

Sustainability relations management

Towards an NGO strategy for Credit Suisse

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March 2006

This paper develops a proposal for a “sustainability relations management programme” in Credit Suisse. It consists of two parts. Part A looks at the world of sustainability issues and NGOs as they relate to the company. Part B looks at elements of strategic NGO engagement. In the second part the approach is broadened somewhat and proposes the development of a sustainability relations management programme.

The paper has been written from outside of the company and thus (hopefully) presents some independent, fresh thinking on the subject which will contribute to processes underway within Credit Suisse. All comments and opinions expressed in the paper are the author’s and not the company’s.

Part A : Sustainability issues and NGOs

The general reason for engaging – whether directly or indirectly – with NGOs is to address issues of sustainability. Hence Part A first looks at sustainability issues. It then looks into the world of NGOs.

1. Sustainability issues for Credit Suisse

For Credit Suisse, sustainability issues are (a) topics under debate, (b) events and (c) developments that occur in the environmental and social domain, and which can present either opportunities or risks to the business and/or reputation of the company.

This section highlights some of the key topics under debate, indicates some of the upcoming events, and notes some global developments in the area of sustainability. It then looks at the world of NGOs and begins to identify those which could be of direct relevance to Credit Suisse.

1.1 Topics under debate

This section highlights issues which are recognised by Credit Suisse and at the same time are of importance to NGOs. Preliminary comments

about the relevance of the issues to NGO engagement are also made. The following issues are covered:

1. Sustainability
2. Decent employment
3. Diversity
4. Philanthropy
5. Sponsorship
6. Environmental Policy
7. Corporate environmental leadership
8. Environmental management system
9. Employees and the environment
10. Sustainability investments
11. Sustainability and traditional investments
12. Sustainability assessment
13. Material and energy flows
14. Carbon emissions
15. Sustainable supply chains
16. Sustainability reporting
17. Transparency
18. Trust

The first six of these issues follow the order in which they are presented on the Corporate Responsibility section of the Credit Suisse website. The remainder of the issues build on the sections of the company's Environmental Policy. These include some issues of importance to NGOs but not highlighted by Credit Suisse.

1.1.1 Sustainability

Credit Suisse is fully aware of the need for the company to be broadly committed to the concept of sustainability:

“All businesses are interconnected with their social environment on many different levels. A company's long-term business success is dependent on its ability to gain a comprehensive understanding of its responsibilities vis-à-vis its clients, shareholders and employees, as well as society and the environment.

“At Credit Suisse Group, sustainable development means achieving economic success by addressing environmental, social and commercial expectations vis-à-vis the company and by reaching decisions that achieve a fair balance between society's needs today and in the future. Based on its commitments, the Group strives to actively take account of social and environmental

issues in its business activities, thus contributing to long-term business success at various levels and creating added value for the company.”

<http://www.credit-suisse.com/responsibility/en/sustainability.html>

The devil, of course, is in the details. What are the “expectations” of other stakeholders? What issues do they feel Credit Suisse ought to address? Should the company address these issues? If yes, then in doing so will this add value for the company?

Nevertheless, a clear commitment to the broad concept of sustainability provides a solid basis from which the company can identify priority issues and key stakeholders, including NGOs. This commitment is strengthened by the company’s Code of Conduct which includes a commitment to respecting the interests of stakeholders:

“We respect the interests of our stakeholders (clients, shareholders, employees, service providers, government authorities, financial regulators, competitors, media) and of society as a whole.”

1.1.2 Decent employment

Credit Suisse recognises the importance of what the ILO calls “decent employment” and stresses both its commitment at work and more broadly to the lives of its employees:

“A wide range of training and development programs offered are available to employees - from vocational apprenticeships and graduate programs to specialist training and management courses. Targeted training programs are aligned to business strategy and focus on the systematic transfer of experience and best practice.

Credit Suisse strives to assist its employees to achieve a healthy work/life balance and operates a number of initiatives, including flexible working time models, to enable staff to balance their family obligations with their career.”

<http://www.credit-suisse.com/responsibility/en/people.html>

Interestingly, many of the sustainable development NGOs, particularly in the environment sector, have not yet identified “decent employment” as a key sustainability issue. Nevertheless, with the increasing concerns about globalisation and the challenges of alleviating poverty, the issue of decent employment is likely to gain more prominence.

1.1.3 Diversity

Another key employment issue is the inclusion of employees from diverse backgrounds. Here again Credit Suisse has a clear, progressive position:

“Credit Suisse strives to achieve an inclusive workplace where everyone is treated with dignity and respect and where each individual has the opportunity to advance and succeed. Individuals of different genders, races, ages, religions, nationalities, ethnic backgrounds, sexual orientations and disabilities are thus brought together to create a world-class team of financial services professionals. This diverse workforce enables Credit Suisse to serve the broadest spectrum of clients locally, regionally and globally and effectively meet their diverse needs.”

<http://www.credit-suisse.com/responsibility/en/diversity.html>

Interestingly, the company sees diversity as a means to serving a broad spectrum of clients. Workforce diversity may also be used a strategic policy for engaging NGOs.

1.1.4 Philanthropy

Credit Suisse, like most large companies, is also engaged with a large and complex array of philanthropic activities:

“Credit Suisse Group assumes its responsibilities towards the communities in which it operates by making an active contribution to a varied cultural and civic life. At Credit Suisse Group, various departments and foundations donate money to support charitable institutions as well as relief organizations that provide assistance to victims of disaster. Credit Suisse Group's Donations department provides funding to numerous charitable, social and educational institutions.”

<http://www.credit-suisse.com/responsibility/en/charity.html>

The key issue here is specifically philanthropy or charity. Though expectations vary by region and by country, generally speaking large companies are expected to give away some of their earnings to good causes. Quite understandably, NGOs who rely on contributions for their own financial sustainability often have a particularly interest in corporate philanthropy. How Credit Suisse gives away its money – how much, to whom and for what – can be a major issue – and, if not strategically management, a major headache for the company. Strategic

management of philanthropic contributions, on the other hand, can be a very useful component of an NGO engagement strategy.

Credit Suisse has also established an innovative philanthropic banking service called Accentus which has great potential to be of interest to NGOs. Its stated objective and aim are as follows:

“The purpose of the ACCENTUS charitable foundation is to support and encourage social, charitable, humanitarian, cultural, medical, scientific and environmental undertakings and other works for the common good. The ACCENTUS charitable foundation has no political or religious associations of any nature.

