



PRESENTATION FOR 13TH ASIAN CLUB MANAGERS' CONFERENCE

# **SUSTAINABILITY STRATEGIES FOR FORWARD-THINKING CLUBS (OR WHY THERE IS VALUE IN RESPONSIBILITY)**

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# YOUR SUSTAINABILITY JOURNEY: STRATEGIC OR NOT?



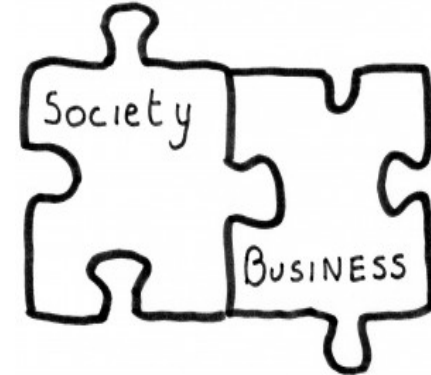
# STRATEGIC SUSTAINABILITY



**Business Alignment**  
Leveraging resources



**Focused**



**Shared benefits**



**In Partnership**



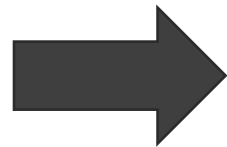
**Longevity**



**Impact driven**  
Addressing needs

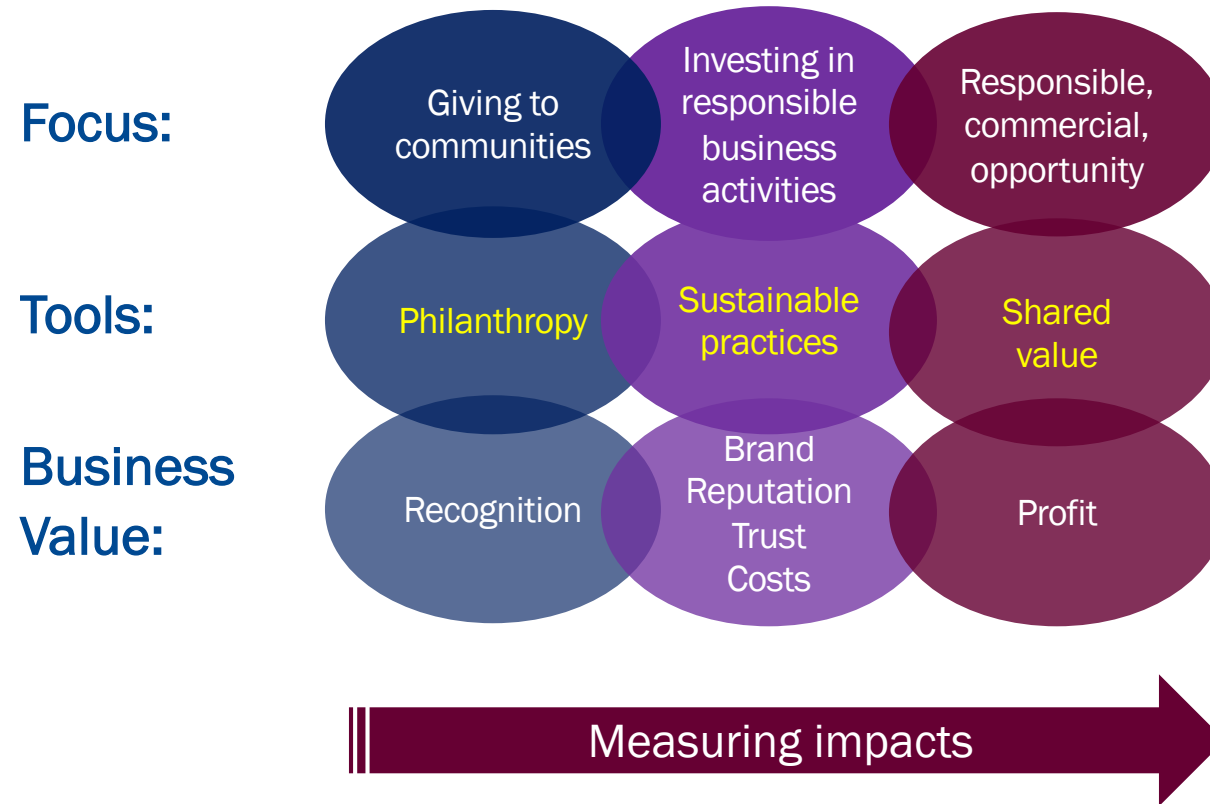
# TRENDS – STRATEGIC INVESTMENTS IN SUSTAINABILITY

