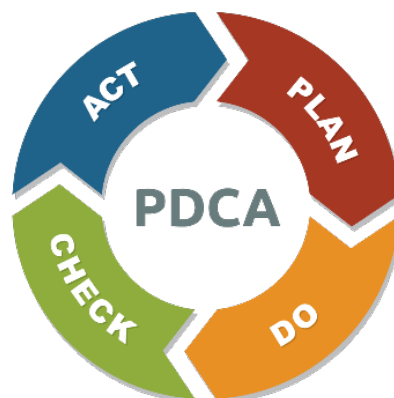


Figure 1: Plan-Do-Check-Act (PDCA) Cycle

A PDCA cycle aims for continuous improvement in the organisation. In this case, the organisation works towards continuous improvement of their operational efficiency and continuous reduction of their negative impact on and by the environment.

Key terms related to an EMS

Life Cycle Analysis (LCA)

A Life Cycle Analysis follows a cradle to grave or even a cradle to cradle approach. 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). Whether an organisation is a service-based or a manufacturing company, an LCA is applicable to all.

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).

Supply chain sustainability

Supply chain sustainability is the management of environmental, social and economic impacts, and the encouragement of good governance practices, throughout the lifecycles of goods and services (UN Global Compact & BSR, 2015).

What does God expect from us as creation care stewards?

The world is abuzz with ideas about green practices and sustainable living. But why should we as Christians care for the natural environment? Looking into the Bible, we see that God has mandated us to care for his creation:

- Genesis 1:31 – God saw that *everything* was good. Not just man and woman, but every creature that moved on the ground, under the sea and in the sky.
- Genesis 2:15 – People were to take care of the 'garden', the created world.
- John 6:12 – Jesus taught us to minimise waste, among many other things.
- Romans 8:20-22 – Creation itself groans as it is set free from the bondage of corruption and into redemption, along with us.

For a brief review of the biblical basis for creation care, we recommend reading 'Part 0' of this series, *Wealth Creation and the Stewardship of Creation*.⁹

In summary, the Wealth Creation Manifesto states that, 'Creation care is not optional. Stewardship of creation and business solutions to environmental challenges should be an integral part of wealth creation through business' (Point 11.) (Lausanne Movement & BAM Global, 2017).

⁹ Download this report, also part of the Consultation on Wealth Creation Series, at: <https://bamglobal.org/wealth-creation-stewardship/>

Creation had been given to us as God's good gift to use and care for. We *all* work in the garden (Genesis 1 & 2). *Every* company is an environmental company. The environment has an impact on each company, and each company has an impact on the environment.

Implementation of Environmental Management Systems

Where do we begin?

As mentioned earlier, many BAM practitioners want to start an EMS for their companies; the challenge is the lack of knowledge on how to begin. To collate practical advice, we asked experienced BAM business people for their suggestions. Notably, a common response was, 'Ask God!' The following comments offer ideas for beginning questions and approaches:

A BAM leader from a hospitality company in Southeast Asia asked, 'What does God want from us as we try to live holistically within this world that He has created? How can environmental stewardship improve relations towards each other?' BAM practitioners are often in regions where they have to trust God to provide resources. Therefore, one must ask how God would want them to treat the resources He has entrusted to them. Environmental stewardship can help one to look inwards and not just towards the outward goals.

Addressing the environmental needs of the region can heal not just the land but also the people. In the end, we all want to see God's creation flourish, people and planet included! The BAM leader from Southeast Asia also encourages fellow BAM practitioners to ask themselves whether they see environmental stewardship as a biblical mandate to be a good steward of God's creation, and if that is woven into the company's core values, mission or vision (Steve, 2021).

Roubina Ghattas urges organisations to begin any work by asking themselves this question, 'Will this work fulfil God's commandment to treat people with love, respect and dignity? Would this keep our environment safe? People and nature serve each other' (Ghattas, 2021).

Likewise, Elizabeth advises that BAM practitioners must acknowledge and show that their first commandment is to love God and love His creation (Elizabeth, 2021).

