



Australian Centre for Corporate Social Responsibility

**GAME CHANGER:**  
THE NEW SOCIAL CONTRACT BETWEEN BUSINESS, SOCIETY AND  
GOVERNMENT

**Conference Report**

5 February 2009

**ACCSR's 3<sup>rd</sup> Annual Conference**

**Game Changer:** The New Social Contract between Business, Society and Government.

**5<sup>th</sup> February 2009**

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## Introduction

It is with pleasure that I introduce this report on the ACCSR's Third Annual Conference, "Game Changer: The New Social Contract between Business, Society and Government".

ACCSR's mission is to help organisations build competitive advantage through corporate social responsibility. We do this in several ways – through our research and advisory services, our learning and executive development programs, and our annual conference.

The conference was attended by over 200 delegates from business, government, NGOs and the higher education sector.

Through the conference ACCSR aimed to contribute to and foster public discussion about the changing role of business in society, to provide delegates the essential knowledge to manage well in 2009 and beyond. The program provided a mix of academic thinking and practical real life case studies, presented by international and national experts.

I am very grateful to our host, Westpac, for supporting the event for the third time - providing a comfortable and convenient conference space on the 23<sup>rd</sup> floor of the Westpac Centre in Sydney and helping develop the conference program.

I would like to thank our major sponsors, La Trobe University's School of Graduate Management and supporting partners CPA Australia, the Chartered Secretaries Australia and Diplomat Media/Corporate Citizen Magazine.

I would also like to thank the conference chairs broadcaster Ali Moore, and CPA Australia President Alex Malley, for their energy facilitating thought provoking discussions.

The conference was made possible by the dedication of ACCSR's staff; Research Consultant Sara Bice, Marketing & Programs Manager Riki Edelsten, Office Manager Bob Kochen, Reporting Services Practice Manager, Kate Niblock-Siddle, and Senior Consultant, Simon Robinson.

Speeches and presentations are available on the ACCSR website (please see [www.accsr.com.au](http://www.accsr.com.au)).

This report is possible because of the work of our volunteer reporting team, for whose efforts I am deeply grateful. The individuals are acknowledged throughout this document for the sessions they covered.



Dr. Leeora Black  
**Managing Director**  
19 February 2009

## About ACCSR

The Australian Centre for Corporate Social Responsibility helps organisations build competitive advantage through corporate social responsibility.

We are Australia's leading specialist corporate social responsibility services provider. Our advisory, learning and research services in CSR help a wide range of clients from global business leaders to industry associations, public sector entities and non-government organisations.

Established in 2003, Managing Director Dr Leeora Black founded the firm with the mission of supporting companies to achieve superior social performance that helps drive business success.

Adopting a capacity building approach, ACCSR helps organisations to identify and understand their social responsibilities, capacity and impact and develop strategies and tactics to reduce social risks and improve both performance and social responsiveness.

ACCSR's approach is grounded in the disciplines of strategic management and organisational change management, applied to the field of organisation-stakeholder relations.

For more information see [www.accsr.com.au](http://www.accsr.com.au)

## Conference Announcements

### ACCSR Launch the State of CSR – 2009 Annual Review

Dr Leeora Black, Managing Director of ACCSR, presented the initial findings of *The State of CSR – 2009 Annual Review*. This is the first Australian report to quantitatively measure the relationship between CSR in-house capabilities and improved business outcomes, providing a business case to justify CSR in all organisations.

The report shows the ways in which CSR capabilities drive environmental competency, create different business outcomes and enhance organisational performance. Providing valuable insights for businesses aiming to increase effectiveness of the CSR function, establish the value of CSR within organisations, quantify the drivers of CSR performance and ultimately achieve better business outcomes.

The two volumes of the report:

Vol. 1 **CSR Drivers of Business Outcomes and Performance:** The Business Case in Numbers

Vol. 2 **Working in CSR:** Salaries, Roles and the CSR Profession in Australia Today

Customised reports for individual organisations are also available.

See page 17 of this report for more information on The State of CSR results presented at the conference.

To register your interest in receiving information when the report is released please contact Riki Edelsten, Marketing and Programs Manager at [rikiedelsten@accsr.com.au](mailto:rikiedelsten@accsr.com.au)

### La Trobe University's Graduate School of Management and ACCSR Partnership

Australia's first Graduate Certificate in Corporate Responsibility is available from February 2009. The certificate which was developed by ACCSR, La Trobe Graduate School of Management a group of senior CSR managers from a dozen leading companies, is an important step towards the professionalisation of CSR as a management function. It will help ensure there is a common body of knowledge that CSR professionals can look to.

The Graduate Certificate requires completion of four compulsory units and is suitable for people who are or would like to be working in CSR and for people for would like to obtain a greater professionalisation in CSR. One of the subjects in the Graduate Certificate of Corporate Responsibility is called Integrating Responsible Business Practices, and it is taken via attendance at ACCSR workshops.

For more information please contact Leeora Black at ACCSR on 03 9826 1767 or Jogvan Klein at La Trobe GSM on 03 9479 3108.

## Game Changer - Session Overview

The business environment is changing profoundly. Wherever one looks – broad concepts such as sustainable development and corporate responsibility, or specific themes such as climate change – are dramatically changing expectations of business in society. In addition to creating products and services, and jobs, Government and civil society increasingly look to the business sector to deliver other ‘public goods’, such as alleviation of global poverty and respect for human rights.

Many businesses are already going on the front foot, exploring the new market opportunities that are opening up and creating new models of engagement with government and society to address complex challenges. Most, however, are responding cautiously, recognising that the current policy landscape often discourages change. Public attitudes towards an expanded business role are also mixed.

The involvement of business is essential if governments are to deliver on existing and expected social and environmental commitments. How should business respond? How can government harness the best of the business sector, without losing control of the policy agenda? What are the new ethical responsibilities of business, and what incentives need to be put in place to ensure they are met?

This high-level one day ACCSR conference will provide leaders from the business, government and civil society sectors a unique opportunity to discuss the changing role of business in society with national and international experts. The program will include a balanced mix of the latest academic thinking as well as practical case studies from Australia and overseas.

### **PART 1: Setting the Scene – A New Paradigm for Business, Society and Government Relations**

#### **Session 1, 9.30am - 11.00am**

**Chair:** Ali Moore, Broadcaster and Journalist

Over the past several decades, globalisation has resulted in an increase in the power and influence of the private sector and a relative weakening of the role of the public sector in developed countries. The changing role of government has also seen the private sector and NGOs become the providers of many services previously offered by government.

Concurrently, globalisation means it is easier to know about the activities of organisations both nearby and in distant locations. This provides the opportunity for organisations to benefit from learning about new ways of doing things and solving problems. It also means that organisations’ activities are subject to increased scrutiny by a wide variety of groups and individuals.

As a result, business, civil society and government are operating in a new paradigm. The rules of engagement and the accepted roles of each sector are changing. How can business meet the challenge of a just society?

#### *Speakers:*

**Gail Kelly**, CEO, Westpac

**Professor S. Prakash Sethi**, President & CEO, Sethi International Centre for Corporate Accountability, Inc., and Distinguished Professor of Management at the Zicklin School of Business, Baruch College, The City University of New York

**Morning Tea, 11.00am - 11.30am**

## **Session 2, 11.30am - 12.35pm**

**Chair: Ali Moore**, Broadcaster and Journalist

*Working across boundaries – multi-sector governance frameworks that advance corporate responsibility.*

Corporations, governments and civil society must work together in new ways to achieve shared goals such as sustainable development and overcome shared problems like environmental degradation, corruption and poverty. What are the new governance models that will enable corporations to recognise and meet their corporate responsibilities? What are the key success factors from the international and national perspective?

