

BITCI Leaders' Roundtable, February 22nd, The Marker Hotel

In attendance:

Julian Yarr	A&L Goodbody
Alastair Blair	Accenture
Niall Browne	Dawn Meats Group
Brendan Jennings	Deloitte
Pat O'Doherty	ESB Group
Ken Scully	M&S Ireland
Clive Bellows	Northern Trust
Margot Slattery	Sodexo
Mark Coyne (CEO representative)	Veolia
Liam O'Brien (CEO representative)	Vodafone

From Business in the Community Ireland:

- Tomás Sercovich, CEO
- Bernadette Phelan, Head of Advisory Services
- Moira Horgan, Head of Marketing

Please note BITCI will brief CEOs/MDs not in attendance via direct meetings and calls.

Minutes of Meeting

The meeting was chaired by Tomás Sercovich, BITCI. A Progress Report was circulated prior to meeting. The Roundtable reviewed the proposals of the three sub-groups and made recommendations; these recommendations will be feedback to each sub-group and guide on next steps. Moira Horgan, BITCI, presented the draft communications and public affairs strategy, and follow-on actions are noted below.

Immediate next steps - *Getting ready to launch*

- **Stakeholder consultations**
 - BITCI and sub-group Chairs will engage with the relevant, prioritised stakeholders during March & April. Please advise of any priority stakeholders from your perspective.
 - BITCI will update on any critical issues arising from consultations by end of April.
 - Stakeholders of high relevance to the Carbon Pledge are the priority as the Pledge will be a central part of the overall launch messaging.
 - This process will identify any key blockers/risks prior to launch and also formalise any endorsements; BITCI will update as appropriate.

- **Communications & Public Affairs**

- The Leaders' Group on Sustainability will officially be launched on May 17th on the back of the Carbon Pledge. Other key milestones will be Q3/4 for publishing papers from the other two sub-groups and Q4 for end of year progress statement.
- Following consultation with the communications teams of the three Charing companies, a draft strategy was presented at the Roundtable with milestones and actions.
- The need for marketing resources was discussed and Leader companies were asked to consider how they can contribute to the roll-out of the plan. The CEOs in attendance were amenable to BITCI presenting a proposal where support would be provided by Leader companies to implement the communications and public affairs strategy as presented.
- Key asks include PR support, digital marketing, design and videography. The aim would be for BITCI to centrally co-ordinate all the supports and crucially roll-out messaging toolkits for each Leader company.
- The fundamental elements of the plan include a PR strategy for launch, a messaging toolkit, internal marketing toolkits, digital marketing and government outreach. A final strategy and timeline will be presented to participating companies in late April identifying key messages and engagement activities.
- Please forward contact details to Moira Horgan, BITCI (mhorgan@bitc.ie) of relevant communications and marketing liaison person/s; please forward the draft plan as a kick-off to BITCI engagement with them.
- BITCI will update CEOs/MDs and marketing teams directly on progress to ensure all necessary actions are complete for a successful launch.

- **Next Roundtable and launch date**

17 th May The Merrion Hotel (Dublin)	A Leaders' Roundtable will be held on Thursday, 17 th from 4.30pm to 6.30pm. The Roundtable will be immediately followed by the BITCI Members CEO Reception, which concludes at 8pm.
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- **Progressing the sub-group proposals**

- *Transition to the Low Carbon Economy:*
 - **Request participation of relevant representative in the first B2B Platform session on March 5th**, hosted by Gas Networks Ireland; this session will include a focus group session for the design of the 2018/2019 Programme, and provide more details on the reporting templates.
 - A discussion took place on the need to engage with all 29 *Business Working Responsibly Mark* recipient companies so as to have all of them signed up to the Pledge. BITCI requested that CEOs of companies that have signed up to the

Pledge support this engagement process with fellow CEOs directly. BITCI will follow up with each CEO.

- *Worker of the Future*: If you haven't already done so, **please nominate your relevant HR representative** to complete survey.
- *Social cohesion*: If you haven't already done so, **please nominate your relevant HR representative** to provide details on any unconscious bias training and/or analysis you may have completed on your recruitment process, and on the measurement proposal.
- *Governance*: It was agreed that a revised governance structure be proposed and reviewed by participating companies, based on a dual chairing structure for each working group, so as to ensure continuity and ongoing engagement and support in managing the workload of chairing each group. This concept will be progressed in Q3 and Q4 2018.

Sub-group updates and next steps

Transition to the Low Carbon Economy

Pat O'Doherty, ESB and Bernadette Phelan, BITCI presented an update on the proposal.

The Group acknowledged the leadership of Fintan Slye, out-going CEO of EirGrid in bringing the work to its current status.

The Pledge is considered a valuable initiative with a key characteristic being the multi-sectoral and collective nature of the work. Given that Ireland is viewed as a laggard on climate action, the Pledge presents a significant opportunity for business leadership and action. To that end, it was acknowledged that the Groups' aim is to have the maximum number of Leader companies signed up to the Pledge as possible.

