GCNA Strategic Plan: 2020 to 2022

Purpose and Mission

Purpose: Empowering business to act responsibly, set a positive example and create a sustainable future.

Mission: We lead, enable and connect business and stakeholders to create a sustainable future by acting responsibly and finding opportunity for positive impact.

Who are we:

As a special initiative of the UN Secretary-General, the United Nations Global Compact is a call to companies everywhere to align their operations and strategies with ten universal principles in the areas of human rights, labour, environment and anti-corruption. Launched in 2000, the mandate of the UN Global Compact is to guide and support the global business community in advancing UN goals and values through responsible corporate practices. With more than 9,500 companies and 3,000 non-business signatories based in over 160 countries, and more than 70 Local Networks, it is the largest corporate sustainability initiative in the world.

In Australia, the business-led Global Compact Network Australia (GCNA) brings together participants to the UN Global Compact, including a number of Australia's leading companies, civil society organisations and universities in a platform for dialogue, learning, influence and action that is practical and leading edge. We guide businesses on how a principles-based approach to doing business by advancing the Ten Principles and the contributing to the UN Sustainable Development Goals (SDGs) drives long-term business success.

The GCNA is recognised as a trusted convener and adviser on responsible and sustainable business practices by sustainability practitioners. The GCNA provides organisations with a meeting point to share and build best practice and connect with networks and experts in Australia. Our Strategic Plan for 2020 to 2022 builds on this with the aim to grow the GCNA's reach and reputation to assist with achieving the GCNA's vision.

GCNA Audience

The GCNA convenes events and activities and delivers publications that are targeted at the following audiences:

- Sustainability practitioners and executives
- CEOs, CFOs and Executive
- Non-Executive Directors
- Company Secretaries
- Risk professionals
- Governance professionals

Strategic Plan

> **Strategic vision:**
>
> 1. **Australia's leading business-led responsible business initiative, with an active capacity-building role for the UN Global Compact in our region**
>
> 2. **Trusted adviser and commentator on responsible and sustainable business practices**
>
> 3. **Robust governance, operations and business model, with diversified and sustainable income**

1. The GCNA is Australia's leading business-led responsible business initiative, with an active capacity-building role for the UN Global Compact in our region.

Goal: The GCNA is Australia's inclusive responsible business initiative providing business and stakeholders with the platform to enable impact of, and progress on responsible business practices; to act responsibly and find opportunity for positive impact; and to learn, share and collaborate together.

What success looks like:

- The GCNA business (corporate and participant-level SME) membership grows year on year.
- The GCNA has high business member retention each year.
- The suite of activities influence corporate practice and culture and align to the UN Global Compact's strategy and Ten Principles, including emerging trends and consideration of member/participant needs.
- Individuals who participate in our activities are from various functions within business and C-Suite value. These individuals, and their organisations, understand our value proposition, and seek our insights on responsible business practices that effect their business.
- Viewed as a key influencer on corporate practice, culture and government policy by our members and key stakeholders (i.e. government departments, key civil society actors/influencers).
- The GCNA has a suite of online resources that strengthen its brand across its key topic areas.
- We have at least two 'LEAD' members of the UNGC.

What we'll do to achieve this:

Activities

- Curate a platform of annual activities (including events, forums, publications, roundtables) for practitioners that enables the GCNA to guide corporate practice and culture in responsible business practices. The activities will leverage the UNGC's global initiatives, address trends in responsible business and align with member priorities. These will be founded on the Ten Principles and support business' contribution to sustainable development (using the SDGs as the lighthouse). Activities will be associated with the GCNA's four pillars: Business and Human Rights, Environment and Climate Change, Governance and Anti-Corruption, and the 2030 Agenda.
- Curate activities that for C-Suite that enables them to set a 'tone from the top' for responsible business practices and culture and, where appropriate, contribute to government policy and debate. This includes participation in global initiatives of the UN Global Compact.

- Be an active influencer and participant in government policy through participation in government policy enquiries and, where appropriate, soft consciousness raising of critical issues.
- Deliver a bi-annual GCNA Conference and bi-annual Making Global Goals Local Business (MGGLB) event on alternating years; and annual dialogues across Business and Human Rights, Environment and Climate Change and Governance and Anti-Corruption.
- Ensure a strong online presence through our website(s) and social media. (For example, this could include upgrading the GCNA's current website to reflect the 'One-UNGC' branding, transforming the SDGs website into a hub for the 2030 Agenda, and by being the secretariat for the Bribery Prevention Network.)
- Retain and create targeted communities of practice for key topics to provide members with active opportunities to participate, learn and share.

Member Retention and Growth

- Work alongside GCO to develop and implement a business development plan, and the associated onboarding collateral, to increase corporate, SME participant level and subsidiary members.
- Work alongside the GCNA Board to develop an engagement plan through their key contacts.
- Develop a knowledge-sharing hub for business members providing them with 'member only' content such as on-demand access to webinars and exclusive content.
- Undertake an annual member survey each year to capture member feedback and enable alignment of activities to member interests and emerging trends.

Stakeholder Engagement

- Build relationships and, where appropriate, strategic partnerships with business-focused peak bodies and industry groups (i.e. AICD, the Governance Institute and CEDA) and with key Federal Government departments (i.e. the Australian Federal Police), UN / UN affiliated organisations (i.e. PRI), civil society, investor groups, and other quasi-government departments (i.e. Australian Human Rights Commission).
- Continue to support DFAT in its advancement of sustainable development and its other strategic priorities.

