



United Nations
Global Compact

UN GLOBAL COMPACT

2020 GLOBAL STRATEGY

0. Executive Summary
1. About the UN Global Compact
2. Global Context and Trends
3. Current State Assessment
4. Stakeholder Feedback on Strategic Direction
5. Must-Win Battles (MWB) and Transformations
6. MWB: Growth
7. MWB: Organization
8. MWB: Brand
9. Next Steps and Goals for 2017
10. Roadmap for Success: 2017 – 2020

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EXECUTIVE SUMMARY

The UN Global Compact finds itself at a pivotal moment in time.

With the adoption of The 2030 Agenda for Sustainable Development, the world has in hand a comprehensive and integrated blueprint for global sustainability in economic, social, environmental – and ethical – terms. It is truly a roadmap for humanity. It is widely accepted that all global and local stakeholders will need to mobilize and work together to achieve the ambitions of this agenda. And this will require the active engagement and participation of the international business community.

Indeed, as the world's largest business sustainability initiative, the UN Global Compact sees for itself a moral duty to help to bring about the necessary action and solutions to ensure that this global journey is successful and its gains permanent.

This 2020 Global Strategy is the essential first step. Based on the most extensive global consultation the Compact has ever undertaken, this document sets out a range of proposed actions and activities designed to both “deliver impact at scale” and create an organizational culture that aligns all Global Compact actors and affiliates in a new spirit of collaboration and partnership.

As well, this 2020 Global Strategy links the UN Global Compact's current and on-going thinking in relation to the initiative's vision to the year 2030 – the arc of the Sustainable Development Goals. The UN Global Compact's vision is to **“Mobilize a global movement of responsible companies and organizations to create the world we want”**.

The highlights of this 2020 Global Strategy are centered on the three “Must Win Battles” of creating sustainable Growth, optimizing the global Organization, and strengthening the overall Brand. The Strategy includes the following:

- Setting a long-term vision and ambition that seeks to fully leverage the UN Global Compact's normative authority anchored in the 10 principles, while pursuing four focus areas: i) Responsible Business and Leadership Practices; ii) the Sustainable Development Goals; iii) Global/Local Platform and Connector; iv) Impact, Measurement, and Performance
- Strengthening Local Networks and their capacity for action and impact through enhanced global support, coordination, and a new “One Global Compact” culture that also seeks to raise standards of transparency and accountability across the organization
- Building a UN Global Compact “brand proposition” with deeper grounding in UN-business partnerships; a harmonized and relevant issue portfolio; and the tiering of services and offerings to speak to different levels of business-sustainability sophistication
- Positioning the UN Global Compact as a global “platform of platforms” to aggregate the good and promising work of other organizations while also ensuring quality control and alignment with the core principles
- Proposing a new sustainable financial model that sets mandatory fees for companies of a certain size, while preserving the voluntary nature for smaller enterprise – forecasted to result in greater financial resources for both global and local operations across the initiative
- Enhancing the overall integrity of the UN Global Compact via a new due-diligence process and the development of performance-based metrics in relation to participation in action platforms

The UN Global Compact Office in NY believes that these, and other strategic measures outlined in this 2020 Global Strategy, will in many respects transform the UN Global Compact so that it, in turn, can effectively contribute to the transformation of our world – the overarching goal of the 2030 Agenda.

This Strategy has been endorsed by the UN Global Compact Board and has also been presented to the new Secretary-General of the United Nations, H.E. Mr. António Guterres.

1 ABOUT THE UN GLOBAL COMPACT

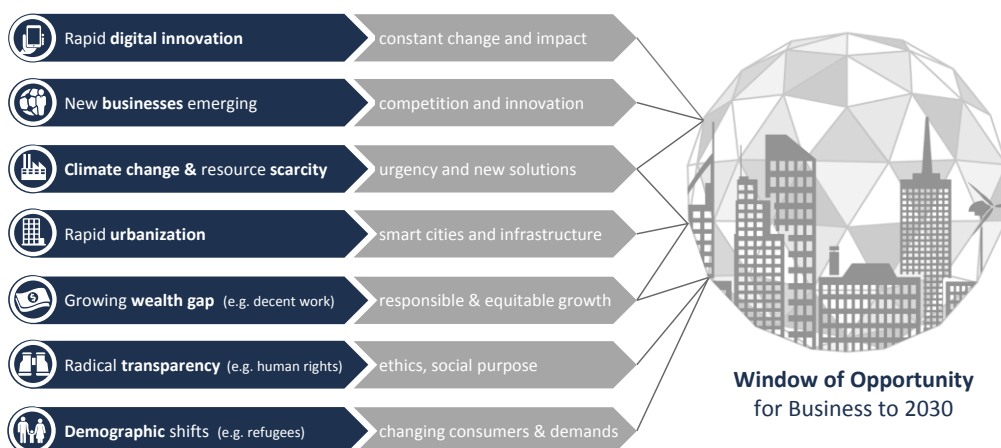
In the year 2000, the “Global Compact” was initiated between the UN and business to help give globalization a more human face by underpinning economies and markets with universal principles. Under the leadership of Secretaries-General Kofi Annan and Ban Ki-moon, the United Nations Global Compact now stands as the world’s largest corporate sustainability initiative, encompassing over 9,100 corporate participants and 4,000 non-business participants based in more than 160 countries.

