
Comment construire dès aujourd'hui l'entreprise résiliente de demain

INTERVENANTES



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Agenda

1. **Introduction** et présentation de l'équipe de BSR Paris
2. **Equipes RSE : comment s'adapter à la hauteur des enjeux ? Quelles stratégies** pour construire un entreprise résiliente ?
3. **Discussion:** construire l'entreprise résiliente de demain
4. Conclusion

Cette réunion aura lieu sous la Règle de Chatham House

*Quand une **réunion**, ou l'une de ses parties, se déroule sous la règle de Chatham House, les participants sont libres d'utiliser les informations collectées à cette occasion, mais ils ne doivent révéler ni l'identité, ni l'affiliation des personnes à l'origine de ces informations, de même qu'ils ne doivent pas révéler l'identité des autres participants.*

01

Introduction

Un Réseau Mondial

BSR est une organisation mondiale à but non lucratif qui accompagne son réseau de plus de 265 entreprises membres et partenaires pour construire un monde juste et durable. Depuis nos bureaux en Asie, en Europe et en Amérique du Nord, nous développons des stratégies et des solutions de développement durable au travers de nos activités de conseil, de recherche et d'initiatives collaboratives multisectorielles.

- Copenhagen
- Guangzhou
- Hong Kong
- New York
- Paris
- San Francisco
- Shanghai
- Tokyo



Le Bureau de BSR Paris, c'est...

- Une équipe de **35 personnes**
- **16 nationalités**
- La capacité d'accompagner nos membres en **Français et Anglais**, mais également en **Espagnol, Portugais, Italien...**
- Des **experts** dans
 - **Tous nos domaines d'expertise** : Climat, Diversité et Egalité, Supply chain, Economie inclusive, Management du DD, Droits Humains
 - De **nombreux secteurs** : finance, luxe, grande consommation, santé, agroalimentaire, construction / bâtiment, énergie, transport etc.



Quelques une des entreprises présentes dans ce webinaire

ALSTOM



Cartier

Chloé



RICHEMONT

ROYAL CANIN



sodexo

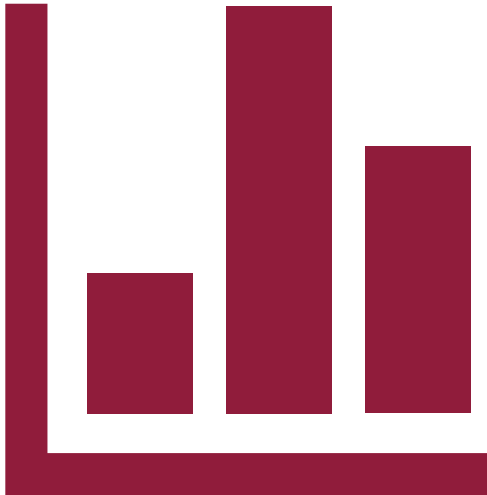


Sondage

Impact du Covid-19 sur les équipes RSE des entreprises membres de BSR

Sur une échelle de 1 à 5

(1= très peu; 5 = beaucoup)



- Dans quelle mesure est-ce que **votre fonction a été/est impactée par la crise du Covid-19?**
- Dans quelle mesure est-ce que **votre entreprise était prête à faire face à une telle crise ?**

02

Equipes RSE : Comment s'adapter à la hauteur des enjeux ?

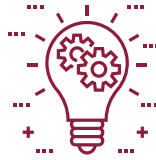
How Should Sustainability Teams Adapt to Meet the Moment?

Sustainability teams have much to offer their companies. It is also crucial to apply and adapt these core skills and perspectives in new ways.

This moment calls for intense focus both on long-term business value and application of values.

How Should Sustainability Teams Adapt to Meet the Moment?

Create Economic Value through Innovation:



Sustainability teams can help to identify unmet needs that can be translated into business opportunities. This can lead to innovative products, services and business models.

Bring Diverse Voices and Perspectives to Decisions:



Sustainability teams often can reflect and represent voices that are too often left out of decisions. Those voices are fundamentally important in this environment.

Facilitate Change through Coalitions and Connections:



This is a time that demands new thinking. Sustainability leaders excel and promoting change and know how to employ organizational change and influence skills, with coalitions both inside and outside a company's own activities and functions.

Ensure License to Operate:



Business is operating under a microscope, and sustainability teams can continue to deliver value by ensuring that their company meets and exceeds expectations.

Promote Values-Based Decisions:



This is a time when corporate values will be tested...and when they have never been more essential. Sustainability teams should be fierce stewards of those values.

