Final Report:

Inaugural Meeting of the Global Compact Board

28 June 2006

Prepared by the Global Compact Office

Executive Summary

On 28 June 2006 the United Nations Global Compact Board convened its inaugural meeting at UN Headquarters in New York City. The meeting was chaired initially by the Secretary-General who on leaving the meeting handed the chair over to Sir Mark Moody-Stuart. The inaugural meeting brought together 17 members of the Board representing business, labour, civil society, the Global Compact Office, and the Foundation for the Global Compact. Three members of the Board were unable to attend. (See Appendix A)

The Secretary-General officially opened the meeting, following a preliminary briefing by Global Compact Office staff members on key developments and issues as captured in the "Background Briefing: Inaugural Meeting of the Global Compact Board". (See www.unglobalcompact.org)

The meeting of the Board focused on the following general areas (described in further detail in this report): Review of Overall Strategic Direction; Integrity Measures; Housekeeping Matters; and Board Members as Champions.

The meeting resulted in a number of significant outcomes:

- **A commitment by the Secretary-General to encourage his successor to endorse and support the UN Global Compact.**
- **Strong consensus by the Board that the Global Compact represents one of the Secretary-General's most significant achievements and a belief that the initiative will be among his most important legacies.**
- **Decision to launch five working groups of the Board aligned focusing on the following areas: Local Networks, SMEs, Human Rights, and Communications on Progress and Anti-Corruption. See remits below.**
- **Agreement that Local Networks should strive to include all key stakeholders – as reflected in the composition of the Board itself – and a decision that associated working group will explore strengthening of LNs with respect to representation, governance, and accountability.**
- **Recognized differing opinions of the developing ISO "Social Responsibility Standard", with agreement that it in any case it must support the ten principles of the Global Compact.**
- **The development of the revised GRI guidelines will be followed as one possible approach to communicating progress.**
- **Consensus that small- and medium-sized enterprises (SMEs) need more assistance in engaging with the Global Compact and in overcoming issues such as language barriers. Associated working group to explore.**
- **Consensus that business participants need more assistance in understanding their commitments to the human rights principles. Associated working group to explore.**
- **Agreement that a working group on Communications on Progress explore strengthening quality assurance, including use of indicators.**
- **A number of individual commitments by Board members in their roles as "champions" of the initiative. (See related section below.)**
- **The Board and Global Compact Office agreed to form close ongoing collaboration with individual staff members providing support to specific Board members. (See Appendix B)**

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1. Preliminary Discussion

Following the briefing by Global Compact Office staff representatives – based on the "Background Briefing: Inaugural Meeting of the Global Compact Board" – members of the Board offered a number of initial thoughts and observations.

Antonio Penalosa, Secretary-General of the International Organization of Employers, noted the presence of a representative of UNDP and suggested that at future meetings additional UN agencies be present, including the ILO. He also noted the importance of the Board keeping informed of the proceedings and decisions stemming from the annual Local Networks forum. Finally, he requested that, when future meetings for the private sector and the UN were organized under the Global Compact auspices, the IOE and the ICC also be associated

Oded Grajew, Chair of Instituto Ethos de Empresas e Responsabilidade Social, offered the opinion that in order to be truly effective, the Board should allot more time to its annual meeting. He then made two observations: i) in order to enhance credibility of the Global Compact, the UN – through activities such as procurement and supply chain management – should incorporate the Compact principles; and ii) the Global Compact should invest in its unique advantages, including providing more support for various UN agencies while better leveraging its ability to bring different stakeholders together.

Guy Sebban, Secretary-General of the International Chamber of Commerce, agreed that more time should be allotted at Board meetings. He said that the ICC is deeply committed to a number of important areas, including "business and society", "anti-corruption", and "the environment", adding that the ICC has been a long-time supporter of the Global Compact.

Fred Higgs, General Secretary of the International Federation of Chemical, Energy, Mine and General Workers' Unions, emphasized the importance of effective integrity measures and of the need for the Global Compact to focus on its core principles. He expressed concern that little work has been done by the Global Compact Office with respect to focusing on the labour principles.

