



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.

AFTER THE SIGNATURE

A Guide to Engagement in the United Nations Global Compact

About the United Nations Global Compact

The United Nations Global Compact is a call to companies everywhere to voluntarily align their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption, and to take actions in support of UN goals, including the Millennium Development Goals. Endorsed by chief executives, the UN Global Compact is a leadership platform for the development, implementation, and disclosure of responsible corporate policies and practices. Launched in 2000, it is largest corporate responsibility initiative in the world – with over 8,000 signatories based in more than 135 countries. For more information: www.unglobalcompact.org.

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DON'T SKIP THE ANNEX

This guide is a general introduction to engagement in the Global Compact in the first years after a company joins the initiative. Additional information on how companies can relate to the Global Compact and implement the ten principles is available in publications and guides listed in the annex. These resources can be downloaded free-of-charge from the UN Global Compact website http://www.unglobalcompact.org/AboutTheGC/tools_resources/index.html.

For more comprehensive information about the Global Compact and how to engage, please visit our website at: www.unglobalcompact.org.



**YOUR GUIDE TO ENGAGEMENT
IN THE UN GLOBAL COMPACT**

It is with great pleasure that we welcome you as a new participant of the [United Nations Global Compact](#). You have joined the world's leading voluntary corporate citizenship initiative, which includes thousands of businesses from every continent, in addition to hundreds of other stakeholders.

We have developed this guide to provide assistance during your journey as a participant, and to maximize the benefits that participation in the Global Compact offers. It will steer you through the major elements of participation and help you develop a strategic approach to drive business success and achieve your objectives. Our intention is to continuously improve this guide to fit the needs of our new participants. Your feedback on this publication is therefore very much appreciated.

The guide consists of five main sections:

- i) Welcome statements
- ii) Guidance for implementing the principles
- iii) A guide to the Communication on Progress
- iv) An overview of engagement opportunities
- v) A catalogue of helpful tools and publications

Although the Global Compact is a leadership initiative, it is equally crucial that participants pursue an engagement approach that incorporates all business functions and permeates corporate strategy, operations and culture. Our experience has shown that by pursuing this model, companies generate maximum value while positioning themselves well to manage the spectrum of emerging risks and opportunities in the context of globalization.

We hope you find this guide useful.

Sincerely,
Georg Kell
Executive Director
UN Global Compact

WELCOME FROM BUSINESS LEADERS

Welcome to the United Nations Global Compact. With your commitment, you have joined a fast-growing network of businesses and other stakeholders from around the world seeking to contribute to a more inclusive and stable global market.

Becoming a better corporate citizen is not easy, and many businesses find the first steps overwhelming, even daunting at times. Others realize that many of their activities already address the Global Compact's principles. Whichever is your departure point, you will soon discover that aligning your operations with universal values is not only a good strategy of managing and minimizing the many risks businesses face in this day and age. It can also be a strong driver of value and success, as you come across previously unknown opportunities and build trust in new markets. These tangible benefits are felt by many Global Compact participants, multinational corporations and small enterprises alike. The adage that you can "do well by doing good" has indeed become one of the strongest value propositions in support of responsible business practices.

There are many ways in which the Global Compact can provide valuable support as you embark on your journey. This guide will help you understand the expectations of your participation, but also outline different options of engagement to better leverage the strengths of the Global Compact to the benefit of your business.

I hope you will find this publication useful in your efforts.

Sincerely,
 Mark Moody Stuart
Chairman, Foundation for the Global Compact
Member of the Global Compact Board

As a member of the Global Compact Board and a representative of a participating business, I would like to congratulate you for joining the world's largest voluntary corporate citizenship initiative.

The Global Compact has a lot to offer. You will see that engaging in responsible business practices through the implementation of the ten principles will contribute to generating sustainable value for your company. It will also help create the enabling environment that is critical for business to thrive.

You have joined a vibrant and practice-oriented global network that offers a variety of opportunities for active engagement – ranging from constructive dialogue on critical issues and learning events to partnerships for the promotion of sustainable development and prosperity.

These opportunities are not only available at the global level, but also in more than 70 active local networks on the ground.

This Guide offers valuable guidance for your first steps towards making the Global Compact and its principles part of your business strategy, operations and culture. I wish you all the best on this journey of change. Rest assured that both your company and your stakeholders will gain from your participation.

Sincerely,
 Futhi Mtoba
Chairman of the Board, Deloitte Southern Africa
Member of the Global Compact Board





A TRULY GLOBAL INTIATIVE

The United Nations Global Compact is the world's largest voluntary corporate citizenship initiative. Companies join the Global Compact because they share the conviction that business practices rooted in universal principles contribute to a more stable and inclusive global market and help build prosperous and thriving societies.

With more than 6,000 participating companies from 135 countries, as well as 2300 non-business participants (as of September 2010), the Global Compact has emerged as a truly global initiative with a strong presence in both North and South. The initiative also enjoys the backing of the United Nations' member states, as expressed in several General Assembly resolutions recognizing and encouraging the Global Compact's work.

A unique feature of the Global Compact is that participation not only commits the company as a whole, but specifically its leadership. The personal involvement of a top executive is an important signal to employees and other stakeholders that the company's corporate citizenship engagement is a strategic and operational priority. A top-down commitment can thus have tremendous influence on the quality of Global Compact implementation.

The Global Compact IS...

- a voluntary initiative to promote sustainable development and good corporate citizenship
- a set of values based on universally accepted principles
- a network of companies and other stakeholders
- a forum for learning and exchange of experiences

The Global Compact is NOT ...

- legally binding
- a means of monitoring company behavior and enforcing compliance
- a standard, management system, or code of conduct
- a regulatory body
- a public relations channel

The Commitment

Participation in the UN Global Compact is a visible commitment to the implementation, disclosure, and promotion of ten universal principles.

A company joining the initiative is expected to:

- make the UN Global Compact and its principles an integral part of business strategy, day-to-day operations, and organizational culture;
- incorporate the UN Global Compact and its principles in the decision-making processes of the highest-level governance body (e.g., Board);
- take actions in support of UN goals and issues, including the Millennium Development Goals;
- communicate annually with its stakeholders on progress made to implement the principles, ideally integrated into the annual report or similar public document (known as the Communication on Progress – COP – policy); and
- advance the UN Global Compact and the case for responsible business practices through advocacy and active outreach to peers, partners, clients, consumers, and the public at large.

In addition to these actions, participating companies are asked, upon endorsement, to make a regular annual financial contribution to help support the work of the Global Compact. The Foundation for the Global Compact, a registered 501(c)(3) organization, serves as the financial intermediary for all contributions. For more information and suggested contribution amounts: "<http://www.globalcompactfoundation.org>" www.globalcompactfoundation.org.

There are a variety of engagement opportunities to further maximize the benefits of participation in the Global Compact. Some of these opportunities are outlined in this guide.

The Value of Participation

As business interests increasingly overlap with societal interests and development objectives, responsible business practices and cross-sector partnerships play a more important role than ever before. To foster a more inclusive and stable global market, the active engagement of businesses will be critical. At the same time, responsible business practices not only contribute to the well-being of stakeholders, they have increasingly become a long-term value proposition for business itself. It makes business sense for companies to invest in creating a sound environment in which to do business, to minimize risks and to harness new business opportunities by supporting developing and emerging markets.

Engaging in the Global Compact and implementing the principles can help companies to:

- improve organizational integration of environmental, social and governance issues.
- address the company's expanded business opportunities and risks.
- improve operational efficiencies.

- access the experiences and good practices of peers.
- acquire practical know-how.
- attract, motivate and retain employees.
- increase trust in the company and renew the its license to operate.
- improve corporate reputation and brand image.
- engage in a proactive and constructive dialogue with civil society and other stakeholders.
- strengthen stakeholder relations, both globally and locally.
- establish better links with the United Nations.
- take a leadership role on critical issues.
- network with other organizations.
- respond to financial market expectations and improve access to capital.







IMPLEMENTING THE PRINCIPLES

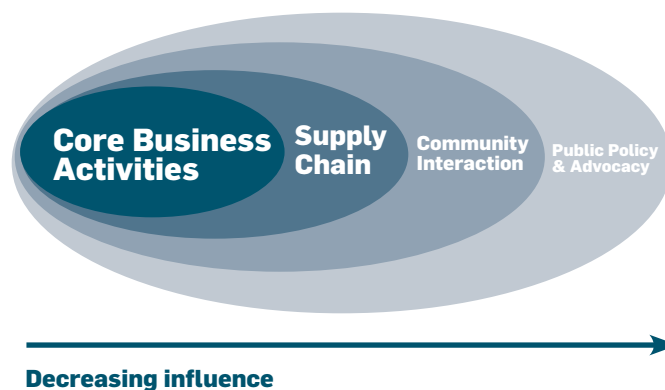
Companies that have signed on to the Global Compact commit to implementing the ten principles into their strategies and operations. However, small and large companies alike are sometimes uncertain about the right approach. While there is no single “correct” method or model, it is important that implementation of the ten principles is understood as a long-term process of continuous performance improvement.