Critical issues for the sub-group to consider, particularly as the B2B platform progresses:

- The non-ETS elements (i.e. transport, agriculture, commercial businesses, the public sector, small industry and households) are where change needs to be driven.
- Within this, transport was viewed as critical for this Group particularly given the links to employee working patterns and business travel.
- The work needs to address the challenge presented by having a highly service based economy e.g. office space.
- The engagement of employees as they are central as catalyst for change both within the business and beyond.
- The Group aims to be highly transparent, ensuring clear evidence based follow-on to stated commitments; therefore it is asked that further details are provided prior to Pledge launch on the reporting templates & methodology, and the 2018/19 programme of B2B Platform.

- Regarding communications, key characteristics were viewed as: the Pledge as an outcome and a process, and not as a target; the collective commitment to action; the transparency offered by the reporting and B2B platform.

Next steps

- Stakeholders: Review of stakeholders to consult with prior to launch and within this identify endorsements possible and also key issues that may negatively impact.
- Reporting template: M&S, Accenture and Sodexo will explore with BITCI their internal structures & constraints regarding the Pledge, and work to define a possible solution; by unlocking these examples it will guide on other comparable cases with a view to maximising sign up to the Pledge.
- B2B Platform: The kick-off event will be held on March 5th and this will inform on design of the 2018 programme. A more detailed programme will be designed by the sub-group, and shared prior to May Roundtable.
- Risk assessment: Key risks will be mapped out and mitigation strategies proposed as part of the due diligence to inform the formal launch. This process will be complete by the end of April.
- Scaling of the Pledge: The sub-group is asked to revert with proposed timeline & scenarios regarding the scaling of the Pledge (i.e. when the Pledge is offered to all companies within the BITCI network and to wider business). The timeline will be informed by the due diligence to guide the Pledge launch.
- Please note the actions under the communications plan will define key messages for the Group.

Worker of the Future

Alastair Blair, Accenture presented an update on the proposal.

The framework continues to provide a robust structure for the sub-group, and the aim now is to issue a position paper approx. September outlining the research insights and practice findings.

A central tenet of the work is to identify links back to the criteria for *Business Working Responsibly Mark*, and the emerging insights are focused on describing what leadership and better practice looks like.

The survey was piloted within the sub-group and reviewed by UCD. The next step is carrying out the revised survey via peer-to-peer interview and it will be important to secure a high response rate from companies.

Next steps

- Group survey: all companies are now invited to participate in the finalised survey.
- Analysis: it is important that the empirical/company information is linked to academic research to allow for robust analysis and generate insights on what action is now needed.
- Stakeholders: to inform the work and prepare for publication of the position paper, all relevant stakeholders to be identified and consulted with as appropriate.

- From a communications perspective and taking into consideration the public launch of the Group on May 17th, it is essential that the sub-group defines a clear message and timeline on what it aims to work on and achieve during 2018 and 2019.

Social cohesion

Mark Coyne, Veolia presented an update on the proposal.

The Group agreed on the value of the proposed research on the unconscious blockers within business. In the context of full employment and social cohesion, the accessing and opening up of non-traditional labour pools would be impactful.

The publication of a collective position paper in Q3 is seen as a positive output and will define what collective action is possible for business and to communicate on the critical issues for business.

To proceed with the measurement proposal:

- More detail is requested on what is possible and the limitations that may exist regarding data as there may be clear blocks to gathering data on the specified groups. Of the 'at risk' groups, the disability and apprenticeship cohorts were noted as being of interest and more detailed data is requested.
- Where measurement is possible, it is anticipated that employment levels will be low and the aggregate data will present a stark picture and not account for the impact created through the corporate community engagement programmes with defined groups.
- Consideration must be given to sectoral variation and again this may serve to present a skewed view of what business is doing.
- In regard to apprenticeships, the sub-group is asked to consider if aspects of this work can help address the perceptions of influencers such as parents, schools by presenting positive examples of such pathways into the workforce.
- Beyond measurement, it was deemed relevant to assess the challenges that companies face in engaging and recruiting talent from marginalised communities in a sustained manner.

Next steps

- Unconscious bias training: survey what companies are doing in regard to the recruitment process, and identify what 'added value' collective action can bring. For example Accenture and Vodafone have completed project and can share findings.
- Measurement: as above, more data is required and request to scope what is and is not possible.
- Stakeholders: Ensure alignment and linkages to relevant programmes such as the DCU access programme; IBEC's apprenticeship programme for financial services sector; FIT (FAST Track into IT) as good model - can this Group support scaling of such work?
- From a communications perspective and taking into consideration the public launch of the Group on May 17th, it is essential that this sub-group defines a clear message and timeline on what it aims to work on and achieve during 2018 and 2019.