

European Workshops on Disclosure of Environmental, Social and Governance Information

Workshop 4 – The trade union perspective – Thursday 28 January 2010

Summary of discussions¹

Introduction

This was the fourth in a series of 6 multistakeholder workshops hosted by the European Commission to explore the disclosure of environmental, social and governance (ESG) information by enterprises. More information about the context and objectives of these workshops can be found [here](#).

The fourth workshop looked at ESG disclosure from the perspective of trade unions. Specific questions identified before this workshop were:

- What kind of ESG information do trade unions want? Why and in what circumstances do they need this information?
- To what extent do trade unions believe that they can currently access the information that they want? From a trade union perspective, what examples are there of good practice in ESG disclosure by enterprises?
- Is the transparency of trade unions themselves an important issue? Are there good practice examples in this field?
- What do trade unions believe needs to change with regard to ESG disclosure requirements, frameworks and practices?

The workshop was chaired by Pedro Ortún, Director in the Directorate-General for Enterprise and Industry, European Commission. The agenda and a full list of participants are attached.

The workshop was held under Chatham House rules. This summary reflects points made by different speakers during the discussion, but does not imply that all participants endorse all points. Many of the points reported in this summary are statements of opinion and should not necessarily be taken as fact.

As will be the case throughout this series of multistakeholder workshops, no single stakeholder group made up the majority of participants. This summary therefore includes points made by all stakeholders, not just representatives of trade unions.

¹ This summary does not necessarily represent the views of the European Commission.

Views on current ESG disclosure practices

There is currently a great diversity in ESG disclosure practice. The availability, quality and relevance of ESG information varies widely between and within sectors and countries. This variety is explained by factors such as national culture and legislation, exposure to reputational risk, the culture and conscience of managers, and the involvement of trade unions in the disclosure process.

According to one recent study, companies disclose more information about policies and objectives than about how those policies are actually implemented, and more information on governance than on social and environmental issues. Disclosure is weakest on the following issues: restructuring, reduced environmental impact, free association of workers, promotion of social dialogue, and working time. Targets and indicators are frequently not relevant to business strategy.

There may be a correlation between the size of company and quality of disclosure. Between a half and two thirds of the 100 largest European companies disclose information that covers the core GRI indicators.

There is a debate about who and how many people read CSR/sustainability reports. Some observers suggest that only specialists read such reports and that even they often do not find the information they are looking for. Others argue that substantial numbers of people do read such reports.

ESG disclosure is an important component of corporate accountability. It can help to drive improvements in corporate behaviour.

Disclosure of financial information is crucial to how financial markets work. By the same logic, if we think social and environmental issues are important then we should also demand disclosure of social and environmental information.

Many enterprises are fearful of a scenario in which they have to deal with very high numbers of individual enquiries about ESG issues.

Comments on national regulations

The French law on social reporting (Nouvelle Loi Economique, 2001) has brought about some progress but the information in reports remains inadequate. The law affects about 600-700 companies. Although the law lists issues on which information should be disclosed, in reality companies continue to make their own selection. The law has no sanctions for non-compliance.

The United Kingdom Companies Act (2006) implicitly recognises the link between ESG information and financial performance. However the law is not very ambitious, and lacks guidance about what information is really required.

The distinction between voluntary and regulatory schemes is not always clear. The OECD Guidelines, for example, have a semi-obligatory character.

What kind of ESG information do Trade Unions want ?

The great majority of trade union representatives are mainly focussed on collective bargaining for pay and working conditions. For them, ESG disclosure by the enterprise is not a main preoccupation, and they do not necessarily have the experience and training to deal with this issue. However, a survey of workers' representatives in large European companies suggests they do share the interest of some other stakeholders in wanting better ESG information.

Trade union representatives believe that much ESG disclosure fails adequately to address the issues in which they are most interested. A recent study of CSR/sustainability reports in French CAC40 companies found employee involvement (be it via awareness-raising, training or participatory initiatives) is not a key focus in CAC 40 sustainable development reports. Nearly half of the reports made no mention of this issue and concrete indicators are rare. These observations are striking because employee involvement is crucial to the implementation of a company's CSR strategy.