The UN Global Compact calls on companies everywhere to align their strategies and operations with ten universally accepted principles in the areas of human rights, labour, the environment, and anti-corruption and to report on their progress. The UN Global Compact has a mandate from the UN General Assembly to “promote responsible business practices and UN values among the global business community and the UN System.” In the past sixteen years, the UN Global Compact has had a transformative effect on the approach of the UN and its Member States to business – advancing collaboration and cooperation in ways never before tested or achieved. Non-business participants including civil society organizations, business associations, labour organizations, academic institutions and cities also play an important role. We know that it takes collective efforts to make a lasting difference.

2 GLOBAL CONTEXT AND TRENDS

One year ago, all 193 Member States of the UN adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of the “UN 2030 Agenda” are the 17 Sustainable Development Goals (SDGs) and 169 related targets that address the most pressing economic, social, environmental, and governance challenges of our time. Never before has the world community stood so united behind such an ambitious agenda, and many companies have been part of the multi-stakeholder process leading up to its adoption. In this year’s triennial UN Global Compact CEO Study on Sustainability, 87% of CEOs surveyed said they believe the SDGs provide an opportunity to rethink approaches to sustainable value creation and 90% feel a personal responsibility to ensure their company has a clear purpose and role in society.

The world in 2030 will look very different than it does today, with converging global trends creating a new context of expectations and opportunities for business to address global challenges. In parallel, increased business awareness and adoption of responsible business practices, along with renewed ambition to contribute to societal development, provides a unique opportunity for business to scale its ambition and impact:



Given these global and societal trends, there is no doubt that the UN Global Compact will have an important role to play in the next 15 years. It has a unique position as the link between the UN and companies everywhere, as the “translator” of the SDGs, and as a global convener of business, investors, civil society, labour organizations and, of course, governments and diverse UN agencies.

3 CURRENT STATE ASSESSMENT

100 Days in Office Review

Following the UN Global Compact's first ever leadership transition, and coinciding with its fifteenth year anniversary, the Executive Director commissioned a *First 100 Days in Office Review* during the third quarter of 2015. The review was primarily focused on analyzing the UNGC in New York, the initiative's global positioning within a quickly evolving sustainable business landscape, and assessing its preparedness to deliver on a new and ambitious UN 2030 Agenda.

A key component of the review was an analysis of organizational strengths, weaknesses, opportunities, and threats developed by the UNGC Executive Management team with input from DNV GL:



The SWOT analysis confirmed that the UN Global Compact's legitimacy from its positioning within the UN, unparalleled breadth/reach, and global/local structure provides a truly unique platform for engaging business. There is also a tremendous opportunity to inclusively lead the way on the SDGs by mobilizing both sustainability beginners and innovators. However, the UN Global Compact's vision and value proposition needed refining while the plateauing of participants and revenue presents a real danger to the long-term viability of the initiative. A new forward-looking strategy is necessary to set the direction for the organization as it transforms itself to address these areas.

UNGC 2020 Strategy Process

The *First 100 Days in Office Review* identified a clear need for the UN Global Compact “to evolve from an entrepreneurial, fast-growing global initiative into a professional, mature global organization.” This UNGC 2020 Strategy provides the next stage of that work, and offers a lens through which the UN Global Compact and its stakeholders can view the current and future opportunity for the initiative to create game-changing impact on the private sector contribution to the 2030 Agenda. This strategy provides the basis for a clear timeline, 2017-2020, for the UN Global Compact to lead and catalyze action as the overarching “platform of platforms” for business, the UN system, and diverse stakeholders to deliver impact at scale.

