

UNITED NATIONS GLOBAL COMPACT
ANNUAL REVIEW 2010



United Nations Global Compact Annual Review 2010

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The Wharton School of the University of Pennsylvania has been our partner in conducting the annual Global Compact Implementation Survey since 2007. We wish to thank Professor Keith Weigelt, Professor Richard Waterman, Stacy Franks and the students for their support and analysis of the 2010 data.

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 action in support of UN goals, including the Millennium Development Goals. 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 140 countries.

For more information: www.unglobalcompact.org

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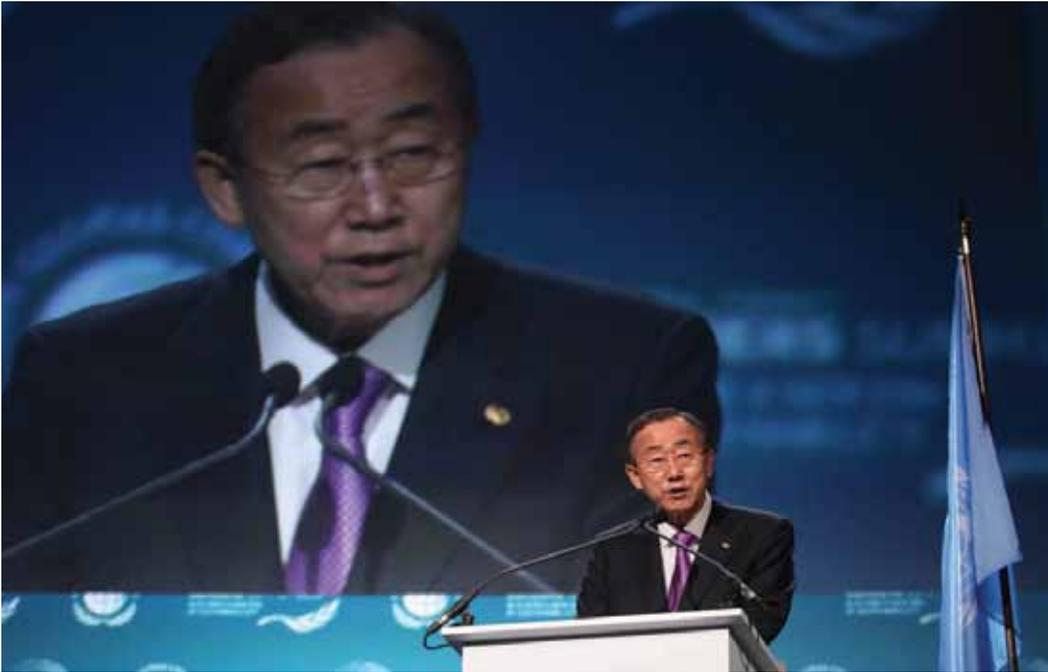
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Disclaimer

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“We can and must shape a future where robust markets, sustainable development and a healthy planet become the new status quo. In this pursuit, the greatest contribution by business is the integration of environmental, social and governance issues into their strategies and operations. The UN Global Compact’s Blueprint for Corporate Sustainability Leadership provides a much-needed roadmap for all companies to step-up their work and achieve the next level of sustainability performance.”

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

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About the Annual Review 2010

The Annual Review 2010 is organized following the three dimensions of the Global Compact Blueprint for Corporate Sustainability Leadership, a model for achieving higher levels of sustainability performance. This review assesses how – and to what extent – participating companies are: (i) implementing the Ten Principles, (ii) taking action in support of broader UN goals and issues, and (iii) engaging with the Global Compact locally and globally.

At the center of the review are findings from the 2010 Global Compact Implementation Survey. This marks the third consecutive year that the benchmark study has been conducted, and year-to-year analysis and emerging trends are highlighted throughout this publication. In addition to data on implementation, the review features work carried out by the Global Compact in 2010, often in collaboration with key partners, to support companies in their sustainability efforts.

The Annual Review 2010 seeks to give shape to the Blueprint by examining the state of business implementation in each dimension and related efforts by a variety of stakeholders to help advance corporate sustainability leadership.

About the 2010 Global Compact Implementation Survey

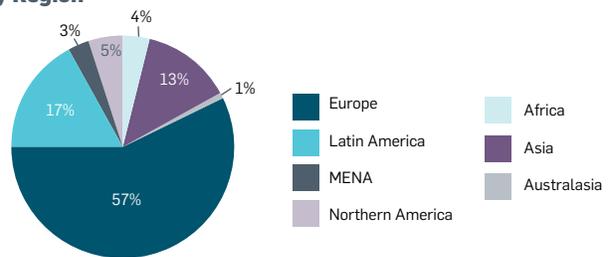
The 2010 Global Compact Implementation Survey received 1,251 responses from 103 countries – making it one of the largest, most comprehensive annual studies conducted on global corporate responsibility implementation. Results are featured throughout this Annual Review.

The annual survey is conducted to help the Global Compact better understand, and benchmark, how corporate participants of all sizes and from all regions are taking steps to advance their commitment to the Global Compact and implement the ten principles.

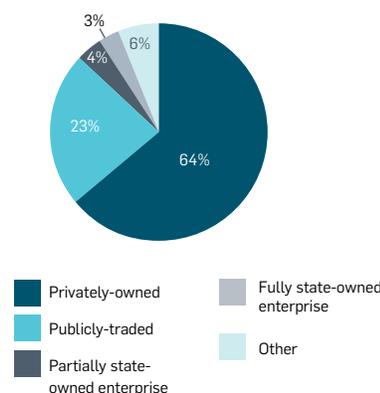
In November 2010, all companies participating in the Global Compact were invited to take the anonymous online survey – available in English, Chinese, French and Spanish – which was administered and analysed by The Wharton School of the University of Pennsylvania.

2010 survey respondents are generally representative of the Global Compact participant base, especially in terms of region and year that the company joined the initiative – similar to the 2009 survey sample. With regard to company size, SMEs (companies with less than 250 employees) are under-represented, as 38% of 2010 responses were from SMEs compared to the 54% of SMEs that comprise the Global Compact participant base. Still, SMEs are the largest subset of respondents by company size in the 2010 survey.

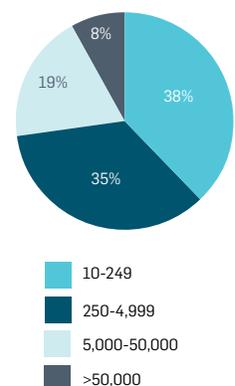
By Region



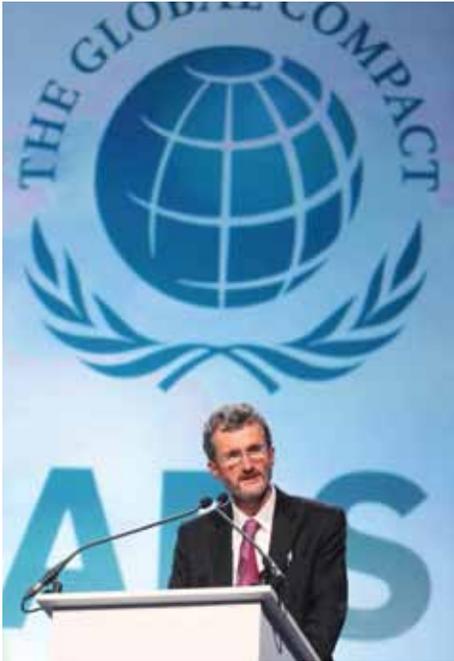
By Ownership Type



By Company Size (employee #)



Foreword



Georg Kell
Executive Director
UN Global Compact

The United Nations Global Compact celebrated its tenth anniversary in 2010, an occasion that prompted concerted efforts to recognize strengths, identify gaps and set priorities for the future.

The UN-business landscape has shifted significantly in the past decade. In 2000, a small minority of even the largest global companies was exploring the notion of sustainable business and the long-term impact of their operations on society. Even fewer were willing to publicly commit to pursuing such work. Today, the Global Compact counts over 6,000 companies in 135 countries. Our participants are found equally in developed and developing nations. Each has committed to embed human rights, labour, environment and anti-corruption principles into their operations and disclose progress.

Ten years of groundwork have been laid by the Global Compact and our partners to build and make the case for corporate sustainability globally:

- Raising awareness of the Ten Principles and building consensus on policies and practices;
- Establishing a strong global and local presence, with Local Networks in 100 countries;
- Learning how business, civil society and the UN can effectively collaborate;
- Developing, in many cases, first-time guidance on the principles and related areas;
- Creating issue platforms – on climate, water, gender and children – to lead the way to business solutions and action; and
- Launching initiatives for investors and educators to drive sustainability performance.

This Annual Review features developments in each of these realms. Notably, it examines corporate policies and practices – from the boardroom through the supply chain – based on findings from the 2010 Global Compact Implementation Survey completed by over 1,200 companies in 100 countries. The annual survey reveals a diverse picture of sustainability performance:

- Larger companies and publicly-traded companies are performing at higher rates on all issues;
- For companies of all sizes, environment and labour issues are addressed significantly more often than human rights and corruption; and
- Compared to 2009 survey results, environmental actions increased substantially, anti-corruption efforts rebounded after a drop in the 2008-2009, and human rights and labour rates were mostly static.

A quantum leap in corporate sustainability action is needed. Yes, there are pockets of innovation and advanced performance. And it is promising to have mobilized thousands of companies around the world – large and small – towards sustainability. However, we are far from a critical mass, nor have we seen the depth of action needed to right the course and adequately address the world's most pressing challenges – poverty, climate, energy, water shortages and food security, as prime examples.

A number of factors are hindering greater sustainability action by business. First, systemic market barriers — namely, a continued focus on short-term gains, as well as failure to account for externalities related to environment and other key issues — result in inadequate incentives for companies to act. One way forward is to more firmly establish good sustainability practices so that they become benchmarks for investor decision-making. Through initiatives such as the UN Principles for Responsible Investment, progress is underway toward this goal.

Second, failing or weak governance in a country is the single biggest obstacle to moving poor nations up the development curve. Private sector investment is necessary to achieve broad-based sustainable growth, yet markets require peaceful conditions, adequate institutions, and rule of law to flourish. Collective action by business at the local level is a promising approach for breaking through systemic issues, such as corruption. As well, ensuring conflict-sensitive business and investment practices can build goodwill in societies and lay the roots for market-driven development after conflict has taken place. Through Global Compact Local Networks, companies are increasingly taking collective action and collaborating on sustainability approaches in complex operating environments, for example in Brazil, Egypt, India, Nigeria, South Africa and Sudan.

Finally, chief executives cite the complexity of integrating sustainability throughout their companies and into their supply chain as a key barrier. Business is challenged to move from strategy to execution, from policy to action — a key finding of our annual survey for three consecutive years.

To help, the Global Compact released the Blueprint for Corporate Sustainability Leadership in 2010, providing a roadmap for action in three areas: (i) implementing sustainability principles into operations; (ii) advancing broader societal goals; and (iii) maximizing engagement in the Global Compact. Best practices are identified in each of these dimensions, with 50 criteria for sustainability leadership. The Blueprint is designed to push advanced performers to the next generation of sustainability performance, while also guiding those at the lower rung of the pyramid.

The pieces are in place to move forward to an era of sustainability. Corporate leaders increasingly see the business landscape through a lens where the world's challenges are in sharp focus. The Global Compact will continue our work to underscore how environmental, social and governance issues affect the bottom-line, and support companies to align strategies and operations accordingly. For a single business, sustainability practices are an essential element for protecting and building its long-term value. When undertaken by a critical mass, corporate responsibility can help deliver a more sustainable, peaceful and prosperous future to all corners of our planet.

Georg Kell
Executive Director
UN Global Compact

Global Compact Marks 10 Year Anniversary



In July 2000, a small Global Compact initiative — comprised of just 40 companies, as well as influential civil society, labour and employer organizations — set out on a mission to introduce universal principles to business everywhere. Ten years later, the Global Compact has presence in 140 countries and stands as the world's largest corporate responsibility initiative.

The "United Nations Global Compact Annual Review — Anniversary Edition" was developed in 2010 to mark the occasion — taking stock of the initiative and highlighting milestones since 2000 in all key areas, including the ten principles, development, Local Networks, Communication on Progress and UN-Business Collaboration. See Annex C for Select Milestones 2000 — 2010.

The Ten Principles of the United Nations Global Compact

The 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.

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.



1

**Driving Corporate
Sustainability
Performance
and Leadership**

Since 2000, the United Nations Global Compact has called on companies to strategically address environmental, social and governance issues in their operations, in the belief that responsible business actions can underpin economies with core values that are essential for building trust in markets, driving growth and spurring development. For a decade, leaders around the globe have responded to our message and committed to advance principles in the areas of human rights, labour, environment and anti-corruption into business practices. Today, the Global Compact is the world's largest corporate sustainability initiative, with over 8,000 signatories – 6,000 corporate and 2,000 non-business stakeholders – in 140 countries.

Enormous strides have been made in the corporate responsibility realm since 2000. What was considered a decade ago to be an ethical movement lacking clear definition or tangible links to corporate value is now increasingly a core part of business strategy and planning – from the boardroom through the value chain. A growing number of companies are integrating sustainability concepts – as covered by the Global Compact principles – into their organizational fabric and long-term outlook. In so doing, they are delivering practical solutions to serious challenges – and leading the way for other companies by showing the opportunities associated with responsible and sustainable practices.

At the same time, our world's challenges – linked to poverty, climate, energy, food and water, as examples – have become more complex and interconnected. Agreement and solutions have not proven easy to find, even as groups such as business and civil society are collaborating and interfacing with Governments and multilaterals as never before in order to make progress on common causes.

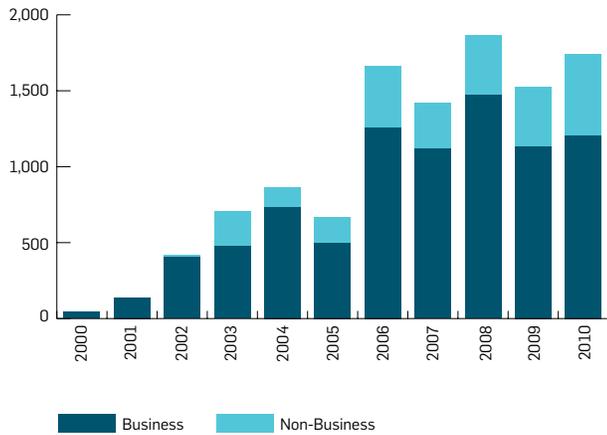
A new level of corporate performance is needed to address key global challenges and deliver on the sustainability promise. This will involve increasing the scale and intensity of sustainability work globally – reaching companies that have yet to embrace corporate responsibility, motivating less-advanced companies to deepen their commitment, and spurring front-runners to lead the way to the next generation of sustainability performance.

TERMINOLOGY: CORPORATE SUSTAINABILITY

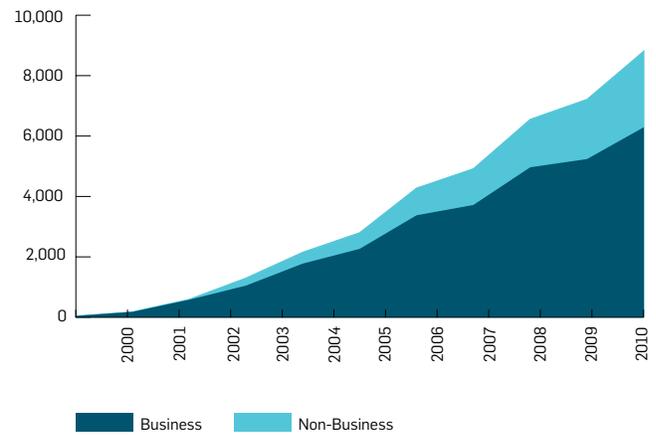
A company's delivery of long-term value in financial, social, environmental and ethical terms. It covers all principles and issue areas of the Global Compact. Throughout this publication, the terms “corporate sustainability” and “corporate responsibility” are interchangeable.

Signatory Growth and Composition

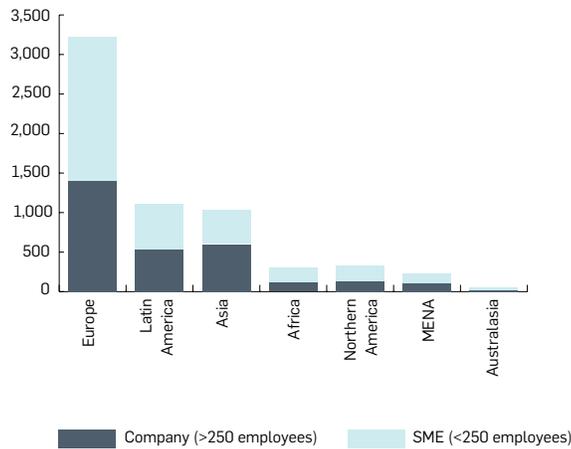
New signatories per year



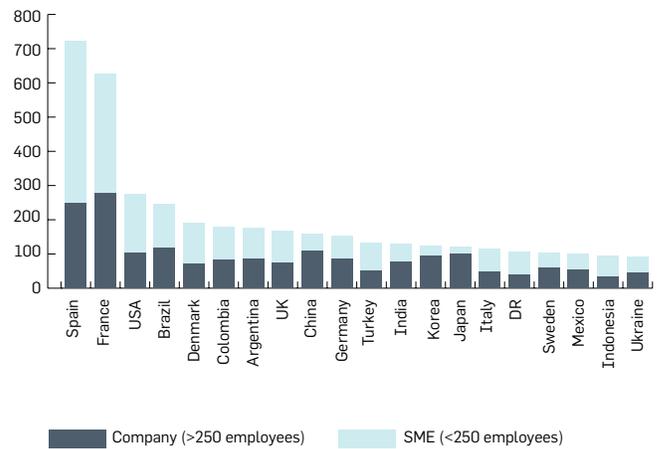
Total Global Compact signatories



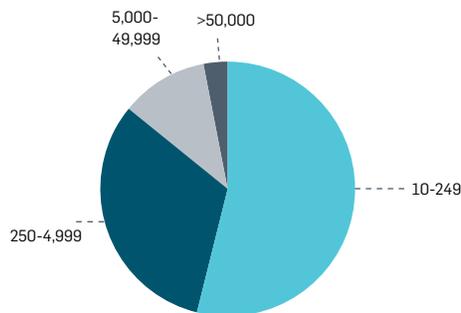
Business participants by region and size



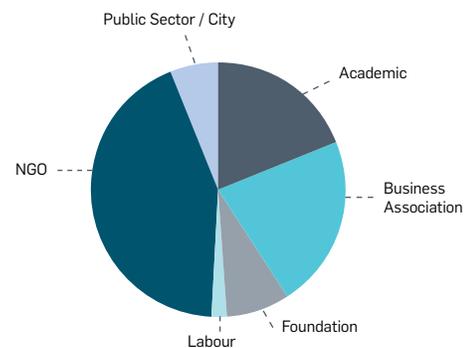
Business participants - top 20 countries



Business participants by employee #



Non-business participants by type



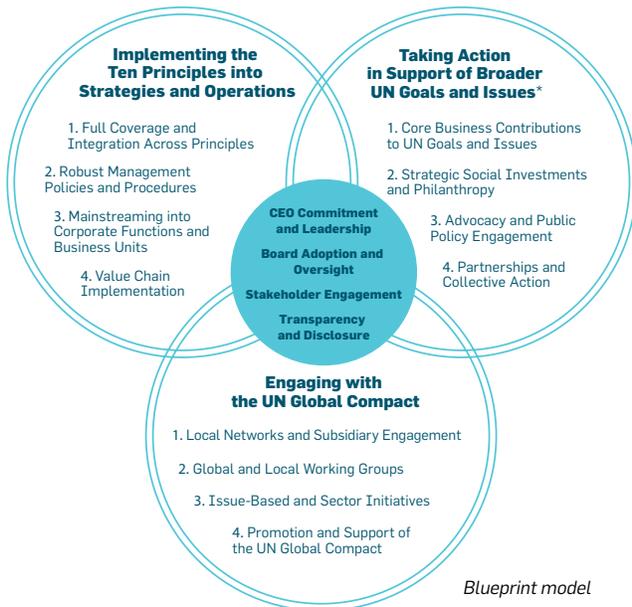
Blueprint for Corporate Sustainability Leadership

For companies today – regardless of size or location – there is an unprecedented need to look beyond traditional business and financial factors in order to build and protect long-term value. Environmental, social and governance issues have become fundamental to comprehensive management of risks and opportunities in a globalized world, where crises and challenges are increasingly interdependent and systemic. Market disturbances, civil unrest or ecological strains happening far from home can have wide-ranging and immediate impacts on a company – for example through the value chain, capital flows or public opinion.

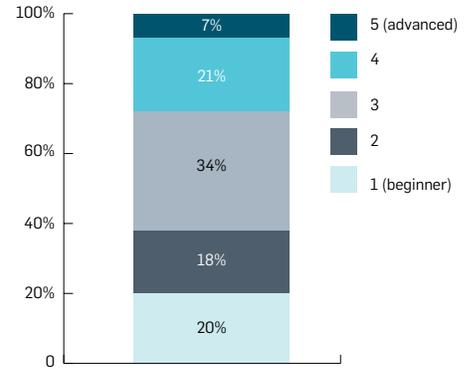
Despite numerous positive developments and innovations by business, corporate sustainability still has not penetrated the majority of companies around the world. The Global Compact’s 6,000 business participants – of which over half are small- and medium-sized enterprises (SMEs) – represent a fraction of the world’s 70,000 multinationals and millions of smaller companies. And of those companies that are engaged, a minority has taken the agenda seriously enough. As an example, in the 2010 Global Compact Implementation Survey, nearly three-quarters of Global Compact participants rank their practices at the beginner to intermediate level, with just one-quarter considering their sustainability work at a more advanced stage.