### *Speakers:*

**Paul Hohnen**, Special Adviser to the UN Global Compact, Global Reporting Initiative, and International Institute of Sustainable Development

**Anita Roper**, CEO, Sustainability Victoria

**Paul Oosting**, Campaign Manager, The Wilderness Society

## **Keynote Address, 12.35pm - 1.00pm**

**Peter Singer**, Ira W. DeCamp Professor of Bioethics, University Centre for Human Values, Princeton University

## **Lunch, 1.00pm - 2.00pm**

## **Session 3, 2.00pm - 3.00pm**

**Chair: Alex Malley**, President, CPA Australia

*Good versus good: can informal governance mechanisms stand the test of competing claims for good?*

Everybody wants what is best for sustainable development of our society, but there is much disagreement about the right thing to do. The battle of good versus good is illustrated by the dilemmas of infrastructure development and sustainable mobility, balancing the needs of people for economic development, environmental preservation and quality of life.

### *Speakers:*

**Stephen Bradford**, CEO, Port of Melbourne Corporation

**Barry Pipella**, Vice President of Strategic Outsourcing, IBM Global Technology Services

## **PART 2: The State of CSR in Australia**

## **Session 4, 3.00pm - 4.10pm**

**Chair: Alex Malley**, President, CPA Australia

## **The State of CSR in Australia Research Report Launch, 3.00pm - 3.15pm**

**Leeora Black**, Managing Director, Australian Centre for Corporate Social Responsibility

## **Business roundtables, 3.15pm - 4.10pm**

- 1) Managing Climate Change Challenges, facilitated by **Emma Herd**, Director Emissions and Environment, Westpac Banking Corporation and **John Connor**, CEO of the Climate Institute
- 2) Integrating CSR and Business Strategy, chaired by **Sally Herman**, General Manager Corporate Affairs and Sustainability, Westpac and **Jon Nicholson**, Chief Strategy Officer, Westpac
- 3) New Directions in Corporate Community Investment, chaired by **Paula Benson**, General Manager Corporate Affairs, Alcoa of Australia and **Matthew Stevens**, CEO, Kids Foundation
- 4) Improving Supply Chain Policies and Practices, chaired by **Mark Reynolds**, Associate Director Sustainability, Portland Consulting and **Prakash Sethi**, President, International Centre for Corporate Accountability

**Afternoon Tea, 4.10pm - 4.30pm**

**Summary of discussions from roundtables, 4.30pm - 5.00pm**

### **PART 3: Game Changer - What matters most for business and society relations in 2009?**

**Session 5, 5.00pm - 6.30pm**

**Chair: Alex Malley**, President, CPA Australia

Representatives of civil society, business and government will bring together the major themes of the day and advance their view on what is needed to advance business and society relations in 2009.

*Speakers:*

**Clare Martin**, CEO, Australian Council of Social Service (ACOSS)

**Alan Cransberg**, Managing Director, Alcoa of Australia

**Senator Nick Sherry**, Minister for Superannuation and Corporate Law

### **Cocktail Reception**

**Refreshments and networking, 6.30pm - 7.30pm**

Launch of La Trobe University's GSM - Graduate Certificate in Corporate Responsibility.

*Speakers:*

**Professor Geoffrey Durden**, Head of School, La Trobe University's Graduate School of Management

**Ilana Atlas**, Group Executive, People, Westpac

## Summary of Sessions

### Session 1: Gail Kelly, CEO, Westpac

Reporter: Maggie Turnbull

Summary:

*The opening address by Gail Kelly, CEO of Westpac Bank asked "How can business meet the challenge of a just and sustainable society". In her address, Gail reflected on the recent World Economic Forum in Davos, Switzerland and the prevailing feeling that in the current climate trust in business has been significantly damaged. Using Westpac as an example, Gail defined the fundamental strategies that businesses need to adopt in order to rebuild this trust.*

Further notes on presentation:

It is a deteriorating world in which we are operating. One year ago, even though the crisis was forming, nobody foresaw the magnitude of what was to come. Six months ago, the crisis underway, the popular view was that the damage would remain confined to financial markets. In Australia, further comfort was taken from the fact that our markets were 'decoupled' from those of the US, UK and Europe and that Australia's closer alignment with the economies of China and Asia would further buffer us from the storm.

Having just returned from the World Economic Forum in Davos, Switzerland, Gail advised that trust in business was the focus of several key discussions. The reputation of business has been damaged. In light of the crisis, business is viewed as an unreliable guardian for society - rampant excessive risk, the complexity of ungrounded financial instruments and blind faith in pure math modelling have all led us to the current position.

There is no silver bullet solution to overcome what we now face. Business needs to redefine their model with the advancement of social good and sustainability of operations at its core. Trust is destroyed quickly but takes a long time to rebuild. At the core of a sustainable business model is leadership with a strong value set, which harvests strong teams with a committed culture. The culture starts at the top of any organisation.

Companies often don't reflect on the values that they publicly espouse. The judgement of the effectiveness of those values should be reflected in what is done, rather than said. What can business learn from the financial crisis? Negotiate the short-term pain of striving for innovation, engaging customers and overcoming the risk factors around sustainability.

Gail reaffirmed Westpac's commitment to a just and sustainable society, with ownership of the sustainability agenda at the board level. The key strategy to emerge from this crisis is that business needs to focus on the customer – work to build stronger relationships based on trust and respect. At Westpac, for example, this means working proactively with customers before they default on a loan.

Gail closed with deference to Gandhi and the comment that "Commerce must be conducted with morality".

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## **Session 1: Professor S. Prakash Sethi, President & CEO, Sethi International Centre for Corporate Accountability, Inc., and Distinguished Professor of Management at the Zicklin School of Business, Baruch College, The City University of New York**

Reporter: Jeanne Walker

### Summary:

*Prakash brought his audience to laughter with his disarming response to a delegate's question. When asked why he favoured voluntary Codes of Conduct as the best means of securing corporate social responsibility (CSR), Prakash said, "Because I have run out other options. A code of conduct is nothing more than paper. But rhetoric can be encouraged and one day we will be able to get action by asking the question 'Where's the beef?' to support this code of conduct."*

### Further notes on presentation:

Prakash's speech explored other options which could ensure CSR:

1. Legal options don't work. The UN cannot legislate on starvation in Darfur, for example.
2. Teaching ethics alone do not make a difference, as you will find corporate crooks from Universities with the strongest reputations.
3. Managers cannot be relied on to ensure good conduct because globalisation has increased the disparity between rich and poor countries. Managers push for greater productivity and mobility of goods, forcing labour rates down. The worse offending countries set the tone for less powerful countries.
4. Workers and the environment are immobile and powerless in the face of mobile companies and mobile investors who can move money at the click on a button.
5. Non-government organisations have taken on multiple issues at a multinational level - and used their popular support and trust to put some pressure on companies.
6. Corporate culture can make a difference but it is limited because few workers will take a stance for fear of being sacked.
7. Public scrutiny can play a role. Goldman Sachs suffered when it gave its staff several million dollars in bonuses and the public discovered the staff had spent 15% of these bonuses on watches and 1% on charities. Last November, Goldman Sachs became the first bank to scrap its 2008 bonuses when the global financial crisis emerged.
8. A CEOs peer group has more power to influence a company's action than public opinion according Professor Sethi.
9. Crisis, threatening reputation and sales, can play a role too. Prakash spoke about the Mattel discovered child labour was being used in one toy factory in China. Mattel came up with a policy on the issue. Professor Prakash pressed Mattel to turn 'ten commandants' into specific actions. This led to 50-60 pages of rules for each country site with public reporting against these rules. But ten years on, no toy or apparel company has followed these rules. For Professor Prakash the difference lies in corporate culture; competitors like Hasbro with similar annual profits and products have not acted, but Mattel's culture emphasises trust.

Prakash argued for Voluntary corporate Codes of Conduct as the most viable option for securing results. He acknowledges that many codes have failed to deliver on their public promise and many have been reduced to public relations. Prakash concluded, 'I don't think we could legislate corporate culture. But in time, we could reinforce Codes of Conduct. After all, it takes 30 years to build a reputation and 30 second to lose it.'

## Session 2: Paul Hohnen, Principal, Sustainability Strategies

Reporter: Susanne Rix; Director, Rix Connections Pty Ltd.