Resilience

COVID-19 Response: Meet the Moment, Build the Future

Meet the Moment: **How Do We Respond in 2020?**

- This moment calls for urgent solutions to the widespread economic vulnerability, human health crisis, and social and political uncertainty created by COVID-19.
- Many businesses have stepped up to this challenge by maintaining employment, repurposing manufacturing, aiding populations disproportionately affected by the pandemic, and investing in communities to meet urgent needs.
- Business will be judged on its actions during this crisis, and has an immense opportunity to meet a generational challenge.

Build the Future: **How Do We Rebuild for 2030/50?**

- This is also the time to recommit to rebuild the economy on a fairer and more sustainable foundation.
- The world faces both structural and sudden changes. COVID has accelerated many underlying changes and needs.
- The recovery depends on redefinition of the social contract; decisive action on climate change; protection of human rights, and truly inclusive economic opportunity.
- Business can help put the world on a path towards truly shared and sustainable prosperity.

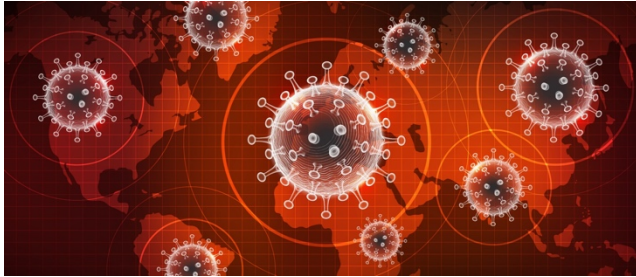
Sustainability During the Pandemic: Evolving and Highly Valuable

COVID-19 has had immediate and substantial impacts on public health, economies, and our member companies. The impacts on sustainable business are evolving. Here are some initial observations as of today.

- **Sustainability Remains Powerfully Valuable:** Despite the immediate impacts on many companies, sustainability commitments are staying in place at this point. Investor interest in ESG remains strong and is an important signal of this continuity.
- **The Sustainability Agenda Is Changing:** Indeed, the sustainability agenda needs to change to meet the needs in the new environment. For example:
 - The “S” in ESG is more important than ever: specifically, labor practices will come under increased scrutiny as job losses grow.
 - Impacts on traditionally disadvantaged communities – women, migrants and frontline workers – are also essential.
 - Executive compensation and tax practices are coming under specific scrutiny as job losses reach historic proportions
 - New use cases for technologies are being developed to meet health needs; human rights and privacy implications principles are crucial.
 - With supply chains under pressure, companies are looking to ensure continuity, and also address dislocation of workers.
 - Investors and other stakeholders are maintaining strong interest in seeing companies continue their climate commitments.
 - Health and well-being is rising on the agenda.
- **Sustainable Business Practices Must Evolve:** The crisis also reinforces the need to ensure that sustainability efforts deliver business value and are relevant in an economically constrained environment.
 - Sustainability is crucial to delivering resilient business strategies.
 - Many of the core skills of the sustainability function are more valuable than ever, such as long-term value creation, resource efficiency, futures thinking, understanding of societal expectations, collaborative solutions, and diverse perspectives on business.
 - Sustainability activities, including reporting and stakeholder engagement, must adapt to current circumstances.

Resilient Business Strategies

COVID-19 Response: The Importance of Resilient Business Strategies



In a world reshaped by COVID-19, resilience is of fundamental importance to business and the wider world. Resilient business strategies enable companies to navigate both structural and sudden changes to the economy, society, and natural world.



Resilient business strategies should guide decisions concerning investments, business models, product development, supply chains, and human capital development.



Resilient business strategies will ensure preservation of natural resources; ability to thrive as the climate changes; enable economic security and mobility for all; and enhance trust in business.

Building Resilient Business Strategies

The creation of **resilient business strategies** that take sustainability as their foundation, needs to begin¹.

Resilient strategies embrace and address uncertainty – drawing their strength from being stress-tested against a range of future possibilities. The below tools help companies build resilient business:



Futures Thinking and Scenario Planning

Sustainability teams can enhance strategic planning by strengthening consideration of how ESG factors will evolve, and by presenting scenarios that anticipate potential futures.



ERM & Materiality Integration

ERM processes should fully consider sustainability challenges such as climate resilience, natural resource availability, and social volatility



Board Engagement and Diverse Perspectives

Diversity enables companies to test the future – both via their stakeholder engagement and on their boards.

1. Redefining Sustainable Business. <https://www.bsr.org/en/our-insights/report-view/defining-sustainable-business-management-for-a-rapidly-changing-world>

The Building Blocks of a Resilient Business Strategy

Resilient business strategies can shape and affect many core activities every company addresses. “Stress testing” these activities through the lens of changing ESG considerations can deliver a future fit strategy that can withstand unexpected circumstances.