The Global Compact is, therefore, working to both (i) increase the number of companies around the world embedding principles into their operations and (ii) drive higher levels of action by all companies participating in the Global Compact whether they are just starting on the path of sustainability or at the cutting-edge of practice.

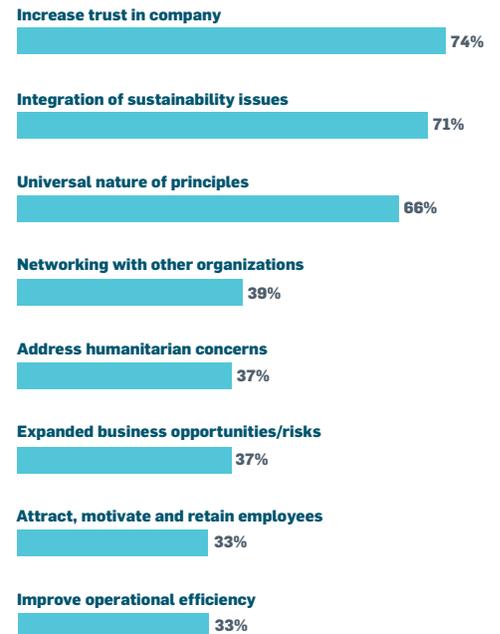
To support these goals, in 2010 the Global Compact launched the Blueprint for Corporate Sustainability Leadership, which offers companies a model for achieving higher levels of performance and generating enhanced value through the Global Compact. The Blueprint is designed to inspire advanced performers to reach the next level of sustainability, yet sets targets that all companies can work towards in order to ascend the learning and performance curve.



Self-assessment by Global Compact companies of their level of implementation of the Ten Principles
(on a scale of 1 to 5)



Top reasons for engagement in the Global Compact



Building on ten years of experience, the Blueprint provides an action plan in three core areas: (i) integrating the Global Compact Ten Principles into strategies and operations; (ii) taking action in support of broader UN goals and issues; and (iii) engaging with the Global Compact. The Blueprint identifies best practices in each of these dimensions, with a total of 50 criteria for leadership (see Annex B for criteria).

The Blueprint seeks to push companies at the leading edge — those that are proactive in how they address environmental, social and governance issues — to achieve the next generation of sustainability performance. It is their actions that set the benchmarks. When leading companies continuously drive sustainability issues deeper into operations and strategy, they send a powerful signal to less advanced companies — and especially those that have yet to embrace the agenda. Through their actions, they make a clear case for businesses everywhere to take steps to embed principles into their strategies, operations and throughout their supply chain.

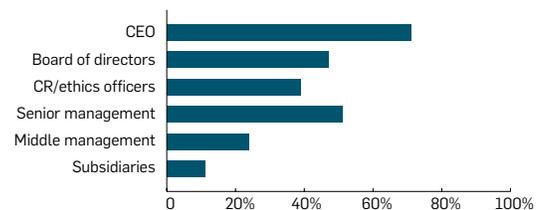
Leadership

In 2010, approximately 1,200 chief executives in 100 countries took the step of writing to the United Nations Secretary-General committing their companies to implement the Ten Principles into their operations, take actions to advance UN goals, and publicly disclose their progress annually. These CEOs are based in developed and developing countries alike, and from companies of all sizes — though the vast majority have less than 5,000 employees. For the first time, companies in Algeria, East Timor, Oman and the Occupied Palestinian Territories joined our initiative.

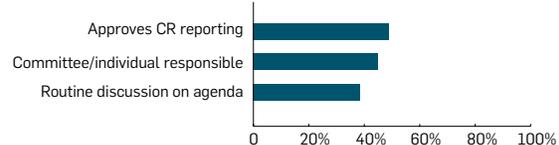
Boards. Corporate boards also play an essential role in moving companies towards sustainability, as they are responsible for guiding long-term strategic direction. As environmental, social and governance issues have increasingly material implications for companies, boards have started to become more engaged and equipped to proactively address sustainability — for example including it as part of the regular agenda, appointing a person or sub-committee responsible for sustainability, and approving sustainability reporting. However, less than half of companies indicate taking such actions.

47% of companies report in the Global Compact Implementation Survey that their boards develop or evaluate corporate responsibility strategies or practices — with a similar number indicating specific actions such as appointing responsibility to a sustainability sub-committee and approving public reports. Approximately 60% of publicly-traded companies state that their boards appoint a sustainability sub-committee and approve reporting, compared to 40% of private companies. The gap widens when looking at these actions by company size, with approximately 70% of the largest companies doing so versus 30% of SMEs.

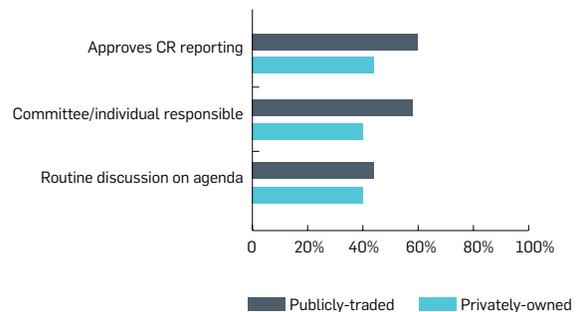
Levels at which companies develop and/or evaluate corporate responsibility (CR) policies and strategies



Board actions to address CR



Board actions on CR by ownership type

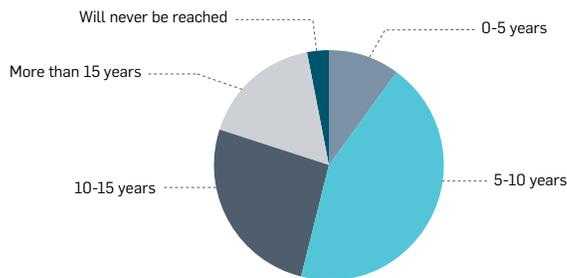


Chief executives. According to the 2010 UN Global Compact-Accenture survey of approximately 800 Global Compact CEOs, the vast majority of chief executives — 93% — view sustainability as critical to the future success of their companies. CEOs report that their companies are taking sustainability more seriously, with 81% stating that strategies and operations are being aligned accordingly, compared to only 50% in the previous 2007 CEO survey. The majority of CEO respondents believe that a sustainability tipping point will be reached in the next decade — a point at which sustainability will be embedded within the core business strategies of the majority of companies globally.

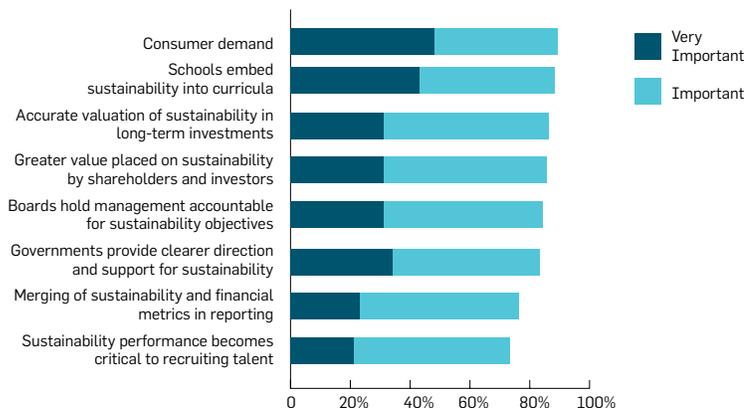
In moving towards this new era of sustainability, surveyed CEOs do cite a number of barriers that they are working to overcome, namely the complexity of implementing strategy across functions, competing strategic priorities and lack of recognition from the financial markets. The challenge of moving from strategy to execution is evidenced in Chapter 2 of this publication which examines implementation of the Ten Principles. Companies report that they are implementing sustainability policies, but far fewer are taking steps to bring policies to life — such as monitoring and evaluating, engaging in dialogue or disclosing progress.

CEO views on reaching a sustainability tipping point

Time until sustainability tipping point is reached



Changes needed to reach tipping point



Source: UN Global Compact-Accenture CEO Study 2010



**UN GLOBAL COMPACT LEADERS SUMMIT 2010
NEW YORK, 24-25 JUNE 2010**

Global Compact Leaders Convene and Chart Future Course

Held every three years, the Global Compact Leaders Summit (New York, 24-25 June 2010) provided a platform for over 1,200 chief executives and leaders from civil society, government and the UN to assess progress made to date in advancing responsible business and set the direction for the coming years. To spur action, a range of new resources and thinking were launched covering all Global Compact issues. The main conclusion was that opportunity is ripe to bring responsible business to scale, while at the same time ensuring higher quality of participant engagement and implementation. According to Summit participants, this will require building on the Global Compact’s ten years of work and lessons-learned in core areas, particularly: producing issue-specific guidance and sharing best practices; increasing transparency and sustain-

ability reporting by all participants via the Communication on Progress; building capacity of Local Networks; and strengthening the UN-business platform.

23 June: Welcome, Ministerial Session

On 23 June at the Welcome Session held at United Nations headquarters, the UN Secretary-General noted the symbolism of filling the General Assembly Hall with chief executives, underscoring the reality that the UN and the business community have become partners. He emphasized that more companies around the world must acknowledge the necessity of responsible and ethical business practices, and called on those attending the Leaders Summit to use the opportunity to commit to intensify their work on implementation of the principles.

Earlier in the day, a Ministerial Session, opened by the UN Deputy Secretary-General, convened over 125 ministers and other high-level Government officials who made a strong call for corporate responsibility. High-level representatives of more than 40 Governments issued a Ministerial Statement recognizing the crucial role of Governments in promoting corporate responsibility and engaging the private sector in achieving the Millennium Development Goals (MDGs).

24-25 June: Leaders Summit Sessions

The Leaders Summit 2010 was opened by UN Secretary-General Ban Ki-moon and New York City Mayor Michael Bloomberg. The Secretary-General urged participants to lead a “race to the top”, by embracing openness, anchoring profit-making in universal principles and favoring long-term horizons over the pursuit of short-term profits. Calling the Global Compact principles “sound business policies”, Mayor Bloomberg argued that with more companies implementing responsible practices, “we can achieve the goal we all share, no matter who we are or where in the world we live: Leaving our children a home that is cleaner, freer, and more secure than the one we found.”

SESSION 1: Setting the Sustainability

Agenda offered a debate on the drivers that will most influence and accelerate corporate integration of environmental, social and corporate governance issues, looking at the changing role of Governments, financial mar-

ket and educators, as well as climate change, global supply chains and societal demands. The session was informed by the results of the UN Global Compact-Accenture CEO Study 2010, which revealed the perspectives of nearly 1,000 CEOs. Seated at roundtables, Summit participants discussed actions and made recommendations for how key stakeholders can accelerate change towards a future of widespread corporate sustainability.

SESSION 2: Leading the Change focused on driving higher levels of corporate responsibility performance by companies — whether just starting on the path of sustainability or at the cutting-edge of practice. The Blueprint for Corporate Sustainability Leadership was launched in plenary as a model to help both broaden and deepen sustainability implementation. Plenary and roundtable discussions focused on key elements of the Blueprint and how it could best be employed to drive sustainability management and performance to the next level by Global Compact participants.

SESSION 3: Achieving Development

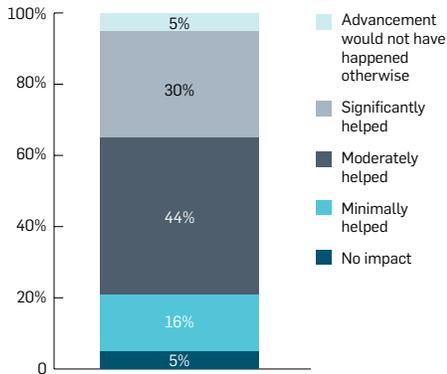
explored the ways in which business can strengthen its role in contributing to development and the MDGs. Framed around the publication “A Global Compact for Development”, the plenary debate and roundtable discussions demonstrated the expanding capability of the public and private sectors to address development challenges. The session stressed the need for greater private sector engagement — individually as companies, collectively, and in partnership with the UN and Government. Two new initiatives were introduced — the Women’s Empowerment Principles and the Principles for Social Investment.

At the conclusion of the Leaders Summit, participants approved by acclamation the **New York Declaration by Business**, which outlines the commitment by business to the Global Compact. The declaration identifies priority actions for participants, such as strengthening support for development goals and completing the annual reporting requirement. In addition, the declaration includes actions for Governments to create the enabling environment for corporate sustainability.



Performance

Impact of Global Compact participation on corporate responsibility policies and/or practices



Global Compact participants span all stages of corporate responsibility – unsurprising given the diverse nature of signatories, representing nearly all industry sectors, types of ownership (i.e. public, private, state-owned), sizes and geographic regions. 54% of signatories are small- and medium-sized enterprises (SMEs) with less than 250 employees. Nearly half of companies – 45% – are based in developing countries. As well, a significant number are operating in difficult environments due to conflict, governance failures or extreme poverty. For example, companies have joined the Global Compact from 12 of the world’s least developed countries.

With such variation among participants, progress on sustainability performance will look different for each company. However, the expectation for *all* companies in the Global Compact is that they continuously improve – from one year to the next – in implementation of responsible practices and related efforts to advance UN goals and issues. The Blueprint for Corporate Sustainability Leadership was designed for this purpose: to set leadership criteria for all companies to work towards over time.

For the Global Compact, assessing the overall performance of our 6,000 participating companies is complex given the large variation among them. Since we began surveying signatories on their implementation of sustainability policies and practices in 2007, a number of factors have become evident in relation to performance levels. Foremost, company size has a significant influence on performance across all areas – from management practices, to issue implementation, participation in Local Networks and disclosure through the Communication on Progress.

The Global Compact also has noted clear variations in performance between publicly-traded, privately-owned and state-owned companies. On the whole, public companies do perform at higher rates, followed by state-owned and then private companies. Specific findings on public companies – for example, linked to board practices and implementation of the Ten Principles – can be found throughout this publication.

Another trend relates to new signatories. Findings have consistently shown that the newest participants – those that have joined the Global Compact in the calendar year of the survey – perform at lower rates than the overall findings, and especially lower than those companies that have been in the Global Compact the longest. Therefore, it is important that new companies in the Global Compact are made aware of the principles and provided with relevant guidance to take steps to improve their performance, regardless of whether they are new to sustainability or are at a more advanced stage. In this regard, there was positive movement for companies that joined the Global Compact in 2009, when comparing their implementation of policies and actions in all principle areas from 2009 to 2010 (see chart on page 17).

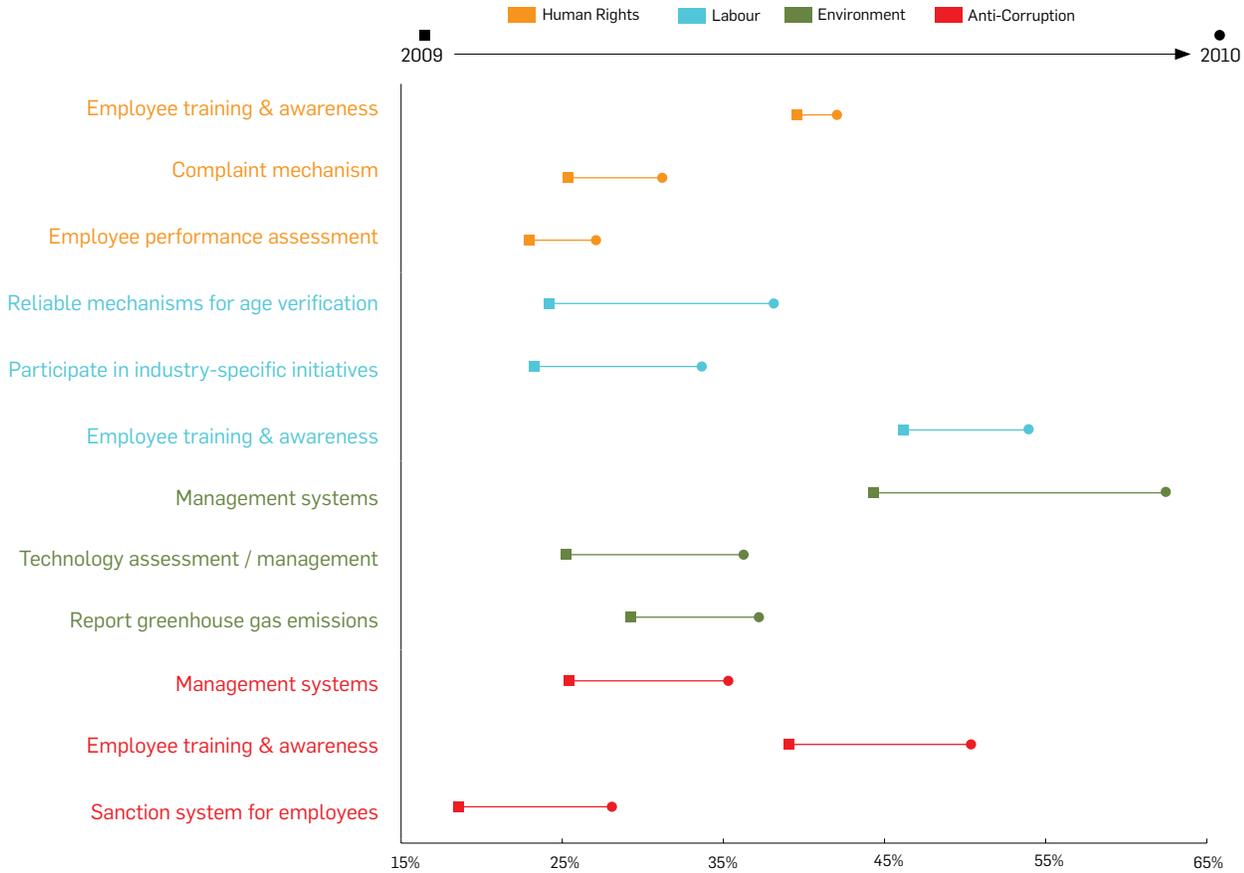
The Global Compact works to positively impact a company’s sustainability commitment, planning and actions – for example, through development of frameworks like the Blueprint, as well as practical guidance and best practice materials on key issues (see Annex A for a full list of resources).

In 2010, a significantly higher percentage of companies reported positively on the impact of the Global Compact on their company’s overall corporate responsibility behaviour compared to 2009. 35% of companies indicate that participation in the Global Compact has either significantly helped to advance, or is essential to advancing, their corporate responsibility policies and practices – up 9% from 2009.

Overall, 79% of companies indicate at least moderate impact from engaging in the Global Compact – up from 67% in 2009. Companies of all sizes indicated greater impact in 2010.

Tracking performance of 2009 signatories

(% of companies that joined the Global Compact in 2009 taking action in ■ 2009 and ● 2010)



Management Model

The UN Global Compact Management Model, developed in collaboration with Deloitte in 2010, is especially useful for new participants seeking to align practices with the Global Compact's Ten Principles. The model guides companies through the process of formally committing to, assessing, defining, implementing, measuring and communicating a corporate sustainability strategy. It is a simple yet comprehensive model to guide companies of all sizes through the process of organizational change to embrace corporate sustainability. While particularly helpful for those just entering the sustainability realm, it also offers guidance on leadership practices for more experienced companies.



2,834

COPs submitted by the Global Compact in 2010

This represents a 13% increase from 2009. In total, approximately 10,000 COPs have been submitted to the Global Compact – all publicly accessible on our website, making it one of the largest repositories of sustainability reports from around the world.

77%

Companies in the Global Compact with an “active” status

This number decreases when looking only at those companies that have passed at least one reporting deadline (after 12 months of joining) – 69% of these companies remain in good standing. This figure varies significantly by company size, with 81% of larger companies (with over 250 employees) being “active” compared to 58% for SMEs.

STATUS

Active: A company that is in compliance with the Global Compact COP policy.

Non-communicating: A company that has failed to produce a COP within the deadline.

Expelled: A company that has been non-communicating for more than 1 year.

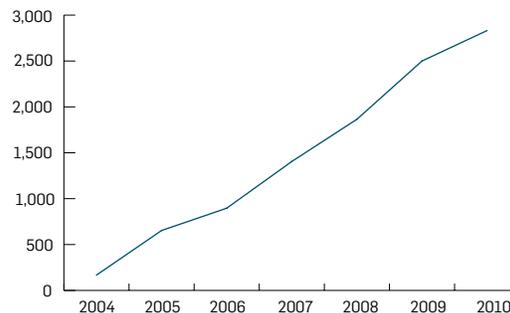
Disclosure: Communication on Progress

Companies joining the Global Compact commit to annually disclose information to their stakeholders on efforts to implement the Ten Principles. Known as a Communication on Progress (COP), this mandatory disclosure policy is a critical component of the Global Compact Integrity Measures. Every COP – whether it is produced by a Fortune 500 company as part of a sophisticated sustainability report or by a small enterprise as a stand-alone document – should provide a company’s stakeholders with a sound overview of their efforts to advance sustainability and make clear the company’s dedication to responsible practices in line with the Global Compact.

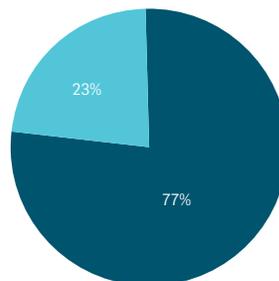
The number of COPs submitted annually continues to increase – 2,834 were submitted in 2010. However, disclosure of sustainability issues is challenging for many companies, especially for SMEs. As of 1 January 2011, over 2,000 companies had been expelled from the Global Compact for failure to adhere to the COP policy, representing one-quarter of Global Compact companies.

