Practical Guide

Strategic Partnerships

NGO-Enterprises
Introduction ................................. page 3

Chapter 1 .................................................. page 4
Overall approach to NGO-enterprise strategic partnerships

Topic 1
Development of NGO-enterprise relationships ........................................ page 4
Orientations of partnerships between NGO and enterprise ......................... page 5

Topic 2
Why set up an NGO-enterprise strategic partnership? .................................. page 6

Chapter 2 .................................................. page 8
How to make an NGO-enterprise partnership successful?

Introductory chart ........................................ page 8
Step 1  
Identifying the issues and embarking on self-diagnosis ................................ page 9
Step 2  
Embarking on a fully frank dialogue and exchange ..................................... page 10
Step 3  
Identifying and selecting the “ideal” partner ............................................. page 11
Step 4  
Committing to the partner and formalizing the partnership ......................... page 12
Step 5  
Defining the content of the partnership ................................................ page 13
Step 6  
Implementing the partnership .............................................................. page 14
Step 7  
Assessing the partnership and its results ................................................. page 16

Conclusion ................................................ page 18

Index cards ............................................... page 19

Bibliography and links .................................... page 20

Case studies ............................................. pages 19- 39
Since the early 1970s, the number of Non Governmental Organizations (NGOs) has grown steadily and exponentially. Moreover, just like companies, the NGOs are becoming international. The 2004 issue of the directory of those involved in the international solidarity movement, published by the Development Cooperation Commission, lists 329 organizations with an international dimension.

Traditionally the NGOs have covered the fields of environmental protection, development aid, health and education, human rights, the fight against poverty, the protection of consumers, and so on.

Over the last few years there have been substantial changes both in enterprises and NGOs. Around the world the NGOs are more organized, professional and international. There has also been a spectacular increase in their number, from 20,000 in 1985 to over 50,000 in 2005, of which more than a tenth are international organizations. Over the same period, the range of their skills and fields of operation has widened considerably. In this way NGOs are becoming more flexible, less dogmatic and more interested in finding solutions from the business world.

At the same time the world of business has had to face up to the fact that the constraints affecting the production and distribution of materials, goods and services have expanded and become more international.

These two factors have greatly increased the number of economic, social and environmental challenges. As a result enterprises have begun to see the opportunities in working with the third sector in developing a better working environment in which to function, gain in credibility and enhance their reputation in the eyes of the public.

Over the years each of these two worlds has gained in power as well as in expertise and sense of responsibility. While enterprises and NGOs have retained their separate roles, a situation that regularly brings them into conflict in many areas, they have also developed common areas of dialogue enabling them together to find creative responses to these new challenges. This true strategic partnerships between companies and NGOs are emerging. The term “strategic partnership” means that joint actions are taken, whereby one or other shared objective can be attained, with each of the two parties retaining their own identity, values and independence. These strategic partnerships now constitute an actual alliance between the organizations. They are related to their particular interests, and include exchanges of information and expertise, joint efforts in one and the same direction, and the building of lasting relationships.
The interest of this first topic is to shed light on the evolution in NGO-enterprise relationships and to present the various orientations, which might cover the partnerships, developed between these two players.

**Topic 1**

**Development of NGO-enterprise relationships**

Evolution of NGO-enterprise relationships

Relationships between NGO and business are traditionally seen as rather argumentative, or even hostile. The 1990s were marked by major campaigns of censure that held business responsible for damage to the environment as well as for working conditions in the developing countries. However certain NGOs sought to go beyond this attitude of criticism alone and to bring influence to bear in a different way.

The conflict gradually turned into a sort of rapprochement, and exchanges took a new direction. Although close monitoring and argument remain at the heart of the NGOs’ approach, the introduction of partnerships made it possible for these two worlds — that nothing, it seemed, would ever bring together — to cooperate in well-defined areas.

An NGO that commits itself to a partnership with a company expects its schemes to be fully integrated in the company’s strategy as regards responsible and sustainable investment. This calls for a commitment in all parts of the company, clearly defined goals and resources, and regular self-assessment of the partnership that may occasionally lead to external audits. The NGOs therefore want to be able to work with sincere companies on a basis of long-term trust, in a balanced relationship that involves management at the highest level.

Companies, for their part, having initially regarded the NGOs as dangerous, have now understood that they could not ignore their arguments. They also see this as a way of improving internal dialogue as well as their image and credibility. Also, companies are generally looking for expertise and know-how that they have not been accustomed to deploy.

