

Business <sup>in</sup> the

Community

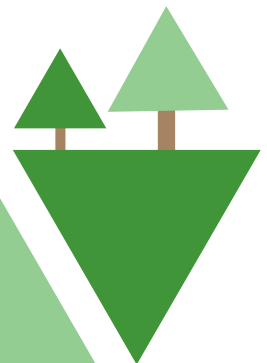
Ireland

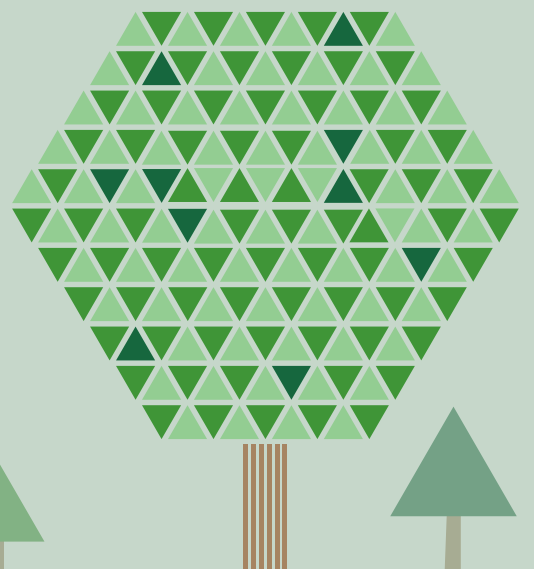
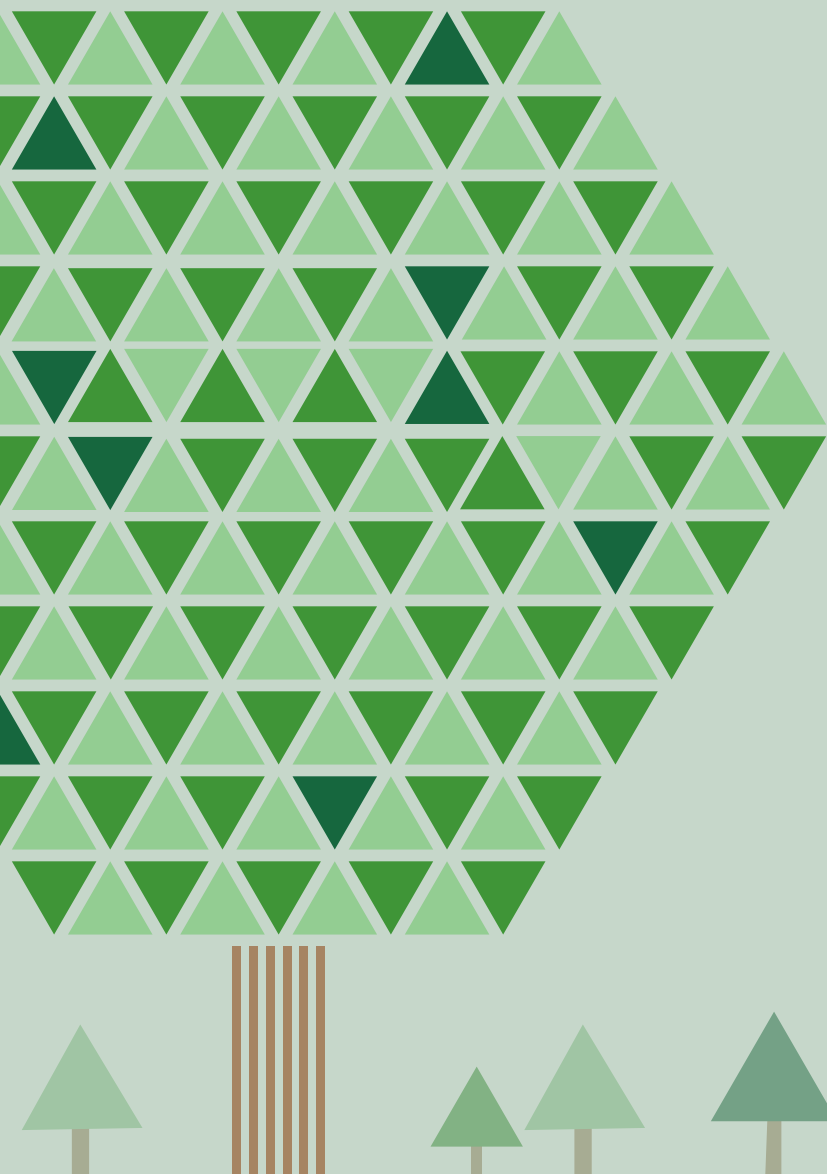


# The Green Report

Findings of the Business in  
the Community Ireland CEO  
Forum on Climate Change

A report from Business in  
the Community Ireland  
December 2009





# FOREWORD

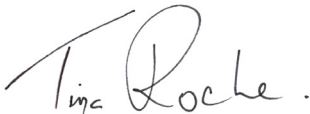
The current economic climate no doubt poses serious challenges for our economy and our competitiveness. Although much is being discussed about the recovery and the post-recession economy, the even greater environmental crisis of climate change still needs to be addressed.

This month, the UN Climate Change Conference in Copenhagen will aim to agree further targets for reduction of greenhouse gas emissions, mitigation and adaptation measures that will have an impact on our businesses and will dramatically change the way we do business.

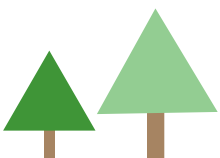
The transition to a low-carbon economy is unavoidable and this year's CEO forum brought together expertise, inspiring examples and an engaging discussion as to how Ireland Inc. will change, adapt and lead in a low carbon economy. It looked beyond short-term targets to innovation and competitiveness in a low carbon economy and asked why some businesses are going further.

