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China Greentech Initiative
Strategic Insights, Industry and Government Collaboration, Market Acceleration

THE CHINA GREENTECH EXECUTIVE BRIEFS

VISION AND ROADMAP TO REALIZE CHINA'S ENVIRONMENTAL SUSTAINABILITY GOALS

*Corporate sustainability strategies to drive long-term business
performance and China's green growth*

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Definition and Focus – Sustainability

CGTI subscribes to the United Nations definition of sustainability, which states “sustainable development ensures that it meets the needs of the present without compromising the ability of future generations to meet their own needs.”¹

CGTI adheres to the concept of corporate sustainability as managing what is commonly referred to as the “Triple Bottom Line”² – which includes the environmental, social and economic responsibilities of corporations to their communities. For the purpose of this Executive Brief we focus on corporate sustainability in China from an environmental perspective, though we recognize that social and economic dimensions are equally important.

Our scope for corporate environmental sustainability includes corporations’ organizations in China – whether Chinese or international – their China operations and supply chains, their external stakeholders and government relationships.

1. “Our Common Future”, *The World Commission on Environment and Development*, 1987

2. Elkington, John, “*Cannibals with Forks: the Triple Bottom Line of 21st Century Business*”, Wiley, 1997

Foreword

Dear Reader,

It is with great pleasure that we bring you one of the five Executive Briefs developed by the China Greentech Initiative (CGTI) in 2012. Under the guidance of the China Greentech Council, a select group of Chinese and international senior executives, CGTI, with members of our Game Changer Partner Program, embarked on an ambitious journey to support the achievement of China's greentech-related targets, particularly those described in China's 12th Five-Year Plan. We formed five Ecosystem Plays to develop a vision and roadmap to support China in achieving its greentech related targets, overcome roadblocks and jointly pursue commercial opportunities. The five Ecosystem Plays are: (1) Next Generation Energy Value Chain; (2) Electric Vehicles; (3) Energy, Water and Waste in the Built Environment; (4) Low Carbon Eco-Cities, and (5) Sustainability.

This Executive Brief represents the early stages of this journey for the Sustainability Ecosystem Play with analysis of the situation and trends, key challenges, a clear vision of what is needed to help achieve China's policy goals and targets, a multi-year roadmap for implementation and an indication of the potential opportunities which may emerge. The vision and roadmap were developed over a six month period through CGTI's unique research and collaboration method which included CGTI Game Changer Partners, government organizations, and other stakeholders. The Play's vision and roadmap was further validated through in-depth discussions with industry experts, government organizations and more than thirty Senior Executives at CGTI's November 2012 Greentech Council Meeting.

We hope you find this Executive Brief valuable and insightful. We invite you to join forces with CGTI to support China in building a more sustainable future. Please visit www.china-greentech.com to learn more.

Alan S. Beebe, Elle Carberry and Randall S. Hancock

**Managing Directors,
The China Greentech Initiative
March 2013**

Summary

At the 18th Party Congress in November 2012, China's former President Hu Jintao highlighted "ecivilization" and "beautiful China" – expressions widely interpreted as indicating renewed emphasis on environmentalism and energy conservation. China's rapid economic growth over the past three decades has been achieved at a heavy cost to the environment, and the leadership and Chinese people have taken note. With growing public awareness, periodic social unrest related to industrial pollution, Non- Governmental Organization (NGO) activities and media exposure, it is clear that China is at a crossroads.³

Corporate Responsibility and Opportunities on the Rise

The rising bar for environmental protection and energy conservation will place higher requirements on businesses of all types that are operating in China. This will make it important for companies to communicate what they are doing to minimize their environmental impact and support China's sustainability efforts. Corporate Social Responsibility (CSR) programs will be elevated, with broad implications for public affairs and government relations agendas.⁴ At the same time, China's anticipated environmental policy shifts translate into new opportunities for progressive companies to introduce greener products and solutions, strengthen their brands and engage stakeholders in new, innovative, ways.

CGTI Vision for Corporate Environmental Responsibility in China

With China's goals and companies' interests in mind, we developed a vision of the ideal sustainable company in China. The vision provides useful principles for companies – both international and Chinese – on which to develop, evolve, manage and implement sustainability strategies for China. Our vision argues that sustainability is core to business strategy and, if properly implemented, can deliver a broad range of benefits to companies, their stakeholders and communities.

