



THE DANISH COUNCIL ON  
Corporate Social Responsibility

# Guidelines for sustainable supply chain management

The Danish Council on Corporate Social  
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# Guidelines for sustainable supply chain management

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# Preface

The purpose of companies' work with sustainable supply chain management is to ensure that suppliers meet social and environmental requirements and expectations.

This is a challenging, often extensive and complex task, especially when it comes to taking action against violations of human rights and other fundamental rights and principles.

So how can companies implement sustainable supply chain management? What can be done in-house, and what can they do in relation to suppliers?

To answer these questions, the Danish Minister for Economic and Business Affairs, Brian Mikkelsen asked the Danish Council on Corporate Social Responsibility to produce a set of guidelines for sustainable supply chain management.

The Danish Council on Corporate Social Responsibility thus presents a set of guidelines for the procurement of goods and services aimed at private companies and public companies and institutions.

The purpose of these guidelines is to provide greater clarity on what sustainable supply chain management entails for both companies and their stakeholders.

The guidelines come at a time when the economic crisis has placed special emphasis on the importance of growth. Given the global challenges in general, I have no doubt that responsible growth is the way forward for both the corporate world and society. Growth is crucial, not just for businesses but for society as a whole. But growth must be created with respect for human rights, labour rights, environmental conservation, and must include anti-corruption measures and unfair trade practices.

This is not something companies can solve alone, and therefore partnerships with governments, local activists and civil society can also be part of the solution. When several parties contribute knowledge and experience, new solutions to problems can prove beneficial to all parties.

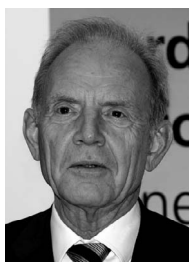
These guidelines are aimed at helping companies in their deliberations. However, the Council also discussed the role of consumers and the possibility of establishing a mediation/grievance mechanism for this area. The Council has not been able to conclude its discussions on this and will therefore proceed with the elaboration of recommendations regarding:

- **Consumers** - as a driver for social and environmental improvements
- **Mediation/grievance mechanisms** - within companies and externally for other stakeholders

The Council believes in general that there is a need for an overall improvement in future efforts. Other possible supportive measures include:

- Support for pilot studies on new forms of sustainable supply chain management, including how companies can, in practice, cooperate with local/regional authorities.
- Supporting initiatives that promote the establishment of several certified commodity producers in developing countries. The aim of the cooperation must be partly to ensure increased sustainable production in developing countries, and secondly, that we have more certified commodities on the market.
- Better use of the knowledge that embassies, public authorities and international organisations have of social and environmental issues in specific regions, and of local authorities. This is to facilitate partnerships and cooperation between authorities, Danish companies, NGOs and trade unions in countries in which companies have suppliers or production.

It is my hope that the Danish Council on Corporate Social Responsibility, with these guidelines, can help to strengthen and clarify Danish companies' work with sustainable supply chain management.



Mads Ovlisen, Chairman of the Danish Council on Corporate Social Responsibility

# 1. Introduction

Sustainable supply chain management deals with the dialogue companies create with their suppliers in order to prevent violations of fundamental human rights and international environmental standards. On the whole, it means to deliver expectations on social and environmental responsibility in accordance with internationally recognised principles and rights, such as those defined by the UN.

This is an area of rapid development, and many companies have increased their efforts on their own initiative. However, companies are facing increasing demands to take steps to ensure their suppliers operate in accordance with basic international principles and rights. There has been a general shift from merely making demands on suppliers and ensuring that the suppliers comply with them, towards including more strategic long-term partnerships. This involves the company and the supplier entering into a dialogue and learning process in order to build up the local knowledge and capacity required to meet expectations. Particularly in developing countries, the largest improvements are often achieved by combining the requirements to the supplier and the monitoring of the supplier's activities with dialogue and cooperation that can create the necessary understanding, desire and resources to improve social or environmental conditions.

Sustainable supply chain management is an often extensive, complex and challenging task, covering a wide range of activities in the supply chain both nationally and internationally. This often involves challenges, whose solution requires a nuanced understanding of the causes of specific social and environmental issues in the supply chain. This means that we cannot formulate a general approach which can be used by all companies. The challenges must be solved on the basis of the individual company's supply chain, particularly an assessment of the likelihood of violations of fundamental rights and in accordance with internationally recognised principles and practices. The focus is often on challenges which companies can only address in cooperation with professional organisations and/or local stakeholders, etc.

