Blurring Boundaries
Changing Relationships
Changing Business
Our world is shaped by change, gradual and abrupt. Rifts and divisions abound across the globe, not least recently in the United Kingdom. But we also observe more subtle changes happening in business and the economy: the softening of traditional organisational divides. In this edition of Radar we explore the loosening of constraints that have shaped business, the economy and society.

One of the most obvious changes has been the blurring of boundaries between business, government and non-profits. Novartis Access works in close and equal partnership with NGOs and governments to strengthen healthcare systems and deliver medicine in low-income countries (Spotlight on: Novartis Access). Breaking Barriers (Meet Our Network: Matthew Powell) partners with corporates to help refugees access employment in the UK. Professor David Grayson (What I Have Learnt) is a first amongst a growing number of professionals to cross the lines of business, civil society, academia and the public sector.

We also see business evolving to fulfil social purpose. Companies are becoming outspoken on environmental and social issues, challenging the role of the NGO as chief campaigner (The Business of Campaigning). We see very different types of companies beginning to work together to improve societal health and wellness (Shared Responsibilities: Corporate Leaders for Health). Experts used to look to governments to lead on sustainable development; now we expect business to lead, too (The Leaders Survey).

Within companies, traditional demarcations are also dissolving. Investor relations and sustainability departments are working more closely together as shareholders demand a more integrated view of corporate performance (The Full Picture: Blending Sustainability with Corporate Performance). Issues are no longer considered in isolation – from each other or financial performance – and these interconnections must be better understood to improve decision-making (Interconnections Between Materiality).

Finally, some words on Brexit (The Power to Shape the New) and how progressive individuals and organisations – whether corporate, political or non-profit – need to help shape a much more socially inclusive and environmentally sustainable economy that seeks to close divides and benefit all, not just the few. Enjoy.
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Summer 2016

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The Leaders Survey:
Expectations on Business Increase
How are you measuring the impact of Novartis Access?

We are using a method based on randomised control trial design, which is very innovative for the information we will collect and evaluate will be crucial to manage, adapt and improve the programme along the way. We want to be as transparent as possible since transparency will support credibility of the results and the programme overall. We also hope this work will help other companies engage in similar way to ensure access to medicines while also gathering evidence that will add value to their programmes. As we are committed to providing a reliable supply and delivery of high-quality and affordable medicines, we believe in the importance of collaboration with governments, and stakeholders and NGOs to achieve the goals of the programme.

Can you explain Novartis Access in a few points?

Novartis has a long history in access to medicines. Until now, the focus has been on infectious diseases but if one looks at the disease landscape and the global disease burden, we see that 80% of the world's disease burden is non-communicable diseases. Against this background, we have set up a measurement and evaluation programme with partners in an independent way so that it brings benefits to us, and others as well. As Novartis Access is a novel business approach, we need to ensure we thoroughly measure and evaluate it. We are hit hard by NCDs and continuous access to affordable, high-quality medicines is often very limited. Typically, in the countries where we want to launch, the health systems need to be strengthened.

What role do partnerships play?

We are committed to providing a reliable supply and delivery of high-quality and affordable medicines. If we make medicines available to patients, it will ultimately strengthen the health system. As Novartis Access is a novel business approach, we need to ensure we thoroughly measure and evaluate it. The information we will collect and evaluate will be crucial to manage, adapt and improve the programme along the way. We want to be as transparent as possible since transparency will support credibility of the results and the programme overall. We also hope this work will help other companies engage in similar way to ensure access to medicines while also gathering evidence that will add value to their programmes.

What is the difference between Novartis Access and previous initiatives?

As mentioned earlier, external challenges and constraints of national and international funding for access programmes in these disease areas. In the case of infectious diseases, most of the donor money is still focused on infectious diseases. In the absence of sufficient funding, it is impossible to expand programmes and launch a new access programme to help lower-income countries address the double disease burden. As a large proportion of our company’s portfolio is focused on NCD medicines, it was natural for us to expand our programmes in these disease areas. It covers the four main NCD disease areas – cardiovascular, respiratory, cancer, and diabetes – and particularly breast cancer, and diabetes.