This report summarises the key barriers companies face in achieving their vision of a low carbon future and ideas about what could be Ireland's niche globally in the low carbon economy. We hope this report will aid policy makers in better understanding current business thinking on these key issues and help identify important areas to be communicated, researched or developed further.

Successfully responding to climate change is not only about risk management and damage limitation; it is about leadership, innovation and competitive advantage. Business in the Community Ireland believes in one central premise - action to address climate change is needed urgently and a strong corporate response must be part of the solution.



Tina Roche  
Chief Executive



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# 1 INTRODUCTION

On 15th October 2009, for the second year running, Business in the Community Ireland brought together the leading business minds in the country to discuss climate change. Approximately 100 of the top CEO's, senior managers and policy makers in Ireland were in attendance. The forum addressed a number of Climate Change related themes, including: Does the economic crisis detract from business tackling the climate crisis? Will a strong deal at Copenhagen be good for business? Why are some businesses already going beyond conventional targets in a more fundamental shift towards sustainability? The four speakers, (details provided in the appendix), addressed these themes and provided best practice examples of companies that are going further to achieve a low carbon and sustainable future.

After the speakers, the delegates were asked to participate in roundtable discussions on two key topics. Firstly, each participant was asked to give examples of specific barriers they have experienced in trying to achieve their own low carbon vision. Secondly, participants were asked if they had a view on a particular niche that Ireland should prioritise to become a world leader in the low carbon economy. The lively discussions took place at ten facilitated tables and brought up some interesting ideas, experiences and opinions. The discussions were captured by the facilitators and this report presents some of the key outcomes.

The aim of this report is to raise awareness of what the thinking on climate change among this important group of business leaders is at this important juncture in the run up to the negotiations at the UN COP15 climate change conference in Copenhagen. While the report is informative and gives an accurate indication of the thinking among the delegates on the issues discussed at the forum, it does not attempt to be definitive on the wider business view on climate change and related issues. Whilst many of the issues raised, particularly related to Government, may be in the process of being addressed either currently or planned for the future, the fact that business continues to bring up such issues itself raises questions about communication and awareness raising.

The report is divided into two sections based on the two main questions at the roundtable discussions. Feedback from the discussions was varied but a number of themes came to the fore again and again. Responses have been grouped under these themes in each of the two sections. The main commentary in this report is on these themes and addresses these individual issues. As so many issues were raised, this report only scratches the surface of a number of issues and it is clear that a number of events would be required to delve fully into all the issues raised.

## 2 BARRIERS

This section outlines the main responses to the first question at the roundtable discussions. The question was as follows:



The science demands that developed countries cut emissions by 25 – 40% by 2020 and 80 – 95% by 2050. We have seen today that some companies have a vision that goes far beyond these targets.

What are the specific barriers your company faces in achieving your vision of a low carbon future?

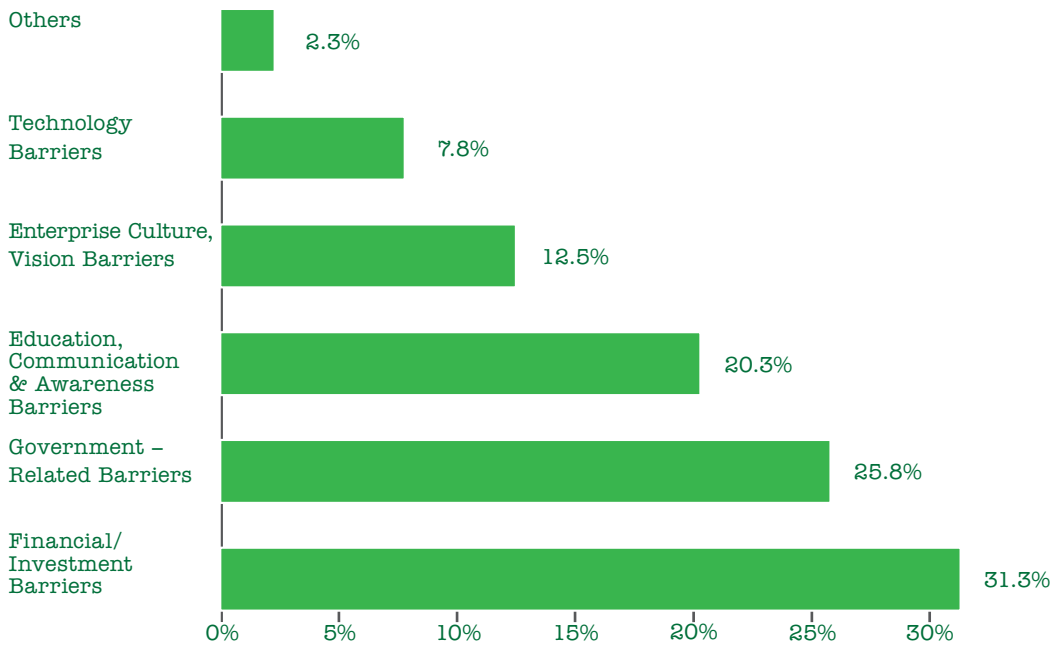


Fig.1

The above graph indicates that realising a low carbon economy is dependent on getting the right policies and financial measures in place. With technology not seen as a major barrier, it is clear that the thinking has moved from 'can we?' to 'how do we' move to a low carbon economy.

## 2.1 Financial/Investment Barriers

Financial and investment barriers have been cited by over 30% of the delegates at the forum. Three main issues were mentioned: the lack of financial incentives, the current economy/recession, competitive issues and the volatility of the market.

While the recession is seen as hampering the Government's efforts to move towards a low carbon economy, further elaboration on this point is unnecessary as the constraints on the public purse are obvious. Hence this report will concentrate on the remaining two issues: the lack of financial incentives and competitive issues.

