

# Sustainability Matters: Private Sector Collaboration for Sustainable Development

Sustainability Matters Webinar

February 28, 2018



BSR<sup>®</sup>

The Business of a Better World

# Our Agenda for Today's Webinar

1. Introductions
2. Private Sector Collaboration for Sustainable Development
3. Starbucks and the 100,000 Opportunities Initiative
4. The Rockefeller Foundation: a funder's perspective
5. Q&A and Discussion

# Today's Speakers



**Peder Michael Pruzan-Jorgensen**

Senior Vice President, BSR

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**Sara Enright**

Associate Director, BSR

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**Ryan Whalen**

Director, President's Office,  
The Rockefeller Foundation



**Megan Zamora**

Global Responsibility  
Program Manager,  
Starbucks

# Shared Solutions to Global Challenges

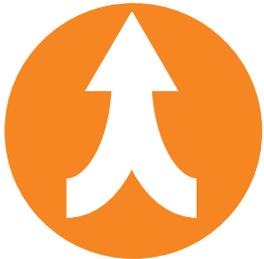
BSR's powerful global network of member companies, cross-sector collaborative initiatives, and grant-funded partnerships ensures that no company is alone in addressing sustainability challenges.

## BSR's collaborations benefit from:



### Experience and Expertise

- BSR brings more than 25 years of experience in ideating, designing, and scaling Collaborative Initiatives that build on and continuously develop our deep subject-matter and industry expertise.



### Business-Driven Solutions

- Our ongoing work from farm to factory to boardroom ensure that we translate ideas into practical and actionable solutions that deliver value for business and society.



### Global Networks

- Our global presence and mindset, as well as our business networks and stakeholder partnerships, enable us to identify the right partners for a Collaborative Initiative.

# BSR's Collaboration Service Offering

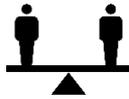


# BSR's Current Collaborative Initiatives



## Climate Change

- Clean Cargo Working Group
- Future of Fuels
- Future of Internet Power
- Green Freight Asia
- Renewable Energy Buyers Alliance\*
- We Mean Business\*



## Human Rights

- Building Responsibly
- Human Rights Working Group
- Global Business Coalition Against Human Trafficking



## Supply Chain

- Future of Supply Chains
- Maximizing Worker Engagement
- Railsponsible
- Southeast Asia Reptile Conservation Alliance



## Inclusive Economy

- Global Impact Sourcing Coalition
- Healthcare Working Group
- Healthy Business Coalition



## Sustainability Management

- Future of Reporting
- Maritime Anti-Corruption Network
- Net Positive Project
- Responsible Luxury Initiative



## Women's Empowerment

- Business Action for Women
- HERproject

\*These initiatives are Coalitions within which BSR collaborates. Members can contact BSR for information on how to participate.

# Experience Setting Up & Facilitating Initiatives

BSR has served as a secretariat, and/or facilitation partner for a range of independent corporate sustainability initiatives



**MACN**  
Maritime Anti-Corruption Network



**Responsible Business Alliance**  
Formerly the Electronic Industry Citizenship Coalition  
Advancing Sustainability Globally



