BEST PRACTICE
issue 28 October 2016
ethical performance

Forces for good

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- **Camelot**
- **MSD**
- **Visa**

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From the Editor
John Howell

A better future for business

At a time in history when bluster, threats, and literally destructive attacks fill the headlines, it may seem contrary to title this edition of Best Practice, 'Forces for Good'. Yet if we define 'force' as 'moral strength' and 'energy', then the contents of this issue certainly qualify.

It's clear in these dark times that 'the good' – and by that, I mean the social good, the larger polity – needs all the moral strength and energy that can be applied to it. The coarsening of mass culture, the grating nature of political discourse, and the shrill tone of the wilder fringes of the Web have delivered a persistent funk that hovers over our work days and haunts our restless nights.

Fortunately, there are those who are fighting back against this negative zeitgeist. Notably, the four companies who are profiled in this issue: Camelot, MSD, Visa, and Dentsu Aegis. They are among the many companies who are making serious progress by dedicating their considerable resources toward improving the world.

The case studies included here demonstrate the ingenuity to innovate and the power to execute. While the variety of subjects ranges widely, the companies whose stories are outlined within share a common goal: to use the assets and expertise of business to work toward a better future.

The exhibits:

- the millions of citizens who play the National Lottery are now supported by a proactive approach to player safety
- a field-based corporate pro bono programme lends the brightest and best of its employees to NGOs around the globe
- financial literacy is promoted via a corporate/nonprofit partnership to boost the financial capabilities and employability of young people across Europe
- a global agency matches its skilled marketers with charity leaders to help small charities to increase their communications capabilities

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NOTE

***Ethical Performance Best Practice* presents examples of best practice in corporate social responsibility. It is produced by Dunstans Publishing, a division of 3BL Media LLC, in association with the Institute of Business Ethics, a registered charity.**

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The IBE was established by business in 1986 to encourage high standards of business behaviour based on ethical values. It aims to lead dissemination of knowledge and good practice in business ethics. It is a registered charity. The IBE raises public awareness of the importance of doing business ethically. It helps organisations to strengthen their ethics culture and encourage high standards of business behaviour based on ethical values.
It also assists in the development, implementation and embedding of ethics and corporate responsibility policies and programmes. Additionally, the IBE helps organisations to provide guidance to staff and build relationships of trust with their principal stakeholders.

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responsible gaming

The National Lottery operator takes proactive approach to player safety

Innovative software tracks data to identify online problem play. **Miranda Ingram** reports...

As operator of The National Lottery, Camelot's mission is to change lives. Both the lives of its winners – it makes almost 30 millionaires a month – but also the lives of people who benefit from the incredible £36 million that is delivered every week in Good Causes funding. Since The National Lottery began in 1994, players have raised over £35 billion for Good Causes – this means an average of 150 lottery grants in every neighbourhood have been awarded.

So it's win-win? After all, watching The National Lottery draw on TV, ticket in hand, is a bit of harmless family fun. But with sales of lottery tickets and Scratchcards at an all-time high of £7.5 billion in 2015-6, is there a risk that people are spending more than they can afford?

"At Camelot, our strategy is all about lots of people playing a little, not a few people playing a lot," says Alison Gardner, head of corporate responsibility at Camelot. "Our unique position as operator of The National Lottery comes with responsibilities for player safety – that's why we choose to take a proactive approach."

It's also why, during the design process for a new game, Camelot uses tools that test how risky certain characteristics of a game could be for players and whether vulnerable or at-risk groups will be adversely affected. It also commissions expert research to give insight into the potential impact of new games on players, and then analyses the results of all this activity to see if a game poses a risk that's above average. If it does, Camelot will take another look at the product or review other factors, such as its marketing strategy. But if the company is still not convinced, it won't launch the game.

Another part of Camelot's responsible play activity sits with the company's network of 47,000 retailers. They are responsible for around 80% of National Lottery ticket sales, and Camelot is committed to training them how to spot and prevent underage play and potential problem behaviour. The company's 'Operation Child' scheme sends mystery shoppers – who are over 16 but look younger – into retail outlets to try and buy tickets without being challenged. An outlet that fails this test three times can have its lottery terminal removed.

But it is the growth of online gambling, where there is no face-to-face interaction, that provides the biggest challenge to responsible play. Camelot has a world-leading online platform with over eight million registered players. The company already closes down its gaming site overnight and online registration process involves an age-check by Experian.

But now Camelot has teamed up with the Cambridge-based Featurespace, world leader in Behavioural Analytics, to create a fascinating – and so far unique – pilot programme that allows it to monitor individual players, flagging up potential problem behaviours and allowing it to intervene early.

The Behavioural Analytics project started in 2013 and involved looking back through the company's historical data to see if certain online players exhibited behaviour which might predict problem playing, explains Gardner.

"First, we had to identify what problem play actually looks like – there is no standard definition," she says. "All our players can exclude themselves from certain games, even permanently. So we looked for people who had self-excluded from their online accounts, on the assumption that this was a sign they were playing too much and potentially had a problem.

"The next step was to monitor those players' behaviour in the run-up to their self-exclusion to see if any common behaviours emerged. We identified 11 behaviours, which we then tracked and monitored in our data set to see if we could understand which of these behaviours predicted problems ahead.

"We found certain behaviours were more predictive of problems, but it was mainly a certain combination of behaviours which set alarm bells ringing.

"For example, an increase in the numbers of sessions played per week is a pretty obvious indicator. Less obvious is multiple card declines. Of course, cards can be declined for various reasons so this, in isolation, is not an indicator of problem play. But it could also mean people are trying to play with money they don't have and,

"What's really exciting about Behavioural Analytics is that now we can proactively target messages to be a tangible help to players."

