



# **Retrospective Report 2006 – 2016**

## **10 years of action**

Human rights and responsibilities  
in light of the challenges of globalisation

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“Cooperation and partnership are the only route that offers any hope of a better future for all humanity.”

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**Kofi Annan**

Former United Nations Secretary-General

# A word from our President

Boncourt, January 2016

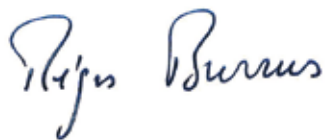
Dear reader,

As representative of the seventh generation of the Charles Burrus family, it is my immense pleasure and great honour to have taken up the reins of Fondation Guilé since 2011 with the aim of better responding to the wishes of my parents, to give back to society, and to work for peace and justice in order to inspire the leaders of tomorrow.

I draw my motivation from the universal principle of human dignity, rooted deep in the DNA of our family history and at the heart of our values. That is why Fondation Guilé fully adheres to the ten principles of the Global Compact and supports the seventeen United Nations sustainable development goals, essential foundations for Corporate Social Responsibility.

The mission of Fondation Guilé today is to promote sustainable development, in particular within companies. We hope, through our actions, to create value and make a real impact with each activity. It is time to step back and, in all humility, take a look at our past decade of activity because it seems to us important to explore the past to better understand the future and continue to serve society.

With my most sincere thanks,



**Régis Burrus**

Chairman of the Board  
Fondation Guilé

Fondation Guilé was founded by a Swiss family of industrial entrepreneurs, the family of Charles Burrus, who played a pioneering role in Switzerland in developing Corporate Social Responsibility.

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**1814**

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**1916**

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**1928**

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**1979**

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**1996**

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**2011**



# A HISTORY OF THE CHARLES BURRUS FAMILY

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Martin Burrus moves to Boncourt in Canton Jura, where he starts out in tobacco manufacture. His son François-Joseph Burrus takes over the company and names it FJB. The FJB plant will remain in the family for nearly 200 years, over 6 generations.

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As the first company to develop family allowances in Europe, health insurance and retirement plans (from 1936) for its employees, FJ Burrus quickly becomes a precursor of Corporate Social Responsibility (CSR) in Switzerland.

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Léon, one of Martin's children, and his wife Marguerite (nicknamed Guigui) build a large house in 1930 named "Guilé", which is a combination of their respective first names.

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Léon's eldest son Charles takes over management of the family business. FJB is, at that time, the largest private sector employer in the Jura.

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Following the sale of the family business, Charles and his wife Bernadette create Fondation Guilé to provide business leaders with the tools to become ethically engaged actors.

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Following Charles' death, the activities of Fondation Guilé pass into the hands of his son Régis, President of the Foundation's Board.

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**“Since 1814, each generation of our family has worked to bring something concrete in terms of corporate responsibility.”**

Régis Burrus

# MOBILISING ECONOMIC ACTORS FOR A FAIR AND SUSTAINABLE WORLD

**We face many social and environmental challenges. Who is responsible for what and to whom?**

Is a company responsible for the fact that a family of Indian or African farmers prefer that their children work in the fields instead of going to school? Can a company change this practice by prohibiting the presence of children in farmers' fields? Should it go even

further by investing in the education of children in the communities where it operates?

The diagram below shows the complexity of the at times conflicting issues and expectations of stakeholders in a business.

One thing is certain: we expect businesses to be extremely active in solving the world's problems, as

they now have the economic power to influence lives just as governments have political power.

**Fondation Guilé therefore aims to help future generations to meet this challenge: a world where companies focus on producing economic profit, but also on the social and environmental value they can create or destroy.**



## Corporate Social Responsibility (CSR)

CSR is a voluntary framework for business affairs, reflecting the inclusion of social and environmental concerns into business strategy and operations.

The development of CSR has led to the idea that companies must also consider the interests of their stakeholders, i.e. all stakeholders involved in the business (a generic view of these interests in the adjacent figure).

## Vision

Fondation Guilé is aware of the influence that companies can have for the common good and takes its inspiration from the history of the Charles Burrus family business. We believe that the private sector is a key driver for change, to ensure the future of our planet for generations to come.

## Missions



Encourage multinationals to communicate transparently about how they respect human rights, the environment and business ethics.



Encourage the co-creation of value, collaboration between social initiatives and private companies.



Help companies to improve their internal management systems to meet the challenges of CSR.



Sensitize stakeholders to the best governance practices and train leaders and new generations in CSR.



Understand the context for companies to develop strategies to respond to CSR dilemmas and share lessons learned.

## Values

Fondation Guilé is guided by respect for human dignity and integrity. It defends the creation of value for all stakeholders, including businesses and shareholders, while preserving natural heritage and ensuring the development of all people.



	ANALYSIS OF CSR INFORMATION	DIALOGUE WITH MULTINATIONALS
<b>Goals</b>	Better understanding of the extra-financial issues of a company by its stakeholders.	Improved CSR management system within the company.  Consolidated legitimacy with external stakeholders.
<b>Actions</b>	Analysis according to GuiléRe-reportingAssessment methodology of any information on social and environmental issues and the fight against corruption published by the multinationals.	Dialogue with multinationals on their activities regarding social and environmental issues and the fight against corruption.  Recommendations for the implementation and communication of responsible practices.
<b>Outputs</b>	Analysis report sent to the CEO and to the CSR Director of the company.  Annual benchmark for every company showing the development of its CSR communication.	Privileged relationship with the multinational to monitor its progress and challenge its weaknesses in terms of CSR commitment.  Establishment of a wide network of CSR managers.
<b>Benefits</b>	Positive transformation of the company by highlighting the strengths and weaknesses of the information published.  Identification of best practices among all the companies analysed.	Emphasis on the most relevant CSR issues to the company, bringing a long-term external perspective.  Motivation for change through constructive interaction and sharing of best practices.





## STUDY OF CSR ISSUES

Companies have optimal cohesion around CSR challenges.

Increased effectiveness of CSR strategy.

Training future generations by teaching practical CSR cases.

## CO-CREATION OF VALUE

More systematic collaboration between social initiatives and large businesses.

First participation in 2014 in a co-creation competition (private sector collaboration with social entrepreneurs).

Communication of innovative ideas for reconciling societal impact and financial benefits.

Distinction of the best initiatives.

Increase in activity and impact of social entrepreneurs.

Innovation and potential access to new markets for multinationals.

## PROMOTION OF HUMAN RIGHTS

Gradual adoption of laws and practices to measure universal respect for and observance of human rights.

Co-organisation of events designed for companies, investors, politicians, academics and media.

Private conferences at the World Economic Forum in Davos.

Events for Investors / Companies.

Multi-stakeholder workshops and public debates.

Sharing visions, expertise and experience, particularly among economic and political actors.

Education on CSR issues.

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Encourage multinationals to communicate transparently about how they respect human rights, the environment and business ethics.

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# ANALYSIS OF CSR INFORMATION

The **GuiléReportingAssessment** is an analysis that examines all public information about a multinational relating to its Corporate Social Responsibility (CSR).

This analysis identifies the missing information and then prompts the company to complete it. Fondation Guilé is convinced that transparency of information is a powerful channel for business transformation.

The simple fact of having to formulate a CSR communication involves asking questions and seeking information on a company's social and environmental issues.

→ **Transformation within the company.**

The fact of transmitting this information obliges the company to take into account the expectations of stakeholders who read the report.

→ **Transformation through influence external to the company.**

The purpose of this approach is to enable stakeholders to access and understand the CSR strategy and performance of a company.

Whether for an investor, a future employee, business partner, subcontractor or an NGO, it has become essential to be able to evaluate company-specific sustainable development factors.

## GuiléReportingAssessment

### Methodology

**Neutral**

**Based solely on publicly available information**

**A “mirror” held up to the company to evaluate its degree of transparency**



**You cannot teach a man anything, you can only help him to find it within himself.**

Galileo Galilei

Multinationals communicate their commitments on sustainable development according to an increasingly demanding normative or legislative framework. However this CSR communication is not standardised across the world, every company has its own way to showcase its approach to social, environmental and governance issues.

The **GuiléReportingAssessment** methodology for systematic analysis aims to consider official CSR commu-

nication by multinationals to assess, in form and in content, whether the information provided to stakeholders is credible and sufficiently complete to enable them to judge the company's CSR strategy and performance.

Like any method of systematic analysis, the **GuiléReportingAssessment** covers the container as well as the content, i.e. the quality as well as the comprehensiveness of the information published.

# Analysis of the quality of information



This first part of the analysis defines whether the way information is delivered by the company is credible, according to six criteria:

hours worked to analyse the reporting of 90 companies in 2015.

