



OPENING CASE 2020

LETTER FROM THE CEO

Dear students.

I am pleased to announce UN Global Compact as the case company for this year's OPENING CBS Case Competition.

As we enter the decade of action for the 2030 agenda, it is clear that while progress has been made, ambition and scale is still lacking in order to significantly transform businesses as a force for good. The progressive changes that have been implemented cannot be felt everywhere and it is those who are least responsible for putting our planet at risk who face the effects of an increasingly warming planet. In order to tackle the immense interconnected challenges affiliated to climate change, businesses must, in addition to transforming their own operations and supply chain, advocate for governments to take more ambitious steps and become climate activists in their own sphere of influence. Whereas businesses who live up to this responsibility see reduced risk in turnover, deeper employee engagement, and attract investment, especially among the current largest consumer group, the Millennial generation.

Young people are showing a deep and knowledgeable understanding of the issues at hand and are using their growing influence to demand climate action from both businesses and governments, for instance, by consuming goods and services from companies with higher sustainable performance. The United States in particular has seen a significant increase in youth becoming politically involved and is actively opposing the country's decision to

withdraw from the Paris Climate Agreement. Seeing this, how can we at the UN Global Compact support them in utilizing their will and knowledge, not only as future employees in companies, but as powerful influencers in the climate movement as a whole?

Through a number of programs and initiatives, UN Global Compact is already working to activate the young generations within companies, but we believe that it is important that the knowledge and influence of youth is leveraged further as a powerful force when creating and implementing the necessary sustainable solutions. We cannot afford to ignore young people's voices and contribution to sustainable development at a time where we need to come together, think innovatively, and first and foremost, act.

I look forward to seeing which solutions you come up with on this urgent challenge and I wish you the best of luck!

Lise Kingo
CEO & Executive Director
United Nations Global Compact

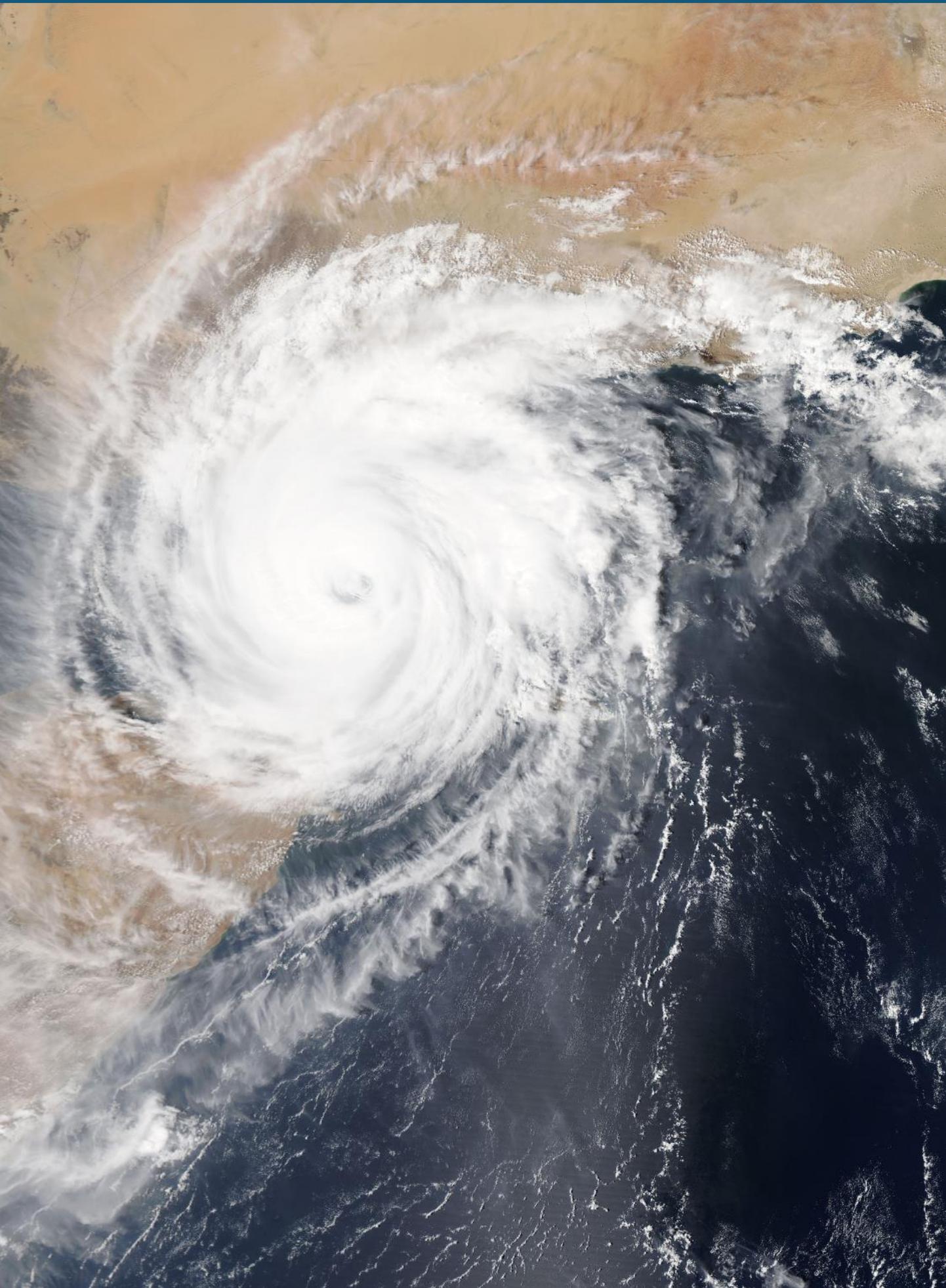


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LIST OF ABBREVIATIONS

ALNF	Annual Local Network Forum
ED	Executive Director
GCO	Global Compact Office
GHG	Greenhouse Gas
GII	Global Impact Initiatives
GNC	Global Network Council
GNLN	Global Compact Local Network
GCNUSA	Global Compact Network USA
IFC	International Finance Corporation
IPCC	Intergovernmental Panel on Climate Change
MGGLB	Making Global Goals Local Business
PRI	Principles for Responsible Investments
PRME	Principles for Responsible Management Education
RNC	Regional Network Council
SBTi	Science Based Targets Initiative
SDG	Sustainable Development Goal
SSE	Sustainable Stock Exchanges
UN	United Nations
UNGC	United Nations Global Compact
YSIP	Young SDG Innovators Programme



SETTING THE STAGE

Our planet is changing. As inhabitants on our planet, we must change as well. Today, climate change is happening rapidly, and our planet is showing vital signs for help. This reality has made a climate crisis evolve into our decade's largest challenge. We are currently experiencing negative consequences that follow this phenomenon, and it will without doubt impose severe changes on the world we know today. Natural disasters are currently emerging to a greater extent across the world and they are expected to intensify within the coming decades. The new environmental reality is consequently imposing huge risks on societies and economies, underlying that the climate crisis is a disaster out of proportions, demanding us all to take responsibility. The way forward is now to ask ourselves how we react to the crisis – how do we create the world we want?

Climate change transcends national borders and requires international collaboration among governments, companies and other organizations. Disquietingly, environmental commitments made by countries under the Paris Agreement to reduce their carbon footprint have shown to be insufficient to keep the world under the 1.5°C scenario, which is already showing its impacts on our environments and ecosystems. Alarmingly, the [IPCC Special report: Global warming of 1.5 °C](#), reports that our current momentum is actually heading towards a 3.0°C scenario, threatening to cause even more significant consequences on our planet.

The implications of governments such as the United States withdrawing from the

Paris Agreement, underlines the potential of the business community to become the leading actor in guiding the transition to a low-carbon global economy. To aid this process, the 17 Sustainable Development Goals (SDGs) have been initiated by United Nations (UN) to help tackle these challenges by defining 169 targets we need to achieve within the next 10 years to overcome the climate crisis and reach a prosperous world for all.

Although, despite numerous commitments and enthusiasm to deliver on the SDGs, the scale of implementing sustainability measures into corporations has stagnated – change is not happening fast enough. [United Nations Global Compact Progress Report 2019](#) unveils that the share of companies making impact assessments in terms of the environment has fallen from 56% in 2015 to 52% in 2019. Furthermore, in 2019, only 38% conduct a general sustainability risk assessment and no more than 29% conduct a general sustainability impact assessment. This demands efforts from all stakeholders to be explored and exponentially intensified, if we are to reach the United Nation 2030 Agenda. That is, without complete participation from business and organizations, the SDGs will never be a reality.

In the battle of combating the climate crisis and environmental challenges, the youth is becoming an influential force to drive sustainable business transformation. The youth represents a highly active and aware generation as they are customers, activists and employees of the future. They are expressing a new set of values and priorities on what they believe should be

emphasized by global business and political leaders. For example, school strikes are intensifying globally, the youth are increasingly voting with their wallets – that is rewarding companies that offer a high-quality product that has been produced sustainably - and are generally showing more activist behavior towards changing the status quo of the climate crisis. They advocate for a more innovative approach to solving issues, thus providing new perspectives to old problems. In the US, [The Sunrise Movement](#) serves as an example of how the youth activism is emerging among younger generations, highlighting the opportunities of this segment.

The United Nations Global Compact (UNGC) strives to leverage the potential of the youth and lead the transition of a more inclusive and sustainable global economy. Through a principle-based approach to the SDGs, UNGC is here to aid the business community in the process of implementing transformations throughout value chains and strategies, by aligning corporations with their ten principles on human rights, labor, the environment and anti-corruption.

To boost UNGC's journey towards mainstreaming responsible business practices, the organization is seeking new and innovative ways of activating the youth. We must all join the sustainability journey as activists - from graduates to leaders.

With a decade to deliver on the 2030 SDGs, UNGC desires your suggestion on a strategy that will secure that we successfully combat climate crisis simultaneously with inspiring young

innovators to lead the way of generating corporate responsibility. You are tasked with the following question:

“What should be the key elements of a 2030 UN Global Compact youth strategy for the United States that will accelerate corporate climate action aligned with the 1.5°C target?”

You will be evaluated on your ability to identify how youth engagement can help mobilize employees in the Global Compact Network USA (GCNUSA), making them capable of embedding the Ten Principles of UNGC into business models that will cultivate ambitious sustainability goals aligned with the 1.5°C target. Furthermore, how you recognize means to mitigate current gaps in climate and gender equality between the business sector and the young leaders of tomorrow will be a prioritized criterion when your solution is evaluated.

To guide your process of creating a youth strategy for the United States, you can consider the following four questions:

- What motivates youth to become active in the corporate sustainability debate?
- How can companies leverage the knowledge and values of youth as well as adapt to their demands and priorities?
- How can we measure the impact made from pursuing a youth strategy?
- How should such initiatives be financed, assuring financial sustainability of the strategy?



PRESENTING UNGC HISTORY

The seed that was to become UNGC was sowed in 1999, after the then UN Secretary-General Kofi Annan recognized publicly that globalization must work for all in order to work at all. At the World Economic Forum in Davos, he called upon representatives from businesses all over the world to take part in building a new global economy; cornerstone by cornerstone. The objective of his proposing was to clarify the importance that all kinds of businesses must take responsibility in fighting the challenges posed by globalization in order to overcome its issues. Hence, the aim of UNGC was put to life and on July 26, 2000, the organization was officially founded at the UN headquarters in New York.