Alison Gardner
Head of corporate responsibility, Camelot

The company

Camelot UK Lotteries Limited is the operator of the UK National Lottery. Its objective is to maximise returns to National Lottery Good Causes through selling lottery products in an efficient and socially responsible way. This involves creating, marketing and promoting new games, developing and running the lottery infrastructure, providing services for players and winners, and working in partnership with retailers. Revenue in FY '15 was £7.59 billion. Good Causes and winners shared £6 billion of this. The company has over 700 employees and works with around 47,000 retailer partners, who record around 80% of sales. Its website (national-lottery.co.uk) is of one of the top 10 revenue-generating sites in the UK.

▲ Online play can be monitored and potential issues identified

critically, may not be able to afford. Put the two behaviours together and you could be seeing the beginnings of a problem."

Once the problem behaviours had been identified, Camelot ran a six-month programme using Featurespace algorithms. This ran from November last year to June 2016 and tracked player behaviours in real-time. This allowed it to categorise players as safe ('green' players); those displaying one or two problem behaviours ('amber' players); and those showing signs of problems ('red' players).

"It was the first time we had had such a depth of understanding of our players' behaviours," says Gardner. 'We'd been identifying behaviours on a weekly basis – now we needed to decide what to do with our knowledge."

Camelot developed a set of interventions to see if it could alter potential problem players' behaviours at an early stage. "We'd send an email asking "are you worried about how much you are spending?" with a link to self-help tools, or invite players to take a quiz to find out "what kind of player are you?" We developed six different interventions and divided our potential problem players into six groups, sending only one intervention to each group so that we could monitor its effectiveness."

At the end of the six months Camelot contacted the players involved to ask if they remembered seeing the interventions. 60% did not, which means the interventions weren't memorable enough, but the players surveyed nevertheless thought interventions were a good idea. "Most of the respondents believed it was up to themselves, not Camelot, to manage their behaviour, but importantly, they did appreciate prompts to remind them to play responsibly," says Gardner.

"Earlier research had already showed us that people don't like demanding or dramatic warnings – they respond better to softer and helpful messages like "maybe it's time to take a break" or "why not go and have a cup of tea".

"What's really exciting about Behavioural Analytics is that now we can proactively target these messages to be a tangible help to players."

Following the successful six-month trial, Camelot is now working on permanently embedding behavioural analytics, as well as further refining interventions to make them as effective as possible at averting potential problem play.

"The great news is that only 0.5% of our instant win game customers came up as 'red' players, and even our 'red' players would probably come up as 'green' on gambling sites," says Gardner.

Camelot is not the sort of company that attracts hardened gamblers. "For example, in bookmakers and casinos, there are machines where you can lose up to £100 in about 20 seconds," she says.

"Responsible play is at the heart of everything we do – from the way we design our games to the tools we use to help put players in control.

"Our games are relatively low stake and they are not super quick, either. Also, we have daily and weekly limits on how many games you can play and how much money you can add to your account. The idea is that our games are fun to play, not addictive – as we don't want players to spend more than they can afford."

Camelot already has the highest level of Responsible Gaming accreditation by the World Lottery Association and was one of the first organisations in the UK to achieve GamCare accreditation for its interactive services.

Nevertheless, continually improving safety nets is good for Camelot, as well as good for players, says Gardner. "Continuing to innovate our player protection procedures gives our customers confidence. They are more likely to spend an extra couple of pounds on an instant flutter while buying their lottery ticket, for example, because they know we won't let them get into trouble – and this acts as a guiding principle for all our games.

'Plus, the fact that they know that a proportion of each ticket they buy – whether they win or lose – goes to Good Causes truly does make it a win-win for many National Lottery players."

comment

Camelot

DANIEL JOHNSON, RESEARCH HUB MANAGER, INSTITUTE OF BUSINESS ETHICS

Online gaming is a huge phenomenon, which Camelot has embraced in a seemingly responsible way. The proactive approach taken to understanding player behaviour, particularly those at risk of spending more than they can afford, is particularly innovative. It is also industry leading. With the help of Featurespace, behavioural analytics experts, Camelot is harnessing the power of its data to make informed decisions about player risk and make sensitive interventions where necessary. Using these insights, Camelot is confident that it is setting higher standards than others in the online gambling industry, with their 'red' players likely to come up as 'green' for others. Following a successful six-month trial, Camelot is now working on permanently embedding these practices.

Points of note:

- 11 player behaviours have been identified which can be tracked and monitored, with certain combinations raising red flags for potential problems.
- 6 different interventions were developed, which employed a 'softer and helpful' approach, with most players not thinking it was the company's responsibility to manage their behaviour.
- Camelot has been recognised for its responsible approach by the World Lottery Association with the highest level of Responsible Gaming Accreditation, and was one of the first organisations in the UK to achieve GamCare accreditation.

volunteerism

MSD lends its best employees to NGOs around the world

The Fellowship for Global Health programme matches skills to needs. **Miranda Ingram** reports...

As a global healthcare leader based in Kenilworth, New Jersey, MSD, known as Merck & Co., Inc. in the US and Canada, is one of the largest pharmaceutical companies in the world. It also runs the flagship MSD Fellowship for Global Health – a three month, field-based corporate pro bono programme that lends the brightest and the best of its employees to non-governmental organisations (NGOs) around the globe as part of its mission to help the world be well.

The aims of the programme are threefold: to strengthen the capacity and reach of the NGOs; to provide a unique, rich professional development opportunity for employees; and to apply learnings across the company. The benefits are also threefold: to the Fellow, to the company and to global health in regions where the need is greatest.

"In 2012, the company already had a long-standing, robust volunteer program operating around the world," says Theresa McCoy, who leads the Fellowship Program in the company's Office of Corporate Responsibility. "However, after benchmarking against other companies, we realised we could increase our impact through full-time engagement of employees sharing their skills in a more systematic and sustainable way. That's when the idea of the Fellowship was born."