## 1 Accessibility

Can we easily find the information we are looking for?

## 2 Clarity

Is the information detailed and easy to understand?

## 3 Comparability

Does the information allow data to be compared over time, or in relation to competition, and analyse changes in performance?

## 4 Accuracy

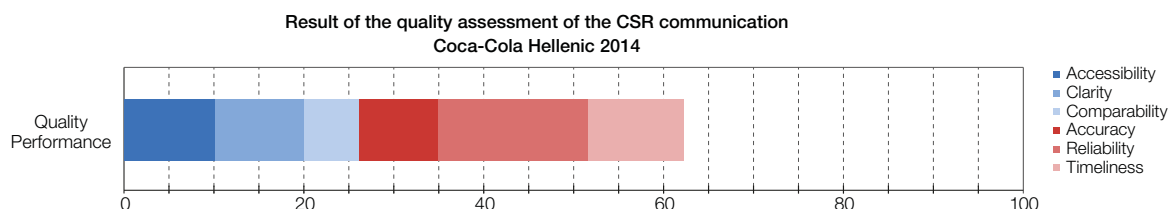
How does the company explain the way in which the information was gathered or measured?

## 5 Reliability

To what extent can we trust the information, has it for example been verified by an auditor?

## 6 Timeliness

Has the CSR report been delivered at the same time as the financial results of the company?



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“For the past seven years, Coca-Cola Hellenic Bottling Company has benefitted from Fondation Guilé’s assessment of its sustainability reporting. Given the foundation’s unique insights to the European and emerging markets, we have leveraged their balanced view on the transparency and comprehensiveness of our reporting to enhance our approach to sustainability.”

Gary Brewster

Operational Sustainability and Primary Packaging Director  
Coca-Cola Hellenic Bottling Company AG

# Analysis framework

## The principles of the United Nations Global Compact

The Global Compact commits corporate leaders to “embrace, promote and enact” a set of ten core values in the areas of human rights, labour standards, the environment and the fight against corruption. These ten principles are inspired by the Universal Declaration of Human Rights, the Declaration on Fundamental Principles and Rights at Work (International Labour Organisation), the Rio Declaration on Environment and Development, and the United Nations Convention against Corruption.

In 2006, Fondation Guilé signed a Memorandum of Understanding with the Global Compact which gives it a major role in promoting these 10 universal principles, and the foundation has decided to base its assessment methodology on this framework initiative for self-regulation which has nearly 12,000 signatories to date.

Here are the details of the principles that cover the most significant **CSR issues** for companies the world over.



analyses conducted since 2006 in Europe, Asia, South America and Africa.

### Human rights

- 1 Businesses should support and respect the protection of internationally proclaimed human rights; and
- 2 make sure that they are not complicit in human rights abuses.

### Labour standards

- 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- 4 the elimination of all forms of forced and compulsory labour;
- 5 the effective abolition of child labour; and
- 6 the elimination of discrimination in respect of employment and occupation.

### Environment

- 7 Businesses should support a precautionary approach to environmental challenges;
- 8 undertake initiatives to promote greater environmental responsibility; and
- 9 encourage the development and diffusion of environmentally friendly technologies.

### Fight against corruption

- 10 Businesses should work against all forms of corruption, including extortion and bribery.

# Analysis of the comprehensiveness of information

The second part of the analysis evaluates, according to 8 criteria, the way the company communicates its compliance with the 10 principles of the Global Compact.

## 1 Materiality

How the company explains the impact of a particular principle on its activities and performance.

## 2 Commitment

The commitment of the company vis-à-vis this principle: to what extent the company feels responsible for upholding this principle, through explicit, concrete and priority commitment.

## 3 Strategy

The integration of the principle into a business strategy: how the principle is incorporated into the company's policy and its processes.

## 4 Objectives

To what extent the company defines clear and tangible objectives to implement its strategy.

## 5 Measures

Measures taken: how are the described actions put in place to integrate the principle into daily activities and achieve the objectives.

## 6 Indicators

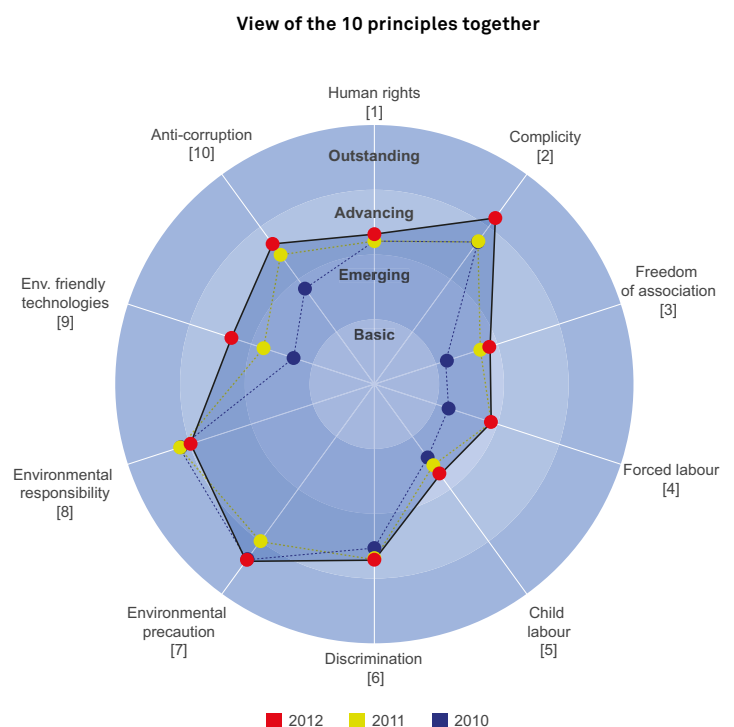
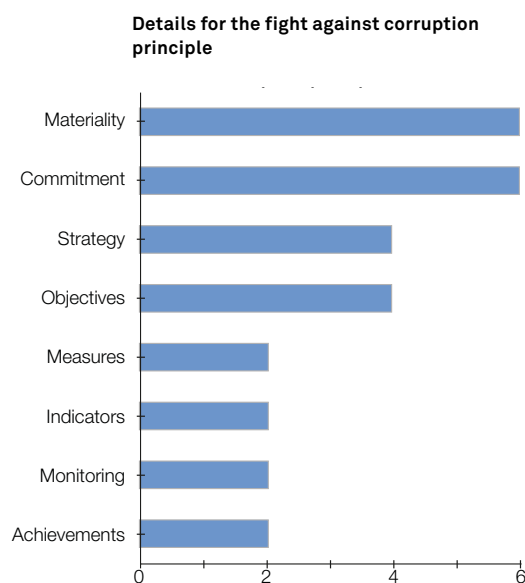
How has the company set indicators, and how many has it set, to assess the effectiveness of the measures taken.

## 7 Monitoring

The control system: how are the surveillance, audit and correction procedures organised to respect the principle.