The vision includes four main elements of corporate sustainability, each with key drivers. First, the company's China organization which ultimately serves as the motivator and engine for sustainability efforts; second, government relations to ensure ongoing license to operate; third, the company's operations and supply chains which can help mitigate risks while reducing costs; fourth, a company's external stakeholders who are instrumental for brand building and reinforcing the reputation of companies.

Achieving sustainability ambitions requires increased awareness, transparency and tangible business value for all stakeholders. As a whole, there is still limited market acceptance, lack of consistent standards across the supply chain and a perception that sustainable practices imply costs without benefits. Our vision seeks to address those challenges.

We have developed a three-phase roadmap that includes a range of initiatives for leading companies, government organizations, civil society and the CGTI community to promote and accelerate the adoption of the vision in China.

3. Weber Shandwick, "China at the Crossroads: Power, Politics and Transition at the 18th Party Congress", November 2012

4. *Ibid*

Growing Importance of Corporate Sustainability Strategy

In line with a growing international trend towards greater transparency of business activities, listed companies in China have gradually been encouraged to provide Corporate Social Responsibility reports (CSR).⁵ China made regular CSR reporting compulsory by 2012 for all State Owned Enterprises directly under The Central Government (CSOEs).⁶ Whilst a welcome step, with the number^{7,8} and quality^{9,10} of reports rising year on year, companies in China still tend to concentrate their efforts on basic compliance or philanthropic programs to symbolically offset the impact of their activities rather than developing a coherent, forward-looking sustainability strategy. Very few have dedicated local teams or budgets to drive sustainable practices.¹¹ Yet half of all companies in China's main cities say they are concerned about sustainability¹² and all sectors of society are increasingly aware of the environmental cost of China's rapid economic growth.

There is a general pattern to companies' approach towards sustainability in China. Initially, efforts are limited to compliance with government rules and regulations. The next step is to align company strategy with the government's Five-Year Plan. Finally, market leaders put considerable effort into nurturing government relations. This can result in financial incentives for top performers and early adopters. However, whilst many companies embrace the goal of greater government collaboration, they would prefer a more transparent, equitable system with consistent implementation of environmental regulations. The government is increasingly looking to business for help in addressing China's complex environmental challenges, in particular through public-private partnerships. For example, industry and state organizations are jointly designing multiple guidelines and standards in an attempt to define sustainability in the China context.

In addition to fostering collaborative government relations, companies in China recognize they can have an immediate impact by focusing on their own operations and supply chains. As awareness grows, the business case for developing a company-wide sustainability strategy becomes clearer. Environmental conservation practices, such as promoting energy and water efficiency, often through implementation of existing technologies, both saves resources and minimizes costs. But influencing business partners along the supply chain is clearly more challenging than enforcing change within a company. NGOs, such as the Institute of Public and Environmental Affairs (IPE), help companies identify substandard suppliers through China pollution maps.¹³ The aim is to encourage Chinese producers to raise their standards in order to remain competitive. Where roadblocks persist, some buyers may seek collaboration with other industry players to

5. In 2006, the Shenzhen Stock Exchange published guidelines for Social Responsibility of listed companies, followed by the Shanghai Stock Exchange in 2008; in 2009, Shenzhen and Shanghai stock exchanges issued social responsibility indices

6. “陈予燕, “国资委: 2012 年央企全部发布社会责任报告,” [SASAC: SOEs Release Corporate Responsibility Reports], Hexun, Mar. 31, 2011, www.hexun.com

7. Sam, Yoon-Suk, “Fortune China CSR Ranking 2011 Report”, Caijing, March 2011, www.fortunechina.com

8. “中国 A 股上市公司社会责任报告研究 2012” [The 2012 Report on the CSR Reporting of A-share Companies in China], China Association for Public Companies & Security Times, www.csr.stcn.com

9. *Ibid*

10. “价值发现之旅 2009——中国企业可持续发展报告研究” [Explore the Values 2009--Sustainability Reporting in China], Syntao, 2009, www.syntao.com

11. “Business and Sustainability in China: Company Responses to a National Priority”, The Conference Board, 2011

12. *Ibid*

13. “The 2012 Walmart Global Responsibility Report – Message from Mike Duke”, www.walmartstores.com

share best practices, split costs, streamline their approach to suppliers and maximize impact. Given that China is a key node for many supply chain networks, action taken at one point can produce a positive multiplier effect.