Governance

- Businesses have long considered enterprise risk management and business continuity. This should be extended to ensure that every business has considered resilience in the face of **ESG considerations and the significant possibility of fundamental change with little notice**.

Supply Chain

- **Business continuity of supply chains** is essential and will be needed when the economy and demand for products begins to recover. Resilience should also consider diversification of sourcing locations; likely shortening supply chains, impacts of climate, and automation.

Infrastructure

- This has long been considered a crucial need, and **it extends beyond facilities to operations** to include IT backbone, public transportation systems, health care facilities, etc.

Transport & Logistics

- Extreme weather, the further rise of e-commerce, and the shift to renewable energy will **reshape modes of transport, linked also to supply chains**. Companies have already seen impacts on T&L due to these changes, many of which have been deepened by COVID-19.

Energy

- **Reliability and a lack of price volatility** will emerge as an important benefit of renewable energy. Once critical questions around storage and baseload production are solved, business will be better able to plan without considering a price rollercoaster.

Reporting & Disclosure

- Companies should **adapt their reporting and disclosure** to inform investors and others about the risks and opportunities they face in the light of changing conditions. The TCFD model can be applied on climate, and extended to other ESG topics.

Futures Thinking and Scenario Planning: An Essential Foresight Tool Amidst Change

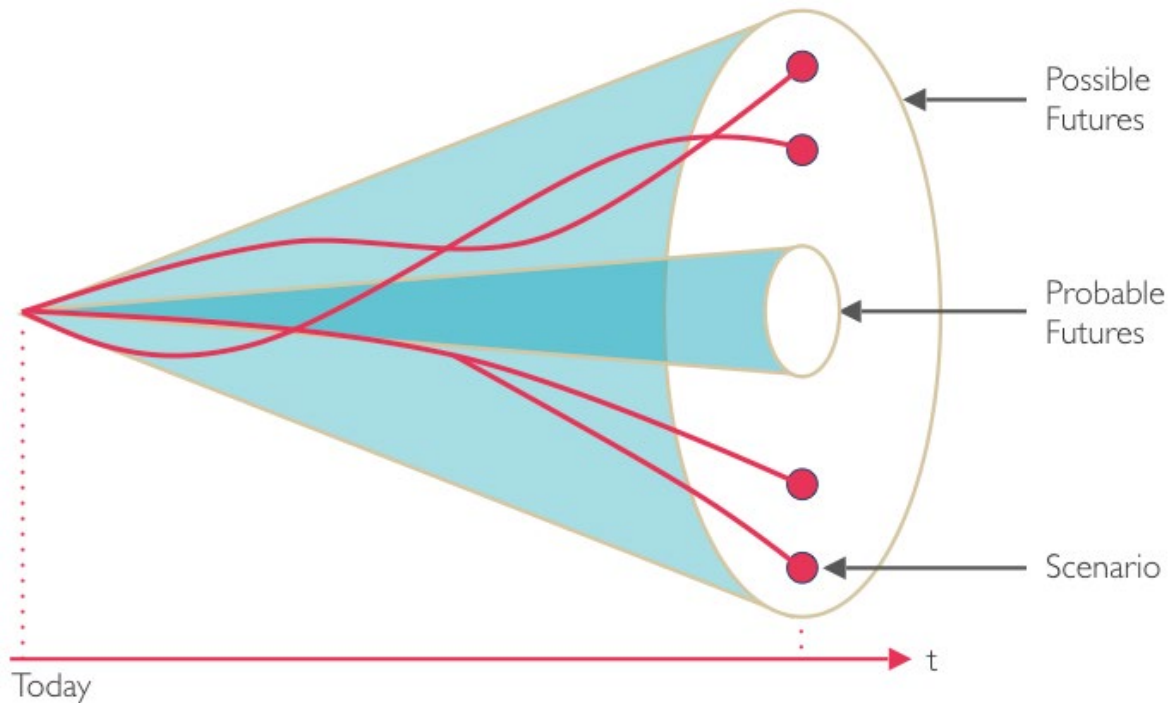
This crisis calls for us to go beyond habitual thinking

- The COVID-19 crisis is uniquely challenging. Not only is it **profoundly disruptive**, but many key aspects of the crisis are characterized by **high uncertainty**.
- We too often respond to future uncertainty with **denial** (oversimplification or false confidence) or **paralysis** (planning for everything or wait and see) or **confirmation bias** (interpreting data to fit our preconceived beliefs). These risks blind us to reality and making it impossible to act.
- To navigate this crisis and build back better, effective leaders need to be able to **hold uncertainty, hedge risk, embrace strategic agility, and not lose sight of the long term**.