In the four years since its inception, the Fellowship has grown dramatically, both in scope and the number of employees involved. Since 2012, 130 Fellows have worked with 33 nonprofit organisations in 15 countries.

"Initially, we pinpointed our emerging leaders and approached them to join the Fellowship," says McCoy. "The interest level grew so high, however, that in 2013 we introduced a new system that allows any eligible employee to submit a Fellowship application."

The application period opens annually each February, but before this, MSD identifies the most pressing challenges and chooses the partner NGOs and projects that the Fellows will collaborate on. This way, employees can apply for specific projects and put forward detailed proposals as part of the application process, enabling MSD to match employee skills to NGO needs.

Their tasks can fall into a number of categories, such as branding and marketing communications, international business strategy development, financial modelling, vaccine research and biopharmaceutical R&D training. The aim is to maximise the NGO's organisational capacity, helping them increase access to health services, products and education in the communities they serve.

"Selection is rigorous," says McCoy. "Fellows not only need to have the right skill set and be top performers inside the company, but they also need to be able to develop new skills, such as communication, leadership, consultancy, training and team-building when they are in the field."

Overall, the Fellows' commitment is for a full year. After being chosen in May, they start virtual training followed by a six-day, face-to-face workshop in July, where they learn more about themselves, their cross-functional team, the NGO partners and the countries where they will be working, including cultural mores, for example. "Our goal is to thoroughly prepare them so that they can maximise their contributions to the NGO partners while ensuring their wellbeing and safety," says McCoy. "The Fellows have access to coaching, mentoring, security and technical support while they are in the field."

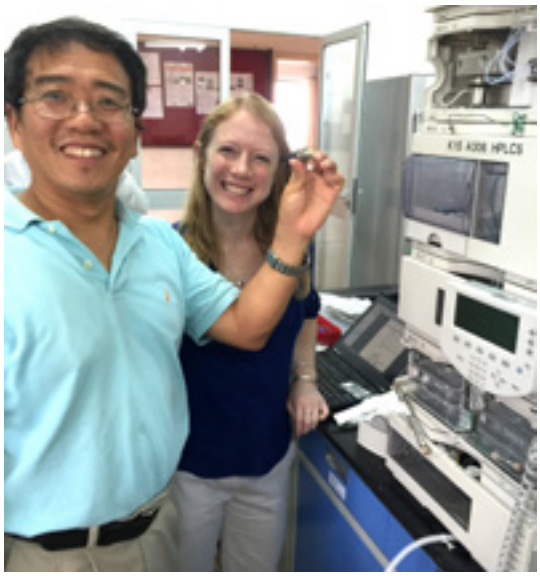
Upon their return, Fellows are required to spend a further six months presenting and disseminating what they have learned throughout their own department and the company as a whole. In some instances they become champions for helping to solve global health challenges. They may also choose to stay involved in the programme, working as ambassadors for the Fellowship by sharing their experiences and spreading the word to potential applicants. In other cases, they may sit in on selection committees for Fellowship candidates or act as mentors for new Fellows in the field.

"Fellows not only need to have the right skill set and be top performers inside the company, but they also need to be able to develop new skills."

Theresa McCoy, Fellowship Program leader, Office of Corporate Responsibility, MSD

The company

MSD, known as Merck in the United States and Canada, is an American pharmaceutical company with headquarters in Kenilworth, New Jersey. The company offers health solutions through its prescription medicines, vaccines, biologic therapies and animal health products, which it markets directly and through joint ventures. Human health pharmaceutical products are generally sold by prescription to drug wholesalers and retailers, hospitals, government agencies and managed healthcare providers. Animal health products are sold to veterinarians, distributors, and animal producers. The company publishes the *MSD Manuals*, known as the *Merck Manuals* in the United States and Canada, one of the world's most widely used medical information resources. Revenue in 2015 was $39.5 billion. MSD employs 68,000 people at global locations.



"One hundred percent of our alumni Fellows have reported leadership and professional development gains, particularly in self-confidence, as well as an increased awareness of the urgency around global health issues," says McCoy.

The Fellows continue to grow and develop as leaders after their assignments are completed. For example, 38 percent have been promoted or taken on new responsibilities since their return, with Fellows having increased the number of people reporting to them by three subordinates on average.

While the Fellows develop their leadership skills and gain a greater understanding of the challenges and opportunities in the global health market, the benefits to the company are also clear.

"Fellows come back passionate and more engaged," says McCoy. "They bring back an awareness of how people experience healthcare in different parts of the world. In the field, they learn to find innovative solutions in resource-constrained environments and can potentially replicate these efficiencies upon their return."

All the non-profits have reported substantially improved impressions about MSD in the communities they serve, and 89 percent report a better understanding of MSD's company mission. They were unanimous in reporting substantial or extraordinary capacity gains, particularly in the areas of strategy and planning, training and knowledge transfer, operations, marketing and external relations, and service provision. Such positive feedback demonstrates the company's commitment to saving and improving lives as well as to corporate responsibility.

The third beneficiary, global health, gains through the Fellowship's public-private partnerships as well as the growing network of global health advocates within the company.

"The aim is to leave the non-profit in a sustainable position at the end of the three months," says McCoy, "so that they can continue without us." However, she adds, she knows that many Fellows keep in touch with the organisations where they have worked, continuing to provide strategic guidance as part of their own volunteer time.

The company's commitment can occasionally be ongoing, too. In 2014, two Fellows working in Cameroon identified the need for high-performance liquid chromatography (HPLC) equipment to detect counterfeit drugs. MSD donated the equipment and the following year two new Fellows set it up and trained local researchers to use it.