Drivers: Risk Management, Lower Costs and Revenue Growth

The primary driver for companies to develop a robust sustainability strategy is risk management.¹⁴ Non-compliance with government regulations can result in operations being shut down, environmental scandals tarnish a company's reputation and damage trust in the brand, while a shortage of required natural resources affects production and price stability. These risks can be mitigated with consistent monitoring, planning and implementation of sustainable practices, and continuous vigilance and control of a company's operations and supply chains.

Cost reduction is another important driver. There is growing acknowledgement that, over time, sustainable practices can result in savings. The cost of energy, water, transportation, outsourcing waste processing and so on, can be reduced with smart sustainability strategies. These savings can be measured and monitored with information technology, advanced machinery and specialist instruments.

Finally, sustainable practices not only produce savings but, in some cases, can actually help to grow revenues. Surplus energy or productive waste may be sold. Solid sustainability credentials may boost a company's competitiveness and access to new markets. In terms of branding, a sustainable image may influence consumer behavior and the decisions of investors. The market is beginning to respond to green products and solutions that improve energy efficiency, enhance workplace safety, or enable businesses to refocus priorities towards environmental stewardship?

Importance of External Stakeholders

The influence of External stakeholders on a company's sustainability strategy should not be ignored. However, these stakeholders are diverse and their impact varies in nature and magnitude:

- *Government* bodies are extremely powerful in terms of determining a company's license to establish and operate in China
- *Suppliers* are crucial in maintaining product quality, security and environmental impact along the supply chain
- *Customers* can be influential in deciding to choose products with proven sustainability credentials
- *NGOs and international organizations* are increasingly active, building awareness, promoting best practices, facilitating negotiations between communities, government and companies
- *Traditional media* are increasingly active in reporting the impact of industries and specific companies on the environment
- *Social media* is allowing concerned citizens, including China's rising middle-class, to express their opinions on environmental issues, strengthening the influence of affected *local communities*

14. "Business and Sustainability in China: Company Responses to a National Priority", The Conference Board, 2011

- *Competitors* can use their sustainability credentials to differentiate themselves from other companies
- *Job-seekers* appear increasingly sensitive to a company's record on sustainability, which is in turn leading companies to actively market their sustainability strategies to attract and retain new talent
- *Investors*, in particular global investors, are increasingly taking a company's sustainability strategy into account when making investment decisions

Role of Chinese Government in Shaping Sustainability Strategies

The Chinese government has developed a myriad of environmental regulations, with at least 20 laws, including the Energy Conservation Law (rev. 2008) and the Circular Economy Law (2009).¹⁵ China's highest political body, The State Council, formulates policy and related legal frameworks. But most ministries and administrations are also involved in the management of issues pertaining to the environment, by developing regulations within their own areas of responsibility. In addition, almost every major national administrative body has an equivalent at the local level that develops specific strategies and guidelines.

The government has set ambitious environmental targets in its 12th Five-Year Plan. Those most relevant to sustainability are the reduction of carbon emissions per unit of GDP by 17%;¹⁶ the reduction of energy use per unit of GDP by 16%;¹⁷ the reduction of water use per unit of industrial added value by 30%¹⁸ and the reduction of nitrous oxide emissions by 10%.¹⁹

These targets have been reinforced by initiatives such as the "Top 1000 Energy Consuming Enterprises" which resulted in major energy savings and emission reductions among State Owned Enterprises (SOEs). However, for private companies penalties and incentives do not seem powerful enough to drive change – penalties lack severity and incentives are hard to obtain for small, non-governmental, or international companies. The newly initiated carbon trading schemes have been broadly welcomed, but their ultimate success depends on future development.²⁰

Other state organizations play an active role in the development of sustainability practices in China. Research institutes, industry associations and stock exchanges have developed China-specific sustainability guidelines, standards, performance indicators and indexes. Financial institutions have launched programs to finance green projects.

