

BITCI Leaders' Group on Sustainability

Fifth Progress Report

**For review at Roundtable meeting on
6th September 2018
8am to 10am
ESB Two Gateway, East Wall Road**

**BUSINESS
IN THE
COMMUNITY
IRELAND**

The Network for Responsible Business

The following progress report outlines:

1. Agenda and attendees for CEO Roundtable, 6th September
2. Overview of current programme and key considerations to year end
3. Considerations on future impact and success factors to guide the design of 2019/2020 programme
4. Progress updates on the three action areas

The agreed First Principles guide the Group's decision-making and form the evaluation criteria for proposals, and they include:

1. Demonstration of business leadership
2. Being ambitious and bold
3. Focusing on collective challenges and gain
4. Designing a response based on collaborative action
5. Driving innovation

The Leaders' Group seeks to *Move Beyond Best Practice and Create Transformational Change.*

1. Agenda and Attendees

The meeting will be chaired by Tomás Sercovich, CEO of BITCI.

The agenda is as follows:

8am	Welcome, Ronan Murphy, BITCI
8.05am	Opening statement, Pat O'Doherty, ESB
8.15am	Progress updates, Bernadette Phelan, BITCI <ol style="list-style-type: none">1. Transition to Low Carbon Economy (<i>slides 16 -21</i>)2. Social Cohesion (<i>slides 22 – 27</i>)3. Worker of the Future (<i>slides 28 -31</i>)
8.35am	Overview of current programme, Tomás Sercovich, BITCI
8.45am	Discussion: Future impact and success factors (<i>questions as per slide 14</i>)
9.25am	Closing comments
9.30am	Meeting end and networking

While awaiting final confirmations, attendees as at 31st August include:

1. Eoghan Lynch, **Arup**
2. Gavin Kelly, **Bank of Ireland Group**
3. Richard Clinton, **Dawn Meats**
4. Brendan Jennings, **Deloitte**
5. Pat O'Doherty, **ESB**
6. Tony O'Malley, **Fujitsu**
7. Stephen Wheeler, **SSE Ireland**
8. Peter Lunden-Welden, **Transdev**
9. Liam O'Brien, **Vodafone Ireland**

From BITCI:

1. Ronan Murphy, Chairman
2. Tomás Sercovich, CEO
3. Bernadette Phelan, Head of Advisory Services
4. Moira Horgan, Head of Marketing

2. Overview of current programme to year end

The areas of impact

26 CEOs

**OF IRELAND'S TOP COMPANIES,
WITH 90,000 EMPLOYEES**

COLLABORATING ON KEY SUSTAINABILITY AREAS



**MAKING IRELAND THE NUMBER 1
PLACE TO DO BUSINESS**

WWW.BITC.IE



Currently there are 26 Members of the Leaders' Group and include:



The Year End Milestones

- The key outputs to year end include take-up of the Low Carbon Pledge, and positions papers to define future action & asks under Social Cohesion and Worker of the Future. These outputs provide the frameworks to define the 2019 objectives.
- Stakeholder engagement will be carried out with relevant national and international parties to validate the position papers and to mobilise key actors in preparation for any proposed calls to action for the wider network.
- A key external communications platform is the BITCI CEO Breakfast Forum, 14th November. Key messages from the Leaders' Group will be shared at this event with a focus on the Carbon Pledge. A video featuring the Chairs/Co-Chairs, funded by GNI, will also be premiered at the event. Communications plan will be developed around the launch of the position papers for Social Cohesion and Worker of the Future.