While NGOs can reapply to the Fellowship with a new project, working as a Fellow in the field is a once-in-a-lifetime experience. "Many of our Fellows would like to go on another assignment," says McCoy, "but for now, we want to give as many employees, from as many different countries as possible, the opportunity to become a Fellow."

Find out more about the MSD Fellowship for Global Health and the company's commitment to employee engagement in its Corporate Responsibility Report on their website at www.msdresponsibility.com

▲ **Left:** Lihu Yang nd Ellen Minnihan, Fellows from MSD's research laboratory division, celebrate after repairing a leaking solvent pump on a liquid chromatography (HPLC) instrument for BioVentures for Global Health at the University of Buea in Cameroon. **Right:** Fellow Nardi Odijk (center) of the Netherlands worked with a hospital in rural Nepal on a pharmaceutical supply chain strategy.

comment

MSD

ROBERT TATE, HEAD OF ENGAGEMENT, INSTITUTE OF BUSINESS ETHICS

ibe Institute of Business Ethics

Strategic employee volunteering, which connects the development needs of the individual with both company and NGO partner goals, is hard to implement successfully. MSD's approach illustrates the benefits of a sustained, global, investment programme delivering a 'win, win, win' outcome for all those involved. Individuals benefit from significant personal and professional development – enhancing their understanding of global health challenges and bringing this insight back to their day jobs. MSD benefits from highly motivated employees returning to the business with a new energy for solving problems and new skills to apply to the task. And partner NGOs benefit from committed volunteers who arrive with enthusiasm and leave with a deepened understanding of delivering health care on the front line.

Points of note:

- The programme was developed after benchmarking good practice across the sector.
- NGO partners are identified in advance to ensure that projects address the most pressing healthcare challenges.
- Volunteers are selected via a rigorous application process which targets their skills and development needs to specific projects.
- All alumni and NGO partner organisations report significant and sustained benefits.

financial literacy

Visa supports financial education for youth

The global payments business partners with Junior Achievement Europe to create innovative e-commerce and personal finance programmes. **Tom Idle** reports...

The digitisation of our global economy has very quickly transformed how we think about and use money. Paying for goods and services online, spending our salaries in stores with the swipe of a card and transferring cash in virtual environments has made lives easier and the handling of 'real' cash a thing of the past.

Yet the financial literacy and understanding of how money works among young people has not necessarily kept pace with the ever-evolving digital economy – even in the most developed nations.

Keen to support the education of young people and play a leading role in reversing this trend, the global payments business Visa has stepped into the breach, partnering with Junior Achievement (JA) Europe to find solutions in boosting financial literacy and the employability of young people across Europe.

"When our chief executive joined the business two and half years ago, he challenged us to think about how we could generate more social value, and business value, from our programmes," says Nick Jones, Visa Europe's head of corporate responsibility. "Previously, our CSR initiatives had a wide focus on how we could help young people.

"But we knew that equipping them with a financial education would help them land better jobs or have the confidence to start their own businesses would be a valuable role for us to play."

To help bring that vision to life, Visa has sought the expertise of JA Europe, an organisation founded to provide young people – from primary school age to university – with entrepreneurial experiences that build the skills and competences they will need to succeed in a global economy.

In fact, the two organisations have been working together since 2012 when they jointly launched a financial literacy programme to support school children in Romania. Then came the Entrepreneurial Skills Pass, designed to give young people a unique certification of their entrepreneurial experience and knowledge. It acknowledges their participation in the JA Company Programme, where they learn what it is like to run your own business, all within the safety of a school environment where they have the confidence to make mistakes and learn as they go.

During the school year 2014-2015, the Start-up Incubation Challenge kicked off in the UK, Denmark, Romania and Spain to nurture young start-ups. Around 530 university students were supported by 40 Visa staff volunteers to develop more than 100 new business ideas. It has been a fruitful partnership with both parties bringing different skills and strengths to the table. "Despite the scale of our brand, we have a fairly small employee footprint in Europe, with only 1,500 employees," says Jones. "We do have lots of our volunteers going into schools, but we can't blanket the country or stretch far into Europe. But JA can give us that reach.

"Also, we are a payments technology business. JA are the established experts in devising great programmes for financial education. We needed to partner with an equally well-known brand in their field and use our shared vision to equip young people with the tools to thrive. It's a perfect fit because our visions are identical," he says.

The trend for the private sector playing a role in what has traditionally been a public sector-only domain – the school – is one that is ever evolving. "Building partnerships between businesses and education authorities is changing," says Diana Filip, deputy CEO of JA Europe. "When I joined the organisation back in 2004, there was very much a sense of 'business does not belong in the classroom' and we have had to push hard to make sure governments understand the need to change.

"Yes, we need to empower teachers, but businesses have a key role to play too."

Of course, giving young people an insight into the world of work through business is one thing. Giving them the right education that is going to be useful and lead to a job, is quite another. And that is exactly the challenge that Visa and JA's latest initiative is designed to tackle. What are the skills and competencies that businesses need from the next generation of young employees that are currently missing? "Take something like

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>
> Diana Filip
> Deputy CEO,
> JA Europe

The company

Visa Inc. (NYSE:V) is a global payments technology company that connects consumers, businesses, financial institutions, and governments in more than 200 countries and territories to fast, secure and reliable electronic payments. The company operates one of the world's most advanced processing networks – VisaNet – that is capable of handling more than 65,000 transaction messages a second, with fraud protection for consumers and assured payment for merchants. Visa's innovations enable its financial institution customers to offer consumers more choices: pay now with debit, pay ahead with prepaid or pay later with credit products. For more information, visit our website (www.visaeurope.com), the Visa Vision blog (vision.visaeurope.com), and @VisaEuropeNews

the automotive sector, for example. Teachers are way behind in understanding the developments in digitisation and technology that have taken place in that industry. Companies are saying that students entering into business are not equipped to get up to speed with how they operate," says Filip.