- Move away from philanthropy to investment (to shared value)
- It's not just about money: investing time, skills, other resources
- Links to the 17 **Sustainable Development Goals**
- **A return on investment** – for people, the community, the environment and for the organisation
- **Need to measure outcomes and impact achieved**

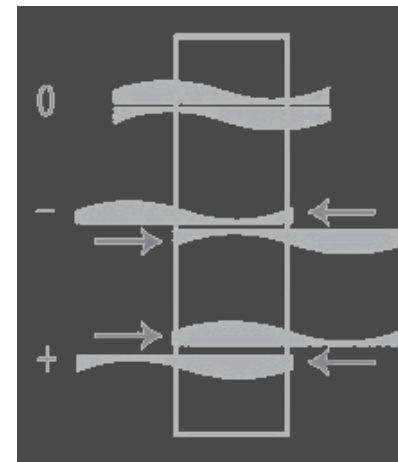


**FROM PHILANTHROPY  
TO SUSTAINABILITY  
TO SHARED VALUE**

# DIFFERENT WAYS TO MEET SOCIAL NEEDS

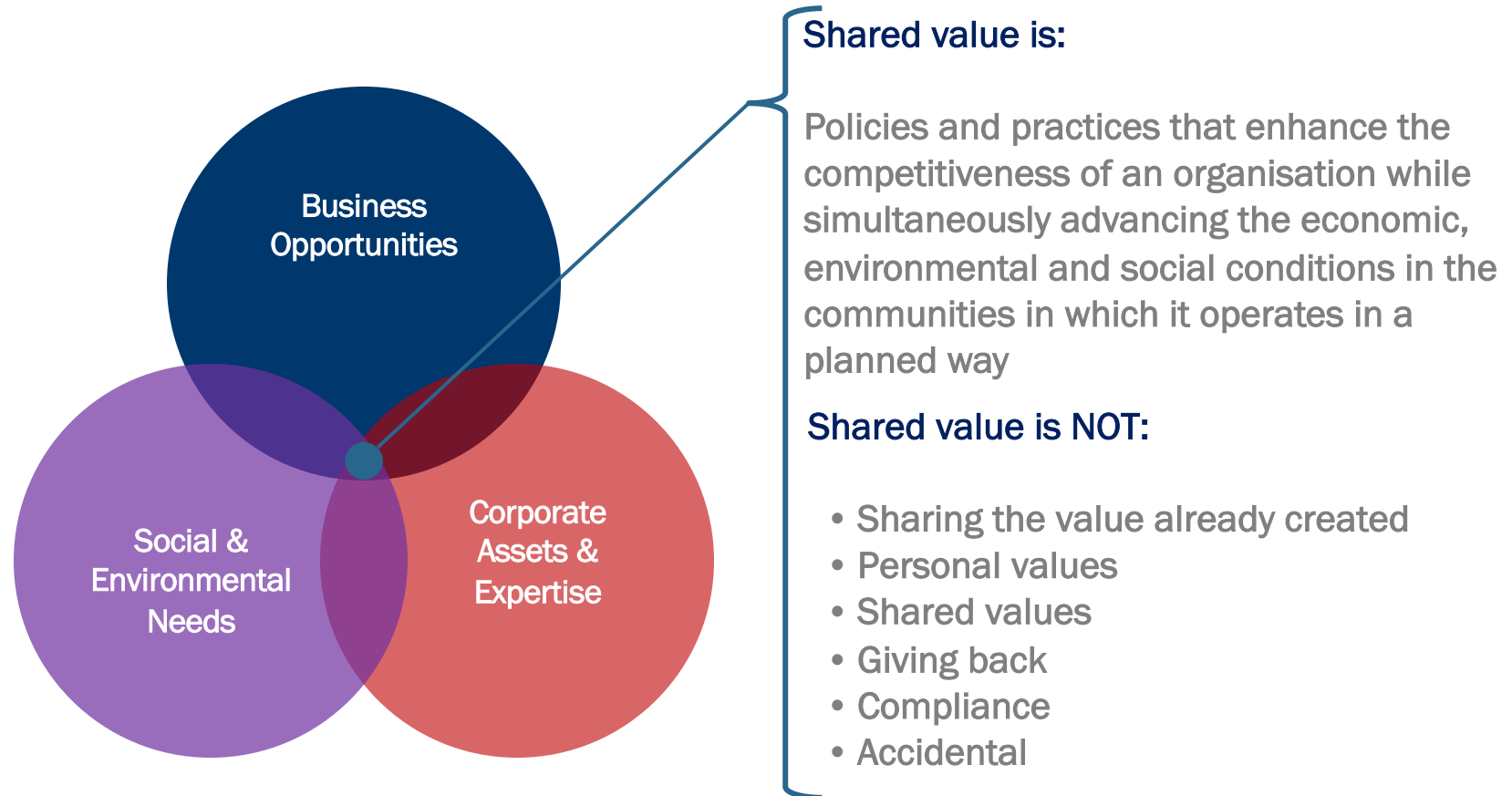


# EYEGASSES WITHOUT OPTICIANS



700 million people in need of adjustable eyeglasses

# SHARED VALUE: DEFINITION



# AJINOMOTO AND FOOD FOR THE ELDERLY: TURNING AN CHALLENGE INTO AN OPPORTUNITY

- By 2050, 40% of Japan's population will be over 65
- Japan has the highest percentage of people over 80 in the world (10 million in 2017 or 8%)
- Need for products aimed with nutrition added, taste enhancers and smaller portions
- Successful new product line targeting the aging population