“The aim of the ACCENTUS charitable foundation is to make a substantial contribution to the further development of our society. ACCENTUS allows donors to realize charitable plans in accordance with their own ideas. If they wish, donors can also involve themselves personally in the evaluation of different projects.”

http://www.accentus.ch/english/1/zweck_und_ziel.htm

1.1.5 Sponsorship

Interestingly, Credit Suisse includes sponsorship as a core sustainability issue. It does so by stating that:

“We regard our sponsorship commitments as a long-term collaboration in the form of partnerships from which both sides benefit and to which both sides contribute.”

<http://www.credit-suisse.com/responsibility/en/sponsoring.html>

The company sees sponsorship as a potential “as a tool with which the company can exercise its social responsibility.” In this respect, sponsorship, like philanthropy, can be used strategically with NGOs.

Also, like philanthropy, NGOs can also be particularly interested in a company’s sponsorship programmes. For example the BAT biodiversity partners closely watched developments of BAT’s sponsorship of Formula One. This was in part because of the large size of this sponsorship compared to BAT’s support for biodiversity conservation.

1.1.6 Environmental Policy

Credit Suisse has a comprehensive environmental policy which is placed within a broader commitment to sustainability:

“Credit Suisse Group's Environmental Policy sets out the Group's commitment to contribute to sustainable development by acting in an environmentally responsible manner.”

<http://www.credit-suisse.com/responsibility/en/environment.html>

In this policy, the company states its overall environmental objectives:

“We support efforts to protect the environment and ease pressure on natural resources. By acting in an environmentally responsible fashion we wish to contribute to sustainability and therefore create added value for our company, our customers and the environment.”

http://www.credit-suisse.com/investors/en/reports/2002_sustainability_report.html

The policy addresses seven areas:

1. Corporate leadership and management
2. Human resources work and organisation
3. Communications and marketing
4. Banking and insurance products
5. Production and operations
6. Infrastructure and facilities
7. Implementation of the environmental policy

Each of these is an issue or a set of issues on its own and is addressed below.

It is also worth noting that the policy states that it was “approved on 27 March 2002” and that it will be reviewed at least every three years and adapted where necessary.” There is, however, no explicit mention of a subsequent review or of any adaptations.

1.1.7 Corporate environmental leadership

Credit Suisse is a member or affiliate of several global sustainability-related initiatives. These include the following:

- ICC Business Charter for Sustainable Development
- UNEP Statement by Financial Institutions on the Environment & Sustainable Development
- UN Global Compact
- Equator Principles

NGOs are can be supportive, sceptical and at times highly critical of such initiatives. Concern usually centres on how such initiatives feed back into the actual policies of practices of the member companies. Furthermore, to what extent does participation in such initiatives actually demonstrate substantive “leadership” on the part of the company? Nevertheless, as discussed further in Part B, such initiatives can be a useful platform for engaging with NGOs together with other companies.

1.1.8 Environmental management system

In the area of environmental management, Credit Suisse was an early leader and proudly states that “In 1997, Credit Suisse Group became the world's first bank to implement an environmental management system that is certified according to ISO 14001.” The company also states that the “Credit Suisse Group constantly adapts its environmental management system in line with changing conditions.”

The current status of either the ISO certification or the company’s environmental management system, however, is not clear from the corporate website. Many NGOs are concerned that ISO-type environmental management systems lack substance. They are thus especially keen to see evidence of continued environmental improvement.

1.1.9 Employees and the environment

The Credit Suisse Environmental Policy states that the company “takes measures to ensure that staff recognise their ecological responsibility and act accordingly.” The role of employees in environmental policy making and environment action, however, is not well articulated. Though not yet a major issue in the NGO movement, this may well change. A recent global meeting of trade unions on the environment outlined new linkages between employers, employer rights and environmental responsibility.

1.1.10 Sustainability investments

As investment is a core business of Credit Suisse, the ability to integrate sustainability issues into its investment portfolio is of particularly interest. In this respect, the company is promoting a portfolio of sustainability investment products. The rationale is that there is now a demand for such products:

“Investors are increasingly influenced by environmental and social criteria (in addition to the usual financial criteria) when making

investment decisions. Investors wish to see their capital invested in companies that have not just financial goals, but also incorporate environmental and social concerns into their strategies and daily operational decisions.”

https://entry.credit-suisse.ch/csfs/p/pb/en/produkte/anlegen/nan_konzept.jsp

One of the company’s sustainability investment products is the CS EF (Lux) Global Sustainability. Another is the Certificate in CHF on Global Water Basket. There is also a developing opportunity to get involved microfinance. The potential impact of such products is of increasing interest to NGOs.

1.1.11 Sustainability and traditional investments

A closely related issue to the one above is “mainstreaming” sustainability features into traditional investment products. The company explains:

“The prerequisite for sustainable investment to break out of its niche and enter the mainstream market is good performance. Studies show that the performance of sustainable investments is slightly above or at least the same as that of traditional investments.”

https://entry.credit-suisse.ch/csfs/p/pb/en/produkte/anlegen/nan_investieren.jsp

If indeed sustainable investments perform slightly better than traditional investments, then there is a developing business case to “mainstream” sustainability criteria into traditional investment products. Nevertheless, there is little evidence of a significant move in this direction within the company.

Closely related to this topic is the development of company-wide sustainability policies on topics such as forests and water. HSBC, for example, has developed policies intended to direct company practice in both of these areas. Credit Suisse may look at developing similar policies.

1.1.12 Sustainability assessment

In order to invest sustainably – either through earmarked sustainability products or through integrating environmental and social criteria into traditional products – Credit Suisse needs to systematically assess environmental and social opportunities and risks. Their Environmental Policy indicates their commitment to the development of new instruments for sustainability assessment.

To use a popular slang expression, this is where the rubber hits the road. There is, of course, a good deal of hard work to be done to develop sound and workable assessment instruments for environmental and social opportunities and risk. NGOs not only have an interest in this development, but in some cases may be well positioned to make substantive contributions to the work which needs to be done.

1.1.13 Material and energy flows

Credit Suisse highlights its commitment to reducing the material and energy flows of its operations. Under the Environmental Policy, this is covered in the section on infrastructure and facilities. The company states:

“Through systematic environmental management, Credit Suisse Group monitors its main material and energy flows and identifies measures to optimize them. Energy consumption represents the largest direct impact that Credit Suisse Group has on the environment.”

