

THE GLOBAL
COMPACT

Leading the Way

in communication on progress

Inspiration and perspectives from United Nations Global Compact participants

United Nations Global Compact Communication on Progress

Experiences and perspectives

This booklet is intended to provide Global Compact participants with inspiration and ideas on how to communicate progress in implementing the ten principles. It is the result of an ongoing dialogue between the Global Compact Office and many of our participating companies. In particular, it reflects experiences and perspectives shared by practitioners and users of Communications on Progress (COPs) during a two-day workshop held in March 2006 in Geneva. By sharing these experiences and perspectives, we hope to encourage more participants to communicate progress and improve the quality of their Communication on Progress.

This is not a new guideline for producing a Communication on Progress. The official guidelines remain unchanged and should be consulted. Rather, this booklet should be seen as an addition to the tools and examples already available on the Global Compact website.¹

¹ www.unglobalcompact.org/CommunicatingProgress





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Disclaimer

This report was produced in consultation with a broad group of experts and stakeholders under the guidance of the United Global Compact Office. As far as possible, the report seeks to reflect the many insights and recommendations they provided. However, the views expressed, as well as any errors or omissions, are the responsibilities of the authors.

This report was written by Claude Fussler, with additional input from Jerome Lavigne-Delville and Jonas Moberg. They are grateful to everyone that attended the workshop or that otherwise provided comments or advice.

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Introduction

Within 2 years of declaring support for the Global Compact, a company is expected to produce a Communication on Progress, share it publicly with stakeholders and post it on the Global Compact website. Thereafter, a new COP must be generated once every calendar year.

The number of companies supporting the Global Compact has increased steadily. Today, with 2,729 companies from more than 90 countries, it is the world's largest and most global voluntary corporate responsibility initiative. The Global Compact provides an integrity rule to insure that signatories actually "walk the talk" in putting its ten universal principles into practice. The simple rule is that within two years of declaring support for the Global Compact, a company is expected to produce a Communication on Progress, share it publicly with stakeholders and post it on the Global Compact website. Thereafter, a new COP must be generated once every calendar year. Annual reports or sustainability/corporate responsibility reports are ideal vehicles to communicate progress as long as they cover all Global Compact principles and provide an explicit link between the information reported and the principles. A separate COP is not expected unless the company has no other vehicle to report on corporate citizenship issues.

Through a number of policy dialogues and consultations, experienced companies helped the Global Compact design a Performance Model² and a framework for Communication on Progress.³ These tools ensure that every company, regardless of size, industry and geography would know how it is expected to follow-up on its commitment.

² <http://www.greenleaf-publishing.com/catalogue/rbar.htm>

³ www.unglobalcompact.org/CommunicatingProgress

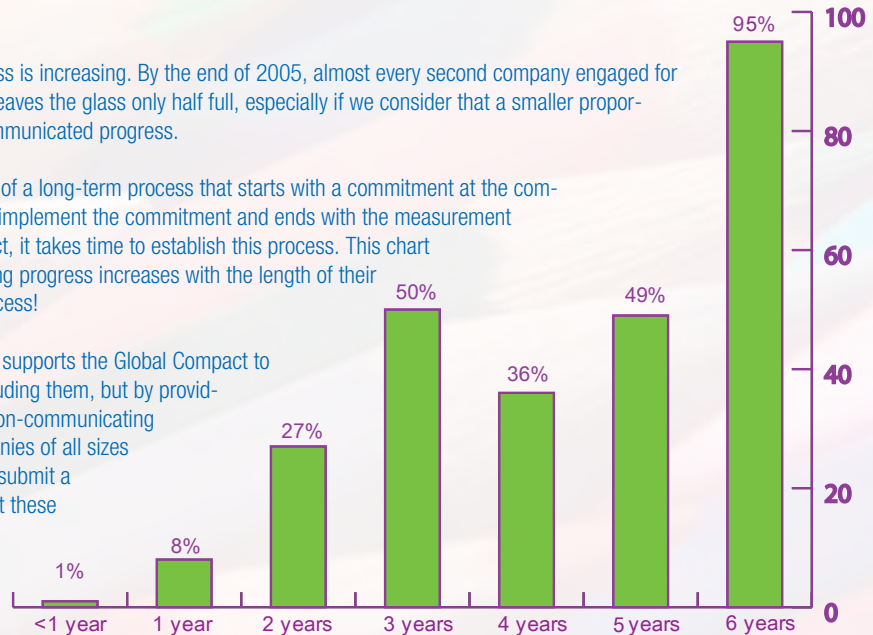
Communicating progress

It's a learning process

The number of companies communicating their progress is increasing. By the end of 2005, almost every second company engaged for two years or more had reported on progress. But that leaves the glass only half full, especially if we consider that a smaller proportion of the more recently engaged companies have communicated progress.