The strategy process, conducted from March – October 2016 and supported by Accenture Strategy, has engaged more than 1,500 stakeholders across the entire UN Global Compact ecosystem. It was informed by consultations with more than 300 stakeholders, including the UN Global Compact Board, Executive Management Team, fellow UN agencies and

partners, the Government Group and Group of Friends, LEAD companies, New York staff, as well as extensive and multi-channel consultations with Local Network representatives. These consultations with Local Networks included interviews of all Local Networks by Accenture and regional workshops facilitated by Accenture, as well as the opportunity to provide comments to the draft strategy document, including proposed business models for all Local Networks. The strategy was also informed by a survey of more than 1,200 participants, analysis of management and financial data, and benchmarking relative to other global sustainability initiatives.

To ensure a strong global anchoring across the initiative, a “2020 Strategy Project Team” was established, including the Co-Chair of the Board, the Executive Director, the four Local Network members of the Board, as well as members of the Executive Management team from the UN Global Compact Office.

4 STAKEHOLDER FEEDBACK ON STRATEGIC DIRECTION

The outcome of this extensive stakeholder engagement process makes it clear that the unique DNA of the UN Global Compact consists of four main assets: i) the legitimacy and prestige of the initiative anchored in the 10 principles, ii) the fact that it is principle and norm based, iii) that it is inclusive and has a broad global reach, and iv) that it is part of the UN.

It is on this solid foundation that stakeholders would like to see the initiative pursue its Vision for 2030 to “*mobilize a global movement of sustainable companies and stakeholders to create the world we want.*”

The areas that stakeholders would like see the initiative focus on in its pursuit of the vision are first to step up even more as a champion and challenger of the private sector in advocating for responsible business and leadership practices. The Ten Principles must become a wider known standard for responsible business, fleshed out by more detailed principles and guidance, such as the Women’s Empowerment Principles and the Guiding Principles on Business and Human Rights, as well as other standards and guidelines developed by respective UN agencies.

Next, stakeholders would like to see the UN Global Compact align the SDG agenda with business commitments and action, taking the lead in translating and advocating the goals to small and large companies across the world. They also have a clear expectation that the UN Global Compact will measure performance and impact related to the Ten Principles and SDGs and report on it based on the huge repository of COP reports that all participating companies must submit each year.

Finally, stakeholders would like to see the UN Global Compact elevate itself to become the central global platform that drives and displays best practices, solutions, tools, and guidelines for implementing the SDGs – based on local activities and the Local Networks across the world.

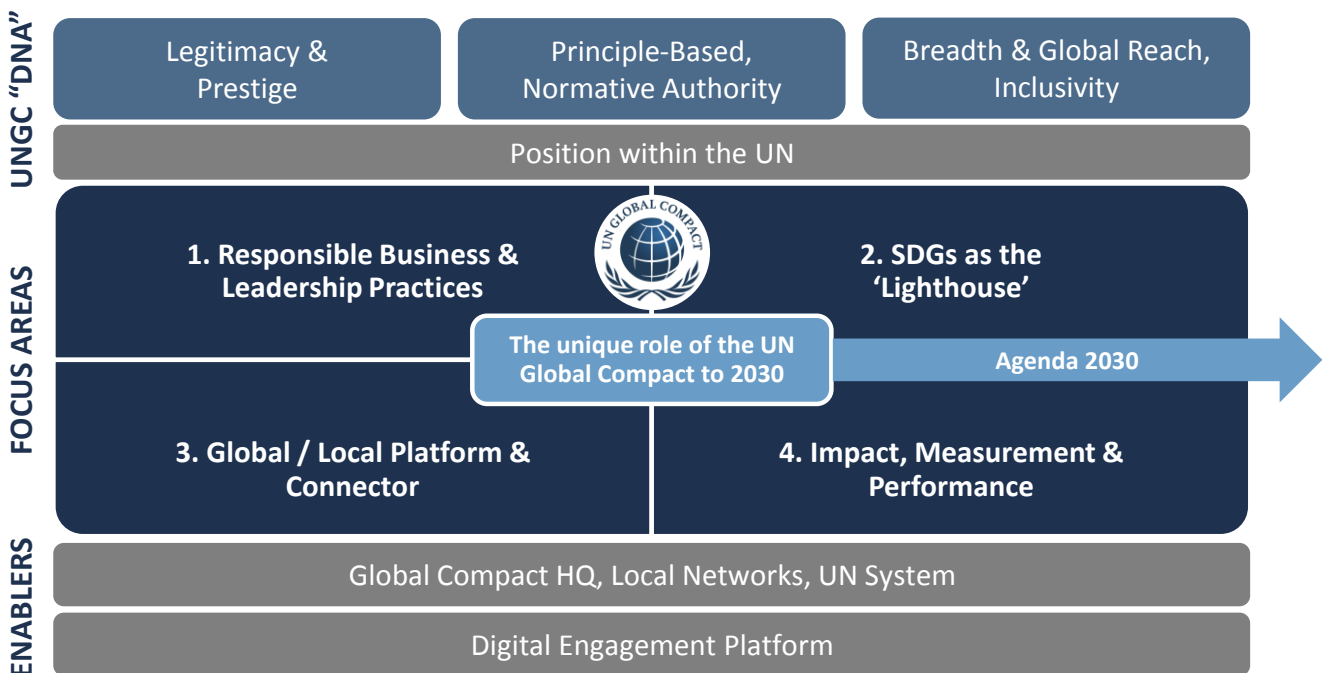
In conclusion, the entire stakeholder consultation process sends clear signals on how the UN Global Compact can build on its existing “DNA” to drive a major transformation in the business community towards powerful implementation of the SDGs, based on its strong UN principle and norm-based approach. The consultations also indicated that it is time for the UN Global Compact to step up and become the natural leader of an open, inviting, and solid “platform of platforms” to drive the SDGs across the global business community. This is great input, but also a tall order that will take significant transformation on two levels compared to where the initiative is today – on a global, *operational* level and on an *offerings* level, including the value proposition of the initiative.