As a starting point, we also suggest reading the previous reports in this series, including Part 0, *Wealth Creation and the Stewardship of Creation*.¹⁰

Benefits of an EMS

The following benefits were highlighted through the responses from BAM practitioners and provide further motivation:

Open doors

Compliance with government laws brings opportunities for trusted relationships to develop with wider stakeholders. It can also enhance the company's image with public, clients,

¹⁰ All these BAM Global Reports are available at: <https://bamglobal.org/reports/>

regulators, lenders, investors. Adherence to environmental rules and regulations builds trust with all stakeholders and helps to form long-term partnerships.

If one starts solving or addressing the environmental issues facing the region and shares one's success with regulators, sometimes the government officials will be keen to assist and be more receptive... One will attract locals when they see the impact on their community, not just socially but also environmentally (Moehring, 2021).

Be honest and own your mistakes or shortfalls, no matter the challenges. That can open a lot of doors with people you may otherwise not reach. When you get the opportunity to share and your actions have been consistent, people will see the authenticity in what you do (Elizabeth, 2021).

Another approach to environmental management is to intentionally work towards achieving internationally agreed climate change goals and open up this same possibility for others who want to work within the organisational supply chain (Chukwunta, 2021). This brings the opportunity to share God's love all along the supply chain.

Cost savings

The hospitality company in Southeast Asia invested in solar energy for a part of their organisation and met 95% of their power needs from the solar system during Covid. Investing in renewable energy not only reduces harmful emissions but also cuts down costs and dependability on diesel generators.

New customers and markets

Becoming a better environmental steward can win new customers. Today, some people want to purchase from environmentally compliant organisations even if they have to pay a slightly higher price. Being committed to ethical and environmentally-friendly practices may open up a whole new market for the organisation.

A company can save energy in their manufacturing process if they refurbish their customers' systems or product instead of giving a new one. This also reduces the environmental footprint of the organisation (Chukwunta, 2021).

Staff buy-in

In the hospitality company mentioned earlier, staff initiated their own waste management programmes from what they learned at the BAM organisation. It is important not to undervalue any effort on creation care. Even small initiatives can create a ripple effect in the community, modelling biblical values of creation stewardship and in turn impact into unexpected places. (Steve, 2021)

Dedication to creation care can improve relationships with staff. Benefits are not only financial but also relational (TD, 2021).

Success stories

Here are a few examples of BAM companies that are becoming more intentional about environmental stewardship:

A food processing company in SE Asia is equipping farmers and employees to receive a better wage by investing in organic farming practices, thereby impacting people and planet at the same time.

Fair Flies, in North America, which manufactures lures for the fishing industry, sourced safe natural dyes. They use EPA certified non-toxic dyes and 90% recyclable raw materials. This has been achieved by intentionally investing time and finances.

The staff of a hospitality company in Southeast Asia are initiating waste management programmes for their own communities. This initiative stemmed from the leadership development programmes begun by the BAM organisation.

A BAM company located in South Asia often source their natural materials from remote, economically marginalised communities. Through an in-depth understanding of the material, the company then adds value to a raw material which would otherwise have quite low value. They can then pass on some of that added value to the source community. It is an opportunity to create fair employment and bring the gospel along their supply chain, encompassing the holistic aims of business as mission.

Available tools and materials for implementing an EMS

Some ideas to begin with:

- Refer to international standards such as: ISO 14001, ISO 20400, ISO 45001, OHSAS 18001, B-Corp, World Fair Trade Organisation (WFTO).
- Access free resources like Advisera or the Waste & Resources Action Programme (WRAP).
- Consult reports published by the United Nations Environment Programme (UNEP), World Economic Forum (WEF) or the Environmental Protection Agency (EPA), USA.
- Study environmental management through online courses at Coursera or edX.

Details about these tools and materials are provided in the Resources section below.