Yet, communicating progress can only be the outcome of a long-term process that starts with a commitment at the company's highest level, continues with specific actions to implement the commitment and ends with the measurement of outcomes. For a company joining the Global Compact, it takes time to establish this process. This chart shows that the percentage of companies communicating progress increases with the length of their participation in the Global Compact. It is a learning process!

It is also in the interest of the business community that supports the Global Compact to reduce the number of inactive participants, not by excluding them, but by providing support and steady peer pressure. An analysis of non-communicating companies shows that mainly non-multinational companies of all sizes (not only small and medium enterprises) have failed to submit a COP. The local level seems most appropriate to support these companies in their efforts to communicate progress, and Global Compact local networks can play an important role.



Percentage of companies who communicated progress, by length of participation

**Grupo Pão de Açúcar [has] shown that
a commitment to communicate
progress on the 10 principles
provides a powerful driver
and a framework
to organise a CSR strategy.**

Is it a “thing”?

There is a semantic trap: When one talks about COPs they easily become “things” that are expected, counted, posted and listed. But communication is much more than a document or a format that is moved around and filled out – it means process, action and interaction between people in organisations. And the keyword “progress” also implies change and quality, objectives and priorities, performance and even vision. So when we speak about COPs we mean communicating on progress and therefore making progress.

Leapfrogging from the ground up

Serious first time reporters, such as Grupo Pão de Açúcar, have shown that a commitment to communicate progress on the Global Compact principles provides a powerful driver and a framework to organise a CSR strategy.

While the standard business wisdom is to start with strategy and a business case, it is more natural to first embrace a moral case for the Global Compact and then use creativity to resolve the dilemmas that stand in the way of a business case. This has actually happened in other areas of performance where companies have set unattainable goals such as zero casualties and zero defects and waste, and then drove innovation to move ever closer to these goals.

Even seasoned reporters recognise how the comprehensive corporate responsibility framework of the Global Compact brings new issues to the attention of management and enables them to anticipate risks and opportunities.

Integration, integration, integration....

A recurring word in the testimonials of outstanding practitioners is integration. The substance of communication must be progress, and progress brings value when the commitment to the ten principles is expressed in objectives

incorporating all people and systems throughout the organisation. This commitment in turn translates into indicators for performance and success. It is about managing excellence.

Integration is a central concept in the evolution of the GRI sustainability reporting guidelines.⁴ From a comprehensive list of indicators, the GRI is evolving into a framework that highlights management approaches as much as results (see diagram on the right). This shift indicates a convergence towards the model of managing excellence, which requires a balance between the elements that enable better performance and performance itself (see the Global Compact Performance Model⁵).

Not surprisingly, this integration also supports the convergence of financial reporting, sustainability reporting and Communication on Progress into a single report. For example, Novozymes has integrated social and environmental information in its annual report since 2002 and the COP became an integral part of the Annual Report in 2003. Similarly, BT's Communication on Progress is fully integrated into the company's CSR reporting framework.



Integration also happens through technology. Advanced practitioners have developed sophisticated web-based systems that are best suited to track continuous progress and provide interactive and useful information to the various internal users and outside stakeholders. This overcomes the limitation of traditional reporting and communicating progress that can only provide hindsight on the company's past performance.

Companies who already operate such systems testify to their cost efficiency. Those who have yet to develop an online communication platform, and are concerned about development hurdles and costs, may benefit from leveraging and integrating existing systems developed for larger managerial purposes.

