BU3016: Contemporary Issues in Business

2018

Assessment Cover Sheet for the Vision Piece

Assessment Due Date: 14th December 2018

Please complete the following:

I confirm that this assignment which I have submitted is all my own work and the source of any information or material I have used (including the internet) has been fully identified and properly acknowledged as required in the school guidelines I have received.

Module Tutor	Stephen Murray
Student Number	G20698339
Word Count	2,175 words

For my vision piece, I have chosen the Green World from the Workforce of the Future report (PwC, 2017) as the world that I believe will be the most likely to come to fruition in the future. I will justify this argument by implement examples and theory, after which I will apply the United Nations SDG 8 to the Green World.

I have chosen this particular world because of the necessity for all companies and individuals to recognise the environmental degradations occurring in the world currently (McGrath, 2018; The Associated Press, 2018). These are having detrimental effects on people's health (Levitt & Tinker, 2016) as well as on the ecosystems of the planet (Carrington, 2018; Watts, 2018; Ki-moon & Sachs, 2015, p. 34-39).

The Green World is not a world that we shall enter by choice, but by necessity. The blue, yellow, and red worlds of the report (PwC, 2017) all share a commonality that is not shared with the Green World; they can all be entered by choice. However, if the Green World is not achieved, our world will literally be uninhabitable in generations to come (McKibben, 2018).

Justification for the fruition of the Green World is predicated by present events that put into context its essentiality in our current trajectory as a civilisation. Climate change is the primary driver for the crucial fruition of the Green World, as is evidenced by case studies that have taken place in Antarctica (Lagger et al., 2017, p. 579-591; Desvillettes et al., 2017, p. 63-73), the Arctic (Ramsayer & Rasmussen, 2015; Burch, 2010, p. 287-297), Central Asia (Bia et al., 2017, p. 633-646) and in the Himalayan region (Bajracharya et al., 2007).

The amalgamation of these studies demonstrates the global scale of this issue as well as highlighting the socioeconomic conditions directly caused by climate change events as Malone & Rovere (2004, p. 147-159) discuss. The Green World remains the only world that pivots its focus on reducing the impacts of these events through encouraging changes in behaviour and attitude amongst populations.

As further justification for the fruition of the Green World, there is very strong advocation for the issues surrounding climate change by influential people, including Sir David Attenborough (Gill, 2018), Leonardo DiCaprio (Leonardo DiCaprio Foundation, 2018), Gisele Bündchen (UN Environment, 2018) and James Cameron (Croswell, 2013). Having the combined powers of creative people in support of the Green World demonstrates an opportunity to grasp the attention of audiences through the visualisation of climate issues, as was portrayed in Blue Planet II (BBC, 2017).

With the rise of more environmentally-conscious lifestyles such as veganism (Petter, 2018; Hancox, 2018) and vegetarianism in the UK (Moss, 2018), especially amongst millennials (Rowland, 2018), this demonstrates a generation that is much more aware of the environmental degradations that certain industries are causing. This also highlights a growing population in developed countries that are more concerned with environmental and animal ethical issues which, again, makes the fruition of the Green World more likely.

Not only are influential figures advocating for the Green World, but also entire governments which demonstrates another strong justification for its fruition, including nations such as the Netherlands (Turk, 2017), Denmark (Eory & Huthchings, 2017), Sweden (Karolyte, 2017), Germany (Zeniewski, 2017), and France (Porter, 2015). These countries, through the implementation of

national policies, highlight their understanding of the imminent calamities of climate change and demonstrates how they are already heading towards the Green World.

It remains a common perception that companies are ignorant to the issues of climate change and are choosing the benefits of profitability over the climate change issue and therefore, companies as powerful societal drivers, are not considered to be advocates for the Green World (PwC, 2017). Despite the trueness of this notion in many instances (Cox, 2018; Levitt, 2016; Schleeter, 2018; Riley, 2017), I will demonstrate, with the use of two examples, how some prominent companies in the UK are becoming powerful advocates for the principles of the Green World (Boztas, 2016).

LUSH, which has positioned itself as one of the UK's leading companies in animal and environmental protection advocacy, reflects this stance in the manufacturing of their products (Troy-Pryde, 2018; BBC, 2017), with whom they partner (Surendra, 2018), and the causes they support (Matlin, 2017; Starostinetskaya, 2018).