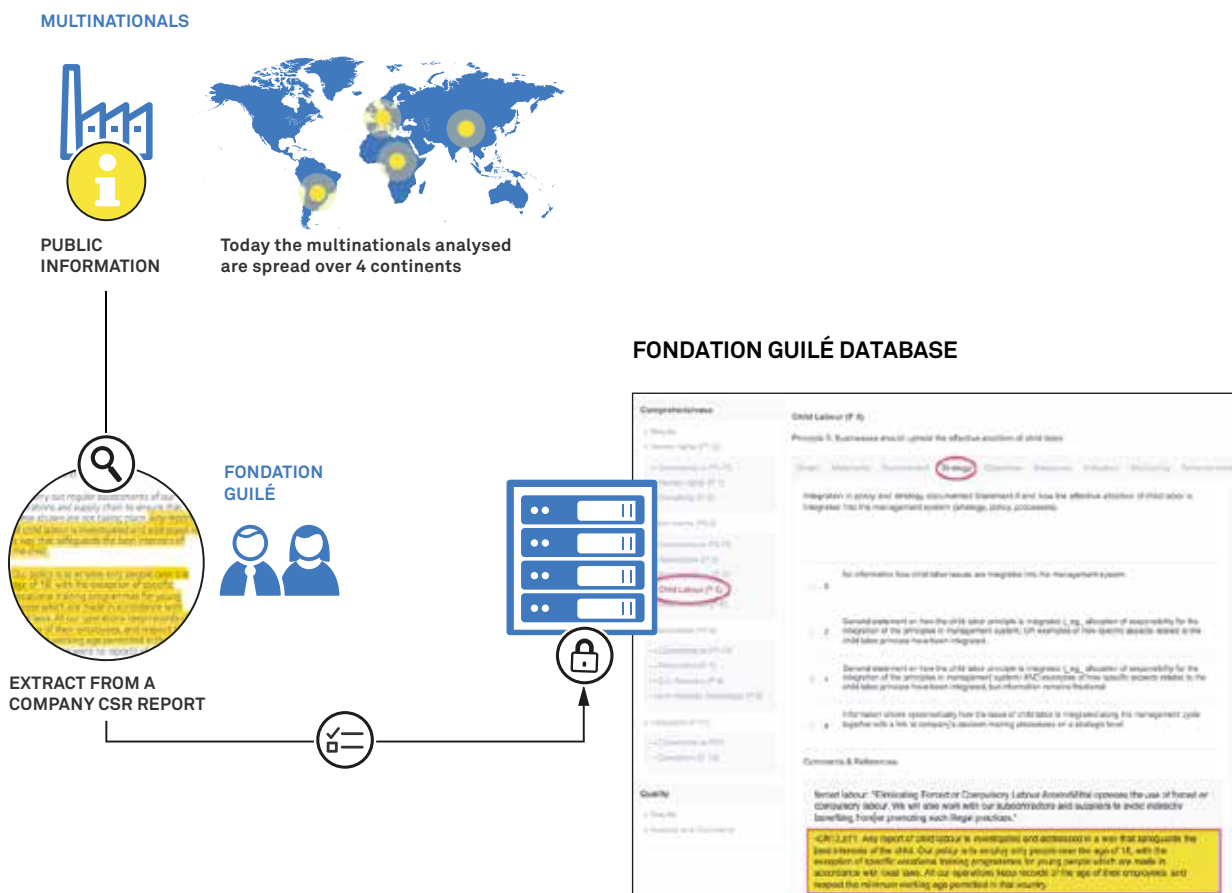
## 8 Achievements

Results achieved: to what extent the company communicates its results, successes and failures, and their development.



## Assessment tool

Fondation Guilé experts search for the elements needed to conduct their analysis, from all public sources of information. The data gathered is assessed according to 6 criteria used to measure quality and 8 to measure comprehensiveness. The analysis is saved in a secure database.



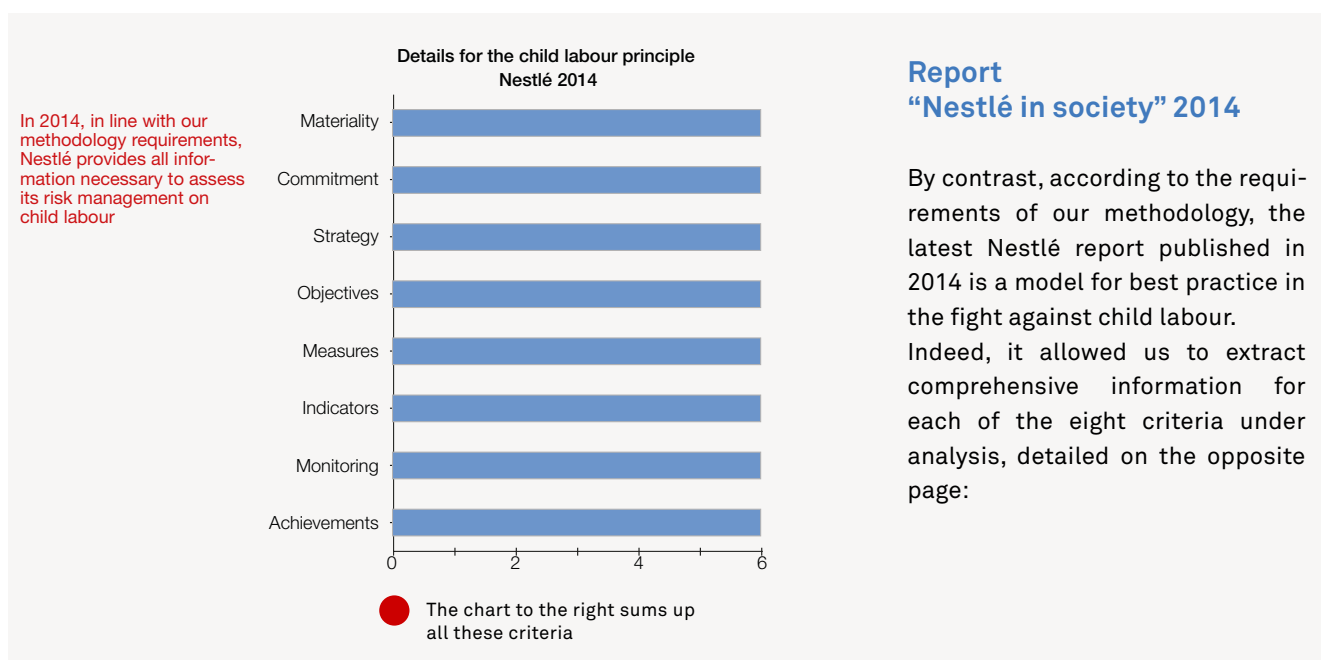
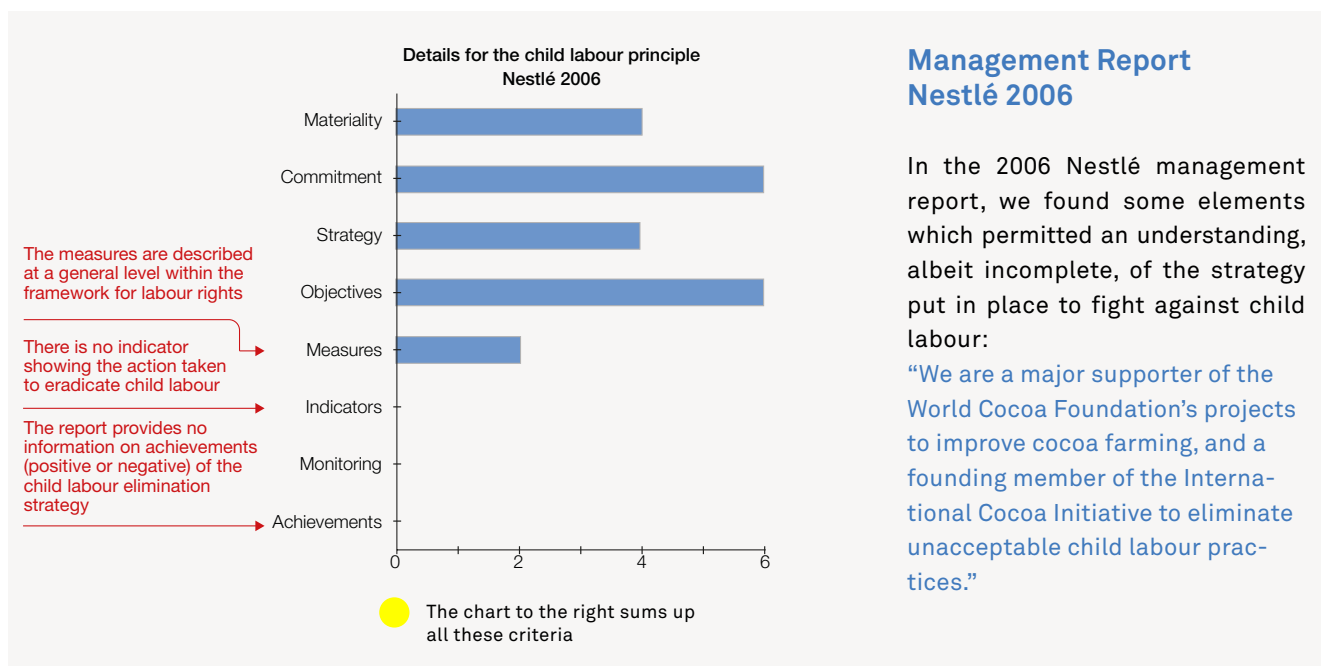
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**“The detailed analysis and views offered by Fondation Guilé around our reporting has been invaluable. Even though reporting is not an end in itself, it has helped us tighten our reporting process, outputs and forced some examination of metrics and key performance indicators. It has also helped raise the debate around materiality of issues in our context.”**