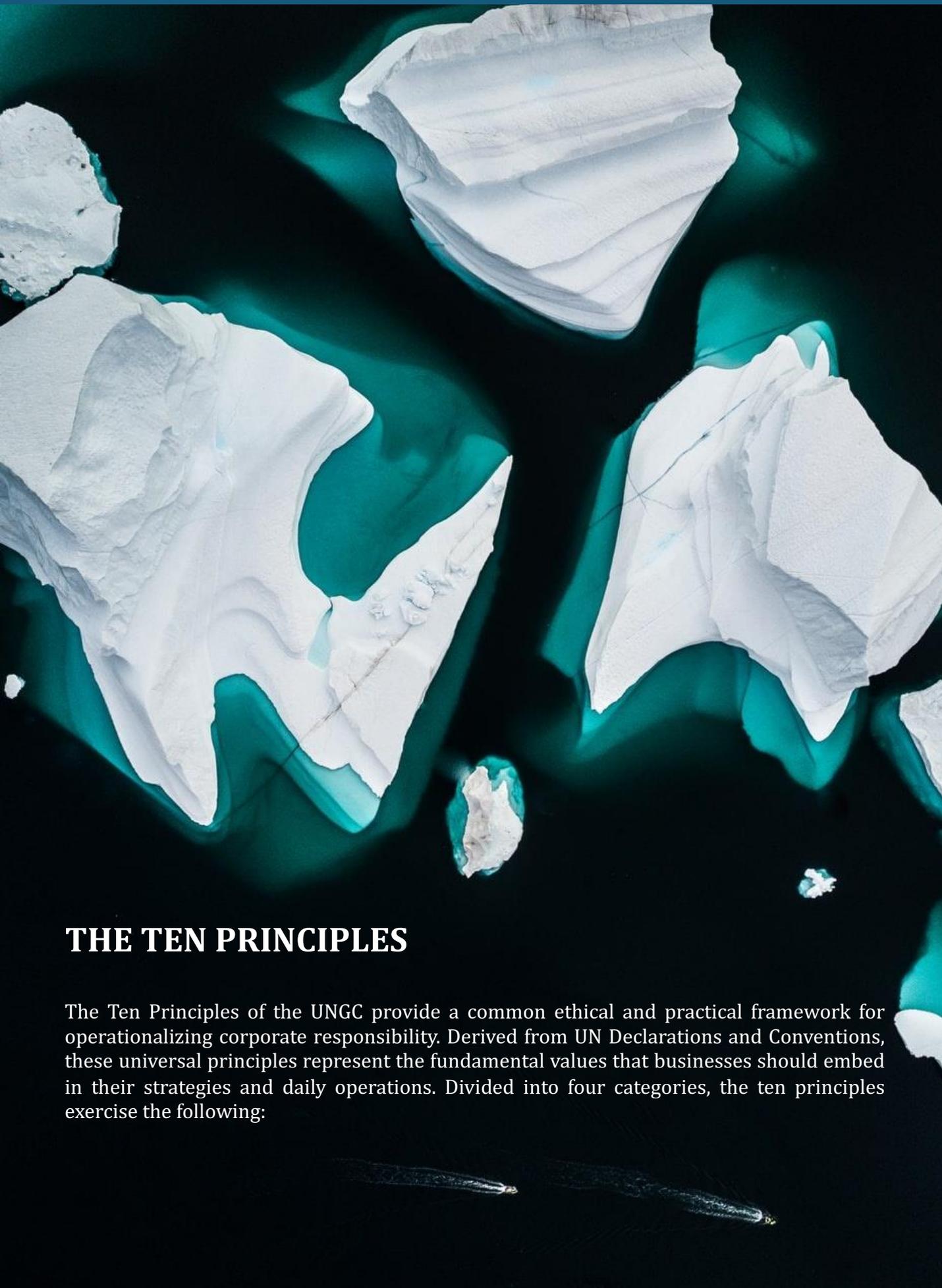
The story of UNGC represents UN's first attempt of collaborating with the private sector and it has developed into being the world's largest corporate sustainability initiative. The networks constitute of 10,000 companies based in over 160 countries and the membership base is diverse; ranging from developing to developed nations with representatives from nearly every sector and size.

UNGC has since its birth been at the forefront of developing a global movement of sustainable companies and stakeholders to create a tenable world for all. Throughout almost 20 years of promoting holistic sustainable business practices, UNGC has become the founding member of several sustainable initiatives. In 2006 the Foundation for the Global Compact was created to support the development of UNGC. Its main work comprises securing fundraising to UNGC while providing financial and programmatic professional guidance to the activities of the organization.

Since its foundation in 2000 the purpose of UNGC has been to support the Millennial Goals, however, post their expiration in 2015, the main priority of the corporate initiative has become to pursue and advance the achievement of the SDGs. In 2004, The Global Compact Leaders' Summit was established. The event has been held at the headquarter in New York every year since, where top leaders from all around the globe are invited to discuss the urgent matters of globalization and how to best lay a sustainable path for the year to come. In 2020, the Leaders' Summit will celebrate the 20th anniversary of the UNGC.

TIMELINE

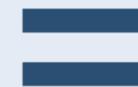
- 
- 1999** Kofi Annan, former Secretary-General of UN, announced the foundation of UNGC at the World Economic Forum in Davos
 - 2000** UNGC was officially launched at the UN headquarters in New York City
 - 2001** Local Networks was unofficially established
 - 2002** Global Compact Advisory Council was established and Governance of UNGC was formalized
 - 2003** Annual Forum begins
 - 2004** First Annual Global Compact Leaders' Summit held in New York at UN headquarters
 - 2005** Official establishment of Local Networks
 - 2006** The Foundation for Global Compact was established to secure funds and programmatic assistance to the work of UNGC
 - 2006** Principles for Responsible Investments (PRI) was founded
 - 2007** The Geneva Declaration on Corporate Responsibility was adopted at the second Global Compact Leaders' Summit in Geneva, Switzerland
 - 2007** Principles for Responsible Management Education (PRME) was established to secure support of higher education in advancing corporate citizenship
 - 2009** The Rotary International Partnership with UNGC was initiated
 - 2009** First meeting on The Sustainable Stock Exchanges (SSEs), was opened by UN Secretary-General Ban-Ki Moon in New York City
 - 2010** The release of the Blueprint for Corporate Sustainability Leadership was made at the third Global Compact Leaders' Summit, marking the 10th Anniversary of the Global Compact
 - 2015** UN General Assembly honored UN Global Compact's 15th Anniversary
 - 2019** The Young SDG Innovators Programme (YSIP) was released and the call-to-action open letter calling businesses to commit to the Business Ambition for 1.5°C was publicly announced



THE TEN PRINCIPLES

The Ten Principles of the UNGC provide a common ethical and practical framework for operationalizing corporate responsibility. Derived from UN Declarations and Conventions, these universal principles represent the fundamental values that businesses should embed in their strategies and daily operations. Divided into four categories, the ten principles exercise the following:

FIGURE 1. THE TEN PRINCIPLES



HUMAN RIGHTS

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

Principle 2 - Make sure that they are not complicit in human rights abuses



ENVIRONMENT

Principle 7 - Businesses should support a precautionary approach to environmental challenges

Principle 8 - Undertake initiatives to promote greater environmental responsibility

Principle 9 - Encourage the development and diffusion of environmentally friendly technologies



LABOUR

Principle 3 - Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

Principle 4 - The elimination of all forms of forced and compulsory labor

Principle 5 - The effective abolition of child labor

Principle 6 - The elimination of discrimination in respect of employment and occupation



ANTI-CORRUPTION

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

ORGANIZATIONAL STRUCTURE

Executive Office of The Secretary-General

The office of the UN Secretary-General aids with establishment of new agendas within UNGC. The CEO of UNGC has a direct reporting line to the UN Secretary-General, who sits on the UNGC board and assists in the development of the organization, for example, by supporting new programs and initiatives.

UN Global Compact Board

The UNGC Board is a multi-stakeholder board that is chaired by the UN Secretary-General and is the highest floor within the organizational body of UNGC. Here, the UNGC Governance framework is exercised. Besides the chair, the vice-chairs are represented by Regional Network Councils and Government Group, consisting of approximately ten patron countries.

Global Compact Office

The Global Compact Office (GCO) consists of around 70 people and is the main body of UNGC. Part of the GCO is the Global Operations team, Outreach and Engagement, Communication, Strategic Events, Programs and Technology & Development. The headquarter of UNGC is located in New York and this is also where GCO primarily operates. One important responsibility of the GCO is developing content and material that can be rolled out in the Global Compact Local Networks (GCLN). Moreover, GCO makes sure to coordinate and organize the GCLN.

Global Network Council

The structure of the Global Network Council (GNC) constitutes an equal number of GCLN, Executive Directors (ED), one

from each Regional Network Council (RNC), senior representatives from GCO, one representative from Foundation of Global Compact and is lastly co-chaired by the GCO's Chief of Global Operations. The aim of the GNC is to debate and agree on strategic forecasts in an organized manner as well as allow for the GCLN to share information and updates to the higher hierarchies of the UNGC. Furthermore, GNC reports continuously to GCO and its ED on important matters such as Network Governance, Financial Management and disputes between GCLN and GCO.

Regional Network Council

UNGC has appointed five Regional Network Councils (RNC) in Africa, Asia-Pacific, Eastern Europe & Middle East, Latin America & Caribbean and Western Europe & North America. Each region elects an ED from the GCLN's part of that specific region. The role of RNC is to distribute information to GCLNs, share information with one another and provide a platform for all regions to discuss and collaborate. At the Annual Local Network Forum (ALNF) every second year the RNC elects a representative to chair at the GNC.

Global Compact Local Networks

Global Compact Local Networks (GCLN) can be perceived as UNGC's arms and legs around the world. GCLN organize activities to enhance corporate sustainability in companies. Currently, UNGC has 68 GCLNs split by five regions. They all hold an independent, self-governed and self-managed organizational model. Each GCLN works towards increasing their contribution to SDGs and to recruit more companies to UNGC and enhance the

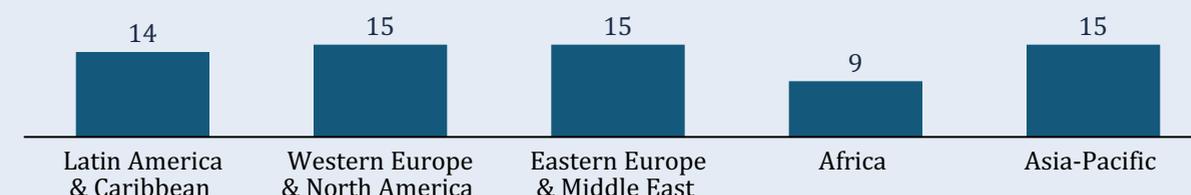
corporate sustainability performance within those companies. GCLNs are organized very differently. Some have two members, others have ten, but it is required that all GCLNs have an ED and a functioning board. GCLN activities are based on specific needs and local priorities. GCLN aid in uncovering these needs and subsequently provide practical guidance to achieve identified objectives. GCLNs work with five types of activities to consistently and systematically drive the implementation of the Ten Principles and business engagement on the SDGs:

1. *Awareness-raising*: Helping business understand SDG risk and opportunities
2. *Capacity-building*: Mainstreaming a principle-based approach to the SDGs
3. *Recognizing leadership*: Providing inspiration through good business practices
4. *Policy-dialogues*: Engaging responsible business on national SDG action plans and policies
5. *Multi-stakeholder partnerships*: Facilitating collaboration and collective action

UN Global Compact Universe

As part of UNGC, there are a number of sister initiatives. The Principles for Responsible Management Education (PRME) initiative works to transform business and management education, research and thought leadership, and educate tomorrow's responsible business leaders. The Principle for Responsible Investment (PRI) initiative is a network of international investors that counts more than 2,300 participants from the financial sector with more than US\$ 86 trillion worth of assets under management. In addition, The Cities Program works to realize fair, inclusive, sustainable and resilient cities and societies by providing diagnostic tools, resources, capacity building and project support to cities in overcoming the increasingly unique and complex challenges that urban environments are facing. Lastly, The Sustainable Stock Exchange (SSE) initiative works to promote corporate transparency and encourage sustainable investments.

FIGURE 2.
DISTRIBUTION OF LOCAL NETWORKS PER REGION
Number of networks as of 2019

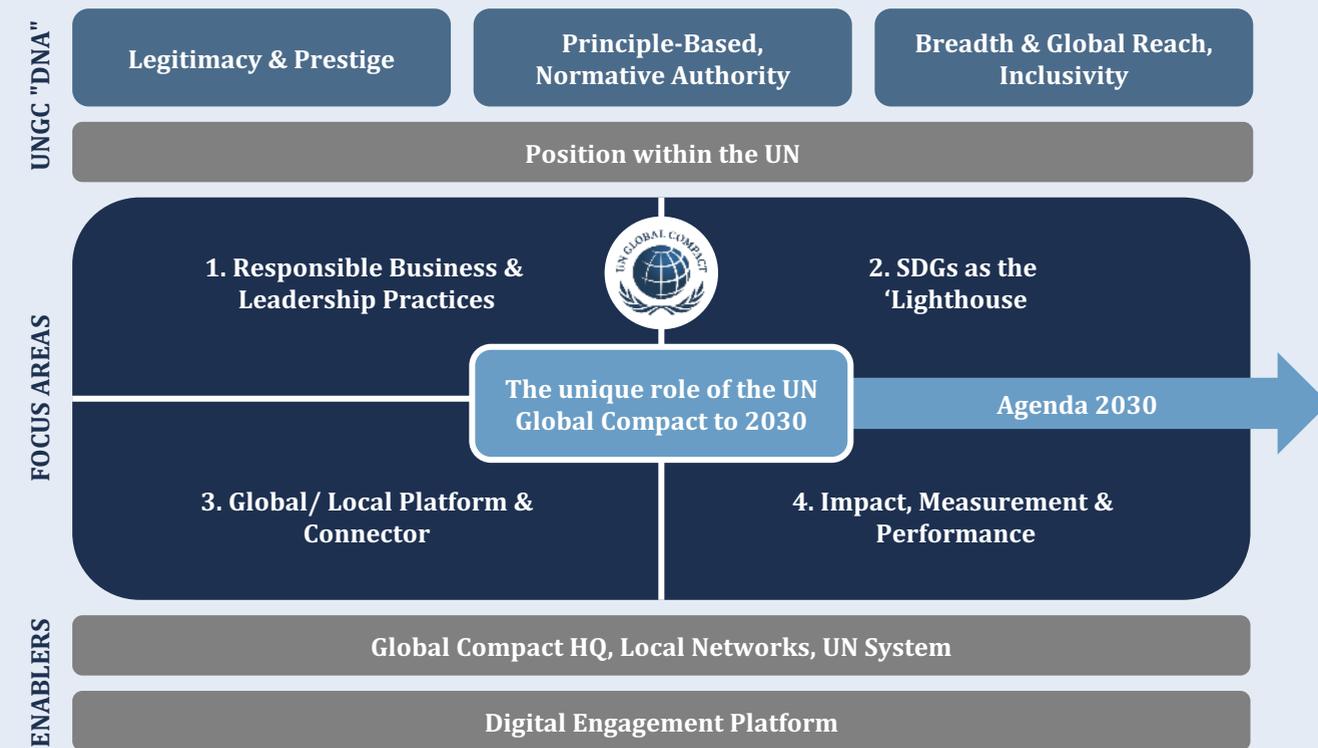




STRATEGY: ROAD TO 2030

With the mission to mobilize a global movement of sustainable companies and stakeholders, UNGC has laid out a strategy towards 2030 that encompasses amplification of existing work done around the Ten Principles and embracing new directions to drive business action in support of the SDGs. The strategy is as follows, and to support its focus areas, emphasis is placed on GCLNs.