What are some ways of changing healthcare healthcare has been achieved?

Our commitment to providing a reliable supply and delivery of high-quality and affordable medicines, which is why we are collaborating with governments, and stakeholders and NGOs to achieve the goals of the programme. We are committed to providing a reliable supply and delivery of high-quality and affordable medicines. We are committed to providing a reliable supply and delivery of high-quality and affordable medicines. We are committed to providing a reliable supply and delivery of high-quality and affordable medicines. We are committed to providing a reliable supply and delivery of high-quality and affordable medicines. We are committed to providing a reliable supply and delivery of high-quality and affordable medicines. We are committed to providing a reliable supply and delivery of high-quality and affordable medicines. We are committed to providing a reliable supply and delivery of high-quality and affordable medicines. We are committed to providing a reliable supply and delivery of high-quality and affordable medicines. We are committed to providing a reliable supply and delivery of high-quality and affordable medicines.
The campaign really took off this year when it released an advertisement with a father’s
rhythms of household chores. The campaign started in 2015 with the company
releasing laundry packaging labelled ‘His’ and ‘Hers’ and working with clothing brands to take
Indian men feel that laundry is a woman’s job. The campaign started in 2015 with the company
in its film.

Patagonia India #SharetheLoad

An advocate for more sustainable agriculture.
Scarecrow
Chipotle, prior to its food safety issues, with films such as the
also positioned itself as
environmental crisis”.
regenerative agricultural practices. With a tag line ‘Revolutions Start from the Bottom’ the film
the story of the farmers, growers and fisherman that are leading the way with restorative and
restoring agricultural practices. Patagonia is one of only a handful of companies that have roots in environmental activism. Patagonia is one of only a handful of companies that have roots in environmental activism. Patagonia Provisions has now released a short film that tells
the history of speaking up on sustainability issues.

It is bold in the use of #100lashes with its reference to torture, making the provocative point that

its #100lashes campaign focuses on a mascara that took over four years to develop because of

Beautycounter (a certified B Corp) is aiming to get safer products into the hands of its customers.

It is bold in the use of #100lashes with its reference to torture, making the provocative point that

Its #100lashes campaign focuses on a mascara that took over four years to develop because of

The study has found that CEO activism can sway public opinion and increases interest in the

to their core business. In the US there are a number of examples where CEOs such as Tim Cook,

Research covered in the

looks into the emerging phenomenon of ‘CEO Activism’

new Patients, new voices, but that is political with a small ‘p’, not talking about political parties but issues that

The lines are blurring between business and activists. Such has been written about the growing number of partnerships between

companies are becoming increasingly outspoken

with NGOs but stepping into the space traditionally occupied by activist groups and

some are inspiring and creating change.

Looking at the rise of the unconventional campaigner and how business and

 Feature: The Business of Campaigning

The Dawn of CEO Activism

That said, for companies to be credible activists commercialism needs to be put to one side. A

companies products.

Apple and Howard Schulz, Starbucks have weighed in on race relations and gender inequality.

In a previous issue of Radar we first examined the rise of ‘unusual activists’ and how advocacy is

since then we have seen the further blurring

in which corporate executives speak out about social and environmental issues often not related

they are not in partnership with NGOs, but business standing alone calling for change.

It is still early days; yes, there will be mistakes, there will be failures (Starbucks Race Together,

raising their voice on key environmental and social issues.

Why is laundry only a mom’s job? Dads #ShareTheLoad

Now we are seeing the private sector not just collaborating

and the media of the use of potentially unsafe chemicals in beauty products. It is advocating for

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We need as many voices as possible calling for change. Business reaches deep into parts of

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What’s the key message to business in the UK?

We wouldn’t expect business to be able to do this on their own, for all the challenges we’ve talked about. What’s the biggest misconception of refugees in the UK?

Perhaps more than the skills and jobs bespoke support needed, and further down the line we want to consider a 12-month programme. What’s the biggest misconception of refugees in the UK?