### Summary:

*In this session Paul focused on the need for immediate action before ecological changes are irreversible. Paul suggested that the current political leadership is not up to providing the diverse solutions necessary.*

### Further notes on presentation:

The rise of the multi stakeholder initiatives may provide the possible solutions that political leadership is not. The common features of these multi stakeholder initiatives include - they are new; (developed in the last 10 years); not driven by governments but by the concerned communities; they provide new working instruments which are being increasingly used by a number of organisations.

Instruments such as the *UN Global Compact*, the *Global Reporting Initiatives* and *The Principles For Responsibility* are some of the working instruments. These instruments, though flawed, have created a new level of awareness. He emphasised, we must all become activists, entrepreneurs, managers, politicians and global citizens. He believes as multi-stakeholders, we have the power to save the world. But we need to recalibrate and hotwire the old organisations and bring together business and civil society to help find ways to create a circle of continuous improvement and behaviour.

Sustainability is too important to be left to the politicians. His message of hope was that historians will see this as the time we saw that the old way of doing business didn't work. And that this was the moment but we got it. Now is the time of yes, we must.

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## Session 2: Anita Roper, Chief Executive Officer, Sustainability Victoria

Reporter: Jeanne Walker

### Summary:

*Anita urged her audience to think of the three elements of sustainability - society, economy and the environment – and to accept that sustainability and growth can be achieved together.*

### Further notes on presentation:

Anita spoke about collaboration across business, government and community sectors as the best way to share expertise and knowledge and to achieve better sustainability outcomes.

She shared five keys to success in Sustainability Victoria's recent partnerships:

1. Equity, transparency and mutual benefits
2. Clear and open communications
3. Clear roles and responsibilities
4. Feedback and evaluation
5. A clear plan for the future

Anita gave two local case studies of partnerships. Sustainability Victoria worked with the Brotherhood of St Laurence and Mission Australia to offer energy and water savings to 4,700 homes. This offered residents electricity and gas savings, reduced energy bills, lower greenhouse gas pollution and gave skills to the unemployed. Anita says local councils and job seekers are keen to take part in this project. Another 8,000 homes will take part in the project over the next four years.

Anita also talked about the Victorian Government partnership with the Victorian Employers' Chamber of Commerce and Industry (VEECI) to lower the greenhouse emissions of small to medium sized

businesses, called *Carbon Down*. The project aims to make these businesses more energy efficient and competitive. The results are still being collected to help promote greater sustainability thinking, action and purchases among businesses.

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## **Session 2: Paul Oosting, Pulp Mill Campaigner, The Wilderness Society**

Reporter: Renee Hauff, Deeper Impact

Summary:

*Paul focused on how NGOs can positively address environmental and social issues through stakeholder engagement with the community and the corporate sector.*

Further notes on presentation:

Paul discussed the current campaign that involves lobbying superannuation funds to include environmental, social and governance (ESG) activities, including climate change and native forest destruction, in their investment analysis due to financial risks associated with those issues. Areas identified for further discussion and research included mandatory versus voluntary Codes of Conduct and investing in ongoing research and development into sustainable business practices.

The following points were addressed:

- Traditional focus on relying on government to deliver solutions on environmental and social issues is no longer the only option.
- Recent increase in the influence of the corporate sector, which has adopted international agreements and frameworks as codes of practice.
- Current laws and certification schemes, particularly the Programme for the Endorsement of Forest Certification schemes (PEFC) are inadequate at safeguarding and protecting against unsustainable Australian logging practices.
- The strong need to improve certification standards and forestry definitions. This includes an alternate certification by the Forestry Stewardship Council (FSC) to ensure sustainable forest management.
- Wilderness Society's current campaign to lobby superannuation funds to move from mainstream funds into ethical investments.
- The need for NGO's to be actively involved and empower the public to take action on the issues that affect them.
- Areas identified for further discussion and research included:
  - mandatory versus voluntary Codes of Conduct
  - investing in ongoing research and development into sustainable business practices.

The question and answer time predominantly focused on the need for mandatory versus voluntary Codes of Conduct, economic growth versus sustainable development, with specific reference made to The Wilderness Society's ongoing position in relation to logging in Tasmania.

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## **Keynote Address: Peter Singer, Ira W. DeCamp Professor of Bioethics, University Center for Human Values, Princeton University**

Reporter: *Chloe Evans*

Summary:

*Peter discussed how the global financial crisis has caused people to think more about values. He posed the topic of what could be done to change the pattern of incentives in order for ethics to be more closely considered. Peter highlighted why this would be so beneficial to organisations. He presented three main focus areas: customer values, employee satisfaction, and business owner*

*satisfaction. Peter emphasised the key role NGOs play in applying pressure to issues to create results. The proposed Health Impact Fund initiative was discussed, which is an alternative to patenting, designed to lift the burden of disease in developing countries. Peter made a specific recommendation to set defaults in the right way, therefore expecting a certain protocol of behaviour from which you must actively 'opt out' rather than 'opt in'.*

Further notes on presentation:

Peter began his address on ethics in business by acknowledging that the global financial crisis was making people think about values more, and question how they fit in with the free market model. It is not enough merely to preach about values, we need to ask what can be done to change the pattern of incentives in business to consider ethics. He presented three fundamental elements of CSR:

- Consumer values – an educated public can influence demand
- Employee satisfaction – leads to increased loyalty, commitment, & productivity
- Business owner satisfaction – having a strong moral conscious leads to greater feelings of self respect and worth that influence the company culture.

With regards to scrutinising the incentives, he discussed the animal movement and gave the example of the campaigning against McDonalds exploitation of animals in the US. He posed the question; "Is it possible to have these conversations with organisations such as McDonalds?" The answer was yes, as the result of the campaign was US slaughter, hen and sow houses improving their standards. Sows now have enough room to be able to turn around. Peter emphasised that NGO's play a significant role in applying pressure to create results.

A second major example Peter gave in his address was with regards to the pharmaceutical industry. Many common diseases in developing countries go untreated due to the expense of drugs. Merck and Co. Inc., a large pharmaceutical company, did some great work by making available the drugs to cure river blindness in Africa. The disease caused large areas of fertile land to be abandoned. Though Peter acknowledged it's unfair to ask businesses to give product away, it is the patenting that makes drugs expensive. The Health Impact Fund rewards companies in direct proportion to the impact they have on the burden of disease, and is an alternative to patenting. He concluded that big nations need to engineer this, and it's not realistic to rely on pharmaceutical companies to do it themselves.

In regards to what corporations can do regarding world poverty, Peter believes there is a changing climate of philanthropy. Peter suggests the main focuses should be producers in the third world receiving a decent living wage. One method of certifying this is fair trade labeling. Another focus must be businesses employees. Whole Food Markets was an example given, whereby 5% profits go to NGO's. Other examples are giving employees time off to volunteer, or enforcing that 4% of their wage is given to charity each year.

Peter's last major point covered the correct setting of defaults. Expecting a certain protocol of behaviour from which you have to actively opt out. He used examples of organ donors in Germany vs Austria, Setting the default to the desired behavior explains the reason 99% of Austrians donate organs, while only 12% of Germans donate.

Peter's final words were that with the right leadership it should be easy.

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### **Session3: Stephen Bradford, Chief Executive Officer, Port of Melbourne Corporation**

Reporter: Susanne Rix; Director, Rix Connections Pty Ltd.

Summary:

*Stephen took us through the journey of the channel deepening in Port Melbourne. The Bay contains Melbourne's largest container port and is recreational asset and trade gateway for 3 million people, as well as home to penguins, seals and dolphins. During the last hundred years of dredging of Port Melbourne, the impact has never been recorded, despite the damaging impact of blasting.*

Further notes on presentation:

The project to deepen the bay had a rigorous approval process. The EES was released in 2004 at a cost of \$12 million, with an independent panel providing 137 recommendations. Despite this, the work was opposed because of the 'unknowns'. The Corporation was accused of being secretive and a large amount of negative publicity surrounded the project.