Enablers: Greentech Solutions, Metrics, Communications and Innovation

Greentech solutions are well suited for China given the country's rapid growth, ambitious targets, and growing awareness of the environmental impact of economic development. Greentech solutions related to greener buildings, water and energy efficiency, waste disposal, renewable energy sources and cleaner fleets

15. "Cleaner Industry Key Findings", *China Greentech Initiative*, August 2009

16. "中国的能源政策 2012 白皮书 (全文)" [*China's Energy Policy 2012 White Paper (full text)*], State Council, October 2012, www.gov.cn

17. *Ibid*

18. "十二五"规划纲要 (全文)" [*12th Five-Year Plan Outline (full text)*], Xinhua, 2011, www.miit.ccidnet.com

19. "国务院关于印发节能减排"十二五"规划的通知" [*Notice on 12th Five-Year Plan on Energy Efficiency and Emission Reduction by State Council*], State Council, August 2012, www.gov.cn

20. Liu, Shuang and Nan Xu, "Data Gaps Hobble Carbon Trading", *The Energy Foundation Beijing and Chinadialogue Green Growth Project*, August 2012, www.chinadialogue.net

are all potential elements of a company sustainability strategy. For example, in some countries, forward thinking companies collaborate with utilities to develop and purchase electric power directly from renewable energy sources.

Sustainability-related metrics are allowing companies to set targets, evaluate progress, identify weaknesses, and estimate environmental impact. A combination of specialist equipment and IT solutions may be most effective, but high up-front costs and skilled operation can be obstacles to adoption.

Effective communication is essential for a successful sustainability strategy to build reputation and trust among stakeholders. Once metrics are in place, they also provide clear proof points for internal and external communication efforts. Through further stakeholder engagement, the company may identify new market opportunities or discover more sustainable practices.

Innovative thinking^{21,22} allows companies to re-invent the way they work, within the new paradigm of global warming and resource limitations. Ground-breaking companies offer products or services that disrupt the status quo, create new markets, drive long-term value, and have a positive impact in moving towards a more sustainable world. China's young and dynamic market offers a favourable testing ground for such pioneering practices.

Challenges: Low Awareness, Lack of Transparency and Unclear Business Value

Low awareness of the technical solutions that exist to minimize environmental impact and approaches in developing a sustainability strategy are a fundamental challenge. Sustainability is a relatively new concept in China; Chinese companies have only recently started producing CSR reports, and most multinational companies (MNC) do not fully adapt their global sustainability strategies for China. There is often little employee buy-in and communication within a company and limited financial and human resources allocated to sustainability. While effective corporate sustainability strategies must naturally be led from the top, there can be reluctance to drive behavioral change if it is perceived to be time consuming and hard to achieve quick results.

In addition to employees, consumers also need more education and visibility. For example, collection points, buy-back and other recycling solutions are not well known by the public and can be hard to find. The other extreme is the proliferation of labels that can confuse consumers and, if not supported by education, can potentially impact the credibility of companies.

Lack of transparency hinders government and supply chain management. Government organizations are often complex for companies to navigate. Identifying the appropriate people with whom to engage is made difficult by the number of ministries that have a stake in environmental issues, and the fact that their interests often overlap. At the local level, authorities often prioritize rapid development and expansion of heavy industries to boost GDP growth, while environmental considerations are secondary. Regulations are often incomplete, broad, complex, and open to interpretation. In addition, weak enforcement and auditing capacity hinders compliance.

21. Nidumolu, Ram, C.K. Prahalad and M.R. Rangaswami, "Why Sustainability is Now the Key Driver of Innovation", *Harvard Business Review*, September, 2009

22. Bent, David, Zoe Le Grand, "Breakthrough Innovation: Your Guide to Innovating for a Brighter Future", *Forum for the Future*, June 2012

Similarly, lack of transparency of suppliers' compliance and sustainability efforts along the supply chain may result from; diverse standards and practices, prioritizing prices and deadlines, conflicting client requirements with respect to sustainability, or the small size of businesses. It makes it virtually impossible for companies operating in China to control the integrity of large supply bases.

The tangible business value of sustainability is not always clear. Currently, there is a widespread perception that sustainability implies increased costs but no easily identifiable near-term benefits.²³ Some greentech solutions do involve substantial initial investment with mid- to long-term returns compared to conventional technologies and that can lead to short-term competitive disadvantages. However, it is not true for all sustainability initiatives.

One way to stimulate market acceptance is through a balanced "push and pull" strategy. There are many factors pushing companies towards more sustainable practices, such as government targets and regulations, demands for greater accountability, reputational risk, and growing concern within civil society. However consumers in China are generally not willing to pay a premium for sustainable products or brands. Rather, in line with their counterparts in other countries, consumers are beginning to expect sustainable credentials as a basic standard, in the same way as they demand a product be safe.

