

Collaborating

for a sustainable future 2015

A GlobeScan/SustainAbility Survey



About the GlobeScan / SustainAbility Surveys

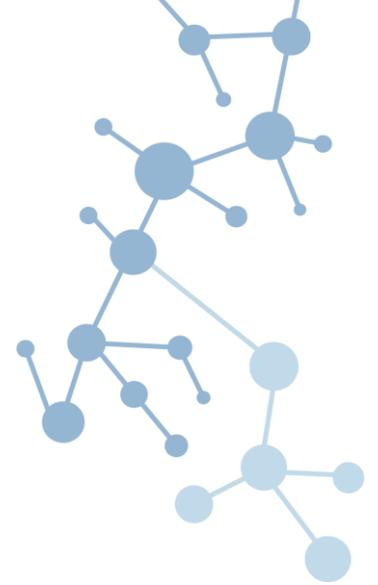
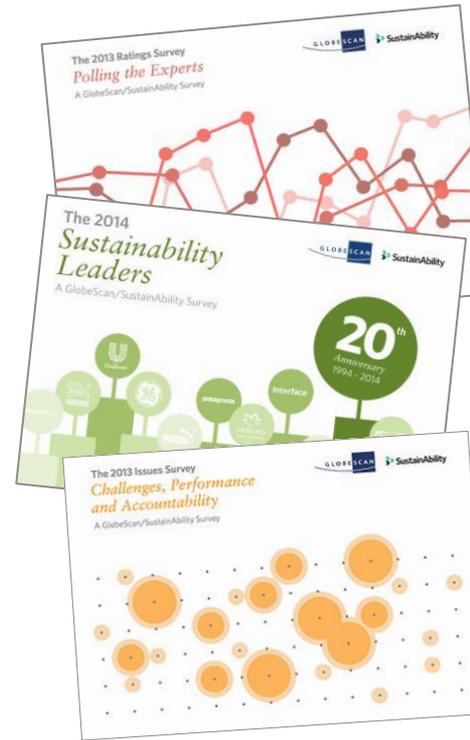
The GlobeScan / SustainAbility Surveys offer a unique, collaborative platform that uses research-driven insights, including targeted surveys of the most influential thought leaders in the sustainability arena from over ninety countries, to explore the biggest sustainability challenges.

The thousands of stakeholders surveyed include leading sustainable development experts and practitioners from five sectors:

- Corporate
- Government (including multi-lateral institutions)
- NGOs
- Institutional (e.g., academics)
- Service (e.g., consultants, media)

The GlobeScan / SustainAbility Surveys publish around five reports each year, and provide a regularly updated expert perspective on a range of timely topics.

You can download all the latest surveys from the [GlobeScan](#) or [SustainAbility](#) websites.



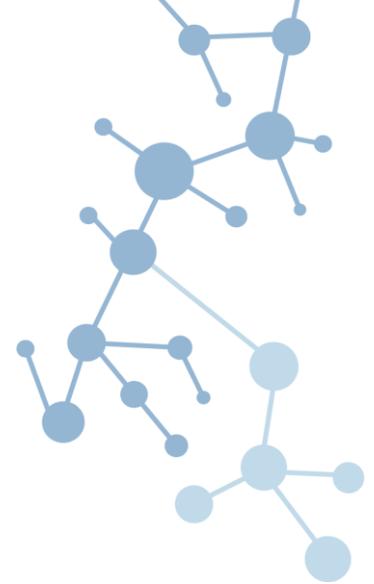
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Introduction

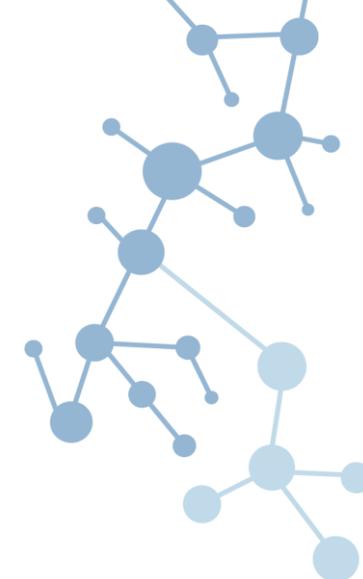
Multi-actor collaboration is increasingly regarded as the key way to catalyze solutions and drive wide-scale progress on sustainable development. Following up on a similar study conducted in 2012, this report explores expectations and opinions about multi-actor collaboration, comparing the change in attitudes over the last two years and also asking new questions about the role of various institutions in starting and driving collaborative initiatives.

Key Findings

- Sustainability experts believe that in the next few years, multinational companies will be the key drivers of broad-scale collaborations to advance sustainability, followed by NGOs and multilateral organizations. Multi-actor, systems-focused partnerships are considered to be the most effective forms of collaboration that will continue to drive the greatest progress.
- When asked who is best suited to lead initiatives focused on particular issues, experts said water scarcity and climate change are best addressed by government-led collaboration, supply chain labor conditions are most effectively tackled by private sector-led initiatives, and preventing biodiversity loss should be taken on by collaborations led by NGOs.
- As they did in 2012, experts believe that executive-level commitment is the single most important attribute of an effective corporate collaboration partner, while for a strong non-governmental partner, credibility and reputation among stakeholders are of critical importance.
- Experts believe the key benefit of collaboration for companies is gaining access to external expertise and different perspectives. For NGOs, it is the chance to engage rather than pressure other actors, and for governments, it is the opportunity to speed up or work around the traditional policy process.
- Asked what existing collaborations they admire most, experts identified a wide range of efforts led by NGOs, companies, foundations and others.



Survey Methodology



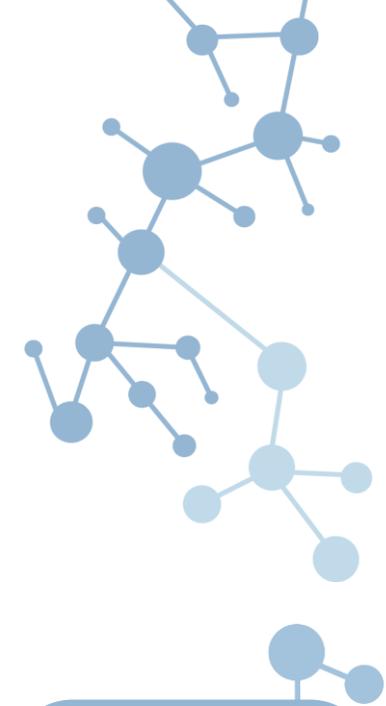
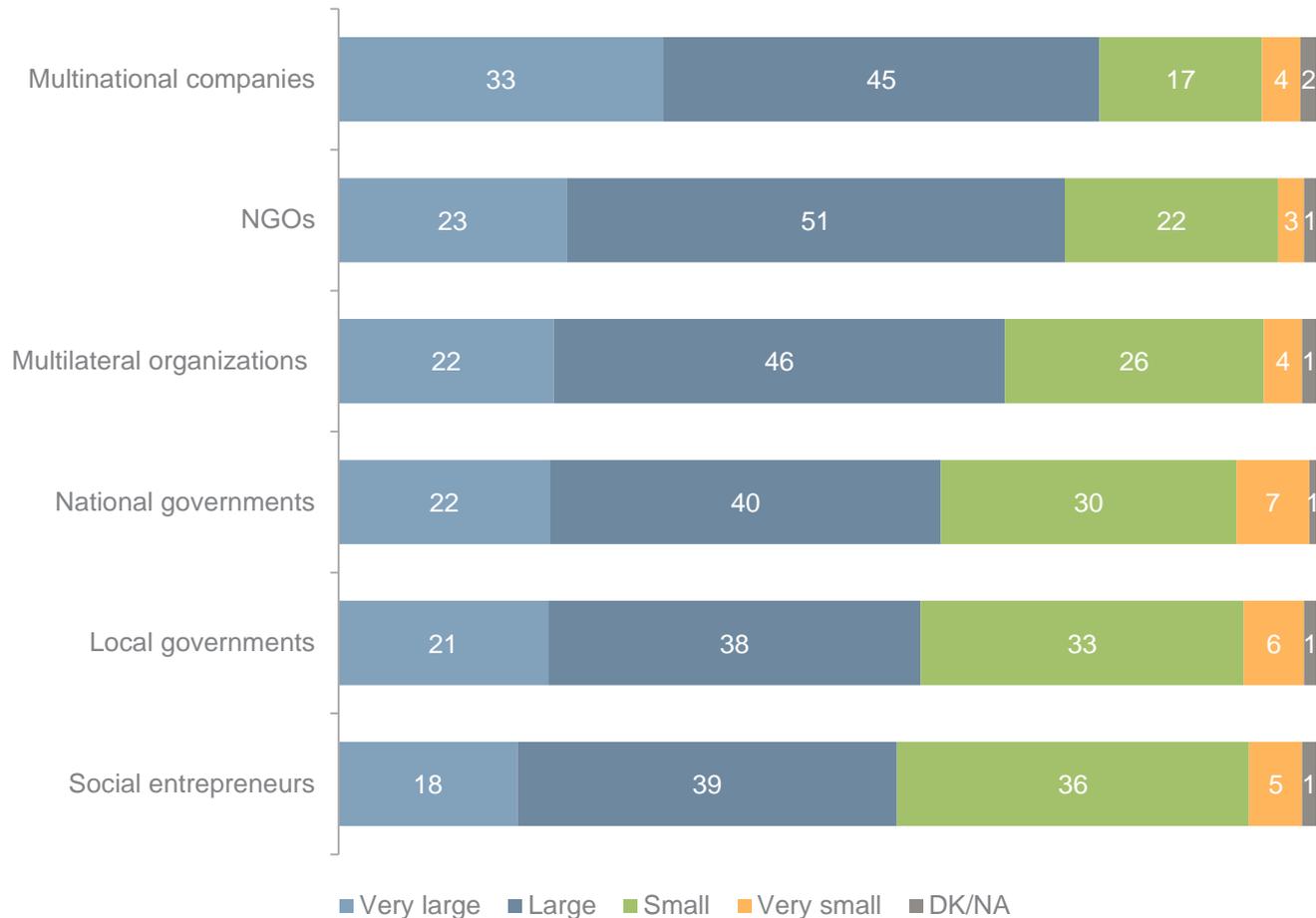
	Government	NGO	Academic/ Research	Corporate	Service/Media	Other	Total
Africa / Middle East	4	3	8	5	4	2	26
Asia	4	9	19	9	12	1	54
Europe	10	26	63	42	53	7	201
Latin America / Caribbean	6	8	12	14	19	3	62
North America	11	19	39	46	45	6	166
Oceania	3	2	7	3	8	4	27
Total	38	67	148	119	141	23	536