As many different management models and approaches can assist in the process, key success factors in implementing the Global Compact principles include:

- treating the principles not as an add-on, but as an integral part of business strategy and operations;
- clear commitments from the company leadership;
- communication of the commitment throughout all levels of the organization to ensure broad support for the principles;
- a business environment favourable to new ideas and business innovation;
- developing measurable targets and a transparent system of communicating progress;
- willingness and ability to learn and adapt, and share good practices;
- a dedication to practical actions;
- working with subsidiaries and suppliers to extend corporate responsibility practices throughout the value chain; and
- openness to engage and dialogue with the company’s stakeholders.

What is “sphere of influence”?

Companies are asked to embrace, support and enact the ten principles within their “sphere of influence”. Perhaps the term is better described as spheres of influence, and envisioned as a series of concentric circles, where influence diminishes as the circles get bigger. The smallest circle includes a company’s core business activities in the workplace and marketplace. This is where a company has the greatest control in affecting ESG (environmental, social and governance) performance. The next circle covers the supply chain. Control is weakened here, but in some cases the influence can be significant. The third circle includes a company’s community interaction, social investment and philanthropy activities. And the final circle of influence is a company’s engagement in public policy dialogue and advocacy activities.



The Global Compact Management Model

The “UN Global Compact Management Model” guides companies through the process of formally committing to, assessing, defining, implementing, measuring, and communicating a corporate sustainability strategy based on the Global Compact and its principles. It is a simple, yet broad and flexible, model to guide companies of all sizes through the

process of organizational change to embrace corporate sustainability. Produced in collaboration with Deloitte and a range of corporate sustainability and management experts, the model is particularly helpful for those just entering the sustainability realm, but also offers guidance on Leadership Practices for more experienced companies.



THE TEN PRINCIPLES

The following pages are intended to clarify some of the key concepts related to the ten principles and provide suggestions for practical steps companies can take at the outset of their implementation process. More comprehensive information can be found on the Global Compact website at www.unglobalcompact.org/Issues/index.html.

HUMAN RIGHTS (Principles 1-2)

Human rights are commonly understood as those rights that are inherent to the human being (e.g., the right to education, freedom of speech). The concept of human rights acknowledges that every single human being is entitled to enjoy his or her human rights without distinction as to race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status.

PRINCIPLE 1: Businesses should support and respect the protection of internationally proclaimed human rights.

The responsibility for human rights does not rest with governments or nation states alone. Human rights issues are important both for individuals and the organizations that they create. As part of their commitment to the Global Compact, businesses have a responsibility to uphold human rights both in the workplace and more broadly within their sphere of influence. A growing moral imperative to behave responsibly is linked to the recognition that a good human rights record can support improved business performance.

PRINCIPLE 2: Businesses should ensure that they are not complicit in human rights abuses.

There are several types of complicity. *Direct complicity* occurs when a company actively assists in human rights violations committed by others. *Beneficial complicity* suggests that a company benefits directly from human rights abuses committed by others. *Silent complicity* describes a situation where a company may not be assisting or encouraging human rights violations, nor benefiting from the actions of those that commit abuses, but is viewed as staying silent in the face of human rights abuses.

More Comprehensive Guidance on the Human Rights Principles:

Women's Empowerment Principles - Equality Means Business

A set of principles for business, offering guidance on how to empower women in the workplace, marketplace and community. (UNGC/UNIFEM, 2010)

A Human Rights Management Framework

A poster designed and translated into six languages to give a publicly displayed, easily referenced overview for companies to implement a human rights approach (UNGCO/IBLF/BLIHR, 2007).

More information is available on the human rights tools section of the Global Compact website: www.unglobalcompact.org/Issues/human_rights/Tools_and_Guidance_Materials.html

Some suggested steps:

- Develop your company's business case for human rights ("Why are human rights relevant to your company?").
- Develop and encourage a transparent and rights-aware approach to your business.
- Make use of existing human rights resources and guidance materials.
- Find out what your company is already doing on human rights, for instance under health and safety, labour relations and human resources.
- Establish procedures for identifying and managing risks and opportunities related to human rights, and for addressing human rights impacts.
- Put in place management systems for human rights policy implementation, monitoring and reporting across the company.
- Learn from sector-wide business initiatives on human rights and consider a collective action approach with industry peers where appropriate.
- Provide mechanisms to protect employees who report potential human rights concerns within the company or with business partners.

LABOUR (Principles 3-6)

The Global Compact's labour principles are derived from the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work.

PRINCIPLE 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

Freedom of association implies a respect for the right of employers and workers to freely and voluntarily establish and join organizations of their own choice. It further implies that these organizations have the right to carry out their activities in full freedom and without interference.

Collective bargaining refers to the process or activity leading up to the conclusion of a collective agreement. Collective bargaining is a voluntary process used to determine terms and conditions of work and the regulation of relations between employers, workers and their organizations.

Some suggested steps:

- Ensure that company policies and procedures do not discriminate against individuals because of their views on trade unions or for their trade union activities.
- Provide information needed for meaningful bargaining.
- In countries where the government does not permit respect for human rights (including rights at work) or does not provide a proper legal and institutional framework for industrial relations and collective bargaining, preserve the confidentiality of trade unions and leaders.

PRINCIPLE 4: Businesses should uphold the elimination of forced or compulsory labour.

Forced labour is a fundamental violation of human rights. Most victims receive little or no earnings, and work for long hours in extremely poor conditions of health and safety. Forced or compulsory labour is any work or service (whether or not wages or compensation are offered) that is extracted from any person under the menace of any penalty, and for which that person has not offered himself or herself voluntarily. By right, labour should be freely given and employees should be free to leave. While companies operating legally do not normally employ such practices, forced labour can become associated with enterprises through their use of contractors and suppliers.

Some suggested steps:

- Have a clear policy not to use, be complicit in, or benefit from forced labour.
- Ensure that all company officials have a full understanding of what forced labour is.
- If relying on labour providers for recruitment, ensure that no forced labour is supplied.
- Write employment contracts in language easily understood by workers, indicating the scope of and procedures for leaving the job.

PRINCIPLE 5: Businesses should uphold the effective abolition of child labour.

Child labour is work that is damaging to a child's physical, social, mental, psychological and spiritual development because it is work performed at too early an age. Child labour deprives children of their childhood and their dignity. They are deprived of an education and may be separated from their families. Children who do not complete their basic education are likely to remain illiterate and never acquire the skills needed to get a job and contribute to the development of a modern economy. Consequently, child labour results in under-skilled, unqualified workers and jeopardizes future improvements of skills in the workforce.

The ILO's Minimum Age Convention calls for the fixing of a minimum working age (usually about 15) in line with the end of compulsory schooling. It gives flexibility options (for instance in developing countries) for work done in the context of training, or for light work that does not affect schooling.

Some suggested steps:

- Be aware of countries, regions, sectors, economic activities where there is a greater likelihood of child labour.
- Adhere to minimum age provisions of national labour laws and regulations.
- Develop and implement mechanisms to detect child labour.
- Support and help design community educational, vocational training, and counseling programmes for working children.
- In communities, encourage and assist in launching supplementary health and nutrition programmes for children removed from dangerous work, and provide medical care.



PRINCIPLE 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.

Discrimination in employment means treating people differently or less favourably because of characteristics that are not related to their merit or the inherent requirements of the job (e.g., race, age, disability, gender). Discrimination can arise in a variety of work-related activities, including access to employment, to particular occupations, and to training and vocational guidance.

Some suggested steps:

- Implement policies and procedures which make qualifications, skill and experience the basis for the recruitment, placement, training and advancement of staff.
- Establish programs to promote access to skills development training.
- Provide staff training on disability awareness and reasonably adjust the physical environment.

ENVIRONMENT (Principles 7-9)

PRINCIPLE 7: Businesses should support a precautionary approach to environmental challenges.

The precautionary approach is defined as follows: “Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation.” Precaution involves the systematic application of risk assessment (hazard identification, hazard characterization, appraisal of exposure and risk characterization), risk management and risk communication. When there is reasonable suspicion of harm and decision-makers need to apply precaution, they have to consider the degree of uncertainty that appears from scientific evaluation.