**FIGURE 3.
ROAD TO 2030**



1. **Responsible Business & Leadership Practices:** Based on UN General Assembly mandate, UNGC will strengthen their work to promote UN principles and values to the global business community.
2. **SDGs as the 'Lighthouse':** Keeping the Ten Principles as the foundation, UNGC will pivot towards the SDGs to enable a truly global business contribution to the 2030 agenda.
3. **Global/ Local Platform Connector:** As a neutral convener and consensus builder, UNGC aims to develop the "Platform of Platforms" - curating the best practices, tools and initiatives of like-minded organizations to reduce duplication and increase impact.
4. **Impact, Measurement & Performance:** UNGC will focus on communicating impact and progress by businesses on the Ten Principles and the SDGs, to better understand the impact of corporate sustainability on both society and the bottom-line.

CURRENT INITIATIVES

Global Impact Initiatives

UNGC works with four Global Impact Initiatives (GIIs), Target Gender Equality, SDG Ambition, Target Climate 1.5° and Young SDG Innovators Programme to support companies on their sustainability journey.

Target Gender Equality involves advocacy of ambitious targets for women's representation in leadership across businesses at all levels. Through facilitated performance analysis, capacity building workshops and peer-to-peer learning, it helps business deepen implementation of the Women's Empowerment Principles.

SDG Ambition aims to mainstream SDGs among businesses. It entails implementing innovative business strategies and financial instruments. The initiative encourages companies to think critically and creatively about their SDG impact.

Target Climate 1.5°C focuses on scaling up science-based target setting among corporations. As a complement to the "Business Ambition for 1.5°C — Our Only Future" campaign, it encourages companies to align their climate targets with a 1.5°C pathway through mitigation and adaptation measures. The goal of Target Climate 1.5°C is to facilitate a just transition of our global economy to a net-zero future by 2050.

Young SDG Innovators Programme is an opportunity for young professionals to discover and unlock sustainable business opportunities thus driving innovation on delivering tangible solutions with impacts reflected in higher market value.

Action Platforms

UNGC has developed a portfolio of Action Platforms to advance responsible business activities and fill emerging gaps in meeting the SDGs. Through these Action Platforms, UNGC invites businesses to collaborate with peers and experts to develop unique and innovative approaches to critical corporate sustainability issues. They provide a forum for policy dialogue between Governments, businesses, UN and civil society that results in concrete action towards improving accountability, integrity and transparency.

UN Global Compact Academy

UNGC Academy helps businesses accelerate their sustainability journey by providing knowledge and skills needed to meet sustainability objectives, mitigate business risks and achieve long-term growth by contributing to the 2030 Agenda. They provide four complementary benefits:

Virtual Sessions: Expert-led and interactive how-to sessions designed to help companies align their business strategy with the Ten Principles and SDGs.

E-learning Courses: E-learning tools and resources give Participants a deep dive into key sustainability concepts that can be learned anytime, anywhere.

Influencer Series: Opportunity to learn from prominent UN leaders and the companies shaping the global sustainability agenda.

Online community: Providing an online

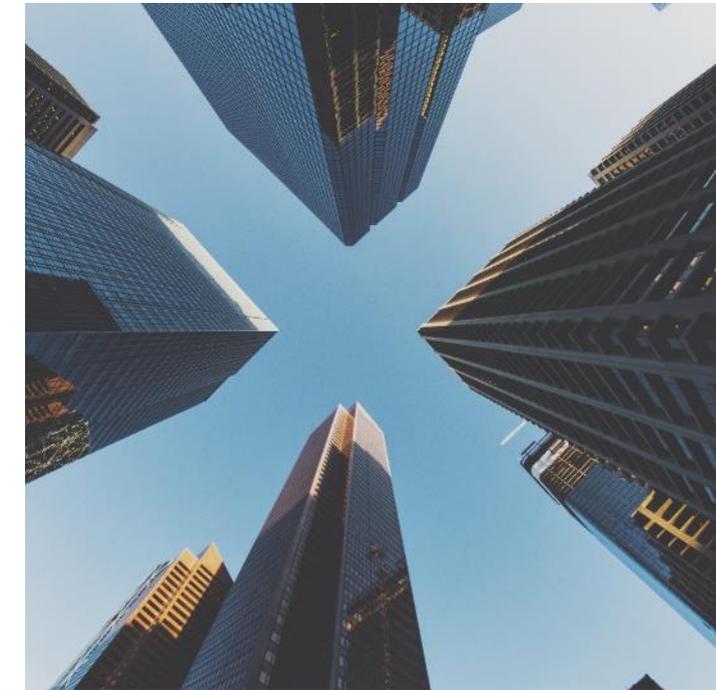
community that connects corporate sustainability professionals to a community of like-minded peers.

Making Global Goals Local Business

Making Global Goals Local Business (MGGLB) are events organized by UNGC and GCLN with the aim of gathering leaders from local and global business and relevant stakeholders in order to collectively raise awareness towards the Ten Principles and the SDGs.

MGGLB events provide the opportunity for businesses to take an even greater role in the process and analyze the progress towards identification of innovative solutions through the introduction of best practices and experiences. They offer a platform where multi-stakeholder

dialogues are fostered, new partnerships catalyzed, and innovative approaches to a more progressive and sustainable private sector are explored.



ACTION PLATFORMS

Reporting on the SDGs

Shaping and designing the future of corporate reporting on the SDGs.

Decent Work in Global Supply Chains

Exploring how respect for human rights and fundamental principles and rights at work are critical to achieving the SDGs.

Water Security through Stewardship

Helping companies be at the forefront of cutting-edge water security efforts.

Peace, Justice & Strong Institutions

Shaping the way Governments, civil society and businesses collaborate in strengthening peace, justice and strong institutions as a critical foundation to achieving the SDGs.

Exploring innovative financial instruments with the potential to direct private finance towards critical sustainability solutions.

Pathways to Low-Carbon & Resilient Development

Catalyzing enhanced country-level action to meet the ambitions of the Paris Climate Agreement and the SDGs.

Sustainable Ocean Business

Leveraging ocean sustainability to deliver on SDGs.

Health is Everyone's Business

Exploring how business can drive sustainable change to the future of health and well-being.

STAKEHOLDERS

Businesses

Businesses can become either Signatories or Participants within the UNGC. When doing so, they engage with their GCLN and get exposed to learning materials and cooperation benefits. Businesses are the most important stakeholders of UNGC and thus being engaged as a business provides multiple opportunities as the collaboration serves as a mutual value generating activity. The difference between signatories and participants is the level of engaging with UNGC. As a signatory, businesses are active on just their national or regional level and as a participant, they additionally interact with UNGC on a global level. Participant businesses that show extraordinary engagement can be invited by UNGC to become a Lead member, giving them a unique opportunity to be recognized for their commitments.

Governments

UNGC serves as an important point of contact for governments in member countries and states, as engagement in the initiative can foster growth in government

actions towards reaching positive results within their sustainability agendas. The Government Group consists of member states who meet bi-annually with the UNGC leadership. They share the realization that governments cannot achieve their objective alone. As of today, governments can engage with UNGC in four ways; by joining the Government Group, participate in UNGC of Friends, Country-Level action with UNGCLN and Program Collaboration, i.e. Action Platforms.

Civil society and labor unions

Civil society and labor organizations are categorized as Non-Business participants. They include academic institutions, business and industry associations, and cities and municipalities.

Labor unions have the unique position of interacting directly with employees and politicians. UNGC can leverage from engaging with this stakeholder group as they can enhance the impact of engagement with organizations.



RESOURCES

UNGC receives contributions from a wide range of stakeholders. To illustrate with an example, in the table below, seven different income channels and eight expense categories for the year of 2018 give a broad overview of UNGC's financial results.

FIGURE 4.
2018 FINANCIAL RESULTS [UNAUDITED]

	Consolidated Budget FY 2018	Consolidated Actuals FY 2018
INCOME	USD	USD
General Contributions	8,330,300	7,836,827
Donor Government Contributions	3,371,250	3,288,453
Action Platforms	3,350,000	3,705,333
Issue Special Projects	210,000	439,902
Grants	1,331,892	780,653
Event Sponsorship & Registration	400,000	435,425
Other Income*	209,225	907,826
Total Income	17,202,667	17,394,419
EXPENSES	USD	USD
Personnel	10,038,421	8,846,026
Consultants & Experts	2,595,575	3,413,335
Event & Conference Services	357,010	541,510
Travel	860,869	858,079
Occupancy & Office Expenses	1,730,644	1,416,422
Telecommunications & IT	788,525	598,872
Communications & Outreach	220,916	118,179
Other Expenses**	610,389	885,032
Total Expenses	17,202,349	16,677,455
Net Operating Surplus/(Deficit)	318	716,964

*Other Income includes interest, cost sharing and administrative fees for grant facilitation and board room rental

** Other Expenses for the Foundation includes professional development and training, hospitality, dues and subscriptions. For the Trust fund, this includes the program support costs. These costs amount to 7% of total direct expenditure and correspond to outgoing services provided by the UN Administration

In 2018, UNGC introduced a tiered financial participation model for engagement with companies to provide more resources to UNGC and GCLNs. The model tailors offerings and requirements to specific needs of individual organizations with compelling value propositions for participants at all levels. Below follows the current participant tier and benefits overview:

FIGURE 5.
PARTICIPANT TIER AND BENEFITS OVERVIEW

		LEAD	PARTICIPANT	SIGNATORY
COMMITMENTS				
Ten Principles	Commit to the UN Global Compact Ten Principles	●	●	●
SDGs	Commit to have impact on the Sustainable Development Goals	●	●	●
Reporting	Commit to submit annual Communication on Progress [subject to review '17-'18]	Advanced	Basic	Basic
RESOURCES, TOOLS & DIALOGUE				
Local Networks	Access to engage with Local Network (additional fee for MNC subsidiaries & SMEs)	●	●	●
UNGC Platform	Access basic UNGC resources and materials	●	●	●
	Access to UNGC Compass, Global Solutions Platform & UN-Biz Partnership Hub	●	●	
	Access to global learning material including leading tools, resources, webinars	●	●	
	Access to Leadership Platforms (for an additional fee)	●	[If Qualified]	
Global Events	Access to advisory role in development of future UNGC platforms	●		
	Invitations to attend and sponsor global UNGC events and UN side events	●	●	
	Preferred invitations to attend and speak at UNGC events, including WEF-Davos	●		
RECOGNITION & BRAND				
Logo	Ability to show level of engagement and commitment to the UN Global Compact	"LEAD"	"Participant"	"Signatory"
Website	Company listing on the UN Global Compact website	●	●	●
	Company profiles on the UN Global Compact website	●	●	
	Expanded profiles of company, case studies, etc. on website and publications	●		

Deduced from benefits provided by UNGC to the different tiers follows a business model fee structure that is based on a Signatory, Participant or Lead’s annual gross sales/revenue:

**FIGURE 6.
BUSINESS MODEL FEE STRUCTURE**

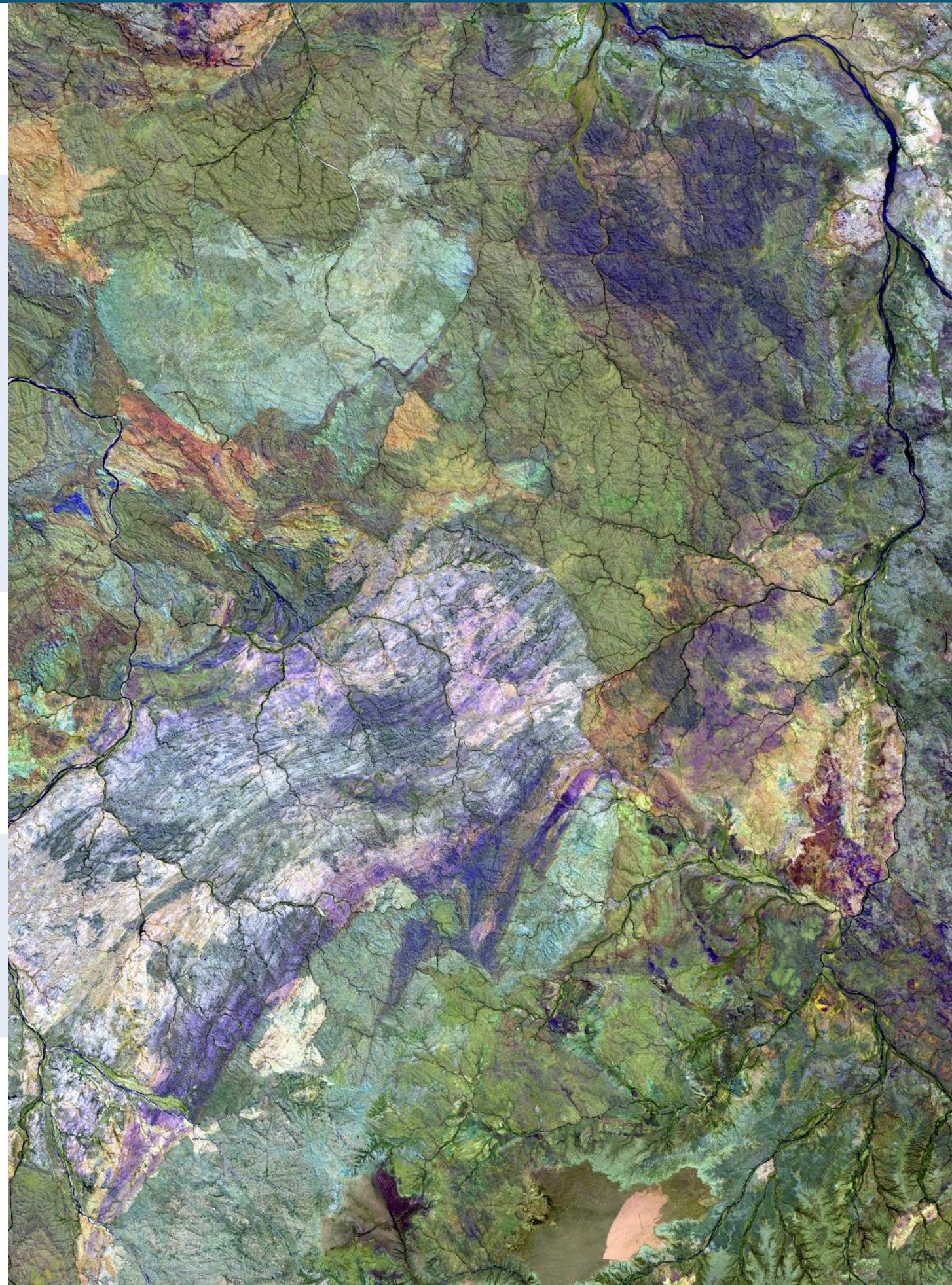
COMPANY REVENUE TIERS BY ANNUAL GROSS SALES/REVENUES	SIGNATORY	PARTICIPANT	ACTION PLATFORMS
	REQUIRED ANNUAL CONTRIBUTION		
> USD 5 billion	USD 10,000	USD 20,000	USD 20,000
USD 1 – 5 billion	USD 7,500	USD 15,000	USD 15,000
USD 250 million – 1 billion	USD 5,000	USD 10,000	USD 10,000
USD 50 – 250 million	USD 2,500	USD 5,000	USD 5,000
USD 25 – 50 million	GC Network fee may apply	USD 2,500	USD 2,500
< USD 25 million	GC Network fee may apply	USD 1,250	USD 1,250

The contributions received from Signatories, Participants and Leads are distributed within UNGC according to their revenue sharing model. This entails GCLNs receiving 45% of the contributions, GCO receiving 50%, and Global Compact Foundation receiving 5%. Important to note is that member companies are billed in the country in which the headquarters is domiciled.

**FIGURE 7.
UNGC REVENUE SHARING MODEL**



The composition of income channels varies greatly among the GCLN. In the case of GCNUSA, over 90% of their resources come from member contributions, which is categorized as General Contribution in the UNGC financial results. Furthermore, GCNUSA receives no government funding and only very few sponsorships. Regarding sponsorships, it is often received for specific initiatives – a possible solution for new initiatives.



THE POWER OF YOUTH

At the moment, a movement of young climate activists is emerging in the United States. The movement is a result of a dissatisfaction among the young generation towards current political leaders and their attitude for tackling the climate crisis. They are demonstrating, voicing their beliefs and creating an army of young people to seek innovative ways of dealing with the climate crisis.

The question now rests upon how UNGC can leverage the eagerness and drive of American youth and use their determination of combating climate change as the enabler for activating climate action within the business community in the US.

"To help accelerate the transition to more sustainable business models within the companies we work with, it is becoming increasingly important to tap into the creativity of young people and to embrace the urgency that many young people have with respect to climate change"

Lise Kingo, CEO and Executive Director, UN Global Compact

Young SDG Innovators Programme

Acknowledging the power of the youth, in 2019, UNGC launched the Young SDG Innovators Programme (YSIP) to engage young professionals and companies around the world. The program combines young innovative minds of tomorrow with resources of business practices today. The aim of the program is to show the participants how to use SDGs as a catalyst for innovation of new products and services, and how these can be channeled into viable solutions and increased market value.

The program is ongoing, and a new round starts in September each year. It is postulated that building organizational learning skills will provide useful tools to employees - the young professionals - allowing them to collaborate across different functions that will foster new innovative solutions to achieve SDGs through disruptive technologies, initiatives and business models to improve market performance and overall welfare in our societies.

"In the Young SDG Innovators Programme, we have already seen what creative potential and motivation is possible to unlock by engaging young professionals within UN Global Compact companies"

Nkiruka Chiemelu, Global Programme Officer for the Young SDG Innovators Programme

SDG Pioneers

Each year, UNGC recognizes a group of SDG Pioneers, that is, a group of business professionals who are doing an extraordinary job at advancing the SDGs through the Ten Principles. In 2020, the initiative will focus on young professionals, aged 35 and under, giving the youth a seat at the table to allow their voices to be heard.

The purpose of the SDG Pioneers is to highlight the potential of the youth in contributing to a sustainable world through their professional career. The initiative raises awareness on the SDGs and how member companies work with them, as well as with young talent.

PRME

The Principles for Responsible Management Education (PRME) was founded in 2007. It currently encompasses over 700 signatories from 86 countries, becoming the largest responsible management education network in the world. Signatories are encouraged to engage with a wide range of platforms and projects to enable scalability of their commitment in order to transform business and management education, as well as advancing the SDGs. Working through Six Principles, PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the SDGs and aligning academic institutions with the work of UNGC.

FIGURE 8. THE SIX PRINCIPLES



Principle 1: Purpose

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.



Principle 2: Values

We will incorporate into our academic activities, curricula, and organizational practices the values of global social responsibility as portrayed in international initiatives such as UNGC.



Principle 3: Method

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.



Principle 4: Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.



Principle 5: Partnerships

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.



Principle 6: Dialogue

We will facilitate and support dialog and debate among educators, students, business, governments, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

CORPORATE AMERICA

USA is home to 327 million people and more than 30 million businesses. Among the nearly 200 nations that signed the Paris Agreement in 2015, USA represents the second biggest emitter of greenhouse gasses (GHG) with a political dynamism presenting a tremendous impediment to sustainable progression. The current federal administration in the USA are denying the existence of climate change and are politically doing everything in their power to undermine it. As of November 4, 2019, the USA withdrew from the Paris Agreement. This decision has not gone unnoticed in the private sector and corporate America are starting to demand continued support to the UN, as demanded by their investors, customers, and many other stakeholders. In the lack of federal leadership, companies want to look to things bigger than themselves to align to. UN can take on that role but must be under the understanding of business value.

As such, CEO's of corporate America are already responding to society's increased scrutiny on them to take action on promoting a thriving US economy. At the Business Roundtable,

an association of chief executive officers of America's leading companies, more than 200 CEO members have signed a new commitment, [The Statement on the Purpose of a Corporation](#) where they renew the purpose of the American corporation by collectively expressing that shareholder value is no longer their main objective; investing in employees, increasing value to customers, engaging ethically with suppliers and supporting outside communities have now become top priorities in American business models.

"In the lack of federal leadership, companies want to look to things bigger than themselves to align to, and UN can take on that role, but must be under the understanding of business value"

Adam Gordon, Executive Director, Global Compact Network USA

The Global Compact Network USA (GCNUSA) was launched in 2007 and is a unique GCLN in several ways. Firstly, as the only GCLN, it is located at the UN Headquarters in New York and provides most of the resources for the HQ

Secondly, it covers a large geography with member companies, from a large pool of different industries, spread all over the USA. Thirdly, it has historically not been very active. Though founded in 2007 by committed companies and led by business leaders, it first became its own legal entity in 2014.

GCNUSA has three focus areas: Climate Change, Gender Equality, and special to the USA, the Role of Lawyers, as they present an obstacle to sustainability progress in the region. Lawyers are more likely to be involved in corporate decisions of whether to join GCNUSA so specific programs towards corporate lawyers are designed for the USA. In addition, it is noteworthy that the competitiveness of the sustainability activities in USA is very high and unlike many other countries, there are numerous sustainability organizations, either region-, sector-, or role-specific. GCNUSA therefore needs to complement these other existing organizations and what they have to offer.

The average participation rate of GCNUSA has been above average of GCLN participation for the past years, but to reach the representation levels seen in other parts of the world, they will need even greater participation. Their primary focus area is large-cap businesses / big corporates as they have the greatest impact. Out of the nearly 600 participants

in GCNUSA, large-caps account for approximately 33%. Despite their high participation level, GCNUSA are only engaging with 20-30% of large-caps in the USA, compared to Europe where participation levels of the largest corporate reach 90-100%. As such, there is still a long way to go.

"The United States is these years one of our fastest growing markets in terms of new UN Global Compact participants. We need to build on this momentum to make a real change in terms of how companies act and advocate on climate change"

Ole Lund Hansen, Chief, Global Operations, Global Compact Office

GCNUSA does not have any specific engagement with the youth as focus so far has been on establishing a network of companies. Further, given the large geography, it is a difficult task to make initiatives across the over 1000 universities that exist in the country. However, in 2019, Thunderbird School of Global Management became the official academic partner of GCNUSA. The partnership is comprised of joint research with UNGC, faculty and the larger ASU community, joint events to link the public and private sector, student engagement that includes research, member engagement and internships. Based in Phoenix, Thunderbird offers resources and supports the under capacity that UNGC has on the west coast.