### 2.1.1 Lack of financial incentives

Delegates at the forum saw the lack of financial incentives as being one of the main barriers in moving towards a low carbon economy. The general feeling is that there are no financial incentives to be either "good" or a first mover.

Capital investment remains a main barrier. A number of technologies, such as electric cars, are considered to be in their commercial infancy or are not very competitive and yet the need to invest in them is immediate. In addition, there is a large stock of existing infrastructure, in particular buildings, that need upgrading, (such as insulating etc.), rather than replacing but this is considered expensive. A view was expressed that existing incentives prioritised new build and new technology over retrofitting existing infrastructure and that this was lop sided to a degree. It was generally agreed that measures to support capital investment are necessary, with a particular focus on achieving returns on investment that make the 'greener' choices more viable.

It was felt that direct funding through publicly funded grants for companies to invest in energy efficiency, renewable energy and low carbon projects is needed. In addition, fiscal incentives, through differentiating tax treatment, in order to make investment in low carbon technologies more attractive and investment in the fossil fuel-based economy more unattractive, are also needed and most likely more effective. This 'carrot and stick' approach, including using elements such as a carbon tax, is not seen unfavourably as long as the 'carrot' element is the main focus. It was agreed that favourable tax treatment could have significant scope and should be dynamic to support such measures as corporate reporting on emissions or corporate programmes for employees to adopt low carbon working practices, (such as working from home etc).

#### Additional comments:

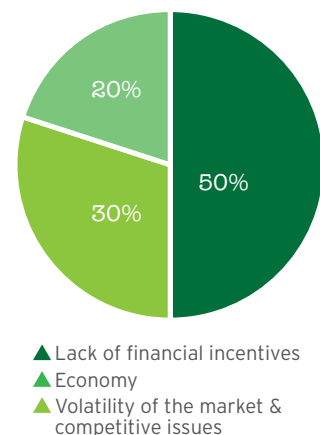
Many of the above issues, particularly environmental tax reform, were mentioned in the 'Building the Smart Economy'<sup>1</sup> document and Commission on Taxation Report<sup>2</sup>, but nonetheless the delegates were clearly in favour of advancing or implementing these measures as a matter of urgency.

### 2.1.2 Competitive issues

The need to remain competitive leaves little room for the investment required to make a shift to a more low carbon business model.

The competitiveness issues are particularly highlighted within the small and medium enterprise sector where potential high costs to move towards the low carbon economy are perceived. In particular, businesses with tight margins are highly sensitive to overheads such as energy costs. There is a perception that Ireland has high electricity costs in particular, (blamed on fossil fuel dependency) and that this is seen as putting Irish businesses at a competitive disadvantage. While there is a desire to explore investing in renewable energy, due to the high cost base there is little extra money available for it. This is a 'chicken and egg' scenario for business that can only be ameliorated by external action as in 2.1 above.

Fig.2 Three main Financial/Investment barriers were raised



<sup>1</sup>Government publications (2008), Building Ireland's Smart Economy, [http://www.taoiseach.gov.ie/BuildingIrelandsSmartEconomy\\_1\\_.pdf](http://www.taoiseach.gov.ie/BuildingIrelandsSmartEconomy_1_.pdf)  
 Commission on Taxation (2009), The Commission on Taxation Report 2009, <http://www.taxcommission.ie/downloads/Commission%20on%20Taxation%20Report%202009.pdf>

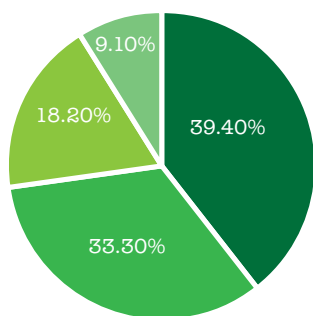
<sup>2</sup>Commission on Taxation (2009), The Commission on Taxation Report 2009, <http://www.taxcommission.ie/downloads/Commission%20on%20Taxation%20Report%202009.pdf>

Similarly, one practical example of competitive issues raised by a delegate highlighted the need for external support to counter the more negative effects of moving first is as follows: "There is a need to be as visible as ones competitors. One company designs large boxes for retail sales, which are more visible and yet use more resources. In fact, there is no need for either their own product or that of their competitors to use such large boxes at all but they need to be just as visible on store shelves as their competitors, (who use large boxes). Moving first to reduce box size would lead to a disadvantage in terms of visibility and so there is a reluctance to do so. If all companies forced to comply with a common standard, this barrier could be avoided."

## 2.2 Government – Related Barriers

Government related barriers represent over 25% of those cited by the delegates at the forum. Four main issues were mentioned: Lack of joined-up thinking, lack of Government vision and clarity, planning issues and public procurement.

Fig.3 Four main issues were raised as Government-related barriers



- ▲ Lack of joined-up thinking
- ▲ Lack of government vision & clarity
- ▲ Planning
- ▲ Public Procurement

### 2.2.1 Lack of joined-up thinking

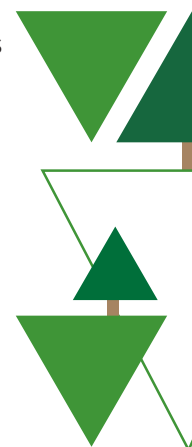
This issue came up time and again during the forum and touched on many other issues but was cited specifically as being one of the main barriers to moving towards a low carbon economy. The experience of many of the delegates in dealing with the various branches of Government illustrated that there is a long way to go before a whole-of-government approach to climate change is a reality. Issues cited included:

- Lack of efficient legislation & inconsistent application of legislation
- Inefficient use of resources and/or duplication. An example was given of some companies being in the position of receiving financial support from one arm of Government for one aspect of their operations, whilst being taxed or licensed by another arm for a related element of operations.
- Inconsistent implementation of the National Spatial Strategy, National Climate Change Strategy and other policy areas. This leads to a lack of confidence in the framework for combating climate change. Furthermore, companies encouraged to move to prioritised areas in the National Spatial Strategy have found that the locations are not prime in terms of power, communications and other infrastructure.
- On the lack of a whole-of-government approach, it was felt that some arms of Government are not supporting the goals of others. A particular example that was cited numerous times was that the Financial Regulator requires paper based reports which creates huge amounts of unnecessary waste and is inconsistent with policies on waste and paper use.
- Apparent uncertainty in Government policy – an example was given of the perceived shift in support from biofuels to electric cars.