**PSCI**

PHARMACEUTICAL SUPPLY CHAIN INITIATIVE



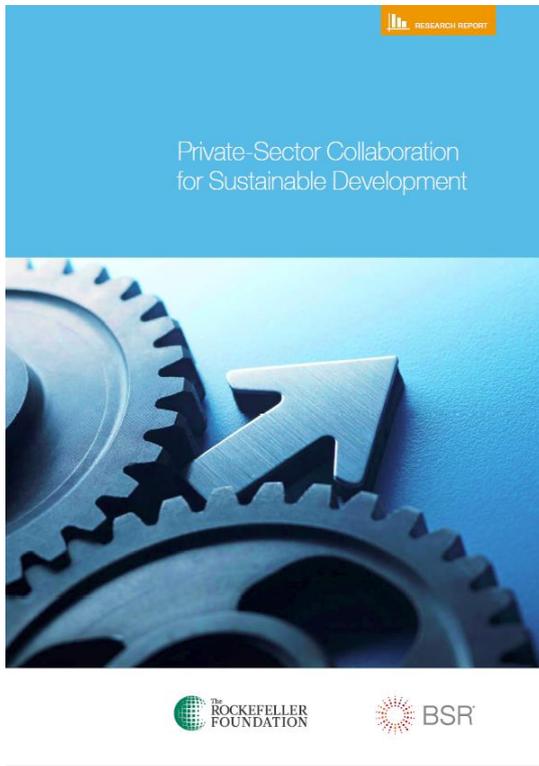
health enables returns



# Private Sector Collaboration for Sustainable Development

# BSR Report: Private Sector Collaboration for Sustainable Development

As the world prepares to meet the Sustainable Development Goals, collaboration involving the private sector is needed now more than ever. Business as usual won't get the job done.



**This report explores how companies can better meet their sustainability goals through collaboration.**

**Key questions include:**

- What are the key success factors for high-impact collaborations?
- What steps can companies take to prepare?
- How will collaboration evolve in the future?

# Collaboration taxonomy

BSR classifies collaborations based by the scope of change that they seek—at the organizational, market, and systems levels



## Organizational Capability Building

Building the capacity of individual organizations to more effectively manage sustainability opportunities and risks.



## Market Improvement

Improving the way industries and their business partners address common sustainability issues through industry-wide cooperation and standard setting.



## System Change

Coordinating the actions and investments of multiple sectors to make fundamental changes across a system of policies, power structures, behaviors, and/or norms to improve sustainability outcomes.

# Five Success Factors of High-Performance Collaboration

A blueprint that new collaborations can apply in their design, and that companies can use to guide the decisions they make when working in collaboration



# How can your company prepare for collaboration?

Actions that companies should consider in advance of engaging in a collaboration that will contribute to more successful outcomes



## Evaluate

- Prioritize and strategize
- Understand the business case
- Acknowledge the company's red lines

## Invest

- Secure leadership and organizational support
- Resource the collaboration
- Put your best people on it

## Commit

- Integrate the learnings
- Take accountability
- Champion the initiative

# Emerging Trends in Collaboration

Business as usual will not bring about the Sustainable Development Goals. How will collaboration evolve to meet the challenge?

## Systemic Approaches

The adoption of more systemic approaches to collaboration, leading to the formation of alliances between unexpected partners that share common concerns.



## Governance Innovation

The development of more accountable, inclusive, and efficient collaboration governance models.



## Transformative Technology

The introduction of new technologies that allow collaborations to link more partners and reach more stakeholders than ever before, and accelerate change.



## Meta-Collaboration

Collaboration between like-minded initiatives to reduce fragmentation, pool resources and capabilities, reach new audiences, and amplify impacts.



# Toward collaborative leadership



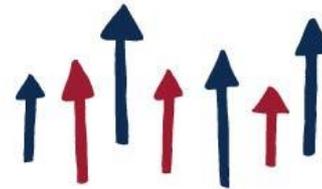
# Guest Speakers

# Starbucks and collaboration on employment of Opportunity Youth



**Megan Zamora**

Global Responsibility  
Program Manager,  
Starbucks



**100,000 OPPORTUNITIES**  
Initiative™

# Starbucks Global Social Impact

## What is the role and responsibility of a for-profit, public company?

### Be Globally Responsible



- Ethical sourcing
- Sustainable coffee challenge
- Green retail
- Greener apron

### Create Opportunities



- Best-in-class partner experience
- Hiring commitments
- Pathways to employment for Opportunity Youth
- Diversity & inclusion

### Strengthen Communities



- Community service
- Civic engagement
- Disaster relief
- FoodShare

*We will act first. We will not be bystanders. We will use our scale for good.*

# Starbucks Opportunity Youth Initiative

## OUR COMMITMENT

In 2015, Starbucks committed to hiring 10,000 Opportunity Youth by 2018. We exceeded our original goal years ahead of schedule. In March 2017, we announced our expanded commitment: to **hire 100,000 Opportunity Youth by 2020** and continue to create pathways to opportunity for our partners (employees).



