Global Compact Nordic Network.
Building a joint Nordic strategy

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Background and introduction
Why a Nordic Network strategy?

On the NN meeting in Helsinki in Autumn 2013, the NN Steering Committee decided to develop a strategy for the NN for the coming years – an exercise the network has not previously undertaken. The need for a strategy is based on different drivers:

1. the recent release of the 2014–2016 International Strategy for the UN Global Compact impacts the role of the National networks going forward and thus creates a need for assessing the role and state of the NN as it is now, and how it is prepared to integrate the new global strategy,

2. a need for action to ensure continued high level participation in meetings and other activities, and

3. to remain relevant to members in an increasing competitive landscape with many different networks and conferences being offered to sustainability professionals in the Nordic region.

The need for a clear value proposition and strategy is reflected in the input received from participants’ evaluations of the recent NN meetings. An overall review of the meeting evaluations particularly point to a request for:

- more inter-action among members,
- better quality of meetings, and
- more activity on specific UNGC issues.
## The strategy process

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<th>Timing</th>
<th>Purposes</th>
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| November – Dec. 2013 | Preparation
- Steering Group decided on the strategy process
- Deloitte and each of the National Contact Points planed the process
- Previous evaluations were explored
- Materials for stakeholder involvement developed |
| December 2013 | Survey for all members
- Online survey developed for all members
- Survey results analyzed by Deloitte and used as input for stakeholder engagement and overall strategy process
- All results shared with Steering Group |
| January – March 2014 | Stakeholder engagements in each of the six Nordic countries
- Each country conducted a stakeholder engagement process
- Deloitte facilitated the engagement process and report on this in Norway, Finland, Greenland and Denmark
- Sweden and Iceland have run the process from the national contact point |
| May 2014 | Reporting on Stakeholder Engagements and preparing for the Oslo meeting
- A report gathers results from the survey and stakeholder engagement
- Together with the report, summaries of stakeholder engagements and survey results are provided |
| May 2014 Oslo meeting | Strategy session
Two sessions are held during this Oslo meeting
- One session is for Steering Group members with the aim of discussing findings and implications hereof
- The other session is for NN members taking part in the NN meeting, where findings will be presented |
| Summer/ Fall 2014 | Developing the final strategy document
- Strategy discussions in the Steering Group
- Final strategy document is drafted, circulated and finalized
- Strategy plan launched at Stockholm meeting for members |
| Spring 2015 | Implementation and communication
- Coinciding with the drafting of the strategy document, an implementation plan and communication plan should be developed |
Methodology

Desk research
- The main content of the new UN Global Compact strategy (global)
- Examples of how other networks operate

Online survey
- Conducted in January 2014
- Based on two questionnaires targeting respectively member signatories and non-member signatories in the Nordic region
- Quantitative and qualitative questions
- Invitation by email to all members and signatories of the UNGC in the Nordic region
- **Respondent rate among members:**
  - 54% answered fully and 16% answered partly
- **Respondent rate among non-members:**
  - 37% answered fully and 6% answered partly
- **Sample breakdown:**

Stakeholder engagement process

**Denmark**
- One focus group with the National Focal Point and Steering Group members
- Two focus groups of UNGC signatories and corporate members
- One focus group with corporate non-member signatories
- Nine individual interviews with corporate non-member signatories

**Norway**
- One focus group with corporate NN members
- One focus group with non-corporate NN members
- One focus group with the National Focal Point and Steering Group members
- One focus group with corporate non-member signatories
- Two interviews with corporate non-members signatories

**Finland**
- Two focus groups with corporate members

**Greenland**
- One focus group for corporate NN members and non-member signatories (HQ in DK)

**Sweden**
- One focus group with the National Focal Point and Steering Group
- One focus group with corporate member signatories
- One focus group with corporate non-member signatories

**Iceland**
- One focus group with UNGC signatories and members
About members and non-members

Key finding #1: Diversity in member and non-member characteristics

- Member organizations are generally larger than non-members.
- Members have been signatories for longer time than non-members.
- Non-members are not as mature and advanced in regards to UNGC and CSR/sustainability in general as members.
- Members are more often than non-members involved in other CSR related networks.
- Members usually have explicitly appointed CSR/sustainability positions – non-members do not.

When did your organization sign up to the UNGC?

- Less than a year ago: Members 7%, Non-members 19%
- 1-3 years ago: Members 39%, Non-members 19%
- 3-5 years ago: Members 27%, Non-members 31%
- More than 5 years ago: Members 47%, Non-members 41%

How would you describe the level of maturity of the work with the UNGC in your organization?