### 2.2.2 Lack of clarity and clear targets

Delegates mentioned this as a significant barrier. Despite being mentioned in the smart economy document and also being called for recently by the Irish Corporate Leaders Group on Climate Change<sup>3</sup>, there remains a level of uncertainty towards how the reduction of greenhouse gas (GHG) emissions can be achieved and a lack of a visible overall policy framework with unambiguous targets for GHG reductions in all sectors.

Uncertainty about the price of carbon is a huge barrier. Whilst the delegates did not reject the use of the carbon tax, there were concerns about where the revenue from it would go, how the tax would operate relative to similar taxes in competing nations and how effective it would be in driving real emissions reductions.



<sup>3</sup>The Irish Corporate Leaders Group on Climate Change is a group of 12 leading companies, with a secretariat made up of BITCI, Friends of the Earth and Vodafone Ireland, that has called on Government to take stronger action on climate change.

### 2.2.3 Planning

A number of delegates had experienced difficulties with the planning process that were widely acknowledged such that it was relevant to mention it separate from 2.2.1 above. Two main issues were noted. Firstly, the local nature of the planning system militated against wider national interests being taken into account. Secondly, innovative and new technologies face a level of resistance from planning authorities when in fact these should be prioritised. Generally, it was felt that the planning system was too conservative and not dynamic or responsive enough.

### 2.2.4 Public Procurement

Again, as mentioned in the smart economy document and also being called for recently by the Irish Corporate Leaders Group on Climate Change, it was stated that there is a need for a clear public commitment to have green/sustainable procurement guidelines and scoring criteria for public contracts in order to create a significant market for green goods and services.

## 2.3 Education, Communication and Awareness Barriers

Education, communication and awareness barriers represent over 20% of the barriers cited by the delegates at the forum. Four main issues were mentioned: employee's culture and motivation, the lack of knowledge on technologies available, consumer culture and motivation and communicating with stakeholders.

### 2.3.1 Lack of knowledge on technologies available

There is a lack of education and knowledge of what a low carbon economy means and how businesses can mitigate their impacts.

Another important lack of knowledge concerns 'carbon literacy'. There are logistical issues with measuring carbon footprints, notably the difficulty in gathering data on CO2 emissions and the existence of different measurement models, resulting in inconsistencies. One company had experienced a number of carbon footprint audits that produced results that were conflicting. The lack of a common standard in measuring and reporting all emissions is a problem.

### 2.3.2 Employee culture & motivation

Employee culture and motivation is an issue as human behaviour can be limiting when it comes to changing processes. There is a need to undertake more education and awareness campaigns with employees to change behaviour and enlighten people about their own actions and impact on CO2 emissions. Employees need to see opportunities not just at work but at home also. It was felt that the burden of this ongoing education approach was shared by all but that the Government could aid both employers and employees with stronger supports.

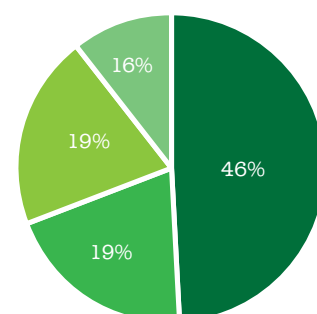
### 2.3.3 Communication barriers

Some delegates have difficulty in communicating environmental issues to their stakeholders. One of the examples presented was the difficulty to communicate the extra cost associated with sustainability (e.g. buying local etc) to clients. It was felt that making the business case stronger and more publicised, so more businesses will see the value of investing to save, could be done with Government help.

### 2.3.4 General Public/Consumer culture

Consumers are not ready to fully engaged in low carbon solutions and don't see this as a priority. The challenge is to move consumers from passive to interactive, using a broad range of approaches to stimulate interest in low carbon products and services.

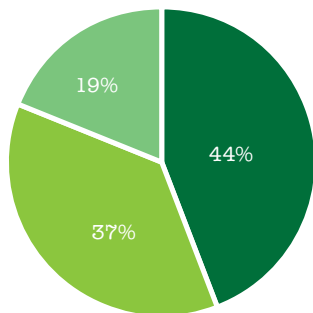
Fig.4 Employee culture and motivation was most important here



- ▲ Employee culture & motivation
- ▲ Lack of knowledge on technologies available
- ▲ General Public/Consumer Culture
- ▲ Communication

## 2.4 Enterprise Culture/ Vision Barriers

Fig.5 Enterprise culture and Vision barriers broke down into the below three issues



- ▲ Irish Business/Enterprise culture
- ▲ Lack of vision and commitment
- ▲ Lack of confidence of Irish companies

Issues around Enterprise Culture & Vision represent 12.5% of the barriers cited by the delegates. Three main issues were mentioned: Irish businesses culture, the lack of vision and commitment and the lack of confidence of Irish companies.

### 2.4.1 Irish business culture

Irish business culture, particularly in SME's and indigenous large companies, is seen as either not ready for or interested in issues around carbon. Examples given of this were a lack of appetite for a domestic carbon offsetting scheme and a relatively poor response to the Carbon Disclosure Project among indigenous large companies.