How future scenarios can help

There are numerous models and forecasts predicting how the COVID-19 pandemic may play out in the future. Given the high degree of uncertainty, however, it is impossible to know what the future will hold. Scenarios are a tool to allow us to explore uncertain futures and make wiser decisions in the present.

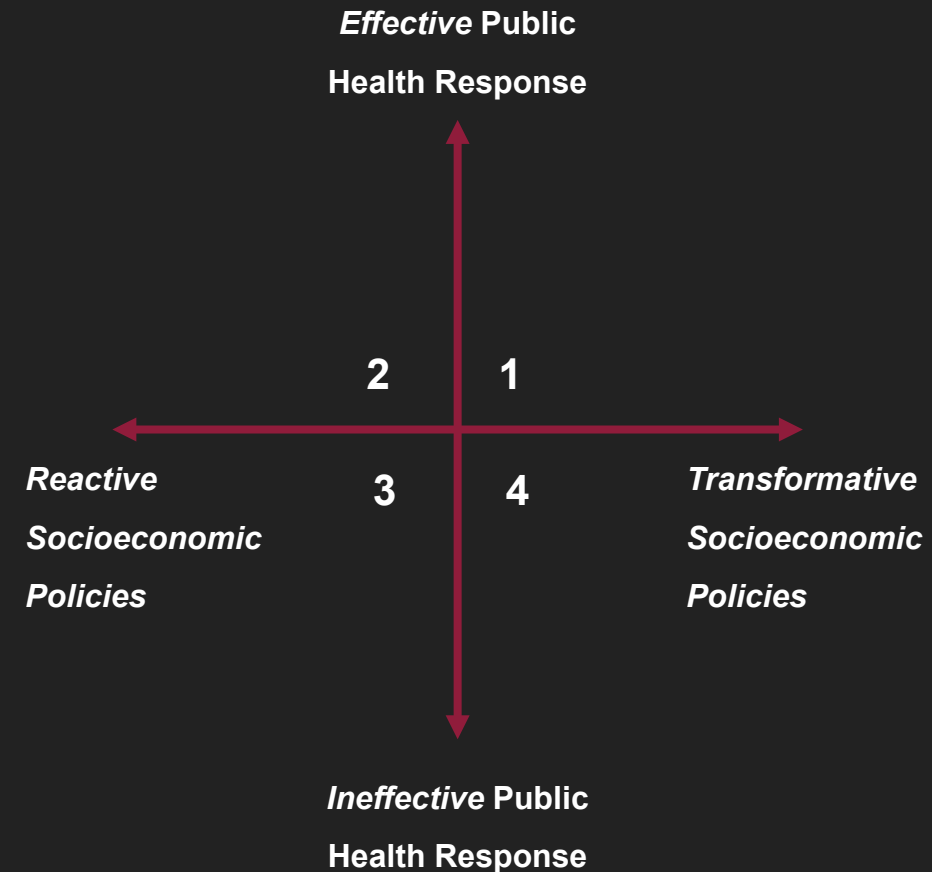


- **Scenarios are not predictions** about a single “most likely” future. They describe a set of plausible hypothetical futures.
- **Scenarios correct against cognitive biases.** Good scenarios challenge assumptions and help us identify blind spots in our thinking.
- **Scenarios allow us to stress test strategy.** Resilient strategic ideas are those that work across most or all scenarios.

A Futures Outlook

- **Effectiveness of the public health response:** *This combines government action, the behavior of the virus itself, and the development of therapeutics and a vaccine*
- **Socioeconomic policies:** *Will relief and stimulus spending address or entrench inequality? Will a new social contract emerge? Will human rights be respected?*

Note: These are generic regional scenarios. The US, Asia, Europe, and other regions will follow different trajectories.



Future Scenarios | What Might They Look Like?

How might the current pandemic state evolve, and how might each scenario play out? What are the risks and threats, and what are the opportunities?



Build Back Better

A cooperative world with well-coordinated public health measures and strengthened social safety nets.



