



Ethical
CORPORATION



The Responsible Business Awards 2017

Winners Review

INSIGHTS INTO BUSINESSES THAT ARE SHOWCASING
LEADERSHIP IN SUSTAINABLE AND RESPONSIBLE BUSINESS



FOREWORD

Now in its 8th iteration, the [Ethical Corporation Responsible Business Awards](#) have become a world-renowned celebration of strategies and organisations that are truly pushing for a more sustainable and responsible future for all.

The expectation on business to act responsibly, tackle social and environmental problems, and deliver positive societal impact is only increasing. Innovative and forward-looking organisations are aligning their strategies to macro issues to deliver positive social and environmental impacts as well as increased profits and business success.

Moving responsible and sustainable strategy from A Strategy to *The Strategy* requires a focus from all to demonstrate tangible and scalable impacts that resonate across the business – doing so will ensure it's taken seriously, both internally and externally, as the strategy for the future.

This year the Awards received 282 entrants from across the globe. As remarked by a number of long-standing judges, the quality of entries this year was far higher than previous years. This year's winners and highly commended demonstrated outstanding leadership in integrating sustainability across the business and demonstrating the impacts and business benefits of doing so.

We hope this pack provides you with greater insight on these leading companies and their projects so that you can integrate some of their ideas into your business.

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ABOUT ETHICAL CORPORATION

Our mission is to help businesses around the globe do the right thing by their customers and the world. We believe this is not only how to guarantee a future for all, but makes good business sense. We serve CSR, compliance, risk and governance communities with topical and insightful business intelligence and meeting places.

We provide business intelligence to more than 3,000 multinational companies every year. Our customers are also NGOs, think-tanks, academia, governments and consultancies. We publish the leading responsible business magazine, website, and research reports. Our conferences are widely recognised as the best in the field.

We're a part of FC Business Intelligence Ltd, an independently owned company based in London.

For more information, visit:
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We would like to thank Thailand Convention & Exhibition Bureau for supporting our Social Enterprise of the Year Category

Thailand Convention and Exhibition Bureau (TCEB) is a public organization tasked with promoting and developing business events in Thailand. Since 2004, TCEB has worked toward establishing Thailand as Asia's premier business events destination, by providing flexible, service-oriented support to meetings, incentives, convention and exhibition industry.

TCEB responded to the global forces towards a more sustainable approach by align ourselves with the United Nations Sustainable Development Goals (SDGs) joining global thought leaders on the path in ending poverty and hunger. TCEB dedicate support for Thailand sustainability journey and will firmly continue our dedication for the world sustainable future.



C&A

Holistic and Sustainable Fashion is Possible at Scale

Earlier this year, C&A launched the first ever Gold Cradle to Cradle Certified t-shirt collection at scale across 19 of its major retail markets. Signalling its bold intent, the European retailer distributed 500,000 of its ultra-eco t-shirts in stores across Europe, Brazil and Mexico. The project, which involved an innovative collaboration with Fashion for Good in Amsterdam, demonstrates the possibility of introducing circular economy methods in a mainstream commercial environment.

To achieve the benchmark Cradle to Cradle accreditation, C&A was required to meet exacting standards on a wide range of sustainability issues, from material recyclability and renewable energy use through to responsible water stewardship and social equity. The t-shirts are manufactured from 100% organic cotton, reflecting C&A's position as the world's largest buyer of the material. Free of all toxins, the t-shirts are biodegradable and can be easily composted in any home compost system.

The judges were particularly impressed with the clarity of C&A's future-oriented cradle-to-cradle strategy. With its focus on continual innovation and market expansion, the high-street brand has a detailed and ambitious roll-out plan for the next four years.



IKEA

People and Planet Positive Strategy

IKEA's People and Planet Positive Strategy exemplifies what it means to be bold and ambitious with respect to sustainable business. Among the stretch targets that the Swedish furniture and homeware giant has set for itself is a 30% improvement in energy efficiency by 2020 (based on 2010 levels). Large scale investment in clean energy innovations, such as solar panels on store roofs and IUKES windfarms in the UK and Ireland, are already generating the equivalent of over 40% of the company's energy use. By 2020, the IKEA Group is projected to produce as much renewable energy as it consumes in its operations. Some of its targets are already being met. Last year, for instance, the Swedish retailer achieved zero waste to landfill across all its UK sites.

IKEA's integration of its global workforce in its sustainability strategy merits particular attention. The company is now in its second year of paying its employees the Real Living Wage. Its sustainability commitments are also extending to consumers in the form of eco-efficient products that are driving positive sustainability impacts in customers' homes around the world.