<http://www.credit-suisse.com/responsibility/en/environment.html>

There is, however, little public information on the management system for materials and energy usage and on the outcomes of this system.

1.1.14 Carbon emissions

Related to material and energy flows is the issue of carbon emissions. Recently HSBC announced that it planned to make the company carbon-neutral by the end of 2006. Credit Suisse makes reference to this issue, but does not appear to have developed a full-fledged response.

1.1.15 Sustainable supply chains

With respect to inputs, Credit Suisse is beginning to address the responsibility of supply chain management. This includes both environmental and social aspects of the supply of goods and services to the company.

With respect to diversity, they have a “Supplier Diversity Program” which “provides minority- and women-owned businesses with the opportunity to become vital resources for the Firm.” (Unfortunately the hotlink to this programme does not seem to work.)

With respect to the environment, there is a stated commitment to apply environmental standards to contractors and suppliers. What these standards cover and how they are applied, however, are not clear. Promoting sustainability through the supply chain is of increasing interest to NGOs, particularly with respect to topics such as forests and water.

1.1.16 Sustainability reporting

Over the last years, a new standard on sustainability reporting has been developed. Known as the Global Reporting Initiative, it has been developed through an extensive multi-stakeholder process. Under the UNEP Finance Initiatives, a partnership of banks and NGOs has developed a Financial Services Sector Supplement. Though Credit Suisse references the GRI on its site, there is no evidence that its reporting standard is being adopted.

When dealing with NGOs, intergovernmental organisations and others, it may well be prudent to adopt this widely recognised approach to reporting.

1.1.17 Transparency

Closing related to the issue of reporting is the issue of transparency. Transparency is one of the six core ethical values of Credit Suisse:

“We seek constructive, transparent and open dialogue with our stakeholders based on fairness, respect and professionalism.”

With respect to engaging with NGOs, the issue of transparency – leading directly to the issue of trust – is of critical importance. Dialogue and eventual partnerships between environmental NGOs and the extractive industries, have taken many years to develop because of a lack of perceived transparency leading to a lack of trust.

1.1.18 Trust

From a 23 January 2006 press release, the Edelman Trust Barometer reported that

“Trust in Non-Governmental Organizations (NGOs), which have consistently been the most-trusted institution in Europe during the six years that the survey has been conducted, has steadily increased in the U.S. ('01=36%, '06=54%); and increased significantly in the last 12 months in Canada ('05=45%, '06=57%)

and Japan ('05=43%, '06=66%). Despite the survey asking for only trusted global companies, many respondents volunteered NGOs such as the Red Cross in France and the UK and Greenpeace in Germany were also frequently mentioned. *NGOs are now the most-trusted institution in every market except Japan and Brazil.* The widespread rise in trust of NGOs has now extended to Asia, especially in China, where ratings went from 36% to 60% in last 12 months.” (*italics added*)

The report explained”

“`Trust is the key objective for global companies today because it underpins corporate reputation and gives them license to operate,’ said Michael Deaver, Vice Chairman, Edelman. `To build trust, companies need to localize communications, be transparent, and engage multiple stakeholders continuously as advocates across a broad array of communications channels.’”

<http://www.edelman.com/news/ShowOne.asp?ID=102>

Trust is a fundamental, high priority issue with NGOs. Build trust and strategic NGO engagements will be possible.

1.2 Events

There are countless international, regional, national and local events related to sustainability, sustainable development, environmental conservation, poverty alleviation, human rights, health, energy, water and so on and so on. An excellent source for information on upcoming meetings is: IISD Linkages. (<http://www.iisd.ca/>)

By way of illustration, here is a *very short list* of upcoming high level global meetings on sustainability for a six-month period – April-September 2006 – which may be of direct interest to Credit Suisse:

- FOURTH SESSION OF THE COMPLIANCE COMMITTEE OF THE BASEL CONVENTION: 8 April 2006 - 9 April 2006. International Environment House, Geneva, Switzerland
- BIOTECHNOLOGY INDUSTRY ORGANIZATION ANNUAL INTERNATIONAL CONVENTION: 9 April 2006 - 12 April 2006
- INTERNATIONAL CONFERENCE ON COMBATING DESERTIFICATION, HUNGER AND POVERTY: 11 April 2006 - 12 April 2006. Geneva, Switzerland
- 21ST SESSION OF THE ASIA-PACIFIC FORESTRY COMMISSION: 17 April 2006 - 21 April 2006
- ECOSOC HIGH-LEVEL MEETING WITH BRETTON WOODS INSTITUTIONS, WTO AND UNCTAD: 24 April 2006. New York, United States of America

- WIPO INTERGOVERNMENTAL COMMITTEE ON INTELLECTUAL PROPERTY AND GENETIC RESOURCES, TRADITIONAL KNOWLEDGE AND FOLKLORE: 24 April 2006 - 28 April 2006. Geneva, Switzerland
- TWENTY-FIFTH SESSION OF THE INTERGOVERNMENTAL PANEL ON CLIMATE CHANGE: 26 April 2006 - 28 April 2006. Louis, Mauritius
- INTERNATIONAL TROPICAL FOREST INVESTMENT FORUM: ISSUES AND OPPORTUNITIES FOR INVESTMENT IN NATURAL TROPICAL FORESTS: 26 April 2006 - 27 April 2006. Cancún, Mexico
- FOURTEENTH SESSION OF THE UN COMMISSION ON SUSTAINABLE DEVELOPMENT: 1 May 2006 - 12 May 2006. New York, USA
- SECOND CONFERENCE OF THE PARTIES TO THE STOCKHOLM CONVENTION (POPS COP-2): 1 May 2006 - 5 May 2006. Geneva, Switzerland
- THIRD ANNUAL CARBON EXPO 2006: 10 May 2006 - 12 May 2006. Cologne, Germany
- TWENTY-FOURTH SESSIONS OF THE SUBSIDIARY BODIES OF THE UN FRAMEWORK CONVENTION ON CLIMATE CHANGE: 15 May 2006 - 26 May 2006. Bonn, Germany
- BUSINESS FORUM ON SCIENCE AND TECHNOLOGY FOR SUSTAINABLE DEVELOPMENT: 19 May 2006 - 20 May 2006. Shirakawa, Japan
- OECD FORUM 2006: BALANCING GLOBALISATION: 22 May 2006 - 23 May 2006. Paris, France
- ITTC-40: 29 May 2006 - 2 June 2006. Mérida, Mexico
- 22ND INTERNATIONAL COMMISSION ON WORLD DAMS CONGRESS: 18 June 2006 - 23 June 2006. Barcelona, Spain
- WORLD URBAN FORUM III: 19 June 2006 - 23 June 2006. Vancouver, Canada
- EIGHTH INTERNATIONAL CONFERENCE ON GREENHOUSE GAS CONTROL TECHNOLOGIES: 19 June 2006 - 23 June 2006. Trondheim, Norway
- SECOND INTERNATIONAL CONFERENCE ON QUANTIFIED ECO-EFFICIENCY ANALYSIS FOR SUSTAINABILITY: 28 June 2006 - 30 June 2006
- ECOSOC 2006 SUBSTANTIVE SESSION: 3 July 2006 - 28 July 2006. New York, New York, United States of America
- 22ND MEETING OF THE CITES ANIMALS COMMITTEE: 7 July 2006 - 13 July 2006. Lima, Peru
- INTERNATIONAL CONFERENCE ON MERCURY AS A GLOBAL POLLUTANT: 6 August 2006 - 11 August 2006. Madison, Wisconsin, United States of America
- THIRD GEF ASSEMBLY: 29 August 2006 - 30 August 2006. Cape Town, South Africa
- FIFTH SESSION OF THE COMMITTEE FOR THE REVIEW OF THE UN CONVENTION TO COMBAT DESERTIFICATION (CRIC-5): 1 September 2006. Buenos Aires, Argentina
- IWA WORLD WATER CONGRESS: 10 September 2006 - 14 September 2006. Beijing, China
- 2006 ANNUAL MEETINGS OF THE INTERNATIONAL MONETARY FUND AND THE WORLD BANK GROUP: 19 September 2006 - 20 September 2006. Singapore, Singapore