The second example is the outdoor clothing brand, Patagonia, which prides itself on advocating for the reusability of its clothes (Hopping, 2017) and the packaging it uses to keep the company's environmental impact to a finite level (Baram, 2018). Not only this, but the company has become well known for its political (Blakely, 2018) and financial gestures (Willingham, 2018) which has proven popular amongst its customers who are looking towards companies to take a stance in current affairs. The actions of these companies demonstrates vehement advocacy for the principles of the Green World (PwC, 2017) as they are standing up for something beyond the creation of their own profits which further supports the argument of the Green World's impending fruition.

All the other worlds in the report do not have the same extent of longevity as the Green World (PwC, 2017), which is demonstrated by the unsustainable principles and functions upon which those other worlds are predicated. I argue that the Blue World in particular feeds on the greed of powerful individuals to keep the majority of wealth amongst a small exclusive group, the consequences of which are currently causing protests in France (BBC News, 2018).

However, with the world's population set to increase throughout the 21st century (Scientific American, 2018), we need a world that works for everyone, that functions for the many rather than the few, and spreads wealth across all levels of society, for which the Green World advocates (PwC, 2017). This impending population boom will lead to higher population densities in cities and it is only the equality-driven principles of the Green World that are able to achieve SDG 11 through equal wealth distribution and sustainable economic growth.

Despite the Blue World being able to generate enormous amounts of economic growth (PwC, 2017) thus achieving SDG 8, if that growth is not sustainably created and distributed across the populous, the issues of inequality will be further exacerbated which goes against SDGs 1, 5, and 10. There is no point in achieving SDG 8 if, in the process, we impair our achievement of other goals; the Green World offers a path to goal achievement that remains inclusive of all the other goals.

Overall, the issues we see now will become microcosms of how they will be in the future if the Blue World is followed. This is exemplified by the functionality of the global economy in a linear system (Costa et al., 2017, p. 2-6) which is entirely anti-Green World (Embury-Dennis, 2018) whereas a circular economic system (Stahel, 2016; Ellen MacArthur Foundation, 2018) is much more sustainable, hence achieving sustainable decent work and sustainable economic growth.

My action plan details how I intend to navigate the Green World and it is divided into four sections all with a sustainable commonality: sustainable skills development, sustainable attitude, sustainable entrepreneurship and sustainable ambitions. Firstly, the sustainable skills development section links skills to the Green World and will focus on two elements that enhance my employability: choosing a path of education that focuses on sustainability and sustainable business management.

Tailoring my skills to the Green World remains key to my navigation and this is predicated on focusing my education on sustainability. Educating myself in such a way that emphasises and applies sustainability to each industry I enter will be essential to my success in the Green World (PwC, 2017). This will involve choosing a degree that focuses on the development of sustainable skills and knowledge, examples of which include sustainable design, manufacturing, management, and assessment (Andersson & Rosenfield, 2017).

The development of my sustainable business management skills is another essential component for my action plan as my career interests revolve around the development of businesses. Applying this to the Green World, I'll focus on developing businesses to become more sustainable and green-focused enterprises by incorporating my knowledge of sustainable principles into all companies I enter or establish (Henderson, 2015, p. 22-25).

Sustainable attitude (Kates et al., 2006, p. 413-444) is the second element of my plan relating to how my attitudes and beliefs will need to focus on environmental sustainability and ecological wellbeing and the translation of those principles to my job performance. Essential to a successful career in the Green World will involve finding a company whose principles about sustainability, environmental protection, and corporate social responsibility reflect my own (Whitmell, 2012).

My sustainable attitude is two-dimensional as it remains present in both my career and in my personal lifestyle choices. The latter of these is predicated on green consumption (Blowfield, 2013, p. 277-285) which will be essential to how my lifestyle will form in the Green World as I must purchase and consume products in a "green way". My lifestyle would consist of adhering to the principles of vegetarianism, actively donating and advocating for animal protection, as well as only purchasing products from companies that practice sustainable enterprise.