IKEA's holistic commitment to sustainability provides a benchmark for all companies, making it a well deserved winner of the Responsible Business of the Year award.



HIGHLY COMMENDED

Royal DSM

Bringing brighter lives to people today and generations to come

Royal DSM, the Dutch science-based company, was highly commended for showing real vision and leadership as a responsible business. Royal DSM has demonstrated climate leadership through its promotion of circular economy models, renewable energy and green chemistry. Its willingness to work in collaboration with other businesses in many of its sustainability endeavours is particularly commendable. The company is not resting on its laurels either, setting itself a RE100 goal to go 100% renewable electricity, with an interim goal of 50% by 2025. Its leadership role around carbon pricing also won plaudits from the judges. Lastly, the panel noted the high level of support by Royal DSM's leadership in driving forward the company's sustainability strategy.



HIGHLY COMMENDED

Olam International

Olam Farmer Information System

The Olam Farmer Information System addresses a critical business issue via the adoption of smart digital technology. Olam, a Singapore-based agribusiness, sources from tens of thousands of small farmers around the world. The innovative Farmer Information System allows the company to quickly collect and analyse farm-based data from this vast network of small-scale suppliers. The digital innovation, which replaces Olam's previous pen-and-paper approach, has so far resulted in the registration of over 100,000 farmers in 21 countries. Once registered, Olam is better placed to monitor the performance of these producers – many of whom operate on a subsistence basis – and offer support so that they can farm more sustainably.



Supported by: Thailand Convention and Exhibition Bureau



Ashley Community Housing

Tackling the refugee crisis

Ashley Community Housing was a stand-out winner in this category, showing real impact in tackling the refugee crisis. Refugees are, by definition, some of the most vulnerable people in society. A safe and secure environment represents an essential prerequisite if they are to successfully rebuild their lives. As a refugee resettlement firm, this is Ashley Community Housing's bread-and-butter.

For this UK-based social enterprise, providing refugees with a roof over their heads is just the first step of many. Ashley Community Housing has developed a series of interventions that are as wide-reaching as they are hard-hitting. Its #rethinkingrefugee publicity and awareness raising campaign, for instance, has been instrumental in changing the perceptions of businesses, the media and the general public towards refugees. It is also working with potential refugees in their own countries to prevent them from emigrating in the first place. This involves training in life skills and enterprise development, as well providing accommodation.

In addition, Ashley Community Housing is drawing on its in-house experience and expertise to coach organisations working with refugees across Europe, with particular attention on high-influx countries such as Spain, Germany and Italy.

Ashley Community Housing won the eye of the judges for the incredible vision it has shown in responding to the international refugee crisis, one of the most pressing challenges of modern times.

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UL EHS Sustainability

Keeping tabs on the social and environmental impacts of your own company's operations is hard enough. Getting a handle on those of your suppliers represents another level of complication altogether. For sustainability practitioners, the unprecedented visibility offered by UL's innovative new software solution represents a genuine breakthrough. UL's PURE platform provides end-to-end transparency across a company's direct and indirect operations. Its scope is impressive, encompassing a full range of environmental and social issues, as well as conventional health and safety areas.

UL's PURE Platform uses intuitive tools that allow sustainability managers to track performance and share progress against specific targets. This allows managers to make critical improvements that lead to a reduced corporate footprint as well as bottom-line benefits. The provision of easy-to-understand performance dashboards and other analysis tools also improves managers' ability to engage internal stakeholders, as well as enhance external reporting and communications.

Other innovative factors that caught the judges' attention include the provision of Apps to log information when offline, integration with third-party certification systems, and an audit scheduling facility. All in all, a worthy winner.



FEBRABAN



Febraban

Meu Bolso em Dia Program: Strengthening the quality of financial inclusion in Brazil

Brazil has experienced deep socio-economic changes in recent years. Despite ongoing challenges, people's purchasing power has gradually increased and now a significant portion of the population has access to basic banking services for the first time. Between 2010 and 2016, the proportion of Brazilians over 15 years of age with bank accounts went up from 77.8% (115.3m people) to 90.4% (143.9m). Over this period, the definition of 'basic' has slowly become more sophisticated, while access to credit has become more expansive too.

This is the context for this year's winning entry, which, for the first time, went to an alliance of companies rather than a single firm. The Brazilian Federation of Banks (Febraban) has played a leading role in ensuring that everyday Brazilians benefit from recent "bankisation". The Meu Bolso em Dia programme sets out to educate the population about the benefits of financial planning, as well as the costs and risks involved when contracting banking products. This nationwide effort in consumer empowerment and financial inclusion comprises a wide variety of elements. These include a web-based platform with 15,000,000 unique users, as well as Apps and other easy-to-access tools to assist individuals with financial planning and budgeting.