⁴<http://www.grig3.org>

⁵<http://www.greenleaf-publishing.com/catalogue/tbar.htm>

The value of communicating

Fit the needs of financial analysts

“Mainstream analysts will not read full CSR reports. If the goal is to catch their attention it is advisable to produce a condensed Investment Relations summary of the COP that helps investors understand how the commitment to the Global Compact supports innovation, avoids risks and litigation, and enhances brand loyalty and employee motivation.”

***–Ivo Knoepfel
Managing Director, onValues⁸***

This anticipation of risks and opportunities is a key concern among investment professionals, not only those who advise socially responsible investors (SRI), but also mainstream sell-side and buy-side analysts. The Global Compact facilitates the ‘Who Cares Wins’ initiative where twenty financial institutions from nine countries managing over US\$ 6 trillion provide important recommendations for the integration of environmental, social and governance issues in financial analysis.

Companies compete in two critical markets. All corporate functions are aligned to satisfy the first where they win and retain customers through total quality, service and relationships. The second is the financial and credit market. There, corporate responsibility and transparency have emerged as competitive value factors. Financial analysts increasingly realise that they can get a better handle on the all-important intangible assets of corporations by assessing the way they manage risks and opportunities in the environmental, social and ethical areas.

However the information needs of specialised SRI analysts are different from those of mainstream analysts. A corporate communication strategy needs to take this into account. Mainstream analysts will not read full CSR reports. If the goal is to catch their attention it is advisable to produce a condensed Investment Relations summary of the COP that helps investors understand how the commitment to the Global Compact supports innovation, avoids risks and litigation, and enhances brand loyalty and employee motivation.

⁸ onValues Ltd. is an investment consulting and research company dedicated to long-term approaches to asset management, with a focus on extra-financial criteria, such as environmental and social factors.

On the other hand, specialised SRI analysts need a lot more than what companies provide today. Ideally, they would like to see an integrated communication of financial and non-financial items that they could practically “mine” on-line. Alternatively, they look for comprehensive reports including some, if not all, of the following elements:

- Description of the most important risks and opportunities deriving from sustainability trends
- Prioritisation of key risks and opportunities according to their potential financial impact
- Table summarising targets, performance against targets and lessons learned for the current reporting period
- Table summarising targets for the next reporting period and mid-term objectives and goals (i.e. 3–5 years)

Improving through self-assessment

Interestingly the needs of financial analysts are in line with a proposed Global Compact self-assessment framework designed by De Norske Veritas⁷ along the Global Compact Performance Model. Such an assessment is also data intensive. It did worry a number of participants at the meeting that this could be forced on companies as a third party assessment. However, this is not likely to happen soon. If this framework were to be adopted, it would only be an initiative of those who believe that the value of the extra credibility exceeds the cost of making the assessment. This could be initiated by the board of directors to better understand the linkages between the commitment to corporate responsibility and its business case.

“This yearly exercise has a beneficial impact on our company’s management as it encourages us to undertake innovative actions in the field of corporate social responsibility to better integrate the 10 Global Compact principles in our strategy and actions.”

**– François Georges
EDF Group**

⁷De Norske Veritas is an independent foundation with the objective of safeguarding life, property, and the environment and a provider of services for managing risk.

“To us – and to the institutional investors, asset managers and other financial professionals who are our clients – the fact that a company is a signatory to the Global Compact is important. Such companies make a public commitment not only to disclosure but also to respect a set of fundamental principles. Moreover, as SiRi research indicates, these companies tend to be better at taking the necessary measures to fulfil their commitment.”

**–Philippe Spicher
CEO, SiRi Company**

Global Compact signatories are doing better

SiRi Company⁸ conducted an analysis of 1,000 companies to evaluate their performance in adopting CSR policies and disclosing performance data. As shown in the table below, there is a clear bias: Global Compact companies are better at adopting policies in areas related to the Global Compact principles and disclosing related performance data. Other studies have shown that Global Compact signatories are more comfortable with disclosure and stakeholder dialogue. This in turn creates trust and loyalty, and in the end shareholder value.