Holding a sustainable attitude involves wanting to leave the world a better place than when one was born into it for the benefit of future generations. To realise this principle, I can utilise my talents, abilities, and interests in the Green World which would be best governed according to a meritocratic (Beck, 2008, p. 3-11) and technocratic (NowThis World, 2015) system. To contribute to the achievement of a sustainable society, I will need to focus on two avenues: sustainable entrepreneurship and sustainable ambitions which leads us into the final sections of my action plan.

Sustainable entrepreneurship involves my interest in establishing businesses that hold a role and purpose that transcends that of profitability. To link to the SDG aims of Goal Eight, this would involve entrepreneurs contributing to global resource utility and efficiency in sustainable production (Nauclér, 2018) and by promoting green consumption amongst their customers, such as through the reusability and recyclability of products and packaging.

Small to medium businesses form 60% of total world employment (World Bank, 2018) so by promoting sustainable entrepreneurship in younger generations, we will usher in the changes

needed in the business world in order to reach both the SDG targets and the Green World. One example in the application of sustainable entrepreneurship would involve equality in pay for work of equal value as well as the involvement of disabled persons, women, and young people in productive employment because the Green World is based upon the notion of unity and equality (PwC, 2017).

I find sustainable entrepreneurship also key to the achievement of the SDG 8 targets of the reduction of the uneducated youth and youth unemployment. By fostering sustainable entrepreneurship, an environment is created that is able to initiate creativity amongst young people. This can then be injected into enterprise, especially by the guidance of institutions such as universities like UCLan (2018) that are dedicated to the achievement of a sustainable society. Encouraging the development of degrees that are predicated on principles of sustainability will lead to even greater opportunities within industries (GreenJobs, 2018; Cook & Jenshel, 2018) as sustainability remains a cross-industry element of all businesses in the Green World, and the promotion of this will result in greater support from powerful political parties (Long-Bailey, 2018) leading to governmental change.

For the final section of my action plan, to better understand my ambitions in the context of sustainability, I took a personality test produced by The Guardian (Lees, 2018). Upon completing it, I found that I had the tendency for the creation of ideas, materials, and solutions and for making new things happen within a business. Ideal jobs for me would include business development manager, design manager, or event manager. To apply this to the context of the Green World, I will either exercise my entrepreneurial skills and form sustainable businesses, work for a company that manufactures sustainable products, or enter an unsustainable business and change it from within.

To conclude, with the support of influential consumer brands and the advocation of powerful governments, the achievement of the Green World is already in motion (Sovacool, 2017, p. 569-582). However, the instance in which the Green World is achieved on a global level is a much greater feat especially because less developed countries desire the wealth and opportunities that industrialisation has granted to developed countries (Ki-Moon & Sachs, 2015, p. 74-78).

To curb the same type of unsustainable industrialisation that occurred in the Western world from occurring in less developed countries, the leapfrogging approach (World Bank, 2017) will be crucial to the realistic achievement of the Green World. Finally, I must admit that establishing the Green World without incorporating some aspects the other worlds of the report (PwC, 2017) is unrealistic, but achieving a world in which green principles hold the deciding majority would be a markedly greater improvement from the world we witness today.

Reference List

Andersson, S & Rosenfield, J. (2017). *Creating value through sustainable design* | *McKinsey*. Available: https://www.mckinsey.com/business-functions/sustainability-and-resource-productivity/our-insights/creating-value-through-sustainable-design. Last accessed 11th Dec 2018.

Bajracharya, S, Mool, P & Shrestha, B. (2007). *Impact of climate change on Himalayan glaciers and glacial lakes: Case studies on GLOF and associated hazards in Nepal and Bhutan*. Available: https://core.ac.uk/download/pdf/48027201.pdf. Last accessed 22nd Nov 2018.

Baram, C. (2018). *Online retailing's packaging problem - 3rd October 2018*. Available: http://academic.mintel.com/display/921932/?highlight. Last accessed 11th Dec 2018.

BBC. (2017). *Albatrosses are ingesting plastic - Blue Planet II: Episode 7 Preview - BBC One - Youtube*. Available: https://www.youtube.com/watch?v=I4QNolP7Khc. Last accessed 11th Dec 2018.

BBC. (2017). *BBC iPlayer - Show Me What Your Made Of: UK - Series 1: 3. Cosmetics*. Available: https://www.bbc.co.uk/iplayer/episode/b08pq3f8/show-me-what-youre-made-of-uk-series-1-3-cosmetics. Last accessed 11th Dec 2018.

