ethical performance
october 2013
independent intelligence for responsible business

environment

Russian oil exploration risks high environmental impact

Russia can expect environmental bodies to protest that its planned extraction of oil and gas in the Arctic off the Siberian coast would do enormous harm to the area's thriving polar bear and walrus populations.

Rosneft, Russia's biggest publicly traded oil company, has already begun seismic explorations in the Laptev Sea stretch of the Arctic Ocean. Huge deposits are virtually certain to be found, and large-scale production could begin during the next 20 years.

However, the fear is that exploration, drilling and industrial activity will unsettle the polar bears and walruses and reduce their food supply. Many of the animals have been forced ashore anyway because climate change has dramatically shrunk the Arctic ice cap.

In addition, conservationists think the growth of an oil industry in the Arctic will encourage more hunting and add to the destabilisation of the balance of nature.

At the same time, WWF, the international conservation NGO, is worried that if there should be an oil spill in the Arctic it would be hard to control, and would cause further damage to the natural habitat and poison the animals.

WWF believes alternative sustainable sources, not oil, should provide the world's energy, but argues for safeguards if fossil fuels are to be extracted.

Igor Chestin, WWF's chief executive in Russia, said: "Before the real oil and gas projects develop in the area we need to know that there is sufficient knowledge of the conservation needs here, which would allow us to put in the necessary protection."

Rod Downie, head of WWF UK's marine and polar programme, said his organisation was likely to lobby directly Rosneft and any other companies that become involved. He emphasised: "We think the risk and potential impacts are irresponsible."

The environmentalists now see yet more threats to the area's wildlife and ecosystem from the China-to-Europe commercial shipping in the seas north of Siberia. This traffic has become far busier thanks to the melting of the

DENIS SINYAKOV/GREENPEACE

Troubled waters: Greenpeace activists recently attempted to scale an oil platform operated by Gazprom in Russia's Pechora Sea recently despite the company's claims that the platform poses no environmental risks

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ethical trading

Fashion brands still failing on safety & wage fronts

Despite many high street brands having signed up to the Accord on Fire and Building Safety in Bangladesh, there are still some notable exceptions. A new campaign by the Trades Union Congress in the UK, specifically references River Island, Matalan, Bench, Bank Fashion, Peacocks, Jane Norman, Republic and Mexx.

The Accord follows April's Rana Plaza disaster in which over 1,200 people died. The leader of Bangladeshi garment workers, Amirul Haque Amin, recently visited the UK highlighting the fact that the disaster not only exposed unsafe conditions but also the poor wages of garment workers in the country.

Amin commented: "It is high time UK retail chains, and other companies sourcing from Bangladesh, matched ethical claims with action to lift their suppliers' workers out of poverty."

His words coincided with the publication of a new report from charity War on Want.

The report features living wage campaigns among Bangladeshi and Cambodian garment workers, migrant and local employees in Malaysia, as well as workers in Indonesia, Africa, Latin America, the Caribbean, Scotland and the US.

It says that as labour's share of national income has declined around the world, there has been a parallel rise in the number of workers who find themselves trapped in poverty despite having a job – the so-called "working poor".

In the Asia/Pacific region alone, over 600m working people are still forced to live below the $2 (£1.28p) a day poverty line.

In the UK, more than 6m living in poverty are in a working household, meaning that in-work poverty is now more prevalent than out-of-work poverty among people of working age.

inside this issue

editor's comment

Bit of a mixed bag on the environmental way forward

Liz Jones

There's no pleasing some people. News that England is to finally follow in the footsteps of Wales, Scotland and Northern Ireland and introduce a charge on single-use carrier bags brought a mixed response. "Finally the government will help improve the environments we all love so much by implementing a policy that the Break The Bag Habit has shown to be popular with the public and effective in reducing litter," beamed Andy Cummins, the campaign's spokesperson. However, Friends of the Earth's policy and campaigns director, Craig Bennett issued a word of warning: "A plastic bag charge is welcome news, but let's not get carried away. This small step will do little to tackle the nation's huge waste mountain and can't disguise the UK Government's woeful green record. Tougher action and ambitious targets are needed to cut waste and boost recycling, and bring England in line with the rest of the UK and much of Europe."

> *The move is an aid to changing some deep-rooted behaviours*

Personally, as you may have gathered from last month's editorial, I was rather pleased. It may appear a drop in the ocean on some fronts – yes, it's not a ban on carrier bags entirely (small and medium sized businesses don't have to enforce the charge either) and no, it won't mean that you'll never see a rogue bag caught in the branches of roadside tree – but the move is a major aid to changing some very deep-rooted consumer behaviours. Since Wales introduced the charge in October 2011, it's seen a 76% reduction in single-use carrier bags. I think that initiatives for behaviour changes, even with small environmental impacts, make a lot of sense as they can lead to more far-reaching and environmentally significant changes in the longer run. The Department for Environment, Food and Rural Affairs behaviour change team has speculated that simple and painless actions may function "as entry points in helping different groups to make their lifestyles more sustainable." And I agree, though I guess some people may not think a 5p charge for a bag is painless. However, you only have to take a look around the next time you're in the supermarket to see how many people are already opting to take their own bags and by changing that mindset, you have the potential to make further green in-roads. Every little helps, as some may say...

Not that supermarkets are in my good books right now. While I was amused to read about the absurdly long paper receipt issued to a customer at CVS in the US recently – it came in at a staggering 38 inches (96cm) – it reminded me just how annoying I find the endless coupons I now receive with my regular receipt.

On the one hand retailers are trying to dissuade us from using carrier bags and yet on the other they are loading us down with half a sycamore to stuff into our purses. CVS explained its rationale behind the monster receipt was that it was an effective way to inform its rewards programme members about its benefits. In an age of apps and eReceipts, I'm not convinced. Other retailers please take note.

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human rights

UNICEF launches new Corporate Lab platform

UNICEF has launched a toolkit aimed at integrating the rights of children into business operations.

The new tools recommend ways for businesses to incorporate children's rights into their policies and codes of conduct; provide criteria for companies to assess their performance in respecting children's rights; and review critical areas of impact on children's rights. The tools also offer guidance on the actions a company can take to integrate children's rights into their policies and management processes.

Since the release of its Children's Rights Business Principles in 2012, UNICEF has been working closely with CSR and sustainability organisations and businesses to develop guidance for implementing the Principles.

The practical tools are available via a new platform, the Corporate Lab, which aims to help companies worldwide to identify and address their impact on children's rights.

The Corporate Lab will serve as a guide for companies to work with UNICEF to implement the Children's Rights and Business Principles, to exchange ideas and find solutions to how business and development organisations can work together. The Lab will also seek to advance sector-specific and country specific understandings of how business can respect and support children's rights.

"We applaud the companies and our partners worldwide for joining us on this journey to place children's rights at the centre of every corporate sustainability agenda," said Yoka Brandt, UNICEF deputy executive director. "UNICEF is working to guide the global business community to take increased responsibility for advancing children's rights."

environment

Russian oil exploration risks high environmental impact

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ice cap, increasing from four ships in 2010 to 400 projected this year.

WWF's challenge coincides with the Russian storming of the Greenpeace International icebreaker Arctic Sunrise in the Pechora Sea about 1,500 miles to the west.

Greenpeace is protesting about attempts by the Russian Gazprom company to drill for oil in that stretch of sea, which contains three nature reserves protected by Russian law.

The Russians are threatening a piracy prosecution. Greenpeace rejects piracy claims as the charge cannot be applied to peaceful actions. The Russian foreign ministry said: "The intruders' actions... had the outward signs of extremist activity that can lead to people's deaths."

Russia also summoned the Dutch ambassador demanding a halt to such protests – the ship is Netherlands-registered.

Greenpeace official Jasper Teulings said that as the ship was outside territorial waters the raid lacked justification. He said: "This looks like a retrospective attempt to create that justification and avoid embarrassment."

Gazprom has rejected claims that the platform is a threat to the environment, saying the platform's performance last winter proved its reliability and that professional emergency response crews are on duty 24 hours a day. The Gazprom Group as a whole is proud of its environmental stance and has an active environmental committee.

In 2012 it reduced its greenhouse gas emissions by 7% and lowered nitrogen and carbon oxide emissions by 8.7 and 7.1 per cent respectively versus 2011.

In 2012 the group also allocated RUB 35.2bn (US$1bn) to environmental activities (RUB 10.6bn more than in 2011).

carbon emissions

Big companies make little headway on climate change

The world's largest listed companies are failing to reduce their environmental impacts despite increasing stakeholder, political and scientific pressure, reports the CDP, the international climate change consultancy.

Fifty companies are said to be producing nearly three-quarters of the greenhouse gas emissions recorded for the 500 biggest corporates together. The emissions of these 50 have actually risen by 1.65% to 2.54m tonnes in five years, says the report.

Meanwhile, carbon dioxide in the atmosphere, according to the researchers' calculations, has passed the landmark level of 400 parts per million.

The CDP Global 500 Climate Change Report 2013 was co-written by the CDP – the former Carbon Disclosure Project, now known by its initials – and the professional services group PwC, at the request of 722 institutional investors representing $87tn (£54tn, €65tn) in invested capital.

Although more investors than ever are using CDP data on environmental performance, the five biggest emitters in every one of the report's 10 sectors are said to have been sluggish on climate change action and have actually increased emissions by an average of 2.3% since 2009.

Moreover, some information is patchy. Emissions from nearly half of the most carbon-intensive activities in the Global 500 companies' supply chains have not been measured. In addition, the researchers highlight the latest UN Global Compact survey of members showing supply chain management has not improved for several years.

The report emphasises that companies that deal with their environmental impact get better financial results. Corporates in this category include BMW, Cisco Systems and Nestlé.

Another bonus noted is that companies offering their employees financial incentives for cutting energy use and carbon emissions are 18% more successful in achieving reductions.

Companies are told the payback period for expenditure on emissions reduction can be three or more years but those making longer-term investments often report their actions give them an advantage over competitors.

A country breakdown in the Global 500 Climate Performance Leadership Index, released in the report, gives high scores to Germany, Switzerland and the UK.

European companies are reported as generally better performers than those in the US, but the number of North American companies represented has more than doubled since last year.

Paul Simpson, the CDP chief executive, said: "It is imperative that big emitters improve their performance in this regard and governments provide more incentives to make this happen."

The top 10 rated by the CDP report are BMW, Daimler, Philips Electronics, Nestlé, BNY Mellon, Cisco Systems, Gas Natural SDG, Honda, Nissan and Volkswagen.

Altogether 97 companies refused to participate in the survey, including Apple, Amazon.com and Facebook.

sustainability

Business low down pecking order for effecting environmental change

British high street stalwart Marks & Spencer proved top of most consumers' minds when asked to name a company that took environmental sustainability seriously in their daily operations.

The Co-operative Group ranked second, Tesco third, BP fourth and Sainsbury's fifth.

However, the study exposes the fact that two thirds (68%) of respondents were unable to name a company taking the issue of environmental sustainability seriously.

The research, conducted amongst 1,819 adults for the Carbon Trust by YouGov found that only 5% see businesses as being most effective in helping the environment, when compared to environmental pressure groups, academics and the government. By contrast, 22% of those surveyed see businesses as being the most effective in helping the economic recovery.

The study also shows that the public sees the quest for a greener future as lying firmly in the hands of environmental organisations (e.g. charities and pressure groups), which are seen as the most important player in helping the environment to recover and are most likely to be trusted out of any group on the environment.

"Whilst it's clear that consumers still care about the environmental future, their perspective on where the responsibility falls is skewed. It cannot be solely down to environmental groups to shoulder the weight of protecting our planet's natural resources. Businesses have an enormous role to play here and need to be seen to be doing their part," explained Tom Delay, chief executive of the Carbon Trust.

The study is not all bad news. The demand for green products appears to be increasing with only 6% saying they are less likely to buy a sustainable product/service than five years ago while almost three in 10 (27%) said they are more likely. Increased concern about the impact of what they buy on the environment was the most important reason for this (45%) and 43% of the public surveyed said they lead a more sustainable life than five years ago.

in brief

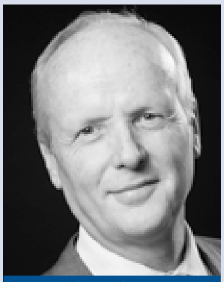
● **Build better...** The Technology Strategy Board is to invest £60m over the next 5 years to support innovation in energy efficient building projects. This is expected to leverage in an extra £60m of industry investment and £30m more funding from across government and other agencies, bringing the total, 5-year investment to £150m. Over the last five years £83m has already invested through the Technology Strategy Board's Low Impact Buildings Innovation Platform to support the development of 'proof of concept' approaches to meeting the government's challenging targets for both low carbon new buildings and retrofitting existing homes for greater energy efficiency.

