



The Global Compact's Next Phase

6 September 2005

1. Introduction

1.1 In the Secretary-General's concluding remarks at the Leaders Summit in June 2004, he called for a strategic review of the Global Compact and the development of a new governance framework that would transform the initiative from its initial phase of experimentation to one of greater focus, transparency and sustained impact. The Secretary-General expressed the desire that, going forward, the Compact give priority attention to the synergies between the global and local levels of its activities, integrity management and quality assurance, as well as to promoting broader ownership of the initiative by all its participants and other stakeholders.

1.2 Over the past year, the Global Compact Office (GCO) carried out extensive consultations with representatives of all Global Compact participant and other stakeholder groups. Most recently, consultations focused on a discussion paper and a draft note on integrity measures, which the GCO prepared and circulated to stakeholders.

1.3 Taking into account the many helpful comments and suggestions received, the 2004 McKinsey report entitled *Assessing the Global Compact's Impact* and input collected at the Leaders Summit last June, the GCO delivered a proposal for the Global Compact's next phase to the Secretary-General on 1 July 2005. This document contained recommendations for which features of the Global Compact to retain, which features should be given greater emphasis, and what new elements should be introduced to best position the initiative to contribute to the Secretary-General's vision. The proposed governance structure was endorsed by the Secretary-General on 12 August 2005 and will be fully implemented over the next 12 months.

1.4 In brief, key elements, such as the Global Compact's ten principles, mission and objectives remain unchanged, as do the open and voluntary multi-stakeholder nature of the initiative. The initiative will retain its leadership model and, with some refinements, the types of engagement mechanisms that it offers: practical learning and dialogue, and concrete undertakings. Greater efforts to foster participants' continuous quality improvement and to protect the integrity of the initiative will be made. Along these lines, the GCO has developed stronger integrity measures (see Attachment 1, "Note on Integrity Measures") and introduced a new policy to protect the Global Compact name and logo from misuse (See Attachment 2, "Policy on the Use of the Global Compact Name and Logos").

1.5 To promote greater ownership of the Global Compact by its participants and other stakeholders, as well as bring together the global and local levels of Compact activities within a coherent organizational structure, a light multi-centric governance framework will be introduced. Governance functions will be shared by six entities with differentiated tasks: a triennial Leaders Summit, a Board, Local Networks, an annual Local Networks Forum, the Global Compact

Office and Inter-Agency Team. Finally, to ensure the initiative's financial sustainability, a non-profit foundation will be established to help fund Global Compact activities like publications and events.

2. What Remains the Same

2.1 As the Global Compact enters its next phase, several of its core elements will be retained:

2.2 Mission and objectives. The Global Compact's founding principles, mission, and objectives will continue to guide the initiative as before:

Mission

The Global Compact strives to be the world's most inclusive voluntary initiative to promote responsible corporate citizenship, ensuring that business, in partnership with other societal actors, plays its essential part in achieving the United Nations' vision of a more sustainable and equitable global economy.

Objectives

Toward that end, the Global Compact will continue to pursue two complementary objectives:

- Making the Compact and its principles on human rights, labour, environment and anti-corruption an integral part of business operations and activities everywhere;
- Encouraging and facilitating dialogue and partnerships among key stakeholders in support of the ten principles and broader UN goals, such as the Millennium Development Goals.

2.3 Open and voluntary multi-stakeholder initiative. The Global Compact will remain a non-bureaucratic, open and voluntary initiative engaging a wide spectrum of participants across the globe. The only entry criteria is a participant's willingness and ability to advance the Compact's aims. The Compact sees itself as a complement to – not a claim or a substitute for – instruments of regulation at national or international levels.

2.4 Leadership model. The Compact retains its emphasis on leadership commitment, which has occasioned many productive discussions in corporate boardrooms on human rights, labour standards, environment and anti-corruption. CEOs of companies wishing to participate in the Global Compact must continue to indicate, where appropriate with their board's endorsement, their support for the ten principles and their intention to implement them.