The judging panel felt that this inspirational project excelled in its proactive response to the challenges and opportunities of financial inclusion in Brazil. It is an approach that could easily be scaled across Latin America, as well as further afield.



HIGHLY COMMENDED
YOOX NET-A-PORTER GROUP
Empowering People

The 2015 merger of YOOX GROUP and the NET-A-PORTER Group to create YOOX NET-A-PORTER GROUP (YNAP) presented an opportunity for the merged entity to embark on a new sustainability journey. As the world's leading online retailer for luxury fashion, the newly-formed company was anxious to use its profile to drive forward a debate within its industry about fashion's social and environmental impacts. As a first step, YNAP took a long and detailed look at its own footprint. This involved engaging 24,000 customers, key experts, suppliers and employees in a transparent assessment of its sustainability position and priorities. Out of this process emerged YNAP's 'Sustainability Vision', which focuses on three main pillars: education, women empowerment, and responsible business. The judges commended YNAP as an example to others of how to design a material and meaningful sustainability strategy.

Teck



Teck

Teck 2016 Sustainability Report

The 2016 Sustainability Report by Teck, Canada's largest diversified resource company, provides a stellar example of what honest, transparent and well thought through reporting looks like. With a clear focus on the firm's main material issues, both current and future, the report address themes such as water and tailings management, relationships with indigenous peoples, business ethics, workforce health and safety, and energy security.

The report features a detailed description of how Teck manages sustainability across all operations of its business. It also outlines the company's sustainability strategy, which sets out goals for 2020 and for 2030, respectively. The strategy centres on four main areas: community, water, human resources, and the environment (including biodiversity, energy and climate change, and air). Updates on progress against the company's targets are disclosed in detail. Impact figures from over 60 datasets also provides a crystal clear image of the company's non-financial performance.

The report was published in both English and Spanish. It is aligned with Global Reporting Initiative's robust standards. It also reflects a clear correlation with the policies and priorities set out by the UN's benchmark Global Compact initiative, the UN Sustainable Development Goals, and the Sustainable Development Framework drawn up by the International Chamber of Mining and Metals.

The judges commended Teck for replicating every page in the report with an equivalent page on the company's own website. They also praised its efforts to share content from the report via social media channels.



HIGHLY COMMENDED
Thai Union Group

Thai Union Group's Sustainability Report 2016

This is the fourth annual sustainability report to be released by the Thai Union group, supporting its vision of becoming the world's most trusted seafood leader. The report stands out for its rigorous disclosure of the company's performance in line with indicators and targets set out in SeaChange, Thai Union Group's new sustainability strategy. The seafood sector has come in for high-profile criticism on a variety of environmental and ethical issues in recent years, so this demonstration of corporate transparency is brave as well as bold. The report also evinces the clear involvement and decisive leadership of the company's executive board. For its commitment to honesty and transparency in a challenging sector, Thai Union Group won the commendations of the judging panel.



BASF

BASF Report 2016

The German chemical giant was one of the first major corporations to see the strategic value and communications' logic of bringing together its financial and non-financial performance in a single report. A decade on, BASF continues to set the mark with respect to tone and content for this form of combined reporting.

The judges were especially impressed with the thoroughness of the information in the report, as well as its conceptual consistency. BASF distances itself from the all-too-familiar habit of cherry-picking positive stories, and instead sticks rigorously to an established set of reporting principles: namely, materiality, sustainability, completeness, balance, and stakeholder inclusion. The company's 2016 report is in accordance with the Global Reporting Initiative's "comprehensive" disclosure criteria, the gold standard for transparency.

The report also stands out for its commitment to accessibility. BASF not only publishes the fully integrated report in print and online, but it uses the flexibility of the internet to provide additional information through its web portal. Available in both pdf and HTML formats, the web-based version is accompanied by interactive tools that enable individual compilation of texts, tables and diagrams, as well as quick selection on a subject-by-subject basis. BASF's commitment to integrated reporting goes beyond its own operations. Over the recent past, it has been engaging with the International Integrated Reporting Council to develop common guidelines and processes. This wider contribution combines with its own impressive example-setting to make BASF a beacon of progressive corporate reporting.



HIGHLY COMMENDED

Marks & Spencer

Marks & Spencer Annual Report 2017

The overall approach of the Marks & Spencer Annual Report 2017 reveals considerable technical and managerial sophistication, as well as a singular focus on the contribution of social and environmental factors to holistic value creation. Now in its third annual cycle for integrated reporting, the UK retailer is showing ever greater maturity in its reporting approach. Noticeable improvements in its latest integrated report include the introduction of 'value creation in action' case studies and a more comprehensive discussion around stakeholder engagement. Marks & Spencer did not shy away from revealing the fact that certain targets had not been hit, and was up-front in explaining the reasons for this under-performance. Above all, the report stood out for the compelling narrative it provided concerning Marks & Spencer's strategy of business success through responsible management.



