

THE GLOBAL COMPACT LEADERS SUMMIT 2007

Facing Realities:
Getting Down to Business

Palais des Nations, Geneva, 5-6 July 2007



United Nations Global Compact

The United Nations Global Compact

The United Nations Global Compact brings business together with UN agencies, labour, civil society and governments to advance ten universal principles in the areas of human rights, labour, environment and anti-corruption. Through the power of collective action, the United Nations Global Compact seeks to mainstream these ten principles in business activities around the world and to catalyze actions in support of broader UN goals. With over 4,000 stakeholders from more than 100 countries, it is the world's largest voluntary corporate citizenship initiative. For more information, please visit www.unglobalcompact.org.

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United Nations Global Compact





Global Compact Leaders Summit

5-6 July
2007
Geneva



THE GLOBAL
COMPACT



Facing Realities: Getting Down to Business

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Executive Summary

The 2007 Global Compact Leaders Summit, held in Geneva on 5-6 July 2007, was a milestone in the evolution of the Global Compact initiative and the related UN-business agenda.

With over 1,100 participating leaders and representatives from business, government, civil society, labour, academia and the United Nations, the Leaders Summit was the largest high-level event ever held on the topic of corporate responsibility. Through the launch of various reports, action platforms and learning resources, as well the convening of dialogues across all core issue areas, the Leaders Summit succeeded in bringing together the Global Compact's multi-stakeholder base to candidly assess the initiative's progress, renew commitment to the principles and project the Compact's future course.

Chaired by Secretary-General Ban Ki-moon, the Leaders Summit produced numerous outcomes that have significant bearing on the future of the Global Compact. Among the most fundamental conclusions from the Summit was a consensus among all stakeholders that organizing corporate practices around universal principles can be a winning proposition for both business and society.

Major Outcomes

1. *Global Compact governance fully implemented and thriving*

The Leaders Summit fulfilled its role as the Global Compact's chief governance mechanism – one that is designed to provide maximum ownership of the initiative by its stakeholders. In doing so, the Leaders Summit brought to a successful conclusion a two-year effort to fully implement the Global Compact's unique multi-centric governance framework adopted in August 2005: Triennial Global Compact Leaders Summit, Global Compact Board, Local Networks, Annual Local Networks Forum, Global Compact Office, and UN Inter-Agency Team.

2. *Leaders Summit participants renew and deepen commitment to advance Global Compact principles*

Summit participants deepened their collective commitment to embedding universal values in economies and markets. The 21-point "Geneva Declaration" carries forward the philosophy that through responsible business practices a more sustainable and inclusive global economy can be realized. The declaration identifies priority actions for participants, such as mobilizing subsidiaries to engage in Global Compact Local Networks and encouraging supply chains to commit to the ten principles. Additionally, it contains actions for governments, including cultivating enabling environments for business and supporting responsible business practices.

In addition, the Summit exposed chief executives to learning and dialogue opportunities in many of the Global Compact's priority areas through roundtable discussions on human rights, labour, environmental responsibility, anti-corruption, responsible investment and UN-business partnerships. For example, in the area of human rights, business was challenged to introduce human rights-specific policies in advance of the 60th anniversary of the Universal Declaration on Human Rights in 2008. The roundtable discussions provided important content which will shape the future direction of the Global Compact's work programs in these areas.

A total of 1,027 people registered for the Summit – 638 from companies, 95 from government entities, 76 from international organizations, 65 from international business organizations, 62 from international NGOs, 45 from academia, 28 from the Global Compact networks, 13 from foundations and five from international labour organizations.

3. *Diversity of Leaders Summit participants – across geography, industry and stakeholder groups – results in rich exchange of experiences and perspectives*

With participants from approximately 90 countries, the Leaders Summit reinforced the truly global nature of the Global Compact and the unifying commitment of companies from vastly different social and economic environments to corporate responsibility. For example, the delegation of 100 top Chinese executives hosted a breakfast meeting on corporate action to combat climate change.

Nearly 200 representatives from civil society, labour and academia added important voices and views in plenary and breakout sessions, furthering their critical role as constructive and necessary partners of the Global Compact who seek to hold businesses accountable for their commitments.

4. *Government ministers adopt “Chairperson’s Summary of Ministerial Roundtable on the Role of Governments in Promoting Responsible Corporate Citizenship”*

Ministers and other high-level Government officials participating in the Leaders Summit held a roundtable on the role of Governments in promoting responsible corporate citizenship. Chaired by H.E. Sheikha Haya Rashed Al Khalifa, President of the 61st Session of the United Nations General Assembly, the Ministerial Roundtable was attended by Governments from North and South. Consensus was reached on the Chairperson’s Summary of the roundtable which lays out ways in which Governments can support responsible business practices, including by creating enabling environments, raising awareness, developing tools and providing funding for voluntary initiatives.

5. *Leaders Summit serves as launching pad for numerous action initiatives, stock-taking reports and learning resources*

A bounty of new initiatives, studies and resources launched at the Leaders Summit will help the Global Compact continue to provide issue leadership and guidance on matters related to implementation of universal values into business practices, as well as cross-sector partnerships.

Reports:

In preparation for the Summit, two stock-taking reports were prepared to stimulate discussion and debate among participants. The Global Compact released its first Annual Review which contains the results of an in-depth survey of business participants regarding their efforts to implement the ten principles, engage in partnerships and work with Local Networks. Also, McKinsey & Company presented findings from its first comprehensive global CEO survey on the topic of business and society, looking specifically at the key socio-economic and political mega-trends shaping the leadership agenda.

Action Platforms:

Through the “Caring for Climate” platform, chief executives of 150 companies from around the world pledged to speed up action on climate change and called on governments to agree as soon as possible on Kyoto follow-up measures to secure workable and inclusive climate market mechanisms.

The Principles for Responsible Management Education is the first large-scale initiative developed for academic institutions to advance corporate responsibility through the incorporation of universal values into curricula and research. The PRME was co-convened by leading business management organizations and developed by an international task force of sixty deans and official representatives of leading business schools.

The CEO Water Mandate is designed to help companies better manage water use in their operations and throughout their supply chains.

Resources and tools:

Numerous publications and online tools were released to aid Global Compact participants in implementing the ten principles, engaging in partnerships and communicating progress on corporate responsibility actions, including:

- Inspirational Guide to Implementing the Global Compact
- Operational Guide for Medium-sized Business
- A Guide to Human Rights Impact Assessment and Management
- Human Rights and Business E-Learning Tool
- A Human Rights Framework
- Caring for Climate: Tomorrow's Leadership Today
- Business Guide to Partnering with NGOs and the United Nations
- Enhancing Partnership Value: A Tool for Assessing Sustainability and Impact
- Joining Forces for Change: Demonstrating Innovation and Impact through UN-Business Partnerships
- Measuring Business Success from Sustainability Certification

6. *Mainstreaming of responsible investment practices provides compelling incentive for business to address environmental, social and governance issues*

New research by Goldman Sachs launched at the Leaders Summit greatly bolsters the emerging argument that addressing environmental, social and governance (ESG) issues is an important element for ensuring a company's long-term value. After applying an ESG research and investment framework in six sectors (energy, mining, steel, food, beverages, and media), Goldman Sachs found that companies considered leaders in implementing ESG policies have outperformed the general stock market by 25 percent since August 2005. In addition, 72 percent of these companies have outperformed their peers over the same period.

Another key indicator of the mainstreaming of responsible investment is the astounding growth of the Principles for Responsible Investment (PRI) in just over one year since launching, with more than 200 institutional investors representing over US \$9 trillion in assets signed on to the initiative. A report released at the first annual PRI meeting, held in Geneva in conjunction with the Leaders Summit, shows that the PRI signatories, many of whom rank among the global giants of investing, are now actively integrating ESG issues into their investment policies and engagement strategies – with 88 percent of investment managers and 82 percent of asset owners conducting at least some shareholder engagement on ESG issues.

Together, the growth of PRI and Goldman Sachs' ESG investment findings greatly underscore and contribute to the business case for corporate responsibility – serving as a powerful catalyst for increased efforts by business to implement universal principles into their operations.

7. *UN-business agenda receives recognition and gains momentum*

Chaired by Secretary-General Ban Ki-moon, the Leaders Summit gave fresh impetus to the UN-business agenda. It strengthened the case for system-wide UN-business engagement by showing the ability of corporate responsibility and cross-sector cooperation to contribute enormously to UN goals. Importantly, the Summit also reflected the ability of the UN to engage with business to meet common challenges in today's globalized world and demonstrated why and how the UN is making business an active partner. Additionally, the importance of practical UN-business partnerships – in areas such as development, education, financial markets and water – was reinforced.

In an effort to improve the capacity of the UN to engage with business, several resources and tools were launched during the Leaders Summit, including a new UN-business website, a partnership assessment tool, a publication outlining examples of innovative UN-business partnerships from across the system and a guide for partnering with NGOs and the UN. In addition, a meeting of high-level representatives of UN Agencies, Funds and Programmes, was held during the Summit to discuss ways to enhance UN-business collaboration. Such a meeting is an excellent indicator of increased collaboration and cooperation with business across the UN system in the future.

Preliminary Conclusions

The major outcomes of the Leaders Summit — renewed multi-stakeholder commitment, deepening of business engagement, growing financial market incentives, increased governmental support and strengthening of the broader UN-business agenda — all point to the conclusion that working with business in a principled and pragmatic approach is one effective means for the United Nations to achieve its goals of global security, development and realization of human rights. Further developing the linkages between the Global Compact and the UN could provide for increased effectiveness of the broader UN-business agenda. In addition, continued leadership of the Global Compact by the Secretary-General remains essential for ensuring that this agenda not only makes lasting changes in economies and societies everywhere, but also throughout the United Nations System.

The Leaders Summit outcomes also highlight the need to strengthen the Global Compact's integrity measures — for example through quality management and brand protection — in order to ensure the continued growth and increased effectiveness of the initiative. It is equally important for the Global Compact to continue to identify and facilitate, when possible, market-based incentives for companies to implement the ten principles into their operations. Increased scale of responsible corporate practices is the only way that the Global Compact can help achieve a new phase of globalization which provides opportunities and wealth in all corners of the earth.

The main outcomes of the Leaders Summit also underscore the importance of continued caretaking of the Global Compact's unique, multi-centric governance framework. It will be a challenge to ensure that all its elements — the Leaders Summit, Local Networks, the Annual Local Networks Forum, the Global Compact Board, the Global Compact Office and the Inter-Agency Team — reinforce one another and operate in a synergistic manner. Maintaining the right balance between Governmental support, UN mandate and outward business orientation will be critical.

Certainly, additional implications for the Global Compact's future will emerge given the variety of outputs from the Leaders Summit, including the Geneva Declaration, the Chairperson's Summary of the Ministerial Roundtable, new action initiatives on environment and education, surveys of business implementation, issue-focused working groups, and renewed multi-stakeholder commitment. Tangible adjustments and updates to the Global Compact's strategy and day-to-day operations will undoubtedly result in due course. However, the core objective of the Global Compact is unwavering: to ensure that businesses everywhere contribute to a more sustainable and inclusive global economy through embedding universal principles into operations and corporate culture.



E. KHAN

DIRECTOR-GENERAL

PRESIDENT
OF THE GENERAL ASSEMBLY

B. KOUCHNER

N. IDELL

S. RYDER



Opening Plenary

WELCOME Mr. Sergei Ordzhonikidze, *Director-General, United Nations Office at Geneva*
CHAIR H.E. Ban Ki-moon, **United Nations Secretary-General**



SPEAKERS H.E. Sheikha Haya Rashed Al Khalifa,
President of the 61st Session of the United Nations General Assembly
 Mr. E. Neville Isdell, *Chairman and Chief Executive Officer,*
The Coca-Cola Company
 Ms. Irene Khan, *Secretary-General, Amnesty International*
 Mr. Guy Ryder, *General Secretary, International Trade Union Confederation*
 H.E. Dr. Bernard Kouchner, *Minister of Foreign and European Affairs, France*



United Nations Secretary-General Ban Ki-moon opened the second Global Compact Leaders Summit, stressing the importance of the event in bringing together stakeholders from over 90 countries to take stock of the world's largest voluntary corporate responsibility initiative and to chart its future course.

The Secretary-General said that the objectives of business and the international community to build socially inclusive markets and develop environmental regulations are more aligned than ever before. He stated that the United Nations has successfully created an international movement of companies dedicated to advancing responsible business practices, but added that more work needs to be done.



"In the beginning, some voiced scepticism about the United Nations working together with business", the Secretary-General said. "Today, I think we can say that the Global Compact has lived up to its promise -- bringing business together with other stakeholders, and infusing markets and economies with universal values".



"In our interdependent world, business leadership cannot be sustained without showing leadership on environmental, social and governance issues," the Secretary-General said. "That interdependence brings with it a fundamental realization: that power cannot be separated from responsibility; that for business to enjoy sustained growth, we need to build trust and legitimacy; that for markets to expand in a sustainable way, we must provide those currently excluded with better and more opportunities to improve their livelihoods."

While the Secretary-General noted that the Global Compact has achieved significant progress, he also said that the business community is still too often linked to serious problems, including exploitative practices, corruption and income inequality.

He further called on business leaders "to embrace the Compact as an organizing tool for your global operations. Ensure that your boards, subsidiaries and supply chain partners use the Compact as both a management guide and a moral compass."



Addressing the leaders of trade unions and civil society organizations, the Secretary-General called for a critical but constructive partnership, and he encouraged Governments "to sustain their commitment, political, practical and financial, while nurturing the space required for voluntary initiatives to complement the role of Governments".

Sheikha Haya Rashed Al Khalifa, President of the 61st Session of the UN General Assembly, told business leaders that working in partnership with the private sector will enhance the UN's relevance and capacity. "We need to strengthen partnerships with business and civil society in order to better utilize your knowledge, expertise, access and reach," she said.



E. Neville Isdell, Chairman and CEO of The Coca-Cola Company, asked: “Are we a barrier to sustainability, or are we the biggest hope?” Business must become agents for transformation, he stressed, since it has the resources, the talent and also the self-interest. It is time to leverage the contribution of business and take action through the Global Compact, which provides “the structure and the focus for collective action”.

Responsibility is a choice, Mr. Isdell said, stressing that the Global Compact allows business to make that choice “with the world watching us.” Highlighting the voluntary character of the Global Compact, he said the Global Compact “allows us to pursue the transformation in ways that none of us can do on our own.”

Irene Khan, Secretary-General of Amnesty International, said that “to have human rights on the agenda of business is not important — it is vital.” But she also remarked that the human rights potential of the Global Compact is not being fully realized, stressing that it is not enough for the Compact to teach compliance with the ten principles and that delisting companies for not submitting reports is a positive but insufficient step. What is needed, she said, is a robust peer review mechanism, adding that “the best-performing companies can help to raise the bar by holding each other to account.” She emphasized that both the United Nations and the Global Compact have a responsibility to ensure that there are no free-riders in the Compact.

Guy Ryder, General Secretary of the International Trade Union Confederation, stated that corporate citizenship requires obeying certain rules. He noted that the Compact is grounded in principles recognized by law, and “it is up to society to tell business what its responsibility is, not up to business to establish what its responsibility is.” There is no alternative to established regulations, and the principle “do no harm” is perhaps the most appropriate for the Summit. He stressed that trade unions attach enormous importance to all principles of the Compact, which must be applied in an integrated manner. He said that his organization is concerned that not all countries recognize workers’ rights, and that “many corporations spend millions to prevent workers from exercising their rights,” including the right to collective bargaining. Corporations should not engage in corporate philanthropy, because “some of the world’s best philanthropists were lousy employers.”

French Foreign Minister Bernard Kouchner said that governments, business and civil society have the responsibility to manage the global commons. He stressed that France is happy to support the Global Compact as an initiative necessary for dialogue. Sustainable development and the preservation of resources are not only an ethical and moral challenge but an economic challenge, and the price of inaction is just too high. He said that it is in the interest of companies to promote stable and peaceful societies that are focused on the future.

The Global Compact needs rethinking because of the “limits of voluntary engagement,” he continued. Many governments are adopting compulsory norms in areas such as the environment, and what is needed is not “just a code of good conduct.” Mr. Kouchner said that the task of governments is to support the principles of corporate citizenship, and that eventually these principles will have to be made obligatory for those companies that do not comply. He concluded by saying that the principle of competition is “a method, not a faith,” and it that would be unfair to impose the same kind of method on developed as well as developing countries.

“The Global Compact allows us to pursue the transformation in ways that none of us can do on our own.”

Mr. E. Neville Isdell,
Chairman and CEO,
The Coca-Cola Company



“Today, I think we can say that the **Global Compact** has lived up to its promise — bringing business together with other stakeholders, and infusing markets and economies with universal values.”

— H.E. Ban Ki-moon,
UN Secretary-General





SESSION 1

From Principles to Action: Driving Value, Achieving Impact

MASTER OF CEREMONIES **Dr. Peter M. Senge**, *Senior Lecturer, Massachusetts Institute of Technology (MIT)*



SPEAKERS

Mr. Georg Kell, *Executive Director, United Nations Global Compact*
Mr. Anthony Ling, *Chief Investment Officer, Goldman Sachs*



Georg Kell, Executive Director of the UN Global Compact, presented the Global Compact's first Annual Review, a comprehensive survey that monitors the extent to which companies have implemented the ten Global Compact principles. The report shows wide adoption of the ten principles by companies responding to the survey. A majority of survey respondents have policies in place related to human rights, labour conditions, the environment and the fight against corruption. Sixty-three per cent of respondents said they participate in the Global Compact to increase trust in the company.

The Review also showed that companies, in increasing numbers, are following the new reporting policy, whereby signatories are expected to disclose annually how they are implementing the principles, or risk being delisted. Some 500 companies were delisted last year for repeated failure to communicate on progress, said Mr. Kell, and some 500 more are expected to be delisted this year.

While companies are accelerating implementation efforts, there are notable "performance gaps," Mr. Kell said. "For multinationals and other large companies, it is clear that more work needs to be done to embed the principles into subsidiaries and supply chains. By doing so, companies will realize the full benefits of engagement."

Anthony Ling, Chief Investment Officer of Goldman Sachs, explained that capital markets are undergoing a profound shift. More capital is now focused on sustainable business models, and the market is rewarding leaders and new entrants in a way that could have scarcely been predicted even 15 years ago.

According to the research Goldman Sachs presented at the Summit, Europe, the United States and Japan account for 75 per cent of global gross domestic product (GDP) in 2007, down from 89 per cent in 1991. The GDP of Brazil, Russia, India and China – the "BRIC" countries – have grown from USD 3.6 billion in 2000 to USD 4.9 billion in 2005, and could reach parity with the world's top six economies by 2030. Ling noted that there will be an additional two billion middle-class consumers in the next 20 years, leading to a "more globalizing, connected and transparent world than ever before."

"The time has come for the financial industry to stop talking about incorporating values and to start doing it", he said, adding that Goldman Sachs' research is "pushing the cause of corporate sustainability."

The Goldman Sachs research shows that among six sectors covered – energy, mining, steel, food, beverages and media – companies that are considered leaders in implementing environmental, social and governance policies, have outperformed the general stock market by 25 per cent since August 2005. In addition, 72 per cent of these companies have outperformed their peers over the same period.

Goldman Sachs analyzed the companies with respect to three areas: environmental, social and governance performance; how well they are positioned vis-à-vis general industry trends; and the strength of their underlying business.

Roundtable Discussions

PRESENTATIONS IN BREAKOUT SESSIONS

Mr. Francisco Gonzalez, Chairman and Chief Executive Officer, Banco Bilbao Vizcaya Argentaria, S.A.

Mr. Wang Junjin, Chairman and Chief Executive Officer, Junyao Group

Mr. Youssef Mansour, Chief Executive Officer, Mansour Group

Mr. Jacob Maroga, Chief Executive, Eskom

Mr. Rafael Orduz Medina, President, ETB – Empresa de Telecomunicaciones de Bogota

Mr. Maciej Witucki, President and Chief Executive Officer, Telekomunikacja Polska S.A.

Following the speeches in the plenary session, participants moved into breakout sessions where they heard additional presentations and engaged in roundtable discussions to share their experiences in implementing the Global Compact principles and the value of their engagement in the Global Compact. They concluded the discussions with recommendations on how to improve implementation processes and value creation in the future.



VALUE OF THE GLOBAL COMPACT

- The Global Compact provides an opportunity for businesses to exchange good practices and lessons learned.
- The Global Compact acknowledges good business practices and allows companies to showcase the good work they are doing.
- The Global Compact provides an opportunity to engage with civil society and labour organizations on difficult issues and in problematic countries.
- The Global Compact supports the process of increasing globalization and provides a platform to address global issues.
- The Global Compact encourages capacity development and engagement.
- The Global Compact principles are the underlying factor that has driven change and provided an opportunity for compliance. We have gone from reaction to value creation, which has affected the global value chain.
- Formerly, business was working for the individual good, now it is beginning to work for the common good. The Global Compact has facilitated this transition.
- Companies now see corporate social responsibility and the Global Compact principles as a value appreciation factor.
- Employees feel more loyal towards and inspired by a company that participates in the Global Compact.
- Implementation of the principles creates credibility, which is important for investors who look for quality and accountability in a company.
- The Global Compact can play a key role in helping investors make investment decisions.
- Participation in the Global Compact adds a greater sense of accountability and introduces high standards into a company.
- The Global Compact principles are based on universal declarations common to all mankind. They provide a shared language and a mutual basis when businesses form joint ventures.

THE FUTURE OF THE GLOBAL COMPACT

Reporting

- It is important to make greater demands on companies' reporting practices in order to avoid free-riders and move forward.
- Multinational corporations should report on a country-by-country basis.

Subsidiaries

- Businesses should extend the ten principles to their subsidiaries and develop links to the principles in emerging economies.

Dialogue

- Companies should increase their dialogue with all stakeholders and create more peer-to-peer learning opportunities to benefit from others' achievements.
- Communication and networking among participants is very important. It would be helpful to have a venue where networking can take place throughout the year, for example an interactive website.

Supply Chains

- It is important to move implementation of the principles down the supply chain and create common standards for doing so.
- It is critical to educate both suppliers and consumers to put the principles into action in order to move forward.

Education

- Business executives must be educated on corporate citizenship, both within their companies and at business schools.
- Businesses must educate their employees about the Global Compact principles and corporate social responsibility.

Leadership

- It is important that the CEO or company Chair endorses a company's implementation activities and provides visible commitment and leadership.

Implementation

- There is a need for clear implementation mechanisms to put the principles into practice.
- We need to develop higher implementation standards and create an assessment mechanism.
- It is important to have an independent external verification system to assess implementation of the principles.
- There should be more focus on how the principles can be implemented in poor countries, where people fight for day-to-day survival.

Local Networks

- It is important to engage local networks and bring together civil society, labour and business on a local level.
- It is critical that local networks mentor companies in developing countries and provide them with technical expertise and a base of support.
- There is a need for a coordinator to guide companies at the country level.

Guidelines

- The Global Compact should develop benchmarks to provide guidance to businesses on how to move forward.
- There are too many mechanisms, reporting guidelines and standards for measuring results. The Global Compact needs to unify these mechanisms.

Small- and Medium-sized Companies

- The Global Compact should do more to reach out to small and medium-size enterprises (SMEs) and ensure that environmental, social and governance factors are integrated into their business practices at a local level.
- SMEs require more support on communicating their progress.

Governments and the United Nations

- Governments should be more involved with the Global Compact and help enforce the principles. However, it is critical to preserve the voluntary nature of the initiative in order for it to succeed.
- There is a need for operational guidelines and local legislation to build frameworks.
- It is important that the United Nations fully implements the ten principles and leads by example, particularly in regards to the UN pension fund and the UN's relationship with its suppliers and its employees.





SESSION 2

Responding to Megatrends – Shaping the Future



SPEAKERS

Mr. Jeremy Oppenheim, *Director, McKinsey & Company*
Mr. Jeremy Hobbs, *Executive Director, Oxfam International*
H.R.H. Prince El Hassan bin Talal of Jordan



Presenting his company's survey of chief executives participating in the Global Compact, **McKinsey & Company's Director Jeremy Oppenheim** said that 84 per cent of respondents felt that there is a "strategic business case" for incorporating the Global Compact's ten principles in their company's operations, but only 27 per cent believe the principles have been incorporated in their entire supply chain. He argued for a new "social contract" involving a new balance between developed and developing countries in areas such as outsourcing, climate change, human rights and poverty issues.

The McKinsey survey further showed that more than 90 per cent of CEOs are doing more than they did five years ago to incorporate environmental, social and governance issues into strategy and operations. But the survey also revealed persistent performance gaps: while 72 per cent of CEOs said that corporate responsibility should be embedded fully into strategy and operations, only 50 per cent felt their company actually does so.

Jeremy Hobbs, Executive Director of Oxfam International, said the McKinsey and Company CEO survey confirms the "major trust gap" in business held by employees, consumers and the public. He explained that it reinforces the perception of many that business view corporate responsibility as "just PR and spin," leading to growing pressure on companies to incorporate social responsibility principles into their business operations. Mr. Hobbs stated that voluntary standards are not enough, as apparent in the issue of corruption, and that it is an illusion to think that climate change can be addressed through voluntary measures. Furthermore, he noted that business had been largely absent in the debate to "make poverty history" or on the Doha round of trade negotiations, in spite of its relevance to the world economy. He urged business to become more involved in issues such as primary universal education, which could be provided all over the world for around USD 10 billion, and the growing inequality affecting many countries. Business should get behind the "decent work" agenda and refrain from hindering labour rights, he said.

Prince El Hassan Bin Talal of Jordan said that a new "golden curtain" is favouring the world's richest 1.7 billion consumers in a "continuing asymmetry" among global consumers. Our "market-based globalization" is not a panacea, he explained. Instead, Prince El-Hassan stressed that an "ethics-based globalization" should aim at a "mutually assured survival." He said that a "democratic deficit" affects governments, international institutions and international governance and often tempers the capacity of governments to properly address their most pressing problems.