Mary Robinson, Chair of Realizing Rights – The Ethical Globalization Initiative – said it is imperative to focus on implementation of the principles and suggested that certain Board members focus on specific principles. She also expressed concerns that the Global Compact Office should focus more on the quality of participants' Communications on Progress rather than the number of submissions.

Huguette Labelle, Chair of Transparency International, stated the protecting the "brand" of the Global Compact should be an imperative and suggested that the Global Compact in future devote more time to "due diligence" with respect to admitting companies into the Compact.

Futhi Mtoba, Chair of the Board of Deloitte South Africa, commended the Global Compact Office's activities and work, adding that it will be important to understand how Board members can engage with the priority issues of the Office as well as with the many Local Networks.

Chen Ying, Deputy Director General of the China Enterprise Confederation, stressed the need for the Compact to be as flexible as possible and the importance of motivating

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companies by not overcomplicating the initiative. She added her belief that the Local Networks are the Compact's most important asset.

Jose Sergio Gabrielli de Azevedo, CEO of Petrobras, said the Global Compact Office and Board should not try to address too many issues and subjects. He also noted the importance of encouraging participants to embed the Global Compact into their supply chains with the many thousands of companies that could be reached in this regard.

Habiba Al Marashi, Chair of the Emirates Environmental Group, said the Global Compact is relatively unknown in the Arab world, adding that she is committed to raising awareness of the initiative in this region. She also said that encouraging university students to embrace corporate citizenship will be critical in seeding the leaders of tomorrow.

Guy Ryder, General Secretary of the International Confederation of Free Trade Unions, expressed appreciation for the work of the Global Compact Office. He went on to express concern about the general "corporate social responsibility" movement, noting that not everything that takes place under this banner is necessarily good – for example, a tendency by some to view "CSR" as a substitute for regulation. He also expressed concern about the composition and effectiveness of the Global Compact's Local Networks, in addition to emphasizing the need to improve the quality of the Communications on Progress.

2. Opening of the Meeting: The Secretary-General

The Secretary-General ("SG") officially opened the inaugural meeting of the Board.

The SG began by stressing that the Board is an important element of the Compact's new governance framework, which was adopted in August 2005. He pointed out that the Board is the only UN-sponsored body that brings together business, civil society and labour.

The SG stated: "You bring enormous breadth of experience and reach to this table. Your functions are equally broad. You are asked to provide strategic advice for the initiative as a whole in the form of recommendations to the UN Global Compact Office, participants and other stakeholders. You are also asked to play a role with respect to implementation of the Global Compact's integrity measures and to give advice on fundraising".

The SG stressed the role of board members as champions of the initiative, which he noted has grown dramatically since its launch, with more than 3,300 participating businesses and other stakeholders from over 100 countries. He observed that the idea that the "UN needs business and business needs the UN…is as relevant today as it was six years ago". He stressed the universality of the Global Compact principles, adding that the initiative's voluntary nature has proven crucial in mobilizing engagement.

The SG emphasized that the Global Compact has been endorsed by all UN member states, giving the initiative unprecedented access, including in countries where others have difficulty gaining access alone.

"The Global Compact brings together in a non-confrontational and constructive environment the UN, business, civil society, labour, governments, academics and

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others to work on practical solutions to corporate citizenship dilemmas", the SG stated. He noted that he often challenged meetings to come up with stretching solutions and proposals, rather than just the lowest common denominator.

The SG concluded by noting that his term concludes in December 2006, stating that he will do his utmost to ensure that his successor carries forward the Global Compact.

2.1 Comments to the Secretary-General

Following his remarks, the Secretary-General invited Board members to offer their perspectives and pose any questions.

Talal Abu Ghazaleh, CEO of Talal Abu Ghazaleh Organization, observed that through the Global Compact the Secretary-General has successfully brought business together with civil society and government, adding his belief that the Compact will be remembered as one of the SG's greatest legacies.

Mrs. Robinson observed the dramatic growth of the Global Compact and said this is an initiative that the SG "can be proud of". She added that the Board must ensure that the SG's successor supports the Compact. Mrs. Robinson also suggested a working group of the Board focused on the human rights principles, noting the many excellent tools and resources that exist to assist companies with implementation.