What’s the key message to business in the UK?

Word-of-mouth is very powerful for breaking the ice. Sometimes, it’s the social exclusion that prevents people quickly, they are collaborative in nature and themselves being well-networked. How does Breaking Barriers respond to this challenge?

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What's the biggest misconception of refugees in the UK?
The global health challenge is a defining statistic on our path to a sustainable future. The rapid rise in Chronic Disease has increased by 15% in the past 40 years, pandemics into communicable diseases falling by 50%. The rise in non-communicable diseases (NCDs) poses a grave threat to global health. 

Disney is a case in point. Rather than appointing an industry insider, the company appointed a PhD in health psychology and health services. As she emphasises: “We need to work in partnership with parents. The research led approach allows Disney to target health services more closely to those who need it and ensure services more closely to those who need it and ensure affordability and quality. This partnership approach allows for Disney to develop a more targeted offer of health services as well as identifying and solving the root cause of the health issue.

Disney describes how it is creating a rigorous process across the company and describes itself “a partnership in the right way for us to work so we believe. From research we are committed to understand the root causes of health issues and solutions to improve sustainability performance. At SustainAbility we see an urgent need for more companies to actively and proactively support health outcomes. Market mechanisms to recognise, support and stretch corporate ambitions for health outcomes. Market mechanisms to recognise, support and stretch corporate ambitions for health outcomes.

Meet our Network: Aaron Frank, The Walt Disney Company

Aaron Frank discusses how Disney is communicating the meaning and message behind its sustainability performance. He helps major companies understand the importance of corporate citizenship. The Walt Disney Company works to improve health and wellness in the community through initiatives such as the Disney+Kids program. This program promotes healthy living behaviors by encouraging children to make healthier food choices and engage in physical activity. Disney also partners with organizations such as the American Heart Association to raise awareness about the importance of healthy eating and physical activity. 

Shared Responsibilities: Corporate Leaders for Health

A new report from the Health Commission shows the challenges of achieving health equity and the importance of corporate leadership. The report highlights the role of companies in addressing health issues and the need for a multi-stakeholder approach to improve health outcomes. The report also emphasizes the importance of collaboration between governments, civil society organizations, and the private sector to achieve health equity.

The Walt Disney Company’s commitment to healthy living is a shining example of corporate leadership in the field of health. The company recognizes the importance of addressing health issues and is working to create a more sustainable future for all. The company’s efforts to promote healthy living behaviors and support health outcomes are commendable and demonstrate the potential of the private sector in improving health outcomes. 

The challenges we face in achieving health equity are complex and require the involvement of all stakeholders. Corporate leadership is critical in shaping the future of health and wellness, and the role of companies in improving health outcomes is increasingly recognized. The report from the Health Commission is a timely reminder of the importance of corporate leadership in achieving health equity and the need for continued efforts to promote healthy living behaviors and support health outcomes.
The communication gap between investor relations and sustainability departments is leaving investors without a full picture of corporate performance and unable to fully integrate environmental, social, and governance factors into decision-making.

Engaging Stakeholders Research

Our latest research aims to shed light on these communication gaps between IR and sustainability and assess the insights that companies can apply to improve their integrated and proactive communications. Our research highlights the need to improve the integration of ESG factors into communications. The project seeks to elevate the strategic role of transparency and its impact on corporate performance, while highlighting the importance of the relationship between IR and sustainability teams.

Ongoing Research

We have carried out a number of studies over the past three years, which refer to the following different companies based on their geographical and sectoral spread.

Investors on Sustainability

Bridging the Gap: How to Engage

Engaging Stakeholders Network Workshops

Find Out More
Feature: The Power to Shape the New

Companies need secure frameworks now that set up support more inclusive and transformative business. Progressive political parties need to unite around a common agenda. NGOs need to express themselves more strongly than ever. Individuals need to increase their support for the organisations working towards a greener, more socially inclusive economy.

"But rather than see the bottom, how would it be if Britain were to use its 'freedom' to set a goal to become the greenest, most socially inclusive economy in the developed world?"