## WHAT WE ARE DOING

- Providing access to **robust benefits and career development**, such as the Starbucks College Achievement Plan
- Opening **training centers** in low-to-medium income communities and working with NGOs to **provide job-skills training** to youth
- Giving **Opportunity for All grants** to NGOs that are training opportunity youth
- Established a **Starbucks Youth Leadership Council** to help shape a comprehensive forward-looking youth strategy
- Sharing best practices with **100,000 Opportunities Initiative** coalition members and serving on the Executive Committee



# About the 100,000 Opportunities Initiative™

4.9 MILLION  
AMERICANS  
BETWEEN 16 & 24  
ARE OUT OF  
SCHOOL AND  
NOT WORKING

**About:** Launched in August 2015, over **50 major companies** have joined one of the largest employer-led youth focused movements in the United States to create more pathways to **economic opportunity** for young Americans

**Goal:** Engage at least **1,000,000 Opportunity Youth** – 16-24 year olds who face systemic barriers to jobs and education – by 2021 through apprenticeships, internships, part-time, and full-time **jobs**

**Approach:** The 100,000 Opportunities Initiative achieves this through:

**Direct Hiring,**  
including Opportunity Fairs &  
Demonstration Cities



**Employer-Led  
Learning Communities**



**Communications  
& Advocacy**



**Strategic  
Investments**

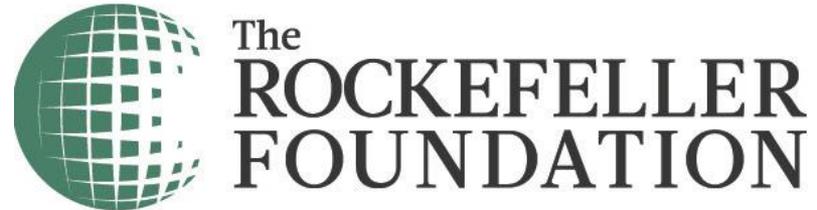


# The Rockefeller Foundation: a funder's perspective on collaboration with the private sector



**Ryan Whalen**

Director, President's Office,  
The Rockefeller Foundation



# The Rockefeller Foundation & Collaboration

- We accelerate breakthroughs in health, food, energy, and jobs to achieve a world without poverty and rekindle faith in the American Dream
- Leverage innovations in data, finance, and science to achieve impact
- Cross-sector collaboration is a core element of our operating approach



# Global Impact Sourcing Coalition

***Vision:*** That all people in the world have the opportunity to obtain productive employment and decent work.

***Mission:*** To build more inclusive global supply chains through advancing wide-scale adoption of Impact Sourcing

- Launched in 2016, building on the lessons and results of Rockefeller's Digital Jobs Africa initiative
- 21 member companies, including Microsoft, Bloomberg, and Tech Mahindra
- 20 associate members that support GISC through communications, outreach, training, and expertise
- BSR manages the GISC secretariat



# Impact Sourcing

## *Definition*

A business practice where a company prioritizes suppliers that intentionally hire and provide career development opportunities to people who otherwise have limited prospects for formal employment.



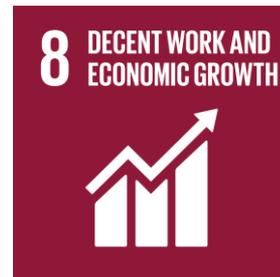
# Opportunities for GISC Members

## *Services*

- Facilitating buyers and suppliers through the world's only Impact Sourcing Supplier Directory
- Assessing suppliers against Impact Sourcing Standard
- Providing tools and guidance to launch, manage, and measure Impact Sourcing programs
- Raising awareness and supporting research to increase uptake of Impact Sourcing

## *Impact Sourcing Challenge*

- GISC calling on members to hire 100,000 new impact workers by the end of 2020
- The largest commitment to SDG 8 to date
- Participants would annually report on progress



# Q&A and Discussion

- **What do you think are the most important factors for high-impact collaboration?**
- **What barriers do we need to overcome to make collaborations more consistently impactful?**

# Conclusion

# Collaborate with us

Ask us how we can help your company to prepare for collaboration leadership



## Opportunities include:

- Join a BSR collaboration
- Ideate collaborative concepts with peers
- Partner on developing further research on collaboration leadership

Thank you!

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