Heineken International

Tiger Air Ink

Exhaust fumes kills more people every year than car accidents and wars combined. With over three-fifths (62%) of its Tiger beer sales coming from exposed street venues, Heineken International decided it could not merely stand aside and watch. Its response to this pressing public health issue exemplifies the brand's sparky inventiveness. The beer brand drove an adapted vehicle around the streets of London, capturing contaminated air from vehicle exhaust fumes. It then purified these contaminants and converted the resulting material into ink. Redeploying this ink as an art material, Tiger then reached out to a pool of emerging street artists and invited them to create artworks that promoted the message of 'less pollution, more art'.

The artworks have been exhibited in bars and billboards in eight major cities around the world, as well as being uploaded online and shared via Heineken's various media channels. The contents of these 'Air-Ink street galleries' have so far garnered 36m online views and generated media exposure worth \$4.6m. Tiger's co-creator, Graviky Labs, is currently preparing to launch Air-Ink for global sale. It is also petitioning governments for support to adopt larger-scale trials.

The judges viewed the initiative as a superb example of combining project innovation with integrated communications. The result was a fun, high-impact campaign that succeeded in really catching the imagination of brand's youthful, urban audience.



HIGHLY COMMENDED

Timberland

From Bottle to Boot: Sharing Timberland and Thread's Journey

Timberland partnered with Thread, a Certified B Corporation, to produce a new, ultra-eco boots and backpack range this year. US outdoor apparel brand Timberland has a long heritage of social and environmental stewardship, which made it a natural partner for Thread, which specialises in turning plastic bottles into wearable fabrics. Timberland supported the launch of the new line with an integrated communications strategy. The 'From Boot to Boot' campaign generated considerable coverage in traditional and new media channels, helping to raise consumer awareness about Thread's circular economy design. The company was highly commended not just for the visibility of the campaign, but also for its staged roll-out, its focus on specific stakeholder groups and its incorporation of metrics to showcase success.

MYER



Myer
Give Registry

Myer, the Australian department store chain, won Best Engagement Campaign of the Year for Give Registry, a novel twist on the traditional gift registry. The initiative centres around the provision of a list of essential items that can be bought at any Myer store and donated to victims of domestic violence. The retailer then matches every donation one-for-one and delivers all the resulting items to the Salvation Army, which distributes them among women in need.

Creatively bold and emotionally engaging, Give Registry has resulted in greater consumer loyalty and footfall, as well as increased per-consumer spend. The average basket-size of participating consumers is nearly one third (31%) larger as a result. The reputational benefits for Myer's brand are also significant. The positive social commentary and media interest of the campaign equates to coverage worth AUS\$1.5m. Most importantly, however, this high-profile promises to make a lasting legacy in Australia's fight against family violence.

The judging panel described this idea as touching and inspiring, as well as straightforward and impactful. As engagement programmes go, it succeeded in enervating the brand's consumers to positive action – resulting in the simultaneous delivery of clear social and commercial benefits.



HIGHLY COMMENDED
Royal Bank of Canada
#Make150Count

To mark Canada's 150th anniversary, Royal Bank of Canada opted to look forwards rather than backwards. For that reason, it decided to give all young Canadians \$150 to make a difference in their communities - no strings attached. From the smallest acts of kindness to the creation of impressive community initiatives, the nation's youth have used their \$150 grant to make a lasting impact. The initiative gave a major boost to the bank's brand, generating 440m media impressions in total. This included 119 youth-oriented stories in national and local media, 92% of which were positive in tone. Branches around the country also sought to engage customers and clients by showcasing examples of young Canadians from their specific region who had impacted their cities and neighbourhoods for good. The creativity of the campaign and its resulting impact were judged as highly commendable, as was the initiative's potential for replication by other companies around the world.



Weleda AG
Ethical and Sustainable Sourcing at Weleda AG

Swiss-based Weleda, a pioneer in natural cosmetics and pharmaceuticals, has a very public commitment to ensuring its products benefit the "health, beauty and well-being of mankind". This places an obligation on the firm to ensure that all the raw materials it uses are procured from only the most sustainable and reputable of sources. For this simple reason, Weleda has put responsible supply chain management at the very heart of its procurement strategy.