## 1.1. To what degree is the individual company responsible?

An important question, which often arises, is how to measure the responsibility of each company? There is no precise answer. In principle, companies of any size bear the same responsibility for their entire supply chain. On the other hand, it is recognised internationally that responsibility depends, in practice, on several factors, including the company's size and ability to exert its influence. There is no doubt that the company has a special obligation to its immediate suppliers, as in this case the company has a direct contractual relationship. It is also through this relationship that companies have a unique opportunity to influence sub-suppliers. Basically, it is imperative that companies of any size, through a variety of relevant assessments and initiatives, show due diligence and thus consider, and hedge against, the risk of violations in its sphere of influence.

## 2. Guidelines for sustainable supply chain management

The Danish Council of Corporate Social Responsibility presents a set of guidelines aimed at private and public companies and institutions for the procurement of goods and services. If the company observes these guidelines by initiating a process to continuously develop and strengthen its supply chain management it will, in the Council's view, be following international best practice in this area.

The Danish Council on Corporate Social Responsibility perceives sustainable supply chain management as an important part of corporate social responsibility. The Council perceives a company's corporate social responsibility as follows:

The company demonstrates corporate social responsibility and creates value for both the business and society by entering into dialogue with its stakeholders to address social, environmental and ethical challenges in accordance with internationally recognised principles.

On this basis, the Council has prepared the following guidelines for sustainable supply chain management:

### **The Council on Corporate Social Responsibility recommends that:**

1. Companies prepare a strategy for sustainable supply chain management.
2. Company strategies are embedded in management, organisation and business operations.
3. Companies develop their supply chain management based on an assessment of the likelihood of violations of fundamental rights and principles in their supply chain, and target their efforts and purchases to areas where they are expected to have the most impact.
4. Based on their risk assessment, companies request and establish a dialogue with their suppliers to create continuous improvement, including, if necessary, the monitoring of selected supplier activities, cooperation, capacity building and/or training.
5. Companies involve their stakeholders in their social and environmental improvements.
6. Companies discontinue cooperation in the event of gross violations of fundamental rights if the violations do not cease despite demands.
7. Companies communicate openly and credibly about their efforts, achievements and continued risks to customers, consumers and other stakeholders.

## 2.1. Basic considerations

The guidelines are intended to provide greater clarity about what sustainable supply chain management involves, for both the company and its stakeholders, including politicians, civil organisations (NGOs), media, citizens, customers, employees and consumers.

A company's supply chain management can have very different starting points. The requirements for sustainable supply chain management in a small company with few suppliers of standard products can be very different from supply chain management in a large company with many suppliers that produce specifically for the company.

Overall, the challenge is characterised by the fact that the greatest risks of violations occur in developing countries, in which national laws and internationally recognised principles are not fully respected. Rigorous enforcement by the authorities would in itself significantly alter the challenges that Danish companies face today. Moreover, the challenge is further complicated by the fact that supply chains are often long and opaque.

The international community focuses on two core concepts<sup>1</sup>:

### 8. Due diligence

### 9. Sphere of influence

These core concepts of supply chain management form the basis of the Council's guidelines on sustainable supply chain management.

**Due diligence** is about how companies ensure that they are aware of, and can describe, the risk of violations taking place, and their potential harm. In this context companies must implement initiatives which limit the risk of violations occurring. Companies demonstrate due diligence by ensuring the following four basic steps:

1. **Policies**, which describes the company's approach to sustainable supply chain management.
2. **Risk assessment**, which includes ongoing evaluation of current and potential violations related to business activities and relationships.
3. **Implementation** of policies on sustainable supply chain management, which, based on the risk assessment, include the monitoring of selected suppliers' activities and continuous improvements. Companies should take immediate action if they find serious violations of fundamental rights and international environmental standards.
4. **Reporting** on the company's endeavours and its results.

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<sup>1</sup> Source: UN special representative on human rights and business, John Ruggie.

**Sphere of influence** is a concept that aims to ensure an appropriate definition of companies' responsibility and efforts regarding supply chain management.

In principle, all enterprises regardless of size are responsible for taking steps to prevent any violations in their entire supply chain. It is, however, internationally recognised that implementation of this responsibility in practice depends on the company's ability to discourage violations by enforcing their influence in supplier relations. Companies often have better opportunities to influence the supplier than the supplier's subcontractors. In the case of subcontracting of significant scope or importance, the company should make a particular effort to influence the supplier. This also applies in cases of gross violations.