5 MUST-WIN BATTLES (MWB) AND TRANSFORMATIONS

In the context of the current state assessment (section 3) and the stakeholder feedback on strategic direction (section 4), the UN Global Compact has an opportunity to update its vision and ambition towards 2030. Fulfilling the unique role that the initiative can play, through its global-local combination of the central office in New York and Local Networks, will demand renewed attention to the four main areas of feedback from stakeholder consultations:

- **Global Advocate for Leadership Practices:** The Global Compact will amplify its unique role given its mandate from the UN General Assembly as promoter of responsible business practices and UN values to the global business community and UN System related to complex business and social issues (e.g. carbon price, living wage, human rights).
- **SDGs as the “Lighthouse”:** With the Ten Principles as its foundation, a pivot towards the SDGs will position the Global Compact as the definitive voice and enabler of business contribution to the 2030 Agenda.
- **Global Platform & Connector:** The Global Compact can leverage its UN connection and neutrality to become a global/local “Platform of Platforms.” It will be important that credibility and quality is ensured for all materials sourced from other organizations in order to warrant the quality stamp of the Compact.
- **Impact & Performance:** The Global Compact can leverage its position as the largest and most inclusive network of companies to become the trusted authority on communicating impact and progress on responsible business.

These focus areas are underpinned by a strong central office in New York, a diverse and functional Local Network system, and a reimagined digital organization. A realistic assessment of the UN Global Compact's existing ability to deliver against each of these four focus areas suggests that radical change is required across the organization. Successful transformation will require commitment to this change, directed toward the vision and ambition for 2030; openness to reorganization and redirection of efforts towards a common mission; attention to critical activities in key areas of focus; and a mature, professional, business-driven culture with deep links to the UN.



MUST-WIN BATTLES

To deliver its Ambition for 2030, the UN Global Compact must take bold action across the “Must-Win Battles” identified in the *100 Days in Office Review*, including reinventing its business model, optimizing UNGC New York operations, and strengthening Local Networks within a revitalized governance framework that facilitates teamwork across the global organization:

CREATING SUSTAINABLE

GROWTH

- **STRENGTHEN THE VALUE PROPOSITION:** enhance both global and local value propositions for diverse participants
- **REINVENT BUSINESS MODEL:** develop a consistent and sustainable global/local business model

OPTIMIZING THE GLOBAL

ORGANIZATION

- **OPTIMIZE UNGC NY OPERATIONS:** ensure UN Global Compact has the right competencies and capabilities
- **STRENGTHEN LOCAL NETWORKS:** provide support to improve & empower LNs to deliver the 'global-local' vision

CLARIFYING & STRENGTHENING THE

BRAND

- **HARMONIZE ISSUE AREAS & LEAD:** streamline thematic focus areas and recognize proven leadership
- **ACCELERATE UN-BUSINESS PARTNERSHIPS:** foster strategic & impactful collaboration between UN and business
- **STRENGTHEN INTEGRITY:** expand integrity measures across the initiative, but also across the UN ecosystem

TRANSFORMATIVE CHANGES

Based on the insights from the stakeholder consultations and discussions with the Executive Management team, the UN Global Compact should seek to fulfill its unique role in creating a sustainable and inclusive economy based on eight critical ambitions for the organization:



1. **Diffuse** the Ten Principles as the global standard of responsibility for business



2. **Lead** and catalyze the business contribution to the SDGs through engagement and innovation



3. **Establish** and promote other universal, aspirational standards, met by leading companies (e.g. carbon price)



4. **Communicate** and quantify the impact of responsible business in delivering the SDGs



5. **Deliver tangible impact** through a strong physical and digital global-local network



6. **Define** new multi-stakeholder partnerships connecting business, the UN, governments, and civil society (e.g. crisis response)



7. **Speak truth** to power as champion and challenger for business (i.e. celebrate and call out)



8. **Dare** to be different with a mature, professional, business-driven culture and deep links to the UN system

These ambitions are intended so serve as inspiration for a transformational process across the initiative and will be an important element of the “One Global Compact” project that was initiated at this October’s Annual Local Network Forum in Dubai to build trust, common values, and improve teamwork across the initiative globally.

6 MWB #1: CREATING SUSTAINABLE GROWTH

Strengthen the Value Proposition

While the UN Global Compact is seen as having a compelling value proposition, the strategic review revealed the need to enhance the value for participants and stakeholders at both the global and local levels – especially in terms of the quality and delivery of UN Global Compact services and offerings. The enhanced value proposition will be a critical enabler of the reinvented business model and will encompass the following key areas:



UN & Government Connection: Connection with the broader UN system and global sustainable development agenda with options for increased dialogue with governments



Content & Forums: Access to a curated repository of leading guidance, tools/resources, and multi-stakeholder forums & collaboration across a wide audience



Local Action: Access to engage with Local Networks around the world to provide country-specific guidance and drive meaningful country-level and regional impact



Events: Invitations to regional/global events with opportunities to build partnerships, sponsor and speak at events



Reporting: Commitment to mandatory reporting requirement that builds credibility and substance to being a Global Compact participant



Logos & Recognition: Usage of Global Compact Logos as recognition of support and options for recognition on the Global Compact website and reports

Reinvent the Business Model

The current UN Global Compact business model is not sustainable – neither today nor for the future growth of the organization. Based on the ambitions and objectives of the organization, and upon review of industry leading practices, the UN Global Compact is guided by the following principles as it develops and implements a sustainable funding model for the initiative:

- Develop a more robust **multi-stream revenue model** with the expansion of business participant fees, donor government contributions, philanthropic grants, and other sources to ensure a diversified and sustainable business model
- Implement a **tiered participation model** that tailors offerings and requirements to the specific needs of individual organizations with compelling value propositions for participants at all levels
- Institute **mandatory fees** for business participants set according to company revenue and desired level of engagement
- Maintain a **voluntary entry-level fee for SMEs** to ensure inclusivity, diversity in size, and continued participant growth
- Communicate to participants that the **UN Global Compact is one initiative** made up of both the central office in New York and the various Local Network offices around the world – with fees supporting both

The combination of moving to mandatory fees for larger companies - and streamlining the business model of the initiative – creates the opportunity for more sustainable income for both the Local Networks and the UNGC New York, which is why these two financial mechanisms must change at the same time. The anticipated result will be an increased financial income for the entire initiative, as only 20 percent of business participants are currently making a financial contribution.

Expansion of the Global Compact Government Group

Broad-based Government support of the UN Global Compact will also remain important to the success of the initiative. As a public-private initiative, strengthening both public and private sector engagement and funding will be crucial. Contributions from a diverse range of Governments provides much needed financial support, but also sends an important signal of political support for the initiative.

Specifically, this important source of revenue for the UN Global Compact stems from voluntary public sector contributions from Member States to the UN Global Compact Trust Fund. In 2016, this amounted to approximately \$3 million USD. To date, the UN Global Compact Trust Fund has received contributions from 18 Member States. Moving forward, the UN Global Compact will pursue a range of activities aimed at expanding the number of Government contributors from both the global North and South. In addition, the UN Global Compact has begun exploring project-based contributions from Governments as a complement to their core contributions. Governments are also encouraged to support the development and strengthening of Global Compact Local Networks.

Participant Tiers, Fee Structure, and Benefits

While expanding government and philanthropic funding is a top priority, the most urgent need is the introduction of a tiered participation model, where all large companies pay a mandatory fee that is specific to the organization's desired level of engagement. Smaller companies (<\$50m revenue) that have limited capacity to engage globally will not be asked to pay a mandatory fee. Non-business participants in the UN Global Compact, including civil society organizations, labour, and academia will also not be asked to pay a fee. Ideally, this fee structure will be implemented in a globally standardized manner to minimize administrative complexity and to more importantly present a simple, single compelling message about funding to business participants.