PRINCIPLE 8: Businesses should undertake initiatives to promote greater environmental responsibility.

Companies have the responsibility to ensure their activities do not cause harm to the environment of their neighbours. Society also expects business to be good neighbours. Business gains its legitimacy through meeting the needs of society, and increasingly society is expressing a clear need for more environmentally sustainable practices.



“Caring for Climate: the Business Leadership Platform”

Climate Change will affect society in fundamental ways, and will alter the context in which the private sector operates and its ability to prosper. “Caring for Climate” is a voluntary and complementary action platform for Global Compact participants who wish to demonstrate leadership on the issue. It provides a framework for business leaders to advance practical solutions, inform public policy and shape public attitudes. CEOs who endorse the statement are prepared to set goals, develop and expand strategies and practices, and to publicly disclose emissions. For more information visit: http://www.unglobalcompact.org/Issues/Environment/Climate_Change/index.html

The CEO Water Mandate

The CEO Water Mandate represents a call to action and a strategic framework for companies seeking to address the issue of water sustainability in their operations and supply chains. The CEO Water Mandate is voluntary and aspirational. Nonetheless it represents a commitment to action. Its structure covers six key areas and is designed to assist companies in developing a comprehensive approach to water management. For more information visit: <http://www.ceowatermandate.org/>

PRINCIPLE 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.

Environmentally sound technologies are those that protect the environment, are less polluting, use resources in a more sustainable manner, recycle more of their wastes and products, and handle residual wastes in a more acceptable manner than the technologies for which they were substitutes. Environmentally friendly technologies include a variety of cleaner production processes and pollution prevention technologies, as well as end-of-pipe and monitoring technologies. They also refer to total systems, including know-how, procedures, goods and services and equipment, as well as organizational and managerial procedures.

Some suggested steps:

- Provide information to consumers and stakeholders about potential environmental risks of products and services.
- Join industry-wide efforts to share knowledge and deal with issues, in particular production processes and products around which a high level of uncertainty and sensitivity exist.
- Establish a sustainable production and consumption programmes with clear performance objectives to take the organization beyond compliance in the long-term.
- Establish corporate policy on the use of environmentally sound technologies.
- Change the process, manufacturing technique and/or input materials, as well as make changes to the product and procedures related to reuse of materials on site.
- Measure, track and communicate progress in incorporating sustainability principles into business practices.
- Share and disseminate information illustrating the benefits of using clean technologies.
- Use life-cycle assessments (LCA) in the development of new technologies and products.

ANTI-CORRUPTION (Principle 10)

PRINCIPLE 10: Businesses should work against all forms of corruption, including extortion and bribery.

Corruption, defined as the abuse of entrusted power for private gain, can take many forms that vary in degree from the minor use of influence to institutionalized bribery. Corruption poses risk to a company's reputation and increases exposure to legal, financial and other risks.*

OECD defines extortion as: "the solicitation of bribes is the act of asking or enticing another to commit bribery. It becomes extortion when this demand is accompanied by threats that endanger the personal integrity or the life of the private actors involved."

Bribery is defined as "an offer or receipt of any gift, loan, fee, reward or other advantage to or from any person as an inducement to do something which is dishonest, illegal or a breach of trust, in the conduct of the enterprise's business."*

Some suggested steps:

- Introduce and implement effective zero tolerance policies and programmes, and adopt a company ethics code.
- Train employees to ensure that an ethical culture is developed within the company and integrated in management systems.
- Adopt internal reporting procedures.
- Be accountable and transparent in all company transactions.
- Cooperate with authorities investigating and prosecuting cases of corruption.
- Engage in collective business action with industry peers to create a level playing field.

Check with your human resources or other relevant departments to see if any of the following exist:

- An employee training programme on how to identify bribery and corruption.
- A code of business conduct and ethics that includes a requirement for employees to review and sign off on the code regularly.
- An ethics "hotline" for reporting suspected violations (as well as associated use statistics).
- An investigations procedure that addresses violations, and provides information on results.

* Transparency International



THE COMMUNICATION ON PROGRESS (COP)

The Global Compact expects companies to take actions in line with their commitment, and requires participants to communicate annually on their corporate responsibility efforts. A “Communication on Progress” (COP) is a public communication to stakeholders (e.g., consumers, employees, organized labour, civil society, investors, media, government) on the progress the company has made in implementing the ten principles and, where appropriate, in supporting UN goals through partnerships.

The COP policy is based on the concepts of public accountability, transparency and continuous improvement. It serves many important purposes, including:

- helping to ensure the credibility of corporate engagement in the Global Compact;
- providing a repository of data on corporate responsibility practices that can be used by companies and stakeholders for purposes of learning and analysis; and
- protecting the integrity of the Global Compact initiative.

The Value of the COP

The value of sustainability reporting in general, but specifically the COP, lies in both the preparation of the report (internal benefits) and in sharing it publicly (external benefits).

INTERNAL BENEFITS: THE COP...

- motivates a company to define a sustainability vision and strategy;
- stimulates the integration of corporate citizenship activities into their core business operations;
- improves corporate governance and the leadership commitment, and promotes senior management involvement in preparing, reviewing and endorsing the report;
- supports efforts to identify business risks and opportunities;
- encourages internal information sharing and learning by connecting different corporate departments (e.g., human resources, communications, environment, health and safety, operations, community relations); and
- stimulates internal assessment of progress and contributes to continuous performance improvement.

EXTERNAL BENEFITS: THE COP...

- demonstrates active participation in the Global Compact and outlines related actions to incorporate the principles into business strategy and operations;
- improves corporate reputation and helps drive brand value due to increased transparency and creation of trust;
- enhances stakeholder relations by articulating a sustainability vision, strategy and implementation plan;
- supports knowledge-sharing and learning by providing information on a broad range of corporate actions in different sectors and regions.
- provides increasingly demanded information on environmental, social and governance performance to outside decision-makers, from financial analysts and investors to regulators and consumers.

The Three Steps of Preparing, Sharing and Submitting a COP

STEP 1 : PREPARING AN ANNUAL COMMUNICATION ON PROGRESS

Every COP must meet minimum requirements in form and substance as defined by the COP policy and must include three basic elements

- a. *A statement of continued support for the Global Compact, articulating the benefits of engagement for the company and signed by the Chief Executive, Chairman or equivalent.*
- b. *A description of practical actions (i.e., activities and, if applicable, policies) the company has taken during the previous year to implement the Global Compact principles and to support broader development goals.*
- c. *A measurement of outcomes (i.e., targets, performance indicators, or outcomes), using, as much as possible, indicators or metrics such as those developed by the Global Reporting Initiative's (GRI) Sustainability Reporting Guidelines.*

To avoid duplication of efforts, a COP should be fully integrated in existing stakeholder communications, such as annual, corporate responsibility or sustainability reports. If this is not possible, the COP should be issued as a supplement to a formal report. In the event that a business participant does not publish formal reports, a COP can be created as a stand-alone document. The Global Compact Office welcomes COPs in all languages.

STEP 2: SHARING THE COP WITH THE COMPANY'S STAKEHOLDERS

A COP is *not* a communication with the Global Compact Office or a Global Compact Local Network. Rather, it is a communication from a company to its stakeholders on progress made in implementing the ten principles. Making a COP widely available to internal and external stakeholders is an essential component of communicating progress. Participants are encouraged to use the established methods of stakeholder communication (e.g., websites, direct mailings, employee alerts).

Just as important as the medium chosen to communicate progress is the method of distributing a COP to stakeholders. Companies should use the established methods for stakeholder communication, particularly as

they relate to sustainability information (e.g., websites, direct mailings, employee alerts). Posting a COP on the Global Compact website - although required - is not considered a sufficient effort to share the information with company stakeholders.

STEP 3: SUBMITTING THE COP TO THE GLOBAL COMPACT DATABASE

Business participants are required to submit an electronic version of their COP (preferably a PDF file) - and, if available, a link (URL) to the web page that contains their COP - to the Global Compact COP database (www.unglobalcompact.org/admin). Business participants submitting a COP to the online database are required to provide additional information intended to improve searchability of the COP's content. COPs that meet the minimum requirements are published on the Global Compact's public website (www.unglobalcompact.org).