2.5 Types of engagement mechanisms. The primary instruments of participant engagement remain focused on practical learning, dialogue and concrete undertakings. However, improvements will be made in order to deepen the impact of these engagement mechanisms, as outlined below.

3. What Will Receive New Emphasis

3.1 Based on the practical achievements and experience of the past five years, other aspects of the Global Compact will receive emphasis in this new phase:

3.2 Quality of engagement mechanisms. While the types of engagement mechanisms remain the same, Global Compact Office operations will become more strategic and outcome-oriented. Among other things, there will be a sharper focus on linking global dialogues and campaigns with sectoral and local needs and action; leveraging opportunities where voluntary action can help strengthen policy frameworks and public sector capacity; and assisting local businesses in developing countries that strive to achieve greater access to the global marketplace, as well as multinationals seeking to improve the sustainability of their business practices, through the vehicle of responsible corporate citizenship. Successful experiments, such as the Growing Sustainable Business initiative now coordinated by UNDP, will also continue to be nurtured.

3.3 Learning and dialogue activities are becoming better targeted and will be undertaken in the framework of issue advocacy and leadership. While local networks and engagement are increasingly important, efforts will be made to ensure that participants also have opportunities for global engagement in learning and dialogue. Moreover, building on experience gained from the Global Compact's financial initiative *Who Cares Wins*, its work with the extractive industry on the topic of business in conflict zones, and the working group on the tenth principle, the Compact will explore other sectoral and issue specific networks at the global level depending upon the interests and commitments of participants.

3.4 In keeping with these criteria, the *Global Compact Office Activities and Funding 2005-2007* outlines the major types of activities that the Office plans to undertake in the next two to three years. Recent examples include the Global Compact campaign on the tenth principle against corruption, which integrates global and local elements; the practical approach to human rights embodied in the publication *Embedding Human Rights in Business Practices*; and the ongoing efforts to demonstrate the business case for the Global Compact and responsible corporate citizenship generally by working with the financial community and stock exchanges.

3.5 Continuous quality improvement. Even though the Global Compact is not a compliance-based initiative, participants are expected to meet the requirements of applicable laws and to work continually towards fuller implementation of the ten principles wherever they operate. Therefore, moving forward, greater emphasis will be placed on deepening the quality of participants' engagement in order to motivate better performance, offer greater value for participation and safeguard the initiative's integrity. A number of means can be employed to foster continuous quality improvement.

3.6 An annual "Communication on Progress" was introduced in 2003 (guidelines for their preparation are posted on the Global Compact website). These communications describe actions taken by each participant in support of the Global Compact principles and are made available publicly, including on the Global Compact website. To signify that the Global Compact is considered a commitment deserving of the highest level of attention, participants must continue

to include in their communications a statement of support from a senior representative of the firm.

3.7 Companies are also expected to employ indicators in presenting their experiences, so as to convey more effectively actual achievements and/or difficulties, thereby maximizing transparency and learning opportunities for all participants and other stakeholders. Where feasible, companies are encouraged to use standardized and comparable indicators, such as the Global Reporting Initiative's Sustainability Reporting Guidelines and the Ethos Indicators for the Global Compact principles.

3.8 Integrity and Accountability. A number of measures to safeguard the Global Compact's integrity are being strengthened. Restrictions on the use of the UN and Global Compact logos have been made more explicit (see Attachment 2). Moreover, beginning in July 2005, participating companies that do not communicate their progress for two years in a row will be regarded as "inactive" and will be so identified publicly on the Global Compact website. Finally, the prior informal system for reviewing complaints in the event that a participating company may be engaged in systematic and egregious actions that undermine its commitment to, and the reputation of, the Global Compact has been made more detailed and transparent. In each instance, the first aim will be to find ways whereby the company in question can resolve the matter at hand, but the GCO reserves the right ultimately to revoke participant status in accordance with the steps outlined in the "Note on Integrity Measures" (see Attachment 1).