FIGURE 9.
THE STATE OF THE PARIS AGREEMENT (AS OF NOV 5, 2019)

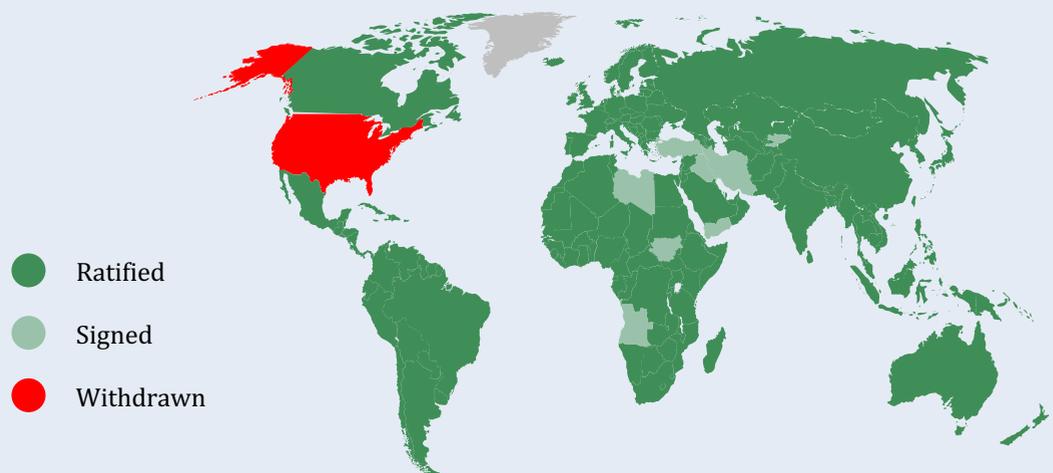


FIGURE 10.
NATIONAL CLIMATE CHANGE POLICY INDEX SCORES 2019

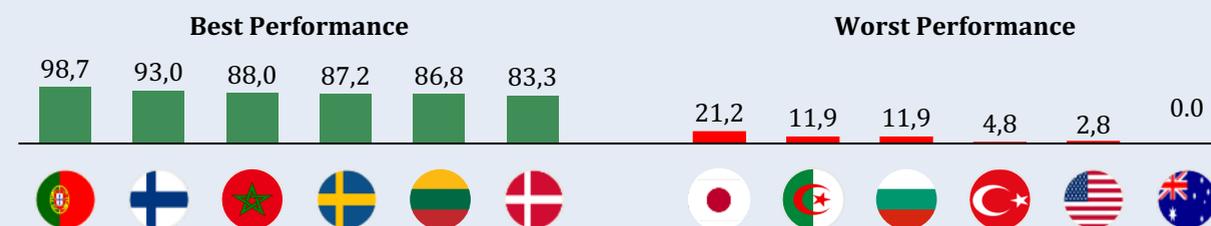


FIGURE 11.
Timeline of 1.5°C
Milestones in the IPCC's preparation of the Special Report on Global Warming of 1.5°C and some relevant events in the history of international climate negotiations



The Three Building Blocks Business Ambition for 1.5°C

The Campaign for Our Only Future, *Business Ambition for 1.5°C*, is a climate-based action movement that was officially announced on June 13, 2019 in a call-to-action open letter signed by Lise Kingo and 20 other leader participants within UN. The letter calls for corporations to commit to zero CO₂-emissions and other science-based targets within their businesses. The letter acknowledge that we need leadership to secure that innovation, tools and expertise are integrated into a new and holistically tenable societal frame.

Intergovernmental Panel on Climate Change

The Business Ambition for 1.5°C builds upon the special report *Global Warming of 1.5°C* from the Intergovernmental Panel on Climate Change (IPCC), a body of the UN assessing the science related to climate change, that warns of serious consequences for our world if its inhabitants do not succeed in preventing global warming. The report serves as an illuminator on why it is of utmost importance to reach and adhere to a 1.5°C ambition.

What will committed companies be signaling?

Pledging to the Business Ambition for 1.5°C sends a formalized signal to numerous stakeholders, that a company has an increased ambition towards reaching a zero emissions future. Committed companies will be joining the global movement of actors that are aligning their businesses with the most determined aim of the Paris Agreement; to limit global

temperature rise to 1.5°C above pre-industrial levels. According to the pledge, for a company to reach net-zero emissions, it must achieve a state in which the activities within its value-chain result in no net impact on the climate from GHG emissions.

How to reach the objective

The foundation of the Business Ambition for 1.5°C is that emissions need to halve by 2030 and drop to net-zero by 2050, followed by a rapid decline in non-CO₂ emissions, for the best chance of avoiding the worst impacts of climate change.

In order to align business models to favor such objective, the commitment consists of two options that a pledged organization is expected to formally implement:

- Option 1: **1.5°C Science-based targets**
Aligning GHG emission reduction targets across all relevant scopes with 1.5°C emissions scenarios
- Option 2: **Net-Zero Commitment**
Setting a public goal to reach net-zero emissions by no later than 2050 in line with the 1.5°C scenario and interim quantitative targets, consistent with this ambition, and in line with the criteria and recommendations of the Science Based Targets initiative

Science Based Targets Initiative

The Science Based Targets Initiative (SBTi) is a collaboration between CDP, UNGC, World Resources Institute and the World-Wide Fund for Nature. When committing to option 1 or 2, or doing a combination,

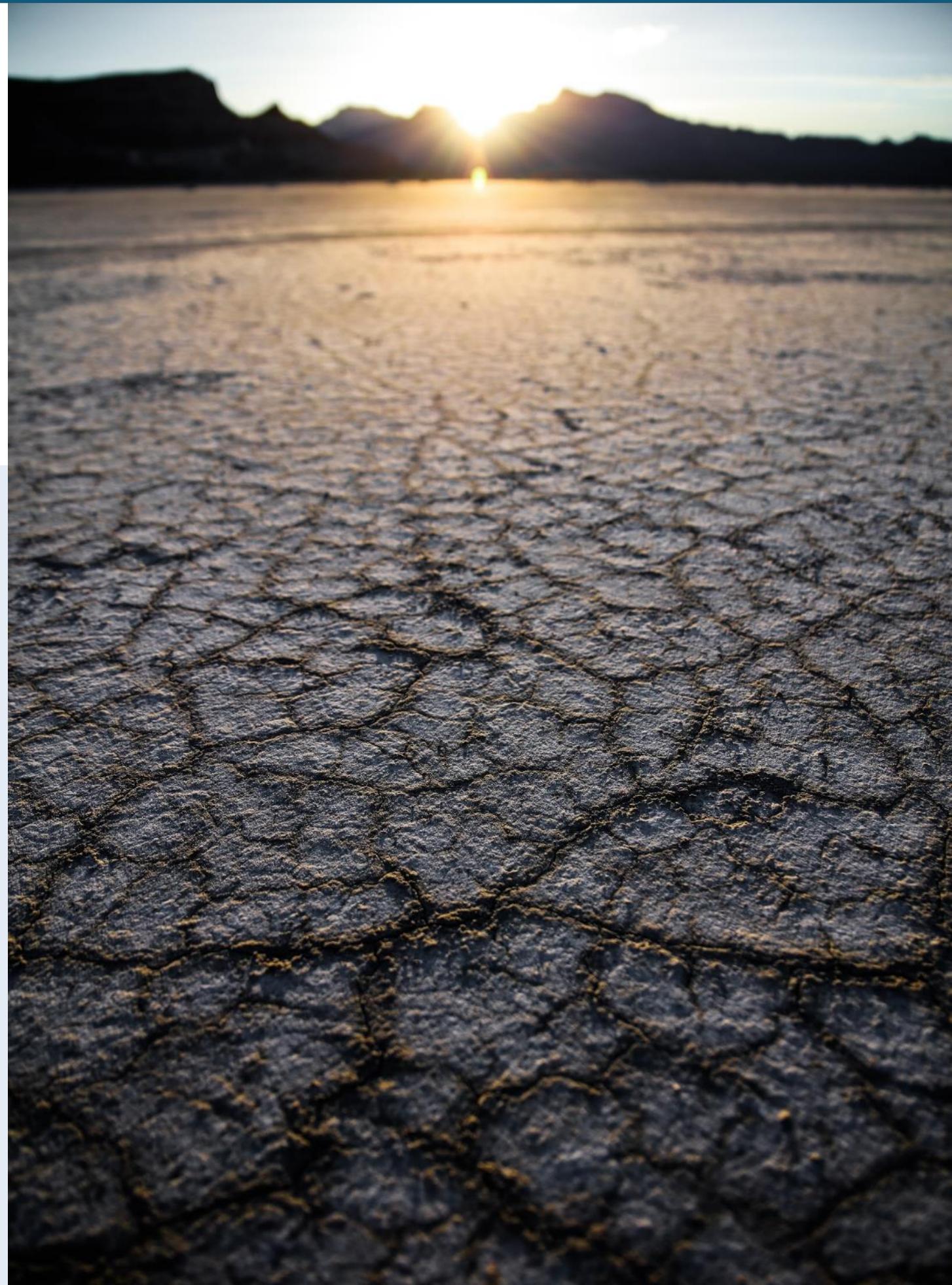
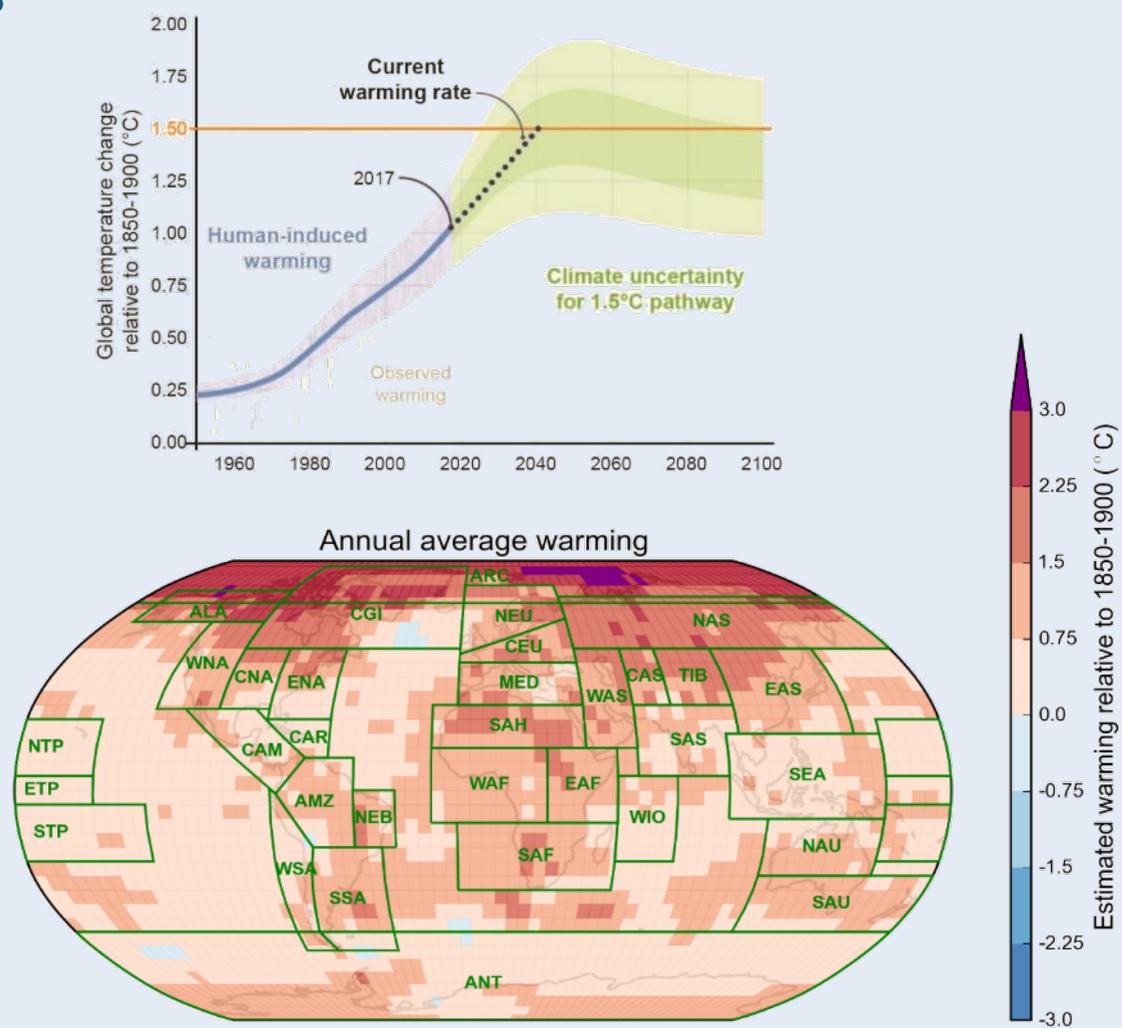
companies are required to use SBTi to formulate science-based targets that is consistent with keeping warming to 1.5°C and subsequently submit them for validation by SBTi. The main purpose of the SBTi initiative is to underpin companies' transition phase into a low-carbon economy and thus augment their competitive advantages.

include Nestlé, L'Oréal, IKEA, CHANEL, AB Electrolux, Danone, Ericsson Group, Levi Strauss & Co, Nokia Corporation, Siemens Gamesa Renewable Energy, Unilever, Telia and Tesco. Below, graphical illustrations from the IPCC report exhibit a timeline of 1.5°C together with the current status of warming relative to pre-industrial levels and the SDG Global Index Score.

Status Quo

As of today, 188 companies have pledged to set high science-based targets. Supporters

FIGURE 12 & 13.
HUMAN-INDUCED WARMING RATE VS. PRE-INDUSTRIAL LEVELS



DIVERSITY AND GENDER EQUALITY

An underlying, but important, aspect to consider when aiming to address the climate crisis and the 1.5°C ambition is the link between gender equality and climate resilience. Examples on markets that hold potential for combating the climate crisis are renewable energy and ocean industries, both of which are heavily male dominated. Furthermore, climate solutions are often tech-based, also a male influenced area. According to Lauren Gula, Senior Manager, Social Sustainability & Women's Empowerment in UNGC, we must emphasize the intersection of gender equality and climate resilience. Gender equality and climate crisis are tipping points, but they are also reinforcing each other. In USA, significant discussions on the underrepresentation of women and women of color are currently ongoing.