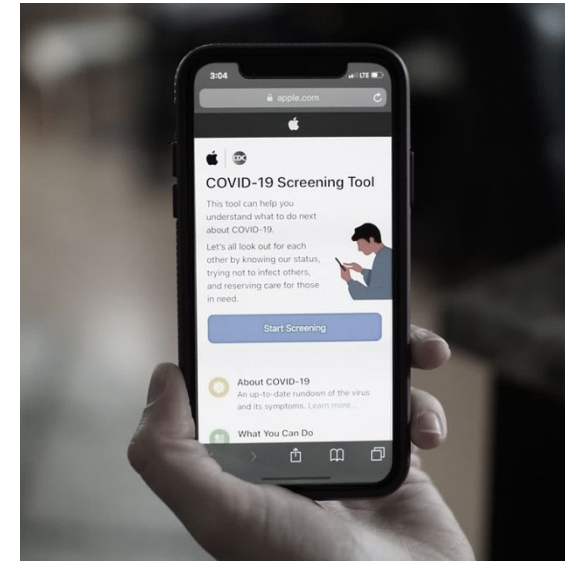
Winners and Losers

Drugs are effective but access inequitable. Many left behind by government spending. A few nations fare far better than the rest.



Torn Asunder

Lack of cooperation within and between countries leads to ineffective response. Life riskier for most. Economic depression.



Community Safety Nets

Mutual aid and social solidarity fill gaps in government response. A shift towards localized economies.

How to Use Scenarios

- Consider each scenario in turn.
 - Which scenario describes the world you're preparing for?
 - Do any of these scenarios describe futures you're ignoring, but shouldn't be?
 - What risks and opportunities does each scenario present?
 - What actions might you take to mitigate the risks and seize the opportunities?
- Which of these actions would be sensible **across the entire set** of scenarios?
- Are any of the risks or opportunities so significant that even if they only occur in one scenario you should develop a contingency plan for them?
- How can you shape the best possible future?



03

Discussion: construire l'entreprise résiliente de demain

Discussion: Résilience de vos entreprises aujourd'hui et demain



- Dans les 5 derniers mois, **qu'avez-vous observé** en termes de **résilience / manque de résilience** dans votre entreprise ?
 - Quelles ont été **vos forces** ?
 - Quelles sont les **principales failles** que vous avez observées ?
 - **Sur quels aspects** pensez-vous que votre **entreprise se doit d'être plus résiliente** ?
- **Qu'est-ce que l'entreprise a déjà mis en place** pour faire face à ces failles ? Comment pensez-vous à la résilience dans votre entreprise ?
- **Travaillez-vous avec d'autres entreprises / vos pairs** sur une plus grande résilience de votre **secteur / de l'économie** ?

COVID-19 and Specific Sustainability Issues

Supply Chain

There is high potential for the impacts of the COVID-19 crisis to be particularly devastating on supply chains. The actions industry leaders take now will determine how quickly and to what extent supply chains can rebound and the resilience of individual suppliers/workers.



Current Supply Chain Issues

- **Human rights:** [Restrictions on certain human rights](#) such as the freedom of movement and right to health and safety due to COVID-19 related adjustments
- **Impact on workers:** [Supply chains' most vulnerable workers \(i.e., women, migrants, minorities, etc.\) are at the frontlines of the pandemic](#) threatening their safety, access to support/care, and livelihoods
- **Supplier payments:** COVID-19 volatility [negatively impacting the ability of some industries to complete supplier payments](#)
- **Resilience:** Overreliance on specific suppliers/locations have highlighted risks for **business continuity** that may increase from other types of **disruptions** in the future

Lessons for Supply Chain Resilience

- Companies with clear human rights **policies and due diligence processes** can better respond to potential negative impacts on human rights in their supply chain, though may need to evolve their approach
- Companies can provide guidance for suppliers on **increased health and safety measures required**, aiming for consistency with other buyers and partners to ensure resources generally provided at factory sites are available elsewhere
- Companies can implement **supply chain finance mechanisms** to ensure its supply chain and business partners weather the pandemic financially
- **Supply chain risk management** will become more understood and expected by investors and boards

Sustainability Reporting and COVID

Many decisions are being made about how companies adapt sustainability reporting to the COVID context. What would some of the main sustainability reporting principles imply?



Consistency and Comparability

- Maintain existing report structures and metrics—but explain the impact of COVID-19.
- Maintain existing reporting cycles and timelines, as much as is feasible.

Numbers and Narrative

- COVID-19 is perfect illustration of why numbers on their own are insufficient.
- Use narrative to explain why numbers have or may change (better / worse / up / down) owing to COVID-19.

Strategic and Forward Looking

- Provide insight into the impact of COVID-19 on longer term sustainability strategy and performance.
- To the extent that is unknown, provide scenarios or a range of potential futures.

Materiality

- Identify material issues of most significance / greatest variation in performance as a result of COVID-19.
- Reference new / increased risks—e.g. human trafficking, privacy, labor standards, health and safety.

Sustainability Context

- Place company sustainability performance in the context of larger COVID-19 priorities.
- Explain how company's sustainability context (e.g. customer demand) may change owing to COVID-19.