3.9 More strategic relationships with partners. In the future, less emphasis will be placed on establishing general frameworks of cooperation with other corporate citizenship organizations, and greater attention will be dedicated to specific collaborative projects that produce practical tools and solutions to help deliver impact on the ground. In doing so, the Global Compact will continue to build on complementarities with and reinforce other initiatives that advance responsible corporate citizenship, with a view to leveraging and scaling up practical solutions wherever they may be found.

3.10 Local Networks. The number of Local Networks has grown rapidly, to more than forty. So, too, has their significance to the overall initiative. Company participants are encouraged to be involved in such networks where they exist and to consider starting them where they do not. However, participation in local networks remains optional. Two working groups are currently examining alternative templates for the organization of Local Networks, one with relatively informal and the other with more institutionalized structures, which may prove useful guides, but local network governance will continue to evolve.

3.11 Local Networks play increasingly important roles in rooting the Global Compact within different national, cultural and language contexts, and also in helping to manage the organizational consequences of rapid expansion. They deepen the learning experience of all participants through their own activities and events. They also promote action in support of UN goals. Moreover, they share information and provide mutual assistance among their members in the preparation and review of communications on progress. In addition, Local Networks are expected to help manage the Global Compact Integrity Measures.

3.12 Upon completion of a relationship agreement with the GCO, Local Networks acquire specific rights and responsibilities with regard to use of the Global Compact logo and efforts to further the aims of the Compact within their respective countries. These rights and responsibilities will be elaborated more fully at the Local Networks Forum in September 2005.

3.13 A self-financed regional Global Compact Center has been established in Barcelona to support the work of Local Networks; others are planned. Such centers will help foster the development of tools, facilitate exchanges between Local Networks and undertake research and outreach.

3.14 Government support. The General Assembly has taken note of the Global Compact initiative and many governments have already demonstrated that they appreciate its value. As the authors of the universal principles on which the initiative is based, governments have always played a central role. But today they also promote the Compact to companies that are based or operate in their countries, host events, encourage related national activities, provide support to a number of Local Networks, and fund the work of the GCO through voluntary contributions. The enabling environment that governments provide for participants and other stakeholders to engage in the Global Compact, in the form of incentives and assistance, is vital to the initiative's success. A paper specifying the role of governments is being developed.

3.15 UN embedded. The Global Compact is taking on new importance within the UN itself. The GCO and the six participating UN agencies (OHCHR, ILO, UNEP, UNODC, UNDP, UNIDO) have formed an Inter-Agency Team to pool and leverage their expertise. A number of participants and other stakeholders, including governments, expressed their clear preference that the Global Compact retain its strong linkage with the Secretary-General's office and not be subsumed within another UN department. The Global Compact Office will remain within the Office of the Secretary-General.

3.16 The GCO has also facilitated the UN's own measures to implement the ten principles. Throughout the UN, efforts are now underway to internalize the Global Compact principles within operations and activities such as procurement, facilities management, management of the staff pension fund and human resources.

3.17 For the past few years, the Global Compact Office has also been convening UN system-wide meetings with focal points dealing with partnerships to enable experience to be shared and capacity to be built. More generally, the office is frequently called upon to give advice and support on business-related issues to other UN offices, agencies, funds and programmes – for instance, the recent tsunami relief effort led by the Office for the Coordination of Humanitarian Affairs.

4. New elements

4.1 Most of the new elements relate to the Global Compact's governance framework. In keeping with the Global Compact's voluntary and network-based character, its structure will be light, non-bureaucratic and designed to foster greater involvement in, and ownership of, the initiative by participants and other stakeholders themselves. Governance functions are to be

shared by six entities, each with differentiated tasks within a multi-centric framework: a Global Compact Leaders Summit; Local Networks; a Local Networks Forum; a Global Compact Board; the Global Compact Office and Inter-Agency Team. A Global Compact Foundation will be established to provide additional financial support for the entire enterprise.

4.2 Global Compact Leaders Summit. A Leaders Summit, similar to the one convened in June 2004, will be held triennially to review progress and provide overall strategic direction for the Global Compact. The next Leaders Summit will take place in 2007.