Roundtable Discussions

PRESENTATIONS IN BREAKOUT SESSIONS

Mr. Pat Davies, *Chief Executive, Sasol Ltd.*

Mr. Toshio Arima, *President, Fuji Xerox Company Ltd.*

Mr. David Arkless, *Senior Vice President, Global Corporate Affairs, Manpower*

Mr. Fernando Chico, *President, PROMECAP and ASUR (Group Aeroportuario del Sureste)*

Mr. Kookhyun Moon, *President and Chief Executive Officer, Yuhan-Kimberly*

Mr. Jose Maria Perez Tremps, *Director and Secretary, Member of the Board, Ferrovial*

Following the speeches in the plenary session, participants moved into breakout sessions where they heard additional presentations and engaged in roundtable discussions to share their experiences on environmental, social and governance megatrends affecting business. They concluded the discussions with recommendations on what actions business leaders and corporate decision-making bodies can take to ensure that these issues are effectively translated into strategies, policies and operations, both within a company, its subsidiaries and also throughout their supply chains.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE MEGATRENDS

Environment

- Participants agreed that climate change, energy usage, scarcity of natural resources, decreasing biodiversity, pollution, water problems, the growth of mega-cities, and deforestation pose some of the major environmental challenges to business operations today.
- In particular, businesses have a major responsibility to leave a neutral carbon footprint. Companies can achieve this by measuring their carbon footprint, openly committing to targets and reporting their CO2 emission goals and results to all stakeholders.
- For example, transport companies are suffering from the heavy burden of their carbon footprint. Participants suggested that transportation synergies be developed, such as sharing the transportation process, to collaborate on reducing the companies' emissions.
- Furthermore, businesses should mobilize consumers. It is important that consumers understand that they share responsibilities. Consumer s' awareness about social and environmental issues affect their purchasing decisions.
- All participants agreed that education of the workforce is critical to addressing environmental, social and governance issues.
- Some suggested that education on environmental responsibility should be incorporated at the elementary-school level.
- There were contradictory voices regarding emissions trading. Some participants said that it should not be permitted because it was like "hiring an assassin;" they demanded that every country take responsibility in reducing its emission levels. Other participants argued in favor of carbon trading, stressing that it worked because the money generated from carbon trading goes into a fund that invests in pursuing clean operations.
- Participants agreed that new technologies should be developed to promote energy efficiency.
- Investors should focus on new sources of energy – "green investments" to stimulate the development of alternative energy production.
- Energy production and transportation markets should be liberalized.
- Companies are in the middle of a value-chain. It is not sufficient anymore only to focus on managing employees. Businesses need to look at the entire life-cycle of a product.
- Companies and society as a whole must adopt recycling measures, reduce energy demands and change consumption patterns.
- Businesses need to develop clearer guidelines for the future to address environmental challenges and engage in dialogues with all stakeholders involved.
- There is a need for a new cross-sector type of leadership and global governance in addressing complex environmental and social issues.
- Businesses could contribute more case studies demonstrating the benefits resulting from fighting environmental degradation.
- The value of environmental protection needs to be communicated clearly and persistently to all stakeholders.

Society

- Participants agreed that poverty, growing inequality, migration, brain drain, marginalization, demographics and religious fundamentalism are key social trends that affect businesses around the world.
- Addressing poverty issues, participants suggested that businesses should encourage investment in rural areas based on innovative business models.
- Other proposals regarding the issue of poverty include paying a living wage, reducing non-tariff barriers and subsidies in developed countries, enhancing the quality of existing regulations (as opposed to creating more regulation, which sparked concerns for many participants), providing access to microfinance loans and increasing interaction between the private sector and governments.
- Several participants stressed that private capital flows into developing countries present high growth possibilities.
- It is important to recognize that we are moving towards a knowledge-based society, which can create social exclusion. In order to prevent marginalization, businesses should provide additional training to their employees and to the local communities where they operate.
- Businesses should offer their employees in developed and developing countries education on social values, ethical and environmental issues.
- It is critical that businesses set social goals in addition to economic goals and create social entrepreneurship based on enhanced dialogues with stakeholders.
- Migration is a big challenge for societies and the environment. Businesses should cooperate with governments in creating temporary migration arrangements, providing workers with knowledge management tools to help transfer knowledge back to rural areas.
- Also, it is important that businesses acknowledge the contribution of migrant workers to their operations and make an effort to foster increased cultural understanding, tolerance and integration at the workplace. Business could work in cooperation with organized labor to address challenges of migration. "Organized labor is easier to work with than disorganized labor."
- Social inclusion through the empowerment of women and participation of minorities can help address social challenges and create an inclusive global economy.





Governance

- Participants agreed that corruption within businesses and governments is a major issue that needs to be addressed more systematically by businesses.
- It is important to foster more transparency, combat corruption and incorporate environmental, social and governance (ESG) issues into business practices.
- Businesses should increase awareness about corruption issues within each country, facilitated by the local networks, and create best practices that can be showcased.
- Governments must increase their accountability and transparency.
- There is a need to enforce interaction between governments and businesses, based on best practices and public-private partnerships.
- It is critical to have better quality regulations and global governance in order to develop trust among society in the globalization process.
- Businesses must let people drive the organization and respond to internal pressures.
- Good governance requires dialogue with all stakeholders and their governing bodies in order to promote ownership and success.
- In order to address governance issues successfully, it is important that support comes from leaders of business and government.
- Education is one of the main instruments to address corruption issues and increase competitiveness.



Lunch Addresses

SPECIAL ADDRESSES

Mr. Kemal Derviş, Administrator, United Nations Development Programme
Dr. R.K. Pachauri, Chairman, Intergovernmental Panel on Climate Change

Ms. Barbara Kux, Chief Procurement Officer and Member of the Group Management Committee, Royal Philips Electronics



Business Partnerships and the Role of the United Nations

Kemal Derviş, Administrator of the United Nations Development Programme, opened his remarks by saying how excited he is that the Global Compact network is growing. The UN development family is working together and building strong partnerships between the UN and the private sector.

Mr. Derviş said that the world is experiencing the fastest economic expansion in history with a 3 per cent per capita income growth worldwide. Trade and investments are driving this growth, and 40 per cent of it is coming from emerging markets. But this process of globalization is very uneven. Some developing countries, mainly in Asia, are catching up quickly, but inequalities within countries are also increasing rapidly.

He explained that just as we learned to manage things ethically, politically and socially at the local level, we now need to manage things much better at the global level. This is only possible with the energy and resources of private enterprise. At the same time, private enterprise does not work without a social, ethical framework to which citizens can give their support. Mr. Derviş stated that the partnerships between the private sector, and governments, civil society and multilateral organizations provide the architecture of international cooperation.



Caring for Climate: The Business Leadership Platform

R.K. Pachauri, Chairman of the Intergovernmental Panel on Climate Change, said that the Global Compact's "Caring for Climate" statement rightly emphasises the risks and opportunities associated with climate change. He summed up the major findings of the IPCC Fourth Assessment Working Group Report saying that the predictions for temperature rises in the 21st century were 1.8° degrees centigrade at the lower end, and 4° degrees centigrade at the higher end. Dr. Pachauri explained that there will be major disruptions in climate, and extreme events will increase in the future. Also, the IPCC assesses that 20-30 per cent of all animal and plant species will be under the threat of extinction, based on a small temperature increase of 1.5°-2.5° degrees centigrade.

Dr. Pachauri pointed out that business cannot succeed when the world will be impacted by steady changes and extreme events. Steady changes include sea level rise, impacts on agriculture, floods and droughts, which will be highly detrimental to food security all over the world. For business, it is therefore extremely important to look for opportunities in mitigating climate change and moving global society towards a low-carbon emission.

Business and industry can play a very important advocacy role with governments in asking for a price to be placed on carbon. The IPCC has assessed that in the absence of a price on carbon, we will not get new technologies, and even if technologies are produced in government-funded laboratories, they will not be disseminated, Dr. Pachauri said. They will only be disseminated if there is a policy framework.

“Those companies that look for opportunities are the ones that are going to emerge as the winners.”

Dr. R.K. Pachauri,
Chairman, Intergovernmental
Panel on Climate Change

Dr. Pachauri cited two statistics to make the business case, explaining that if we stabilize the concentration of greenhouse gases at 445 ppm (parts per million of carbon dioxide equivalent), which will result in a stable change in temperatures up to 2.4° degrees centigrade, the loss of GDP globally by 2030 will be less than 3 per cent, and prosperity is only postponed by five to six months. He said that this is not a heavy price to pay. He called on businesses to invest part of their projected advertisement expenditure of USD 2 trillion by 2020 in developing solutions. Dr. Pachauri said that if businesses create models for success, it will raise their image in society and create solutions that others can replicate, which will help society.

Those companies that look for opportunities five to ten years into the future are the ones that are going to emerge as the winners.

Barbara Kux, Chief Procurement Officer and Member of the Group Management Committee of Royal Philips Electronics, explained that Philips signed on to the Global Compact's "Caring for Climate" statement on climate change for several reasons. 19 per cent of the world's electricity is consumed by lighting. By introducing energy-efficient lighting technology, Philips can reduce CO2 emission by 500 million tons, which has transformational potential. Also, CO2 emissions from emerging markets are predicted to rise to 75 per cent in the future. Philips already generates 20 per cent of its revenues from emerging markets and is planning to increase this amount by 5-6 per cent annually. Ms. Kux said that the company cares about the sustainable growth of these countries and offers its technologies to assist them.

Ms. Kux then described how the company is implementing its commitment. Philips established its carbon footprint and discovered that only 1 per cent of its CO2 emissions result from internal manufacturing processes and operations. The major part of its emissions is based on the way products are designed and used by customers, of which 90 per cent is linked to lighting technology. It was therefore key to roll out energy efficient lighting technology, Ms. Kux said. The company also introduced key performance indicators for sustainability and established a green logo, which is recognizable by consumers. On its "simple switch" website, stakeholders can make a personal pledge and make their personal calculations of their impact on CO2 emissions based on the use of certain products. Finally, the company has 200 green flagship products on the market, which generated € 4 billion in 2006, representing 15 per cent of total revenue.



Closing Plenary Day One



SPECIAL ADDRESSES

Mr. Jose Sérgio Gabrielli de Azevedo, *President and Chief Executive Officer, Petrobras SA*

Captain Wei Jiafu, *President and Chief Executive Officer, China Ocean Shipping Group*

Mr. Ali Y. Koç, *President, Corporate Communication and Information Technology Group, Koc Holding SA*



MODERATOR OF INITIATIVES

Mr. Bertrand Collomb, *Chairman, Lafarge*

PRESENTATION OF DECLARATION

Mr. Talal Abu-Ghazaleh, *Chairman and Chief Executive Officer, Talal Abu-Ghazaleh & Co. International*



Jose Sergio Gabrielli de Azevedo, President and Chief Executive Officer of Petrobras, pointed out that business perception of major trends in the world is changing. He noted that the principles of the Global Compact have become more important over the past five years and that businesses must take action towards achieving these principles. Action needs to focus on a specific set of issues. For example, businesses need to reduce poverty and empower the poor. Mr. Gabrielli stressed that his own company is focusing on conservation and the efficient use of fossil fuels, and added that Petrobras is also investing in bio fuels and is trying to find cleaner and safer products as part of its commitment to social and environmental responsibility.

Mr. Gabrielli explained that businesses must be transparent and accountable. He stated that if companies can develop ways to measure progress or lack of progress, we will see business moving towards implementing all Global Compact principles. At the same time, he said, firms want to build trust, and therefore free-riders need to be delisted. He called on businesses to be champions of the principles and spread their learning to other businesses.



Captain Wei Jiafu, President and Chief Executive Officer of the China Ocean Shipping Group, explained that COSCO's goal is to build a harmonious world together. He said that his company has implemented energy saving measures to improve environmental standards and adopted employee rights to improve the work conditions and salaries of its crews. He added that COSCO also fights against corruption and makes efforts to prevent bribery. He concluded his remarks by reiterating that now is the time for corporate citizenship and that we need to build harmonious businesses. "We only have one earth for all human beings", he said.



Ali Y. Koç, President of the Corporate Communication and Information Technology Group, Koc Holding SA, pointed out that the Global Compact Leaders Summit was the largest gathering of businesses on the subject of Corporate Social Responsibility in history. He observed that a paradigm shift is happening among businesses. But he also stated that there is no case that fits all for corporate citizenship, and that participants were at the Summit to learn from each other. Mr. Koç remarked that we are wealthier and that three billion people have mobile phones today, but that 3.5 billion people still live below the poverty level.

He said that the Goldman Sachs report has shown that companies which perform best in the market place also score highest on environmental, social and governance issues. Mr. Koç said that several challenges remain for the Global Compact and for businesses. He stressed that the Global Compact must continue to delist free-riders, but that it should also find a way to ensure compliance with the principles. He suggested that governments should be more involved in the process and that enforcement mechanisms be created.

Following the speakers' presentations and the announcement of selected initiatives, (see "Selected Initiatives" p. 54) **Talal Abu-Ghazaleh, Chairman and Chief Executive Officer of Talal Abu-Ghazaleh International**, presented the "Joint Declaration of Global Compact Participants on the Role of Business in Society" (the so-called "Geneva Declaration," Annex III), saying that the global business community will continue to deliver value to society and better position itself in the communities where they do business. Business leaders must lead by example and governments must help to create an enabling environment. He called on all participants to adopt the Declaration during the second day's Closing Plenary Session.

"Challenges create opportunities."

Jose Sergio Gabrielli de Azevedo, *President and Chief Executive Officer, Petrobras*



*"We only have one earth
for all human beings."*

Captain Wei Jiafu, President and Chief
Executive Officer, China Ocean Shipping
Group

Gala Dinner

MASTER OF CEREMONIES **Ms. Charlayne Hunter-Gault**, *Journalist*

WELCOME TOAST **H.E. Ban Ki-moon**, *United Nations Secretary-General*

REGIONAL DEVELOPMENT INITIATIVES

Asia

Mr. Hu Deping, *Vice President, All-China Federation of Industry & Commerce (ACFIC),
Vice-President, China Society for the Promotion of the GuangCai Program (CSPGP),
President, China-Africa Business Council (CABC)*

Africa

Mr. Sam Oluabunwa, *Chief Executive Officer, Neimeth International Pharmaceuticals Plc.*
Ms. Amina Oyagbola, *Executive Head, MTN Nigeria*

Latin America

Mr. Antonio Brufau, *Chief Executive Officer, Repsol YPF*

SPECIAL GUEST **Professor Jeffrey Sachs**, *Director, The Earth Institute at Columbia University*

The Gala Dinner was held on the topic of the United Nations Millennium Development Goals (MDG), which range from halving extreme poverty to halting the spread of HIV/AIDS and providing universal primary education, all by the target date of 2015. They form a blueprint agreed to by all the world's countries and all the world's leading development institutions. They have galvanized unprecedented efforts to meet the needs of the world's poorest.

Charlayne Hunter-Gault, Journalist from South Africa and the evening's Master of Ceremonies, opened the Gala Dinner observing that charting a course that will help lift those in poverty out of poverty in Sub-Saharan Africa and meeting the Millennium Development Goals can only be done through collective action. She called the Global Compact Leaders Summit "an event whose time has definitely come".

United Nations Secretary-General Ban Ki-moon welcomed the dinner guests by expressing gratitude for the tremendous growth of the Global Compact. He stressed that in seven short years, the Global Compact has grown to what it is today, the world's largest voluntary corporate citizenship initiative with over 4000 stakeholders in 116 countries. He reiterated that this Summit was a historic opportunity to incorporate universal values into global markets and open a new chapter in the history of globalization — one that benefits all the world's people.





Asia

Hu Deping, Vice-President of the All-China Federation of Industry & Commerce (ACFIC) and the China Society for the Promotion of the GuangCai Program (CSPGP), and President of the China-Africa Business Council (CABC), presented two programmes in China and Africa that support economic development and help establish a new inclusive economic order. The Society for the Promotion of the GuangCai Program is an anti-poverty campaign that provides training and job opportunities for millions in China through commercial approaches and addresses the challenges of poverty reduction.

The China-Africa Business Council was established in partnership with the United Nations Development Programme, the China Development Bank and the China Import-Export Bank in 2006 in order to support China's private enterprises in Africa. Mr. Deping stated that CABC's activities are an extension of the GuangCai Program and facilitate economic development on the African continent. CABC now includes 200 enterprises from China, Hong Kong and Macao.

Africa

Sam Oluwabunwa, Chief Executive Officer of Neimeth International Pharmaceuticals Plc., explained that the available human capital to drive growth in Africa is affected by the high burden of disease, especially the high rate of infections such as malaria, measles, tuberculosis and HIV/AIDS, but also some genetic conditions such as sickle cell anaemia and albinism. Poor education, nutrition, hygiene and low government spending on health care are some of the causes and prompted the New Economic Pact for Africa's Development (NEPAD) to call on businesses to intervene and participate in NEPAD's Healthcare Initiative. Mr. Oluwabunwa listed several programmes that his company set up in response, such as the Combatin Kids Club to teach children about hygiene issues, the Ciklavit Sickle Cell Club to provide counselling and drugs at subsidized rates for patients, the Unaben Special Club to provide health education and medication for the disabled, the HIV/AIDS project to provide voluntary testing and counselling and the Insidious Epidemic Campaign that offers mass screening of the population for hypertension and diabetes. In addition, as Mr. Oluwabunwa explained, Neimeth provides laboratory equipment and management, industrial work experience and scholarships for students.

Mr. Oluwabunwa said that the scope and intensity of corporate social responsibility activities have increased since his company joined the Global Compact. The company now regards its social activities as a strategic business initiative aimed at creating stakeholder goodwill that impacts corporate profitability.

Amina Oyagbola, Executive Head of MTN Nigeria, said that the Global Compact provides a platform for change and transformation. She stressed that the MTN Foundation, the company's corporate social responsibility programme, is key to the company's business strategy. She explained that her company's vision is to sustain its leadership position, providing first-class telecommunications services, while setting an example for others to follow in the face of a challenging environment. Ms. Oyagbola explained that MTN is dedicated to running an ethical business, contributing to a vibrant society, guided by good corporate governance, the inherent value of its products to society and corporate social investments.

Ms. Oyagbola said that the MTN Foundation focuses on education projects to help bridge the digital divide. MTN's programs have already touched the lives of over one million people in two years. There are 100 program sites and the number is growing.

Latin America

Antonio Brufau, Chief Executive Officer of Repsol YPF, presented a project entitled "2015 — A better world for Joana," based on a fictitious character of a young girl in Latin America who will be grown up by 2015, the target year of the Millennium Development Goals. He explained that eleven companies in Latin America came together using their communication skills and brand awareness to create value for the societies in which they operate. Repsol is committed to promoting awareness of the MDGs and sees one of its major challenges in creating equal prosperity throughout the world. The company is using part of its advertising budget to reach out to the media and advertise Joana on posters, website banners and company magazines around the world.

Special Guest

Jeffrey Sachs, Director of the Earth Institute at Columbia University, opened his keynote address by thanking UN Secretary-General Ban Ki-moon for his work in handling the complex challenges of the world. He also thanked the Global Compact Executive Director Georg Kell for steering the Global Compact and having become the world's most important contribution of business to social responsibility. Professor Sachs explained that it is within our power to end extreme poverty by 2025. The MDGs get us halfway there, he said, "but we can get there all the way." He observed that the private sector, through evolving technologies, has built a global economy of 60 trillion dollars per year, has advanced global life expectancy and generated a food supply that is keeping up with the population increase. Ending poverty would require bringing these life-saving technologies to those who do not have access to them today, he said.

Professor Sachs called on the private sector to make available its technologies to the world's poorest. He said that rapid scale-up was possible through public-private partnerships. He also asked companies to follow in the footsteps of the pharmaceutical industry and make technologies available at cost.

Professor Sachs suggested that those companies doing business in the emerging markets in Asia should move to Africa, and those doing business in African cities need to move to rural areas. He noted that 2008 marks the mid-point on the timeline to achieving the Millennium Development Goals, and urged the private sector to come up with plans to change the world. "Your business is there to improve the well-being of the world", he said.

"You are building the future. Please reach beyond what you are doing and understand how the fate of the world is in our shared hands."

Jeffrey Sachs, Director,
The Earth Institute at
Columbia University





SESSION 3

Facing Realities

SPEAKERS

Mr. Achim Steiner, Executive Director, United Nations Environment Programme

Mr. Carl-Henric Svanberg, President and Chief Executive Officer, LM Ericsson

Ms. Anne Lauvergeon, Chairman of the Executive Board, Areva

Mr. B. Muthuraman, Managing Director, Tata Steel

Mrs. Ntombifuthi Mtoba, Chair of the Board, Deloitte South Africa

Mr. Colin Melvin, Chief Executive Officer, Hermes Equity Services



UN – Business Partnerships

Achim Steiner, Executive Director of the United Nations Environment Programme, stated that the goal of the Summit is to face realities, which is not only a point of action but also a point of reflection. He said that the fact that there were so many participants at the Summit proved the importance of this reflection. Mobilizing the United Nations means to mobilize the will of governments, he explained, which had to lead to broader activities and new areas of cooperation with businesses.



Mr. Steiner called the Leaders Summit an expression of public interest and explained that the Global Compact is becoming the leading platform for business interaction with the United Nations. He pointed out that the Global Compact's principles are built on the foundations of what is wrong and what is right, and that the United Nations stands for the development, monitoring and perhaps even for the enforcement of the principles.



Mr. Steiner stressed that the United Nations must now make business partnerships a top priority and develop a clear strategy that responds to the diversity of the issues and the public interest. The UN is not an easy partner to work with, he said, but both sides have learned a lot about working together. He stressed that the aim must be to share practices, learn from past experiences and respect each other. He concluded his remarks by saying that the objective of business should be a transformation guided by enlightened self-interest based on the goals articulated by our societies.



Georg Kell, Executive Director of the Global Compact, presented a new web-based platform for business engagement with the UN. He said that in response to the growing consensus across the UN System that greater efforts should be made by the UN to showcase potential engagement opportunities with non-state actors, especially the private sector, the UN Global Compact Office, OCHA and UNFIP have been collaborating with a group of 10 United Nations Agencies, Funds and Programmes and with the international NGO "Global Hand" to develop a new UN-Business website accessible through the UN's homepage. The new design will provide an interactive platform through which the United Nations can more proactively engage with business actors.



Human Rights

Carl-Henrik Svanberg, President and Chief Executive Officer of LM Ericsson, pointed out that Ericsson was doing the majority of its business in emerging markets. For Ericsson, the Global Compact presented a win-win solution in these markets, he said and added that tremendous progress had been made since the launch of the Global Compact. Closing the development gap was not a question of philanthropy but a business case.

Mr. Svanberg announced that in 2008, on the occasion of the 60th anniversary of the Universal Declaration of Human Rights, Ericsson would use the opportunity to show the positive impact of knowledge and communications on Human Rights. According to Mr. Svanberg, Ericsson hopes to inspire other companies to promote Human Rights and make the business case. He stressed that businesses should not shy away from Human Rights but state what they can do.

Furthermore, Mr. Svanberg said, Ericsson stands for economic and social development. Mr. Svanberg stressed that telecommunications is a driver for development, and mobile phones are used to satisfy basic needs like having access to doctors and business partners or staying in touch with family.

Mr. Svanberg mentioned that Ericsson has created e-learning programmes in Uganda, South Africa and Tanzania. In China, Ericsson is leading a sustainable development program in the Chinese province of Guangdong, where access to telecommunications technology helps the transfer of remittances and allows for micropayments. Mr. Svanberg added that Ericsson offers relief aid in disasters providing an emergency communications platform that can be installed within 48 hours, as for example after the earthquake in Pakistan. He concluded his remarks by calling on businesses to take action: "It is not about talking, but about doing".

Climate Change

Anne Lauvergeon, Chairman of the Executive Board of Areva, emphasized that the debate about climate change has gained broad recognition and great importance. From the reports by the Intergovernmental Panel on Climate Change, we know that just a small change in the world's average temperature results in enormous consequences, she said. She pointed out that we will be forced to share these consequences, as issues of migration and health will affect the entire world population.

According to Ms. Lauvergeon, the challenge is to link development with the need to fight climate change. She noted that ever since the industrial revolution, economic growth has been linked with CO₂ emissions and that accelerated growth leads to higher demands in energy. Fighting climate change might hinder development as the producer is asked to change its pattern of production.

Ms. Lauvergeon suggested that companies can act through improved technology, but she pointed out that CO₂ emissions-free production requires tremendous investment in research and development and the commitment of business leaders. She stated that there are solutions if we recognize that global challenges need a global response and urged businesses to realize that it is not about public relations and nice words, but about the core values of each company.

She concluded by saying that the Global Compact has done an extraordinary job in allowing companies to get engaged and realize that it is time to act. Enterprises are results-oriented, and now is the time to combine business efficiency with human values, she said.

Labour

B. Muthuraman, Managing Director of Tata Steel, said that the process of globalization can increase the well-being of labour in developing countries, but at the same time it also risks having adverse effects. Inclusive trade and the high speed of globalization demand labour standards, otherwise not everybody will benefit from the process. Mr. Muthuraman noted that this is an important task for the Global Compact, and that a better labour representation was needed at its forums.

He explained that Tata's vision is to co-create innovation with its workers, and that Tata's labour union had been essential in this regard. Furthermore, as he pointed out, Tata had developed welfare initiatives to prevent the poor and the disabled from falling into traps of debt and forced labour. The company also created excellence programs and built schools to allow the marginalized populations to go back to school and abolish child labour. Finally, Tata implemented the principle of non-discrimination and employs a local work force and management across all religious, language and ethnic groups.

Mr. Muthuraman concluded his remarks by stressing that inclusive growth needs inclusive labour, otherwise globalization will not develop smoothly.

"Closing the development gap is not a question of philanthropy, but a business case."

Carl-Henrik Svanberg,
President and Chief Executive Officer,
LM Ericsson

"Our basic strategy should be that our productions become CO₂-free in order to stay competitive."

Anne Lauvergeon, Chairman of
the Executive Board, Areva

"Inclusive growth needs inclusive labor."

B. Muthuraman, Managing
Director, Tata Steel

“The fight against corruption is a fight for the soul of business.”

Ntombifuthi Mtoba, *Chair of the Board, Deloitte South Africa*

“Responsible investment has become a global trend.”

Colin Melvin, *Chief Executive Officer, Hermes Equity Services*

Anti-corruption

Ntombifuthi Mtoba, Chair of the Board of Deloitte South Africa stated that corruption remains a global problem despite the fact that until today, 83 countries have ratified the United Nations Convention against Corruption and extensive regulations and initiatives have been developed. She said that corruption is very difficult to handle because business is both on the supply and demand side of the issue and there remains an important information gap.

Ms. Mtoba pointed out that corruption is among the greatest obstacles for investment; it reduces economic efficiency and social welfare, undermines the rule of law, the trust of stakeholders and increases the cost of business. She said that fighting against corruption was a fight against poverty. And, she continued, as leaders in our businesses and our communities, we must ask how we can maintain the trust of our stakeholders and what we can do to face the problem of corruption.

She reiterated that business leaders need to increase accountability and responsibility and engage in anti-corruption initiatives linking civil society, business and government. But Ms. Mtoba said that this is not enough; the Global Compact needs hard measures as well to increase the capacity of businesses to reduce corruption. She concluded her remarks by saying that we need to increase institutional efforts and “speak up, stand up and scale up.”

Responsible Investment

Colin Melvin, Chief Executive Officer of Hermes Equity Ownership Services, the United Kingdom’s largest pension fund, observed that the investment world is changing quickly and that responsible investment has become a global trend. He stressed that there are clear benefits for investors in incorporating environmental and social standards, and their decisions are guided by the rewards given by the markets.

He pointed out that the Principles for Responsible Investment (PRI), sponsored by the Global Compact and the UNEP Finance Initiative, have become very significant globally since their launch in April 2006. The PRI’s signatories are currently representing USD 10 trillion in assets under management and include some of the world’s largest funds. All signatories are committed to including environmental, social and governance (ESG) factors in their investment decisions as equity shareholders, thereby acting as responsible “owners” of the entities in which they invest. Mr. Melvin said that the success of the PRI has been astonishing within the short timeframe of their launch. He also commended the Global Compact on the “Who Cares Wins” initiative, which is very important in relation to ESG factors.