Mrs. Chen said the Global Compact is enjoying increasing support in the Chinese business world, adding that the Chinese Enterprise Confederation and various organizations are developing guidance resources and textbooks, and that a Local Network has been established.

Dr. Labelle said the Global Compact has united two spheres that touch people every day – the UN and the business sector. She said that with respect to implementation the Global Compact should "rise to the highest denominator", using the convening power of the UN to inspire innovation.

Mr. Grajew congratulated the SG on the growth of the Global Compact. He stated that because business has great resources and "power – economically, financially, and politically", corporate leaders have great responsibility. He said the ultimate objective should not be "a better business sector but a better world". Mr Grajew emphasized the importance of helping to achieve the Millennium Development Goals, and the importance of the UN engaging its suppliers with respect to the Global Compact. The Global Compact is a worldwide initiative within the framework of the UN. He gave as an example of cooperation between companies and UN's agencies the Corporate Child Development Index (IDI) developed by Instituto Ethos in partnership with Unicef.

Mrs. Al Marashi expressed how impressed she is with the composition of the Board – "the shining lights in this room" – adding that the Board must avoid becoming politicized.

Suzanne Nora Johnson agreed that the Global Compact will be one of the Secretary-General's great legacies. She emphasized the need for the Global Compact to exercise focus and concluded by asking the SG to identify one of his top priorities with respect to the Compact.

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Mr. Penalosa praised the work of the Global Compact Office and said the International Organization of Employers is fully behind the Global Compact.

2.2 The Secretary-General Responds

The Secretary-General then responded to the perspectives, proposals and questions offered.

With respect to the Mrs. Johnson's question regarding key priorities, the SG emphasized the importance of relating the ten principles of the Global Compact to the "welfare of the individual". He stated that fighting poverty and inequality must be priorities, adding the importance of creating jobs for the many 14-25 year olds around the world with no employment. The SG said it is a fact that often many younger individuals are highly skilled but are the last to be hired, adding that governments are generally doing a poor job stimulating employment opportunities, focusing most of their attention on other macro-economic policies (inflation, interest rates, etc.) at the expense of targeted employment policies. In the worst cases, this kind of systemic unemployment leads individuals to anti-social and even dangerous behaviour.

The SG also emphasized the importance of combating corruption, adding that governments must do more to fight this scourge.

Ms. Mtoba added her strong belief that the ten principles of the Global Compact are all linked and so they must be viewed and addressed in totality. She also added the importance of business looking at long-term horizons rather than the short-term.

Mr. Moody-Stuart congratulated the SG on appointing "such a wide and diverse Board", adding that it will be important for the SG's successor to continue to appoint the Board. While the process of nomination of candidates through the Global Compact Office working in conjunction with local networks and different groupings had led to an excellent geographic spread and representative coverage, in the absence of any possibility of an electoral process it is only the SG who has the authority to actually appoint Board members from a list of nominations.

3. Agenda Item #1: Overall Strategic Direction

A wide-ranging discussion took place with respect to the overall strategic direction of the Global Compact. Key comments and suggestions relating to specific areas are summarized below.

3.1 Local Networks

There was wide consensus on the importance of the many Local Networks (LNs) that have come into existence. However, it was noted that the quality and robustness of the LNs are highly uneven, and the following points were offered:

- Local Networks should agree on specific issues and objectives that they wish to address and then report on activities and progress. (***Mr. Carey***, Senior Partner of Carey & Allende Abogados)
- Local Networks should focus on the Millennium Development Goals and report on progress made in this regard. They should also have boards with multi-stakeholder representation. (***Mr. Grajew***)

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- Should the Global Compact want to give greater responsibilities to Local Networks then there is an urgent need to look into their composition and functioning. In many cases the LNs were developed without including the organisations that should have been included at the beginning. This would include trade unions but also employers organisations and civil society organisations. The Global Compact Office should establish some central accreditation process for Local Networks. (***Mr. Ryder***)
- Businesses should not be seen as the only "champions" within the Global Compact and the LNs. All participating stakeholders, including labour representatives, can be champions. (***Mr. Higgs***)
- The Global Compact has undertaken significant efforts around building governance structures for Local Networks. In many instances, LNs constitute extensions of the Global Compact Office, especially where UN organizations are involved — the case in approximately 50% of LNs. In addition, a paper titled "What Is a Local Network" has been negotiated with focal points that specifies functional criteria, including the need to be inclusive. The upcoming annual Local Networks Forum (Barcelona, 26-27 September) will offer another opportunity to nurture Local Networks and to enable greater coherence. It is hoped that Board members will play an active role at the Forum. Finally, efforts are under way to take stock of Local Network development in terms of governance and activities, ahead of the Forum. The GCO will share these reports with Board members to seek their views. (***Georg Kell***).