Workshop participants mentioned that companies should disclose information on the following ESG issues:

- Restructuring, job losses and job creation: trade union representatives want timely information about restructuring plans, not just information after a decision has been taken. Enterprises should in any case respect regulatory requirements on the provision of information about restructuring. A relevant GRI indicator is the minimum notice period for significant operational changes. ESG disclosure should include precise information about job creation and job destruction.
- Social and economic effects of restructuring: there should be more information about the number of supplier enterprises, especially SMEs, affected by restructuring, and also about the longer term social effects in terms of what subsequently happens to workers who are made redundant.
- Promotion of collective bargaining and good industrial relations, including in supplier companies: The experience of company codes of conduct shows that companies cannot unilaterally ensure good working conditions in supplier factories. There is no substitute for workers representing their own interests: they are the most important grievance and remedy mechanism. Whether and how the company promotes collective bargaining and good industrial relations, including in its supply-chain, should be part of ESG disclosure. Enterprises should disclose the number of plants with independent trade unions and that have collective bargaining. Freedom of association is not just a developing country issue, it is also an issue in some developed countries.
- Trade union involvement in the process of supply-chain monitoring. Trade union involvement in the process of monitoring labour standards in the supply-chain should itself be an indicator in ESG disclosure.
- Supplier identity information: In industries where there is much outsourcing, such as the textiles industry, there is little available information on suppliers. Companies should disclose the details of supplier factories, as some already do. Considerations of commercial confidentiality should in reality not be an insurmountable problem since most

suppliers in any case work for various buyers. If necessary, information about the identity of supplier factories could be provided confidentially to trade unions.

- Workers on short-term contracts: Companies should disclose the percentage of workers on short-term contracts, including in the supply-chain. One brand requires its suppliers to respect a maximum limit of 10% of workers on short-term contracts.
- Pay and incentives: Trade unions want to know how management pay is linked to performance on ESG issues. Such information is needed in order to negotiate effectively on management pay. Companies should also disclose the structure of incentives for the purchasing department – this is one of the ESG indicators of the European Federation of Financial Analysts Societies (EFFAS). The GRI has an indicator on the relationship between compensation and general performance, including sustainability.
- Trade union involvement in the process of ESG disclosure. This enhances the credibility and accuracy to the information disclosed. (See next section).

Other topics mentioned that should be covered in ESG disclosure are: health and safety, integration of disabled people, women in executive positions, and lobbying.

ESG information should be: comparable, consistent, complete, continuous, anticipatory, and verified. International companies should be provide information on a country-by-country basis, not just as aggregated global data.

Trade unions can use their role in some pension funds to pressure companies to take greater account of ESG factors. For trade unions this is both a responsibility and an opportunity. Pensions funds with trade union involvement looking for maximum returns contributed to the current financial crisis. Extra-financial risk can affect pension benefits, so trade unions should demand that pension funds take account of ESG information even if their only interest is the pension benefits of their members. In France a labelling scheme for social responsible investment has been developed.

Traceability is important to the ability of trade unions to better use their influence in pension funds: especially in the case of funds of funds, trade unions cannot easily know in which companies investments are being made.

The European Sustainable Investment Forum has a number of trade union members, and encourages trade unions to be more active in this field.

Trade union involvement in ESG disclosure

Trade union and worker involvement in the process of ESG disclosure can have the following advantages:

- it can help to drive change throughout a company;
- it can help to make ESG information more accurate, in comparison for example to the public relations department of a company managing disclosure on its own;

- it can help to make ESG information more credible. This is especially true as far as employment conditions are concerned: it is not credible to report on employment conditions without the involvement of employees.

If trade unions are not involved in the disclosure process, there is little scope for them to help improve that process.

As opposed to codes of conduct that are decided unilaterally by enterprises, framework agreements are formally negotiated and agreed between companies and trade unions. This has important implications for their implementation and evaluation. It can have a positive effect on the disclosure ESG information to trade unions, although the quality and flow of information can nevertheless remain limited. Different participants have different views on whether or not ESG disclosure practices are better in companies that have signed a framework agreement with unions.

The workshop heard from a workers' representative of a company that has signed a framework agreement. In this case trade unions are immediately informed of any decision or event that might effect the operation of a plant. The trade unions also receive from management a quarterly overview and analysis of accidents occurred.