### 2.4.2 Lack of vision and commitment

Generally it was felt that there was a lack of corporate vision or big picture thinking. This was interesting in that some of the CEO's present felt vision was needed at the very top of business to make change a reality. It was also felt that in as much as there was a lack of Government clarity on procurement and targets, there also was a lack of private sector commitment to have green procurement guidelines and targets for emission reductions.

### 2.4.3 Lack of confidence of Irish companies

It was clear that there is a lack of confidence in business growth, for obvious reasons. However, it was also stated that there is a lack of confidence to report and communicate on climate issues. It was further felt that many Irish companies are somewhat risk averse in terms of innovation in areas related to climate change.

## 2.5 Technology Barriers

Somewhat surprisingly and also encouragingly, technology was not seen as a major barrier. However, there were still a few issues raised by the delegates on this front. As mentioned earlier, there is a lack of confidence in policy regarding new technologies which leads to uncertainty about which technologies to adopt or invest in. It was generally agreed that there is a need for large investments in R & D for more innovative technology in various areas that are relevant to current businesses in Ireland, from packaging to more efficient cooling technologies in the food sector.

It was generally agreed that a number of infrastructure improvements are necessary to aid the uptake of new low carbon technologies. Among those mentioned are the rail network, with particular emphasis on provision for freight, the electricity network, including a second interconnector, with a view to facilitating more renewable and micro-generation and carbon capture and storage facilities.

### 3 NICHES

This section outlines the main responses to the second question at the roundtable discussions. The question was as follows:

In our recent engagement with Government, we have been asked what our vision of a low carbon Ireland is and what will be Ireland's niche globally in the low carbon economy. We know countries like Denmark have cornered wind; Spain is a leader in solar and Brazil has huge expertise in biofuels. Whether it be wave power, tidal power, smart IT, soil management, green finance or some other niche, what should Ireland prioritise to become a world leader in the low carbon economy?

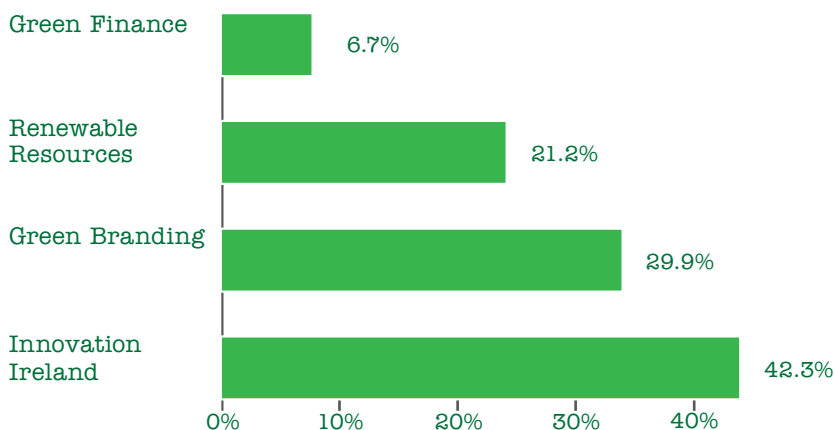


Fig.6 Four areas were identified as holding particular opportunities for Ireland.

A generally positive feeling emanated from the roundtable discussions with regards to this question. It was almost universally agreed that Ireland has the potential to be a world leader in green enterprise and technology. Interestingly, two distinct visions appeared during the discussion: the development of one niche versus the idea of a broader Irish “test bed” where sustainability applies across the board. It was repeated again and again that Ireland should look to build on its strengths: a manageable size, a strong ICT background, agriculture, tourism, finance and a green image among others.

While Renewable Resources (such as wind energy, ocean and wave energy etc) were mentioned by over 21% of the participants as a potential niche, with particular attention given to wave and tidal energy, this report will focus on the other niches highlighted by the participants as the issues around renewables have been well discussed in other forums.



## 3.1 Innovation Ireland

'Innovation Ireland' represents over 42% of the niche opportunities cited by the delegates. Three main areas were mentioned: R&D, Ireland as a Test Bed and Measuring & Standards.

### 3.1.1 Research and Development

Almost a quarter of the delegates thought that innovation and R&D are potential niches for Ireland.

The key points which emerged out of the forum was that Ireland should focus on her existing talents and harness the R&D and education sectors to attract inward investment in innovation and develop the knowledge and skills base required for a low carbon economy. Ireland is perceived as having a competitive profile, with an entrepreneurial spirit and should maximise the value of this image to encourage the development and deployment of new technologies here quicker and more efficiently than competitors.

Smart IT is one of the areas that were mentioned repeatedly given our significant ICT base. This "niche" is in line with the strategy of the Smart Economy Plan to 'invest heavily in research and development, incentivise multinational companies to locate more R&D capacity in Ireland, and ensure the commercialisation and retaining of ideas that flow from that investment.'<sup>4</sup> It was felt that Ireland should seek to implement smart solutions across the economy in an effort to highlight our commitment to innovation.

### 3.1.2 Ireland as a test bed for sustainability

Just under 20% of the delegates at the forum think that Ireland could become a test-bed for low carbon technologies.

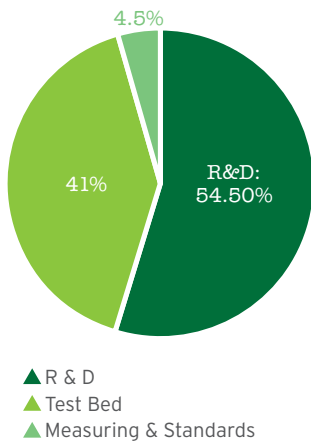
The majority feeling was that Ireland should have a wider strategy and be an international example, synonymous with the word sustainability, instead of just focusing on one or two niches. But, in order to succeed, Ireland has to finance a long term sustainability plan. An example presented by a number of companies was that Ireland could become a testing ground for electric cars on a national scale by committing to move 100% to electric cars in a given timeframe. This would lead to everyone in society accepting that their next car has to be electric and so will facilitate transformational change.