## 2.2. Should companies reject certain suppliers?

The UN recommends that companies strive to create continuous improvements. The starting point is to create a basis for a positive development, not only through requirements and checks, but also through dialogue and cooperation. Dialogue is critical, as ongoing improvements do not typically occur through setting requirements and enforcing them through inspections. The process of change will only be effective if it is based on dialogue, cooperation and mutual understanding. Generally, social and environmental problems should not therefore be a reason to discontinue cooperation.

However, companies may experience situations where it may be necessary to discontinue cooperation with a supplier. It is important to stress that especially gross violations are, in all cases, absolutely unacceptable. Violations can seriously damage a company's reputation. In some cases, such violations may also impose a legal liability on the company for contributory violations of human rights.

The gravity of violations should lead to increased vigilance, and it is clear that company decisions can be seriously challenged. The company should also emphasise a precautionary approach to quickly taking action if people, animals, plants or the environment are in danger - even if scientific evidence does not make a complete risk assessment possible<sup>2</sup>.

Both companies and stakeholders should actively contribute to preventing violations, and likewise not contribute to either maintaining the status quo or a deterioration of the situation. The goal should be to choose the strategy that achieves the best result. It is recommended that companies document their efforts to improve conditions and influence development.

The Council recommends that companies comply with the UN Global Compact guidelines for sustainable supply chain management and, based on an assessment of the likelihood of violations, consider identifying zero-tolerance thresholds and discon-

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<sup>2</sup> Cf. Principle 7 of the Global Compact that businesses should take a precautionary approach to environmental challenges.

continue relations with the supplier, if violations do not cease despite warnings. Companies can seek inspiration for this in the Danish CSR Compass<sup>3</sup> and other tools for supply chain management, such as those developed by Global Compact.

It must, in all cases, be communicated clearly and unambiguously to suppliers and other stakeholders that violations of fundamental rights and international environmental standards are unacceptable and must cease. To qualify the decision making process and ensure the most effective strategy, in cases of documented violations, the company must assess: 1) the perspective of engagement (is the improvement perspective futile?) in relation to 2) the perspective of discontinuing cooperation (will suspension or continuation of cooperation lead to a continuation or worsening of the situation?). With regard to the latter, it may be relevant to the company's assessment if certain violations are particularly common in one area or region. Thus, it is relevant to compare the risk associated with other suppliers in the same area with the chance of improving the perspective of the incumbent supplier. Finally, the company's potential for influence must be seen in the light of its importance as a customer of the supplier.

One should recognise that some situations are so complex that the company's response to this challenge may depend on a detailed assessment of the actual situation and the relevant facts.

This is further complicated by the fact that it may be extremely difficult for the company to gather the necessary information on the entire supply chain. A company can of course only discontinue the cooperation to the extent that the company is aware of the supplier's violation or can prove it. This applies, for instance, to the working conditions of the contract and seasonal workers of both suppliers and sub-suppliers.

### 2.3. Small and medium-sized enterprises (SMEs)

The Council recommends that companies organise their activities according to their size and potential influence. In general, the same principles apply to SMEs as to large enterprises. This means that the recommendations in paragraph 2.2 also apply to SMEs.

At the same time, it is recognised that, in practice, it is necessary to distinguish between large and small companies. SMEs do not, in practice, have the same opportunities to influence suppliers, and they have only limited resources available for practical supply chain management. Conversely, some small and medium-sized enterprises have simple supply chains with few or just one supplier.

The Council recommends that SMEs adapt their efforts, based on a pragmatic approach in accordance with their individual circumstances and resources, including their ability to exercise influence and the risk of violations. SMEs may base their sustainable supply chain management on the following questions:

- How can we organise our work with our suppliers in a practical and straightforward manner?
- How do we ensure that we direct our efforts where it is possible to achieve the greatest improvement?
- Can we cooperate with other companies or associations and thus save resources and gain greater impact?
- Can we use existing Codes of Conduct from, e.g. the CSR Compass ([www.csrkompasset.dk](http://www.csrkompasset.dk)) or from the Danish Ethical Trading Initiative (cf. Section 6)?
- How can we communicate to our stakeholders in order to ensure transparency regarding the choices and rejections we have made?

## 3. A practical guide

For each guideline, the Danish Council on Corporate Social Responsibility has developed a checklist of self-help questions. The questions are intended to help companies find the solutions that address their specific individual challenges regarding sustainable supply chain management.