- Just beginning: Members 14%, Non-members 31%
- Well underway: Members 31%, Non-members 36%
- Mature – good understanding of the UNGC in the organisation: Members 36%, Non-members 20%
- Very mature – the UNGC is well implemented: Members 19%, Non-members 5%

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Situational analysis – ‘As is’
Key finding #2: Insignificant value gain and low member engagement

**What do members gain?**

*How would you evaluate the value your organization gets from being a member of the NN?*

Highlighted areas which create value for members include:

- Networking
- Sharing experiences, best practice and knowledge
- Keeping up with peers
- Raising awareness internally in the organization

However, approximately…

70%…find both the content of the meetings and the overall performance of the NN to be of medium value, i.e. neither ‘very high value’ nor ‘high value’.

**And how do they engage?**

62%…has not been involved in any other activities besides the biannual meetings

12%…never participate in meetings

Barely 1 out of 4 participate in both meetings each year

Main reasons for not attending meetings:

- Can find inspiration or networking options elsewhere
- Lack of time and resources
- Location of meeting – don’t want to travel
- And…

42%…of members say that their attendance depends solely on the program

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Situational analysis – ‘As is’
Key finding #3: Lack of promotion and competition from other networks

“The UNGC Nordic Network? Never heard of it…”

What are the main reasons for you choosing not to be a member of the UNGC Nordic Network?

Other reasons include a prevailing perception of underrepresentation of industry or maturity level

Are you or your organization a member of other CSR/sustainability related networks?

Overall, there is a significant increase in CSR related network offerings – of all kinds
The Nordic element of the network divides the members (and non-members) as it is used today:

- To some, it is a good way of meeting other companies in the same sector outside of the National realm
- To some, the European or Global perspective is much more important
- To some, the National perspective is enough (mostly newcomers to the network)
- A few mention it as a problem as it adds travel costs and time spent. These companies tend to participate only in the national meetings or when the NN meeting is held locally

Thus, the ‘Nordic Network’ is not a major selling point as it is used today overall.
Prospect analysis – ‘To be’
Key finding #6: Request for continued meetings and further leverage of position

Suggestions for meeting set-up and format:

1) **Presentations on high level trends** affecting the sustainability agenda bringing inspiration from strong experts

2) **In-depth breakout sessions**, workshops or similar where members can interact and discuss how to actually put the principles into practice:
   - Focus on **interaction and practical implementation** – challenges and honesty
   - Issue-specific topics or industries – segmented on CSR maturity level

When asked about the ‘perfect Nordic Network’, most participants maintain the two annual meetings. But they add more quality and clear segmentation as well as additional activities between meetings.

Suggestions from members on how to leverage the Nordic Network position and create further value:

- Further focus on the **link to the UNGC and its global activities – use access to knowledge**
- **Really emphasize the UNGC part** – instead of just being a CSR network
- **Make the Nordic platform relevant and useful** - not just a practicality or formality
- **Improve communications** to members as well as non-members to increase awareness and engagement
Prospect analysis – ‘To be’
Key finding #7: Different interests among members and non-members

- **51%** of members show relatively high interest in **issue-specific working groups**, while non-members are more divided.

- **70%** of members find **industry or national based working groups** within the Network worth considering. This applies to 60% of non-members.

- **41%** of members show relatively high interest in **“member-to-member consultations”** on relevant topics, whereas only 24% of non-members show the same level of interest.

- **75%** of members express a substantial interest in **networking activities**, compared to 53% among non-members.

Many requests a mentor-mentee arrangement – which actually already exist.
Conclusions
Conclusions

Perception today

• The NN provides some value to most members, but **only significant value to relatively few**. In particular, new comers to the UNGC find the NN relevant. Faced with increased competition from other networks, conferences, and seminars, the NN needs to step up and improve its offerings to members to remain relevant.

• The NN is perceived as **an opportunity to gain inspiration and knowledge about the UNGC**, to network and to connect with the UNGC.

• The **value proposition of the network is not clear** to members as the network caters to a diverse group of members risking ‘sitting between two chairs’

• The **Nordic aspect** of the network is important to some members, but certainly not to all. Other aspects, such as the non-commercial nature and the specific focus on the UNGC principles are mentioned as other benefits

• There are **many competitors to the NN** in terms of companies’ focus, time, and money – all countries offer other opportunities for finding inspiration, knowledge, and networking in other settings

Future aspirations - members

• Focusing on the **link to the UNGC** and its global activities. Focus on the UNGC to remain differentiated and relevant

• Leveraging the **Nordic platform** to make it relevant and useful, not just a practicality

• Provide significantly **better and more professional meetings** twice annually, segmented in content to address the different levels of maturity for companies in the network

• Provide **additional networking and learning activities** for members such as working groups between meetings, National meetings between Nordic ones and consultations

• **Improve communications significantly** to members so that they also become aware of the value provided by the network
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