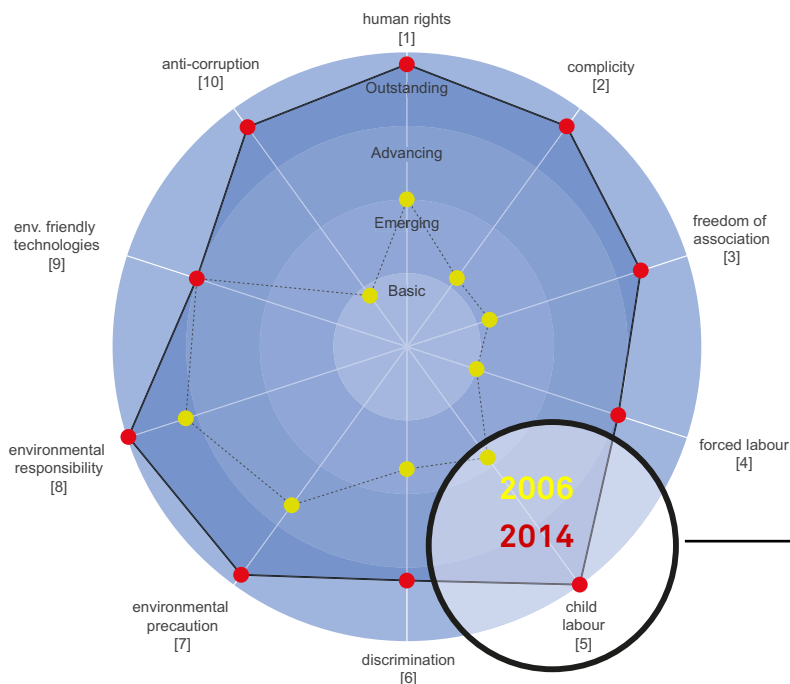
**François Adriaan**  
Head Group Corporate Affairs  
Sanlam, South Africa

# Case study

Fondation Guilé has been holding dialogues with Nestlé since 2006. The evolution of Nestlé's reporting between 2006 and 2014, is an undeniable example of improved information published, both in terms of quality and comprehensiveness.







We have chosen to illustrate this development in relation to the principle on the effective abolition of child labour for which Nestlé now achieves our top rating, while in 2006 their management of this issue was only emerging.

**Extracts from the content of Nestlé's public reports in 2014 on the abolition of child labour, to illustrate our evaluation in each criterion of our methodology.**



multinationals analysed in 2015 on 4 continents, including 18 that were assessed consistently and on an annual basis since 2006:

ABB, AXA, BP, Credit Suisse, Essilor, GDF Suez, Danone, Heineken, H&M, Holcim, HSBC, Nestlé, Novartis, Royal Dutch Shell, Société Générale, Standard Chartered, Total, UBS.

## 1 Materiality of the principle

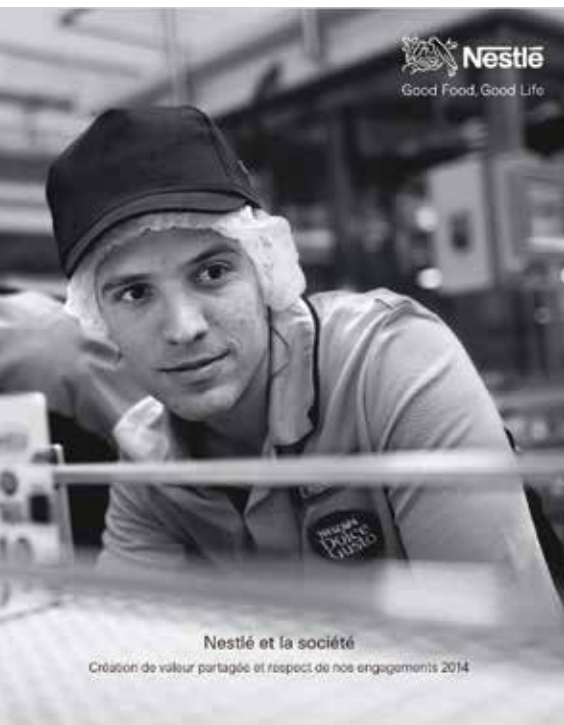
"We depend on a secure, long-term supply of ingredients for our products and we want to ensure those ingredients are produced responsibly. By understanding where and how our raw materials are produced and aligning our business activities with local priorities, we can contribute to important issues such as (...) eliminating child labour (...)."

## 2 Commitment made by the company regarding the principle

"(...) Eliminate child labour in key commodities (...)"

## 3 Mainstreaming of the principle in corporate strategy

- Nestlé Responsible Sourcing Programme
- Nestlé Progress Report on the Responsible Sourcing of Vanilla in Madagascar.
- Nestlé Progress Report on the on the Responsible Sourcing of Hazelnuts from Turkey.
- Nestlé Action Plan on the Responsible Sourcing of Cocoa from Côte d'Ivoire:  
"By 2016 – Source 120'000 tonnes of cocoa through the Nestlé Cocoa Plan and complete the roll-out of our Child Labour Monitoring and Remediation System to identify child labour in all Nestlé Cocoa Plan co-operatives in Côte d'Ivoire."
- Membership of Fair Labor Association (FLA).



## 4 Definition of objectives

“By 2015 – Complete action plans to reduce child labour in our cocoa, hazelnut and vanilla supply chains, with 60'000 farmers trained on child work/labour practices; 60 schools built or renovated; and 80% of co-operatives covered by a child labour monitoring and remediation system (CLMRS) (100% by 2016).”

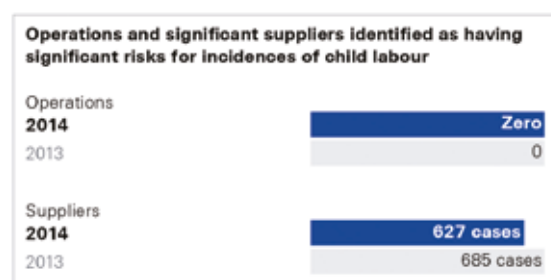
## 5 Measures taken

“(...) our Child Labour Monitoring and Remediation System (CLMRS) identifies the extent of child labour in our cocoa supply chain, and helps to understand root causes and develop appropriate measures in response.”

“The CLMRS would not function properly without the support provided by the International Cocoa Initiative (ICI) and the FLA (...). ICI is involved in work at a ground level, and has increased staff members in order to extend the roll-out of the system. The FLA (...) plays a different role, by ensuring that Nestlé as a company becomes progressively compliant with their own Code of Conduct. The FLA organises its own external audits and sends auditors to the co-operatives to ensure that we meet the FLA code of conduct as well as the Nestlé action plan.”

## 6 Indicators

“By the end of 2014, the CLMRS system covered 22 cocoa co-operatives, helping us to identify multiple cases of child labour in our supply chain and deploy remediation actions.”



## 7 Monitoring system

“The main actors of the CLMRS by the end of 2014:

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### 1. Community Liaison People:

322 Community Liaison People recruited by Nestlé interviewed 9'059 producers; 23'426 children were included within the range of these assessments. 12'458 farmers and 35'736 community members have been sensitised to child labour.

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### 2. Co-op Child Labour Agents:

18 Child Labour Agents and 699 co-op managers trained by ICI on child labour.

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### 3. Suppliers:

68 suppliers' staff members trained by ICI on child labour. 9'326 cocoa field visits performed.

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### 4. Nestlé:

64 Nestlé staff members trained by ICI on child labour.

One child labour manager who coordinates the overall implementation and functioning of the CLMRS.”

## 8 Achievements

“The CLMRS has helped us identify 2'965 children (around 13% of children surveyed) who were involved in hazardous tasks; classified as child labour.”

“(…) Systematic follow-up with 1'677 children so far and 616 of them have already benefited from remediation work, including providing school kits, securing birth certificates, and developing income-generating activities for 312 families of identified children, with the remaining cases being investigated further.”

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“We are thankful to Fondation Guilé for taking the time to assess and challenge our Creating Shared Value reporting results and sustainability disclosures each year.

Our engagement with Fondation Guilé is one of the trusting relationships we have with stakeholders, and we take its recommendations into account in our implementation and reporting disclosure.

The work of Fondation Guilé is very useful because the yearly neutral assessment it provides helps us benchmark our progress.”

Janet Voûte  
Global Head of Public Affairs  
Nestlé



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Help companies to improve their internal management systems to meet the challenges of CSR.