Before the vote I pressed the case for supra-national cooperation and collaboration in the context of our need to address pressing issues such as climate change, the need to improve further the quality of our air, rivers and seas, to secure reliable, affordable, decarbonised energy to harness offshore energy to add a truly sustainable dimension to our energy mix. And so I am off now to make my voices heard in a call to emerging political leaders to find consensus and common ground across party boundaries.

The reasons why the British people voted as they did and turned their backs on the greatest peace project in Europe’s history are many and complex. But one is unarguable: in large parts the UK people were protesting profound dissatisfaction with their own experience of years of the SNP, Lib Dems, Labour and the Greens – an alliance that could influence both the upcoming negotiations and the future of democracy in this country. But such an alliance is the time for each of them to step up. To do that, they will need us, the general public, to increase our support and participation. So if you have been deliberating between which organisation to join, why not join two – or three, or even more? If you are a passive member, could you become a participating member?

Rob Cameron, @rob_cameron_

"As Antonio Gramsci put it, in our anxiety stems from the fact that the old is dying but the new has not yet been born. There is an urgent need for all of us, for each of us to make our voices heard in a call to emerging political leaders to find consensus and common ground across party boundaries."

As the old dies, leaving a legacy of climate threat, debt and exclusion, we owe it to the young to make our voices heard in a call to emerging political leaders to find consensus and common ground across party boundaries. If this teaches us anything, it is surely that we need greater inclusivity of the UK people were protesting profound dissatisfaction with their own experience of years of austerity and globalisation. If the old is dying but the new has not yet been born, now is the time for each of us to make our voices heard in a call to emerging political leaders to find consensus and common ground across party boundaries.

"If you are a passive member, could you become a participating member?"

In other words, it cannot be left to business – the corporate sector has not led by example – for the public and NGOs can and should do all in our power to shape the new. So in one small act in pursuit of the grand mission for the future of democracy in this country, let us make our voices heard in a call to emerging political leaders to find consensus and common ground across party boundaries.

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Being a tri-sector athlete is about moving comfortably between sectors and finding empathy for each – it’s a combination of mindset and skills that help. For sustainability, many of the leading companies are emphasising the importance of collaboration, both with other sectors as well as international agencies, so it is a concept that is more important than ever.

When I try and explain the term to tri-sector athlete to audiences, I ask if anyone does triathlons.

What’s the hardest part? They always say it is the transition. One of the really important things is the switch points between different disciplines.

The skills that characterise a tri-sector athlete are both an understanding and some experience and critically an understanding of different sectors. There are similarities and crucial distinctions. It’s not necessarily about comfort but more about not feeling discomfort about being able to operate across these sectors.

We’re dealing with big issues – water, climate, global inequality – in a globally connected society, with increasingly mobile people. By choice or by economic necessity or due to life threatening stress – it’s harder to deal with issues on your own.

Tri-sector athletes are used to having networks of diverse contacts that we keep in good order. We’re good at engaging with different stakeholders. When I started as Chair of the National Disability Council, I got advice on working out key messages and then customising them for different CEOs. The secretariat was horrified when I started personalising communications. Stakeholder engagement is critical – the best NGOs, public officials and businesspeople know this.

From the private sector, training in P&G in brand management gave me an instinctive feel about the importance of customer focus. This was my first job after university addressing wants and needs and using language of target audience.

I learnt from the public sector a sense of due process in acting for the best long-term interests of society. When I was on the Strategic Rail Authority Board, dealing with multi-billion pound budgets and rail franchises, most of us non-executives didn’t have prior railway experience. I always thought our job was to take decisions as an informed citizen using the criteria of what is in the long-term interest of UK plc.

My involvement in a number of charities taught me to ask: what is the purpose that we are here to serve and how do we do that in the most effective way? Academia gave me a deeper understanding of the importance of interrogating data and the argument and the research process, getting deeper into the evidence for things.

You can never learn too much. I remember discovering years ago on holiday a quote from Gandhi, “Learn as though you will live forever and live as if you will die tomorrow.” The assumption that there is too much learning is silly. I’m just a little less ignorant than I was!