Measuring your environmental impact

The true measure of our impact is what we leave behind (Steve, 2021). However, most BAM companies operate in regions where environmental assessment tools might be hard to find or and tracking sustainability can be a big challenge. For such companies, there are simple ways to start assessing their environmental impact, for example:

- Track things like water usage, electricity bills, total energy efficiency and waste generation (Moehring, 2021).
- Look at online tools that can calculate your carbon dioxide emissions and carbon footprint¹¹ (Elizabeth, 2021).

¹¹ For example Climate Stewards, see: <https://climatestewardsusa.org/climate-caretakers/>

- Monitor what your staff are doing. Is rubbish being correctly disposed of? Is the waste being segregated into wet and dry? Is there a wastage of food and water? (Elizabeth, 2021)
- Follow up with customers to ensure there is no negative environmental footprint from receiving, using or disposing of your product (Chukwunta, 2021).
- If people see that your method, policy or product is economically beneficial and environmentally rewarding, they will adopt that, and this can become a role model for the surrounding communities (Ghattas, 2021). This is another non-conventional way to measure your environmental impact.

Further points to consider

Transformation is interconnected

Social, financial and spiritual impact is interconnected with environmental stewardship. It is the holistic nature [of transformation] that enables to encourage the staff (Steve, 2021). The four bottom lines of BAM are interconnected like the strands of a DNA molecule. You simply cannot separate one from the others. The environmental bottom line should be given equal weight if one wants to see an impact on the other three bottom lines.

Look at the bandwidth of the company

Consider the capacity of the company to implement changes. Be sensitive not only to the culture and context of the people around but also the maturity and expertise of the organisational leaders. Do not overestimate their capability but keep stretching it gradually over time. Develop realistic subsequent plans that are neither so 'high in the sky' that they cannot be done, or so small that there is no impact. You should intentionally plan to have some impact at least (Moehring, 2021).

Partnerships can be vital

Sometimes you might not have all the knowledge, so ask people for help. Look for partners and build connections with those who believe in the same principles as you do and start it with a clear foundation and contract (Ghattas, 2021).

Engage more with partners or people who share your values (Chukwunta, 2021).

Empower local residents and people within your value chain to think critically and come alongside to help you. That way you will not have to carry the burden alone and be overwhelmed by the task (Elizabeth, 2021).

Hire and train key roles

Hire people in key roles that are going to be culture shapers and influencers, people who really embody the ethos of what the mission and organisation is about (MH, 2021). When you find the right people who connect with what you're saying and doing regarding environmental stewardship, train and empower them with the ability to make decisions on their own. Communication is key, let them know what you expect. (Elizabeth, 2021)

Intentionality and tenacity

BAM practitioners will often need to fight for the environmental bottom line, especially when there is an immediate trade-off. Although in some situations energy savings and new customers can be benefits of environmental stewardship, in others making sound creation care choices might push up production or distribution costs.

Sometimes it might be in opposition to the financial bottom line, but you have to stay committed to make an impact on people (TD, 2021).

With regards to the environment, there is a need to plan and anticipate and think deeply about what you want for your organisation and the community you are working for (Chukwunta, 2021).

BAM practitioners should be those coming up with creative solutions. They want to be leaders in environmental stewardship, authentic, well-informed, and deeply grounded, which cannot be faked or replicated. If there is a seed planted, pursue it relentlessly. The world desperately needs that grounded message that BAM practitioners have (MH, 2021).

Every effort counts

Even modest efforts towards environmental stewardship can add up. Small changes make a difference (Steve, 2021).

In the end, remember that your business is like a person too. We are on our way to perfection if we are walking and following Jesus, and so too is the company. We need to have grace for ourselves, our growth, our company or organisation. We will not get it right all the time, but if we have a humble heart and seek God, and keep moving towards Him, then that is where we will start to see a legacy being formed (Elizabeth, 2021).

Conclusion

As we have already seen from previous reports in this series, there is much to motivate us in the BAM community in the task of environmental stewardship. There are many ways we can and should respond to both the biblical mandate to care for creation and the pressing environmental challenges faced by the world today.

Business as mission practitioners face challenges, they are often doing business in underserved places, amongst employees, customers or communities that are neglected by others. Historically they have lacked capacity and resources to care for creation as they would hope to. The desire to develop and implement fruitful environmental management practices has been expressed by BAM practitioners, but the practical know-how has been lacking.

