

From Consultation to Collaboration: Stakeholder Engagement That Drives Systemic Change

10th December 2020



Agenda



- 1 Welcome
- 2 ISEAL Credibility Principles
- 3 GlobeScan - Stakeholder Engagement
- 4 Panel Discussion
- 5 The Credibility Principles at a Glance
- 6 Close

Today's Presenters and Panelists



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Systems Director, SAI
Platform

ISEAL Credibility Principles

First global agreement on credible standards and certification



Sustainability

Standards scheme owners clearly define and communicate their sustainability objectives and approach to achieving them. They make decisions that best advance these objectives.

Improvement

Standards scheme owners seek to understand their impacts and measure and demonstrate progress towards their intended outcomes. They regularly integrate learning and encourage innovation to increase benefits to people and the environment.

Relevance

Standards are fit for purpose. They address the most significant sustainability impacts of a product, process, business or service; only include requirements that contribute to their objectives; reflect best scientific understanding and relevant international norms; and are adapted where necessary to local conditions.

Rigour

All components of a standards system are structured to deliver quality outcomes. In particular, standards are set at a performance level that results in measurable progress towards the scheme's sustainability objectives, while assessments of compliance provide an accurate picture of whether an entity meets the standard's requirements.

Engagement

Standards-owners engage a balanced and representative group of stakeholders in standards development. Standards systems provide meaningful and accessible opportunities to participate in governance, assurance and monitoring and evaluation. They empower stakeholders with fair mechanisms to resolve complaints.

Impartiality

Standards systems identify and mitigate conflicts of interest throughout their operations, particularly in the assurance process and in governance. Transparency, accessibility and balanced representation contribute to impartiality.

Transparency

Standards systems make relevant information freely available about the development and content of the standard, how the system is governed, who is evaluated and under what process, impact information and the various ways in which stakeholders can engage.

Accessibility

To reduce barriers to implementation, standards systems minimise costs and overly burdensome requirements. They facilitate access to information about meeting the standard, training, and financial resources to build capacity throughout supply chains and for actors within the standards system.

Truthfulness

Claims and communications made by actors within standards systems and by certified entities about the benefits or impacts that derive from the system or from the purchase or use of a certified product or service are verifiable, not misleading, and enable an informed choice.

Efficiency

Standards systems refer to or collaborate with other credible schemes to improve consistency and efficiency in standards content and operating practices. They improve their viability through the application of sound revenue models and organisational management strategies.

Updating the principles

Retained stakeholder engagement as a foundation of good practice. Collaboration included as a principle to reflect the importance of systemic change and shared responsibility.

Raising the bar:

- › going beyond consultation
- › inclusion of disadvantaged stakeholders
- › purposeful collaboration



A close-up photograph of a person's hands peeling a green papaya. The person is wearing a dark blue and yellow striped shirt. The background is a blurred natural setting with brown leaves. The text "Help shape the revised principles" is overlaid in white at the top left.