● **Build up...** The World Green Building Council has awarded its highest accolade, the Business Leadership in Sustainability to British Land as part of its Europe Region Leadership Awards. In its inaugural year, the awards promote leadership and inspire best practice in green building policy, corporate commitment and initiatives and construction projects. Embedding sustainability into strategy development and day to day operations has enabled British Land to promote industry best practice, act as a proactive advocate in developing green building policy and standards and deliver sustainable, more energy efficient buildings.

● **Fine affair...** The Financial Conduct Authority (FCA) has fined JPMorgan Chase Bank N.A. £137,610,000 ($220m) for serious failings related to its Chief Investment Office (CIO). JPMorgan's conduct demonstrated flaws permeating all levels of the firm: from portfolio level right up to senior management, resulting in breaches of Principles 2, 3, 5 and 11 of the FCA's Principles for Businesses – the fundamental obligations firms have under the regulatory system. Tracey McDermott, the FCA's director of enforcement and financial crime said: "Firms must learn the lessons from this incident and ensure that they have business practices, values and culture to control the risks in their businesses."

guest column

Putting materiality to the test



Ernst Ligteringen

Business is increasingly aware that it is no longer possible to be competitive without being sustainable. But sustainability reporting is about more than transparency and accountability alone. Whether it be risks in the supply chain or the effects of resource scarcity, sustainability issues are strategic issues for businesses as well as their stakeholders. In this sense the reporting of non-financial information not only informs and empowers; it has the capacity to transform.

But in order for sustainability reporting to live up to this promise, it is crucial that the information contained within sustainability reports is focused and relevant.

For this reason, sustainability reporting must continually evolve. In May, GRI launched the next generation of its Sustainability Reporting Guidelines – G4. Its aim is simple: to help reporters prepare sustainability reports that matter – and to make such robust sustainability reporting standard practice.

A sustainability report conveys disclosures on an organization's impacts – be they positive or negative – on the environment, society and the economy. Yet a robust sustainability report is far more than a data gathering or compliance exercise. By making abstract issues tangible and concrete, reporting helps companies to set goals, measure performance and manage change.

To support organizations on this strategic journey, G4 places the concept of materiality at the heart of sustainability reporting. This means encouraging organizations to provide only disclosures and indicators that are material to their business, on the basis of a dialogue with their stakeholders.

This will result in sustainability reports that are centered on the issues that are really critical in order to achieve the organization's goals and manage its impact on society. In short, G4 reports should concentrate on what really matters, and the process of compiling them will require companies to think and act strategically.

Sustainability reporting is a journey. It is not a question of 'pass' or 'fail'. In a world of complex challenges in which change is sometimes the only constant, no organization has all the answers at any one time. G4 is designed to reflect this. It is quite possible that an organization may identify material topics for which it does not yet have a policy or even a monitoring system. A report that acknowledges this, identifying and disclosing risks, and outlining transparently the challenges that the company faces and the steps it needs to take to address them, is the goal of G4.

The key here is integration into the business strategy and business model. G4 encourages organizations to view sustainability as a major strategic issue and an operational imperative, and to embed sustainability considerations into the everyday life of the business.

The transition to this way of thinking may require some companies to re-evaluate their approach to reporting. But it will also empower them. GRI is convinced that by taking a more strategic and materiality-based approach, reporting organizations – and their stakeholders – will get much greater value out of reporting, and a greater return for the resources they invest.

Ernst Litgteringen, chief executive, Global Reporting Initiative

innovation

Unilever backs sustainability innovation programme

Global FMCG giant Unilever is backing a new international awards programme designed to inspire young people around the world to tackle environmental, social and health issues. In partnership with the Cambridge Programme for Sustainability Leadership (CPSL), the overall winner will receive the HRH The Prince of Wales Young Sustainability Entrepreneur Prize.

Open to anyone aged 30 years or under, the awards are seeking innovative but practical solutions to help make sustainable living commonplace. Ideas should focus on enabling changes in practices or behaviours in one or more of seven categories: water, sanitation and hygiene; nutrition; water scarcity; greenhouse gases; waste; sustainable agriculture; and helping smallholder farmers.

A total of more than €200,000 in financial support and individually tailored mentoring is on offer to help entrepreneurs develop and scale-up their initiatives.

Unilever CEO Paul Polman commented: "I believe that this award has the potential to be really exciting. Why? Because it provides a focal point for the power and creativity of young entrepreneurs who want to help find solutions for some of the world's most urgent issues. There is no better way to use our energy, innovation and resourcefulness than spending it trying to create a better future for all in a world we want.

Entries need to be submitted online by 1 November 2013.

Further information: ethicalp.com/sustliving

corporate reputation

Sky races away with win

Sky has been named the Corporate of the Year at the annual Beyond Sport Awards for its Sky Sports Living for Sport initiative.

The Beyond Sport Awards, now in its fifth year, recognise leading initiatives across the world that make a difference to people's lives through sport.

Through its partnership with Youth Sport Trust, Sky Sports Living for Sport uses sports stars, including Sky ambassadors David Beckham, Jessica Ennis-Hill and Darren Campbell, and sports skills to improve the lives of 30,000 young people in a third of secondary schools each year.

Now in its 10th year, the scheme raises the aspirations and improves the life skills of young people. Participants show an increase in self-confidence and improved attitudes to learning and well-being as a result. Bella Vuillermoz, director of the Bigger Picture at Sky, commented: "We are so proud of Sky Sports Living for Sport and the difference it makes to the lives of young people. It's brilliant to have the initiative recognised in this way.

The award is a huge credit not just to our team of 78 athlete mentors and our brilliant partner, the Youth Sport Trust, but also to the thousands of teachers who we work hand in hand with each year."

Sky high: the partnership reaches 30,000 young people in secondary schools every year *volunteering*

P&G builds on partnership with Habitat for Humanity

American FMCG titan Procter & Gamble (P&G) is partnering with Habitat for Humanity to fund the construction, repair, and cleaning of homes in 12 countries around the world.

The commitment represents Habitat's highest level of global volunteer engagement in a single year, with nearly 3,000 P&G employees volunteering alongside Habitat partner families in countries including the US, Singapore, Malaysia, South Africa and Poland.

In the Philippines, for example, five homes are being built and families provided with critical training on financial literacy, sanitation and hygiene while in the US, P&G will provide a gift basket of family and home care products to all new Habitat families – an estimated 6,000. Baskets include products like Charmin, Dawn and Tide.

"For the past 175 years, Procter & Gamble has focused on turning houses into homes," Brian Sasson, global manager of social investments at P&G told *Ethical Performance*. He said that the gift basket initiative is to be taken a step further soon with the inclusion of a new booklet which is aimed at first-time home owners as a resource on how to look after the home.

Sasson agreed that P&G brands receive positive associations out of its social responsibility policy and that it was an important part of it. The company does look at the ROI of its programmes: "We look at how many people we can help and how many people we do help. We measure outputs and are looking at how we develop those metrics."

"Disaster relief is an area where P&G can have tremendous value," Sasson added and revealed that the next big challenge was within personal care, where the company is ramping up its efforts with the introduction of a personal care kit for disaster areas and people who have been displaced (the kit uses P&G personal care brands).

Home sweet home: Sasson is thrilled that 3,000 employees have already stepped up and is hoping for steady, significant growth of that number in 2014

sustainability

UPS delivers for Dow Jones index inclusion

UPS delivered, Bank of America earned its dividend and UBS banked a win, as all three landed inclusion into the 2013/2014 Dow Jones Sustainability Indices (DJSI).

The three biggest deletions (by free-float market capitalization) were Johnson & Johnson, HSBC Holdings plc and Vodafone Group plc.

Guido Giese, Head of Indices, RobecoSAM, said: "The DJSI have a double impact. They enable investors to integrate sustainability into their portfolios and at the same time they provide an engagement platform that encourages companies to adopt sustainable best practices."

David Blitzer, md and chairman of the S&P Dow Jones Index Committee, S&P Dow Jones Indices commented: "The market upheavals and high debt levels of the last few years should remind investors that a long term view of the world and the markets is essential."

The Corporate Sustainability Assessment provides an in-depth analysis of financially material economic, environmental and social practices, such as innovation or supply chain management, climate strategy and stakeholder engagement and places a special focus on industry-specific risks and opportunities.

Based on the Global Industry Classification System (GICS), RobecoSAM annually identifies the top company in each of the 24 industry groups.

The 2013-2014 Industry Group Leaders are: Volkswagen AG (Automobiles & Components); Australia & New Zealand Banking Group Ltd (Banks); Siemens AG (Capital Goods); Adecco SA (Commercial & Professional Services); Panasonic Corp (Consumer Durables & Apparel); Tabcorp Holdings Ltd (Consumer Services); Citigroup Inc (Diversified Financials); BG Group PLC (Energy); Woolworths Ltd (Food & Staples Retailing); Nestlé SA (Food, Beverage & Tobacco); Abbott Laboratories (Health Care Equipment & Services); Henkel AG & Co KGaA (Household & Personal Product); Allianz SE (Insurance); Akzo Nobel NV (Materials); Telenet Group Holding NV (Media); Roche Holding AG (Pharmaceuticals, Biotechnology & Life Sciences); Stockland (Real Estate); Lotte Shopping Co Ltd (Retailing); Taiwan Semiconductor Manufacturing Co Ltd (Semiconductors & Semiconductor Equipment); SAP AG (Software & Services); Alcatel-Lucent SA (Technology Hardware & Equipment); KT Corp (Telecommunication Services); Air France-KLM (Transportation); and EDP – Energias de Portugal SA (Utilities).

The index now lists 333 companies in total.

in brief

● **Barrage barrier...** Environmental groups have welcomed the UK government's announcement that puts a stop to plans to build a barrage across the Severn Estuary. Janina Gray, from the Salmon & Trout Association, said: "We hope we can finally put the idea of a full barrage to bed once and for all. The Severn estuary itself is a vital resource to the UK, providing important habitat for fish and birds and functioning as gateway for migratory fish to internationally significant rivers such as the Wye and Usk. We must now move forward and focus on developing new ways to generate energy in the estuary without destroying its wildlife, like a barrier would have done'.

● **Fish flounder...** Stocks of sea bass, a perennial staple of upmarket restaurant menus and favourite quarry for sea anglers, have declined to the lowest point recorded for two decades, according to a new assessment by the International Council for the Exploration of the Sea (ICES). Scientists are recommending a 36% cut in catches throughout the English Channel, Irish Sea, Celtic Sea and southern North Sea. This would mean that bass landings next year in the UK, Channel Islands, Belgium, Netherlands, Denmark and France should total no more than 2,707 tonnes – a significant reduction from the 4,060 tonnes of the fish landed last year.

● **Pig in a poke...** Supermarket giant Tesco has recently expressed its disappointment that one of its 'British' pork chop proved to be sourced from Holland. Dr Mark Johnson, Associate Professor of Operations Management at Warwick Business School, said that the news though unfortunate, was not unexpected. He commented: "As firms outsource to other firms – creating supply chains – they lose control and visibility of what is going on as suppliers outsource to other suppliers in the drive for lowest cost... Firms with lengthy and complex supply chains need to understand what they actually look like. They also need to build relationships with suppliers to ensure transparency.

in brief

● **Tide is high...** Joint venture company MeyGen is to begin installation of the largest tidal energy project in Europe. The 86MW tidal energy project has just received the official greenlight from the Scottish Government. The project is located in the Inner Sound of the Pentland Firth off the north coast of Caithness, home to one of Europe's greatest tidal resources. It is the largest tidal stream energy project to be awarded consent in Europe and constitutes the first phase of a site that could eventually yield up to 398MW. MeyGen plans to build an initial demonstration array of up to 6 turbines, with construction starting in early 2014 and turbines commissioned in 2015. This initial array will provide valuable environmental data for the subsequent phases and the wider tidal energy industry.

● **Good old M&S...** Marks & Spencer (M&S) has signed a one year deal to work with social enterprise technology provider Good World Solutions to facilitate direct communications with workers in its clothing supply chain via mobile technology. M&S will use Labor Link, technology that returns anonymous, quantitative survey results to M&S direct from supply chain workers. Workers listen to questions on their mobile phones in Hindi, Sinhalese, or another local language, and respond using their touch-tone keypad. As part of its Plan A programme, M&S has already tested the technology with 13 suppliers in India and Sri Lanka.

