



THE GLOBAL
COMPACT
LEADERS
SUMMIT

FINAL REPORT

UNITED NATIONS HEADQUARTERS | 24 JUNE 2004





Summit participants gather on the West Terrace of the United Nations Secretariat Building, 24 June 2004

**The Global Compact Leaders Summit
United Nations Headquarters
24 June 2004**

Final Report

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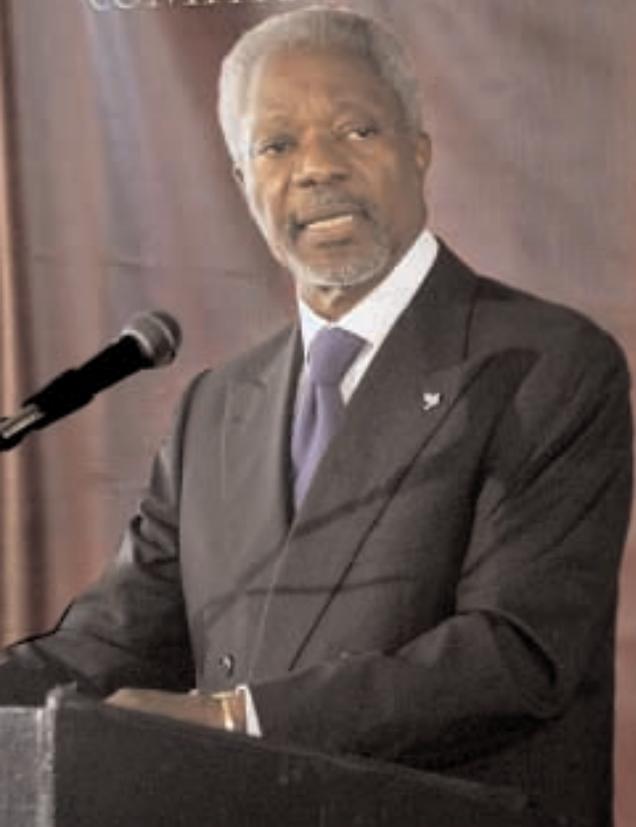
E-mail: globalcompact@un.org

THE GLOBAL COMPACT LEADERS SUMMIT

24 JUNE 2004



UNITED NATIONS



“Rarely has there been a moment in recent history when it has been so critical for all of us to protect our common space, building on what unites us. Again, I ask, if not us, then who?”

—Secretary-General Kofi Annan
24 June 2004

WELCOME ADDRESS BY KOFI ANNAN | Secretary-General of the United Nations *“Linking the power of markets with universal ideals”*

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Summit participants in the Delegates Dining Room, during opening / plenary dialogues, roundtable discussions and 'reporting back'

Overview

On 24 June 2004, Secretary-General Kofi Annan convened the Global Compact Leaders Summit at United Nations Headquarters in New York. Nearly 500 leaders attended the Summit - including chief executive officers, government officials, and the heads of various labour groups, civil society organizations and UN agencies — to discuss and debate the Global Compact and the topic of global corporate citizenship, and to produce strategic recommendations and action imperatives related to the future evolution of the initiative.

“Let us be true global citizens. Let us not rest until we have truly succeeded in bringing positive change into the lives of people, and laid the foundations for peaceful, well-functioning, sustainable societies throughout the world.”

–Secretary-General Kofi Annan

The Global Compact asks participants to make two commitments: 1) Embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, environmental sustainability and anti-corruption; and 2) Engage with other partners in projects that give concrete expression to the Global Compact principles, in addition to advancing the broader development goals of the UN.

The overarching aim of the Leaders Summit was to deepen the commitments of participating leaders from business, labour and civil society by pursuing three ambitious objectives:

- 1 | Making the Global Compact principles part of business strategy and operations everywhere: To identify significant innovations and achievements in support of human rights, decent working conditions, the environment and anti-corruption.
- 2 | Promoting an inclusive and sustainable globalization process: To realize a shared vision of global markets that benefits all of the world's people and advances a new understanding of the relationship between business and society in support of development.
- 3 | Supporting multilateral cooperation to promote good governance at national and global levels: To build common agendas and actions in support of multilateral cooperation through voluntary networks.



The private sector was represented by CEOs, senior executives and board members from 253 companies worldwide (sixty-three of the companies are Global 500 firms located in 17 countries). The others represented small to medium-sized enterprises (SMEs) from all over the world. When asked about the turnout one executive commented, “Global corporate citizenship has made its way irreversibly into the business agenda at the highest levels of priority; it is the right thing to do for so many reasons - business, societal, ecological and human - and the turnout here shows leaders are solidly prepared to dedicate their time and resources.”

“I call on all of us now to make another pledge: to translate our pledges into action.”

**–Talal Abu-Ghazaleh
Chairman and CEO, Talal Abu-Ghazaleh Org.**

More than 40 civil society leaders participated in the Summit, demonstrating their willingness to engage with other actors in finding solutions to the challenges posed by globalization.

“We are coming from very different standpoints but it is important for us to come together in a world that is facing increasing challenges of a global economy; challenges which, on the one hand, are bringing wealth to some but also are creating huge problems of poverty and deprivation for others.”

**–Irene Khan
Secretary-General, Amnesty International**

Several civil society and labour leaders used the Summit to express strong concerns about the Global Compact. They criticized the initiative for what they said was a fundamental lack of accountability and governance mechanisms to ensure companies follow through on their commitments to the principles.

“Along with a lot of the other NGOs, there is concern that the great opportunity offered by the Compact is being undermined in some quarters by business’ seeming inability to face up to the need for deeper change.”

**–Jeremy Hobbs
Executive Director, Oxfam**

“Credibility on an initiative like this is generated by what we actually achieve, publicizing it properly, and by being prepared to be self-critical when necessary.”

**–Fred Higgs
General Secretary, International Federation of Chemical, Energy, Mine and General Workers’ Union**

Thirty-one government ministers and officials, as well as heads of the core UN agencies that support the Global Compact, were also present. At the invitation of the Secretary-General, President Luis Inacio Lula da Silva of Brazil delivered the keynote luncheon address, speaking to the role of business in society and the private sector’s power to help address pressing global challenges, including poverty alleviation.



“Business has more than just an economic role; it must also have a social and political dimension....That is why I wish to see you equally involved in the campaign to free all human beings from the scourge of hunger.”

**–H.E. Luis Inacio Lula da Silva
President of the Federative Republic of Brazil**

At the same time, the Secretary-General advocated the concept of responsible lobbying by encouraging businesses, in their interactions with governments, to ensure that their lobbying efforts are consistent with their overall corporate citizenship strategy.

“Business must restrain itself from taking away, by its lobbying activities, what it offers through corporate responsibility and philanthropy.”

–Secretary-General Kofi Annan

The design of the Leaders Summit was unique in that it employed a methodology known as Appreciative Inquiry (AI). This methodology, created by Case Western Reserve University, was intended to spur innovative and creative thinking by establishing one-

on-one dialogues and roundtable discussions between meeting participants and through the utilization of worksheets covering key issue areas. This approach effectively turned the Leaders Summit into a working conference, producing a range of insights, recommendations and commitments to action.

“I have been part of many global meetings of business and society leaders and I am convinced that the Appreciative Inquiry Summit approach, as we have seen it here, is the best large group planning method in the world today.”

**–Rodrigo Loures
CEO, Nutrimental Food, and Fellow
World Business Academy**

The following pages outline the major outcomes of the Leaders Summit, including key announcements, and provide detailed sections focusing on:

- Critical success factors and general ideas for scaling up, as identified by Summit attendees;
- Recommendations for each of the Global Compact’s major stakeholder groups; and
- Announcements and pledges.



Summary of major outcomes and recommendations

- Based on a thorough consultation process, the Global Compact officially **adopted a 10th principle on anti-corruption**: Businesses should work against corruption in all its forms, including extortion and bribery.
- The **United Nations Administration** announced that the Global Compact's principles will be adopted in key areas, such as procurement, investment management (pension funds), facilities management and human resources.
- Twenty major **financial companies** pledged to begin integrating social, environmental and governance issues into investment analysis and decision-making. This represents the first time that major investment companies (representing \$6 trillion in assets) have collectively made such a commitment.
- Ten **stock exchanges** announced that they are exploring collaboration with the Global Compact, with many announcing that they are sharing information on the Global Compact with their listed companies. Bovespa, the Brazilian stock exchange, the Jakarta Stock Exchange and the Istanbul Stock Exchange all joined the Global Compact.
- The **Growing Sustainable Business Initiative** received the support of more business leaders who agreed to actively work with UNDP to address poverty in the Least Developed Countries.
- Participants urged governments to play a more active role in the initiative by, for instance, creating **enabling environments** through incentives and reward systems tied to the Global Compact and corporate citizenship.
- Business leaders were encouraged to adopt better **monitoring, measurement and accountability systems**.
- **Civil society organizations** were encouraged to play a greater role assisting companies with implementation of the Global Compact's principles.
- There was general consensus that the Global Compact Office should be strengthened with additional **financial resources**.
- The Secretary-General announced that the Global Compact will undertake an immediate process to improve the overall **governance of the initiative** with emphasis on quality assurance and brand management.
- Participants agreed that greater emphasis should be placed on **local action and impact** via country networks.



Critical success factors and ideas for scaling up

The opening roundtable focused on the search for corporate innovations that help to advance and operationalize the Global Compact principles internally and in partnership projects. It further addressed the “continuity question” which is related to the assessment of core strengths and distinctive capabilities of the Global Compact itself.

The discussions centered on how organizations and networks can make the Global Compact principles part of business strategy and operations everywhere. Participants explored each others’ experiences to answer the following questions: Which key drivers are necessary for internalizing the principles in corporate strategies and operations? What have been the critical success factors in the growth of the Global Compact? And based on these questions, how can the Global Compact scale up?

“The objective is not to select a happy-few, excellent companies, put them on a pedestal and celebrate their merits. The objective is to engage as many companies as possible in a drive for progress, ultimately involving the whole business world.”

**–Bertrand Collomb
Chairman, Lafarge**

Critical success factors

In the four years since its operational launch, the Global Compact has grown from fifty to more than one thousand seven hundred participating businesses. According to the recent McKinsey & Company Report, “Assessing the Global Compact,” approximately fifty percent of Global Compact companies surveyed have adopted new policies related to the Global Compact’s principles or accelerated the implementation of existing policies. One of the questions posed during the Summit was, “What attributes of the Global Compact have motivated organizations to engineer and/or amplify such process change?”

The voluntary nature: From its beginning, the Global Compact has stressed its voluntary nature. It is an initiative of “leaders” and “learners”, designed not to replace regulation, but to complement it. Moreover, the Global Compact and its principles are arguably more important where regulation is non-existent or insufficiently enforced, thus giving business a non-threatening, ethical framework of operation in markets around the world. Many leaders underscored the Secretary-General’s assessment, “Our experience with the Global Compact over the past four years has shown conclusively that voluntary initiatives do work. But we have also learned that they have to be made to work.”

Universal principles: The Global Compact's ten principles are universally accepted, a characteristic that distinguishes them from corporate codes of conduct which frequently are narrow in focus and often lack social legitimacy and global credibility.

The United Nations as convener:

The UN's credibility, together with the Global Compact brand, have been forces of exceptional importance in attracting and convening leaders from across the full spectrum of stakeholders.

Multi-stakeholder orientation:

The various perspectives and expertise of stakeholders involved in the Global Compact — business, labour, civil society, government and UN agencies — spur learning and creative approaches, and offer special opportunities for partnership. They also reinforce the idea that creative tensions and different expectations can be translated into practical solutions.

Being inspired by the experiences of others:

Almost every discussion group at the Summit talked about the benefits of sharing experiences. They described how experiences, or "stories," were quickly and easily communicated between partner organizations, coalitions and networks. As one participant put it, "After an early period of searching, [our company] has grown in confidence as a member of the Global Compact. In particular we have drawn inspiration from fellow members...who have managed to integrate the Global Compact principles into every aspect of their corporate lives. This realization has energized us and renewed our commitment to share experiences and stories with other companies and more fully exploit the resource that is the Global Compact." Moral direction, it was explained by another leader, is transmitted through models rather than taught didactically or forcefully.

Accountability and communications on progress:

While it is a relatively new feature of the Global Compact, the Communication on Progress, an annual description on implementation that is now expected from each company participant, is considered essential for maintaining transparency and public accountability.

"Generation Y will not join companies that are not serious about environmental, social and human rights issues...I think the market will scale up the Compact and make the Compact livable."