- 536 qualified sustainability experts completed the online questionnaire from October 27 to November 23, 2014.
- Respondents were drawn from: corporate, government, non-governmental, academic/research, service/media, and other organizations.
- Experts surveyed span countries in Asia, Africa / Middle East, Europe, North America, Latin America / Caribbean, Australia / New Zealand, and comprise a highly-experienced respondent pool:
 - 71 percent have more than ten years of experience working on sustainability issues.
 - 23 percent have five to ten years of experience.
 - 6 percent have three to four years of experience.
 - Respondents with less than three years of sustainability experience have been excluded from the results.

4 *Charts depict percentage of experts, unless otherwise noted.

Role of Institutions in Driving Collaboration for Sustainable Development

Experts believe that multinational companies will be the key drivers of broad-scale collaborations to advance the sustainable development agenda over the next five years.



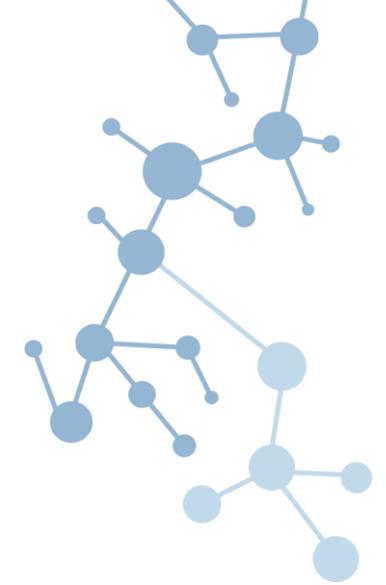
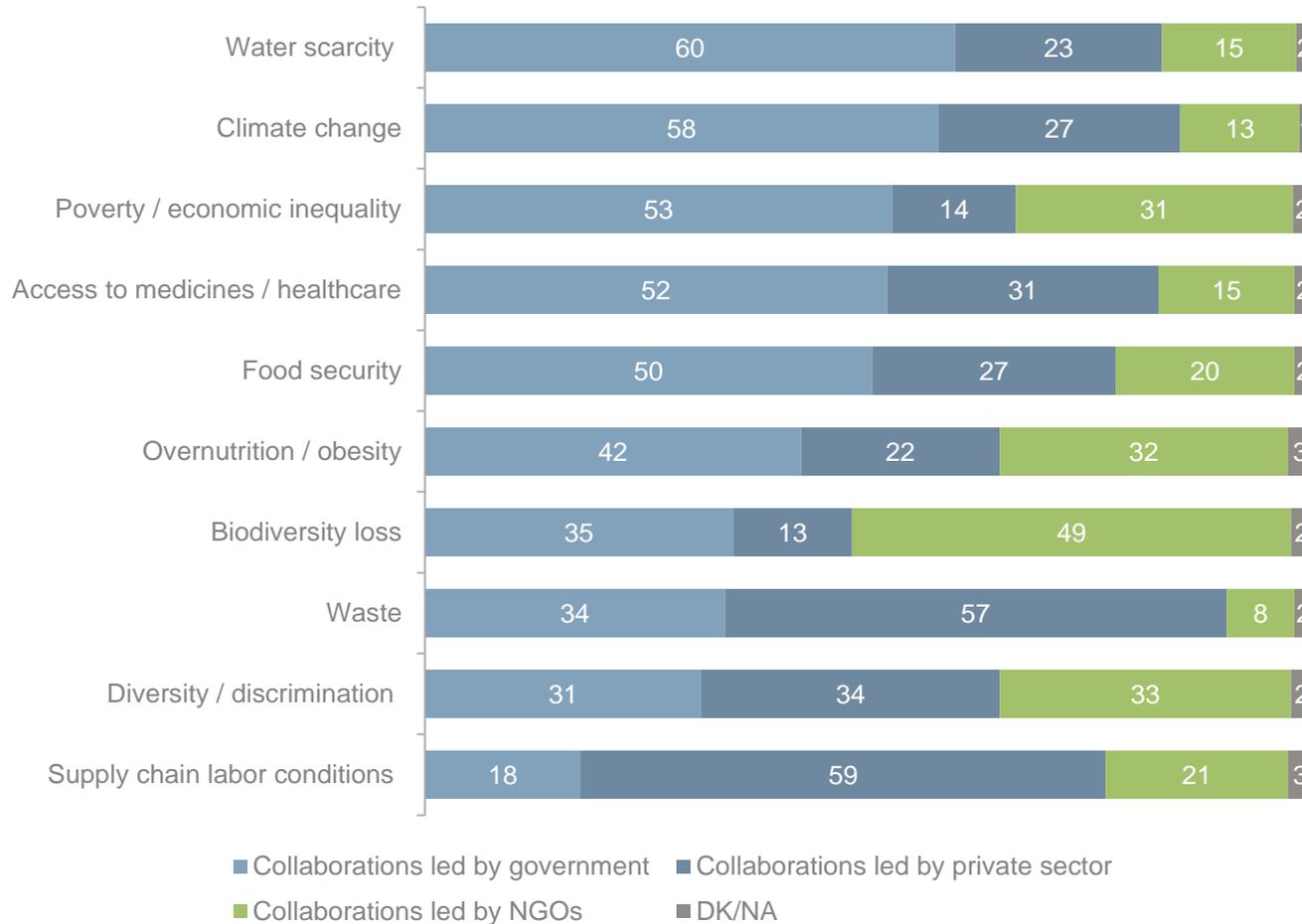
Question

How large or small of a role do you think that each of the following types of institutions will play in driving broad-scale collaborations to advance the sustainable development agenda over the next 5 years?

Please indicate whether the role of each type of institution will be very small, small, large, or very large.

What Collaborations Are Best Equipped to Tackle Different Sustainable Development Issues?