● **In a spin...** British department store chain John Lewis is trialling a new energy efficiency label that tells consumers the lifetime electricity running costs on washing machines, washer dryers and tumble dryers. According to the never knowingly undersold store, consumers could save over £500 on a washer dryer's lifetime energy costs, just by choosing a more energy efficient model. The initiative has received official government backing. Stephen Cawley, head of sustainability at John Lewis, commented: "We are looking forward to reviewing the results of the trial next year and seeing how customers respond to new more transparent labelling around the energy efficiency of these products."

urban sustainability

City Climate Leadership Awards honour cities for effective action

Bogota, Rio and Mexico City are three of the 10 cities recognised for excellence in urban sustainability by Siemens and the C40 Cities Climate Leadership Group (C40) in their inaugural City Climate Leadership Awards.

The newly created City Climate Leadership Awards gives global recognition to cities whose performance and expertise in climate action will serve as a platform for learning for other cities going forward.

Bogota was recognised for its efforts to green its bus and taxi fleets (category, Urban Transporation), Rio for its Morar Carioca programme (category, Sustainable Communities) and Mexico City for its "ProAire" programme (category, Air Quality).

Wonderful, wonderful: Copenhagen won for its 2025 Climate Plan which lays out the path for the city to become the first carbon neutral capital by 2025

Roland Busch, ceo of Siemens' infrastructure & cities sector, commented: "The world's cities are facing similar problems. And taken together they account for up to 70 percent of worldwide greenhouse gas emissions.

"We all know two things: the fight against climate change will be decided in cities. And it is through co-operations that we can tackle climate change. The City Climate Leadership Awards are a prime example of our successful cooperation with C40.

"It helps cities to optimize their performances and share their experiences. Its value is immeasurable."

The other seven cities honoured were: Copenhagen (Carbon Measurement & Planning), Melbourne (Energy Efficient Built Environment); Munich (Green Energy), New York City (Adaptation & Resilience), San Francisco (Waste Management), Singapore (Intelligent City Infrastructure) and Tokyo (Finance & Economic Development).

An independent, seven-member judging panel consisting of former city mayors, architects and representatives of the World Bank, C40 and Siemens evaluated 37 projects in 29 cities as award finalists.

Following the awards ceremony, the 19 remaining finalist cities will participate in a digital & social media campaign, the "Citizen's Choice Award."

Members of the public will vote online for the project they deem most innovative and forward-looking.

The Citizen's Choice Awards will be officially announced in November.

equal rights

Japanese companies to publish data on female promotion...

Today, more than 25 years since Japan enacted its Equal Opportunity Law in 1986, women hold only 11% of managerial posts in the Japanese business world, according to the 2013 government White Paper on gender equality released by the Cabinet Office.

In comparison, women hold 43% of managerial positions in the USA, 38.7% in France, 35.7% in the UK, and 52.7% in the Philippines, according to the White Paper.

Japan's gender problem is not limited to managerial roles. Overall, in 2010, 48.5% of women participated in the labour force, one of the lowest numbers among OECD countries.

Traditional Japanese thinking has always been that women should stay at home after marriage. Accordingly, about 60% of married women quit or change their job. Gender stereotyping is still common in Japan and women themselves express lower levels of ambition to reach executive level. Japan thus has one of the lowest levels of female board representation in Asia.

For the government, the problem is that the low rate of participation limits GDP growth and hinders innovation. Thus, successive governments have sought solutions but only made small progress.

The latest steps should nudge business in the right direction by requiring publicly listed firms to disclose more information on the appointment of women to senior positions, such as directors and auditors.

The information is part of mandatory reporting on corporate governance requested by the Tokyo Stock Exchange (TSE), four other stock exchanges, and the Cabinet Office.

According to the government, about 54 firms had included such information in their regular reports as of June 2013. A TSE official said more than 10% of the roughly 3,600 publicly listed firms in Japan have taken some action to comply with the rules.

For example, Nissen Holdings, a mail order company, disclosed in its report that one of its nine directors is a woman.

Major companies such as Sumitomo Chemical, Mitsubishi Corp, a major trading company, and Dai-chi Life Insurance have disclosed the numbers and ratios of women on their boards.

Air freshener company S.T. Corp. has increased its female representation on the board to three out of nine directors.

Some companies are also announcing their goals for promotion of women in the workplace. Greater disclosure is likely to encourage other organisations to follow suit and begin moving more women into senior positions.

corporate governance

... and appoint more outside directors to improve governance

Western investors have long criticized Japanese corporations for weaknesses in governance. The lack of outside directors on many boards is one of the issues.

Two major corporate scandals in 2011 brought the issues into sharp focus. In one, the camera maker Olympus was shown to have fraudulently concealed investment losses of US$1.5bn for 20 years. In the other, subsidiaries of Daio Paper Corporation transferred US$139m to its chairman to fund his gambling habit.

The scandals helped accelerate changes that were already taking place gradually. Today, nearly 61% of firms listed on the Tokyo Stock Exchange (TSE) now have outside directors, up about 6% points from September last year, according to a survey by the Nihon Keizai Shimbun newspaper published recently. Companies that have installed outsiders on their boards this year include Toyota Motor Corp., Fanuc Corp., Hitachi Ltd., and Mitsubishi Chemical Holdings Corp.

While the scandals were a spur to change, there are other forces also at work. An influential study by Tokyo's Waseda University found that companies with transparent operations tended to see earnings rise when they installed outside directors.

TSE statistics support these findings. Companies with more outside directors than internal ones have an average return on equity of 12.75%, while the ROI for firms where outside directors account for less than one-third of the board is a mere 1.17%. There may be other factors at work behind the differences, but the correlation is striking. Even so, only 2.6% of firms listed on the first section of the TSE have more outside directors than internal ones.

For corporations operating internationally and on a large scale, the increasing complexity of their worlds is also a driver for change. Toyota is a case in point. In 2010, the company was severely criticized for its handling of a faulty accelerator problem that led to the recall of 4.2m vehicles worldwide. In the USA, a California judge recently approved a settlement that will pay US$1bn to Toyota vehicle owners affected by the recall. The criticisms, the reputational damage, and the costs prompted much soul searching.

This June, Toyota appointed three outside directors, the first in the company's history, including a former group vp for General Motors.

in brief

● **Greener Google...** Berlin-based search engine Ecosia – a search engine that donates 80% of its income to rainforest protection – has undergone a complete revamp. The search engine now boasts a new design and logo, improved search results and faster loading times. Ecosia is also now partnering with The Nature Conservancy (TNC) to become "the search engine that plants trees". A total of $1m is planned for donation to TNC's 'Plant a Billion Trees' program and users will be able to track how many trees they have helped to plant. "From now on, there's no longer a reason to search with Google. Ecosia gives you equal-caliber search results – and even lets you help fight climate change at the same time," commented Christian Kroll, Ecosia's founder. Ecosia is available as an app for smartphones (iPhone, Android, Windows) and tablets.

● **On fire...** Sedex is partnering with labour standards NGO, Verite, on a briefing series exploring sustainability issues in global supply chains. The first in the series of issue-led briefings examines the crucial challenge of fire safety and finds that risks relating to fire safety are widespread and persistent across industry sectors and geographies. The top five most prevalent fire safety non-compliances in supplier sites across the world include: missing or inadequate exit signage and functioning emergency lighting; blocked aisles/fire exits; and fire-fighting equipment inadequately installed or missing.

● **Step on it...** A new start-up has been launched that aims to tackle obesity and promote fitness by labelling the stairs of the world for calorie burn. The idea is grounded in behavioural economics and is designed to improve the health and wellbeing of office workers and commuters, creating healthier buildings across the world. The StepJockey website allows any set of stairs to be mapped and rated for calorie burn. Once stairs are rated, you can print off a set of free smart posters or order a set of smart signs. All StepJockey smart posters and signs can be read by the StepJockey app allowing users to track their performance .

in brief

● **Ethical enlightenment...** The Chartered Institute of Management Accountants (CIMA) has produced an ethical scenario tool to help people comply with ethical standards in a volatile and complex business environment. This follows a recent Chartered Global Management Accountant (CGMA) survey which revealed that nearly 25% of respondents worldwide worked for an organisation that had suffered from a serious reputational failure. This rose to over a third in the UK, which has witnessed a series of corporate crises ranging from LIBOR to tax avoidance and meat scandals. CGMA research last year also highlighted that one in three finance professionals around the world have faced pressure to act unethically.

Further information: ethicalp.com/ethicstool

● **Neat peat...** A new tool setting out guidance and quality standards for sustainable business investment in peatlands has been launched by the UK's Environment Minister Richard Benyon. The development of the UK Peatland Code, led by Birmingham City University, will allow corporations the opportunity to sponsor UK-based projects linked to their brands as part of their Corporate Social Responsibility portfolio, with the potential to turn such investments into future assets.

Lewis Jones, future quality obligations and research manager at South West Water, said: "As a business that depends on peatlands for drinking water, we believe that restoring and maintaining peatlands in good condition can save the company and our customers money, whilst protecting the climate and wildlife. Our Upstream Thinking programme is already improving drinking water quality and seeking to reduce water treatment costs by improving land management on the moors." The new tool also provides an opportunity for landowners to generate financial rewards from restoration and sustainable land management.

collaboration

Partnering with NGOs boosts corporate reputation, finds C&E

Businesses see the enhancing of brand, reputation and credibility as the most important reason for partnering with NGOs, reports the 2013 Corporate-NGO Partnerships Barometer. This benefit topped the list for 91% of respondents.

It was followed by innovations in tackling old issues and complicated challenges, top-rated by 67% of corporates, up by 20 percentage points since last year's survey.

The report is produced annually by C&E Advisory, a London-based business and society consultancy.

All the NGO respondents said the opportunities to access and generate resources, including funds, were the main reason for partnerships.

The second most common incentive, given by 83% of NGO respondents, was access to people offering technical expertise, skills, labour and networks. Two-thirds listed reputation and credibility and 52% the new approaches by business to old problems.

Four in 10 in both sets of respondents said they invested or secured more than £5m ($7.9m, €5.9m) in partnering every year.

Altogether, 23% of NGOs estimated they gained £5m in financial and non-financial value, but 56% of companies said they invested more than £5m in partnerships and 37% calculated their investment at more than £10m.

A new aspect of the year's survey was the strategic importance of partnerships – this consists of relationships specific to core business.

Manny Amadi, C&E Advisory's chief executive, explained: "We examined the extent to which companies and NGOs measure, evaluate and communicate the impact of their strategic partnerships. The results of this self-analysis are revealing and raise issues for both sectors."

The findings showed more businesses now regard their partnerships as strategic.

C&E says: "This implies that the corporate sector is significantly ahead of NGOs in undertaking the more efficient strategic partnerships that are commonly held to yield greater value for stakeholders.

"NGOs may need to think more carefully about their partnership portfolio design and management, as well as the efficiencies in resource use that can derive from having a more strategic approach."

Both sectors emphasised the partnerships enhanced their understanding of social and environmental issues, and the corporates said they improved business practices. Yet NGOs still appeared to undervalue the help partnerships gave in this area. The researchers thought this could be due to the NGOs' "scepticism or lack of confidence".

C&E adds, however: "It may also result from the fact that corporates are closer to the evidence of changes enabled by partnerships with NGOs but are not being effective in communicating these impacts to the latter."

About a third of executives interviewed believed company skills and non-cash resources would help NGOs more effectively than money.

By contrast, 81% of NGOs measured the value of partnerships by corporates' "contribution to the bottom line" through, for example, income generation, cost reductions and efficiency gains. Brand and reputation enhancement followed.

The performance self-assessments paint "a revealing picture", says the report. Only 39% of the NGOs considered they communicated the partnership benefits well externally, and just 33% thought they did it well internally.

Companies were similarly self-critical – 27% believed they were good at communicating with customers and 48% rated themselves average at internal communication, leaving "much room for improvement".

The Marks & Spencer collaboration with Oxfam was again the most admired partnership, the Boots link-up with the Macmillan cancer support charity was the second, and the GSK-Save the Children partnership jumped into third place.

corruption

Novartis under spotlight in China again

Novartis, the Swiss pharmaceuticals company, is facing a second corruption allegation in China.