Climate Change: Continued Progress in a New Context

The COVID-19 crisis is understood by many to be an unfortunate “rehearsal” for the increasingly severe shocks we can expect related to the climate crisis. It has also elevated the importance of risk/resilience and a “people-first” approach to climate strategy and action.

Climate Change Issues

- As with COVID-19, the climate crisis requires an increased focus on building resilience into business, including value chains, and the communities in which they operate.
- Social issues have risen in importance in the wake of COVID, meaning that climate strategies also should take greater account of the social and economic impacts of climate change – from just transition to climate impacts on supply chain workers to community resilience.
- Climate scenarios being used as planning tools should reflect both the present and potential future disruptions to be effective as planning tools.
- Investors remain intensely focused on climate action despite the urgent economic issues companies are facing.
- While government attention has been diverted, and COP-postponed to 2021, policy action on climate remains crucial

How BSR Can Help

- Map and manage climate risks across value chains through comprehensive climate risk assessments and [TCFD climate scenarios](#)
- Use this improved understanding to build more [resilient strategies](#) and programs for addressing climate change.
- Transform your supply chain into a lever for change, achieving both greater resilience and dramatically reduced Scope 3 emissions with [BSR’s value chain reduction approach](#)
- Collaborate to build resilience through BSR’s [Value Chain Risk to Resilience Platform](#), with people at the core.
- Consider economic and social issues such as the link between climate and gender, especially in global supply chains.
- Support public policy engagement to ensure that decisive action is taken to meet the rising climate crisis.



Integrating a Gender Lens to Your COVID Response

Women who face a range of risks during the COVID-19 crisis driven by existing inequalities and discrimination. By integrating gender considerations into their COVID-19 response, companies can mitigate these risks and build back more inclusive and resilient workplaces.



Women's Empowerment Issues

- **Increased care burden:** Women are disproportionately impacted by the increase in child and family care due to school closures. This is impacting productivity and hours worked, with potential long-term impacts on pay, retention and promotion, including voluntary drop-off.
- **Domestic violence risk:** Confinement puts some women at a greater risk of domestic violence as the home and workplace become the same. Certain regions have seen an increase of over 30% in domestic violence reports.
- **Vulnerable employment:** Women, in particular women of color, are overrepresented in many of the most vulnerable sectors with limited to no access to safety nets and in sectors with greater risk of job loss, including in the supply chain, healthcare, retail, and service industries.

How BSR can Help

- A [brief with six actions](#) business can take now to support women during the COVID-19 crisis.
- With UN Women, BSR has developed [a COVID-19 and Gender Rapid Self-Assessment Tool](#) for business.
- Commit and assess practices against the [Women's Empowerment Principles](#) to affirm your commitment to gender equality and integrate gender into workplace, marketplace and community strategies.
- Both mitigate the risks and harms to women in this crisis moment and help build back with inclusive and resilient workplaces and supply chains.

Human Rights

BSR helps companies to apply the UN Guiding Principles on Business and Human Rights during the COVID-19 pandemic, enabling companies to ensure respect for human rights today while strengthening the human side of resilience and preparing companies to prevent adverse human rights impacts in the future.



Rapid Human Rights Due Diligence

INTRODUCTION

This document guides human rights due diligence in situations when very little time is available.

STEP ONE: DESCRIPTION OF THE CHALLENGE

These questions help clarify the human rights challenge.

Question	Answer
What is the situation? <i>Provide a short description of the challenge.</i>	
Is the rule of law being applied? <i>Consider: Is the action legal? Is due legal process being followed?</i>	
If emergency powers are being used, are there clear limitations? <i>Consider: Are actions consistent with the Syracusa Principles, such as being of limited duration?</i>	

Human Rights Issues

COVID-19 is exposing and amplifying risks to a range of human rights relevant to business, including:

- Worker welfare, including the right to a safe and healthy work environment, due to heightened risk of contracting the virus in the workplace
- Right to an adequate standard of living due to layoffs, furloughs, or shutdowns, particularly where benefits such as medical coverage or paycheck protection is limited
- Rights to privacy, freedom of movement, and non-discrimination as employers and governments implement measures to test, track, and trace
- Vulnerable groups – including migrants, women, and minorities – are bearing the brunt of COVID-19's impacts.

How BSR can Help

- Rapid Human Rights Due Diligence Tool to support time-sensitive business decision-making
- Development of human rights-based approaches and sector-specific recommendations for a rights-respecting COVID-19 response
- Reporting and disclosure on human rights-based approaches to COVID-19
- Futures approaches to identifying post-COVID human rights risks and strategies to build resilience to future crises
- Remote human rights due diligence to keep companies moving forward on human rights commitments (e.g., desk-based human rights assessments, self-assessment questionnaires)

Inclusive Economy

COVID-19 has created massive economic dislocation and uncertainty. The pandemic has reinforced structural flaws in economies across the world, reinforced and accelerated underlying changes in the nature and availability of work, and created urgent new challenges.