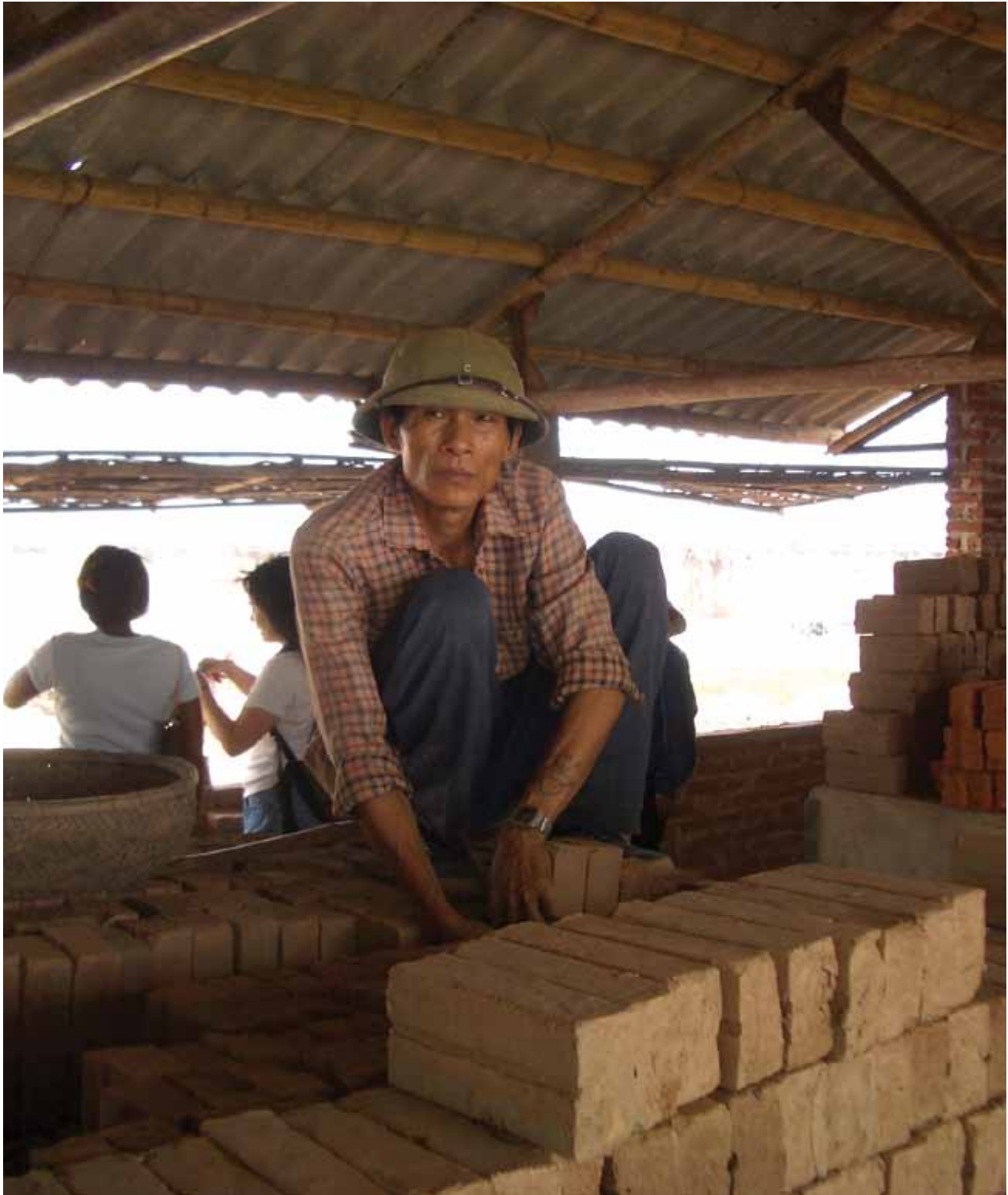
For detailed instructions on preparing, sharing, and submitting a COP, as well as useful examples from both small and large companies, please visit the website www.unglobalcompact.org/COP/ or see the "Practical Guide to the United Nations Global Compact Communication on Progress" available on the Global Compact website.

COP Deadlines and Participant Status

Business participants are required to submit their first COP on the Global Compact website within one year of the date of joining the initiative. Subsequent COPs are required, annually.

In case a company fails to meet its initial COP submission deadline, it will be marked as "non-communicating" on the Global Compact website. If a non-communicating participant fails to submit a COP that meets all COP requirements within a year of becoming non-communicating, it will be expelled from the Global Compact. Expelled companies may no longer use the Global Compact logo or take part in Global Compact events.

"Non-communicating" companies must submit a new COP on the Global Compact website in order to regain "active" status. Companies that have been expelled from the Global Compact for failure to meet the COP requirement must send a letter to the UN Secretary-General reconfirming their commitment to the initiative and submit a valid COP in order to rejoin the Global





MAXIMIZING ENGAGEMENT

The primary means for company engagement in the Global Compact is the integration of the principles in business strategy and operations. However, the Global Compact offers companies numerous additional opportunities to engage in activities that maximize the benefits and value of participation. Companies can consider further engagement in five broad areas:

- | | |
|-----------------------------------|----------------------------------|
| 1. PARTNERSHIPS | 2. LOCAL NETWORKS |
| 3. ADVOCACY AND AWARENESS-RAISING | 4. POLICY DIALOGUES AND LEARNING |
| 5. COLLECTIVE ACTION | 6. SUBSIDIARY ENGAGEMENT |

Of course, companies joining the initiative are at different stages of their corporate citizenship journey. Small and large companies will therefore engage at different levels and implement the principles at different speeds. It is no surprise to occasionally see SMEs among the leaders, and large companies following. There are no expectations that engagement should follow a certain pattern or intensity, only that participating companies will engage and communicate.

1. PARTNERSHIPS

In addition to internalizing the ten principles, the Global Compact encourages participants to engage in partnerships with their stakeholders in support of broader development goals, such as the Millennium Development Goals (www.un.org/millenniumgoals). Together, these two complementary objectives – principles and partnerships – constitute the comprehensive model of good corporate citizenship promoted by the Global Compact.

The basic concept of partnerships is simple and straightforward – to identify common ground between the private and the public sectors, and to combine their resources, skills and expertise to improve results. Partnerships focus on the many areas where private actors and public institutions can engage in win-win relationships, such as poverty reduction, health, education and community development.

Cross-sector partnerships can make it possible to overcome challenges that are too difficult for one organization or sector to address alone, and can make efforts more effective by combining resources and competencies in innovative ways. Through collaboration, actors can strengthen their efforts to achieve individual objectives by leveraging, combining and capitalizing on complementary resources, strengths and capabilities.

THERE ARE THREE MAIN TYPES OF PARTNERSHIPS:

- **ADVOCACY AND POLICY DIALOGUE** – Companies engage with other stakeholders to take a leadership role in championing, advocating for, and contributing to resolving different issues.
- **SOCIAL INVESTMENT AND PHILANTHROPY** – Companies provide financial support, contribute volunteers and/or expertise, or make in-kind contributions, including product donations.
- **CORE BUSINESS** - Partners collaborate to create employment and foster entrepreneurship, contribute to economic growth, generate taxation revenues, implement social, environmental or ethical standards and provide appropriate and affordable goods and services.



A Global Compact for Development

CORE BUSINESS
Invest Long Term & Be Profitable
Implement the Ten Principles
Develop Inclusive Business Models

SOCIAL INVESTMENT & PHILANTHROPY
Give Generously & Strategically

ADVOCACY & PUBLIC POLICY ENGAGEMENT
Advocate, Conscientiously & Lobby Responsibly

United Nations Global Compact

A Global Compact for Development

A Global Compact for Development emphasizes the second objective of the Global Compact by articulating how companies can support development objectives through their core business; strategic social investments; advocacy; partnerships and collective action. Available Global Compact platforms for business to support development goals are identified and examples of how companies are already contributing to this agenda are showcased. Contact globalcompact@un.org for a copy.

Because of its unique position as an entry point for business to engage with the UN, the Global Compact has inspired hundreds of partnership projects around the world. Companies approach the Global Compact Office to facilitate partnerships on development projects because of its operational flexibility and focus on pragmatic solutions.

For more information about how to engage in partnerships, visit http://www.unglobalcompact.org/Issues/Business_Partnerships/index.html

2. LOCAL NETWORKS

The Global Compact's Local Networks remain the most important vehicle for increasing and intensifying the impact of the initiative — by providing on-the-ground support and capacity-building tied to different cultural needs.

The Global Compact is genuinely global because it is local everywhere. Currently, Local Networks can be found in approximately 90 countries around the world. The last two years alone has seen network launches in Portugal, Georgia, Belgium, China, Colombia, Latvia, Armenia, Bangladesh, Australia, Uganda and Uruguay.