Additionally, data from the annual survey shows that companies are challenged to disclose policies and practices on the Ten Principles, especially linked to human rights and anti-corruption (see page 24 for more detailed findings).

COPs submitted per year

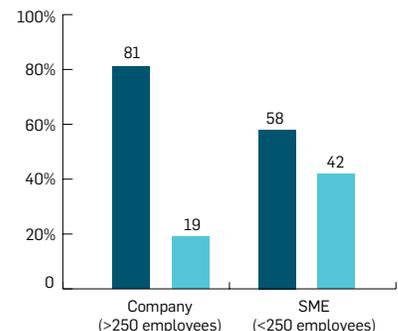


Status of Global Compact participants



Active
Noncommunicating

Status of participants in the Global Compact more than one year



Active
Noncommunicating

The COP is designed as a means for companies to demonstrate progress on implementation, not as a reporting exercise. Efforts to support companies in developing COPs, therefore, often focus on driving sustainability performance.

During 2010, the Global Compact introduced several measures to improve adherence to the COP requirement. In September, a basic COP template was introduced to guide smaller and less experienced companies through the disclosure process. The template, available in eight languages, offers a reference point for companies to assure that they address all aspects of the COP.

In October, the Global Compact launched the test phase of a COP differentiation programme to motivate companies at all stages of sustainability performance and disclosure. It is a framework for companies to differentiate themselves based on the extent to which their COP describes implementation of the Ten Principles and related areas based on clear criteria. It also aims to facilitate a more thorough assessment of sustainability performance and disclosure by stakeholders, while recognizing each company's unique operational context such as size, industry and geography. *(Note: After a four-month test phase, the Differentiation Programme was officially launched in February 2011, and the COP policy was updated accordingly.)*

A number of additional efforts were undertaken to enhance the quantity and quality of COPs. Specific reporting guidance was released in the areas of human rights, anti-corruption and water. And, investors undertook targeted campaigns to encourage companies to improve disclosure. Additionally, the Global Compact and the Global Reporting Initiative (GRI) agreed in May 2010 to further align work, with plans to integrate the Global Compact Ten Principles centrally in the next iteration of the GRI Sustainability Reporting Guidelines.

REQUIRED COP ELEMENTS

Each COP must include 3 elements:

- (i) statement of continued support for the Global Compact by the chief executive;
- (ii) description of practical actions taken, and planned, to implement the Global Compact principles in each of the issue areas (human rights, labour, environment, anti-corruption); and
- (iii) measurement of outcomes.

Expelled from the Global Compact

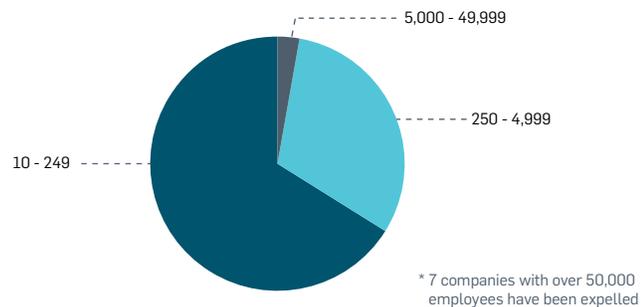
Companies are required to submit a COP within 12 months of joining the initiative. Those that do not issue a COP to the Global Compact for two consecutive years face expulsion. As of 1 January 2011, 2,048 companies had been expelled from the Global Compact for failure to comply with the policy. This represents 24% of all companies that have joined Global Compact.

Smaller companies are being disproportionately removed from the initiative. Among those expelled, 66% were SMEs – higher than the overall proportion of SMEs in the Global Compact (54%). On the other hand, only 3% of companies with more than 5,000 employees have been removed, although they represent 14% of the total participant base.

Latin America (37%), Asia (28%) and North America (25%) experienced the largest percentage of companies removed, as a percentage of their total participant base. In terms of raw numbers, the majority of expelled companies are based in Europe due to the substantially higher number of business participants from the region.

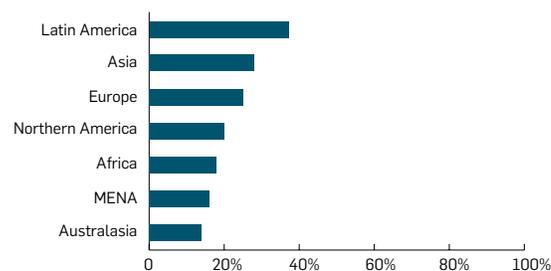
In order to regain active status, companies that have been expelled must reapply to the Global Compact and submit a COP.

Expelled by company size*
(by employee #)



Expelled by region

(as a % of region's total eligible participant base)



2

Implementing the Ten Principles into Strategies and Operations

Putting the appropriate sustainability policies in place is fundamental, but equally important is ensuring that actions are taken to bring those policies to life, adjusting the company's approach based on outcomes, and effectively disclosing progress. The majority of companies are challenged to move from policy to action across all issues, as well as in subsidiary and supply chain practices, and pressed to report comprehensively on such efforts.

The Global Compact Implementation Survey asks companies to indicate their policies, practices and actions taken to advance the Ten Principles. For three consecutive years, results clearly and consistently show that implementation of labour and environment issues far exceeds work around human rights and anti-corruption. As well, the gap in performance between small and large companies is enormous on nearly all fronts. In a minority of instances, all companies – regardless of size – are indicating high implementation rates, for example around non-discrimination and equal opportunity policies. In others, all companies are struggling – for example, on human rights impact assessments and recording facilitation payments or reporting instances of corruption.

In 2010, the rate of implementation in the areas of human rights and labour was consistent with 2009 data. There was a substantial increase in actions to advance the environment principles. As well, in the area of anti-corruption, there was a significant rebound in implementation, following a drop in 2009. Notably, there were no significant losses in overall implementation rates from 2009 in any of the principle issue areas – however, there were variations when looking at results by company size and ownership type. Detailed findings and year-to-year analysis are presented in this chapter.

To support efforts by business, the Global Compact will continue to develop opportunities for dialogue, learning and action across all issue areas. This will include increasing awareness and uptake of practical tools and guidance, particularly through meetings and webinars – as well as translation into multiple languages. In addition, we will scale up issue-specific action platforms, such as Caring for Climate, the CEO Water Mandate and the Women's Empowerment Principles.

Policies

A majority of companies — approximately two-thirds — indicate in the 2010 annual survey that they have at least one key policy per issue area in place, with more policies and higher rates of coverage seen in environment and labour.

For example, over 80% of participants indicate having non-discrimination and equal opportunity policies in place, and over 65% report environmental policies in several areas, including targets and indicators, production, and sustainable consumption. On the other hand, while 70% of companies report addressing anti-corruption in a corporate code, far fewer are enacting im-

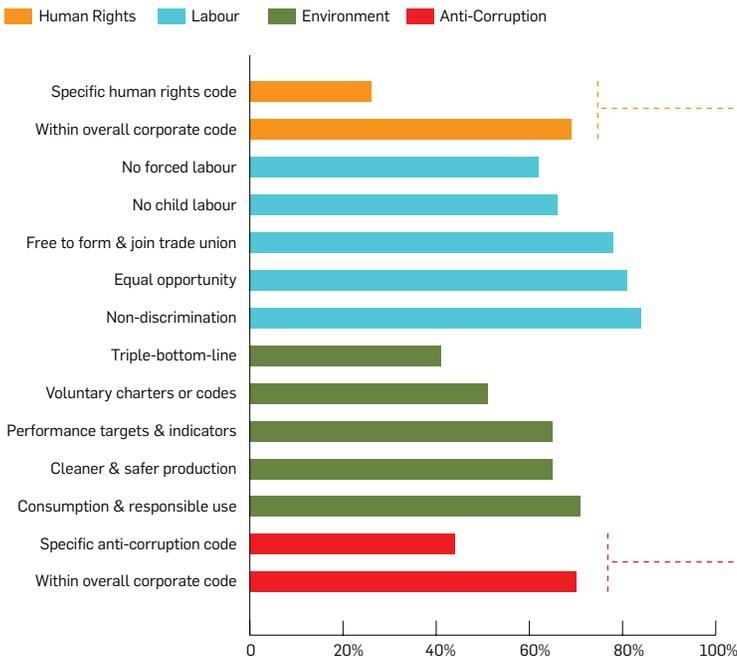
portant policies with respect to limiting the value of gifts (38%), donations to charitable organizations (32%) and publicizing political donations (10%).

Companies report implementation of policies linked to human rights and labour in 2010 at levels consistent with 2009, while environment and anti-corruption policies increased in many aspects. Notably, there were no significant losses in overall policy implementation rates from 2009 to 2010 in any of the issue areas; however, there were notable variations when looking at findings by company size and ownership type.

Overall, across all issue areas, the larger a company, the higher the rate of policy implementation. There are exceptions where only marginal gaps are found. In some cases, it is because large companies appear challenged and are, therefore, implementing at lower rates — for example, with respect to explicit human rights policies or pre-approval of facilitation payments. In other cases, small and large companies are performing at relatively similar high rates — for example, on non-discrimination and equal opportunity policies, and sustainable consumption environmental policies.

Publicly-traded companies report higher policy rates across all issues compared to privately-held companies, with the largest gaps seen in the area of anti-corruption policies. State-owned enterprises report notably higher policy rates in the areas of labour and environment compared to private companies, but are generally on par with respect to human rights and anti-corruption.

Policies addressing the Ten Principles (% of companies)



Human rights aspects addressed in policies



Specific anti-corruption policies



Human Rights

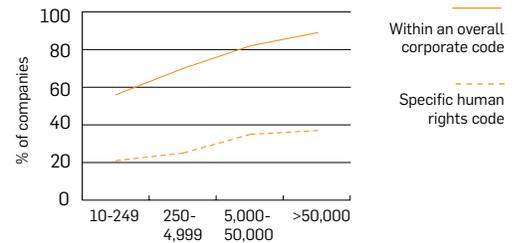
Companies reported implementation of human rights policies in 2010 at levels consistent with 2009 findings. A minority of companies – regardless of size or type of ownership – have explicit human rights codes. Publicly-traded companies are the most likely to do so, with 40% indicating explicit policies compared to an overall rate of 26%.

The decision to address human rights in an overall corporate code is greatly impacted by company size, with 89% of the largest companies (over 50,000 employees) doing so versus 56% of SMEs.

The majority of companies cover all surveyed aspects of human rights in their policies, with the exception of adequate standard of living. Workplace health & safety and non-discrimination remain the most addressed aspects.

Policy implementation by company size

(# of employees)



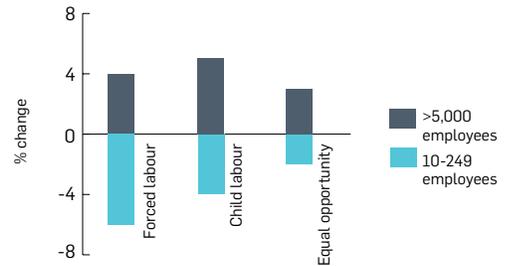
Labour

The majority of companies are implementing policies linked to the Global Compact labour principles. Overall, 2010 implementation levels are consistent with 2009, however there were year-to-year shifts by company size. In 2010, SMEs indicated a decline in policy implementation from 2009, while companies with more than 5,000 employees showed significant improvement on nearly all policies.

There are only minor variations in policy implementation when comparing public, private and state-owned companies – a finding unique to labour policies. All types of companies indicate implementing all labour policies at relatively high rates, at over 70%. The exception is by private companies on forced and child labour policies, at a slightly lower 60% implementation rate.

Change in policies in 2009 vs. 2010

(by company size)



Environment

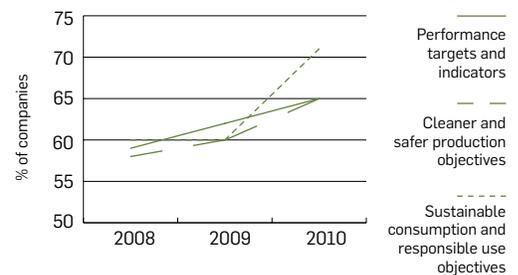
Companies reported higher rates of environmental policy implementation in 2010 compared to 2009, with significant increases seen in triple-bottom-line, production, and sustainable consumption policies. The 2009-2010 increase is more marked than the slight upward trend observed from 2008-2009.

SMEs, in particular, showed gains in the most areas, notably linked to production (+11%) and consumption (+18%). Companies of all sizes increased implementation of policies on sustainable consumption, which represents the most common environmental policy at an overall rate of 71%.

Despite progress by SMEs, company size does have a significant impact on policy rates – with large gaps between small and large companies in areas such as voluntary codes, triple-bottom-line and performance indicators.

Policy implementation over time

(by year)



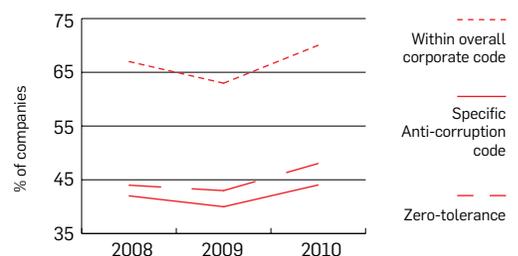
Anti-Corruption

Anti-corruption policies saw important increases in 2010, rebounding from a drop in the 2008-2009 period. Notably, gains were made by companies of all sizes with respect to the existence of anti-corruption policies – either explicit policies or within an overall corporate code – and in the area of zero-tolerance.

Overall, insignificant changes were reported in 2010 in policy areas related to facilitation payments, political donations, gift values and suppliers. Company size has a marked effect on policy rates in all areas – except those linked to facilitation payments. As well, publicly-traded companies are far more likely to have corruption policies in place, doing so at twice the rate of private companies on policies related to suppliers, charitable and political donations, and gift values.

Policy implementation over time

(by year)

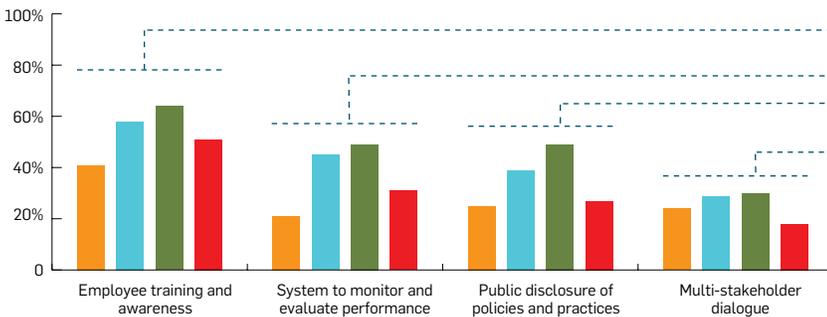


Actions

While approximately two-thirds of companies are implementing at least one key policy per principle area, this figure falls in terms of actions taken and varies greatly among issue areas. Roughly 60% of companies are taking a number of environment and labour actions, while human rights and anti-corruption experience significantly lower rates. Across all issues, company size plays a driving role in implementation rates, with large gaps between SMEs and large companies in most areas.

Employee training and awareness remains the most common action taken across all issues – with 2010 rates consistent with the previous two years. Anti-corruption training rose 6% in 2010 – with gains being made by companies of all sizes, particularly by large companies with over 5,000 employees. Yet, there remains an enormous gap in anti-corruption training in SMEs compared

Looking across issues Human Rights Labour Environment Anti-Corruption



to large companies. Publicly-traded companies are far more likely to reach out to employees on human rights and anti-corruption training than private companies, with much smaller gaps on labour and environment training.

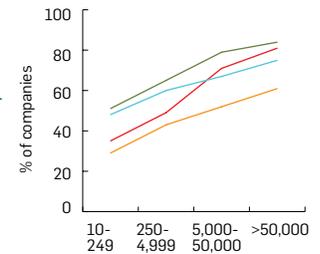
Companies are more challenged to monitor and evaluate their performance, as well as to publicly disclose issue-specific policies and practices. Human rights is the lowest-implemented area, with less than 25% of companies indicating monitoring or disclosure practices, followed by anti-corruption – only slightly higher at approximately 30%. Rates for monitoring and disclosure in the areas of labour and environment are higher, at approximately 40% and 50% respectively. In addition to size, a company’s ownership type also impacts its levels of monitoring and disclosure, with the largest gap between publicly-traded and private companies seen in the area of anti-corruption, where public companies are more than twice as likely to act. With regard to human rights, a minority of public companies indicate monitoring and evaluating (29%) or disclosure (39%).

Multi-stakeholder dialogue is conducted by a minority of companies responding to the survey – 30% or less for each issue area. This is consistent with 2009 and 2008 survey findings. There are instances where dialogue is more common, with roughly 60% of the largest companies (>50,000 employees) engaging stakeholders in the areas of environment and labour; a figure which drops to 50% and 40% for human rights and anti-corruption, respectively. Less than 20% of SMEs engage in dialogue in each area. For all issues, publicly-traded companies and state-owned enterprises report far higher rates than private companies.

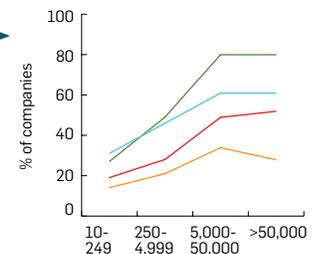
Actions by Company Size (# of employees)

Human Rights Labour Environment Anti-Corruption

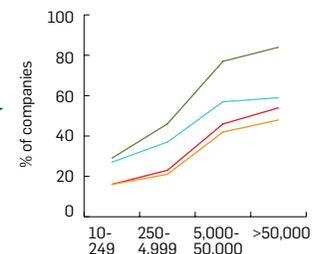
Employee training & awareness



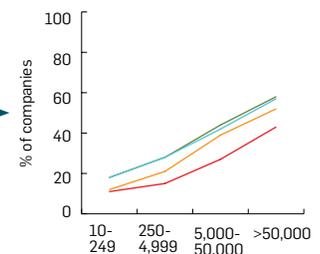
Monitor & evaluate performance



Public disclosure of policies & practices



Multi-stakeholder dialogue



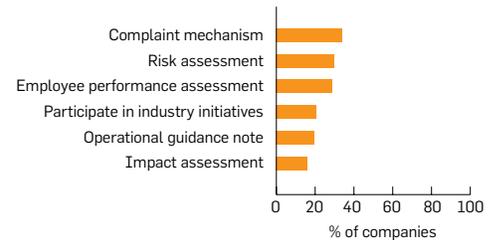
ISSUE-SPECIFIC ACTIONS

Human Rights

There are a number of steps companies can take to more fully address and respect human rights within their spheres of influence. A minority indicate that they are doing so – with roughly 30% carrying out risk assessments or having a complaint mechanism in place, and even fewer utilizing operational guidance notes or impact assessments.

These findings are consistent with 2009 survey results. Overall, there were no significant changes in actions from 2009 except in the area of complaint mechanisms which increased 3%. Progress was made by large companies, particularly in the areas of guidance notes (+8%) and complaint mechanisms (+7%).

In relation to risk assessments and complaint mechanisms, company size has a strong influence on implementation rates – with approximately 50% of large companies (over 5,000 employees) taking action.



Labour

Collective bargaining is the most implemented labour action with rates ranging from approximately 40% of SMEs to 80% of large companies. Nearly half of companies indicate institutional frameworks for industrial relations – a figure that drops to 25% for SMEs.

Publicly-traded and state-owned companies report markedly higher rates for institutional frameworks and collective bargaining than those that are privately-held, but are more on par with respect to age verification mechanisms and vocational counselling programmes.

Age verification is the only area that saw significant change from 2009 to 2010, up 13% overall – with both small and large companies indicating improvements. Otherwise, findings are consistent with 2009.

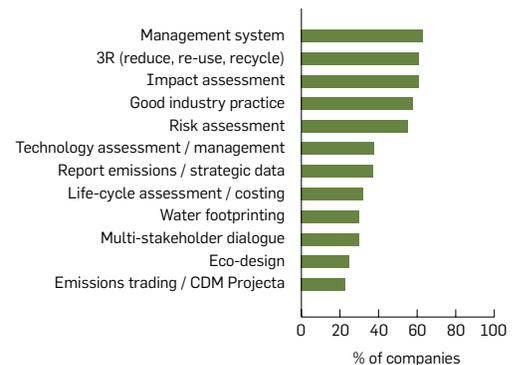


Environment

Companies took key environmental actions at higher rates in 2010 than 2009 – especially in the areas of management systems (+15%), life-cycle assessment (+6%) and reporting greenhouse gas emissions (+5%). Small and large companies alike made improvements, with the implementation gap narrowing between SMEs and the largest companies. There were no significant declines in overall findings in any environment area.

According to survey findings, a minority of companies are taking steps around water footprinting – even among the largest companies. In addition, only half of the largest companies – which typically lead the way in implementation – are taking steps on life-cycle assessment and eco-design.

Publicly-traded companies show notably higher implementation rates those that are privately-held in nearly all areas. State-owned companies are on par with private companies, except in regard to impact and risk assessments, Clean Development Mechanism (CDM) projects and reporting emissions, where they report much higher rates.

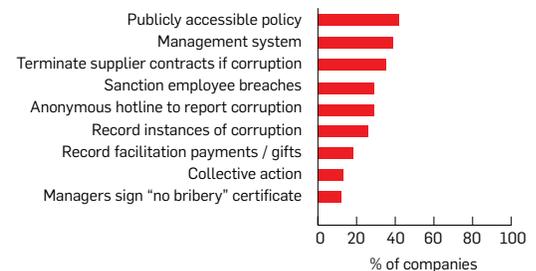


Anti-Corruption

Anti-corruption actions remain challenging for companies. Implementation rates are well below 50% for all aspects, particularly recording corruption instances and facilitation payments. However, there were gains in key actions in 2010 that served to reverse the decline reported from 2008-2009 with respect to management systems (+6%), public availability of anti-corruption policy (+4%), and hotlines for anonymous reporting of corruption (+3%).

