

GLOBAL COMPACT BOARD PROGRAMME

Unlocking the Value of
Corporate Sustainability



Global Compact
LEAD

PRME

Corporate Sustainability in the Board Room

Board adoption and oversight of corporate sustainability, while on the rise in some respects, represents an area where vast improvement and gains can be achieved.

By embedding sustainability into its core duties – notably setting strategic course, risk management and monitoring, executive recruitment, and remuneration – Directors are uniquely positioned to ensure the full mainstreaming of sustainability into business strategy and practices in a way that will support the long-term profitability and viability of the company.

In fact, as the material impact of non-financial issues is recognized, leaders around the world are beginning to acknowledge that the fiduciary duty of Boards of Directors includes a responsibility to effectively manage risks and opportunities related to corporate sustainability and to respond to the interests and concerns of all stakeholders.

To learn why corporate sustainability is a Board-level concern and what role Boards should play – [see New Agenda for the Board of Directors](#).

The Global Compact Board Programme was developed by [Global Compact LEAD](#) and the [Principles for Responsible Management Education \(PRME\)](#) in collaboration with [The Boston Consulting Group](#) and [DLA Piper](#) as the knowledge partners, and with support from [BSR](#).

The Global Compact would also like to recognize the leadership demonstrated by the Boards of the LEAD companies piloting the Programme as a part of their 2013/2014 Board Meetings: Enel S.p.A., Eni S.p.A., Eskom, SK Telecom Co. Ltd., Sinopec Limited and Yara International ASA.

[See Pilot overview.](#)

WHAT IS THE Global Compact Board Programme?



Benefits of the Global Compact Board Programme

The Global Compact Board Programme is the first of its kind to align and support Boards of Directors to more effectively oversee and drive their company's sustainability strategy, with a view to protect and support financial value creation. Through facilitating strategic discussions among Board members on pressing sustainability issues and how to evolve the role of the Board and corresponding governance tools, the Programme aims to help Boards to:

- **Align** on the strategic imperative and materiality of corporate sustainability as critical for the company's long-term viability.
- **Realize** the integral role that Board members can and should play in overseeing, incentivizing and driving corporate sustainability, embedding it into Board duties, governance mechanisms and structures.
- **Demonstrate leadership** on Board adoption and oversight of corporate sustainability with investors, employees, customers and other stakeholders.

KEY PROGRAMME FEATURES

1

Full Customization

Tailored to each individual Board to address the specific challenges and opportunities facing each individual company and its operating context.

2

In-House Delivery

Delivered in two sessions – each three to four hours – during Board meetings or retreats, allowing for strategic and confidential discussions.

3

World-Class Facilitators

Led by professionals from a global roster of facilitators representing a variety of industries – all with extensive corporate governance and sustainability expertise.

[View current Facilitator Roster.](#)

4

Cutting-Edge Tools & Resources

Offers access to a database of expertise and resources across sustainability, strategy, governance and business model innovation topics designed specifically for a Board audience – available before, during and after Programme delivery.

[View resources database overview.](#)

Strategic, company-specific, and action-oriented discussions among Board of Directors

Programme Delivery – Two Modules

[See further details about key discussion questions.](#)

MODULE 1

MATERIALITY OF SUSTAINABILITY

3-4 hour session

KEY TOPICS

- Current perception of corporate sustainability
- Business imperative for addressing sustainability
- Material sustainability issues
- Integrating sustainability into strategy and business model
- Initial action plan

EXPECTED IMPACT

- Achievement of a shared understanding of how sustainability is material to the company's strategy and performance
- Strengthened Board knowledge and awareness of sustainability issues relevant to the company
- Set expectations and ambitions for integration of sustainability into strategy and business model innovation

MODULE 2

THE ROLE OF THE BOARD

3-4 hour session

KEY TOPICS

- Board's unique position and role
- Sustainability risks and liabilities
- Key roles and governance tools
- Board structure, skills and composition
- Next steps and action plan