The NGOs, with their thorough knowledge of civil society and the local context, are now providing companies with guidance and acting as a bridge between business and other possible partners, such as governments or local authorities.
Orientations of NGO-enterprise partnerships

Typical subjects

In general, strategic NGO-enterprise partnerships are aimed at guiding businesses in whatever they do connected with Corporate Social Responsibility (CSR) and thus improving their practices. The following topics are covered:
- The fight against corruption
- Purchasing and supply policies
- Human rights
- Protection of the environment
- Health
- Territorial anchoring

However, the extent of these agreements is very wide and all subjects related to CSR can be the subject of an NGO-enterprise partnership.

Principal joint actions undertaken by the partners

These are some of the main actions that the NGO and a business might take in their partnership:
- Help in defining company’s policy
- Help in drawing up a code of conduct referring to ILO conventions
- Employee awareness and training on CSR
- Assistance in implementing the policy
- Help in drawing up progress indicators
- Support with expertise on the local environment
- Monitoring existing indicators and frames of reference
- Involvement in the design and implementation of a project
- Social audit
This second topic allows us to present the expectations of NGOs and companies with regard to a partnership approach and to show that becoming involved in such a process is not without risk.

**Topic 2: Why set up a strategic NGO-enterprise partnership?**

**Opportunities created by NGO-enterprise partnerships**

**Potential attractions for the NGO**
- To diversify its sources of funding
- To benefit from additional human and technical resources in carrying out a project and thus profit from the particular skills of the business
- To improve understanding of how business operates and what are its requirements
- To encourage the company to improve its practices relating to CSR questions
- To become involved in determining the strategy of a company and also in monitoring it
- To become more visible and thus mobilise more people to its cause
- To encourage the company to move beyond mere risk management to a real commitment to social responsibility
- To gain a contact and partner other than the public authorities
- To improve its credibility by seeking to establish real discussion rather than having a hostile attitude to business
- To create innovation

**Potential attractions for the company**
- To become receptive to civil society
- To benefit from additional human and technical resources for carrying out a project and thus benefit from specific skills of the NGO
- To demonstrate its desire to become involved in socially responsible and/or environmentally satisfactory practices
- To demonstrate its desire to become involved in socially responsible and/or environmentally satisfactory practices
- To become involved in the community and in civil society as a result of the NGO’s excellent knowledge of these areas
- To benefit from the NGO’s expertise regarding the main issues of sustainable development, and their implementation
- To improve its image within the company and outside
- To avoid or escape from crisis situations
- To educate and raise the awareness of those involved in the business CSR questions
- To create innovation
- To facilitate overseas developments

**Potential attractions for other stakeholders**
- As far as the trades unions are concerned, the NGO-company partnership is a way of making employees more aware of CSR matters over time. It is also an instrument of dialogue between the social partners on CSR issues, with the NGO then being seen as an ally.

- The partnership could be benefic for the society as a whole: improvement of Human Rights respect, improvement of living conditions for some communities, reduction of negative impacts on environment and so on.
The possible risks

For the NGO

• To put its reputation on the line if it becomes involved with a company that proves unable to meet the original expectations
• To compromise its principles and its original intentions in the name of the partnership, and hence lose its independence and all credibility
• To be exploited by an unscrupulous company that sees a way of destabilizing one of its competitors
• To give rise to differences of opinion within the NGO
• To lose time and money if the partnership does not succeed.

For the business

• To expose itself to potential attacks because its activities are under constant supervision - A partnership is in no way a kind of insurance against NGO campaigns
• To be victim of information leaks
• To lose time and money if the partnership does not succeed.

Risks for other stakeholders

• The trades unions are afraid that the usual “social” dialogue will give way to that within society, the latter frequently being less demanding and hence less of a constraint on businesses.
• To guard against this risk it is important that NGO and trades unions themselves also embark upon a dialogue.
This page introduces the different steps which the NGO and the company must follow in order to set up an effective partnership. The chart offers the opportunity to visualise the exact order in which these steps.

**Description of the chapter**

This second chapter aims to examine each step required for setting up a NGO-enterprise partnership. Seven different steps have been identified and each of them will be developed in the following pages.