SiRi analysis of 1000 companies		Satisfies SiRi criteria			No evidence	Total
		Fully	Partially	Not at all		
Statement on bribery and corruption	All companies	37%	23%	14%	26%	100%
	Global Compact	46%	30%	14%	10%	100%
Policy on discrimination	All companies	8%	55%	14%	23%	100%
	Global Compact	24%	61%	10%	5%	100%
Policy on use of security forces	All companies	13%	13%	16%	58%	100%
	Global Compact	15%	27%	19%	39%	100%
Policy on freedom of association	All companies	6%	10%	20%	64%	100%
	Global Compact	18%	24%	41%	17%	100%
Availability of lost time incident	All companies	59%		42%		100%
	Global Compact	69%		31%		100%

For more details on this survey and its results, visit <http://www.unglobalcompact.org/CommunicatingProgress>

⁸ SiRi Company is an independent provider of SRI research and consulting services for institutional investors and financial professionals.

The initiative's paradox

The Global Compact is a voluntary initiative. It creates space for its signatories to explore complex issues, find innovative solutions and share experiences among themselves.

To have credibility in meeting demanding objectives, the Global Compact cannot remain all voluntary. There must be peer pressure and peer support to ensure a broad adherence to the simple rule that companies must communicate their progress.

Leading companies can show the way and the value. We need actions more than declarations.

There must be peer pressure and peer support to ensure a broad adherence to the simple rule that companies must communicate their progress. Leading companies can show the way.

Examples

On the following pages we provide insights into notable Communications on Progress, based on presentations made at the Second COP Workshop in Geneva. These COPs illustrate very well some of the trends highlighted in the previous sections.

Ian Wood described BHP's flexible web-based system based on Global Compact leadership model. At BT and Novozymes, the key word was integration. Adrian Hosford presented BT's integrated web-based COP and the company's innovative approach to identify material information. Michael Hougård Pedersen presented a web-based COP that is fully integrated into Novozymes' overall reporting process. Finally, Beatriz Queiroz from Grupo Pao de Açucar presented a simple but powerful approach to build a sophisticated web-based COP from the ground up.

These next pages are excerpts from more comprehensive presentations that can be found on the Global Compact website (<http://www.unglobalcompact.org/CommunicatingProgress>).

BHP Billiton

From print- to web-based report

BHP Billiton's Communication on Progress and reporting system have evolved from a printed report to a comprehensive web-based system. This system gives BHP flexibility to organize sustainable reporting along different frameworks, including the Global Compact. The Global Compact Navigator structures all information on sustainable performance along the principles of the Global Compact.

This new solution also allows the company to provide considerably more detailed information with greater accessibility. Viewers can easily choose to glance at a summary of the company's performance, or to view thousands of pages of information on the various subjects covered in the COP. BHP Billiton plans to use the technology to enhance linkages between case studies and the Global Compact principles, and to use video clips to illustrate the cases studies.

“The feedback from several Socially Responsible Investment funds, Transparency International and the Association of Chartered Certified Accountants in the UK has been overwhelmingly positive.”

***–lan Wood
VP Sustainable Development
BHP Billiton***



Governance and Global Compact Leadership Model

BHP Billiton's management system is hierarchical in that documents and systems must meet and support requirements of those at higher levels. For example, guidelines and toolkits must relate to and support the requirements of the Sustainable Development Policy. This approach is compatible with the leadership model of the Global Compact and is reflected in the COP Navigator, which describes BHP's policies and commitments under each principle and then provides actions taken and results in implementing these policies.

BHP Billiton Communication on Progress

Global Compact Navigator

This progress assessment represents our judgement of how the principles of the UN Global Compact have been progressed through our policy and actions during the year. Refer to the items highlighted below for the particular document or a more detailed description of our performance in relation to the related UN Global Compact principle. Please contact the Company if you would like further information in relation to this assessment.

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

BHP Billiton Policies, Systems and Commitments	BHP Billiton actions and performance as referenced in 2005 Sustainability Report	GRI Indicator Reference
Sustainable Development Policy	HSEC Targets Scorecard	
Guide to Business Conduct	No transgressions within the Group's activities of the principles embodied within the UN Universal Declaration of Human Rights were identified.	
HSEC Management Standards (PDF 261KB)	Governance - Our Performance - Management Systems Review	
HSEC Management Standard 3	We made further progress preparing and revising our detailed policy, management standards, targets, protocols and guidelines.	
	Governance - Our Performance - Audit and Self Assessment	HR1
	A total of twelve HSEC audits were conducted during the reporting period.	HR2