Its eye care unit, Alcon, has been accused of bribing doctors in more than 200 hospitals to promote its lens implants by paying them "research fees" for non-existent clinical trials.

In August Novartis had been accused of bribing doctors to increase its drugs sales.

Novartis says of the two accusations, reported in China's 21st Century Business Herald newspaper: "When any inappropriate activities are identified, we take swift remedial action."

The company responded to the more recent allegation: "Alcon does not tolerate activities that are not in compliance with the laws and regulations in the markets where we operate."

The Novartis allegation is one of several levelled against western businesses this year.

Another accusation in the 21st Century Business Herald in August was that the US pharmaceuticals group Eli Lilly paid 30m yuan ($4.9m, £3m, €3.7m) in bribes to persuade Chinese doctors to prescribe its drugs.

In July the Chinese authorities accused the British pharmaceuticals group GlaxoSmithKline of attempting to boost sales of its drugs by channelling up to £320m ($511m, €382m) through travel agencies to bribe doctors and officials. The company has admitted that senior executives appear to have breached the law and says it is now co-operating with the authorities.

sustainability

Chinese cities fail to find sustainability balance

Around 80% of Chinese cities are failing to achieve a balance between economic growth, resource efficiency and sustainable development, according to a study by Accenture and the Chinese Academy of Sciences.

The joint research, covering 73 cities, also shows that China's mid-sized cities are in the best position to achieve that balance in the future.

The study was conducted to help city authorities benchmark their progress in sustainable development in the context of China's urbanization policy agenda.

It includes the New Resources Economy Index, designed by Accenture, China's first multi-level indicator of sustainable economic growth applied across such a large number of cities. In addition to assessing economic performance against resource efficiency and environmental management, the Index scores cities' capacity for future sustainable growth by measuring their level of infrastructure, technology innovation, and investment on environmental protection.

The Index categorizes Chinese cities into four groups. Twenty five 'Conventional' cities face the greatest danger, given their underdeveloped but resource-based economies, high emissions, reliance on heavy industry and a tendency to 'grow first, clean up later.'

Beijing and Tianjin are the two mega cities classified as 'Wealthy,' along with cities in the Bohai Rim and Yangtze River Delta regions. These enjoy leading rates of economic growth, but face deteriorating environments.

The 'Balanced' group of cities achieves strong economic performance, environmental quality and managed emissions. Smaller cities dominate this group, but are joined by Shanghai, Guangzhou and Shenzhen, three megacities in southern China.

Accenture and CAS regard cities in the 'Potential' category as having the greatest chance of becoming champions of the New Resource Economy, thanks to the opportunity for strong growth combined with a lack of existing environmental degradation. They are dominated by medium-sized cities with populations of 1m to 3m and per capita GDP of between 50,000 and 70,000 RMB yuan (US$7,738 and US$10,833).

water risk

Coca-Cola bolsters clean water & sanitation programme in Africa

Coca-Cola is expanding its clean water and sanitation programme in African schools and health clinics together with the US Agency for International Development (USAID). The global soft drinks giant's Water and Development Alliance (WADA) says it will provide more than 190,000 people with better water and improved sanitation services by the end of 2015.

In Nigeria, at least 65,000 people will benefit from the installation of hand-pump boreholes, improved sanitation facilities, hand-washing stations and rain harvesters at schools and health care facilities. Communities will also be trained in the long-term maintenance of the infrastructure and water management committees will be offered capacity building services.

In Zambia, the project will provide sanitation facilities and hygiene education in schools in peri-urban Lusaka, benefiting up to 50,000 school children. The project includes resource mobilization strategies to support the long-term operations and maintenance of the schools' water, sanitation, and hygiene programs. It is also expected that this project will provide sustainable clean water access to up to 44,000 people through community water kiosks and a distribution network.

In Ghana, more than 35,000 people will benefit from the construction of clean water kiosks and sanitation services to include the provision of total sanitation marketing campaigns.

"Water stewardship is a key priority for our business and we are committed to returning the water we use in our beverages and their production back to communities," said Muhtar Kent, chairman and ceo, The Coca-Cola Company. "We are pleased to launch the next phase of impact with one of our longest standing and most valued partners, USAID. Expanding our work together will help bring safe water to thousands of people in communities we serve and continue to bring us closer to meeting our replenishment goal."

Clean bill of health: Coca-Cola says water stewardship is a key priority

"This important public-private partnership builds on our Agency's new and first-ever Water and Development Strategy to improve health and food security across the world. Its programs represent the next generation of this vital alliance – helping families lift themselves out of poverty and communities onto a path towards sustainable development," added Dr. Rajiv Shah, USAID Administrator.

in brief

● **Olympic feat...** Offsetters Climate Solutions has reaffirmed its partnership with the Canadian Olympic Committee (COC) as its Official Carbon Partner in a partnership that will last through to the Rio 2016 Olympic Games. Offsetters' strategic partnership and four year commitment with the COC on the Canadian Olympic Team's carbon footprint is leading the way among National Olympic Committees. As part of this renewed commitment,Offsetters will lead an effort to understand and offset the COC's organizational footprint as well as the travel emissions of athletes, equipment, coaches, board members and mission staff.

● **Back to school...** International property developer EcoHouse Group has struck a partnership with SESI, Brazil's Rio Grande do Norte state government's education body, to set up a school to help its construction workers who missed out on basic schooling. Statistics show that around 65m people aged 15 and over did not finish primary education and around half of those left school before the age of 10. With its head office in Natal, EcoHouse is acutely aware of the problem as more than half of the over 15-year-olds living in the region cannot read or write. The Elilde Armstrong School, which has recently been officially opened, is free to attend and has elementary and middle school levels. Initially, 20 workers will be taught at the school during lunchtimes at the Bosque das Acacias construction site on the BR 406, which links Natal and Ceara-Mirim.

● **Winning ways...** The Global Business Travel Association (GBTA) Europe and Project ICARUS have announced the winners of the first European Sustainability Outstanding Achievement Awards. The winners in each category were: Barclays Bank PLC (Travel Buyer); British Airways (Travel Supplier: Transportation); Carlson Wagonlit Travel (Travel Supplier: Intermediaries) and NH Hoteles (Travel Supplier: Hotels).

in brief

● **In deep water...** The International Tourism Partnership (ITP) has warned that by 2030 demand for freshwater may outstrip supply by 40%. In its latest report on water risk issues, the ITP highlights a range of potential impacts the industry could suffer due to shifts in the availability and quality of water resources and points out potential areas where additional costs can be expected.
In particular the report highlights risks for key development areas for the hotel industry, ie Rio de Janeiro, Beijing, Shanghai, Dubai and India's Golden Triangle. In Dubai, for example, excessive consumption of groundwater and increasing pressure on desalination facilities could lead to severe water shortages in the near future. Fran Hughes, head of programmes at ITP, commented: "Whilst there is a lot of information available to hoteliers about water efficiency, what has been lacking are clear facts on water issues in specific areas. As such, it is sometimes hard to build the case for investment and action. We hope the findings of this report will help hoteliers to understand the local context where they operate and develop appropriate water management strategies."

● **Driving conservation...** Jaguar Land Rover China has partnered with the Royal Zoological Society Scotland (RZSS), which saw the British car manufacturer support the Giant Panda Research Symposium at Edinburgh Zoo last month, alongside a China-UK education initiative. Jaguar Land Rover China is supporting both the Giant Panda Research Symposium and the education project through a £100,000 sponsorship. Jaguar Land Rover China is now working closely with RZSS on an education programme that aims to enhance Sino-UK relations. Developed by the RZSS Discovery and Learning Team, the education project will advocate cultural exchange by creating learning packs on Chinese culture and distributing them to students across the UK.

corporate tax

G20 makes progress on tax reform

Business profits should be taxed in the countries where they are earned, the G20 leaders ruled at last month's St Petersburg summit.

Their declaration emphasised that national laws should not allow corporates to reduce their liability by artificially shifting profits to low-tax jurisdictions.

The decision was part of a policy agreed by all the G20 leaders to amend legislation to stop tax avoidance, aggressive tax planning and harmful practices, and to start the automatic exchange of tax information by the end of 2015.

One aim was to ensure that developing countries receive taxes on all company profits made within their boundaries.

ActionAid, the international anti-poverty NGO, welcomed the policy as having "the potential to put an end to tax-dodging that costs developing countries more than they receive in aid".

Alex Prats, Christian Aid's principal economic justice adviser, regretted that developing countries had not been brought into the G20 discussions and the decision had done nothing to strengthen the UN Tax Committee, which "supports poor countries' contribution to the negotiations but is too under-resourced to do so effectively".

Prats said: "If the voices of developing countries are not heard, then the risk is that reforms to the international tax system will only benefit rich and emerging economies."

Christian Aid believed transparency was another essential corporate reform, enabling all stakeholders to see whether multinationals were paying due taxes and revealing the actual owners of companies, many of which were in the grip of tax dodgers, money launderers and terrorists.

In the UK the government is being pressured to change the rules under which Vodafone avoided tax on £84bn ($134bn, €100bn) from the sale of its stake in the US mobile phone group Verizon.

An exemption was granted in 2002 allowing businesses to escape tax on profits from selling a 10% stake or more in another company held for more than a year.

Margaret Hodge, chairman of parliament's public accounts committee, said: "We need assurances that [the tax authorities] have crawled over this deal and done their damnedest to make sure taxpayers receive the highest amount of this sudden windfall.

"If there is a flaw in the legislation, treasury ministers should look at it urgently."

Lord Oakeshott, the Liberal Democrats' former treasury spokesman, said: "Vodafone is right up there with Google and Amazon in the world tax dodgers' league."

sustainability

CEO commitment to sustainability thwarted by economic climate

Despite a top down approach to sustainability, more than two thirds of chief executives (67%) believe that business is not doing enough to address global sustainability challenges, according to a survey by the United Nations Global Compact and Accenture.

The report is the largest study of top executives ever conducted on sustainability and details the views of 1,000 chief executives.

Entitled *Architects of a Better World,* the study demonstrates broadening awareness on the part of global business of the opportunities presented by sustainability. Fully 78% of surveyed ceos see sustainability as a route to growth and innovation, and 79% believe that it will lead to competitive advantage in their industry. However, CEOs see the economic climate and a range of competing priorities creating obstacles to embedding sustainability at scale within their companies.

"With thousands of companies, from market leaders to small enterprises, committed to responsible business practices, we can see that there is enormous momentum. Now, we need policymakers, investors and consumers to send the right signals to spur the next level of corporate sustainability action, innovation and collaboration," commented Georg Kell, executive director of the UN Global Compact.

The barriers to addressing sustainability challenges identified by the ceos were primarily a lack of financial resources, cited by 51% of respondents; 40% say that economic conditions have made it difficult to embed sustainability into core business.

The failure to make a link between sustainability and business value is the fastest rising barrier. In 2007, 18% said this deterred them from taking further action, rising to 30% in 2010. This year, 37% of responding CEOs cited this factor, and just 38 % believe they can accurately quantify the business value of sustainability.

Only 15% of responding CEOs think business has made good progress over the last three years in making sustainability a must-have factor for consumers, even though 82% think this is critical to harnessing sustainability as a transformative force in the economy. Almost half (46%) believe consumers will always consider sustainability as secondary to price, quality and availability.

In a sign of investor ambivalence, although 52% of respondents see investor interest as an incentive for them to advance sustainability practices, only 12% of respondents see investor pressure as a leading motivator.

Nevertheless, only a small minority of CEOs (15%) blame the short-termism of financial markets as a barrier, and 69% believe that investor interest will be increasingly important in guiding their approach.

supply chain

General Mills makes strides in sustainable sourcing

American food company General Mills is continuing to make strides in sustainable sourcing with a new $1.1m programme aimed at helping smallholder artichoke farmers in Peru.

The Betty Crocker brand owner has partnered with supplier AgroMantaro in a four-year commitment aimed at helping the farmers increase their yields and improve profitability. The programme will provide training on crop management and post-harvest practices as well as offering microloans to purchase artichoke shoots and seeds.

Peru's central region was previously known for cultivating crops such as potatoes and grains, which have lower income potential. General Mills says that depending on how much land farmers devote to artichokes, families can increase their income by an average of 36% annually.

General Mills and its Foundation are also partnering with global humanitarian organization CARE on this programme.

Part of the General Mills-AgroMantaro commitment is to help Peruvian farmers obtain microcredits to purchase new seeds or plants. Historically, Andes farmers have not had reliable funds or enough savings to secure future plantings. This new program centers on the farmer – providing them with technical assistance, knowledge sharing and financial support for seeds and plants.