The workshop heard from a representative of another company with an international framework agreement that trade unions review the company annual report and are very closely involved in the ESG disclosure process. In another company, works council representatives sit on the high-level CSR steering committee, sustainability reporting committee and on expert level sustainability groups.

Workers' representatives from other companies described a reasonably fluid two-way communication on issues such as health safety between management and the works council, although there is sometimes a lack of timely information on important issues.

Meaningful involvement of workers' representatives in ESG disclosure requires vision on the part of company management, and trust between management and trade unions.

There are five trade unions represented in the governance bodies of the Global Reporting Initiative, and 15 represented in technical groups for the development of GRI sector supplements. The Trade Union Advisory Council to the OECD and the Global Reporting Initiative have published a guide for trade unions on how to read and analyse company sustainability reports.

The European social partners in the electricity sector have signed an agreement that lists the main issues on which companies should report, including social dialogue, health and safety, recruitment, and equality and diversity. The agreement also endorses the GRI electricity sector supplement. Reporting remains uneven and not all companies respect the agreement.

The French Nouvelle Loi Economique requires that social and environmental issues are addressed in the management report. Since the management report should be seen and discussed by the works council, trade unions are in principle involved in the ESG reporting process of French publicly-quoted companies.

Trade unions and works councils should not be overburdened with excessive expectations regarding their involvement in ESG disclosure. They often do not have the resources to commit to greater involvement, especially since the issue is generally not a priority for workers' representatives.

The discussion should consider the involvement of all workers in the process of ESG disclosure, not just the involvement of trade union representatives.

Small and medium-sized enterprises

The debate on ESG disclosure should also consider small businesses, not just large multinationals. For SMEs, including micro-enterprises, ESG disclosure needs to be addressed at the sector and local (territorial) level. The experience of certain Italian clusters provides a good example. There is scope for large companies to work with SME suppliers on this issue. This can be done through framework agreements.

In 2008 the social partners of the European tanning industry, which comprises around 3000 mainly small and medium-sized enterprises, signed a framework agreement on social and environmental reporting. The agreement shows that social and environmental reporting is possible for SMEs, through a pragmatic step-by-step approach. This agreement was initially proposed by the employers, and one aim is to help distinguish European tanners from competitors outside the EU. The challenge now is to ensure that the market takes account of the information in the reports.

Trade Union transparency

Most trade unions are socially responsible by nature, even if they do not consciously disclose ESG information. They are often active on issues such as responsible purchasing and solidarity with other workers' federations. Trade unions usually publish an annual report which includes governance information, for example on remuneration of federation employees. In some jurisdictions (e.g. the United States) the law requires a particularly high level of disclosure of information on income and expenditure. Complete financial transparency can weaken a trade union's negotiating position if it means that employers know what resources are available to subsidise strike action.

The workshop heard from an Italian trade union that will present its first social report in May 2010. The aim is to build a new culture of accountability and to enhance relations with members and workers. The report will have sections on organisation and resources, governance system, policies, activities and results. It will seek to explain how the union shapes its social mission.

In asking whether trade union federations disclose information on their own ESG performance it is important to note that few if any employers' federations disclose such information.

There is no trade union federation that is known to disclose ESG information according to the Global Reporting Initiative guidelines.

What might need to change regarding ESG disclosure practices, policies and frameworks?

European framework for ESG disclosure

- There should be a European framework for ESG disclosure, including a legislative requirement on large companies and standardised content. There is a need to harmonise the existing different rules of EU Member States. Such a framework could be developed over time and need not be imposed from the start. The framework could in fact help to reduce the administrative burden on companies, since they would know what they are being asked for. There should be a simplified version of the framework for SMEs.
- Alternatively, rather than a legal framework, social partners could be asked to define ESG disclosure content and standards.
- It is important to consider the impacts of any new requirement on European enterprises if non-EU enterprises do not face similar requirements.