Large companies with 5,000 – 50,000 employees saw increases across nearly all areas, and smaller companies also improved with respect to management systems and public accessibility of policies. The gap in actions between SMEs and the largest companies remains enormous – for example in the areas of anonymous hotlines (9% vs. 68%), recording corruption (12% vs. 57%) and management systems (23% vs. 65%).

Publicly-traded companies indicate implementation at rates twice as high as privately-held companies in all areas. State-owned companies report only slightly higher rates than private companies in most areas.



2010 in Brief: Advancing the Ten Principles

Human Rights

Special Representative of the Secretary-General on Business and Human Rights. In November, the SRSRG released the draft Guiding Principles for the Implementation of the UN "Protect, Respect and Remedy" Framework – which elaborate and clarify how companies, states and other stakeholders can operationalize the framework by taking practical steps to address business impacts on human rights. The Global Compact worked in 2010 – as in past years – to support and advance the mandate of the SRSRG, especially as it relates to the responsibility to respect human rights, by keeping participants updated on the framework, alerting them to opportunities to provide input and ensuring guidance materials are updated with relevant developments.

Launching and Disseminating Tools and Resources. The Global Compact, together with key partners, has worked in recent years to develop over a dozen tools and resources that guide business on respecting and supporting human rights – from best practices to guidance on implementation. In 2010, focus was placed on rolling out resources and helping to improve uptake. Additionally, new resources were launched during the year to help fill gaps, including "Human Rights and Business Learning Tool", "Guide on How to Develop a Human Rights Policy", "How to Do Business with Respect for Human Rights" and "Good Practice Notes". A full list of Human Rights resources can be found in Annex A.

Human Rights and Business Dilemmas Forum. The Human Rights and Business Dilemmas Forum is an online, multi-stakeholder forum to discuss business and human rights themes and dilemmas, and identify related good practices. It includes interactive workbooks and case studies. In 2010, 16 dilemmas were launched on the forum on topics including child and forced labour, product misuse, stabilization clauses, corruption and ethnic minorities.

Women's Empowerment Principles. Launched in March, the Women's Empowerment Principles provide a set of considerations to help the private sector advance gender equality in the workplace, marketplace and community. A collaboration between the United Nations Entity for Gender Equality and the Empowerment of Women and the Global Compact, the principles emphasize the business case for promoting gender equality and women's empowerment. They are informed by business practices and input gathered from across the globe. By the end of 2010, 140 chief executives had signed a CEO Statement of Support, demonstrating leadership on gender equality and encouraging fellow business leaders to do the same.

Children's Rights and Business Principles. In June, UNICEF, the Global Compact and Save the Children launched a process to develop a set of principles offering guidance on what business can do to respect and support children's rights. Scheduled for release in November 2011, the principles will provide considerations that businesses can apply throughout operations to maximize positive impacts and minimize negative ramifications that activities may have on children. The partners have launched an extensive multi-stakeholder consultation, including with business across sectors and geographies.

Labour

ILO Helpdesk Enhanced. The Global Compact encourages companies to submit labour-related questions to the ILO Helpdesk, a one-stop source for business providing information and expert assistance on incorporating labour principles into business operations and building good industrial relations. A new website – released by the ILO in 2010 – complements the Helpdesk expert assistance service where specific questions can be submitted on a free and confidential basis. Replies are prepared by an ILO expert team and draw on the different ILO normative instruments, policy documents and tools. In 2010, the Helpdesk incorporated a Frequently Asked Questions resource to proactively support companies facing common challenges.

Combating Human Trafficking. In 2010, the Global Compact, together with the organizations End Human Trafficking Now! and UN.GIFT, continued work to raise awareness of business on human trafficking, and how the private sector can leverage core business strengths, corporate responsibility, social marketing and social entrepreneurship to help eradicate trafficking. The Global Compact helped promote several resources that were launched in 2010: "Human Trafficking and Business: Good Practices", "E-Learning Tool on Human Trafficking" and "Luxor Implementation Guidelines to the Athens Ethical Principles – Comprehensive Compliance Programme for Businesses". Further information on each resource can be found in Annex A. Additionally, the Global Compact participated in the inaugural business leaders award to combat human trafficking.

SA8000 Workplace Standard. In 2010, the Global Compact, Social Accountability International (SAI), and the Center for International Private Enterprise (CIPE) launched a project to highlight the linkages between SA8000 and other voluntary standards in advancing a company's commitment to the Global Compact. The resulting publication, "From Principles to Practice: The Role of SA8000 in Implementing the UN Global Compact", shows how six companies use the SA8000 workplace standard as a tool to implement and report on the Global Compact labour principles.

Eliminating Child Labour. In December, the Global Compact entered into collaboration with the Dutch Sustainable Trade Initiative to develop the Child Labour Platform (CLP), a multi-stakeholder platform to share corporate practices. CLP will focus on how business can work towards eliminating child labour in the value chain in the following sectors: cocoa, cotton/seed, garments, mining and tourism promotion. Good practices will be identified and then disseminated widely.

Learn more about our work on the Ten Principles: www.unglobalcompact.org/issues

Environment

Environmental Stewardship Model. To assist companies in addressing the challenging environmental landscape, the Global Compact – in partnership with Duke University – developed a next-generation Environmental Stewardship approach. Launched in June, the model and related resources, including an online forum, are designed to help companies develop a comprehensive strategy, recognizing the linkages among environmental issues, as well as their connections to social and development priorities. By year-end, dozens of companies had used the model and posted information on topics such as waste management, water, biodiversity and emissions reduction.

Caring for Climate (C4C). C4C focused on three areas in 2010: accelerating business action towards the climate challenge; addressing impacts of climate change on development; and helping shape global public policy, especially the UN Framework Convention on Climate Change. By year-end, the initiative was endorsed by 400 companies in 65 countries. A report was published in partnership with Dalberg Global Development Advisors, analysing progress made by signatories, assessing disclosure of emissions and outlining leadership practices on mitigation and adaptation. In 2010, C4C convened six events, in cooperation with partners, including during the UN Climate Change Conference. Additionally, C4C launched two projects in 2010:

- *Low-Carbon Leaders Project:* In collaboration with the World Wildlife Fund, LCLP is an open source platform for capturing and sharing transformative low-carbon solutions. A report was released, featuring 12 transformative examples, over 100 micro-cases, tools for calculating impacts of low-carbon solutions, and policy recommendations.
- *Climate and Development Working Group:* Comprised of 100 C4C companies, Oxfam, WRI and UNEP, the group aims to enhance understanding of how businesses can implement strategic solutions to address the impacts of climate change on society and development priorities. A first report will be released in 2011.

CEO Water Mandate. In 2010, the CEO Water Mandate advanced its status, workstreams and impact. Two multi-stakeholder conferences were convened (in New York and Cape Town) in addition to a special session in Stockholm, all focused on the Mandate's three workstreams: water and public policy; water and human rights; and water disclosure. The Mandate – together with the Pacific Institute – released the "Guide to Responsible Business Engagement with Water Policy", the first such guide developed. As well, a survey of corporate approaches to water and human rights was undertaken, and an assessment of corporate water accounting methods was released. The number of endorsers surpassed 70, with many publicly reporting their water policies and impact.

Rio +20. The 2012 UN Conference on Sustainable Development (Rio +20) will set the sustainability agenda for the next decade. In 2010, the Global Compact began taking steps that business is engaged in the Rio +20 process, and that a strong call for responsible corporate practices will emerge from the conference. Leading up to Rio, the Global Compact will be mobilizing business champions to emphasize their contributions to sustainability and put forward solutions by business – individually and in partnership with other actors – on issues such as poverty, climate, food, water and energy.

Anti-Corruption

Reporting on the 10th Principle. The "Reporting Guidance on the 10th Principle Against Corruption" was launched in 2010 to assist companies in the complex task of disclosing anti-corruption efforts. The Guidance, developed by a taskforce co-chaired by Transparency International and Accenture, is the first framework of its kind – identifying reporting priorities and criteria to help business improve performance and enhance transparency. Underscoring this need, in April, a coalition of investors – all signatories to the UN Principles for Responsible Investment – wrote to 21 major companies in 14 countries requesting improvements to their disclosure stating that "bribery and corruption are incompatible with good corporate governance and harmful to the creation of value".

Advancing Collective Action and Business Education. In December, two global projects were launched by the Global Compact to advance anti-corruption efforts: i) promoting collective action through Local Networks and ii) sensitizing future leaders by developing anti-corruption guidelines for curriculum change in business schools. Collective action projects will be focused in five countries in collaboration with Local Networks: Brazil, Egypt, India, Nigeria and South Africa. The business education project will be developed with the Principles for Responsible Management Education (PRME) – and forthcoming guidance will be disseminated to over 300 PRME-affiliated academic institutions. The projects are funded by grants from the Siemens Integrity Initiative, launched as part of the settlement between Siemens AG and the World Bank.

Building Local Capacities. In 2010, the Global Compact provided support to Local Networks in Argentina, Bulgaria, Nigeria, Jordan, Kenya, the Republic of Korea, Nigeria, Serbia and the United Arab Emirates – all of which held anti-corruption events for companies and other stakeholders. In Nigeria and Serbia, business participants endorsed and committed to use the Global Compact's reporting guidance.

Outreach Events. Numerous anti-corruption outreach activities were undertaken in 2010. In addition to two meetings of the 10th Principle Working Group, the group's sub-committees met on topics including supply chain, collective action, media, public policy and disclosure. In June, a collective action event put forward the business case and examined examples from Afghanistan, Italy, Russia and Senegal. In November, the 14th International Anti-Corruption Conference convened over 1,500 participants; a call for disclosure was made and the Global Compact's reporting guidance was formally endorsed. In December, to mark International Anti-Corruption Day, the Global Compact, UNODC, UNDP and the UN Ethics Office convened a high-level discussion to raise awareness on business contributions to anti-corruption efforts, and the links to economic and social development goals.

Resources Developed by Working Group. The 10th Principle Working Group has developed tools and resources on a range of topics. All products are based on the collaboration and input of leading experts and practitioners from around the world. Resources launched in 2010 include: "Supply Chain Guide for Customers and Suppliers", "Anti-Corruption E-Learning Tool", "Anti-Corruption Inventory Tool", and "RESIST – Resisting Extortion and Solicitation in International Transactions". More information on Anti-corruption resources can be found in Annex A.

Business and Peace 2010 in Brief

Guidance for Companies and Investors.

"Responsible Business in Conflict-Affected and High-Risk Areas: Guidance for Companies and Investors" was released in June – a joint publication with the UN Principles for Responsible Investment (PRI). The purpose of the Guidance is to: i) assist companies in implementing responsible business practices consistent with the Global Compact Ten Principles; and ii) provide a common reference point for constructive engagement between companies and investors. A pilot project was established in November for companies and investors willing to actively implement the Guidance and report on lessons learned.

Best Practices. The Global Compact launched "Doing Business While Advancing Peace and Development" in June, showing how companies from a variety of sectors are positively contributing to peace and development in conflict-prone or post-conflict operating environments. This publication was released in an effort to inspire companies to take a more proactive role to understand the impact of operations in such environments.

Sudan Meeting. In March, the Global Compact Local Network Sudan convened a multi-stakeholder meeting on Responsible Business and Investment in Challenging Environments. Discussion focused on identifying responsible practices in the context of Sudan with a view to building common understanding. The meeting served to strengthen the Sudanese network, with a series of recommendations developed for how the Local Network can continue to provide a neutral platform for collaboration in order to advance key issues.

Mainstreaming and Extending the Sustainability Commitment

Comprehensive implementation of the Global Compact principles requires taking steps to extend the sustainability mindset to business units and functions, subsidiaries and throughout the supply chain. While commitment to the Global Compact originates from the chief executive's office, ideally with the support of the board, it is expected that every company will work to embed sustainability at all organizational levels – with appropriate policies, incentives and actions taken to advance the principles.

EMPLOYEES

Empowering employees and developing skill sets to help carry out sustainability strategies is critical in order to achieve a company's goals in this area. Companies indicate that employee training and awareness is the most common action taken to advance each of the principle areas, as shown on page 24. The majority of companies are also communicating corporate responsibility policies and practices internally – for example, in company newsletters (54%) and on internal websites (57%), as well as in employee orientations (46%) and workshops (45%).

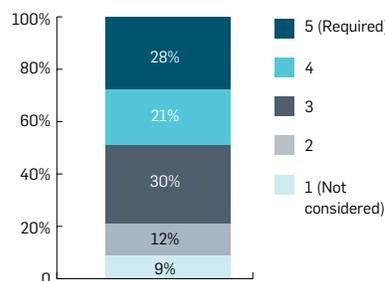
However, this figure drops when looking at more specific actions to mainstream responsible practices. Less than one-third of companies indicate including sustainability as a factor in employee performance assessments or training managers on how to implement sustainability concepts in their work. Similarly, only one-third of companies are training procurement staff on corporate responsibility. While these figures are slightly higher for larger companies, there remains work to be done by most companies to further engage and motivate employees in the quest to advance sustainability into operations and corporate culture.

SUBSIDIARIES

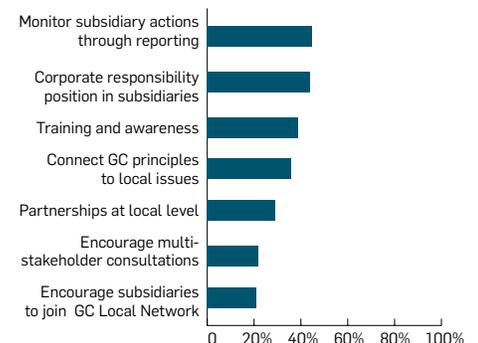
In 2010, 79% of companies reported in the annual survey that they are making at least moderate efforts to spread their Global Compact commitment to subsidiaries – with 28% requiring subsidiaries to implement the principles and

Extent to which companies spread their commitment to the Global Compact to subsidiaries

(on a scale of 1 to 5)



Actions by companies to spread their Global Compact commitment to subsidiaries



assess progress. These findings are consistent with 2009 and 2008 survey results. Neither a company's size nor its ownership type (e.g., publicly-traded) significantly influence the extent to which it makes efforts with subsidiaries.

Of those companies that extend their Global Compact commitment to subsidiaries, nearly half have established a corporate responsibility position in subsidiaries (44%) and evaluate subsidiary actions through reporting to the parent company (45%). Other actions include conducting training and awareness, encouraging subsidiaries to engage in Global Compact Local Networks, and engaging in partnerships through subsidiaries.

SUPPLY CHAIN

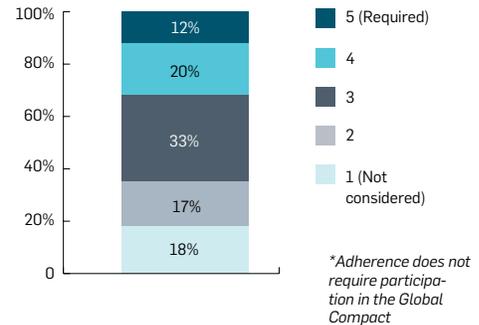
The majority of companies – 65% – consider adherence to sustainability principles in the supply chain, with 12% requiring suppliers to participate in the Global Compact to be selected as a partner. This number increases in relation to company size; 26% of companies with over 50,000 employees require suppliers to implement Global Compact principles. However, there are still a substantial number of companies – 18% – that report not taking sustainability issues into account at all with respect to suppliers. The top reason cited for not doing so is that supply chain sustainability is not a priority for the company, followed by lack of knowledge on how to integrate principles into procurement.

Companies report taking a number of steps to extend sustainability into supplier operations and assess performance. Approximately half of companies state that their policies on human rights, labour, environment and anti-corruption apply to suppliers. However, they indicate lower rates of action to support these policies – human rights (24%), labour (31%), environment (33%) and anti-corruption (25%). Assessments of supplier sustainability performance are carried out in a number of ways by companies, with self-assessments, regular business reviews and audits by company staff the most common methods.

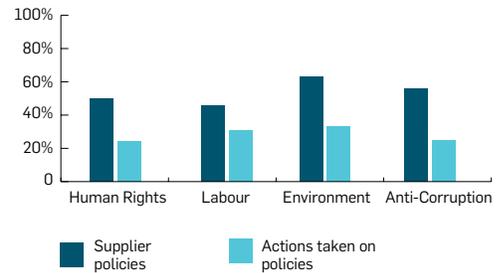
Having policies in place and assessing performance is important, but equally essential is knowing how to proceed when suppliers do not meet sustainability goals or are acting with flagrant disregard for principles. Companies report in the annual survey that they are pressed to help suppliers improve adherence to Global Compact principles – with a small minority taking actions such as assisting suppliers with setting goals, providing training or rewarding suppliers that perform well on sustainability objectives. Remediation, in particular, is a very challenging area, with only 14% of companies reviewing remediation plans and 9% verifying subsequent actions by suppliers on necessary improvements. These figures rise only slightly when looking at large companies which ostensibly have more resources and investment in supplier relations – with only 23% reviewing and 14% verifying remediation plans.

To assist companies in this area, in 2010 the Global Compact and BSR jointly developed “Supply Chain Sustainability: A Practical Guide for Continuous Improvement” with guidance on incorporating sustainability into supply chain management strategies and practices. It outlines practical steps companies can take and presents examples to inspire action. As a complement to the guide, a website was subsequently launched, providing information on: relevant initiatives, programmes, codes, standards and networks; resources and tools; and case examples of company practices.

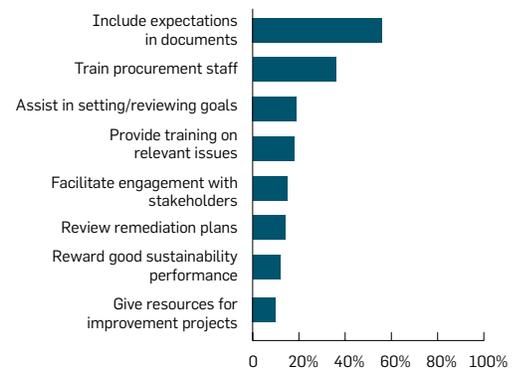
Extent to which companies consider adherence* to the Global Compact principles by supply chain partners
(on a scale of 1 to 5)



Supplier policies and actions by issue area



Actions taken by companies to advance supplier adherence to Global Compact principles



3

Taking Action in Support of Broader UN Goals and Issues

Since the Global Compact launched in 2000, the business community has increasingly shown leadership and willingness to join the United Nations in our work – with a growing number of companies taking steps to respect human rights, ensure safe and decent workplace conditions, protect the environment and implement good corporate governance. In addition to internalizing these principles in business operations, Global Compact companies are asked to undertake more outward-oriented actions to increase their positive impacts on society, thereby supporting broader UN goals and issues, for example in the areas of poverty, health, education, food security, peace, migration and humanitarian assistance.

In 2010, three-quarters of companies reported in the Global Compact Implementation Survey that they are taking actions to support UN objectives, both individually and in partnership with other organizations. They are doing so through core business, social investments and advocacy.

Beyond working with our participant base, the Global Compact plays a central role in supporting the UN System in its work with the business community. Across the UN, private sector collaboration is increasingly seen as a practical and effective way of advancing goals at the global and local levels. This collaboration often allows for bottom-up and more immediate solutions to critical challenges, particularly on global issues where consensus has yet to be reached, such as climate change, or in environments where failed governance hinders all other hopes of progress. In 2010, the Global Compact supported a number of efforts to facilitate UN engagement with business and ensure integrity and greater system-wide coherence, for example through *the Guidelines on Cooperation between the United Nations and the Business Sector*, the new UN-business website, and the UN Private Sector Forum on the Millennium Development Goals (MDGs).

Looking ahead, the 2012 UN Conference on Sustainable Development (Rio +20) will be a seminal event in setting the world's sustainability course for the critical decades ahead. At Rio, it will be important to agree on regulatory frameworks as well as how to scale up practical, bottom-up solutions by business towards sustainability – particularly related to climate change, energy, water and food. In 2010, the Global Compact began taking steps to ensure that the support and voice of business are brought to Rio. By integrating environmental, social and governance issues into their operations, companies can deliver more than the traditional business benefits – innovation, investment and job creation – and help also to build markets that are sustainable and more inclusive.

In the 2010 annual survey, 76% of companies state that they are taking action to advance broader UN goals and issues, with environmental sustainability and education the most common areas targeted. Of these companies, a majority report utilizing core business, social investment and advocacy strategies. As well, three-quarters of companies are implementing partnership projects – most often at the local level and in collaboration with non-governmental organizations (NGOs), companies, academia and Government. Small and large companies alike are aligning their core business strategies with and publicly advocating UN goals – a notable finding given the typical disparity in performance based on company size.

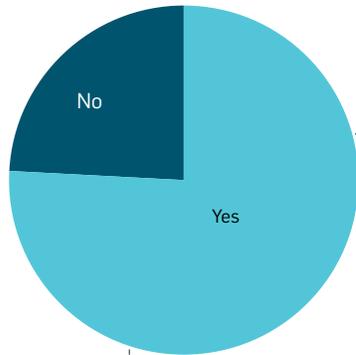
Core business

Increasingly, the private sector is recognizing that working with and investing in pro-poor business models can bring about robust markets. Companies around the world are introducing profitable innovations to provide poor communities with access to health care, clean water, sanitation, communication technology or financial services, for example. Of those companies that report taking actions, 61% are aligning core business strategies with one or more relevant UN goals and issues and 55% are developing products and services or designing business models that contribute to UN priorities. While all companies – regardless of size or ownership type – report similar rates for aligning strategies, more large companies are developing products or business models compared to SMEs.