**—Peter Woicke
Executive Vice President, IFC**

Ideas for scaling up

Having identified the Global Compact's critical success factors, leaders turned their attention to outlining methods for scaling up the Global Compact. The following represent the key recommendations:

Focus on country networks: Consistent with one of the central findings of the McKinsey study, leaders stressed that during its next phase of growth and development, the Global Compact Office and its stakeholders should focus greater attention on fully leveraging the 40 plus country and regional networks. By working through these networks, stakeholders would have the opportunity to make meaningful impact at the local level. To achieve this, leaders stressed that the Global Compact Office, as part of its broader governance review, needs to establish a decentralized model that empowers local networks and activities. This, in turn, would enable the Global Compact Secretariat to focus on umbrella priorities and support services, such as advocacy, communication to and among networks, and global governance.

Engage customers and supply chains:

There was wide consensus that participating companies are not fully utilizing their supplier and customer bases to broaden commitment to the Global Compact and its principles. As one leader put it, "To scale up, we need to roll the Global Compact out within supply chains." This could take on many forms, including general education for supply chain partners and customers regarding the Global Compact and selecting business partners based on commitment to the Global Compact principles. Another business leader reported to his table, "We were stunned when we did a simple analysis of how many suppliers [we engage]...we discovered it was over 250,000 suppliers. For us, that awareness caused a

dramatic increase in our sense of what we could do to deepen corporate citizenship movement and [elevate] good business principles.”

Involve governments: Since its inception, various governments have made financial contributions to the Global Compact. Along with some other governments, they have also participated, to varying degrees, in Global Compact learning and dialogue events. Reflecting findings in the *Gearing Up* study released at the Summit, many leaders expressed the view that to achieve the necessary scale, corporate citizenship efforts must be linked with public policy efforts. Otherwise, corporate citizenship would likely remain a “micro” response to global issues.

Enhance learning opportunities: With regard to future efforts of the Global Compact, participants at all roundtables stressed the need to accelerate the kind of executive learning that is globally and organizationally relevant. To the extent that learning prepares leaders to deal with new situations, changing currents and unexpected opportunities, it appears that the most valued learning is that which is “ahead of the curve,” one leader commented; “...we need to continue to provide platforms for best practice sharing.”

Facilitate multi-stakeholder dialogues: While many agreed the Global Compact Office should spend less time organizing large, international events and meetings, the power of multi-stakeholder forums and activities was fully recognized. “[They] help create partnerships among competitors and across industries,” one leader remarked. Another commented, “Governments must be engaged. We also need NGOs because business can’t cut it alone.”

Continue advocacy and awareness-building: While recognizing that the Global Compact has established itself as a brand in its own right, leaders emphasized the continuing importance of general advocacy, awareness-building and education. Through advocacy and communications campaigns, media relations, government and consumer outreach, and other activities, stakeholders must continue to raise awareness of the Global Compact and its underlying principles at the global and local level.

“We must engage in marketing communications activities of all types, especially those designed to teach the public that a better world is possible.”

–Summit Participant

Use the Millennium Development Goals as motivating force: From its inception, the Global Compact has also aimed to facilitate multi-stakeholder partnerships in support of broad development goals. The ambitious agenda of the Millennium Development Goals (MDGs) and its strong call to make a difference in the human and ecological condition of the world was widely seen as a strong, motivating force. For example, one leader’s vision to create a “Global Compact Members’ Alliance to Fund the War on Hunger,” was greeted with applause. Other leaders relayed similar visions illustrating that the private sector, ranging from multinationals to micro-enterprises, has and seeks, a vital role in the achievement of the MDGs.

Shifting investment markets: Several participants from the financial sector, including financial institutions, pension funds and institutional investors, are now integrating environmental, human rights, social and governance issues into their analyses of companies. This is becoming a powerful factor in making the Compact principles unquestionably business relevant and helping to drive the implementation of the principles deeper into company operations. Doing good and doing well are increasingly needed and mutually reinforcing.

Key considerations

The recommendations for scaling up also contained a number of key considerations, caveats and provisions. These included:

Widespread integration of the principles: The Global Compact principles are an essential means to create a world in which the private sector is an agent for global development and for realizing the Millennium Development Goals. Data from the participant worksheets suggest that, by far, the most common vision for the future is the deep integration of the ten principles. One participant envisioned a “Future



where the principles are entrenched in the practices of major institutions: companies, governments, and NGOs.” Other participants noted the big shift in philosophies, especially in big business, and almost all pointed to the ways the Global Compact’s principles could elevate core decision-making. In an era when daily decisions made by corporations are shaping our future, the adoption of a universal set of principles to guide that decision-making is critical. “Corporate management is a matter of world affairs” said one group. They stressed that the Compact’s principles could be integrated into international treaties, university and business management programs, key parameters for business success, tax benefits, the complete value chain and investor recommendations.

Building the business case: Corporate responsibility is having an increasingly large impact on reputation and brands, and is ultimately impacting company value. One participant outlined how the shift for their company occurred when management realized that corporate citizenship was not just about doing good, but also was a tool for corporate growth and increased excellence in management related to their core business.

“Every corporation is under intense pressure to create ever-increasing shareholder value. Enhancing environmental and social performance are enormous business opportunities to do just that.”

**–Gary Pfeiffer
CFO, Du Pont**

Rapid growth and high quality critical mass: While the Global Compact has built a solid participant base and global brand in a few short years, numerous participants called for more rapid growth and high-quality critical mass. Many envision a Compact comprised of thousands of organizations taking concrete action in locally rooted networks.

Measure, then lead: Organizations are driven by what is measurable, and measurement of the implementation of the principles is one of the most reliable indications that a moral compass is being utilized. “Leadership is not real,” said one participant, “if it involves only inspiring speeches about integrity, human rights, the environment and social responsibility.” Another business leader said that his company “made it real by building the principles into every performance appraisal process in a substantive way.” It was

also generally agreed that identifying key performance indicators for measuring the Global Compact principles, and reporting on those to internal and external stakeholders, is a way to establish accountability and to create transparency.

“Lack of verification and reporting affects the credibility and effectiveness of the Global Compact.”

–Summit Participant

Top down and bottom up: CEO and Board level leadership on corporate citizenship issues, supported by internal management systems, compliance, incentive and training structures, are all drivers that help to embed the principles into an organization’s daily operations. At the same time, this emphasis on the top leadership should not obscure another driving force, “Bottom-up pride and sense of purpose.” In many of the shared stories of global corporate citizenship, it was clear that people at every level wanted to be a part of a company making a difference. One company, committed to fair trade and advancing human rights, sends delegations of front-line employees around the world to coffee-growing communities. “It’s amazing the passion people have for the principles after seeing them at work first-hand. It literally changes their lives,” said the company’s CEO.

Elevation and extension of partnerships: Long-term improvements in many areas of development depend on joint action across business, civil society, governmental and academic actors. Partnership dialogues were cited by Summit participants as a prevalent method for addressing the Global Compact principles. Lateral

partnerships join diverse professional skills and capacities across organizations and sectors, whereas vertical partnerships join partners from the policy level to the grassroots. The Summit discussions concluded that both types of partnerships are able to have significant effects on large systems facing seemingly insurmountable problems.



Recommendations for stakeholders groups

The roundtable entitled “The Global Compact’s Next Level of Performance” asked participants to identify strategies for action that could be pursued by each of the major stakeholder groups of the Global Compact. More specifically, the discussions focused on what could be done to accelerate the integration of the Global Compact principles in participating organizations.

Companies: implement, measure and provide incentives

Participants repeatedly stressed that corporations need to step up the implementation of the Global Compact principles, both through the development of corporate codes of conduct and the strategic integration of CSR across business operations. Some expressed that the principles should become part of corporate mission statements, as well as management systems. Several participants saw the immediate need to focus on the reduction of environmental impact, while others called for a broader approach across all issue areas. In the context of these discussions, some participants expressed the need to integrate social and environmental factors into corporate risk management.

Equal attention was given to questions of measurement, and there was some consensus that more measurement and monitoring would legitimize the Global Compact’s approach. “Say what you will do, do it and report on it,” was the general tenor of the debate, with some calling for public reporting on implementation, performance and transparency. However, a number of roundtable discussions

concluded that any such reporting will require the creation of a more comprehensive set of performance indicators. In addition, the Global Compact was encouraged to more actively explore strategic relationships with initiatives such as the Global Reporting Initiative.

Other discussions addressed the need to generate employee incentives for implementation, a corporate reward system and enhanced education. Leaders emphasized that employees need to receive proper training in order to meet their responsibilities with regard to the ten principles. The appointment of an ombudsman for CSR issues was proposed in one discussion as well.

Several participants also felt that the private sector should help to develop a better “business case” for CSR, specifically concerning its benefits for reputation and risk management. Also, a large number of roundtables reiterated the need to promote the principles to supply chains, and some urged companies to only do business with partners that adhere to the principles. At the same time, participants expressed the need for more sectoral and regional activities, with a focus on exchanging experiences and good practice.

Finally, several roundtables addressed the role of the private sector for development, urging companies to link their activities to the MDGs and to engage in partnership projects that support poverty alleviation.



H.E. Luis Inacio Lula da Silva, President of the Federative Republic of Brazil

Keynote address — Closing the gap

H.E. Luis Inacio Lula da Silva, President of the Federative Republic of Brazil

In his luncheon address at the Summit, Brazilian President Luiz Inacio Lula da Silva called on business leaders to support the fight against global poverty. Calling poverty "morally and ethically unacceptable," Lula urged business to join governments and civil society to change a world in which 24,000 people die everyday because they have nothing to eat.

"I would like to see you engaged in a campaign to free all human beings from hunger," the president told summit participants. He expressed concern that the Millennium Development Goals adopted in 2000 — including cutting in half the number of people living in poverty by 2015 — won't be reached "until the middle

of the 22nd century" unless stronger efforts are made to close the gap between rich and poor nations.

"It's very important that each business leader and entrepreneur be able to call their government's attention to the serious distortions and injustice provoked by protectionism," he said. "With a third of the \$300 billion spent on subsidies every year, we would reach the millennium goals on time, as promised."

Lula also mentioned that Brazil, Chile, France, Spain and Secretary-General Kofi Annan have formed a working group "to study how to raise funds worldwide" to combat hunger and poverty. He

suggested that a tax on trade of certain weapons could be one possibility. "We're also analyzing a tax on financial transactions," he said. A British proposal for an International Finance Facility through which donors from richer countries would raise funds on the international markets is also being discussed, he said.

Lula further urged business leaders to take "socially responsible actions," such as committing a percentage of corporate revenue to fight hunger. Noting the duty of business leaders "to fight for a fairer world," he pointed out that "a society with more skilled workers and higher income consumers is not just fairer, it's more rational in economic terms."

**Governments and multilateral institutions:
Create enabling environments**

“To fight for a fairer world is the duty of all: governments, businessmen and civil society. At stake here is the world we want to build.”

**–H.E. Luis Inacio Lula da Silva
President of the Federative
Republic of Brazil**

There was much discussion regarding the roles and responsibilities of governments and multilateral institutions as providers of an enabling environment for business. The introduction and progressive improvement of standards were identified as key government responsibilities. While some asserted that standards should remain voluntary in nature, others lobbied for a stronger regulatory framework, both at the national and international level. Once again, the issue of incentives was raised, with a number of participants arguing that governments should have a role in recognizing leaders and rewarding their good practices.

Many of the discussions highlighted the role of governments in eradicating corruption and ensuring transparency and accountability, particularly with regard to public spending. Some stated that increased transparency should be a precondition to engaging with international financial institutions. On a similar note, governments were encouraged to eliminate “red tape” and reduce protocol and bureaucracy. Several roundtables concluded that governments, the United Nations and other multilaterals should themselves become Global Compact participants and implement the principles in key areas such as procurement and pension funds.

Finally, broad consensus emerged on free trade, where several roundtables demanded the abolition of subsidies and the removal of other trade barriers. The need to develop more formal partnerships between the public and private sector was also repeatedly emphasized.

**Civil Society Organizations:
Partner in implementation**

When discussing the future functions of civil society, many participants saw a stronger role for NGOs in assisting companies in putting the Global Compact principles into practice.

“Cooperation and support instead of aggressiveness make the difference,” wrote one roundtable, referring to what was perceived as a somewhat strenuous relationship between business and civil society. However, many company leaders felt civil society organizations often do possess the “ground-level knowledge” that many companies lack. A strong argument was presented in favor of developing partnership projects between business and civil society.

It was also agreed that civil society organizations should continue to maintain a “watch-dog” function in order to ensure “checks and balances for compliance with the principles.” Monitoring and evaluating company performance in implementing the principles, reporting violations and verifying company reports were identified as some of the necessary functions of civil society.

“One builds trust on the basis of common understanding of expectations and clear standards by which performance can be measured. The Compact’s principles are principles of behavior. They need to be translated into concrete standards and then there need to be mechanisms by which we can measure each other’s performance.”