Mr. Moody-Stuart summarized the action points with respect to Local Networks:

- Global Compact Office to produce data analysis of LNs to gain understanding of representation, governance, maturity, etc.
- Based on this analysis, an effort should be undertaken to ensure that: i) some standards are in place; and ii) LNs are multistakeholder in nature.
- Formation of a working group of the Board focused on Local Networks: ***Mr. Carey***; ***Mr. Ryder***; ***Mrs. Al Marashi***; ***Mrs. Chen***.

3.2 Small- and Medium-Sized Enterprises (SMEs)

With respect to SMEs in the Global Compact, a number of perspectives were offered:

- Efforts should be undertaken to encourage more SMEs around the world to join the initiative while also developing more tools and resources to help them with implementation of the principles. Local networks could encourage SMEs to set collective objectives for progress and to report on this progress in aggregated form. (***Mr. Carey***)
- Umbrella business organizations and institutions can play a key role in advocating the Global Compact to SMEs. Reporting is an issue for SMEs and they have difficulty for example in following a reporting initiative such as the GRI (***Mr. Penalosa***)
- There should be an exploration of how the current Communications on Progress policy may be a disincentive for SMEs and how the Global Compact might address this. (***Dr. Labelle***)

Mr. Moody-Stuart summarized the action points with respect to SMEs:

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- Formation of a working group of the Board focused on SMEs: ***Dr. Labelle***; ***Ms. Mtoba, Mr. Carey.***

3.3 ISO "Social Responsibility Standard" and the GRI

Members of the Board then turned their attention to a discussion of the relationship between the Global Compact and the ISO "Social Responsibility Standard" and the Global Reporting Initiative. The following key points were offered:

- The ISO process is well under way and a standard will be released. Hence, the Board and the Global Compact should work to ensure that the ultimate standard supports and relates to the Global Compact. (***Mr. Moody-Stuart***)
- The ISO standard is still in development and discussion. Those inside the process should see how best the standard can relate to the Global Compact. (***Mr Penalosa)***
- For international trade union movement both the ISO and GRI represent areas of controversy, and hence, while international labour is involved in both initiatives, it is not possible at this stage to be "champions" of either. Moreover, we do not know what the new ISO standard nor the revised GRI Guidelines will look like. Our decision on whether to support ISO 26000 and the revised GRI Guidelines will be based on the final documents themselves. We do not want the ISO standard to endorse any specific voluntary initiatives and this would include the Global Compact. However we would want the ISO standard to recognise the universality of the norms in authoritative UN instruments, including those on which the Global Compact is based, and in this sense the ISO standard should reflect the principles underlying the UN Global Compact. (***Mr. Ryder***)
- ISO and GRI are both positive initiatives in that they support measurement. The Board's role should be to support management tools for implementation of both these initiatives. (***Mr. Grajew***)

Mr. Moody-Stuart summarized the action points with respect to ISO and GRI:

- There are differing views on the development of the ISO initiative. All agree that it should reflect the fundamental principles on which the Global Compact is based and many thought that the standard should make specific reference to the Global Compact. Some felt that this was too categorical and there are concerns in labour organizations on the process supporting any purely voluntary initiative, including the Global Compact.
- There are clear links between Communications on Progress and GRI-based reporting. The development of the revised GRI guidelines will be followed as one approach to reporting progress.
- It was noted that the Principles for Responsible Investment, representing some five trillion dollars of investment, was a very important and supportive initiative developed in conjunction with the Global Compact

4. Agenda Item #2: Integrity Measures

As described in the related background paper, the Integrity Measures have three essential elements: i) the Communication on Progress (COP) policy; ii) the Global Compact's brand and logo policy and iii) the complaints process.