7

MWB #2: OPTIMIZING THE GLOBAL ORGANIZATION

Optimizing the UNGC NY Organization

A number of capability gaps defined in the *100 Days Review* are already being addressed across the UN Global Compact Office in New York and the main priorities going forward include:

- **Enhance capabilities in participant relations and fundraising:** A new value proposition and funding model will demand specialized capabilities and increased resources to deliver greater engagement across the Global Compact's 8,900 business participants. A new Chief of Participant Relations & Fundraising was on-boarded on December 1st, 2016.
- **Refocus issue teams:** Meeting the ambition for the UN Global Compact to be a global advocate, curator, platform and connector focused on the SDGs demands a refocus away from investing in deep issue expertise and guidance. A new concept for Issue Platforms has been developed and is described in the Issue Area & LEAD harmonization section below.
- **Build digital competencies and technologies:** Introducing the "Platform of Platforms" will require a new set of digital and knowledge management competencies that will have to be built up across the office.
- **Build a global Local Network support organization:** A new global unit in the UN Global Compact office has been approved by the Secretary-General. It includes five positions as "Regional Liaisons" as described in the Strengthen Local Networks section below.
- **Invest in communications:** Strategic communications is a necessity and can highlight the impact of the UN Global Compact and participants to a broader audience.
- **Assess and prioritize internal processes:** To optimize and standardize across UNGC NY, including relations with Local Networks and other key stakeholders, a review of internal processes and ways of working will be required.

Strengthen Local Networks

This strategy has established four guiding principles that form the foundation of a reinvention of Local Networks, which achieves a balance of greater empowerment of networks and greater accountability to UN Global Compact New York:

- **Trust & Empowerment:** Empowerment, capacity building and accountability measures founded on respect and appreciation for collective impact and productive collaboration.
- **Growth & Maturity:** 'Right sized' portfolio that brings all networks to a standard baseline of quality; coordinated, transparent funding model to increase resources and support for Local Networks.
- **Governance & Accountability:** A new UN regional support structure anchored in the UNGC Office that will provide oversight and support for Local Networks; global funding set aside into a new Local Network Development Fund to provide seed funding for new and early-stage networks.
- **Quality & Consistency:** Aspirational standards and requirements for Local Networks; strengthened global governance; enhanced standards of transparency and accountability.

A new set of commitments from UNGC New York to support the development and evolution of Local Networks underpins the UN Global Compact's strategy for impact and achievement to 2030.

First, the new regional support structure will allow for greater strategic alignment and more effective communication channels between UNGC New York and individual Local Networks within each of the five regions. Most importantly, this arrangement will also ensure that the UN Global Compact is always well represented at important regional meetings and is able to adequately engage companies of all sizes across the world to ensure that we are representing a truly global movement for responsible business.

Second, the Local Networks will be invited to join all of the upgraded Action Platforms, as well as participating in shaping the focus of the platforms. Much of the issues work will be related to the "Making Global Goals Local Business" campaign and focus on local implementation of e.g. climate initiatives.

Finally, the establishment of a Local Network Development Fund, supported by a proportion of participant fees, will permit targeted investment of \$10m+ by 2021 across core functions; UNGC NY capacity for support and oversight; and as seed funding into early-stage Local Networks.

These initiatives will allow Global Compact Local Networks to further scale the quantity and quality of local action on advancing the SDGs. Enhanced cooperation with other UN agencies on the ground, under the leadership of UN Resident Coordinators, will also allow for greater coordination and combination of efforts in delivering measurable results. The Global Compact is currently conducting a mapping of Local Networks to identify countries where substantial progress has been made on the SDG agenda, as well as to identify priority countries where these interventions should be further targeted.

8 MWB #3: CLARIFYING AND STRENGTHENING THE BRAND

A New Program Portfolio

The issue areas are at the heart of the UN Global Compact. The solid, competent, norm-based approach to translating themes like climate change, human rights and anti-corruption have been the hallmark of the UN Global Compact for many years, and have attracted a wide range of companies, UN partners, and experts to the initiative's multi-stakeholder platforms. In light of the adoption of the 2030 Agenda for Sustainable Development, the Global Compact aims to update and refresh its programmatic work with a view to strengthen its role as a bridge between business and the UN and lead and catalyze the business contribution to the SDGs.