2018 Milestones – Summary of Key Outputs

Transition to the low carbon economy	A business Carbon Pledge & commitment to action: <ul style="list-style-type: none"> • 25 members formally signed up; 21 members with positive Expressions of Interest • Knowledge Platform initiated and 2018 programme in-play 	Sign-up by 31 st Oct
Social Cohesion	<ul style="list-style-type: none"> • Finalised Leaders' Position Paper with framework for collective action & circulated to Leaders' Group • Issue of the report to BITCI network & public release of report - tbc/Q1 2019 	Q4
Worker of the Future	<ul style="list-style-type: none"> • Finalised Leaders' Position Paper with framework for collective action & circulated to Leaders' Group • Issue of the report to BITCI network & public release of report tbc – tbc/Q1 2019 	Q4
The Leaders' Group as a collaborative platform	<ul style="list-style-type: none"> • Finalised report by year end and review external communications thereafter 	Q1 '19

Governance and operational structure

- The Leaders' Group agreed to appoint co-chairs to each sub-group. To that end we wish to announce that:
 - **Denis O'Sullivan, Gas Networks Ireland** joins **Mark Foley, EirGrid** as chair of the Low Carbon sub-group
 - **Ken Scully, M&S Ireland** joins **Sinead Patton , Veolia** as chair of the Social Cohesion sub-group
- The co-chair to join **Alastair Blair, Accenture** on the Worker of the Future sub-group is presently being finalised and will be announced in due course.
- In preparation for the upcoming CEO Roundtable, a meeting of the Chairs from Accenture, EirGrid and M&S Ireland was held on 20th August.
- In regard to the sub-groups, the Terms of Reference will be reviewed over coming months to reflect the agreed objectives for 2019.
- BITCI will lead on the on-boarding process for any new companies wishing to join the Leaders' Group; BITCI will revert if any peer-to-peer CEO exchange is required to support this process.

When reviewing our current programme, the following were identified by the Chairs as critical factors to drive future action & impact:

- **Stakeholder engagement** on the draft position papers under Social Cohesion and Worker of the Future:
 - BITCI will seek to secure relevant endorsements from key stakeholders as part of this process.
- Setting out of **external communications plans and appropriate timelines** for public release of position papers:
 - Position papers (all complete by year end) will showcase business case studies, present robust statements on common challenges, and on the collective strategic views on how business can create change & impact.
 - The resulting Calls to Action for the BITCI network are presently being defined.
 - The communications & launch plans for these papers will be defined during October and November.
- **Government awareness:**
 - Proposal to meet with Secretary Generals of relevant Departments as a first step.
- **Engaging the network:**
 - Key messages from the three action areas of the Leaders' Group will be presented at the BITCI CEO Breakfast Forum, 14th Nov with a focus on the Low Carbon Pledge. In addition key messages will be part of the year end network meeting for all BITCI members and wider stakeholders on 12th December.
 - Articulating the value of collaboration: BITCI in association with UCD's Centre for Business & Society are drafting a paper on the business case for business collaborations to drive sustainability action, and to share the approach and learnings from the Leaders' Group. The paper will help position this innovative business collaboration with key stakeholders such as government and wider business.

When reviewing success factors, the following have been instrumental in supporting progress to date:

- CEO/MD Leadership - Roundtables & engagement levels
- Business Leaders as Chairs including:
 - GNI and EirGrid for Low Carbon
 - M&S Ireland and Veolia for Social Cohesion
 - Accenture for Worker of the Future
- Sub-groups as mechanisms for action:
 - Engagement of senior delegates; co-creation platform between BITCI and members
 - Members forum for learning and exchange to build capacity & new perspectives for collective action
- Endorsements by external stakeholders
- External communications launch
- Provision of benefit-in-kind for marketing & communications

3. Creating Impact in 2019 and beyond

On 6th September, we will review the current programme and future impacts , and gather your perspectives on the success factors and challenges to date.

This feedback will be:

- shared with the sub-groups and guide design of 2019 plans, and
- reflected in the paper on business collaboration

When considering the impact of the Leaders' Group in 2019/2020, the following are significant:

- **The function & format of the CEO Roundtables:**

- In 2019 three Roundtables are proposed given the current phase of work. The format will include external speakers to provide a critique on current Leaders' work and explore future challenges, together with increased sharing of relevant knowledge & opportunities to support agreed objectives & actions.
- The meetings dates will align with BITCI CEO events with Roundtables anticipated in late Q1, mid-Q2, and Q4 in 2019.
- Agreed hosts include Accenture and CRH.