### 1: Developing a strategy for sustainable supply chain management

The Council recommends that companies and government officials, as part of their strategy, and based on the ten principles of the UN Global Compact, formulate a strategy for sustainable supply chain management, possibly as part of an overall policy on social responsibility.

This requires that the companies consider the following questions:

- Do we have a clearly formulated policy on sustainable supply chain management which demonstrates our desire to create social and environmental improvements in our supply chain?
- How can sustainable supply chain management strengthen our business?
- Which supply chain management goals should our strategy contain and our policy support?
- What expectations and standards should be included in the strategy?
- How do we ensure that our company and our subsidiaries meet these expectations and standards?
- What are the expectations of our stakeholders, including employees, customers, NGOs and community organisations and can we benefit from involving them in drawing up our strategy?
- How can our efforts accommodate the strategic challenges of our suppliers?
- How should we organise our efforts?
- How do we measure whether our strategy achieves the desired results?
- What amount of resources should we allocate to the work?

## 2: Embedding the strategy in management, organisation and business operations

The Council recommends that the company's management ensures that the strategy for sustainable supply chain management becomes embedded throughout the organisation.

This requires that the companies consider the following questions:

- How do we ensure that our strategy is embedded within our organisation?
- Who is responsible for the preparation and approval of the strategy?
- How do management and the board gain ownership of the work with supply chain management?
- How do we ensure that relevant employees, through education and training, gain the knowledge and skills to work with supply chain management?
- What incentives can be established so that management and employees become actively involved in working with supply chain management?
- How can we work to ensure that our procurement practices, including delivery, quality, price, organisation of production and marketing are not contributing to the impairment of social and environmental conditions at the supplier?
- Can we promote on-going dialogue with the surrounding society?
- How do we ensure that we ourselves live up to the expectations we have towards the supplier?
- Would we benefit from creating an internal whistle-blower function, which employees and suppliers can contact if they discover that violations are taking place, or that the strategy for supply chain management is not being complied with?

## 3: Organise the company's efforts in accordance with the risk of a supplier violating fundamental rights and standards

The Council recommends that companies demonstrate the necessary care, and direct their efforts where the risk of violations is highest compared with their potential influence:

This requires that companies consider the following questions:

- Which suppliers are most likely to violate fundamental rights and standards in view of their current problems, the risk factors in the supply chain and various purchase categories?
- Have we designed our supply chain management so as to concentrate on areas where the risk of poor social and environmental conditions is greatest?

- How can the risk profile of the suppliers or the area be changed through the use of inspection visits, self-evaluation and dialogue with each supplier?
- Is it appropriate to divide our suppliers into different risk groups according to regional and industrial risk and traceability, and to organise our efforts accordingly?
- How can we continuously motivate the supplier to create lasting social and environmental improvements?
- Should we make announced or unannounced inspections at the supplier's premises?

#### 4: On-going social and environmental improvements

The Council recommends that companies formulate clear expectations of suppliers, based on a balance between basic requirements and monitoring compliance with the requirements on the one hand, and dialogue and cooperation about continuous improvement on the other.

Inspection is often a very resource-heavy activity. The Council therefore recommends that efforts be concentrated on selected suppliers which, in light of the risk assessment, should receive particular attention to avoid fundamental rights violations, cf. Guideline 3. A relevant starting point for this should be the contract, which should refer to the company's Supplier Code of Conduct or, if it does not have one - to industry or multi-stakeholder initiatives and/or recognised international initiatives, e.g. the UN's Global Compact.

If the company does not have a contract with the supplier, but only a purchase order, the company may consider asking the supplier for a statement that the supplier has read and understood the company's code of conduct and will endeavour to comply with the requirements therein. This can be done in a separate document or on a website. Although the goal is to create continuous improvements, there may be situations in which suppliers do not show sufficient cooperation, and the company therefore should reconsider the relationship, including the option of discontinuing cooperation.

This requires that companies consider the following questions:

- What requirements for social rights, environmental and human rights standards and anti-corruption measures do we expect the supplier to fulfil; e.g. in a Supplier Code of Conduct?
- Can we support and influence industrial, and/or national or international initiatives, including common supplier codes of conduct in order to avoid unnecessarily inconveniencing the supplier while simultaneously maximising impact?