–Civil Society Leader

As had been discussed in the case of governments, some participants argued that NGOs should also join and embrace the Global Compact in their operations, raising questions of NGO accountability. Some called for “more transparency, less ideology,” pointing out that adherence to the principles may lend more credibility to NGOs and their efforts.

Finally, several roundtables concluded that NGOs have a stronger role to play in raising public awareness of the Global Compact, either through promoting responsible consumption or by mobilizing consumers to support good practice.

**The Global Compact Network:
from global to local**

The future course of the Global Compact was of particular concern to all roundtable participants who identified a number of strategic areas for future action. Principle tasks included providing a platform for continuous exchange of good practices and offering tools and instruments for the implementation of the principles. Some leaders also stressed the need for the Global Compact to highlight and reward successful practices.

Possibilities for organizational improvements were discussed in great detail, and some felt that a stronger vision, as well as a clarification of the Global Compact's mandates and responsibilities, were paramount to the future development of the initiative. The Secretary-General's call for a transparent governance structure was echoed in these discussions. The list of suggestions ranged from introducing a membership model to the better use of new

technologies to enhance the initiative's visibility and transparency. Accordingly, it was felt that the Global Compact brand needed to be reinforced with more targeted public relations and communications efforts to highlight positive action and developments.

Several roundtables discussed ways for the Global Compact to deepen local engagement and strengthen networks. The importance of such networks in addressing issues of regional or local relevance was repeatedly stressed. Consequently, participants encouraged building a stronger bridge from the global to local level through mentoring, improved information dissemination and learning. With regard to the key issue areas of the Global Compact, a more focused approach was proposed, including placing the discussion of the principles in a sectoral and geographical context. At the same time, leaders cautioned that the initiative needs to remain "a neutral forum to facilitate cross-sector dialogue and action, especially between those actors that would not normally communicate outside of the multi-stakeholder environment the Global Compact provides."





UN Secretary-General Kofi Annan delivers the Summit's closing speech — "The Way Forward: Commitment and Action"

Concluding session

The Summit concluded with a plenary session in the General Assembly Hall. Following opening remarks by the President of the 58th Session of the General Assembly, Julian R. Hunte, several leaders addressed the plenary to report on the day's roundtable discussions and to present key initiatives, as well as an outlook on the future of the Global Compact (see Appendix 1).

In a closing speech entitled "The Way Forward: Commitment and Action," Secretary-General Kofi Annan said it was fitting that the Summit held its closing session in the General Assembly Hall, where all the world's peoples, governments and other stakeholders have come together in historic ways to address common challenges and find common solutions. "While symbolism is good," he said, "substance is even better." He stressed that important progress had been made during the Summit, ending in "reinvigorated commitments to the Global Compact and to responsible corporate citizenship, and with a deeper understanding of our joint venture."

The Secretary-General then reiterated the strengths and potential of the compact,

but also addressed the future and the actions necessary to make the Compact a truly effective and credible initiative. He emphasized that with respect to responsible citizenship, normative and operational efforts can and must complement one another. "Principles and projects are two sides of the same coin," he stated. Additional excerpts from his speech follow:

"The Compact's core comparative advantages are the universality of its principles, the international legitimacy that only the United Nations embodies and the Compact's potential to be a truly global platform with great appeal not only in the industrialized countries, but also in the developing world. The Compact's new strategic concept must therefore give special emphasis to the potential for links, synergies and mutual support between the global and local levels of our activities.

We also need to devise a new governance structure for the Compact. To put it in corporate terms, the primary mission of the Global Compact Office should become brand management and quality assurance. We must avoid bureaucratization. And ownership and the power of initiative must



Summit participants in the General Assembly Hall during the closing plenary session of the Summit

be much more broadly shared among all participants, including businesses, labour and civil society; the UN agencies that are the guardians of the principles; and the rapidly expanding family of national networks that have sprung up, almost spontaneously. Two thirds of these are in the developing countries, where roughly half of our participating companies are based.

Reconfiguring the Compact in this manner will not be an easy task, and we need your help to pull it off. I have asked John Ruggie, my Special Adviser for the Global Compact, and Georg Kell, Executive Head of the Global Compact Office, to coordinate an intensive consultation process and to come back, no later than twelve months from now, with recommendations that reflect your best ideas. You can expect them to call on many of you to join in brainstorming sessions, working groups and bilateral discussions.

Much has been achieved, but much more needs yet to be done. In important respects, our journey has only just started. Our experience with the Global Compact over the past four years has shown conclusively that voluntary initiatives can and do work. But we have also learned that they have to be made to work. Governments have to do the right thing: to govern well, in the interests of all their people. Business must restrain itself from taking away, by its lobbying activities, what it offers through corporate responsibility and philanthropy. And civil society actors need to accept that the business community is not a monolithic bloc; that it has leaders and laggards; and that leaders should be encouraged when they take positive steps, even though they may occasionally stumble, and not to be frightened off from trying in the first place.”



Appendix One | Outcomes, announcements, pledges, and closing remarks

Outcomes and pledges

- 1 The Global Compact officially adopted a 10th principle on anti-corruption-viewed as a major achievement and embraced as critical in a world where trillions of dollars, often meant for development, are squandered.
- 2 Twenty major financial companies pledged to begin integrating social, environmental and governance issues into investment analysis and decision-making, representing the first time that major investment companies (representing \$6 trillion in assets) have collectively made such a commitment.
- 3 Ten stock exchanges pledged that they will embark on a Global Compact awareness-raising campaign with their listed companies. Bovespa, the Brazilian stock exchange was the first stock exchange worldwide to join the Global Compact in April of 2004. The Jakarta Stock Exchange and the Istanbul Stock Exchange joined soon after.
- 4 Virtually all the companies present committed themselves in writing to renewed efforts to make the principles part of their corporate strategies, operations and cultures.
- 5 The United Nations Administration announced that the Global Compact's principles will be adopted throughout the UN in key areas, such as procurement, investment management (pension fund), facilities management and human resources.
- 6 Leaders of non-governmental organizations, such as Jeremy Hobbs of Oxfam International, called for and pledged to support the Global Compact to adopt policies to significantly improve the accountability and integrity of the initiative.



Global Compact Summit Press Conference on the announcement of the 10th principle on anti-corruption

- 7** The Secretary-General announced that John Ruggie, Special Adviser for the Global Compact, and Georg Kell, Executive Head of the Global Compact Office, will begin a 12-month process to improve the governance of the initiative, with an eye to improving the Global Compact's "brand management and quality assurance."
- 8** The Growing Sustainable Business initiative received the support of more business leaders who agreed to work actively with UNDP to address poverty in the Least Developed Countries.
- 9** The International Organisation of Employers announced its continued support for the Global Compact, and agreed to promote good business practices, compatible with sustained growth and competitiveness.
- 10** The International Chamber of Commerce officially recognized the growing acceptance of the Global Compact in the world business community, and underscored the importance of its voluntary approach.
- 11** Mr. Zhang Yanning, Executive President of the China Enterprise Confederation, announced that the CEC will actively work with the Global Compact to advance human rights, labour standards, environmental stewardship and anti-corruption in China.
- 12** The European Foundation for Quality Management pledged to make available copies of its Excellence One tool, thus promoting principled-based process change.
- 13** An initiative linking the principles of the Global Compact with the Millennium Development Goals was introduced by Oded Grajew, President of the Instituto Ethos de Empresas e Responsabilidad Social.
- 14** The Aspen Institute Program on Business and Society and Case Western Reserve University's Center for Business as an Agent of World Benefit pledged to bring business schools together from around the world for a similar kind of summit to create a tipping point in management education - bringing the Global Compact's story and universal principles into management education, which today educates millions of students annually in all areas of business management.

Special announcements During the lunchtime and afternoon segment of the Summit, special announcements were made from the following leaders:



Louise Frechette, Deputy Secretary-General

The Deputy Secretary-General

Ms. Frechette moderated the high-level lunch-time announcements and introduced the speakers. The following individuals and their organizations were recognized for their support of the Global Compact: Bjorn Stigson and Claude Fussler of the World Business Council for Sustainable Development; Maria Cattai of the International Chamber of Commerce; and Francois Perigot of the International Organization of Employers.



Peter Woicke, Executive Director, International Finance Corporation

Peter Woicke, Executive Director, International Finance Corporation

Mr. Woicke said that through its lending, investment and technical assistance, the World Bank Group endeavors to make the Global Compact principles part of its clients' operations because this can improve profitability over the long-term. He praised initiatives, such as the Equator Principles and the Global Compact's "Who Cares Wins" project, for encouraging the investment community to recognize progressive companies.



Ambassador Richard Holbrooke, Global Business Coalition Against HIV/AIDS

Ambassador Richard Holbrooke, Global Business Coalition Against HIV/AIDS

Mr. Holbrooke noted that the Global Business Coalition and the Global Compact work closely together. He called on more companies to join the Global Business Coalition, which now numbers 150 members, up from 15 three years ago.



Raymundo Filho, CEO, Bovespa

Raymundo Filho, CEO of Bovespa

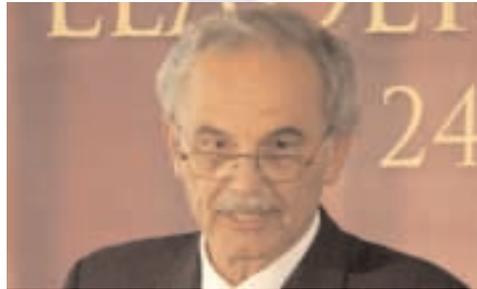
Mr. Filho announced that Bovespa was honored to become the first stock exchange to join the Global Compact. He also issued a statement by ten stock exchanges that are exploring collaboration with the Global Compact, with many agreeing to share information on the Global Compact with their listed companies. They are: Bovespa, Deutsche Borse, Euronext, Italian Exchange, Luxembourg Stock Exchange, Irish Stock Exchange, Istanbul Stock Exchange, Jakarta Stock Exchange, Johannesburg Stock Exchange, Toronto Stock Exchange.



Eddie Smith, CEO, Multichoice, Malawi

Eddie Smith, CEO, Multichoice, Malawi

Mr. Smith said that an innovative partnership between the office of the President of Malawi, a local business council and Global Compact participants is developing a high-tech distribution process to deliver anti-retroviral drugs to victims of HIV/AIDS.



George Heller, CEO, Hudson's Bay Co

George Heller, CEO, Hudson's Bay Co

Mr. Heller announced that Hudson Bay, in partnership with other retailers and key retail associations, has initiated a global program to improve and simplify human rights/labour code compliance in the retail supply chain. In addition, the International Apparel Federation, through its "Barcelona Declaration," will promote the Global Compact by establishing a register tracking initiative.



Dan Smith, Secretary-General, International Alert

Dan Smith, Secretary-General, International Alert

Mr. Smith said that International Alert and its partners will soon be publishing a conflict risk and assessment tool for companies, as well as a resource manual for businesses to address the legal and operational challenges of operating in conflict zones.



Gerard van Schaik, President, European Foundation for Management Development

Gerard van Schaik, President, European Foundation for Management Development

Mr. Schaik announced that EFMD is working with leading business schools, as well as companies from six continents, to upgrade management teaching in terms of corporate citizenship studies and training.



Catherine Bertini, Under Secretary-General, UN Department of Management

Catherine Bertini, Under Secretary-General, UN Department of Management

Ms. Bertini announced that the UN will adopt the Global Compact principles in key areas, such as procurement, investment management, facilities management and human resources.

Speakers Plenary Dialogues



Lord Browne, Group Chief Executive, BP plc

Lord Browne, Group Chief Executive, BP plc

In his remarks, Lord Browne stressed that business must transition from ideas and rhetoric to action. If globalization created more losers than winners, he warned, it would come to a halt which would be a loss to multinationals and to the world as a whole. Lord Browne also emphasized the relationship between open societies and economic growth and stressed the relevance of transparency to development, as corruption imposes both cost and risk. But he argued that there are limits to what business can do. He proposed that all actors come together, take ideas that really work and put the power of incentives behind them so that transparency becomes a predominant practice.



Thulani Gcabashe, Chief Executive, Eskom

Thulani Gcabashe, Chief Executive, Eskom

Mr. Gcabashe described how Eskom has integrated sustainability into its business practices and introduced triple bottom line reporting. At the same time, he urged that the work of business should be linked to achieve the Millennium Development Goals. Mr. Gcabashe also outlined Eskom's contribution to development through human rights and environmental initiatives, rural electrification projects and the company's support for HIVAIDS programs.