The Port of Melbourne Corporation responded to the publicity and reconfigured the project. They employed the best team of experts and emphasised the protection of the assets of the bay. They created a dedicated communication web site and a toll-free hotline. The 2007 release of the environmental assessment cost \$120 million with 40 new technical studies. It was the most stringent environmental management plan for any dredging project in the world. The \$1 billion project went ahead under strict environmental guidelines.

The key learnings from the project and the publicity were: You can't over communicate; the importance of emphasis on community consultation; presentations briefings and regular workshops for communities to meet the expert; newsletters and advertising campaigns.

Community expectations have changed and in retrospect, the earlier project should have spent more time for robust science and a proactive media program. Experts now say the bay has never been healthier.

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### **Session3: Barry Pipella, Vice President of Strategic Outsourcing, IBM Global Technology Services**

Reporter: Laura Maynard, Australian School of Business

Summary:

*Focusing on his experiences at IBM, in his presentation 'CSR in a globally integrated enterprise', Barry outlined specific examples of how becoming a global integrated enterprise has opened up opportunities to impact society, while also supporting business strategy. Barry began by outlining how IBM's business model has changed to a truly globally integrated model and how this opens opportunities in corporate responsibility. He went on to outline three specific initiatives: the World Development Initiative, Corporate Service Corps and On Demand Community that all focus on improving global communities through IBM's talent and technology. Following his presentation in the Q&A session Barry described how IBM is increasing energy efficiency through its green data centres.*

Further notes on presentation:

Barry described how CSR goes way beyond cheque-book philanthropy in that it can also support business strategy. He discussed how the IBM business model has changed to being a globally integrated, and that through centralized procurement and a single supply chain it uses supply chain power to influence responsibilities of its suppliers.

To answer the question "How being a good citizen improves business performance?" Barry suggested we need to rethink how people work. A globally integrated business means that managers are leading global teams and managing cultural differences. Barry then described three IBM initiatives that focus on their people impacting change:

- *The World Development Initiative* that develops commercially viable technology to improve the lives of the world's poor and
- *Corporate Service Corps* that offers short term assignments for rising leaders to work for NGOs in developing countries. Finally the
- *The On Demand Community* that engages staff in volunteering and charities and rewards time with a grant for their chosen organisation.

During the Q&A session a delegate posed a question asking what IBM's targets are for increasing energy efficiency considering the world's energy and waste consumption is rising. Barry responded by describing the 70% reduction in energy used by current hardware over the last four years and also IBM's green data centres.

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## **Session 4: Dr. Leora Black, Managing Director, Australian Centre for Corporate Social Responsibility**

Reporter: Maggie Turnbull

Summary:

*Leeora launched The State of CSR in Australia – 2009 Annual Review. The comprehensive report is in two volumes - "CSR Drivers of Business Outcomes and Performance" and "Working in CSR." The report incorporates information from 352 organisations including business, government and NGO sectors. The report quantifies the current situation of CSR in Australia and identifies future issues. The report will be available in April 2009.*

Further notes on presentation:

Leeora launched *The State of CSR in Australia – 2009 Annual Review* with due reflection on the theme of this conference, reiterating the importance of integrating CSR into the of core business practices. The key benefit for business is that CSR can assist in creating a competitive edge.

*The State of CSR in Australia – 2009 Annual Review* incorporates two volumes:

- Vol. 1 **CSR Drivers of Business Outcomes and Performance: The Business Case in Numbers**
- Vol. 2 **Working in CSR: Salaries, Roles and the CSR Profession in Australia Today**

The report is the first comprehensive study into the state of CSR capabilities of Australian business. It quantifies the ways in which CSR capabilities drive environmental competency, create different business outcomes and enhance organisational performance. The report provides valuable insights for businesses aiming to increase effectiveness of the CSR function, establish the value of CSR within organisations, quantify the drivers of CSR performance and ultimately achieve better business outcomes.

Five hundred and fifteen people from 352 organisations were interviewed across a variety of organisations including NGOs, government agencies and small and big business. The focus of the questions were on CSR capabilities, environmental capabilities, business outcomes of CSR, business performance, what organisations predicted would be the key issues in 2009 and CSR salaries, roles and challenges.

A brief view of the results of the research on CSR included the benefits of strengthened reputation, strengthened competitive advantage, reduced risk, new value through new products and markets and reduced costs.

The big issues identified for 2009 included understanding the impact of climate change on organisations, building internal understanding and support for CSR, reducing negative environmental impacts of business, improving the quality of partnerships with stakeholders, achieving better linkages between overall strategy and CSR, developing new products/services with environmentally and socially responsible attributes and improving supply chain practices.

The report will be available in April, 2009.

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## **Session 5: Clare Martin, CEO, Australian Council of Social Service (ACOSS)**

Reporter: *Jenny Symes*

Summary:

*Clare focused on the need for communities and business to work together to reduce unemployment. Invoking US President Barack Obama's sentiment that the community must come together to address its own problem, Clare asserted that business, community and government must work together to solve the problem of unemployment.*

Further notes on presentation:

Clare focused on the need for communities and business to work together to reduce unemployment. Clare said this year 700,000 Australians will lose their jobs. The relationship between business and society will be tested, as there are too many job seekers and not enough jobs. This includes a new group of job seekers who have no experience of being out of work. This group usually has transferable skills making it even harder for the unskilled or long-term unemployed to find work. Clare said reducing unemployment needs a whole of community approach. The unemployed need to develop new skills, think about where the demand is and stay positive.

Clare said employers should take a long-term focus, and think about the impact of shedding jobs on their local community. She advised utilising government subsidies to help boost their business and provide employment. Finally she recommended government should ensure their programs include apprenticeships and jobs for the long-term unemployed. Unemployment, Clare said, is the whole community's responsibility. A quote from American President Barack Obama summed up her final recommendation, "Don't ask who else, do it yourself".

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## **Session 5: Alan Cransberg, Managing Director, Alcoa of Australia**

Reporter: Renee Hauff, Deeper Impact

Summary:

*Alan discussed the importance of embedding CSR into an organisation's DNA and showed examples of how Alcoa of Australia engaged in CSR practices. These practices included reducing energy consumption and green house gas emissions, recycling core products (including aluminium), investing in research and development, environmental regeneration, community education, volunteer programs and philanthropic giving. Alan identified the need to invest in longer term solutions for natural resource consumption, ensuring that all corporations are responsible for their own sustainable business practices and resource use, particularly the use of energy.*

Further notes on presentation:

The following points were addressed:

- In today's economic climate you can't afford not to have CSR embedded into your organisation.

- Corporations need to stand up and make a difference in the areas that matter most, looking closer at their values and what their businesses are built on.
- The best way to create long-term value is to always do the right thing.
- Alcoa's 25 years of participation in CSR activities, including the following initiatives:
  - *Make an Impact*; joint program between Greening Australia and Alcoa
  - *Breeze Easy*; a program to help people offset their carbon emissions
  - Aluminum recycling
  - An education program targeting schools, visitors and community on recycling/sustainable manufacturing
  - Internal business services (canteen) run by people with disabilities
  - A volunteer program
  - Fund matching philanthropic donations
  - Stakeholder engagement, including; testing and measuring perceptions of business activities.
- Areas Alcoa have identified that need for further research and development into a long-term plan for renewable energy.
- Recommendations included:
  - Ensure CSR is in the DNA of the business
  - Engage in developing strong relationships with the community
  - Take responsibility for dependence on carbon based fuels
  - Take responsibility for use of natural resources
  - Continuous knowledge sharing on CSR related issues between similar companies.