4.3 Local Networks. Apart from fulfilling the requirements included in their relationship agreements with the Global Compact Office, and generally acting in accordance with the Global Compact's principles and objectives, Local Networks are self-governing. Moreover, they will have the opportunity to nominate members for election to the Global Compact Board (see 4.5 below), provide input on major activities undertaken by the GCO and convene an annual Local Networks Forum. Local Networks will also play an important role in support of the communications on progress and integrity measures. All Local Networks must strive to create opportunities for multi-stakeholder engagement.

4.4 Local Networks Forum. For the past two years, Local Network representatives have come together for an annual meeting. In the next phase, the status of this meeting and its role in the governance of the initiative will be elevated. This annual event permits representatives of Local Networks to share experiences, review and compare progress, identify best practices and adopt recommendations intended to enhance the effectiveness of Local Networks in achieving quality improvements. The Barcelona Global Compact Center will host the upcoming Forum on 22-23 September 2005.

4.5 Global Compact Board. A twenty-member Board will be introduced to provide ongoing strategic and policy advice for the initiative as a whole, making recommendations to the Global Compact Office, participants and other stakeholders. The Board will be encouraged to assist in raising funds and contributions in kind for global events, activities and the publication of tool kits and action guides.

4.6 The Board will comprise four constituency groups – business, civil society, labour and the United Nations – with differentiated roles and responsibilities apart from their overall advisory function. The Board as a whole will hold an annual formal meeting, but the constituency groups will be expected to interact with the Global Compact Office on an ongoing basis.

4.7 The Board will be composed as follows:

- Twenty members drawn from the four constituency groups. It is intended that the Board members will come from the senior most level within their organizations (Chairman, President, Head, etc.). They must be true champions willing and able to advance the Global Compact's mission. The Board will seek to achieve a fair geographic distribution reflecting the actual strength of the initiative.

- Two members from the UN: The Secretary-General and the Head of the Global Compact Office will serve ex-officio, the latter representing the Inter-Agency Team. The Executive Heads of the six core UN Agencies will be invited to participate in Board meetings as observers.
- The Chair of the Global Compact non-profit entity (see 4.11 below), also ex-officio.
- The Secretary-General will appoint the other initial members for a one-year term. At their first meeting, they will draw lots (by grouping) to determine which of them will have an additional term of one, two or three years.
- Subsequent elected membership will be determined by election (within groupings) to three-year terms, with one-third of the seats being up for election every year. Members will be eligible for one re-election. After a break of one year, they will again become eligible for election on the same basis. The details of the election process will continue to be worked out and will be overseen by the Board.
- Eleven members from business, nominated by the Local Networks and participating companies.
- Four members from global civil society organizations, one each from the areas of human rights, environment, anti-corruption and development.
- Two members from international labour, selected by the ICFTU.

4.8 In addition to its general Board responsibilities, the business group will be asked to help resolve issues arising under the complaints procedures described in greater detail in the “Note on Integrity Measures” (see Attachment 1). Civil society and labour groups are expected to provide whatever relevant information they may have, and the GCO ultimately will implement any decision.

4.9 In addition to their overall Board responsibilities, the civil society and labour constituency groups will be expected to provide close liaison to their communities and share with the Board as a whole, and the GCO and Inter-Agency Team in particular, insights into the most recent trends and best practices of corporate citizenship in their respective domains. Given that civil society organizations do not currently have the representative structures and ways of organizing themselves that labour organizations have, other ways to enhance the constructive participation of civil society organizations in the initiative are currently being explored.

4.9 Global Compact Office and Inter-Agency Team. The Global Compact Office will represent itself and the other members of the Inter-Agency Team on the Board. Beyond that, it will continue to have overall responsibility for brand management and implementation of the integrity measures. The GCO will also step up its activities with regard to advocacy and issue leadership, fostering network development and maintaining the Global Compact communications infrastructure. Finally, the GCO will service the Leaders Summits, the Board and, for the time being, the Local Networks Forum. These activities constitute the GCO’s core functions. The GCO will continue to be funded by voluntary contributions from governments through the Global Compact Trust Fund.