We believe the government can play a key role in encouraging standards and good practices by providing incentives for sustainable products. This is a pulling force to complement the forces pushing for sustainability. For example, clear labeling and public information endorsed by government may encourage Chinese consumers to prioritize sustainable qualities when selecting products, rather than simply basing decisions on price alone.

23. The Conference Board, "Business and Sustainability in China: Company Responses to a National Priority", The Conference Board of Canada, 2011

CGTI Vision: Developing Sustainable Companies to Support China in Achieving its Environmental Goals

We have developed a vision in which environmental sustainability in China is integrated into all aspects of a company's strategy, operations and supply chain. A key aspect of this vision is the need to actively engage external stakeholders and government institutions at the national and local levels.



Sustainable Strategy

Our vision requires global and China CEOs, board and management, to be leading advocates of the value that a sustainability strategy brings to their business. They must be fully engaged in its design and implementation, setting clear goals and developing a business model that incorporates the environmental impact of the company's activities, encourages innovation in minimizing that impact, and ensures that sustainability is woven into the fabric of company structure and is fully resourced.

At the same time, employees at all levels have a part to play in ensuring the success of a company's sustainability strategy. It should, therefore, be clearly communicated throughout the business, with employees encouraged to develop their own ideas and feed these back into the system, rather than simply following top-down directives. We believe employees will support a clearly defined, effective sustainability strategy and will be motivated to do so without necessarily relying on KPIs. They should also be encouraged to report transgressions through clearly defined mechanisms. For maximum impact, sustainability initiatives should be closely aligned with different business functions. Human Resources, for example, can serve as an effective enabler for corporate sustainability.

Companies should use their core competencies to support China in addressing its sustainability goals. Therefore, the company's strategy must make sense at the local level in China. We envision a corporate sustainability strategy designed in China, for China, and implemented by empowered local teams.

Finally, reliable systems must be in place to measure the impact of a company's sustainability strategy in terms of cost, benefit, and risk mitigation. The resulting data can then be used to support communications, stakeholder engagement and funding of future sustainability programs.

Government Partnerships

Our vision is based on the principle that a company's sustainability strategy in China should be aligned with China's development priorities.

Government partnerships are fundamental to achieving this goal, but companies operating in China first need to identify the right people in the right government organizations with whom to partner, and through whom to establish collaborative relationships at the central and local levels. Government partnerships can also be strengthened by collaboration with carefully selected affiliated third-parties such as industry associations, business chambers, research Institutes and NGOs. International companies can also take advantage of their home country's bi-lateral cooperation agreements with China.

We envision partnerships based on a practically focused, joint approach to problem-solving, supporting business innovation and driving best practices for sustainable development at the local level. Companies should prioritize projects that can be quickly implemented and communicated with immediate benefits.

Green Operations and Supply Chain

Our Vision requires companies to pursue conservation and smart use of natural resources that will drive improvements in design, operations and supply chains throughout the product life-cycle. We anticipate resource scarcity to be of increasing concern in China, so for any company to ensure sufficient future supplies, strategic thinking is needed now.

We believe a useful starting point is to set environmental targets that are communicated, managed, measured and reported company-wide, particularly around energy conservation and emission reductions. These targets should be realistic, achievable, consistent and measurable. Companies may also help to develop and champion industry standards within their area of activity. The ultimate goal is cradle-to-cradle operations, with zero waste from point of extraction to end-of-use. Clear labeling, based on a recognized life-cycle assessment methodology, when applicable may be helpful in this endeavor.

In order to drive improvements and consistency of sustainability standards across the supply chain, companies operating in China should communicate their expectations clearly to their suppliers, through contracts, training and by example. We believe companies should build "trust and verify" systems with suppliers that can influence behavior and promote adoption of best practices. Helping local suppliers improve their sustainability practices and transparency may be a necessary investment. Collaborating with other industry stakeholders to coordinate efforts can also increase effectiveness and reach.

Engaged External Stakeholders

Our vision acknowledges the crucial nexus that exists between governments, NGOs and businesses. We believe companies must take a proactive role in nurturing relationships with stakeholders from all areas. Companies must be able to communicate and demonstrate commitment to their sustainability strategy, with transparent policies and verifiable metrics, while also being open to feedback.