Survey respondents believe water scarcity and climate change are best tackled by government-led collaborations. Private sector-led joint initiatives are the best choice for improving supply chain labor conditions, while NGO-led collaborations are best suited for preventing biodiversity loss.



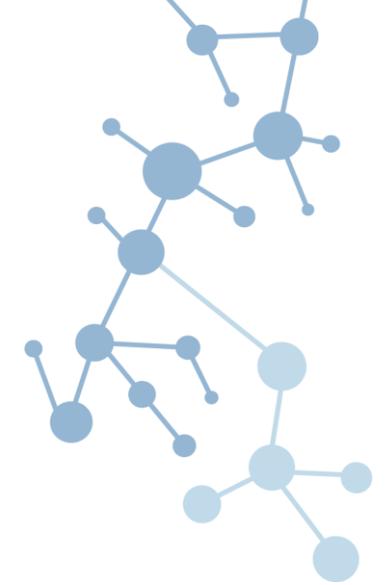
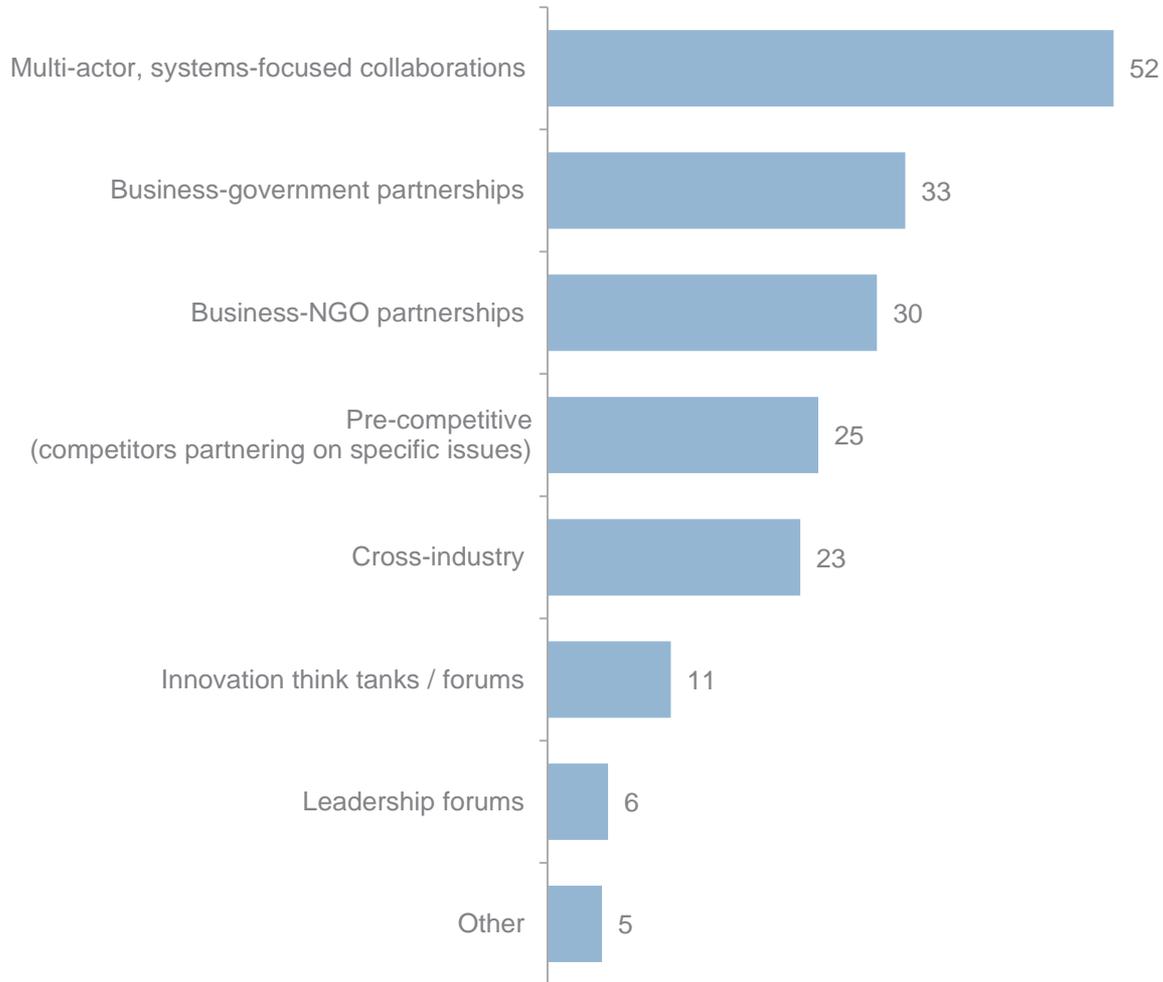
Question

For each of the following issues, please select the type of collaboration that you think can most effectively address it.

Please select one for each issue.

Systems-Focused Partnerships

Reflecting the field's growing emphasis on systems-thinking and impact at scale, experts feel strongly that collaborations involving multiple actors and seeking system-level solutions will play the greatest role in advancing the sustainable development agenda in the near future.



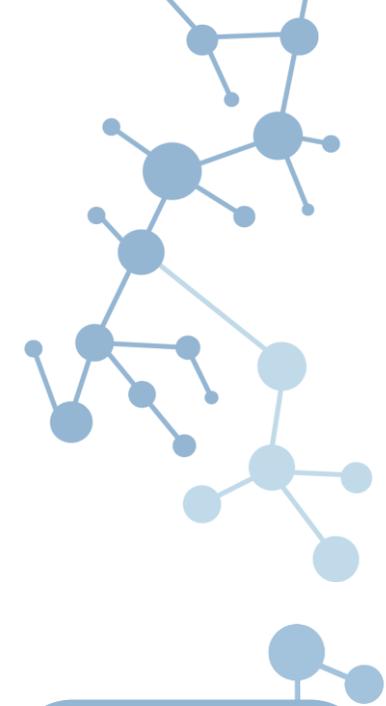
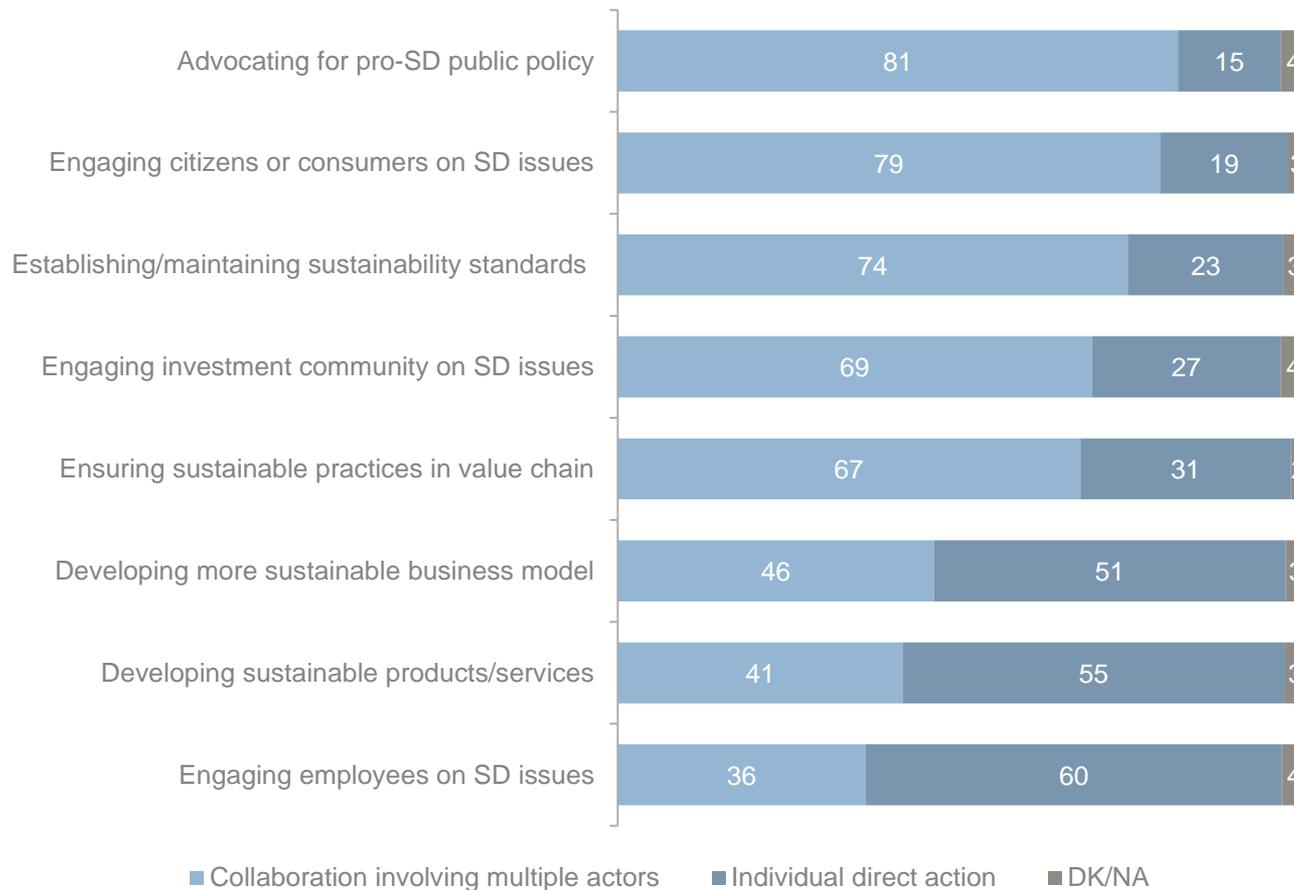
Question