Mr. Melvin explained that the financial market will recognize businesses’ compliance with the Global Compact principles, stressing that a changing world and enlightened self-interest impact long-term investment decision-making.





SESSION 4

Getting Down to Business

Roundtable Discussions

Human Rights

CHAIR **Ms. Louise Arbour**, *United Nations High Commissioner for Human Rights*

SPEAKERS **Mrs. Mary Robinson, President**, *Realizing Rights: The Ethical Globalization Initiative*
Mr. Mads Øvlisen, *Chairman of the Board, Lego Group*

Participants in this session discussed the leadership roles CEOs can play in respecting and promoting human rights, particularly within the framework of next year's 60th anniversary of the Universal Declaration of Human Rights (UDHR). Questions addressed during the roundtable discussions included how all Global Compact stakeholders can ensure that voluntary human rights initiatives deliver their promises; how business can play an active role in the development of better governance, as a means of strengthening overall human rights frameworks; and how human rights impact assessments can be more effective and applied more widely.

Observations & Recommendations

1. Universal Declaration of Human Rights (UDHR)

- Companies are encouraged to use the occasion of the 60th anniversary of the UDHR to commit to a new concrete activity to advance human rights within their business and sphere of influence.
- Companies could use their websites to help raise awareness of the UDHR during the commemorative year.
- National human rights institutions should organize dialogues to mark the UDHR's anniversary.
- Regional 60th anniversary events could be organized involving businesses inside and outside Global Compact Local Networks.
- The Global Compact should point to tools focusing on what the UDHR says, and how it applies to businesses. Companies could be encouraged to use these tools in dialogues with employees during the UDHR's commemorative year.
- Global Compact participants should fund human rights education activities around the UDHR in the communities where they operate.
- The occasion of the 2008 Olympics could be used to engage sports celebrities in talking about the importance of the UDHR. Corporate sponsors of the Olympics could be invited to organize events and do public relations work involving such celebrities.

2. General

- Companies could make better use of the growing number of business and human rights tools that help improve understanding of how human rights are relevant for business and what can be done to promote human rights.
- Companies should make suggestions for improvements of these tools through the Business Leaders Initiative on Human Rights (BLIHR), the Global Compact Office, the Office of the United Nations High Commissioner for Human Rights (OHCHR) or the International Business Leaders Forum (IBLF).
- Companies should conduct human rights impact assessments (HRIA) where relevant, for example by using the International Business Leaders Forum's HRIA tool.

- Companies should develop explicit human rights policies or statements as part of their commitment to the Global Compact and make these public.
- Companies should increase their engagement with their stakeholders, both internal and external, on human rights related issues.
- Companies should engage in more collective action with peers at sectoral levels and build up peer pressure to engage additional businesses.
- The supply chain is an important area of focus for business and human rights. Best practices should be promoted throughout the supply chain.
- Companies could use market forces to monitor and control their supply chains. For example, companies using the same suppliers could join forces and take collective action to deny market access to persistent human rights abusers.
- Companies should ensure that human rights are respected within their subsidiary operations around the world.
- Accountability mechanisms should be strengthened.



Labour

CHAIR

Mr. Juan Somavia, *Director-General, International Labour Office*

SPEAKERS

Mr. Thomas Wellauer, *Head Corporate Services, member of the Executive Management Team, Novartis International*

Mr. Roland Conus, *Member of the Executive Committee, International Federation of Chemical, Energy, Mine and General Workers' Unions (ICEM), and Trade Union Officer, UNIA, Switzerland*

Mr. Guy Ryder, *General Secretary, International Trade Union Confederation*

Mr. Antonio Peñalosa, *Secretary-General, International Organization of Employers*

Participants in this session discussed how business leaders can develop practical solutions in their relations with employees and labour organizations that maximize the benefits to all parties. In particular, they looked at how businesses can implement the Global Compact labour principles in their supply chains, what kind of support they need to do this, and what benefits and challenges result from their efforts.

Observations & Recommendations

- There is dissolution of labour management at the end of supply chains; it is challenging to get to the bottom of a supply chain, especially in weak governance countries like China.
- In order to address this challenge, more tools must be developed such as high risk mapping.
- It is important that companies respect basic human rights and promote the ILO declaration especially in countries with weak governance and regulations.
- The respect of labour rights is an excellent management instrument and is good for business.
- Dialogue between labour and management creates trust; the ILO has created a process to guide such dialogue for companies who are investing in new markets or developing new technologies.
- Auditing and monitoring are crucial to ensure the integrity of codes of conduct, but this also represents a huge challenge. Many auditors are untrained, unmotivated and underpaid. The ILO and the Global Compact should work together on these issues.
- Businesses need to make sure that workers further down the supply chain are allowed to associate and form unions.



Climate Change and Environmental Responsibility

CO-CHAIRS **Mr. Achim Steiner**, *Executive Director, United Nations Environment Programme (UNEP)*
Mr. Bjorn Stigson, *President, World Business Council for Sustainable Development (WBCSD)*

SPEAKERS **Ms. Xie Qihua**, *Former Chairman, Baosteel Group Corporation*
Ms. Michèle Bellon, *Deputy Chief Executive Officer, Veolia-Dalkia*
Mr. Raymundo Magliano Filho, *Chairman, Brazilian Stock Exchange (BOVESPA)*

Participants in this session reflected on the needs of business in dealing with the risks and opportunities associated with global climate change. Furthermore, participants looked at how voluntary initiatives contribute to changing strategies and practices and can advance climate change solutions. Finally, participants discussed the UN Global Compact's statement on climate change entitled "Caring for Climate, the Business Leadership Platform" and how companies can move forward together. Currently, 193 Global Compact participants have signed on to the "Caring for Climate" statement. The statement sets the stage for individual and collective actions and sends a powerful message to businesses, governments and consumers about the need for leadership and early action.

Observations & Recommendations

- The co-chairs observed that what we invest will have major consequences for society's ability to manage climate change. Hence, business needs a supportive regulatory framework that gives sufficient certainty and guidance for investments that can stretch 30 to 50 years into the futures.
- Furthermore, we need to give clear signals to the markets about the price of carbon, so that this factor can be included in the economic decision-making.
- China is facing a contradiction between sustainability and development. The Chinese government is interested in low emissions and sustainability and welcomes outside expertise.
- Businesses should manage their own carbon footprint, instead of waiting for regulations, and communicate the results openly to their consumers. For example, carbon labels could be attached to products so that consumers can make choices.
- It is important that companies set aggressive and precise targets and make a business case of environmental sustainability to stimulate best practices.
- In addition, a level playing field is necessary and governments need to create rules and regulations.
- The involvement of local political actors is critical for implementing change. The solution will be a mix of voluntary and regulatory efforts.
- Industry sectors should proactively develop their own carbon regulations to avoid coming under increasing pressure from the public sector (for example the airline industry).
- About 95 per cent of participants who participated in this session believe that a carbon exchange market is needed in order to make financial investments. In addition, 60 per cent believe that a global agreement is needed and about 50 per cent believe that an agreement will be reached under the UNFCCC.



United Nations – Business Partnerships

CHAIR **Ms. Jane Nelson**, *Senior Fellow and Director of the CSR Initiative, Harvard University and Director, International Business Leaders Forum*

SPEAKERS **Mr. Paul Polman**, *Chief Financial Officer, Nestle S.A.*
Ms. Monika Wulf-Mathies, *Executive Vice President, Public Policy and Sustainability, Deutsche Post AG*
Mr. Hery Rakotoarison, *Chief Executive Officer, Vohitra Environment*

This session showcased innovative examples of UN-business partnerships and highlighted the strategic relevance of collaboration both for companies and for the UN system. It also explored when and how such partnerships are useful, how much they can achieve, and how they can be scaled up to enhance impact.

Session chair Jane Nelson pointed out that the variety and scope of partnerships between the UN and business have increased markedly over the past decade. Today, they range from alliances to set standards and promote norms, to philanthropic and advocacy partnerships, to initiatives that harness the core business activities and competencies of the private sector. While the tools, training and guidelines for partnership development with the UN have come a long way, more analysis, sharing of good practice and capacity building efforts are still needed, especially at the country level.

The presentations by three very different industry sectors and size of company demonstrated the value of companies applying their core competencies and assets to helping address key development challenges. Deutsche Post, for example, has harnessed its global logistics capabilities in alliances with UNDP, UNOCHA, and UNICEF to help improve the efficiency of disaster response networks and medical supply chains. Nestle is using its areas of core competence in joint water management and nutrition projects with the UN in Africa, and a programme with UNDP in Pakistan aimed at training women farmers, agricultural extension workers, and small entrepreneurs. Vohitra provided a good example of an indigenous, medium-sized Madagascan company working with the UN on environmental services and waste management.

Participants then spent time discussing ways to enhance UN-business partnerships. They concluded that while many innovative partnerships exist, more needs to be done to increase understanding between the UN and business of each other's interests, capabilities and constraints. The UN provides the processes and regulations to form partnerships, but its bureaucracy can be a challenge. It is therefore important that there is a clear alignment between the UN and top executives of a company, that both partners are clear and transparent on their desired achievements, and that both sides think outside the box.



Observations & Recommendations

1. The Global Compact could play a valuable role in the following areas

- Analysing and sharing examples of effective partnerships, highlighting what works and what does not.
- Working with academic institutions to support train-the-trainer programmes on partnership building.
- Recognizing and communicating the achievement of companies that are working well with the UN system.
- Informing business and UN colleagues about the tools, case studies, guidelines, training programmes and other services available to support partnership building.
- Empowering national and local Global Compact networks to be more active in promoting partnership building.

2. Businesses need incentives to engage in partnerships

- Businesses need a strong rationale for any partnership, as for example a closer connection with local communities and consumers, a better framework for products and new innovations and opportunities.
- Key aspects that motivate companies to form a partnership include bringing in their core competencies, fostering employee engagement and impacting the societies where the company operates.
- The challenge for businesses lies in prioritizing which partnerships add value to a business.

CHAIRPERSON'S SUMMARY: 11 "Cs" **United Nations – Business Partnerships**

1. Clarity of focus and assets – both the UN and business need to be clearer and more open about their values, their motives, their assets, and their constraints at the outset of discussions about building a partnership
2. Core Competencies – the greatest contributions that companies can make are often through their core competencies, not only providing funding. Understanding what these are and how they can be applied to support UN goals is essential.
3. Conflict of interest – there will be situations where there are conflicts of interest, and both UN and business partners need to assess this risk at the outset and during partnerships.
4. Critique results – there is a need to be rigorous about evaluating impact
5. Coordination within the UN – more needs to be done to coordinate across the UN system. Companies often find it difficult to identify who to engage with and bureaucratic to get initiatives going.
6. Coherence of UN standards – different standards and guidelines exist within the UN system for working with business, but these are not coherent and can therefore be confusing.
7. Country-level engagement – there is enormous potential to increase the number of country-led initiatives.
8. Coalitions – getting groups of companies to work collectively with the UN, rather than one-on-one is another area that offers untapped potential.
9. Civil Society engagement – civil society organisations can often add value, greater credibility and effectiveness to UN-business partnerships by being part of the process.
10. Communication – effective communication is essential at every stage and level of partnership.
11. Capacity Building – more is needed to build the skills, technical tools, and capacity of both UN officials and business executives on how to work together. This is a challenge the Global Compact and UN Staff College can play an important role in addressing.

Jane Nelson, Senior Fellow and Director of the CSR Initiative, Harvard University and Director, International Business Leaders Forum

Unlocking the Corruption Dilemma

CHAIR **Ms. Huguette Labelle**, *Chair of the Board of Directors, Transparency International*

SPEAKERS **Ms. Annette Stube**, *Director Sustainability Leadership Programmes, Novo Nordisk*
Mr. Lee Tashjian, *Vice President, Corporate Communications, Member of the Executive Management Team, Fluor Corporation, and Member of Partnering Against Corruption (PACI)*
Mr. Antonio Maria Costa, *Executive Director, United Office on Drugs and Crime (UNODC)*

Addressing the complex issues of corruption such as the staggering statistics of bribery payments and the growing number of companies involved in serious corruption scandals, participants discussed some of the most effective strategies to curb corruption in an organization and some of the main obstacles in implementing anti-corruption programmes. In addition, participants looked at incentive mechanisms that could be put in place in their fight against corruption and what governments can do to support companies' efforts. Finally, participants also discussed ways in which companies can work together and leverage current initiatives to curb corruption.

Observations & Recommendations

1. United Nations Convention against Corruption

- The UN Convention against Corruption is a truly global framework, but a strong monitoring system is needed to make it efficient.
- Governments that have not signed on to the UN Convention against Corruption should be publicly listed.

2. General

- There exist several useful tools and platforms on corruption, such as the ICC's Anti-Corruption Commission, the Partnering against Corruption Initiative principles (PACI) and the Transparency International principles, which all provide detailed guidelines on how to implement anti-corruption measures. Companies should collaborate with these organizations and make use of the different products.
- When setting up anti-corruption policies, companies need to have a framework, support from the top leadership of the organization, a multi-disciplinary group to work on the issue, training for employees and a communications strategy to promote the effort.
- Moreover, companies need to foster transparency and an open environment at the workplace to ensure success in fighting corruption. For example, companies could set up an internal web site on the issue that is available to all employees and create a whistleblower protection programme.
- Companies should highlight their commitments and advances in annual reports and make them available to all stakeholders.
- In order to be successful, a company should self-monitor its progress, but also adopt a third-party verification system.
- Companies should ask themselves the following questions when implementing an anti-corruption policy: Does my company cooperate with government and police agencies? Is my company transparent enough? Do we enforce conflicts of interest? Do we have sufficient independence of auditors? Do we write off bribes as tax deduction? Do we shelter stolen assets?
- The media is an important partner in fighting corruption, and both companies and governments should use the media to promote awareness and communications around the issue.
- A difficult question for companies is how to do business with integrity in countries where corruption is widespread. Instead of simply leaving the country, a company needs to push for a mature business ethics programme that creates an environment of compliance and an integrity culture based on social engagement.
- Companies that are fighting against corruption should form networks and lobbies to help each other in difficult countries where they might be blacklisted for reporting on corruption.

- Businesses need to insist on certain standards in their supply chains and should demand that no business contracts are signed with a supplier unless they adhere to the Global Compact principles.
- It is important to develop sectoral approaches and look at business culture in fighting corruption.

3. Small and Medium-sized Enterprises (SMEs)

- SMEs are responsible for 90 per cent of all business activities, but are the most vulnerable in the face of corruption challenges. SMEs are often faced with the choice of “paying or dying” in their fight for survival.
- The existing anti-corruption guidelines are too complex for SMEs, so a new set of guidelines is necessary for them. Transparency International is creating a new model to address these complex issues.
- Large companies can support SMEs through their supply chains by offering their services and expertise.
- Banks should give recognition to SMEs that have adopted anti-corruption standards.



Responsible Investment

CHAIR Mr. Ivo Knoepfel, *Chief Executive Officer, onValues Ltd.*

SPEAKERS Mr. Anthony Ling, *Chief Investment Officer, Goldman Sachs*
Ms. Barbara Krumsiek, *President and Chief Investment Officer, Calvert Group*
Mr. Donald Macdonald, *Chairman, Principles for Responsible Investment (PRI)*
Ms. Rachel Kyte, *Director, International Finance Corporation*

This session explored significant developments and trends regarding the integration of environmental, social and governance (ESG) issues into investment policies and analyses. Participants discussed specific questions, for example how companies can improve their dialogue and activities with the mainstream financial community (i.e. investor relations) to take advantage of these developments and trends, and how their implications differ for public companies and private firms. In addition, participants discussed how the Global Compact's Communications on Progress can be customized to meet the needs of analysts and investors.

Observations & Recommendations

- The financial sector understands the business case for ESG factors better today and is integrating these factors in its mainstream decision making process.
- There is also a greater understanding of businesses' fiduciary responsibilities.
- Large asset owners, such as pension funds, are more vocal and active today.
- There are important initiatives to improve disclosure and reporting in the financial sector, such as the Extractive Industries Transparency Initiative, the Global Reporting Initiative and the Carbon Disclosure Project.
- Major challenges remain, such as the inherent short-term view of certain financial actors and the need to train a new generation of analysts and portfolio managers.
- Goldman Sachs developed a new methodology to rank companies according to environmental and governance issues, such as leadership, treatment of workforce,



interaction with communities and environmental standards. Thus investors are moving away from negative exclusions (for example eliminating tobacco companies from their investment portfolios) towards positive screening by incorporating ESG metrics into their analyses.

- ESG is about confronting what needs to be addressed and changed. It is normal to feel challenged by this process.
- Investors cannot interpret a company's intentions or drivers, but they can assess progress reported. It is therefore important to report regularly and be transparent. The Global Reporting Initiative (GRI) guidelines are very useful in this regard. When reporting, businesses should focus on material issues to their sector or company.
- Board diversity is an important factor in good corporate governance.
- Gathering data is a real stumbling block. The GRI, stock exchanges and accounting bodies must develop standardized guidelines to produce data. Goldman Sachs engages in a dialogue with each company to ensure that the collected data is correct. Companies have responded favourably to this approach and focus on transparency and cooperation with the financial sector.
- Calvert works closely with the NGO community to obtain relevant data on companies' labour and environmental practices. Environmental data is more widely available, but a lot of work still has to be done to make the data useful for investors.
- Calvert holds all industries equally responsible and looks at the layers of impact within each industry.
- The IFC invests exclusively in emerging markets and applies rigorous social standards to any type of investment. Clients with good records gain respect and access to financial possibilities. However, there is still a lack of information on which emerging market companies incorporate ESG factors in their business operations.
- In developed countries, regulation of ESG standards is comparable, but in developing countries enforcement of these regulations is often still weak. This makes monitoring more difficult and forces the IFC to rely on partnerships with local NGOs.
- The Principles for Responsible Investment (PRI) developed a web-based tool called the "Engagement Clearing House," where organizations post issues they believe are important.
- Pension funds try to de-risk and diversify their asset base, and failure to fully integrate ESG issues could be interpreted as a breach of fiduciary responsibilities.



The Role of Governments in Promoting Responsible Corporate Citizenship

CHAIR H.E. Sheikha Haya Rashed Al Khalifa, *President of the 61st Session of the United Nations General Assembly*

CO-HOSTS H.E. Mr. Sten Tolgfors, *Minister for Foreign Trade, Sweden*
H.E. Dr. Maxwell M. Mkwezalamba, *Commissioner for Economic Affairs, African Union*

PRESENTATIONS Mr. Simon Zadek, *Chief Executive Officer, AccountAbility*
Mr. Paul Hohnen, *Special Advisor, UN Global Compact*

A Ministerial Roundtable chaired by UN General Assembly President H.E. Sheikha Haya Rashed al Khalifa discussed the role of governments in promoting responsible corporate citizenship.

Simon Zadek from AccountAbility presented his organization's recent report *The State of Responsible Competitiveness 2007* which states that competitiveness is key for every country to achieve economic development, and examines how corporate social responsibility (CSR) impacts a nation's competitiveness. For example, he said, climate change posed a challenge, but also opens up new markets and opportunities for business development. The report presents a matrix to measure the linkages between CSR and competitiveness and to stimulate discussion of this topic. But, Mr. Zadek said, these linkages still need to be measured more effectively and could be applied to sector and industry levels.

Paul Hohnen, Special Advisor to the Global Compact, discussed the tools for and benefits of governments using their soft power to promote and stimulate responsible business practices. He said that today's challenges in the areas of sustainable development and the environment highlight how governments need to harness the power of business. He identified several ways in which governments can use soft power to do so, including creating enabling environments; awareness raising; capacity building; convening meetings; mediation; research; funding CSR initiatives; building partnerships; developing tools; ensuring legislative consistency and applying standards. In conclusion, Mr. Hohnen said that companies are new ambassadors of universal values. By injecting principles into their business operations we can trigger a historic impact.



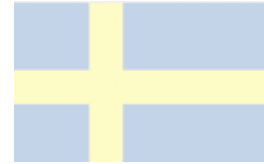
Sweden

H.E. Mr. Sten Tolgfors, *Minister for Foreign Trade, Ministry for Foreign Affairs*

The Swedish government said that responsible Corporate Social Responsibility is vital for a better trade system. Therefore, it is important that governments support voluntary initiatives and promote the dissemination of the Global Compact's principles and the OECD guidelines.

Sweden explained that there is a strong business case for companies in the European Union to implement CSR strategies. EU consumers increasingly favour products produced in good environmental and social conditions. If companies do not implement a CSR strategy, it could affect their market position. Governments need to enforce the laws in order to create an even playing field. Today, CSR is seen as a strategy to help business relate to challenging conditions such as corruption issues. But corporate responsibility must be business-driven. It is not an alternative to legislation.

CSR is also important for inter-country relations because consumers' preference determines which companies or suppliers to purchase from. Therefore, governments should encourage companies to act responsibly.



African Union

H.E. Dr. Maxwell M. Mkwezalamba, *Commissioner for Economic Affairs*

The African Union's objective is to promote good governance through an African peer review mechanism, a voluntary initiative with 27 signatories so far. Reviews have been completed for five countries. The primary focus lies on combating all forms of corruption based on the UN Convention against Corruption. Furthermore, the African Union seeks to promote private sector development in order to create a prosperous and inclusive economy.

The African Union said that CSR strengthens businesses' contribution towards poverty reduction and achieving the Millennium Development Goals in Africa. The Global Compact was described as an important initiative for the AU, and it therefore invites and challenges companies in Africa to participate in the initiative. Furthermore, the AU encourages its organs to promote CSR with the business community and civil society.



Spain

H.E. Mr. Bernardino León, *Secretary of State for Foreign Affairs*

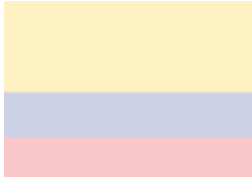
Spain's economy has grown dramatically over the past 25 years. It used to have mostly domestic companies, but now some of its businesses rank among the most important investors in the world. Spain also moved from Latin American-based investments to global investments. Today, the government focuses on three main challenges: energy, terrorism and migration. Spain said that dialogue with the private sector was an important factor in resolving these issues. Some specific initiatives and issues the government is promoting with the private sector include: an optional protocol for social rights; human rights, in particular access to safe drinking water and sanitation through its companies operating in Latin America and Africa; water and environment issues in Spain; and the eradication of child labour.

Spain uses the soft power approach and has formed a parliamentary sub-committee to focus on corporate social responsibility. The government asks its companies to adhere to voluntary initiatives and a code of conduct, and demands an explanation of those companies that do not adhere to any CSR initiatives. Businesses comply on a gradual basis. This approach is working well, and the government has a positive experience with CSR. It helps improve the country's competitiveness and also the government's own capacities.



Colombia

H.E. Mrs. Adriana Mejia Hernandez, *Deputy Minister for Multilateral Affairs*



Colombia shares the vision of the Global Compact and said that the initiative helps promote human capital building and development. In order to maximize the GC's potential, institutional actions are required. Governments should incorporate the Millennium Development Goals into their policies and, at the same time, create policies to encourage entrepreneurial activities. Colombia has a policy to promote SMEs and has set up the "Bank of Opportunities" to improve access to credit for low-income families and micro entrepreneurs. Governments should also promote national and international capacity building in the area of corporate social responsibility. Finally, governments must join other actors and engage in public-private partnerships to support local and regional projects. For example, Colombia is supporting the creation of a regional Global Compact centre in Bogota to support the initiative in Latin America.

United Kingdom

H.E. Mr. Julian Metcalf, *Deputy Permanent Representative to the UN and other International Organizations in Geneva*



Currently, over 250 million children worldwide are subjected to child labour. Poverty is the root cause of some important issues like this particular one, and the Global Compact principles can address these issues. The UK government proposed five ways in which governments can support the initiative: help promote the business case for corporate social responsibility; provide technical assistance in developing countries, for example to eradicate corruption; engage in diplomatic dialogues within the framework of high-level meetings, like the Glen Eagles Summit; audit trade and investment projects of the export credit agencies and ensure that ESG factors are included in the financial analysis of a project; similarly, ensure that UK companies that seek government funding adhere to the Global Compact principles; incorporate the principles throughout the UK government and its policies.

Mexico

Mr. Alberto Ortega, *Chief of Staff, Ministry of Economy*



Mexico addresses the challenge of how to build human capital and promote development through public-private partnerships. Joint education projects focus on the values of good corporate citizenship and competitiveness.

Chile

Mr. Ricardo Escobar, *Commissioner, Inland Revenue Service*



One of Chile's challenges is promoting responsible tax payments. Currently, 90 per cent of taxes are paid by 2 per cent of the population. In order to encourage responsible behaviour, Chile is creating an IT-based taxpaying system and will issue responsibility certificates to taxpayers that use electronic systems. In addition, large corporations are asked to encourage their suppliers to use the same system.

Nigeria

H.E. Dr. Martin I. Uhomoibhi, *Ambassador, Permanent Representative to the UN and other International Organizations in Geneva*

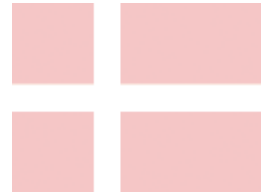
In March 2007, the Global Compact Nigerian Network was launched in the country and attended by the former Nigerian President. The government supports the Global Compact's objectives and is using soft power approaches, such as dialogues with labour, the academic community and companies to promote the principles. Nigeria believes in the efficiency of voluntary approaches, and said that governments and companies can enhance each other's goals. The government encourages its companies to sign on to the Global Compact and thinks it is important that ESG factors are integrated into business activities. It asks companies to disclose their CSR activities to the public because this reinforces the trend to integrate CSR principles into business operations.



Denmark

H.E. Mr. Carsten Staur, *Ambassador, Permanent Representative to the UN in New York*

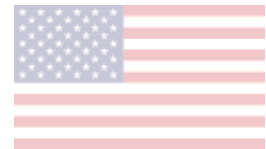
Responsible competitiveness is aligned with the historic legacy of the Nordic model, which emphasizes sustainable development, the welfare state and socially responsible models. Denmark wants to expand its leadership role on this topic in a number of areas: Create a national strategy for Corporate Social Responsibility, based on a unified government approach; tie CSR principles to Overseas Development Assistance in relation to private sector and public funding; develop standards for the energy sector and work in close relationship with the private sector on environment-related issues; and promote R&D of energy technologies through public-private partnership projects.



United States of America

H.E. Mr. Warren W. Tichenor, *Ambassador to the UN and other International Organizations in Geneva*

The US recognizes the value of ESG factors in advancing global competitiveness and promotes the climate for sound practices based on these factors. The US government said that a combination of sound regulation and stimulating incentives, such as corporate excellence awards, are key to promoting the integration of ESG factors into business practices. The government is making use of regulation, tax and litigation reforms to incorporate and promote ESG factors within its own policies.