Tri-sector athletes can be the people that keep the beating heart of collaborations.

As the public-private-civil society lines blur and organisations work more in partnership, tri-sector athletes are going to become much more important and so it is important to work to increase their number.

David was talking to...

Zoë Arden
Sustainability sleuth, cake maker and director in SustainAbility’s London office.

Inge Wallage
Currently communications director at the International Water Association, is one of an increasing number of professionals who are blurring the lines between business, civil society, public sector and campaigning groups.

You might also like...
Conventional policy and decision-making in silos (as evidenced with palm oil and diesel engines) can be a dangerous approach. We need to start thinking about the connections between the issues, the relative placement of issues on a matrix often fails to capture the relationships between issues. The focus on individual issues also sidelines the comprehensive data collection undertaken to complete the assessment. Not only does this approach make materiality challenging to integrate into business practice, but it can mean companies may fail to see the interconnections and trade-offs between sustainability issues.

To understand the long-term societal implications, we need to integrate materiality into the sustainability strategy. This involves looking at the connections between different material issues, both socially and environmentally. It also means considering how changes to one issue can affect other issues.

The materiality process helps companies identify priority areas for action and improves decision-making but it can mean companies may fail to see the interconnections and trade-offs between sustainability issues.
The Leaders Survey: Expectations on Business Increase

In the first GlobeScan / SustainAbility Leaders Survey since the agreement, we were curious to discuss the expectations on business increase. The adoption of the Paris Agreement last year was a significant milestone for both governments and businesses to deliver the Paris Agreement and the Sustainable Development Goals.

However, much more will be required from politicians, regulators, companies and other institutions and a deeply polarised political landscape in the US, the forecast for government leadership is bleak. Much more will be required from politicians, regulators, companies and other institutions.

On the back of the UK referendum outcome, with continuing turmoil in the European Union, the forecast for government leadership is bleak. Much more will be required from politicians, regulators, companies and other institutions.

We included in the Leaders Survey an open question to elicit your views on the nature of politics for future leadership. Only 20% of respondents view the contribution of business since 1992 in terms of its contribution to progress on sustainable development since the 1992 Earth Summit in Rio.

Question: How would you rate the performance of each of the following types of organizations in terms of their contribution to progress on sustainable development since 1992?

- Governments: 6%
- Businesses: 20%
- NGOs: 55%
- Other: 20%

The survey also highlighted the potential of the private sector to bring about change. Advocacy through various alliances, such as the Renewable Energy Buyers Alliance in the US, is already having a real impact.

In a recent study, We Mean Business and CDP estimate that business alone could achieve more than half of emissions reductions required to keep global warming under 2°C by switching to renewable energy sources, setting science-based targets, eliminating commodity-based deforestation in supply chains and pursuing other initiatives. This illustrates the enormous potential of the private sector to bring about change.

In order for these regulatory changes to happen, advocacy by the private sector and national decision-makers will be key. We are already seeing strong signals of business collaboration among institutions will be key. We are already seeing strong signals of business advocacy for policy solutions, including its active participation at the COP21 summit and national governments and businesses are now seen as equally responsible for future progress: a significant shift from previous years, when government was seen as the main institution accountable for advancing the sustainability agenda.

One of the key findings is that partnerships would play a crucial role in delivering the sustainability agenda and future leadership. The results of the survey reflect the diversity of perspectives on sustainability leadership.

Question: In your opinion, who should lead the sustainable development agenda over the next twenty years?

- Governments: 28%
- Businesses: 20%
- NGOs: 55%
- Other: 20%

The survey results also reflect the rise in the influence, capacity and sophistication of business, and, as a result, growing expectations for its role and responsibilities in society.

In recent years, we have observed the trend of rising expectations for business, while the level of government responsibility being placed on governments has been declining. This may be due to a perceived failure of some governments to deliver on such a vital aspect of their societal role. But the trend also reflects the rise in the influence, capacity and sophistication of business, and, as a result, growing expectations for its role and responsibilities in society.

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