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## **Session 5: Senator Nick Sherry, Senator for Tasmania and Minister for Superannuation and Corporate Law Australian Labor Party**

Reporter: Tanya Sarina

Summary:

*Senator the Hon. Nick Sherry focused on the need for long-term business strategy and investment decision-making, particularly for superannuation. Senator Sherry acknowledged sustainable, responsible businesses as integral to Australia's future prosperity and international competitiveness. The government views integration of environmental, social and governance (ESG) issues into investment decisions as critical to valuing long-term investments as the financial crisis has highlighted the importance of the economy to the social infrastructure. Senator Sherry explained the Government based its approach to CSR around partnerships between Government, business and the community, not mandating strict regulation. Effective CSR reporting was also identified as critical in helping broader ESG issues to be priced into investment decisions and highlighted the role of the investor community, especially superannuation funds, in driving CSR into mainstream considerations. Yet he also conceded the legal environment had made trustees hesitant to incorporate ESG issues into investment strategies. To help clarify the fiduciary responsibility of trustees, Senator Sherry announced he had requested the Australian Prudential Regulatory Authority (APRA) to review its investment guidance and \$2.5 million had been allocated over three years to the Responsible Investment Association Australasia (RIAA) to help establish the Responsible Investment Academy.*

Further notes on presentation:

In his keynote address, Senator Sherry stated that the Rudd Government is committed to strong CSR policy and the importance it has on a long-term approach to investment decision-making, especially in the current global recession. He stated that business must take a long-term view of their impacts on local communities and the natural environment as well as returns to investors. He looked at the current financial crisis as an opportunity for re-pricing of risk and the integration of long-termism in investment decision making to incorporate environmental, social and governance (ESG) issues and other non-financial factors.

Senator Sherry claimed responsible business and investment is not about not taking risks, but about taking the right risks. Through a better understanding of risks and the implications for the community, the environment and value creation business is better able to respond to current pressures.

Senator Sherry expressed disappointment in a global survey that identified business leaders planned to pull back on CSR initiatives to reduce costs and described this as an “unnecessary mistake”. While recognising the need for businesses to reduce discretionary spending in these tough times, Senator Sherry said he believes those companies that can factor in complex and long-term impacts of their decisions and explore innovative approaches will be better placed to take advantage of new opportunities for growth. He cited British Telecommunications Group (BT), the world’s largest telecommunications provider, as an example of a strong business case for CSR. BT analysis showed that £2.2 billion of new revenue could be tracked to the company’s CSR credentials created by spending £22 million on charitable activities and savings of £410 million from environmental initiatives.

Senator Sherry also noted that CSR reporting by Australian businesses is lagging behind the rest of the world. He examined how effective CSR reporting was critical in helping broader ESG issues to be priced into investment decisions, to help markets function efficiently and sustainably. Senator Sherry announced that the Australian Government will become a member of the GRI Governmental Advisory Group to provide high-level advice and feedback as well as exchange best practice and policy advice among Governments.

Superannuation was highlighted as key to driving CSR into mainstream considerations. As a long-term investment, superannuation has natural structural commonalities with the long-termism needed of good CSR decision making. Australia’s managed funds industry is one of the major markets for managed funds in the world and the largest in the Asia Pacific with a total of A\$1.1 trillion under investment (forecasted to grow to around A\$2.5 trillion by 2015).

It was acknowledged that there is growing realisation within the industry that a range of ESG issues poses core investments risks, yet perceptions about the legal environment have made superannuation trustees hesitant to incorporate these into investment strategies. This is being addressed by the Minister in two ways: requesting Australian Prudential Regulatory Authority (APRA) review its investment guidance to make it clear trustees can incorporate ESG issues in investment and other operational strategies and providing \$2.5 million over three years to the Responsible Investment Association Australasia to help establish the Responsible Investment Academy. The Academy will deliver education and training programs to the investment community to facilitate responsible, informed and sustainable investment through new management techniques, analysis and forecasting practices along with greater sophistication in risk pricing.

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## Roundtable Reports

### Title of Roundtable: Improving Supply Chain Policies and Practices

Chair: Mark Reynolds, Associate Director Sustainability, Portland Consulting  
Prakash Sethi, President, International Centre for Corporate Accountability.

Reporter: Alessandro Bressan

Summary:

*Mark Reynolds and Professor Prakash Sethi coordinated the roundtable discussions on Improving Supply Chain Policies and Practices. Prakash opened the discussions with an introduction to the trends in globalisation and supply-chain management, noting the unique set of opportunities, challenges and risk multinational corporation (MNCs) faced in the procurement process.*

Further notes on presentation:

Following on from this the group, which comprised of a wide range of stakeholders interested in the supply chain management, discussed:

- Government procurement, including; policy and strategy, services and need to develop educational programs on CSR procurement.
- Large enterprise procurement, including; managing the cost of auditing, conducting due diligence.
- Gaps between law and reality. Namely looking at the needs of new agreements in the legislative gap, such as labour laws and waste management policies.
- Mapping supply chains to identifying the risks and auditing process.
- Consolidating the supply chain relationship through a more long-term, stable and direct relationship with the supplier.

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### Title of Roundtable: Managing Climate Change Challenges

Chairs: John Connor, CEO of the Climate Institute and Emma Herd, Director Emissions and Environment, Westpac Banking Corporation

Name of Reporter: Angie Galles

Summary:

*The roundtable focused on the short term nature of Australia's Carbon Pollution Reduction Scheme, (The White Paper) and the reluctance of corporate Australia to commit to setting long-term targets. John opened the discussion by outlining the short-term nature of The White Paper and the need for big business to accept the science behind the urgency of action in the face of climate change. Emma Herd opened her contribution by suggesting that big business is both a catalyst for the current state of our global conditions and, therefore, is responsible for solving such environmental problems. Some possible solutions to the questions posed throughout the discussion include: the need for CSR practitioners to speak up and be much clearer about the debate as well as assist those in the position of making policy changes by helping them to build their knowledge, skills and networks. The need for "corporate champions" to facilitate the market to move in a positive sustainable direction and to invest in activism is what Australia ultimately needs.*

Further notes on presentation:

John Connor initiated the discussion by discussing the relatively recent publishing of the 'White Paper' (<http://www.climatechange.gov.au/whitepaper/>): a final design of the Carbon Pollution Reduction Scheme and the medium-term, target range for reducing carbon pollution as outlined by the Australian Government on the 15<sup>th</sup> of December 2008. John emphasised the debilitating nature of the "short-termism" of the paper and argued that the urgency of arriving at a workable solution to

reverse the effects of climate change cannot be achieved based on the very timid, unimpressive targets the Government has suggested. He suggested the necessity for corporations to identify long-term reduction targets and own their responsibility as corporate "citizens" to champion the setting of bold targets which go above and beyond short-term Government mandates and industry standards. He highlights the dangerous attitude amongst corporations as they pass off their responsibility to set targets under the false premise that targets are the responsibility of scientists and Government. His argument concluded with the idea that "everyone is waiting for someone to do something" and the urgency of the situation cannot afford to entertain such an attitude.

Emma Herd followed on by supporting Connor's previous statements and added that corporation has far more people and resources than does Government or concerned civilian groups to address the innovation requirements necessary for the creation of a timely solution. Finally, she suggested that a major problem for the adoption of sustainability is that the benefit of such practices is not measured in financial terms (eg: Dow Jones Index) and the tools for such measurement are largely undeveloped.

Q & A:

Q1.) How far does a business's obligation extend in regards to upholding its CSR goals in light of interactions with suppliers?

A: Discussed the need to equip board members with information on public policy as well as establish a general approach on public policy. Also, companies must make clear decisions regarding their CSR strategy in relation to suppliers. Some questions that might help companies to decide their degree of sustainability/ CSR strategy include: how impacting is your company (socially/ environmentally) and what is the company's wider societal role?

2.) How do we change the questionable moral behavior of fund managers in their decisions of where to invest superannuation? (In reference to ethical behavior/ CSR strategy/ and environmental policy).

A: There is a general concern that the public has little influence over where superannuation funds are invested. An argument was presented for the idea that it is important to understand the broader frameworks around the investment of super funds and the impacts on broader society. However, the debate is still very alive today surrounding the impractical and perhaps, inaccessible monitoring mechanisms of the ethical practices of subsidiaries of companies the funds are invested into.