# SHARED VALUE INITIATIVE DESIGN

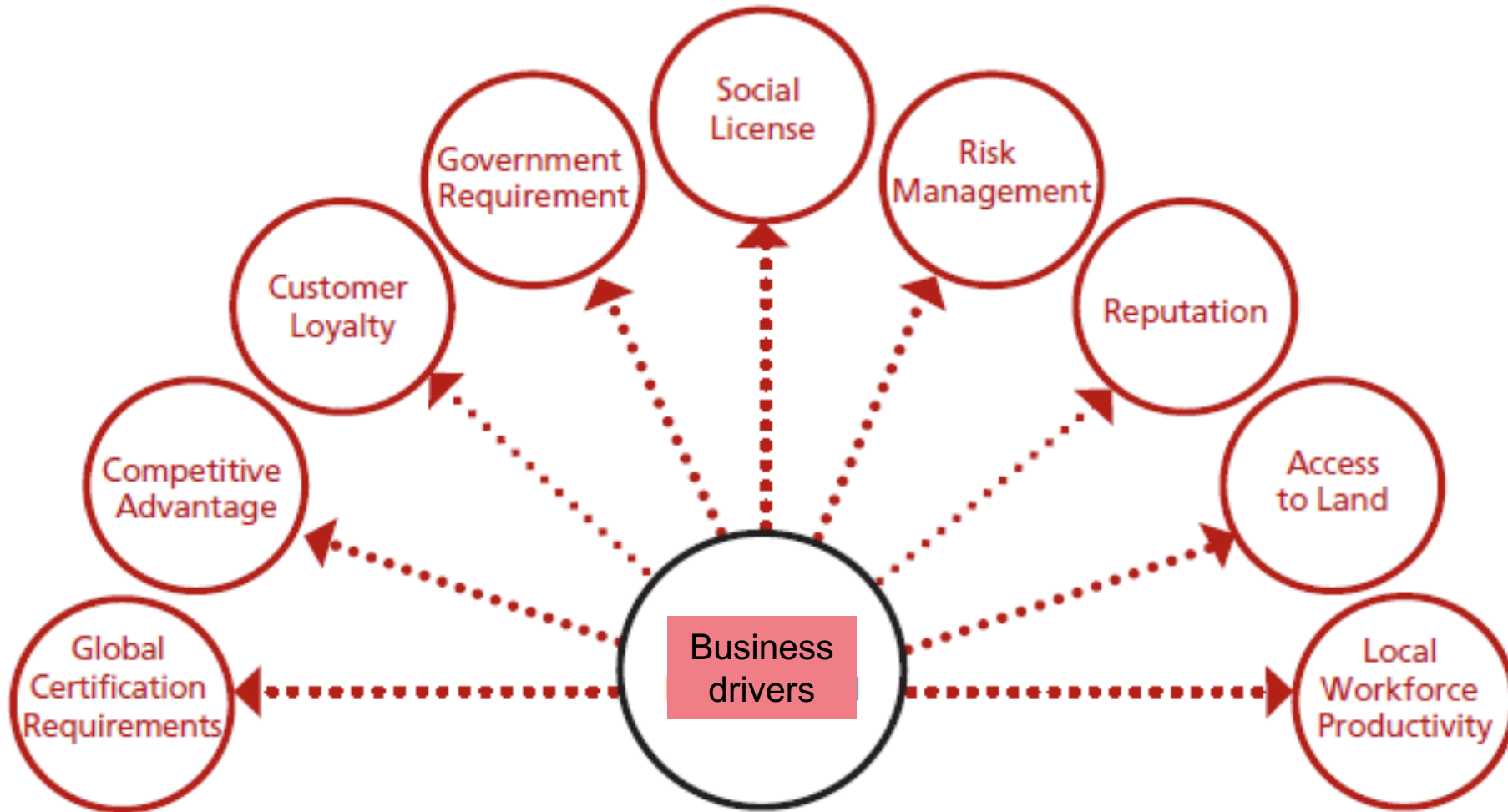


The overlap between the three circles defines the shared value opportunity set

- Shared value initiatives are designed to:
- Provide a business return
  - Address a specific social need
  - Efficiently and effectively leverage corporate assets
  - Create **measurable value** for business and community

# INVESTING IN SUSTAINABILITY – YOUR OBJECTIVES?

## ARTICULATE, TRACK AND REPORT



Source: IFC SCI Handbook

# BEYOND CASH – UTILISING OTHER RESOURCES



Adapted from IFC SCI Handbook

## FROM SMALL WINS TO BIG IMPACT



**BUT IS IT ENOUGH? AND WHERE IS YOUR INCENTIVE TO DO MORE?**

An aerial photograph of the Hong Kong Gold Coast Yacht and Country Club. The image shows a large, rectangular swimming pool in the foreground, surrounded by lush greenery and palm trees. In the background, a marina is filled with numerous yachts and boats, with mountains visible in the distance under a blue sky with scattered clouds. The text "CASE STUDY 1: HONG KONG GOLD COAST YACHT AND COUNTRY CLUB" is overlaid in white, bold, sans-serif font in the center of the image.

# CASE STUDY 1: HONG KONG GOLD COAST YACHT AND COUNTRY CLUB

# HONG KONG GOLD COAST GREEN JOURNEY BEGINS

Key focus: Environmental protection and awareness raising



## Installation of solar panels

483 pieces  
153,000 KWH/year  
(Equivalent to 10 Hong Kong families' use for 3 years)



## Smart water dispensers

Replace bottled water  
Cloud connectivity for data capture  
LED screen shows how many bottles saved



## Seabin

1.5kg floating debris per day  
Microplastics up to 2mm small



## Gold Coast Farm

Seasonal produce, using eco-friendly techniques  
Educational activities for guests  
Collaboration with local community; schools, NGOs