Weleda's ethical sourcing strategy is based on four primary pillars. These comprise: establishing a clear and effective management system; developing direct partnerships with farmers and providing them with tangible assistance; proactively supporting biodiversity; and working with governments to promote improved conditions as and where necessary. In total, Weleda is now involved in more than 50 different ecological and social projects with its suppliers around the world. These projects cover a range of issues, with particular priority given to the themes of human rights, biodiversity and deforestation. The company's willingness - and ability - to provide transparency to consumers about its supply-side impacts on people and the planet is resulting in increased demand and, as a consequence, growing market share.

The judges felt that the overall programme structure coupled with the company's clarity of purpose set Weleda apart as a genuine best-of-class example in this category.



HIGHLY COMMENDED
Coop
Fairtrade Rice

The Coop's innovative project to support more than 4,500 smallholder rice farmers in India and Thailand won the Swiss retailer the commendation of the judges. The project endeavours to support a tradition by farmers to organic cultivation methods and fair-trade working conditions. Thanks to the Coop's intervention, participating farmers have seen their incomes rise substantially. This is the result of the premiums they now receive for their certified rice, as well as the reductions in production costs that they have achieved. A further benefit for farmers derives from their newly-adopted habit of diversifying crop patterns, which is leading to greater resilience in the face of weather shocks and fluctuations in the market price for rice. Impressed by the project's positive economic, environmental and social impacts, the judges singled out the Coop for special commendation.



Maersk Line and Philips

Lighting Carbon Pact

Danish conglomerate Maersk Group and Dutch electronics giant Philips are both sustainability leaders in their own right. So, when the two came together on a joint project, the results were always destined to be exciting. Carbon Pact has not disappointed. The partnership sees Maersk Line, Maersk's container division, and Philips's lighting division pair up to promote the decoupling of business growth from resource consumption.

The initial focus of the partnership is on carbon reduction measures related to the shipment of Philips Lighting's products by Maersk Line. The ambition of the five-year initiative also looks for ways to engage the companies' leading customers and industry peers in the building of momentum for decoupled growth. This collaboration sets an example for other global players in how to join forces as a route to promoting systemic change.



HIGHLY COMMENDED ING Bank and Royal Philips

Revolving Credit Facility

Amsterdam-based Royal Philips, a leader in health technology, has signed an agreement with a consortium of sixteen banks for a new €1bn Revolving Credit Facility. The facility is designed to provide an interest rate that is directly linked to year-on-year improvements in the company's sustainability performance. Royal Philips was assisted in this progressive and imaginative finance mechanism by Dutch bank ING, which is serving as the sustainability coordinator for the facility. The sustainability-linked pricing structure marks the first of its kind for the syndicated loan market. This explicit recognition of sustainability data in a mainstream financial product represents a genuine "mind shift" for the investment sector, the judges noted.

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The Coop and WWF

Together for responsible soy

Back in 2004, no recognised standard existed to define what did, and what did not, constitute responsible soy production. In response to this challenge, the Swiss retailer Coop joined forces with environmental charity WWF Switzerland to draw up some industry guidelines. The result was the Basel Criteria for Responsible Soy, which served as the basis for a host of other global soy standards, such as ProTerra, RTRS and RTRS Non-GM.

The experience of working together led Coop and WWF to set up the Swiss Soy Network in 2011. The collaborative initiative set out to support the cultivation and marketing of responsibly produced soy. Its central goal was to ensure that, by 2014, 90% of all soy imported for animal-feed imported into Switzerland is certified as responsibly produced and 'GMO-free'. The goal was achieved within the timeframe set, and now stands at 99%.

Thanks to the joint effort of Coop and WWF, Switzerland today has a unique position worldwide regarding the use of responsibly produced and GM free soy. The judges paid particular attention to the impact that the partnership has had in kick-starting other standards for sustainable soy production around the world.



HIGHLY COMMENDED Marks and Spencer

support for Emerging Leaders

In 2013, UK retailer Marks and Spencer partnered with the NGO Emerging Leaders to deliver leadership training for individuals working in its supply chain. Emerging Leaders' mission is to bring the best leadership development to grassroots communities worldwide. This goal is based on the belief that true leadership can act as a catalyst for positive change and prosperity for everyone, regardless of gender, background or education. Since the partnership began, more than 35,000 people in six countries have benefitted. These individuals all work to supply either food, clothing or homeware to Marks and Spencer. The programme assists participants by educating and inspiring them to think and act as leaders in their places of work, as well as in their homes and community contexts. The partnership has had a measurable impact on worker conditions and workplace behaviours among Marks and Spencer's suppliers, as well as increasing the reach and impact of its charity partner.