Help shape the revised principles

Get involved

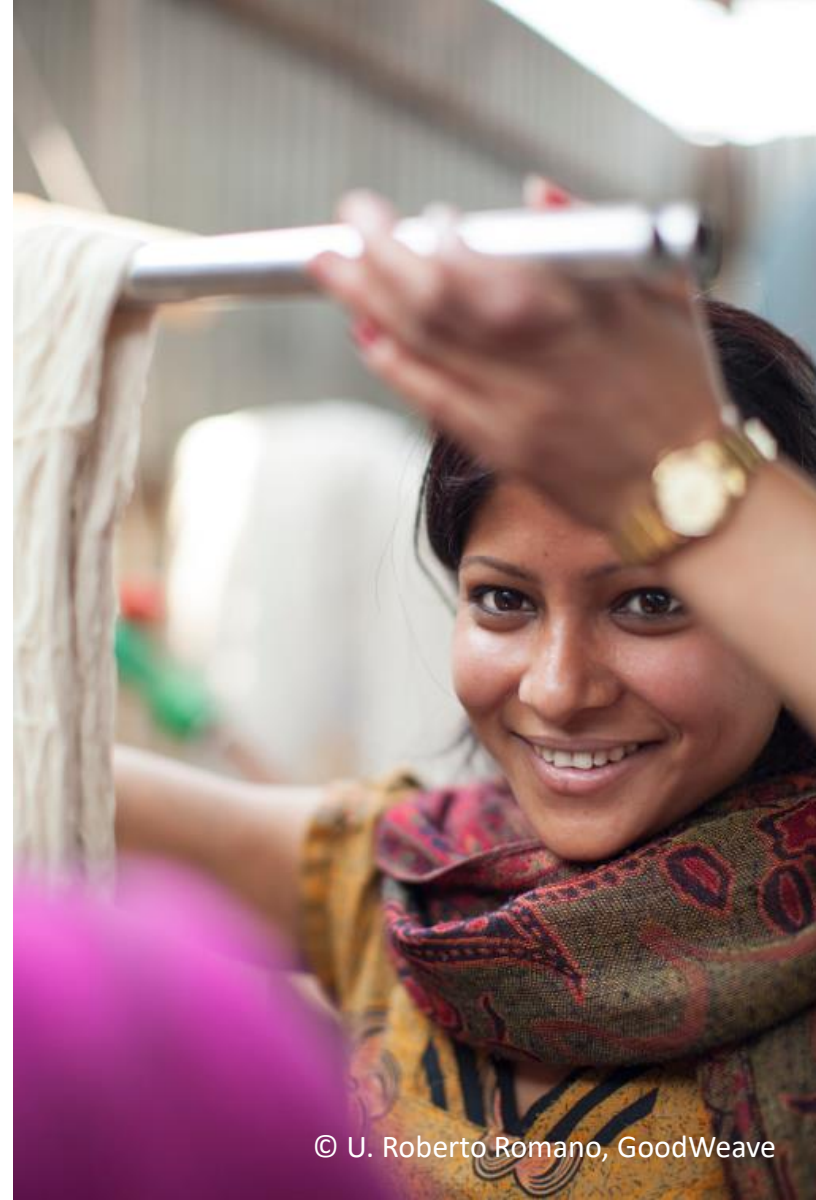


Complete our online survey by 24 December 2020:

www.isealalliance.org/CPsurvey

- › Share the consultation among your networks
#CredibilityPrinciples
- › Find out more:

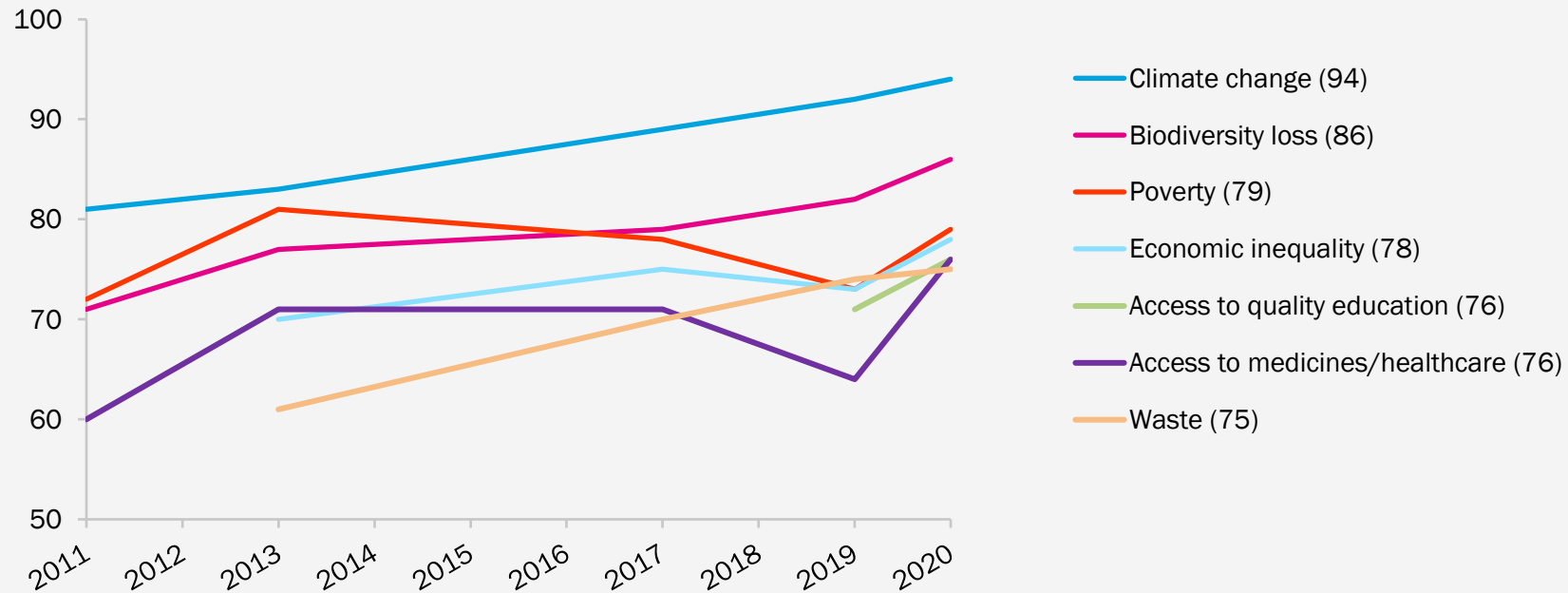
www.isealalliance.org/credibility-principles-consultation



