

# World Bio-Bridges Mission

## Bio-Bridges Advisory Team

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### 1. Purpose

The role of the Bio-Bridges Advisory Team (BBAT) is twofold; to advise on and oversee the funding allocation of the World Bio-Bridges Mission; secondly it is to represent the views of The Body Shop employees in funding decisions.

The World Bio-Bridges Mission is a programme within The Body Shop International plc. dedicated to funding philanthropic and benevolent initiatives. The purpose of the World Bio- Bridges Mission is to enrich biodiversity around the world while creating truly sustainable supply chains where possible.

The World Bio-Bridges Mission has been established to build on the hugely successful launch of Bio-Bridges, connecting areas of rich biodiversity that are under threat and protecting some of the world's most endangered animals. It follows our previous pioneering Bio-Bridges projects, developed as part of our Enrich Not Exploit™ Commitment in Vietnam, Malaysia and Indonesia, engaging millions of customers to do their bit in helping threatened orang-utans, tigers and monkeys

The World Bio-Bridges Mission seeks to achieve its purpose by expanding The Body Shop's ground breaking Bio-Bridge conservation programme to protect and regenerate corridors of land to connect areas of rich biodiversity and prove its effectiveness as a circular business and conservation programme.

With no overheads, every penny raised will directly fund partners to create Bio-Bridges. By connecting the philanthropic activity more closely to its business, The Body Shop is able to use its professional skills, experience and knowledge to increase its ambitious target to raise £2m and build 10 new Bio-Bridges in addition to its existing commitment to protect and regenerate 75 million square metres of habitat by 2020.

BBAT works within the context of The Body Shop's 2020 Enrich Not Exploit™ Commitment.

This in turn sits in the wider context of the company's aim to be the world's most ethical and a truly sustainable global business.

### 2. Objectives

The Mission's objectives are:

- By 2020 raise over £2 million and donate every single penny to our NGO partners and build 10 new Bio-Bridges by 2020

- To engage our customers and our people across the world in our conservation efforts and demonstrate our commitment to enrich not exploit and true sustainability
- To demonstrate Bio-Bridges are a highly effective and sustainable model for business and conservation by protecting, regenerating and sourcing from one area
- Promote The Body Shop's aim of being the world's most ethical and a truly sustainable global business

### **3. Membership of Advisory Team**

There are 13 members; eleven members from The Body Shop and two external. Recruitment process is noted in Appendix section.

Roles are as follows:

1. International Director of Corporate Responsibility and Campaigns (Chair)
2. International Environmental Sustainability Manager (Deputy Chair)
3. International Director of Sourcing
4. World Land Trust Representative
5. Independent Conservation Expert - UN Environment World Conservation Monitoring Centre
6. Brand/Communications Representative
7. Finance Representative
8. Stores Representative
9. Franchise Representative
10. Digital Representative
11. Function Representative 1
12. Function Representative 2
13. Function Representative 3

### **4. Members' Responsibilities**

All members share some responsibilities.

Some members will have additional role-specific responsibilities as detailed below.

#### **a. Responsibilities of All Members**

All members are expected to:

- Treat each other with respect;
- Respect confidentiality;
- Challenge and express dissent appropriately and where necessary
- Strive to attend all meetings, sending apologies to the chair for necessary absences.
- Prepare for the meeting by reading the agenda, papers and emails before the meeting.

- Talk to the chair before the meeting if you need to clarify anything.
- Arrive or dial in to meeting on time. Stay to the end.
- Participate fully in the meeting;
  - Listen to what others have to say and keep an open mind.
  - Contribute positively to the discussions.
  - Try to be concise.
- Help others concentrate on the meeting. Discourage side conversations.
- Not seek to gain financial or other benefits for themselves, their family or their friends. They should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their duties.
- Draw attention to any potential conflicts of interest that may arise in the meeting.
- Fulfil any responsibilities assigned to you at the meeting and be prepared to report back on your progress at the next meeting.
- Declare any private interests relating to their duties and to take steps to resolve any conflicts arising in a way that protects the Programme's interest and integrity.
- Be available to attend a one day induction and a visit to one Bio-Bridge location during the two year membership term.