Funding Support

- Goal 1: Receive funding from DFAT for a two-year period to support flagship activities and publications, that also supports the GCNA's growth projections.

2. The GCNA is a well-regarded commentator and trusted adviser on responsible and sustainable business practices

Goal: The GCNA are actively sought for their views on responsible business practices and culture from media and government, and recognised as a trusted adviser by CEOs, directors and executive members of businesses on implementing responsible and sustainable business practices.

What success looks like:

- Increased mainstream media coverage of GCNA activities and thought leadership, including the inclusion of GCNA commentary in mainstream and industry media.
- Increase in the number of impactful publications launched by the GCNA (either self-written or in collaboration with other stakeholders – i.e. universities, professional services firms) on an annual basis that are shared amongst members and peers.
- The GCNA is viewed by the media as an influencer and approached by media to comment on current issues relevant to our mandate.
- The GCNA is seen as an influencer, with high engagement levels, on social media through its blogs, commentary and articles across its four focus areas. The contributions for blogs/articles are from senior GCNA staff and GCNA directors.
- The GCNA has a small group of CEO/Director level brand ambassadors/advocates who have a strong voice and personal passion for the GCNA's agenda and assist in growing the GCNA's influence/voice.
- The GCNA releases publications annually which are discussed in social media and media, including an annual publication of emerging trends developed in collaboration with the GCNA Board and members.
- Recognised by CEOs/directors/executives of corporates, including the top ASX companies, as advisers on responsible business practices.

What we'll do to achieve this:

Stakeholder Engagement

- Build relationships with key journalists from mainstream media (i.e. The Age, The Australian, SMH, AFR and the ABC) and key industry publications (i.e. The Governance Institute, AICD).
- Leverage key relationships with members (i.e. universities) and strategic business-focused peak bodies, (i.e. Governance Institute), and industry groups to deliver publications that are aligned to the GCNA's four pillars and emerging responsible business trends.
- Leverage relationships with academic institutions (i.e. universities) and peak-director education bodies (i.e. AICD) to seek to contribute to their engagement with senior executives and directors through speaking platforms and, where possible, education programmes. This includes, for example, curriculum commissioned work with, for instance, the AICD on corporate governance and non-financial risks.
- Contribute to Federal Government inquiries, or requests for submission, that are aligned to the GCNA's four pillars and, where appropriate, provide GCNA members with the opportunity to contribute to the GCNA's submission.

Activities

- Write opinion pieces to sell into-media on a quarterly basis, targeting specific papers and magazines (i.e. Director's Magazine, Sunday Age, Boss Magazine).
- Host at CEO/Executive/director roundtables on focus/emerging issues per year, that demonstrate strong engagement and participation in responsible business practices by member companies.
- The GCNA has a speaking platform at MBA and director focused education programmes and key industry events – for example, MBA lectures, AICD Courses, IMARC.
- Provide opportunities for GCNA members to profile their responsible business initiatives by collaborating with the GCNA on publications and/or through the publication of short case studies on the GCNA website, or SDGs website.

3. Robust governance, operations and business model, with diversified sustainable income

Goal: The GCNA is run and governed effectively, with a sustainable business model.

What success looks like:

- Well respected, regarded and connected Chair who elevates the status of the GCNA.
- Effective and impactful Board of Directors, that includes a combination of member and independent board members and whose role on the Board is clearly communicated and focused on strategy and governance.
- Effective CEO/Executive Director, with sufficient support and resources to deliver the strategy and operate the organisation effectively.
- Board sub-committees that reflect the needs of the GCNA (i.e. Governance & Nominations, Finance and Risk).
- Well regarded Board Chairs with subject matter expertise have primary responsibility for ensuring the strategic direction of the workstreams.
- Operational policies and procedures that consider the key risks associated with the GCNA and also reflect the values of the UNGC.
- High-performing staff with appropriate expertise.
- Sustainable business model, with year on year income growth from a range of income sources (i.e. government grants, sponsorship, event revenue).

What we'll do to achieve this:

- Undertake regular (every two years) Board effectiveness review (as provided for in the Nominations & Governance Committee Charter).
- Develop Board roles and responsibilities document, including for Chair, Deputy-Chair, Directors, sub-committees, Chairs of workstreams.
- Develop a suite of operational policies and processes to ensure effective risk management of the GCNA (i.e. i.e. Finance Policy, Travel and Expenses Policy, Partnership Policy, Events Procedures, Risk Register, OH&S Register etc).
- Ensure staff effectiveness and performance (e.g. formal annual performance reviews for all staff) and setting KPIs for the GCNA.
- Ensure that a staff development plan is in place and implement (to the extent resources allow).
- Implement internship program.
- Develop a succession plan for Chair and ED.
- Maintain continued focus on member recruitment, including at the Board level, and that the MOU with the Global Compact Office provides the GCNA with sustainable, and growing, member income.

- Maintain a strong program of activities and events (per above), that includes a profitable income stream.
- Secure two-years of funding from the Private Sector Development section of DFAT for the GCNA's larger scale activities.
- Forge strong relationships with key Federal Government departments, and appropriate State Governments, to outline the criteria for collaborating on initiatives and events, including expectations on funding support.