Lloyds Banking Group

Lloyds Bank Social Entrepreneurs Programme

Lloyds Banking Group has more than 25m customers and a presence in nearly every community in the UK. Its 'Helping Britain Prosper Plan' aims to contribute towards solving some of the most pressing social and economic challenges in Britain today. The UK bank is doing so through the promotion of small business development and entrepreneurship. Through the Lloyds Bank Social Entrepreneurs Programme, it provides financial support and comprehensive learning opportunities for budding business people.

The programme, which is run in partnership with the School for Social Entrepreneurs and jointly funded by Big Lottery Fund, provides practical help to entrepreneurs to either kick off or scale up their businesses. To date, it has directly supported 1,300 entrepreneurs, who in turn have created 7,000 jobs. The knock-on effects in terms of economic growth and regeneration across the UK have been felt even further afield, with an estimated 1.1m people benefiting in total.

The judges felt this grassroots approach to community engagement and enterprise development exemplified the essence of what this award category is all about.



HIGHLY COMMENDED

Hetero Group of Companies

Hetero Sustainable Community Development

Indian pharmaceutical group, Hetero, was highly commended for a project that facilitates communities to identify, analyse and reflect upon their socio-economic realities. It is doing so through a process known as 'Action Oriented Learning'. This approach offers micro-level planning activities that enable communities to address basic needs related to education, health, water & sanitation, economic livelihood and infrastructure. The judging panel were impressed with the project's extensive scope, as well as its emphasis on helping community members create their own solutions to local challenges.



Digicel Group

Rebuilding Haiti

Haiti has a population of 10.7 million, about three in every four of whom live in abject poverty. Preventing the country's development is the fact that over one third of Haitians cannot read or write. Following the catastrophic earthquake in 2010, more than 4,000 schools were completely flattened in Haiti's capital, Port-au-Prince. The embattled education system found itself even more crisis-ridden as a result, with around 70% of the country's children prevented from attending school due to a lack of facilities.

In a move of remarkable vision and commitment, the Bermuda-based mobile phone network provider Digicel Group pledged to help rebuild Haiti's educational system from the ground up. The commitment involved assistance with the rebuilding of 172 schools and the provision of education for over 55,000 children. Improving Haiti's standard of schooling is about professional capacity as well as physical infrastructure. With that in mind, Digicel is also investing in training teachers. The networker provider is therefore supporting a three-year Leadership Enrichment and Educational Development programme, in partnership with the University of Quebec, Quisqueya University, OMG Haiti Education and GRAHN. Since its launch in 2012, the programme has trained close to 2,000 teachers.

With a total price tag of \$61m, the judges recognised the generosity of Digicel's investment in Haiti's education system. But this is far more than cheque-book philanthropy. The company's community investments are tailored for maximum social impact. A business making a remarkable difference over a sustained period of time, Digicel is the worthiest of winners of the International Community Investment of the Year award.



HIGHLY COMMENDED

Teck

Zinc and Health

As one of the world's largest producers of zinc, Teck's commitment to helping solve the global health challenge of zinc deficiency is as appropriate as it is necessary. Zinc is an essential micronutrient that is crucial for healthy growth and brain development. It is also a life-saving treatment for diarrhoea, which kills approximately 600,000 children each year. Since 2011, Canadian mining company Teck has invested more than \$15.5m in its Zinc & Health initiative, benefitting more than 140m people worldwide. The initiative also encompasses the Zinc Saves Lives Battery Recycling Campaign. This international campaign has seen over 1.5m batteries so far collected this year. Teck's achievements have only been made possible through a participative approach with multiple non-profit groups, a key factor that contributed to the judging panel's decision to highly commend the firm's efforts.

There was no clear stand out winner in this category. As such, there were several highly commendable candidates. All three entrants are very impressive employee-led programs with good initial results. The judges would have loved to see more on the impact of activities.



HIGHLY COMMENDED
SeaLand

Engaging Employees with Community Leads to Business and Social Transformation

SeaLand, a Maersk company and differentiated ocean carrier in the Americas, employs a core staff of 300 people. In 2015, the company embarked on an in-house programme to identify “can-do” leaders whose skills and expertise could make a real difference to the communities where SeaLand works. An initial team of 33 of these ‘Champions’ helped design a new approach to community involvement, which now stretches to 15 high-impact initiatives around the world. Today, one third of the firm’s workforce actively participates in the programme.

As well as being socially strategic (the individual community projects are each aligned with specific Sustainable Development Goals), SeaLand is delivering clear human resource benefits for the company too. A comprehensive survey of the programme gives it a score of 4.45 out of a maximum of 5 for “business impact”. The score for “external engagement” is of a similar magnitude (4.52/5). What the judges deemed particularly impressive about this entry was the initiative taken by SeaLand’s own employees to set up and design the programme, as well as the measurable results it has delivered for company and community alike.