Good monitoring of these steps will permit the company and the NGO to understand and to invest rigorously in the partnership procedure and, thus, ensure the success and long-term viability of the project.

**Introductory chart**

The seven steps identified in the framework of the implementation of a strategic NGO-enterprise partnership are presented in the following diagram:
Step 1
Identifying the issues
and embarking on self-diagnosis

This first step shows the importance of firstly conducting a diagnosis of one’s own needs and expectations before starting out on a NGO-enterprise partnership strategy.

Self-analysis

The work of introspection should permit the highlighting of the challenges and needs which the NGO and the company must face up to and, thus, emphasise their interest in signing a contract with each other.

For a company, the work of introspection generally allows it to identify challenges which it is unable to satisfy on its own (a long-lasting set-up in an unknown region, reduction of the company’s negative impacts on the environment, founding of a corporate policy of social responsibility, etc.) and that is why it is interesting for it to resort to a qualified third party, such as a NGO. Once this fact has been established, the company must continue with this work of introspection by asking itself the following questions:

- What are the objectives and expectations of these future relationships?
- What actions are we going to carry out together?
- How does the work with this third party tie in with the company’s internal activities?

The NGO must follow the same procedure and also ask itself the afore-mentioned questions in order to understand correctly any future partnership with a company. But, in all events, the future partners must, at least, have some common objectives, namely:

- Enjoy a different point of view, an exchange of skills, human enrichment
- Realise a project requiring a combination of skills which may only arise from a NGO/Business synergy
- What are my skills and how am I going to put them to the profit of this partnership?

Finally, this prior work must help the NGO and the company to draw up an inventory and to define whether or not it is judicious to initiate a partnership process. When the decision is taken, the company and the NGO must communicate it to all their interested parties.
Step 2
Embarking on a fully frank dialogue and exchange

What’s it about?

This step concerns communication between the NGO and the company. It is a very important step because there must be dialogue between the two partners throughout the duration of the partnership.

• The dialogue between the partners is not a single step in itself but an entire process to be sustained.

• Maintaining a continuous dialogue between the NGO and the company ensures the long-term commitment of the partner.

Dialogue builds trust

Trust between the two partners is the first key factor and can be built only gradually: “When asked to identify the main challenges in forming NGO-enterprise partnerships, nearly every respondent mentioned the trust issue or some variant of the theme” (Schiller, 2005). This is a long-term process that involves taking the time to get to know one another, and to understand the operation and difficulties of the other. Dialogue and communication in a completely frank atmosphere will build up this climate of trust. This phase of mutual recognition is fundamental and must not be subject to time constraints.

Maintaining dialogue

Dialogue must be maintained throughout the partnership but it is possible to distinguish a difference in the dialogue’s content according to the partnership’s state of advancement.

Dialogue before the partnership is set up

This initial phase of dialogue takes place before the partner is finally selected. It should enable the partners to meet, get to know one another and establish a climate of trust. These discussions also provide the opportunity to check that the respective expectations of each potential partner are understood and accepted, hence guiding the choice to the “ideal” partner. This may take the form of “get to know” sessions organised by the NGO (or by the company) to aid understanding of its overall philosophy and clarify its general expectations.

Dialogue during the establishment of the partnership

While the partnership is being set up, dialogue should concentrate on defining its terms. The two partners have to agree on a variety of issues, for example the objectives of the partnership, the partners’ level of commitment, the necessary resources, its duration, communications, how to monitor the partnership, and so on.

Dialogue following establishment of the partnership

Once the partnership has been set up, it is important that the company and the NGO should maintain formal and informal communications within a program of monitoring and exchange. Projects evolve over time and it is sometimes necessary to refocus the field of action or to reassess the objectives to be attained. Dialogue will then be directed to a joint analysis of the results, the success factors and the process of the partnership. It is also interesting for the two partners to institute a dialogue with other NGOs and businesses who are in the same partnership approach, in order to benefit from shared experience.
Identifying and selecting the “ideal” partner

The next step, for both the company and the NGO, involves identifying the potential partners and finally selecting the “ideal” partner. This is an essential and long stage because the success of the partnership depends primarily on selecting the correct partner. As previously mentioned, here, dialogue is essential.

**Identifying potential partners**

The company has to identify those NGOs whose purpose is directly or indirectly related to its own activities and skills. This can be done by taking into account the company’s history, skills, geographical location, products manufactured, environment (as regards clients, suppliers and competitors) and its different targets. It can then contact and begin a dialogue with some of these in order to establish a first meeting and obtain a better view of their activities.