Inclusive Economy Issues

- Massive job losses across most economies.
- Disproportionate economic impact on marginalized and vulnerable populations already facing economic precarity, and systemic discrimination.
- Pressure on public finances time when the social safety net is needed more than ever.
- Increased need for access to products and services that fulfill basic needs at a time of constrained resources.
- Impacts extend to reduced employment in global supply chains.
- Likely acceleration of automation that further affects employment opportunities.

How BSR Can Help

- Review overall sustainability strategies to identify opportunities to address the needs of dislocated workers and others impacted by the pandemic.
- Support new approaches to external engagement to understand new social investment needs, including disparate impacts on women, people of color, and others.
- Develop new strategies to ensure that wage levels are sufficient to meet basic needs through living wage and other mechanisms.
- Build business coalitions to engage in policy engagement to ensure the social safety net addresses needs.
- Enable companies to support workers' physical and mental well-being of workers through BSR's Healthy Business Coalition.
- Identify products and services critical to fulfill basic needs which companies can help deliver.

Inclusive Economy

Shaping a 21st Century Social Contract

There is a need to activate the business voice in favor of a modernized social contract that meets peoples' needs and lays the foundation for business innovation. BSR is working with our members to shape a 21st century social contract that meets the needs of business, employees, and communities.



This effort will be based on 5 principles:

Stakeholder capitalism that reorients business towards long-term value creation based on a multi-stakeholder model

Skill development and career pathways that enables workers to achieve sustainable livelihoods consistent with the workforce needs for companies to thrive and compete in a fast-changing economy

Economic security and mobility that contributes to the strengthening and modernization of the social safety net

Just transition to net-zero GHG emissions that creates high-quality green job opportunities and supports workers and communities affected by the transition

Worker data protection that ensures implementation of new technologies is aligned with international human rights standards and data stewardship practices

Which principles resonate the most? Has COVID-19 raised or accelerated new priorities for your company, across these principles?

Employee/Worker Wellbeing

Although we are turning a corner of the pandemic, the impacts of COVID-19 can linger on employee wellbeing for some time to come. Employers are uniquely positioned to integrate and promote a new focus on health into their return-to-work approaches to mitigate worry and uncertainty of employees


COVID-19 has been forcing many organizations to employ work-from-home considerations to fight the spread of the virus. Employers will need to **navigate the challenge of building robust and secure return-to-work approaches** to ensure employee wellbeing and protection. Resources at <http://centerforworkhealth.sph.harvard.edu/covid19>

Dealing with loneliness, stress, anxiety, depression and even the sustained worry over the virus and personal economic impact may create difficulties for employees to transition back to work. Employers can facilitate this process by **implementing organizational policies and initiatives that support healthy bodies and minds.**






BSR's [Healthy Business Coalition](#) provides longer term resources on how to embed health and wellness across your business for **employees, customers, suppliers and communities.**

GETTING BACK TO WORK


A LAYERED DEFENSE APPROACH



Harvard Healthy Buildings Program

HAZARD ELIMINATION	PERSONNEL SUBSTITUTION	ENGINEERING CONTROLS	ADMINISTRATIVE CONTROLS	PERSONAL PROTECTIVE EQUIPMENT
				
Stay home to prevent contact with fellow workers	Designate core staff required for business operation	Optimize building ventilation, filtration, and purification	De-densify through A-B schedules and interaction protocols	Reduce risk of infection while in shared spaces

Content by Joseph G. Allen (@j_g_allen), assistant professor of exposure and assessment science and director of the Healthy Buildings Program at Harvard University's T.H. Chan School of Public Health (@HarvardChanSPH). Design by Josh Lasky (@JoshLasky).

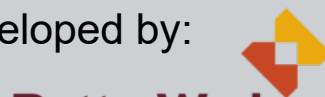
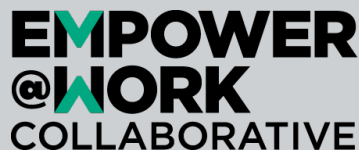
**HARVARD T.H. CHAN**
SCHOOL OF PUBLIC HEALTH

HERessentials: Supporting Vulnerable Women in Global Supply Chains During Times of Crisis

Female workers and producers in global supply chains are already seeing severe impacts of COVID-19 on their lives—loss of income; food insecurity; greater risk of domestic violence; and a heavy burden of care. HERessentials builds on the proven HERproject model and network of field-based organizations and leverages digital learning approaches to provide critical support for women in these difficult circumstances.