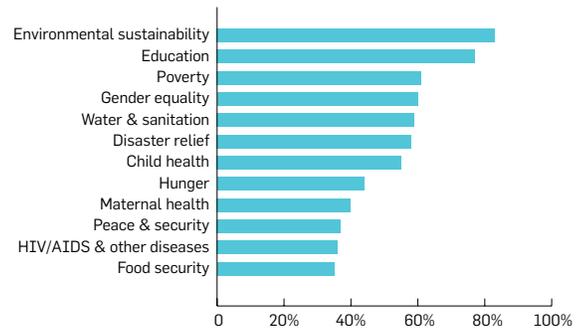
Social investment

A majority of companies – 63% – report making financial and non-financial contributions that help address societal priorities and are tied to their core competencies or operational context. Further, 46% of companies indicate making efforts to coordinate with other organizations and initiatives to amplify – and avoid either negating or duplicating – the philanthropic contributions of others. As well, 41% report that they take responsibility for the intentional and unintentional effects of their funding – paying close attention to local customs, traditions, religions and priorities. Not surprisingly, larger companies are more likely to make philanthropic efforts, yet nearly half of all SMEs do indicate making contributions.

Companies taking action to advance broader UN goals and issues

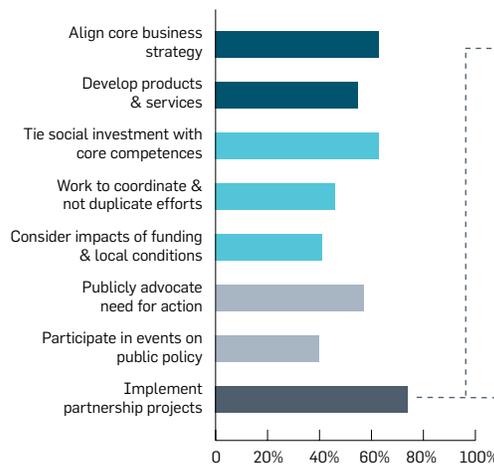


Issues addressed

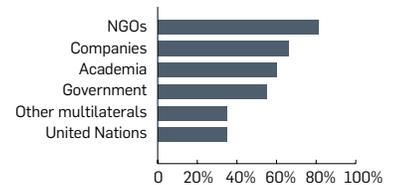


Types of actions taken to support one or more UN goals/issues

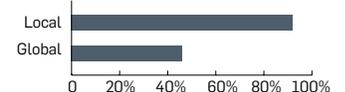
- Core Business
- Social Investment
- Advocacy
- Partnerships



Types of partners



Levels of partnerships



Advocacy

Advocacy by the private sector, together with other stakeholders, can help to raise awareness of development and policy issues. 57% of companies report that they are publicly advocating the importance of action in relation to one or more UN goals or issues. Small and large companies are making advocacy efforts in equal measures. Further, 40% of companies are participating in key public policy summits and interactions — most are large organizations with over 5,000 employees.

Partnerships

Public-private partnerships are the most common activity taken to advance UN goals and issues, with 74% of companies reporting collaboration. Larger companies are slightly more likely to partner than SMEs, with over 70% of companies of all sizes indicating partnerships. Public, private and state-owned companies are equally as likely to engage.

Companies report undertaking partnerships at the local level twice as much as the global level (92% vs 46%). Of those that engage in global collaborations, the majority are large companies. Companies of all sizes are partnering most often with NGOs (81%) and other companies (66%), followed by academia (60%) and Government (55%). Far fewer companies report partnerships with the United Nations and other multilateral organizations (35%).

Collective action

Collective action projects at the country level are increasingly called for to solve intractable issues, where one organization or partnership alone cannot shift the momentum. In this regard, in December 2010, the Global Compact announced plans to launch and implement collective action platforms on anti-corruption in Brazil, Egypt, India, Nigeria, and South Africa beginning in 2011 for a five-year period.

Supporting UN Goals and Issues — 2010 in Brief

UN Private Sector Forum on the Millennium Development Goals (MDGs).

In September, the 2010 UN Private Sector Forum brought together top executives with Government, UN and civil society leaders to address the business role in achieving the MDGs. Through roundtable discussions, the Forum addressed a range of MDG-related themes deemed most relevant for private sector engagement and action. Discussions helped to identify proven solutions to close critical MDG gaps around the world. Business leaders announced 30 new commitments and called for further Government support to cultivate enabling environments for entrepreneurship and innovation. Calling an investment in the MDGs “an investment in growth, prosperity and the markets of the future”, UN Secretary-General Ban Ki-moon issued a strong call to global business to help end poverty and hunger.

Improving Business Engagement Across the UN System. In 2010, the Global Compact continued to lead efforts within the UN System to increase the effectiveness and coherence of business engagement, working with a network of private sector experts from over 30 UN entities. On behalf of the UN Secretary-General, the Global Compact promoted and disseminated the revised *Guidelines on Cooperation between the United Nations and the Business Sector*. Work to enhance due diligence and screening mechanisms for partner selection was also undertaken linked to the Guidelines. In April, the annual UN Private Sector Focal Points Meeting was held. Key discussion topics included the Guidelines and leveraging the private sector contribution towards the MDGs. Special attention was also placed on collaboration with the private sector in the wake of disasters, based on lessons learned in Haiti.

business.un.org. Launched in 2010, business.un.org marks the first online gateway to match business resources with the needs of the UN. Businesses seeking to contribute to UN work can browse humanitarian needs and partnership opportunities on the site, or submit ideas for collaboration. In the wake of the disaster in Haiti, business.un.org was used by companies around the world to support UN efforts by pledging cash and in-kind contributions, including medical supplies, logistics support, food and water, shelter and communications equipment. The site, operational in six languages, is a joint effort of more than 20 UN organizations, coordinated by the Global Compact and the Office for the Coordination of Humanitarian Affairs (OCHA).

Principles for Social Investment (PSI). Launched in June, PSI provides guidance on the impact and scalability of philanthropic contributions. Social investment is defined as the practice of making voluntary financial and non-financial contributions that help local communities and broader societies address their development priorities. The PSI lays out four guiding principles for responsible social investment: (i) purposeful, (ii) accountable, (iii) respectful, (iv) ethical. Produced with the Committee Encouraging Corporate Philanthropy (CECP) and St. James Ethics Centre, the PSI are intended to guide organizations pursuing philanthropic practices, including companies and their foundations, community foundations, private foundations and non-governmental organizations.

A Global Compact for Development. Released in June, this brochure outlines the UN-business partnership framework and clarifies how companies can engage with the UN through their core business, social investments and advocacy. The document also lists available engagement platforms for business and showcases examples of work by Global Compact participants to advance UN development goals.

Learn more about our work to support UN goals and issues:
www.unglobalcompact.org/issues/partnerships

4

Engaging with the UN Global Compact

A commitment to the Global Compact requires engagement at many levels: by the CEO to guide the company to more sustainable practices and set expectations for improvement from year to year; by management to define, implement, measure and communicate sustainability priorities; and, ultimately, by subsidiaries and supply chain partners to align their practices with the Global Compact's principles. To support companies in these efforts, the Global Compact provides numerous opportunities to engage at the global and local levels.

With Global Compact Local Networks in nearly 100 countries, the structure is in place for participants to convene and act on the ground. Many networks offer sophisticated programmes to support implementation of the principles, collective action and policy dialogue. Local Networks offer an important avenue for subsidiaries and supply chain partners to become engaged in the initiative. While they are diverse in nature and structure, networks share a mission to advance the principles of the Global Compact.

There are also opportunities for companies to engage at a variety of levels on all Global Compact issues. For example, companies can participate in platforms – such as Caring for Climate, the CEO Water Mandate and the Women's Empowerment Principles – that are designed to drive corporate commitment, solutions and performance. As well, for companies seeking to support broader UN issues, business.un.org helps to match business resources with needs from UN organizations, and facilitate links among potential partners.

Companies and organizations can also designate individuals to participate in working groups – for example, on human rights, labour, anti-corruption, supply chain, and business and peace. These groups are making essential contributions by developing guidance, best practices or norms to fill gaps and help advance implementation. The Global Compact also conducts CEO campaigns to support or drive awareness of key issues – for example, on major UN conventions on climate and anti-corruption, or in connection with gender equality. By signing on to such campaigns, corporate leaders can provide a critical business voice in support of global issues and also underscore the company's commitment to sustainability.

There is great scope and opportunity for companies to become more engaged with the Global Compact at the local and global levels. We are building capacity of Local Networks, as well as increasing the global-local exchange of information. As an example, in late 2010 the Global Compact created Global Compact LEAD (officially launched in 2011), a CEO leadership platform for advanced companies willing to make an ambitious commitment to implement the Blueprint for Corporate Sustainability Leadership, and then actively share their learnings with Local Networks. Such collaboration can provide valuable input and perspectives to all parties, and we plan to intensify this global-local dynamic moving forward.

Issue-Specific Engagement

	Purpose/Scope	Partner(s)	Participation level	# of members**	Composition	Year launched
Human Rights Working Group	Provides strategic input to the Global Compact's human rights work, with goals of contributing to greater coherence and advancing areas in which the Global Compact has a comparative advantage	UN OHCHR	Individual	57	<ul style="list-style-type: none"> • Business • NGOs • Labour • Business Assoc. • Academia 	2006
Women's Empowerment Principles	A set of considerations to help the private sector advance gender equality in the workplace, marketplace and community. CEOs are encouraged to sign a statement of support.	UN Women*	Company	N/A	N/A	2010
Children's Rights and Business Practices	(Under development) A set of considerations that businesses can apply throughout their operations to maximize positive impacts and minimize negative ramifications that activities may have on children.	<ul style="list-style-type: none"> • UNICEF* • Save the Children* 	Company	N/A	N/A	To be launched in 2011
Labour Working Group	Ensures a consistent approach is taken to apply and understand the labour principles, through development of guidance and information exchange opportunities for companies.	<ul style="list-style-type: none"> • ILO • IOE • ITUC 	Individual	—	<ul style="list-style-type: none"> • Business Assoc. • Labour 	2008
Caring for Climate	Assists companies in the development of effective climate change policies while also providing a channel to contribute to key governmental deliberations. CEO endorsement and annual disclosure required.	UNEP*	Company	380	Business	2007
CEO Water Mandate	Provides framework to manage water issues, with focus on 6 areas: direct operations; supply chain and watershed management; collective action; public policy; community engagement; and transparency. CEO endorsement and annual disclosure required.	Pacific Institute	Company	75	Business	2007
Working Group on the 10th Principle	Provides strategic input to the Global Compact's anti-corruption work and defines the needs of the business community in implementing this principle, with aim to align with existing initiatives to avoid duplication of efforts.	<ul style="list-style-type: none"> • UNODC • Transparency International • ICC • WEF-PACI 	Individual	55	<ul style="list-style-type: none"> • Business • NGOs • Business Assoc. • GC Local Networks • International Organizations 	2005
Expert Group on Responsible Business and Investment in High-Risk Areas	Using the "Guidance" as the centerpiece of its work, the group supports efforts of participants to implement the Ten Principles in conflict-affected/high-risk areas. The group identifies obstacles, as well as key dilemmas faced, and advises on practical solutions.	PRI*	Individual	88	<ul style="list-style-type: none"> • Business • Investors • NGOs • International Organizations 	2007
Advisory Group on Supply Chain Sustainability	Provides guidance for companies on implementing the Ten Principles throughout the supply chain and in procurement practices, ensuring it addresses the needs of business. Also provides information on initiatives, resources and tools to assist companies.	BSR	Individual	30	<ul style="list-style-type: none"> • Business • NGOs 	2010

*Co-convenor

** Member figures as of May 2011

Local Networks

Global Compact Local Networks can be found in 97 countries, bringing together business participants and non-business stakeholders to advance sustainability — sharing experiences and discussing challenges based on local context. In 2010, networks were launched in Costa Rica, Montenegro, Trinidad and Tobago, Uganda, Uruguay and Zimbabwe.

Over half of companies — 56% — are engaging in our Local Networks according to the 2010 annual survey, a finding similar to the previous two years. Large companies are far more likely to participate in networks — with over 70% doing so. As well, the longer a company participates in the Global Compact the more likely it is to engage locally.

The majority of companies indicate that they engage locally to network with other companies, as well as to receive support on implementation and disclosure of the Global Compact principles. To a lesser extent, companies turn to networks for policy dialogues and to initiate partnership projects.

Local Networks are established and sustained by local interest and enthusiasm, thus their activities are based on local priorities and needs. Despite their diversity, networks undertake similar types of activities in an effort to advance the Global Compact within the country. These activities include:

Awareness-raising and outreach events:

Spreading the word about corporate responsibility and the Global Compact among companies and non-business actors in a country. Initiating discussion on how global responsibility trends can be applied within a country and what value the Global Compact can bring.

Support with implementation and disclosure:

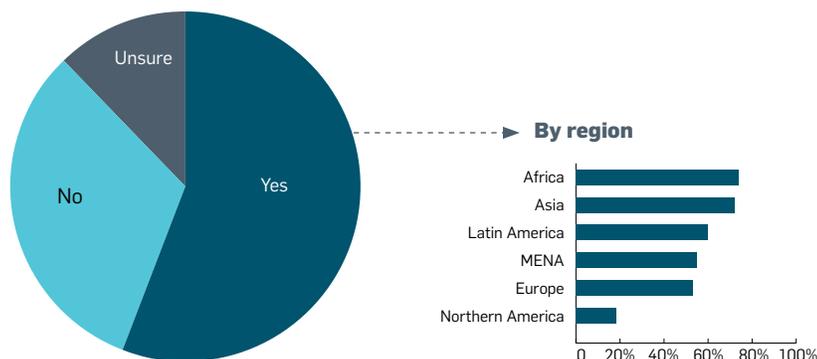
Hosting workshops and trainings to provide a better understanding of the Ten Principles and a platform for stakeholders to share experiences and lessons learned. Offering guidance to support company efforts to fulfill the annual disclosure requirement, through training, mentoring, peer review or social vetting.

Policy dialogue: Convening multi-stakeholder events to discuss challenges and opportunities of public issues relevant to the business community — for example, in areas related to improving the business climate, as well as the role of the private sector in support of development.

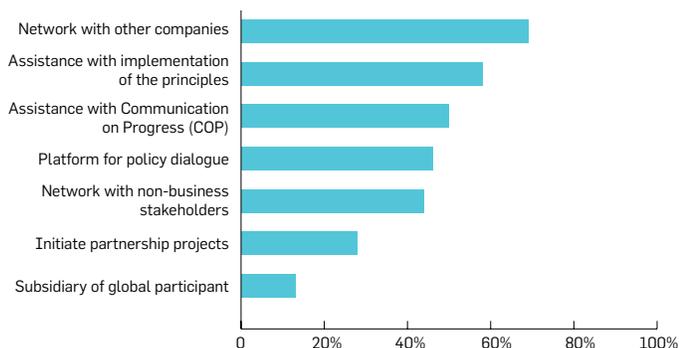
Collective action: Providing a unique convening platform to identify opportunities and engage actors in concrete projects where their strengths are leveraged. These projects often address development challenges, such as poverty, hunger, corruption, disease and environmental degradation.

Recognition: Recognizing participants that are working to advance the Global Compact in their operations by featuring them in publications and network websites, and bestowing awards.

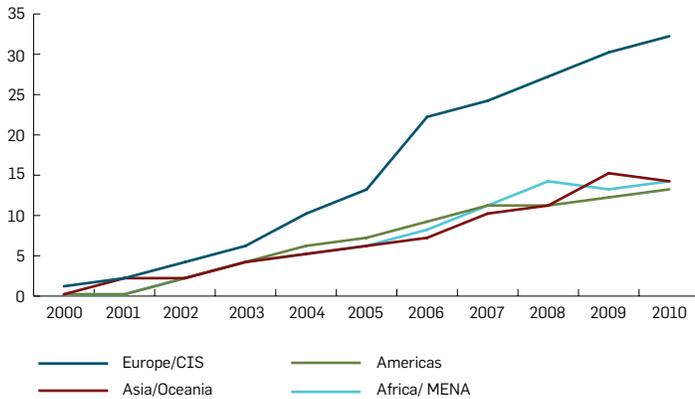
Companies indicating engagement in a Global Compact Local Network



Reasons companies engage in a Global Compact Local Network



Number of Local Networks by region



ANNUAL LOCAL NETWORKS FORUM

In June, over 120 participants representing 59 countries attended the VIII Annual Local Networks Forum convened by the Global Compact and the Fundació Fòrum – Barcelona Center for the Support of the UN Global Compact. Local Network representatives and participants identified priority actions for the future, including:

- Further integration of Global Compact issue areas and Local Networks through increased coordination of events and activities, and larger representation by companies at future Annual Local Networks Forum events;
- Increased resources within the Global Compact Office dedicated to the support of Local Networks;
- Inclusion of training elements (specifically related to network management) at future regional meetings;
- Initiation and promotion of a Network Exchange Program to facilitate learning and exchange of experiences; and
- Integration of the Knowledge Sharing System into the Global Compact's technical infrastructure.

REGIONAL MEETINGS 2010

Asia-Pacific

New Delhi, India
15-16 March

Eastern Europe and Central Asia

Sofia, Bulgaria
15-16 April

Middle East & North Africa

Cairo, Egypt
18-19 April

Amman, Jordan
14-15 December

Europe

Brussels, Belgium
29 October

Latin America & the Caribbean

Asuncion, Paraguay
15-16 November

Africa

Maputo, Mozambique
7 – 8 December

GLOBAL COMPACT LOCAL NETWORKS

Africa

Cameroon
Cote d'Ivoire
Equatorial Guinea
Ghana
Kenya
Madagascar*
Malawi
Mauritius*
Mozambique*
Namibia
Nigeria
Senegal*
South Africa
Uganda
Zambia
Zimbabwe*

Americas

Argentina
Bolivia
Brazil
Canada*
Chile
Colombia
Costa Rica*
Dominican Republic
El Salvador*
Jamaica*
Mexico
Panama
Paraguay
Peru
Trinidad and Tobago

Uruguay

USA
Venezuela*

Asia/Oceania

Australia
Bangladesh
China
India
Indonesia
Japan
Korea, Republic of
Malaysia
Maldives*
Mongolia
Nepal
Pakistan
Philippines*
Singapore
Sri Lanka
Thailand*
Viet Nam
Albania
Armenia
Austria
Azerbaijan*
Belarus
Belgium
Bosnia and Herzegovina
Bulgaria
Croatia
Cyprus
Estonia*

Europe/CIS

France

Georgia
Germany
Greece
Hungary
Italy
Kazakhstan*
Kosovo*
Latvia
Lithuania
Macedonia
Moldova
Montenegro*
Netherlands
Nordic
Poland
Portugal
Russia
Serbia
Slovakia
Slovenia
Spain
Switzerland
Turkey
UK
Ukraine
Egypt
Gulf States
Israel*
Jordan*
Lebanon*
Morocco
Sudan
Syria
Tunisia*

France

Georgia
Germany

Greece
Hungary

Italy
Kazakhstan*

Kosovo*
Latvia

Lithuania
Macedonia

Moldova
Montenegro*

Netherlands
Nordic

Poland
Portugal

Russia
Serbia

Slovakia
Slovenia

Spain
Switzerland

Turkey
UK

Ukraine

MENA

Egypt
Gulf States

Israel*
Jordan*

Lebanon*
Morocco

Sudan
Syria

Tunisia*

* emerging network



ANNUAL NETWORK REPORT

Each year the Global Compact produces a report taking stock of the work of the Local Networks, featuring statistics, case examples and detailed information on the governance and activities of each network.

LOCAL NETWORK BEST PRACTICES 2010

Colombia: In an effort to facilitate implementation of responsible practices, the network developed and disseminated a methodology tool to help companies determine the starting point for their work, evaluate their progress and compare with other companies over successive years.

Germany: The network developed a white paper that details biodiversity's relevance to business and how the maintenance of the planet's species will impact water, agriculture and other natural resources that are crucial to profitability. The report lays out the reasons for businesses to actively conserve resources and offers strategies for managing these precious resources.

Indonesia: In 2010, the network released a publication, "Growing Inclusive Markets: Indonesia Cases", a study of new business models being developed by multinational companies to serve the poorest communities and consumers. The cases featured are linked to the Millennium Development Goals, and include local companies and international companies.

Italy: The network released a publication that showcases the best practices of Italian companies implementing the Global Compact principles. Cases were selected for their innovative approach to implementing the principles or advancing UN goals. In particular it highlights how companies can take simple, yet effective approaches to implementing the principles.

Kenya: A training session was hosted based on the Global Compact Dilemma Board Game to help participants better understand the Ten Principles in practical terms and relate them to daily business operations in Kenya. Company representatives were asked to first identify gaps between their current operations and the principles. Participants also developed action plans to address each of the principle issue areas.

Korea, Republic of: The network released, "Collective Actions of UNGC Member Companies of Korea in Support for MDGs", which both raised awareness of the MDGs and led to the creation of a working group dedicated to elevating the profile of these objectives. This provided recognition to the featured companies for their work and informed others of the importance of reporting MDG-related activities in their COPs.

Latin America and the Caribbean: The Regional Support Center of the Global Compact in Latin America and the Caribbean collaborated with the Global Compact Office to develop a Local Network Management Toolkit. This practical resource includes basic, comprehensive information regarding all stages of operating a Global Compact Local Network, to be officially launched in 2011.