Fred Higgs Secretary-General, ICEM

Fred Higgs Secretary-General, ICEM

Mr. Higgs highlighted the joint history of labour and the Global Compact due to the vested interest of labour in the success of enterprises that provide employment. Recognizing the role of corporations in improving standards around the world, he stated that the test for the Global Compact will be if companies are willing to abide by its principles when they are not expected to do so by law. He was hopeful that the Global Compact's implementation of integrity measures with ultimate sanctions would prove successful in bolstering the Compact's credibility and ensure the continued the support of labour.



Jeremy Hobbs, Executive Director, Oxfam International

Jeremy Hobbs, Executive Director, Oxfam International

Mr. Hobbs stressed the importance of the Global Compact in tackling the imbalances and insecurities globalization has created. He emphasized the tremendous power of corporations and noted that many businesses have been guilty of human rights abuses. In spite of these facts, Mr. Hobbs explained, NGOs have chosen to work with corporations to develop policies and codes. He said, however, that voluntary codes and initiatives are not a substitute for international and national law. Mr. Hobbs also warned that companies might be using the Global Compact and the United Nations as a means of "blue-washing." Finally, Mr. Hobbs urged the Global Compact to more actively support the Norms on the Responsibilities of Transnational Corporations, to agree on a compliance mechanism and to increase transparency in all its activities.

Select presentations

Following are the highlights of the presentations given by the roundtable leaders who addressed the plenary during the closing session in the General Assembly Hall.



Bertrand Collomb, Chairman of Lafarge

Bertrand Collomb, Chairman, Lafarge, said that participants had shown an impressive level of commitment to the Global Compact. Specific sector initiatives had been proposed, such as those from the distribution industry and the stock exchanges, and it was now important to carry out concrete actions. The Compact's aim was not to select a few companies and highlight their merits, he continued, but to engage as many as possible in the global struggle for corporate responsibility. In realizing that objective, it was also important for business to work with other partners, and for governments and international institutions to recognize the Global Compact and assist in furthering its principles. The Compact could expect commitment from a growing number of companies, but must remain a light, informal organization that was free of political interference and the weight of bureaucracy.



Talal Abu-Ghazaleh, Chairman and Chief Executive Officer of Talal Abu-Ghazaleh Organization

Talal Abu-Ghazaleh, Chairman and Chief Executive Officer, Talal Abu-Ghazaleh Organization, offered some suggestions for the Global Compact. These included the priority need to design and implement a governance structure, including a business-like organizational structure; to put in place working groups to implement the call for resources, advocacy and leadership; to create an anti-corruption culture condemning the double crime of being corrupt and of corrupting others; to launch a public awareness plan to make "Global Corporate Citizenship" a business brand; and to develop social benefit indicators to reflect the real impact of economic indicators.



Achim Steiner, Director General of the World Conservation Union

Achim Steiner, Director General, World Conservation Union, said that following the Summit, accountability and action were needed to compliment the leadership the Compact had demonstrated thus far. The Secretary-General first exemplified leadership in Davos by calling for the Global Compact, he said, yet if companies wanted to differentiate themselves, a stronger form of accountability was essential, and the Global Compact must not shy away from it. He also stressed the need to turn words into action. There is a great deal of skepticism regarding the Global Compact, and it remained to be seen if real teeth could be given to the 10 principles, he said, adding that without these next steps, the Global Compact would not move beyond its leadership role.



Janina Otto, a representative of the Otto Group

Janina Otto, a representative of the Otto Group: Ms. Otto, describing a new initiative called “Cotton Made in Africa”, said the goal of that initiative was to establish cotton made in Africa as a quality label for cotton produced in the developing world. Cotton represented Africa’s largest export commodity. A sustainable method for producing cotton was important due to the depletion of water and soil resources in numerous countries. In cooperation with cotton specialists, the idea was to define criteria for the sustainable growth of high-quality cotton. What made the project special was the fact that it was demand-market driven. The involvement of representatives from African markets would be crucial to the project.



Henry McKinnell, CEO of Pfizer

Henry McKinnell, CEO, Pfizer: Mr. McKinnell, addressing the Global Compact’s new anti-corruption principle, noted that an estimated \$3 trillion in bribes were paid each year, constituting a devastating hidden tax. Noting that the new anti-corruption principle aimed to combat corruption in all its forms, he said that some 150 companies taking part in the Business Roundtable put anti-corruption high on their agendas. The Roundtable called for: governments to better monitor and comply with existing conventions against corruption and bribery; for international organizations to encourage governments to promote greater transparency and work against bribery; for businesses to adopt best practices in combating corruption; and for governments to promote transparency.



Anthony Ling, Managing Director at Goldman Sachs

Anthony Ling, Managing Director at Goldman Sachs:

Mr. Ling, presenting the “Who Cares Wins” report, said the initiative had been endorsed by Chief Executive Officers of 20 major financial institutions. It represented a serious statement of intent by the finance industry that environment, social and corporate governance issues were vital in contributing to healthy financial markets. He said that such issues were a vital aspect of overall management in the new global world, and the prize for getting them right was increasing.



Cheng Siwei, Vice Chairman of the People's Congress, China

Cheng Siwei, Vice Chairman of the People's Congress, China:

Mr. Cheng said the concept of freedom was relative, as decisions of individual enterprises were constrained by other enterprises and influenced by external environments. There would be no market economy without a free enterprise system. However, that system should keep pace with time. In days past, chief executive officers worked only for the benefits of owners. After the Second World War, however, some began to realize that they had to work for the benefit of their customers. In recent years, a few chief executive officers

began to understand that they had a responsibility to work on behalf of society and people, and that they should pay more attention to human rights, environment and anti-corruption efforts. He hoped the ten principles would be turned into practice. Governments should encourage enterprises to use the principles both by legal means, as hard constraints, and moral means, as soft constraints. China was in transition from a central planning system to a socialist market system. On the one hand, the market had to play a fundamental role in resource allocation. On the other, it had to develop the socialist system with Chinese characteristics. He trusted that the Global Compact's implementation in China would impact the country's peaceful development. He also hoped the Summit would be a milestone for promoting the Global Compact.

Roundtable Moderators



Daniel Vasella, Chairman and CEO, Novartis International



Barbara Krumsiek, President and CEO, Calvert



Sam Jonah, CEO, Ashanti Goldfields

The Global Compact



John Ruggie, Special Advisor to the Secretary-General on the Global Compact



Georg Kell, Executive Head, Global Compact Office



The Global Compact Office (from left to right): Nessa Whelan, Denise O'Brien, Matthias Stausberg, Birgit Errath, Gavin Power, Secretary-General Kofi Annan, Melissa Powell, Susana Weyer, Ursula Wynhoven, Gisela Claveria, Jerome Lavigne-Delville, Georg Kell. Absent: Ellen Kallinowsky, Anton Stadler.

Facilitator Appreciative Inquiry Methodology



David Cooperrider, Professor, Case Western Reserve University

Appendix Two | Participants of the Global Compact Leaders Summit

Name	Organisation	Position
Paul Schippers	3 Suisses International	<i>Director</i>
Wolfgang E. Riegelsberger	A.C.A. Riegelsberger	<i>Chief Executive Officer</i>
Erik Hojsholt	Aarhus United A/S	<i>Chief Executive Officer</i>
Ian McIntosh	Aarhus United A/S	<i>Managing Director</i>
Gary Steel	ABB Asea Brown Boveri Ltd	<i>Executive Vice President</i>
Vincent Van Assem	ABN Amro Bank	<i>Senior Vice President</i>
Tom Delfgaauw	AccountAbility	
Salvador Poserio	ACER / CHIMES	<i>Chief Executive Officer</i>
Victor Siaulys	Ache Laboratorios Farmaceuticos SA	<i>Chairman of the Board</i>
Ian Inhatowycz	Acuity Investment Management	<i>President and Chief Investment Officer</i>
Enrique de la Rubia	Adecco Management and Consulting SA	<i>Chief Legislation, Public Affairs and CSR Officer</i>
Jaime Caceres	AFP Integra	<i>President and Chief Executive Officer</i>
Jean-Michel Severino	Agence Française de Développement	<i>Director General</i>
Augusto Baertl	Agricola Chapi SA	<i>Chairman</i>
Rajiv Chandra	AIESEC International	<i>Director</i>
Milton Wong	Alcan Inc	<i>Board Member</i>
Ronald Nielsen	Alcan Inc	<i>Director</i>
Vitalijs Gavrilovs	Aldaris Brewery	<i>President</i>
Lutz Cleemann	Allianz Center for Technology	<i>Executive Vice President</i>
Bruce Hall	Aluminium Bahrain	<i>Chief Executive</i>
Lydia Fraser	Amazon Caribbean Guyana	<i>Representative</i>
Izumi Sato Akiyama	Amita Corp	<i>Director</i>
Benedict Southworth	Amnesty International	<i>Director of Campaigning</i>
Irene Khan	Amnesty International	<i>Secretary-General</i>
Mark Moody-Stuart	Anglo American plc	<i>Chairman</i>
Kweku Awotwi	AngloGold Ashanti Co	<i>Managing Director</i>
Samuel E. Jonah	AngloGold Ashanti Co	<i>President</i>
Aiva Viksna	Applied Information Service Ltd.	<i>Executive Director</i>
Carlos Roxo	Aracruz Celulose SA	<i>Director</i>
Carlos Augusto Lira Aguiar	Aracruz Celulose SA	<i>President and Chairman</i>
Fulvio Pagani	Arcor	<i>Director</i>
Yves Coupin	AREVA Group	<i>Senior Executive Vice President</i>
Uppal Jagmohan	Artificial Limbs Manufacturing Corp of India	<i>Chairman and Managing Director</i>
Tomoji Watanabe	Asahi Shimbun	
Eduardo Undurraga	Asociación Chilena de Seguridad, ACHS	<i>Chief Executive Officer</i>
Judith Samuelson	Aspen Institute's Business and Society Program	<i>President and Chairwoman</i>
Ashok Kumar	Atlas Cycles Ltd	<i>Chief General Manager</i>
Volker Straub	Aventis SA	<i>Corporate Public Affairs</i>
Michel Pinault	AXA	<i>Senior Executive Vice President</i>
Romeo Carlo Cella	Banca Monte dei Paschi di Siena SpA.	<i>Senior Vice President and General Manager</i>
Jaime Estevez	Banco del Estado de Chile	<i>President and Chairman</i>
Luis Soto	Banco del Estado de Chile	<i>Chief Administration Officer</i>
Cassio Casseb Lima	Banco do Brasil	<i>President</i>
Mario Amaral	Banco Espirito Santo	<i>Executive Board Director</i>
Tonika Hirdman	Banco Fonder	<i>Chief Executive Officer</i>
Utz Tillmann	BASF AG	<i>Senior Vice President</i>
Wolfgang Große Entrup	Bayer AG	<i>Head of Governmental and Product Affairs</i>
Attila Molnar	Bayer Corp	<i>President and Chief Executive Officer</i>
Liu Xiaoguang	Beijing Capital Group Co Ltd	<i>President and Chief Executive Officer</i>
Jean-François de Lavison	bioMérieux	<i>International Affairs</i>
Tom Purves	BMW of North America	<i>Chairman and Chief Executive Officer</i>
Frederic Chadeau	Bolloré	<i>Sustainable Development Manager</i>
Pierre Daures	Bouygues Telecom	<i>Executive Vice President</i>
Celso Grecco	Bovespa–Brazil's Stock Exchange	<i>Advisor</i>
Izalco Sardenberg Neto	Bovespa–Brazil's Stock Exchange	<i>Assistant to the Chairman</i>