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HIGHLY COMMENDED
Hanesbrands

Hanesbrands’ Energy Treasure Hunts Engage Global Supply Chain Workforce

Reductions in energy use and carbon emissions are core tenets of Hanesbrands’ environmental stewardship efforts and a key contributor to business performance improvement, employee engagement scores and workplace satisfaction. The company launched a comprehensive energy-management policy back in 2007, which commits the US clothing company to reduce energy use and carbon emissions by 40% by 2020, among other ambitious goals. Pivotal to its ability to achieve these targets is the company’s success in engaging its employees.

To this end, the apparel manufacturer and marketer introduced ‘Energy Treasure Hunts’ back in 2012. The initiative is designed to help employees identify energy-savings opportunities – both large and small – in all of its 70 facilities worldwide. The company-wide engagement approach has led to the implementation of nearly 1,000 eco-interventions over the last five years. These have resulted in annualized savings of more than \$10m, as well as significant emissions reductions. The initiative won the judges’ praise for its success in engaging employees in a two-way dialogue and for contributing in a very tangible way to the company’s overall sustainability goals.



HIGHLY COMMENDED
IBM

IBM Corporate Corps Programme

IBM’s Corporate Service Corps Programme groups employees from across the company’s global operations into cross-functional, pro bono consulting teams. These teams draw on IBM’s consultancy expertise to undertake month-long assignments advising local non-corporate organisations. The teams consist of consultants, researchers and marketing experts, among other specialists. The objective of the assignments, which typically take place in educational institutions, government agencies and NGOs, touch on everything from upgrading educational technology to advising on how to improve water quality.

Whatever the problem at hand, the IBM volunteers adopt precisely the same methodical, problem-solving focus that they would when working with for-profit clients. The market value of their contributions averages around \$400,000. In addition to the professional advice that the partner organisations receive, they also benefit in terms of the enhanced internal capacity and external credibility they receive. For IBM, meanwhile, the programme has had a marked positive impact on employee satisfaction and retention.



The Royal Bank of Scotland
The RBS Sustainable Banking Team

In recognition of their strong leadership in the area of responsible business, the Sustainable Banking unit at UK bank RBS took top prize in this highly competitive category. The company's 22-strong sustainability team, which sits within Communications and Marketing, was singled out for the proactive advice it offers to both internal executives and external stakeholders. The team was also commended for helping drive sustainable thinking into the bank's overall strategy and operations, while simultaneously delivering a suite innovative social and community programmes.

At a strategic level, RBS's Sustainable Banking unit has driven significant social change by focusing the bank's resources in two main areas: the provision of financial capability for all; and, the promotion of economic opportunity through successful enterprise development. In addition to these specific twin themes, the team has ensured that all the bank's sustainability activities are consistently underpinned with four key principles. These comprise: the generation of social change through collaborative partnerships; the pursuit of shared value through sustainability-oriented products and services; the measurement and reporting of non-financial impacts, and the engagement of external stakeholders, including campaign and advocacy groups.

Thanks to the leadership of the Sustainable Banking team, RBS is demonstrating significant, tangible impacts both for its direct customers as well as for society at large.



HIGHLY COMMENDED
DS Smith
The Sustainability Team all boxed up

The sustainability team at DS Smith are responsible for delivering the strategic vision that has turned this British company into a leading supplier of sustainable packaging solutions. The influence of the nine-member team can be seen in the company's robust management of its internal environmental and social impacts, as well as in the sustainability advice and services it offers to customers. Proof of the team's contribution to building DS Smith's reputation for sustainability leadership is evident in PWC's recent decision to garland the FTSE 250 company with its prestigious 'Best Sustainability Report' award. Given the relatively small size of the team, the judges were especially impressed with the positive changes it had brought about in DS Smith's internal operations as well as its wider value chain.



Namita Vikas
YES BANK

The Sustainability Leader of the Year award went to Namita Vikas, Group President & Global Head of Climate Strategy & Responsible Banking at YES BANK, India's 5th largest private sector bank. Ms Vikas's decisive and visionary leadership of the bank's sustainable development strategy has positioned her as a widely admired industry leader in corporate social responsibility, climate action and pro-social business. The judges highlighted her pioneering role in championing the Sustainable Development Goals through YES BANK's core operations. In doing so, she has provided a model of sustainable innovation that can be replicated and scaled across not just the finance sector but across business at large.