Moldova: The network developed a resource on local corporate responsibility best practices. The publication focuses on small and mid-size enterprises and showcases models being used by these businesses to directly address pressing social concerns. These practices are promoted as standards for doing business in Moldova.

Namibia: A three-part workshop was staged to review how corporate responsibility strategies are being implemented at the national, company and project levels within Namibia. The workshop also reviewed how the Local Network could provide additional support for the corporate responsibility initiatives undertaken by each company.

Netherlands: The network produced a publication that integrates the Global Compact human rights principles, based on the new United Nations Protect-Respect-Remedy framework, into daily business operations. The descriptions, teachings and guidance points build on a comprehensive study involving company assessments, workshops, and the development of ideas to implement the framework.

Paraguay: A training course was held which reviewed the actions that managers can take to weave the Ten Principles into the design of their business strategies as well as their day-to-day business operations. During the training, participants received the resources and tools needed to create a viable Communication on Progress report. After satisfying the requirements of the course general rules, participants received a "Certificate of Introduction to the Global Compact".

Serbia: The network's multi-stakeholder working group on corruption issued a Declaration against Corruption, which was circulated to all members for their signature. Through this Declaration, network members made the fight against corruption one of their primary objectives and agreed to carry out concrete measures and activities to prevent corruption in their businesses.

Spain: A guide on anti-corruption was developed that lays out practical tools a company can use to both assess its risks surrounding corruption, and establish measures to monitor transparency and prevention efforts. The guide presents a system, based on three indicators, to evaluate a company's level of risk. These indicators are: the country of operation, the business sector and the type of client.

Sri Lanka: Partnering with INSEAD, the network developed a best practice series which features case studies of the corporate responsibility endeavors of participants. Many of the cases have been used in INSEAD's graduate education material as well as other business schools.

United Kingdom: The network conducted a survey among member companies regarding their efforts to address the MDGs. A key finding was that companies of all sizes and sectors are playing a role in an effort to complement, not replace, the work of the public sector.

Viet Nam: Two publications were developed to help companies successfully integrate the Ten Principles into their operations. One focuses on extractive, food processing and construction industries and includes case studies and a self-assessment tool. The other identifies and ranks the primary social and environmental risks of 14 key industrial sectors in Viet Nam.

Links to Investors and Educators 2010 in Brief

Investors and management educators have a critical role to play in influencing the future of corporate sustainability. Thus, the Global Compact has been actively involved in the creation and subsequent work of the Principles for Responsible Investment (PRI) and the Principles for Responsible Management Education (PRME). Many Global Compact issue platforms and working groups are collaborating with these initiatives, for example related to anti-corruption, water and business operations in high-risk environments.

Principles for Responsible Investment

The UN-backed Principles for Responsible Investment (PRI) is a global investor initiative in partnership with the UN Global Compact and UNEP Finance Initiative. It seeks to advance the integration of environmental, social and governance (ESG) issues into investor practices around the world – and thus drive greater sustainability performance and disclosure by business. By the end of 2010, PRI had reached approximately 800 investor signatories representing over US \$20 trillion in assets.

Sustainability disclosure. A group of PRI signatories – representing more than US \$2 trillion – wrote to 86 major companies urging them to adhere to the Global Compact Communication on Progress (COP) policy and regain full participant status. In 2009, a similar campaign resulted in a 30% conversion rate to “active” COP status. In addition, the investors wrote to 40 chief executives praising their companies for the exemplary disclosure through the COP. This annual campaign to contact laggards and leaders – in its third year – helps to underscore the rising importance of comprehensive sustainability disclosure.

Global Compact engagement. In 2010, numerous Global Compact workstreams and resources benefited from the input and collaboration of PRI investors using a variety of outreach methods including the PRI Engagement Clearinghouse, joint webinars, and during the PRI Annual Conference. Collaboration was undertaken in many areas, including anti-corruption, business and peace, the CEO Water Mandate and the Blueprint for Corporate Sustainability Leadership. As part of these and other activities, PRI signatories have continued to urge companies to endorse the Global Compact.

Responsible investment in high-risk areas. A number of PRI signatories have taken part in the working group on responsible investment in high-risk areas launched by the Global Compact. The first joint Global Compact-PRI event was convened in Khartoum, Sudan, in March. In June, the working group released “Guidance on Responsible Business in Conflict-Affected & High-Risk Areas” with a focus on providing a common reference point for dialogue between companies and investors on what constitutes responsible business practices in difficult operating environments.

Convening Stock Exchanges. In September, the Global Compact, in partnership with PRI and UNCTAD, hosted its second dialogue on the integration of ESG issues and criteria into capital markets. Held in China, chief executives explored how the world’s stock exchanges could work with investors, regulators and business to encourage responsible long-term approaches to investment. A study of the world’s top 30 exchanges was launched, showing that emerging market exchanges are leading in terms of implementing required sustainability disclosure and other measures to enhance corporate sustainability reporting of listed companies.

Principles for Responsible Management Education

The UN-backed Principles for Responsible Management Education (PRME) provide an engagement framework for business schools and management-related academic institutions to integrate corporate responsibility into curriculum and research. Approximately 350 signatories had joined PRME by the end of 2010.

Global Forum. The second PRME Global Forum on Responsible Management Education was held in June, bringing together over 200 administrators and faculty members from 37 countries. Forum participants set a goal of reaching 1,000 PRME schools by 2015. A report was released analysing the first 100 Sharing Information on Progress (SIP) reports, submitted by participating business schools. SIP reports show progress that schools have made in integrating responsible business approaches in curricula and research. In addition, an Asia Forum was convened in Seoul in November.

Corruption and Poverty as a Challenge to Management Education. In December, the Global Compact and PRME announced the development of anti-corruption guidelines for schools, including academic modules to address transparency, ethics and anti-corruption in the classroom. Building on existing resources and incorporating stakeholder input, the guidelines will be developed by a working group of PRME school faculty and disseminated to all PRME-affiliated institutions. In addition, the Anti-Poverty Working Group issued a first report on how management education can help develop business solutions on poverty.

Oath Project. In March, the Global Compact and PRME announced an alliance to advance a professional oath of honor for business managers worldwide. The Oath, based on a comprehensive round of stakeholder input, forges a link between individual ethics and corporate responsibility. It is designed to inspire students, upon graduation, to live up to high ethical standards when conducting business.

Governance. In January, the PRME Steering Committee formally adopted a governance framework. Signaling the next phase of PRME, the framework defines the composition and objectives of the main governance bodies, namely the Steering Committee, the Secretariat and the Global Forum for Responsible Management Education. The Steering Committee’s role is to review and give guidance to the initiative’s strategy and budget. It is comprised of global and specialized associations, with three new members added to the committee in 2010.



5

Governance and Finance

Governance

The Global Compact blends public and private actors. The initiative's public legitimacy rests on intergovernmental support while its private legitimacy lies in holding participants accountable for their commitments to implement the Global Compact principles in business operations. Stakeholders from civil society and labour, as well as United Nations entities, lend critical expertise and support in advancing corporate sustainability.

The Global Compact governance framework is tailored to the unique needs of the public-private nature of the UN initiative. The Global Compact follows a network-based governance model, where authority to govern is decentralized – meaning that no entity by itself can change the way the initiative works. Global Compact governance is exercised through five entities (Global Compact Board, Global Compact Office, Inter-Agency Team, Local Networks and Government Donor Group) and two convening platforms (Annual Local Networks Forum and triennial Global Compact Leaders Summit). The governance framework is designed to foster involvement in, and ownership of, the initiative by business participants and other key stakeholder groups.

INTEGRITY MEASURES

The Global Compact Integrity Measures are comprised of the Communication on Progress (COP) policy, logo policy and dialogue facilitation mechanism. Implementation of these measures is overseen by the Global Compact Board.

Dialogue Facilitation

21 separate matters alleging abuses of the Ten Principles by business entities were raised with the Global Compact Office in 2010:

- 3 matters were handled under the Integrity Measures dialogue facilitation mechanism;
- 11 matters were found to be out of scope, i.e. the matter was not related to the Global Compact's Ten Principles. Nevertheless, for several of these matters, the Global Compact Office facilitated an initial dialogue, encouraging the company to respond to the complainant;
- 2 matters were not further pursued by the raising party; and
- 5 matters related to companies that were not participants of the Global Compact.

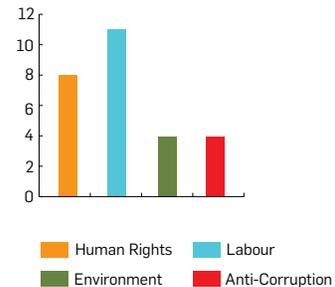


WE SUPPORT

Global Compact Logo Policy

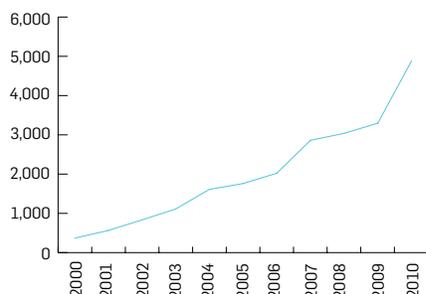
Global Compact participants are encouraged to use the "We Support the Global Compact" logo as a way to further show commitment and raise awareness of the initiative, for example on corporate websites. Organizations must request permission from the Global Compact Office – and submit a sample of desired usage – before each use of the logo. In 2010, 1,390 logo requests were approved.

Matters Raised by Issue Area

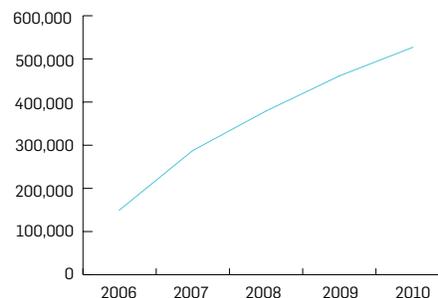


Note: Matters that are raised will often encompass multiple issue areas. Further, issue areas often overlap in subtle ways; some subjectivity by the Global Compact Office, therefore, must be taken into account.

Global Compact mentions in print and online media (per year)



Unique visitors to Global Compact website (per year)



GLOBAL COMPACT BOARD

The Global Compact Board, chaired and appointed by the UN Secretary-General, is a multi-stakeholder body that provides ongoing strategic and policy advice for the initiative as a whole. The Board met three times in 2010:

March 2010 Deliberations focused on a review of the Communication on Progress (COP) policy and mechanism. The Board also discussed the structure and content of the Global Compact Leaders Summit 2010, expressing strong support for the Summit's objectives and preparations.

June 2010 Upon the conclusion of the Global Compact Leaders Summit, the Board discussed outcomes of the event. Additionally, the Board reviewed the status of the COP policy and related proposals.

November 2010 Approvals were provided for the 2011 Global Compact strategy. Support was also provided for experimental phases of: (i) the COP differentiation framework, which categorizes business participants based on their level of disclosure on progress made in integrating the Global Compact; and (ii) Global Compact LEAD – a new platform to support a small group of leading participants in their efforts to achieve higher levels of sustainability performance.

Board Members in 2010*

Ms. Habiba Al Marashi

Chair, Emirates Environmental Group

Mr. Toshio Arima

Director and Executive Advisor to the Board, Fuji Xerox, Japan

Mr. José Sergio Gabrielli de Azevedo

President and CEO, Petrobras, Brazil

Mr. Guillermo Carey

Senior Partner, Carey & Allende Abogados, Chile

Mr. Chey Tae-won

Chairman & CEO, SK Group, Republic of Korea

Ms. Ying Chen

Director, Beijing Rong Zhi Institute of Corporate Social Responsibility, China

Mr. Juan De La Mota

President, Global Compact Network Spain

Mr. Oded Grajew

Chair of the Board, Instituto Ethos de Empresas e Responsabilidade Social

Mr. Charles O. Holliday

Chairman of the Board, Bank of America, United States

Mr. Jamshed Irani

Director of the Board, Tata Sons Limited, India

Mr. Georg Kell

Executive Director, UN Global Compact Office**

Ms. Huguette Labelle

Chair, Transparency International

Ms. Anne Lauvergeon

Chair of the Executive Board, Areva, France

Sir Mark Moody-Stuart

Chairman, Foundation for the Global Compact**

Ms. Ntombifuthi Mtoba

Chair of the Board, Deloitte, South Africa

Mr. Mads Øvlisen

Chairman, Danish Council on

Global Compact Inter-Agency Team

Seven UN agencies that are closely associated with the Global Compact's Ten Principles comprise the Inter-Agency Team:

- **OHCHR** Office of the UN High Commissioner for Human Rights
- **ILO** International Labour Organization
- **UNEP** United Nations Environment Programme
- **UNODC** United Nations Office on Drugs and Crime
- **UNDP** United Nations Development Programme
- **UNIDO** United Nations Industrial Development Organization
- **UN Women** United Nations Entity for Gender Equality and the Empowerment of Women

Corporate Social Responsibility, Denmark

Mr. Fernando Chico Pardo

President of Grupo Aeroportuario del Sureste (ASUR), Mexico

Mr. Antonio Peñalosa

Secretary-General, International Organisation of Employers

Mrs. Mary Robinson

President, Realizing Rights: The Ethical Globalization Initiative

Mr. Jean Rozwadowski

Secretary-General, International Chamber of Commerce (until July 2010)

Mr. Guy Ryder

General Secretary, International Trade Union Confederation (until August 2010)

Mr. Manfred Warda

General Secretary, International Federation of Chemical, Energy, Mine and General Workers' Unions

* In 2011, Board composition changed according to predetermined term limits

**Ex-Officio

Finance

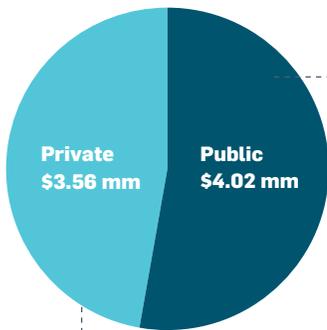
The UN Global Compact’s funding comes from voluntary contributions from Governments to a UN Trust Fund and from the private sector to the Foundation for the Global Compact. The Foundation for the Global Compact, a US-based 501(c)3, was established in 2006 to increase the funding base of the Global Compact initiative and better reflect its public-private nature. Business participants are asked to make voluntary contributions to the Foundation on an annual to support the work of the Global Compact Office. This revenue is critical to advance priorities, such as increasing awareness of corporate sustainability and deepening engagement by participants globally – for example, by supporting the development, translation and distribution of tools and resources, contributing to Local Networks, and providing critical backing for events.

Sources of income for the Global Compact in 2010 (US\$)	
Public	4,026,697
Governments	3,834,675
Interest and other income	192,022
Private	3,560,000
Foundation for the Global Compact	
TOTAL INCOME	7,586,697

INCOME

In 2010, the total income for the Global Compact was \$7.58 million – including \$4.02 million from voluntary contributions by 13 Member States and \$3.56 million from voluntary contributions by 810 companies and organizations.

Income by source

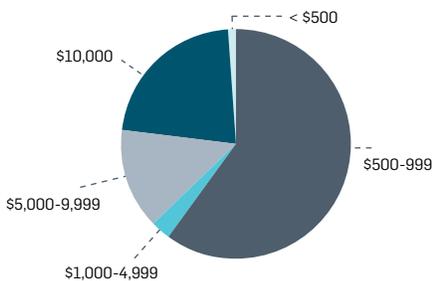


Government Donor Group

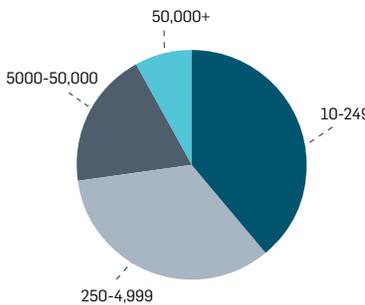
The Global Compact wishes to thank Governments that have, over time, generously supported the initiative by contributing to the Global Compact Trust Fund. The following contributions were received from Governments in 2010:

- Switzerland \$731,491
- Denmark \$592,862
- Sweden \$538,280
- Spain \$466,009
- Norway \$406,588
- Germany \$339,575
- Finland \$271,600
- France \$136,110
- United Kingdom \$119,200
- Italy \$102,960
- Colombia \$70,000
- Korea \$50,000
- China \$10,000

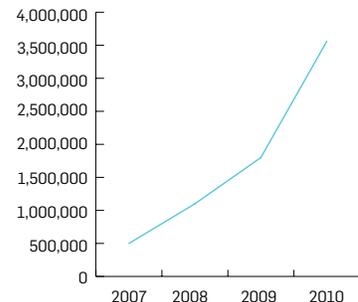
Foundation contributions* by level



Foundation contributions by company size (# of employees)



Contributions to the Foundation for the Global Compact (US \$)



* 12 contributions valued over UD \$10,000 were received in 2010.

A full list of 2010 Foundation contributors can be found on pages 46-47.

EXPENSES

In 2010, Global Compact expenditures totalled \$5.53 million. The Global Compact allocates expenses incurred by the Trust Fund and Foundation in accordance with five objectives developed in cooperation with Government Donors, as well as administrative and governance functions:

- **Objective I:** Growth and reach of the Global Compact.
- **Objective II:** Public accountability and transparency of business participants, through the Communication on Progress
- **Objective III:** Enhance implementation of Global Compact principles and issues
 - › Objective IIIa: Environment
 - › Objective IIIb: Human Rights and Labour
 - › Objective IIIc: Anti-Corruption
 - › Objective IIId: Business and Peace
- **Objective IV:** Support and enhance UN System engagement and partnerships with business
- **Objective V:** Linkages with investors and educators as leading drivers of change

These figures do not include Global Compact Leaders Summit 2010 income and expenses which were managed independently. Expenditures related to the Leaders Summit totalled \$2.14 million – allocated to event organization, venue, production of materials, interpretation, security and meal service. All expenditures were paid through registration fees and sponsorships.

From year to year, remaining funds in the Global Compact Trust Fund and the Foundation are allocated to cover expenses for the following year. Looking ahead, the Global Compact operating budget is planned to increase in 2011 and 2012 in order to allow the initiative to continue to work towards its objectives. The estimated budgets for 2011 and 2012 are \$9.1 million and \$10 million, respectively.

The Global Compact relies upon voluntary contributions from Government donors and business participants to continue operations.

AUDITS

The Global Compact Trust Fund account is audited by the UN Accounts Division every year as a part of “Financial Report and Audited Financial Statements and Report of the Board of Auditors (BOA), Volume I”. BOA is responsible for the audit of the United Nations Trust

Fund and its report is available at the end of every biennium. The report for the biennium 2008-2009 (ending on 31 December 2009) is available online at: <http://www.un.org/auditors/board/reports.shtml>. The audited financial statement for the biennium 2010-2011 will be available in June 2012.

The Foundation for the Global Compact is audited by an independent third-party auditor on an annual basis.

Expenses in 2010	GC Trust Fund (US\$)	Foundation (US\$)	Total
Objective I: Growth and reach of the Global Compact	563,183	157,769	720,952
Objective II: Public accountability and transparency of business participants, through the Communication on Progress	564,930	181,786	746,716
Objective III: Enhance implementation of Global Compact principles and issues			
Objective IIIa: Environment	389,865	168,691	558,556
Objective IIIb: Human Rights and Labour	307,051	242,711	549,762
Objective IIIc: Anti-Corruption	211,436	182,571	394,007
Objective IIId: Business and Peace	227,620	79,611	307,231
Objective IV: Support and enhance UN System engagement and partnerships with business	289,323	191,905	481,228
Objective V: Linkages with investors and educators as leading drivers of change	395,696	76,386	472,082
Governance and other [1]	669,614	13,700	683,314
Administrative expenses	253,227	366,381	619,608
Total Expenditure	3,871,945	1,661,511	5,533,456

[1] This includes the ongoing activities of servicing the entities in the GC governance framework, Donor Government relations, and engaging in efforts to expand the Government Donor base.