Name	Organisation	Position
Raymundo Magliano Filho	Bovespa–Brazil's Stock Exchange	<i>Chairman</i>
John Browne	BP plc	<i>Group Chief Executive</i>
Nicholas J. Butler	BP plc	<i>Group Vice President</i>
Rina Muller	Brasserie Schutzenberger	<i>Chairperson</i>
Robin Pauley	British Telecom plc	<i>Group Communications Director</i>
Zhang Yue	Broad Air Conditioning	<i>President</i>
Christopher Avery	Business and Human Rights Resource Centre	<i>Director</i>
William Paul Underwood	Business Council for the United Nations	<i>Executive Director</i>
Aron Cramer	Business for Social Responsibility	<i>President and Chief Executive Officer</i>
Gerard Meauxsoone	Cafes MEO	<i>President</i>
Hassan El-Kalla	Cairo for Investment and Development	<i>Chief Executive Officer</i>
Bruno Mettling	Caisse d'Epargne	<i>Member of Executive Committee</i>
Jacques Negri	Caisse d'Epargne	<i>Director</i>
Jorge Mattoso	Caixa Economica Federal	<i>President</i>
Barbara Krumsiek	Calvert Group Ltd	<i>President and Chief Executive Officer</i>
Jesicca Matthews	Carnegie Endowment	<i>President</i>
Philippe Rabit	Carrefour	<i>Advisor to the Chief Executive Officer</i>
David Cooperrider	Case Western Reserve University	<i>Chairman Department of Organisational Behaviour</i>
Judy Rodgers	Case Western Reserve University	<i>Executive Director</i>
Nishi Kant Choubey	Central Warehousing Corp	<i>Managing Director</i>
Golam Sarwar	Chemist Laboratories Ltd	<i>Managing Director</i>
Zhang Yanning	China Enterprise Confederation	<i>Executive President</i>
Chen Ying	China Enterprise Confederation / GC Network–China	<i>Deputy Director General</i>
Dong Jiufeng	China International Marine Containers Ltd	<i>Senior Advisor</i>
George Yao	China International Supply Chain Association	<i>Chairman</i>
Wang Jiming	China Petroleum and Chemical Corp	<i>Vice Chairman and President</i>
Zhang Jixing	China Petroleum and Chemical Corp	<i>Deputy Director General</i>
Ma Sizhong	China President Group	<i>Chief Executive Officer</i>
Ding K. Yao	China US Net Group Inc	<i>President</i>
Beatriz M. S. Queiroz	Cia Brasileira de Distribuicao / Pão de Açucar Group	<i>Specialties Manager</i>
Hugo Bethlem	Cia Brasileira de Distribuicao / Pão de Açucar Group	<i>Executive Director</i>
Mindy Lubber	Coalition for Environmentally Responsible Economies	<i>Executive Director</i>
Amitha Gooneratne	Commercial Bank of Ceylon Ltd	<i>Managing Director / Chief Executive Officer</i>
David Teller	Committee for Melbourne	<i>Deputy Director</i>
Janine Kirk	Committee for Melbourne / GC Network–Australia	<i>Executive Director</i>
Amr Sheira	CompuMe Egypt	<i>Operations Manager</i>
Peter Trillingsgaard	Confederation of Danish Industries	<i>Director, Corporate Social Responsibility</i>
Uddesh Kohli	Consultancy Development Centre / GC Network–India	<i>Chairman</i>
Zeze Zahran	Copagaz Distribuidora de Gás Ltda	<i>President</i>
Gilberto Griebeler	Copel	<i>Administrative Director</i>
Paulo Pimentel	Copel	<i>President</i>
Luis Ernesto Salinas	Corporacion Excelencia en la Justicia / GC Network–Colombia	<i>Coordinator</i>
Wilson Ferreira	CPFL Energia	<i>President</i>
Robert C. O'Brien	Credit Suisse First Boston	<i>Chief Credit Officer</i>
Bernd Schanzenbaecher	Credit Suisse Group	<i>Head of Sustainability Affairs</i>
Walter B. Kielholz	Credit Suisse Group	<i>Chairman of the Board of Directors</i>
Jan Noterdaeme	CSR Europe	<i>Senior Manager</i>
Michael Inacker	DaimlerChrysler AG	<i>Vice President</i>
Wolfram Heger	DaimlerChrysler AG	<i>Head of International and Political Liaison</i>
Morten Kjærum	Danish Institute for Human Rights	<i>Director</i>
Julie Hoestery	Deloitte	<i>Director</i>
Pierre-Henri Cassou	Deloitte	<i>Senior Partner</i>
Bolette Christensen	Deputy Director General	<i>Confederation of Danish Industries</i>
Sven Mollekleiv	Det Norske Veritas	<i>Vice President</i>
Hanns-Michael Hoelz	Deutsche Bank AG	<i>Global Head Corporate Citizenship and Sustainable Development</i>
Tessen von Heydebreck	Deutsche Bank AG	<i>Board Member</i>
Ignacio Campino	Deutsche Telekom	<i>Head of Corporate Sustainability and Citizenship</i>
Daniel Caille	DEXIA	<i>Managing Director</i>
Josep Santacreu	DKV Seguros	<i>Managing Director</i>

Name	Organisation	Position
Dawn Rittenhouse	DuPont	<i>Director Sustainable Development</i>
Xu Yanting	E&C Solutions	<i>Managing Director</i>
Rainer Hertrich	EADS	<i>Chief Executive Officer</i>
François Georges	EDF	<i>Head of International Corporate Relations</i>
Francisco La Fuente Sanchez	EDP–Electricidade de Portugal, SA	<i>Chairman</i>
Patrick F Installé	Efico SA	<i>Managing Director</i>
Fernando Azcoitia	Elcogas	<i>Chief Financial Officer</i>
Asu Ergüler	Energy Environment Consulting GmbH	<i>President</i>
Mounir Neamatalla	Environmental Quality International	<i>President</i>
Carl-Henric Svanberg	Ericsson	<i>President and Chief Executive Officer</i>
Ulf Pehrsson	Ericsson	<i>Vice President Government Affairs</i>
Yves Bourdon	ERIM	<i>President</i>
Jack Smorgon AM	ES Group	<i>Chairman</i>
Thulani Sikhulu Gcabashe	Eskom	<i>Chief Executive</i>
Steve Lennon	Eskom / GC Network–South Africa	<i>Managing Director</i>
Dominique Be	European Commission	<i>Deputy Head of Employment and Social Affairs Directorate</i>
		<i>Director General for Employment and Social Affairs</i>
Odile Quintin	European Commission	<i>Board Member</i>
Anders Aspling	European Foundation for Management Development	<i>President</i>
Gerard Van Schaik	European Foundation for Management Development	<i>Chief Executive Officer</i>
Alain de Dommartin	European Foundation for Quality Management	<i>External Relations Special Advisor</i>
Patrick Margaria	European Foundation for Quality Management	<i>Chairman</i>
Ali Babar	First International Investment Bank	<i>Chief Executive Officer</i>
Tore Andersson	Folksam	<i>Director of Forum Dialogues</i>
Mireia Belil	Forum Barcelona 2004	<i>Dean</i>
Emerson Almeida	Fundaçáo Dom Cabral	<i>Superintendent</i>
Norman Arruda Filho	Fundaçáo Getulio Vargas	<i>Managing Director</i>
Katherine Teh-White	Futureye	<i>Executive Director</i>
Rolf C Carriere	GAIN	<i>Chief Administrative Officer</i>
Anne B. Gust	Gap Inc	<i>Partner</i>
Jose Ramon Villar	Garrigues Abogados	<i>Chairman</i>
Jay Naidoo	Global Alliance for Improved Nutrition	<i>President and Chief Executive Officer</i>
Richard Holbrooke	Global Business Coalition on HIV/AIDS	<i>Special Advisor to the Secretary-General on the Global Compact</i>
John Ruggie	Global Compact	<i>Secretary-General</i>
Zhang Jizhong	Global Compact China Center / GC Network–China	<i>Executive Head</i>
Georg Kell	Global Compact Office	<i>Head, Policy Dialogue</i>
Denise O'Brien	Global Compact Office	<i>Assistant to Georg Kell</i>
Gisela Claveria	Global Compact Office	<i>Associate Expert</i>
Birgit Errath	Global Compact Office	<i>Head, Learning Forum</i>
Ellen Kallinowsky	Global Compact Office	<i>Consultant</i>
Jerome Lavigne-Delville	Global Compact Office	<i>Project Manager/Policy Dialogue</i>
Melissa Powell	Global Compact Office	<i>Head, Communications</i>
Gavin Power	Global Compact Office	<i>Head, Outreach/Networks</i>
Anton Stadler	Global Compact Office	<i>Associate Communications Expert</i>
Matthias Stausberg	Global Compact Office	<i>Project Associate</i>
Susana Weyer	Global Compact Office	<i>Consultant</i>
Nessa Whelan	Global Compact Office	<i>Special Assistant to Georg Kell</i>
Ursula Wynhoven	Global Compact Office	<i>Chairman and Chief Executive Officer</i>
Ding Hai Sen	Global Credit Organization Ltd	<i>Director Center for the Study of Globalization</i>
John R. Gagain Jr.	Global Foundation for Democracy and Development / GC Network–Dominican Republic	<i>Chief Executive</i>
Ernst Ligteringen	Global Reporting Initiative	<i>Founder and Chief Executive Officer</i>
Ceyda Aydede	Global Tanitim	<i>Director</i>
Simon Taylor	Global Witness	<i>Chairman of the Board of Directors</i>
Peter Swinick	Golder Associates	<i>President</i>
Siegfried Arce	Golder Associates Peru S.A.	<i>Managing Director</i>
Suzanne Nora Johnson	Goldman Sachs and Co	<i>Managing Director</i>
Anthony Ling	Goldman Sachs International	<i>State Secretary for Foreign Affairs</i>
Carsten Staur	Government of Denmark	<i>First Secretary</i>
Morten Lauridsen	Government of Denmark	<i>Special Advisor to the Government</i>
Eva Joly	Government of Norway	

Name	Organisation	Position
Vidar Helgesen	Government of Norway	<i>State Secretary</i>
Leif Pagrotsky	Government of Sweden	<i>Minister of Industry and Trade</i>
Lotta Fogde	Government of Sweden	<i>State Secretary for Industry and Trade</i>
Olivier Chave	Government of Switzerland	<i>Head Economic and Social Division</i>
Serge Chappatte	Government of Switzerland	<i>Assistant-General of the Swiss Agency for Development and Cooperation</i>
Ahmed Aboul Gheit	Government of the Arab Republic of Egypt to the UN	<i>Permanent Representative Mission of the Arab Republic of Egypt to the UN</i>
Khaled Shamaa	Government of the Arab Republic of Egypt to the UN	<i>Counselor</i>
Leonel Fernandez	Government of the Dominican Republic	<i>President (elect)</i>
Luis Manuel Bonetti	Government of the Dominican Republic	<i>Former Minister of Trade and Industry</i>
Ulrike Haupt	Government of the Federal Republic of Germany	<i>Head of Division, Ministry for Economic Cooperation and Development</i>
Uschi Eid	Government of the Federal Republic of Germany	<i>Parliamentary State Secretary, Ministry for Economic Cooperation and Development</i>
Celso Amorim	Government of the Federative Republic of Brazil	<i>Minister of Foreign Affairs</i>
Luis Inacio Lula da Silva	Government of the Federative Republic of Brazil	<i>President</i>
Ronaldo Mota Sardenderg	Government of the Federative Republic of Brazil	<i>Permanent Representative</i>
Cheng Siwei	Government of the People's Republic of China	<i>Vice-Chairman of the Standing Committee of the National People's Congress</i>
Wang Guangya	Government of the People's Republic of China	<i>Permanent Representative</i>
Edmond Moampea Mbio	Government of the Republic of Cameroon	<i>Secretary of State for Industrial and Commercial Development</i>
Feudjeu Gabriel	Government of the Republic of Cameroon	<i>Member</i>
Jérôme Monod	Government of the Republic of France	<i>Advisor to the President</i>
Marc Fornaccari	Government of the Republic of France	<i>Member</i>
Giandomenico Magliano	Government of the Republic of Italy	<i>Min. Plen.</i>
Mario Baccini	Government of the Republic of Italy	<i>Vice Minister for Foreign Affairs</i>
Abdoulaye Diop	Government of the Republic of Senegal	<i>Minister of Economy and Finance</i>
Ahmad bin A. Al-Mahmoud	Government of the State of Qatar	<i>Minister of State for Foreign Affairs</i>
Nassir Abdulaziz Al-Nasser	Government of the State of Qatar	<i>Permanent Rep</i>
Stephen Timms	Government of the United Kingdom of Great Britain and Northern Ireland	<i>Minister for Energy, e-Commerce and Postal Services</i>
Jonathan Margolis	Government of the United States of America	<i>Special Representative for Sustainable Development</i>
Paula Dobriansky	Government of the United States of America	<i>Under Secretary of State for Global Affairs, Department of State</i>
Robert Stiller	Green Mountain Coffee Roasters, Inc	<i>President and Chief Executive Officer</i>
Marcos Aurélio Fernandes	Grêmio Recreativo Escola de Samba Portela	<i>Carnival Director</i>
Charles Robinet-Duffo	Groupe Henner	<i>General Manager</i>
Thierry Meuriot	Groupe Stalaven SA	<i>Chairman of the Board</i>
Manuel Arango	Grupo Concord	<i>Honorary Chairman</i>
Nancy Pearson	Grupo Concord	<i>International Programs</i>
Martha Areizaga	Grupo Eroski	<i>Director Social Responsibility</i>
Borja Baselga	Grupo Santander	<i>Head of Corporate Social Responsibility</i>
Lloyd Timberlake	GrupoNueva	<i>Sustainability Adviser</i>
Joerg Hartmann	GTZ / GC Network-Germany	<i>Director</i>
Jane Nelson	Harvard University	<i>Director</i>
Alan Hassenfeld	Hasbro Inc	<i>Chairman</i>
Wolfgang Zagel	Helog Lufttransport kg	<i>Chief Executive Officer</i>
Ulrich Lehner	Henkel KGaA	<i>Chairman of the Executive Board</i>
Debra Dunn	Hewlett Packard Co	<i>Senior Vice President</i>
Ken Larson	Hewlett Packard Co	<i>Corporate Social Responsibility Manager</i>
Ashok Kumar Saxena	Hindustan Aeronautics Limited	<i>Managing Director</i>
Pierre A. Froidevaux Chavan	Holcim Apasco, S.A. de C.V. / GC Network-Mexico	<i>President and Chief Executive Officer</i>
Barbara Dubach	Holcim Ltd	<i>Head Sustainable Development Communication</i>
Benedikt A. Vonnegut	Holcim Ltd	<i>Secretary of the Executive Committee</i>
Ashok Kumar	HSCC (INDIA) LTD.	<i>Chairman and Managing Director</i>
George Heller	Hudson's Bay Co	<i>President and Chief Executive Officer</i>
Rob Moore	Hudson's Bay Co	<i>Vice President</i>
Michael Posner	Human Rights First	<i>Executive Director</i>
Kenneth Bengtsson	ICA AB	<i>President and Chief Executive Officer</i>

Name	Organisation	Position
Us Awasthi	Indian Farmers Fertiliser Cooperative Ltd	<i>Managing Director</i>
Javier Chercoles	Inditex SA	<i>Corporate Responsibility Director</i>
Ramesh C. Maheshwari	Indo Phil Textile Mills Inc	<i>Senior Vice President</i>
Fernando Claver	Inforpress	<i>Director</i>
Nuria Vilanova Giralt	Inforpress	<i>Managing Director</i>
Matthew Kiernan	Innovest Strategic Value Advisors	<i>Chief Executive</i>
Jean-Pierre Boisivon	Institut de l'entreprise	<i>General Delegate</i>
Conrad Eckenschwiller	Institut de l'entreprise / GC Network–France	<i>Global Compact Representative</i>
Manuel Escudero	Instituto de Empresa / GC Network–Spain	<i>UN Global Compact Secretary General for Spain</i>
Oded Grajew	Instituto Ethos de Empresas e Responsabilidade Social	<i>President</i>
Ricardo Silva	Instituto Ethos de Empresas e Responsabilidade Social	<i>Council Member</i>
Dan Smith	International Alert	<i>Secretary General</i>
S. Prakash Sethi	International Center for Corporate Accountability, Inc.	<i>President</i>
Maria Livanos Cattau	International Chamber of Commerce	<i>Secretary-General</i>
Nicholas Howen	International Commission of Jurists	<i>Secretary General</i>
Gilles Carbonnier	International Committee for the Red Cross	<i>Head Private Sector Relations</i>
Anita Normark	International Federation of Building and Wood Workers	<i>General Secretary</i>
Fred Higgs	International Federation of Chemical, Energy, Mine and General Workers' Unions	<i>General Secretary</i>
Peter Woicke	International Finance Corporation	<i>Executive Vice-President</i>
Rachel Kyte	International Finance Corporation	<i>Director, Environment and Social Development</i>
Göran Hultin	International Labour Organisation	<i>Executive Director</i>
Juan Somavia	International Labour Organisation	<i>Director-General</i>
Antonio Peñalosa	International Organisation of Employers	<i>Secretary-General</i>
François Perigot	International Organisation of Employers	<i>President</i>
Burkhard Gnaerig	International Save the Children Alliance	<i>Chief Executive Officer</i>
Mike Aaronson	International Save the Children Alliance	<i>Director General</i>
Yves Bernheim	IRH Environnement	<i>Chairman and Chief Executive Officer</i>
Elizabeth McGeveran	ISIS Asset Management	<i>Vice President</i>
Ernesto Macias	Isofoton	<i>Commercial and Marketing Director</i>
Jesper Moeller	ISS A/S	<i>Executive Vice President</i>
Osman Birsan	Istanbul Stock Exchange	<i>Chairman and Chief Executive Officer</i>
Andrew Deutz	IUCN	<i>Special Advisor</i>
Ta YuJiang	Jilin City HuaTa Science–Technology Industry Trading Co Ltd	<i>Chairman of the Board</i>
Vivendra Lintotawela	John Keells Holdings Limited	<i>Chairman and Chief Executive Officer</i>
Nicolino Spina	Jornal Valor Economico SA	<i>President and Chief Executive Officer</i>
John Paluszek	Ketchum	<i>Senior Counsel</i>
Raymond Kotcher	Ketchum	<i>Senior Partner and Chief Executive Officer</i>
Lars Bo Lauritzen	Kjaer Group A/S	<i>Executive Director</i>
Bjorn Kristoffersen	KLP Insurance	<i>Chief Executive Officer</i>
Alain Guillin	Lafarge	<i>Vice President</i>
Bertrand Collomb	Lafarge	<i>Chairman</i>
Maurice Tempelsman	Lazare Kaplan International Inc	<i>Chairman of the Board</i>
Jose Gabriel Miralles Estribi	Leadership Technologies Inc / GC Network–Panama	<i>General Manager</i>
Wassim Jazi	LeanForward Inc	<i>President and Chief Executive Officer</i>
Jette Orduna	Lego A/S	<i>Director of External Affairs</i>
Kjeld Kirk Kristiansen	Lego A/S	<i>President and Chief Executive Officer</i>
Bruce Bergstrom	Li & Fung	<i>Division Manager</i>
Christian Tacquard	Loc Maria SAS	<i>Chairman</i>
Jean-Paul Agon	L'Oréal USA Inc	<i>President and Chief Executive Officer</i>
Birgitte Rasine	Lucità	<i>Chief Executive Officer</i>
Lincoln Lin	Lucky Sales Inc	<i>Chief Executive Officer</i>
Yan Hao	Luoyang First Tractor Group	<i>Chairman</i>
Edwin Umali	Mabuhay Vinyl Corp	<i>President and Chief Operating Officer</i>
Patrick d'Humières	Man-com Consulting	<i>Chief Executive Officer</i>
Walid Nagi	Mansour Manufacturing & Distribution Group of Companies	<i>Manager Corporate Affairs</i>
Nuning S. Barwa	Martha Tilaar Group	<i>Director</i>
Martha Tilaar	Martha Tilaar Group / GC Network–Indonesia	<i>Founder and Chairwoman</i>
Mahesh Amalean	MAS Holdings (Pvt) Ltd / GC Network–Sri Lanka	<i>Chairman</i>
Antony Bugg-Levine	McKinsey	<i>Engagement Manager</i>

Name	Organisation	Position
Marcos Domakoski	MDD Comércio e Representações de Papel Ltda	<i>President</i>
Antonio Santos	Mindanao Business Council / GC Network–Philippines	<i>Chairman</i>
Alice Walpole	Mission of the United Kingdom of Great Britain and Northern Ireland	<i>First Secretary</i>
Jack Mueller	Morgan Stanley	<i>Director North America</i>
Edward Smith	Multichoice / GC Network–Malawi	<i>Chief Executive Officer</i>
Ramesh Kumar Bashyakarla	National Mineral Development Corp Ltd	<i>Chairman and Managing Director</i>
S. Guruswami	National Mineral Development Corp Ltd	<i>Executive Director</i>
Kishore Kumar Sinha	National Thermal Power Corp Ltd	<i>Director Human Resources</i>
Guilherme Leal	Natura Cosméticos SA	<i>Chief Executive Officer</i>
Niels Christiansen	Nestle SA	<i>Vice President</i>
Benjamin Klasky	Net Impact	<i>Executive Director</i>
Charles Fischer	Nexen Inc	<i>President and Chief Executive Officer</i>
Randall Gossen	Nexen Inc	<i>Vice President</i>
Maria Eitel	Nike Inc	<i>Vice President and Senior Advisor</i>
Veli Sundback	Nokia Corp	<i>Member of the Group Executive Board</i>
David Stoneham	Nokia Corp / GC Network–Nordic	<i>Director Corporate Social Responsibility</i>
Bjorn Otto Sverdrup	Norsk Hydro ASA	<i>Head Public Affairs</i>
Eivind Reiten	Norsk Hydro ASA	<i>President and Chief Executive Officer</i>
Malcolm McIntosh	Nottingham Business School	<i>Professor, Special Advisor to the UN Global Compact</i>
Daniel Vasella	Novartis AG	<i>Chairman and Chief Executive Officer</i>
Klaus M. Leisinger	Novartis Foundation for Sustainable Development	<i>President and Chief Executive Officer</i>
Elin Schmidt	Novo Nordisk A/S	<i>Vice President</i>
Rodrigo Loures	Nutritional SA Ind. e Com. de Alimentos	<i>Chief Executive Officer</i>
Lene Wendland	Office of the United Nations High Commissioner for Human Rights	<i>Human Rights Officer</i>
Louise Arbour	Office of the United Nations High Commissioner for Human Rights	<i>High Commissioner for Human Rights</i>
A.K. Balyan	Oil and Natural Gas Corp	<i>Director</i>
Zahi Kattar	Oil Recovery Services	<i>Chief Executive Officer</i>
Simone Alaya-Toman	OMV AG	<i>Corporate Responsibility</i>
Orhan Aydyn	Ostim OSB	<i>Chief Executive Officer</i>
Janina Otto	Otto GmbH & Co KG	<i>Representative</i>
Joachim Schlange	Otto GmbH & Co KG (Systain)	<i>Managing Director</i>
Jeremy Hobbs	Oxfam	<i>Executive Director</i>
Didier Hamon	Paris Airports Authority (ADP)	<i>Vice President</i>
Alan Miller	Pearson plc	<i>Director for International Affairs</i>
R. Stephen Rubin	Pentland Group plc	<i>Chairman</i>
Izeusse Braga	Petrobras SA	<i>International Communications Manager</i>
Greta Raymond	Petro–Canada	<i>Vice President</i>
Chuck Hardwick	Pfizer Inc	<i>Senior Vice President</i>
Henry McKinnell, Jr.	Pfizer Inc	<i>Chairman and Chief Executive Officer</i>
Nancy Nielsen	Pfizer Inc	<i>Senior Director</i>
Jay Taylor	Placer Dome Inc	<i>President and Chief Executive Officer</i>
Keith Ferguson	Placer Dome Inc	<i>Vice President</i>
Frank Brown	PricewaterhouseCoopers	<i>Partner</i>
John Queenan	PricewaterhouseCoopers	<i>Partner</i>
Xavier Fels	PSA Peugeot Citroen	<i>Vice President</i>
Jorge Diaz-López	Quidam International	<i>President</i>
Mary Robinson	Realizing Rights: The Ethical Globalization Initiative	<i>Executive Director</i>
Jaime Castellanos	Recoletos Grupo de Comunicacion SA	<i>Chairman</i>
Márcia Balisciano	Reed Elsevier	<i>Director</i>
Jean-Marc Lepeu	Renault SAS	<i>Vice President</i>
Elena Valderrábano Vásquez	Repsol YPF–Spain	<i>Deputy Director</i>
Jens Berthelsen	Respect Europe / GC Network–Nordics	<i>Director</i>
Susumu Ichioka	Ricoh Co Ltd	<i>Vice Chairman</i>
Tatsuo Tani	Ricoh Co Ltd	<i>Chief Engineer and General Manager</i>
Ttariq Banuri	RING–SEI Asia	<i>Chief Executive</i>
Paul Skinner	Rio Tinto	<i>Chairman</i>
Shaun Stewart	Rio Tinto	<i>International and Government Affairs Advisor</i>
Jeroen Van der Veer	Royal Dutch / Shell Group of Companies	<i>Chairman Committee of Managing Directors</i>
Robin Aram	Royal Dutch / Shell Group of Companies	<i>Vice President External Relations</i>