What forms of collaboration are likely to drive greatest progress in sustainable development over the next 5 years?

Please select two.

Together or Alone: How Should Companies Approach Various Sustainability Challenges?

Respondents see multinational companies achieving the best outcomes in their policy advocacy and citizen engagement initiatives if they work on these issues through multi-actor collaborations. However, individual direct action is seen as the more effective approach for increasing employee engagement and developing sustainable products and business models.



Question

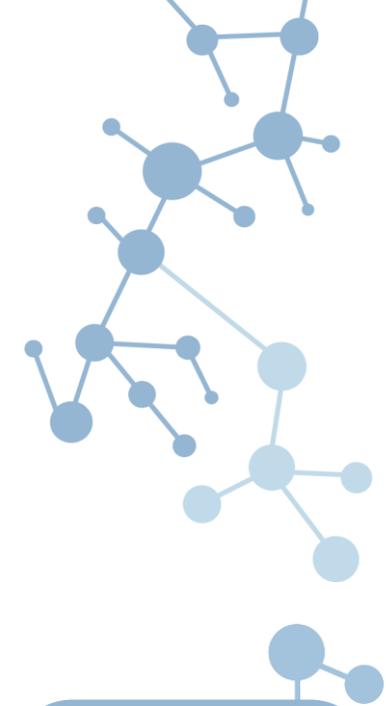
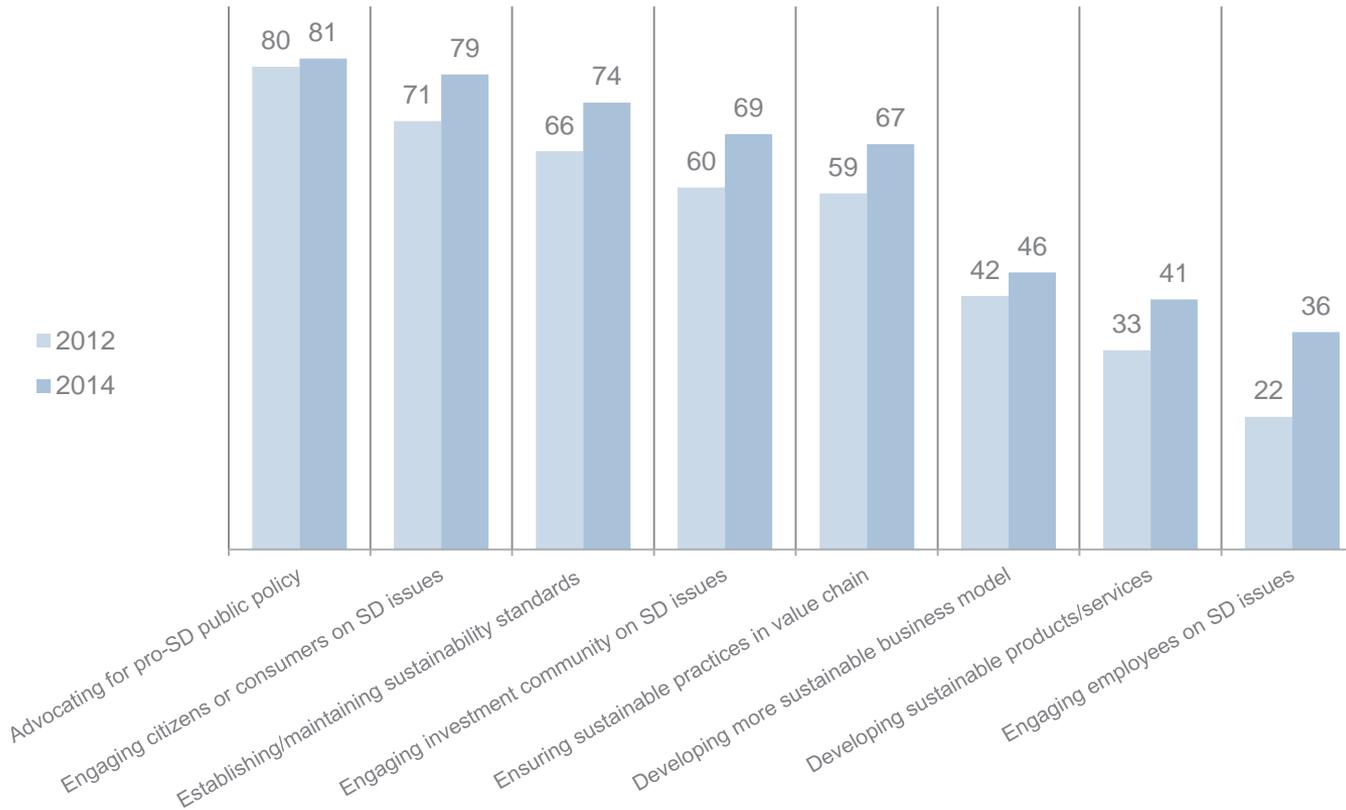
For each of the following activities, on balance, which approach is most effective for large multinational companies to take in order to achieve positive environmental, social and economic outcomes?

Is it individual direct action, or collaboration involving multiple actors?

Together or Alone: Change in Attitudes Since 2012

There has been an increase in the proportion of experts preferring collaboration involving multiple actors over individual direct action for almost all of the activities listed, especially in terms of effectively engaging employees and the investment community on SD issues.