"By focusing on the farmers, we created a rich business model that fosters world-class value throughout the entire supply chain – for the farmers, our company, our clients and the end consumers," said Augusto Fernandini, general manager and partner at AgroMantaro. "Our aim is to create a positive blend with farmers sharing their local experience and our company sharing insights on how to build a sustainable and profitable farming business."

General Mills has a century-long history of working with farmers around the world to promote sustainable agriculture. From China to Mexico, General Mills has advanced several programmes directly benefiting smallholder farmers.

Most recently, General Mills, the General Mills Foundation and ice cream brand Häagen-Dazs launched a program in Madagascar to foster greater economic vitality for smallholder vanilla farmers to ensure the availability of high quality vanilla for future generations.

"This artichoke project in Peru is a great example of organizations with strong global networks coming together with a common goal to improve both sustainability and quality of life," said Jerry Lynch, vice president and chief sustainability officer at General Mills.

"Business is better and stronger if the farmers and vendors who supply us are strengthened at the same time. Although it's just one example, we must continue to be a responsible corporate steward and use our resources to help improve the lives and communities of smallholder farmers in developing countries."

world hunger

Fast food giant teams with US pop singer for hunger relief project

American singer Christina Aguilera is backing Yum! Brands annual world hunger relief initiative.

The pop superstar recently visited Rwanda where she saw the effects of hunger first hand and helped beneficiaries of the United Nations World Food Programme's (WFP) nutrition programmes. Aguilera served food to hungry children who walk miles to and from school each day to receive a hot meal. She also traveled to a refugee camp that houses more than 18,000 people living in small man-made huts.

Aguilera's song, "Light Up the Sky," also plays throughout a new World Hunger Relief public service announcement that airs on US television and online this month.

Yum! Brands' World Hunger Relief effort is the world's largest private sector hunger relief initiative, spanning more than 130 countries and territories, over 39,000 KFC, Pizza Hut and Taco Bell restaurants and nearly 1.5m employees. The initiative began in 2007 in an effort to raise awareness, volunteerism and funds for the United Nations World Food Programme (WFP) and other hunger relief agencies.

In addition to the new public service announcement, Aguilera is raising awareness for the issue through new World Hunger Relief posters at KFC, Pizza Hut and Taco Bell restaurants with the quote: "Together, we have the power to save lives and move from hunger to hope".

Food for thought: Christina Aguilera visited Rwanda in her role as an WFP ambassador

The singer has served as global spokesperson for Yum! Brands' World Hunger Relief effort since 2009 where her participation has helped raise millions for WFP and other hunger relief agencies. She also serves as an "Ambassador Against Hunger" for WFP where she has traveled on relief trips with the organization to Guatemala, Haiti and Rwanda.

Since its beginning in 2007, Yum! Brands' World Hunger Relief effort has raised nearly $150m for WFP and other hunger relief organizations.

in brief

● **Jewel in the crown...** CIBJO, the World Jewellery Confederation, and the Responsible Jewellery Council (RJC) have signed a Memorandum of Understanding (MOU). The MOU will work to further advance responsible business practices among all sectors of the jewellery supply chain, and will include the use of CSR education programmes developed by CIBJO, in collaboration with the United Nations, and chain of custody certification programmes developed by RJC. Among the key components of the MOU is the establishment of a MoU Working Group to oversee the execution of the agreement. The group will be headed by Gaetano Cavalieri, CIBJO president, and James Courage, RJC chairman. They will appoint two industry representatives from their respective organisations to address the synergies between the two groups.

● **Top ranking...** Gartner Inc has published its annual ranking of the top performing supply chain organizations headquartered in Asia Pacific. The goal of Gartner's annual Supply Chain Top 25 research initiative is to raise awareness of the supply chain discipline and how it impacts the business. Samsung Electronics (No.1) retained its leadership position among companies in Asia Pacific, moving up five slots in the worldwide ranking from No.13 to No.8. With a vision of gaining competitive advantage through product and process excellence, it achieved first place in 2012 for smartphone and overall mobile phone sales worldwide. The company's advanced and highly integrated supply chain spans product, process and people, a key reason for Samsung's success. Lenovo (No.2) moved up two spots from 2012, backed by impressive revenue growth and inventory turns. Five new companies entered the top 10 in 2013 compared to last year: Haier, Flextronics, Honda Motor, Canon and LG Electronics. Tata Motors came in at No.5 and Toyota at No.6.

in brief

● **Africa's white elephant...** In the US environmentalists are calling on the president of Tanzania to crack down on the country's elephant poaching epidemic. "The slaughter of Tanzania's elephants is threatening the billion dollar tourism industry and the thousands of jobs underpinned by revenue from US tourists and others from around the world," said Allan Thornton, president of the Environmental Investigation Agency, an international campaigning organization based in Washington, DC and London. It is estimated that 30,000 elephants have been killed in Tanzania's Selous Game Reserve between 2006 and 2009. "

● **Biting back...** Swiss pharma giant Novartis is backing a new campaign in its long-term commitment to fighting malaria. The Power of One campaign (www.P01.org) aims to address the treatment gap – through direct donations and existing government commitments – in view of the 300m additional treatments estimated to be needed to treat malaria patients across Africa between now and the end of 2015. Novartis is supporting the campaign financially as well as donating up to three million Coartem Dispersible treatments to match antimalarials funded by the public.

● **Energy boost...** The global energy industry must play a greater role in the transition to sustainable energy systems if UN goals are to be met, warns a report from the World Energy Council (WEC). The potential for billions of people benefiting from sustainable energy systems in future decades hangs in the balance without increased private sector support, it says. The WEC's 2013 World Energy Trilemma report, *Time to get real – the case for sustainable energy investment*, is based on interviews with more than 50 policymakers, including energy and environment ministers, leaders in development banks, governments, IGOs and NGOs, plus experts from more than 25 countries.

consumer attitudes

Consumers more engaged with eco packaging than ever before

More consumers than ever are looking for environmentally-friendly logos on packaging finds a new global report by packaging giant Tetra Pak. It says that it's a top concern for 37% of consumers and that consumers in emerging markets are most engaged with the issue.

The report, the company's 5th bi-annual environment survey, also shows that recycling remains a fundamental expectation of both consumers and food industry stakeholders. It also registers a significant rise in the attitude towards renewable materials, driven by the recent development of new technologies. They rank the use of bio-based materials as one of the most important environmental trends shaping the future of beverage packaging.

Today, 54% of consumers trust environmental labels, compared with 37% in 2011. One in five consumers in the survey recognise the Forest Stewardship Council logo, with most able to associate it with sustainable forestry.

"The findings of this year's report reinforce the importance of putting environment at the heart of our strategic agenda," said Dennis Jönsson, Tetra Pak president and ceo. "We have set firm commitments to reduce our environmental footprint across the value chain, to develop sustainable products and to increase recycling rates; and we are making good progress towards the goals that we have set for ourselves in each of these important areas."

The report also identifies a growing consumer demand for more environmental information. In order to make informed choices, 37% of consumers regularly search for environmental logos on food packaging.

Sorting and setting aside packaging for recycling remains the number one environmental activity among consumers, as it has been since 2005. Meanwhile, the ability to recycle packaging material is regarded as a top priority among food industry stakeholders when developing a product or a service.

The survey has been conducted every two years since 2005. The 2013 Environmental Research polled over 7,000 consumers and more than 200 food industry stakeholders in a total of 13 countries, including the USA, Brazil, UK, France, Germany, Belgium, the Netherlands, South Africa, Turkey, India, Russia, China and Japan. Tetra Pak says it uses the survey to gain a 360° understanding of attitudes about the environment and packaging, helping to secure a solid basis for environmental communication and ultimately to guide its future strategy and product development.

Pack up: Consumers regularly search for enviromental logos on packs

recycling

AkzoNobel looks to close paint recycling loophole

Global paints and coatings giant AkzoNobel has collaborated on a UK project looking at the viability of recycling household paint.

In the UK alone, over 300m litres of paint are bought each year, with as much as 15% going to waste, in the majority of cases ending up in landfill.

Part of the project saw AkzoNobel and design agency Seymourpowell consult with two existing paint-recycling enterprises – Newlife Paints based in Ford, West Sussex (currently sold in 170 B&Q stores around the UK), and Castle RePaint Scotland, a social enterprise based in Fife.

As part of a project, design agency Seymourpowell made an educational video highlighting the possibilities, as well as the benefits, of paint recycling, and also identified a completely new technology to help scale and speed up the paint recycling process for greater business viability.

Chris Sherwin, head of sustainability at Seymourpowell commented: "Paint recycling is a real area of opportunity, economically and environmentally, yet faces many design challenges to become viable. Our initial area of work has been to help improve the actual recycling process itself. By halving the time it takes to remove the old paint from used tins, we believe we can dramatically scale-up and speed-up of the process, making it far more viable for businesses facing rising costs on raw materials."

David Cornish, Global Sustainability Manager – Resource Efficiency at AkzoNobel added: "This collaboration really helped us think through some of the tricky challenges of paint recycling. It's an exciting area for us, but needs improving to become commercially attractive. Seymourpowell's animation will certainly help us communicate the opportunities internally in order to bring the weight of our resources behind this research. We look forward to continue working together to further investigate this new paint recycling technology and how we and others might make use of it."

CSR in practice

Taking executive decisions about ethical behaviour

Written by Dr Nicole Dando, IBE

New research from the Institute of Business Ethics (IBE) has shown an apparent lack of explicit engagement at EU level with ethical principles in corporate governance guidance. There is limited requirement, or indeed encouragement, for boards to operate with high ethical standards. Leading edge companies increasingly recognise that embedding business ethics, sustainability and social responsibility throughout their operations as being essential for long term success. But boards can lag behind when it comes to examining their own behaviours and how ethical values ought to apply within the board room.

What can boards do to avoid their own integrity failures and actively demonstrate that they are committed to ethical standards in the way they govern and conduct themselves?

Purpose, strategy and vision

The choices made by senior leaders are open to analysis by all stakeholders, and there is a very real potential that board members could be pursued individually in the courts for any decisions they make. This means that mechanisms need to be introduced which will facilitate the consideration of the ethical dimensions of board decisions. This is the perspective that asks the question 'how does this fit with our values and the way we do our business?'

Few directors would query the need for strong ethics and compliance within their business, but the need remains for rigorous ways to help them engage with their own decision-making processes.

Persuading boards to put the promotion of 'how business should be done' on a par with core operating strategies is a significant challenge. The challenge is how to define an ethical approach and then to apply it. It can take a great deal of courage on the part of a board, and sometimes be 'costly', to embed ethical thinking within strategy. Tough issues like operating in territories with questionable human rights records, require boards to be equipped with ethical sensitivity and the right leadership skills. Although a company might say "we will not do business in countries where there is a risk of us becoming involved in human rights abuses"; or "we will not do business if it contravenes our ethical values", in practice, these statements are difficult to deliver on. It is easier if the strategy can be explained clearly to the company's shareholders and wider group of stakeholders using the company's code of ethics as a reference point. (Anglo American's decision to invest $400m in a mining project in Zimbabwe is one example.)

Getting on board: directors can lag behind when it comes to examining their own behaviours and how ethical values ought to apply within the board room

The distorting influence of time pressures should not be underestimated when it comes to encouraging an ethical dimension to board decisions. Offering training in ethical decision-making or away day sessions on ethical issues and risks for the company will give board members the opportunity to consider these matters in a neutral and reflective space. The building of ethics into strategic reviews will, over time, become part of the board psyche.

Example and leadership

The continual reference to and demonstration of ethical values and by board members are essential if a board wishes the rest of the organisation to operate in line with a set of core values, and for it to enjoy the benefits which doing business ethically can bring.

It goes without saying that members of boards should have personal integrity, as well as being champions of the company's values. So, recruiting the right board members with the experience and ethical acumen to support the organisation is a good way to ensure that ethics is part of the language of the board.

Oversight and controls

In order for the directors to influence the ethical culture, they need first to establish meaningful values for the company and develop the policies, mechanisms and controls, an 'ethics programme', that support employees in making ethical choices. They need to understand the ethical challenges that employees face and the pressures that might drive them to cross ethical lines.