#### **b. Role-specific Members' Responsibilities**

1. International Director of Corporate Responsibility and Campaigns (Chair) is responsible for:
  - Leading the committee and the organisation to enable it to fulfil its purpose.
  - Ensuring an effective relationship between:
    - the BBAT and internal audiences, and
    - the BBAT and external stakeholders/community
  - Acting as a spokesperson and figurehead as appropriate.
2. International Environmental Sustainability Manager (Deputy Chair) is responsible for:
  - Providing secretariat: take and distribute minutes, collate and circulate pre-reading
  - Ensure annual due diligence is carried out for all recipients/beneficiaries
  - Manage relationships with funding recipients, including reporting requirements
3. International Director of Sourcing is responsible for:
  - Identify and advise on possible sourcing opportunities in shortlisted projects, including opportunities for building direct relationships with suppliers.
4. World Land Trust (WLT) Representative is responsible for:
  - Reporting on project progress and prospective projects including e.g. feasibility, advisability

- Representing WLT on relevant issues
  - Share best practice from experience of Bio-Bridges
  - Act in the best interests of the Programme, declaring any conflict of interest and abstaining from any potential voting should any conflict of interest occur
5. Independent Conservation Expert is responsible for:
- Advising on technical and /or scientific issues relating to biodiversity, ecological impact including appropriate measurement indicators for each project to ensure effective programme design
6. Brand/Communications Representative is responsible for:
- Representing the Brand and Communications functions
  - Ensuring any content, ideas or messages that are to be disseminated in internal or external communications are duly disseminated via the appropriate channels, including meeting minutes.
7. Finance Representative is responsible for:
- Oversee the financial affairs of the Programme and ensure they are legal and within accepted accounting practice.
  - Oversee the production of necessary financial reports, accounts and audits.
  - Liaise with relevant staff, BBAT members to ensure the financial viability of projects.
  - Take a lead in interpreting financial data for the BBAT.
  - Regularly report the financial position at meetings (fundraising performance etc.).
  - Oversee the production of an annual budget and propose its adoption at the last meeting of the previous financial year.
  - Ensure proper records are kept and that The Body Shop's financial procedures and controls are followed
  - Manage purchase order process as necessary, in coordination with Deputy Chair
8. Stores Representative is responsible for:
- Advise on customer messaging, store impact
  - Offer their perspective as indicative of store employees
9. Franchise Representative is responsible for:
- Advise on feasibility and advisability of prospective funding allocation from a franchise perspective
10. Digital Representative is responsible for:

- Advise on any content, ideas or messages that are to be communicated via digital communication channels
- Work with key teams across the company and ensure that content is uploaded to digital channels and updated on a regular basis

11.12. and 13. Function Representatives 1, 2, and 3 are responsible for:

- Represent their function, providing feedback from colleagues and teams and querying and/or challenging as appropriate

## **Membership Requirements**

Members must meet the following criteria:

- Demonstrable personal interest in conservation, sustainability or related fields
- Demonstrable ability to think strategically and freely and creatively
- Understanding or desire to develop understanding of non-standard business models and corporate giving
- Personal commitment to The Body Shop's values and founding principles
- Be able to commit to four one-day meetings per year plus approximately two days for pre-reading of proposals and research.

## **Membership Duration**

Five members have permanent places on the Team and the remaining eight non-permanent members appointed for one 2-year term.

If a member leaves the BBAT the selection panel will revisit the shortlist from the previous round of applications and invite the next ranked candidate to replace the outgoing member. Any candidate who replaces an outgoing member is not precluded from applying for membership the following year.

## **Membership Appointment**

Permanent members have been appointed by the CEO. Non-permanent internal members will be selected following an open application process involving written application, and (if shortlisted) short interview.

Applications can be made by e-mail by any permanent employee of The Body Shop who has completed their probationary period.