The primary function of Local Networks is to promote the Global Compact principles and facilitate their implementation by participants — both local firms and subsidiaries of foreign corporations. Networks undertake a variety of activities to do so, including identifying local priorities relating to responsible business, launching campaigns on different priority issues, organizing learning and dialogue events, disseminating local good practices, mobilizing collective action efforts, and broker partnership projects between companies and their stakeholders. In addition, Global Compact participants are also seeking the assistance of Local Networks to prepare their annual Communication on Progress.



More information about Local Networks

The 2010 Local Network Report highlights lessons learned about network building and performance, and numerous inspiring examples of solutions developed by networks to give practical meaning to the Global Compact at the local level.

Make sure to visit the Global Compact website for more information about specific local networks and their activities: www.unglobalcompact.org/NetworksAroundTheWorld/index.html.

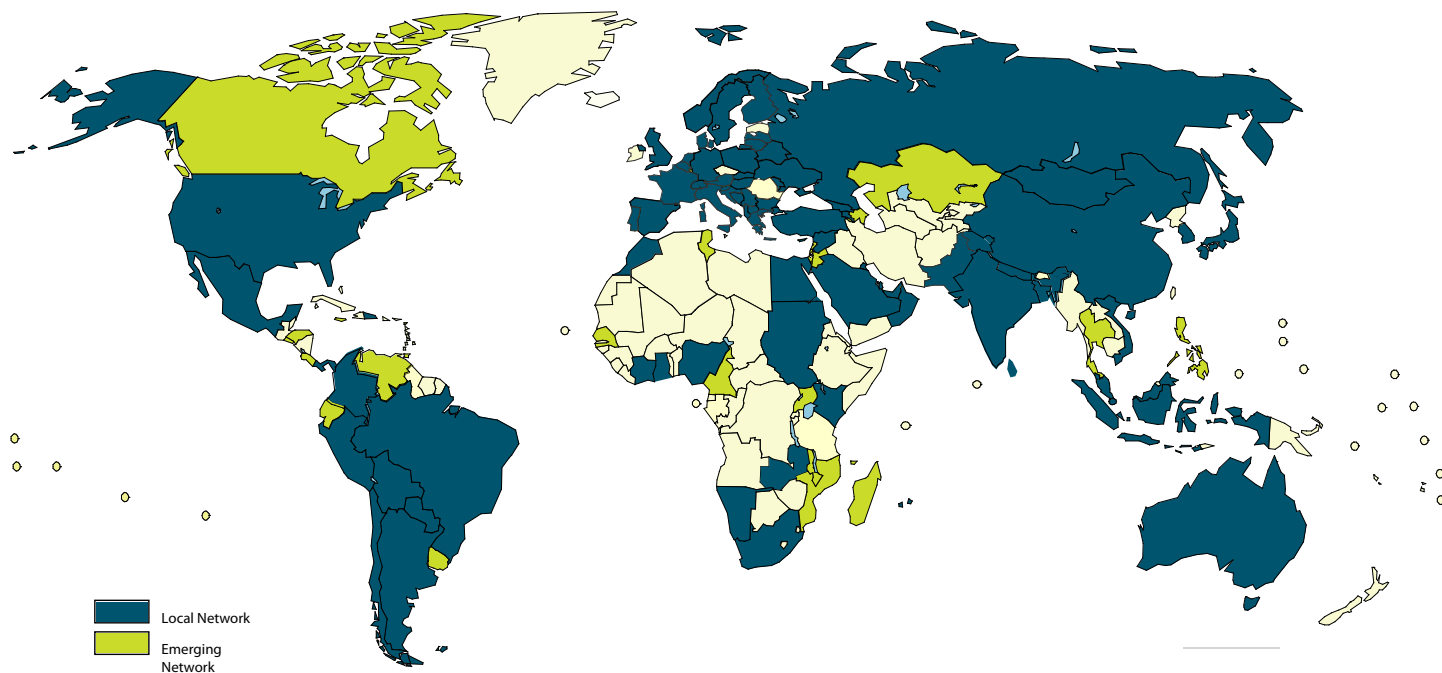
Networks are increasingly working together at the regional level, undertaking collective activities and broadening their learning capacity and their pool of good practices within specific cultural contexts.

Local Network representatives from around the world meet on an annual basis at the Annual Local Networks Forum. The Forum enables participants to learn from each other's experiences in building a network; review and compare progress; identify best practices; and adopt strategic recommendations to enhance the effectiveness of Local Networks.

All Local Networks are expected to meet the following basic requirements:

- Be business-led, but inclusive;
- Establish a focal point authorized by the network to interact with the Global Compact Office and the wider Global Compact network;
- Promote multi-stakeholder engagement by inviting non-business actors to participate in learning and dialogue activities, projects and partnerships;
- Actively support efforts by participants to develop Communications on Progress;
- Encourage dialogue on emerging issues related to the principles;
- Fundraise independently; and
- Produce an Annual Activities Report.

GLOBAL COMPACT LOCAL NETWORKS AROUND THE WORLD



3. ADVOCACY AND AWARENESS

As a signatory to the Global Compact, a company is expected to publicly advocate the Global Compact and its principles via press releases, speeches, and other communications vehicles. Advocacy does not have to take the form of lobbying or activism. Companies can demonstrate advocacy through screening and training their suppliers on respecting human rights and the related Global Compact principles. Publication and distribution of a Communication on Progress (COP) can reach numerous stakeholders with the universal value message of the Global Compact.

4. POLICY DIALOGUES AND LEARNING

Each year, a variety of Global Compact-related events are held around the world, designed to enable learning and the development of practical solutions to pressing problems. Policy dialogues and learning can take place at the local level organized by Local Networks, or at the regional or global level. Past international events have taken place in Brazil, India, China and Ghana. The Global Compact Office uses three primary tools for advancing learning and policy discussions.

Policy Dialogues: The dialogue process helps to identify new and emerging issues, promote multistakeholder trust and interaction, and support advocacy with policy makers. The meetings are an international platform for mutual understanding and problem-solving. Issues addressed have included “The Role of the Private Sector in Zones of Conflict”, “Business and Sustainable Development”, and most recently “Combating Discrimination and Promoting Equality in the Workplace”.

Leaders Summit: The Global Compact holds a triennial Leaders Summit that convenes top executives from participating businesses, heads of international labour, civil society and United Nations agencies, as well as high-ranking government officials to discuss both progress made and chart the future strategic course of the initiative. The Summit is chaired by the United Nations Secretary-General.

Participants are encouraged to take part in dialogues and learning events to share experiences with others about challenges and dilemmas, and to contribute to the ongoing development of future material related to priority issues.

5. COLLECTIVE ACTION

Companies can also choose to engage in collective action with other companies. Collective action can be an effective way of creating a level playing field on which to compete and increases the impact on local business practices beyond the capacity of any one company. Knowing that other companies in your sector or location are committed to good practices helps to build mutual confidence and supports behavioural changes. Joining forces with other companies can also contribute to identifying and developing innovative solutions to key challenges.

Examples of some of the high-profile collective action initiatives that companies have recently engaged in include Caring for Climate: A Business Leadership Platform, the CEO Water Mandate, the Extractive Industries Transparency Initiative (EITI), the Publish What You Pay Initiative, the Global Business Initiative on Human Rights (GBI), or the Voluntary Principles on Security and Human Rights.

6. SUBSIDIARY ENGAGEMENT

As a participant in the Global Compact, a company is expected to make continuous and comprehensive efforts to advance the principles wherever it operates — working toward a globally coherent approach to corporate responsibility. It is important that companies spread their commitment to the Global Compact throughout their operations around the world, including subsidiaries, local branches and local ventures. For multinational participants of the Global Compact, the engagement of subsidiaries can generate significant business value and is one of the most important contributions that can be made to scale up corporate responsibility efforts.

There are several ways that subsidiaries of companies can participate in the Global Compact:

- Some companies prefer to limit participation in the Global Compact to the headquarters, assuming that their commitment applies to all subsidiaries and, therefore, separate commitment by subsidiaries or local affiliates is not advocated by the company. In these cases, only the parent company will be listed on the Global Compact website and will be required to communicate on progress.

- Some companies encourage subsidiaries to join the Global Compact directly, in addition to the headquarters commitment. In these cases, subsidiaries will also be listed as participants on the Global Compact website. Both the headquarters and participating subsidiaries are required to communicate on progress.
- In other cases, subsidiaries decide to join the Global Compact even though their parent company is not a participant. The subsidiary will be listed as participants on the Global Compact website, and will be required to communicate annually on their progress.