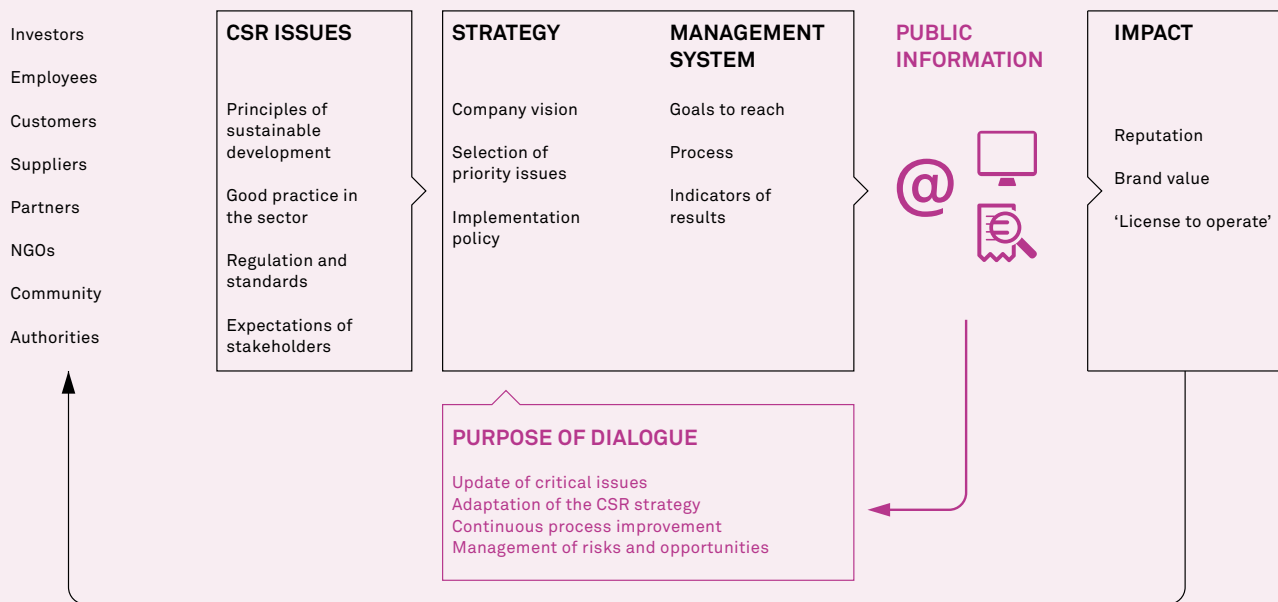
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# DIALOGUE WITH MULTINATIONALS

The objective of Fondation Guilé is to convince business leaders to create value not only for shareholders but also for other stakeholders in their ecosystem: employees, community, customers and suppliers.

We have been in dialogue for 10 years with a number of multinationals, because this is the most effective way to encourage them to change. The results of our reporting analysis form the basis of this constructive interaction.



This approach has led to a positive transformation in multinationals.

The example of peers and the desire to maintain a good reputation are powerful motivators for these companies.

After the GuiléReportingAssessment analysis, the foundation identifies gaps in the company's public information and provides recommendations for progress that are delivered to the CEO and to the person responsible for CSR.

→ If these gaps can be filled because the information exists, the discussion will focus on the relevance of deliverables, and sometimes on the management of risks and opportunities related to transparency taking into account constraints such as the reaction of NGOs or internal legal department guidelines.

→ If shortcomings are caused by a lack of action, dialogue will come from a more strategic angle, and a discussion with managers will begin.

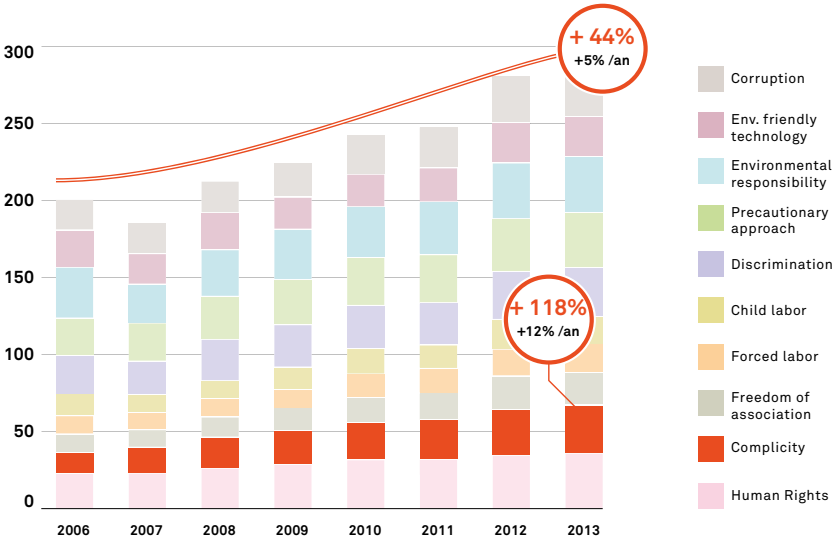
Fondation Guilé has observed a steady and substantial improvement in the information published by companies since the beginning of its activities. This trend is true for issues related to human rights, labour rights, protection of the environment and the fight against corruption, covered by the 10 principles of the Global Compact.



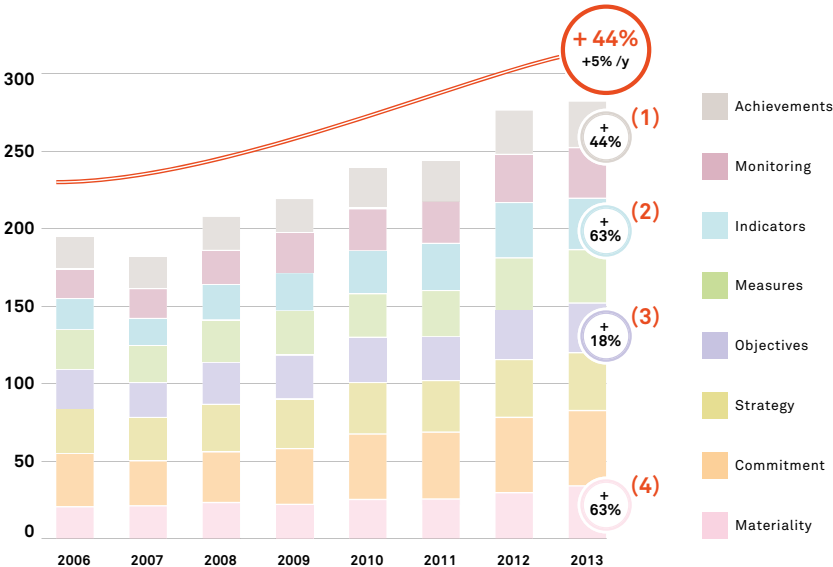
average progress per year in the comprehensiveness of the information published shown by a sample of 50 companies analysed.

### Sample of 50 companies analysed by Fondation Guilé

The greatest improvement seen (12% per year) is under Principle 2 of the Global Compact, “businesses must not be complicit in human rights violations”. This progress marks an extremely interesting change which had to be made by businesses; to consider not only their responsibility within the company, but also acts committed along the company’s value chain.



This average improvement of 5% a year can be also observed through the comprehensiveness criteria of the GuiléReportingAssessment methodology.



We have noted that the key communication indicators ( 2 ) have increased sharply (+ 63%), particularly thanks to the Global Reporting Initiative (GRI) framework, which permits external stakeholders to assess CSR performance in a more concrete way.

We have also observed that companies learn to better express the importance ( 4 ) of social and environmental issues and the fight against corruption based on the impact they may have on their operations and financial results.

Finally, while many companies more clearly display the achievements ( 1 ) obtained by their CSR strategies, they are still struggling to set accurate ( 3 ) and systematic progress objectives (only 18% progress), mainly for fear of not reaching them and seeing their image suffer.

**Illustration:** a multinational company with more than 90'000 suppliers in 160 countries must shield itself from corruption risks throughout its sprawling organisation. This issue must be dealt with through strict and understandable management processes to measure the risk. Indicators such as the number of employees receiving training in the fight against corruption, or the number of suspected or proven cases of fraud and their financial impact are important for anyone trying to evaluate the company's management.

**Illustration:** for a company producing chocolate, it is essential to know how to evaluate the potential impact of proven cases of forced labour or child labour on its reputation, on the operation of its business and ultimately on its financial results. The managers of investment funds, for example, are more likely to look at how a company documents these strategic elements in the long-term.



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hours of dialogue and 250 hours of preparation time for 72 briefings with CSR managers in 2015.

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**“We very much appreciate the Guilé reporting assessments: they are based on a clear and accurate framework. And last but not least there is always an honest and constructive dialogue between Fondation Guilé and Geberit.”**

**Christian Buhl**  
CEO of Geberit





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Understand the context for companies to develop strategies to respond to CSR dilemmas and share lessons learned.

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# STUDY OF CSR ISSUES

After several years of dialogue with the leaders of companies in Europe and in emerging countries, Fondation Guilé realised it was often difficult for multinationals to obtain an objective assessment of their CSR strategy and its impact. Indeed, they face dilemmas where a binary approach (right or wrong, good or bad) is not sufficiently sophisticated.