4.10 Within the governance framework and daily operations of the initiative, the Inter-Agency Team will be responsible for ensuring coherent support for the internalization of the principles within the United Nations and among all participants. The agencies most closely associated with

the ten principles also have an advisory role in managing the integrity measures complaints procedure. Terms of Reference describe the rules and roles governing the Inter-Agency Team.

4.11 Global Compact Foundation. Despite strong government backing for the Global Compact, the resource base required to manage its scale, growth and greater participant ownership will remain insufficient unless voluntary business contributions and other sources of funding are explored for non-core activities, such as events, issue campaigns and publications. It is intended that Global Compact participants increasingly will fund these activities. A Global Compact Foundation will be established to assist the GCO with securing the resources needed to undertake its activities.

Attachment 1

Global Compact Note on Integrity Measures

1 Background

The Global Compact is a voluntary initiative that seeks to advance universal principles on human rights, labour, environment and anti-corruption through the active engagement of the corporate community, in cooperation with civil society and representatives of organized labour. The initiative is not designed, nor does it have the mandate or resources, to monitor or measure participants' performance. Nevertheless, with the aim of assuring that the integrity of the United Nations Global Compact is safeguarded at all times, the Secretary-General, on the recommendation of the Global Compact Advisory Council, has adopted the following measures.

2 Misuse of Association with the UN and/or Global Compact

The use of the United Nations' name and emblem and any abbreviation thereof is reserved for official purposes of the Organization in accordance with General Assembly resolution 92(I) of 7 December 1946. That resolution expressly prohibits the use of the United Nations' name and emblem for commercial purposes or in any other manner without the prior authorization of the Secretary-General, and recommends that Member States take the necessary measures to prevent the unauthorized use thereof.

The United Nations emblem may be authorized for use by non-UN entities in exceptional circumstances, such as for illustrative and educational purposes. All uses of the UN emblem by non-UN entities require the prior written authorization of the Secretary-General. Requests for such authorization should be submitted to the Office of Legal Affairs, United Nations, New York, NY 10017 or Fax: +1-212-963-3155. Any suspected misuse of the UN name or emblem similarly should be referred to the Office of Legal Affairs.

The use of the Global Compact's name and logos are limited to certain authorized users and instances only. The full policy statement is available on the Global Compact website (www.unglobalcompact.org) and should be consulted; questions should be addressed to the Global Compact Office. The Global Compact Office reserves the right to take appropriate action in the event of a breach of this policy. Possible actions may include, but are not limited to, revoking participant status, requesting the assistance of the relevant governmental authorities and/or instituting legal proceedings. Any suspected misuse of the Global Compact name or logos should be referred to the UN Global Compact Office.

3 Failure to Communicate Progress

The Global Compact's policy on communicating progress asks participants to communicate annually to all stakeholders their progress in implementing the GC principles. (The policy statement is available on the Global Compact website.) Participants are also expected to submit a link to or description of their communication on progress to the Global Compact website and/or, Global Compact local network website. Should a participant fail to do so for two years in a row, that participant would be labelled "inactive" on the Global Compact website. Inactive participants would not be permitted to participate in Global Compact events, including local network activities, until a submission is made. Nor would they be authorized to use the Global Compact name and logo.

Exceptions to the above may be made for small and medium size enterprises and other companies that may lack the capacity to report or face other barriers to communicating fully. The Global Compact Office should be consulted in such instances.