As this list indicates, there are many, many events of direct or indirect relevance to the sustainability issues facing Credit Suisse. Most, if not, all of these have active involvement from NGOs.

Following the framework to be developed in Part B, Credit Suisse should consider prioritising the universe of relevant events and decide which to (a) monitor, (b) which to be present at, i.e. dialogue, and (c) which to co-organise or co-sponsor, i.e. partnership.

Though external events management requires committed resources, the internet has made it possible to monitor global meetings without attending them. IISD and others often provide excellent cyber coverage of major sustainability events. Thus monitoring many events is now easier. Engagement in a limited number of key events and co-organising an even smaller number, however, is still critical to keep abreast of developments, maintain linkages, and enhance the company's position with respect to transparency and trust.

1.3 Developments

At a global level, perhaps the most significant development regarding sustainability, particularly with respect to NGOs, is the widespread support for the UN Millennium Development Goals. The MDGs are:

- Goal 1: Eradicate extreme poverty and hunger
- Goal 2: Achieve universal primary education
- Goal 3: Promote gender equality and empower women
- Goal 4: Reduce child mortality
- Goal 5: Improve maternal health
- Goal 6: Combat HIV/AIDS, malaria, and other diseases
- Goal 7: Ensure environmental sustainability
- Goal 8: Develop a global partnership for development

Clearly, this is a development at the global level requiring strategic engagement by Credit Suisse. How do the company's policies and actions contribute to the MDGs and to the detailed set of targets set out to achieve these goals?

Three further examples of emerging global developments of particular importance to Credit Suisse are:

- the 2010 commitment to halt the loss of biodiversity,
- the emerging interest of labour in sustainability, and
- the increasing transparency of value chains.

Regarding the 2010 commitment to halt the loss of biodiversity, countries, particularly in Europe, are trying to develop policies and programmes to conserve biodiversity now. For Credit Suisse, what is

especially interesting is the rising interest within the private sector in the issue of biodiversity. This is seen in the development of large philanthropic programmes by companies such as HSBC and Vodaphone, detailed biodiversity strategies by companies such as Shell and Rio Tinto, and increased participation of companies in biodiversity-related events such as the upcoming 8th meeting of the Conference of the Parties of the Convention on Biological Diversity in Curitiba, Brazil in March 2006.

Regarding the emerging interest of labour in sustainability, this is perhaps best evidenced in the recent global meeting of trade unions on the environment which took place at UNEP's headquarters in January 2006 in Nairobi, Kenya. The statement of the event was path-breaking in showing both the interest of labour and its potential role in sustainability issues. Furthermore, the ILO is currently reviewing its work in the areas of environment and sustainable development. For Credit Suisse, engaging its staff more directly in its sustainability work, including its engagement with NGOs, would seem to be a practical development.

Finally, with respect to the increasing transparency of value chains – including the transparency of investment flows – it is becoming ever more important for Credit Suisse to monitor the sustainability commitments and actions of its investments and perhaps also of its large investors. To do so, the company will need partners to monitor and evaluate the sustainability performance of its investors and NGOs are likely to feature in such an effort.

2. Relevant NGOs for Credit Suisse

This section of Part A looks at the type of NGOs which are most relevant to Credit Suisse. It explores a method for classifying these NGOs and it also lists specific NGOs with which the company should engage strategically.

2.1 Relevant NGOs issues and topics

The issues outlined in section 1 above are important to both Credit Suisse and the NGO community. Different NGOs, of course, have different priorities. Many have priorities which are not directly linked to the operations of Credit Suisse, but nevertheless may be of interest from a broader perspective of the company's support to sustainability issues. Issues such as HIV/Aids, malaria, disaster relief, agricultural subsidies, and refugees – critically important as they are – are not generally directly linked to day-to-day work of a multinational bank. Nevertheless,

such issues may be important to identify and prioritise for corporate philanthropy, sponsorship and employee participation.

Identifying the priority issues, however, is not an easy task. It is hard to think of an issue for which there is not an NGO or non-profit organisation. Nevertheless, there are some global groupings which provide some guidance on key NGO issues.

2.1.1 Major global issues

The Conference of NGOs in Consultative Relations with the United Nations (<http://www.ngocongo.org/>) and The Executive Committee of Non-Governmental Organizations Associated with the United Nations Department of Public Information (<http://www.ngodpiexecom.org/>) issued a joint statement on the MDGs in which they urged member states of the UN “to consider as a matter of priority” the following concerns:

- A Holistic Vision of Development, Peace and Security and Human Rights
- Gender Justice and Equality as a Priority
- Fair Trade, Debt Relief, and Increased Development Aid
- Linkage between Funds for Development and Military Spending
- Responsibility to Protect / Human-centred Security
- The Human-Rights Base Approach to Development
- The “Commitment Gap”
- Civil Society Participation in the UN General Assembly

Though these issues are not directly linked to banking, there are strong indirect links, specifically with respect to the issues of fair trade, debt relief and increased development aid.