BBC News. (2018). *Yellow vest protests 'economic catastrophe' for France - BBC News*. Available: https://www.bbc.co.uk/news/world-europe-46499996. Last accessed 12th Dec 2018.

Beck, J (2008). Meritocracy, Citizenship and Education: New Labour's Legacy. London: Continuum. p3-11.

Bia, X, Fua, Q, Lia, B, Houb, Y, Zhang, X. (2017). Effects of land use and climate change on ecosystem services in Central Asia's arid regions: A case study in Altay Prefecture, China. Science of The Total Environment. 607-608 (1), p633-646.

Blakely, L. (2018). *Patagonia's Unapologetically Political Strategy and the Massive Business It Has Built*. Available: https://www.inc.com/lindsay-blakely/patagonia-2018-company-of-the-year-nominee.html. Last accessed 11th Dec 2018.

Blowfield, M (2013). Business and sustainability. Oxford: Oxford University Press. p277-285.

Boztas, S. (2016). *Compostable and edible packaging: the companies waging war on plastic*. Available: https://www.theguardian.com/sustainable-business/2016/oct/26/plastics-food-packaging-microplastics-waste-ocean-pollution-compost-snact-tipa-nestle-usda. Last accessed 9th Dec 2018.

Burch, S. (2010). *Transforming barriers into enablers of action on climate change: Insights from three municipal case studies in British Columbia, Canada*. Global Environmental Change. 20 (2), p287-297.

Carrington, D. (2018). *Climate-heating greenhouse gases at record levels, says UN*. Available: https://www.theguardian.com/environment/2018/nov/22/climate-heating-greenhouse-gases-at-record-levels-says-un. Last accessed 22nd Nov 2018.

Carrington, D. (2018). *Lion poaching: the brutal new threat to Africa's prides*. Available: https://www.theguardian.com/environment/2018/nov/05/lion-poaching-the-brutal-new-threat-to-africas-prides. Last accessed 22nd Nov 2018.

Cook, D & Jenshel, L. (2018). *11 of the Fastest Growing Green Jobs - National Geographic*. Available: https://www.nationalgeographic.com/environment/sustainable-earth/11-of-the-fastest-growing-green-jobs/#/55050.jpg. Last accessed 11th Dec 2018.

Costa, J, Cunha, R, Michelini, G, Moraes, R, & Ometto, A (2017). From Linear to Circular Economy: PSS Conducting the Transition. Procedia CIRP. 64 (1), p2-6.

Cox, L. (2018). *Vanuatu says it may sue fossil fuel companies and other countries over climate change*. Available: https://www.theguardian.com/world/2018/nov/22/vanuatu-says-it-may-sue-fossil-fuel-companies-and-other-countries-over-climate-change. Last accessed 22nd Nov 2018.

Croswell, A. (2013). *10 Celebrities that are Doing Great Work for the Environment*. Available: https://www.onegreenplanet.org/animalsandnature/celebrities-helping-environment/. Last accessed 9th Dec 2018.

Desvillettes, L, Garnier, J, Jenouvrier, S, Patouta, F. (2017). *Influence of dispersal processes on the global dynamics of Emperor penguin, a species threatened by climate change*. Biological Conservation. 212 (A), p63-73.

Ellen MacArthur Foundation. (2018). *What is a Circular Economy?* | *Ellen MacArthur Foundation*. Available: https://www.ellenmacarthurfoundation.org/circular-economy/concept. Last accessed 12th Dec 2018.

Embury-Dennis, T. (2018). *Trump confuses climate change with weather, prompting widespread despair*. Available: https://www.independent.co.uk/news/world/americas/trump-tweet-global-warming-climate-change-thanksgiving-driving-traffic-a8646081.html. Last accessed 22nd Nov 2018.

Eory, V & Huthchings, N. J.. (2017). *A case study of agricultural nitrogen management policy in Denmark*. Available: https://www.climatexchange.org.uk/media/2080/eu_case_studies_denmark_-_agricultural_nitrogen_management.pdf. Last accessed 22nd Nov 2018.

Gill, V. (2018). *David Attenborough takes 'people's seat' at climate change talks*. Available: https://www.bbc.co.uk/news/science-environment-46266348. Last accessed 22nd Nov 2018.