The idea of Ireland being a test bed is to develop, on a small country scale, all the available and future low carbon technologies in a facilitated manner that promotes innovation, risk taking and cuts down on bureaucratic obstacles. To facilitate making Ireland a test bed, a 'brain' trust could be set up as a one stop shop for innovators.

### 3.1.3 Measuring & Standards

Ireland could become a leader in environmental/sustainability consultancy especially on measuring and standards. Several times during the discussions the difficulties of having few common standards, measurements and practices around the whole area of emissions were highlighted. This might open up an opportunity for Ireland to develop an industry that provides clarity and certainty to business internationally, similar to the example of the development of the sustainable energy Ireland energy management standard, I.S.393.

Fig.7 Innovation Ireland was an area that brought up two main issues along with measuring and standards



## 3.2 Green Finance

Nearly 7% of the delegates thought that Green Finance is a potential niche opportunity for Ireland.

Based on the experience and skills built up in creating the IFSC, Ireland could seek out opportunities in the emerging area of green banking and finance. It was noted that Ireland would face significant competition from more established international financial hubs particularly in relation to carbon trading, but it was felt that as the area is new and opportunities are growing, Ireland should be proactively investigating the opportunities for a ‘Green IFSC’.

This idea of a “hub for green finance” was previously highlighted in last year CEO’s forum, ‘Ireland has developed into a world-class centre for a wide range of internationally traded financial services, including Asset Financing, Asset Management, Fund Administration and Custody, Futures and Options Trading and International Insurance Operations. Ireland should capitalise on its existing strengths and strive to become a world centre for low-carbon finance and investment’<sup>5</sup>

## 3.3 Green Branding

Ireland needs to rebuild its “Emerald Isle” brand and take advantage of the green brand to promote and sell Ireland as a clean and environmentally friendly country. Green Branding represents almost 30% of the perceived niche opportunities cited by the delegates and includes the possibility of rebranding our traditional strengths such as agriculture and tourism as ‘green’.

### 3.3.1 Green Agriculture

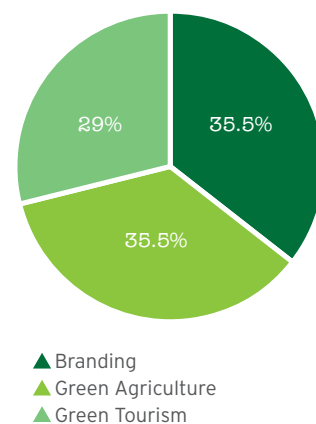
Green agriculture was mentioned by over 10% of the delegates as a key potential niche. With 41% of “domestic sector emissions” made up by the agricultural sector (compared with an EU average of 9%), “green agriculture” appears both as a potential niche for Ireland and a strategic challenge. It was acknowledged that Ireland already has a relatively low intensity agricultural sector, but that Ireland had been slow to look at its food brands in a ‘green’ light. Several delegates quoted examples of discussing Irish agriculture around the world and had not observed consumers in other countries making a connection between Irish food and ‘green’. It was felt that Ireland should be very well positioned to create a new agricultural model and brand that focused on low emission, high quality and ethical food.

### 3.3.2 Green Tourism and Branding: the “Emerald Isle”

“Green Tourism” was mentioned by almost 9% of the delegates as a key potential niche. The tourism and hospitality industry employs an estimated 320,000 people and generates more than €6 billion in revenue a year and green or eco-tourism has risen in popularity in recent years. It is worth mentioning the publication of the ‘Ecotourism Handbook for Ireland’, a concise guide to help tourism businesses operate in a green environment. Speaking at the launch of this publication, Paul Keeley, Director of Business Development and Investment at Fáilte Ireland emphasised that:

“Sound management of our core tourism asset, our environment, is not only an ethical choice but also a business necessity. As a nation, we sell ourselves as a “green” country (...).” The ‘green’ image of countries like New Zealand, whether justified or not, was seen by many of the delegates as a competitive advantage and one that Ireland could easily seek to emulate or better.

Fig.8 The issues around green branding focused on our tradition strengths



<sup>5</sup>BITC Ireland (2009)Green Ireland, the Business of Climate Change, <http://bitc.ie/events/story.html?id=33>

## 4 CONCLUSION

The responses to the questions at the roundtable discussion were interesting and revealing. In a short space of time, the thinking on climate change has radically changed. Business has moved from viewing climate change as a burden and the low carbon economy as a far off dream, to identifying very real opportunities in the transformation to a low carbon society, many of which are already beginning to be exploited by leading companies.

As such, Business in the Community Ireland is of the view that the time for discussing climate change as an issue in isolation is now over. It is clear that among the dynamic business community, the debate has moved on. In terms of achieving sustainability and the low carbon economy, one of the speakers at the forum, Mike Barry of Marks and Spencer, said "the train is leaving the station...". We agree. Next year's forum and henceforward, we will be focusing business on what can be done now to build the low carbon economy.

We hope this report is useful in identifying issues where further work is required to develop clear policy and direction. We are ready to collaborate with business and Government to delve further into issues raised here and look forward to the response to this report.

## APPENDICES: DETAILS OF THE FORUM

### Speaker Biographies

#### Kieran McGowan, Chairperson, Business in the Community Ireland.

Kieran McGowan became Chairperson of Business in the Community Ireland in 2004. He retired as Chief Executive of IDA Ireland in December 1998. He is Chairman of CRH plc and a director of Elan Corporation plc and United Drug plc. He retired in 2009 as Chairman of the Governing Authority of University College Dublin and during 2008 as a Director of Enterprise Ireland and Irish Life & Permanent plc. Other achievements include his Presidency of the Irish Management Institute, being a founder member of InterTrade Ireland and a board member of the 2003 Special Olympics World Summer Games.