For the priority issues of environmental NGOs, the resolutions of the IUCN World Conservation Congress provide guidance. These reflect the views of the 1000 plus IUCN members – of which about 75% are NGOs and the balance States and government agencies. The press release of the last Congress (November 2004) noted that:

“The IUCN Members Business Assembly voted on over 100 Resolutions and Recommendations on critical conservation policies and actions. Some of the major decisions are that IUCN:

- calls for a moratorium on the further release of genetically modified organisms;

- establishes the World Conservation Learning Network to build capacity of conservation and development professionals;
- will work to conserve the Critically Endangered vulture species: long-billed (*Gyps indicus*), slender-billed (*Gyps tenuirostris*) and white-rumped (*Gyps bengalensis*) in South and Southeast Asia;
- pursues activities for the conservation of biodiversity in the severely degraded Aral Sea basin;
- will put into practice, within its Programme and within the framework of its Mission and Vision, actions that contribute to combating poverty through nature conservation;
- addresses the conservation and sustainable management of high seas biodiversity;
- will work with indigenous peoples, especially in the management and establishment of protected areas;
- invites France, Italy and Switzerland to inscribe Mont Blanc on the UNESCO World Heritage List.”
<http://app.iucn.org/congress/documents/press/2004-11-25-closing.htm>

2.1.2 Private sector issues

This 2004 IUCN Congress also had a major focus on the private sector indicating the growing interest of the NGO community to work with the private sector. There were also two major resolutions of the membership on engagement with the private sector, which included the following:

“CALLS on the IUCN Director General to initiate an open and participatory process to strengthen the principles of engagement and develop guidelines to guide further dialogue, partnership agreements and other interactions with the private sector; ...

“RECOMMENDS that priority be given to cooperation with the private sector in areas which address the root causes of biodiversity loss, where – as stated in IUCN’s Strategy for Enhancing IUCN’s Interaction with the Private Sector – action can be most effective ...”

http://app.iucn.org/congress/members/Individual_Res_Rec_Eng/WCC3%20RES%20061%20IUCNs%20interaction%20with%20the%20private%20sector.pdf

Subsequently, IUCN has been actively developing a strategy for private sector engagement which builds on the policies and practices of its members. It focuses on the principles and the areas of engagement in the context, of course, of sustainability issues such as those presented above. This work provides some useful insights for Credit Suisse on how NGOs are thinking about business.

With respect to private sector engagement, the IUCN research notes:

“The companies they [i.e., NGOs] sought proactively to engage with would generally have similar principles in place. Having principles in common with potential partners was noted as a good starting point for any engagement. Principles frequently noted were:

- **Commitment at the highest level within the company** – including to sustainable development and social and environmental best practice;
- **Participatory** - to be inclusive of local stakeholders needs;
- **Transparency** – through monitoring and evaluation (and sometimes external verification);
- **Independence** – retaining freedom to criticize;
- **Significant benefit** - outweighing any reputational risk in engagement.”

http://www.iucn.org/themes/business/Secretariat/Guidelines/JHeap_Survey_Final_Dec05.pdf

The NGOs strategy which Credit Suisse adopts will need to address these five fundamental principles – top-level commitment, inclusive participation, transparency, independence, and significant benefit.

The recent IUCN research also identifies the major ways in which NGOs are engaging with private companies:

- **“day-to-day contacts** – on technical aspects, opportunities and issues. Contacts are developed from social or professional encounters
- **services from business** – suppliers of standard office equipment and services, to whom a procurement policy may apply in line with the organization’s own Environmental Management Systems
- **services to business** – such as informal advice; paid-for consultancy services; training etc
- **participating in networks**, including business – for example, informal networks arising from stakeholder dialogues and conferences; local business and biodiversity groups; local and regional planning fora
- **formal dialogues and working groups around a specific issues** – such as initiatives from industry bodies on best practice guidelines; working groups on sustainable natural resource harvesting; flood/fire prevention working groups; stakeholder dialogue around a development proposal
- **joint projects on common interests** (with or without funding) – for instance, sustainable forestry initiatives; certification and

standard setting schemes; protected area management; water resource management, etc

- **funding of publications; events; projects; programmes** – often with marketing/communications benefits for both parties
- **unconditional funding** – such as philanthropic donations with no communication demands, other than noting in annual reports
- **advocacy campaigns** – including to promulgate good practice through industry associations and/or to highlight areas for improvement”

http://www.iucn.org/themes/business/Secretariat/Guidelines/JHeap_Survey_Final_Dec05.pdf

This list provides a useful starting point for Credit Suisse to develop its portfolio of options for NGO engagement.

2.2 Classifying NGOs

Classifying NGOs is no easy task. Various criteria can be used such as the following which are of direct interest to Credit Suisse:

- issues or topical focus
- competencies
- strategic approach to corporations
 - confrontation vs. dialogue
 - campaigner vs. influencers
- potential to create publicity
 - to mobilise media
 - to instigate shareholder activism
 - to mobilise broad public
- geographical reach
 - global
 - regional
 - national
- embedding and influence within in NGO networks and coalitions
- activities with one or more of Credit Suisse’s competitors
 - collaboration
 - criticism
 - confrontation
 - campaign

It is a Herculean challenge to develop aggregate information on NGOs. Not only is the NGO community incredibly complex, it is also very large. Wikipedia notes:

“A 1995 UN report on global governance estimated that there are nearly 29,000 international NGOs. National numbers are even higher: The United States has an estimated 2 million NGOs, most of them formed in the past 30 years. Russia has 65,000 NGOs. Dozens are created daily. In Kenya alone, some 240 NGOs come into existence every year.”

http://en.wikipedia.org/wiki/Non-governmental_organization

One of the more comprehensive guides to NGOs is maintained by Duke University. It is the “Non-governmental Organizations Research Guide” (<http://docs.lib.duke.edu/igo/guides/ngo/>) and it classifies NGOs according to the following criteria:

- Issues
 - Environmentally Sustainable Development
 - Human Rights
 - Women in Development
 - Development
- Geography
 - Africa
 - Asia
 - Latin America
 - Europe
 - North America
 - Transnational

For example, for transnational NGOs focused on environmentally sustainable development, this Guide lists:

- Consultative Group on International Agricultural Research (CIGAR)
- Friends of the Earth (FoE)
- Greenpeace
- International Centre for Research in Agroforestry (ICRAF)
- National Councils for Sustainable Development (NCSD)
- Nature Conservancy (TNC)
- Public Services International (PSI)
- Taiga Rescue Network (TRN)
- World Conservation Union (IUCN)

- World Wide Fund for Nature (WWF)

Another on-line guide to NGOs is a project of the American Enterprise Institute and the Federalist Society. It is called NGOWatch. (<http://www.ngowatch.org/>) and it classifies NGOs according to the following criteria:

- Geographical List of NGOs
 - Africa
 - Asia
 - Europe
 - Global
 - Latin America
 - North America
 - Africa
- NGOs by Category
 - Aid, Relief, and Development
 - Civil/Human Rights
 - Education
 - Environmental Protection
 - Labor Rights
 - Nonproliferation
 - Other
 - Religious Organisations
 - Women's Issues

NGOWatch also provides its own commentary of each of the many NGOs in its database. No list is comprehensive, but it is interesting that IUCN is not on the NGOWatch's list. (Also the "Global" list on their website does not work.) Nevertheless, the information provided on specific NGOs could be quite useful.

Regarding humanitarian NGOs, the Center for Disaster and Humanitarian Assistance Medicine (CDHAM) has produced "A Guide to NGOs: A Primer about Private, Voluntary, Non-Governmental Organizations." This guide, however, describes rather than "classifies" the NGOs in this sector.

(<http://www.reliefweb.int/rw/lib.nsf/db900SID/LGEL-5PC99X?OpenDocument>)

There is also a large database of organisations managed by the Union of International Organisations (<http://www.uia.org/>) which claims to have profiles on over 60,000 international organisations! Credit Suisse may wish to subscribe to this database.

Regarding the challenges of NGO classification, the Wikipedia page presents the World Bank’s approach:

- **Operational NGOs**

“Their primary purpose is the design and implementation of development-related projects. One categorization that is frequently used is the division into relief-oriented or development-oriented organizations; they can also be classified according to whether they stress service delivery or participation; or whether they are religious and secular; and whether they are more public or private-oriented. Operational NGOs can be community-based, national or international.”

- **Advocacy NGOs**

“Their primary purpose is to defend or promote a specific cause. As opposed to operational project management, these organizations typically try to raise awareness, acceptance and knowledge by lobbying, press work and activist events.”

As Credit Suisse further develops its classification of NGOs, it should consider maintain a simple classification system such as the following:

- Geographical focus
 - Europe, Middle East and Africa
 - Americas
 - Asia/Pacific
 - Global
- Issues focus
 - Environment/Development
 - Humanitarian/Relief
 - Human Rights/Labour
- Approach
 - Operational
 - Advocacy

2.3 NGOs on the Credit Suisse map

What NGOs matter for Credit Suisse? As one of the world’s largest financial institutions, the short answer is lots of them! By way of example, Credit Suisse might consider the NGO relationships of the World Bank:

“The World Bank interacts with thousands of Civil Society Organizations (CSOs) throughout the world at the global, regional, and country levels. These CSOs include NGOs, trade unions, faith-based organizations, indigenous peoples movements, and foundations. These interactions range from CSOs who critically monitor the Bank’s work and engage the Bank in policy discussions, to those which actively collaborate with the Bank in operational activities. There are many examples of active partnerships in the areas of forest conservation, AIDS vaccines, rural poverty, micro-credit, and Internet development.”

<http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/CSO/0,,contentMDK:20127718~menuPK:288622~pagePK:220503~piPK:220476~theSitePK:228717,00.html>

The World Bank’s website also highlights the following list of NGO with which it has relations:

- Action Aid
- Bank Information Center
- Bretton Woods Project
- Coordination SUD
- Catholic Relief Services
- The Center of Concern
- Central and Eastern Europe Bankwatch (CEE)
- Citizens' Network on Essential Services (CNES)
- CIVICUS
- Environmental Defense
- Eurodad
- Friends of the Earth
- The Global Health Council
- Human Rights Watch
- International Confederation of Free Trade Unions (ICFTU)
- International Rivers Network
- InterAction
- The Nature Conservancy
- Oxfam International
- Save the Children
- Search for Common Ground
- Social Watch
- Transparency International
- World Confederation of Labor (WCL)
- World Faith Development Dialogue
- World Wildlife Fund (WWF)
- World Vision

Many, if not most, of the NGOs on the World Bank list are of potential relevance to Credit Suisse. However, as the company is a member of the Global Compact, an even larger list of NGOs of potential relevance is the list of participating global NGOs in the UN Global Compact:

- Amnesty International
- Asociación para las Naciones Unidas en España
- Aspen Institute's Business and Society Program
- Business and Human Rights Resource Centre
- Coalition for Environmentally Responsible Economies (CERES)
- Conservation International
- Danish Institute for Human Rights
- Droit a l'energie sos futur
- España con ACNUR
- Ethical Globalization Initiative
- European Foundation for Quality Management
- Fomento del Trabajo Nacional
- Fundeso
- Global Reporting Initiative
- Global Witness
- Human Rights First
- Human Rights Watch
- International Alert
- International Institute for Environment and Development (IIED)
- International Save the Children Alliance
- International Telecommunications Academy
- IPADE Instituto de Promoción y Apoyo al Desarrollo
- Kwansai Gakuin University
- Management Case Study Center of Peking University
- Markkula Center for Applied Ethics
- Movimiento por la Paz, el Desarme y la Libertad (MPDL)
- New York Office of the High Commissioner for Human Rights
- Oxfam
- Rainforest Alliance
- Regional International Networking Group - RING
- Socially Responsible Business Leadership Program
- Stuttgart Institute of Management and Technology - SIMT
- The Copenhagen Centre
- The World Conservation Union - IUCN
- Transparency International
- University of Dallas

- World Economic Forum
- World Federation of United Nations Associations (WFUNA)
- World Resources Institute – WRI
- WWF-International
http://www.unglobalcompact.org/ParticipantsAndStakeholders/civil_society.html

Focusing specifically on international finance and of direct importance to Credit Suisse is BankTrack – “a network of civil society organisations and individuals tracking the operations of the private financial sector and its effect on people and the planet.” Its members include:

- Amigos da Terra - Brazilian Amazon (Brazil)
- Les Amis de la Terre (France)
- Berne Declaration (Switzerland)
- CRBM (Italy)
- Friends of the Earth England, Wales, Northern Ireland
- Friends of the Earth United States
- International Rivers Network (US)
- Milieudefensie (FoE) (Netherlands)
- Mineral Policy Institute (Australia)
- Netwerk Vlaanderen (Belgium)
- Platform (UK)
- Rainforest Action Network (US)
- Urgewald (Germany)
- WWF-UK
<http://www.banktrack.org/>

Of course, NGOs working at the national and local level in areas where Credit Suisse operates and where Credit Suisse invests would have to be added to the above lists. Some of these may also be local NGO members of the Global Compact, of IUCN and other international networks.