- **Sub-groups Terms of Reference:** ToRef will be reviewed in Q1 based on the objectives & actions of 2019 programme.

- **The calls to action for the BITCI network:**

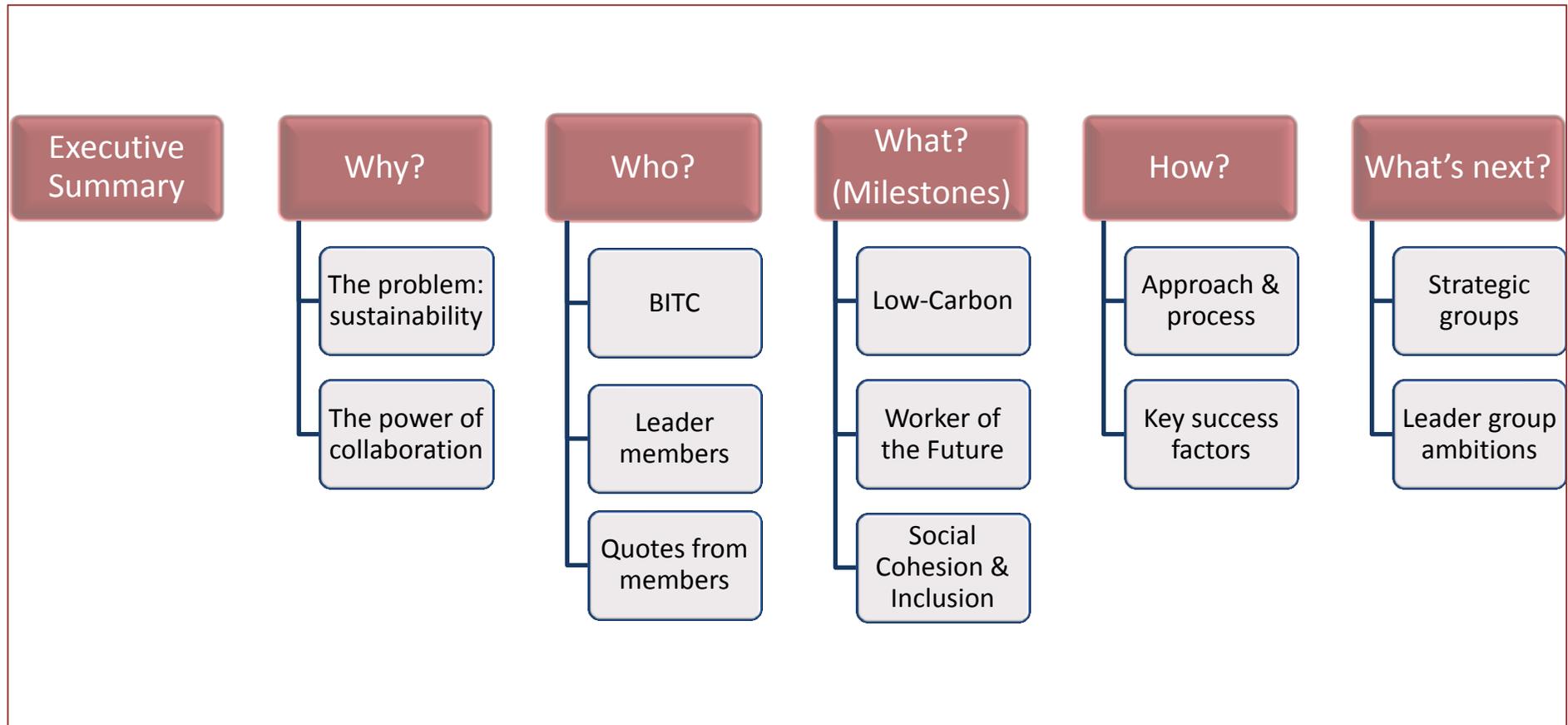
- Low Carbon Pledge & supporting action – with the inaugural report launch due in April 2019, this will be a core element of the Leaders Group in 2019. Development of the knowledge platform will complement this and act as a mechanism to drive ambition.
- Social cohesion - a robust Framework to create impact will be articulated in the position paper, and this will provide the basis for a call to action to the BITC network in Q1 2019.
- Worker of the Future - the position paper will articulate key insights, common learnings and recommendations on this agenda, and it is presently under review whether a call to action is required.
- To ensure a coherent overall focus of the Leaders' Group, consideration will be given to the merger of interconnected work under the three action areas; specifically there is potential to align aspects of the Social Cohesion Framework to the objectives of Worker of the Future sub-group.