The selection panel comprises of at least three of the following:

- CEO
- International Director of Corporate Responsibility and Campaigns - Chair of the Bio-Bridges Advisory Team

- International Director of Sourcing
- Global Director of Culture, Learning and Talent

## **Funding Strategy**

The funding strategy is designed to ensure the Programme fulfills its purpose as effectively as possible. It takes into account the needs of the planet with a science-based approach to identifying need, as well as seeking to maximize impact and leverage for The Body Shop with a special emphasis on sourcing opportunities.

The strategy is to spread projects as widely as possible around the world seeking to achieve global geographical balance. This is intended to also allow as large a number of The Body Shop markets to leverage local communications / engagement opportunities.

## **Funding criteria**

Reflecting the funding strategy, all projects must:

- Meet the definition of a Bio-Bridge. A Bio-Bridge is a restored wildlife corridors within damaged landscapes that help endangered species reconnect, enabling them and local communities to thrive.
- Have activities taking place within a biodiversity hotspot as defined by ecologist Norman Myers, or in an area where an independent study has shown a serious threat to biodiversity.
- Include a plan for the long-term sustainability of the project once The Body Shop funding ends
- Utilise The Body Shop's influence to mobilise additional stakeholders to amplify the impact of the project
- Demonstrate a potential to source ingredients that reflect traditional cultural practices from the given area in ways that meet The Body Shop's Community Trade charter at minimum, ideally allowing for direct relationships to be fostered with the producers
- A strong human or wildlife/animal-related story to engage customers and internal audiences, e.g. protection of indigenous cultures

Further background: Building The Bio-Bridges Programme will be used to protect and help to regenerate these rich, bio diverse areas to preserve the local habitat and its species. Bio-Bridges not just a tree-planting scheme; our primary focus is to protect existing habitats. While the focus of the programme is the protection and enrichment of biodiversity, and as a secondary aim a sustainable sourcing programme, projects that can demonstrate a holistic element, by e.g. offsetting carbon emissions will also be valued.

Whist Bio-Bridges focus on creating and protecting existing wildlife corridors each specific project may vary in terms of its location, the chosen conservation partner, its habitat and

how the Bio-Bridge fits into the broader regional landscape. However, all projects will be local community focussed, with a clear understanding of how the habitat can be protected in the long term and all projects developed with a specific and date defined exit strategy for both The Body Shop and the conservation partner.

## 11. Funding Sources

The World Bio-Bridges Mission will have two funding streams

1. The development and launch of one new annual Special Edition Bio-Bridge Product to be sold for one year (June to May subject to product development and availability etc.) with a projected donation of £500k.

A donation will be made for every product sold and included in the cost of goods

2. A quarterly transaction promotion across all channels where one transaction 'builds' one square metre of bio-bridge. Cost per transaction will be between £0.01 - £0.03 pence depending on the project.

The BBAT will actively seek additional external donors who wish to join in our mission to protect and enrich biodiversity. Members are encouraged to make suggestions and bring ideas for possible partners. External donors may have additional criteria to existing The Body Shop criteria, but no conflicting criteria.

## 12. Funding Allocation

### Funding Stream 1 (£2 million by 2020)

50% of sales from the Special Edition Bio-Bridge Product from Funding Stream 1 will be used for a new Bio-Bridge project, developed in partnership with progressive NGO partner(s) (likely to be a new NGO partner(s) each year)

50% of sales from the Special Edition Bio-Bridge Product will fund one new Bio-Bridge project and maintain existing commitments in partnership with the World Land Trust

### Funding Stream 2 (£500k by 2020 – existing commitment)

100% of the proceeds from the Quarterly Transaction Promotion (cost per transaction between £0.01 and £0.03) will fund projects through the World Land Trust to deliver our 1 transaction = 1 square metre promise, under our existing Enrich Not Exploit™ commitment to protect 75 million square metres by 2020.

Any funds not allocated within the time limit for any reason will revert to the World Land Trust 'pot'.

If funding stops for any reason, the closure of any projects will take place according to the provisions of the contract with the beneficiary.