Most importantly, Credit Suisse is already working directly or indirectly with a group of international, regional and national NGOs in a variety of ways. Following the example of other international companies, such as Rio Tinto, Credit Suisse should plan to systematically review its current array of NGO relationships. This is taken up again in Part B below.

From a review of its current NGO relations, Credit Suisse could then develop its bespoke NGO database. At the same time, the review would provide guidance to developing a more strategic approach to its current set of NGO relations. Building on this review work of existing NGO relations, Credit Suisse could then broaden its list of key NGOs to include some or all of the NGOs listed above.

Part B : Strategic engagement with NGOs

3 Assessing NGOs for Credit Suisse relations

A simple framework for assessing NGOs for Credit Suisse relations is to classify them into three groups:

- NGOs which the company should observe on a regular basis,
- NGOs which the company should talk to on a regular basis, and
- NGOs which the company should maintain some sort of partnership relationship.

The groups can be described as (a) monitoring, (b) dialogue and (c) partnerships. For each of these groups there are a variety of ways in which the company can relate to NGOs. As presented in section 2.1 above, the NGOs themselves have already identified various ways to engage. Including the various ways to engage with NGOs, a framework for Credit Suisse NGOs relations could look something like this:

- NGOs for monitoring
 - following events
 - following advocacy campaigns
 - reviewing annual reports, newsletters
 - tracking media coverage
- NGOs for dialogue
 - informal contacts
 - participation in events
 - formal dialogues
 - working groups
- NGOs for partnerships
 - supply of business services
 - demand of NGO services
 - philanthropic funding
 - project funding
 - joint programmes and projects

This framework can be applied to the key sustainability issues, as developed in section 1.1 above. The result is a matrix on Credit Suisse NGO relations:

A Credit Suisse NGO Relations Matrix

Issue	Monitor	Dialogue	Partner
Sustainability	X		
Decent employment		X	
Diversity	X		
Philanthropy			X
Sponsorship			X
Environmental Policy	X	X	
Corporate environmental leadership		X	X
Environmental management system		X	X
Employees and the environment	X		X
Sustainability investments		X	X
Sustainability and traditional investments		X	X
Sustainability assessment		X	X
Material and energy flows		X	X
Carbon emissions		X	X
Sustainable supply chains			X
Sustainability reporting		X	
Transparency	X	X	
Trust	X	X	X

By way of example, the matrix above proposes the type of NGO relations that should be developed to address each of the priority sustainability issues of Credit Suisse. Building from the overview of NGOs in section 2.2 above, a next step would be to identify appropriate NGOs for monitoring, dialogue and partnership on the various issues. Following this, specific ways to engage could be proposed. These steps are more fully developed below.

4 Guidance for NGO-related decision-making

A Credit Suisse NGO strategy must also consider a wide array of issues ranging from internal management of NGO relations to collaboration on NGO engagement within the financial sector to the role of philanthropic contributions. This section addresses some of the key factors facing Credit Suisse with regard to NGO-related decision-making.

4.1 Level of NGO contacts (eg, board, policy-making, front-office)

The level of NGO contacts within Credit Suisse will vary depending on the status of the NGO and the nature of the relationship. In principle, however, at least on an annual basis, all active NGO relationships should be supported by explicit communications from the board or senior

management. For both the company and the NGO, it is important to have clear backing from top management for the engagement process.

In some instances, this input may only be an annual letter or a phone call from a senior manager; in others it may require an annual meeting; and for some NGO partnerships more frequent meetings with top management may be necessary. For the ongoing management of the NGO engagement, the “sustainability relations officer” should be the main contact.

4.2 Place of NGO contacts (eg, central HQ, regional HQs, front-office, project)

Credit Suisse is playing a key financial role in today’s globalised economy. This global economy is increasingly being managed, monitored, challenged and shaped by new global information and communication technologies. To maintain clear, consistent, and quality NGO relations, all NGO contacts should be coordinated by the central office. International NGO relations should also be managed by the central office. Management of regional, national and project-related NGOs relations should, however, be done by the appropriate offices within the company and coordinated by the sustainable relations unit at headquarters.

4.3 Strategic cooperation/alliances with competitors for NGO engagement

Credit Suisse should undertake strategic alliances with competitors on the identification and articulation of key sustainability issues such as those outlined in section 1.1 above. This can probably best be done through sustainability-related business initiatives.

For example, Credit Suisse is involved with sustainability-related work of the International Chamber of Commerce, UN Global Compact, the UNEP Finance Initiatives and the Equator Principles. If it is not already doing so, the company may also want to consider the benefits of other sustainability-related business groupings such as the World Business Council for Sustainable Development, the Prince of Wales International Business Leaders Forum, the Conference Board and the World Economic Forum.

These sustainability-related business initiatives should engage with NGOs as needed to develop their programmes of work. Hence, through these initiatives, Credit Suisse can collaborate with its competitors on NGO engagement.

However, Credit Suisse needs also to develop its own portfolio of NGO relations to address sustainability issues in ways that provides the company with a unique competitive advantage.

4.4 Strategic cooperation/alliances with other sectors for NGO engagement

As above in Section 4.3, Credit Suisse should participate with sustainability-related business initiatives which engage NGOs as needed in their programmes of work. These initiatives provide opportunities for the company to work with other sectors on NGO engagement.

Nevertheless, for specific investment programmes, such as investments in the extractive industries sector, it may be appropriate for Credit Suisse to participate in working groups with other sectors to monitor, dialogue and partner with NGOs.

4.5 Strategic philanthropic contributions to NGOs

Strategic philanthropy – as well as strategic sponsorship – is a key area for engaging with NGOs. All NGOs require funds – both unrestricted and programme-restricted funds – to carry out their work. By taking a strategic approach to philanthropy and sponsorship, Credit Suisse can derive direct and indirect benefits from the work of NGOs.