Collaboration Involving Multiple Actors Most Effective



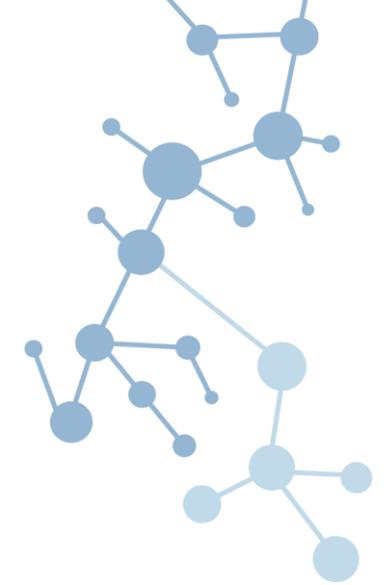
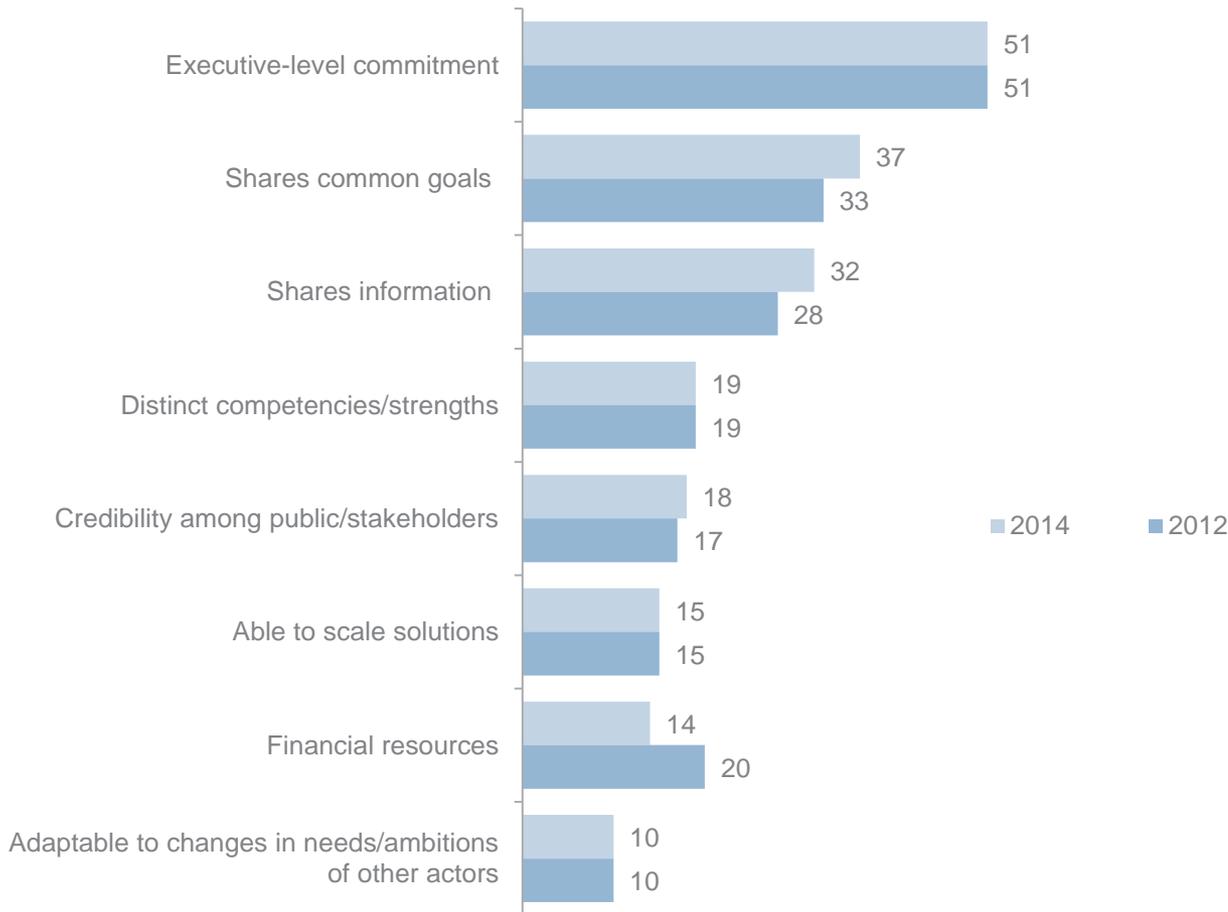
Question

For each of the following activities, on balance, which approach is most effective for large multinational companies to take in order to achieve positive environmental, social and economic outcomes?

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Key Attributes of a Corporate Collaboration Partner

With the number and range of collaborations growing each year, how do organizations choose the right partners? The survey results show that executive-level commitment and shared goals continue to be regarded as the most crucial attributes of a collaboration partner if the partner is a company. Also, possibly reflecting greater emphasis on deeper, more strategic partnerships versus shallow, transactional ones, financial resources are seen as somewhat less important than in 2012.

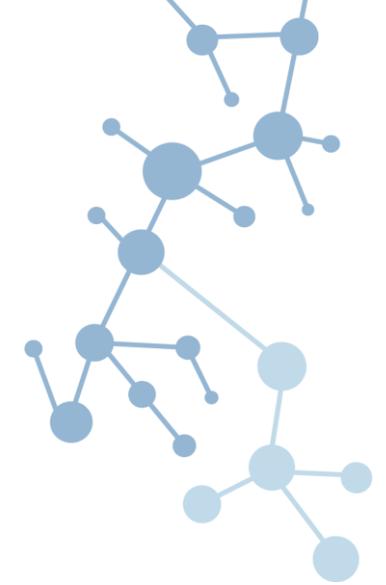


Question

From the list below, please select the two most important attributes of a collaboration partner if the partner is a company.

Key Attributes of a Non-Governmental Collaboration Partner

For non-governmental partners, nearly half of polled experts put credibility and distinct competencies at the top of the key attribute list. However, slightly fewer experts now cite credibility among the public and stakeholders, while a slightly larger proportion say having common goals is the most important attribute of an NGO collaboration partner.

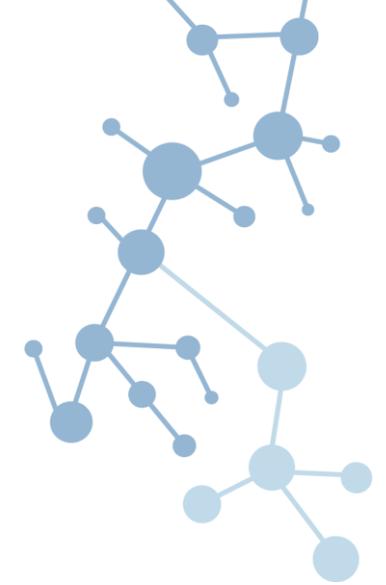
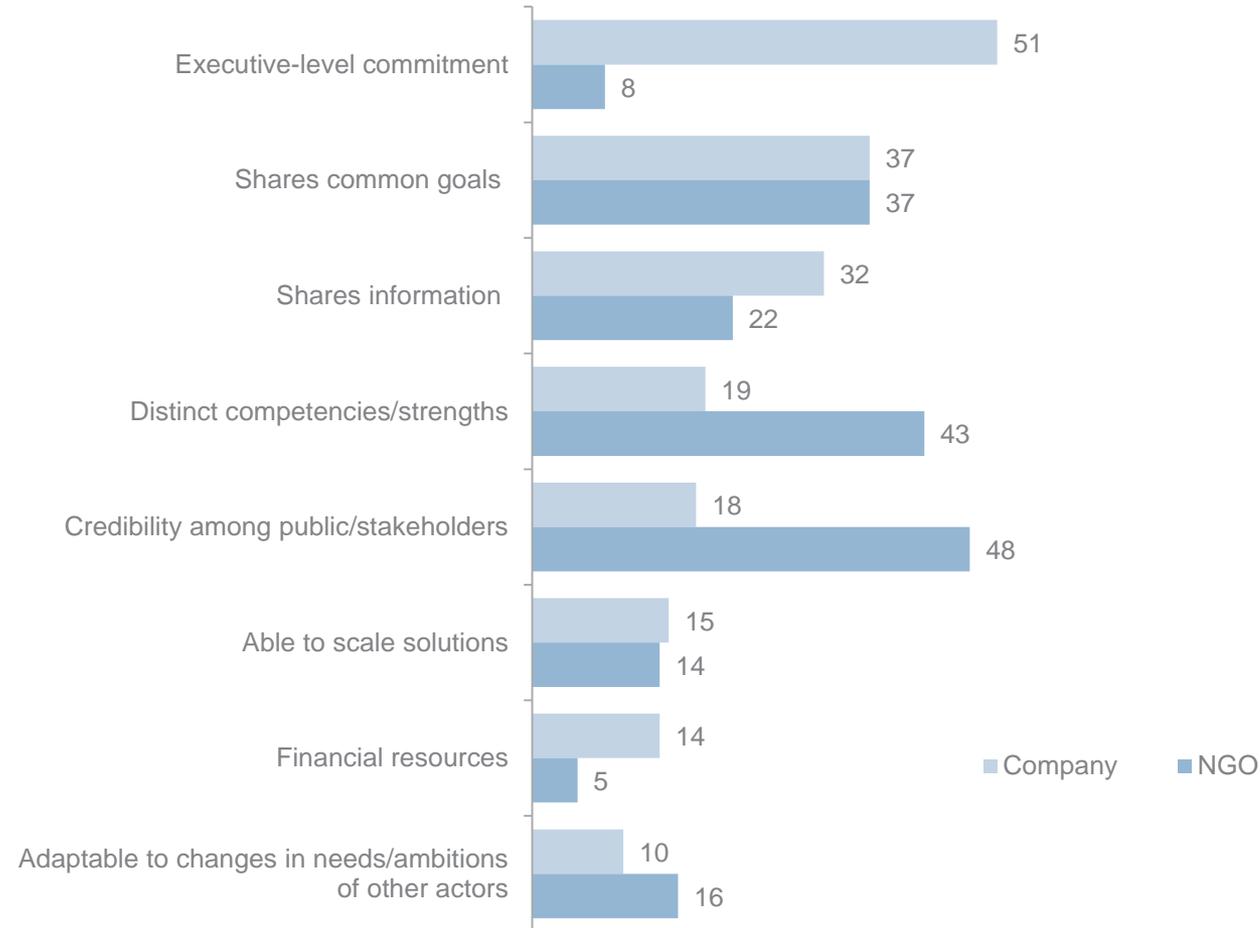


Question

From the list below, please select the two most important attributes of a collaboration partner if the partner is an NGO.