# CASE STUDY 2: BANDON DUNES GOLF RESORT, OREGON, USA

National Resort Winner of the 2016 Environmental Leaders in Golf Awards

# FOCUS: BIODIVERSITY AND ECONOMIC GROWTH

## Key initiative: A Course with a Mission

- Collaboration for conservation and economic growth
- The net proceeds from the operations of its newest course go to support Wild Rivers Coast Alliance's ecological initiatives and grant making

### Initiatives within facility operations:

- golf course maintenance,
- habitat management,
- water conservation,
- energy usage,
- recycling,
- green vendor utilization, and
- staff education and training

## Lessons from Bandon Dunes Golf Resort sustainability journey

1. **The little things matter.** Build on a foundation of environmentally-friendly practices.
2. **Question every one of your inputs.** The drive to have premium facilities can lead to adding too much to the natural environment – like excessive fertilizers.
3. **Slow and steady wins the race.** Have a clear strategy designed with continual improvement in mind. The early phases can be simpler and more cost effective, leading up to larger capital investments.
4. **Sustainability has to become “business as usual.”** Your commitment to the environment can't be limited to an event on Earth Day. These programs can only succeed when sustainability becomes a habit, a part of your day to day routine – for this staff training is key.
5. **There's always something more you can do.** Sustainability and how we practice it has evolved tremendously

The background image shows a modern, open-plan interior space, likely a members' club. It features a mix of seating including armchairs, sofas, and round tables. The room is decorated with numerous potted plants and has a high ceiling with exposed ductwork and various pendant lights. Large windows in the background provide natural light. The overall aesthetic is contemporary and comfortable.