Italy

Mr. Claudio Spinedi, *Counselor, Director-General Development Cooperation, Ministry of Foreign Affairs*

Italy promotes SME development and said that financial mechanisms that support sustainable development and CSR are gaining importance. It is currently mandating an Italian bank to research this subject. The government works with partners to encourage the adoption of the Global Compact principles.



Netherlands

Mr. Roel Nieuwenkamp, *Director, Trade Policy Department*



The Netherlands promotes globalization while maintaining a balance of economic and social aspects. The challenge for the government is the governance gap — government regulation is local, but trade is growing internationally. It addresses this challenge in two ways, 1) in the public domain, using hard power, for example through international organizations such as the World Trade Organization and the International Labour Organization, and 2) in the private domain, by promoting responsible competitiveness, private sector initiatives and voluntary principles. The two approaches reinforce each other. Furthermore, the government focuses on creating coherence between international codes and CSR platforms.

China

H.E. Mr. Li Baodong, *Ambassador, Permanent Representative to the UN and other International Organizations in Geneva*



Chinese businesses value ethics and profit equally. The government recently adopted a law which focuses on CSR and regulates Chinese companies that operate overseas, asking them to respect international rules and local regulations.

The Global Compact principles have laid a good foundation for China to promote competitiveness among its companies. However, China raised a concern about the principles and said that they need to be adapted to the local conditions in developing countries in order to avoid the misuse of the principles by promoting and protecting the interests of certain groups only.

Republic of Korea

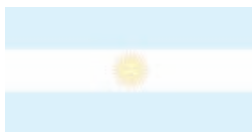
H.E. Mr. Soung-Jin Chung, *Chairman, Korea Independent Commission against Corruption*



The Korean government said that it uses its soft power by promoting voluntary initiatives and engaging in public-private partnerships. For example, in March 2005, it signed the K-PACT (Korean Pact on Anti-Corruption and Transparency) with business and civil society partners to fight corruption. The Korean government supports the K-PACT's council by promoting best practices in fighting corruption and by encouraging its companies to participate in the Global Compact and adopt its principles. In addition, the government requests that companies are monitored by independent audit companies to ensure transparency and that CEOs certify their statements in order to protect the shareholders and prevent accounting fraud.

Argentina

H.E. Dr. Carlos A. Tomada, *Minister of Labour, Employment and Social Security*



The Argentine government said that corporate social responsibility is a useful tool to achieve the Millennium Development Goals, because it helps fight poverty and social exclusion. The government's focus within the area of CSR is on ensuring decent work. It requests that Argentine companies take into consideration labour issues and promote health standards, training opportunities, decent work and quality employment.

Argentina has around 200 participants in the Global Compact. The Argentine government is committed to promoting CSR and asks all large companies, SMEs and supply chains to adhere to labour standards and implement the Global Compact principles. The Ministry of Labour created programmes to promote the benefits of formal, registered labour and to analyse the relationship between employment conditions and competitiveness. It also created partnerships with universities and NGOs to promote training of young people throughout the value chain.

Singapore

H.E. Mr. Lim Boon Heng, *Minister in the Prime Minister's Office*

Singapore supports the Global Compact and actively promotes participation in the initiative. It created an independent organization in partnership with other stakeholders to assist companies in achieving the standards of the Global Compact principles and implementing them. For example, businesses are trained on how to form a constructive relationship between employers and trade unions.

Singapore is an international trading nation and needs to ensure that its population works under good conditions, based on certain standards. In addition, the government is developing programmes to address key issues such as the environment, access to water, energy, waste management and corruption.



Switzerland

H.E. Walter Fust, *Ambassador, Director General of the Swiss Agency for Development Cooperation*

The Swiss government does not believe in using either hard or soft power, but instead prefers to use the power of conviction and global consensus building. Swiss companies are exemplary in adopting Corporate Social Responsibility programmes that go beyond implementing the Global Compact principles.

Switzerland is a key supporter of the Global Compact and said that more funding should be provided to the initiative.



Norway

Mr. Jostein Mykletun, *Deputy Director General, Ministry of Foreign Affairs*

The Norwegian government reiterated Switzerland's call for more government funding in support of the Global Compact. Norway held a large conference in March 2007, which resulted in a white paper on CSR. The paper is not a new regulation, but aims at promoting corporate social responsibility principles and creating a level playing field. For example, the document addresses certain challenges for the Ministry of Finance, Oil, Energy and Health. A joint committee consisting of representatives across all ministries is currently discussing the implementation of the white paper.



CHAIRPERSON'S SUMMARY

Ministerial Roundtable

As globalization brings people, societies and cultures ever closer together, the need and opportunities for cooperation, enhanced understanding and greater prosperity also increase. Responsible businesses that implement proactive corporate policies and practices, including those that respect human rights and ensure safe and decent workplace conditions, environmental protection and good corporate governance, can make a major contribution to the achievement of economic, social and environmental goals. They can also help make markets more sustainable, stable and inclusive. Creating policies and practices that promote business responsibility can also enhance business competitiveness.

Voluntary initiatives, such as the UN Global Compact, can play a useful role in promoting responsible corporate citizenship and can complement Government action. We recognize the contributions of businesses based or operating in our countries in advancing responsible corporate citizenship activities, including the UN Global Compact; promote their continued participation in these voluntary initiatives; and encourage the exchange of experiences among enterprises in promoting corporate social responsibility.

The adoption and enforcement of laws and regulations rests with governments. Business-led efforts can only be sustained and brought to scale if public institutions, the rule of law, and transparent and predictable regulatory efforts support responsible business practices. Moreover, collaborative multi-stakeholder initiatives between public institutions, business, civil society and labour organizations offer opportunities to promote innovation and advance sustainable development in ways that have the potential to go beyond what Governments and business could deliver on their own.

Some of the ways in which Governments can support responsible business practices include:

- i) **Creating an enabling environment:** Governments can put in place the necessary conditions for corporate responsibility issues to be discussed and developed. This could include leading by example, such as by articulating support for corporate responsibility guidelines and principles.
- ii) **Raising awareness:** Governments can actively draw attention to general issues, aspects, and benefits of corporate responsibility and stimulate public debate.
- iii) **Promotion:** Governments can highlight best practices (for example, through awards), as well as endorse or invite business and wider community support for voluntary corporate responsibility programs, activities, or initiatives, such as the UN Global Compact.
- ix) **Tools Development:** Recognizing that the business sector may sometimes need guidance or require facilitation assistance, Governments can assist the development of corporate responsibility programs, guidelines, or recognition specifically designed to encourage entrepreneurship, and corporate responsibility within the small and medium sized enterprises sector.
- x) **Funding:** Where they have the resources to do so, Governments can directly contribute resources to help voluntary initiatives to maximize their impact.

H.E. Sheikha Haya Rashed Al Khalifa, *President of the 61st Session of the United Nations General Assembly*



Selected Initiatives

Throughout the Summit, Global Compact participants from around the world showcased and discussed dozens of collaborative initiatives and examples of concrete action in support of the Global Compact's mission. In addition, some selected initiatives, guidance tools and action programmes were showcased and launched during the Lunch and Day One Closing sessions. (For a complete list of Summit Deliverables, please refer to Annex II.)

Principles for Responsible Management Education (PRME)

Mr. Gerard van Schaik, *President, European Foundation for Management Development*

Mr. John Fernandes, *President and Chief Executive Officer, The Association to Advance Collegiate Schools of Business*

Mr. Angel Cabrera, *President, Thunderbird School of Management and Chair, PRME Taskforce*

Gerard van Schaik, President of the European Foundation for Management Development (EFMD), representing 600 members from academia, business and the public sector in 70 countries, explained that his Foundation had joined the Global Compact in 2003 to focus on the question of how to develop a next generation of globally responsible leaders. These deliberations led to the launch of the Principles of Responsible Management Education. He said that the true genius of the Global Compact is that it brought together a powerful coalition of forces, leading organizations and initiatives in the educational field like AACSB, EFMD, the Globally Responsible Leadership Initiative and others. Mr. van Schaik announced that the EFMD Board had decided to bring the consideration of the PRME to the European Quality Improvement System and said that this should have an immediate impact on what many business schools strive for as a benchmark for international accreditation.

John Fernandes, President and Chief Executive Officer of the Association to Advance Collegiate Schools of Business (AACSB), a co-convenor of the PRME, applauded the Global Compact for its work on behalf of the AACSB's 1100 member business schools in over 70 countries around the world. He said that the PRME is a call to academic leaders consistent with the AACSB's international "Peace Through Commerce" initiative. Mr. Fernandes said that peace is the intellectual prerequisite of learning, development and societal prosperity, which is the core and mandate of all educators. Business is a proven catalyst to governments' efforts to revitalize peace, and AACSB will work with all institutions of higher education across the globe to implement, practise and invigorate the PRME.

Angel Cabrera, President of the Thunderbird School of Management and Chair of the PRME Taskforce, said that the PRME is a culmination of the efforts by business schools around the world who agreed on these powerful principles and that this initiative will change business for good.



International Standard Organization

Mr. Alan Bryden, *Secretary-General, ISO*

Alan Bryden, Secretary-General of ISO, explained that ISO is the leader for the production of voluntary international standards adopted on global markets, and that the organization has 154 national member countries and collaborates with more than 600 international and regional organizations. He said that ISO standards contribute to the three dimensions of sustainable development through the facilitation of trade, dissemination of technology, good environmental practices, environmental labelling, consumer safety, safety at work, and more recently, social responsibility. This issue came on the agenda of ISO because of the need to have some international harmonization of terminology and practices, and also because there was a multiplication of guidelines and guidance documents appearing around the globe. Therefore, ISO together with a working group of 72 countries and more than 30 international, governmental and non-governmental organizations, embarked on developing ISO 26000, which will be the international standard giving credence to social responsibility. From the beginning, ISO had a partnership with the Global Compact, which was recently formalized in a Memorandum of Understanding. The standard that ISO will eventually develop will be consistent with the ten principles of the Global Compact. Mr. Bryden said that ISO hopes to publish this standard by 2009. He concluded his remarks by suggesting that the added value of ISO is that its documents represent a double level of consensus based on the agreements of its stakeholders and amongst countries.

The CEO Water Mandate

Mr. Paul Polman, *Chief Financial Officer, Nestlé*

Paul Polman, Chief Financial Officer of Nestlé, announced the CEO Water Mandate representing a group of companies including The Coca-Cola Company, Levi Strauss & Co., Läckeby Water Group, Nestlé S.A., SAB Miller and Suez. He explained that the CEO Water Mandate covers six areas and is designed to assist companies in developing a comprehensive approach in water management. The six areas are direct operations, supply chain and watershed management, collective action, public policy, community engagement and transparency.

Mr. Polman pointed out that there is a great and imminent water crisis that is affecting everybody personally and the business community as a whole. The challenge is how we manage the supply of fresh water that is available. Business leadership and investments are needed to tackle this issue. He called on all business leaders to make a public statement and commitment to sustainable water management and join the CEO Water Mandate. He said that the initiative was voluntary, but represents a clear commitment to action.

He mentioned some supporting facts and figures: Only 2.5 per cent of the world's water resources are fresh water; two thirds of this are trapped in ice caps and glaciers; 1.2 billion people do not have access to clean drinking water; 2.4 billion people do not have access to sanitation; 23 countries in the world have 66 per cent of all the fresh water available. At a special risk are fast-growing, important countries for the business community including China, the Middle East, India and North Africa. Furthermore, Mr. Polman continued, over the next 20 years global household consumption is predicted to increase by over 60 per cent and agricultural use by over 140 per cent. Nestle is a food company and is therefore heavily dependent on the agricultural sector, which uses 70 per cent of the world's available water. Nestle focuses on three areas: its own manufacturing operations; encouraging and supporting farmers to promote good water management; and facilitating access to clean water for consumers. 850 Nestle agricultural extension specialists are working with over 500'000 farmers, introducing water management techniques which significantly reduce the use of water in agriculture. Other programmes include water education for teachers, reaching millions of children, and initiatives to provide clean water opportunities to communities. Nestle will continue its leadership and best practices sharing.

The Buenos Aires Declaration

Mr. Rafael Miranda, *Chief Executive Officer, Endesa*

Mr. Diego de la Torre, *Chairman, La Viga S.A. and President, Global Compact Local Network Peru*

The Buenos Aires Declaration offers a set of recommendations for engagement of subsidiaries at the local level in Latin America and is supported by approximately 140 representatives of multinational corporations and Global Compact networks in the region.

Rafael Miranda, Chief Executive Officer of Endesa, a leading private electricity company in Latin America, said that all its subsidiaries have adopted the Global Compact principles and are actively participating in their Local Networks. This commitment is in line with the Buenos Aires recommendations to the Leaders Summit: 1. All subsidiaries should sign onto the Global Compact; 2. Subsidiaries should publish their own Communication on Progress; 3. Every year, each subsidiary should submit a letter to the Global Compact Local Network to clarify its commitment to local collective action.

Diego de la Torre, Chairman of La Viga and President of the Global Compact Local Network in Peru, called on the leaders of multinational companies to apply the Global Compact principles in all their subsidiaries in the various countries where they operate. He stated that the subsidiaries' involvement in the Global Compact is very important and should be managed through the subsidiaries' strong partnership and cooperation with the Local Networks. Mr. de la Torre said that multinational companies can become the global champions of the Global Compact, boosting a more socially and environmentally conscious business culture around the world.



Making the Connection: Using the Global Reporting Initiative's G3 Reporting Guidelines for the UN Global Compact's Communication on Progress

Mr. Ernst Lichteringen, *Chief Executive, Global Reporting Initiative*

Ernst Lichteringen, Chief Executive of the Global Reporting Initiative, said that GRI is working closely with the Global Compact to help companies produce their annual Communication on Progress (COP) based on the GRI reporting guidelines, a mechanism for communicating progress, which is widely recognized. The COP should provide insight into a company's intentions and results. He said that businesses should use reporting as a means of making Environmental, Social and Governance (ESG) initiatives a reality. Mr. Lichteringen pointed out that 30 per cent of all COPs already use GRI reporting guidelines.

Extractive Industries Transparency Initiative

Mr. Peter Eigen, *Chair of the Advisory Board, EITI*

Peter Eigen, Chair of the Advisory Board of the Extractive Industries Transparency Initiative, said that the EITI addresses the phenomenon that those countries, which are blessed with natural resources, are often punished for their wealth by having poor governance and are beset by mismanagement and corruption. The poorest people of the world live in those regions. In order to address this issue, a number of civil society organizations, led by Global Witness and Transparency International, developed the idea that the companies that are involved in extracting these natural resources should publish what they pay in taxes, dividends and other expenditures to the governments in the countries where they operate. Mr. Eigen said that many companies responded positively to this call to publish what they pay. The initiative also addresses host governments and importing governments to support this idea of bringing transparency into the extractive industry sector. The EITI initiative was endorsed at the G8 meeting in Heiligendamm because stakeholders recognized that it serves everybody – the producers of natural resources, companies, importing countries and consumers. Mr. Eigen said that governments and companies publish what they receive and pay with the strong participation of civil society at national and global level, based on the “magical triangle” of interaction between civil society, governments and the private sector, which creates a credible process.

Mr. Eigen explained that the EITI Board includes all stakeholders: large companies, importing governments from the North, governments where natural resources are found and civil society. The Secretariat is based in Oslo. He concluded his presentation by stating that the EITI is proud to contribute to the tenth principle of the Global Compact on anti-corruption by giving this element of transparency to a sector, which has tremendous potential for fighting poverty, reducing violence and for creating a better world for all.

World Conservation Union

Ms. Purificacio Canals, *Vice President, World Conservation Union (IUCN)*

Purificacio Canals, Vice President of the World Conservation Union, said that sustainable development requires the integration of biodiversity and equity concerns into an organization's objectives and strategy. She invited all Global Compact participants to the IUCN World Conservation Congress in Barcelona in 2008, the world's largest and most diverse event on the environment and development. The Congress will explore new ways to tackle challenges, share solutions to pressing issues and forge new alliances to arrive at commitments for action. She explained that the IUCN offers the 2008 Congress as a mechanism and credible platform for the environment and development community. Ms. Purificacio stated that success is heavily dependent on the development of strategic alliances at all levels and including all stakeholders.

International Organization For Employers

Mr. Abe Katz, *President, IOE*

Abe Katz, President of the International Organization for Employers, said that the Global Compact principles are the best answer to the criticisms of globalization. He explained that to date, the Global Compact has been focusing on securing the support of global companies, but that we need to bring the principles to all enterprises everywhere. Simple tools are needed to engage Small- and Medium-Sized Enterprises (SMEs). He suggested that small enterprises disclose their voluntary commitment through flexible reporting procedures and that local business communities get involved in these efforts. Mr. Katz said that if we promote the principles with SMEs in developing economies it will strongly impact those who stand to benefit the most.

Aligning the Russian Social Charter with the Global Compact

Mr. Alexander V. Murychev, *First Executive Vice-President, Russian Union of Industrialists and Entrepreneurs, RSPP*

Alexander Murychev, First Executive Vice-President of the Russian Union of Industrialists and Entrepreneurs, said that the leaders of Russian companies understand that the success of business depends on the prosperity of the world. In June of 2007, Russian business leaders and the UNDP signed an agreement in Moscow to support and develop the Global Compact through the Russian Social Charter, which pledged its allegiance to the Global Compact principles and intends to cooperate actively by joining the national network of the Social Charter with the Global Compact Local Network. Russian business organizations represent five million employees under the Charter, while the Global Compact Local Network in Russia has only 30 participating companies. Aligning the Russian Social Charter and cooperating on joint projects will contribute to the growth of the Global Compact Local Network in Russia.

The Guangcai Programme China

Mr. Li Hejun, *Chairman, Farsighted Group*

Li Hejun, Chairman of the Farsighted Group, stated that business is not just for profit, but should pay back to communities as well. In 1994, Chinese private entrepreneurs from the All China Federation of Industry and Commerce launched the Guangcai programme to contribute to China's poverty alleviation. The programme has 20'000 members today and is active in remote areas promoting investment, education, culture and hygiene initiatives.

Mr. Li said that Guangcai fulfills the social responsibility of enterprises and the Global Compact helps entrepreneurs realize their commitments. He called on all business leaders to come together regardless of their backgrounds, stating that the key point is action.

Measuring Business Success from Sustainability Certification

Ms. Tensie Whelan, *Executive Director, Rainforest Alliance*

Mr. Frank A. Dottori, *Chief Executive Officer, Tembec*

Tensie Whelan, Executive Director of the Rainforest Alliance, said that her organization works with companies around the world, certifying their agriculture and forestry practices. They realized that companies need tools to better assess the business case for their investments in sustainability, so they formed a partnership with the Global Compact and a group of

leading companies to design a set of metrics and indicators that companies can use to analyze their investments.

Frank Dottori, Chief Executive Officer of Tembec, explained that his company had 32,000 acres certified by the Forest Stewardship Council and tracks its investment based on different indicators. He said that some benefits are difficult to quantify, but other benefits include that the company's products are now highly demanded by its customers. Alliances bring credibility.



Business Council on Climate Change (BC3)

Mr. Jared Blumenfeld, *Executive Director, Department of the Environment for the City of San Francisco*

Jared Blumenfeld, Executive Director of the Department of the Environment for the City of San Francisco, outlined the Global Compact cities programme and said that cities can become signatories too. San Francisco is focused on addressing climate change in the Bay Area since all its emissions are created locally. The city therefore created the Business Council on Climate Change, a partnership between Bay Area businesses, the city government and the Global Compact. They brought together small, medium and large businesses to discuss internal compliance and how to measure CO2 emissions; community leadership and how to be a force of change in the communities; advocacy and how business can lobby for mandatory emission cut targets of 80% by 2050; collective action; transparency and disclosure. Mr. Blumenfeld said that governments should provide incentives to business to become leaders on climate change issues.

Business Guide to Partnering with NGOs and the United Nations

Mr. Neil Makin, *External Affairs Director, Cadbury Schweppes*

Mr. Paul Steele, *Chief Operating Officer, WWF International*

Developed in Partnership with Dalberg Global Development Advisors, this guide systematically identifies 100 leading non-profit actors from around the world that have demonstrated skill and excellence in partnering with companies. As a result, corporations will be better equipped to survey the NGO and UN landscape at both the global and national levels and match their needs and competences with those of potential partners.

Neil Makin, External Affairs Director of Cadbury Schweppes, demonstrated how a partnership between a company and an NGO can benefit both the local communities where the company is operating and the company itself. Cadbury Schweppes formed a partnership with Earthwatch to improve biodiversity levels of cocoa farms in Ghana and establish the country's first cocoa farm eco-tourism initiative. Mr. Makin said that his company's sustainability agenda overlapped with the one of Earthwatch. The project benefited from the rigour of Earthwatch's scientific expertise and involved volunteer employees who brought their learning back to their peers.

Paul Steele, Chief Operating Officer of WWF International, stated that the resources of the private sector and positive engagement with business are important in moving NGO agendas forward. Everyone can learn from each other in innovative partnerships where partners craft win-win agendas. Ambitious partnerships such as the ones with Nokia, HSBC and Coca Cola move us more quickly toward a sustainable future.

The GLN Global Compact Implementation Tool

Mr. Steve Rochlin, *Head North America, AccountAbility*

Steve Rochlin, Head North America of AccountAbility, said that the Global Leadership Network (GLN) Global Compact Implementation Tool was developed in partnership with the Global Compact, AccountAbility, the International Finance Corporation, Boston College and 35 companies. It is a free learning system with open access to help businesses embed the Global Compact principles as core practices to drive success. A company that engages with this tool will 1. learn how to drive corporate citizenship and the ten Global Compact principles into their core business practice and create value, 2. learn from innovative benchmarking practices of other companies, 3. be able to get information in planning and goal setting for the Communication on Progress, 4. have an opportunity to compare itself against a global network.







Closing Plenary

CHAIR

Sir Mark Moody-Stuart, *Chairman, Anglo American plc*

SPECIAL CLOSING REMARKS

H.E. Dr. Maxwell M. Mkwezalamba, *Commissioner for Economic Affairs, African Union*

H.E. Lim Boon Heng, *Minister in the Prime Minister's Office, Singapore*



CLOSING STATEMENT

H.E. Ban Ki-moon, *United Nations Secretary-General*

"We had a remarkable successful meeting," said **Anglo-American Chairman Sir Mark Moody-Stuart** at the closing plenary. "At the first summit three years ago, many companies subscribed to the Global Compact principles because it sounded like the right thing to do, but did not really know how to put them into practice. We are now moving forward towards implementation".

H.E. Maxwell Mkwezalamba, Commissioner for Economic Affairs of the African Union, commended the UN Secretary-General and the Global Compact for the Summit and said that its theme "Facing Realities: Getting Down to Business" is timely and welcome. Dr. Mkwezalamba said that the AU sees its participation as an invitation to African governments, civil society organizations and the private sector to "learn from the experiences of others and join forces in promoting responsible corporate practices." He stated that the promotion of the private sector was crucial for the realization of Africa's development agenda, including the Millennium Development Goals (MDG) and the New Partnership for Africa's Development (NEPAD). The Global Compact's principles to promote responsible business practices strengthen businesses' contributions to poverty eradication, sustainable development and achievement of the MDGs in Africa.



Dr. Mkwezalamba urged all Ministers, senior government officials, members of the business community and civil society organizations to fully support the implementation of the Global Compact principles and the recommendations of the Summit.

H.E. Lim Boon Heng, Minister in the Prime Minister's Office of Singapore, presented the Chair's Summary of the Ministerial Roundtable (see "The Role of Governments in Promoting Responsible Corporate Citizenship").



During the closing plenary, Summit participants endorsed the 21-point **Geneva Declaration on "The Role of Business in Society"**, which spells out concrete actions for United Nations Global Compact participants as well as Governments ("Geneva Declaration," Annex III).

The Geneva Declaration expresses the belief that "globalization, if rooted in universal principles, has the power to improve our world fundamentally -- delivering economic and social benefits to people, communities and markets everywhere."

"The need for action is urgent," the document says. "Poverty, income inequality, protectionism and the absence of decent work opportunities pose serious threats to world peace and markets."

"Business, as a key agent of globalization, can be an enormous force for good", the Declaration says, adding that companies, by committing themselves to corporate citizenship and the Global Compact principles, can create and deliver value in the widest possible terms. Globalization can thus act as an accelerator for spreading universal principles, creating a values-oriented competition for a "race to the top."

Summing up the outcome of the meeting, **Secretary-General Ban-ki Moon** told participants that "through several groundbreaking reports, you have made it abundantly clear that market leadership and sustainability leadership go hand-in-hand. This will help us build the supportive measures needed to create more sustainable markets. And it will ultimately help improve the lives of many people around the world."

Stressing that the voluntary character of the Compact “does not mean unaccountable,” Mr. Ban called on business leaders to convene board meetings to share developments at the Summit, and ensure that the Global Compact is fully implemented within their companies and through their suppliers and partners.

The Secretary-General called on civil society and labour leaders “to remain vigilant and engaged and continue to hold businesses accountable for their commitments.” He called on governments to support the Global Compact as a unique public-private partnership initiative. And he called on the United Nations family of organizations to integrate the Global Compact principles in their operations.

“Together, through the Geneva Declaration, we have deepened our collective commitment to embedding universal values in economies and markets,” Mr. Ban said. “Let us each do our share to give practical meaning to the Declaration.”

“Friends, together, we can achieve a new phase of globalization -- one that creates inclusive and sustainable markets, builds development and enhances international cooperation. We each have a responsibility in moving our agenda forward. Let us leave here today with renewed commitment.”





During the Closing Plenary Session, the Global Compact presented its new logo to Summit participants. It is intended to improve recognition and awareness of the initiative throughout the world. The new logo builds on elements of the original Global Compact logo developed in 2000, but forges a stronger link to the UN brand family.