Comparing Companies and NGOs as Collaboration Partners

Not surprisingly, organizations weigh very different factors when choosing corporate versus NGO partners for collaborative initiatives. While the buy-in of C-level executives is critical when partnering with a company, that same commitment is far less important when choosing an NGO partner. Instead, companies expect NGO partners to contribute distinct competencies and have strong reputations.



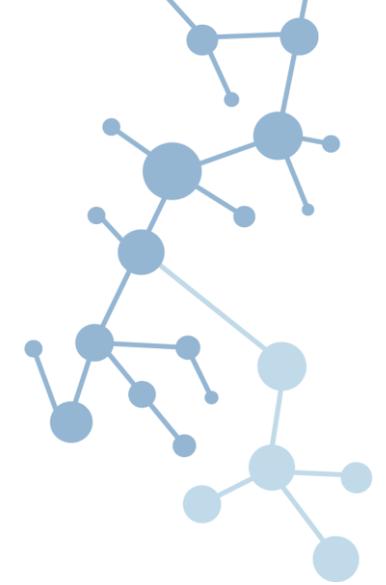
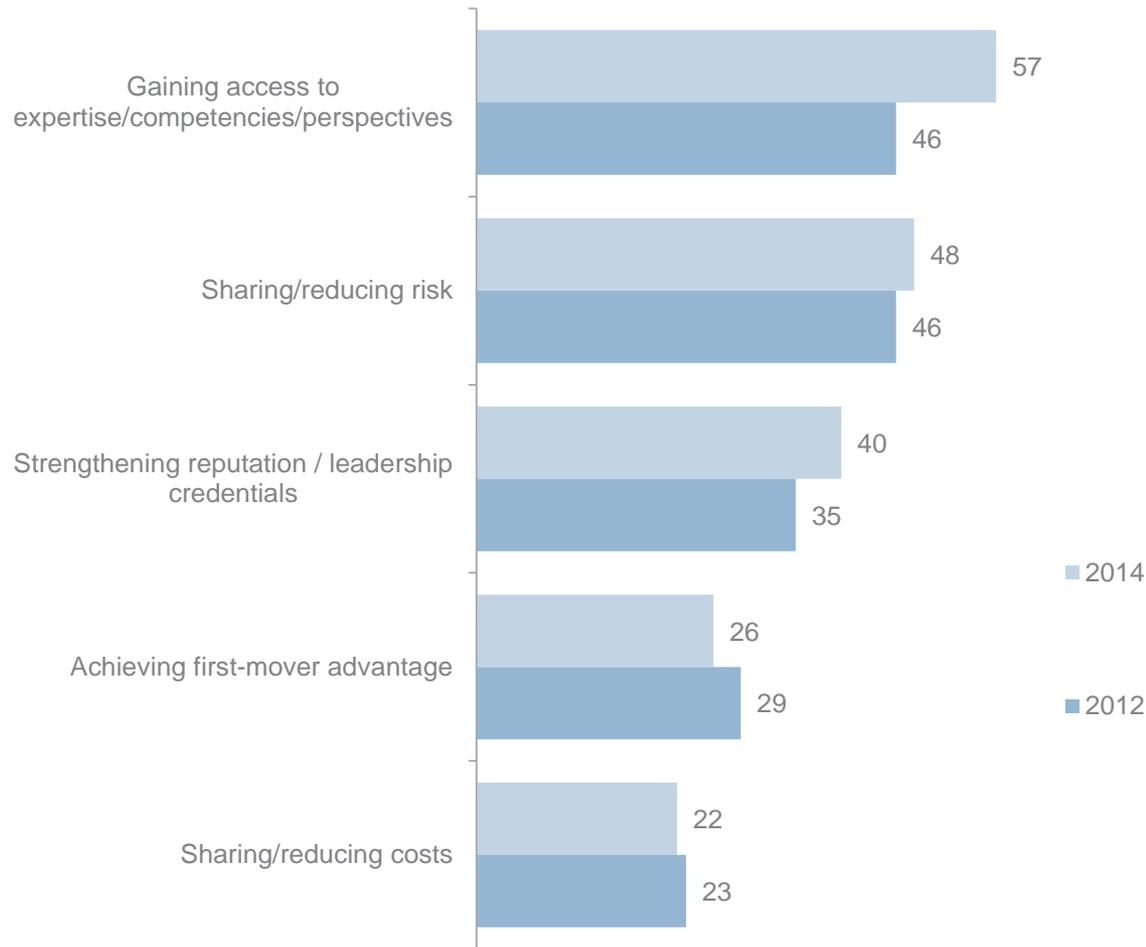
Question

From the list below, please select the two most important attributes of a collaboration partner if the partner is a company.

From the list below, please select the two most important attributes of a collaboration partner if the partner is an NGO.

The Business Case for Collaboration

More than half of polled experts – and significantly more than in our 2012 survey – believe that gaining access to diverse perspectives and expertise is the key benefit corporations gain by engaging in partnerships.



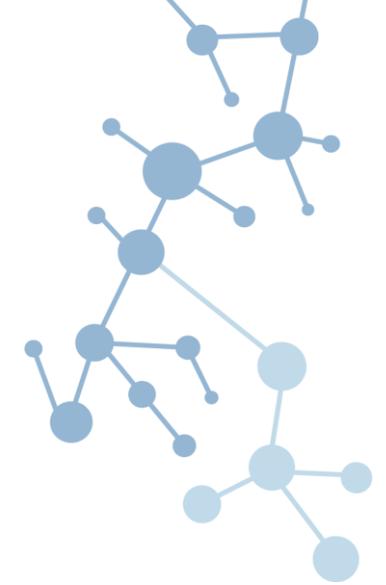
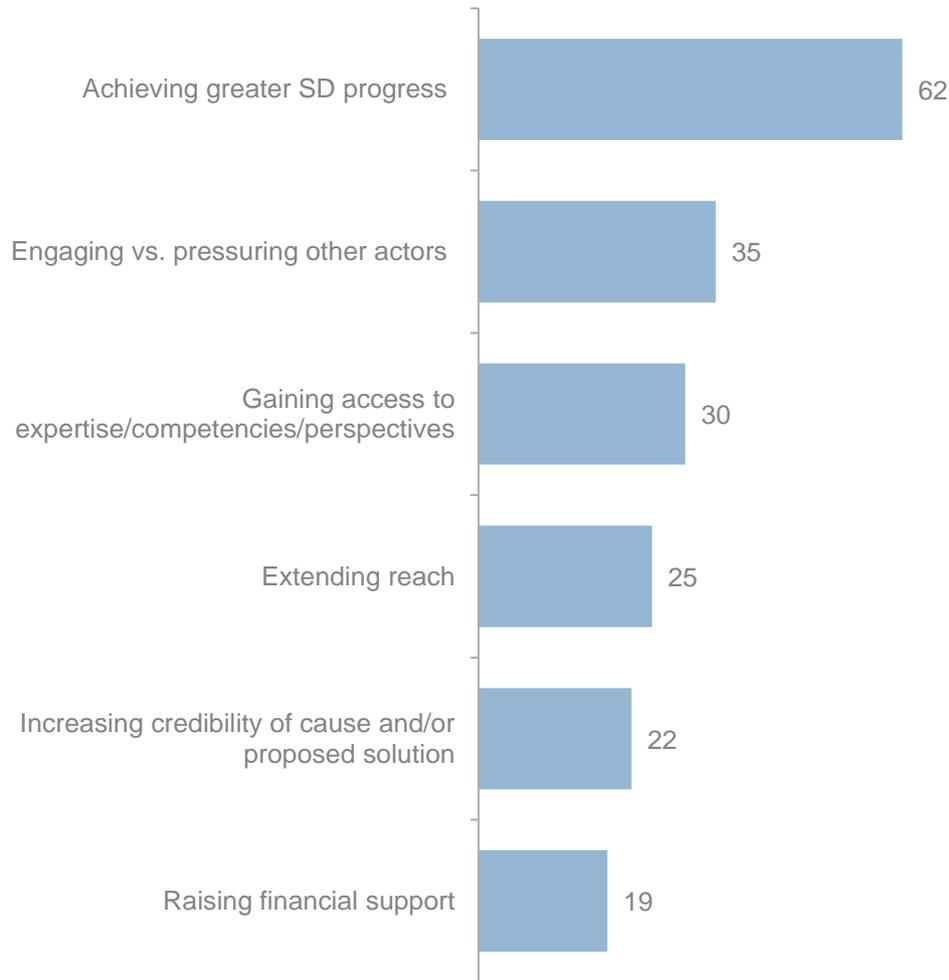
Question

Which two of the following potential benefits of collaboration most support the business case for companies to engage in multi-actor collaborations?