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Board members offered the following points, perspectives and suggestions:

- Intensified efforts should be given to improving the quality of the Communications on Progress. Communications on Progress should be based on companies' own assessments, but with comprehensive coverage. Companies could perhaps be encouraged to have the data verified by external bodies since the Global Compact Office does not have the capabilities to assess the reports. (***Mr. Moody-Stuart***)
- Ranking companies with respect to the quality or content of their reports would be extremely difficult given the difference in reporting approaches as well as company/sectoral variations. Rather, companies should be encouraged to use indicators and metrics in their published COPs which will invite social vetting and comparisons. (***Mr. Grajew***)
- A concern was expressed on any process which leads to the ranking of companies (***Mr Penalosa)***
- Creating a competitive process around COPs could have the unintended consequence of frightening away SMEs, many of whom have special challenges related to reporting. The Global Compact Office should rather focus on providing more guidance to both large companies and SMEs. (***Mads Oevlisen***, Chair of Lego)
- The importance of Integrity Measures needs further emphasis with respect to participation in the Global Compact as they are crucial in protecting the credibility of the initiative. Regarding the complaints procedure, the Board and the Global Compact Office should expect the number of complaints filed to rise as participation rises, and not be concerned with this likely trend. Participating companies should be prepared to answer any complaints. In addition, additional stakeholders beside business should be consulted during the resolution phase, including labour as appropriate. (***Mr. Higgs***)
- Greater thought should be given to due diligence around allowing companies to join the Global Compact. Should, for instance, a company that is involved in a major fraud case be allowed to join during such an incident? (***Dr. Labelle***)
- The Global Compact was never designed as a compliance-based initiative. The Communication on Progress policy was introduced just two years ago and is very much an evolutionary process. There are important hurdles – for example the fact that many companies in non-English speaking regions are unsure of what the COP policy asks. In addition, it is clear that SMEs need special assistance with respect to understanding and developing COPs. (***Mr. Kell***)
- A proposal to encourage the establishment of more non-English websites, for example an Arab-language site, to help overcome language issues with respect to the Integrity Measures. (***Mr. Abu Ghazaleh***)
- Emphasis should be given on building the capacities of the Local Networks so they can adequately manage the Integrity Measures. In addition, the fact that few participating companies are communicating on the implementation of the human rights principles represents an integrity issue. A suggestion was made to establish a working group of the Board focusing on human rights. (***Mrs. Robinson***)

Mr. Moody-Stuart summarized the action points with respect to Integrity Measures:

- ➢ Formation of a working group of the Board focusing on the Communications on Progress policy: ***Mr. Azevedo***; ***Mr. Moody-Stuart***; ***Mr. Oevlisen***. The working group will explore issues of quality control, classifications of COPs, development of further COP "compliance"

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criteria. In this context the "tiering" of reports likely to be part of the revised GRI guidelines could be a useful example.

- The group of "non-reporters" could be divided into those who were failing to report for no good reason – who should be removed from the list of Global Compact reporters – and those who had not yet reported because of language and other difficulties of understanding – who should be encouraged and assisted in reporting.
- There was perhaps a possibility of grouping reporters broadly based on self-assessment into those who were making partial reports and those who were producing very comprehensive reports addressing all areas. The latter cold be further subdivided into those with and without independent verification.
- Formation of a working group of the Board focusing on implementation of the human rights principles: ***Mrs. Robinson***; ***Mr. Penalosa***; ***Mr. Oevlisen***; ***Mrs. Johnson***.
- The Global Compact Office will explore ways of providing greater incentives for participants that undertake comprehensive internalization of the principles.

5. Agenda Item #3: Housekeeping Matters

Under this agenda item focus was given to the future process around Board nominations and composition.