This report has provided some foundational materials and ideas to assist BAM practitioners towards becoming better environmental stewards through their companies. We have been able to draw on some early success stories and models, experienced BAM mentors and practitioners, and the growing store of materials already available.

It is our hope that the resources and advice shared from this BAM and Creation Care Consultation work will aid the BAM community to mature in the area of positive environmental impact and to better develop effective Environmental Management Systems.

The following recommendations and action plan provide tangible steps for BAM practitioners and the wider BAM community, to that end.

Recommendations and Action Plan

Recommendations specific to BAM companies

- Make environmental stewardship a priority and always keep it on your agenda. Follow up after your discussions so that implementing an EMS will stay on your action points in an email or on paper (Moehring, 2021).
- Encourage your staff or local partners to integrate faith into business and not separate it (Elizabeth, 2021). Study what the bible has to say about business and creation care.
- If you do not have the right infrastructure for recycling, find the best solution and be creative (Elizabeth, 2021) (Ghattas, 2021).
- Look at the available and affordable resources (nature and people), and do not overcommit. Find something where you can make a significant change and commit to it (Elizabeth, 2021) (Ghattas, 2021).
- Study the sciences and understand the working behind your resources and supply, to know how you can make a better impact on the environment and people living in the region. Your supply chain can have an impact on the health of the people living there (Coffey, 2021).
- Do capacity building and training for best practice. Encourage best practices and form associations so that there is a reporting mechanism and one can extend one's impact (Elizabeth, 2021).
- Minimise waste on the current products or utilise waste on other products. Study ways to eliminate non-recyclables or ensure the recyclability of post-consumer products, and to deal with residues of natural products or dyes. Analyse if materials like cotton are really sustainable or fair in their upstream value chain (MH, 2021).
- Question whether the so-called natural products are really environment friendly and look for methods to make your product more sustainable, recyclable and less harmful to nature (Coffey, 2021).
- Think through the Pareto Analysis lens¹² about the 20% of environmental issues that you need to prioritise (MH, 2021).

¹² For an introduction to Pareto Analysis, see: <https://asq.org/quality-resources/pareto>

- Ask partner organisations and people around you for input because it builds relationships as well and increases the impact you have. That creates a sense of ownership and greater implementation (Elizabeth, 2021).
- Work with your government to allow easy partnerships with international companies and investors that will help the economy flourish without being a heavy burden to these international companies (Elizabeth, 2021).
- Have conversations with your employees and ask them for ideas. They have a unique perspective (Moehring, 2021).
- Train an employee on the knowledge of local laws and be sure to follow up that they are being adhered to (TD, 2021).
- Maintain Standard Operating Procedures (SOPs) for staff (TD, 2021).
- Environmental stewardship starts at the management level. There must be accountability along the way to not only make an impact on the surface but go beyond (TD, 2021). Assess and evaluate work periodically. Aim to make a long-term sustainable impact (Ghattas, 2021).

Action plan for the BAM community at large

- Develop an educational programme for environmental stewardship.
- Provide training in environmental audits and assessments.
- Provide, or point to, a basic EMS system to implement, or links to workable EMS template for BAM companies so they can acquire a valid green certification.
- Develop catalogue of regional environmental service companies, ethical suppliers and consultants. Help develop a green supply chain.
- Develop full case studies of BAM companies that are implementing environmental stewardship well.
- Develop a carbon stewardship programme for BAM companies.

Resource List

Websites, Institutions & Organisations

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.

Online Courses

Coursera

- [Environmental Management Ethics](#)
- [Global Sustainable Development](#)
- [Environmental Law](#)

edX

- [Environmental and Natural Resources Economics](#)
- [Energy Within Environmental Constraints](#)
- [Circular Economy for a Sustainable Built Environment](#)

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).

Pareto Analysis/Principle: The Pareto principle states that for many outcomes, roughly 80% of consequences come from 20% of the causes (the "vital few") (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).

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