The NGO, for its part, must also identify those companies whose activities fall within its own sphere of action and which demonstrate a real involvement with CSR.

To facilitate the identification and selection of the partner, the NGO and the company draw up selection criteria that the future partner must satisfy.

### Selection criteria that the NGO must satisfy

- Its skills and track record
- Development potential and capability for expanding the project (geographically as well as in terms of scope and impact)
- Consistency in terms of attitude, professionalism and reputation for stability/credibility
- Professional approach in its management and activities
- Its ability to access resources and to form multilateral partnerships with a view to ensuring the long-term viability of projects
- Its ability to maintain its independence from the company and the authorities
- Its interest in opening a dialogue and its desire to understand the company’s area of activity
- International visibility

### Selection criteria that the company must satisfy

- Confidence: The company must be sincere in its commitment and not seek only to improve its image, but to bring about real improvements in its CSR practices
- Equality: The search for a reciprocal and balanced relationship
- Consideration: The company should commit itself to an authentic and long-term partnership
- Dialogue: The company should benefit from the support of its senior directors and management
- It should share the values of the NGO

**Testimonies**

We were looking for a strategic relationship around biodiversity. I wanted to find one or two organizations that we could have a sensible relationship with at all levels, from local to global. I wanted something with a similar organization structure to RMC, which has a very small head office and entrepreneurial local organizations [...] The search took about 18 months, emphasizing that these partnerships are not to be entered lightly - Noël Morrin, RMC’s global environment director (Ethical Corp. 2004)

**Notes:** Some NGOs define their own selection and/or exclusion criteria, therefore, it is important that the company inquires about these criteria before contacting NGOs for a partnership strategy.

In the same way, the company must never reject automatically an NGO which may have negative opinions about its activities. Many partnerships have been formed following a conflict.
Clear and precise formalisation

- The signing of an agreement or contract setting out the precise goals and budgetary data will also contribute to the success of the partnership; this involves putting cooperation in a legal framework.
- One advantage of a written agreement is that it sets out a commitment on the part of the management, still binding if the latter should change.
- There are circumstances in which it is possible to reach international agreements setting out major principles, while leaving a degree of independence for closely identified actions at local level.
- A section covering non-competitiveness can also be valuable on both sides. Provision should also be made for the conditions governing renewal, the consequences of non-renewal, and the conditions governing and consequences of any early cancellation.
- Some NGOs do not wish to enter this type of contractual relationship, while being prepared to take part in gatherings of all concerned or in bilateral meetings. In this case, complete transparency is even more necessary to bring about a climate of trust.
- If the complementary aspects of the parties are not clearly identified at the outset, the partnership will not really bring any added value compared with a similar approach handled alone.

This formal approach which can take the form of a written agreement, a convention or a contract, must invariably be the subject of strong commitment on the part of the signatories.

Step 4
Committing to the partner and formalizing the partnership

Clear and precise formalisation of the partnership and strong partner commitment are two elements vital to the success of the cooperation between the NGO and the company.

Strong commitment to the partner

- The company should enter into these commitments at a high management level so that decisions and undertakings are properly followed up. The same applies to the NGOs which, having activities in countries of different cultures, need to make sure that their entire network is in favour of the partnership.
- Although NGO-enterprise partnerships can be developed at different levels of the company (local, national or international), it is important that the manager at the relevant level is fully committed to ensure that implementation is effective.

The company should enter into these commitments at a high management level so that decisions and undertakings are properly followed up.
Defining the content of the partnership

This fifth step insists on a precise definition of the content of the partnership, namely a detailed description of all the points, which must be discussed, and which must appear in the partnership contract.

For each item, a number of points must be taken into account

Scope of the partnership

**Boundaries of the partnership**

When the partnership is international, its local organization must be clearly defined. An ideal solution could be to negotiate a partnership with an NGO at international level and then to entrust the actual execution to the respective national representatives of the company and the NGO.

**Topics covered by the partnership**

To specify the fields to be covered by the partnership and thus define the boundaries of its activities.

*Notes:* in practice, implementing global agreements at local level usually proves complicated, especially in the case of major projects that extend beyond Europe. The local offices of an international NGO are frequently highly eccentric and their priorities are not necessarily the same as those of the head office.