GreenJobs. (2018). *Sustainability Jobs in the UK*. Available: https://www.greenjobs.co.uk/browse-jobs/sustainability-jobs/. Last accessed 11th Dec 2018.

Hancox, D. (2018). *The unstoppable rise of veganism: how a fringe movement went mainstream*. Available: https://www.theguardian.com/lifeandstyle/2018/apr/01/vegans-are-coming-millennials-health-climate-change-animal-welfare. Last accessed 9th Dec 2018.

Henderson, R (2015). *Leading sustainable change: an organizational perspective*. Oxford: Oxford University Press. p22-25.

Hopping, R. (2017). *New report puts emphasis on fashion brands to up sustainability efforts - 30th November 2017*. Available: http://academic.mintel.com/display/869569/?highlight#hit1. Last accessed 11th Dec 2018.

Karolyte, R. (2017). *Climate Change and Energy Strategies / Plans / Policies: Sweden heating policies*. Available: https://www.climatexchange.org.uk/media/2088/eu_case_studies_sweden_heating_policy.pdf. Last accessed 22nd Nov 2018.

Kates, R., Leiserowitz, A. & Parris, T. (2006). *Sustainability Values, Attitudes, and Behaviors: A Review of Multinational and Global Trends*. Annual Review of Environment and Resources. 31. (1), p413-444.

Ki-Moon, B & Sachs, J (2015). *The Age of Sustainable Development*. New York: Columbia University Press. p34-39., p74-78.

Lagger, C, Nime, M, Sahade, R, Servetto, N, Tatián, M, Torre, L. (2017). *Climate change, glacier retreat and a new ice-free island offer new insights on Antarctic benthic responses*. Ecography. 41 (4), p579-591.

Lees, J. (2014). *Personality test: what job would make you happiest?*. Available: https://www.theguardian.com/lifeandstyle/2014/nov/11/-sp-questionnaire-what-job-would-make-you-happiest. Last accessed 9th Dec 2018.

Leonardo DiCaprio Foundation. (2018). *The Leonardo DiCaprio Foundation*. Available: https://www.leonardodicaprio.org/. Last accessed 11th Dec 2018.

Levitt, T. (2016). *Our love of cheap seafood is tainted by slavery: how can it be fixed?*. Available: https://www.theguardian.com/sustainable-business/2016/oct/07/cheap-seafood-fish-slavery-solutions-thailand-human-rights-abuse. Last accessed 9th Dec 2018.

Levitt, T & Tinker, P. (2016). *How air pollution affects your health - infographic*. Available: https://www.theguardian.com/sustainable-business/2016/jul/05/how-air-pollution-affects-your-health-infographic. Last accessed 9th Dec 2018.

Long-Bailey, R. (2018). *Rebecca Long-Bailey: Why Labour is calling for a green jobs revolution*. Available: https://labourlist.org/2018/11/rebecca-long-bailey-why-labour-is-calling-for-a-green-jobs-revolution/. Last accessed 11th Dec 2018.

Malone, E & Rovere, E. (2004). *Assessing Current and Changing Socio-Economic Conditions*. In: Lim, B & Spanger-Siegfried, E Adaptation Policy Frameworks For Climate Change: Developing Strategies, Policies and Measures. Cambridge: Cambridge University Press. p147-159.

Matlin, J. (2017). *How Lush Went from Bath Bombs to (Literally) Saving Bunnies*. Available: https://www.teenvogue.com/story/how-lush-went-from-bath-bombs-to-literally-saving-bunnies. Last accessed 11th Dec 2018.

McGrath, M. (2018). *Climate change: Warming gas concentrations at new record high*. Available: https://www.bbc.co.uk/news/science-environment-46289829. Last accessed 22nd Nov 2018.

McKibben, B. (2018). *How Extreme Weather Is Shrinking The Planet*. Available: https://www.newyorker.com/magazine/2018/11/26/how-extreme-weather-is-shrinking-the-planet. Last accessed 11th Dec 2018.

Moss, R. (2018). *Almost A Third Of Meals Are Now Vegetarian As Brits Cut Down On Meat*. Available: https://www.huffingtonpost.co.uk/entry/almost-a-third-of-meals-are-now-vegetarian-as-brits-cut-down-on-meat uk 5a7ada7de4b06505b4e9bf92. Last accessed 11th Dec 2018.