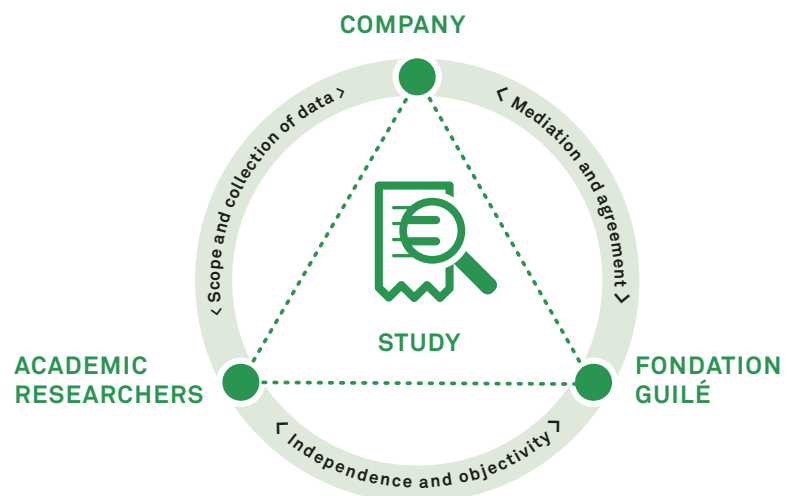
This is why Fondation Guilé has partnered with the Faculty of Business and Economics (HEC) of Lausanne University to create an approach to applied research: the GuiléAcademicAssessment. The aim of this is to close the gap between the company's perception and the public perception; that is to say to contextualise CSR dilemmas. The impartiality of the evidence gives

it high credibility. This analysis enables stakeholder dialogue on the basis of an objectively studied point of reference, and the analysed company learns to take the necessary steps in its CSR strategy for optimal, long-term impact.

The assessment is custom-made and carried out without prejudice, the academic researchers cover a wide range of issues and stakeholders, and incorporate a variety of different sources. The multinational commits to an 'open book' principle by giving preferential access to its data, employees, and ecosystem. The foundation conducted this pilot project with the multinational Chiquita.

## GuiléAcademicAssessment

The approach of the Guilé AcademicAssessment is based on tripartite governance which ensures that research is as impartial as possible:



# Methodology

## 1 Company and industry analysis

identifying the most material issues and past, potential or current dilemmas.

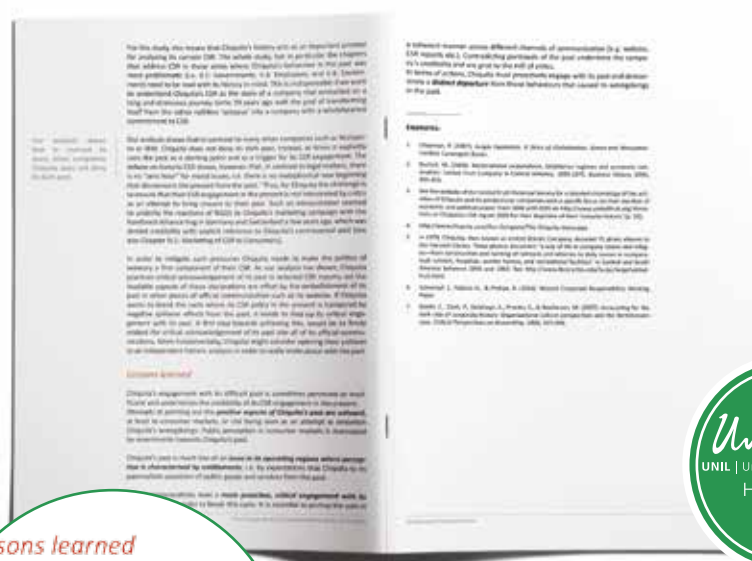
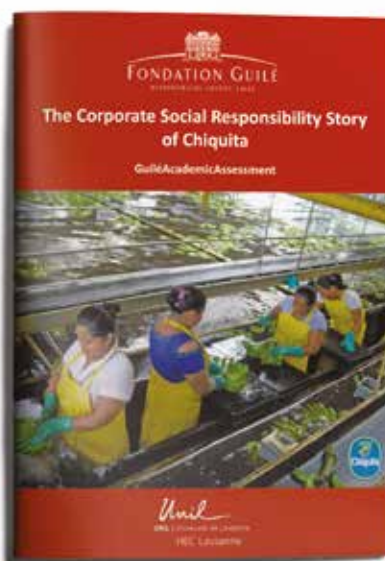
## 2 Intensive documentary research

taking into account the available sources from NGO blogs to academic publications and the press.

## 3 Interviews with stakeholders

in particular with NGOs, and compilation of the sources of negative perception.

Fondation Guil  has published a comprehensive Guil AcademicAssessment report conducted with Chiquita and the University of Lausanne.



**Lessons learned**

Chiquita's engagement with its difficult past is much less of an exercise in public relations than it is a genuine attempt to address the historical and ongoing harm caused by its actions. This is a positive sign, as it shows that Chiquita is beginning to take responsibility for its past and is willing to engage with the public on this issue. However, the report also notes that Chiquita's engagement has been limited to a few key areas, such as human rights and environmental issues, and that it has not yet addressed the full range of its past actions. This suggests that Chiquita's engagement is still in its early stages and that there is much more work to be done.

The Guil AcademicAssessment of Chiquita will be taught on the 'Business and Society' course on the EMBA at HEC Lausanne.

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“Business cases help to convince companies to engage deeper with sustainability. Without such engagement, we cannot hope to find solutions for our current sustainability challenges.”

Guido Palazzo  
Faculty of Business and Economics  
University of Lausanne (HEC-UNIL)

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“It was the first time that our actions were valued not only with great objectivity but also with great expertise.”

George Jaksch  
Head of CSR  
Chiquita International

#### 4 Identification of gaps

between the company's self-perception and the public perception, and a list of issues to be addressed in more detail.

#### 5 Corroboration

of comments collected via field visits to stakeholders (unions, local management representatives, customers and suppliers).

#### 6 Report preparation




in a spirit of collaboration, involving regular meetings with the company, researchers and Fondation Guilé.

In order to share the lessons of this first academic analysis, in 2015 Fondation Guilé organised a meeting in Zurich with some fifteen CSR leaders from European multinationals.






Held under the principle of confidentiality, the "Chatham House Rule", the day was devoted to sharing experiences and lessons, and especially to openly addressing the dilemmas facing businesses.

The foundation took the opportunity to interview the participants about the context in which they implement their CSR strategies. Opinions were shared, often with lively discussions:





##### Has your reputation ever been infringed because of your external partners?

1 never		40 %
2 yes, once		20 %
3 yes, more than once		40 %






##### The rankings, indices and measures of CSR are often too technical and complex. Do you agree?

1 not at all		0 %
2 not really		30 %
3 I agree somewhat		17 %
4 I mostly agree		36 %
5 I totally agree		17 %

##### Do you think companies should guide consumers towards sustainability and do you think they can?

1 no, they shouldn't		19 %
2 they should, but can't		4 %
3 they should, but it is in part not achievable		4 %
4 they should, and can		83 %

##### Public debates tend to interpret CSR issues in black or white. Do you agree?

1 not at all		0 %
2 not really		20 %
3 I agree somewhat		27 %
4 I mostly agree		43 %
5 I totally agree		0 %

”

“Yesterday was very valuable and I was able to learn a lot among such esteemed peers, and discuss complex subjects with a freedom of tone and content that I have rarely experienced.”

Charles Chaussepied  
Vice-Chair Responsible Jeweller Council  
Piaget – Richemont Group



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Encourage the co-creation of value,  
collaboration between social initiatives  
and private companies.

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## CO-CREATION OF VALUE

In collaboration with Fondation Guilé, the Zermatt Summit Foundation, DPD and Boehringer Ingelheim, Ashoka organised a European competition for social innovation, to identify, highlight and support projects of visionary and exemplary “co-creation” in Europe. In order to meet important societal challenges, these projects have put in place innovative methods of co-operation between social entrepreneurs and businesses by creating value for both society and business.

This was an opportunity for Fondation Guilé to contribute to highlighting new types of strategy, leadership and organisation in the business world.

The foundation wishes to encourage the development of these projects, to increase their visibility and to encourage these innovative collaborations to inspire and bring together the best practices of co-creation at the European level.



### 1st Prize (€ 20'000)

Ana Bella Social School to empower women  
Danone Spain and Ana Bella Foundation



### 2nd tie Prize (€ 10'000)

Autism at work  
SAP and Specialisterne



### 2nd tie Prize (€ 10'000)

Advancing the treatment of Duchenne  
muscular dystrophy  
Merck Serono and EspeRare



### 'LastMile' Prize

Voisin Malin  
Veolia Water and Voisin Malin



### Jury's Special Mention

Farmers' Club  
Vodafone Turkey and Tarimsal Pazar lama

”

“Social entrepreneurs are close to the needs of society by providing innovative answers. As for the multinationals, they can provide these visionary entrepreneurs with implementation capacity which they often lack. This merger, which we strongly support, will create both economic and social value.”

Melchior de Muralt  
Member of the Board  
Fondation Guilé

# Project by Ana Bella Foundation & Danone

Business case Ashoka  
“Social & Business Co-creation”

Ana Bella Estévez, founder of the Ana Bella Foundation - herself a victim of domestic violence - and Danone have co-created a social solution that meets the needs of both parties.



## Social problem

One in three women is a victim of domestic violence around the world. 22% of women are victims of domestic violence in Spain but only 14% of them report this violence\*. Even then, they face social exclusion, 'invisible' jobs, low wages and no social recognition.

## Business Need

Highly motivated and efficient Sales Promoters.

Higher employee retention rates.

## Co-creation solution

Women victims of domestic violence receive professional training and supervision in sales and marketing, after which Danone offers them meaningful employment where they excel.

## Societal impact

- These women avoid social exclusion
- They are revalued through the creation of useful and qualified jobs
- 550 women received training to become Sales Promoters at Danone
- 150 of them have found a steady job and earn a living as ambassadors of Danone's brands

## Impact on business

- Increase in sales
- Reduction in staff turnover from 63% to 4%
- Reduced absenteeism from 40% to 1%
- Superior service provided by these women
- Economic and social growth

”

**“We need more companies like Danone to reach the 1'200 million female victims of violence in the world and together co-create a society free from violence against women.”**

Ana Bella Estévez

\*Source: The European Union Agency for Fundamental Rights (France), 2014.

# Project by Specialisterne & SAP

Business case Ashoka  
"Social & Business Co-creation"

Thorkil Sonne, whose son has been diagnosed as autistic, founded the Specialisterne Foundation, after being confronted by a lack of social benefits in Denmark. SAP and Specialisterne have co-created a social solution that meets the needs of both parties.



## Social problem

The prevalence of autism or 'autistic spectrum disorder' affects 1% of the world population. Almost half of people with autism have a normal or above average Intelligence Quotient and 79% of them want to work.

Autistic people are vulnerable, often the victims of stigma and discrimination with the consequence of limited access to employment and lack of support.

## Business Need

Valuing diversity in the workplace.

High quality of services.

Higher employee retention rates.

## Co-creation solution

Autistic people have beneficial intellectual capacities for companies (accuracy, reliability, meticulous performance of routine tasks), Specialisterne has developed an 'Autism at work' methodology to recruit and place these people in companies. For SAP, their talent is a cornerstone for innovation.

## Societal impact

- 'Autism at Work' provides access to a full-time job for people with autism and their unemployment level decreases
- Improvement in wellbeing and skills development for people with autism
- Since 2013, 90 people with autism have been employed by SAP worldwide

## Impact on business

- Diversified workplace
- More efficient and innovative teams
- Competitive advantage
- Increase in employee retention rates
- Improvement in the quality of services
- Improved corporate reputation

”

**“At SAP, we are committed to employing people with autism spectrum disorders in our company because we believe they provide us with special skills and talents.”**

Stefanie Nennstiel  
SAP



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Sensitize stakeholders to the best governance practices and train leaders and new generations in CSR.

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## PROMOTION OF HUMAN RIGHTS

Fondation Guilé has co-organised numerous events to promote the adoption of practices that respect human rights.

Ten years ago we started promoting the Global Compact principles with economic and political leaders, organising for six consecutive years a side-event at the World Economic Forum (WEF) in Davos.

With the same pioneering spirit, the foundation has worked with the Cadmos socially responsible investment funds, where we are the advisor on CSR issues,

in order to educate investors about social and environmental issues during meetings between investors and multinationals.

The challenge now is to turn to a wider audience with conferences like the one given by Professor J. Ruggie to an audience of 500 in early 2015.

These events are all aimed at contributing to a sharing of visions and expertise to implement sustainable economic development and to teach future generations about these issues that they will inherit.

At the conference 'Human rights without borders: Risks and challenges for Swiss companies' at the Graduate Institute of Geneva, Fondation Guilé invited Professor J. Ruggie of Harvard University, former Special Rapporteur in the Human Rights Council and author of the Guidelines that bear his name. He reaffirmed the UN guiding principles and discussed the role that Switzerland can play with regards to the issue of human rights.

The new UN Guiding Principles or the 'Ruggie Principles' are based on three pillars of the United Nations framework. These principles were approved by the Human Rights Council unanimously in 2011 and became a global standard and today's leading authority. →

The public debate confirmed that the UN principles and responsible business practice are becoming the rule despite the difficulty of some small and medium sized companies, especially in emerging countries, to apply them. Thus, motivational mechanisms and ad hoc training to companies seem essential to reconcile economic and ethical goals.

”

**“Switzerland must position itself on this sensitive subject and radiate outwards (...) It is up to companies to take this issue on. The initiative of this conference is to open up the debate in Switzerland.”**

**Régis Burrus**  
Agefi 23 January 2015

### 1 **Protect**

The obligation of States to respect, protect and implement human rights and fundamental freedoms.

### 2 **Respect**

The role of companies as specialised bodies fulfilling particular functions, required to comply with all applicable laws and to respect human rights.

### 3 **Remedy**

The requirement that rights and obligations are accompanied by appropriate and effective remedies for violations.

# EIGHT YEARS OF DIALOGUES AND MEETINGS

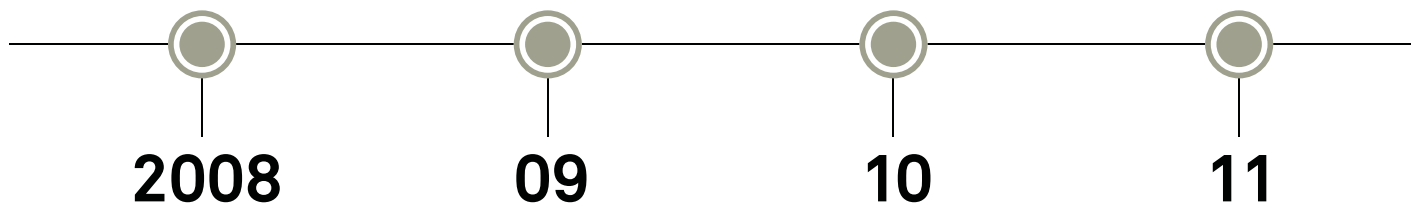


**CONFERENCE**  
Global Compact: Sharing  
perspectives and experiences  
15

**WORKSHOP**  
Global and local governance  
in the energy sector:  
the case of oil and mining  
15

**CONFERENCE**  
Global Compact 2020:  
Leadership for sustainable  
growth  
30

**CADMOS  
INSTIT.  
EVENT**  
With Coca-Cola  
Hellenic Bottling  
Company  
15



**CONFERENCE**  
Global Compact:  
Towards the second decade  
30

**CADMOS  
INSTITUTIONAL  
EVENT**  
With Nestlé  
15

**CONFERENCE**  
Blueprint :  
Leadership for  
sustainable  
development in  
business at the  
heart of the Global  
Compact  
50

**WORKSHOP**  
Meeting for the  
executives of  
extractive  
industries  
50

- Private conferences at the Davos World Economic Forum
- Events for Investors / Companies
- Multi-stakeholder workshops
- Public debates
- Number of participants

● **CONFERENCE**  
Stakeholder commitment:  
Advantages for investors,  
companies and society

● 50



● **CADMOS  
INSTITUTIONAL  
EVENT**  
With Novo Nordisk

● 15

● **CONFERENCE**  
Corporate social responsibility:  
value creation for investors,  
companies and society

● 20

● **CADMOS  
INSTITUTIONAL  
EVENT**  
With Geberit

● 70

12

13

14

2015

● **WORKSHOP**  
Drafting of policies and strategies  
for the application of the principles  
of the Global Compact organised in  
Taipei, Taiwan

● 80

● **DEBATE**  
Human rights “without  
borders”: risks and issues  
for Swiss companies

● 500



# INITIATIVES AND NETWORKING

Fondation Guilé participates in several initiatives promoting CSR in the global economy and increased governance in companies and among investors.

These initiatives enable the exchange of information to nourish skills and lead by example.

They have also permitted the creation of working groups which define best practice, such as the UN PRI Sustainable Stock Exchanges Initiative (SSE), which tries to influence stock markets so that they require greater transparency of listed companies on extra-financial issues and encourage responsible investment approaches.

Fondation Guilé has contributed substantially to the design of the 'Blueprint for Corporate Sustainability Leadership within the Global Compact' published in 2010 by the Global Compact. This is a leadership model for sustainable development that caters to business and offers them a set of 50 concrete actions to be implemented to achieve a higher level of performance in sustainability.

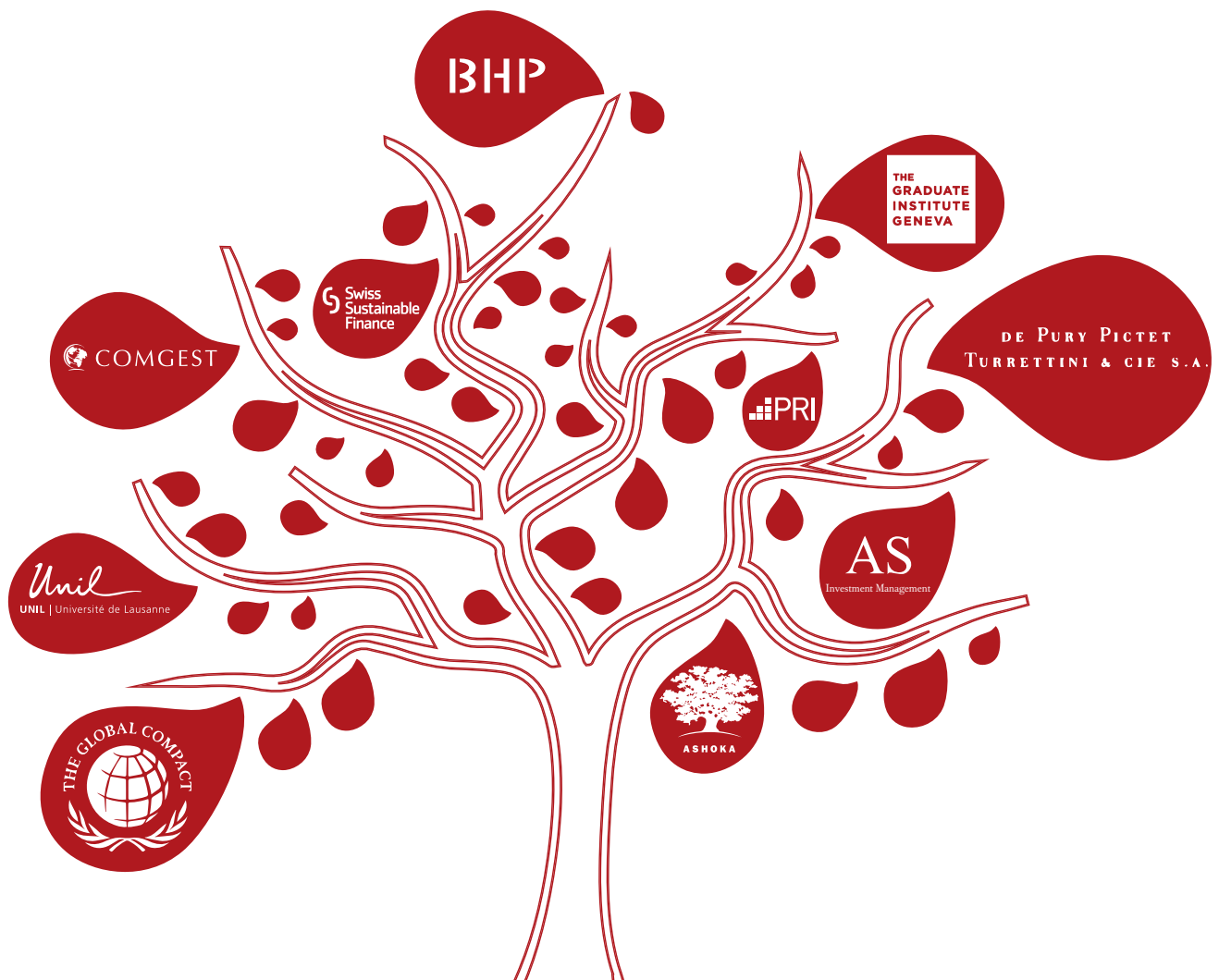


available languages, including Arabic, Russian and Mandarin



The Secretary-General Ban Ki-Moon welcomed the debate initiated by Fondation Guilé as it will help to advance the Global Compact in its second decade.

Private WEF conference in Davos  
January 2009



”

“Keeping a long-term view is a crucial requirement of sustainable development. Over the last ten years, Fondation Guilé has successfully demonstrated the merits of farsighted thinking and acting and I am sure it will continue to do this also in the future.”

Dr. Thomas Streiff  
BHP Partner

# ACKNOWLEDGEMENTS

It is now ten years that Fondation has been fully devoted to disseminating the universal values of the Global Compact.

My first thanks go to my parents, Charles and Bernadette, for having set up the ambitious project of Fondation Guilé and spreading their vision of humanist values that they constantly promoted. I also thank the current members of the foundation Board, its former members, employees and partners who have contributed since 2006 to the influence of Fondation Guilé. I have seen the way that each has put his heart and talent into the foundation to make progress and help disseminate best practice to ensure the sustainable development of the global economy. I would like to especially thank the following people for their major contribution to the development of the foundation:

**Dr. Melchior de Muralt** who, with the help of **Dr. Ernst Brugger**, in 2006 managed to effect a change in the foundation to promoting the universal values of the Global Compact. Since then, this innovative idea has allowed us to conduct over 600 dialogues with multinationals all over the world. Dr. de Muralt was able, upon his entry onto the Board in late 2005, to find promising initiatives such as the partnership with the Cadmos socially responsible investment funds, or organising the annual conference parallel to the WEF in Davos. Fondation Guilé owes much to him, as a member of the Board but also as a friend of the family.

**Dr. Walter Fust**, who came to the Board in 2008, has often fuelled the reflections and discussions of the foundation with the objective of improving the impact of our actions. His timely remarks have repeatedly fed the strategy and ambition of Fondation Guilé. I also thank him for all the time spent with me privately in Solothurn and our many and continued enriching exchanges.

The first Director, **Dr. Barbara Rigassi**, who had to simultaneously manage a wide range of challenges such as the establishment of the first dialogues with business and the management of the Domaine de Guilé. I really appreciated her humour and professionalism. Together with **Dr. Thomas Streiff**, they shaped, with a great spirit of initiative, the unique approach of allowing Fondation Guilé to support multinationals thanks to greater transparency and accountability on issues of human rights, labour standards, environment and the fight against corruption.

Our current Director, **Ms Doris Rochat Monnier**, has fundamentally restructured the organisation of the foundation to improve productivity and good governance, developed with talent all Fondation Guilé commitments on a larger scale, structured our dialogues with businesses, and finally diversified our skills and services for greater impact. Without her exemplary commitment, several initiatives would not have emerged, including this retrospective look at 10 years of the foundation activities.

Finally, I thank the many talented contributors who have each given their expertise and enthusiasm to make Fondation Guilé what it is today:

**The members of the Board in late 2015:** Vice President Roland Burrus, Dr. Melchior de Muralt, Walter Fust, Yves Claude Aubert, Bénédicte Burrus and Bernadette Burrus.

**Former members of the Board since 2005:** Dr. Klaus Leisinger, Dr. Ernst Brugger, Dr. André Schneider and Hardouin Burrus.

**Contributors and collaborators:** Christian Budry representing founders Charles and Bernadette Burrus; Jean-Marc Christe, Secretary of the Board of the foundation; Ben Sapin, Operations Director of the foundation; Paola Abdelnour, Administrator of the foundation; Stéphane Henry, who takes care of the Domain Guilé in Boncourt (former foundation conference centre); Inès Burrus for the entire project management of this retrospective report and all members of the Guilé Engagement Team.

Finally, I would especially like to address my gratitude to Mr. Ban Ki-moon, Secretary General of the United Nations, to Mr. Kofi Annan, former Secretary General of the United Nations, and Mr. Georg Kell, Director of the Global Compact until 2015, for their support in the Memorandum of Understanding between Fondation Guilé and the United Nations Global Compact.

**Régis Burrus**

Chairman of the Board  
Fondation Guilé



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**Fondation Guilé**  
Lausanne office  
Rue de Bourg 30  
CH - 1003 Lausanne

+41 (0)21 351 23 23  
[contact@guile.org](mailto:contact@guile.org)  
[www.guile.org](http://www.guile.org)