Ms Vikas's ability to drive systemic change at YES BANK has won recognition both inside India and further afield. Included in the prestigious Dow Jones Sustainability Index, YES BANK has set the bar for sustainable banking in India. Under her leadership, the bank became the first major financial services company to migrate to the new ISO 14001 earlier this year. Ms Vikas has also been instrumental in establishing YES BANK as a benchmark institution for Triple Bottom Line accounting and reporting in India, as well as a national leader in climate finance.

Ms Vikas's drive to embed responsibility at the heart of business is ensuring sustained commercial success for YES Bank. She is an inspiration to corporate change-makers around the world, and a worthy winner of the Sustainability Leader of the Year award.



HIGHLY COMMENDED
Darian McBain
Thai Union Group

Darian McBain has been plenty busy since joining Thai Union Group less than three years ago. Among the numerous feathers in her cap is the launch of SeaChange, the seafood company's global sustainability strategy. SeaChange aims to drive a positive transformation not just within the Thai Union Group, but across the global seafood industry. The judging panel was especially impressed with her hands-on approach to stakeholder engagement and her uncompromising commitment to improving the sector's reputation for ethical conduct. The impressive range of projects and policies that she has initiated during her time at Thai Union Group make her expertise in, and passion for, sustainable business abundantly clear.



Turkcell

'Hello Hope' Mobile App for Integration of Syrian Refugees

Turkey-based telecommunications operator Turkcell took the top prize for its ground-breaking 'Hello Hope' mobile app. After receiving over three million refugees from Syria during the past two years, Turkey currently hosts a larger refugee population than any other country in the world. The 'Hello Hope' mobile app was launched in September 2016 as a direct response to the Syrian refugee crisis.

The smartphone App offers a range of free services tailored for refugees as they seek to adapt to a new life in Turkey. Among these services are: Turkish language learning with flashcards, tests, videos; instant speech translation between Turkish and Arabic languages; useful information on categories such as how to access public services such as those relating to education and healthcare; a location-tracked database of helpful facilities nearby; and, a click-to-call button for Turkcell's Arabic call centre.

The App works on mobile internet or Wi-Fi, and is available for iOS and Android smartphones and tablets. This is an excellent example of business utilising its imagination to offer a solution that marries its in-house expertise and business objectives with a clear, impactful social mission. As Turkey seeks to adjust to the influx of Syrian refugees, this free service is delivering real, scalable results up and down the country.



HIGHLY COMMENDED

BLC Bank

We Initiative

BLC Bank's 'We Initiative' is the first programme dedicated to the economic empowerment of women in the Middle East and Near Africa. This inspiring initiative goes beyond financial solutions, aiming to help women address a whole range of common challenges and concerns. Whether female entrepreneurs, professionals, executives or mothers caring for their children at home, the 'We Initiative' endeavours to enable them to enhance both their professional and personal lives. To this end, the programmes offers training, networking, mentoring and advisory services, among other interventions. Lebanon-based BLC Bank was highly commended for creating a local programme with global ambitions.



Rose Marcario

Patagonia

CEO of the Year was awarded to Rose Marcario, who continues to push the ethical values and sustainability principles that established Patagonia as a beacon in responsible business. From a background in private equity, she joined the US outdoor retailer as chief financial officer. Since her appointment as chief executive in 2013, compound annual growth has run at 14% and profits have more than tripled.

Ms Marcario has used her platform as head of the iconic Patagonia brand to advance the company's commitment to sustainability, despite tough economic times. She has staked considerable professional capital in her promotion of a 'middle way' in modern business. This vision of genuinely sustainable business argues that business success can – and, indeed, must – come about through caring for the community or leaving the planet better than you found it. True to her word, she has made a significant mark on the clothing industry through her promotion of consumer awareness concerning the environmental effects of 'fast fashion'.

An inspiring and principled leader, Ms Marcario has helped bring credibility and momentum to the argument that a social and environmental focus is perfectly consistent with business success during her time as head of Patagonia. For her unstinting advocacy of a responsible approach to business and for taking a public stance in difficult times, the judges were delighted to name her as CEO of the Year.





Lifetime Achievement Award



Jonathon Porritt

Author, Broadcaster and Founder Director of Forum for the Future

Jonathon Porritt was presented with the Lifetime Achievement Award by way of recognition and appreciation for his tireless work advancing the cause of responsible and sustainable business over decades.

Mr Porritt was one of the first to recognise the need for business to become more mindful of social and environmental issues. Since that time, he has helped a countless number of large and small companies to adopt progressive business practices. As a writer, thinker and adviser, he has been an exemplary and effective catalyst for change.

The editors, contributors and Advisory Board of Ethical Corporation, as well as the judging panel, were in universal agreement about Mr Porritt's extraordinary impact across a host of different industries. It gave us great delight to present this responsible business stalwart with this award.

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