KEY POINTS

- Using a women's empowerment toolkit developed by:



- HERessentials incorporates learning materials from these partners, drawing on HERproject's implementation experience for programs (HERhealth, HERfinance, HERrespect)
- Digitizes critical resources for women workers during times of crisis and allows for significant proportions of programming to be completed at distance

OUTCOMES

- Supports workers, especially women, to build their adaptive capacity and resilience in the face of crisis by:
 - Empowering workers through access to critical information from the Empower @ Work toolkit at a time when traditional in-person trainings cannot be implemented
 - Equipping managers to provide a supportive and inclusive work environment through a distinctive manager toolkit developed for crisis situations
- Promotes increased supplier ownership for worker health and wellbeing

04

Conclusion / Clôture

The COVID-19 Content Hub

Perspectives and Guidance for Sustainable Business on the Coronavirus

<https://www.bsr.org/en/covid-19>



COVID-19: External Resources for Business

A list of external resources on sustainability, ESG, and CSR for companies and stakeholders during the COVID-19 crisis.



EVENTS

COVID-19, Women Workers, and the Healthy Supply Chain

Webinar: Tuesday June 9, 2020
11:30 am-12:30 pm EST

The United Nations Foundation's Universal



BLOG

Rising to the Top: Six Big Sustainability Issues Companies Should Watch During COVID-19

COVID-19 has changed our present, and very likely our future. The parts of the sustainability agenda that deliver top-line value, motivate



EVENTS

COVID-19: Protecting Vulnerable Workers in Asia

Webinar: Wednesday May 20, 2020

Join BSR for a discussion on the impacts of COVID-19 on vulnerable workers in Asia and how



EVENTS

Sustainability Reporting in the COVID Era: Lessons Learned and Vision for a New Future



BLOG

The BSR Conference Reimagined

The health and safety of our community and society at large is our top priority. For this reason, the BSR Conference 2020 is going virtual.



EVENTS

Integrating a Gender Lens into Private Sector COVID-19 Recovery Plans (Asia-Pacific)



BLOG

A Post-COVID-19 Agenda for Sustainability Reporting

The world of sustainability reporting after COVID-



BLOG

Understanding Connections Between Climate and Public Health

The global coronavirus pandemic is bringing the connection between climate and public health



BLOG

COVID-19 and Our Future World

BSR and Politec analyze the top ESG issues and



BLOG

ESG Isn't Going Anywhere: Investor Expectations in the Age of COVID-19

One of the most important topics in corporate sustainability is the dramatic increase in attention



BLOG

Three Ways Businesses Can Protect LGBTIQ Rights in the Face of



BLOG

Women in Supply Chains: On the Frontlines of COVID-19's Impact

The COVID-19 pandemic has quickly transformed from a global health crisis into a financial crisis, particularly for low-income female workers in global supply chains. However, companies can



BLOG

Resilient Business Strategies: The Road to Recovery Based on



BLOG

Wings of Change: A Scenario Realized

As we move through and beyond the COVID-19 pandemic, Merck's Cathryn Gunther offers her thoughts on consequential gifts that might materialize from the crisis, and the role companies can play in making them a reality.



BLOG

How Sustainability Teams Can Meet the Moment

It's still too early to know the full human and



Stay Engaged

- [BSR Events](#) – an evolving list that can and will be influenced by your interest and input.
- [BSR COVID-19 Content Hub](#) – we are taking submissions from members as well as collecting BSR resources.
- Please let us know if your organization is undergoing changes that will impact how and when we can be most helpful to you!



Leverage BSR

- Leverage your BSR primary contacts to connect with our subject matter experts:
 - Human Rights, Inclusive Economy, Women's Empowerment, Climate, Supply Chain, Sustainability Management
- Continue to alert us to opportunities for information sharing and collaboration with other members to speed learning and share costs as we manage through this challenging time.
- Schedule and participate in your Quarterly Member Meeting (call) - and consider inviting colleagues from other functions facing new challenges relevant to our agenda!

Moving Forward: "Stronger Together"

Now more than ever, we are seeing the value of information sharing and collaboration as companies across our different industry sectors and geographies wrestle with shared challenges – and opportunities – at the same time that hiring and project budgets are severely constrained. **Talk to us!**

Merci et à bientôt !

BSR™ is a global nonprofit organization that works with its network of more than 250 member companies and other partners to build a just and sustainable world. From its offices in Asia, Europe, and North America, BSR™ develops sustainable business strategies and solutions through consulting, research, and cross-sector collaboration.

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