The more we can do to encourage women's voices and participation, the better. Referring to a meta-analysis performed by International Finance Corporation (IFC), companies that obtain a higher gender balance in leadership, on boards and executive management, perform better on ESG. Evidence moreover unveils a correlation between gender equality and reduction in GHG emissions.

However, whether a gender gap is impeding our ability to reach the 1.5°C ambition is a hard thing to prove. We can question if we would become more successful if more women were taking on a larger amount of leadership positions and making impactful decisions. To

substantiate, according to empirical evidence found in the IFC meta-analysis, we would accelerate climate adaptation and mitigate climate resilience by balancing gender representation in corporations.

Therefore, moving from climate resilience to sustainable solutions are to some extent the impact of women and we must account for potential negative impacts on women that could arise when seeking sustainable solutions. To elaborate, when you think of participation, investing heavily into climate could increase the chance of leaving women behind. We could risk widening the gender gap. Historically this is evident, referring to the internet boom in the 1980's. The immense innovation in the technology industry, mainly run by men, resulted in a rough female cut off, because women were not engaged in this type of industry, nor was it the social norm for women to make a career within the field of technology. This development caused the gender gap to increase. Thus, we need to be especially careful of not decreasing women's representation in leadership and business while creating new and innovative solutions to address the climate crisis.

"The more diversity of thought, the more creative solutions we generate"

Lauren Gula, Senior Manager Social Sustainability & Women's Empowerment, UN Global Compact

FIGURE 14.
AVERAGE ANNUAL EARNINGS OF WOMEN AND MEN
USD

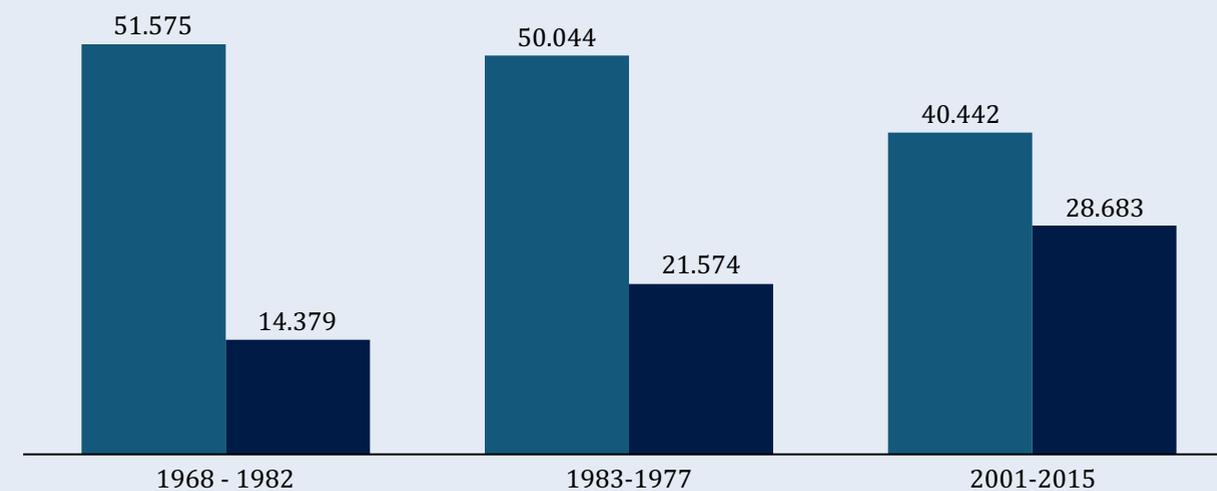
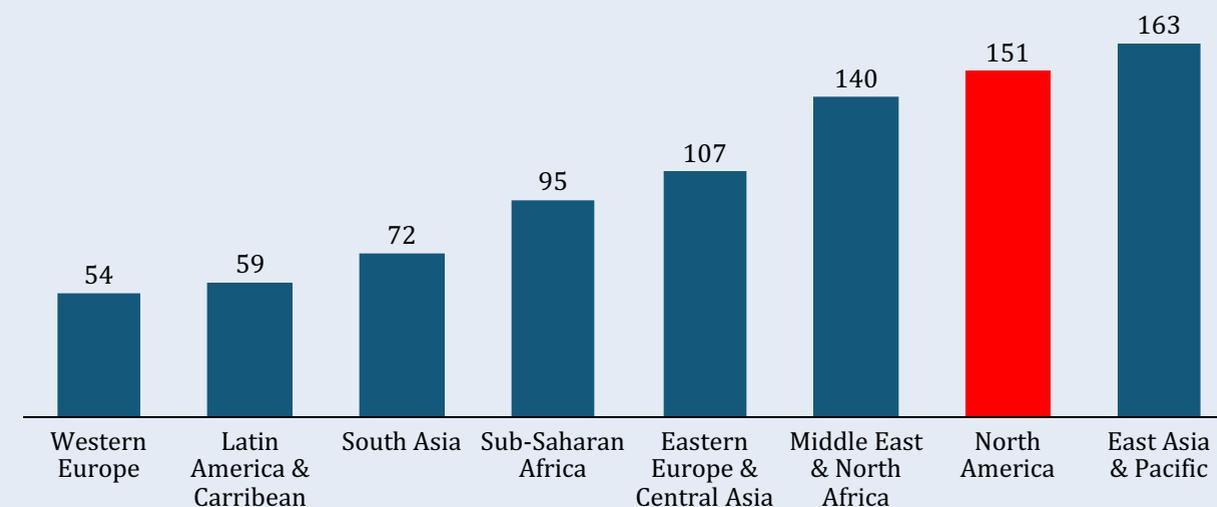


FIGURE 15.
GENDER PARITY - YEARS TO CLOSE THE GENDER GAP
Years



SUSTAINABLE DEVELOPMENT GOALS

In September 2015, world leaders of the UN embraced a plan for achieving a better future for tomorrow – laying out the path over the following 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the core of this plan are the 17 Sustainable Development Goals (SDGs), accompanied by 169 targets that specify how these goals will be reached. The SDGs represent aspirational, long-term targets for businesses and other stakeholders to work towards creating the

world we want. If these transformational goals are to be met by 2030, it is crucial that the pace and scale of progress must be accelerated by all stakeholders, including businesses. Currently, one of the bigger challenges faced in advancing the goals is extending businesses vision through the value chain and across business functions.

Progress on the goals and a list of the 169 targets can be found in the appendix.



1 NO POVERTY
End poverty in all its forms everywhere



4 QUALITY EDUCATION
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



2 ZERO HUNGER
End hunger, achieve food security and improved nutrition and promote sustainable agriculture



5 GENDER EQUALITY
Achieve gender equality and empower all women and girls



3 GOOD HEALTH AND WELL-BEING
Ensure healthy lives and promote well-being for all at all ages.



6 CLEAN WATER AND SANITATION
Ensure availability and sustainable management of water and sanitation for all



7 AFFORDABLE AND CLEAN ENERGY
Ensure access to affordable, reliable, sustainable and modern energy for all



13 CLIMATE ACTION
Take urgent action to combat climate change and its impacts



8 DECENT WORK AND ECONOMIC GROWTH
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



14 LIFE BELOW WATER
Conserve and sustainable use the oceans, seas and marine resources for sustainable development



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



15 LIFE ON LAND
Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss



10 REDUCED INEQUALITIES
Reduce inequality within and among countries



11 SUSTAINABLE CITIES AND COMMUNITIES
Make cities and human settlements inclusive, safe, resilient and sustainable



16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels



12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Ensure sustainable consumption and production patterns



17 PARTNERSHIPS FOR THE GOALS
Strengthen the means of implementation and revitalize the global partnership for sustainable development

CLOSING REMARKS

The climate crisis is requiring immediate action from top executives to young professionals if we are to overcome the detrimental consequences that are threatening our planet and societies if the 1.5°C target is not met.

“We have 10 years to fundamentally change our economies or we will face catastrophic consequences”

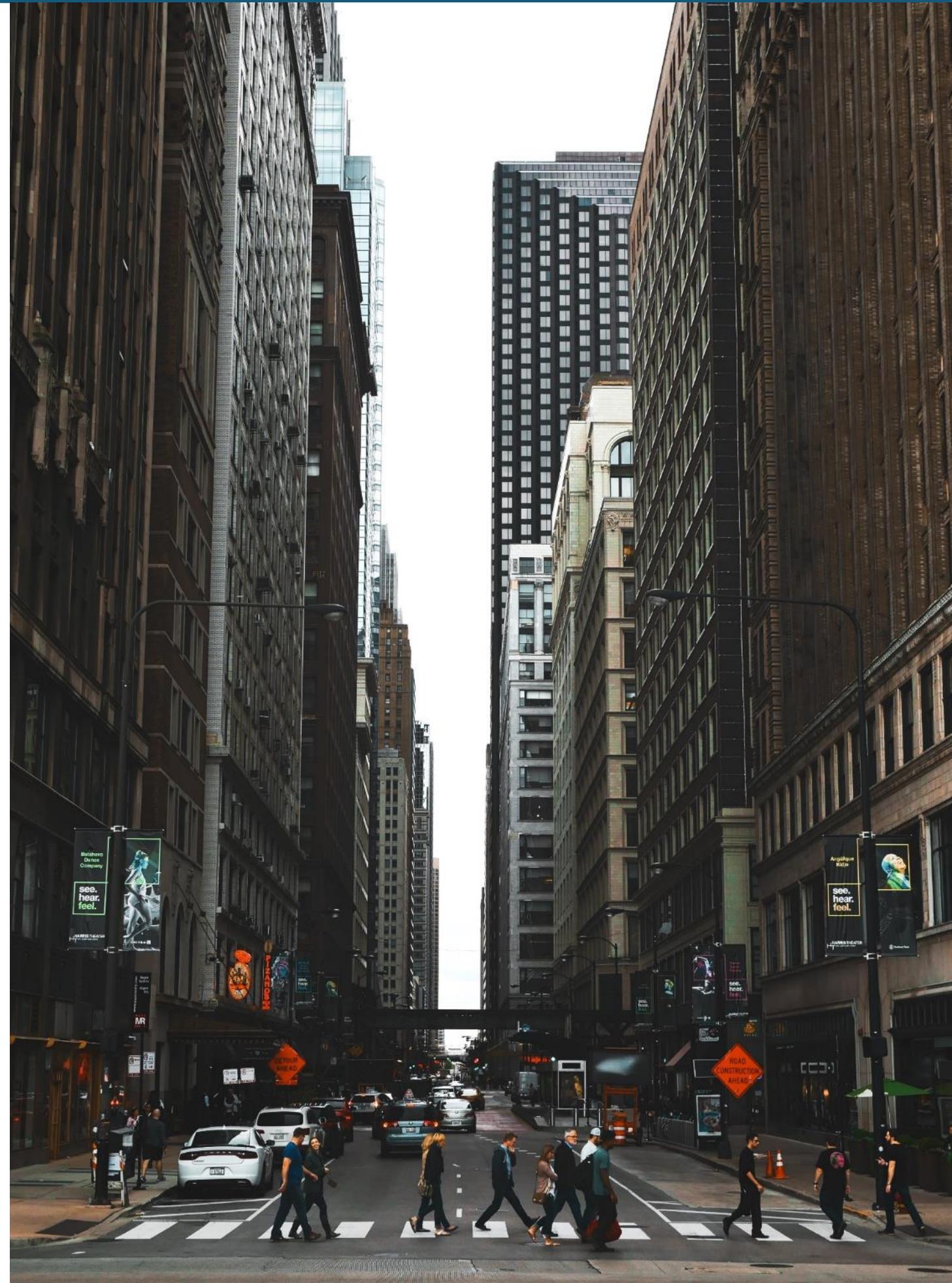
Lise Kingo, CEO and Executive Director, UN Global Compact

UNGC recognizes that opportunities to address the challenge exist within changing attitudes of corporate America and the youth activists, and they are calling to action to unveil how the movements can serve as enablers for realizing a 1.5°C scenario.

The US Government has failed to come up with lasting solutions to core economic issues which has contrived society to rely on companies for guidance on environmental, social and economic challenges, such as climate change and gender equality. UNGC wants to lead the way of uncovering potential of the youth to accelerate sustainable actions taken by

corporate America and thus increase the prospect of a carbon neutral world. Although, this is no easy road to lead. The embedded culture of corporate America, where everything boils down to the bottom line and shareholder value maximization, is still gripping into the fundamentals of American business priorities. With the United States being the second largest polluter in the world, the country’s current status quo is heavily threatening the possibility of getting the world back on course.