Definition of key performance indicators and issues to address in disclosure

- There should be a limited list of generally accepted indicators that are comparable and relevant. It is important to have a hierarchy of issues and to focus on the important things. Reporting against too many indicators and the disclosure of too much information is counterproductive.
- All stakeholders, including trade unions, should be involved in the selection of key performance indicators.
- Important ESG issues should be identified first, and only then key performance indicators to reflect those issues.
- It is important to avoid unintended consequences. Revealing some kinds of information, for example on remuneration, could create difficulties for enterprises, and the collection of large volumes of ESG information to meet standards or regulatory requirements could a high financial cost.
- There should be two parallel processes for the definition of indicators (“decoupling”). One process should involve the main “economic stakeholders” (enterprises and investment community) to define a set of indicators that can be expressed in numeric figures and that link sustainability performance to financial performance and medium term value creation. A different process should include other stakeholders interested in defining “social license to operate indicators” which reflect the fact that society as a whole wants enterprises to be more accountable on certain issues. Trade unions might have an interest in both processes and both sets of indicators.
- Alternatively, different stakeholders have different but not incompatible interests, and a distinction between “social license to operate” indicators and indicators for economic stakeholders should not be made.

- There are a number of existing frameworks and instruments that could provide guidance on indicators and issues to address in ESG disclosure:
 - o OECD Guidelines: which include guidelines on disclosure.
 - o Global Reporting Initiative: is a good starting point but not totally satisfactory. At least one third of core GRI indicators refer to social and labour issues.
 - o ISO 26000: the draft version has a section on the characteristics of ESG disclosure, which should be complete, understandable, responsive to stakeholder interests, accurate, balanced, timely and accessible. The ISO draft also states that disclosure should include objectives and performance on core subjects, and describe how and when stakeholders are involved in the disclosure process. ISO 26000 could be very helpful in defining the normative aspects of ESG disclosure.

Investment and pension funds

- Trade unions should play a more active role in the integration of ESG criteria into the investment policies of occupational pension funds.
- There should be a European legal requirement on asset managers to disclose their policies on the integration of ESG criteria in investment decisions, similar to Article [Robin - pls give article number] of the French "Loi Grenelle Environnement".
- The question of ESG disclosure by issuers of corporate and government bonds should be considered. Currently, the proportion of stocks in the portfolios of institutional investors such as pension funds or insurance companies is at a historic low i.e. between 5-10% on average. That means that institutional investors are investing in other asset classes such as corporate bonds, government bonds, real estate, private equity or money markets up to a level of 95%.

Other points

- Trade union staff need training on the issue of ESG disclosure.
- These workshops should make a better distinction between normative, governance, and technical questions. The workshop discussions continue to jump between these three levels.
- All stakeholders should ask what they want from ESG disclosure, and how, when and why they would use data. In written submissions prior to the final workshop, participating organisations should state what they think the role and function of ESG disclosure should be.

Views on CSR generally

A number of comments were made on CSR in general, as opposed to comments on the more narrow issue of ESG disclosure.

Trade unions have tended to mistrust CSR, believing it to be mainly concerned with company image and marketing. Almost all European trade union federations now agree to engage prudently on the issue of CSR. They are not naïve about the possible benefits and risks, but consider that CSR may be able to help address some issues.

CSR may be a voluntary concept, but it requires an agreed framework (it should be “encadré”). Europe needs its own vision and framework for CSR. The European Commission should create a system to evaluate progress towards greater corporate responsibility. The effective involvement of trade unions in all levels of CSR process should be established through formal agreement.

CSR should not be unilateral approach by companies. Rather it should be based on dialogue and agreement with all stakeholders. Trade unions are the prime stakeholders of companies, and this should be recognised in CSR policies and processes. The credibility of CSR should be tested by whether or not trade unions are involved, and whether or not the works council is involved.

Some members of CSR Europe do not have a European Works Council.

It can be very hard for trade unions to reconcile the interest of workers and members in different countries when restructuring involves transfer of production from one country to another.

The promotion of freedom of association of workers should be given greater priority in EU external relations, including in EU human rights policy.

European social dialogue should address labour conditions outside the EU, especially in the supply-chains of European companies.

Workshop participants made reference to a number of supply-chain initiatives: the Business Social Compliance Initiative, Clean Clothes Campaign, Ethical Trading Initiative, and Global Social Compliance Programme.

International framework agreements can be used to establish social and environmental standards in a company’s supply chain. A company that works with organised global trade unions can thereby help to improve the labour conditions for large numbers of workers in supplier countries.