The Global Compact Board

BUSINESS

Mr. Talal Abu Ghazaleh, *Chairman and CEO, Talal Abu-Ghazaleh Organization, Egypt*
Mr. Toshio Arima, *Director and Executive Advisor to the Board, Fuji Xerox, Japan*
Professor José Sergio Gabrielli de Azevedo, *President and CEO, Petrobras, Brazil*
Mr. Guillermo Carey, *Senior Partner, Carey & Allende Abogados, Chile*
Mrs. Ying Chen, *Deputy Director General, China Enterprise Confederation, China*
Ms. Anne Lauvergeon, *Chair of the Executive Board, Areva, France*
Mr. Anthony Ling, *Chief Investment Officer, Goldman Sachs International, UK*
Ms. Ntombifuthi Mtoba, *Chair of the Board, Deloitte, South Africa*
Mr. B. Muthuraman, *Managing Director, Tata Steel, India*
Professor Mads Oevlisen, *Adjunct Professor And Chair, Lego, Denmark*

INTERNATIONAL LABOUR AND BUSINESS ORGANIZATIONS

Mr. Antonio Penalosa, *Secretary-General, International Organization of Employers*
Mr. Guy Ryder, *General Secretary, International Confederation of Free Trade Union*
Mr. Guy Sebban, *Secretary-General, International Chamber of Commerce*
Mr. Manfred Warda, *General Secretary, International Federation of Chemical, Energy, Mine And General Workers' Unions*

CIVIL SOCIETY

Mrs. Habiba Al Marashi, *Chair, Emirates Environmental Group*
Mr. Oded Grajew, *Chair of the Board, Instituto Ethos De Empresas E Responsabilidade Social*
Dr. Huguette Labelle, *Chair, Transparency International*
Mrs. Mary Robinson, *Chair, Realizing Rights –The Ethical Globalization Initiative*

EX-OFFICIO

Sir Mark Moody-Stuart, *Chairman, Foundation for the Global Compact*
Mr. Georg Kell, *Executive Head, UN Global Compact Office*





Annex 1 - Summit Agenda

4 July 2007

19:30
Bâtiment des
Forces Motrices

WELCOME RECEPTION

Host H.E. Micheline Calmy-Rey, **President of the Swiss Confederation**
Special Guest H.E. Ban Ki-moon, **United Nations Secretary-General**

DAY 1

5 July 2007

07:00-09:00
Palais des
Nations

REGISTRATION

09:00-10:00

OPENING PLENARY

Welcome Chair Mr. Sergei Ordzhonikidze, *Director-General, United Nations Office at Geneva*
H.E. Ban Ki-moon, **United Nations Secretary-General**

H.E. Sheikha Haya Rashed Al Khalifa, **President of the 61st Session of the United Nations General Assembly**
Mr. E. Neville Isdell, *Chairman and Chief Executive Officer, The Coca-Cola Company*
Ms. Irene Khan, *Secretary-General, Amnesty International*
Mr. Guy Ryder, *General Secretary, International Trade Union Confederation*
H.E. Dr. Bernard Kouchner, *Minister of Foreign and European Affairs, France*

10:00-10:30
Plenary
presentations

SESSION 1: FROM PRINCIPLES TO ACTION: DRIVING VALUE, ACHIEVING IMPACT

Master of Ceremonies Dr. Peter M. Senge, *Senior Lecturer, Massachusetts Institute of Technology (MIT)*

Mr. Georg Kell, *Executive Director, United Nations Global Compact*
Mr. Anthony Ling, *Chief Investment Officer, Goldman Sachs*

This session explores two critical and increasingly related issues: responsible business action and value creation. First, the Global Compact will present key findings from its Annual Review – marking the initiative's most extensive benchmarking exercise to understand how, to what extent, and why participants are implementing the Global Compact principles. Then, Goldman Sachs will release its ground-breaking ESG (environmental, social, governance) investment framework, supporting the notion that leadership on these issues is increasingly essential to achieving and sustaining market leadership. The framework, which includes a detailed analysis of several industry sectors, uses the Global Compact principles as a key reference.

Following these presentations, participants will engage in roundtable discussions to share their own experiences and perspectives on responsible engagement and value creation. Questions to be discussed include:

- What has your experience been with implementation of the Global Compact and its principles? Has it added value? If so, how?
- Looking into the future, what is your advice to improve the implementation and value of the Global Compact principles: at the Corporate level? through collaborative / partnership initiatives?

10:30-11:00

Transfer to break-out rooms

11:00-12:30
Roundtable
discussions

SESSION 1: FROM PRINCIPLES TO ACTION: DRIVING VALUE, ACHIEVING IMPACT

Presentations

Mr. Francisco Gonzalez, *Chairman and Chief Executive Officer, Banco Bilbao Vizcaya Argentaria, S.A.*
Mr. Wang Junjin, *Chairman and Chief Executive Officer, Junyao Group*
Mr. Youssef Mansour, *Chief Executive Officer, Mansour Group*
Mr. Jacob Maroga, *Chief Executive, Eskom*
Mr. Rafael Orduz Medina, *President, ETB - Empresa de Telecomunicaciones de Bogotá*
Mr. Maciej Witucki, *President & Chief Executive Officer, Telekomunikacja Polska S.A.*

Moderators

Mr. Aron Cramer, *President and Chief Executive Officer, Business for Social Responsibility (BSR)*
Mr. Claude Fussler, *Senior Advisor, UN Global Compact*
Mr. Ernst Ligteringen, *Chief Executive, Global Reporting Initiative (GRI)*
Mr. Arun Maira, *Senior Advisor, UN Global Compact*
Mr. Luis Carlos Villegas, *Chairman, Asociación Nacional de Empresarios de Colombia (ANDI)*
Mr. Ricardo Young, *President, Instituto Ethos de Empresas e Responsabilidade Social*

12:30-14:00

Palais des Nations

LUNCH**Welcome** Mr. A. J. Devanesan, *President*, **Asia Pacific Resources International Holdings Ltd (APRIL)** *Lunch sponsor***Special Addresses**

Business Partnerships and the Role of the United Nations

Mr. Kemal Derviş, *Administrator*, **United Nations Development Programme**

Caring for Climate: The Business Leadership Platform

Mr. R.K. Pachauri, *Chairman*, **Intergovernmental Panel on Climate Change****Selected Initiatives***Principles for Responsible Management Education*Mr. Gerard van Schaik, *President*, **European Foundation for Management Development**Mr. John Fernandes, *President and Chief Executive Officer*, **The Association to Advance Collegiate Schools of Business**Mr. Ángel Cabrera, *President*, **Thunderbird School of Global Management** and *Chair*, **PRME Taskforce***International Standard Organization*Mr. Alan Bryden, *Secretary-General*, **ISO***International Finance Corporation*Mr. Lars Thunell, *Executive Vice President and CEO*, **IFC***The Water Initiative*Mr. Paul Polman, *Chief Financial Officer*, **Nestlé***The Buenos Aires Declaration - Global Compact Latin American Declaration for Subsidiary Engagement*Mr. Rafael Miranda, *Chief Executive Officer*, **Endesa**Mr. Diego de la Torre, *Chair*, **Global Compact Local Network Peru****14:00-14:45**

Plenary presentations

SESSION 2: RESPONDING TO MEGATRENDS – SHAPING THE FUTUREMr. Jeremy Oppenheim, *Director*, **McKinsey & Company**

H.R.H. Prince El Hassan bin Talal of Jordan

Mr. Jeremy Hobbs, *Executive Director*, **Oxfam International**

For an increasing number of companies, integrating universal principles into business strategy and operations is no longer an option, but a management imperative. Responsible business practices can drive long-term competitiveness while contributing to a more sustainable and inclusive world economy. At the same time, it has become clear that any business response to today's challenges and opportunities requires a deeper understanding of key socio-economic and political trends. In its first comprehensive worldwide survey of CEOs on the topic of business and society, McKinsey & Company will present new findings on the global megatrends that are shaping the leadership agenda. Prepared exclusively for the Leaders Summit, this survey will include CEO perspectives on a range of environmental, social and governance issues; an examination of the crucial links to boardroom decision-making and subsidiaries; and a discussion of the unique role that the UN Global Compact can play in the future landscape. The survey's results – representing the latest in leadership intelligence – will offer a blueprint for strategic planning both in terms of individual and collective action.

Following these presentations, participants will engage in roundtable discussions to share their own experiences and perspectives on megatrends affecting business. Questions to be discussed include:

- According to your view, what are the three most important environmental, social and governance megatrends? How do they affect your business or organization?
- What are the three key actions business leaders and corporate decision-making bodies can take to ensure that these issues are more effectively translated into strategies, policies and operations – within a company, its subsidiaries and throughout the supply chain?

14:45-15:15

Transfer to break-out rooms

15:15-16:45

Roundtable discussions

SESSION 2: RESPONDING TO MEGATRENDS – SHAPING THE FUTURE**Presentations**Mr. Pat Davies, *Chief Executive*, **Sasol Ltd.**Mr. Toshio Arima, *President*, **Fuji Xerox Company Ltd.**Mr. David Arkless, *Senior Vice President*, **Global Corporate Affairs**, **Manpower**Mr. Fernando Chico, *President*, **PROMECAP and ASUR (Grupo Aeroportuario del Sureste)**Mr. Kookhyun Moon, *President and Chief Executive Officer*, **Yuhan-Kimberly**Mr. Joaquin Ayuso, *Chief Executive Officer*, **Ferrovial****Moderators are the same as Session 1**

16:45-17:15

Break

17:15-18:30

Palais des Nations

CLOSING PLENARY**Reflections on the discussions of the day**

Mr. Jose Sérgio Gabrielli de Azevedo, *President and Chief Executive Officer*, **Petrobras SA**
 Captain Wei Jiafu, *President and Chief Executive Officer*, **China Ocean Shipping Group**
 Mr. Ali Y. Koç, *President, Corporate Communication and Information Technology Group*, **Koç Holding A.S.**

Selected Initiatives

Moderator Mr. Bertrand Collomb, *Chairman*, **Lafarge**

Making the Connection: Using the Global Reporting Initiative's G3 Reporting Guidelines for the UN Global Compact's Communication on Progress
 Mr. Ernst Ligteringen, *Chief Executive*, **Global Reporting Initiative**

Extractive Industries Transparency Initiative
 Mr. Peter Eigen, *Chair of the Advisory Board*, **EITI**

World Conservation Union
 Ms. Purificació Canals, *Vice President*, **World Conservation Union (IUCN)**

International Organization of Employers
 Mr. Abe Katz, *President*, **IOE**

The Guangcai Programme China
 Mr. Li Hejun, *Chairman*, **Farsighted Group**

Measuring Business Success from Sustainability Certification
 Ms. Tensie Whelan, *Executive Director*, **Rainforest Alliance**
 Mr. Frank A. Dottori, *Chief Executive Officer*, **Tembec**

Business Council on Climate Change
 Mr. Jared Blumenfeld, *Executive Director*, **Department of the Environment for the City of San Francisco**

Business Guide to Partnering with NGOs and the United Nations
 Speaker to be confirmed

The GLN Global Compact Implementation Tool
 Mr. Steve Rochlin, *Head North America*, **AccountAbility**

Presentation of the “Joint Declaration of Global Compact Participants on the Role of Business in Society”

Mr. Talal Abu-Ghazaleh, *Chairman and Chief Executive Officer*, **Talal Abu-Ghazaleh & Co. International**

19:00-20:00

Intercontinental Hotel

COCKTAIL RECEPTION**20:00-23:00**

Intercontinental Hotel

THE LEADERS SUMMIT GALA DINNER*

Master of Ceremonies Ms. Charlayne Hunter-Gault, *Journalist*

Welcome Toast H.E. Ban Ki-moon, **United Nations Secretary-General**

Regional Development Initiatives

TThe China Africa Business Council: A partnership approach for sustainable development
 Mr. Hu Deping, *Vice President*, **All-China Federation of Industry & Commerce (ACFIC)**,
Vice President, **China Society for the Promotion of GuangCai Program (CSPGP)**,
President, **China-Africa Business Council (CABC)**

Promoting the NEPAD framework for health and e-schooling
 Mr. Sam Oluabunwa, *Chief Executive Officer*, **Neimeth International Pharmaceuticals Plc.**
 Ms. Amina Oyagbola, *Executive Head*, **MTN Nigeria**

A better world for Joana
 Mr. Antonio Brufau, *Chief Executive Officer*, **Repsol YPF**

Special Guest Mr. Jeffrey Sachs, *Director*, **The Earth Institute at Columbia University**

Sponsors Mr. Alan Hill, *President and Chief Executive Officer*, **Gabriel Resources and Rosia Montana Gold Corporation**
 Mr. Jean-Pierre Cordier, *Senior Vice President - Executive Management*, **Total S.A.**

*Business attire

DAY 2

6 July 2007

08:00-10:00

Palais des Nations

Ministerial Roundtable on the Role of Governments in Promoting Responsible Corporate Citizenship

Open to Ministers and other high level government representatives (by invitation only)

ChairH.E. Sheikha Haya Rashed Al Khalifa,
President of the 61st Session of the United Nations General Assembly**Co-hosts**H.E. Mr. Sten Tolgfors, *Minister for Foreign Trade, Sweden*
H.E. Dr. Maxwell M. Mkwezalamba, *Commissioner for Economic Affairs, African Union***Responsible
Competitiveness
Soft power**Mr. Simon Zadek, *Chief Executive Officer, AccountAbility*
Mr. Paul Hohnen, *Special Advisor, UN Global Compact***09:00-10:00**

Palais des Nations

SESSION 3: FACING REALITIES

UN-Business Partnerships	Mr. Achim Steiner, <i>Executive Director, United Nations Environment Programme</i>
Human Rights	Mr. Carl-Henric Svanberg, <i>President and Chief Executive Officer, LM Ericsson</i>
Labour	Mr. B. Muthuraman, <i>Managing Director, Tata Steel</i>
Climate Change	Ms. Anne Lauvergeon, <i>Chairman of the Executive Board, Areva</i>
Anti-Corruption	Mrs. Ntombifuthi Mtoba, <i>Chair of the Board, Deloitte South Africa</i>
Responsible Investment	Mr. Colin Melvin, <i>Chief Executive Officer, Hermes Equity Services</i>

Plenary presentations

As responsible business practices are increasingly recognized and rewarded, companies are becoming ever more aware of the need to develop a proactive approach to critical social and environmental challenges. In fact, both individual and collective action will be required if tangible progress is to be achieved. How can the implementation of human rights policies and practices, decent workplace conditions, climate change solutions, anti-corruption initiatives and UN-business partnerships create business value? What are the key challenges to the development of effective policies and practices in these areas? This session will discuss how companies can turn social and environmental stewardship into a positive business case for doing good and will lay the foundation for the parallel discussions which will follow.

10:00-10:30

Transfer to break-out rooms

10:30-12:00

Roundtable discussions

SESSION 4: GETTING DOWN TO BUSINESS

Roundtable discussions in parallel sessions will help to achieve stronger focus on key issues and facilitate bringing both individual and collective solutions to scale and greater impact.

Parallel session 1: Human rights**Chair**Ms. Louise Arbour, **United Nations High Commissioner for Human Rights**Mrs. Mary Robinson, *President, Realizing Rights: The Ethical Globalization Initiative*Mr. Mads Øvlisen, *Chairman of the Board, Lego Group*

The countdown to the 60th anniversary of the 1948 signing of the Universal Declaration of Human Rights (UDHR) has begun. The commemoration provides a unique opportunity to consider progress made thus far and to look into the future at what remains to be done. The Leaders Summit's Human Rights Session will capitalize on this occasion to stimulate business leaders to make stronger commitments to implement human rights within their corporate practices. While the degree of knowledge and comfort concerning human rights issues has changed markedly over the past decade for many companies, a significant number of business leaders are still unclear about what human rights imply for them and therefore may perceive greater engagement as a threat rather than as an opportunity. This interactive roundtable session has a focus on the leadership roles that CEOs can play in respecting and promoting human rights. There will also be a focus on critical dilemmas for companies and the practical tools that are available to help solve them. The outputs of the discussions will help shape the Global Compact's human rights work programme over the next three years.

Questions to be discussed include:

- What are the new issues and opportunities for business as we move to the 60th anniversary of the UDHR?
- How can all stakeholders in the GC work to ensure that voluntary human rights initiatives deliver on their promises?
- How can business play an active role in the development of better governance, as a means of strengthening overall human rights frameworks?
- How can Human Rights Impact Assessments be more effective and applied more widely?

10:30-12:00

Palais des Nations Roundtable discussion

Parallel session 2: Labour**Chair**Mr. Juan Somavia, *Director-General*, **International Labour Office**

Mr. Thomas Wellauer, *Head Corporate Services, Member of the Executive Management Team*, **Novartis International**
 Mr. Roland Conus, *Member of the Executive Committee*, **International Federation of Chemical, Energy, Mine and General Workers' Unions (ICEM)**, and *Trade Union Officer*, **UNIA, Switzerland**
 Mr. Guy Ryder, *General Secretary*, **International Trade Union Confederation**
 Mr. Antonio Peñalosa, *Secretary-General*, **International Organization of Employers**

The question of how companies address workplace issues across a range of jurisdictions, regulatory schemes and market conditions has been steadily growing in importance. This labour session will focus on the most pressing issues facing businesses as they confront these challenges, including incorporating the Global Compact's labour principles into supply chain management. Participants will focus on how business leaders can develop practical solutions in their relations with employees and labour organizations that maximize the benefits to all parties. The multi-stakeholder nature of the session, involving both business and labour leaders, will ensure that the discussion focuses on solutions that can be operationalized in the real world.

Questions to be discussed include:

- What are the benefits you are experiencing and the challenges you are facing in implementing the labour principles in your supply chain?
- What support would be useful to you in implementing the labour principles in your supply chain?

10:30-12:00**Parallel session 3: Climate change and environmental responsibility****Co-chairs**

Mr. Achim Steiner, *Executive Director*, **United Nations Environment Programme (UNEP)**
 Mr. Bjørn Stigson, *President*, **World Business Council for Sustainable Development (WBCSD)**

Ms. Xie Qihua, *Former Chairman*, **Baosteel Group Corporation**
 Ms. Michèle Bellon, *Deputy Chief Executive Officer*, **Veolia-Dalkia**
 Mr. Raymundo Magliano Filho, *Chairman*, **Brazilian Stock Exchange (BOVESPA)**

Special GuestMr. R.K. Pachauri, *Chairman*, **Intergovernmental Panel on Climate Change**

In the context of the climate change debate, businesses in many parts of the world are looking more closely at ways of improving their resource and energy efficiency, while approaching greenhouse gas emissions with greater care and examining the emerging markets for emissions trading and carbon-offsetting projects. However, many companies in non-energy sectors and of smaller sizes still need guidance on the nature of the climate change issue and its implications for their business. This session will provide a forum to share learning experiences and reflect on the needs of business in dealing with the risks and opportunities associated with global climate change. The discussion will consider how business can contribute to finding solutions by managing risks, promoting a climate-friendly economy and by sharing good practices and know-how. The session will also draw inspiration from a business statement on climate change, developed in a dialogue facilitated by the UN Global Compact Office, the United Nations Environment Programme (UNEP) and the World Business Council for Sustainable Development (WBCSD).

Questions to be discussed include:

- How do environmentally responsible companies manage risks and take opportunities associated with the low carbon economy in a proactive manner?
- How can voluntary initiatives contribute to changing strategies and practices and advance climate change solutions?
- "Caring for Climate, the Business Leadership Platform": how can we move forward together?

10:30-12:00**Parallel session 4: United Nations-business partnerships****Chair**

Ms. Jane Nelson, *Senior Fellow and Director of the CSR Initiative*, **Harvard University**
 and *Director*, **International Business Leaders Forum**

Mr. Paul Polman, *Chief Financial Officer*, **Nestlé S.A.**
 Ms. Monika Wulf-Mathies, *Executive Vice President, Public Policy and Sustainability*, **Deutsche Post AG**
 Mr. Hery Rakotoarison, *Chief Executive Officer*, **Vohitra Environnement**

Partnerships have become an increasingly effective tool in helping reduce poverty and advance human development and the Millennium Development Goals. This session will showcase innovative examples of UN-business partnerships in order to highlight the strategic relevance of collaboration both for companies and for the UN system. It will also explore when and how such partnerships are useful, how much they can achieve, and how they can be scaled up to enhance impact. Participants will develop a set of recommendations that will assist both the UN system and the business community in improving collaboration and developing more effective partnerships that contribute to development. Themes for the roundtable discussions will include, among others: water, nutrition, human trafficking, enterprise development and women's principles.

Parallel session 4: United Nations-business partnerships *continued*

Questions to be discussed include:

- What are the most successful and inspiring partnerships you have undertaken? How can these be enhanced or multiplied to achieve greater impact toward more systemic change? What are the challenges and opportunities?
- What specific actions can the Global Compact Office take to facilitate greater collaboration between the UN and business?
- What recommendations and specific commitments can be made that will improve collaboration on these issues toward more effective partnerships with greater positive impact?

10:30-12:00**Parallel session 5: Unlocking the corruption dilemma****Chair**Ms. Huguette Labelle, *Chair of the Board of Directors*, **Transparency International**Ms. Lise Kingo, *Executive Vice President, Stakeholder Relations and Chief of Staff*, **Novo Nordisk**Mr. Lee Tashjian, *Vice President, Corporate Communications, Member of the Executive Management Team*, **Fluor Corporation**
(Member of Partnering Against Corruption Initiative – PACI)Mr. Antonio Maria Costa, *Executive Director*, **United Office on Drugs and Crime (UNODC)**

Today many companies have comprehensive anti-corruption policies in place. At the same time, staggering statistics of bribery payments and other forms of corruption around the world still paint a very different picture of the real extent to which such policies are implemented and adhered to, particularly with regard to companies' global supply chains. In fact, the growing number of companies involved in serious corruption scandals is feared to lead to a serious erosion of stakeholder trust in voluntary approaches. This session will showcase how companies have made their anti-corruption efforts more credible and will further underline the business case for transparency and anti-corruption policies. Based on the cases presented, participants will be asked to identify challenges that are still blocking the way to reduce corruption in business operations and to develop an action plan to overcome those challenges. Furthermore, companies will come up with suggestions on regulatory frameworks and incentive mechanism that government should put in place to support companies' activities against corruption.

Questions to be discussed include:

- What are the most effective strategies to curb corruption in an organization?
- What are the main obstacles to a company's implementation of anti-corruption programs? What can be done to overcome these obstacles?
- What incentive mechanisms should be put in place in order to support a company's activities against corruption? Should governments implement these incentive structures or should they be driven by the market (e.g. by financial institutions)?
- How can companies work together and leverage current initiatives to curb corruption?

10:30-12:00**Parallel session 6: Responsible investment****Chair**Mr. Ivo Knoepfel, *Chief Executive Officer*, **onValues Ltd.**Mr. Anthony Ling, *Chief Investment Officer*, **Goldman Sachs**Ms. Barbara Krumsiek, *Chief Executive Officer*, **Calvert Group**Mr. Donald Macdonald, *Chairman*, **Principles for Responsible Investment (PRI)**Ms. Rachel Kyte, *Director*, **International Finance Corporation**

This session, featuring a panel of leaders from the capital markets, will explore the significant developments and trends with respect to the integration of environmental, social and governance (ESG) issues into investment policies and analysis. Following brief presentations from the experts, the moderator will open the session to general Q&A and audience participation.

Questions to be discussed include:

- How can companies improve their dialogue and activities (e.g. Investor Relations) with the mainstream financial community to take advantage of these initiatives and trends?
- In what ways could Communications on Progress by Global Compact participants be customized to better meet the needs of analysts and investors?
- How do the implications of these trends differ vis-a-vis public companies and private firms?

12:15-13:00**CLOSING PLENARY****Chair**Sir Mark Moody-Stuart, *Chairman*, **Anglo American plc****Special Closing Remarks**Aligning the Russian Social Charter with the Global Compact
Chinese Delegation to Global Compact Leaders Summit
The African Union
Chair's Summary of Ministerial Roundtable**Closing Statement**H.E. Ban Ki-moon, **United Nations Secretary-General**

Special Events

4 July 2007

09:00 – 17:15

Principles for Responsible Investment (PRI) Annual Event

International Conference Center Geneva, CICC

This is the first in person Annual Event for signatories of the Principles for Responsible Investment. The meeting will serve as a forum to discuss a range of PRI implementation strategies with fellow signatories. It is also an opportunity for participants to provide input on the activities of the PRI initiative itself, and how it can best support signatories in their implementation efforts. *Open to PRI signatories only.*

5 July 2007

10:30 – 11:00

International Environmental Governance

Hosted by Mr. Bernard Kouchner, French Ministry of Foreign Affairs

By invitation only.

12:15 – 17:30

Who Cares Wins Meeting

Credit Suisse Forum Genève

Meeting of financial analysts to discuss the mainstreaming of environmental, social and governance (ESG) criteria in emerging markets.

By invitation only.

13:30 – 13:50

Launch – Human Rights and Business E-Learning Tool

Breakout room, Palais des Nations

Launch of an interactive e-learning course for companies on Human Rights and Business, produced for the Office of the High Commissioner on Human Rights (OHCHR) by the UN System Staff College in consultation with the Global Compact Office. This course intends to assist company managers and corporate responsibility professionals participating in the Global Compact to understand how human rights are relevant to their business operations, in particular in relation to the Global Compact's two human rights principles. *Open to all participants.*

13:30 – 13:50

Launch – Business Guide to Partnering with NGOs and the United Nations

Breakout room, Palais des Nations

Launch of a guide that will help companies match their needs with the expertise of potential NGO and UN partners. The Business Guide to Partnering with NGOs will be updated annually and identify the top NGOs and UN agencies from around the world most skilled in collaborating with companies in a variety of areas. The information provided in the Business Guide is derived from company surveys in a market-based assessment. *Open to all participants.*

6 July 2007

07:30 – 08:30

Chinese Delegation Breakfast Meeting on Climate Change

Restaurant Vieux-Bois, "Salon Dunant"

Hosted by UNDP China. This meeting will give participants an opportunity to review and discuss Chinese activities on climate change and their alignment with "Caring for Climate", the UN Global Compact platform for business and climate change. *By invitation only.*

07:30 – 09:00

Global Compact Human Rights Working Group (HRWG) Breakfast Meeting

Restaurant Vieux-Bois

This is an opportunity for members of the Global Compact Human Rights Working Group to meet face to face. The HRWG was formed earlier this year and is chaired by Global Compact Board Member Mary Robinson, former President of Ireland and former UN High Commissioner for Human Rights. Participants will explore ideas for the Human Rights work programme over the coming year. *Open to members of the HRWG and their company representatives attending the Leaders Summit.*

6 July 2007 continued

07:30 – 09:00

UN Agency Heads Breakfast Meeting**UN Delegates Dining Room – private room**

Breakfast meeting with the heads of UN Agencies, co-hosted by UNIDO, UNDP and the Global Compact.

Open to UN agency heads and their accompanying staff.

13:00 – 16:00

Revenue Transparency and Natural Resource Extraction – Progress and Challenges of the Extractive Industries Transparency Initiative**Centre International de Conférences (Half-day Seminar)**

The Government of Azerbaijan has declared its intention to table a UN General Assembly Resolution later this year that expresses support for the EITI. The German Government has also given natural-resource management and the EITI high profile during its dual presidency of the EU and the G8. This meeting will be an opportunity to discuss how the EITI relates to other global policy processes; the EITI's progress and challenges; and what can be done to further this multi-stakeholder initiative and other efforts to make sure that local populations truly benefit from their natural resources. Hosted by the EITI in collaboration with UNCTAD. *Open to all participants.*

13:30 – 15:00

Global Compact Board Lunch Meeting**UN Delegates Dining Room – private room**

Members of the Global Compact Board will reflect on the outcomes of the Leaders Summit. *Open to Global Compact Board members only.*

13:30 – 17:00

China Networking Meeting**Intercontinental Hotel**

Chinese organizations and companies will give a brief overview on the current status of implementation of the Global Compact in China. Furthermore, the meeting provides a networking opportunity with the Chinese delegation. Light buffet lunch from 13:30-14:30. *By invitation only.*

15:00 – 19:00

Academic Taskforce Meeting on the Principles for Responsible Management Education (PRME)**International Labour Office**

Academic Taskforce participants will discuss the promotion and implementation phases of the Principles for Responsible Management Education. This meeting will result in a call to business schools and academic institutions to endorse the Principles. *By invitation only.*

16:30 – 17:30

Foundation for the Global Compact Board Meeting**Palais des Nations, C 108**

Board members of the Foundation for the Global Compact will be provided with an overview of the first fiscal year and discuss the fundraising strategy for the next fiscal year. *Open to Foundation Board Members only.*

7 July 2007

09:00 – 16:00

Corporate Social Responsibility (CSR) Leaders Annual Meeting**World Business Council for Sustainable Development**

Annual Meeting of CSR leaders including AccountAbility, Boston College Center for Corporate Citizenship, Sustainability, Business for Social Responsibility (BSR), Global Compact, Global Reporting Initiative (GRI), Harvard Corporate Social Responsibility Initiative, Instituto Ethos, International Business Leaders Forum (IBLF), World Business Council for Sustainable Development (WBCSD) and the World Economic Forum (WEF). Hosted by Instituto Ethos and the WBCSD. *By invitation only.*

Annex 2 – Summit Deliverables

MAJOR RELEASES

Global Compact Annual Review

The Global Compact's first Annual Review provides a comprehensive picture of the initiative and the efforts made by business and other stakeholders to advance the Global Compact's mission and principles. Notably, this Annual Review reveals the results of the first in-depth survey of Global Compact participants. Looking at business actions across several key areas – management, policy implementation, partnerships and local involvement, the survey shows how and why companies are implementing the ten principles and seeking partnerships.