The board needs to know what is truly happening both within the company and its sector in order to make sound judgements in the best interests of the company. As part of this, directors need to monitor the extent to which the company is really living up to its stated values, otherwise all pronouncements on ethics will be viewed as flimsy and without substance. Using monitoring and assurance tools, such as the Investing in Integrity charter mark (www.investinginintegrity.org.uk), checks that the boxes are ticked, but it also assesses the extent to which the company is doing what it says it does ethically, as well as financially.

Ethical assurance and monitoring are vital risk management tools; as we have seen in recent years, risks to integrity do need to be deemed a threat to financial performance.

The board's role is to give direction. It is vital that it provides an ethical compass for the organisation that it oversees especially when executives, immersed in the day-to-day business of the company, may be unable to do so. It is vital that board members are aware of the ethical issues and challenges affecting their sector, their company, their executives and their staff. They must continually develop their own ethical sensitivity and acumen, and use it actively to strengthen the culture and mitigate integrity risk – as a preventative measure and not just so as to be able to handle the ethical lapses once they have happened. Above all, they must look to themselves. To coin a phrase "ethics begins at home": if the board are confident that their own way of governing has ethics at its core, the rest will surely follow.

A Review of the Ethical Aspects of Corporate Governance Regulation and Guidance in the EU by Julia Casson is available as a free download from IBE's website: www.ibe.org.uk/userfiles/op8_corpgovineu.pdf

IBE's Good Practice Guide: Ethics in Decision-making by David Barr and Chris Campbell is available from www.ibe.org.uk

GEPs: showing the way to a greener future?

Ethical Performance reports on how one area of the UK is developing a vision towards a greener economy

With the global population heading towards nine billion and consumption at around three times the planet's resources, there's no doubt that action is needed for sustainable growth in the development of low-carbon and environmental goods and services.

One organisation is leading by example. In East Anglia the New Anglia Local Enterprise Partnership (LEP) has made the green economy the heart of its work and is pioneering a way forward that could be followed by the whole of the UK, and even globally.

New Anglia is one of 39 LEPs in the country and operates in an economy worth £27bn. At the heart of the New Anglia LEP's operation is the Green Economy Pathfinder (GEP), a project undertaken at the invitation of government to develop a vision to lead the transition to a green economy, delivering benefits across East Anglia with examples of best practice to be shared with the rest of the UK.

Mark Pendlington, chairman of the GEP and group director of Anglian Water, explains the thinking behind the GEP: "New Anglia is the perfect place to pioneer a project like this. This is the driest, lowest-lying part of the UK, with around 30% of land below sea level. We have an extensive coastline which is vulnerable to rising sea levels and the fastest growing population in the country. We are literally on the front line, and will be among the first to feel the impacts of climate change. So developing a low carbon sustainable economy is essential if we are to live within our resources and continue to make this a great place to live and work.

"Our priorities are low carbon: innovation, resource efficiency and energy; natural capital: that focuses on landscape, farming, tourism, wildlife and quality of life; and social capital: employment skills development and community cohesion. And we have developed a strategy and action plan with five key objectives and 25 goals to fast-track green economy growth.

"To enable this, we have also created the GEP Board, comprising 23 experts in a broad range of fields, who are dedicated to driving the scheme forward."

Staff of life: East Anglia's predominantly arable farms produce over a quarter of England's cereal

Iain Dunnett, operations manager for the LEP said: "Our GEP manifesto showcases local businesses that are demonstrating a cutting edge approach to the green economy."

One of the businesses featured in the GEP manifesto is Adnams Bio Energy, a partnership between Bio Group and Suffolk-based brewery Adnams plc. It is the first bioenergy plant of its kind in the UK; built to inject green gas to grid, producing biomethane from food and brewery waste.

Bio Group seeks to reduce greenhouse gas emissions through a diverse network of facilities that turn organic waste into renewable energy. It has also been working with some of the UK's leading energy providers to develop the Green Gas Certification Scheme (GGCS). This tracks commercial transactions of biomethane through the supply chain, reassuring customers that the gas they buy is totally 'green' and incentivising gas producers to inject green gas into the grid.

Steve Sharratt OBE, GEP board member and Director of Adnams Bio Energy, said: "This project is a clear example of how a commercial production operation can be linked to a source of energy from local waste. Future developments such as this will be central to sustainable growth."

At the University of East Anglia (UEA) the Adapt Low Carbon Group has been formed to promote the generation of enterprising low-carbon concerns. The Group incorporates the InCrops Enterprise Hub, the Low Carbon Innovation Fund and the Low Carbon Innovation Centre, which was formed in 2008 as the hub for all the UEA's low-carbon and climate change innovation activities. This centre seeks to accelerate the uptake of carbon-reducing technologies and stimulate economic growth.

The high quality of Norfolk and Suffolk's food and drink is also an important feature of the GEP manifesto because the area is the 'breadbasket' of the UK. Some 327,000 people work in the region's food supply chain, with an additional 37,000 in food processing and more than 47,000 on farms. East Anglia's predominately arable farms produce over a quarter of England's cereals.

Many small food and drink producers, whose brands are well known outside East Anglia, are creating jobs, attracting tourists and protecting the environment. The East of England Co-operative Society has recently won a BiTC award for sustainable production. It is the largest independent retailer in the New Anglia area. Through its Sourced Locally initiative, 114 local suppliers sell over 2,000 products in its stores; most sourced from within a 30-mile radius.

One of the first tangible outputs from the GEP is Wild Anglia, an independent organisation whose aim is to think differently about nature – how nature can contribute to and at the same time be invested in, by society and our economy. Wild Anglia was awarded Local Nature Partnership status by Defra in 2012, along with a broad remit to find local solutions to strengthening nature – so that it can continue to serve society.

"This is far more than just being nice about nature. Nature underpins our society and economy," said Richard Powell, OBE, who chairs Wild Anglia and is also a GEP board member and former director East of England – National Trust. "It is not optional, an add-on, or a 'nice-to-do' and it will not support us forever if we fail to invest in it."

Richard Powell added: "Through the GEP, our aim is to use all our energy and resources, across local and central Government, business and other organisations, to devise new solutions and tap into existing programmes and initiatives, as we continue to fast-track the green economy in our region. We hope that all parties involved will be thinking differently and looking to be a champion for the economic, environmental, and social agenda's to create new and innovative solutions. Business as usual isn't really an option."

Further information: ethicalp.com/newanglia

Why online child's play

*Many people in government and the general public feel that media companies and online providers have a responsibility to do what they can to limit access to images and content that may be disturbing, as well as protect younger internet users, **Patricia Mansfield-Devine** reports*

Online safety is a big headline grabber at present, in an era when many children are more internet-savvy than their parents.

Issues such as bullying, grooming by paedophiles and online stalking are of concern to parents, along with the ease of access to hardcore pornography on the net.

Consequently, many people in government and the general public (including around 89% of parents[1]) feel that media companies and online providers have a responsibility to do what they can to limit access to images and content that may be disturbing, as well as protect younger internet users, who may be net-savvy but not life-aware.

Government pressure has been mounting. In July, the Department of Education asked ISPs Sky, Virgin and BT to get behind the UK's fourth big ISP, Talk-Talk and adopt a browser intercept that would force existing customers to choose either to proceed with parental controls (the default setting), choose their own settings, or turn them off completely.

The three responded angrily and in fact it later transpired that Talk-Talk was not, as the DoE had claimed in its letter, planning to install any such intercept.

One reason for anger is that ISPs, in general, do not wish to be placed in the role of censors or of doing the Government's dirty work. Some civil liberties campaigners are concerned that if ISPs are asked to censor pornography, then other types of sites might follow, such as terrorist, racist or extremist sites, with the ISP perhaps facing the risk of being legally liable if users do manage to access such sites in spite of filters.

UK ISPs prefer the 'Active Choice' setting on filters to 'Default On', under which users can choose to block access to certain content.

'Active Choice', they claim, makes consumers feel involved in the choices they make on internet filters, and they also add that filters can, in any case, give parents a false sense of security. They also claim that UK ISPs are already displaying a strong commitment to corporate social responsibility because of their industry code.

As an example, they cite that all UK ISPs offer free parental control options that can be easily downloaded and installed to prevent children accessing sites without parental consent.

BT, for instance, offers its Family Protection software, developed with security software firm McAfee, available free from its customer services site at http://bt.custhelp.com. This allows parents to restrict which websites their children visit, track their online usage, be alerted if inappropriate content is accessed, and keep an eye on emails and instant messaging.

The offer is part of BT's general CSR policy and the corporate works in partnership with the UK Council for Child Internet Safety (UKCCIS), the Child Exploitation and Online Protection Centre (CEOP) and the Internet Watch Foundation (IWF) to educate parents on practical ways to protect their children.

In fact, all the UK's broadband providers and media companies work together on policy. BSkyB's head of corporate responsibility, Daniella Vega, says: "Everything we do with regard to child safety is intertwined with the benefits for the business. It all stems from what is material to the business - as a broadband provider, child safety is absolutely a material issue: you can't have one without the other."

> *Everything we do with regard to child safety is intertwined with the benefits for the business. It all stems from what is material to the business – as a broadband provider, safety is absolutely a material issue*

Sky already had a strong track record on child safety because of its background in TV, claims Vega. "We always had parental controls on set-top boxes, which was a free value-add for the customer and it was easy to set up and protect children from post-watershed content, etc." she says.

"Once we ventured into the broadband market we've been active with other ISPs at industry level but also on our own. For example we were the founding members of the IWF, which meant that we co-drafted the UK ISP code of practice on child net safety."

BSkyB provides both free parental controls and advice and information to customers. "Also, our public Wifi areas – 20,000 hotspots around UK – restrict access to adult content," says Vega.

"We were the first broadband provider to restrict access to adult content through public wifi."

However, a recent survey by AdaptiveMobile that found 51% of UK wifi hotspots allowed access to pornographic and violent sites.

At the end of the year, Sky will offer a whole-of-home solution. "This will be one set-up covering every device," says Vega.

"People are now accessing the internet via smart TVs, mobiles, tablets etc, not just computers, and this will have just one switch, so you can know as a parent that if you're downstairs watching TV, your children can't be upstairs accessing something you don't want them to. And it will be free to our customers."

However, says Vega, more interesting than the filters and content issue that comes in for so much debate is the educational side of online safety that ISPs can provide – teaching children and young people how to stay safe online so that they can confidently surf the net. This is where a firm's real CSR credentials come in.

"Ultimately, young people need to

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UK Council for Child Internet Safety has drawn up guidance documents for firms providing internet services such as interactive services aimed at or likely to attract children; companies involved in the moderation of user interactive services that may be used by children; organisations considering an interactive digital marketing campaign aimed at or likely to attract children or that involves direct contact with children, and digital marketing agencies and social media companies involved in campaigns that might involve children.

It also produces the document 'Good practice guidance for the providers of social networking and other user-interactive services', which looks specifically at how providers can deal with issues that affect children, such as bullying and harassment, self-harm and destructive behaviours, sexual exploitation of children and young people online, and the use of webcams and other technologies to sexually exploit children and young people.

safety isn't any more

be empowered to understand how they can get the most from the internet," she says.

Sky works closely with NGOs such as Childnet International, which tasks itself with educating young people about online safety, and it has built the Sky Skills Studio, based in the firm's main studios in Osterley, west London, specifically to cater to children and young people.

"Up to 60 kids a day come in," says Vega, "to have a tour of the studios to understand how TV is made and then go straight into the studio and write, shoot and edit their own short reports."

The reports are linked to core curriculum subjects, including maths, english, sports and PCHE (Personal, Citizenship, social, Health and Economic education), and are chosen by teachers via the Sky Skills Studio website.

"The studio has been open a year and the most popular topic chosen by teachers has been social media and child safety," says Vega.

"After the kids make the film, they are given it on a USB stick and they can go back to their school and share it, which they often do in assembly."

This kind of peer-to-peer articulation around the issue of child safety is more effective than them being told something by adults, she says.

BSkyB is also involved with Safer Internet Day, which is organised by The UK Safer Internet Centre (co-funded by the European Commission and co-ordinated by Childnet, the South West Grid for Learning and the IWF) and which takes place each year in early February.

Childnet is the hub for online child safety in the UK but it draws a lot of corporate support together, says Vega, including BSkyB and other providers such as BT and Virgin.

The NGO's mission statement is to make the internet a safe place via education and empowerment, says Lucinda Hasell, Childnet's policy and communications director, and it works closely with all the UK ISPs to co-ordinate its activities.

The organisation goes into schools at the rate of least four a week, speaking to children aged 3-18, alongside their parents, teachers and carers, about risks and how to stay safe online.