MANAGING YOUR PARTICIPATION

Managing your contact information

Upon joining the Global Compact, all companies and other stakeholders are registered in the Global Compact participant database. This database is the primary source of contact information for communication between the Global Compact and its participants. In order to keep participants informed about news and important developments relevant to their participation, it is critical that the database contain up-to-date contact information at all times.

Please note that it is the responsibility of participants themselves to ensure that the contact information in the database is updated.

When a company record is created in the database, all official contact points receive a personal login and password to manage the company's information. Upon login, contact points can add new contacts, modify contact information and assign different roles to existing contacts.

Use of Global Compact Logos

The UN Global Compact Office encourages its participants to use the Global Compact logos to help publicize the Global Compact and its principles. Approval for use of the Global Compact logos will generally be granted in the context of participant companies' activities promoting the Global Compact and its goals, but not in any manner that suggests or implies that the Global Compact Office has endorsed or approved of the activities, products, and/or services of the organization.

The regular Global Compact logo is reserved for use by the Global Compact Office or authorized partners. The official endorser logo ("We Support the Global Compact") can be used more flexibly, including in sustainability or financial reports, on websites, in advertisements, and on stationary, provided that permission is obtained in advance in accordance with the Global Compact's logo use policy, which can be found at:

http://www.unglobalcompact.org/AboutTheGC/Global_Compact_Logo/GC_Logo_Policy.html

Requests to use the logos must be accompanied by a sample illustrating the proposed use of the logo. All logo requests must be made through the participant management system available at <http://www.unglobalcompact.org/login>.

Please note that compliance with the logo use policy is part of the Global Compact's Integrity Measures, which can be found at:

<http://www.unglobalcompact.org/AboutTheGC/IntegrityMeasures/index.html>



IN CLOSING



The [United Nations Global Compact](#) is rooted in the belief that responsible business practices and cross-sector partnerships are critical to strengthening the global economy and ensuring environmental and social well-being. Today, countless business practices and cross-sector partnerships use the Global Compact's ten principles as a moral compass.

Yet globalization remains an imperfect experiment. Demonstrating the social legitimacy of business and markets is just as critical today as when the Global Compact was introduced. Perhaps more than ever before, business—in partnership with the United Nations and other stakeholders—has the opportunity to help ensure that globalization and commerce advance in ways that benefit economies, societies and people everywhere.

Businesses make a vital contribution to society and development: creating employment and income, providing technical skills, strengthening management and bringing market-based solutions to pressing social and environmental problems. Responsible businesses are a positive force in spurring development and improving human conditions.

A commitment to the Global Compact demonstrates that a company is willing to take part in building a sustainable global market. Every company has a role to play and every company can contribute to positive change. However, the road traveled will be different for every company. Companies begin and end in different places on the road to improvement. Where a company stands at the entry point to the Global Compact is not important. What really matters is the sincere commitment to the Global Compact's mission and the willingness to change.

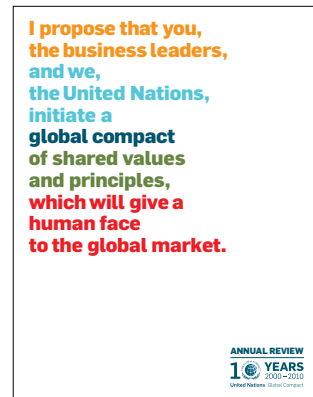
Every journey begins with the first step.



ANNEX - FURTHER READING

Further Resources

The following tools and resources have been produced by the Global Compact Office — often in cooperation with key partners and experts — or by one of the associated UN agencies. All resources can be downloaded from the Global Compact website: http://www.unglobalcompact.org/AboutTheGC/tools_resources/index.html



GENERAL

United Nations Global Compact Annual Review – Anniversary Edition

Takes stock of the efforts undertaken by business participants and other key stakeholders to advance the ten principles and development, as well as peace, responsible investment, business education and broader UN-business collaboration. Findings from the annual Global Compact Implementation Survey, completed by over 1,000 companies from 100 countries, are featured throughout. Special focus is given to the 10th anniversary of the Global Compact.

Blueprint for Corporate Sustainability Leadership

A new model of leadership within the Global Compact, designed to inspire advanced performers to reach the next level of sustainability performance. Identifies leadership criteria linked to implementation of principles, efforts to support development objectives and engagement in the Global Compact. (UNGC, 2010)

UN Global Compact Management Model

An updated performance model that guides companies through the process of formally committing to, assessing, defining, implementing, measuring, and communicating a corporate sustainability strategy based on the Global Compact and its principles. (UNGC/Deloitte, 2010)

A New Era of Sustainability: UN Global Compact – Accenture CEO Study 2010

Provides an overview of CEO perspectives CEO reflections on progress to date, challenges ahead and the impact of the journey towards a sustainable economy. The report is based on an extensive study of nearly 1,000 Global Compact CEOs. (UNGC/Accenture, 2010)

Moving Upwards: The Involvement of Boards of Directors in the UN Global Compact

Advances understanding of boardroom engagement in environmental, social and governance issues and provides a roadmap for how companies can better integrate oversight of these issues into the board agenda. (UNGC, 2010)

Supply Chain Sustainability: A Practical Guide for Continuous Improvement

Guidance on how to implement the ten principles throughout supply chains, including how to measure progress, implement a holistic sustainable supply chain approach, assess gaps and share common challenges and successes. (UNGC/BSR, 2010)

Sustainable Supply Chains: Resources and Practices

Provides information on initiatives, resources and tools to assist companies in developing more sustainable supply chains, as well as case examples of good business practices. (UNGC/BSR, 2010)

The Role of Governments in Promoting Corporate Responsibility and Private Sector Engagement in Development

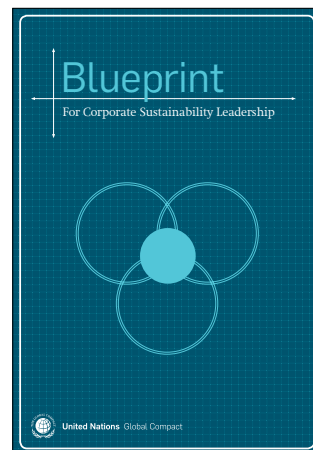
Reports on trends and policy options regarding the role of Governments in promoting corporate sustainability and engaging the private sector in achieving the MDGs. (UNGC/Bertelsmann Foundation, 2010)

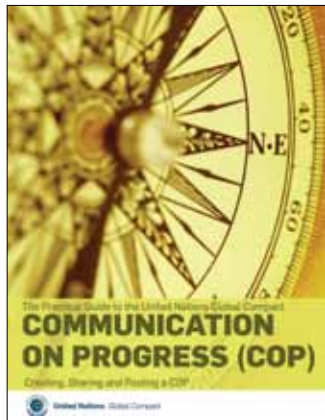
Lawyers as Leaders: The Essential Role of Legal Counsel in the Corporate Sustainability Agenda

An online video — divided into modules on the four main issue areas of the Global Compact — to develop awareness of lawyers on minimizing risk and advising on legal issues associated with corporate sustainability. (UNGC/International Bar Association, 2010)

An Introduction to Linkages between UN Global Compact Principles and ISO 26000 Core Subjects (draft)

Provides a high-level overview of the key linkages between the Global Compact's ten principles and the core subjects of social responsibility defined by ISO 26000. (UNGC, 2010)





2008 Global Compact Annual Review

Takes stock of the broad array of efforts undertaken by business participants and other key stakeholders to advance the principles of the Global Compact. (UNGC, 2009)

UN Global Compact - Corporate Citizenship in the World Economy

Provides a brief introduction to the Global Compact, outlining the main objectives of the initiative, the business case for participation as well as some of the ways in which companies can engage. (UNGC, 2008)

After the Signature – A Guide to Engagement in the Global Compact

Introduction to the Global Compact and overview of the commitment that companies make when signing on to the initiative. Practical steps are suggested to start the implementation process and maximize engagement, such as participation in Global Compact Local Networks. (UNGC, 2008)

Inspirational Guide to Implementing the Global Compact

Presents practical examples of how corporate signatories of the Global Compact have approached implementation of the ten principles, emphasizing the solutions developed to related challenges and dilemmas. (UNGC, 2007)

2007 Global Compact 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. (UNGC, 2007)



Communication on Progress

Practical Guide to Communication on Progress

Revised edition contains updated information about creating, sharing and posting a COP, as well as practical examples of how companies are communicating progress. Also included are helpful definitions, tips on where to begin, examples and relevant GRI indicators. (UNGC, revised 2009)

Making the Connection: The GRI Guidelines and the Global Compact Communications on Progress