It is not just in the automotive sector that there are skills gaps. The wide-ranging survey, launched to coincide with European Money Week in collaboration with the European Banking Federation, the Organisation for Economic Co-operation and Development and the Vienna University of Economics and Business, points to a range of issues. Of the 455 respondents from the business community, 95% said that young people are not equipped with the financial skills they need to start their working lives.

Across all European regions, 59% believe that 'financial planning' and 'budgeting' are the most needed skills for business. And just 19% said that their country's education system was doing enough to reverse the trend.

In a report containing the full survey findings, there are also a number of case studies that offer inspiration and ways to fill the missing gaps, including the aforementioned schools programme in Romania. Known as MoneyIQ and MoneyOnline, Visa and JA Romania have kick-started two large-scale and long-term financial education programmes that have delivered offline and online learning modules to more than 800,000 young people in the last five years. Through a combination of face-to-face training sessions and two main e-learning platforms, students have been given a chance to learn about personal finance and e-commerce, and teachers have boosted their ability to apply financial education in an interdisciplinary way across all subject areas.

"Electronic payments are changing the way that we pay and are paid at an unprecedented speed. This pace of change makes it all the more vital that we equip young people with the money management expertise they need for work and life in a digital world," says Jones.

Filip agrees and wants to see financial education given at even young ages. "Talking about the economy, what Mum or Dad are doing and how money flows is important even at primary school age," she says. "My son came home from school after experiencing a programme like that and said, 'Mummy, now I understand why you can't buy me Lego Star Wars every day, because there is a tax person who takes part of your salary to pay for schools that we can go to for free. That made me so happy."

The work of Visa and its partnership with JA Europe is a great example of how companies can use the power of their brand to make a difference where it is needed most – and in a way that aligns with its overall growth strategy. By aligning with an organisation that can deliver the expertise required on the ground, Visa has found the right partner that shares its mission to really make a difference.

▲ Through a combination of face-to-face training sessions and two main e-learning platforms, students are given a chance to learn about personal finance and e-commerce

comment

Visa

GUENDALINA DONDÉ, SENIOR RESEARCHER, INSTITUTE OF BUSINESS ETHICS

ibe Institute of Business Ethics

Nurturing new talents is essential to business success. This initiative promoted by Visa is aimed at equipping young people with the set of skills that are required in the workplace, bridging the gap that is often perceived between the education system and the business world. It is a good example of how business can engage with society in a positive way that benefits both parties: companies will be able to attract more skilled young employees, who in turn will acquire the expertise they need to start their career successfully. Moreover, it allows Visa to support its more vulnerable young customers to make better financial decisions, minimising the related risks.

Points of note:

- The engagement of Visa with society is not limited to the young people targeted, but it involves a partnership with an organisation – Junior Achievement Europe – that could improve the impact of the initiative.
- The success of this initiative is grounded on the engagement of Visa employees: around 40 Visa staff volunteered to support about 530 university students to develop more than 100 new business ideas.

community engagement

Using the power of communications for social impact

Dentsu Aegis directs its employees' skills toward community-based charities. **Adam Woodhall** reports...

On an average day in the Western world, people see between 250 and 270 pieces of advertising. Globally, approximately $600 billion was spent on advertising in 2015, with the UK spending nearly 1% of its GDP on marketing. The power and reach of marketing and advertising in our society is unquestionable.

Dentsu Aegis Network is one of the largest agencies in the world. They have recognised they can harness this power as a force for good by utilising the skills of their employees to support community-based charities. Over the past five years, the agency has helped more than 2,500 small charities increase their communications capabilities. The company's commitment has been particularly evident in its work with GlobalGiving UK, in an innovative approach to sourcing marketing skills through the Route to Good programme, and also with the GlobalGivingTIME programme, one of the first online volunteering communities.

As Frank Krikhaar, Dentsu Aegis Network's Global CSR Director, says of his company's core business, "It's all around us, it powers and fuels a huge part of the economy." He continues, "Advertising and marketing can have an amazing impact when used for good. That's of course, a big part of my job. We need to make sure we use it for that purpose and we make sure we use it better in the future."

The advertising and marketing industry has recently evolved at an almost dizzying pace. For example, in 2009 Twitter had only just started to come into its own, Instagram hadn't even launched and Snapchat wasn't even a twinkle in its founder's eyes. Similarly, Dentsu Aegis Network's CSR has come a long way.

As Krikhaar observes: "I remember starting in late 2009. The company had done some ad-hoc activities here and there, and really wanted to build a coherent and comprehensive sustainability strategy. Back then I had to knock on doors to get things done and to get people moving. Now, it's the other way around, people are knocking on our doors and saying, 'How can we get involved? We really want to do something in our country, in our office, with our brand. How can I engage with your team?'"

A global agency like Dentsu Aegis Network can, of course, have a fantastic reach, says Krikhaar. "Looking back, there are some projects, where I think, 'Wow, look at the absolute mass impact we had.' For instance, in September 2015 we helped launch the UN Sustainable Development Goals by organising the world's biggest outdoor advertising campaign ever. Together with other media partners, we made sure nearly two billion people around the world were exposed to those goals".

Whilst campaigns like that one have massive reach, it was recognised early on that this large-scale approach might not be appropriate for the main thrust of Dentsu Aegis Network's 'Future Proof' strategy. Krikhaar explains: "As a business we are able to really tailor advertising campaigns at a local level. My main challenge was, how do I do that for CSR? When we started this journey six years ago, on purpose we decided we're not going to have a global charity partner. One of the main challenges was how can we create an approach where countries will decide their own priorities that they want to address, and give them tools to do that. In 2010, that was very different to what was recommended best practice, and so we went down a significantly different route in terms of executing a strategy."