An interesting example is the BAT Biodiversity Partnership which includes BAT and four NGOs. One part of the partnership is philanthropic contributions from the company to the work of the NGOs. A second part of the partnership is payments to the NGOs for substantive inputs into the biodiversity policies and practices of the company. From an NGO perspective, both parts are necessary. The NGOs would not take money from a tobacco company unless it had a voice to improve the biodiversity performance of the company and in turn it would provide technical inputs into the biodiversity programme of the company, unless the company also supported the NGOs core conservation programmes.

Furthermore, as a financial institution, Credit Suisse has a real opportunity to strategically manage an overall portfolio of sustainability-related philanthropic, sponsorship, venture capital, and micro-finance financial structures. Some of the funds for these could come from the company. Other funds could come from the staff, and still others from clients. And yes, some of the funds could even come from NGOs – for example the management of NGO investments and pension funds.

In this respect, the development of the ACCENTUS programme could provide a clear competitive advantage in sustainability for Credit Suisse.

4.6 Strategic project funding to NGOs

As noted above, NGOs require funds for their work. Credit Suisse should strategically fund NGO projects which relate to the company's key sustainability issues. Such funding can take the shape of philanthropy, sponsorship or service contracts depending on the nature of the work and the NGO. Again, strategic NGO funding can provide competitive advantage in sustainability.

4.7 Assessment of opportunities and risks from Credit Suisse staff as board members or individual members of NGOs

Regarding staff membership in NGOs, at one level, Credit Suisse should have a general policy allowing staff in their individual capacities to join whatever NGOs or civil society organisations they desire.

In addition, Credit Suisse should consider asking specific staff members to join specific NGOs for the purposes of engagement — including monitoring and, as appropriate, dialogue and partnership. These staff members would serve as focal points for the NGOs and would be expected to provide regular information on the work of the NGOs to the sustainability relations unit at headquarters.

As and when possible, Credit Suisse should strategically place senior managers on the boards of NGOs. Increasingly, many NGOs are realising that they need more understanding or and indeed guidance from the private sector. By serving on boards of key NGOs, Credit Suisse can play a positive role in improving their effectiveness and efficiency and in developing win-win relationships.

5 NGOs, IGOs and other sustainability stakeholders

Though the focus of this assignment is on NGOs, the approach taken above – from identifying key sustainability issues to identifying and classifying key NGOs – is equally applicable to other institutions involved with sustainability issues. These institutions include for-profit sustainability consultancies, universities, research centres, business associations and, perhaps most importantly for the topic of engagement, intergovernmental organisations.

Though not as large a universe as NGOs, there are also many intergovernmental organisations (IGOs) which are working directly or

indirectly on sustainability. Key organisations include the IMF; the World Bank Group which includes the IFC and MIGA; the World Trade Organisation; the UN and its many agencies and programmes for environment, development, trade and development, health, intellectual property; the secretariats of the multilateral environmental agreements such as biodiversity and climate change; the International Labour Office; regional development banks such as EBRD; the OECD, and on and on.

From the perspective of Credit Suisse, its needs for relationship management with an NGO like WWF or Oxfam are not fundamentally dissimilar to its needs for relationship management with an IGO like UNEP or the ILO. Like the NGOs, the IGOs need to be assessed and as appropriate relations based monitoring, dialogue or partnership need to be developed and management. Hence, an NGO strategy for Credit Suisse should be embedded in the development of a larger strategic programme for sustainability relations management.

6 A sustainability relations management programme

Though rich in detail, nuances and complexities, the steps for developing a sustainability relations management programme within Credit Suisse can be relatively straightforward.

6.1 Review and assess existing relations

The first step is to review and assess existing sustainability relations with NGOs, IGOs and other relevant stakeholders. The various existing relations should be classified according to the key issues or issues they are addressing as well as the type of relation – monitor, dialogue or partnership – and the modes of the relation underway. The Credit Suisse NGO Relations Matrix proposed in section 3 above provides a framework for this work. In so doing, the company will develop a substantive sustainability relations database based in its current realities.

6.2 Identify gaps based on key issues

From the review and assessment step it will become more apparent what issues are not being adequately addressed. For example, more monitoring of certain events may be needed or more dialogue on certain issues may be required. During this step the gaps in sustainability relations should be identified and proposals to fill these gaps should be developed. These proposals are likely to include reshaping many of the existing relations. Together these proposals would constitute the core elements of Sustainability Relations Programme for Credit Suisse.

6.3 Design policies and procedures

For all varieties of engagement from monitoring to dialogue to partnerships, the sustainable relations unit develop sets of practical policies and procedures. These should, of course, build on what is currently in place within Credit Suisse. They should also build on guidance and best practice elsewhere. For example, regarding partnerships, the Ethical Corporation (<http://www.ethicalcorp.com/>) is running a series of high-profile conferences on NGO-business partnerships throughout 2006.

The development of these policies and procedures will also provide an opportunity for constructive dialogue with NGOs, IGOs, and others.

6.4 Board-level commitment

Once the first three steps have been completed, if not before, top management and the board will need to commit to the establishment of a strategic sustainability relations programme within Credit Suisse.

6.5 Coordinate and manage relations

At this step, a central sustainability relations unit will have been empowered by management to coordinate sustainability relations across the company. This unit will also directly manage global and high priority relations.

Regarding monitoring relations, it is likely that the unit will use internet communications to monitor key NGOs, IGOs, and events. Employees as members of NGOs may also play a role, as proposed above. The unit will need to collate all of the information, assess important developments and provide regular strategic guidance as required to top management.

Regarding dialogue, the unit will coordinate all communications with sustainability-related organisations from private consultations to participation in public events. It will need to be both reactive and proactive in its communications efforts.

Regarding partnerships, the unit will need to establish approaches for selecting partners and procedures for negotiating partnership agreements. It will then need to manage and coordinate partnership agreements to ensure they add value to company.

6.6 Evaluate outcomes

Most importantly, the sustainability relations unit will need to continuously and systematically evaluate the company's relations with NGOs, IGOs and others. Relations will be continuously fine-tuned. Some may need to end, others may need to be developed and others may need to be reshaped. Practical criteria and indicators for measuring outcomes and ensuring added value to the company's performance will be required.

7 What is to be done?

The immediate next steps for Credit Suisse could be to:

- Review and refine the list of key sustainability issues;
- Review and assess current sustainability relations with NGOs and other key stakeholders; and
- Prepare a proposal to management for the development of the Credit Suisse Sustainability Relations Management Programme.