Name	Organisation	Position
David Finn	Ruder Finn Inc	<i>Chairman</i>
Kathy Bloogarden	Ruder Finn Inc	<i>Chief Executive Officer</i>
Harry Roels	RWE Aktiengesellschaft	<i>Chief Executive Officer</i>
Paul Henri Robert	Sadim Design	<i>Chief Executive Officer</i>
Mayumi Hachiya	Sakaguchi E.H.VOC Corp	<i>Director</i>
Leslie Hayman	SAP	<i>Chief Officer Global Human Resources</i>
Bill McDermott	SAP America Inc	<i>Chief Executive Officer and President</i>
Marc Sarkady	Sarkady and Associates	<i>President and Chief Executive Officer</i>
Yalla Narasimha Apparao	Satluj Jal Vidyut Nigam Ltd	<i>Chairman and Managing Director</i>
Olivier Bouygues	Saur Group	<i>Chairman</i>
Robert P. Fiorani	Schneider Electric Industries SAS	<i>North America Vice President</i>
Thomas Schneider	Schneider Power Corp	<i>President and Chief Executive Officer</i>
Henri Nallet	Servier Monde	<i>Director</i>
Madeleine Dubois	Servier Monde	<i>Advisor to the President</i>
Wu Dongying	Shanghai Baosteel Group Corp	<i>Director of Strategy Department</i>
Xie Qihua	Shanghai Baosteel Group Corp	<i>Chairwoman and President</i>
Eduardo Montes	Siemens SA	<i>President and Chief Executive Officer</i>
Axel Wenblad	Skanska	<i>Senior Vice President</i>
Bukola Saraki	Société Générale Bank Ltd	<i>Executive Vice Chairman</i>
Jacques Bouhet	Société Générale Group	<i>Chief Executive Officer SG Americas</i>
Nicandro Durante	Souza Cruz SA	<i>President</i>
James McCabe	Standard Chartered Bank	<i>Chief Executive Officer The Americas</i>
Orin Smith	Starbucks Coffee Co	<i>President and Chief Executive Officer</i>
Sandra Taylor	Starbucks Coffee Co	<i>Senior Vice President</i>
Elisabeth Berge	Statoil ASA	<i>Executive Vice President</i>
Natalja Altermark	Statoil ASA	<i>Manager Corporate Social Responsibility</i>
Espen Klitzing	Storebrand ASA	<i>Chief Executive Officer</i>
Gerard Mestrallet	Suez	<i>Chairman and Chief Executive Officer</i>
Roger Pascal	Suez	<i>Senior Vice President</i>
John Elkington	SustainAbility	<i>Chairman</i>
Lennart Holm	Sydsvenska Kemi AB / Perstorp Group	<i>Chief Executive Officer</i>
Talal Abu-Ghazaleh	Talal Abu-Ghazaleh Organization / GC Network-Egypt	<i>Chairman and Chief Executive Officer</i>
Jacqueline Sheppard	Talisman Energy Inc	<i>Executive Vice President</i>
James Buckee	Talisman Energy Inc	<i>President and Chief Executive Officer</i>
Bo Ekman	Tallberg Foundation	<i>Chief Executive Officer</i>
Eric Tarrerias	Tarrerias-Bonjean	<i>President</i>
Anant Nadkarni	Tata Council for Community Initiatives	<i>General Manger</i>
Aurora Sanza	Telecom Italia	<i>Vice President Group Sustainability</i>
Giovanni Cordaro	Telecom Italia	<i>Group Sustainability</i>
Antonio Sanna	Telecom Italia Mobile	<i>Executive Vice President</i>
Esther Trujillo	Telefonica	<i>Deputy to the Managing Director</i>
Dominique Lamoureux	Thales International	<i>General Secretary</i>
David J. Vidal	The Conference Board	<i>Director Research Global Corporate Citizenship Director</i>
Jette Steen Knudsen	The Copenhagen Centre for Social Responsibility Partnerships	<i>Senior Advisor</i>
Michel Lavollay	The Global Fund to Fight AIDS	<i>Executive Director</i>
Richard Feachem	The Global Fund to Fight AIDS	<i>President and Chief Executive Officer</i>
Steven Wallace	The Omanhene Cocoa Bean Co	<i>Chief Executive Officer</i>
Robert Davies	The Prince of Wales International Business Leaders Forum	<i>Chairman and Managing Director</i>
Prabhat Kumar Srivastava	The Shipping Corp of India Ltd.	<i>Managing Director</i>
B. Muthuraman	The Tata Iron & Steel Co Ltd	<i>Director General</i>
Achim Steiner	The World Conservation Union	<i>Country General Manager</i>
Ivan Vassilev	TNT Bulgaria	<i>Vice President</i>
Jean Pierre Labbe	Total	<i>Senior Policy Adviser</i>
Roy Jones	Trade Union Advisory Committee TUAC-OECD	<i>Member of Board of Directors</i>
Jermyn Brooks	Transparency International	<i>Chairman</i>
Peter Eigen	Transparency International	<i>Chairman of the Board</i>
Bernard Treves	Treves	<i>Founder and Principal</i>
Steve Brant	Trintab Management Systems	<i>Senior Vice President and General Manager</i>
Gianni Franco Papa	Unicredito Italiano US / GC Network-Italy	
James Sauber	Union Network International	

Name	Organisation	Position
Philip J. Jennings	Union Network International	<i>General Secretary</i>
Kofi Annan	United Nations	<i>Secretary-General</i>
Louise Frechette	United Nations	<i>Deputy Secretary-General</i>
Francis Lorenzo	United Nations Association of the Dominican Republic	<i>Vice-President</i>
William Day	United Nations Development Programme	<i>Special Adviser to the Administrator</i>
Mark Malloch Brown	United Nations Development Programme	<i>Administrator</i>
Bruce Jenks	United Nations Development Programme	<i>Director, BRSP</i>
Marielza Oliveira	UNDP / GC Network–Brazil	<i>Programme Officer</i>
Nabina Shrestha	UNDP / GC Network–Nepal	<i>Programme Officer</i>
Onder Yucer	UNDP / GC Network–Pakistan	<i>Resident Representative</i>
Kadri Ozen	UNDP / GC Network–Turkey	<i>Communications Advisor</i>
Rosario Fundanga	UNDP / GC Network–Zambia	<i>Consultant, Global Compact Country Coordinator</i>
Paul Clements-Hunt	United Nations Environment Programme Financial Initiative	<i>Executive Director</i>
Klaus Toepfer	United Nations Environment Programme	<i>Executive Director</i>
Monique Barbut	United Nations Environment Programme	<i>Director</i>
Amir Dossal	United Nations Fund for International Partnership	<i>Executive Director</i>
Wilfried Luetkenhorst	United Nations Industrial Development Organisation	<i>Director</i>
Carlos Margarinos	United Nations Industrial Development Organisation	<i>Director-General</i>
Akio Nomura	United Nations Information Centre / GC Network–Japan	<i>Director</i>
Gillian Murray	United Nations Office on Drugs and Crime	<i>Public Affairs and Inter-Agency Branch</i>
Sandra Valle	United Nations Office on Drugs and Crime	<i>Senior Inter-Regional Advisor</i>
Patrizio Civili	United Nations, Department of Economic and Social Affairs	<i>Assistant Secretary-General</i>
Catherine Bertini	United Nations, Department of Management	<i>Under-Secretary-General</i>
Errol Mendes	University of Ottawa	<i>Professor of Law</i>
Harald Hagenauer	VA Technologie AG	<i>Member of Sustainability Board</i>
Kadria Abdel-Motaal	Vacsera	<i>General Manager</i>
Berengere Lagraulet	Veolia Environment	<i>Sustainable Development Manager</i>
Jean-Pierre Tardieu	Veolia Environnement	<i>Director</i>
Vitor Costa	Veracel Celulose S.A.	<i>President</i>
Pere Prat	Vives Vidal Vivesa SA	<i>President</i>
Alexey Isaykin	Volga–Dnepr Group	<i>President</i>
Ekaterina A. Grimes	Volga–Dnepr Group	<i>Interpreter</i>
Hans Olov Olsson	Volvo Car Corp	<i>President and Chief Executive Officer</i>
Leon Davis	Westpac Banking Corp	<i>Chairman</i>
Bjorn Stigson	World Business Council for Sustainable Development	<i>President</i>
Claude Fussler	World Business Council for Sustainable Development	<i>Director, Special Advisor to the UN Global Compact</i>
Jun Qiao Liao	World Chinese Entrepreneurs General Association	<i>Executive Chairman</i>
Jose Maria Figueres	World Economic Forum	<i>Chief Executive Officer</i>
James Sitrick	World Federation of United Nations Associations	<i>Secretary-General</i>
Scott Greathead	World Monitors Inc	<i>Chief Executive Officer</i>
Claude Martin	WWF International	<i>Director General</i>
Dorothy Manuel	ZERO Regional Environment Organisation	<i>Director</i>

Appendix Three | Additional pledges made at the Leaders Summit

At the conclusion of the Summit, companies were asked to outline pledges for the future. Following are pledges made by specific companies, as well as general pledges made by numerous other participants:

Specific Pledges

Ashanti Goldfields Company Limited

- Broaden reach of micro-finance to extend to all operations
- Deepen programs to assist in the transformation of illegal miners to legal miners
- Deepen HIV/AIDS programs, providing anti-retrovirals and treatment at all locations
- Within African countries, mobilize private sector to pool resources to better treat HIV/AIDS
- Elaborate on community farm cooperative programs
- Work with other industry players to support greater education initiatives in local areas, including tertiary education and tool training for local artisans
- Collaborate with supply chain players to set uniform standards of governance that are monitored and self-regulating

AIESEC International

- Expose members to Global Compact and its principles at all of our international conferences
- Martha Tilaar:
- Communicate GC principles to all employees in Indonesia
- Educate other organizations by disseminating the results of GC actions
- Work with government and NGOs to facilitate sustainable bio-trading
- Promote female empowerment to help achieve MDG's

Tata Steel

- Incorporate GC principles into the organization's vision and develop strategies and plans to realize this vision
- Involve employees in this vision
- Be and act proactively as a role model for the organization
- Provide platform for practice sharing
- Allocate a certain amount of resources towards social work, irrespective of short-term bottom line

Transparency International

- Explore options for strengthened governance
- Share tools for implementation of the 10th principle (integrity pact, business principle, corporate governance)

Telecom Italia

- Develop research project in cooperation with the Bocconi University in Milan to evaluate intangible assets and try to determine a value for the company's "values". Engage a group of expert evaluators, representing all parties involved, to evaluate the sustainability of the company and to outline those components of intangibles related to Sustainability on the company's financial statements
- Telecom Italia proposes the establishment of a Sustainability Global Compact Forum to enhance good governance and debate and to compare ideas and best practices. Create working groups on Social and Human Rights, Labour Conditions, Environmental Responsibility and Ethics in Business

Trimtab Management Systems

- Develop marketing and communication activities designed to teach the public that a better world is possible
- Develop project to link GC to quality management organizations in the US, using “Raising the Bar” and the performance model as a connecting point
- Propose an outreach plan of action for the North American GC network that reaches out to American society and reaches out to entertainment industry to create a public education campaign

Istanbul Stock Exchange

- Meet with member companies to explain why stock exchange is a GC participants

Business and Human Rights Resource Center

- Use website to draw greater attention to those companies participating in GC and how they are implementing GC principles

ICRC

- Encourage ICRC local offices to include GC in engagement with companies

Eskom

- Integrate GC in top executive training and African Leadership program
- Increase awareness in South Africa through key business groups like SACOB
- Increase synergy between ICC business in society committee and Environment and Energy Committee

European Foundation for Management Development (EFMD)

- Further integrate CSR in business education with existing and future members

Repsol YPF

- Diagnose social investment projects in all countries and present findings to the Board of Directors
- Align with GC principles as needed

Melbourne Committee

- Host board room lunches to involve more business leaders
- Recruit ten more cities to city program of GC

Vacsera

- Raise awareness among staff and report back to board
- Try to obtain involvement of the University of Cairo

Oxford Analytica

- Research content for LDC governments

Most Recurrent Pledges Made

- 1 Educate employees on GC principles and ask them to sign pledge of participation
- 2 Educate clients and consumers of GC principles
- 3 Promote GC principles to Board of Directors
- 4 Inform suppliers of GC principles and institute control measures
- 5 Advocate the GC within network of stakeholders and obtain their commitments
- 6 Advocate the GC within sector
- 7 Engage with government, CSR organizations and civil society organizations
- 8 Tie performance reviews to GC principles
- 9 Institute transparent controls for measurement of adherence to GC principles
- 10 Revise planning process to include advancement of GC principles

Appendix Four | Summary of publications released at Leaders Summit

- 1 *Raising the Bar — Creating Value with the United Nations Global Compact*
- 2 *Who Cares Wins — Connecting Financial Markets to a Changing World*
- 3 *Gearing Up — From Corporate Responsibility to Good Governance and Scalable Solutions*
- 4 *Assessing the Global Compact, a McKinsey & Company Assessment*
- 5 *Learning to Talk — Corporate Citizenship and the Development of the UN Global Compact*
- 6 *The Global Compact: A Network of Networks*
- 7 **Global Compact Learning Forum Case Studies**
 - a *From Principles to Practice*
 - b *Experiences in Management for Sustainability*
 - c *HIV/AIDS: Everybody's Business*
- 8 *The Materiality of Social, Environmental and Corporate Governance Issues in Equity Pricing*

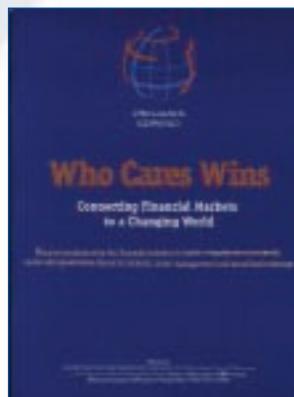
1 | Raising the Bar — Creating Value with the United Nations Global Compact



The new book, “Raising the Bar,” fills a critical void, outlining how the Global Compact and its principles can stimulate organizational change while creating business value. It provides an essential framework for the credibility and effectiveness of companies and organizations engaged in the Global Compact.