- **Government relations:** An engagement and communications plan will be finalised during Q1 to support the objectives & actions of 2019.

- **Stakeholder engagement:** On-going stakeholder engagement will be required during 2019 to drive action & impact.

As noted, a paper on collaboration will be drafted to outline the approach and learnings from the Leaders' Group. The report aims to inspire other businesses to engage in collective sustainability dialogues and will illustrate the commitment of the Group.

The proposed report structure is as follows:



At the Roundtable, we will discuss the following:

- What do you see as the success factors to date?
- What risks and challenges do you see?
- How do we maintain momentum, and build on successes?

4. Progress Update from sub-groups

Transition to the Low Carbon Economy

Chaired by



Gas
Networks
Ireland



Current status:

Roll-out of the Low Carbon Pledge to the BITCI network

- To date, 25 members formally signed up and 21 members with positive Expressions of Interest
 - Company sign-up requires CEO/MD approval
 - BITCI to announce all companies signed-up at the CEO Breakfast Forum, 14th November
 - The first report will be complete by 30th April 2019 (based on 2018 company data)

The Low Carbon Pledge – Signatory Members & Positive Expression of Interest



A&L Goodbody



ARUP



Bank of Ireland



Boston Scientific
Advancing science for life™



Banc Ceannais na hÉireann
Central Bank of Ireland
Eurosystem



Deloitte.

DIAGEO
IRELAND



FUJITSU



HEINEKEN



Heat Merchants
Group



Johnson & Johnson



M&S
EST. 1884



RICOH
imagine. change.

sodexo



TESCO



Ulster Bank



WILLIAM FRY

The Low Carbon Pledge – Awaiting a formal response as yet



STATE STREET



Not presently in a position to sign up with dialogue on-going, and review at later date



Next Steps

	Main Actions	Timeline
Low Carbon Pledge	<ul style="list-style-type: none"> • Sub-group to contact companies where possible to encourage sign-up • Review scaling of the Pledge to businesses outside of BITCI network 	<ul style="list-style-type: none"> • Public Announcement – 14th Nov • Data submission deadline - 28th February 2019 • Report Publication - 30th April 2019 • Review of scaling - Q2 2019
Knowledge Platform	<ul style="list-style-type: none"> • Q4 Knowledge Platform event, hosted by ESB • BITC and GNI to develop 2019 Action Plan 	<ul style="list-style-type: none"> • 2019 Plan outline complete by 24th October
Supporting Local Communities	<ul style="list-style-type: none"> • BITCI to develop a case studies on how companies can impact communities via SEAI schemes 	<ul style="list-style-type: none"> • Case studies finalised and issued - 10th September
Young Low-Carbon Leaders	<ul style="list-style-type: none"> • BITCI working with UCD on programme proposal for sustainability champions 	<ul style="list-style-type: none"> • Proposal for review at next CEO Roundtable
Data collection and Reporting	<ul style="list-style-type: none"> • BITCI to finalise the Data Recording Template 	<ul style="list-style-type: none"> • Data Recording Template to be sent to all signatories - Q4
BITCI Annual Low Carbon Report	<ul style="list-style-type: none"> • BITCI to identify suitable delivery partner for the Low Carbon Report 	<ul style="list-style-type: none"> • Update at next sub-group meeting - Q4