Why Stakeholder Engagement Matters

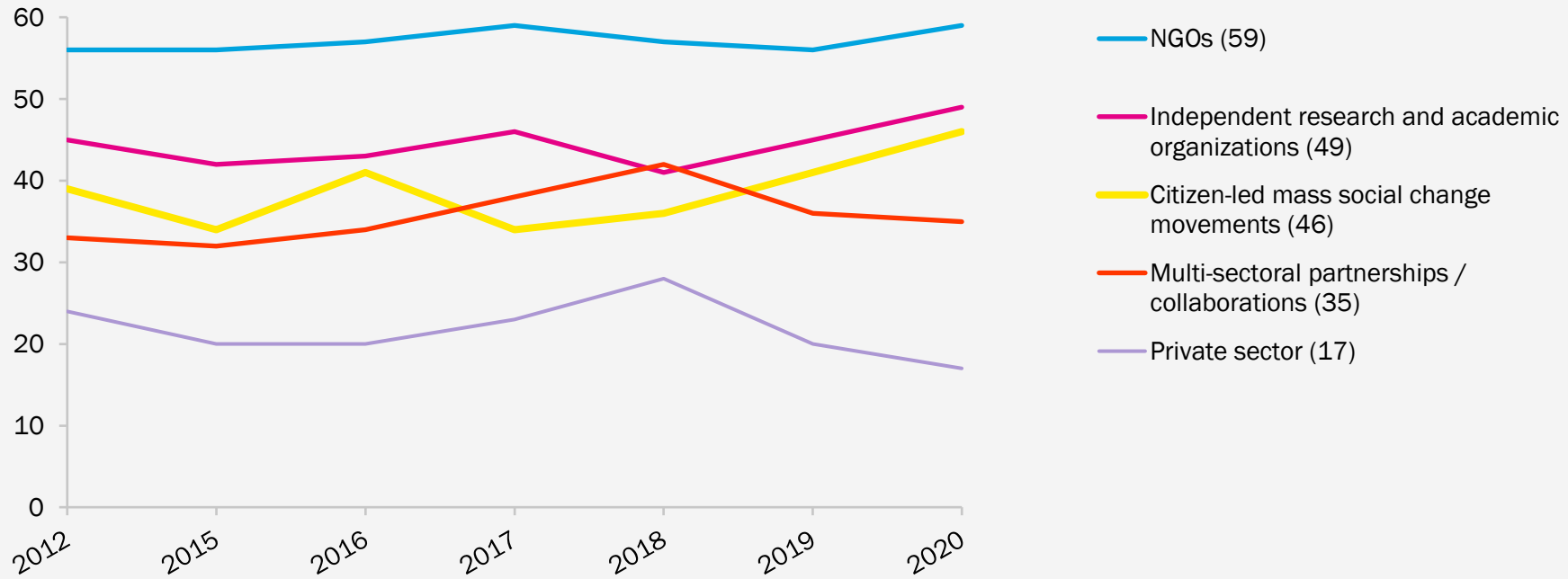
Experts see an increased urgency for action on systemic global challenges