It helps parents and teachers to understand what children are doing online and what services they are accessing, but also crucially informs them about the tools that many of those services provide, such as the fact that you can make reports on Cloud Penguin (the trainer for massively multiplayer online role-playing game Club Penguin) for the younger audience and also on Facebook.

Childnet also has a corporate side, working with companies of all sizes to hold 'lunch and learn' sessions for firms to think about internet safety and about the fact that their employees are also parents.

Following the Bailey review on the commercialisation and sexualisation of childhood, there has been much debate about the Active Choice issue, says Hasell. But whether or not the default-on setting that the government wants (and which is supported by Labour but not by the Liberal Democrats) becomes law, Childnet's aim right now is that: "If the tools exist now, we want parents to have that choice now."

When it comes to companies that are handling the issue of online safety badly, as has been recently seen with Twitter's lack of response after death threats were made against prominent feminists using the service, Sky's Vega believes this may be due to a gap between action and awareness seen in the US but not in the UK. "I don't think you see those gaps with UK companies," she says.

"Internet safety isn't a legal requirement in the UK, but it is an expectation from our customers. I think that the action from industry on this issue has gone further as a sector-led body than it would have if it was a legal requirement. If you're working for an ISP you really need to understand these issues.

"And the wider impact of the internet – if you can get staff thinking about that more strategically you'll get more buy-in. There needs to be an understanding built by ISPs that this could make or break their business – it's an opportunity to demonstrate leadership and to reap reputation from it."

[1] Parents, Schools and the Digital Divide. Developing Online Safety Knowledge in Partnership with Parents and Schools. Professor Andy Phippen, Professor of Social Responsibility in IT, Plymouth University.

A month in SRI with Oliver Wagg

UN proves sustainability pays as Church calls for fossil free policy


Oliver Wagg

The United Nations Global Compact (UNGC) has long been criticised for promoting a loose definition of corporate sustainability, keeping it simple by asking compact signatories to "embrace, support and enact, within their sphere of influence, a set of core values" by agreeing to uphold ten principles and submit an annual statement on progress.

But the performance of the organisation's new stock index appears to indicate that adherence to the UNGC is correlated with positive financial performance, bucking the trend of many existing socially responsible indices that historically show market under-performance.

At its mid-September tri-annual gathering in New York the UNGC launched the Global Compact 100 (GC 100) – a non-investable stock index of companies committed to the ten principles. The GC 100 showed a total investment return of 26.4% during the past year, surpassing the overall stock market (The FTSE World All Share index) by over 4 percentage points. The index also outperforms mainstream indices over both two- and three-year horizons.

The GC 100, released in partnership with financial research and analytics firm Sustainalytics, is composed of a representative group of GC companies selected on their adherence to the ten principles as well as evidence of executive leadership commitment and consistent base-line profitability.

"The good news is that the business case for integrating what we call non-traditional financial issues into corporate strategy and operations is very strong now", says Georg Kell, who runs the Global Compact.

Call for fossil free investments

Ecumenical pressure group Operation Noah wants to address the gap between official church policy on climate change and church investments in fossil fuel companies.

"Church leaders are living in a fool's paradise if they think they can meet their policy commitments to preventing catastrophic changes to the climate system whilst investing in companies seeking expansion in fossil fuel reserves," says Mark Letcher, head of Operation Noah's new disinvestment campaign Bright Now.

Two of the Church of England's top five corporate investments are in BP (£22.4m) and Shell (£37.8m), companies seeking massive expansion in fossil fuel reserves.

"We believe Christians should start debating climate change with the same intensity and scrutiny they give to issues such as freedom of speech or same-sex marriage," said Operation Noah chair Isabel Carter.

Operation Noah doesn't quite have the support of the congregations. Almost two-thirds of Anglicans believe the Church of England should take a lead role in addressing anthropogenic climate change, but only a quarter believes the Church should divest in companies seeking expansion in fossil fuel reserves, according to Operation Noah.

Oliver Wagg is a journalist & leading SRI commentator

Fundwatch – Top 5 Best & Worst Performers

Fundwatch data supplied by Morningstar and FTSE as at 31 August 2013. Neither Morningstar nor *Ethical Performance* are responsible for the accuracy or any damages or losses arising from any use of this information. Past performance is no guarantee of future results.

UK REGISTERED FUNDS	01/09/12 - 31/08/13		01/09/10 - 31/08/13			01/09/08 - 31/08/13		Morningstar	Fund Size (£m)
Group/Investment	Return (cumulative)	Peer Group Rank	Return (cumulative)	Peer Group Rank	Std Dev (cumulative)	Return (cumulative)	Peer Group Rank	O/all Rating	
Guinness Alternative Energy C	64.51	1	-21.51	149	9.31			★★	2.80
KBI Instl Alternative Energy A EUR	38.35	2	-4.61	145	6.14	-48.36	129	★★	34.10
Premier Ethical A Inc	36.88	3	59.13	3	4.03	51.21	17	★★★	61.33
Jupiter JGF China Sustainable Gr L USD	36.36	4	-1.40	140	6.13	-	-	★★★	9.94
Robeco New World Financial Eqs D EUR	35.03	5	28.13	82	6.07	18.84	97	★★★	158.43
Dexia Eqs L Sust Emerging Mkts C Acc	-0.36	163	-4.27	144	4.55	16.60	103	★★★	30.97
BlackRock Charinco Inc	-0.83	164	11.90	122	1.65	37.39	43	★★★★★	308.37
Robeco Natural Resources Equities D EUR	-2.87	165	-5.26	146	5.87	-17.60	120	★★★	74.19
PIMCO GIS Socially Rspnb EM Bd Inst USD	-3.16	166	11.39	125	2.07	-	-	★★★	168.41
SUNARES	-28.08	167	-32.70	150	9.55	-25.50	126	★	10.38
Peer Group Average	17.30		26.98		3.72	28.86		★★★	217.47

US MUTUALS	01/09/12 - 31/08/13		01/09/10 - 31/08/13			01/09/08 - 31/08/13		Morningstar	Fund Size ($m)
Group/Investment	Return (cumulative)	Peer Group Rank	Return (cumulative)	Peer Group Rank	Std Dev (cumulative)	Return (cumulative)	Peer Group Rank	O/all Rating	
Guinness Atkinson Alternative Energy	50.17	1	-27.35	200	9.73	-68.90	185	★	18.24
Eventide Gilead N	47.09	2	112.20	1	5.55	122.28	1	★★★★★	120.21
Firsthand Alternative Energy	45.86	3	-17.89	199	8.64	-42.61	183	★	6.70
Pax World Small Cap Institutional	38.26	4	79.52	6	4.70	67.83	6	★★★★	34.84
Great-West Ariel Mid Cap Value Init	35.27	5	77.22	10	5.80	77.12	3	★★★	50.78
Calvert Long Term Income A	-4.91	210	14.21	165	1.74	52.35	21	★★★	115.64
Calvert Tax-Free Bond A	-5.18	211	3.65	194	1.49	12.24	167	★	145.34
GuideStone Funds Extended-Dur Bond GS2	-5.36	212	18.58	158	2.30	61.29	12	★★★★	274.07
GuideStone Funds Inflat Prtctd Bd GS4	-6.98	213	9.03	177	1.50	-	-	★★★	262.16
Timothy Plan Defensive Strategies A	-8.16	214	13.25	167	3.23	-	-	★	68.69
Peer Group Average	14.51		42.25			31.90		★★★	4443.97

EUROPEAN FUNDS	01/09/12 - 31/08/13		01/09/10 - 31/08/13			01/09/08 - 31/08/13			
Group/Investment	Return (cumulative)	Peer Group Rank	Return (cumulative)	Peer Group Rank	Std Dev (cumulative)	Return (cumulative)	Peer Group Rank	Morningstar O/all Rating	Fund Size (£m)
LSF Asian Solar & Wind A1	101.84	1	-38.33	1,022	13.52	-	-	★	21.86
MAP Clean Technology Fund I	97.74	2	-	-	-	-	-		2.77
Guinness Alternative Energy A	53.96	3	-22.69	1,012	8.05	-59.99	834	★	2.80
Robeco GTAA D	31.77	4	41.56	85	3.65	-	-		16.94
Incometric Global Valor B	31.61	5	53.29	22	4.47	-	-	★★★★★	6.48
KLP Alfa Global Energi	-18.96	1,1135	-	-	-	-	-		85.82
MCO2 New Energy FEIF	-23.76	1,1136	-62.77	1,028	5.40	-63.55	835	★★	
MCO2 Luso Carbon FEIF	-32.00	1,137	-53.36	1,026	3.55	-55.93	832	★★	
SUNARES	-33.04	1,138	-34.70	1,020	9.31	-29.45	813	★	10.38
Triodos Vastgoedfonds	-55.80	1,139	-62.25	1,027	6.02	-65.31	836		65.25
Peer Group Average	8.23		17.70		1.12	18.25		★★★	132.09

UK INSURANCE FUNDS	01/09/12 - 31/08/13		01/09/10 - 31/08/13			01/09/08 - 31/08/13			
Group/Investment	Return (cumulative)	Peer Group Rank	Return (cumulative)	Peer Group Rank	Std Dev (cumulative)	Return (cumulative)	Peer Group Rank	Morningstar O/all Rating	Fund Size (£m)
Skandia/Premier Ethical Life	30.89	1	50.55	16	4.01	45.29	15	★★★★	0.52
Canlife/Allianz Glb Eco Trends 4 Life	29.53	2	25.83	76	4.62			★★	0.06
Sterling/Allianz Glb EcoTrends Life	28.33	3	23.03	88	4.57			★★	0.52
Skandia/Ecclesiastical Amity Eurp Life	28.13	4	28.24	70	5.20			★★	0.47
Stan Life Ethical 1 Life	27.97	5	63.55	1	4.15	60.67	9	★★★★	60.13
Sterling/Kames Ethical Corp Bd Life	2.08	107	12.42	101	1.02	24.64	58	★★	8.55
L&G/Life Kames Ethical Corporate Bond	2.00	108	11.70	103	1.00	24.45	59	★★	6.80
FL Stewardship Safeguard Optm S1 Inet Lf	1.41	109	-0.16	107	0.53	-6.02	80		
FL Stewardship Corporate Bond Inet Life	-0.72	110	11.61	104	1.10				
L&G/Life Neptune Green Planet	-8.87	111	-26.73	108	5.08	-39.69	81	★	0.39
Peer Group Average	17.79		34.24		3.18	33.11		★★★	17.54

UK INDIVIDUAL PENSIONS	01/09/12 - 31/08/13		01/09/10 - 31/08/13			01/09/08 - 31/08/13			
Group/Investment	Return (cumulative)	Peer Group Rank	Return (cumulative)	Peer Group Rank	Std Dev (cumulative)	Return (cumulative)	Peer Group Rank	Morningstar O/all Rating	Fund Size (£m)
FL/Premier Ethical EP Pen	37.05	1	60.32	16	4.04	54.46	16	★★★★	1.95
Skandia/Premier Ethical Pen	36.80	2	57.86	20	4.14	52.67	17	★★★★	0.53
Stan Life Ethical UK 2 Pen	34.11	3	72.53	3	4.47	68.47	12	★★★★	
Sanlam/Kames Ethical Equity 8 Pen	31.64	4	66.22	14	4.34			★★★★★	0.05
Aviva/ATSF European Growth inet Pen	30.85	5	41.07	52	5.01	29.23	59	★★★★	85.07
Skandia/Kames Ethical Corp Bond Pen	3.10	119	16.88	109	1.16	33.26	53	★★	2.49
FL/F&C Ethical Bond Inet Pen	2.00	120							0.64
Canlife/F&C Ethical Bond 4 Pen	1.67	121	15.36	111	1.48			★★	0.06
ReAssure Deposit Growth 5 Pen	0.41	122	1.94	113	0.04	6.22	78		100.45
ReAssure NM Deposit Pen	0.24	123	1.58	114	0.02	5.69	79		
Peer Group Average	27.37		38.43		3.39	37.02		★★★	35.66

Roger Aitken, analyst, interprets the data:

Guinness Alternative Energy C, a £2.8m fund, came top amongst UK Registered funds over the past one year to 31 August with a cumulative +64.51% return – versus -21.51%/149th peer group rank over the past 3 years and -48.36% over the past five. KBI Institutional Alternative Energy A EUR fund scooped the runners-up spot on the past one-year view (+38.35%) but came 145th (-4.61%) over 3 years and 129th (-48.36%) over five. Jupiter JGF China Sustainable L USD fund took fourth spot with +36.36% over the past year (-1.40%/140th over three years). SUNARES again ranked bottom in the sector for the past year posting -28.08%.