Society & environment

Home > Society & environment > Society & Environment report > Publications > Global Compact

Society & Environmental report

- Summary and highlights
- Chairman's introduction
- Chief Executive's message
- Business principles
- Stakeholder dialogue
- Customers
- Employees
- Inventory
- Suppliers
- Community
- Environment
- Digital inclusion
- Human rights
- Economics
- Sustainability
- Awards
- Data and targets
- PDF downloads
- About the report
- Year-yviews
- Archived reports

Global Compact Principles: BT's Communication on Progress

Introduction

BT is a signatory to the **Global Compact**. The Compact challenges business to operate according to ten principles covering workers and customers, human rights, labour and the environment.

BT's progress on the principles, and the experience we have gained in their application, is reflected in our independently verified Social and Environmental report.

The Communication on Progress (see table) summarises the key sections of our report as they relate to the Global Compact's principles. There are links to further information such as resources, issues learned and next steps.

Global Compact principle	BT information
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights within their sphere of influence.	The Human Rights section of the report summarises BT's approach to Principles 1 and 2. BT's internal impact - both positive and negative - on human rights is managed by a number of departments and sets throughout the business.
Principle 2: Businesses should make sure their own operations and their supply-chains are not complicit in human rights abuses.	See above.

<http://www.btplc.com/Societyandenvironment/Socialandenvironmentreport/Siteindex/GlobalCompactPrinciples/GlobalCompactPrinciples.htm>

BT

Integrated and Technology-Enabled COP

BT's COP is completely integrated in the company's sustainability report. The Global Compact principles constitute a good organizational framework and provide stakeholders with a perspective that helps understand BT's sustainable performance.

All sustainability data is entered by qualified employees throughout the organization and is centralized in a single database. The database can be used to produce customized information relevant to a particular audience or topic. For example, it can be searched using the Global Compact principles or the indicators of the Global Reporting Initiative. In addition, the database is set-up so that the information can be constantly updated.

BT won the ACCA UK Award for best Sustainability Report in 2005. Among other things, judges noted that "...the Web-based version... is easy to navigate... and allows a large amount of information to be accessed in a structured and organised way, making full use of the Internet."

Materiality Determination – Significance and Relevance

BT has developed an innovative approach to ensure relevance and significance of the information presented in its sustainability report and COP. Employees responsible for entering CSR information into the database are also tasked with assessing its materiality. Using the Materiality Determination table illustrated below, all information is rated in terms of its financial impact and its relevance for society, stakeholders, and transparency.

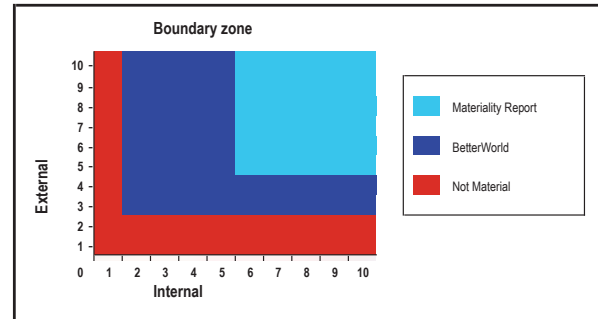
BT Materiality Determination: Scaling parameters

	Score 0	Score 1	Score 3	Score 5
Society (media mentions)	<10	10	100	500
Stakeholders (No of groups)	0	1	3	5
Policy (coverage & transparency)	none	divisional	all bt not public	all bt not public
Financial over three years	<£1m	£1m to £50m	50m to £100m	>£100m

Note: an issue will be excluded if there is either no internal (policy / financial) or no external (society / stakeholder) score

BT Materiality Determination: Scaling parameters

Score >=	External	Internal	Total in zone
Materiality Report	11	11	0
BetterWorld	5	6	97
Not Material	3	2	224
Not Material	0	0	88
Excluded			145



Grupo Pão de Açúcar

The Process of Developing a COP

The next pages illustrate, step by step, the managerial process that Grupo Pão de Açúcar used in developing a very comprehensive and innovative web-based COP.