% of Experts, "Urgent" (4+5), 2011-2020



But perceived impact of partnerships/collaboration has recently declined

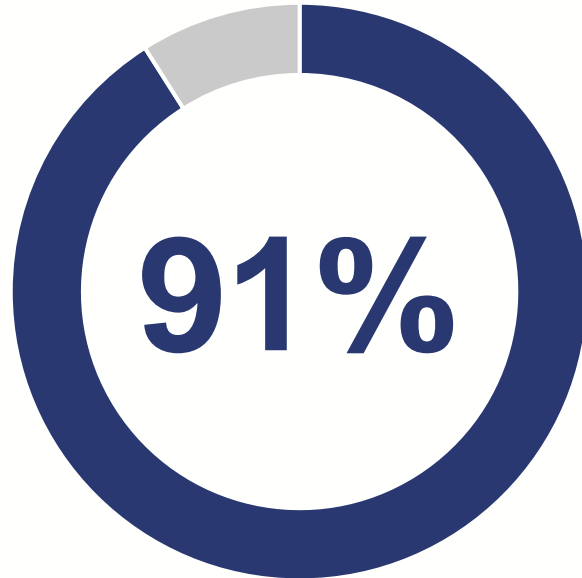
% of Experts, “Excellent” (4+5), 2012–2020



Q1. How would you rate the performance of each of the following types of organizations in terms of its contribution to progress on sustainable development since the 1992 Earth Summit in Rio? Please use a scale where 1 is “poor” and 5 is “excellent.”