FOUNDATION CONTRIBUTORS

In 2010, the following organizations provided generous support to the Foundation for the Global Compact:

Over US\$ 100,000

- SAP AG

US\$ 10,000 - 50,000

- Al Mansour
- Endesa, S.A.
- Fuji Xerox Company
- GE Foundation
- German Local Network
- Innovation Norway
- Oando Plc
- Royal Dutch Shell plc
- UNDP
- UNOP
- United Nations Foundation

US\$ 10,000

- Acciona
- A.P. Moller - Maersk
- Ahlstrom Corporation
- Ahold
- Aktiebolaget SKF
- Alcoa
- Allergan
- Allianz SE
- ALTANA AG
- Alten
- Anas S.p.A.
- Anglo American plc
- AngloGold Ashanti Limited
- Apoteket AB
- ARCADIS NV
- ArcelorMittal
- Areva
- Arla Foods
- AstraZeneca
- Atos Origin
- Australia and New Zealand Banking Group Limited
- Australian Postal Corporation
- Banco Bradesco S.A.
- Bank Hapoalim
- BHP Billiton
- Bloomberg, L.P.
- The British Land Company
- BSH Bosch and Siemens Hausgeraete GmbH
- Campbell Soup Company
- Carbones del Cerrejon LLC
- Cardo AB
- Carlson
- Carlsberg Group
- CB Richard Ellis
- China National Offshore Oil Corp.
- China Unicom
- Citi
- The Coca-Cola Company
- Coca-Cola Hellenic
- Commonwealth Bank of Australia
- Companhia Energetica de Minas Gerais
- Consolidated Contractors Company
- Coop

- Credit Agricole S.A.
- Credit Suisse
- D. Swarovski & Co.
- Dampskibsselskabet NORDEN A/S
- Danfoss Group
- Dangote Group
- Danske Bank Group
- Delta Lloyd
- The Dow Chemical Company
- DnB NOR ASA
- DSV A/S
- E. ON AG
- The East Asiatic Company Ltd. A/S
- Enel
- ENI
- Firmenich
- Fluor Corporation
- Ford Motor Co
- Fortum Corporation
- Freshfields Bruckhaus Deringer LLP
- GDF Suez
- General Mills
- Givaudan SA
- GMF Assurances
- Gold Fields Limited
- Groupe CASINO
- Grundfos
- Grupo Bancolombia
- Hager SE
- Heineken N.V.
- ICA AB
- IKEA Group
- Intel Corporation
- Italcementi Group
- JCPenney
- Kinross Gold
- Konecranes Corporation
- KPMG International
- KSB Aktiengesellschaft
- LEGO A/S
- Li & Fung Group
- L'Oreal
- Louis Dreyfus Commodities
- LVMH
- Manpower
- Mansour group
- Marine Harvest ASA
- METRO GROUP
- Molson Coors Brewing Company
- Monsanto Company
- Motor Oil - Hellas - Corinth Refineries S.A.
- Nestle S.A.
- Nexen Inc.
- NKT Holding A/S
- Noble Group Limited
- Nokia Corporation
- Nokia Siemens Networks
- Nordea Bank AB
- Norsk Hydro ASA
- Novartis International AG
- Oriflame Cosmetics S.A.
- Orkla ASA
- Owens Corning
- PepsiCo, Inc.
- Petrofac

- PetroChina Company Limited
- Pfizer, Inc.
- Power Finance Corporation Ltd.
- PricewaterhouseCoopers
- Qatar Fertiliser Company (S.A.Q)
- Saint-Gobain
- Sanofi-Aventis
- SAP AG
- Sasol Ltd.
- Sika AG
- Sinochem Group
- Skandinaviska Enskilda Banken AB
- Smurfit Kappa Group plc
- Snam Rete Gas S.p.A.
- Sociedades Bolivares S.A.
- Sodexo
- Sopra Group
- Statkraft AS
- Sulzer AS
- Suzano Papel e Celulose
- Svenska Handelsbanken AB
- Syngenta International AG
- Talisman Energy Inc.
- TARKETT
- Tata Steel
- Teck Resources
- Telus Corporation
- Terna SpA
- Tetra Pak Group
- Tieto Corporation
- Total
- UBS AG
- UniCredit Group
- Unilever
- United Airlines
- Vallourec
- Veolia Environment
- Vestas Wind Systems A/S
- William Demant Holding A/S
- Wolters Kluwer
- Woolworths Limited
- Yara International ASA

US\$ 5,000 - \$9,999

- Access Bank Plc
- AF Gruppen ASA
- Allens Arthur Robison
- Alpro Comm. VA/SCA
- Aluminum Corporation of China
- AMG Advanced Metallurgical Group N.V.
- Apetito AG
- ARM Holdings
- Ascom Holding AG
- Athens Water and Sewage Company
- AVIVA plc
- AXA
- Axis Communica-

- tions AB
- B&S B.V.
- BM&F Bovespa S.A.
- Broad Air Conditioning
- La Caixa
- CEMEX
- Centrale Laitiere
- Centrica plc
- CeWe Color AG & Co. OHG
- City Developments Limited
- Coca-Cola HBC Polska
- Colombina S.A.
- Copagaz Distribuidora de Gas Ltda-Grupo Zahran
- DHV Group
- DuPont
- Edelman
- Ekornes ASA
- Energoprojekt Holding Company
- Fairmount Minerals
- Fauji Fertilizer Company Limited
- Fonds de solidarite FTQ
- Fourtis Holdings SA
- Freshfields Bruckhaus Deringer LLP
- Gazit-Globe Ltd.
- GHD Pty Ltd
- GN Store Nord
- Grieg Shipping Group
- H&M, Hennes & Mauritz AB
- Halcrow Group Limited
- Heracles General Cement Co.
- Hilti Aktiengesellschaft
- Holcim Ltd
- Hunan LaoBaixing Pharmaceutical
- Pharm Chain Co Ltd
- Hyflux
- Intercontinental Hotels Group
- Inversiones Mundial S.A.
- Itaipu Binacional - Brazil
- ITT Water and Wastewater AB
- JSC Polymetal
- Kopenhagen Fur
- Lindab International AB
- Lundin Petroleum AB
- Mahindra & Mahindra Ltd.
- MAS Holdings
- Masisa S.A.
- N.V. EPZ
- Netafim
- New Gold Inc.
- Novozymes
- OMV Akteingesellschaft
- Ove Arup & Partners International
- P&T Luxembourg
- Pandora A/S

- Pentland Group Plc
- Petrobras Nigeria
- Promega Corporation
- PTT Chemical Public Company Limited
- Radiometer Medical APS
- Ramboll Group
- Renaissance Services
- RMA Group
- Royal Bafokeng Holdings
- Sesa Goa Ltd.
- SFS Intec AG
- SMEC Holdings Pty Ltd
- Steel Authority of India Limited
- Sumitomo Chemical Company
- Edelman
- Sund & Baelt Holdings
- SunOpta Incorporated
- Symantec Corporation Limited
- Tata Chemicals
- Thales
- TNT N.V.
- Tomra Systems ASA
- TOP-TOY A/S
- Turkistuoittajat Oyj
- Vestergaard Frandsen S.A.
- Wallenius Wilhelmsen Logistics
- Xstrata Plc
- Yuksel Holdings
- Zhuzhou CSR Times Electric Co.,Ltd.

US\$ 1,000 - \$4,999

- Cabo Verde Telecom (CVTelecom)
- Calvert Group
- Cheminova A/S
- ContourGlobal
- CNP Assurances
- EDF
- Fan Milk International
- Groupe SEB
- Holman AB
- KPMG, Cardenas Dosal S.C.
- Mane
- Monoprix S.A
- Nefab Group
- PerkinElmer
- Siemens AG
- Sotral S.P.A
- Turkiye Sinai Kalkinma Bankasi
- Udviklingselskabet B & Havn I/S
- Unity Resources Group

US\$ 500 - \$999

- 4Power Infocom
- A. Hatzopoulos S.A.
- A2A Ingegnerie
- AAR Holdings Ltd.
- Actavis Turkey Pharmaceuticals
- Add Value Technolo-

- gies
- Adler Technologies
- Aegis Defence Services Limited
- Aequator Groen & Ruimte
- Aero Services Egypt (ASE)
- AGP de Colombia
- Ahramat Engineering & Trading Office
- Aidenvironment
- Air Greenland
- Alciola de Venezuela, S.A.
- Alex Poulson Arkittektkontor A/S
- Alfagates Group
- All About Brands Plc
- Allied Electronics Corporation Limited
- Alpina Savoie
- Amara Brasil Ltda.
- Amathus Public Ltd
- Ambir Technology Group, Inc.
- An Post
- Andersson Elffers Felix
- Anhydro Holding A/S
- Ankon Consulting
- Anwar Akkad Sons Company
- APTMetrics, Inc
- Aqua y Saneamientos Argentinos
- Arteprint
- Artesia Gestao de Recursos S.A.
- Asahi Kasei North America, Inc.
- Asian Overland Services Tours & Travel
- ASN Bank
- Atlantis Energy Systems
- Atrium Ljungberg AB
- Auluna Leather Company A/S
- Austriamicrosystems AG
- AURORA International Lighting Corporation
- Automatic Service
- Avaplas
- Axcel
- Axon Cable SAS
- Azkoyen SA
- B2B IT - Partner AB
- Banca Nazionale del Lavoro
- Banco Caribe S.A.
- Banco de la Republica Oriental del Uruguay
- Banco Multiple Leon, S.A.
- Baran Group Ltd.
- BARTHEL S.A.
- Bavarian Auto Group
- BB Electronics A/S
- BDP International
- Bech-Bruun
- Bedag Informatik AG
- Bergen Plastics AS

- Bertora & Asociados
- Bihler of America, Inc.
- BioPak
- Bow Industrial Co.
- Brammer France
- BravoSolution
- Bull & Co Advokatfirma AS
- C AND G AIR CC
- Calvia Sp. z.o.o.
- Cambre Associates
- Canpro Global
- Cantina Sociale di Canelli
- Cape Town International Convention Centre
- The CarbonNeutral Company
- Cargo Center Sweden AB
- Cattini & Figlio S.r.l.
- Cavalier Logistics
- CBG Konsult & Information AB
- CDN - Corredor de Desenvolvimento do Norte
- Central Warehousing Corporation
- Changsha Huaneng Automatic...
- Cheval Electronic Enclosure Co., Ltd.
- Chimes Enterprises
- Cikel Brasil Verde Madeiras Ltda
- CMCS
- COATO
- COCHEPA
- Coleman Containers Limited
- Comercializadora Santo Tomas S.A.
- Commercial Bank of Dubai
- Commercial Communications, Inc.
- Compania Internacional de Asigurari - ASITO S.A.
- Complast Industries Limited
- CompuMe
- Conclav Capital LLC
- Conclina C.A.
- Consorzio Alliance
- Constructora valle real s. a.
- Consumkorra
- Controladora de Arquitectura...
- Cool House
- Copenhagen Group
- Corporacion en Investigacion Tecnologica e Informatica SA de CV
- Corporate Fashion International Ltd.
- COTUR
- Coutellerie Andre Verdier
- CPT AG
- Cramo Group
- Cross Caspian Oil and Gas Logistics

- LLC
 - Crowne Plaza Copenhagen Towers
 - CS Garment, Inc
 - CSP
 - Daabon Group
 - DAFA A/S
 - Datamatics Global Services Limited
 - Delight Co., Ltd.
 - Develco
 - Di Domencio + Partners, LLP
 - Donati Spa
 - Dong-il Corporation
 - Double Industrial Co., Ltd.
 - Dr. F. Frik Pharmaceuticals
 - Druckerei Finke
 - Duba-B8 A/S
 - Dulas Ltd
 - DutchKid FZCO
 - Dutek, Inc
 - Dynamica
 - EAMB, Esponsende Ambiente, EEM
 - ECF
 - Edita Vaestra Aros AB
 - Egetaepper a/s
 - E-GRAPHICS\ FRANCE
 - Elite Rent-a-Car
 - Elvang Denmark A/S
 - EMF Company
 - Empresa de Distribucion Electrica de Tucuman
 - ENABLON SA
 - Enclave Capital LLC
 - Enecore Carbon Limited
 - Enigma Energy Resources LTD
 - Entebbe Handling Services Limited
 - EPAL
 - EPCOS AG
 - EPS
 - Erinys International Limited
 - Especialidades Oftalmologicas S.A.
 - Essilor International
 - Etiquetas Impresas Etipres S.A.
 - Euro RSCG 4D
 - Eurotech
 - EVN Bulgaria EAD
 - Exima
 - Expolinc AB
 - External Solutions Ltd
 - F.E. Bording
 - Fameco Group AB
 - FairWind A/S
 - Fersol Industria e Comercio
 - Fibo-Trespo AS
 - First Intervention Training Ltd
 - FNB Namibia Holdings Ltd.
 - FORACO International
 - Forum Advokater
 - Franky y Ricky S.A.
 - Fuji Optical
 - G4S Security Services (Cyprus) Ltd
 - GCM Resources plc
 - Generation Investment Management
 - Geolog International B.V.
 - GeoPost Intercontinental SAS
 - Georg Jensen
 - Georgetown Green, LLC
 - Gilat Satcom Ltd.
 - GLOBAL CSR
 - Global Alternative Energy Foundation
 - Global Events Consultants
 - GM Helicopters
 - Gofast Gruppen AB
 - Grandi Lavori Fincosit S.p.A.
 - Green Team Group
 - Groupe Bial
 - Groupe Grimaud
 - Groupe Henner/ GMC
 - Groupe Mecanique Decoupage
 - Grupo Fidanque
 - Grupo Mexalit
 - Grupo Softland
 - Gulf Catering Company...
 - Gutenberg Networks
 - GUTSER, S.A.U.
 - HAKRO GmbH
 - Hartmann Ltd.
 - ENABLON SA Koprivnica
 - Hase Lederfabrik GmbH
 - Heliportugal
 - Helmsman Quality Technology
 - HelpGroup GmbH
 - Henning Larsen Architects
 - HL Display AB (publ)
 - HL- Repro a/s
 - Horizon Limited (Kenya)
 - Hotel Lutetia
 - Hotel Maritime
 - Hudson Highland Group, Inc.
 - Humanscale
 - Hurlay Palmer Flatt
 - Huso Odexca S.L.
 - Hypo Alpe-Adria-Bank AD Beograd
 - HYY Group
 - i2a Consulting LLP
 - I.C.E. (Industrielle Chauffage Entreprise)
 - Iceland Post
 - ICON Consultants (Pvt.) Limited
 - IEWC
 - Ikos
 - Ikp PR & Lobbying
 - Iltom Spa
 - Imesys
 - Impact International
 - Imprimerie Centrale
 - Imprimerie Gueblez
 - SAS
 - Income Electrix Limited
 - Information Works
 - Instituto Colombiano de Normas Tecnicas
 - Interplex Electronics India Pvt Ltd
 - Intracom Holdings S.A.
 - ISDEFE
 - Istanbul Stock Exchange
 - Ixe Grupo Financiero
 - Jal Group Tunisia
 - Jalma
 - JG Group Buro S.A.
 - Jones Lang LaSalle Incorporated
 - Jonsa Ellies (Aust) Pty Ltd
 - Jordan Aviation
 - Jordan Select Tours
 - JSL Stainless Ltd.
 - Kaffehuset Friele
 - Kamstrup A/S
 - Karınca Logistics
 - Karlovacka pivovara d.o.o.
 - Kazakh-German Joint Venture Becker and Co.
 - Keinicke
 - Kelani Valley Plantations Limited
 - Kendrion N.V.
 - Kenta Enterprise Co
 - Kingdom Diamond Group Pty Ltd
 - Kinjo Rubber Co., Ltd.
 - Kjaer Group A/S
 - kk group a/s
 - Kluntz A/S
 - Kocks Consult GmbH
 - Kohn Pedersen Fox Associates P.C.
 - Kromann Reumert
 - Kusch+Co Sitzmobelwerke GmbH & Co KG
 - Lande, SA
 - LAROSE GmbH & Co. KG
 - Lectrus
 - LEM SA
 - Liba Laboratuari AS
 - Librairie LDE
 - Liseberg AB
 - Loule Concelho Global, E.M.
 - LRN Corporation
 - Lubeco AS
 - Lufthansa AirPlus Servicekarten GmbH
 - M. GRIVETTO S.A.S.
 - M & P Nurst AS
 - Mabuhay Vinyl Coporation
 - Mansour Group Inc.
 - Manuelita S.A.
 - Mario Runco & Figlio Srl
 - Marston Group
 - Martha Tilaar Group
 - Martom Seguranca Electronica Ltda.
 - Masafi Company LLC
 - Mauritius Duty Free Paradise Co Ltd.
 - Maxamcorp Holding, S.L.
 - Mayence SA
 - MDF Training & Consultancy
 - Media Consulta
 - Medicana International Ankara Hospital
 - Merkez Laboratuari Ilac Sanayi ve Ticaret A.S.
 - Metito (Overseas) Ltd.
 - MetroBank, S.A.
 - Microsens Ltda.
 - Misr Contracting Co.
 - Mollificio Cappeller s.r.l.
 - MP Medicina Personalizada
 - MTAB Transport & Spedition AB
 - MUE Group
 - Nankai Co., Ltd.
 - Naouri Group
 - National Institute of Chemistry (Slovenia)
 - NELITE
 - Neosys
 - NeuroSearch A/S
 - Nilfisk-Advance
 - Niras A/S
 - Nireus Aquaculture S.A.
 - NKT Holding A/S
 - Noa Bank GmbH & Co. KG
 - Norrbom Vinding
 - Norwex China Co
 - Notaria 134 Del Distrito Federal
 - Odd-Mac Engineering Limited
 - Odin Petroleum AS
 - Olympos Espana, S.A.U.
 - Omega Overseas Investments, Inc.
 - OMP SpA
 - Optimind
 - Oriental Resorts for Touristic Development
 - ORYXGREEN Warenhandels & Marketing GmbH
 - ORYXRED Warenhandels & Marketing GmbH
 - Osterreichische Volksbanken-AG
 - OTS Automazione Srl
 - Ovotherm International Handels GmbH
 - PAC Doverie
 - Pacific Hydro
 - Pacific Rim Innovation
 - Packoflove International AB
 - Palestine Development & Investment Ltd.
 - Parque Expo 98, S.A.
 - Parsons Brinckerhoff Australia Pty Ltd
 - Pax World LLC
 - PEMconsult A/S
 - Perception Communication
 - Petroleos Delta, S.A.
 - Plasto SAS
 - PLH Arkitekter A/S
 - Plinacro Ltd.
 - Pocheco
 - Pol-Necks Sp. z.o.o.
 - Pozgai Group
 - Pranda Jewellery Public Company Ltd
 - Prestige Concept Services
 - PROgroup
 - Protechnique
 - PT. Cedefindo
 - PT. Multi Utama Consultindo
 - PT. NEC Indonesia
 - PTC India Ltd
 - Qarant Sigorta Insurance Company
 - Qatar Institute of Directors
 - R.I.S.K. Company
 - Rahimafrooz Batteries Ltd
 - Rapid Response Services (RRS)
 - REEL
 - Rentabiliweb Group
 - Rideau Recognition Solutions Inc.
 - Riko d.o.o.
 - Romagnole Participacoes S.A.
 - Roslagens Sparbank
 - Rotra
 - Roxas Holdings, Inc.
 - RTP Company (Singapore) Pte Ltd
 - Ruoda, Abadi & Pereira
 - Ruyton Girls' School
 - SAB Ingenierie Informatique
 - Sadko Group
 - SAET Group
 - Saita (Pakistan) Pte. Ltd.
 - Salsabil Co Inc
 - SAM
 - Santa Farma
 - Santa Fe Relocation Services
 - SAPI SRL
 - Saybolt International
 - Scanprint A/S
 - ScienceFirst, LLC
 - Sebel Furniture
 - Seeburger AG
 - Serka Insaat ve Ticaret A.S.
 - Service Bureau Ltd
 - Siam Sanitary Ware Co., Ltd.
 - SINAK Corporation
 - SingleHop, Inc
 - SITE A/S
 - Skyline Steel Inc
 - Sling Supply International S.A.
 - SNPi
 - Sociedade Brasileira de Cultura Inglesa SA
 - SoftManagement S.A.
 - software-systems.at
 - Solution Managers International
 - Sorup Herregaard
 - South South News
 - SpecTec Group Holdings Ltd
 - Spectre A/S
 - Spirit Wholesale
 - Statens Serum Institut
 - STAPHYT
 - Statkraft Norfund
 - Power Invest AS
 - Stirling Facilities
 - SweRoad
 - Takahata Seiko Co., Ltd.
 - Tartak 'Olczyk' Ludwik Olczyk
 - TATA Business Support Services Ltd.
 - TeamPeople LLC
 - Tecnicontrol S.A.
 - Tecnofil S.A.
 - Tecnostamp Triulzi Group Srl
 - TECTUM Consulting GmbH (TECTUM Group)
 - Teletingua International
 - TE.MA.
 - TEMP-TEAM A/S
 - TGI Consultoria em Gestao Ltda.
 - TMA
 - TNT Document Services
 - Tofuture Oy
 - Topdanmark
 - Topology Capital Investment Corporation
 - Torcomp Usinagem e Componentes Ltda.
 - Transbiaga Elevacion S.L.
 - Transbiaga Transportes Usabiaga.S.L.
 - Trayton Group
 - Tridonic Atco Oceania Holdings PL
 - Trinidad Cement Limited
 - Trip Trap Denmark A/S
 - Tropical Cable and Conductor Ltd.
 - Tropicalia
 - Truly Nolen International
 - Tulpak, Inc.
 - Unidus Corporation
 - Uniglas i Vettlanda AB
 - Union Internacional De Limpieza, S.A.
 - United Nations Federal Credit Union (UNFCU)
 - Universel Service
 - Universite Toulouse 1 Capiteo
 - User dis Ticaret AS
 - Valley Fastener Group
 - Valpasa Industria de Papel Ltda.
 - Vanbreda International NV
 - Vanhulen High Precision Springs SA
 - VENUS COLOMBIANA S.A.
 - Vestey Foods UK Limited
 - Vileda
 - Vitruve D&S
 - Viyellatex Group
 - Vocalink Limited
 - Waggener Edstrom Worldwide
 - WAREX spol. s r.o.
 - WaterHealth India Private Limited
 - Wesgar Inc.
 - Whiteflash, Inc.
 - Wilson Learning Worldwide
 - Wilson, Sons
 - Witteveen Bos
 - WLI Trading Limited
 - World Exchange Group, Incorporated
 - World Wide Speaking LTD
 - Ynfiniti Engineering Services S.L.
 - Yuan Longping Hightech Agriculture Co., Ltd.
 - Zego Communications Strategies
 - Zenith International
- US\$ 1 – \$499**
- Aspen Solutions Ltd
 - ECOVADIS
 - Gris Decoupage
 - Kihon Management ApS
 - OLEO Consulting Group
 - Omni Packaging Corporation
 - Sarkar Plywood
 - ShotokanShop Sverige AB
 - World Forum Convention Center
 - Xiring

Annex

- A. Global Compact Resources
- B. Blueprint: Corporate Action Plan
- C. Select Milestones 2000-2010
- D. Events 2010

Annex A

GLOBAL COMPACT RESOURCES

The following 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. For more information and to download resources, please visit the Global Compact website: http://www.unglobalcompact.org/AboutTheGC/tools_resources/index.html

GENERAL

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. Available in all UN languages, the Blueprint 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)

UN Global Compact Leaders Summit 2010 – Summary Report

Presents the highlights and key outcomes of the triennial Global Compact Leaders Summit, held on 24-25 June in New York, which convened over 1,200 chief executives with leaders from civil society, government and the UN to elevate the role of responsible business in more sustainable markets and societies (UNGC/Macondo, 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

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)

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 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)

Human Rights Impact Assessment Guide

Interactive online tool – revised from the Road-Testing Draft 2007 – designed to provide companies with guidance on how to assess and manage human rights risks and impacts of their business activities. (UNGC/IBLF/IFC, 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)

How to Do Business with Respect for Human Rights – A Guidance Tool for Companies

Based on the experiences of ten multinational companies in the Global Compact Network Netherlands and intended to help companies implement a commitment to respect human rights in line with the Protect, Respect and Remedy framework of the UN Special Representative for Business and Human Rights (Business & Human Rights Initiative, 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)

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)

ILO Helpdesk for Business on International Labour Standards

The ILO's one-stop shop for business providing information and expert assistance on incorporating labour principles into business operations and building good industrial relations. The new website complements the Helpdesk expert assistance service where specific questions can be submitted on a free and confidential basis. (ILO, 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)

E-Learning Tool on Human Trafficking

Helps business better understand human trafficking, identifies areas where they may be at risk and presents actions to address these risks (UN.GIFT, 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)

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

A collection of reports on 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)

Guide to Responsible Business Engagement with Water Policy

Provides strategies for companies to turn risk into opportunity by advocating for water management approaches that meet the needs of business, communities and the environment (UNGC/Pacific Institute/WWF/WWI/Pegasys Strategy & Development, 2010)

The Human Right to Water – Emerging Corporate Practice and Stakeholder Expectations

Provides information on how companies can respect the human right to water, as well as how the Mandate can meaningfully contribute to business' ability to effectively address this issue (UNGC/Pacific Institute, 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)

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)

The Fight Against Corruption – E-Learning Tool

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 busi-

ness, 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

Annex B

REALIZING THE BLUEPRINT: CORPORATE ACTION PLAN

Implementing the Ten Principles into Strategies and Operations

Full Coverage and Integration Across Principles

- Implement all the ten UN Global Compact principles into strategies and operations.
- Design corporate sustainability strategy to leverage synergies between and among issue areas and to deal adequately with trade-offs.
- Ensure that different corporate functions coordinate closely to maximize performance and avoid unintended negative impacts.