Step 1 – Taking the decision – Global Compact Compliance

- The decision was taken by the Board of Directors with approval from the President
- A consulting firm (Visão Sustentável) was hired to assist the company in developing a COP

Step 2 – Understanding the challenge

Extensive study of Global Compact recommendations on how to produce a COP

- Global Compact COP Guidelines
- Guidance Package on COP
- Practical Guide to COP

Identification of target audience

- Investors
- Employees
- Suppliers
- Customers
- Community
- Public in general

Step 3 – Understanding the Company

Understanding the company's CSR practices

- Who is who?
- Who does what?

Understanding the company's reporting practices

- It was decided not to use the GRI Sustainability Reporting Guidelines since only three companies have fully adopted the guidelines in Brazil
- The company's Annual Report, which is considered 'best practice' in Brazil, was used as a source of inspiration to prepare the COP

Step 4 – Setting specific goals

- The final product should present information without the need for further references
- It should completely and accurately reflect the company's practices regarding the 10 principles
- It should serve as a learning experience and act as guidance for future policymaking within the company

Step 5 – Benchmarking

Extensive study of other sustainability reports and COPs, focusing on companies operating in similar conditions

Step 6 – Developing the Model

One document was developed for internal communication and the collection of information. Another was created for outside communications.

Step 7 – Collecting Information


The Company's annual report was carefully studied to extract any information relating to the Global Compact principles. Staff members from the following departments assisted in the collection of information and the development of the COP.

- Pão de Açúcar Institute of Human Development
- Human Resources
- Investor Relations
- Faces of Brazil Program (Programa Caras do Brasil)
- Institutional Marketing
- Public relations/press

Interdepartmental meetings were held on a weekly basis to analyze and discuss the data that had been collected. These meetings provided important opportunities to explain and communicate the COP process internally and obtain buy-in across the company. Feedback from various company units helped design a reporting model that was adapted to the company's specificities and that could be used every year.

Step 8 – The report

In the last step, the COP was produced. The basic structure of the report is shown in the illustration below. Under each principle, the COP provides information on the company's commitment, systems and actions and performance, following the Global Compact performance model.

Principle	Commitment	Systems/ Actions	Actions	Performance
 <p>Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.</p>	<p>Companhia Brasileira de Distribuição does business and works oriented by ethics, which serves as basis for all its actions. By reconciling the interests of shareholders, customers, suppliers and community, and valuing the human being in all relationships maintained, the Company takes its actions following the principles of: respect; honesty and integrity; humbleness and courage; life quality; responsibility; transparency; respect towards confidentiality; environment preservation; quality in services rendered.</p>	<p>Code of Ethics</p>	<p>The Companhia Brasileira de Distribuição's Code of Ethics was reviewed in 2004. The review process of the document, which represents the global way of thinking of CBD, relied on the contribution of all Company's sectors.</p>	<p>The Code disclosure to all employees was held by the managers, through meetings with reading and Q&A sections. Boards containing the entire code description were placed in all work-places.</p>

Description of principle

Further detail and/or performance data

Expressly written commitment with principle, whenever possible using the company's existing policies; when not, a statement by adequate person

System, policy or responsible department

Description of systems, policies or actions, using all information gathered and updated

Novozymes

Approach to Communication on Progress

**“The COP gives credibility to our
commitment to the Global Compact.
It holds us accountable and documents
that we do what we say.”**

**–Michael Hougård Pedersen
Novozymes**

Novozymes has also opted for a web-based structure for its COP. During his presentation in Geneva, Michael Hougård Pedersen stressed the importance of the COP for his company, as “[it] gives credibility to our commitment to the Global Compact. It holds us accountable and documents that we do what we say.” Michael also emphasized the following aspects of Novozymes’ COP:

The importance of coordination

Novozymes’ Corporate Sustainability Development Center (CSDC) coordinates internal efforts to prepare the COP.