Advice and support for linking sustainability reporting under the new Third Generation (G3) of GRI's Sustainability Reporting Guidelines with the preparation of an annual COP. (UNGC/GRI, 2007)

Local Networks

Global Compact Local Network Report 2010

Takes stock of the work of over 90 local networks around the world. The report features statistics and case examples on network governance, composition, activities, issues and communications. (UNGC, 2010)

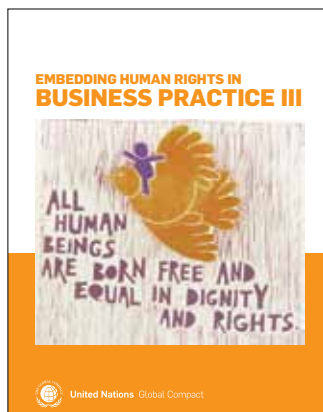
Global Compact Local Network Report 2008

Takes stock of the work of over 80 local networks around the world. The report features statistics and case examples on network governance, composition, activities, issues and communications. (UNGC, 2009)

Global Compact Local Network Report: Deepening Engagement at the Local Level

Presents the results of the first comprehensive survey of Global Compact Local Networks and highlights lessons learned about network building and performance, as well as numerous activities and examples of solutions developed by networks. (UNGC, 2007)





Human Rights

Women's Empowerment Principles – Equality Means Business

A set of principles for business, offering guidance on how to empower women in the workplace, marketplace and community. (UNGC/UNIFEM, 2010)

A Human Rights Management Framework

A poster designed and translated into six languages to provide a publicly displayed, easily referenced overview for companies on implementing a human rights policy. (UNGC/OHCHR/BLIHR/IBLF, revised 2010)

Dialogues on Integrating Human Rights: Testimonials by Business Leaders

A collection of testimonials by business leaders around the world on the mainstream importance of human rights. (UNGC/GBI, 2010)

Human Rights and Business Learning Tool

An interactive web-based platform for enhancing knowledge regarding implementation of human rights principles. (UNGC/OHCHR, 2010)

Guide on How to Develop a Human Rights Policy

Provides instruction on how businesses can develop and implement a human rights policy within their company. (UNGC, 2010)

Human Rights and Business Dilemmas Forum

An online, multi-stakeholder forum to discuss dilemmas confronting business and identify related good practices. It also includes interactive workbooks and case studies. (UNGC/Maplecroft/GE Foundation, 2009)

A Guide for Integrating Human Rights into Business Management

Offers practical guidance to companies wanting to take a proactive approach to human rights within their business operations. (UNGC/BLIHR/OHCHR, 2009)

Embedding Human Rights in Business Practice I – III

The three volumes in this case study series explore the practical meaning of human rights for companies through peer-reviewed case studies on business practices. (UNGC/OHCHR, 2004 - 2009)

Human Rights Translated: A Business Reference Guide

Illustrates, through the use of examples and suggested practical actions, how human rights are relevant and can be managed in a corporate context. (UNGC/Castan Centre for Human Rights Law/IBLF/OHCHR, 2008)

Human Rights Impact Assessment Guide

Provides overview of the process of implementing a human rights assessment programme into a company. (UNGC/IBLF/IFC, 2007)

Labour

The Labour Principles of the United Nations Global Compact: A Guide for Business

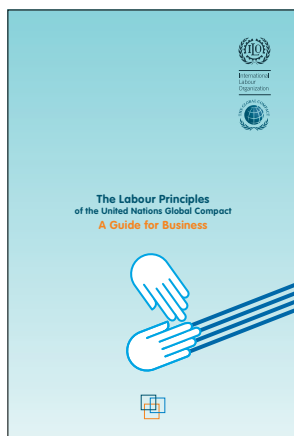
A resource for enhancing knowledge regarding implementation of labour principles, including suggested actions for each principle and an inventory of key resources. (UNGC/ILO/IOE/ITUC, revised 2010)

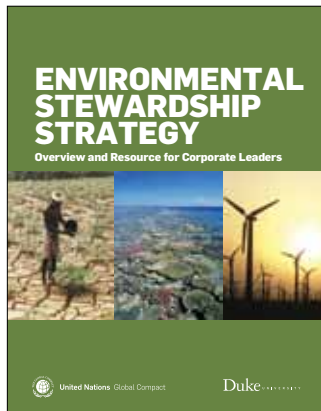
Human Trafficking and Business: Good Practices to Prevent and Combat Human Trafficking

Guides business on how to avoid being implicated in human trafficking through the use of their products, services or facilities, as well as how to make a positive contribution. (UNGC/UN.GIFT/ILO/IOM, 2010)

From Principles to Practice: The Role of SA8000 in Implementing the UN Global Compact

Presents case studies of companies that have adhered to the SA8000 standard as a way to advance their commitment to the Global Compact. (UNGC/SAI/CIPE, 2010)





Combating Forced Labour - A Handbook for Employers and Business

Provides guidance to employers' organizations and individual companies on forced labour and human trafficking, including practical tools and materials that help identify why it is a concern for business and actions that can be taken. (ILO, 2008)

Eliminating Child Labour - Guides for Employers

Three practical guides provide ideas, advice and examples for the prevention of child labour, the withdrawal of children from work and the protection of young workers from hazardous conditions. (ILO, 2007)

Environment

Environmental Stewardship Strategy: Overview and Resource for Corporate Leaders

Designed to help companies develop a comprehensive environmental strategy, following an 8-step model. (UNGC/Duke University, 2010)

Caring for Climate: A Call to Business Leaders

Outlines engagement opportunities through the Caring for Climate initiative, which assists companies to advance practical solutions, share experiences and inform public policy. (UNGC/UNEP, revised 2010)

A Greener Tomorrow – How Caring for Climate Signatories are Leading the Way to a Low-Carbon Economy

Analyzes progress made by signatories in addressing climate change and assesses public disclosure of greenhouse gas emissions. The report outlines corporate leadership in climate mitigation and adaptation. (UNGC/Dalberg, 2010)

Low-Carbon Leaders – Transformative Solutions for a Low-Carbon Future

Presents transformative solutions that businesses around the world are implementing to save energy, reduce emissions and ensure a low-carbon future. (UNGC/WWF, 2010)

Framework for Responsible Business Engagement with Water Policy

Assists companies in responsible water policy engagement, providing core principles, strategies, and operational practices. (UNGC/Pacific Institute/WWF/Government of Germany, 2010)

Corporate Water Accounting: An Analysis of Methods and Tools for Measuring Water Use and Impacts

A stocktaking and assessment of existing and emerging water accounting methods and tools being used in the private sector. (UNGC/UNEP/Pacific Institute, 2010)

Connecting the Dots – How Climate Change Transforms Market Risks and Opportunities

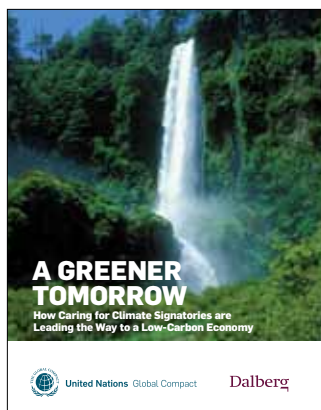
Charts the intimate interaction of climate change with other key issues on the global agenda, and identifies the requirement this places on governments and international agencies to develop a new level of policy coherence. (UNGC, 2009)

Champions of the Low-Carbon Economy – Why CEOs are Ready for a Global Climate Agreement

Conveys insights of 40 chairpersons and CEOs around the globe regarding the need for climate change action. (UNGC/Dalberg, 2009)

Caring for Climate Series: Presents a range of perspectives on the roles of business, investors and governments in tackling climate change. The following reports are part of the Series:

- Best Practices and Policy Frameworks: the 2009 Survey of Caring for Climate Signatories. (GlobeScan, 2009)
- Emissions Reduction and Lower Carbon Intensity: Are We Making Progress? (Yale University, School of Forestry & Environmental Studies/Centre for Business and the Environment at Yale, 2009)
- Change is Coming: A Framework for Climate Change - A Defining Issue of the 21st Century. (Goldman Sachs, 2009)
- Investor Leadership on Climate Change: An Analysis of the Investment Community's Role and Snapshot of Recent Investor Activity. (PRI, 2009)
- Building a Green Recovery. (HSBC, 2009)
- Carbon Markets - the Simple Facts. (Mission Climat of Caisse des Dépôts, 2009)





Water Disclosure 2.0 – Assessment of Current and Emerging Practice in Corporate Water Reporting

Examines and analyses corporate reporting on water sustainability for 110 companies across 11 water-intensive sectors. (UNGC/Pacific Institute, 2009)