Aims of the partnership

- To set – together – realistic objectives from the outset and to express all one’s expectations so as to avoid any misunderstanding and to limit the risk for both the company and the NGO.
- The aims must be clearly defined, particular people given responsibility, and the state of progress regularly checked.

Duration and timetable

The partners should plan the programme of activities and make a start on a coherent schedule, and for this reason the agreement should express the following:

- the duration of the agreement
- renewal condition
- the consequences of any non-renewal
- the conditions governing any early cancellation, and its consequences
- the operating timetable
- the rate of progress of the project
- the project termination procedures

Person in charge of the partnership

The people in charge of the partnership must be specified: this means designating the manager or managers of the partnership within the company and the NGO.

Settlement of disputes

- Procedures for warning about and resolving conflicts, notably before this becomes the subject of external communications.
- Choose the place where the agreement will be signed, bearing in mind that this will determine which courts are competent.
- It is possible to institute a mediation group with membership determined by the two parties.

Implementing and assessing the partnership

The procedures for establishing the partnership as well as those for its assessment should also be set out in the partnership agreement. Owing to the importance of these two subjects, the next two papers are entirely devoted to them.
Involving the stakeholders and ensuring their support

- Involving the local players in running and monitoring the project: this is mainly the NGOs and the local authorities who should be given responsibility and who will be able to extend the activities of the company.
- One of the conditions governing the success of the partnership is the ability of the two partners to involve – as soon as possible – employee and trades union representatives in the approach, whatever the purpose of the partnership. This gives credibility to what is being done and enables the social partners to understand how the partnerships are linked with the CSR approach of the company.

Mobilising resources

- Human and organisational resources
  Define precisely those resources that will be assigned to the project (gifts of equipment, human resources).
- Financial resources
  Plan the amount and the payment of any financial investment if this is anticipated in the framework of the partnership.

Execution of the project

- Once the resources are in place and the project details approved, the execution process begins, according to the predetermined timetable and specific achievable goals.
- The transition must be made between the planning stage and that of execution. This is done by drawing up a clear action plan and possibly by training an executive team.

Communication

Passing on information about the partnership agreement internally to:

- the staff of the company
- members of the NGO
- and the other stakeholders concerned.
This can be done through the internal newspaper, the Intranet, or information meetings. An important question is whether to inform local networks, when a national or international partnership is involved, as well as the translation of documents.

External communication

- To publicise the agreement through the media
- The conditions governing use of the other partner’s brand name for communications or advertising operations
- Ability of the NGO to express itself freely as regards the company
- Osuitability of an exclusivity arrangement to enable the partner to obtain a competitive advantage.
Step 6

Some guidelines for monitoring the partnership

It is important that the partnership approach should be subject to a monitoring strategy so that checks can be made to see whether this satisfies the predetermined objectives and to develop it as appropriate:

- Specify which people and teams will monitor the implementation of the project
- If a supervisory body is set up, plan the frequency of meetings (not too infrequent in time), its tasks and skills
- Organise regular formal and informal meetings
- Set up a reporting system
- Provide information both internally and externally about the progress made by the project on the basis of the procedures laid down
- Measure impact and effectiveness (products and results) and report accordingly.
- Review the partnership: what impact is the partnership having on the partner organisations? Is it time for certain partners to leave and/or for new partners to enter?
- Modify the partnership according to the experience gained.
Step 7
Assessing the partnership and its results

What ‘s it about?

The question here is to focus on the evaluation of the partnership to obtain concrete results and decide whether the partnership should be renewed, modified or cancelled.

Evaluation of the partnership

• The project should be assessed at intervals (evaluation of intermediate stages) or, if appropriate, at the end of the agreement (evaluation of the pilot project only). In this case, provision must be made for suitable instruments of measurement (media fallout, the NGO report, or a study entrusted to a specialist agency). To begin with, this evaluation will be done separately by each partner, and then jointly.
• One important issue is the possibility of developing performance indicators to assess the quality not only of the relationship itself, but also of the project results on the ground. Indeed assessment of the partnership and assessment of the results are two quite separate aspects. A partnership may work very well, without however producing the hoped for results.
• Generally speaking, the partners must measure or at least assess three factors (Hudlot, 2005):
  - the impacts of the project on society in general, and on the target group in particular,
  - the value of the partnership for each of the organizations involved,
  - the true costs and benefits of the partnership approach.