#### Paul Cunningham, Environment Correspondent, RTÉ.

Paul Cunningham is RTÉ's Environment Correspondent. His main focus is on reporting and providing analysis on the subjects of energy, transport, environment and climate change. Paul regularly reports from abroad on such stories as negotiations on finalising a successor to the Kyoto Agreement, the floods in New Orleans and the retreat of the Greenland ice sheet. In May 2008, he published his second book with Poolbeg Press entitled: "Ireland's Burning; How climate change will affect you."

Before his appointment in 2001, he reported on the infection of people with haemophilia with HIV and Hepatitis C from contaminated blood products. In recognition, he won the ESB National Radio Journalist of the Year and an Irish Film and Television Award. Paul has particular experience in covering wars and disasters, starting with the fall of the Berlin Wall and continuing with reports from Bosnia, Lebanon, Northern Ireland, Kosovo, Algeria, Afghanistan, Guatemala, Nepal and Darfur.

He is a stand-in presenter on RTÉ Radio 1's flagship Morning Ireland programme and a regular contributor to RTÉ's TV current affairs show, Prime Time.

**Jim OHara, General Manager, Intel Ireland, Vice President, Technology Manufacturing Group, Intel Corporation.**

Jim OHara is Vice President, Technology Manufacturing Group, Intel Corporation and Intel Ireland General Manager.

Jim took over the role of Intel Ireland General Manager in April 2002 and is responsible for Intel's manufacturing operations in Ireland and for the site's strategic direction, management leadership and development, and government and community relations.

Jim joined Intel in 1991 as part of the Fab 10 start up team. He became plant manager for Fab 10 in 1996 and subsequently managed both Fab 10 and Fab 14, now known as Ireland Fab Operations. Prior to joining Intel Jim worked in Digital Equipment Corporation for the previous 17 years, the last five of which were based in their corporate headquarters in Massachusetts.

Jim is a member of both the management and governing boards for ICT Ireland. In 2005 he joined the board of the Smurfit Business School at University College Dublin, and the Institute Board of CRANN (Centre for Research on Adaptive Nanostructures and Nanodevices) at Trinity College Dublin. In 2007, Jim was appointed as a member of the Irish Research Council for Science Engineering and Technology (IRCSET) and in July 2008 he joined the Board of Business in the Community Ireland.

In May 2006, Jim was conferred with an honorary degree of Doctor of Science by the National University of Ireland.

**Martin Sewell, Senior Research Associate, University of Cambridge Centre for Climate Change Mitigation Research.**

Martin Sewell is a Senior Research Associate at The Cambridge Centre for Climate Change Mitigation Research (4CMR), Department of Land Economy, University of Cambridge.

He has published in the areas of computer science, environmental modelling, psychology, statistics, finance and climate change mitigation. He has worked as an R&D Technician at Unilever Research, in both foreign exchange trading and coffee trading, as a programmer in The School of Water sciences at Cranfield University as part of the TiGrESS project, and as a quant with two statistical arbitrage hedge funds. He is also a member of the Society of Technical Analysts.

Martin is a contributing author to the report "Cutting the Cost: The Economic Benefits of Collaborative Climate Action" released in September 2009 by Tony Blair's Breaking the Climate Deadlock initiative and The Climate Group.

**Mike Barry, Head of Sustainable Business, Marks & Spencer plc.**

Mike Barry is Head of Sustainable Business at Marks & Spencer. He is responsible for co-ordinating the company's journey towards a more sustainable business model. He was part of the small team at M&S that put together its innovative, 5 year, 100 point sustainability plan, Plan A.

His work is broadly divided into three parts: listening to and prioritising stakeholder expectations of M&S, integrating them into corporate strategy and working with business units and suppliers to deliver more sustainable products.

Prior to joining the company he worked as an environment manager in the engineering sector and as an environmental consultant. He is a chemistry graduate from Sheffield University.

**Padraig McManus, Chief Executive, ESB.**

Padraig McManus was appointed Chief Executive and member of the Board of ESB in July 2002. A graduate in engineering from University College Dublin, he joined the ESB in 1973 and spent 15 years on the company's international businesses, later becoming Managing Director of ESB International and ESB Commercial Director.

Padraig McManus is a Board Member of the Irish Management Institute and a Trustee of the US Conference Board. He is Vice Chair of Business in the Community Ireland (BITCI) and also Chairman of the Steering Committee for BITCI's Ready for Work programme.

**Tina Roche, Chief Executive, Business in the Community Ireland.**

Tina Roche was appointed Chief Executive of The Foundation for Investing in Communities in January 2000. She established two organisations - Business in the Community Ireland and The Community Foundation for Ireland.

Tina has supported the agenda on corporate responsibility through the establishment of Business in the Community. She has overseen the development of Employment for People from Immigrant Communities (EPIC), the Schools' Business Partnership, The Linkage Programme (ex-offender placement) and Ready for Work encouraging business action on homelessness. Tina led the establishment of a philanthropic vehicle for donors and is building a permanent civic endowment fund through the development of The Community Foundation for Ireland.