Please choose two.

Collaboration Benefits for NGOs

Besides the general imperative to scale progress on sustainable development, experts see the opportunity to constructively engage rather than pressure other actors (e.g., companies, governments) as the key reason for NGOs to engage in collaboration.



A blue rounded rectangular box containing a question. Above the box is a small decorative graphic of a blue circle connected to another by a line. The text inside the box is white.

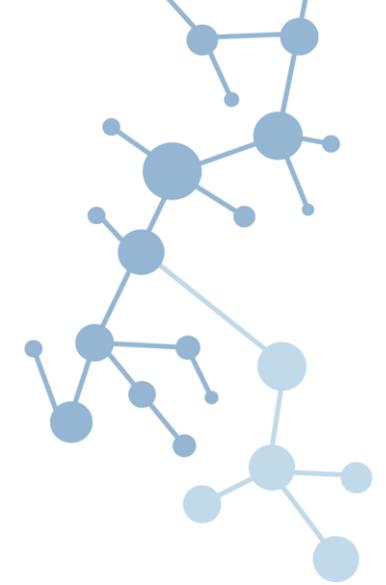
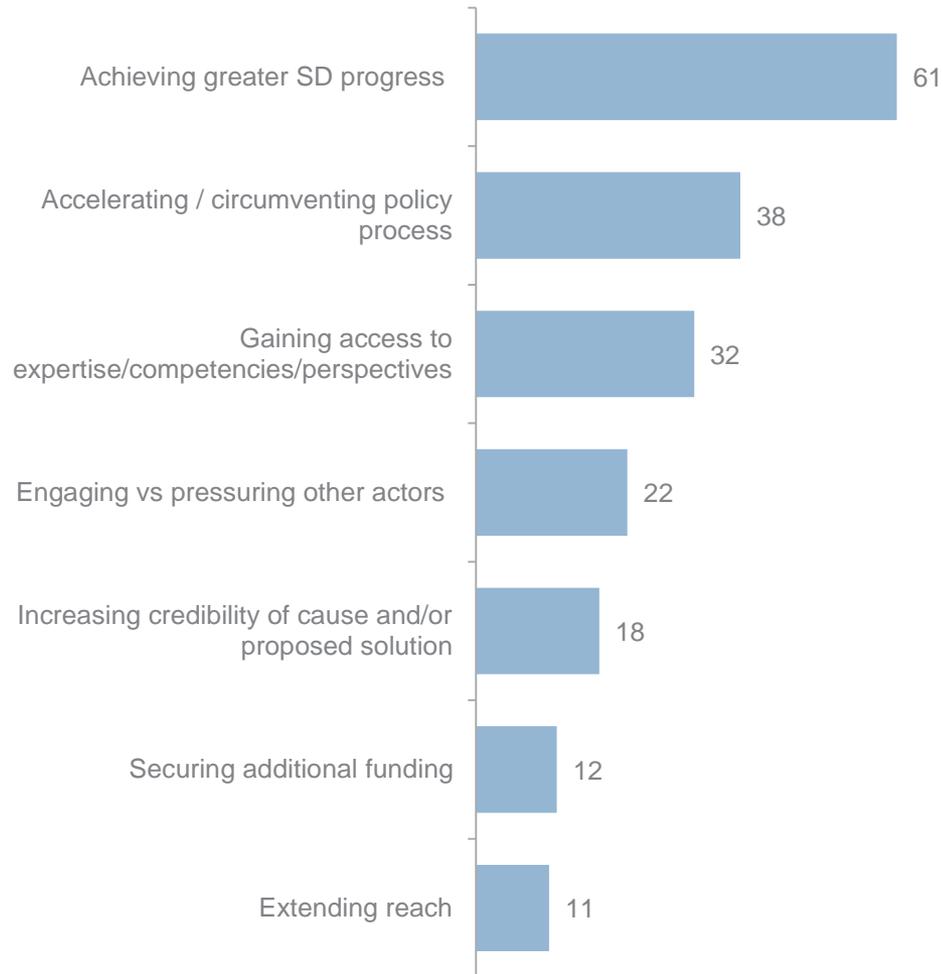
Question

Which two of the following potential benefits of collaboration most support the business case for NGOs to engage in multi-actor collaborations?

Please choose two.

Collaboration Benefits for Governments

Again, besides just the need to drive more progress on sustainability, experts view the opportunity to either speed up, or even avoid, the typically slow pace of policymaking as the most important reason for government to engage in collaboration.



Question

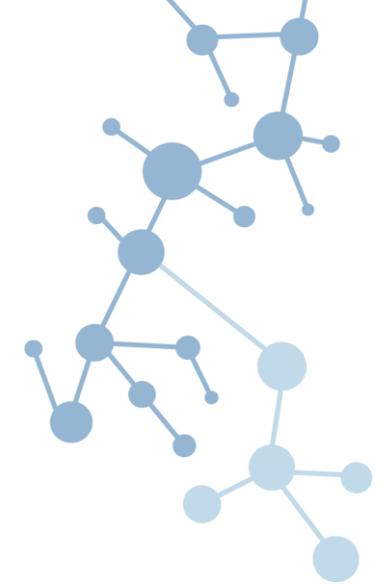
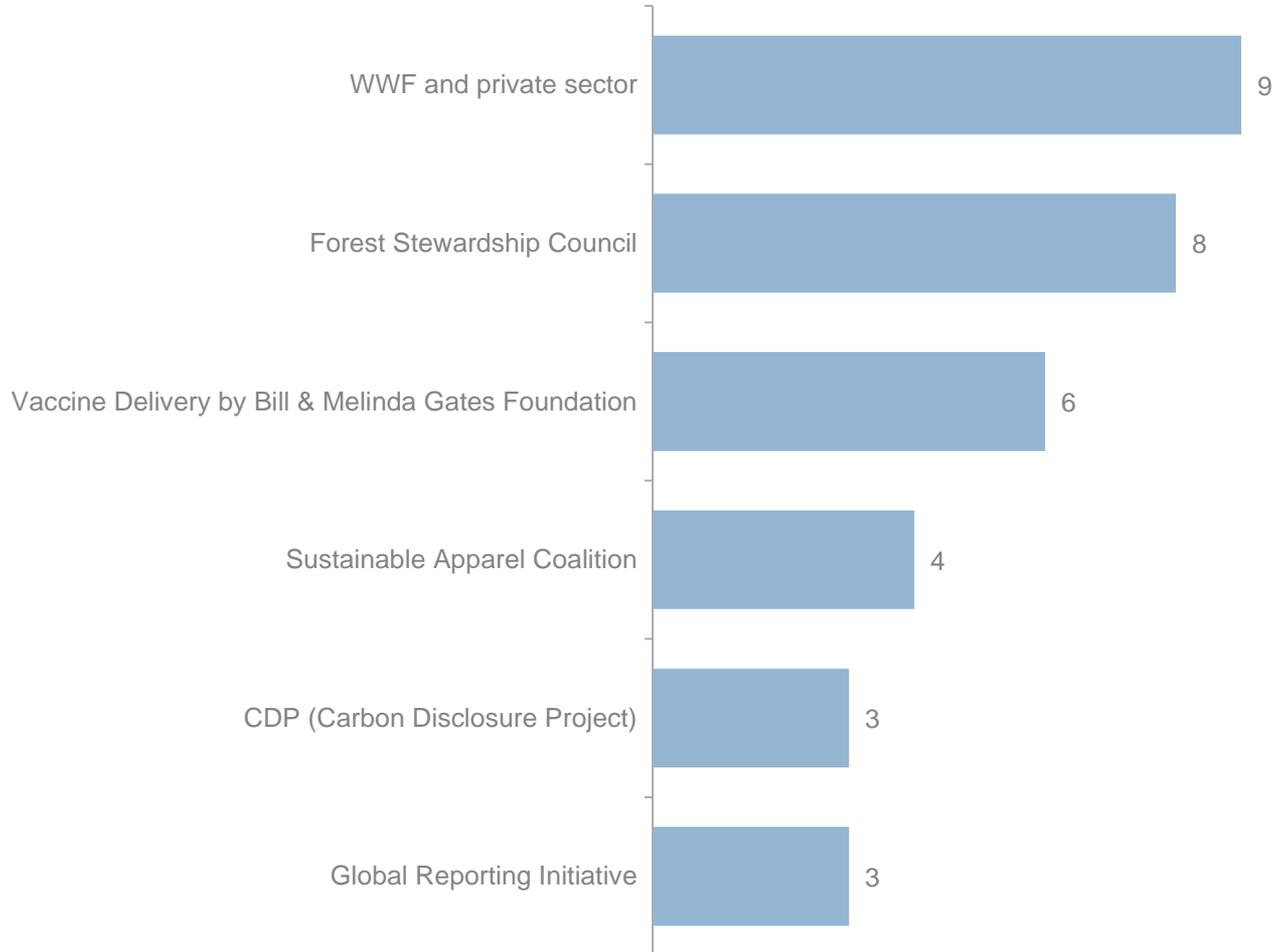
Which two of the following potential benefits of collaboration most support the business case for Governments to engage in multi-actor collaborations?