Note: Evaluation is an exercise the difficulty of which varies with the subject. It may prove necessary to devise indicators specific to each partner in addition to the joint indicators.
Step 7

Results

The evaluation system produces concrete results about the partnership, in other words whether it has successfully met its initial objectives. The results will make it possible to decide whether it is in the interest of the company and the NGO to renew, modify or end the partnership.

Setting up a strategic NGO-enterprise partnership is a complex procedure, and each step described above is essential to its success, so none of them should be neglected.

Its establishment is a long-term task (in practice taking at least six months); its monitoring and evaluation are important points that must be emphasized, because they will make it possible to ensure that the project functions well and is viable.

Testimonies:

“Well-constructed evaluations both improve the quality and performance of the partnership and honestly assess the partnership’s impact. The key to evaluation is recognizing that a project’s accomplishments are evaluated against its original goals and expectations.

The evaluation process should rely both upon substantive written agreements and tacit expectations established in the planning stage. In fact, the degree of project success will be understood more clearly with implementation of a thoughtful, thorough goal-setting process.”

M. Tholke - 2003
The process of opening up business to the NGOs should not be regarded solely as a means of reducing social and environmental risks, or improving the image of the company, but rather as an opportunity to sustain companies’ activity in the long term (its “licence to operate” in English terms). The partnership is the opportunity for businesses to devise a future that is credible and acceptable by their different stakeholders.

This is why this guide primarily stresses the importance for companies and NGOs to conclude strategic partnerships, a strategy qualified by some as a cultural revolution wherein each partner can find itself in a win-win situation.

However partnership approaches cannot be imposed, and require time, conviction and a substantial commitment on either side, particularly as they frequently require business management systems to be rethought. They must not lead to confrontations between the different communities (for example, staff against NGOs or consumers) but should, on the contrary, seek to get them closer.

One of the needs expressed by companies as well as by the NGOs is the concern to reach agreement in a climate of trust, hence the importance of dialogue at every stage of the partnership process, and through its monitoring and evaluation.
ORSE
Strategic Partnership NGO/Enterprises, Mission Report submitted to the Ministry of Youth, Sports and Associative Life

ORSE – CSR Europe

Hudlot Brigitte
2005, NGOs and enterprises in Belgium. Practical guide for a fruitful collaboration, Business and Society Belgium

Schiller Ben

Tholke Mark

WWO - Who’s: NGO
Much more than being a simple directory, the NGO Who's Who (WWO) provides answers to the main questions asked by the general public and NGO partners about NGO management methods. This database centralises quantitative and qualitative information about their methods of action, areas of intervention, managing authorities and the use of their budgets. Also, each NGO has the opportunity of presenting its most recent press releases in WWO and, thus, of relaying its public awareness campaigns.
Link: http://wwo.fr/

Business-NGO Interaction (BNI)
This site offers a beneficial and user-friendly tool aimed at optimising collaborative activities between the business and NGO sectors. The BNI tool provides a clear overview of the mutual expectations and experiences of the NGO and business company.
Link: http://www.bni-instrument.org/eng_home.php
Inside this guide you will find:

• A practical guide

The objective of this guide is to answer the questioning of companies and NGOs willing to establish a strategic partnership and to accompany them in this process. The guide is composed of two chapters:

The first chapter presents a general approach on NGO-enterprise strategic partnerships, the evolution of connections between the NGO and the companies as well as the interest? Create a partnership.

The second chapter proposes a "typical method" including 7 stages which are necessary to follow in order to set up, manage and assess a strategic partnership between a NGO and an enterprise.

• Descriptive index cards

Descriptive index cards of various NGO-enterprise partnerships accompany the guide to illustrate its comments and present the good practices already established between NGOs and enterprises.

• ORSE presentation

ORSE - Observatoire sur la Responsabilité Sociétale des Entreprises a study center on Corporate Social Responsibility (CSR) and Socially Responsible Investment (SRI), is a French non-profit organisation that was established in June 2000, to study and promote all issues related to sustainable development.

ORSE is a think-tank, bringing together specialists in diverse fields, all committed to SRI and corporate responsibility development.

ORSE gathers 100 actors, including:
• listed companies,
• asset managers and their professional organisations,
• banks and insurers,
• trade unions,
• professional organizations and employers organisations,
• non Governmental Organisations.

December 2006