3.) Will the speeding up of litigation give incentive for superannuation fund managers to invest in ethically sound companies? Also, are the judiciary duties being met in Australia?

A: Most agreed that it is a "waste of time going down that path" as the pace of developing litigation is far too slow. Rather, a mandate should be passed which forces fund managers to not focus on short term earnings but rather, consider the social implications of investing in ethically questionable companies. Super fund managers need incentive to consider investment risk associated with environmental, social and governance issues. Everyone agreed there are issues concerning more than financial risk on a balance sheet and we need to take advantage of the current economic crisis to change the governance structure of finances. Additionally, it was pointed out that Australia did in fact sign the UN Charter for ethical investing; however, the fruit of this action is yet to be seen.

4.) Why aren't companies willing to set internal sustainability/ emissions targets? Don't they understand the cost of a poor reputation/ perception? What are the 'blockers' to change?

A: A major 'blocker' is the fact that company directors are not familiar with the issues surrounding the importance of a sound CSR strategy. CSR professionals need to find a way to present technical information in a "clean", coherent way to upper management. Additionally, there is an apparent "mass ignorance" apparent amongst those who are not close to the CSR issues. People generally agreed that a major problem in Australia is the "paralysis" amongst Governmental and corporate leaders. People felt like we do need to act to push the cause, however, people felt largely powerless.

Also, there was a real concern that we don't have time to develop a policy response at a scale and depth that the issues demand (especially environmental).

At the end of the session, people suggested a "coalition of CSR professionals" need to work to implement change from the bottom up as there isn't time to wait for CEOs to "come around".

The question still remains: how do CSR professionals adequately convey the importance of implementing sustainability as a core business objective along with the development of measurement tools to those who have the power to influence such decisions (in a timely manner)?

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## **Title of Roundtable: Integrating CSR and Business Strategy**

Chairs: Sally Herman, General Manager Corporate Affairs and Sustainability, Westpac and Jon Nicholson, Chief Strategy Officer, Westpac

Reporter: Kaoru Curmi / Mitsui & Co. (Australia) Ltd

### Summary:

*The roundtable discussion kicked off with the co-chairs sharing Westpac's strategies for CSR, the thinking behind the strategies, and the framework for implementing the strategies successfully so far. They also shared their focus for the period leading up to their 200<sup>th</sup> birthday in 2017.*

*The discussions with the delegates revolved around 'how to' and 'challenges' of successfully implementing CSR strategies into the various aspects, parts and levels of the organisation and its business.*

### Further notes on presentation:

"True integration is made possible only by persistence with advocates all around the organisation" was the opening statement made by Mrs. Herman.

The previous Westpac CEO, David Morgan, commented in his speech nine years ago that the key to an organisation's success would be the ability to respond to the changing social and environmental issues, not the ability to respond to the technical changes. The current CEO Gail Kelly's goal is to build a stronger relationship with their customers in order to retain their leading position.

They reviewed their strategies so as to ensure their goal (to build a stronger relationship with customers) would become part of the way their executives thought and operated.

- There are a variety of social and environmental issues around us. However trying to tackle everything usually leads to failure so they sought to create a main focus area - environment.
- The focus had to be relevant to their business and their customers for it to make business sense. It had to mean something to the executives and their customers. Through a customer consultation process, they discovered that their customers cared a lot about Westpac's own environmental/sustainability performance.

Internally, small but practical changes/initiatives such as default double-sided printing have been very effective. Also making a public commitment to reduce carbon footprint has been very successful in making everyone aware and encouraging them to act.

They have formed a Sustainability Council with currently 25 executives from Australia and New Zealand. They regularly meet and share information such as what is happening with their customers and their experiences implementing sustainability initiative in their unit. The executives find it very productive and inspiring to meet and exchange ideas in this manner.

Externally, they also consult with community groups on a regular basis to collect their input. While carbon footprint remains the major focus, they are also exploring and expanding other initiatives involving their clients/customers and supply chain.

Question: *Please expand on the way Westpac aims to involve clients and customers.*

[Response from co-chairs] We adhere to the Equator Principles when making investment and lending decisions. In relation to supply chain, we incorporate sustainability requirements into the supply agreements. If not now, we expect all large organisations will start doing that eventually. We also provide advice to our customers to help them build carbon trading capability.

Question: *What about sustainability of your buildings?*

[Response from co-chairs] Our Sydney office has been built to the highest sustainability rating, and we are implementing various initiatives including turning off PCs when not in use. We try to make such initiatives fun to participate in as it becomes more engaging.

Question: *Any advice on how to make the senior management 'walk the talk', not just focus on ticking the boxes? (The question was raised by a delegate from a NGO. The dilemma came from the fact that their senior management felt that the organisation already did contribute to the society by nature of their business, and wondered 'what more are they supposed to do?')*

[Discussions amongst delegates]

- Our organisation started our internal initiatives from the bottom-up. NGOs are usually time poor so it is always hard to do more. Therefore it is important to make sure that proposed initiatives are practical and relevant for the core business of the organisation and management.
- Corporations who donate to NGOs also want to see these NGOs do the right thing by the environment and society.
- It also helps to tap into existing skills internally.
- Sustainability is a long journey and transformation takes a long time.

NGO's roles are changing to be more like consultants to corporations and Governments in recent times, but capabilities and funding are limited. It is becoming more and more crucial for them to receive support from / work with corporations and Governments to develop capabilities, build practical strategies and secure necessary funding.

Question: *Why did Westpac choose energy and water as their focus?*

[Response from the Co-chairs] We reviewed our CSR framework and performance. We felt that our governance framework and social responsibilities via various programs were being managed fairly well while we had a question mark over environmental performance. We saw some opportunities there to involve our employees and without costing too much (in some cases with cost saving benefits). Having the same goal and doing it together is a lot more engaging and powerful.

Role of leadership is changing. No one does what they are told to do anymore. So senior managers need to take a more tactical approach and communicate in such a way to ensure relevance for each employee.

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## **Title of Roundtable: New Directions in Corporate Community Investment**

Chairs: Paula Benson, General Manager Corporate Affairs, Alcoa of Australia and Matthew Stevens, CEO, KIDS Foundation

Reporter: Nic Moodie, Green Capital TEC

### Summary:

*The principal requirements of successful business/community ventures were examined at The New Directions in Corporate Community Investment roundtable. The group used the Alcoa Foundation/KIDS Foundation partnership as a case study to discuss requirements and opportunities from both community and business perspectives. Through the course of the session, key areas for a successful partnership emerged, namely common values, staff engagement, skills exchange opportunities open and honest dialogue and reputation development.*

*It was noted that Alcoa's core ideology is centred on a safe work place, so the partnership with KIDS Foundation was focused on aligned public outcomes and mutual value - namely a safe working environment for all stakeholders. The partnership had developed from a less successful initial relationship. The opportunity for deeper dialogue was the main reason the partnership was able to evolve.*

*The session highlighted the need for flexibility within the business/community partnership, as well as transparent feedback on both the positive and negative experiences from both parties. As Mathew Stevens observed, this had allowed the two groups to develop an award winning corporate/community venture.*

### Further notes on presentation:

After examining Alcoa's key business as an alumina smelter and stakeholder engagement requirements being principally on safety, Paula identified the four key criteria of any community/business partnership:

- Organisations have shared values
- Opportunity for staff engagement
- Reputation enhancement through the relationship
- Opportunity for skills exchange between both organisations.

Mathew identify that safety focused community endeavour offered by the KIDS Foundation was well aligned with the Alcoa Foundation stakeholder focus. Through good working dialogue the KIDS Foundation established a partnership that supported the desired outcomes of both organisations. The relationship developed over time and initially emerged out of a fundraising opportunity that was deemed initially a failure by both organisations. The dialogue and open discussion created by this paved the way for a more meaningful and award winning partnership.

The disconnect between community and business was examined in the discussion. Responses from the floor described the expertise of both large firms and that of smaller community groups, highlighting the need for clear contractual agreements between both parties, not buried in jargon, or legal implications. The need for open dialogue was recognised as developing the quality of the relationship and its returns to both parties.

