

**NGO-Strategy for Credit Suisse : Terms of Reference**

(23. February 2006)

**Objective: Develop a coherent and comprehensive NGO-strategy for Credit Suisse**

**Note**

Within the context of this paper the term “NGO” (“non-governmental organizations”) refers to social, environmental, cultural and legal advocacy and pressure groups who are non-profit organizations and whose goals are primarily non-commercial.

**Requirements of the NGO-strategy**

- The NGO-strategy should cover all NGOs that play a significant role in relation to sustainability issues which may have a real or potential impact on the business and / or the reputation of Credit Suisse.
- Sustainability issues are defined here as topics under debate, events and developments that occur in the environmental and social domain, and which can present either opportunities or risks to the business and / or reputation of Credit Suisse.
- In a first step, the NGO-strategy allows stock-taking of the current world of NGOs and the issues and topics they pursue with relevance for Credit Suisse (presentation of current status); in a second step it can ideally be used for strategically shaping future relationships with these NGOs (process or method to make NGO assessments).
- In order to allow for stock-taking the NGO-strategy should contain the following:
  - Map of global, regional, national NGO landscape
  - Suitable classification system for NGOs along various criteria, such as
    - individual NGO’s topical foci and competencies
    - individual NGO’s strategic approach to corporations (i.e. confrontation vs. dialog, campaigner vs. influencers)
    - individual NGO’s potential to create publicity (i.e. to mobilise media, to instigate shareholder activism, to mobilise broad public)
    - individual NGO’s geographical reach (global, regional, national)
    - individual NGO’s embedding in NGO networks and its relative influence within the network or coalition.
    - Individual NGO’s activities with one or more of Credit Suisse’s competitors (i.e. collaboration, criticism, confrontation, campaign, etc.)
- Building on the presentation of the current world of relevant NGOs, the NGO-strategy in a second step should serve as a tool to assess NGOs according to the different criteria outlined above and to decide on the strategic development of the future relationship with each respective NGO. In addition, it would be helpful if the NGO-strategy could provide guidance for taking decisions on matters such as the following:
  - Appropriate level of institutional or operational contacts with NGOs: at board level, policy-making level, working/front-office level?
  - Appropriate place of institutional or operational contacts with NGOs: at central headquarters, at regional headquarters, at project or front-office level?
  - Assessment of prospects of forming alliances with competitors to combine forces in addressing an NGO (or an NGO network) on particular issues.
  - cooperation with competitors or corporations from other sectors

- Appropriateness of financial contributions to NGOs as recognition for their general activities or as a recompense for their collaboration in a particular project
- Assessment of likelihood and impact of potential conflicts of interest when managers or employees sit on boards or are members of individual NGOs.
- The NGO-strategy should eventually guide Credit Suisse in defining which NGOs (with their respective issues) should be monitored, which NGOs should be engaged in dialog on what level, and which NGOs (and their respective issues) offer an opportunity for some form of collaboration; again, it should be emphasized, all of the above with a view to both opportunities and risks.

**Additional information**

The slide presentation which accompanies this file presents as a starting point a draft overview of a number of NGOs, their regional positioning and their relative influence and strategic approach (influencers, campaigners). It also contains an overview of the level and type of interaction of Credit Suisse with the respective NGO (monitoring, dialog, collaboration), and the respective topics under debate.

Further information is available upon request.

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