Social Cohesion

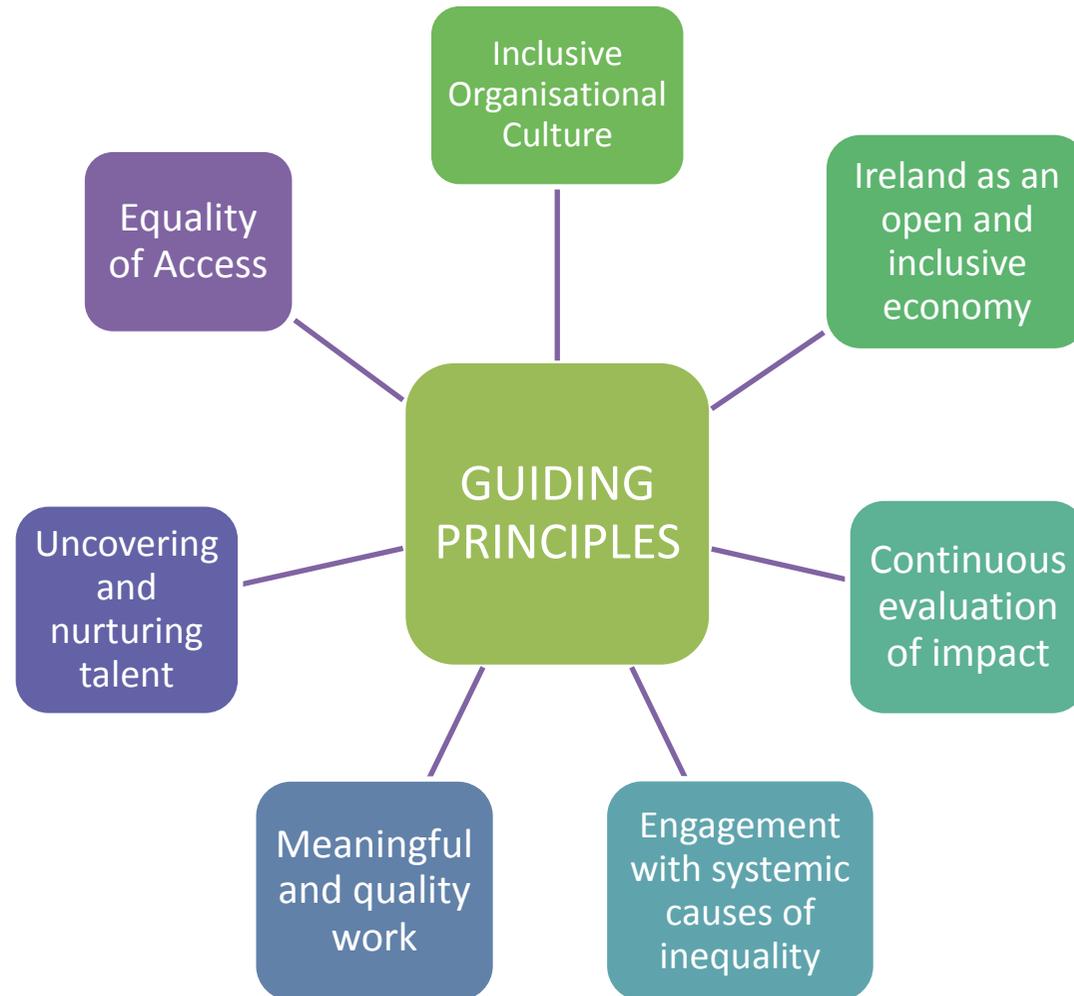
Chaired by



Based on feedback from the May Roundtable, a revised Framework was drafted and reviewed with the sub-group on 17th August. The following considerations were incorporated into the revised Framework:

- A statement of clear purpose – defined as greater access to employment for people vulnerable to social exclusion
- A focus on practical actions – with the Framework revised to include steps to implement each action area
- The Framework is a roadmap for action for social cohesion and inclusion for any organisation, and sector
- The three core action areas are largely unchanged:
 - “Intervention at school stage” broadened to “Community – supporting immediate and long-term social cohesion” to include community programmes.
- Guiding principles stated which reflect core aspects of the Leaders’ Group ambition and sub-group discussions inc. business case (talent and inclusive economy), quality work and inclusive organisational culture
- Continuous cycle of review now included and defined as: *Measure – Review - Adapt – Act*

The Guiding Principles were stated as follows:



The revised social cohesion intervention framework



Implementing the Framework

1. Evaluate

Identify existing recruitment channels

Evaluate current programmes to support employees from groups vulnerable to social exclusion

Evaluate existing programmes

2. Explore

Assess diversity in the organisation and identify gaps

Identify opportunities for developing inclusive organisational culture

Benchmark against best practice and identify gaps

3. Implement

Identify appropriate alternative recruitment channels and implement programmes

Implement appropriate programmes

Identify opportunities and implement programmes

Recruitment

Uncovering talent from diverse pools

Support

Creating an inclusive organisation

Community

Supporting immediate and long-term social cohesion

Next Steps

Main actions	Timeline
<p>Led by BITCI</p> <ul style="list-style-type: none">• revise framework and test with additional Leader companies – HR Directors identified as key consultees• perform stakeholder consultations• send case study template to companies• draft of position paper for review by sub-group <p>Asks for sub-group members:</p> <ul style="list-style-type: none">• List of key stakeholders to consult with prior to public release of the position paper, and to support our on-going ambitions• Submission of case studies• Tools for measurement<ul style="list-style-type: none">• Forward details of current KPIs in social cohesion• Forward other insights, projects or suggestions on how to measure success	<ul style="list-style-type: none">• Next sub-group meeting at end of September/early October to:<ul style="list-style-type: none">• review a full draft of the position paper• agree on the call to action for BITCI network members• Stakeholder consultations during September & October• Based on above steps, BITCI & Chairs agree on report launch date• Communications approach & plan defined during October & November• Report shared with Leaders' Group at CEO Roundtable, 14th November

Worker of the Future

Chaired by



Progress updates

- Sub-group meetings held on 16th July and 29th August to:
 - Review the research inputs from company surveys, an Accenture insights paper on Learning & Development, and UCD research project
 - Agree the key sentiments to include in the position paper
 - Review the structure of the position paper

Main actions	Timeline
• Stakeholder consultations based on draft report	Commence mid-September
• Review of full draft paper at sub-group meeting	Mid-October
• Finalised paper ready for design process	29 th October
• Based on above steps, BITCI & Chairs agree on communications approach & report launch date	Review during October & November
• Report shared with Leaders' Group at CEO Roundtable	14 th November

The draft outline of the position paper is as follows:

Executive Summary

Why?

Context

Our narrative

Who?

Leader group

BITCI and UCD
CeBaS

Stakeholders &
Endorsements

What?