# CASE STUDY 3: THE CONDUIT, LONDON

An invitation-only members' club  
focused on social and environmental change.

# THE CONDUIT, LONDON

The Conduit is a platform for catalysing and supporting new ideas and collective action around 7 core themes: Climate Change and Sustainability, Education and Skills, Health and Nutrition, Employment and Economic Opportunity, Gender Empowerment, Justice and Equality and Arts and Culture.

*“The Conduit serves as a home for a diverse community of people passionate about social change. Bringing together social entrepreneurs, investors, creatives, business leaders, policy-makers and civil society, The Conduit acts as a catalytic platform for individuals tackling some of the pressing challenges facing us today.”*

## CATALYSING CHANGE

Leverages the expertise of its members

Experience focused (over 150 unique events per year)

Explores ways to produce scalable solutions.

## THE CONDUIT PITCH

Seeks to facilitate impact by featuring entrepreneurs and start-ups, and offer opportunities for investment, support and mentorship

## A BALANCED LIFE

Classes, workshops and talks by experts and practitioners, featuring the latest research on wellness, meditation, nutrition, mindfulness and mental health, aimed at supporting the growth and personal sustainability of its members.

**CAN WE CREATE SHARED VALUE?**

**CAN WE PROFIT FROM RESPONSIBILITY?**

## SHARED VALUE - SUSTAINABLE LUXURY - PENINSULA



## SHARED VALUE – ECO RESORTS – KALIA COSTA RICA



# SHARED VALUE – NAKED RETREATS – A USEFUL CHECKLIST FOR YOU?

## Our Commitment to Sustainability

Naked Retreats is committed to design and operation, specifically and regeneration of both the environment and communities in which we operate. As we provide creative and inspiring experiences for our guests, we do so in a pioneering fashion that challenges convention. For example, we:

- Employ local staff and service providers whenever possible
- Support the local economy featuring local resources on site, buying locally grown food and purchasing regionally sourced building materials
- Purchase locally and in bulk to minimise transportation and excess packaging
- Contribute to local communities through employment, trainings and enhancement opportunities
- Organise long-running environmental education programs involving members from the local government and community, as well as students from local and international schools
- Reduce waste generation through compost and recycling systems that support the local community
- Manage guest energy use with energy metres installed on all units and incentives given to reduce energy consumption
- Recycle water within resorts via private water filtration systems to minimise usage.
- Use biodegradable and environmentally friendly soaps, cleaning agents and products whenever possible
- Promote environmental awareness amongst staff, guests and local community green trainings and leading by example

## A SHARED VALUE APPROACH – SOME QUESTIONS TO CONSIDER

- To what extent are you already doing it?
- Is your approach to sustainability and the community strategic?
- How can you use limited resources in a more effective way to create value?
- What do communities need?
- What do members want?
- How can you use all your resources more strategically?
- Are there new untapped opportunities to create value for your clubs?

**AND HOW DO YOU KNOW IT IS WORKING?**

# MEASUREMENT – DO YOU MEASURE THE RESULTS OF YOUR EFFORTS?



# WHAT DOES INPUT, OUTPUT AND IMPACT LOOK LIKE?

## ALWAYS ASK: SO WHAT?



Total Committed Grants:

**22.3M**



**162,180**

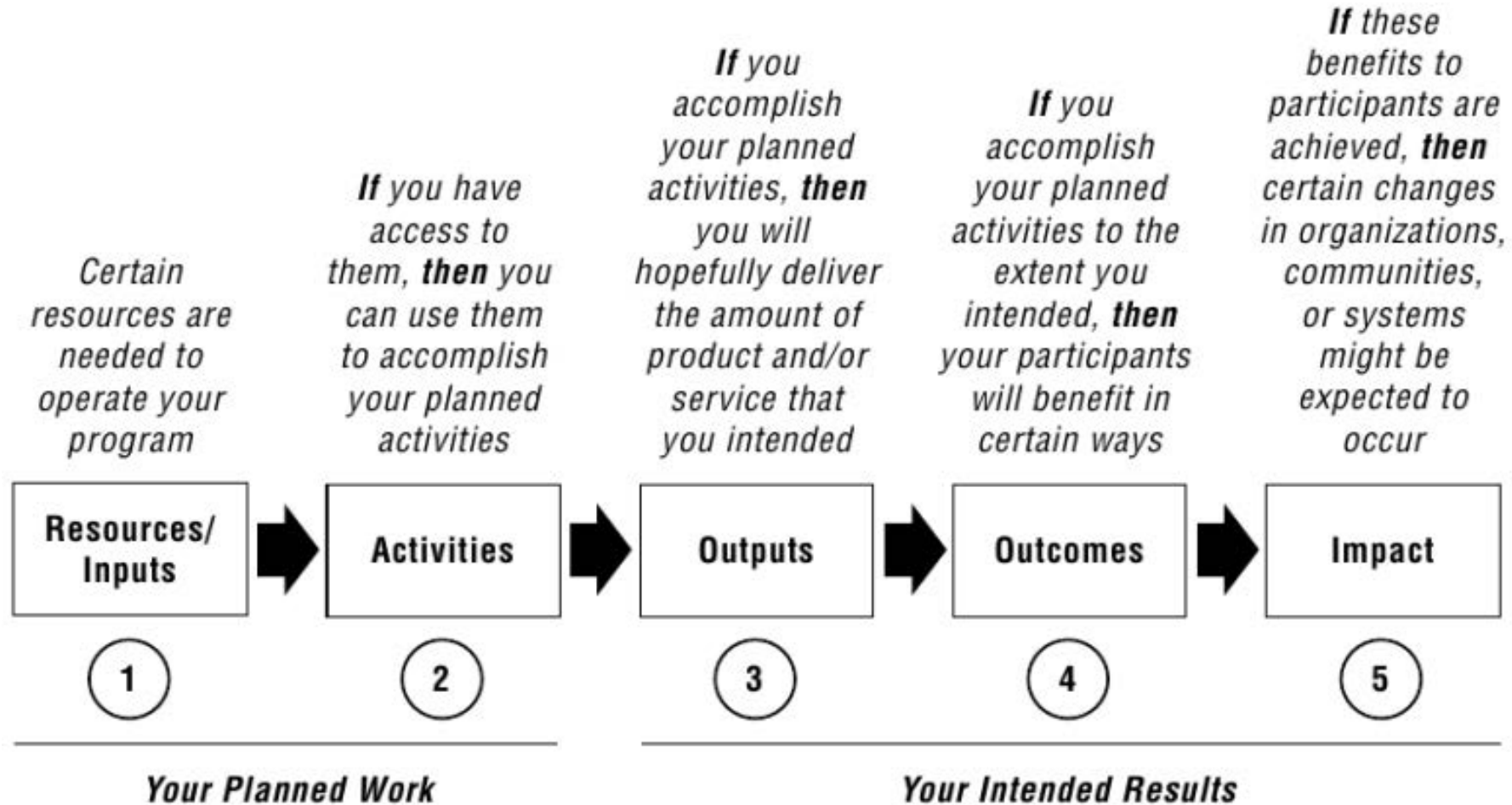
**Beneficiaries served**

**TOTAL # OF  
VOLUNTEERS**

**2,152** 

**9,425**  
VOLUNTEER  
HOURS

# WHAT DO WE MEAN BY IMPACT?



Source: W.K. Kellogg Foundation (2004)

# COCA-COLA 5BY20

## The Women



With an aim to turn 5 million women into entrepreneurs by 2020, the company has already reached 2 million in 60 countries. Partnering with governments and NGOs Coca-Cola creates market-specific programs with measured results: Independent research shows that the small enterprises established in South Africa have grown, on average, 44% per year.

# MY CONCLUSIONS

## GOING THE EXTRA MILE

- We are pretty good at doing the easy stuff
- But too often we fix the problem but not the underlying cause
- An environmental focus is not enough
- We need to be creative if our aim is to create change
- And remember to track the hot topics:
  - Climate action
  - Sustainable consumption
  - Gender
  - Human rights and modern slavery
  - Diversity and inclusion
- And don't forget to measure it all.....



**QUESTIONS AND COMMENTS?**



# CSR<sup>^</sup>ASIA

## Thank You

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