- Assuming a commitment to the Global Compact by the new Secretary-General, a suggestion was made that the future SG appoint Board members following consultations undertaken by the Global Compact Office and a ballot process to take place before June 2007 (the date marking the first full year of the current Board). (***Mr. Moody-Stuart***)
- The ballot would determine which current Board members would serve for one, two or three years, respectively. It was quite probable that those who only served a first term of one year would be re-elected for a second three-year term. It appeared that this would give the board sufficient continuity. (***Mr. Moody-Stuart***)
- A proposal was made that the next Board meeting take place in early 2007, well in advance of the planned Leaders Summit in June 2007 and near the beginning of the new SG's first term. This would give Board members an opportunity to build support with the new SG. (***Mr. Kell***)
- ***Mr. Abu Ghazaleh*** requested that he be on the first ballot of the proposed staggered board for non-re-election. He expressed the opinion that it should be policy to have the next chair from the developing world, with a co-chair from the developed world.
- There appeared to be agreement that more time would be needed at future board meetings.

Mr. Moody-Stuart summarized the action points with respect to the Board process.

- Submission by the Global Compact Office of proposed dates for next Board meeting, to take place in early 2007.
- Concerted effort by Board once new SG has been named to secure his/her support for the Global Compact and the proposed Board nomination process.

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6. Agenda Item #4: Board Members as Champions

During the working lunch, a tour de table was conducted in which Board members were asked to volunteer the ways in which they propose to be "champions of the initiative".

Mrs. Johnson said that a key to scaling up the Global Compact is to galvanize the global business community with incentives, specifically with respect to supplying more studies on the business case around corporate citizenship. Mrs. Johnson offered to make emerging analysis and research from Goldman Sachs available to the Global Compact for the purposes of providing incentives and deepening commitment and impact. This would also support the work of the Principles for Responsible Investment initiative.

Mr. Oevlisen**,** in an effort to encourage more collective action by Global Compact participants, proposed that the Nordic Network establish a Global Compact office to focus on the partnership dimension of the initiative, including the leadership model and emerging best practices.

Mrs. Robinson pledged to play an active role on the working group of the Board focusing on the human rights principles.

Mr. Grajew offered to make available the many tools and resources related to corporate citizenship implementation that Instituto Ethos has developed. In addition, Mr. Grajew proposed the convening of a conference with major global media organizations in order to raise awareness of these issues. He also offered to mobilize the Brazilian football industry – and perhaps other football organizations – to support the Global Compact and its objectives. In this context he also suggested the organisation of a conference of the main companies of the global sports industry.

Dr. Labelle pledged to play an active role on the working group of the Board focusing on SMEs in the initiative.

Mr. Carey said he will work to establish a system to make stronger linkages between larger companies in the Global Compact and their suppliers, subcontractors and SMEs in general.

Mr. Azevedo offered to mobilize the enormous supply chain of Petrobras; incorporate the Global Compact in the company's training university; especially in its executive training programmes offered by Petrobras University, developed under the concepts related to the Globally Responsible Leadership Initiative; embed the Global Compact and its principles in the company's many social and environmental programmes around the world; and further develop the company's renewable-energy initiatives with linkages to the Global Compact.

Mrs. Al Marashi said she would begin to actively advocate the Global Compact to companies located in the Emirates and nearby regions where awareness is relatively low.

Mr. Ryder said he sees the present challenge rather differently – that is, in terms of "getting the current job done" with respect to deepening implementation by participants rather than expanding into new workstreams. He offered to assist in identifying ways to make the Local Networks more effective.

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Mr. Sebban offered to play a key advocacy role around the convergence of business objectives and universal values. He said there is great opportunity to show how business can effectively work with different stakeholders through the Global Compact.

Ms. Mtoba offered to play a key role in advocating the Global Compact to more South African companies, where participation in relatively low. In addition, together with Dr. Labelle and Mr. Carey, they will focus on the implementation of the anti-corruption principle.

Mr. Penalosa said he will lead an effort to more actively advocate the Global Compact through the worldwide network of the International Organization of Employers.

Mrs. Chen offered to actively advocate the Global Compact in the Chinese business sector and through the "charity funds" of the China Enterprise Confederation. In addition, Mrs. Chen said she would work to assist companies in China with respect to gaining a better understanding of the Communications on Progress policy.

Mr. Higgs said he is extremely concerned about rising corruption levels around the world involving the private sector, in addition to the increasing move by companies to outsource and locate work in regions where labour practices are sub-standard.