4 Allegations of Systematic or Egregious Abuses

The Global Compact welcomes any participant that pledges to work towards implementation of the GC principles through learning, dialogue, projects, process improvements or other such measures. Moreover, it is not now and does not aspire to become a compliance based initiative. Nevertheless, safeguarding the reputation, integrity and good efforts of the Global Compact and its participants requires transparent means to handle credible complaints of systematic or egregious abuse of the GC's overall aims and principles. The Global Compact Office can assist or provide guidance in this regard, by means of the measures described below. The purpose of these measures in the first instance always will be to promote continuous quality improvement and assist the participant in aligning its actions with the commitments it has undertaken with regard to the Global Compact principles. It should be noted that the Global Compact Office will not involve itself in any way in any claims of a legal nature that a party may have against a participating company. Similarly, the measures set out below are not intended to affect, pre-empt or substitute for other regulatory or legal procedures or proceedings in any jurisdiction.

Thus, when a complaint is presented in writing to the Global Compact Office, the Office will:

- a. use its judgement to filter out prima facie frivolous complaints. If a complaint is found to be prima facie frivolous, the complaining party will be so informed and no further action will be taken on the complaint by the Global Compact Office.
- b. If a complaint of systematic or egregious abuse is found not to be prima facie frivolous, the Global Compact Office will forward the complaint to the participating company concerned, requesting (i) written comments, which should be submitted directly to the complaining party, with a copy to the Global Compact Office, and (ii) that the Global

Compact Office be kept informed of any actions taken by the participating company to address the situation which is the subject matter of the complaint. The Global Compact Office will inform the complaining party of the above-described actions taken by the Global Compact Office.

- c. The Global Compact Office would be available to provide guidance and assistance, as necessary and appropriate, to the participating company concerned, in taking actions to remedy the situation that is the subject matter of the complaint in order to align the actions of the company with its commitments to the Global Compact principles. The Global Compact Office may, in its sole discretion, take one or more of the following steps, as appropriate:
 - (i) Use its own good offices to encourage resolution of the complaint;
 - (ii) Ask the relevant country/regional Global Compact network, or other Global Compact participant organisation, to assist with the resolution of the complaint;
 - (iii) Refer the complaint to one or more of the UN entities that are the guardians of the Global Compact principles for advice, assistance or action;
 - (iv) Share with the parties information about the specific instance procedures of the *OECD Guidelines for Multinational Enterprises* and, in the case of complaints relating to the labour principles, the interpretation procedure under the *ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy*.
 - (v) Refer the complaint to the Global Compact Board, drawing in particular on the expertise and recommendations of its business members.

If the participating company concerned refuses to engage in dialogue on the matter within three months of first being contacted by the Global Compact Office under sub-paragraph (b) above, it may be regarded as “inactive”, and would be identified as such on the Global Compact website until such time as a dialogue commences. If, as a result of the process outlined above and based on the review of the nature of the complaint submitted and the responses by the participating company, the continued listing of the participating company on the Global Compact website is considered to be detrimental to the reputation and integrity of the Global Compact, the Global Compact Office reserves the right to remove that company from the list of participants and to so indicate on the Global Compact website.

A participating company that is designated “inactive” or is removed from the list of participants will no longer be allowed to use the Global Compact name or logo.

If the participating company concerned has subsequently taken appropriate actions to remedy the situation that is the subject matter of the complaint, and has aligned its actions with the commitments it has undertaken with regard to the Global Compact principles, the company may seek reinstatement as an “active” participant to the Global Compact and to the list of participants on the Global Compact website. If there is a local network in the country where the company is

based, the company should first approach the local network; in all other cases the Global Compact Office should be contacted directly. Only the Global Compact Office can make a final determination of reinstatement.

The Global Compact Office is committed to ensuring a fair process for the parties involved. In order to promote the productive resolution of complaints, no entity involved in the process should make any public statements regarding the matter until it is resolved.

29 June 2005

These Integrity Measures will be reviewed periodically by the Global Compact Board, the Local Networks Forum and the Global Compact Leaders Summit.

Attachment 2

Policy on the Use of the Global Compact Name and Logos



The Global Compact name and logo are the property of the United Nations Global Compact Office, are registered with the World Intellectual Property Organization, and are protected worldwide under Article 6*ter* of the Paris Convention for the Protection of Intellectual Property. The following guidelines govern the use of the Global Compact name and logo by Local Networks,¹ Partners,² Participants³ and other Stakeholders,⁴ of the Global Compact initiative.