There is a need for a framework agreed through social dialogue regarding what CSR requires for professional and managerial staff.

Agenda

9.30 – 9.45	<u>Welcome and introduction: Pedro Ortún, Director, European Commission</u>
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9.45 – 10.45	<p><u>Overview of the issues at stake from a trade union perspective</u></p> <p>This session will provide an introduction to the relevant issues from a trade union perspective, including: effectiveness, accountability, transparency, non-unilateralism, and the need for a participative and integrated approach.</p> <ul style="list-style-type: none">• Jozef Niemiec, European Trade Union Confederation (10 mins)• Patrick Itschert, European Trade Union Federation of Textiles, Clothing and Leather (5 mins)• Janet Williamson, Trade Union Congress, United Kingdom, and Trade Union Advisory Committee to the OECD (5 mins)• Uliano Stendardi, Confederazione Italiana Sindacati dei Lavoratori (CISL), Italy (on local and “small” dimension: trade unions, stakeholders and SMEs in local realities) (5 mins)• Gustavo Gonzalez-Quijano, Secretary-General, Confederation of National Associations of Tanners and Dressers of the European Community (COTANCE) (on employers’ perspective) (5 mins)• Natasha Seguin, Groupe Alpha (on French regulations regarding ESG disclosure) (5 mins) <p>Open discussion (25 mins)</p>
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10.45 – 11.15	<u>Coffee</u>
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11.15 – 12.45	<p><u>What kind of ESG information do trade unions want?</u></p> <p>This session will explore in more detail what kind of ESG information trade unions would like and to what extent they believe that that information is currently available and accessible. It will be divided into three parts: social issues/restructuring, supply-chain, and pension funds.</p> <p>Part I: <u>Social issues and restructuring</u></p> <ul style="list-style-type: none"> • Isabel da Costa, Institutions et Dynamiques Historiques de l'Economie Nanterre (on transparency in the context of International Framework Agreements) (5 mins) • Sigurt Vitols, European Trade Union Institute (on disclosure of information regarding social issues/structure (5 mins) • Patrick Picandet, European Works Council, Lafarge (case study of disclosure in the context of restructuring) (5 mins) <p>Open discussion (15 mins)</p> <p>Part II: <u>Supply-chain issues</u></p> <ul style="list-style-type: none"> • Jim Baker, Council of Global Unions (5 mins) • Ashling Seely, International Textile, Garment and Leather Workers' Federation (5 mins) <p>Open discussion (20 mins)</p> <p>Part III: <u>Pension funds</u></p> <ul style="list-style-type: none"> • Pierre-Yves Chanut, Confédération générale du travail (CGT), France (5 mins) • Mario Sanchez, Confederación Sindical de Comisiones Obreras (CCOO), Spain (5 mins) <p>Open discussion (20 mins)</p>
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12.45 – 14.15	<u>Lunch</u>
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<p>14.15 – 15.15</p>	<p><u>Trade union involvement in the process of ESG disclosure</u></p> <p>What examples are there of trade union and employee involvement in the process of ESG disclosure? Why is such involvement important? What advantages might it bring?</p> <ul style="list-style-type: none"> • Anne Catherine Husson-Traoré, Novethic (on study of employee involvement in sustainability reports of French listed companies) (5 mins) • Bernd Schneider, European Works Council, Freudenberg (5 mins) • Javier Chèrcoles, Inditex (5 mins) • Frederic Fritsch, European Works Council, Electricité de France (5 mins) • Jan Willem Goudriaan, European Federation of Public Service Unions (on transparency and worker participation: information and consultation rights) (5 mins) • Gerhard Prätorius, Volkswagen (5 mins) <p>Open discussion (30 mins)</p>
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<p>15.15 – 15.45</p>	<p><u>Coffee</u></p>
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<p>15.45 – 16.15</p>	<p><u>Trade union transparency on ESG issues</u></p> <p>This session will examine the importance of transparency practices in trade unions themselves and present some best practice in this field.</p> <ul style="list-style-type: none"> • Patrick Itschert, European Trade Union Federation of Textiles, Clothing and Leather (5 mins) • Ornella Cilona, Confederazione Generale Italiana del Lavoro (CGIL), Italy (on CGIL social report) (5 mins) <p>Open discussion (20 minutes)</p>
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<p>16.15 – 17.15</p>	<p><u>“Disclosure Nirvana”: what does it look like for trade unions?</u></p> <p>The aim of this session is to allow participants to make and summarise proposals that would improve ESG disclosure from the perspective of trade unions.</p> <p>It will start with a series of short contributions, each answering the question “If you could change one thing regarding current ESG disclosure practices and frameworks, what would it be?”</p> <ul style="list-style-type: none"> • Suzanne Lindberg Elmgren, LO Sweden (Swedish Trade Union Confederation) (5 mins) • Carlo Parietti, EUROCADRES (5 mins) • Olivier Berducou, Confédération française démocratique du travail (CFDT), France (5 mins) • Ornella Cilona, Confederazione Generale Italiana del Lavoro (CGIL), Italy (on provisions already provided by existing reporting standard) (5 mins) • Nicole Notat, Vigeo (5 mins) <p>Open discussion (35 mins)</p>
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<p>17.15 – 17.30</p>	<p><u>Feedback, Conclusions, Next Steps</u></p> <p>Comments and feedback from participants on process.</p> <p>Preparation of final workshop.</p>
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Participants