Strong support for the role of civil society actors among the public

Support for NGO Involvement, Average of 27 Countries, 2020

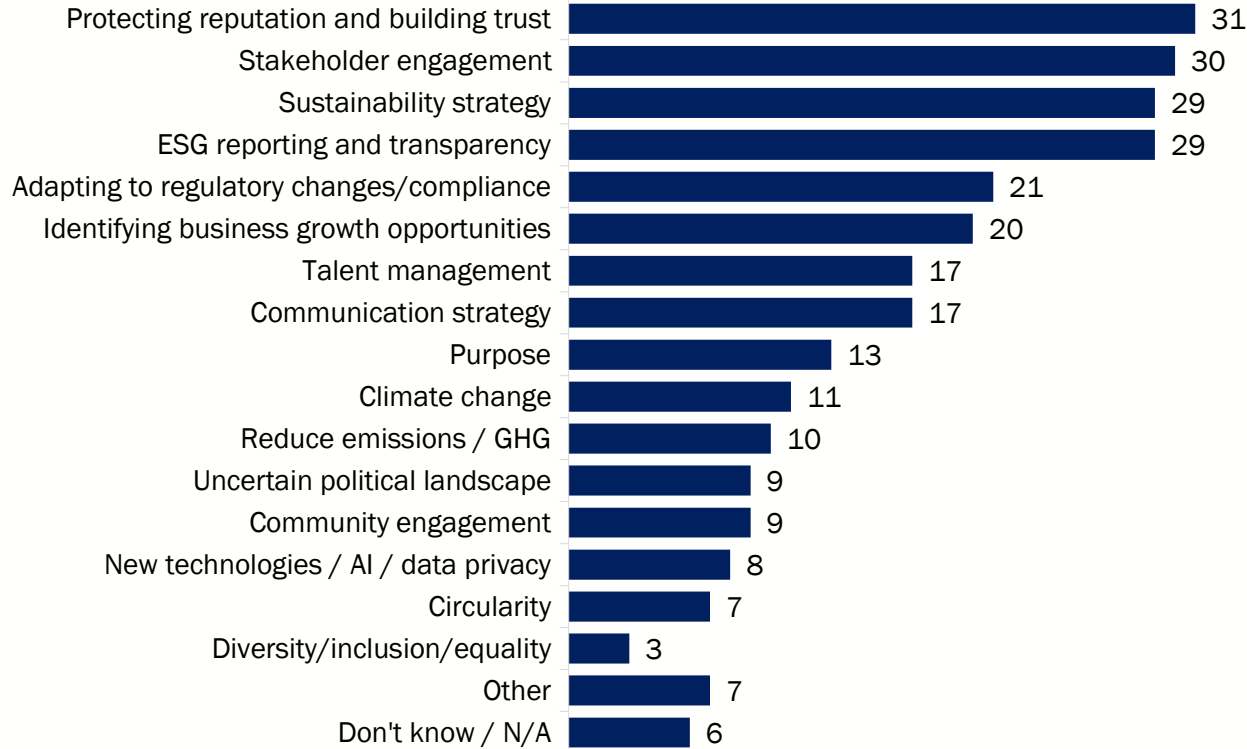


of the public support NGOs
and companies working
together to help solve
environmental/social issues

11 T16. Now we would like to ask you about the activities of environmental and social groups, what some people call charities, non-governmental organizations, or NGOs. Please indicate if you support or oppose these groups' involvement in each of the following. – Working with companies to help solve environmental and social issues

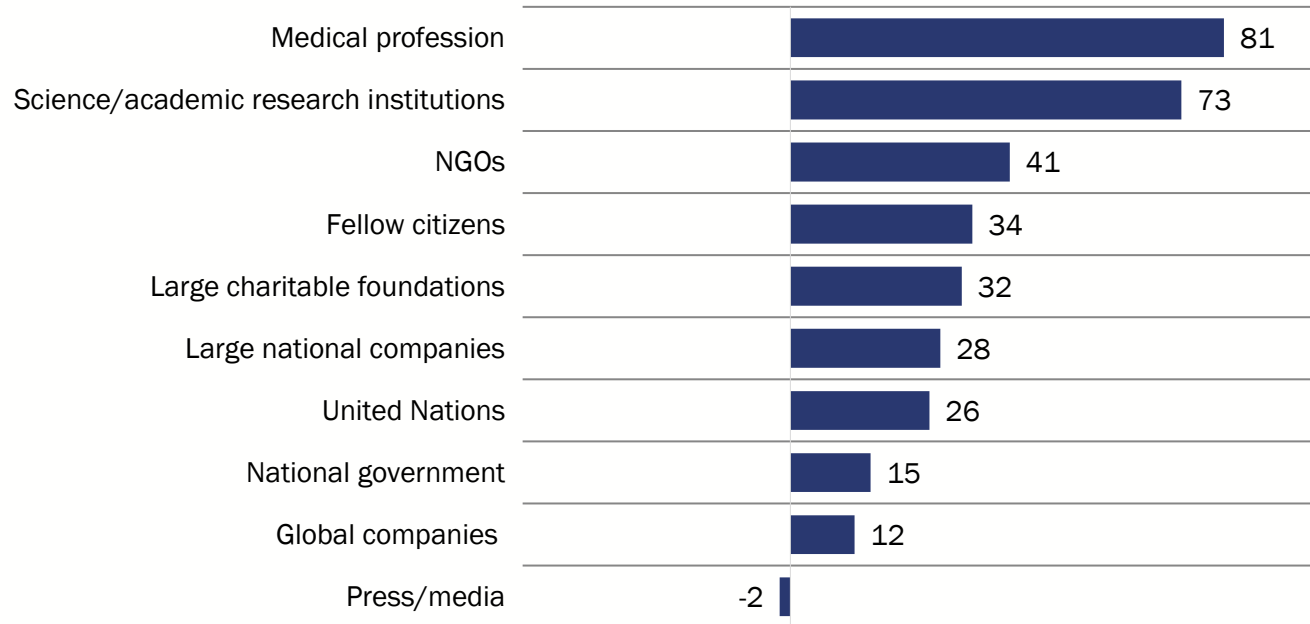
Engagement is a top priority for Corporate Affairs professionals