This is why you are asked to aid UNGC in developing a youth strategy to sustainably transform corporate America’s mindsets into meeting the requirements of combating the climate crisis effectively. Please bear in mind that your strategy should emphasize specific elements that UNGC can implement to foster corporate sustainability. Your solution will be judged on the following criteria: 30% for creativity of solutions in terms leveraging youth potential, 30% for concrete plan of action, 20% for feasibility of solution and 20% for how you aim to measure the impact of your strategy.

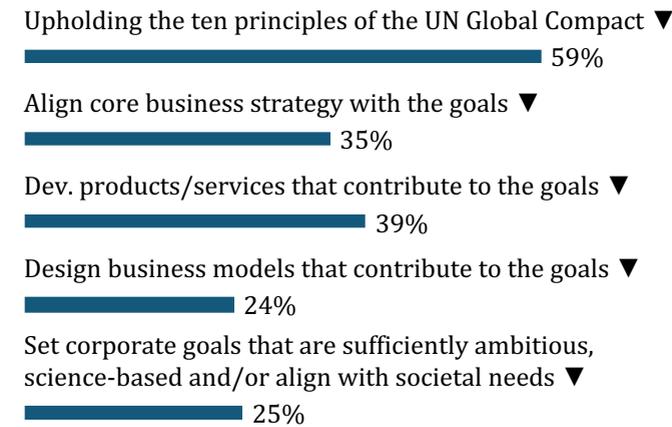




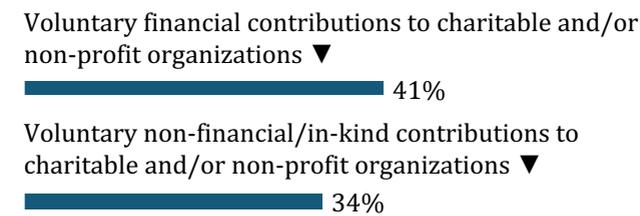
APPENDIX 1 PROGRESS ON GLOBAL GOALS

Actions that companies take to advance the global goals

CORE BUSINESS



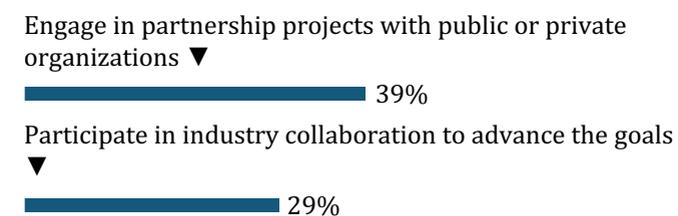
SOCIAL INVESTMENT AND PHILANTHROPY



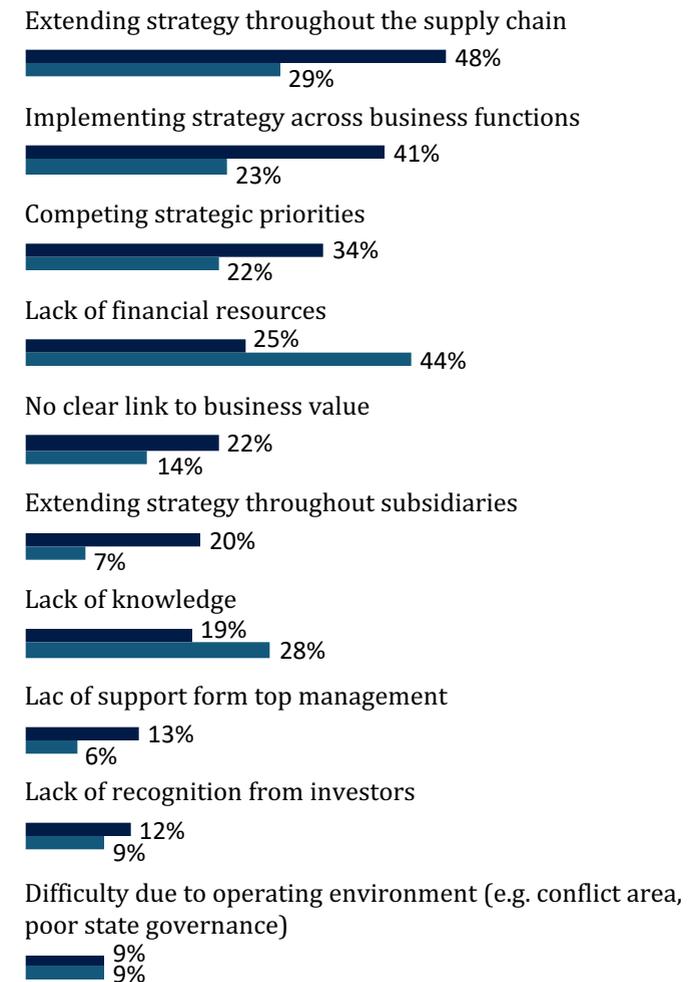
ADVOCACY & PUBLIC POLICY



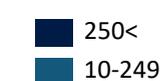
COLLABORATION & PARTNERSHIPS



CHALLENGES THAT COMPANIES FACE



COMPANY SIZE



APPENDIX 2a GOALS THAT ARE BEING EXERCISED

Which of the following are the goals that companies are taking action on



Note: symbols indicate progress made since 2018.

APPENDIX 2b GOALS THAT ARE BEING EXERCISED

Summary of reported overall positive impact on each global goal and the products and services targeting the goal



■ COMPANIES REPORTING POSITIVE IMPACT ON THE GLOBAL GOALS
 ■ COMPANIES REPORTING GLOBAL GOALS THAT PRODUCTS AND SERVICES CONTRIBUTE TOWARDS

SOURCE: UN GLOBAL COMPACT ANNUAL SURVEY 2019

APPENDIX 3

169 TARGETS

1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day

1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions

1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable

1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance

1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters

1.A Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions

1.B Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions

2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.

2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons.

2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.

2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.

2.5 By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed.

2.A Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries.

2.B Correct and prevent trade restrictions and distortions in world agricultural markets, including through the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round.

2.C Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility.

3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births.

3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.

3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases.

3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.

3.5 Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol.

3.6 By 2020, halve the number of global deaths and injuries from road traffic accidents.

3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes.

3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.

3.A Strengthen the implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate.

3.B Support the research and development of vaccines and medicines for the communicable and noncommunicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all.

3.C Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States.

3.D Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks.

4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and Goal-4 effective learning outcomes

4.2 By 2030, ensure that all girls and boys have access to quality early childhood development, care and preprimary education so that they are ready for primary education

4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university

4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations

4.6 By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy

4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development

4.A Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, nonviolent, inclusive and effective learning environments for all

4.B By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries

4.C By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing states

5.1 End all forms of discrimination against all women and girls everywhere

5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation

5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation

5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decisionmaking in political, economic and public life

5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences

5.A Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws

5.B Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women

5.C Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all

6.2 By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations

6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally

6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity

6.5 By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate

6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes

6.A By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies

6.B Support and strengthen the participation of local communities in improving water and sanitation management

7.1 By 2030, ensure universal access to affordable, reliable and modern energy services

7.2 By 2030, increase substantially the share of renewable energy in the global energy mix

7.3 By 2030, double the global rate of improvement in energy efficiency

7.A By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology

7.B By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States, and land-locked developing countries, in accordance with their respective programmes of support

8.1 Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries

8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors

8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead

8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training

8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms

8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products

8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all

8.A Increase Aid for Trade support for developing countries, in particular least developed countries, including through the Enhanced Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries

8.B By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization

9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all

9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries

9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets

9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities

9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending

9.A Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States 18

9.B Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities

9.C Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020

10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average

10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard

10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality

10.5 Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations

10.6 Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions

10.7 Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies

10.A Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements

10.B Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes

10.C By 2030, reduce to less than 3 per cent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 per cent

11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums

11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons

11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries

11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage

11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations

11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management

11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities

11.A Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning

11.B By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency,

mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels

11.C Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials

12.1 Implement the 10-year framework of programmes on sustainable consumption and production, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries

12.2 By 2030, achieve the sustainable management and efficient use of natural resources

12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses

12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle

12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities

12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature

12.A Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production

12.B Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products

12.C Rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a manner that protects the poor and the affected communities

13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

13.2 Integrate climate change measures into national policies, strategies and planning

13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

13.A Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible

13.B Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities

*Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change.

14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution

14.2 By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans

14.3 Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels

14.4 By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics

14.5 By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information

14.6 By 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, eliminate subsidies that contribute to illegal, unreported and unregulated fishing and refrain from introducing new such subsidies, recognizing that appropriate and effective special and differential treatment for developing and least developed countries should be an integral part of the World Trade Organization fisheries subsidies negotiation

14.7 By 2030, increase the economic benefits to Small Island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism

14.A Increase scientific knowledge, develop research capacity and transfer marine technology, taking into account the Intergovernmental Oceanographic Commission Criteria and Guidelines on the Transfer of Marine Technology, in order to improve ocean health and to enhance the contribution of marine biodiversity to the development of developing countries, in particular small island developing States and least developed countries

14.B Provide access for small-scale artisanal fishers to marine resources and markets

14.C Enhance the conservation and sustainable use of oceans and their resources by implementing international law as reflected in UNCLOS, which provides the legal framework for the conservation and sustainable use of oceans and their resources, as recalled in paragraph 158 of The Future We Want

15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements

15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally

15.3 By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world

15.4 By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development

15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species

15.6 Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed

15.7 Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products

15.8 By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species

15.9 By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts

15.A Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems

15.B Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation

15.C Enhance global support for efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable livelihood opportunities

16.1 Significantly reduce all forms of violence and related death rates everywhere

16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children

16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all

16.4 By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime

16.5 Substantially reduce corruption and bribery in all their forms

16.6 Develop effective, accountable and transparent institutions at all levels

16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels

16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance

16.9 By 2030, provide legal identity for all, including birth registration

16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements

16.A Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime

16.B Promote and enforce non-discriminatory laws and policies for sustainable development

Finance

17.1 Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection

17.2 Developed countries to implement fully their official development assistance commitments, including the commitment by many developed countries to achieve the target of 0.7 per cent of ODA/GNI to developing countries and 0.15 to 0.20 per cent of ODA/GNI to least developed countries ODA providers are encouraged to consider setting a target to provide at least 0.20 per cent of ODA/GNI to least developed countries

17.3 Mobilize additional financial resources for developing countries from multiple sources

17.4 Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress

17.5 Adopt and implement investment promotion regimes for least developed countries

Technology

17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism

17.7 Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed

17.8 Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology

Capacity building

17.9 Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation

Trade

17.10 Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda

17.11 Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020

17.12 Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access

Systemic issues

Policy and institutional coherence

17.13 Enhance global macroeconomic stability, including through policy coordination and policy coherence

17.14 Enhance policy coherence for sustainable development

17.15 Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development

Multi-stakeholder partnerships

17.16 Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries

17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

Data, monitoring and accountability

17.18 By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts

17.19 By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries

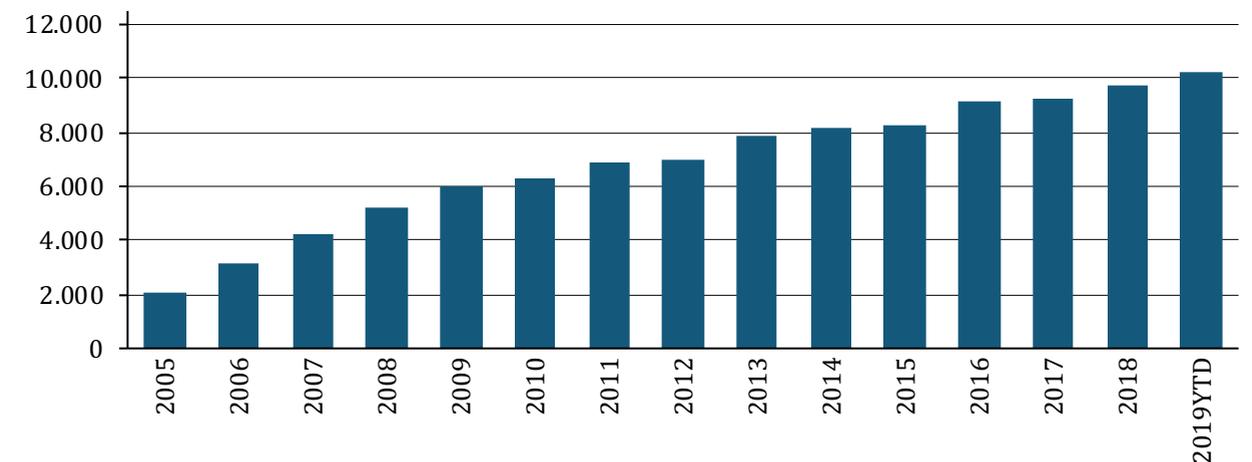
APPENDIX 4 UNGC IN NUMBERS (1/2)

Following is a snapshot of UN Global Compact participants today.