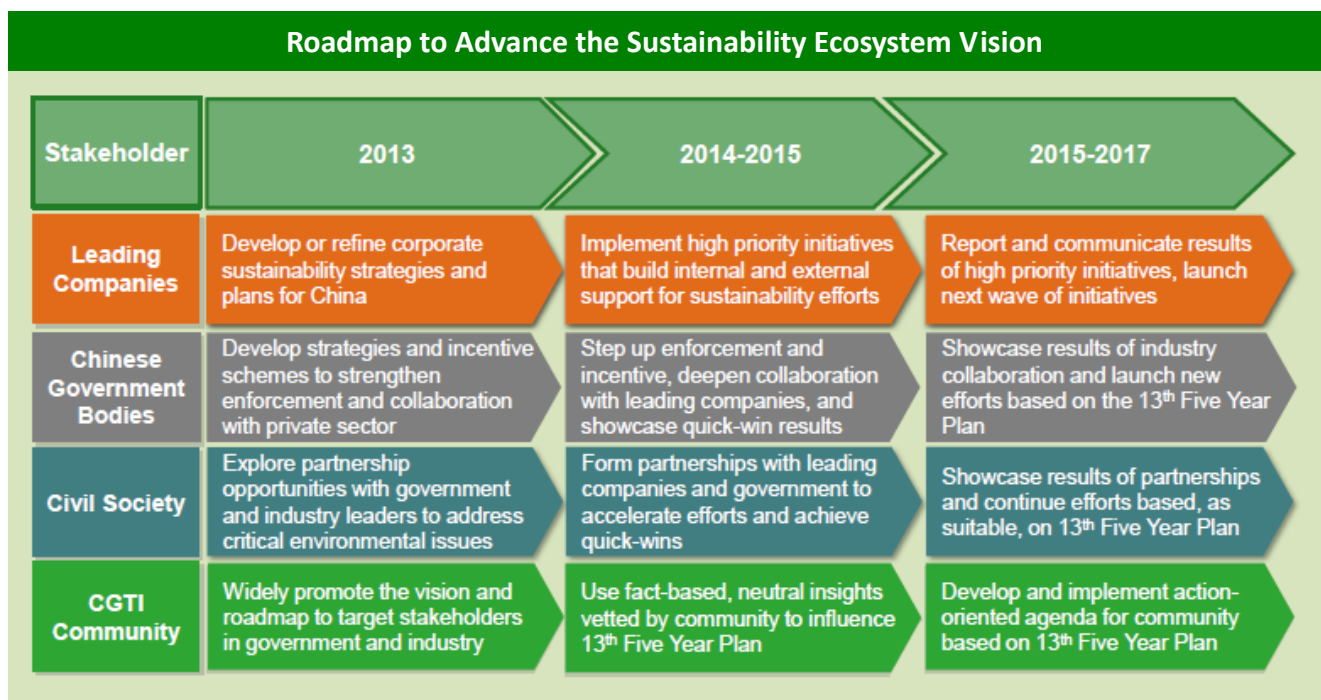
An obvious starting point is a global or China-specific sustainability report, which is clearly appreciated, and sometimes required, by external stakeholders. For international companies, reports should be available in Chinese. The sustainability report may be used internally for increasing awareness and as a motivational tool. It also offers the opportunity to shape and deliver a consistent, uniform, sustainability message across a company's separate divisions, thereby strengthening the brand. Companies may also consider actively seeking a ranking in carefully chosen and well recognized sustainability surveys.

We envision regular and sustained efforts on the part of companies to communicate their sustainability initiatives and successes, and to seek feedback through social media – an increasingly influential platform in China. Establishing strong relations with traditional media is also beneficial, especially in ensuring information is conveyed in an accurate and timely manner.

Identifying and partnering with respected local NGOs to better understand and address local concerns and to access different channels of communication with local communities should also be a priority. We believe clear labeling of products might help to engage consumers by allowing them to make informed choices, but investing in general education programs is a higher priority at the present time. Companies should also proactively address the concerns of their global investors, while promoting Social and Responsible Investment (SRI) among local business circles.