Surname	Name	Organisation	Position
Alonso	Natalia	Amnesty International	Deputy Director of EU Office
Seely	Ashling	International Textile, Garment and Leather Workers' Federation	Policy Assistant to the General Secretary
Baker	Jim	Council of Global Unions	Coordinator
Berducou	Olivier	Confédération française démocratique du travail (CFDT), France	Confederal Secretary for CSR
Bergmann	Uwe	BUSINESSEUROPE and Henkel AG	Corporate Communications
Bird	Sue	European Commission. DG Employment, Social Affairs and Equal Opportunities.	
Bock	Ingmar	Volkswagen AG	European Works Council
Boix	Isidor	Confederación Sindical de Comisiones Obreras (CCOO), Spain	International Representative
Celeste	Antonio	Vigeo	
Chanut	Pierre-Yves	Confédération générale du travail (CGT), France	Confederal adviser
Chercoles	Javier	Inditex	Head of CSR Unit
Christen	Torsten	European Commission. DG Employment, Social Affairs and Equal Opportunities.	
Christensen	Matt	European Sustainable Investment Forum (EUROSIF)	Executive Director
Cilona	Ornella	Confederazione Generale Italiana del Lavoro (CGIL), Italy	Confederal responsible for CSR policies at a National and International level and President of the Italian Mirror Committee on ISO 26000

Conchon	Aline	European Trade Union Institute	Researcher
Cordero	Carlos	Observatorio RSE	Technical Advisor
de Clerk	Paul	Friends of the Earth Europe	Coordinator Corporate Campaign International and Economic Justice
De Filippo	Emanuela	Confederazione Italiana Sindacati dei Lavoratori (CISL), Italy	Confederal officer for economic democracy
Debaene	Jean Marie	Vlaamse ABVV	Director Studies
Dedieu	Thierry	Confederation française démocratique du travail (CFDT)	Confederal Secretary
Didong	Jenny	Ministry of Enterprise, Energy and Communications, Sweden	Division for State Enterprise
Dodd	Tom	European Commission. DG Enterprise and Industry	
Doucín	Michel	Ministère des Affaires étrangères et européennes, France	Ambassadeur chargé de la bioéthique et CSR
Edme	Robin	European Sustainable Investment Forum (EUROSIF)	Vice-President
Fatoux	François	Observatoire de la Responsabilité Sociétale des Entreprises	Délégué Général
Fogelberg	Teresa	Global Reporting Initiative (GRI)	Deputy Chief Executive
Frank	Ralf	European Federation of Financial Analysts Societies (EFFAS)	Coordinator EFFAS Commission on ESG
Fritsch	Frederic	Confédération française démocratique du travail (CFDT), France	CMCAS Strasbourg
Gargonne	Simon	UN Global Compact	Analyst Communications on Progress
Gehring	Christina	Principles for Responsible Investment (UNPRI)	Project Manager, Academic and Public Policy Networks.