Given the current economic climate, and corporate budgets, requirements for strong justification for additional spending is required. Alternative forms of support were examined, such as providing meeting spaces or technical/skills support rather than funds alone. Alternative means of support cost the business sector less, but are of enormous value to the not for profit sector.

Of real interest to the corporate sector was the staff engagement opportunities and direct engagement drivers. The example was made with the KIDS/Alcoa partnership, of additional donations being made by sights when certain safety targets were met. This showed marked improvements in safety outcomes at Alcoa and improving funding opportunities for the KIDS Foundation.

## Speaker Biographies



### **Ali Moore, Broadcaster and Journalist**

#### **Conference Chair**

Ali is an Australian journalist and radio broadcaster. After completing a Bachelor of Arts at Melbourne University, Ali joined the ABC covering the major rounds for news, before shifting to radio current affairs. Ali later became China Correspondent, based in Beijing, and then moved on to become ABC's national Finance Correspondent.

In 1996 Ali moved to the Nine Network to work on the weekly business current affairs program, *Business Sunday*. Ali currently hosts *Lateline Business*, and is also a relief presenter on radio 774 ABC Melbourne and *The 7.30 Report* on ABC1.



### **Alex Malley, President, CPA**

#### **Conference Chair**

Alex is President of the CPA and CEO of the Professional Medical Association USANZ. Prior to this appointment, he has had more than 20 years experience consulting to the private and public sectors and held senior posts in academia.

Alex concurrently serves on a number of boards and government sector committees, including the; Audit and Risk Committee, Audit Office of NSW, Office Police Integrity, Victoria, Australasian Reporting Awards, Royal Institute for Deaf and Blind Children.

Alex has a history of involvement with CPA Australia, having been elected NSW Divisional President in 2003, a board vice president in 2005 and board deputy president in 2006.



### **Gail Kelly, Chief Executive Officer, Westpac**

Appointed as CEO in February 2008 Gail has an extensive record of achievement in financial services in Australia and abroad. Prior to joining Westpac, Gail was CEO of St George Bank, before which Gail was with the Commonwealth Bank of Australia (CBA) as General Manager, Strategic Marketing, and moved on to become Head of the Customer Service Division.

Gail is a Director of Melbourne Business School Limited, a member of the Financial Sector Advisory Council and member of the Australian Bankers' Association Council. She is also a Senior Fellow of the Financial Services Institute of Australia.



**S. Prakash Sethi, President & Chief Executive Officer, Sethi International Center for Corporate Accountability, Inc. (ICCA)**

Dr. Sethi is University Distinguished Professor of Management at the Zicklin School of Business, Baruch College, The City University of New York. Internationally recognised as a pre-eminent researcher and scholar he has done pioneering work in creating and implementing international corporate and global supply-chain management.

Dr. Sethi is the founder and President of ICCA an independent non-profit think tank, which undertakes cutting-edge research and public policy advocacy in the area of enhanced corporate accountability. He has published 24 books and over 135 articles in professional and scholarly journals and is a member of numerous editorial boards of various academic and professional journals.



**Paul Oosting, Pulp Mill Campaigner, The Wilderness Society**

For the past 4 years Paul was managing The Wilderness Society's campaign to stop Gunns' proposed pulp mill in Tasmania. The Gunns' proposal was the issue at the forefront of the last federal election.

Prior to joining the Wilderness Society Paul worked in the UK finance sector, providing him an insight into corporate social responsibility.

Paul has an education background in science and environmental planning.



**Anita Roper, Chief Executive Officer, Sustainability Victoria**

Appointed as CEO in July 2008. Anita has more than 25 years experience working with business, governments and communities to turn sustainability concepts into effective action.

Working internationally for the past 10 years, Anita held a number of senior appointments including Director of Sustainability for Alcoa, Member of the Secretariat for the Global Mining Initiative (GMI), Acting Secretary General and Chief Operating Officer of the International Council on Mining and Metals (ICMM) and Vice President of External Relations with the International Council on Metals and the Environment (ICME).



**Paul Hohnen, Principal, Sustainability Strategies**

Paul has worked intensively since 1975 on a range of global economic, development and environmental issues as a diplomat, international civil servant, Director of Greenpeace International, and Strategic Director of the Global Reporting Initiative (GRI).

Paul previously worked as an Australian diplomat at the Organisation for Economic Co-operation and Development (OECD) in Paris, to the EU institutions, and in Fiji and Sri Lanka. Paul was closely involved in the 1992 and 2002 Earth Summit processes, served on the OECD Expert Panel on CSR, and has been participating as an expert in the ISO Working Group on Social Responsibility negotiations.

Paul is a Special Adviser to the UN Global Compact, a Special Adviser to the GRI, a Senior Consultant to the International Institute for Sustainable Development (IISD), and Adviser to the Earth Charter.



**Peter Singer, Ira W. DeCamp Professor of Bioethics, University Center for Human Values, Princeton University**

Peter is Australia's best-known professional philosophers, described by the *New Yorker magazine* as "the most influential philosopher alive".

Peter has been Ira W. DeCamp Professor of Bioethics in the University Centre for Human Values at Princeton University since 1999. Peter is an internationally renowned philosopher and acclaimed author of over 25 books on ethics.

Peter now spends nine months of the year as a Professor of Bioethics at Princeton University in the US, and the remainder of the year as a professor at Melbourne University. His most recent book, *The Ethics of What We Eat*, was a 2006 bestseller.



**Stephen Bradford, Chief Executive Officer, Port of Melbourne Corporation**

Appointed CEO in January 2004, Stephen has an extensive background in the wider logistics industry. Stephen previously served as Managing Director Transport of Serco Australia. Stephen was also the CEO of Great Southern Railway, and continued this role in his capacity as Managing Director Transport of Serco. Prior to that appointment, Stephen was General Manager of the Health and Utilities business for Serco Group and General Manager of MSS Security for Mayne Nickless and later, Chubb.

Stephen was a contributor to the Australian Economy stream of the Federal Government's 2020 Summit in April 2008.



**Barry Pipella, Vice President of Strategic Outsourcing, IBM Global Technology Services**

Barry is currently responsible for the growth of infrastructure, application outsourcing and technical services in the region at IBM. Since joining IBM in 1996, Barry has held several sales and general management roles. His roles have included the management of teams to identify, qualify, develop and close large strategic outsourcing opportunities; and to support other services lines where outsourcing was a component of the solution.

Barry holds board positions in World Vision and Business for Millennium Development.



**John Connor, Chief Executive Officer, Climate Institute of Australia**

John begun as CEO in March 2007. Prior to his role at the Climate Institute of Australia John worked at World Vision Australia where he co-convened the Make Poverty History campaign.

Prior to that John worked at the Nature Conservation Council of NSW and then moved to the Australian Conservation Foundation helping forge links with farmers and business developing solutions on salinity and climate change.

John initially trained as a lawyer and worked as a research assistant for a Judge in the Land and Environment Court of NSW. After a stint as an environmental consultant to business he became a researcher for Dr Peter Macdonald the Independent member for Manly, during and after his role in holding the balance of power for the minority coalition government of the time.



**Sally Herman, General Manager of Corporate Affairs & Sustainability, Westpac**

Sally first joined Westpac in 1994 as Chief Manager, Corporate Relationships. In 1997, she moved to New York with the Bank to be the Country Head, Americas, the first time a woman had held a country manager role for the Bank. Sally left the bank briefly to start up an Internet business.

Her experience before joining Westpac includes 4 years at Macquarie Bank, 3 years at Colonial State Bank in the Corporate and Financial Institutions banking group and 3 years at Bain & Co (now Deutsche Bank).

Sally is on the Board of the Australian Employers Network on Disability as well as the Society for Knowledge Economics and is the Chairman for the Sydney Children's Hospital Gold Dinner.