NowThis World. (2015). *What Is A Technocracy?*. Available: https://www.youtube.com/watch? v=eqmPbzqCQOI. Last accessed 12th Dec 2018.

Stahel, W. (2016). The circular economy. Available: https://www.nature.com/news/the-circular-economy-1.19594. Last accessed 12th Dec 2018.

Nauclér, T. (2018). *Sustainable Enterprise* | *Sustainability & Resource Productivity* | *McKinsey & Company*. Available: https://www.mckinsey.com/business-functions/sustainability-and-resource-productivity/how-we-help-clients/sustainable-enterprise. Last accessed 11th Dec 2018.

Petter, O. (2018). *Number of vegans in UK soars to 3.5 million, survey finds*. Available: https://www.independent.co.uk/life-style/food-and-drink/vegans-uk-rise-popularity-plant-based-diets-veganism-figures-survey-compare-the-market-a8286471.html. Last accessed 9th Dec 2018.

Porter, S. (2015). *Greenhouse Gas Emissions Reductions in France: The Agriculture Sector*. Available: https://www.climatexchange.org.uk/media/2082/eu_case_studies_france_ag_emissions.pdf. Last accessed 22nd Nov 2018.

PwC. (2017). *Workforce of the future*. Available: https://www.pwc.com/gx/en/services/people-organisation/workforce-of-the-future/workforce-of-the-future-the-competing-forces-shaping-2030-pwc.pdf. Last accessed 12th Dec 2018.

PwC. (2017). Workforce of the future - The competing forces shaping 2030: PwC. Available: https://www.pwc.com/gx/en/services/people-organisation/publications/workforce-of-the-future.html. Last accessed 6th Dec 2018.

PwC. (2017). *PwC's Workforce of the future report - YouTube*. Available: https://www.youtube.com/watch? time continue=1&v=8ef2kujFJ o. Last accessed 12th Dec 2018.

Ramsayer, K & Rasmussen, C. (2015). *Seven case studies in carbon and climate*. Available: https://climate.nasa.gov/news/2365/seven-case-studies-in-carbon-and-climate/. Last accessed 22nd Nov 2018.

Rowland, M. P. (2018). *Millennials Are Driving The Worldwide Shift Away From Meat*. Available: https://www.forbes.com/sites/michaelpellmanrowland/2018/03/23/millennials-move-away-from-meat/#626791dca4a4. Last accessed 11th Dec 2018.

Schleeter, R. (2018). *These 10 companies are flooding the planet with throwaway plastic*. Available: https://www.greenpeace.org/international/story/18876/these-10-companies-are-flooding-the-planet-with-throwaway-plastic/. Last accessed 11th Dec 2018.

Scientific American. (2018). *Will Human Population Growth Peak in the Late 21st Century?*. Available: https://www.scientificamerican.com/article/human-population-growth-impacts/. Last accessed 11th Dec 2018.

Sovacool, B. K. (2017). *Contestation, contingency, and justice in the Nordic low-carbon energy transition*. Energy Policy. 102 (1), p569-582.

Starostinetskaya, A. (2018). *LUSH Invents Vegan Shower Bombs*. Available: https://vegnews.com/2018/11/lush-invents-vegan-shower-bombs. Last accessed 11th Dec 2018.

Surendra, P. (2018). *The 2018 Lush Prize – Rewarding Those Working Towards Ending Experiments on Animals*. Available: https://www.peta.org.uk/blog/the-2018-lush-prize-rewarding-those-working-towards-ending-experiments-on-animals/. Last accessed 11th Dec 2018.

The Associated Press. (2018). *UN weather group warns climate change 'window of opportunity' nearly closed*. Available: https://www.bostonglobe.com/news/world/2018/11/22/weather-group-warns-climate-change-window-opportunity-nearly-closed/hqfo7dePDuDh9U5gcTbjCJ/story.html. Last accessed 22nd Nov 2018.

Troy-Pryde, J. (2018). *Lush have unveiled a palm oil-free soap to save endangered Orangutans*. Available: https://www.marieclaire.co.uk/news/beauty-news/lush-palm-oil-free-soap-635097. Last accessed 11th Dec 2018.