Strategic Roadmap to Realize the Vision of Corporate Environmental Sustainability

In order to achieve our vision for sustainable companies in China, CGTI has developed a three stage roadmap based on a range of initiatives and partnerships, broadly aimed at establishing and sharing best practices, educating the market and showcasing results. We intend to demonstrate the vision through practical application in projects that will be identified and qualified through the CGTI collaborative platform.



Leading Companies

Leading companies include Chinese and international enterprises that are already convinced of the role of sustainability in ensuring durable economic growth, and are committed to making a difference. In the near-term (2013), companies with sustainability strategies may refine their China plans based on the vision and roadmap as they see fit. Meanwhile, others should seek to develop their China sustainability strategy keeping in mind the CGTI vision and recommendations presented in this Executive Brief.

Once companies' strategies and plans are developed and/or refined, they should implement high priority initiatives in 2014-15. At this stage, they should focus on tangible, results-oriented projects that will build trust and support internally and with external stakeholders. Doing so will create goodwill, motivate teams, and build a strong support base for future endeavours.

After companies have implemented well established sustainability practices and achieved tangible results, they can launch programs to showcase the achievements (2015-17). Doing so will strengthen their reputation with employees, government and others while also encouraging other companies to accelerate their sustainability efforts.

Chinese Government Bodies

Chinese government bodies are the entities that play a direct role in driving implementing the “beautiful China” environmental agenda - from The State Council to local bureaus. The Central Government has a strong will to make environmental progress, but daunting enforcement challenges remain. In 2013, Chinese government bodies can consider innovative incentive systems while partnering with leading companies that can advance China’s goals. In 2014 and 2015, these measures can be strengthened, public and private partnerships formed, and results showcased as a way to inspire and motivate companies to accelerate their sustainability efforts. From 2015-17, systems will be refined and partnership initiatives continue within the context of the 13th Five-Year Plan.

Civil Society

Civil society includes NGOs, academia and local community organizations that, in various ways, play important roles in building awareness, voicing social concerns and proposing practical solutions. In 2013, they should explore partnership opportunities with industry and government that are likely to produce tangible results by 2014-15. Leading companies and government can partner with civil society organizations to create synergies and strengthen overall implementation capabilities. At the same time, effort needs to be placed on quick-wins that can build momentum for change. In 2015-17 efforts will continue, guided as suitable, by the 13th Five-Year Plan.

CGTI Community

The CGTI community is a collaborative platform with more than one hundred Chinese and international organizations. Through this powerful community leading companies, government and civil society organizations can advance their sustainability agendas.

CGTI’s primary goal in 2013 is to promote the vision and roadmap in this Executive Brief to targeted stakeholders in government and industry. We will do this through a variety of initiatives and channels, including government outreach efforts, the China Greentech Council, and marketing programs.

In 2014 and 2015, CGTI will use its research capabilities and collaborative method to develop perspectives that will be shared with government bodies for consideration for inclusion in the 13th Five-Year Plan. Once that plan is launched, CGTI will develop an action-oriented agenda that supports China to meet its sustainability related goals and targets, while also pursuing commercial opportunities.

Conclusion

If China is to achieve its aim of reducing the environmental impact of rapid development, companies will have to play their part. Striking the right balance between economic, social and environmental interests is likely to become an increasing preoccupation for China's leadership, citizens and businesses. We hope that the vision and roadmap described in this Executive Brief can provide a useful guide for all stakeholders, including policymakers, investors, NGOs, media, academia, industry associations, technology developers and solution providers, to collaborate effectively to accelerate China's transition to a truly sustainable economy.

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About the China Greentech Initiative



The China Greentech Initiative (CGTI) is the only collaborative platform of Chinese and international organizations focused on deploying integrated greentech solutions to help China achieve its sustainability objectives. Built on two cornerstones, strategic market research and a community of over 1,000 industry experts, CGTI provides participating organizations with world class market insights that enable better decisions, meaningful relationships that lead to business opportunities, and thought leadership and education that position participants at the forefront of China's greentech markets.

The China Greentech Report 2009, released at the World Economic Forum, followed by the 2011 and 2012 editions, have established CGTI as the authority on China's rapidly evolving greentech markets. Now in its sixth year, CGTI will expand its focus to include categorizing, assessing and ranking greentech projects in China to bridge the gap between buyers and sellers.

For more information about the China Greentech Initiative please visit www.china-greentech.com or contact CGTI@china-greentech.com.

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