In addition to this approach – to support only SME charities and not have a global charity partner – reflecting the devolved autonomy of the agency, it also reflects a growing realisation in the field that this may actually be a better approach. Krikhaar observes: "Studies have shown small grassroots charities are often more able to deliver locally relevant change and have the biggest impact on the ground compared to big multinational aid organisations."

Rachel Smith, Co-Founder of GlobalGiving UK and Director of Programmes & Operations, describes the Route to Good programme: "Money isn't the only thing that charities need, so this programme looks at matching highly skilled marketers with charity leaders. Not only are we passionate about ensuring that the charities benefit, but also

Over the past five years, the agency has helped more than 2,500 small charities to increase their communications capabilities.

The company

Dentsu Aegis Network Ltd is a multinational marketing communications company headquartered in London. It is part of the third largest media group agency globally and is wholly owned by the Japanese advertising and PR firm Dentsu. Its communications services include digital creative execution, content creation, media planning, sports and entertainment marketing, SEO strategy, near-field communications, and marketing analytics. It has a presence in 145 countries with 10 main global network brands, six specialist/multi-market brands, and 55 local brands. Over 35,000 people work on media, brand and digital communications services, with revenues of approximately £2.5 billion in 2015.

▲ Over 700 charities have received skilled volunteering support from Dentsu Aegis including GENCAD, a charity supporting women and girls in rural Kenya (left), and PHASE worldwide that supports communities in Nepal (right)

consider what the employee and the business can gain. The programme encourages the employees to be coaches, to listen and challenge rather than provide solutions. For the company, the value is about investing in the high potential people and increasing retention by providing high quality learning."

Overall, more than 700 small and medium-sized charities have received skilled volunteering support involving nearly 1,000 volunteers. The feedback from the charities and employees has been excellent. For example, 86% of charity respondents reported some or significant development to their communications with donors and 81% of employees recognised specific professional development in leadership.

GENCAD is a small charity supporting women and girls in rural Kenya. Director Abdirashid Ali detailed their experience: "Sander and Aurelien from the Amsterdam and Paris offices of Dentsu Aegis Network were fantastic. We learned a lot of project management techniques, how to remote work and with their support, revamped our social media, improved messaging and therefore reached more people. After this support, our Twitter following went up by over 200% and Facebook likes by nearly 100%, and although it's not possible to know exactly the impact on giving, our online donations definitely increased."

Sander Verhof observes: "Route to Good gave me the inspiration to work together with the great charity GENCAD. Alongside our mentoring, we also created a charity ride, which raised €11,000 through a bike ride from Amsterdam to Paris. It was a great experience." Ali continues: "It's not just the cash that's been raised, there's the intangible engagement generated. All these changes led new commitment and excitement from the trustees and volunteers."

As New Yorker Kaitlyn Lariviere remarked, "Route to Good has allowed me to apply my skills in a unique way... and has provided me the opportunity to learn more. Helping a charity forge a path to success has been a challenging but rewarding experience."

Further evidence of the success of the support from Dentsu Aegis Network employees comes from Sarah Galvin, Director of PHASE worldwide, a small charity working with communities in Nepal: "This scheme has been instrumental in making big improvements to the website, newsletter, how we talk to different supporters and overall communications. Furthermore, by drawing on relationships with their clients, we received pro bono advertising space in British Airways executive lounges."

Whilst the programme has been a considerable success, it's not all been easy sailing. "Really the most difficult thing that I learned over the last six years is letting go," explains Krikhaar. "We can't influence everything that happens from London, because frankly, we don't know what the issues are in Kenya or Nepal. Rather than assuming that the CSR team knows best, I've let the social change makers and entrepreneurs come forward and say, 'Well this is what we'd like to do. Can you support that?'"

The results of this journey are clear. Recognition comes right from the top, with Nigel Morris, CEO, Dentsu Aegis Network Americas & EMEA and chair of their Sustainability Committee, noting, with approval: "Our achievements over the past five years clearly show that it is possible for multinationals to have a tangible and positive local impact, reflecting locally felt needs. We're incredibly proud of what we have achieved."

comment

Dentsu Aegis

CHARNI GRANT, RESEARCH ASSISTANT, INSTITUTE OF BUSINESS ETHICS

Moving beyond ad-hoc corporate responsibility initiatives, Dentsu Aegis Network has recognised the value in building a formal sustainability strategy. It has also acknowledged that, whilst the size of audience is important, this does not necessarily equate with long-term impact.

Utilising Dentsu Aegis Network's existing expertise in advertising, as part of Global Giving UK's Route to Good Programme, is a worthwhile means of improving a charity's value beyond financial donations. Supporting others to develop the skills to grow their community organisations themselves has great lasting value. This is particularly true nowadays when accounting for the ever-increasing influence of an effective marketing campaign.

Points of note:

- Studies have shown grassroots projects are more capable of delivering relevant and localised support, having a greater impact compared to bigger multinational organisations.
- Financial donations are not the only way for corporates to make charitable contributions.
- Dentsu Aegis Network will be continually learning from its involvement in the programme, improving its capacity to tailor support to smaller community experiences in the future.

social engagement

More companies are getting involved in social issues

By Vikas Vij

As expectations rise for companies to engage with the communities through communications, advocacy or legal means – and as the implications for business become clearer – more companies are speaking up to influence the discussion on social causes.

According to a new study by the Public Affairs Council (PAC), major corporations are facing pressure from various stakeholders, including their own employees and customers, to weigh in on social issues. The study, 'Taking a Stand: How Corporations Speak Out on Social Issues', analyses the results of a poll of 92 businesses about their growing need to address social challenges.