The new global engagement model is designed to provide a simplified and concise portfolio of activities that address global trends, developments and gaps in the corporate sustainability arena. Building on its legitimate authority in defining and advocating for corporate sustainability leadership standards and practices, the Global Compact will introduce a portfolio of platforms aimed at engaging companies toward the achievement of the SDGs. In 2017, the Global Compact will offer opportunities to engage in one **flagship platform** aimed at designing The Blueprint for SDG Leadership, four **cross-cutting platforms** on 1) Reporting on the SDGs, 2) Breakthrough Innovation, 3) Financial Innovation and five **thematic platforms** on 1) pathways for low-carbon development, 2) healthy and sustainable lifestyles, 3) diversity and inclusion, 4) empowering vulnerable migrants and refugees, and 5) decent work in supply chains.


The action platforms will be launched in January 2017 and will be developed in consultation with LEAD companies, Local Networks, UN agencies, and relevant partners. The thematic orientation of the flagship platform will be reviewed every year and the substantive work of the platforms will be adjusted according to on-going priorities.



The 2017 flagship project will be The Blueprint for SDG Leadership, which will aim to set expectations for how business can contribute to the SDGs. The Blueprint will define norms and guidance for what constitutes leadership practices under each area, what is expected from companies to be in basic compliance and what is expected from small and medium-sized companies. Under the Blueprint, companies will have the opportunity to express their support and commitments for individual or clusters of SDGs across a spectrum of performance – ranging from basic to leadership practices. The work undertaken within the Blueprint will help inform public positions taken by the Global Compact, develop an understanding of how to address the SDGs in their totality and in an integrated manner, and will serve as the basis for an annual business and SDG analysis.

17 SDGs and/or 4-5 categories of SDGs

3 Tiers of Engagement	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
Leading Practice													X				
Basic Practice													X				
SME Engagement													X				

Sample: SDG 13 Climate Action		
	Leading Practice	Carbon pricing, adaptation, science-based targets, policy engagement, board adoption
	Basic Practice	Set, measure, reduce GHG emissions and report publicly
	SME Engagement	CO ₂ foot-printing, basic reporting

The action platforms will run simultaneously for 2 to 3 years with standardized planning and reporting cycles and will aim at delivering specific outcomes in relation to the achievement of the SDGs. They will follow common characteristics including:

- Integrated thought leadership on clusters and combinations of SDGs with clear reference to the 10 Principles
- Engagement of UN partners, experts and Local Network representatives
- Ability to catalyze local action
- Fostering of partnerships between business, UN and other stakeholders

Accelerating Partnerships Between the UN and Business

Participants and stakeholders have highlighted a strong need for the UN Global Compact to play an even greater role as a partnership broker between business and the UN System at the global-level and the local-level via its Local Networks. The UN Global Compact will build on its unique positioning as the central entry point for business to the UN System and develop a well-resourced partnership function that will help guide GC participants to find UN partners with complementary knowledge, skills and resources.

The UN Global Compact will enhance support to GC participants to help them navigate the complexities of the UN System and broker connections. Building on lessons learned after many years of work in this area, the UN Global Compact will enhance its value proposition through:

- In-person and online strategic matchmaking including via the enhanced UN Business Action Hub;
- Compelling advocacy to inspire a new generation of more impactful partnerships;
- Improved coordination to build UN partnership capacity;
- Enhanced integrity measures and more effective ways of measuring and reporting on impact.

The UN Global Compact's issue area work will continue to be closely connected to UN implementing partners; country-level partnerships will scale up in alignment with GC Local Network SDG Action Plans and through stronger links to UN country teams; and a revitalized digital platform will enable the UN Business Action Hub to play an important role as a connector of the UN and Business.

With an institutional mandate as the Chair of the UN System Private Sector Focal Points Network, the Compact will also enhance coordination and capacity for private sector engagement across the UN system and strengthen its support to UN entities to develop and scale partnerships with business. The annual UN Private Sector Forum will serve as a venue to highlight successful SDG initiative and partnerships between businesses and the UN.

As more and more companies are interested in exploring opportunities to contribute to the SDGs, a new integrity challenge is emerging for the UN. Across the Organization, a consistent minimum standard doesn't exist for companies – either as suppliers or as partners to the UN – to ensure companies operate responsibly. The UN Secretary-General has issued Guidelines encouraging UN entities to require that the companies they partner with, have signed up to the UNGC 10 Principles, but this is not mandatory across the UN. This situation could potentially be a reputational risk for the UN and underlines the close link between forming partnerships with businesses and UN integrity requirements relating to responsible business conduct. The UN Global Compact aims to team up with UN agencies to address this potential risk.