CEO Water Mandate – Independent Review of 2008 Programme of Activities

Assesses the initiative with respect to a number of areas including governance, working conferences, stakeholder participation and transparency. (Arthur D. Little, 2009)

The CEO Water Mandate

Assists companies in developing a comprehensive approach to water management, covering six key areas: direct operations, supply chain and watershed management, collective action, public policy, community engagement, and transparency. (UNGC/ Ministry for Foreign Affairs Sweden, 2007)

Anti-Corruption

Fighting Corruption in the Supply Chain: A Guide for Customers and Suppliers

Outlines common supply chain corruption scenarios and provides a framework and set of tools for addressing them. (UNGC, 2010)

E-learning Tool: The Fight Against Corruption

Offers an online learning platform that companies can easily access to obtain practical guidance on how to fight corruption in all forms through six interactive dilemma scenarios. (UNGC/UNODC, 2010)

Collective Action – Building a Coalition against Corruption

Provides options for combating market corruption based on "how to" examples, including a range of tools that help users tailor collective action frameworks to their specific circumstances. (UNGC/ICC/Transparency International/WEF/WBI/CIPE/Global Advice Network/Grant Thornton/Siemens, 2010)

Reporting Guidance on the 10th Principle Against Corruption

Equips business with practical means to report on anti-corruption policies and actions comprehensively and effectively through a set of 22 reporting elements. (UNGC/Transparency International, 2009)

RESIST – Resisting Extortion and Solicitation in International Transactions

A scenario-based tool for employee training on resisting extortion and solicitation in international transactions. (UNGC/ICC/Transparency International/WEF, 2009)

Clean Business is Good Business – The Business Case Against Corruption

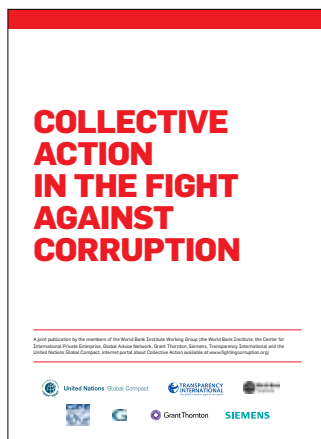
Brochure outlining why companies and corporate practitioners should actively engage in the fight against corruption. (UNGC/ICC/Transparency International/WEF, 2008)

Business Against Corruption – Case Stories and Examples

Examples of how to deal with challenges when implementing the Global Compact's anti-corruption principle. (UNGC, 2006)

Business Against Corruption – A Framework for Action

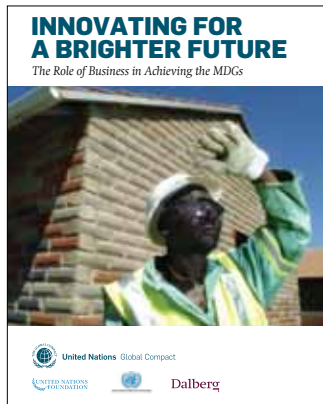
Resources and tools to assist companies in implementing the 10th principle on corruption. (UNGC/IBLF/Transparency International, 2005)



Development

A Global Compact for Development

Outlines the UN-business partnership framework and clarifies how companies can engage through their core business, social investments and advocacy. The document also lists available engagement platforms for business and showcases examples of successful partnerships. (UNGC, 2010)



Principles for Social Investment (PSI)

A set of voluntary principles to guide the ongoing practice of social investment by organizations, seeking to increase the impact and scalability of such contributions. (UNGC/St. James Ethics Centre/CECP, 2010)

business.un.org

Provides an online platform to connect businesses with UN entities seeking collaboration, based on resources and needs. Also includes a repository of UN-business examples. (UNGC/OCHA/Global Hand, 2010)

Innovating for a Brighter Future: The Role of Business in Achieving the MDGs

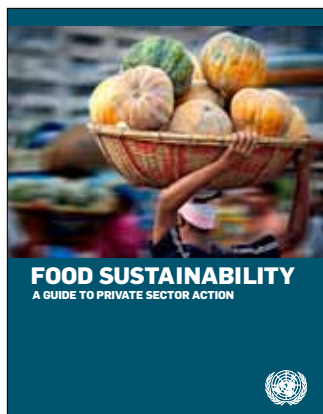
Assesses the contribution that the private sector has made to UN development goals including progress made since 2000. The report identifies the most significant and scalable trends. (UNGC/Dalberg, 2010)

Coming of Age: UN-Business Collaboration Since 2000

Reviews the evolution of the first decade of UN-business cooperation, looking at cases and achievements. (UNGC/GPPI, 2010)

Food Sustainability – A Guide to Private Sector Action

Examples of best and emerging practices in seven key areas relating to food sustainability, as well as suggested actions for businesses. (UNGC with broad alliance of collaborators, 2008)



The United Nations and the Private Sector: A Framework for Collaboration

Outlines different ways in which the private sector can collaborate with UN agencies, funds and programmes to address global challenges. (UNGC, 2008)

Business Guide to Partnering with NGOs and the UN

A tool providing information to assist in the partner selection process and by identifying leading non-profit social actors from around the world that have demonstrated skill and excellence in partnering with companies. (UNGC/Dalberg, 2007)

Enhancing Partnership Value – A Tool for Assessing Sustainability and Impact

An interactive tool to improve the effectiveness and developmental value of partnerships between the UN system and the private sector. (UNGC/UNDP/UNOP/UNITAR, 2007)

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

Showcases a broad spectrum of initiatives seeking to unleash the potential of UN-business partnerships. (UNGC, 2007)

Business UNusual – Facilitating United Nations Reform Through Partnerships

Shows how partnerships between UN and business have acted as a catalyst for reform and institutional innovation throughout the UN system by infusing private sector management practices and performance based thinking. (UNGC/GPPI, 2005)



Peace

Guidance on Responsible Business in Conflict-Affected and High-Risk Areas: A Resource for Companies and Investors

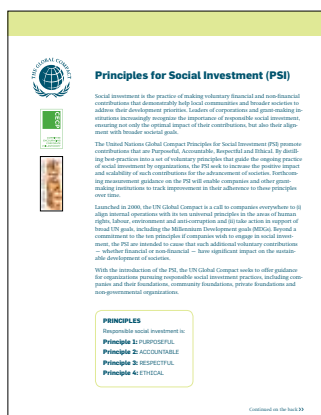
Provides general principles to assist companies and investors in their efforts to make a positive contribution to sustainable peace and development in conflict-affected countries. (UNGC/PRI, 2010)

Doing Business while Advancing Development and Peace

Provides examples of how companies from a variety of sectors are positively contributing to peace and development in conflict-prone or post-conflict operating environments. (UNGC, 2010)

Doing Business in a Multicultural World

Helps companies to address cross-cultural issues and explore how they can facilitate intercultural understanding in ways that benefit both business and society. (UNGC/UN Alliance of Civilizations, 2009)



Peace through Commerce – Responsible Corporate Citizenship and the Ideals of the United Nations Global Compact

Part of the Notre Dame Series in Business Ethics, the book looks at the purpose of the corporation, the influence of legal and peace studies, and the experiences of career NGO officials and business leaders to better understand how commerce can help promote peace (Notre Dame, 2008). Purchase required.

Enabling Economies of Peace: Public Policy for Conflict-Sensitive Business

Identifies a range of concrete actions that Governments and international organizations can undertake to better assist private-sector efforts to promote effective conflict-sensitive business practices. (UNGC, 2005, revised 2009)

Investment

Principles for Responsible Investment

Voluntary principles providing guidelines on how to incorporate environmental, social and governance issues into mainstream investment decision-making and ownership practices. (UNGC/UNEPFI, 2006)

Who Cares Wins Series

Series of publications that explore the consideration of environmental, social and governance by mainstream investors and analysts.

- Future Proof (UNGC/FDFA/IFC, 2008)
- New Frontiers in Emerging Markets Investment (UNGC/FDFA/IFC, 2007)
- Communicating ESG Value Drivers at the Company-Investor Interface (UNGC/FDFA/IFC, 2006)
- One Year On (UNGC/IFC, 2005)
- Connecting Financial Markets to a Changing World (UNGC/FDFA, 2004)

Additional resources:

www.unpri.org

Business Education

Principles for Responsible Management Education: A Global Initiative – A Global Agenda

The mission of the PRME initiative is to inspire and champion responsible management education, research and thought leadership globally. PRME seeks to establish a process of continuous improvement among institutions of management education in order to develop a new generation of business leaders. (UNGC, 2008)

Additional resources:

www.unprme.org

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 should 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.