The study reveals that employees have been highly influential when companies have chosen to get involved in social issues. The next most influential stakeholder group has been customers. Companies headquartered in the US were more influenced than their non-US-headquartered peers by advocacy groups (41% vs. 18%), shareholders (39% vs. 9%) and political leaders (22% vs. 9%).

The survey of businesses across industries finds that over the last three years, 60 percent have experienced rising stakeholder pressure to speak out on social issues such as discrimination, sustainability, education and human rights. What's more, 74 percent of the respondents said they expect the pressure to further increase over the next three years.

INVOLVEMENT

More than half of the companies surveyed have been involved in efforts to end discrimination and restrictions based on sexual orientation or gender identity.

Expectations for involvement are the highest among companies with more than $15 billion in annual revenue. More than 75 percent of these companies said they experienced increased pressure to weigh in on social issues. A large number of companies said they were most involved recently in efforts to protect the environment (74%), end discrimination or restrictions based on sexual orientation (59%) or gender (54%), improve access to quality education (59%), protect human rights abroad (49%) and end discrimination/restrictions based on gender identity (52%).

The most common strategies adopted by companies in their social issue advocacy efforts have been to join a coalition, lobby at the state or local level, distribute a press release or public statement, lobby at the federal level, sign a petition, publish a formal policy position or conduct media interviews.

The President of PAC, Doug Pinkham, summed up the findings of the survey by saying that many of the pressing social issues are now viewed as business issues. They affect a company's ability to attract and retain talent and meet the expectations of customers. The involvement of leading companies also demonstrates the belief that it is possible for a firm to be financially successful while protecting the environment and supporting local communities.

corporate social responsibility

How CSR supports the financial bottom line

By Vikas Vij

A broad consensus has emerged over the years that companies should invest in corporate responsibility and sustainability initiatives. But how much should be such investment, and whether it will detract from or boost the bottom line, continue to be hotly debated issues. What is clearly established is that it is not enough to do CR, but one must do it well in order to achieve measurable benefits.

ACCP and IO Sustainability are launching a landmark initiative to help companies identify how corporate social responsibility (CSR) supports both the financial bottom line and social objectives. The Business ROI of Social Investments: A Pilot Program will engage 15 or more companies to develop tools that enable managers to structure social investments to deliver measurable benefits for the business and society.

The program will enable companies to determine which investments will deliver strategic value, and to measure results. Participating companies will work through a process to evaluate current performance and to develop a business case for their CSR programs.

According to Project ROI – Defining the Financial and Competitive Value of Corporate Responsibility and Sustainability, social investment can make key contributions to a company's financial and competitive success. Yet a perception among many corporate executives is that their company's social investments do not support business objectives.

The launch of the Sustainable Development Goals (SDGs) will increase the demand on companies to do more, while conversely, increasing global competition will pressure companies to do less. Mark Shamley, President and CEO of ACCP, said that to ensure the sustainability of social investments, CSR leaders must adopt an approach that addresses societal issues while supporting and driving business results.

ACCP and IO Sustainability will guide the pilot program members through a structured method to identify strengths, gaps, and opportunities within their programs. The structure of the pilot will also allow participants to benchmark their programs against peers and leaders in the field. ACCP and IO Sustainability will provide guidance and the infrastructure needed to support peer learning throughout the program.

Steve Rochlin, Co-CEO of IO Sustainability and lead author of Project ROI, said that when participants complete the program, they would have built a business case for their programs that demonstrates the value of the work to the company and society. They will also have access to the diagnostic tool, metrics, and a strategy and management framework.

UN Sustainable Development Goals

Companies driving progress on UN SDGs

By Vikas Vij

The world's current rate of action may not be enough to achieve the UN Sustainable Development Goals (SDGs) by 2030. To reach the goals, the private sector, representing 60 percent of the world's GDP, has a key role to play. Business can be the swing factor: the actions companies choose to take have the power to amplify change – for good and for bad.

To assess the progress on the 17 SDGs and examine the role of business, DNV GL has released a forecast report called the 'Future of Spaceship Earth'. The report launch was co-hosted with the UN Global Compact at the UN headquarters in New York.

The report shows that, while many of the goals will make good progress across several world regions, action will not be fast enough or fair enough and will come at an unacceptable environmental cost. However, there is still time to reset the course of 'Spaceship Earth,' according to the report.

The scale of the challenge is such that urgent, extraordinary action is now needed. Business is uniquely positioned to drive this magnitude of action, and some companies have already taken the lead. To highlight their contribution, the report showcases 17 global companies making significant progress on each of the global goals. These pioneers are driving sustainable change through innovations, partnerships and adjustment of business models.

BLUEPRINT

The companies at the frontier of the progress on the SDGs include Tata, Danone, Hi Technologies, ARM, Symantec, Grundfos, SolarWorld, NYK, Hydro, Safaricom, Siemens, Marks & Spencer, Iberdrola, Cermaq, APP, Calvert Investments and Unilever. The SDGs have become a blueprint for companies to reshape and future-fit their business.

According to Remi Eriksen, Group President & CEO of DNV GL, for the most part, business has the technology, people and processes to rock the world. The challenge, therefore, is not the 'smarts', it is the take-up of the solutions proposed and piloted – the real scaling of these interventions.

Some of the companies that have embedded the 2030 goals into their business strategy include:

Danone

Danone is helping in the fight against climate change. The company's Livelihoods initiative has enabled the plantation of 130 million trees, sequestering 10 million tons of CO_2, thanks to the complementary expertise and power of over 10 major companies as partner investors and as many NGOs, all building on mutual capacity and knowledge sharing. The 100 million Danone Ecosystem fund operates 63 projects in 28 countries, conducted hand-in-hand with 51 NGO partners.