Goldman Sachs: ESG Investing Framework

Goldman Sachs released its ground-breaking environmental, social and governance (ESG) framework at the Summit, which includes a thorough analysis of key industry sectors as well as the investment perspective on the crucial role of the Global Compact for the future sustainability agenda. There is perhaps no better reflection of the strategic importance of corporate citizenship than the rapidly expanding efforts by capital markets linking implementation with the drivers of business value. It is increasingly clear to mainstream analysts and investors that ESG issues are material to corporate performance, especially over the long term, and therefore must be integrated into investment decision-making and asset pricing. In Goldman's words: "Societies and investments are changing".

McKinsey CEO Intelligence Survey

In its first comprehensive global CEO survey on the topic of business and society, McKinsey & Company presents findings on the key socio-economic and political megatrends that are shaping the leadership agenda. Prepared exclusively for the Leaders Summit, the survey includes CEO perspectives on a range of environmental, social and governance issues; and an examination of the crucial links to boardroom decision-making and subsidiaries.

GLOBAL AND REGIONAL DECLARATIONS AND INITIATIVES

Bay Area Public-Private Venture on Climate Leadership

In a unique public-private partnership, the City of San Francisco together with a group of leading regional companies – including Gap, PG&E, Google and Shaklee – launched the Business Council on Climate Change. The initiative – covering areas such as internal implementation, community leadership, and public policy – has been developed as a strategic blueprint for organizing around climate change, to be applied by companies and communities around the world.

"The Buenos Aires Declaration" – Recommendations for Engaging Subsidiaries of Multinational Corporations

Approximately 140 representatives of multinational corporations operating in Latin America and of Latin American Global Compact networks presented a set of recommendations for engagement of subsidiaries at the local level.

Caring for Climate: The Business Leadership Platform

"Caring for Climate: The Business Leadership Platform" is a practical approach for Global Compact participants that wish to advance solutions to the climate challenge. It represents an opportunity to demonstrate climate leadership on both the individual and collective levels. The statement, launched at the Leaders Summit, is a joint effort of business and civil society representatives convened by the Global Compact, the UN Environment Programme (UNEP) and the World Business Council for Sustainable Development (WBCSD). Companies are invited to support the statement and join forces to express the urgent need for all businesses, governments and citizens to take steps to address climate change.

The CEO Water Mandate

A group of leading global businesses presented The CEO Water Mandate at the Summit, a strategic framework for action that covers several focus areas, ranging from supply chain and watershed management to community engagement and transparency. The framework's action recommendations include production strategies, incentive systems for water utilization, and links to public policy.

Principles for Responsible Management Education

The Principles for Responsible Management Education (PRME) is the first large-scale initiative to encourage academic institutions around the world to play a strategic role as change agents by educating future business leaders committed to universal values, such as the Global Compact principles. The PRME have been developed by an international taskforce of sixty deans and official representatives of leading business schools. The initiative is co-convened by the UN Global Compact, the Association to Advance Collegiate Schools of Business (AACSB International), the European Foundation for Management Development (EFMD), the Aspen Institute's Business and Society Program, the Globally Responsible Leadership Initiative (GRLI), and Net Impact.

IMPLEMENTATION RESOURCES & TOOLS

A Guide to Human Rights Impact Assessment and Management

This 90-page guide is a joint publication of the International Business Leaders Forum (IBLF), the International Finance Corporation (IFC) and the Global Compact Office. The guide offers companies an overall view of the process of implementing a human rights assessment and management program. The implementation process identifies eight crucial steps, beginning with contextualizing the process and setting baselines, moving on to managing implementation and ending with monitoring and evaluation.

Business Guide to Partnering with NGOs and the UN

Developed in Partnership with Dalberg Global Development Advisors, this guide aims to systematically identify 100 leading non-profit actors from around the world that have demonstrated skill and excellence in partnering with companies. As a result, corporations will be better equipped to survey the NGO and UN landscape at both the global and national levels and match their needs and competences with those of potential partners.

Caring for Climate: Tomorrow's Leadership Today — Climate, environmental responsibility and examples of corporate Leadership

This publication provides a collection of case studies from Global Compact participants that show innovative examples of how Global Compact participants are taking action to address climate change. The publication has been developed in a process facilitated by the Global Compact, the United Nations Environment Programme (UNEP) and the World Business Council for Sustainable Development (WBCSD).

Enhancing Partnership Value: A Tool for Assessing Sustainability and Impact

Despite their increasing popularity, many UN-Business partnerships fail to deliver benefits to society over the long-term. "Enhancing Partnership Value: A Tool for Assessing Sustainability and Impact" is a tool developed jointly by the Global Compact and three other UN organizations, with the support of the Boston Consulting Group, to assess the sustainability and impact of UN-Business partnerships. The tool enables partners to better capitalize on opportunities to add value to partnerships. Many UN organizations, corporations and other stakeholders have provided input to the process.

The Global Leadership Network Global Compact Implementation Tool

The Global Leadership Network, a joint initiative of AccountAbility and the Center for Corporate Citizenship at Boston College, will launch an Internet-based planning and assessment framework that will help companies to align their social, environmental and economic performance with their core business strategy to ensure performance excellence in corporate citizenship.

Human Rights and Business E-Learning Tool

This interactive e-learning course was produced for the Office of the High Commissioner for Human Rights by the UN System Staff College, in consultation with the Global Compact Office. The tool is intended to assist managers and corporate responsibility professionals in companies participating in the UN Global Compact to develop a deeper understanding of human rights and how they are relevant to their business operations, in particular in relation to the Global Compact's two human rights principles.

Inspirational Guide to Implementing the Global Compact

The Inspirational Guide to Implementing the Global Compact presents 21 practical examples of how corporate signatories of the Global Compact have approached the challenge of implementing the ten principles and engaged in partnerships for development. The guide places particular emphasis on the challenges and dilemmas that companies are facing and the concrete actions and activities they have developed in response.

Joining Forces for Change: Demonstrating Innovation and Impact through UN-Business Partnerships

This guide profiles a broad spectrum of partnerships by 20 companies with 17 different United Nations Agencies, Funds and Programmes, that are helping to address significant global challenges. “Joining Forces for Change” is structured according to the types of contributions that companies can make through partnership and is designed to inspire others to recognise the win-win potential of partnerships and the value of collaboration with the United Nations.

Launch of the revised UN-Business website

This project creates a central UN web platform to identify and facilitate engagement opportunities with the private sector. The website will include a matching function whereby private sector in-kind offers of services and equipment can be matched with UN needs. In addition, this comprehensive resource will provide information on opportunities for longer-term partnerships with the UN, including success stories of UN-business cooperation and partnership initiatives in different regions and issue areas.

Making the Connection

This guide, produced in partnership with the Global Reporting Initiative, introduces and explores ways to address Global Reporting Initiative (GRI) and Global Compact Communication on Progress (COP) requirements simultaneously. By linking the GRI G3 Guidelines to the ten principles of the Global Compact, Making the Connection assists companies in bridging the gap between the COP and other sustainability reporting vehicles.

Measuring Business Success from Sustainability Certification

This project, a joint effort by the Global Compact, the Rainforest Alliance and a group of leading companies, aims to develop and test a methodology that companies can use internally to analyze their investments in sustainability. Ultimately, the study aims to provide businesses with a refined tool that will enable them to integrate an analysis of the financial value of certification schemes into their strategy development and planning process.

Operational Guide for Medium-sized Business

An international taskforce on small- and medium-sized enterprises (SMEs), consisting of over 40 experts from companies, Global Compact focal points and other relevant organizations, have worked to find more effective ways to engage SMEs in the Global Compact. It was released at the Summit in coordination with UNIDO, and is an easy-to-follow guide for medium-scale enterprises to implement the ten principles and become good performers in the Global Compact. Operational guidelines for small enterprises will follow.

The State of Responsible Competitiveness

Launched by AccountAbility, the State of Responsible Competitiveness is a study that assesses progress towards responsible business practices worldwide. Coupled with essays from experts, practitioners and policy leaders, the report provides a comprehensive and thorough examination of how and why responsible business practices are progressing globally and how best to advance their potential through policy and practice. In particular, the report investigates in which countries and regions progress is strongest, and how this contributes to their overall competitiveness. At the heart of the 2007 report lies the Responsible Competitiveness Index, published biennially since 2003. This year, this unique index will report on progress for 85 countries.

Annex 3 – Geneva Declaration

Preamble

It is unprecedented in history to have the objectives of the international community and the global business community so aligned. Common goals, such as building sustainable markets, combating corruption, safeguarding human rights and protecting the environment, are resulting in new levels of partnership and openness among business, civil society, labour, governments, the United Nations, and other stakeholders.

Underlying this new spirit of collaboration is the belief that globalization, if rooted in universal principles, has the power to improve our world fundamentally – delivering economic and social benefits to people, communities and markets everywhere. The need for action is urgent. Poverty, income inequality, protectionism and the absence of decent work opportunities pose serious threats to world peace and markets.

Business, as a key agent of globalization, can be an enormous force for good. Through a commitment to corporate citizenship and the principles of the UN Global Compact, companies can continue to create and deliver value in the widest possible terms. In this way, globalization can act as an accelerator for the diffusion of universal principles, creating a values-oriented competition for a “race to the top”.

Understanding this unique moment in time, we, the participants of the Global Compact Leaders Summit gathered in Geneva, agree to the following statements and pledges:

The Role of Business in Society

- 1) Globalization is redefining the role of business in society. As interdependencies between markets, communities and people deepen, business organizations face an ever-widening range of environmental, social and governance issues.
- 2) Companies that proactively adopt and implement corporate citizenship practices – through the UN Global Compact principles or other similar corporate responsibility initiatives – are better positioned to ensure the sustainability of their operations and the markets and communities in which they do business and depend on.
- 3) Responsible business practices can contribute to social and economic inclusion, helping to advance international cooperation, peace, development, and the protection of human rights – the fundamental goals of the United Nations.
- 4) Open and accurate communication on progress on the integration of the UN Global Compact principles is important for companies to measure their performance and allow stakeholders to assess that progress.
- 5) Partnership and collaboration with stakeholders – including governments, civil society and labour – are essential as the dilemmas, challenges and opportunities at both the global and local levels are sometimes too complex for any one actor to address or solve alone.
- 6) Investors and the finance community are increasingly placing importance on the proper management of environmental, social and governance issues by companies, and are incorporating this interest into investment decision-making and value considerations. The Principles for Responsible Investment is a framework for institutional investors in this regard. Using standardized methodologies and indicators, such as the Global Reporting Initiative, is essential to allow investment decisions to be made on the basis of comparable data.
- 7) In situations of weak state governance or in areas of the world where tensions or conflict prevail, investors (and the companies they invest in) can sometimes play a more helpful role through engagement rather than divestment, provided such activities are in line with the principles of the UN Global Compact and use the various tools and guidelines developed by multi-stakeholder groups to ensure that such investment is likely to be beneficial in those situations.

- 8) Investors can contribute positively by encouraging companies in which they invest to be transparent and ensure that they are pursuing responsible business practices, while urging governments in these states to act responsibly and uphold pertinent laws and international norms.
- 9) Lenders can ensure that funds loaned are applied in ways that are aligned with international standards. The Equator Principles provide a platform to encourage the application of commonly agreed standards.

Actions for UN Global Compact Participants

- 10) We, the participants of the Global Compact Leaders Summit, commit to advance the implementation of the UN Global Compact and its ten principles continuously in the areas of human rights, labour conditions, the environment and anticorruption. We will strive to give concrete meaning to a principles-based approach in our strategy, operations and culture.
- 11) We will engage in responsible advocacy on global challenges, including climate change and the Millennium Development Goals. We will work in partnership and collaboration with other stakeholder groups to arrive at practical solutions to common problems.
- 12) We will seek to ensure that our corporate citizenship commitments and policies are embedded throughout our organizations, including relevant governance bodies and subsidiaries, and commit to report on our activities through annual Communications on Progress.
- 13) We will seek to mobilize our subsidiaries and business units around the world to engage in the UN Global Compact's Local Networks, with a view to strengthening them so that the ten principles are embedded in cultures and languages everywhere.
- 14) We will encourage our supply chain partners and other organizations we do business with to commit to the UN Global Compact and its ten principles.
- 15) We commit to build on best practices and form alliances and collaborative efforts with other businesses, including between foreign and local companies, and within industry sectors.
- 16) We will seek to instil the tenets of corporate citizenship in tomorrow's business leaders, through support for initiatives such as The Principles for Responsible Management Education.

Actions for Governments

- 17) We, the participants of the Global Compact Leaders Summit, are taking steps to make the global economy more robust and inclusive by implementing universal principles into business practices. But, responsible business practices will provide benefits to society only in an enabling environment. We call on Governments to cultivate environments with effective economic institutions and supportive policy to provide long-term stability and promote transparency and entrepreneurship.
- 18) We urge Governments to ratify and effectively implement relevant conventions and declarations, including the ILO core labour standards and the United Nations Convention against Corruption.
- 19) We call on Governments to provide support for responsible business on national and international levels through public advocacy and educational support.
- 20) We call on Governments to support an open international trading system and discourage protectionism and inward orientation.
- 21) We recognize that the UN Global Compact is an innovative public-private partnership with a governance, support and funding structure specifically tailored to the diversity of its stakeholders and its mission to advance UN values among the global business community. We encourage the Member States of the United Nations and the Secretary-General to continue to support the initiative and uphold its position within the Organization.

In conclusion, we, the participants of the Global Compact Leaders Summit, believe that through responsible business practices a more sustainable and inclusive economy can be realized.

Annex 4 – Participants List

**Participant made a financial contribution to help offset the Summit's CO2 emissions.*

ORGANIZATION	NAME	TITLE
3Suisse*	Rémy Souchon	Environmental Advisor
AACSB International*	John Fernandes	President and Chief Executive Officer
AACSB International*	Amy Memon	Executive Project Coordinator
Aarhus United A/S	Jesper Korning	CSR Manager
AarhusKarlshamn Denmark A/S*	Jorgen Balle	Chief Executive Officer
ABB Ltd.	Ron Popper	Head of Corporate Responsibility
ABN AMRO Asset Management*	Ella Brown	Global Head of Equity Research
ABN AMRO Bank N.V.*	Khalid Sheikh	Senior Vice President
Acciona	Jose Manuel Entrecanales Domecq	Chairman
Acciona	Juan Ramon Silva	Chairman's Chief of Staff
AccountAbility	Alex MacGillivray	Head of programmes
AccountAbility	Steve Rochlin	Head, North America
AccountAbility	Simon Zadek	Chair
Acindar Ind. Arg. de Aceros S.A.*	Arturo Acevedo	President and Chief Executive Officer
Action Aid*	Aftab Alam Khan	International Campaign Coordinator
Adecco Management and Consulting SA*	Stephan Th. Howeg	Senior Vice President
Aéroports de Paris (ADP)	Didier Hamon	Vice President, Environment and Sustainability
Advanced Chemical Industries Ltd. (ACI)*	Anis Ud Dowla	Chairman
Africa Investment and Business Advisers (AFIBA)	Patricia Cisse	Associate Director General
African Union	Khadija Rashida Masri	Permanent Observer of the AU to the UN
Agence Francaise de Développement	Yves Charpentier	Adviser to the Chief Executive officer
Agence Francaise de Développement	Jean-Michel Debrat	Deputy Director General
Agroindustria Ocoena*	Carlos Antonio Castillo Pimentel	President
Aktiebolaget SKF*	Bengt Olof Hansson	Vice President, Corporate Sustainability
Al Faisaliah Group Co.	Mohammed Al Sarhan	Manager
Alcan Inc.*	Mathieu Bouchard	Vice President, Business Sustainability
Alcan Inc.*	Claude Perras	Director, International Affairs
Alcatel*	Francoise Grumberg	CSR Director
Alcatel-Lucent China	Jiangnan Liu	Chief Operating Officer
Alex & Gross Communications*	Joehen Gross	Managing Director
Allianz SE*	Lutz Cleemann	Director
Allied Soft*	Mohamed Reda	President and Chief Executive Officer
Amazon Caribbean Guyana Ltd.*	Xavier Richard	Corporate Secretary
Amnesty International	Audrey Gaughran	Head of Economic Relations
Amnesty International	Irene Khan	Secretary-General
AMPEG Technologie and Computer Service GmbH*	Peter Graf	Chief Executive Officer
AMPEG Technologie und Computer Service GmbH*	Agnes Graf	Managing Director
ANDESCO*	Gustavo Galvis Hernandez	President
Angels of Early Childhood Education Enterprise of Shanghai	Yoko Su	President
Anglo American Plc*	Mark Moody-Stuart	Chairman
ANO 'The Institute of Corporate Development'*	Oleg Alekseev	Director of Corporate Projects
ANO 'The Institute of Corporate Development'*	Rustem Khairov	Executive Director
AP2*	Christina Olivecrona	Advisor, Sustainability
APEX-CI - Cote d'Ivoire Export Promotion Agency	Guy M'Bengue	Chairman and Chief Executive Officer
Arab African International Bank*	Dalia Abd El-Kader	Head of Marketing and Communication
Aracruz Celulose S.A.*	Ricardo Rodrigues Mastroti	Corporate Relations
ARCCO Corporation*	Bernardina C. Mina	Vice President
ARCCO Corporation*	Miguel A. Mina	Vice President and Chief Operating Officer
Arcelor Mittal*	Rémi Boyer	Secretary General, Corporate Social Responsibility
AREVA	Laurent Corbier	Vice President, Sustainable Development and Continuous Improvement
AREVA	Anne Lauvergeon	Chief Executive Officer
AREVA	Cécile Maisonneuve	Head, International Meetings
AREVA	Jacques-Emmanuel Saulnier	Directeur de la Communication
ARGE Consulting*	Yilmaz Arguden	Chairman
ARIA*	Steve Gibbs	Chief Executive Officer
Arthur Lok Jack Graduate School of Business*	Rolph Balgobin	Executive Director
Article 13	Jane Fiona Cumming	Director
Arup Group	Terry Hill	Chair, Arup Group
Asia Pacific Resources International Holdings Limited*	A. J. Devanesan	President
Asia Pacific Resources International Holdings Limited*	Rudi Fajar	President Director of PT. Riau Andalan Pulp and Paper
Asociacion Nacional de Empresarios de Colombia ANDI	Luis Carlos Villegas	Chairman

ORGANIZATION	NAME	TITLE
Asset4*	Peter Ohnemus	Chief Executive Officer and President
Asset4*	Henrik Steffensen	Vice President, Marketing and Business Development
Atacama S.A. de Publicidad	Jorge Gustavo Bruzuela	Vice-President
Audencia	Jean Pierre Helfer	Dean
Aviatur	Samy Bessudo	Board Member
Banco Bilbao Vizcaya Argentaria, S.A.*	Javier Ayuso	Corporate Manager, Image and Communication
Banco Bilbao Vizcaya Argentaria, S.A.*	Francisco Gonzalez	Chairman and Chief Executive Officer
Banco di Sicilia*	Giuseppe Mineo	Member of the Board of Directors
Banco Do Brasil	Luiz Oswaldo Santiago Moreira de Souza	Vice-President of Human Resources and Social Environmental Responsibility
Bank PHB - Platinum Habib Bank Plc.	Francis Atuche	Managing Director & Chief Executive Officer
Bank PHB - Platinum Habib Bank Plc.	Angela Ege	Head, Corporate Social Responsibility
Bank PHB - Platinum Habib Bank Plc.	Charles Odibo	Head, Corporate Communications
Banyan Tree Hotels & Resorts Pte Ltd.*	Claire Chiang	Senior Vice President
Bao Steel Group Corporation	Shunbiao Fan	Director
Bao Steel Group Corporation	Dongying Wu	Strategic Development Director
Bao Steel Group Corporation	Qihua Xie	Former Chief Executive Officer
Barclays Bank Zambia Plc	Caleb Fundanga	Governor
Baruch College - Zicklin School of Business*	S. Prakash Sethi	Distinguished Professor
BASF AG*	Wolfgang Gerhardt	Senior Vice President, Corporate and Governmental Relations
BDCOM Online LTD.*	Wahidul Haque Siddiqui	Chairman
Bebidas Gaseosas del Noroeste, S.A. Begano*	Frederico Amor	Chief Executive Officer
Beijing Citynet Technology Development Co., Ltd*	Ping Xiao	Chairman of the Board
Beijing Kaoshanju Trade (Group) Co.,Ltd.	Wenshu Hao	Chairman
Beijing Mu Yao Chi Culture Communication Co., Ltd.	Li Li	Chairman
Beijing Times Jiahua Culture Media Communication Co., Ltd.*	Weidong Song	President
Beijing Yeshi Group Company	Qing Ye	Chairman of the Board
Beraca Sabara Quimicos e Ingredientes Ltda.*	Ulisses Matioli Sabara	President, Health and Personal Care Division
Berlin Civil Society Center	Burkhard Gnaerig	Executive Director
Betania S.A. Esp	Jose Antonio Vargas Lleras	President
BG Group Plc*	Charles Bland	Executive Vice President, Policy and Corporate Affairs
BG Group Plc*	Dominic Hall	Partnership Manager
BHP - Bruggen and Partners Ltd.*	Thomas Streiff	Partner
BMJ Ratings	Pascal Bello	Chief Executive Officer
BMJ Ratings	Mathieu Weiss	Manager of the Industry sector
BNP Paribas Asset Management*	Eric Borremans	Head of Sustainable & Responsible Investment
Boston College - Carroll School of Business*	Sandra Waddock	Professor of Management
Boston Consulting Group*	Adrian McKemey	Principal
Boston Consulting Group*	Martin Reeves	Senior Partner and Managing Director
Bovespa - Brazil's Stock Exchange	Raymundo Magliano Filho	Chairman
Bovespa - Brazil's Stock Exchange	Izalco Sardenberg	Advisor to the Chairman
BP International Limited*	John Wells	Vice President, Environmental and Social Policy
Brandix Lanka Ltd.	Anusha Alles	Manager - CSR
Brandix Lanka Ltd.	Ashroff Omar	Chief Executive Officer
Broedrene Hartmann A/S	Tomas Winther	Corporate Manager
BT Group Plc*	Larry Stone	Company Secretary
BT Pension Scheme*	Donald MacDonald	Trustee
Business and Human Rights Resource Center	Chris Marsden	Chair of Trustees
Business and Human Rights Resource Centre	Christopher L. Avery	Director
Business for Social Responsibility*	Aron Cramer	President and Chief Executive Officer
Business for Social Responsibility*	Faris Natour	Senior Manager
Business Leaders Initiative on Human Rights*	Kathryn Dovey	Programme Manager
Business Leaders Initiative on Human Rights*	John Morrison	Programme Director
Cadbury Schweppes*	Neil Makin	External Affairs Director
Cairo for Investment and Development	Hassan El-Kalla	Chairman
Caisse de dépôt et placement du Québec*	Ginette Depelteau	Senior Vice-President, Policies and Compliance
Caisse de dépôt et placement du Québec*	Johanne Pichette	Director
Calpers	Anne Stausboll	Chief Operating Investment Officer
Calvert Group Ltd.*	Paul Hilton	Interim Director, Social Investment Strategy
Calvert Group Ltd.*	Barbara Krumsiek	President and Chief Executive Officer
Case Western Reserve University	Ante Glavas	Executive Director, the Center for Business as an Agent of World Benefit (BAWB)
Carbon Disclosure Project*	Paul Dickinson	Chief Executive
CARE International	Debra Neuman	Senior Vice President
Carey and Allende*	Guillermo Carey Tagle	Senior Partner
Carrefour*	Veronique Discours-Buhot	Sustainability Director
Central Warehousing Corporation*	Nishi Choubey	Managing Director
Centre for Policy Dialogue	Debapriya Bhattacharya	Executive Director
Centre of System Business Technologies SATIO	Janna Grinyuk	Managing Director
Century Inform International Hi-tech Developing Co., Ltd.*	Dan Zhang	President
Century Inform International Holding Co., Ltd.*	Xi An Pan	President
China Aerospace Enterprise Confederation*	Guiqing Luan	Vice Secretary-General
China Africa Business Council	Kaiyong Ge	Director
China Association of Productivity Science	Baohua Yang	Vice Chairman