Produced by a team of experts, “Raising the Bar” assists frontline managers of large and small companies in translating the Global Compact into business practices. The book positions the classic elements of management excellence in the context of the challenges of sustainable development. “Raising the Bar” brings practical guidance with an inventory of knowledge, tools, examples and information sources, all organized around a basic Performance Model that embraces concepts familiar to most business people.

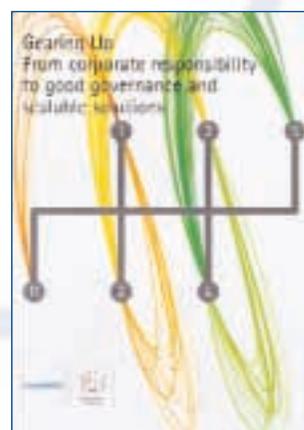
2 | Who Cares Wins — Connecting Financial Markets to a Changing World



The mainstream financial industry today is presented with a unique opportunity to bring social and environmental issues into investment analysis, research and recommendations. The industry, including asset management companies, investment banking houses, securities brokerages and other

organizations, can be a major lever of positive change by recognizing and rewarding companies that have a commitment to social and environmental principles. Nearly 20 major investment companies, under the auspices of the Global Compact, developed and endorsed the “Who Cares Wins” initiative and report, which sets out bold recommendations on how the industry and other financial stakeholders should be addressing the issues.

4 | Gearing Up — From Corporate Responsibility to Good Governance and Scalable Solutions



The Global Compact Office commissioned SustainAbility to assess the current state of corporate responsibility and what it will take to scale up efforts. The report, titled “Gearing Up: From Corporate Responsibility to Good Governance and Scalable Solutions,” concludes that while

the CR movement has made real progress, it is constrained by a lack of appropriate links to wider global, regional and national governance frameworks. While a small, but growing, number of bold and visionary companies have made considerable strides, their numbers will remain small as long as the business case for getting in front of the corporate pack remains weak. The report persuasively argues that corporate citizenship must be linked with public policy.

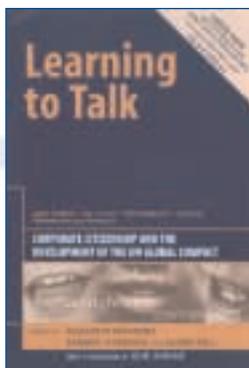
4 | Assessing the Global Compact, a McKinsey & Company Assessment



McKinsey & Company assessed the Global Compact's impact since the initiative's launch in 2000. The independently prepared report was based on extensive data analysis, interviews and surveys conducted with a range of stakeholders, including Global Compact participants, as well as outside

observers and detractors. The McKinsey report concludes: "Our impact assessment has found that the Global Compact has had noticeable, incremental impact on companies, the UN, governments and other civil society actors. A solid participant base and the power of the idea of high-level UN engagement with the private sector have largely driven these successes to date." However, the report also states: "As it transitions from its entrepreneurial, experimentation phase to a phase of sustained growth focused on impact, the Global Compact will need to manage participants' expectations by increasing the value of participation with more targeted business-oriented engagement mechanisms, robust local networks, and effective communication and collaboration with participants and partners."

5 | Learning to Talk — Corporate Citizenship and the Development of the UN Global Compact



"Learning to Talk" is a new book consisting of 27 essays from a broad array of contributors, detailing the inception and growth of the Global Compact. Edited by Malcolm McIntosh, Sandra Waddock and Georg Kell, with a foreword and essay by Kofi Annan, "Learning to Talk" is an opportunity

to reflect on the first steps of an initiative born in the aftermath of the Cold War, in the "triumph of global economic liberalism" and mass demonstrations against globalization. It contains serious reflections on the Global Compact's aims and origins; some stories of engagement; and

discussion on how this initiative has quickly become an important reference point in the dialogue on global and corporate governance. "Learning to Talk" was published by Greenleaf Press in June 2004.

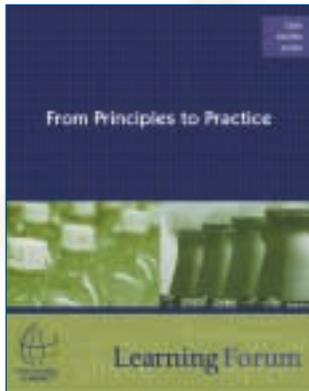
6 | The Global Compact — A Network of Networks



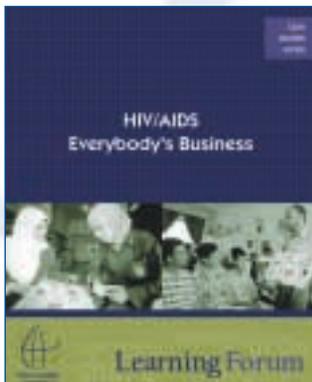
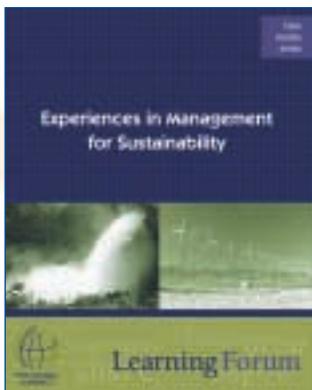
The Global Compact country and regional networks have helped to link a global community of like-minded companies, individuals and organizations committed to promoting responsible corporate citizenship. Nearly fifty networks

have been launched to this effect. Most are self-organizing, multi-stakeholder initiatives and are highly autonomous and self-driven. They are also in an ideal position to place the discussion of global issues in a specific local and regional context. Their presence on the ground enables more frequent dialogues between companies and other stakeholders, facilitating the sharing of good practices. Their knowledge of the local business environment and their familiarity with social, cultural and political factors are positive drivers for the implementation of the principles and for collaborative problem-solving. Networks tend to reach out to and have an impact on business communities, and focus on engagement mechanisms, such as Communications on Progress, global and regional multi-stakeholder dialogues, learning forums and partnership projects.

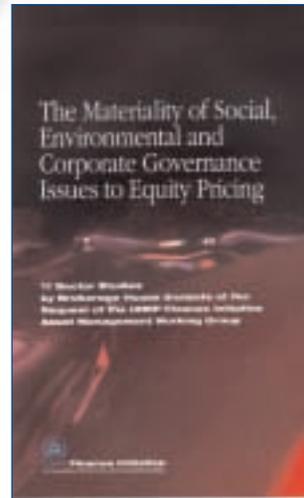
7 | Global Compact Learning Forum Case Studies



A powerful instrument of the Global Compact's Learning Forum is the Business Case Study. Case studies are independently prepared by participating Global Compact company managers outlining their various experiences and are substantiated by information available to internal decision makers. The case studies enable participating companies to share experiences and best practices and are subsequently discussed at Global Compact Learning Forum meetings. The Learning Forum recently published its first three publications, *From Principles to Practice*, *Experiences in Management for Sustainability* and *HIV/AIDS: Everybody's Business*. Currently, over 70 case studies are posted on the Global Compact website.



8 | The Materiality of Social, Environmental and Corporate Governance Issues in Equity Pricing



The report summarizes the results of a public-private partnership between the United Nations Environment Programme Finance Initiative and a group of 12 asset management firms from around the globe. Its purpose was to explore and document the financial materiality of environmental, social and corporate considerations and criteria as they relate to the investment management of mutual, pension and other institutional funds.

Appendix Five | Selected media headlines on the Global Compact Leaders Summit

Annan urges commitment to ethical business

Financial Times

Business leaders to back UN action on corruption

Financial Times

Bluewashed and Boilerplated — A breakthrough in international corporate diplomacy

The Economist

Business leaders to discuss responsibility, human rights at U.N.

dpa, Germany

U.N. says corporate help on social issues crucial

Reuters News

Firms ignoring social woes risk stock slide

Reuters News

American firms scarce at UN forum on ethics

Associated Press

Global Compact, Little Impact; Four years in, the U.N.'s voluntary corporate responsibility plan is falling short

Business Week

CEOs heading to unique global summit; Global Compact group commits to social development

The Globe and Mail, Toronto

More firms join UN push to be good corporate citizens

Christian Science Monitor

U.N. Global Compact targets corruption

United Press International

Securities Firms, Stock Exchanges Back UN Goals

Bloomberg News

Managerial Practices to Align With Global Compact

AllAfrica.com

Can UN succeed in its anti-graft cause?

Straits Times, Singapore

Going global with civic virtues

Japan Times

UN chief says business leaders responsible for fair, stable world

Xinhua News Agency

Major investment companies launch initiative with U.N.

Asia Pulse

Appendix Six | Global Compact Leaders Summit Programme

Programme

- 8:00 – 9:00 **REGISTRATION**

- Room: **UNITED NATIONS DELEGATES DINING ROOM**
Participants will be seated at tables of maximum 10 people; each table includes a mix of business, labour, civil society and government leaders.

- 9:00 **THE GLOBAL COMPACT IN PERSPECTIVE**
Presentation of a video showcasing the evolution of the Global Compact.

- 9:10 – 9:30 **WELCOME ADDRESS BY KOFI ANNAN**
Secretary-General of the United Nations
“Linking the power of markets with universal ideals”

- 9:30 – 10:15 **OPENING DIALOGUES**
Making the Global Compact and its principles part of business strategies and operations everywhere.

- 10:15 – 10:40 **PLENARY DIALOGUES**
Selected participants will discuss ways to scale up individual experiences in plenary.

Lord Browne | Group Chief Executive, BP plc
Thulani Gcabashe | Chief Executive, ESKOM
Fred Higgs | Secretary-General, ICEM
Jeremy Hobbs | Executive Director, Oxfam International

- 10:40 – 11:30 **ROUNDTABLES 1 | SCALING UP FOR THE FUTURE**
Moderator: Daniel Vasella | Chairman and CEO, Novartis International

- 11:30 – 12:15 **REPORT BACK FROM SELECTED ROUNDTABLES**
A number of table representatives (maximum of 6) will be asked to report on their findings.

- 12:15 – 12:30 **SPEECH BY H.E. LUIS INACIO LULA DA SILVA**
President of the Federative Republic of Brazil
Global Challenges: Relation between Business, Society and Poverty Eradication

- 12:30 – 2:15 **LUNCH**
Special recognitions and announcements during lunch
- 2:15 – 3:15 **ROUNDTABLES 2 |**
Achieving a sustainable and inclusive global economy
Moderator: Barbara Krumsiek | President and CEO, Calvert
- 3:15 – 3:55 **REPORT BACK FROM SELECTED ROUNDTABLES**
A number of table representatives (maximum of 6) will be asked to report on their findings.
- 3:55 – 4:55 **ROUNDTABLES 3 |**
The Global Compact's next level of performance:
Harnessing the creative forces of private entrepreneurship to support multilateral cooperation
Moderator: Sam Jonah | CEO, Ashanti Goldfields
- 4:55 — 5:15 **REPORT BACK FROM SELECTED ROUNDTABLES**
A number of table representatives (maximum of 4) will be asked to report on their findings.
- 5:15 – 5:45 **MOVE TO UNITED NATIONS GENERAL ASSEMBLY**
WELCOME BY THE PRESIDENT OF THE GENERAL ASSEMBLY
- 5:45 – 6:00 **REPORT BACK ON THE RESULTS OF THE SUMMIT**
Representatives of three tables will be asked to report on their findings.
Bertrand Collomb | Chairman, Lafarge
Talal Abu-Ghazaleh | Chairman and CEO, Talal Abu-Ghazaleh Organization
Achim Steiner | Director General, The World Conservation Union IUCN
- 6:00 – 6:15 **SPECIAL ANNOUNCEMENTS ON COLLECTIVE ACTIONS**
- 6:15 – 6:30 **CLOSING SPEECH BY KOFI ANNAN**
Secretary-General of the United Nations
"The Way Forward: Commitment and Action"
- RECEPTION**



CLOSING PLENARY SESSION OF THE GLOBAL COMPACT LEADERS SUMMIT