The UN Global Compact Office reserves the right to take appropriate action in the event of a breach of this policy. Possible actions may include, but are not limited to, removing the participant's name from the list of participants, revoking participant status, and/or instituting legal proceedings with the appropriate authorities. Any suspected misuse of the Global Compact name or logo in the context of the Global Compact should be referred to the UN Global Compact Office (globalcompact@un.org).

1. Use of the Global Compact Name and Logo

The UN Global Compact Office grants Participants and other Stakeholders a limited right to use its logo ("the Global Compact logo"), which is displayed above. The Global Compact Office's general policy is to permit its participants and other stakeholders to use the Global Compact logo only in the context of their activities promoting the Global Compact and its goals, but not in any manner that suggests or implies that the Global Compact Office has endorsed or approved of the activities, products, and/or services of the organization, or that the Global Compact Office is the source of any such activities, products, and/or services.

¹ Local Networks are organizational entities of Global Compact stakeholders with varying degrees of governance structure established to further the goals of the Global Compact and the Global Compact principles at the local and/or regional level.

² A Partner is an organizational entity with whom the Global Compact Office is working in the interests of furthering the goals of the Global Compact.

³ Participants are companies and other organizational entities that have signed on to the Global Compact and that are expected to fulfill the requirement of communicating their progress to their own stakeholders.

⁴ Stakeholders are Participants and other organizational entities that have expressed their support for and willingness to engage in the Global Compact and/or Global Compact activities or events.

In accordance with this policy, the following uses of the Global Compact logo will generally be permitted:

- In training and/or other educational materials related to the Global Compact
- In documents and/or other materials designed to promote the principles of the Global Compact
- In statements outlining a participant's Global Compact-related activities
- In the context of a participant's Communication on Progress.

However, for all proposed uses of the Global Compact logo, including those referred to above, the permission of the Global Compact Office must be sought in advance in writing (letter, fax or e-mail) from the Global Compact Office, United Nations, New York, NY 10017; globalcompact@un.org or Fax: +1-212-963-1207. The request should include information as to how the logo would be used.

Specifically, please note that the following uses will not be permitted:

- Any use of the logo as a component of an organization's own logo, trademark or other branding elements
- Any use of the logo for the promotion or advertising of products, services and other activities intended to solicit business
- Any use of the logo as a permanent graphical element of stationery, business cards or other variably utilized print materials
- Any use of the logo suggesting or implying a certification or seal of approval for activities, services and/or products.

2. Use of the “We Support the Global Compact” Logo

Participants in the Global Compact and other Stakeholders are encouraged to advocate widely and express their support for the Global Compact and its principles. For such activities, the Global Compact Office may authorize Participants and other Stakeholders to use the modified “We Support the Global Compact” logo (hereinafter the “Modified Logo”).

Please note that the following conditions apply for the use of the Modified Logo:

- The Modified Logo is not to be used alone and must be used alongside the logo of the entity using it
- The Modified Logo may not be sub-licensed to any other entity without the prior written consent of the Global Compact Office
- The Modified Logo is not to be used in any manner that suggests or implies that the Global Compact Office has endorsed or approved of the activities, products, and/or services of the organization, or that the Global Compact Office is the source of any such activities, products or services.

In accordance with this policy, the following uses of the Modified Logo will generally be permitted:

- In training and/or other educational materials related to the Global Compact
- In documents and/or other materials designed to promote the principles of the Global Compact
- In statements outlining a participant's Global Compact-related activities
- In the context of a participant's Communication on Progress
- As a permanent graphical element of stationery, business cards, and other variably utilized print materials
- In the context of promoting or advertising products and services of a participant, provided that the logo is not used as a designation of origin
- In connection with fundraising for the Global Compact or Global Compact-related activities.