Framework

Guiding
principles

Research insights
& evidence-
based activity

Structured
interviews on
the Framework

BITC focus group
with precarious
workers

UCD research on
L&D

Accenture L&D
paper

Next steps

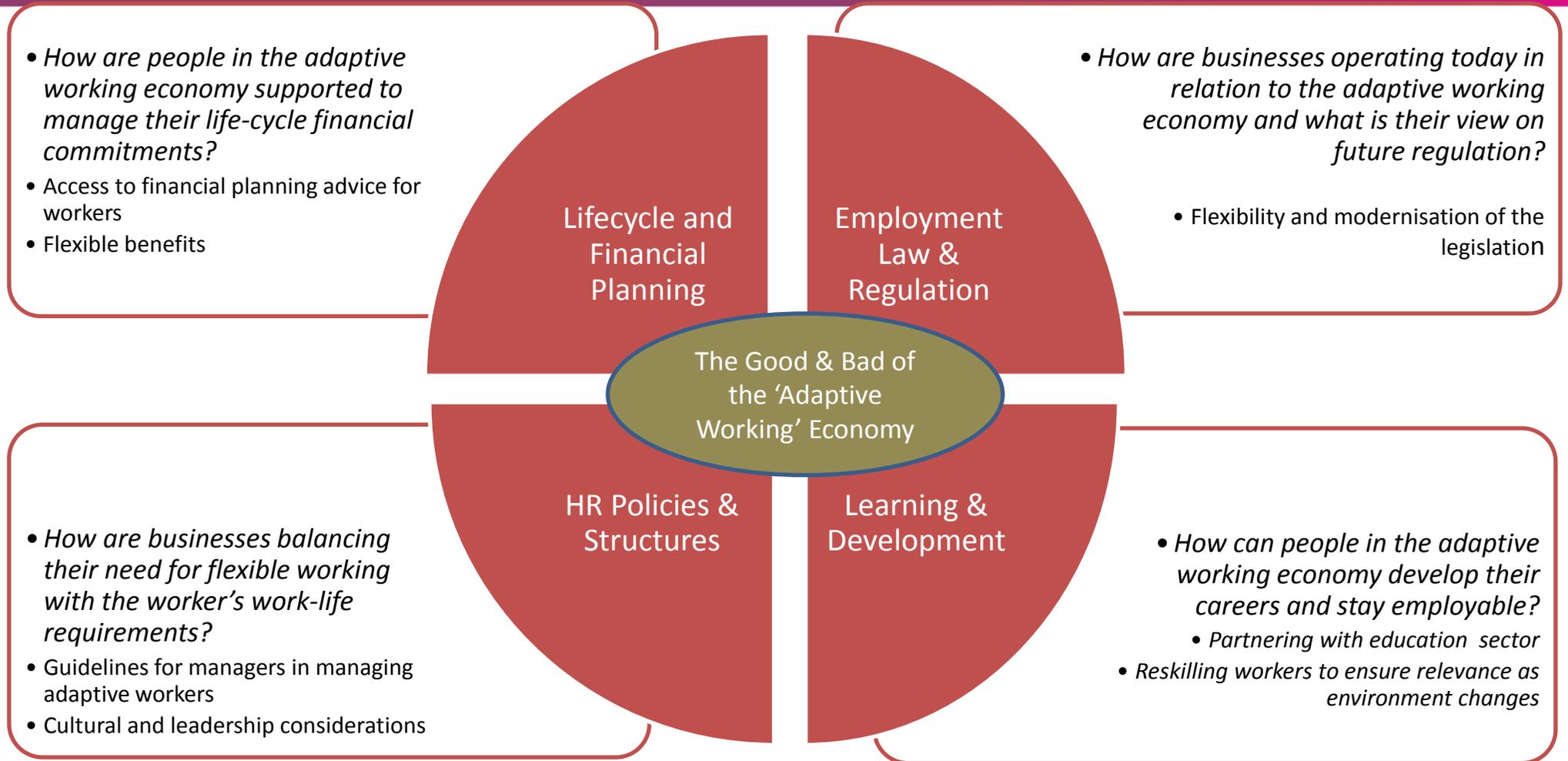
Key insights for
companies

Guidance &
immediate steps
(company level)

Statement on
next step of
Leaders' Group

Case studies will be included to showcase best practice

The position paper will present the agreed Framework (as below), and insights and guidance based on supporting research with a focus on the Learning & Development agenda.



Contact:
Bernadette Phelan
Head of Advisory Services
e: bphelan@bitc.ie m: 087 749 7423