Gonzalez – Quijano	Gustavo	Confederation of National Associations of Tanners and Dressers of the European Community (COTANCE)	Cotance Secretary General
Götz	Ralf	European Metalworkers Federation (EMF)	
Goudriaan	Jan Willem	European Federation of Public Service Unions	Deputy General Secretary
Gram Nybroe	Dorte	BUSINESSEUROPE & Confederation of Danish Industry	Advisor
Grimoud	Nathalie	Comité Catholique Contre la Faim	Corporate accountability advocacy officer CCFD-Terre solidaire, coordinator Forum citoyen pour la RSE
Hagenah	Astrid	European Savings Bank Group (ESBG)	Head Department Legal Affairs, Accounting, Tax
Hendrickx	Luc	European Association of Craft, Small and Medium-sized Enterprises (UEAPME)	Director Enterprise Policy and External Relations
Holmstrom	Kim	European Commission. DG Enterprise and Industry	
Da Costa	Isabel	CNRS	Economist researcher
Itschert	Patrick	European Trade Union Federation for Textile, Clothing and Leather	General Secretary
Jagodzinski	Romuald	European Trade Union Institute	Researcher
Keijzer	Irma	Ministry of Economic Affairs, Netherlands	Trade policy and Globalisation / CSR & trade
Kjær	Victor	Danish Commerce and Companies Agency	Deputy Director General
Kröning	Iris	European Commission. DG Enterprise and Industry	
Lindberg Elmgren	Suzanne	LO Sweden (Swedish Trade Union Confederation)	Research Officer, International Department
Luong	Stéphanie	Business Social Compliance Initiative	

Martinez de la Riva	Miguel Angel	Ministerio de Trabajo e Inmigración, Spain	Subdirector General Adjunto en Responsabilidad Social de las Empresas
Mittermaier	Jana	Transparency International	Head of Brussels Office
Monaco	Marina	European Trade Union Confederation	
Muravjovas	Sergej	Transparency International	International Board member of Transparency International
Nazzaro	Paolo	Telecom Italia & European Alliance Laboratory on Non-Financial Performance	Head of Group Sustainability
Niemiec	Jozef	European Trade Union Confederation	Confederal Secretary
Notat	Nicole	Vigeo	Chairwoman
Ortún	Pedro	European Commission. DG Enterprise and Industry	
Parietti	Carlo	EUROCADRES	President
Petipas	Elise	Amnesty International EU Office	EU Office
Picandet	Patrick	Confédération Française des Travailleurs Chrétiens, CFTC	Coordinator
Prätorius	Gerhard	Volkswagen AG	Lehrbeauftragter für „Verkehrsökonomie und Verkehrspolitik“
Puente Gonzalez	Ignacio	European Commission. DG Enterprise and Industry	
Ragno	Carmen	EUROCHAMBRES & Milan Chamber of Commerce	CSR Information Desk
Rehfeldt	Udo	Institut de Recherches Economiques et Sociales	Politologue et Researcher RES
Saincy	Bernard	GDF- Suez	

Sanchez	Mario	Confederación Sindical de Comisiones Obreras (CCOO), Spain	Economist
Schneider	Bernd	Freudenberg	European Works Council
Seguin	Natascha	Grupe Alpha	Research officer
Stendardi	Uliano	Confederazione Italiana Sindacati dei Lavoratori (CISL), Italy	Confederal coordinator of sectoral and bargaining policies: industry, public services, handcrafts and energy
Swannick	John	EABIS & European Alliance Laboratory on Non-Financial Performance	Manager Corporate Responsibility
Szilvassy	Zsofia	European Commission. DG Internal Market and Services	
Vandenhende	Ann	Sustenuto	Senior Advisor
Vitols	Sigurt	European Trade Union Institute	Senior Research Fellow Wissenschaftszentrum Berlin für Sozialforschung
Vitt	Judith	BEUC and Federation of German Consumer Organisations	Policy Officer Trade and Economic Policy
Wallace	Mike	Global Reporting Initiative (GRI)	Director of Sustainability Reporting Framework
Williamson	Janet	Trade Union Congress, United Kingdom	Senior Policy Officer
Zugo	Liliana	European Commission. DG Internal Market and Services	