Robust Management Policies and Procedures

- Assess risks and opportunities on an ongoing basis at both enterprise and product level and undertake due diligence to ensure that the company identifies any negative impacts caused by its operations and activities.
- Develop strategies and policies specific to the company's operating context – as well as scenarios for the future - and establish measurable short, medium, and long term goals.
- Engage and educate employees through training activities, the development and adjustment of business processes, and sound incentive schemes.
- Implement a system to track and measure performance based on standardized performance metrics.

Mainstreaming into Corporate Functions and Business Units

- Place responsibility for execution of sustainability strategy in relevant corporate functions (procurement, government affairs, human resources, legal, etc.) and ensure that no function is operating in conflict with sustainability commitments and objectives of company.
- Align strategies, goals and incentive structures of all business units and subsidiaries with corporate sustainability strategy.
- Assign responsibility for corporate sustainability implementation to an individual or group within each business unit and subsidiary.

Value Chain Implementation

- Analyze each segment of the value chain carefully, both upstream and downstream, when mapping risks, opportunities and impacts.
- Communicate policies and expectations to suppliers and other relevant business partners.
- Implement monitoring and assurance mechanisms within company's sphere of influence.
- Undertake awareness-raising, training and other types of capability building with suppliers and other business partners.

Taking Action in Support of Broader UN Goals and Issues

Core Business Contributions to UN Goals and Issues

- Align core business strategy with one or more relevant UN goals / issues.
- Develop relevant products and services or design business models that contribute to UN goals / issues.
- Adopt and modify operating procedures to maximize contribution to UN goals / issues.

Strategic Social Investments and Philanthropy

- Pursue social investments and philanthropic contributions that tie in with the core competences or operating context of the company as an integrated part of its sustainability strategy.
- Coordinate efforts with other organizations and initiatives to amplify – and not negate or unnecessarily duplicate – the efforts of other contributors.
- Take responsibility for the intentional and unintentional effects of funding and have due regard for local customs, traditions, religions, and priorities of pertinent individuals and groups.

Advocacy and Public Policy Engagement

- Publicly advocate the importance of action in relation to one or more UN goals / issues.
- Commit company leaders to participate in key summits, conferences, and other important public policy interactions in relation to one or more UN goals / issues.

Partnerships and Collective Action

- Develop and implement partnership projects with public or private organizations (UN entities, government, NGOs, or other groups) on core business, social investments and/or advocacy.
- Join industry peers, UN entities and/or other stakeholders in initiatives that contribute to solving common challenges and dilemmas at the global and/or local levels with an emphasis on initiatives that extend the company's positive impact on its value chain.

Engaging with the UN Global Compact

Local Networks and Subsidiary Engagement

- Contribute to the building and operating of at least one UN Global Compact Local Network and help elevate performance of other companies through training, mentoring, COP peer review, etc.
- Encourage subsidiaries to engage with UN Global Compact Local Networks and to participate actively in events and activities.
- Publish sustainability information related to each individual subsidiary separately or reference it explicitly in the Communication on Progress of Corporate Headquarters.

Global and Local Working Groups

- Participate in relevant global or local working groups and share experiences, networks, tools and good practices with other UN Global Compact participants.
- Take active part in defining scope and objectives of new working groups when relevant.

Issue-Based and Sector Initiatives

- Join and help advance one or more existing UN Global Compact initiatives, e.g. Caring for Climate, CEO Water Mandate, Women's Empowerment Principles, and Global Business Initiative on Human Rights.
- Spearhead need-driven development of new issue-based or sector initiatives within the UN Global Compact and the wider United Nations.

Promotion and Support of the UN Global Compact

- Advocate the UN Global Compact to business partners, peers and the general public.
- Encourage suppliers and other business partners to join the UN Global Compact, and take on mentoring role on issues related to the initiative.
- Participate in activities to further develop and strengthen the UN Global Compact.

The Cross-Cutting Components

CEO Commitment and Leadership

- CEO publicly delivers explicit statements and demonstrates personal leadership on sustainability and commitment to the UN Global Compact.
- CEO promotes initiatives to enhance sustainability of the company's sector and leads development of industry standards.
- CEO leads executive management team in development of corporate sustainability strategy, defining goals and overseeing implementation.
- Make sustainability criteria and UN Global Compact principles part of goals and incentive schemes for CEO and executive management team.

Board Adoption and Oversight

- Board of Directors (or equivalent*) assumes responsibility and oversight for long term corporate sustainability strategy and performance.
- Board establishes, where permissible, a committee or assigns an individual Board member with responsibility for corporate sustainability.
- Board (or committee), where permissible, approves formal reporting on corporate sustainability (Communication on Progress).

Stakeholder Engagement

- Publicly recognize responsibility for the company's impacts on internal and external stakeholders.
- Define sustainability strategies, goals and policies in consultation with key stakeholders.
- Consult stakeholders in dealing with implementation dilemmas and challenges and invite them to take active part in reviewing performance.
- Establish channels to engage with employees and other stakeholders to hear their ideas and address their concerns, and protect 'whistle-blowers'.

Transparency and Disclosure

- Share sustainability information with all interested parties and respond to stakeholder inquiries and concerns.
- Ensure that Communication on Progress covers all aspects of the Leadership Blueprint and utilize, where appropriate, the Global Reporting Initiative framework.
- Integrate Communication on Progress into annual financial report or publish them together.
- Secure external verification of Communication on Progress or seek other methods for legitimization by external stakeholders.

* For companies without a formal Board, other governance or ownership body assumes these responsibilities

Annex C

SELECT MILESTONES 2000 - 2010

2000

April

"We the peoples: the role of the United Nations in the twenty-first century" – this report of the UN Secretary-General sets the tone for new era of UN collaboration with non-State actors, especially the private sector.

July 26

The Global Compact is launched at a High-level Meeting held by UN Secretary-General with approximately 40 companies attending, as well as influential civil society, labour and employers organizations.

September

World leaders come together at UN Headquarters to adopt the United Nations Millennium Declaration, committing their nations to a new global partnership to reduce extreme poverty.

2001

February

First World Social Forum takes place in Porto Alegre, Brazil to voice deep concerns and convictions about the direction in which globalization is taking our world.

July

Release of approximately 30 examples of actions undertaken by the companies that joined at the launch. They form an early version of Communication on Progress (COP).

September

9/11: "The Global Compact is about the values that unite us. The attacks were a direct challenge to these values – they were an attack on fundamental human rights." Mary Robinson, UN High Commissioner for Human Rights (1997–2002)

First Policy Dialogue deals with the "Role and Responsibilities of Business Operating in Zones of Conflict".

November

Global Compact and Global Reporting Initiative announce cooperative framework.

2002

February

Policy Dialogue on Sustainable Development explores practical experiences of business in contributing to development and facing related challenges.

June

Academic network is established early, highlighting role of academia in advancing corporate responsibility in research and, eventually, curricula.

August/September

World Summit on Sustainable Development, "Earth Summit 2002", brings together tens of thousands of participants to focus the world's attention and direct action toward meeting critical challenges, including improving people's lives and conserving our natural resources.

December

Annual Learning Forum held in Berlin to discuss good practices of corporate behaviour around the Global Compact.

2003

January

Global Compact stresses that participants should publish examples of work in their annual reports, not only in reports to the UN – a shift in approach that leads to the current "COP" concept.

May

Global Compact Policy Dialogue on HIV/AIDS includes call by employers and labour to their members to make HIV/AIDS a priority.

June

Local Networks gather for the first time in Berne, later to be known

as the "Annual Local Networks Forum". Representatives from over 30 countries call for increased guidance on local operations.

Policy Dialogue explores Supply Chain Management.

October

Global Compact opens NASDAQ: "The Global Compact at its core is about providing an ethical framework to help businesses operate in the global economy and expand market opportunities in a responsible way." – NASDAQ Executive Vice-President

2004

January

Global Compact convenes dialogue on Transparency. The establishment, three months later, of a high-level inquiry into the UN Oil-for-Food programme underscores the urgent need for greater transparency and efforts to tackle corruption by all stakeholders.

June

Global Compact's first Leaders Summit held in New York with more than 400 participants. At the Summit:

• Launch of 10th Principle: "Businesses should work against corruption in all its forms, including extortion and bribery."

• Investment houses endorse Global Compact finance initiative "Who Cares Wins", helping the ESG (environmental, social, and corporate governance) concept to take off globally.

• Communication on Progress (COP) policy is announced requiring annual disclosure by business, with the first reporting deadline set for July 2005.

December

The tsunami of 2004 is one of the worst disasters in history, killing nearly 230,000 people in 14

countries. The generous business response through the Global Compact – donating money and services – leads to coordination of private sector support for relief and re-building with UN partners, notably OCHA and the UN Foundation.

2005

March

Global Compact launches "We Support" logo for participants as a way to promote their commitment to the initiative and raise awareness of the Global Compact.

July

COP policy is enforced for companies in the initiative more than 2 years – 38% submit a COP. This figure rises over time.

UN appoints Special Representative of the Secretary-General on human rights and transnational corporations

September

Global Compact releases "Business Unusual: Facilitating United Nations Reform through Partnerships", an assessment of the partnership agenda across the UN, finding that partnerships play a complementary role to conventional instruments of cooperation and development.

December

UN Convention Against Corruption enters into force.

Global Compact Summit in China: 500 international business leaders and representatives of Government and civil society assembled. It is the largest event ever held in China on the topic of responsible business.

2006

April

UN Secretary-General launches Principles for Responsible Investment (PRI) at NYSE with international funds worth USD 2

trillion announcing endorsement. By 2010, PRI includes 700 investor signatories representing more than USD 20 trillion in assets and is the world's largest responsible investment movement.

June

The Global Compact Board – a multi-stakeholder body appointed by the UN Secretary-General to provide strategic and policy advice to the initiative – holds inaugural meeting.

October

Policy Dialogue on Discrimination and Equality in the Workplace hosted with ILO.

GRI releases next version of reporting guidelines, "G3", with clear links to Global Compact principles.

The "Stern Review on the Economics of Climate Change" is released, making the case for strong, early action on climate change and bringing new momentum to the agenda.

2007

January

On 1 January 2007, Ban Ki-moon becomes the eighth Secretary-General of the United Nations. Mr. Ban commits to carry forward the Global Compact in his first public address outside the UN, proclaiming: *The United Nations and business need each other.*

July

Second Global Compact Leaders Summit is held in Geneva with more than 1,000 participants. Chaired by UN Secretary-General Ban Ki-moon, numerous platforms for future action on climate, water, and business education are launched at the Summit: Caring for Climate, the CEO Water Mandate and the Principles for Responsible Management Education.

September

Global Compact launches new visual identity.

December

General Assembly resolution (A/RES/62/211) renews and strengthens Global Compact mandate: *"encourages the activities of the UN Global Compact as an innovative public-private partnership to advance United Nations values and responsible business practices within the United Nations system and among the global business community"*.

2008

January

For the first time, companies are removed from the Global Compact for failure to meet annual COP disclosure requirements – totaling more than 1,000 by 2010.

September

Global financial crisis: While the "Great Recession" is estimated to have begun in 2007, the bankruptcy of investment firm Lehman Brothers is seen as a key event of the financial crisis of the late 2000s. The crisis, and subsequent economic downturn, puts a spotlight on the tenets of responsible business and investment.

First UN Private Sector Forum seeks long-term response to global food crisis, endemic poverty – bringing together more than 100 heads of business and civil society with Government leaders.

October

Global investors write to CEOs of 9,000 listed companies urging them to join the Global Compact.

December

The Universal Declaration of Human Rights (UDHR) turns 60 on 10 December 2008 – marked by a year-long campaign by the Global Compact to raise awareness of human rights by business globally.

Local Network launches in Sudan following two years of outreach and events to build local engagement by all stakeholders – highlighting role as a neutral platform

for advancing conflict-sensitive business practices.

2009

January

UN Secretary-General declares 2009 the year of climate and calls for business to help lead the way to a low-carbon future. The Global Compact takes a number of steps throughout the year to show the ways that business can be part of the solution to climate challenges and to harness private sector support for a fair, balanced and effective global agreement.

June

Largest ever Annual Local Networks Forum is held in Istanbul with representatives from 77 networks discussing their work to advance the Global Compact locally.

Human Rights and Business Dilemmas Forum is launched, providing a multi-stakeholder platform to discuss dilemmas confronting companies and identify related good practices. The forum is one of a number of human rights resources launched during the year.

September

Second UN Private Sector Forum on climate change convenes business and civil society leaders with Government to convey support for a global climate agreement.

G20 leaders meet in Pittsburgh, USA to focus on generating sustainable and balanced global growth following the financial crisis. The outcome statement includes a section on Core Values for Sustainable Economic Recovery and calls for "businesses to support the efficient allocation of resources for sustainable economic performance", underscoring the complementary role of voluntary corporate responsibility efforts to regulatory measures.

December

COP15: United Nations Climate Change Conference held in Copenhagen. Results in last-minute political agreement, with future work aiming to turn this Copenhagen Accord into an effective agreement by COP16 in Mexico.

2010

January

UN introduces business.un.org, a one-stop gateway to broker UN-business partnerships, facilitate donations and highlight success stories. The site is released just days after a devastating earthquake hits Haiti resulting in unimaginable suffering and loss. Companies around the world use the new site to support UN efforts by pledging cash and in-kind contributions, including medical supplies, logistics support, food and water, shelter and communications equipment.

March

The Women's Empowerment Principles are launched, providing key elements for promoting gender equality in the workplace, marketplace and community.

June

Building a New Era of Sustainability – Third Global Compact Leaders Summit in New York convenes 1,200+ leaders from business, civil society and Government to elevate the role of responsible business in achieving more sustainable and inclusive markets. A wide range of new resources and projects are launched, including a Blueprint for Corporate Sustainability Leadership, the world's largest study on CEO views on sustainability, an updated Global Compact management model, the Principles for Social Investment, guidance on responsible business practices in conflict-affected areas, and ground-breaking guidance on anti-corruption disclosure.

Annex D

GLOBAL COMPACT EVENTS 2010

This list includes events organized by the Global Compact Office, or closely associated with the Global Compact on a global level. It does not include the numerous events held by Local Networks around the world.

Human Rights Working Group Meeting

9 February, Online

Engaging Philanthropy to Promote Gender Equality and Women's Empowerment

22 February, New York
Organized by the UN DESA, UNOP, in collaboration with CECP and UN Women.

Responsible Investment & Business Practices in Conflict-Affected Countries

1–2 March, Khartoum
Organized by the Global Compact Office, PRI and the Global Compact Network Sudan

Marketplace on Innovative Financial Solutions for Development

4–5 March, Paris
Convened by the French Development Agency, with the World Bank and the Bill and Melinda Gates Foundation

Equality Means Business

9 March, New York
Organized by the Global Compact Office and UN Women

Global Compact Asia Pacific Regional Conclave 2010

15–16 March, New Delhi
Organized by the Global Compact Network India and the Global Compact Office

Corporate Citizenship 2010 - Doing Well By Doing Good

15–16 March, New York
Convened by the Economist Conferences

Introduction to Business & Human Rights and the Global Compact Principles: Spanish Language Webinar

16 March, Online
Organized by the Global Compact Office, Global Compact Regional Center for Latin America and the Caribbean, and the Global Compact Network Spain.

Human Rights Working Group Meeting

24 March, Online

Global Compact Board Meeting

25 March, New York

Sustainability Virtual Summit: Smart ICT

30 March–1 April, Online
Organized by the Global Compact Office and BSR

Second meeting of Caring for Climate Signatories

7–8 April, Geneva
Organized by the Global Compact Office and UNEP

UN System Private Sector Focal Points Meeting

13–14 April, Geneva
Organized by the Global Compact Office, UNICEF, UNDP, ILO and OCHA

CEO Water Mandate Working Conference: Water and Public Policy

15–16 April, New York
Organized by the Global Compact Office and the Pacific Institute

Global Compact Local Networks Regional Meeting for Eastern Europe and Central Asia

15–16 April, Sofia

Global Compact Local Networks Regional Meeting for MENA

19–20 April, Cairo

Business for the Environment (B4E) 2010

22–23 April, Seoul
Organized by the Global Compact, UNEP and WWF

Workshop on the Role of the Private Sector in Contributing to Peace and Development

25–26 April, Tokyo
Organized by the Global Compact Office, the Global Compact Network Japan, the University of Tokyo and Keiai University

Amsterdam Global Conference on Sustainability and Transparency

26–28 May, Amsterdam
Organized by GRI

Global Compact at Ten: Holding Ourselves Accountable

28 May, Istanbul
Organized by the Yale World Fellows Program

Human Rights Working Group Meeting

1 June, Online

VIII Annual Local Networks Forum

23 June, New York

2nd Global Forum for Responsible Management Education

23 June, New York
Organized by PRME

UN Global Compact Leaders Summit 2010: Building a New Era of Sustainability

24–25 June, New York
Over 20 side events were held during the week of the Leaders Summit. For a full list of side events and meeting summaries visit <http://www.unglobalcompact.org/>

African Private Forum

22–23 July, Kampala
Organized by the Global Compact Office, the Commission of the African Union, the International Trade Centre (ITC), African Export-Import Bank, the Government of Uganda

World Expo 2010: UN Global Compact Exhibition at the UN Pavilion

2–13 August, Shanghai

Global Compact China - Japan - Korea Roundtable Conference

3 August, Shanghai

Caring for Climate Working Group on Climate Change and Development

16 September, Online
Organized by the Global Compact Office, UNEP, WRI and WWF

18th Annual Ethics and Compliance Conference (AECC)

21–24 September, Anaheim
Organized by the Ethics and Compliance Officer Association

2010 United Nations Private Sector Forum on the Millennium Development Goals

22 September, New York
Organized by the Global Compact Office, FAO, ICC, IFC, IFAD, ILO, UNAIDS, UNICEF, UN DESA, UNIFEM, UNDP, UNEP, UNESCO, UNF, UNOP, UNFPA, World Bank, and WFP.

Special Business for Environment (B4E) Summit on Climate Change

4–5 October, Mexico City
Organized by the Global Compact, UNEP and WWF

Global Compact Local Networks Regional Meeting for Europe

28–29 October, Brussels

1st Asian Forum for the Principles for Responsible Management Education PRME

5 November, Seoul
Organized by PRME

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

11 November, Online

CEO Water Mandate's Sixth Working Conference

15–17 November, Cape Town
Organized by the Global Compact Office and the Pacific Institute

Global Compact Local Networks Regional Meeting for Latin America and the Caribbean

15–16 November, Asuncion

Human Rights Working Group Meeting

17 November, London

Global Compact Board Meeting

19 November, New York

Supply Chain Advisory Group Meeting

30 November, Online

World Climate Summit

4–5 December, Cancun
Organized by the UN Global Compact Office, UNEP FI, the World Bank, the Climate Group and the Carbon Disclosure Project

Global Compact Local Networks Regional Meeting for Africa

7–9 December, Maputo

7th Meeting of the Anti-Corruption Working Group

9–10 December, New York

Global Compact Local Networks Regional Meeting for MENA

14–15 December, Amman

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.