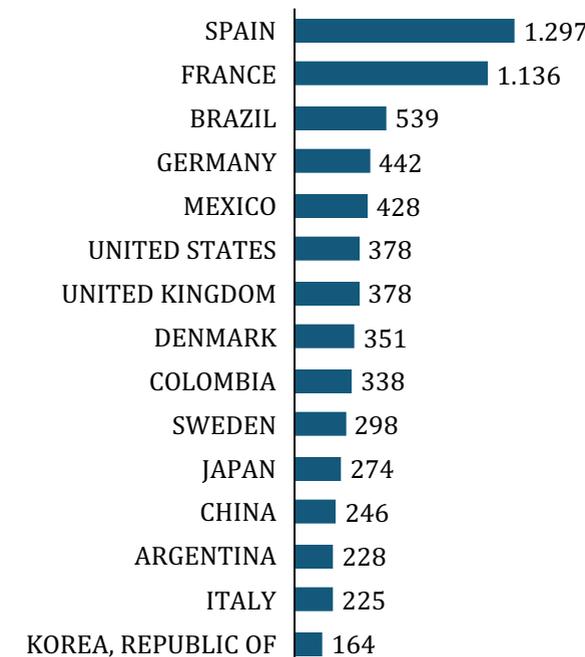
159

**COUNTRIES WITH UN
GLOBAL COMPACT
BUSINESS PARTICIPANTS**

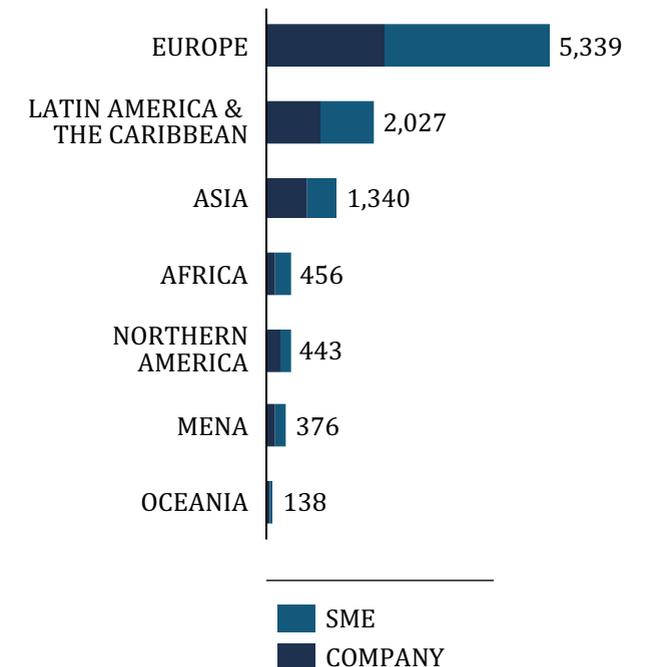
TOTAL NUMBER OF PARTICIPANTS



BUSINESS PARTICIPANTS BY COUNTRY



COMPANIES BY REGION



■ SME
■ COMPANY

APPENDIX 4 UNGC IN NUMBERS (2/2)

9,134

NUMBER OF COMPANIES
DELISTED FOR FAILURE
TO COMMUNICATE
PROGRESS

3,474

NON-BUSINESS
PARTICIPANTS

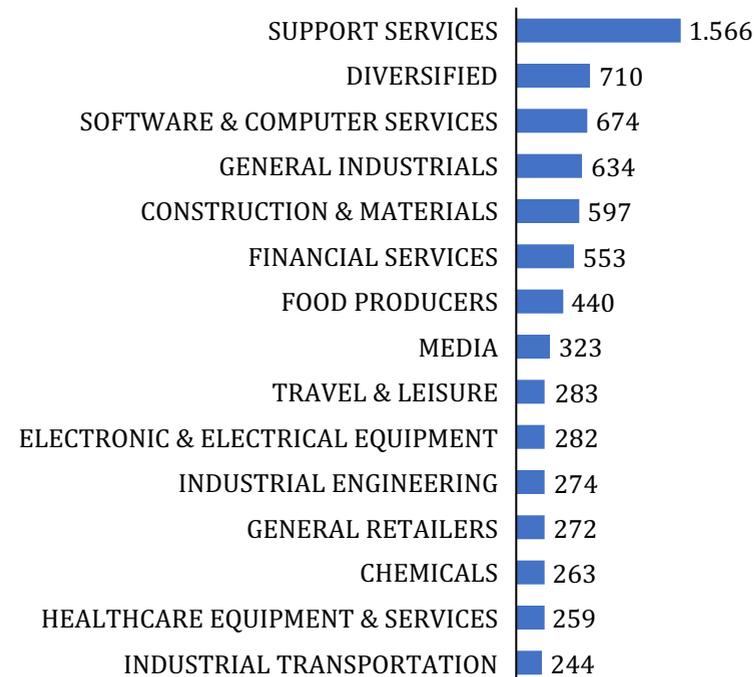
68,305,538

PEOPLE WORKING IN THE PRIVATE
SECTOR FOR A UN GLOBAL COMPACT
PARTICIPANT

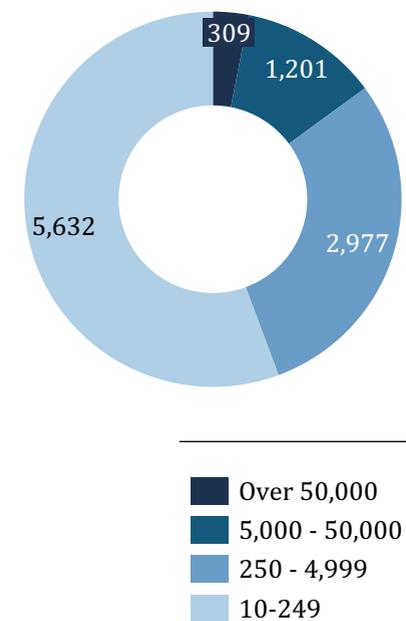
NON-BUSINESS PARTICIPANTS



COMPANIES BY SECTOR



BY NUMBER OF EMPLOYEES



APPENDIX 5 ESTABLISHING A GLOBAL COMPACT LOCAL NETWORK

To establish a Global Compact Local Network, two steps must be completed:

1. Signing of a Letter of Collaboration (Partner Organization). This confirms that a partnership has been entered in which an organization (Partner Organization) will promote the UNGC on the terms of the LOC and work towards meeting Global Compact Local Network pre-requisites highlighted. And interim Working Group composed of UNGC Signatories and Participants can be established under the guidance of the GCO with the objectives outlined in the LOC.

2. Signing of MoU (Global Compact Local Network). Once the pre-requisites have been fulfilled, a Memorandum of Understanding (MoU) will be signed at an official lunch event of the Global Compact Local Network between the Network, the Foundation for the Global Compact and the GCO, giving it license to operate. The launch of a Network is manifested by holding a high-level event with business participants and other stakeholders, including the UNGC and the newly established Network. Established Networks will undergo an annual review to ensure that all Global Compact Local Network Quality Standards and provisions in the MOU are met.

APPENDIX 6 Joining UNGC

Entry Process

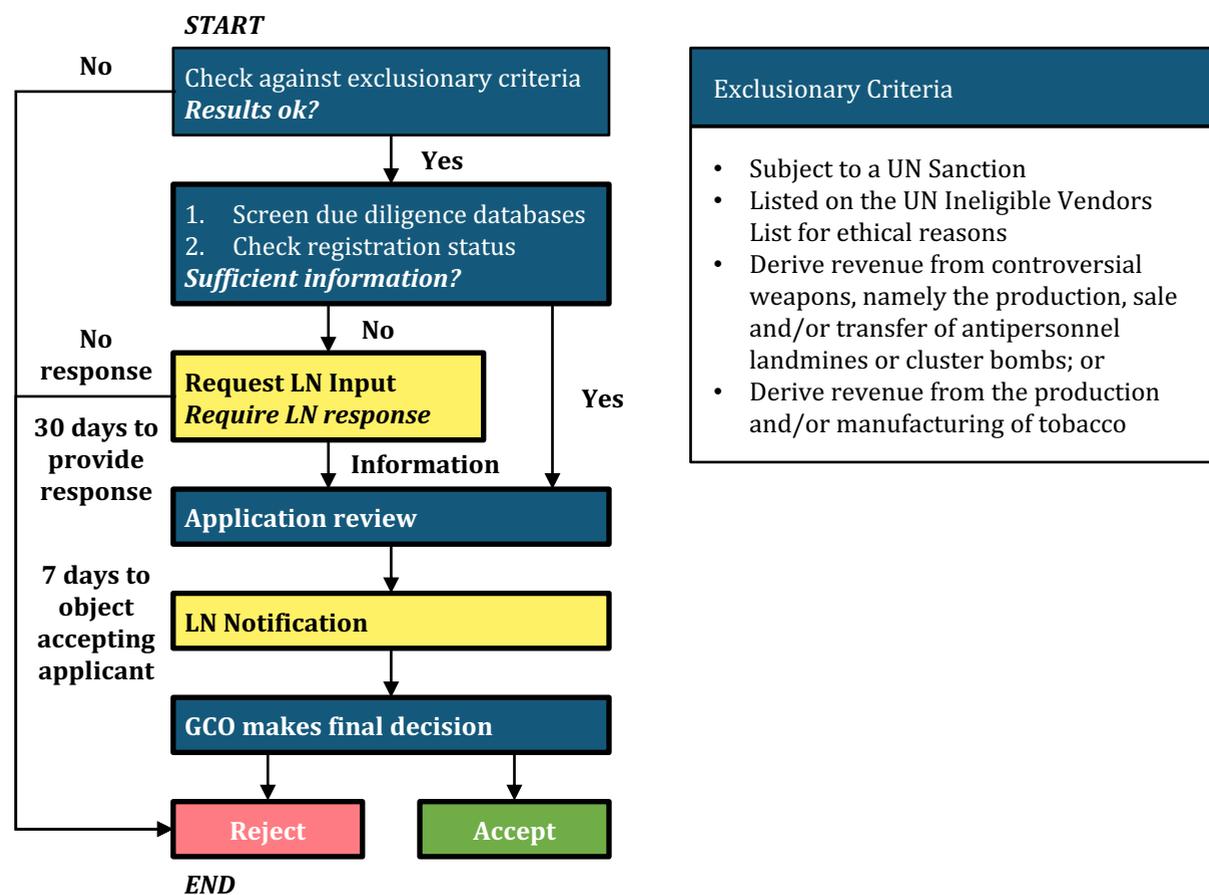
Application process

Joining the UN Global Compact involves a three-step process. Firstly, companies are checked against the following exclusionary criteria:

- Subject to a UN Sanction
- Listed on the UN Ineligible Vendors List for ethical reasons
- Derive revenue from controversial weapons, namely the production, sale and/or transfer of antipersonnel
- Derive revenue from the production and /or manufacturing of tobacco

If the results are positive, the second step is initiated. During this step, companies are screened in due diligence databases and checked for registration status. If sufficient information can be obtained, they progress to the third step. If there is insufficient information, input is requested from Global Compact Local Network.

The third and final step is the Application Review. Global Compact Local Networks have seven days to object accepting applicants. If they do not reject, the application is sent to GCO who will make the final decision on rejection or acceptance.



APPENDIX 7 REPORTS

Communication on Progress (CoP) is an integral part of committing to UN Global Compact and is to be submitted annually. They are published on the UN Global Compact website, enabling communication of efforts to support the Ten Principles of the UN Global Compact. CoPs provide stakeholders with information to make informed choices about the companies they interact with. CoPs must meet the following three requirements:

1. A statement by the Chief Executive expressing continued support for the UN Global Compact and renewing the participant's ongoing commitment to the initiative.
2. A description of practical actions the company has taken or plans to take to implement the Ten Principles in each of the four areas (human rights, labor, environment, anti-corruption).
3. A measurement of outcomes.

Based on self-assessments, each CoP will be categorized into one of the following differentiation levels:

1. GC Advanced: CoPs that qualify as GC Active and, in addition, cover the company's implementation of advanced criteria and best practices.
2. GC Active: CoPs that meet the minimum requirements.
3. GC Learner: CoPs that do not meet one or more of the minimum requirements.

Communication on Engagement (COE) must be submitted every 2 years for non-business participants to display their continued engagement with the UN Global Compact. It displays specific activities that a non-business participant takes in support of the UN Global Compact. COEs must meet the following three requirements:

1. A statement by the chief executive or equivalent expressing continued support for the UN Global Compact and renewing the participant's ongoing commitment to the initiative.
2. A description of the practical actions that the organization has taken to support the UN Global Compact principles and to engage with the initiative.
3. Measurement of outcomes.

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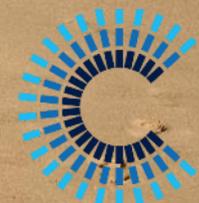
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