ORGANIZATION	NAME	TITLE
China Development Bank*	Yuan Wang	Director-General
China Development Bank*	Shuangzhi Zhang	Director of Strategy
China Enterprise Confederation*	Jinhua Chen	President
China Enterprise Confederation*	Mengya Qian	Translator
China Enterprise Confederation*	Li Sun	Assistant
China Enterprise Confederation*	Yanhu Sun	Deputy Director-General
China Enterprise Confederation*	Yuping Sun	Director
China Enterprise Confederation*	Fengzuo Wang	Translator
China Enterprise Confederation*	Weidong Yan	Secretary to the President of CEC
China Enterprises Management Association of Science, Technology and Industry*	Xuelian Deng	Secretary
China Europe International Business School*	Henri Claude de Bettignies	Professor
China International Industry and Commerce Co., Ltd.	Tianyi Wang	Chairman
China International Institute of Multinational Corporations*	Pengcheng Yu	Advisor to the Secretary-General
China International Institute of Multinational Corporations*	Yanfang Hou	Deputy Secretary-General
China International Institute of Multinational Corporations*	Xiaoyu Zhang	Secretary-General
China National Aeronautical Radio Electronics Research Institute*	Renxing He	General Manager
China National Offshore Oil Corporation (CNOOC)*	Xue Bo	Director
China National Offshore Oil Corporation (CNOOC)*	Lisong Song	General Manager
China Nuclear Instrumentation and Equipment Corporation*	Guifeng Su	Vice-president
China Ocean Shipping Company Europe, HR Company	Bin Yang	President
China Ocean Shipping Company, HR Company	Tian Jing	Deputy Director
China Ocean Shipping Group (COSCO)	Jiafu Wei	President and Chief Executive Officer
China Ocean Shipping Group (COSCO)	Zemin Shi	General Manager, Executive Division
China Petroleum and Chemical Corporation, Sinopec*	Zhiguo Han	Secretary, General Administrative Office
China Petroleum and Chemical Corporation, Sinopec*	Jiming Wang	Advisor and Former President of Sinopec
China Petroleum and Chemical Corporation, Sinopec*	Zaixing Wang	Chief Representative, European Office
China Petroleum and Chemical Corporation, Sinopec*	Minyan Zhang	Liaison Manager of Sinopec Foreign Affairs Dept.
China Society for the Promotion of the Guangcai Programme	Dong Guo	Secretary to the Vice President
China Society for the Promotion of the Guangcai Programme	Deping Hu	Vice President; Vice President of All-China Federation of Industry and Commerce; President of China Africa Business Council
China Society for the Promotion of the Guangcai Programme	Yuying Wang	Advisor
China Society for the Promotion of the Guangcai Programme	Jianfeng Wang	Director
China Society for the Promotion of the Guangcai Programme	Xiaoli Wu	Vice Secretary General
Cia. Asturiana de Bebidas Gaseosas, S.A.*	Victor de Urrutia	Chief Executive Officer
Cia. Asturiana de Bebidas Gaseosas, S.A.*	Juan Luis Gomez-Trenor Fos	President
Cia. Levantina de Bebidas Gaseosas, S.A.*	Alfredo Gomez Torres	Member of the Board
Cia. Nortena Bebidas Gaseosas Norbega, S.A.*	Alfonso Libano Perez-Ullibarri	Chief Executive Officer
CIBJO*	Simonpaolo Buongiardino	Chief Executive Officer, General Trade Organization (Italy)
CIBJO*	Gaetano Cavalieri	President
CIBJO*	Pierre Strauss	Assistant Representative
City Developments Limited*	Esther An	Deputy General Manager
Coalition for Environmentally Responsible Economies*	Rob Berridge	Program Manager, Investor Programs
Cobega S.A.*	Francisco Daurella	Chief Executive Officer
Cobega S.A.*	Sol Daurella	Member of the Board
Coca-Cola Eurasia*	Kadri Ozen	Public Affairs and Communications Manager
Coca-Cola HBC*	Tony Baynes	Director Public Affairs
Coca-Cola HBC*	Doros Constantinou	Chief Executive Officer
Coca-Cola HBC*	Jens Rupp	Sustainability Manager
COLDELCO	Alejandro Jara Weitzmann	Analysis and Planning Director
Coloplast*	Christian Honora	Manager, Corporate Ethics
Coloplast*	Sten Scheibye	President and Chief Executive Officer
Columbia University*	Jenik Radon	Professor
Comité syndical national de retraite Bâtirente*	Daniel Simard	General Coordinator
Comité syndical national de retraite Bâtirente*	Laetitia Tankwe	Risk Manager
Commercial Bank of Ceylon Ltd.	Chitral Amarasiri	Deputy General Manager, Human Resources Management
Commercial Bank of Ceylon Ltd.	Amitha Gooneratne	Managing Director and Chief Executive Officer
CompuMe	Mona Kamal	Spouse
CompuMe	Amr Sheira	Operations Manager
Concerned Citizens Speak*	Richard Jordan	President
Condor Group*	Vidhyadharan Sivaprasad	Chairman and Chief Executive Officer
Confederation of Indian Industries	S. S. Mehta	Director General
Confederation of Norwegian Enterprise	Finn Bergesen Jr.	Chief Executive Officer
Conference of NGOs (CONGO)	Renate Bloem	President
Confidi Roma Gafiart	Danilo Cerreti	Chairman
Confidi Roma Gafiart	Giuliano Tabacchiera	Communication officer
Conservation International*	Glenn Prickett	Senior Vice President - Business and U.S. Government Relations
Constructus Ltd.*	Anita Ozolina	Managing Director
Consultiva Internacional, Inc.	Myrna Rivera	President and Chief Executive Officer
Control-Risks Deutschland GmbH*	Jennifer Hanley	Associate Director
Copagaz Distribuidora de Gas Ltda- Grupo Zahran*	Ueze Zahran	President
Corporate Citizenship Company	Joe Sellwood	Managing Director, Global Leadership Network

ORGANIZATION	NAME	TITLE
Coventry University - Futures Institute*	Malcolm McIntosh	Director
CPP Investment Board	Brigid Barnett	Manager, Responsible Investing
Creat Group Co., Ltd.	Yuwen Zheng	Chairman
Creat Group (HK)	Kamhung Chow	Chief Executive Officer
Credit Agricole S.A.*	Micheline Bourny-Thaumiaux	Communication - Sustainable Research
Credit Suisse Group*	Tobias Guldimmann	Group Chief Risk Officer
Cybersonic Construction Limitada	Jianping He	Chairman
Cypri Cola Co. Ltd.*	Musa Sonmezler	Director
Dagli Cosmetics and Cleaners*	Orhan Dagli	Director
DaimlerChrysler AG*	Norbert Otten	Director, Policy Issues
Dalberg*	Shervin Setareh	Consultant
Dalberg*	Henrik Skovby	Partner
Dalian Wanli Corporation Group*	Yong Zhang	President
Danfoss Group*	Ole Daugbjerg	Chief of Staff
Danisco*	Daniel King	Sustainability Communications Manager
Danish Institute for Human Rights*	Margaret Jungk	Senior Advisor
Danish Institute for Human Rights*	Morten Kjaerum	Executive Director
De Beers*	Simon Gilbert	Senior Executive - Government Relations
De Beers*	Christopher Sorek	Director - Public and Corporate Affairs
Deloitte	Ntombifuthi Mtoba	Chair of the Board
Deloitte	Thiru Pillay	Director
Deloitte Touche Tohmatsu	Ena Nielsen	Manager
Demos	Tibor Dessewffy	Chairman
DePaul University - Institute for Business and Professional Ethics*	Patricia Werhane	Director
Det Norske Veritas*	Henrik O. Madsen	President and Chief Executive Officer
Det Norske Veritas*	Sven Molleklev	Head of Corporate Relations & CSR
Deutsche Bank AG*	Hanns Michael Hoelz	Global Head, Sustainable Development
Deutsche Post World Net*	Monika Wulf-Mathies	Executive Vice President, Corporate Public Policy and Sustainability
Deutsche Post World Net*	Kathrin Brost	Corporate CSR Manager
Deutsche Telekom AG*	Ignacio Campino	Vice President, Corporate Sustainability and Citizenship
Deutsche Telekom AG*	Reiner Lemke	Sustainability Manager
Diageo Plc*	Will Peskett	Head of Corporate Citizenship
DKV Seguros y Reaseguros S.A.E.	Josep Santacreu	Managing Director
Dogus Group	Husnu Akhan	Chief Executive Officer
Donbass Fuel-Energy Company*	Sergey Kordashenko	HR and Corporate Communications Director
DONG Energy A/S*	Peter Arnfeldt	Vice President
DONG Energy A/S*	Anders Eldrup	Chief Executive Officer
Dudalina SA*	Sonia Regina Hess de Souza	President
Dudalina SA*	Tahiana Miranda de Souza	Assistant (translator)
E.ON AG*	Erik Brandsma	Vice President, Corporate Responsibility
E.ON AG*	Eric Depluet	Chief Corporate Responsibility Officer
Earth Institute at Columbia University	Jeffrey D. Sachs	Special Advisor to UN Secretary-General
EAS	Derek Genova	Assistant
Eco-Frontier*	Woo Joung Chun	Analyst
Eco-Frontier*	Soo Young Chung	Head of Sustainable Finance Center
EDF*	François Georges	Head of International Corporate Relations & Chairman of the French ICC Commission Against Corruption
EDF*	Bruno Lescoeur	Senior Executive Vice President
EDF*	Claude Nahon	Senior Vice President, Sustainable Development
Egyptian Traders Co.*	Ashraf El Attal	Chairman and Chief Executive Officer
Elion Resources Group	Wenbiao Wang	Chief Executive Officer
Emirates Environmental Group*	Sudipa Bose	Corporate Social Responsibility Coordinator
Emirates Environmental Group*	Hope Sherwin	Manager
Emirates Environmental Group*	Habiba Hassan Sultan Almarashi	Chair
Emprecultura	F. Xavier Hernandez	Special Advisor to the Vice President of El Salvador
ENDESA	Jose Bogas	Chief Operating Officer, Spain and Portugal
ENDESA Servicios*	Rafael Miranda	Consejero Delegado
Engro Chemical Pakistan Limited*	Asad Umar	President and Chief Executive Officer
Ericsson*	Dag Nielsen	Director
ERIM*	Yves Bourdon	President
ESADE*	Josep M. Lozano	Professor
ESKOM*	Steve Lennon	Managing Director (Resources & Strategy)
ESKOM*	Jacob Maroga	Chief Executive
ESSEC	Pierre Tapie	Dean and President
ETB - Empresa de Telecomunicaciones de Bogota	Ilva Herrera	Administrative Vice President of Human Management and Resources
ETB - Empresa de Telecomunicaciones de Bogota	Rafael Orduz	President
Ethical Investment Research Services Ltd.	Brunno Maradei	Assistant Director
Euromed Marseille - Ecole de Management*	Walter Baets	Associate Dean for Research
European Academy of Business in Society*	Simon Pickard	Deputy Director
European Academy of Business in Society*	Peter Lacy	Executive Director; Senior Advisor to McKinsey & Company
European Foundation for Management Development (EFMD)*	Gerard Van Schaik	President
Event Manager	Peder Berg	Technical Director

ORGANIZATION	NAME	TITLE
Global Hand*	Sally Begbie	International President
Global Hand*	Malcolm Bruce Begbie	Operations Executive for Global Hand International and Director for Global Hand Central Asia
Global Initiatives*	Tony Gourlay	Chief Executive Officer
Global Leadership Network	Aris Vrettos	Advisor
Global Public Policy Institute	Wolfgang H. Reinicke	Director
Global Public Policy Institute	Jan Martin Witte	Associate Director
Global Reporting Initiative	Ernst Ligteringen	Chief Executive
Global Witness*	Patrick Alley	Director
Globally Responsible Leadership Initiative*	Anders Aspling	Secretary General
Globally Responsible Leadership Initiative*	Mark Drewell	Chair
GlobeScan Incorporated*	Doug Miller	President
Gold Fields Limited	Ian Cockerill	Chief Executive Officer
Goldas Jewellery Industry Import Export Inc.	Hasan Yalinkaya	Chairman
Golden Gate Nigeria Group of Companies	Jacob Chieh Kuo Wood	Chairman
Golden Gate Nigeria Group of Companies	May yee Wood	Director
Goldman Sachs Group*	David Johnson	Owner and President
Goldman Sachs Group*	Suzanne Nora Johnson	Senior Director
Goldman Sachs International*	Sarah Forrest	Executive Director
Goldman Sachs International*	Marc Fox	Financial Analyst
Goldman Sachs International*	Anthony Ling	Chief Investment Officer
Government of Argentina	Dario Celaya	Counsellor, Permanent Mission of Argentina, Geneva
Government of Argentina	Carlos Tomada	Minister of Labour, Employment and Social Security
Government of Austria	Christina Kokkinakis	Minister, Deputy Permanent Representative to the UN Office and other International Organizations in Geneva
Government of Austria	Wolfgang Petritsch	Ambassador, Permanent Representative to the UN Office and other International Organizations in Geneva
Government of Austria	Maria Reich-Rohrwig	Minister, Deputy Permanent Representative to the World Trade Organization
Government of the Republic of Azerbaijan	Elchin Amirbayov	Ambassador, Permanent Representative to the UN Office and other International Organizations in Geneva, Ambassador of the Republic of Azerbaijan to Switzerland
Government of Belgium	Alex Van Meeuwen	Ambassador, Permanent Representative to the UN Office and other International Organizations in Geneva
Government of Colombia	Clemencia Forero Ucro	Ambassador, Permanent Representative to the UN Office and other International Organizations in Geneva
Government of Colombia	Adriana Mejia Hernandez	Deputy Minister for Multilateral Affairs
Government of Colombia	Adriana Mendoza	Minister Counsellor
Government of Colombia	Alma Viviana Perez	First Secretary
Government of Denmark*	Jakob Faarvang	Head of Section, Danish Commerce and Companies Agency
Government of Denmark*	Victor Kjær	Deputy Director General, Danish Commerce and Companies Agency
Government of Denmark*	Laura Nielsen	Head of Section, Ministry of Foreign Affairs
Government of France	Moncef Follain	Counsellor
Government of France	Christophe Guilhou	Ministre Conseiller, Deputy Permanent Representative to the UN Office and other International Organizations in Geneva
Government of France	Alice Guitton	Counsellor, Foreign Affairs Ministry
Government of France	Jean-Baptiste Mattei	Ambassador, Permanent Representative to the UN Office and other International Organizations in Geneva
Government of the Federal Republic of Germany	Birgitta-Maria Siefker-Eberle	Chargée d'Affaires a.i., Permanent Mission of the Federal Republic of Germany to the United Nations
Government of the Federal Republic of Germany	Christian Widmann	Senior Desk Officer, Division for Co-operation with the Private Sector, Federal Ministry for Economics
Government of Ghana	Regina Adutwum	Director General of the National Development Planning Commission
Government of Ghana	George Gyan-Baffour	Deputy Minister for Finance and Economic Planning
Government of the Hashemite Kingdom of Jordan	Hassan Abu Nimeh	Adviser to HRH
Government of the Hashemite Kingdom of Jordan	Hussein Al Rifai	Director of HRHs Office
Government of the Hashemite Kingdom of Jordan	Rana Arafat	Head of Protocol Department
Government of the Hashemite Kingdom of Jordan	Musa Breizat	Permanent Representative to the UN Office and other International Organizations in Geneva
Government of the Hashemite Kingdom of Jordan	Conor de Lion	Press Secretary
Government of the Hashemite Kingdom of Jordan	H.R.H. El Hassan bin Talal	Prince
Government of the Hashemite Kingdom of Jordan	Lyn Heppner	Senior Executive Assistant to HRH
Government of the Hashemite Kingdom of Jordan	Lt. Col. Abdullah Khraisha	ADC to HRH
Government of the Hashemite Kingdom of Jordan	Hassan Nafaa	Adviser to HRH
Government of Mexico*	Salvador De Lara	Director General for multilateral and economic organisations
Government of Mexico*	Alberto Ortega	Chief of Staff, Ministry of Economy
Government of Nigeria	Martin Uhomobhi	Permanent Representative to the UN Office and other International Organizations in Geneva
Government of Pakistan	Hamid Yar Hiraj	Minister of State for Commerce
Government of Pakistan	Hamid Yar Hiraj	Minister of State for Commerce
Government of Pakistan	Masood Khan	Permanent Representative to the UN Office and other International Organizations in Geneva

ORGANIZATION	NAME	TITLE
Government of Spain	Juan Antonio March	Ambassador, Permanent Representative to the UN Office and other International Organizations in Geneva
Government of Spain	Bernerdino Leon	Secretary of State for Foreign Affairs
Government of Spain	Borja Montesino	Chief of Staff, Office of the Secretary of State
Government of Spain	Juan Pablo de la Iglesia	Secretary General of the Spanish International Cooperation Agency
Government of Sweden	Tony Clark	First Secretary
Government of Sweden	Elisabeth Dahlin	Ambassador, Head of Swedish Partnership of Global Responsibility, Swedish Ministry for Foreign Affairs
Government of Sweden	Mia Horn af Rantzien	Ambassador, Permanent Representative to the WTO
Government of Sweden	Brigitta Nygren	Ambassador, Head, International Trade Policy Department, Ministry for Foreign Affairs
Government of Sweden	Maria Palsson	Press Secretary
Government of Switzerland*	Serge Chappatte	Assistant Director-General, Swiss Agency for Development Cooperation
Government of Switzerland*	Marc Probst	Head of Desk Human Security and Business
Government of the Republic of Iran	Behzad Alipour Tehrani	Premier Conseiller
Government of the Republic of Korea	Soung-Jin Chung	Chairman, Korea Independent Commission Against Corruption (KICAC)
Government of the Republic of Korea	In-jong Kim	Deputy Director, UN Division, Ministry of Foreign Affairs and Trade
Government of the Republic of Korea	Sang-Bin Lee	Translator, Korea Independent Commission Against Corruption (KICAC)
Government of the Republic of Korea	Kido Seong	Deputy Director of Protection, Korea Independent Commission Against Corruption (KICAC)
Government of the Russian Federation	Leonid Stavitsky	Head of the Administration, City of Zvenigorod
Government of Timor-Leste	Alain Dick	Charge D'Affaires, A.I., Embassy of Timor-Leste, Geneva
Government of the United Kingdom of Great Britain and Northern Ireland	Caroline Rees	Head of Enlargement Section, British Foreign and Commonwealth Office; Research Fellow with the Corporate Social Responsibility Initiative at the University of Harvard.
Government of the United Kingdom of Great Britain and Northern Ireland	Alan Searl	Second Secretary for Environment, Climate Change and Sustainable Development
Government of the United Kingdom of Great Britain and Northern Ireland	Nick Baker	Desk Officer for Corporate Social Responsibility, Foreign and Commonwealth Office in London
Government of the United Kingdom of Great Britain and Northern Ireland	Julian Metcalfe	Deputy Head of Mission in Geneva
Government of the United States of America*	Jared Blumenfeld	Director, Department of the Environment
Group of Companies Foxtrot*	Lyudmila Lozovaya	Deputy Director
Groupe INSEEC*	Edgard Girard	Dean and Chief Executive Officer
Groupe SEB*	Christian Coutin	Vice President, Sustainable Development
Grupo Ferrovial S.A.*	Juan Cardona	CSR Manager
Grupo Ferrovial, S.A.*	Gregorio Panadero Illera	Office of the Chairman, Director of Communications
Grupo Ferrovial, S.A.*	Jose Maria Perez Tremps	Vice-president, General Secretary & Member of the Board
Grupo Via Delphi, S.A. de C.V.*	Francisco Cordova Lira	Chief Executive Officer
GTZ – Deutsche Gesellschaft fuer Technische Zusammenarbeit GmbH	Cornelia Richter	Director General, Planning and Development Department
Guangdong Evergreen Group Co., Ltd.*	Dan Chen	President
Guangxi Beihai Panshibao Co., Ltd.	Xianglin Wang	Chairman
Guile Foundation*	Fritz Brugger	Guile Engagement Team
Guile Foundation*	Gilles Carbonnier	Guile Engagement Team
Guile Foundation*	Francis Mathieu	Guile Engagement Team
Hagen Resources International	Katherine Hagen	Chief Executive Officer
Hager AG	Alfred Bricka	Chief Executive Officer
Hakuhodo*	Yoshimiki Narita	Finance Director/CFO, Germany
Harmony Gold*	Georges Lequime	Chief Executive Harmony Capital
Hashem Brothers for Essential Oils and Aromatic Products*	Sohaila Hashem	Managing Director
Hayleys Limited*	Richard Ebell	Director
Helog Lufttransport KG	Birgit Zagal	Personnel Manager
Hennes & Mauritz AB*	Ingrid Schullstrom	CSR Manager
Heraeus Hold Holding GmbH*	Martina Rauch	Vice President, Corporate Communications
Hermes Pensions Management*	Colin Melvin	Chief Executive Officer, Hermes Equity Ownership Services
Hewlett-Packard Corporation	Gabi Zedlmayer	Vice President
Hilti Aktiengesellschaft*	Stefan Fankhauser	Chief Compliance Officer
Holcim Group Support Ltd.*	Barbara Dubach	Vice President, CSR/Sustainable Development
Hunan Dingan Insurance Brokers Co., Ltd	Tse Wai Ching	Assistant Board Chairman
Hunan Dingan Insurance Brokers Co., Ltd	Yan Fan	Board Chairman
Hunan Xian Dai Investment Co	Weijie Song	Board Chairman
ICA AB*	Kenneth Bengtsson	President and Chief Executive Officer
ICA AB*	Lisbeth Kohls	Senior Vice President Corporate Responsibility
IEDC-Bled School of Management*	Danica Purg	President
IMC Information Multimedia Communication AG*	Volker Zimmermann	Board of Directors
Impact Development Training Group*	David Hayden Williams	Founder and Managing Director
Incheon International Airport Corporation*	Young Hee Eom	Manager, Community Relations
Incheon International Airport Corporation*	Jaehye Lee	President and Chief Executive Officer
Indray	Fabien Fayard	Translator
Indray	Jean Francois Ray	Chief Executive Officer

ORGANIZATION

Industrial Investors Group
 Infogest*
 Infonavit
 Innovest Strategic Value Advisors Inc.
 Insight Investment*
 Institut fuer Organisationskommunikation*
 Institut fuer Organisationskommunikation*
 Institute of Oil Transportation*
 Institute of Oil Transportation*
 Instituto Ethos de Empresas e Responsabilidade Social*
 Instituto Ethos de Empresas e Responsabilidade Social*
 Intergovernmental Panel on Climate Change
 International Alert
 International Business Leaders Forum
 International Business Leaders Forum
 International Business Leaders Forum
 International Commission of Jurists
 International Committee of the Red Cross
 International Committee of the Red Cross
 International Council on Mining and Metals*
 International Federation of Chemical, Energy, Mine
 & General Workers' Unions
 International Federation of Consulting Engineers
 International Finance Corporation*
 International Finance Corporation*
 International Finance Corporation*
 International Labour Organisation, ILO*
 International Labour Organisation, ILO*
 International Labour Organisation, ILO*
 International Labour Organisation, ILO*
 International Labour Organisation, ILO*
 International Labour Organisation, ILO*
 International Labour Organisation, ILO*
 International Labour Organisation, ILO*
 International Labour Organisation, ILO*
 International Labour Organisation, ILO*
 International Labour Organization for Migration
 International Organization for Standardization (ISO)
 International Organization for Standardization (ISO)
 International Organization for Standardization (ISO)
 International Organization of Employers*
 International Organization of Employers*
 International Save the Children Alliance
 International Save the Children Alliance
 International Save The Children Alliance
 International Trade Centre
 International Trade Centre
 International Trade Union Confederation*
 International Trade Union Confederation*
 International Trade Union Confederation*
 IRH Environment*
 ISAE FGV
 ISS A/S*
 Jadranski Naftovod*
 JCI – Junior Chamber International*
 JCI – Junior Chamber International*
 Johnson Controls Inc.*
 Joint Stock Co. Close Tipe Gomellift
 JSC TNK-BP Management*
 Junyao Group
 Junyao Group
 Junyao Group
 Kawasaki City Government
 Kay & Que Bangladesh Ltd.*
 Keio University*
 Kennedy School of Government, Harvard University*
 Ketchum*
 Kibris Mobile Telekomunikasyon Ltd.
 Kikkoman
 Koc Holding A.S.*
 Koc Holding A.S.*
 Koc Holding A.S.*
 Kontrapunkt

NAME

Siman Povarenkin
 Katy Tall Sarre
 Ariel Cano
 Matthew Kiernan
 Rachel Crossley
 Ellen Frings
 Hans-Peter Meister
 Iryna Karaputa
 Cheperdak Mykhailo
 Oded Grajew
 Ricardo Young
 Rajendra Kumar Pachauri
 Salil Tripathi
 Adrian Hodges
 Lucy Amis
 Peter Brew
 Nicholas Howen
 Jacques Forster
 Claude Voillat
 Paul Mitchell

 Roland Conus
 Enrico Vink
 Cecilia Bjerborn
 Rachel Kyte
 Oltmann Siemens
 Githa Roelans
 Juan Somavia
 Kari Tapiola
 Claire Bussy Pestalozzi
 Michael Henriques
 Dominique Michel
 Roger Plant
 Stephen Pursey
 Jose Manuel Salazar-Xirinachs
 Richard Danziger
 Jorge Cajazeira
 Alan Bryden
 Sophie Clivio
 Abe Katz
 Antonio Penalosa
 Barry Clarke
 Charlotte Petri-Gornizka
 Elin Sofia Helen Wallberg
 Hernan Manson
 Ian Sayers
 Anna Biondi
 Raquel Gonzales
 Guy Ryder
 Yves Bernheim
 Norman Arruda Filho
 Helle Havgaard
 Rikardo Marekiae
 Graham Hanlon
 Edson A. Kodama
 Gino Gauthier
 Valery Karniyenka
 Matthew Murray
 Junjin Wang
 Yan Wing Choi
 Jinqi Ye
 Takejiro Sueyoshi
 Tabith M Awal
 Mitsuhiro Umezu
 Jane Nelson
 John Paluszek
 Cagla Akdogdu
 Masanao Shimada
 Aylin Gezguc
 Ali Y. Koc
 Oya Unlu Kizil
 Rasmus Bech Hansen

TITLE

Chair of the Board
 Director General
 Finance Director
 Founding Director and CEO
 Director, Investor Responsibility
 Senior Consultant
 Chief Executive Officer
 Head of Foreign-Economic Activity and Marketing Department
 Chairman of the Board
 Chairman of the Board
 President
 Chairman
 Senior Policy Adviser, Peacebuilding Issues Program
 Managing Director
 Human Rights programme manager
 Director, Responsible Business Solutions
 Secretary General
 Vice President
 Economic Advisor
 President

 Member of the Board
 Managing Director
 Program Officer
 Director, Environment and Social Development
 Special Representative in Europe
 Consultant
 Director-General
 Executive Director
 Technical Specialist
 Director of the Enterprise Development Department
 Head of Multinational Enterprises Programme
 Head Special Action Programme to Combat Forced Labour
 Director-General's Office
 Executive Director of the Employment Sector
 Head, Counter Trafficking Division
 Chairman
 Secretary-General
 Technical Group Manager
 President
 Secretary-General
 Chair of the Board
 Member of the Board
 Corporate Partnerships

 Senior Officer
 Director ITUC Geneva Office
 Assistant Director ITUC Office Geneva
 General Secretary
 Chairman and Chief Executive Officer
 General Director
 Senior Vice President - Group Human Capital
 Management Board Office Manager
 JCI Executive Vice President
 Secretary General
 Vice President
 General Director
 Corruption Risk Manager
 Chairman and Chief Executive Officer
 Assistant to Chairman
 Director
 Special Advisor to Mayor
 Managing Director
 Professor
 Director, Corporate Social Responsibility Initiative
 Senior Counsel
 Assistant General Manager, Business Support
 Managing Director
 CSR Coordinator
 President of Corporate Communication and Information Technology
 Director of Corporate Communication
 Managing Director