However, for all proposed uses, including those referred to above, permission to use the Global Compact logo must be sought in advance in writing (letter, fax or e-mail) from the Global Compact Office, United Nations, New York, NY 10017; globalcompact@un.org or Fax: +1-212-963-1207. The request should include information as to how the Modified Logo would be used.

Please note that the following uses will not be permitted:

- Any use of the logo in connection with fundraising that is unrelated to the Global Compact or Global Compact-related activities
- Any use of the logo suggesting or implying that the Global Compact Office approves or endorses the activities, products, and/or services of the organization
- Any use of the logo as an indicia of origin of products and/or services.



3. Use of the Name and Logos by Partners and Local Networks of the Global Compact

The terms and conditions under which Partners of the Global Compact Office and Local Networks may use the Global Compact name and logo will normally be set out in documentation or agreements establishing or memorializing the relationship. In all other cases, where there is no agreement, the policies set forth herein will apply.

4. Rules Governing the Reproduction and Display of the Logos

Maintaining consistency in the display of the Global Compact name and logo by the Global Compact and its Local Networks, Partners, Participants and other Stakeholders is an important aspect of the strategy to advocate the principles of the Global Compact. Accordingly, when participants, stakeholders, and local networks incorporate the Global compact name and logos in their materials for the permitted uses outlined above, they are asked to strictly adhere to the following guidelines regarding the reproduction and display of the Global Compact name and logos.

- **Elements of the Logos.** The Global Compact logos are comprised of three unique elements: (1) the wording “The Global Compact” or “We Support The Global Compact; (2) The “globe” symbol, and (3) the clear space in the area surrounding the logo. The font of the wording is Charlemagne Bold.
- **Reproduction of the Logos.** Each of the Global Compact logos must be treated as a unique element and resized proportionally. The reproduction of the logos should be generated from high quality artwork. Accordingly, the authorized user is required to use the authorized artwork that is provided by the Global Compact Office. The logos or wording should never be reproduced by hand, nor should the wording be substituted with another typeface. The letters should not be altered or redrawn, nor should the elements be re-spaced.
- **Color of the Logos.** The logos use three colours: Pantone® 280 CVC (blue) Pantone® 173 CVC (red), and Pantone® 377 CVC (green). The logos may either be reproduced in color, or in black and white. In the case of the color logo, the colors from the artwork provided by the Global Compact Office should not be modified. To ensure readability, the color logo should always appear on a white or light-colored background. The logo may be reproduced in black and white for use on other backgrounds. A screen tint or shade should never be used when reproducing the Global Compact logo or Modified logo.
- **Appearance of the Logos.** In all materials on which the Global Compact logo is used, the Global Compact logo must appear in isolation, uncluttered by competing images. The logo should appear horizontally. The logo should not be used as part of a sentence or word phrase, or associated with any non-related symbols or graphical elements. The Modified Logo must not be used alone and must be used alongside the logo of the entity using it.

In order to ensure that the Global Compact name and logos are displayed consistently worldwide, the authorized user is required to provide the Global Compact Office with samples of all materials that bear the Global Compact name and logos. The Global Compact Office reserves the right to revoke the right to use the Global Compact name and logos if these guidelines or instructions by the Global Compact Office are violated.

5. Use of the United Nations Name and Official Emblem

The use of the United Nations name and emblem and any abbreviation thereof, is reserved for official purposes of the Organization in accordance with General Assembly resolution 92(I) of 7

December 1946. That resolution expressly prohibits the use of the United Nations name and emblem for commercial purposes or in any other way without the prior authorization of the Secretary-General, and recommends that Member States take the necessary measures to prevent the unauthorized use thereof.

The United Nations emblem may be authorized for use by non-UN entities in exceptional circumstances, such as for illustrative and educational purposes. All use of the UN emblem by non-UN entities requires the prior written authorization of the Secretary-General of the United Nations. Requests for such authorization should be submitted to the Office of Legal Affairs, United Nations, New York, NY 10017 or Fax: +1-212-963-3155.

Any suspected misuse of the United Nations name and emblem should be referred to the Office of Legal Affairs at the United Nations.

9 March 2005