Strengthening Integrity

It is timely to consider strengthening the UN Global Compact's integrity measures as follows:

- Strengthened performance-based criteria will be introduced to determine eligibility for the UN Global Compact's action platforms and other high-profile engagement opportunities;
- An Integrity Committee and due diligence process has been developed to systematically gather and analyze information drawing on third party due diligence research and any major negative information found will be shared with the companies concerned;
- In some cases, the UN Global Compact HQ and Local Networks will be able to initiate dialogue facilitation with a company without waiting for a third party complaint;
- Consideration will also be given to revising the entry criteria for the UN Global Compact especially for companies in sensitive industries – in close consultation with the Board and Member States

In addition, the Global Compact will enhance support to the UN on integrity matters. This will include:

- Development of common partner selection criteria and partnership policies building on the existing Guidelines on UN-Business Cooperation
- Provision of centralized due diligence research tools and resources and facilitating better sharing of such information across the UN
- Coordinating a more coherent and resource-effective approach to integrity by enabling UN entities to apply Global Compact due diligence and integrity processes to their own partnership work
- Responding to UN Member State requests to enhance integrity and transparency through more systematic reporting and measuring of UN-Business partnership activity and impact across the organization.

9 NEXT STEPS AND GOALS FOR 2017

The ambitious direction set forth in this strategy requires a series of immediate actions for the upcoming year:

GROWTH	ORGANIZATION	BRAND
<ul style="list-style-type: none"> Successfully implement the new business model in the NY Office Successfully implement the new business model across the Local Networks Prepare for introduction of mandatory fees by Q1 2018 (for companies with revenues greater than 50m USD) Strengthen the value proposition of the UN Global Compact at global and local levels Develop a proactive recruitment strategy targeting both large companies and SMEs Develop and implement a fundraising strategy directed towards institutional funds and donors Maintain Government funding while expanding the engagement of Governments 	<ul style="list-style-type: none"> Drive the 'One Global Compact' culture & values initiative Review UN Global Compact governance Successfully implement Local Network support across regions Upgrade Communications & Branding capabilities Develop prominent digital capacities Address the human capital implications of the 2020 Strategy within UNGC NY Address the human capital implications of the 2020 Strategy across the Local Networks Ensure close collaboration with the new UN Secretary-General and his office Review and enhance the UNGC's integrity measures 	<ul style="list-style-type: none"> Continue the "Making Global Goals Local Business" SDG campaign Successfully introduce new Action Platforms based on the 10 Principles and the SDGs, while transitioning the LEAD programme Deliver the SDG Blueprint as the 2017 flagship platform Begin to develop the Global Compact's strategic positioning as the "Platform of Platforms" Convene two annual flagship strategic events Increase collaboration across the UN System and strengthen role as Focal Point for UN-Business partnerships Strengthen LN capacity to support impactful global/local UN-business partnerships Publish an annual UNGC Impact Report on the business contribution to the 10 Principles and the SDGs

10 ROADMAP FOR SUCCESS 2017-2020

Twin Tracks of Change for the Future

Moving beyond immediate implementation, to deliver on the UN Global Compact's mission towards 2030, the 2020 Strategy requires twin tracks of change:

- Transformative Change:** Commitment to radical change, directed towards the vision and ambition for 2030; openness to reorganization and redirection of efforts towards a common mission; an attention to critical elements and activities in key areas of focus; and a mature, professional, business-driven culture with a strong connection to the UN system.
- Operational Excellence:** Renewed focus on operational performance, assessing capabilities of leadership and employees; a secure, sustainable financial model that directs sufficient resources to high-priority areas; clearly-articulated and agreed measures of success, tracked through relevant metrics and KPIs; and a digital-first strategy that enable a multiplier effect for global and local efforts and resources.

United Nations Global Compact

UNGC 2020 Strategy | Taking the UN Global Compact to the Next Level



This journey of taking the UN Global Compact to the next level and turning the initiative into “a professional, mature global organization” will be a multi-year process. The following steps reflect our vision for how this evolution of the global initiative will unfold:



We realize that the next 3-5 years may completely redefine what sustainable business means for companies and for society, but regardless of what the future might hold, we are determined to continue promoting the 2030 Agenda and the SDGs across the global business community.

We must work with all like-minded stakeholders to mobilize a movement of responsible companies and organizations that can create the world that we all want. Many more companies in the world must join our journey to take the SDGs to scale and make responsible business mainstream. There is no Plan B – this is our chance to turn the tides and hand future generations a world and a planet fit and healthy for all.