The $18.24m Guinness Atkinson Alternative fund continued its top ranking among the US Mutual funds universe for the 12 months past with a robust +50.17% performance. However, it ranked a lowly 200th over the past three years (-27.35%) and 185th (-68.90%) over the previous five. The $120.21m Eventide Gilead N fund came second top for the last 12 months (+47.09%) and top ranked spectacularly over three and five years at +112.20% and +122.28%, respectively. Firsthand Alternative Energy, a $6.70m fund, came third for the past year (+45.86%) but stood 183rd (-42.61%) over five years and muddied the waters.

LSF Asian Solar & Wind A1 fund took the spoils amongst European funds over the past year with a massive +101.84% return, but contrasted with a -38.33% (1,022nd ranking) three-year performance. MAP Clean Technology Fund I came second over the past one year (+97.74%), followed by Guinness Alternative Energy A fund's +53.96% (-22.69%/1,012th over three years). Triodos Vastgoedfunds bottom ranked again here for the past year (-55.80%), mirroring similar poor three- and five-year performances. Overall this sector posted the lowest past one-year peer group average performance at +8.23%.

For UK Insurance funds Skandia/Premier Ethical Life come top over the past year with +30.89% (+50.55%/16th over three years). Canlife/Allianz Global Eco Trends 4 Life closely followed with +29.53% (+25.83%/76th over three years), while L&G/Life Neptune Green Planet fund picked up the wooden spoon (-8.87%/111th).

The UK Individual Pension funds sector displayed similar behaviour to analysis one month earlier with top and bottom spots over the past year being FL/Premier Ethical EP Pension fund (+37.05%) and ReAssure NM Deposit Pension fund (+0.24%/123rd).

in brief

● **Nivea news...** Beiersdorf is reshaping its Corporate Communications. With effect from October, it will be merging its Corporate Communications and Corporate Sustainability departments. Inken Hollmann-Peters will be responsible for managing the combined unit, reporting in this position to Stefan F. Heidenreich, Beiersdorf AG's CEO.

Inken Hollmann-Peters joined Beiersdorf AG in 1988. Since then, she has held a number of managerial positions with the company, including internationally. Among other things, she managed the international NIVEA Marketing from 2000 to 2010 as joint leader. Most recently, she was head of Corporate Sustainability. The previous head of Corporate Communications, Sven Jacobsen, has left the company.

● **EIC executive...** The UK's environmental technologies and services sector trade association – the Environmental Industries Commission (EIC) – has appointed Matthew Farrow as its new Executive Director to provide greater strategic direction, bolster lobbying efforts, and drive the industry's representation with Government, regulators and the wider policy making community. Before joining EIC, Matthew was Director of Policy at the waste management industry's trade association, the Environmental Services Association (ESA), where he had direct responsibility for the development of ESA's policy positions, and led on communicating these to Ministers, senior civil servants, MPs and the media.

● **BrownFlynn bonus...** Sarah Corrigan and Brittany VanderBeek have joined US CSR consultancy BrownFlynn as analysts. Marissa Beechuk has also been promoted to associate consultant and marketing manager at the firm. Corrigan is a current MBA candidate at the Weatherhead School of Management, while VanderBeek graduated from the University of Michigan's business school.

award

Hans Wegner recognised by SFI

The Sustainable Forestry Initiative (SFI) has recognised Hans Wegner, chief sustainability officer of the National Geographic Society, with the annual SFI President's Award. The SFI notes Wegner's many contributions – both personally and on behalf of National Geographic Society – have been instrumental in raising awareness of the benefits associated with utilizing forest certification as a proof point for sourcing forest products responsibly and for modeling sustainability principles into daily decisions.

"Hans' commitment to sustainability is matched only by the depth of his knowledge and his passion for raising awareness among others," said SFI president and ceo Kathy Abusow. "Hans believes that as a publisher, National Geographic Society has a crucial role to play in encouraging responsible forestry practices and helping to build the foundation of a sustainability model for all users of forest products. He is a true leader in the cause of sustainable forestry."

Under Wegner's leadership, the National Geographic Society undertook a complete carbon footprint analysis of the operations of its headquarters and implemented a variety of measures to achieve carbon neutral status for its complex.

The National Geographic Society is one of the largest nonprofit scientific and educational institutions in the world. Its interests include geography, archaeology and natural science, and the promotion of environmental and historical conservation.

council election

Peter Webster elected to PRI council

The Principles for Responsible Investment (PRI) has announced the results of its annual election of signatories to the PRI Advisory Council and Peter Webster, ceo of EIRIS, a leading global provider of ESG research for investors, has been elected.

The PRI noted that Webster emphasised his interest in making the responsible investment industry stronger and in making the PRI even more valuable to its signatories, in his pre-election candidate statement.

Webster commented: "I am delighted to have the support of PRI members who are doing so much to advance responsible investment globally. James Gifford, the staff team and the other members of the Advisory Council have done a fantastic job in building the PRI as a considerable force for change in our field. I'm looking forward to the opportunity to work with other Advisory Council members in helping to take that forward."

non-executive role

Jonathan Dutton joins ACCSR

Corporate social responsibility advisory and training firm, the Australian Centre for Corporate Social Responsibility (ACCSR), has appointed Jonathan Dutton as a non-executive director. He joined the firm in early September in a part-time capacity.

Dutton is the former head of the global peak body for procurement in the Australasian region, The Chartered Institute of Purchasing & Supply (CIPSA), which he led for over eight years as the founding managing director in Australasia from 2004 until earlier this year.

The managing director and founder of Melbourne-based ACCSR, Dr Leeora Black, commented: "Procurement and supply side questions have become much more prominent in responsible business practises in our region in the last few years. For example, the new G4 Global Reporting Initiative (GRI) guidelines were introduced in May, and for the first time place a major emphasis on organisations reporting on their sustainability approach to the supply chain. This is the area that Jonathan will be able to help us and our clients the most." Specifically, Dutton will also be speaking on behalf of ACCSR at events, contributing to the ACCSR training programs, blogging monthly on CSR in supply chain issues and advising the ACCSR team and clients on supply side issues.

In addition to his eight years leading CIPSA, Dutton has worked in both procurement and sales for British Airways & Qantas and been marketing director of two public companies – Chubb and Regus. He has a degree in economics, is a fully

qualified procurement professional, has the AICD diploma in corporate governance, and is a fellow of four institutes including the Royal Society of Arts, Manufacturing & Commerce [RSA].

interview

Inclusive business = responsible business

Sandra Kerr, OBE, director of Race for Opportunity, the race equality campaign from Business in the Community, tells Ethical Performance why diversity is key to the responsible business model

Q How important is diversity within a business's CSR remit?

A Responsible Business can only truly be so if it is being inclusive and 'responsible' with its own employees and in how it engages with the diversity of their communities, customers, clients and service users.

Q In recent times what businesses have impressed you with regards to their diversity programmes?

A Organisations that have impressed me are those that are Champion members of the campaign that have integrated diversity into their core business strategy, understand their unique diversity challenges in order to implement targeted action, and are delivering real impact as well as continuously demonstrating their commitment to equality.

Q Where do you think most businesses are getting it right (when it comes to race diversity)?

A Any business that is getting it right will be monitoring its workforce at every level and taking action to ensure that there is a diverse demographic of people within their workforce that matches the talent pool of the diverse communities across the UK.

The Business in the Community Gender and Race Benchmarking 2013 demonstrated three areas where businesses are getting it right.

Those organisations that mandate unconscious bias training for those individuals or teams involved in recruitment, have clear and current objectives for recruitment of BAME (black, Asian and minority ethnic talent) candidates, and provide transparent selection criteria for job roles, have better results in engaging and recruiting diverse candidates.

Q And where are they getting it wrong?

A Not taking action. Not implementing any key performance indicators and not evaluating the impact of their actions. Not identifying areas where there are challenges that may need a more focused approach. Not understanding the diversity of the communities in which they operate and from where a growing number of their customers will emerge and that a 'one size fits all' approach may not be the best one.

Q What are the main challenges in CSR today?

A Ensuring that diverse communities are benefiting from employer engagement activities at local level. For example, in the engagement to develop employability skills or support local entrepreneurs, all of which can in turn help to regenerate communities. Ensure that an organisation's employees are aware of the need to engage with all the diverse groups of people within the community and equipping them with the knowledge and skills to enable them to do this with confidence.

Q Do you admire any other companies in particular for their approach to CSR?

A Marks & Spencer, the 2012 Responsible Business of the year for its recognition of the importance of employee engagement, particularly initiatives such as Schwopping that everyone can get involved with, and for putting Plan A at the heart of its business. National Grid for its commitment to tackling youth unemployment. It is spearheading a new initiative, Generation Talent, from Business in the Community's Talent & Skills campaign, which will work with the Department of Work & Pensions to help jobseekers by providing practical help for companies in their promotion of vacancies to the unemployed.

Q Some say the CSR debate has plateaued, do you agree?

A I disagree. I think the next conversation is about inclusive CSR. Ensuring that you know the diversity of the communities in which you operate and ensuring that you engage all parts of it.

Q How do you see the evolution and future of CSR?

A A greater engagement of partners in the UK and internationally via supply chains.

Q If you could influence one major change in British business, what would it be?

A To get diversity and inclusion into the corporate DNA and to raise employer consciousness of the importance of inclusion. I would like business to always check that they are being as inclusive as they can be as an employer. One of the most effective ways of influencing this is to build the requirements into the supply chain.


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Diary dates

CSR North 2013
3-4 October 2013
Malmo, Sweden
www.csrnorth.org
The conference puts the spotlight on how Nordic organizations achieve a business advantage by working with Corporate Social Responsibility.

Australian Sustainability Conference & Exhibition 2013
9-10 October 2013
Melbourne, Australia
www.australiansustainability.com.au
The conference brings together leading practitioners and strategic leaders from this growing industry to explore and share ideas on sustainable business strategy. It says its aim is to focus on the 'how' and not the 'why'.

12th Annual Colloquium - Nyenrode Business University and ABIS
15-17 October 2013
Breukelen, The Netherlands
www.nyenrode.nl
The Colloquium will address the issue of embedding human rights into everyday business practices as well as host a forum for showcasing winners of the recent CSR Europe awards.

Certified Sustainability Practitioner Training (IEMA approved)
17-18 October 2013
London, UK
www.cse-net.org
Organised by the GRI & IEMA approved Centre for Sustainability & Excellence.

The Financial Times Global Renewable Energy Summit: Transforming the Energy Paradigm
22 October 2013
London, UK
www.ft-live.com
The Summit will bring together leading renewable energy and utility leaders, government decision makers, economists, financiers and investors to discover how the economic, financial and political framework for renewables is evolving.

2013 EHS Management Forum
23-25 October 2013
Montreal, Canada
ehsforum.naem.org/index.php
Reportedly the largest annual gathering for environment, health and safety (EHS) and sustainability decision-makers, the forum invites delegates to share best practices with peers and learn actionable strategies to drive change.

Arabia CSR Forum and Awards Ceremony 2013
24 October 2013
Dubai, UAE
www.arabiacsrnetwork.com
Some of the world's leading CSR experts and thinkers will convene to share big ideas on how to make quantum leaps for sustainable development in the East Asia, North Africa and Levant region.

Turkey-MENA Renewable Energy Congress 2013
24 -25 October 2013
Istanbul, Turkey
www.szwgroup.com/renewable2013
The conference will unite the key local and international players to drive forward government support for renewable energy, as well as discuss how to invest efficiently and how to tap into the local market quickly and profitably.

World Forum on Natural Capital
21-22 November 2013
Ediburgh, Scotland
www.naturalcapitalforum.com
Aimed at senior corporate executives, the World Forum on Natural Capital will be a focal point for business leaders and others to explore the full implications of this rapidly evolving issue, with the aim of turning the debate into practical action.

ethical performance

www.ethicalperformance.com

volume 14 issue 16

Ethical Performance is published 12 times a year and is the market-leading business newsletter on CSR and SRI.

Subscriptions

UK	£369
Europe	€494
Rest of the World	$635

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Printing
This issue of *EP* has been printed on chlorine-free paper from sustainable forests by Premier Print Group, London E3 3QQ.

ISSN 1464-6315


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