Following this tour de table, ***Mrs. Robinson*** observed that the Board had not addressed the Secretary-General's concern around the high unemployment of youth around the world. ***Mr. Penalosa*** suggested that perhaps the topic of youth and employment be incorporated into the Leaders Summit in June 2007.

Mr. Moody-Stuart and ***Mr. Kell*** closed the meeting by thanking Board members for their invaluable input. In closing, they noted the general feeling – reflected at many points during the day – that Board members should build on the work of the Global Compact Office and strengthen existing efforts rather than undertaking additional projects or workstreams. This was seen as the most effective path moving forward.

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Appendix A: Members of the Global Compact Board

Business	
Talal ABU-GHAZALEH	Chairman and CEO, Talal Abu-Ghazaleh Organization, Egypt
José Sergio Gabrielli de AZEVEDO	President and CEO, Petrobras, Brazil
Guillermo CAREY	Senior Partner, Carey & Allende Abogados, Chile
CHEN Ying	Deputy Director-General, China Enterprise Confederation, China
Suzanne Nora JOHNSON	Vice Chairman, Goldman Sachs Group, USA
Anne LAUVERGEON*	Chair of the Executive Board, Areva, France
Ntombifuthi MTOBA	Chair of the Board, Deloitte, South Africa
B MUTHURAMAN*	Managing Director, Tata Steel, India
Mads OEVLISEN	Adjunct Professor, Copenhagen Business School Chair, Lego, Denmark
Hiroyuki UEMURA*	Former President, Mitsui Sumitomo Insurance Co., Japan

International Labour and Business Organizations	
Fred HIGGS	General Secretary, International Federation of Chemical, Energy, Mine and General Workers' Unions
Antonio PENALOSA	Secretary-General, International Organization of Employers
Guy RYDER	General Secretary, International Confederation of Free Trade Union
Guy SEBBAN	Secretary-General, International Chamber of Commerce

Civil Society	
Habiba AL MARASHI	Chair, Emirates Environmental Group
Oded GRAJEW	Chair, Instituto Ethos de Empresas e Responsabilidade Social
Huguette LABELLE	Chair, Transparency International
Mary ROBINSON	Chair, Realizing Rights: The Ethical Globalization Initiative

Ex-Officio	
Mark MOODY-STUART	Chairman, Foundation for the Global Compact
Georg KELL	Executive Director, UN Global Compact Office

Board members marked with an * asterisk were not able to attend the inaugural meeting.

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Appendix B: Global Compact Office Support to Board Members

Business	
Talal ABU- GHAZALEH	Matthias Stausberg (stausberg@un.org)
José Sergio Gabrielli de AZEVEDO	Manuel Escudero (escuderom@un.org) Jeff Senne (senne@un.org)
Guillermo CAREY	
CHEN Ying	Fred Dubee (dubee@un.org) / Manuel Escudero (escuderom@un.org)
Suzanne Nora JOHNSON	Gavin Power (powerg@un.org)
Anne LAUVERGEON*	Lila Karbassi (karbassi@un.org)
Ntombifuthi MTOBA	Kola Badejo (badejo@un.org) / Ellen Kallinowsky (ellen.kallinowsky@gtz.de)
B MUTHURAMAN*	Melissa Powell (powell1@un.org)
Mads OEVLISEN	Cecilie Hultmann (hultmann@un.org)
Hiroyuki UEMURA*	Fred Dubee (dubee@un.org) / Manuel Escudero (escuderom@un.org)

International Labour and Business Organizations	
Fred HIGGS	Ursula Wynhoven (wynhoven@un.org)
Antonio PENALOSA	“”
Guy RYDER	“”
Guy SEBBAN	“”

Civil Society Overall coordinator Olajobi Makinwa (jobimakinwa@gmail.com)	
Habiba AL MARASHI	Matthias Stausberg (stausberg@un.org)
Oded GRAJEW	Olajobi Makinwa (jobimakinwa@gmail.com)
Huguette LABELLE	Birgit Errath (errath@un.org)
Mary ROBINSON	Ursula Wynhoven (wynhoven@un.org)

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