ORGANIZATION	NAME	TITLE
Korea Land Corporation*	Shin Won Choi	Translator
Korea Land Corporation*	Jae Hyun Kim	President and Chief Executive Officer
Korea Midland Power Co., Ltd.*	In-gong Lee	Senior Manager
KPMG*	Richard Hamilton	Director
La Poste*	Widloecher Patrick	Sustainable Development Manager
La Viga S.A.*	Diego de la Torre de la Piedra	Chairman and Chief Executive Officer
Lackeby Water Group*	Martin Hagbyhn	Chief Executive Officer
Lafarge*	Bertrand Collomb	Chairman
Lanco Infratech Limited*	G. Venkatesh Babu	Managing Director
Landsbanki Islands*	Halldor Kristjansson	Chief Executive Officer
Landsbanki Islands*	Ari Skulason	Senior Manager
LEEM*	Patrick d'Humieres	Corporate and Social Communications
Lego A/S*	Helle Sofie Kaspersen	Senior Director Corporate Management
Lego A/S*	Mads Oevlisen	Chairman of the Board
LG Electronics*	Young-Kee Kim	Executive Vice President
Lippi La Cloture*	Frederic Lippi	President and Director General
LM Ericsson*	Carl-Henric Svanberg	President and Chief Executive Officer
LM Ericsson*	Elaine Weidman	Director Corporate Responsibility
Logic Plus*	Besnik Limaj	President and Chief Executive Officer
L'OREAL*	Loic Armand	Senior Vice President, External Affairs
Lotus Holdings PVT Ltd.	Ajit Shah	Chief Executive Officer
Maala*	Talia Aharoni	President
Mabuhay Vinyl Corporation*	Victor Edwin Umali	President and Chief Operating Officer
Macondo*	Elmer Lenzen	Managing Director
Madagascar Entrepreneurs Association	Herintsalama Rajaonarivelo	Chair
Maderas Nobles*	Marga Capella	Director Catalonia
Mail & Guardian*	Traver Ncube	Chief Executive
Mandat international Welcome Centre*	Sebastien Ziegler	Chief Executive Officer
Mane	Jean Mane	President du Directoire
Manpower*	David Arkless	Senior Vice President of Global Corporate Affairs
Manpower*	Branka Minic	Director, Global Corporate Affairs
Mansour Manufacturing & Distribution Group of Companies	Youssef Mansour	Chief Executive Officer
Mansour Manufacturing & Distribution Group of Companies	Walid Nagi	Manager Corporate Affairs
Mapfre S.A.*	Juan Jose Almagro Garcia	General Manager of Communication and Social Responsibility
Martha Tilaar Group	Bryan Tilaar	Chief Executive Committee Member
Martin-Luther University Halle-Wittenberg	Ingo Pies	Professor
Massachusetts Institute of Technology (MIT)	Peter Senge	Senior Lecturer
mCel - Mocambique Celular, Sarl*	Rui Fernandes	President
MCI Group Holding SA	Guy Bigwood	General Manager
McKinsey & Company*	Debby Bielak	Engagement Manager
McKinsey & Company*	Sheila Bonini	Senior Fellow- Strategy Practice
McKinsey & Company*	Tarrah Kehm	Knowledge Analyst - Strategy Practice
McKinsey & Company*	Jeremy Oppenheim	Director
MDD Comercio e Representacoes de Papel Ltda.*	Marcos Domakoski	President
Medios Especializados de America	Bolivar Tapia	President
Mega Corporation*	Genevieve Akech Oluoch	Chief Executive Officer
Mercantile Bank Limited	Yousuf Khan	Senior Executive Vice President
Mercantile Bank Limited	Shah Md. Nurul Alam	Managing Director and Chief Executive Officer
Merieux Alliance	Jean-Francois de Lavison	Director International Affairs
Middle East Technical University*	Semra Feriha Ascigil	Professor
MSM Fininco AG*	Juerg Martin	Chairman
MTN Nigeria Communications Ltd.	Funmilayo Omogbenigun	Head, Corporate Communications
MTN Nigeria Communications Ltd.	Amina Oyagbola	Corporate Services Executive
Nam Kwong Group Co. Ltd.*	Kaicheng Xu	Chief Executive Officer
Nathan Cummings Foundation*	Caroline Williams	Director of Shareholder Activities
National Business Initiative*	Andre Fourie	Chief Executive Officer
National Mineral Development Corporation Ltd.*	Ramesh Kumar Bhashyakarla	Chairman and Managing Director
National Mineral Development Corporation Ltd.*	Govind Ballabh Joshi	General Manager, Human Resources
Nedbank Group*	Selby Baqwa	Executive Director
Neimeth International Pharmaceuticals Plc*	Sam Oluabunwa	President and Chief Executive Officer
Nestle S.A.*	John Bee	Public Affairs Communications Manager
Nestle S.A.*	Niels Christiansen	Vice President Public Affairs
Nestle S.A.*	Christian Frutiger	Public Affairs Manager
Nestle S.A.*	Paul Polman	Chief Financial Officer
Net Impact*	Anthony Nguyen	Co-President
New Hope Group	Yonghao Liu	Chairman
New York City Employees Retirement System*	Michael Musuraca	Designated Trustee
New Zealand Superannuation Fund*	Anne-Maree O'Connor	Head of Responsible Investment
Newmont Mining Corp.*	Helen Macdonald	Director, Community Relations and Social Development
Norsk Hydro ASA*	Sverre Bjerkomp	Vice President CSR
Norwegian School of Management*	Atle Midttun	Professor
Novartis International*	Klaus M. Leisinger	President, Novartis Foundation for Sustainable Development

ORGANIZATION	NAME	TITLE
Novartis International*	Thomas Wellauer	Head, Corporate Services
Novo Nordisk AS*	Lise Kingo	Executive Vice President, Stakeholder Relations
Novo Nordisk AS*	Soraya Ramoul	Advisor, Corporate Responsibility
Novo Nordisk AS*	Annette Stube	Senior Adviser Corporate Responsibility
Novozymes*	Anna Lise Mortensen Grandjean	Vice President, Sustainability Development and Stakeholder Communications
Novozymes*	Claus Stig Pedersen	Director, Sustainability Development
NTPC National Thermal Power Corporation Ltd.	J Mohapatra	Executive Director
NTUC Fairprice Co-operative Ltd.*	Kian Peng Seah	Managing Director (Singapore)
Observer	Yvon Edoumou	Information Officer
oekom research AG*	Rolf Haessler	Director Business Development
Office National des Aeroports	Hakima Sentissi	Charge de Service Developpement Durable
Oil & Natural Gas Corporation*	Sushant Vats	Executive Director, Employee Relations
Old Mutual*	Rojie Kisten	Head of Corporate Affairs Old Mutual South Africa
OMV Aktiengesellschaft*	Simone Alaya	CSR - Manager
OMV Aktiengesellschaft*	Karl Jung	Senior Vice President - Corporate Affairs
onValues Ltd.	Ivo Knoepfel	Managing Director
Orkla ASA*	Ole Kristian Lunde	Senior Vice President
Oryx Enterprises	Jeff Stephenson	Vice President and Chief Operating Officer
Otto GmbH & Co KG*	Maren Boehm	Corporate Responsibility Representative Asia
Oxfam International	Jeremy Hobbs	Executive Director
P3 – Piya Iletisim Ltd. Sti.*	Isik Elpek	General Manager
Pacific Controls Systems, LLC, Dubai*	Beena Abraham	Chief Operating Officer
Pacific Controls Systems, LLC, Dubai*	Dilip Rahulan	Chairman and Chief Executive Officer
PAE	Wendy Owen	Vice President, Communications
Paharpur Business Centre and Software Technology Incubator Park*	Kamal Meattle	Chief Executive Officer
Paisi Group	Xuechun Li	Chairman
Palazzo & Palazzo	Bettina Palazzo	Business Ethics Consultant
Pancrop Commercial Co. Ltd	Dr Sami El Hakim	Chairman
Pancrop Commercial Co. Ltd.	Sami Elhakim	Managing Director
Partners in Change*	Viraf Mehta	Chief Executive
PBU – Pension Fund of Early Childhood Teachers*	Leif Brask - Rasmussen	Managing Director
Pentland Group Plc*	Stephen Rubin	Chairman
People's Movement for Human Rights Learning	Walther Lichem	Member of the Board
Perstorp Holding AB*	Bo Dankis	Chief Executive Officer
Peter F. Drucker and Masatoshi Ito Graduate School of Management*	Ira Jackson	Dean
Petrobras SA	Jose Carlos Vidal	Adviser
PetroChina Company Limited	Huaiqi Li	Secretary to the Board
PetroChina Company Limited	Wei Lu	Managing Assistant
PetroChina Company Limited	Xiangwen Zou	Executive Assistant
Petroleo Brasileiro S.A.	Ana Paula Carvalho	Coordinator
Petroleo Brasileiro S.A.	Jose Sergio Gabrielli de Azevedo	Chief Executive Officer
Petroleo Brasileiro S.A.	Beatriz Nassur Espinosa	HSE General Manager
Petroleo Brasileiro S.A.	Anamaria Rossi	President Advisor
Petroleos Mexicanos	Marcelo Mereles	Director of international affairs
Pfizer S.A.*	Jorge Bracero	President and General Director
PGGM*	Pieter van Stijn	Advisor Responsible Investment
Philippine Sundt*	Dave Marr	President
Phoenix Contact Asia-Pacific - Nanjing Co., Ltd.*	Ruming Ma	HR Department
Pilgrim A/S*	Thomas Adamsen	Chairman of the Board
pi-squared	Roscoe Nair	Developer
PKA A/S*	Jens Kjaersgaard	Executive Director
Plya Iletisim Limited Sirketi*	Gul Elpek	Chief Executive Officer
Portfolio Partners Limited*	Craig Bingham	Chief Executive Officer
Power Finance Corporation*	R. S. Johri	Executive Director
Press Corporation	Mathews A.P. Chikaonda	Group Chief Executive
PriceWaterhouseCoopers*	Willem Brouck	Senior Global Advisor
PriceWaterhouseCoopers*	Richard Golding	PwC Global Relationship Partner - UN System
PriceWaterhouseCoopers*	Markus Noethiger	Director
Principles for Responsible Investment	James Gifford	Executive Director
Promecap S.C.*	Fernando Chico	President
Promecap S.C.*	Veronica Chico	Special Advisor
Promon Engenharia Ltda*	Gilson Krause	Executive Director
PT Rajawali Corporation*	Yaya Winarno Junardy	Managing Director and Chief Corporate Officer
PTC Bioprotect Ltd.	Valeriu Strelets	Director
Public Investment Corporation (PIC)	Albertinah Kekana	Chief Operating Officer
Public-Private Alliance Foundation	David Stillman	Executive Director
Pulmuoune Co., Ltd.*	Young Chul Kang	President and Chief Executive Officer
Pyrenalia Net Center, S.L.	Juan Manuel Alvarez Lopez	Chief Executive Officer
Queen's School of Business*	David Saunders	Dean
Questar Energy Services	Shahab Saeed	Vice President and Chief Operating Officer
Radisson Hotels*	Ramesh Kapur	Managing Director
Rahimafrooz Batteries Ltd.*	Samir Asaf	Group Chief Executive Officer

ORGANIZATION

Rainforest Alliance*
 Rayess Kingdom Group*
 Realizing Rights – The Ethical Globalization Initiative
 Realizing Rights – The Ethical Globalization Initiative
 Refrescos Envasados del Sur, S.A.*
 Regency Foundation*
 Repsol YPF*
 Repsol YPF*

Research Institute of Economics & Tech of China

National Petroleum Company
 Responsible Business Initiative*
 Rio Tinto Plc*
 Rio Tinto Plc*
 Rio Uruguay Cooperativa de Seguros Ltda.*
 Robert Bosch GmbH*
 Rosia Montana Gold Corporation*
 Rosia Montana Gold Corporation*
 Rotary International
 Royal Dutch/Shell Group*
 Royal Dutch/Shell Group*
 Royal Philips*
 Russian Union of Industrialists and Entrepreneurs*
 Russian Union of Industrialists and Entrepreneurs*
 Ryerson University*
 Sanofi-Aventis*
 SAP AG
 SAS Group*
 Sasol Ltd.*
 Sasol Ltd.*
 Save the Children Sweden*
 Save the Children Sweden*
 Seagate Technology*
 Seche Environnement*
 Serasa - Centralizacao de Servicos Bancarios S.A.
 Shaheen Airport Services
 Shell International*
 Shinsei Bank, Limited*
 Sichuan Hongda Group Co., Ltd.*
 Sichuan Hongda Group Co., Ltd.*
 Sichuan Oriental Housing Development Co., Ltd.*
 Siemens AG
 Sijuwade Holdings Limited*
 Singer Bangladesh Limited*
 SK Telecom*
 SK Telecom*
 Skanska AB
 Sonae SGPS S.A.
 Sound Initiatives Pte Ltd.*
 Stanbic Bank Zambia Limited*
 Standard Chartered*
 Standing Committee on Nutrition
 Starbucks Coffee Company*
 State Grid Corporation of China*
 State Grid Corporation of China*
 State Oil Fund
 State Oil Fund
 Statkraft Norfund Power Invest AS*
 Statoil ASA
 Steel Authority of India*
 Stopanska Banka Ad
 SUE Vodokanal of Saint Petersburg*
 Suez
 SustainAbility Strategies
 Sveaskog AB*
 Sveaskog AB*
 Symantec Corporation*
 System Capital Management
 Talal Abu-Ghazaleh & Co. International*
 Talal Abu-Ghazaleh & Co. International*
 Tangshan Shuguang Industrial Group Co., Ltd.

NAME

Tensie Whelan
 Khaldoun Rayess
 Scott Jerbi
 Mary Robinson
 Ramon Mora-Figueroa
 Richard Kyle
 Antonio Brufau
 Marisol García-Bango

Wen Li
 Ambreen Waheed
 Tom Burke
 Brian Fall
 Juan Carlos Lucio Godoy
 Sabine Lutz
 Alan R. Hill
 Cristina Vasiliou
 Bernard L. Rosen
 Wanda Cornelissen
 Rein Willems
 Barbara Kux
 Elena Feoktistova
 Alexander Murychev
 Kernaghan Webb
 Antoni Gelonch Viladegut
 James Farrar
 Martin Porsgaard
 Pat Davies
 Kim Fraser
 Henrik Holmquist
 Petra Hallebrant
 John Spangler
 Daniel Baumgarten
 Tomas Carvalhaes Carmona
 Arshad Rashid Sethi
 Nick Welch
 Thierry Porte
 Canglong Liu
 Bo Pang
 Qiheng Peng
 Thomas Kaiser
 Adetokunboh Sijuade
 Mahbub Jamil
 Young Hwan Kim
 Young-Chan Nam
 Noel Morrin
 Bianchi de Aguiar
 Anne LeBoutillier
 Larry F Kalala
 James Stacey
 Roger Shrimpton
 Cathy Heseltine
 Dingping Guo
 Weiyang Li
 Adil A. Mammadov
 Shahmar Movsumov
 Oistein Andresen
 Rolf Magne Larsen
 Hyder Ali
 Gligor Bishev
 Dmitry Barsukov
 Stepane Quere
 Paul Hohnen
 Olof Johansson
 Gunnar Olofsson
 Mark F. Bregman
 Jock Mendoza-Wilson
 Talal Abu-Ghazaleh
 Samar Al-Labbad
 Fan Zhang

TITLE

Executive Director
 Chairman
 Senior Adviser
 President
 President
 Executive Director
 Chairman and Chief Executive Officer
 Corporate Reputation Manager

Editor in Chief of Corporate Presentation Department
 Executive Director
 Environmental Policy Advisor
 Special Representative Rio Tinto Chairman
 President Consejo de Administration
 Director
 President and Chief Executive Officer
 Vice President Corporate Affairs
 Director, Rotary International
 Head Government Relations
 President-Director of Shell Nederland B.V.
 Member of Group Management Committee
 Deputy Director, Social Policy Department
 First Executive Vice President
 Professor
 Senior Project Director Sustainable Development
 Vice President Corporate Citizenship
 Sustainability Manager
 Chief Executive
 General Manager: Safety, Health & Environment
 Project Leader
 PR- and Press Officer
 Vice President, Operations
 Directeur Délégué
 Corporate Citizenship Manager
 Executive Director
 Manager, International Government Relations
 President and Chief Executive Officer
 Chairman
 Assistant to the Chairman
 Chairman of the Board
 Corporate Vice President
 Managing Director
 Chairman and Managing Director
 Ethics Management Team Leader
 Executive Vice President
 Senior Vice President Sustainability
 Chief Executive Officer
 Chief Executive Officer
 Managing Director
 Head of Group Sustainable Business
 Technical Secretary
 Vice President, Marketing and Category EMEA
 Deputy Director General
 Deputy Division Director
 EITI Coordinator
 Executive Director
 Chief Executive Officer
 Senior Vice President
 General Manager
 First General Manager
 Director of the Social Programs Department
 Senior Vice President
 Special Advisor to the Global Compact
 Senior Vice President
 Chief Executive Officer
 Chief Technical Officer
 Director of International and Investor Relations
 Chairman and Chief Executive Office
 Deputy Chair
 General Managing Assistant

ORGANIZATION

Tangshan Shuguang Industrial Group Co., Ltd.
 Tarrerias Bonjean*
 Tata Steel*
 Teesta Uria Limited
 Tek-Ser Ltd.*
 Telecom Italia
 Telefonica S.A.
 Telekomunikacja Polska S.A.*
 Telekomunikacja Polska S.A.*
 Tembec Inc.*
 Tetra Pak Group
 Thales*
 The China CEO Roundtable
 The Coca-Cola Company*
 The Coca-Cola Company*
 The Coca-Cola Company*
 The Coca-Cola Company*
 The Coca-Cola Company*
 The Coca-Cola Company*
 The Coca-Cola Company*
 The Council for the Korean Pact on Anti-Corruption and Transparency*
 The CSR Company GmbH
 The Ethical Funds Company*
 The Ghana Chamber of Mines/Ghanaian Local Network
 The Intercultural Institute - ICI
 The Nigerian Economic Summit Group Ltd.*
 The Sun Land Group Corp.
 The World Conservation Union - IUCN
 The World Conservation Union - IUCN
 Thunderbird School of Global Management*
 Thunderbird School of Global Management*
 Thunderbird School of Global Management*
 Tian Lue Holding Co., Ltd.*
 Tianhai Oasis Group*
 TIMA International GMBH*
 TNT
 TNT Argentina S.A.*
 Toms Gruppen A/S*
 Total S.A.
 Total S.A.
 Trace One*
 Trade Union Advisory Committee to the OECD
 Transparency International*
 Transparency International*
 Trelleborg AB
 Trimtab Mangement Systems*
 Trociuk*
 Trust Waikato*
 Tsinghua University, Dept. of Environmental Science & Engineering
 Turkish Education Association
 Turkish Society for Quality - Kalder*
 TUV Rheinland Holding AG*
 TUV Rheinland Holding AG*
 Twenty Fifty*
 UBS AG*
 UNAIDS
 UNAIDS
 UNFCCC
 UN Children's Fund, UNICEF
 UN Children's Fund, UNICEF
 UN Conference on Trade and Development, UNCTAD
 UN Conference on Trade and Development, UNCTAD
 UN Department of Economic and Social Affairs*
 UN Department of Economic and Social Affairs*
 UN Department of Economic and Social Affairs*
 UN Department of Public Information
 UN Development Programme, UNDP*
 UN Development Programme, UNDP*
 UN Development Programme, UNDP*
 UN Development Programme, UNDP – China
 UN Development Programme, UNDP – Paraguay*

NAME

Chunlai Zhang
 Eric Tarrerias
 B. Muthuraman
 Y.N. Apparao
 Kutlay Erk
 Giacomo Cosimo Befo
 Esther Trujillo
 Jacek Dymowski
 Maciej Witucki
 Frank A. Dottori
 Ulla Holm
 Dominique P. Lamoureux
 Alexander Wan
 Omar Bennis
 E. Neville Isdell
 Afzaal Malik
 Lisa Manley
 Tom Mattia
 Marika McCauley Sine
 Ed Potter
 Jeff Seabright
 Geo-Sung Kim
 Martin Neureiter
 Robert Walker
 Joyce Aryee
 Guido Auen
 Mansur Ahmed
 Jose Daniel Mejia
 Purificacio Canals
 Mohammad Rafiq
 Angel Cabrera
 Carol Sunnucks
 Gregory Unruh
 Zhenliang Qiu
 Zhimin Li
 Achim Deja
 Ruben Gerardus Van Doorn
 Alan Gegenschatz
 Jesper Moller
 Jean-Pierre Cordier
 Hubert Loiseleur des Longchamps
 Jerome Malavoy
 John Evans
 Jermyn Brooks
 Huguette Labelle
 Viktoria Bergman
 Steven Brant
 Cristina Trociuk
 Michael Law
 Ji Zou
 S. Selcuk Pehlivanoglu
 Selma Akdođan
 Aiko Bodo
 Bruno Braun
 Luke Wilde
 Marco Suter
 Regina Castillo
 Elhadj-As Sy
 Maria Netto
 Helga Broughton
 Giuseppe Fusco
 Lisanne Losier
 Anthony Miller
 Manuel Dengo
 Sarbuland Khan
 Hanifa D. Mezoui
 Edoardo Bellando
 Kemal Dervis
 Ragnhild Imerslund
 Christian Thommessen
 Khalid Malik
 Henry Jackelen

TITLE

Managing Director
 Chief Executive Officer
 Managing Director
 Managing Director
 General Manager
 Sustainability Planning and Programming Manager
 Corporate Responsibility Manager
 Corporate Social Responsibility Manager
 President of the Management Board
 Former President and Chief Executive Officer, Tembec Inc.
 Global Director
 Vice President, Ethics and Corporate Responsibility
 President
 Manager, Communications
 Chairman and Chief Executive Officer
 Director, Global Stakeholder Relations
 Director, Environmental Communications
 Senior Vice President, Worldwide Public Affairs & Communications
 Senior Analyst
 Director, Global Labor Relations & Workplace Accountability
 Vice President, Environment and Water Resources
 Standing Executive Officer
 Chief Executive Officer
 Vice President, Sustainability
 Chairperson
 President
 Director General and Chief Executive Officer
 Chairman
 Vice President
 Head, Business and Biodiversity Programme
 President
 Director of Public Relations
 Director, Lincoln Center for Ethics in International Management
 Chairman of the Board
 President
 President
 Strategy Manager
 Gerente General
 Chief Executive Officer
 Senior Vice President Top Executives Management
 Senior Vice President International Relations
 Chief Executive Officer
 General Secretary
 Director
 Chair
 SVP Corporate Communications
 Founder and Principal
 Directora
 Board Representative
 Director
 President
 Kalder Board Member
 Global Head, CSR and Sustainability
 President and Chief Executive Officer
 Director
 Executive Vice Chairman
 Chief, Partnerships
 Director, Communications and External Relations
 Programme Officer
 Private Sector Division
 Deputy Director, Marketing, Private Sector Division
 Chief, Conference Servicing and Logistics, Intergovernmental Affairs and Outreach
 Economic Affairs Officer
 Chief, Water, Natural Resources and SIDS Division for Sustainable Development
 Executive Coordinator, Global Alliance for ICT and Development
 Chief, Non-Governmental Organizations Section
 Information Officer
 Administrator
 Policy Advisor, Executive Office
 Director, Private Sector Division, Partnerships Bureau
 Resident Representative
 Resident Representative, UN Resident Coordinator

ORGANIZATION**NAME****TITLE**

UN Educational, Scientific and Cultural Organization, UNESCO	Elizabeth Longworth	Executive Director of the Office of the Director General
UN Educational, Scientific and Cultural Organization, UNESCO	Koichiro Matsuura	Director General
UN Environment Programme, UNEP*	Maxwell Gomera	Executive Assistant to the Executive Director
UN Environment Programme, UNEP*	Sylvie Lemmet	Director
UN Environment Programme, UNEP*	Mark Radka	Chief, Energy Branch
UN Environment Programme, UNEP*	Achim Steiner	Executive Director
UN Environment Programme, UNEP*	Cornis Van der Lugt	CSR Programme Officer
UN Environmental Programme Finance Initiative, UNEP FI	Paul Clements-Hunt	Head of Unit
UN Environmental Programme Finance Initiative, UNEP FI	Philip Anthony Walker	Project manager
UN Foundation	Audra Jones	Senior Director
UN Foundation (Global Water Challenge)*	Paul Faeth	Executive Director
UN Fund for International Partnerships, UNFIP	Amir A. Dossal	Executive Director
UN Fund for International Partnerships, UNFIP	Sarah Papineau	Senior Partnership Officer
UN General Assembly	H.E. Sheikha Haya Rashed Al Khalifa	President
UN General Assembly	Jehan Alareydh	Deputy Chef de Cabinet
UN General Assembly	Yasser Elnaggar	Senior Adviser
UN Global Compact*	Kola Badejo	Senior Adviser
UN Global Compact*	Jorge de Cardenas	Participants Management Coordinator
UN Global Compact*	Fred Dube	Senior Adviser
UN Global Compact*	Birgit Errath	Leaders Summit Coordinator & Issue Coordinator Anti-Corruption
UN Global Compact*	Manuel Escudero	Head Special Projects and Academic Initiatives
UN Global Compact*	Jonas Haertle	Regional Network Coordinator
UN Global Compact*	Carrie Hall	Communications and Public Affairs Manager
UN Global Compact*	Cecilie Hultmann	Communications and Partnership Manager
UN Global Compact*	Oliver Johner	COP Analyst
UN Global Compact*	Lila Karbassi	Office and Issue Manager
UN Global Compact*	Matthew Kasdin	Legal Specialist
UN Global Compact*	Georg Kell	Executive Director
UN Global Compact*	Eleonore Kopera	Partnerships and Public Affairs Manager
UN Global Compact*	Sunok Lee	Consultant
UN Global Compact*	Meng Liu	Consultant
UN Global Compact*	Olajobi Makinwa	Civil Society Coordinator & Anti-Corruption Coordinator
UN Global Compact*	Jamille McCord	Database management
UN Global Compact*	Herman Mulder	Senior Adviser
UN Global Compact*	Jurgen Nagler	Consultant
UN Global Compact*	Haeryong Nahm	Office Assistant
UN Global Compact*	Melissa Powell	Project Manager
UN Global Compact*	Gavin Power	Head Advocacy and Public Affairs
UN Global Compact*	Jeff Senne	COP Manager
UN Global Compact*	Cathy Smith	Assistant to Executive Director
UN Global Compact*	Matthias Stausberg	Media Relations and Public Affairs Manager
UN Global Compact*	Jerome Tagger	PRI Project Manager
UN Global Compact*	Nessa Whelan	Regional Network Coordinator
UN Global Compact*	Ursula Wynhoven	Head Policy and Legal
UN Global Compact*	Rebecca Zingg	Project Coordinator
UN Global Compact*	Claude Fussler	Senior Adviser
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The ten principles of the United Nations Global Compact

HUMAN RIGHTS

- Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights; and
Principle 2 make sure that they are not complicit in human rights abuses.

LABOUR

- Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
Principle 4 the elimination of all forms of forced and compulsory labour;
Principle 5 the effective abolition of child labour; and
Principle 6 the elimination of discrimination in respect of employment and occupation.

ENVIRONMENT

- Principle 7 Businesses are asked to support a precautionary approach to environmental challenges;
Principle 8 undertake initiatives to promote greater environmental responsibility; and
Principle 9 encourage the development and diffusion of environmentally friendly technologies.

ANTI-CORRUPTION

- Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery.