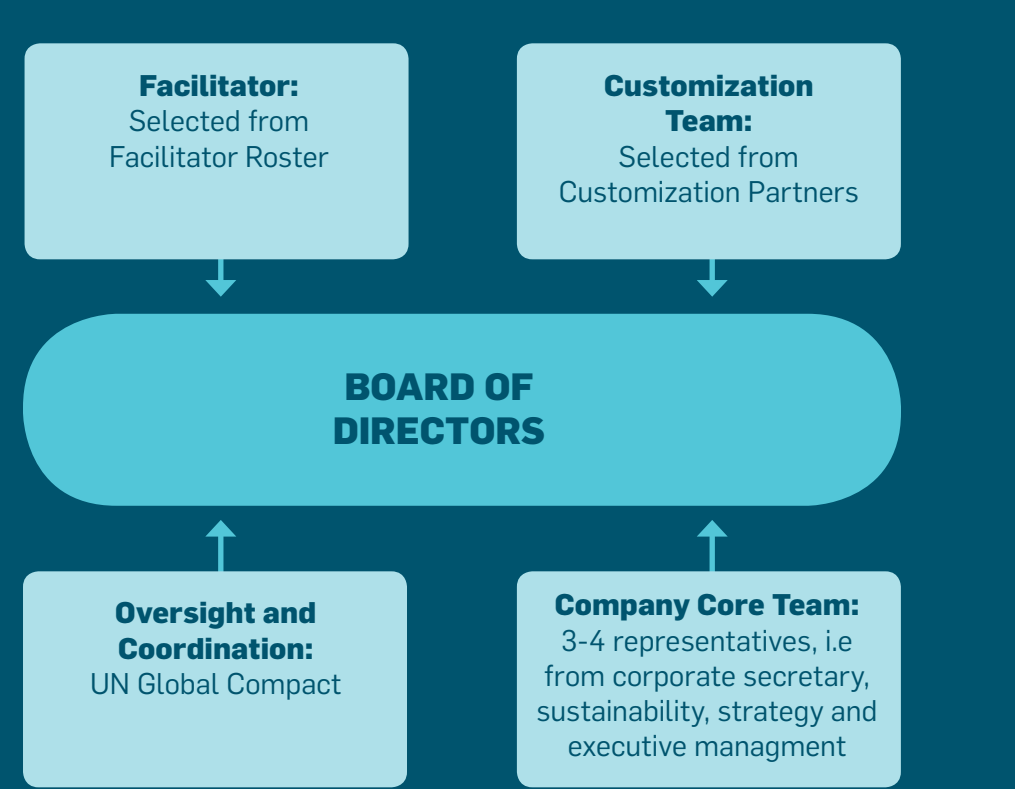
EXPECTED IMPACT

- Understanding of the importance and responsibility of Board leadership in addressing sustainability-related risks and opportunities
- Set expectations for the sustainability skill-sets, perspectives and experience required for the future
- Agreement on concrete next steps for how the Board can better integrate sustainability into their roles and responsibilities, and governance and structure

Customization as a collaborative effort

To ensure maximum relevance and impact, the Global Compact Board Programme is customized to the needs of an individual company. Carried out as a collaborative effort over the course of two to three months, the Global Compact, Facilitator and Customization Partner will work with each company's team to:

- **Identify** the ideal Facilitator and Customization Partner taking into account your company's industry, geography and language needs;
- **Understand and articulate** the company status quo and the needs of the Board;
- **Align** on Programme expectations and prioritize the scope and key topics to be covered; and
- **Select and adapt** the Programme content and resources to be utilized in advance, during and after the Programme delivery.



“ We need Boards everywhere to put sustainability at the heart of their agenda. I encourage you to help show the power of the Boards to unlock the value of corporate sustainability. ”

H.E. Ban Ki-moon,
United Nations Secretary-General



How does my Board get involved?

Contact the Global Compact to learn more and discuss how we can create a customized programme for your Board. A wide range of Facilitators and selected Customization Partners are available at different price points.

Contact

Email: gcboardprogramme@unglobalcompact.org

Tel: +1 (212) 907 1393

For additional information and resources, visit

www.unglobalcompact.org/boardprogramme

[View Frequently Asked Questions](#)



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KNOWLEDGE PARTNERS:

