



# Futureye

**real solutions  
to real dilemmas**

UNGC COP 2013-2014



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# Managing Director's report

As a business with a core focus on creating shared benefits for society, environment, and business, Futureye fully supports the principles of the UNGC, and actively strives to incorporate them into organisations at every level.

Futureye believes that business has a critical role to play in addressing the myriad issues facing the globe today, and as such our client work has continued to focus on assisting businesses to understand and meet ever-increasing expectations.

This year I had the opportunity to take part in a number of global events, including attending the UNGC Leaders' Summit in New York and chairing the corporate stewardship panel at the Nexus 2014: Water, Food, Climate and Energy Conference in North Carolina, where I valued the opportunity to join with leaders to consider the way businesses can maximise their positive contributions to global issues. With the upcoming Sustainable Development Goals and the broader post-2015 agenda in mind, we have also continued to work on our sustainable development initiative, which seeks to address poverty reduction through addressing food, energy, water and climate issues in nexus while focussing on community engagement to ensure the needs and wants of the community are central to the solutions.

Once again, I am proud to confirm Futureye's continued and renewed support and commitment to the UNGC and its 10 principles.



A handwritten signature in black ink, which appears to read 'Katherine Teh-White'.

Katherine Teh-White  
Managing Director

# About Futureye



Futureye is an international management consulting firm that partners with organisations to secure their future sustainability through anticipating issues and resolving conflict for better reactive, proactive and innovative solutions.

Traditional methods of building a sustainable brand and a good reputation have been centred around corporate philanthropy and economic success, which companies have used as protection from political and regulatory risks. However, the environment is changing with

converging elements requiring a higher level of management of negative reputations and perceptions. Stakeholders are no longer comprised of only shareholders, customers, regulators, and employees and companies can no longer ignore the communities they operate with.

Futureye combines the traditional methods as well as a unique social licence to operate model to work towards consensus and avoid community polarisation. This strategy requires a whole-of-company approach, strong leadership, and often a cultural

step change in systems, structures and processes.

## **Futureye's vision:**

Creating shared vision that takes account of everyone's interest to enable mutually beneficial co-existence

## **Futureye's mission:**

Advising our clients to solve their most important problems on their journey to becoming sustainable.

# Futureye's sustainable development initiative

In 2012-2013, Futureye began work on a sustainable development model to align with the post-2015 sustainable development goals, as reported in its 2012-2013 UNGC COP. Futureye has continued to refine this development and seek opportunities for partnerships.

The model aims to address some of the key disconnects identified in foreign aid investment, which has the potential to impact the lives of millions living in poverty to stimulate economic growth locally, regionally and globally, but the current approach to aid investment often fails to achieve this.

Recent approaches to aid like the Millennium Villages Project have acknowledged the need for tools and infrastructure to sustain growth, but a mismatch of needs, wants, capacity and technology often means that communities are unable to maintain the same levels of development when assistance is scaled back.

Futureye's vision is for a rural sustainable development initiative which would facilitate partnerships between public and private sectors to bring to bear innovative

technologies to address in nexus the issues of Food, Energy, Water and Climate. Futureye plans to draw from its experience and approach in relation to community engagement to create a fresh approach which will seek community involvement at every step of the process, ensuring the plans are suited to the needs and wants of the community, as well as its capacity to maintain the project in the long-term.

Following the opportunity to discuss the project with a number of prominent people at the 2013 UNGC Leaders Summit in New York, Futureye received positive responses. Discussions continue in the process of gaining support and partnership opportunities, as well as seeking further potential partnerships from the private sector, NFPs, multilateral organisations, government, and major industries.

## The old approach

**Community assisted**

**Quick-fix provision**

**Singularity**

**Limited scope**

**Ecosystem management**



## The new approach

**Community empowered**

**Long-term solution**

**Cooperation**

**Integrated approach**

**Ecosystem services**





# Reaffirming commitment to the 10 principles

Futureye reaffirms its commitment to the 10 Principles of the UNGC through strategic initiatives that are embedded within the organisation.

## Human Rights

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

## Labour

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

## Environment

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

## Anti-Corruption

- **Principle 10** Businesses should work against corruption in all its forms, including extortion and bribery.

# Company performance in 2013-2014

Futureye's commitment to the principles of the UNGC is evidenced in both its own activities and its impact within its spheres of influence. This includes its ability to affect change within client companies, industries, and organisations, as well as striving to be a thought leader within the wider community to contribute to improved approaches to existing and emerging issues.

Futureye's client work assists organisations to improve their performance in terms of Human Rights, Labour, Environment and Anti-Corruption, as it assesses performance and develops strategies to adapt to continually higher standards expected from a public that is more aware of these issues than ever before.



# Progress on our goals from 2012-2013

Goal	Progress
<b>Human rights</b>	
Continue to consult organisations on their human rights policies and practices	Futureye's work assisted a number of companies in their community engagement processes to ensure meaningful participation and inclusion.
Work with organisations on the management of possible human rights abuses in their supply chains	Futureye worked with the Roundtable on Sustainable Palm Oil, which amongst other things aims to improve human rights in the palm oil supply chain.
Continue to sponsor the Castan Centre for Human Rights Law	Futureye has continued its sponsorship of the Castan Centre, and Managing Director Katherine Teh-White currently sits on the Advisory Board
<b>Labour</b>	
Build capacity and experience to assess and manage labour rights issues in supply chains, particularly in relation to child and forced labour, and help organisations to become accountable for and eliminate forced and child labour	Futureye continues to seek out opportunities to work with organisations on supply chain management, including textiles, clothing and food.
<b>Environment</b>	
Attend the Nexus 2014: Water, Food, Climate and Energy Conference in Chapel Hill, USA	Managing Director Katherine Teh-White attended the conference, where she chaired the session "Nexus Corporate Stewardship: How Business is Improving Resource Use"
Reconfiguration of electronic data storage system to facilitate a continued shift towards electronic record keeping, communication and reporting	Futureye is undertaking an ongoing process of reconfiguring network drives to provide more efficient means of electronic data storage and record keeping.
Invest in improved video-conferencing systems to reduce reliance on air travel	Futureye's use of online videoconferencing has reduced the need to travel both domestically and internationally, as our work with international clients has increased.
<b>Anti-corruption</b>	
Consider new technologies and systems to ensure the most effective and efficient practices are in place for monitoring and ensuring legitimate use of company funds	Futureye has adopted a new project management system to increase internal transparency around financial and business practices.
Seek out and advise on issues affecting supply chain within client organisations that may be easily compromised	Futureye's work with clients such as the RSPO have involved consideration of complex supply chain issues



# Human rights

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

Futureye continues to support the promotion of Human Rights through everyday actions, as well as through professional services. By assisting clients in community engagement and social licence strategy, Futureye has built capacity to respect the social rights of the communities in which its client's operate.

## Assessment, Policy and Goals

- Futureye pledges its full support of the UN's Universal Declaration of Human Rights
- Futureye's 'code of conduct' kit specifies behavioural and ethical standards that all employees must adhere to
- The company's aim is to continue contributing to the advancement of human rights globally, as indicated in the company goals (see below)

## Implementation

- Futureye's work regularly seeks to support and respect internationally proclaimed human rights and build participatory frameworks for organisations
- When possible, Futureye sources fair trade products for office use
- Futureye encourages open communication within the office to air grievances and concerns

## Measurement of outcomes

- Futureye's work in assisting companies in community and stakeholder relations has led to an increased capacity for its clients to listen to community concerns and operate collaboratively to improve practices that protect stakeholder communities
- Futureye applies the Universal Declaration of Human Rights to all applicable business practices, and also consults client organisations on their human rights policies and practices.
- Futureye is a sponsor of the Castan Centre for Human Rights Law and Managing Director Katherine Teh-White sits on the Castan Centre Advisory Board

## Goals

- Work with organisations on community engagement and participatory processes to promote inclusion and respect for human rights;
- Seek further opportunities to address issues in supply chains, including the palm oil supply chain; and
- Continue sponsorship and advisory position of the Castan Centre for Human Rights Law.



# Case study: Roundtable on Sustainable Palm Oil

**European communication strategy to influence the influencers on palm oil**

## **The dilemma**

The Roundtable on Sustainable Palm Oil (RSPO) is the leading international body supporting the production and use of Certified Sustainable Palm Oil as an ethical and sustainable solution to the growing global demand for palm oil. RSPO faced an increasing reputational risk as its certification was being questioned at the same time as its members sought reputational “cover” through the use of its certification scheme. RSPO decided to seek advice on a new communication strategy. Futureye won a global contest with a nonconforming bid.

## **The solution**

Futureye undertook comprehensive research using its social maturation curve and outrage analysis elements of the social licence to operate strategy development process. The social maturation curve on palm oil revealed the key turning points in the growth of the anti-palm oil sentiment and the outrage analysis revealed the emotional outrage factors driving the criticisms of NGOs and activists. Both these elements were brought together to recommend that RSPO move from a position of a “fixer” to one of a “facilitator” of the solution with the supply chain members. NGOs endorsed the resulting shift in the communication strategy.

## **The result**

RSPO now has a credible strategy that could be used to build visibility with stakeholders, members, sustainability bloggers and the public at large. The strategy was launched in November 2014 and is receiving positive feedback.



*“We decided to work with Futureye as they offered a fresh approach and were obviously passionate about the brief to strengthen our social licence to operate and create a consumer outreach campaign for sustainable palm oil.*

*Their detailed analysis, clear thinking and well structured recommendations have resulted in a bold new communications strategy for Europe that will help us to reposition the organisation in a fairly challenging environment.*

*Katherine Teh-White is a great communicator and facilitator. I enjoyed working with everyone in the team, they were insightful, enthusiastic and fun.”*

Danielle Morley, European Director of Outreach & Engagement,  
Roundtable on Sustainable Palm Oil

# RSPO

Roundtable on Sustainable Palm Oil

# Labour

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

Futureye supports the rights to freedom of association and the right to collective bargaining, and is opposed to discrimination in the workplace in all forms. Although they are not issues directly affecting Futureye's sector, Futureye is fundamentally opposed to all forms of forced and compulsory labour, including child labour, and has an ongoing commitment to build awareness and responsibility in organisations in which these are issues.

## Assessment, Policy and Goals

- Futureye is an Equal Opportunity Employer, and abides by the Victorian Equal Opportunity Act of 2010, which makes it unlawful to discriminate against a person on the basis of such things as disability, sex, sexual orientation, religion, race, political orientation or marital status, amongst other criteria
- Futureye's Equal Opportunity and Harassment policy applies to all business activities and outlines a commitment to creating a diverse and harassment-free work environment
- A comprehensive Occupational Health and Safety Policy and systems ensure the provision of a safe and secure work environment for all staff
- Futureye's People Policy details general staff employment conditions that take into account Principles 3-6

## Implementation

- Futureye recognises all employees' rights to associate freely and participate in collective bargaining
- While forced and child labour are not identified as issues within Futureye's business sector, there is full support for Principles 4 and 5
- Where Futureye works with clients in geographies and sectors that are impacted by child and forced labour, Futureye has an ongoing commitment to work with those companies to monitor and eliminate labour violations in their supply chains

## Measurement of outcomes

- Futureye allows all staff members the freedom to bargain collectively and does not impinge on freedom of association
- Futureye is committed to uphold its opposition to all forms of forced and child labour and will only engage with other businesses that, to the best of its knowledge, hold themselves to the same standard
- Futureye maintains its record for having no noteworthy accidents or incidents that contravene its strict OH&S standards
- Futureye is and will continue to be an equal opportunity employer

## Goals

- Continue to seek out opportunities to assess and manage labour rights issues in supply chains, particularly in relation to child and forced labour, and help organisations to become accountable for and eliminate forced and child labour.



# An evening with David and Robert Manne

In July 2013, Futureye hosted a dinner event for associates and clients with Robert and David Manne, to discuss their work within the Australian political and legal systems related to Australia's position on refugees.

David Manne, a lawyer and migration agent and Executive Director of the Refugee & Immigration Legal Centre (RILC), has led a number of successful High Court challenges including the 'Malaysia Solution' case against the Gillard Government.

Robert Manne, David's uncle, is a leading Australian public intellectual and professor of politics at La Trobe University. He regularly contributes to publications including the Age, the Sydney Morning Herald, as well as ABC radio and television.

David and Robert offered their time as part of a fundraising event for the Castan Centre for Human Rights, and engaged in discussion around the current approach to asylum seekers in Australia, including the historical context of Australian immigration and the implications for engagement to consider new approaches and solutions.



# Environment

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

Futureye is committed to continual improvement in sustainability and environmental outcomes for both its own practice and those of its clients' practices. Part of this work is understanding the trade-offs between environmental impacts and societal needs and concerns. Recently, these trade-offs have been tested by Futureye and its clients with health concerns over artificial hormone use in dairy cows being balanced with environmental benefits.

## Assessment, Policy and Goals

- Futureye has in place Green Office, clean-desk and IT policies that provide purchasing, recycling and waste minimisation guidelines
- Procedures are in place to retain a higher proportion of records in electronic format, rather than paper copies, facilitate the reduction of consumption of paper and other environmentally impactful materials

## Implementation

- Double sided, black and white printing is set as default on all office printers, and all office equipment uses recycled paper and other materials wherever possible
- The majority of our staff walk, cycle and catch public transport during daily commutes and staff that are challenged by distance are supported to telecommute when convenient
- Futureye purchases carbon offsets for company vehicles and air travel at the end of each year
- All Futureye's client work is firmly focussed on all areas of sustainability, including sustainability of the environment and the management of climate issues

## Measurement of outcomes

- All waste paper, plastics and aluminium is recycled in designated recycle bins
- Computers are switched off each night, along with all non-essential lighting

## Goals

- Finalise reconfiguration of electronic data storage system to facilitate a continued shift towards electronic record keeping, communication and reporting

# Anti-corruption

- **Principle 10** Businesses should work against corruption in all its forms, including extortion and bribery.

Whilst exposure to corruption is low, Futureye assists organisations in this area through its client work. Recently, this has included ethics or human rights audits, as well as building organisational capacity through Social Licence to Operate training.

## Assessment, Policy and Goals

- Futureye's Code of Conduct outlines boundaries of expected and accepted behaviour in the areas of conflicts and interests and ethics.
- Futureye has a zero tolerance policy in regards to corruption, including extortion and bribery
- Futureye supports the UN Convention against Corruption, supporting ethical business practices and the prosecution of those who engage in illegal practices
- Futureye adheres to financial reporting and auditing requirements under the Australian Commonwealth Corporations Act 2001.

## Implementation

- Futureye complies with national standards for reporting and auditing
- Much of its client work focusses on building transparency, an essential element in combatting corruption
- Futureye has a purchase order system in place which is used to ensure all company funds are being used for legitimate purposes only
- This year, Futureye integrated a new project management system to ensure the most effective and efficient practices are in place for monitoring and ensuring legitimate use of company funds

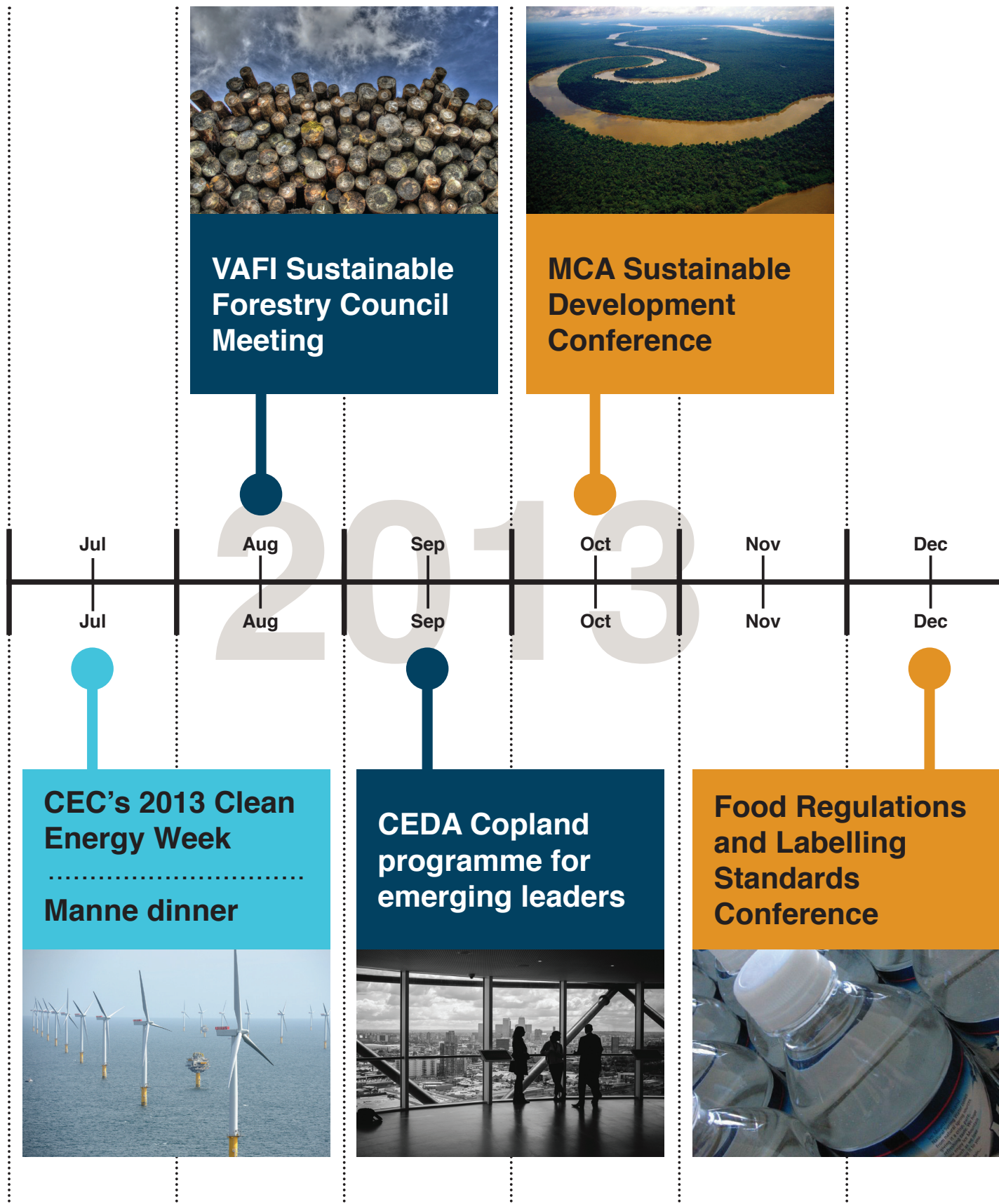
## Measurement of outcomes

- Futureye is compliant with national requirements for auditing and reporting
- To date, there have been no incidents of corruption or extortion

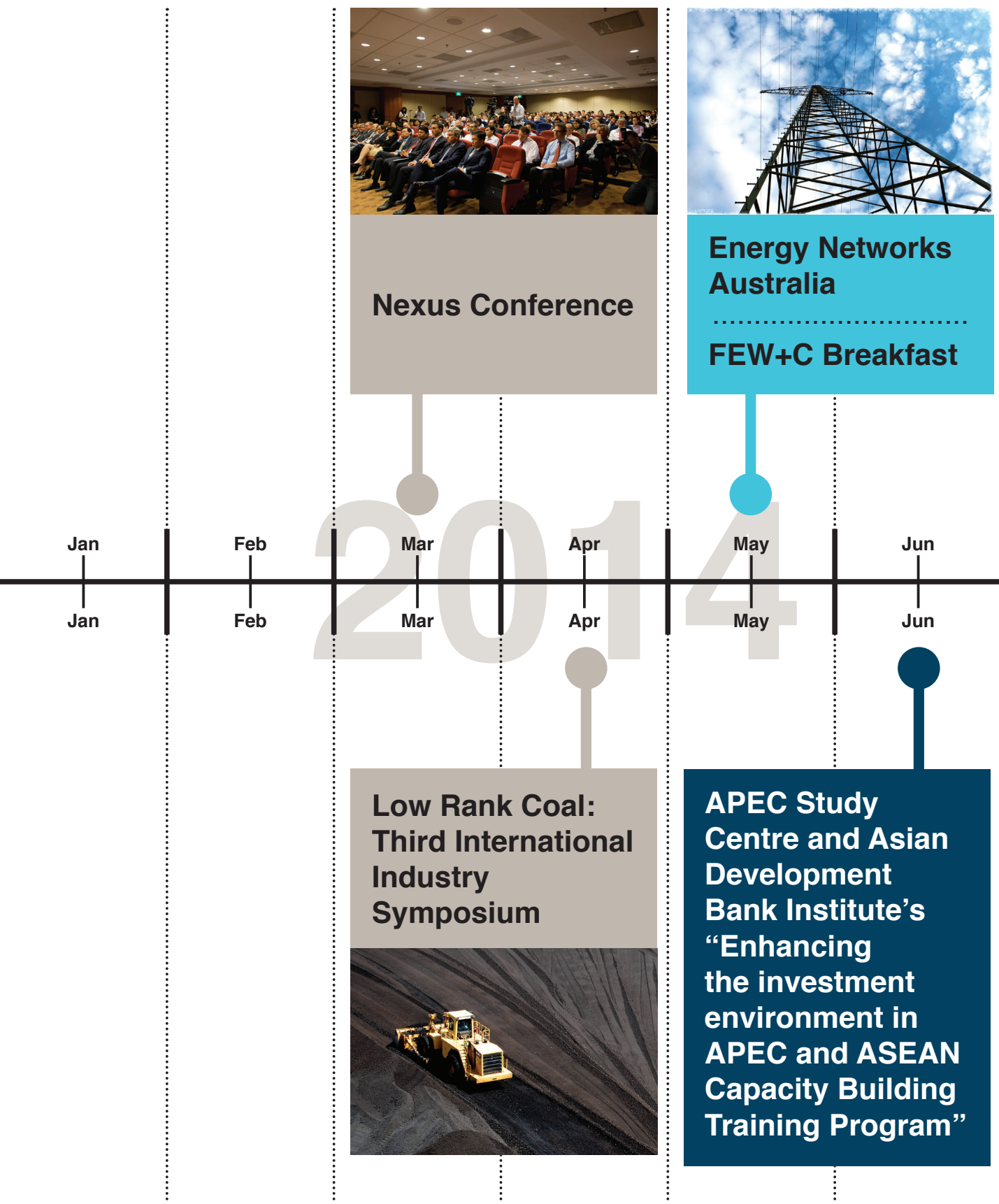
## Goals

- Seek out and advise on issues affecting supply chain within client organisations that may be easily compromised

# 2013-2014 events









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