Remembering the target groups

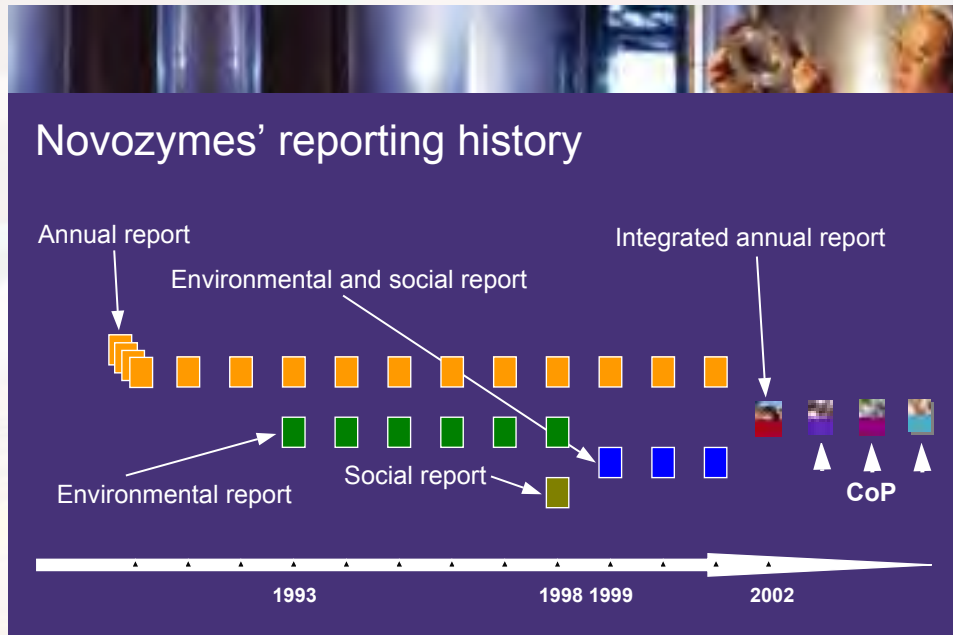
In all efforts relating to the COP, the CSDC makes sure to remember Novozymes’ stakeholders, and in particular to target customers and ethical investment funds.

COPs in the future – opportunities and challenges

- It is critical that COPs are seen as adding real business value
- Aligning COPs with business strategy is a prerequisite to ensure sufficient time and resources for the preparation of a COP
- COPs can be an effective way to bridge different reporting traditions, standards, guidelines and regulations
- COPs can be an important management tool for dialogues with stakeholders
- COPs are a key source of information for ethical investment funds

Fully Integrated Process

Novozymes' COP is part of the integrated annual report, which is prepared by a cross-functional working group at the corporate level. As shown in the graph below, the company has integrated social and environmental information in its annual report since 2002. The COP became an integral part of Novozymes' Annual Report in 2003.



Web-based Communication on Progress



<http://www.report2005.novozymes.com/Menu/Other+information/Global+Compact>

List of participants

ABN AMRO
 AccountAbility
 Aéroports de Paris
 Bayer
 BHP Billiton
 BT Group
 Centre for Sustainability & Excellence
 Credit Suisse Group
 Danfoss Group
 Den Norske Veritas
 EDF
 ENDESA
 Gaz de France
 Global Reporting Initiative
 Grupo Pão de Açúcar
 Grupo Pão de Açúcar
 Holcim Ltd
 HSBC Holdings plc.
 International Labour Organisation
 LEGO System A/S
 Mansour Manufacturing
 and Distribution Group
 Ministry of Economic Affairs,
 The Netherlands
 Musgrave Limited
 Nestle S.A.
 Nestle

Mr. Johan Bos
 Ms. Maria Sillanpaa
 Ms. Elisabeth Ortega
 Dr. Uwe Brekau
 Mr. Ian Wood
 Mr. Adrian Hosford
 Mr. Nikos Avlonas
 Mr. Bruno Bischoff
 Ms. Malene Ostergard
 Mr. Peter Wieland
 Mr. Francois Georges
 M. Iñigo Garde
 Mr. Luc Demoulin
 Mr. Sean Gilbert
 Ms. Beatriz Queiroz
 Mr. José Pascowitch
 Ms. Kathrin Brugger
 Mr. Nigel Pate
 Ms. Paola Pinoargote
 Mr. David Hartz
 Mr. Walid Naji