Symantec

Symantec is working towards achieving the goal of gender equality. A proactive intention, backed by Symantec's executive leadership, resulted in a shift over just two years from 10 percent to 30 percent representation on the Board of Directors. The company also set goals around the percentage of women in leadership (at director level and above), launching projects to develop females inside the company. Symantec has also launched a program of rapid education to increase the numbers of women and people of color within the cyber security space.

SolarWorld

SolarWorld is leading change in the arena of clean energy. With innovative high-performance products, it holds a key role in the quality segment of the solar market. A strong focus on R&D keeps SolarWorld about "18 months ahead of the technology curve". Reducing costs by increasing automation allows the company to compete on attributes other than price – such as quality, longevity, reliability, and efficiency.

Siemens

Siemens is pursuing the global goal to build sustainable cities and communities. The Siemens Urban Development Team works with cities, helping them focus on optimal technologies to reduce their carbon footprint and improve local quality of life, while building in resilience to expanded and upgraded infrastructure. The three key focus areas are: energy, transport, and buildings. The company's own technologies touch almost every aspect of urban life. Many of its technologies are helping cities and industry to reduce their carbon emissions.

M&S

Marks & Spencer has incorporated the global goal of responsible production and consumption into its business strategy. The company's 'Plan A' sustainability programme aims to embed sustainability into every aspect of their production, consumption, and disposal cycle. Plan A introduced 100 social and environmental commitments, which the company has driven over the last 10 years. By 2020, the company will have at least one sustainability story to tell in every one of the three billion items it sells, which could be MSC fish, or FSC wood, or made in an eco factory.

Calvert Investments

Calvert is incorporating sustainability into its investment decisions. Calvert specifically seeks companies with business practices that solve the most difficult challenges that society faces, and who do so with a high degree of transparency and in a manner that makes financial sense. The company is in the process of mapping the SDGs to the Sustainability Accounting Standards Board (SASB) material ESG indicators, seeking to establish a set of standards that companies should meet in terms of ESG disclosures and essential practices.

Unilever

Six years ago Unilever launched a new Unilever Sustainable Living Plan ('USLP'), which was a direct response to its vision for a sustainable world. The plan has helped Unilever increase the size of its business, while minimizing environmental impact and maximizing social impact. Under the plan, the company has over 50 very tightly bound and very specific targets, grouped into different areas of relevance to Unilever's business.

OPINION

Values, business culture and society

Companies will only thrive if they are contributing something that society values, not just taking profits out for themselves...

Peter Montagnon, Associate Director, Institute of Business Ethics

For a long time, Britain has led the way in corporate governance. It was the first to use a governance code to set benchmarks of good behaviour and has relied successfully for decades on the concept of comply-or-explain as a means of introducing smooth innovation and gradually raising standards.

This has served our market well, because the right of shareholders to elect and, importantly, to fire directors who fail to meet generally accepted standards has concentrated minds and provoked dialogue between companies and their shareholders. For the most part, change has come about without confrontation, and the engagement between companies and institutional shareholders, while still not perfect, has been far better developed than in other markets such as the US.

However, the string of corporate crises around and after the 2008 financial crash has prompted the realisation that we need to add a new dimension. While governance hitherto has been largely about the organisation and behaviour of boards, their accountability and their ability to make strategic decisions and to manage risk, it now needs to reach out more into the way the whole organisation is set up to behave.

When crisis happens, most boards want to know what has been going on. Ditto the press, obsessed as it is with scoops and finding out who to blame. Actually it is vitally important to ask another question as well: why did people behave this way? Why did executives at Tesco and Toshiba falsify financial statements? Why did Volkswagen cheat on diesel emissions? An entrenched and complacent management does not want to know the answers to these questions. It prefers to find out what happened, punish the purported miscreants (who will always be some way below the board) and return as quickly as possible to business as normal.

Yet, if boards really want to address these issues, they have to define and shape the culture within the company that drives the way people behave. The ability to articulate values, shape culture and drive good behaviour is becoming a new task for boards that goes way beyond the old task of organising processes with the right level of independence and balance.

It is a tough task for boards because it requires them to reach more deeply into the way the company operates without micro managing. It means more attention being paid to what is going on at the coalface, and to indicators such as staff turnover and customer complaints, to the underlying operation of health and safety rules. It also means greater focus on how the business relates to the society from which it derives its licence to operate.

A sustainable company must have sustainable values. This is not just about meeting environmental targets, obeying the law and recognising international labour standards. It is about the realisation that companies will only thrive if they are contributing something that society values, not just taking profits out for themselves. This is very much the thrust of the new UK administration of Mrs May's. She has set a real challenge for business going forward, even if it is still very loosely defined.

What does this mean for boards? It means that directors must be concerned with values and culture and how successfully they are embedded. It is no use just drawing up a code of behaviour and then going out to lunch. Boards must ensure follow through. It means that boards must be aware of the expectations of society and see that they are addressed sensibly. This does involve time and there may be some costs in the short run. But in the longer run the prize is a better and more stable business with a good long-term future.

> **"The ability to articulate values, shape culture and drive good behaviour is becoming a new task for boards"**

The starting point remains a clear understanding of purpose and values. At the IBE we have suggested that companies should engage actively with a wide range of stakeholders, but we also believe that such engagement will not go very far if companies have not thought about their place in society and how they can indentify objectives that produce gains for both sides.

Peter Montagnon is Associate Director of the Institute of Business Ethics, member of the Corporate Governance Advisory Board of the Norges Bank Investment Management, and member of the board of the Hawkamah Institute, Dubai. He previously held senior positions at the Financial Reporting Council, the Association of British Insurers and, as a journalist, at the *Financial Times*. He is a past chair of the ICGN, a past member of the European Corporate Governance Forum, and currently also serves on the Council of the Royal Institute of International Affairs.

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