Please choose two.

Most Admired Collaboration Initiatives

World Wildlife Fund's partnerships and the Forest Stewardship Council most come to mind among survey respondents as admired multi-actor collaborations.

Number of Mentions



Question

Please specify a multi-actor collaboration that you admire the most.

Reasons for Most Admired Collaborations: WWF and Private Sector

“ Water footprinting tool will improve their operations and anyone else who may wish to use it. It is focused on a tangible resource scarcity throughout the value chain, and proposes solutions rather than just highlights problems.

WWF & SAB Miller

“ The partnership is driving change in Australia's largest seafood companies. It is altering their supply chains and marketing practices; improving standards, transparency and accountability of the source and supply of seafood.

WWF sustainable fisheries partnership with businesses in Australia

“ Gets all parties involved, creates implementable policies, models, guidelines, not just theoretical academic papers on key topics.

WRI and WWF collaborations with industry, governments and donor agencies on climate and environmental issues

“ It's broad-based, open to any and all participants, highly engaging, provides useful resources and has been designed to support a broad set of business sustainability outcomes without being wedded to a particular corporate agenda. Its independence is probably its greatest strength.

WWF Living Planet@Work program as supported by HP

“ World-renowned NGO and company team up, with significant financial support, to improve on-the-ground conditions in key watersheds, recognizing the range of issues in habitat/wildlife, human well-being and economic opportunity, water, and more.

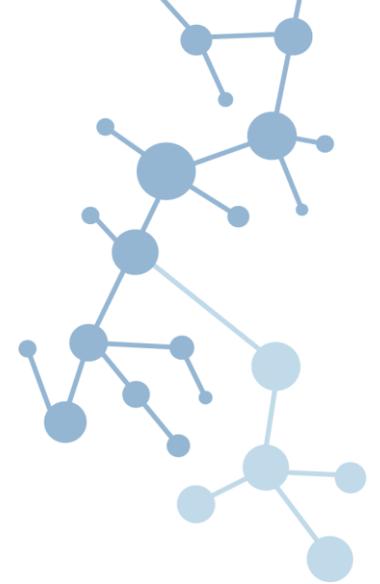
WWF & Coca-Cola on watershed protection

“ It is addressing one of the biggest challenges in the future (water risk) through addressing all of the sustainability criteria; financially attractive, environmentally sound and socially acceptable.

WWF with companies on Water Stewardship (H&M, Coca Cola, M&S)

“ Creation of the Marine Stewardship Council – now accepted across food industry.

Unilever & WWF



Question

Please explain why you most admire this example of collaboration.

Reasons for Most-Admired Multi-Actor Collaboration: Vaccine Delivery by Bill & Melinda Gates Foundation, Sustainable Apparel Coalition, Carbon Disclosure Project & Forest Stewardship Council

“ Effectiveness in involving multiple actors; professional approach; significant results and extension of reach: from emissions, to water and natural resources.

Carbon Disclosure Project

“ Focused, clear, well-funded, with measurable outcomes.

Vaccine delivery by Bill & Melinda Gates Foundation

“ Provides a simple, efficient and effective locus for joining the investment and invested communities together and using that weight of voice to engage proactively within its constituency and in wider stakeholder dialogues on sustainable development.

Carbon Disclosure Project

“ It is based on “true” sustainable forestry with variances for each ecosystem type

Forest Stewardship Council

“ Issue-driven and focused, therefore high(er) impact.

Forest Stewardship Council

“ “Because it has a balanced governance, it derives standards from consensus, it was built out of pressure but developed due to the positive outreach and positive benefits of its product.

Forest Stewardship Council

“ All of the major apparel companies are involved and working together.

Sustainable Apparel Coalition

“ At scale, pre-competitive, and gaining momentum. Aspiring to maintain transparency and scalability, despite pressure to erode these values.

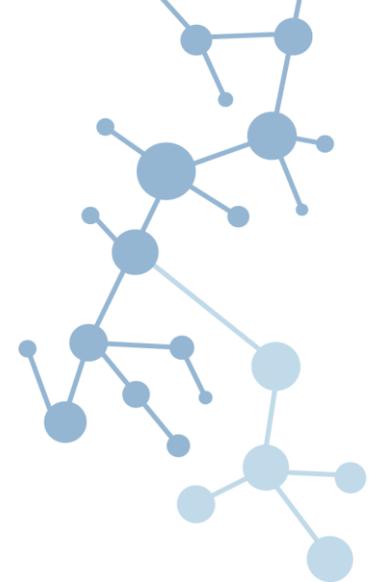
Sustainable Apparel Coalition

“ This group includes civil society and the private sector, working together to redesign the forestry industry and has had great achievements to date.

Forest Stewardship Council

“ Clear governance, high standards, market penetration.

Forest Stewardship Council



Question

Please explain why you most admire this example of collaboration.

For More Information, Contact:

For more information on The GobeScan / SustainAbility Survey, contact:



Eric Whan
Sustainability Director, GlobeScan
eric.whan@globescan.com



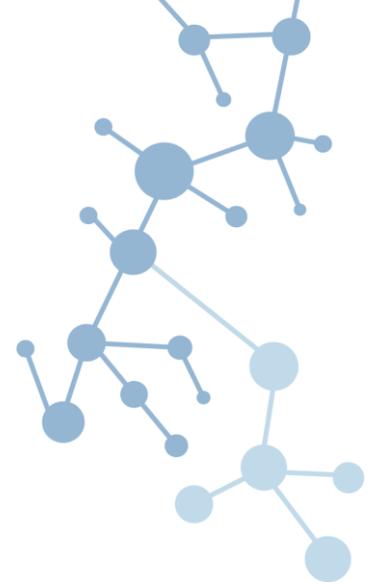
Tove Malmqvist
Research Manager, GlobeScan
tove.malmqvist@globescan.com



Chris Guenther
Research Director, SustainAbility
guenther@sustainability.com



Aiste Brackley
Research & Trends Manager, SustainAbility
brackley@sustainability.com



GlobeScan Incorporated

Toronto: +1 416 962 0707
San Francisco: +1 415 874 3154
London: +44 20 7253 1450

www.globescan.com

SustainAbility, Ltd.

New York: +1 718 210 3630
San Francisco: +1 510 982 5003
London: +44 20 7269 6900

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