Most Important Priorities for Corporate Affairs Professionals in the Next 12 Months, 2020



The public are most likely to trust experts and civil society actors

Trust in Institutions, Net Trust,* Average of 27 Countries,** 2020



*"A lot of trust" and "Some trust" minus "Not much trust" and "No trust at all"

**Includes Argentina, Australia, Brazil, Canada, China, France, Germany, Hong Kong, India, Indonesia, Italy, Japan, Kenya, Mexico, Nigeria, Russia, Saudi Arabia, Singapore, South Africa, South Korea, Spain, Sweden, Thailand, Turkey, UK, USA, and Vietnam

Spain, Turkey, UK, and USA. Not all countries were asked in all years. Before 2019 this question was asked using an in-person and telephone methodology.

T3. Please indicate how much you trust each of the following institutions to operate in the best interest of our society. Would you say you have a lot of trust, some trust, not much trust, or no trust at all in...?

Strong stakeholder engagement is more essential than ever



- 1 Growing urgency and complexity of systemic, interconnected challenges – experts see an increased need for urgent action
- 2 Increasing recognition that all actors must work toward collective action – but perceptions of the impact of partnerships are waning
- 3 Engagement is core to charting a course through uncertainty and change – understanding changing dynamics and looking ahead
- 4 Raises collective ambitions and helps build collaborations for transformation – the public want companies and NGOs to work together
- 5 Vital to building trust, credibility, and “permission” to collaborate/influence – and engaging experts is crucial to building public trust and action

Stakeholder Engagement in 2020 and Beyond

**An ongoing, embedded
process of working with
stakeholders to create
shared value**

Building shared value into stakeholder engagement



INCLUSION

(of all stakeholders,
including less powerful)



CONSULTATION

(open, respectful; listen
and value feedback)

RECIPROCITY

(sharing learning and
generated value with
participants/stakeholders)

TRANSPARENCY

(of purpose, action, and
outcomes)



Panel Discussion

Putting shared value into practice:

Inclusion

Consultation

Transparency

Reciprocity

Building Your Approach

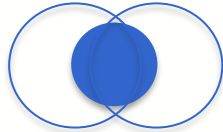
GLOBESCAN

Deeper engagement approaches are needed for systems change

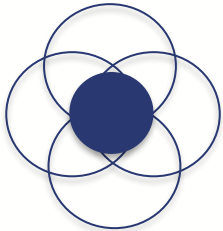
Reaching a wider group of stakeholders to inform, consult, and invite participation



Opportunities for co-learning and to co-create new approaches and implement together



Collaboration at scale where shared goals are deeply embedded



1. Engage and Inform

2. Collaborate and Partner

3. Collective Action

- Resource and time
- Longer-term commitment
- Deepening trust
- Potential for system change



Panel Discussion

The Credibility Principles at a glance

- › Sustainability impacts
- › Accuracy
- › Measurable progress
- › Collaboration
- › Added value
- › Stakeholder engagement
- › Continual improvement
- › Impartiality
- › Truthfulness
- › Transparency

Stakeholder engagement

The organisation identifies its stakeholders and operates in a way that is accountable to them. It involves a balanced and representative group of stakeholders in decisions that will affect them.

The organisation is non-discriminatory and inclusive. It makes particular efforts to understand the context and perspectives of disadvantaged stakeholders and ensure their participation in decision-making.

It provides clear and transparent feedback on stakeholder input or concerns and has fair, impartial and accessible mechanisms for resolving complaints and conflicts.

Why is it important? When stakeholders are empowered to participate, their input ensures that the organisation's sustainability objectives reflect the issues that matter most.

Collaboration

The organisation understands the context in which it operates and recognises that systemic change is complex and requires collaboration, which it pursues with openness and respect.

The organisation actively reduces duplication of efforts. When it has common sustainability objectives, it seeks collaboration with public, private and civil society actors as well as other sustainability systems. It establishes partnerships and shares learnings to create efficiencies and/or improve its outcomes and impacts.

Why is it important? It is a prerequisite for lasting, systemic change.

Get involved



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