Turk, J. (2017). *Decarbonising Transportation in The Netherlands – A Policy Case Study*. Available: https://www.climatexchange.org.uk/media/2090/eu_case_study_dutch_transportation.pdf. Last accessed 22nd Nov 2018.

UCLan. (2018). Environment and Sustainability | Student Support | University of Central Lancashire. Available: https://www.uclan.ac.uk/students/campus-life/environment_sustainability.php. Last accessed 11th Dec 2018.

UN Environment. (2018). *Gisele Bündchen* | *UN Environment*. Available: https://www.unenvironment.org/people/gisele-bundchen. Last accessed 11th Dec 2018.

Watts, J. (2018). *Next generation 'may never see the glory of coral reefs'*. Available: https://www.theguardian.com/environment/2018/nov/11/next-generation-may-never-see-coral-reefs. Last accessed 22nd Nov 2018.

Watts, J. (2018). *Stop biodiversity loss or we could face our own extinction, warns UN*. Available: https://www.theguardian.com/environment/2018/nov/03/stop-biodiversity-loss-or-we-could-face-our-own-extinction-warns-un. Last accessed 22nd Nov 2018.

Whitmell, C. (2012). *How to identify a company with sustainable values that match your own*. Available: https://www.theguardian.com/sustainable-business/company-sustainable-values-mission-statement. Last accessed 9th Dec 2018.

Willingham, A. (2018). *Patagonia got \$10 million in GOP tax cuts. The company's donating it for climate change awareness*. Available: https://edition.cnn.com/2018/11/29/business/patagonia-10-million-tax-climate-change-trnd/index.html. Last accessed 11th Dec 2018.

World Bank. (2017). *Africa can enjoy leapfrog development*. Available: http://www.worldbank.org/en/news/opinion/2017/10/11/africa-can-enjoy-leapfrog-development. Last accessed 11th Dec 2018.

World Bank. (2018). *Small And Medium Enterprises (SMES) Finance*. Available: https://www.worldbank.org/en/topic/smefinance. Last accessed 11th Dec 2018.

Zeniewski, P. (2017). *Electric Vehicle Policy in Norway*. Available: https://www.climatexchange.org.uk/media/2086/eu case studies norway transport.pdf. Last accessed 22nd Nov 2018.

Bibliography

Bamford, C, Hoffman, A, Hunger, J, & Wheelen, T (2015). *Strategic Management and Business Policy: Globalization, Innovation and Sustainability: Global Edition*. 14th ed. Harlow: Pearson Education Limited. p102-122.

Baram, C. (2017). *Sports Fashion - UK - December 2017*. Available: http://academic.mintel.com/display/871073/?highlight#hit1. Last accessed 11th Dec 2018.

Campbell, D, Edgar, D & Stonehouse, G (2011). *Business Strategy: An Introduction*. 3rd ed. Basingstoke: Macmillan Publishers Limited. p333-336.

Chang, C & Martens, P (2017). *The Social and Behavioural Aspects of Climate Change*. Abingdon: Routledge.

Desai, R, Katō, H, Kharas, H & McArthur, J (2018). From summits to solutions: innovations in implementing the sustainable development goals. Washington: Brookings Institution Press. p1-24.

Jones, G (2017). *Profits and sustainability: a history of green entrepreneurship*. Oxford: Oxford University Press. p1-22.

King, D & Walker, G (2009). *The Hot Topic: How To Tackle Global Warming And Still Keep The Lights On*. London: Bloomsbury. p200-210.

Marshall, G, Solomon, M & Stuart, E (2018). *Marketing: Real People, Real Choices, Global Edition*. 9th ed. Harlow: Pearson Education Limited. p77-81.

Morrison, J (2009). *International Business: Challenges in a Changing World*. New York: Palgrave Macmillan. p69-70.

Rouse, L. (2018). *How climate change is plunging Senegal's herders into poverty*. Available: https://www.irinnews.org/special-report/2018/10/10/Senegal-climate-change-Fulani-herders-drought-Sahel. Last accessed 22nd Nov 2018.

University of Melbourne & American Geophysical Union. (2018). *Study: Global Warming Hits Poorest Nations Hardest*. Available: https://eos.org/scientific-press/study-global-warming-hits-poorest-nations-hardest. Last accessed 22nd Nov 2018.