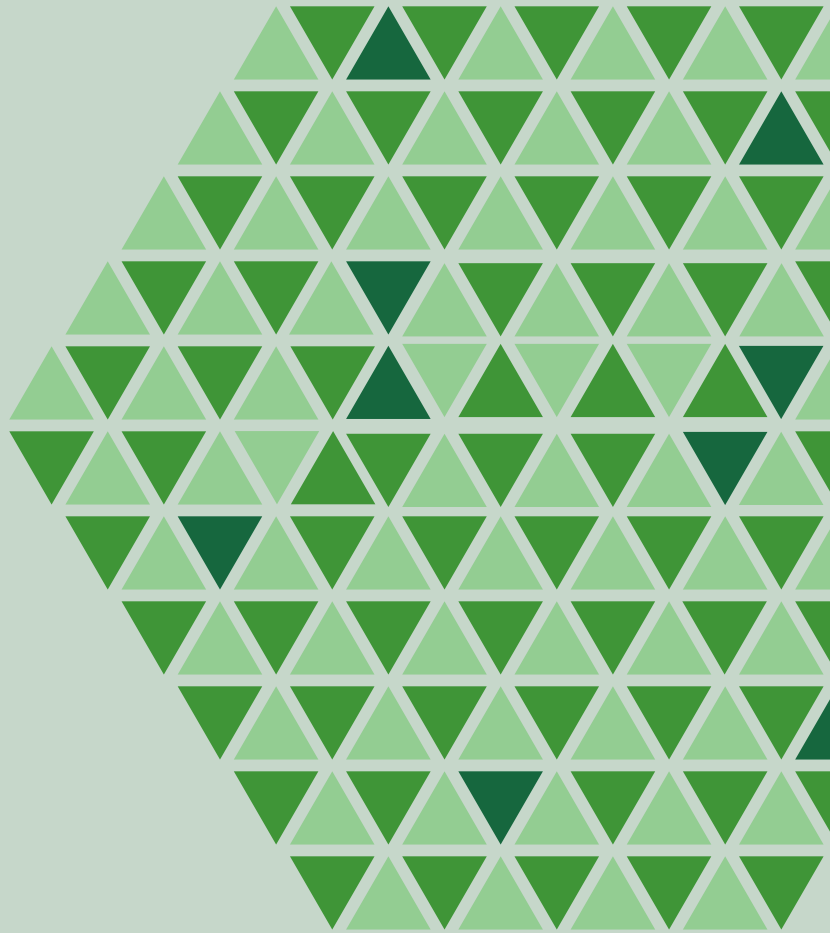
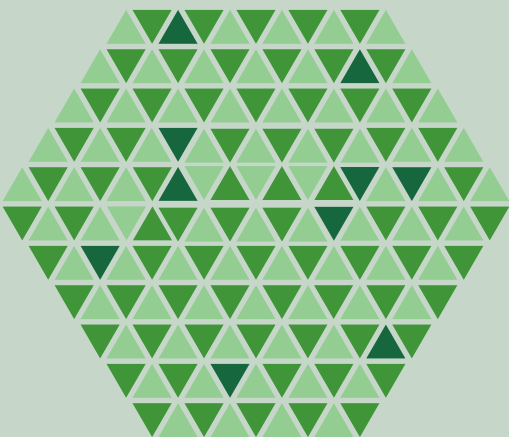
Tina has a MBA from IMI/Fordham and has many years business experience having worked as Financial Controller and Company Secretary with The Sunday Tribune. Previous to her present role she worked for The National Gallery as Head of Development from 1994 to 1999. Her main interest is in philanthropy, human rights, education, community activism, corporate responsibility, and social capital. She served on the executive board of Amnesty International Irish Section as Treasurer from 1992-1998 and is a current member. Tina is also a current board member of Volunteer Centres Ireland and a member of The Philanthropy Forum. She is an ambassador of the Transatlantic Community Foundation Network.

# List of Companies and Organisations in Attendance\*

Abbott Nutritional International  
AIB Group  
Alcatel-Lucent Ireland  
AMAS Ltd.  
Anglo Irish Bank  
AOL Global Operations  
Arup Consulting Engineers  
Ballymore Group  
Bank of Ireland Global Markets  
Bank of Ireland Group  
BD Medical  
Bord na Mona  
Boston Scientific  
BT Ireland  
Business in the Community Ireland  
C&C Group plc  
Campbell Bewley Group  
Carbon Disclosure Project Ireland  
Clearstream solutions  
Coca-Cola Ireland  
Coillte Teoranta  
CRH plc  
Dalkia  
DCC plc  
Dell  
Deloitte  
Department of Transport  
Drury Communications  
Ecocem Materials  
Edelman Ireland  
Elan Corporation plc  
Elavon Financial Services  
Enterprise Ireland  
Environmental Protection Agency  
ESB  
ESB International  
Glanbia plc  
IBM Ireland  
Indaver Ireland  
Intel Ireland  
Irish Cement  
Irish Life & Permanent plc  
ITC Group  
Joint Oireachtas Committee on  
Climate Change and energy Security  
KBC Bank  
KPMG  
LM Ericsson (Ireland)  
Marks & Spencer (Ireland)  
Marks & Spencer plc  
Matheson Ormsby Prentice  
Maxol Group  
McCann Fitzgerald Solicitors  
MKC Communications  
Pfizer Healthcare Ireland  
PricewaterhouseCoopers  
RPS Group  
Savills Ireland  
Siemens Ireland  
Small Firms Association  
Smurfit Kappa Group  
Sodexo Ireland  
State Street International  
Symantec  
Teagasc  
Tech Group Europe  
Telefónica O2 Ireland  
Tesco Ireland  
Topaz Energy Group  
UPC Communications Ireland  
Vodafone Ireland  
William Fry Solicitors  
Willis Ireland  
WYG Ireland  
Zurich Life Assurance plc

some of the above sent multiple representatives\*





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## About Business in the Community Ireland

Business in the Community Ireland is a unique movement of companies across Ireland committed to responsible business practices. Our purpose is to inspire, engage, support and challenge companies to continually improve the impact they have on society, specifically in the community, environment, marketplace and workplace.

Visit [www.bitc.ie](http://www.bitc.ie) for further information.