 Ms. Irina van der Slujs

 Mr. John Curran
 Ms. Christina Drotz-Jonasson
 Ms. Debora Rukmawati

Novozymes
 OMV Aktiengesellschaft
 onValues
 onValues
 Repsol YPF
 Rio Tinto plc
 Royal Bank of Scotland Group
 RUSAL Management Company
 Serono International
 SIRI Group
 Standard Chartered Bank
 Telecom Italia
 Titan Cement Company
 Titan Industries Ltd
 Total
 Total
 UBS AG
 United Nations Environment Programme
 UN Global Compact Network – Italy
 UN Global Compact Network – Nordic
 UN Global Compact Network – Spain
 UN Global Compact Network – UK
 UN Global Compact Office
 UN Global Compact Office
 UN Global Compact Office
 VEOLIA Environnement
 Volvo Car

Mr. Michael Hougård Pedersen
 Ms. Simone Alaya
 Mr. Ivo Knoepfel
 Mr. Gordon Hagart
 Mr. José Manuel Sin Cabrero
 Ms. Tara Hopkins
 Mr. Andrew Cave
 Ms. Svetlana Ivchenko
 Mr. Marc Aubert
 Mr. Philippe Spicher
 Mr. Chris Smith
 Mr. Giovanni Cordaro
 Ms. Maria Alexiou
 M. Manoj Chakravarti
 Ms. Nadia Chambéry
 Ms. Marie Manchero
 Dr. Christian Leitz
 Mr. Cornis van der Lugt
 Ms. Laura Iucci
 Mr. Vidar Lidefeld
 Ms. Isabel Garro
 Mr. Anthony Sampson
 Mr. Jérôme Delville-Lavigne
 Mr. Claude Fussler
 Mr. Jonas Moberg
 Ms. Dominique Héron
 Ms. Jeanette Carlsson

Resources

Global Compact Communication on Progress website

<http://www.unglobalcompact.org/CommunicatingProgress/index.html>

Global Compact Guidelines for Communication on Progress

http://www.unglobalcompact.org/opencms2/opencms/CommunicatingProgress/cop_guidelines.pdf

Global Compact Integrity Measures

<http://www.unglobalcompact.org/opencms2/opencms/CommunicatingProgress/44>

Guidance Packet on Communications on Progress

This tool is available in Arabic, Chinese, French, Italian, Russian and Spanish

http://www.unglobalcompact.org/opencms2/opencms/CommunicatingProgress/guidance_package_on_cop.html

Practical Guide to Communication on Progress

http://64.26.143.163:8080/opencms2/opencms/docs/communication_on_progress/4.3/pock_guide.pdf

Guidance Packet on Communication on Progress

http://www.unglobalcompact.org/CommunicatingProgress/guidance_package_on_cop.html

Raising the Bar: Creating Value with the United Nations Global Compact.

<http://www.greenleaf-publishing.com/catalogue/rtbar.htm>

**The Global Compact principles and selected 2002 GRI Sustainability Reporting Guidelines
core performance indicators**

This tool is available in Chinese, French, Italian, Japanese, Russian and Spanish

http://www.unglobalcompact.org/opencms2/opencms/CommunicatingProgress/gc-gri_table.pdf

Ethos Indicators for the Global Compact Principles 2004

http://www.ethos.org.br/_Uniethos/Documents/Ind_EthosGlobal_ING.pdf

High 5! GRI Launches Sustainability Reporting Guide for Small Enterprises

<http://www.globalreporting.org/workgroup/sme/intro.asp>

About the United Nations Global Compact

The United Nations Global Compact is an international voluntary initiative that brings companies together with United Nations agencies, labour and civil society to support ten principles in the areas of human rights, labour, the environment and anti-corruption. Through the power of collective action, the Global Compact seeks to advance responsible corporate citizenship and help business become part of the solution to the challenges of globalization. The Compact relies on public accountability, transparency and the enlightened self-interest of companies, labour and civil society to:

- Mainstream the ten principles in business activities around the world
- Catalyze actions in support of United Nations goals

The United Nations Global Compact is an expanding network of over 2,700 participants from all regions of the world. At its core are the United Nations Global Compact Office and six United Nations agencies: the Office of the High Commissioner for Human Rights, the United Nations Environment Programme, the International Labour Organization, the United Nations Development Programme, the United Nations Industrial Development Organization and the United Nations Office on Drugs and Crime.

Global Compact Principles

The United Nations Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment and anti-corruption. The principles are as follows:

Human Rights

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

Labour

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

Environment

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

Anti-Corruption

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



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