### 13. **Decision-making**

When allocating funding, the Team will strive to make decisions by consensus (using the scoring matrix document - example located in appendix section), i.e. unanimous decisions. If it is not possible to reach consensus then members will vote with a decision requiring simple majority to succeed. If votes are evenly split between the 13 members, the Chair will cast an extra vote.

### 14. **Accountability**

Members of the BBAT remain accountable to existing line management. They are, however, expected to respect the structure of the BBAT and decisions of the Chair  
Members will continue to work in the usual day to day roles but their objectives relating to the BBAT will be included in their MAP form and ratings.

Should members find themselves unable to fulfill their responsibilities for the BBAT for any reason, a conversation with the Chair to find a solution, including the possibility of resigning membership. Decisions relating to departure from the BBAT of any member rest with the Selection Panel, comprising the BBAT Chair, the Global Director of Culture, Learning and Talent, International Director of Sourcing and the CEO.

### 15. **Review**

The Chair of the BBAT will, in consultation with the CEO and Executive Team, review at least annually (BBAT year June to May) the relevance and value of its work, terms of reference and ways of working.

### 16. **Meetings**

There will be a minimum of four meetings a year, held quarterly. Meetings will usually take place in Watersmead but may from time to time take place in East Croydon, or other locations. All will take place in the UK but will be made available via global video conference for non-UK based attendees.

Minutes of key decisions will be published internally and externally to promote openness and transparency.

The Chair will organize and Chair the meetings and will circulate an agenda and pre-reading by e-mail at least one week prior to the meeting.

External invitees, e.g. prospective beneficiaries may be invited to meetings to present their project proposals.

The Deputy Chair will provide secretariat for the group.

### 17. **Reporting**



### **a. Reporting on project progress**

Subject to organisational capacity, each implementing partner will submit quarterly reports against their agreed objectives.

### **b. Internal Reporting**

Six monthly reports on all projects will be delivered to the BBAT and ExCom alongside the existing Enrich Not Exploit™ Commitment reports. A formal public report will be published in the annual Enrich Not Exploit™ Commitment report (linked to BBAT financial year June to May)

The reporting calendar is as follows:

Quarter 1: January – March

Quarter 2: April – June

Quarter 3: July – September

Quarter 4: October – December

## **Appendix**

### **1. Advisory Team Recruitment process**

All candidates for all roles (includes those by specific function) will be required to follow the same three stage application process.

Applicants will be required to complete an online application form which must be signed off by respective line manager. An initial candidate shortlist will be drawn from all submitted applications by the International Talent Acquisition Manager.

Final shortlisted candidates will be invited to an interview (in person or via VC) with the selection panel.

All applicants will receive notification of decision in writing.

### **2. Advisory Team Project Assessment**

Once World Bio-Bridge application forms have been submitted (see website for details) all projects will be assessed using the following screening questions and criteria (note criteria may change over time)

#### **Screening questions**

Has the proposal been submitted by a registered conservation charity?

Does the proposal contain proof evidence of the charity's conservation knowledge, track record and expertise?

Does the project adequately meet the definition of a Bio-Bridge (wildlife corridor within damaged or threatened landscapes)?

**Scoring criteria**

1. Located in biodiversity hotspot/area of high threat to biodiversity (independent study)
2. Demonstrates potential to source ingredients
3. Utilise The Body Shop’s influence to mobilise additional stakeholders to amplify the impact of the project
4. Evidence of the charity's conservation knowledge, track record , financial management and expertise
5. The plan for long term protection and sustainability of project
6. Located in area with suitable funding need and risk profile of location/country
7. Shows strong wildlife/animal and/or community related messaging/story

**3. Example Advisory Team annual meeting calendar**

Funding Stream	2018											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Flagship	Review 2017			2019 proposals			2019 proposal shortlist			2019 proposal sign off		
Transaction	2018 proposal sign off			Review 2017			2019 proposals			2019 Proposal shortlist		
BB Pool	2018 proposal shortlisted			2018 proposal sign off			Review 2017			2019 proposals		