**Jon Nicholson, Chief Strategy Officer, Westpac**

As Chief Strategy Officer, at Westpac, Jon is responsible for supporting the Board, Executive team and business units in developing Westpac's corporate and business strategy. He is also responsible for Mergers and Acquisitions.

Prior to joining Westpac, Jon was the Senior VP of Boston Consulting Group, heading up the Financial Services practice of Asia and the Pacific. In his early career Jon was the Senior Private Secretary to the Prime Minister in Canberra. Jon has a Bachelor of Arts from Australian National University.



**Paula Benson, General Manager Corporate Affairs, Alcoa of Australia**

Paula was appointed to her role in January 2006 after joined Alcoa in 2002 as Manager, Corporate Affairs in Victoria. In 2004 she took responsibility for Corporate and Community Affairs for Alcoa in Vic and NSW.

Prior to joining Alcoa, Paula was Manager, Public Affairs for RMIT University. She has an extensive background in media relations and was employed by Channel 9's *A Current Affair* as a producer.

Paula is on the Board of Directors of the Port of Melbourne Corporation, Ovarian Cancer Australia and the Melbourne Royal Women's Hospital Foundation. She is a member of the Women's Advisory Group of the National Breast and Ovarian Cancer Centre.



**Matthew Stevens, Chief Executive Officer, KIDS Foundation**

After joining the KIDS Foundation in 2003, Matt was appointed CEO in March 2008. Matt has an extensive background in education and five years experience in the not-for-profit sector.

Matt completed the Prince of Wales International Business Leaders Forum and the Overseas Development Institute Partnership Brokers Accreditation Scheme and Our Community's Certificate IV in Business (Governance).



**Mark Reynolds, Associate Director Sustainability, the Portland Group**

Mark has over 20 years experience in Procurement and Supply Chain consulting, building on an early career in engineering.

Mark has worked with companies in many industries and countries, giving him a deep understanding of sourcing and supply issues from both the Buyer and Supplier perspectives. Mark is a passionate advocate of sustainable business practices and Socially Responsible Procurement.



**Clare Martin, Chief Executive Officer, Australian Council of Social Service (ACOSS)**

Clare took up the position of CEO of ACOSS in November 2008. For 13 years prior she was the Labor Member for the electorate of Fannie Bay in the Northern Territory Parliament. Over those years she was Opposition Leader from 1999 to 2001, then Chief Minister in the Territory's first ever Labor Government until 2007.

Before her parliamentary career, Clare was a journalist and broadcaster with the ABC for 17 years, working in Sydney, Canberra and Darwin in both radio and television.

**Alan Cransberg, Managing Director, Alcoa of Australia**



Alan took up his current position in February 2008 and is also a Vice President of Alcoa Inc. From 2004, Alan was President, Global Manufacturing for Alcoa's Global Primary Products group based in New York.

Alan began his Alcoa career in WA and in 2001, Alan moved to the US to become location manager of Alcoa's Point Comfort, Texas, alumina and chemicals complex. In 2004 he became the President Primary Metals North America in 2004, with direct responsibility for locations in the U.S. and Canada as well as the coordination of Alcoa's worldwide smelting facilities.

In April 2008 he joined the board of the West Coast Eagles.



**The Hon, Nick Sherry, Senator for Tasmania and Minister for Superannuation and Corporate Law Australian Labor Party**

Nick is the Minister for Superannuation and Corporate Law responsible for all superannuation policy and administration matters, including taxation and prudential regulation of superannuation funds.

Nick was previously Shadow Minister responsible for superannuation and has also been Shadow Assistant Treasurer. He was also a Parliamentary Secretary during the Keating Labor Government.

Nick chaired the Senate Select Committee on Superannuation in the former Labor Government and was also Deputy Chair of the Senate Select Committee on Superannuation and Financial Services. Nick has been a Senator for Tasmania since 1990.



**Geoff Durden, Professor of Marketing and Head of School, Graduate School of Management, La Trobe University**

Professor Durden has held positions such as Chairperson of the Department of Business Administration and Director of the MCA/BCA (Hons) Programme in Marketing and Learning Advisor at the Victoria University of Wellington. Geoff has extensive teaching experience, including MBA and Masters of Management. He is an active researcher and since joining the Graduate School of Management, La Trobe University has published in a number of international journals.

Geoff has a wide range of consulting experience, in both the public and private sector.



**Ilana Atlas, Group Executive, People, Westpac Banking Corporation**

In October 2002 Ilana was appointed to her present role. She joined Westpac in March 2000 as Group Secretary & General Counsel.

Prior to joining Westpac, Ilana was a partner of Mallesons Stephen Jaques for 17 years specialising as a corporate lawyer. She also held managerial roles in the firm including managing partner and responsibility for human resources.

She is a Councillor of the Australian National University and a Director of Bell Shakespeare Company.

## List of Participating Organisations

Ability Options Ltd	Freehills	PricewaterhouseCoopers
Alcoa of Australia	GHD	Princeton University
Allens Arthur Robinson	GlaxoSmithKline	Programmed Facility Management
Amnesty International Australia	Green Capital	Project Management for Social Impact
Artsupport Australia	Greening Australia	Public Design Group
AusAid	Griffith University	Responsible Investment Association Australasia (RIAA)
Australia Post	Halcrow	Rix Connections
Australian Council of Social Service	Hauff Consulting	Santos Ltd
Australian Council of Superannuation Investors	Heart Foundation	Singtel Optus Ltd
Australian Human Rights Commission	Hoya Lens Australia Pty Ltd	Society for Knowledge Economics
Australian Labour Party	IBM	St James Ethics Centre
Australian Red Cross Blood Service	Institute of Chartered Accountants in Australia	Sustainability Strategies
Australian School of Business, UNSW	Jeanne Walker Consulting	Sustainability Victoria
Barnardos Australia	Kids Foundation	Swinburne University of Technology
Beacon Foundation	Koffels Solicitors & Barristers	Sydney University
British American Tobacco	KPMG	Telstra
Brotherhood of St Laurence	La Trobe University	The Benevolent Society
Caltex Australia	Landcare Australia	The Centre For Volunteering
CBA	Lion Nathan	The Climate Institute
Centre for Social Impact	Macquarie University	The Global Foundation
Charles Sturt University	Melbourne Community Foundation	The Hornery Institute
Chartered Secretaries Australia	Mission Australia	The Mali Initiative
Clinton Climate Initiative	Mitsui & Co.	The Portland Group
Corporate Conscience	National Australia Bank	The Ruby Connection
Corporate Express	Nestle	The Smith Family
CPA Australia	Nonprofit Australia	The Wilderness Society
CSL Ltd	Nottingham University Business School	UN Global Compact Cities Programme - Global Cities Institute
CSR Sydney	Opinion Leaders	UNAA (Qld)
Delta Electricity	Opportunity International	UniSuper
Department of Resources, Energy & Tourism	Origin Energy	United Way Sydney
Diplomat Media	Penny Waitsman Consulting	University of Sydney
Energex	Pfizer Australia	UTS School of Management
Ethical Investor	Pharmaceutical Society of Australia	Volunteering Australia
Fenton Communication	Philanthropy Australia	Western Power
Finnesse Communications	Plan International Australia	Westpac
Fitted for Work	Port Adelaide Football Club	World Vision Australia

## List of Useful Websites

Australian Centre for Corporate Social Responsibility  
[www.accsr.com.au](http://www.accsr.com.au)

International Centre for Corporate Accountability  
<http://www.icca-corporateaccountability.org/>

La Trobe Graduate School of Management  
<http://www.latrobe.edu.au/gsm/>

Paul Hohnen, Sustainability Strategies  
<http://www.hohnen.net/>

The Australian National Contact Point for the OECD Guidelines  
<http://www.ausncp.gov.au>

United Nations Global Compact  
[www.unglobalcompact.org](http://www.unglobalcompact.org)

United Nations Principles for Responsible Investment  
<http://www.unpri.org>

Global Reporting Initiative  
[www.globalreporting.org](http://www.globalreporting.org)