- How can we improve the knowledge, skills and willingness of the supplier's management as well as staff to incorporate social and environmental improvements?
- What standards can we request the supplier to document to satisfy our expectations of compliance?
- How do we ensure that the supplier consistently meets our expectations?
- How do we ensure that the supplier is aware that serious violations of social and environmental expectations will lead to cooperation being discontinued?
- How do we ensure that the supplier's sub-suppliers are aware of, and understand, our social and environmental expectations, and therefore comply with these?
- How do we evaluate supplier compliance with our expectations?
- What procedures can we implement to ensure that the management of the supplier continually work to improve any conditions that are not in line with our expectations?
- How can we motivate the supplier's management and employees to implement improvements and take ownership of the continuous improvement process?

#### 5: Collaboration with stakeholders on social and environmental improvements

The Council recommends that companies, in selected areas, usefully engage in dialogue and cooperation with both local and international stakeholders, including NGOs, trade unions and local authorities. Selected areas could include environmental or human rights areas that the company determines present higher risks of serious violations. The possibility of establishing such cooperation also depends on whether there is a long-term supplier relationship or short-lived campaign activity.

This requires that companies consider the following questions:

- Can we usefully engage in dialogue and cooperation with the civil society to improve social and environmental conditions in the supplier's area?
- How can we, through our cooperation with our supplier, also affect the supplier's local area?
- What core competencies can we as a company contribute to this cooperation?
- Can we usefully influence the development of the local authorities towards more effective enforcement of national laws and international conventions?
- Can we usefully engage with others within our industry or with other foreign companies active in the local area?

## 6: The company's reaction to gross violations of fundamental rights by suppliers

Generally, violations of social and environmental rights should not cause companies to discontinue cooperation, but rather to demand improvements; cf. Guideline 4.

If there are gross violations of fundamental rights, it may be necessary to discontinue cooperation if the violations are not corrected. The Council recommends that companies consider identifying, in advance, such zero-tolerance thresholds, and through the requirements and an active dialogue seek to prevent serious violations occurring.

The Council would like to emphasise that it is not possible to give a precise guideline for when cooperation with a supplier should be discontinued. This depends on a specific (case-by-case) assessment of the supplier and the area in which the supplier is located.

This requires that companies consider the following questions:

- What is the nature and seriousness of the violations?
- Were the violations intentional and were they perpetrated by the supplier or a sub-supplier?
- Can we prove the violations?
- What options do we have for identifying and influencing the supplier?
- Is there any prospect of improving the conditions or does the supplier display an unwillingness to implement the improvements we demand, and rejects on-going cooperation?
- Does the supplier refuse access to facilities?
- Have we found gross violations - slavery, torture or other cruel, inhuman or degrading treatment committed by a supplier?
- Will the suspension or continuation of collaboration mean a continuation or a worsening of the situation?

## 7: Reporting and communication

The Council recommends that companies communicate openly about the challenges they face, including both positive and negative effects of sustainable supply chain management. This can generally be achieved through the company routinely reporting on corporate social responsibility, but also through continuous dialogue with stakeholders, including employees, customers, unions and NGOs.

This requires that companies consider the following questions:

- How do we communicate our strategy for supply chain management, both internally and externally?
- How do we ensure relevant and credible communication?
- How do we ensure that our communications mention both the successes and outstanding risks and issues?
- How do we communicate externally about our ongoing efforts on behalf of suppliers and the results thereof?
- Can our strategy for supply chain management be usefully integrated into our marketing?
- How do we communicate externally when a supplier does not meet our expectations?
- What have we learned from our past communication, and are there things we could do better in future?

## 4. Further steps in relation to sustainable supply chain management

The Council believes that the guidelines on sustainable supply chain management are an important step towards strengthening the supply chain management of Danish companies, provided the guidelines are disseminated.

In order to enhance the effort, the Council will consider additional relevant supportive measures. The Council believes it would be appropriate to look at how consumers can help promote sustainable supply chain management. The Council does not want to introduce a new labelling system, but wishes to strengthen information on, and incentives for, sustainable consumption.

In addition, the Council will examine the needs, opportunities, advantages and disadvantages of establishing an independent mediation/complaints mechanism, in the light of existing complaint mechanisms.

Among others, the UN Special Representative on Business and Human Rights, John Ruggie, emphasises the need for grievance mechanisms (remedies) if human rights are violated. The establishment of a mediation/grievance mechanism requires careful consideration and the involvement of relevant stakeholders. Due to the short deadline for these guidelines, it has not been possible to prepare a complete set of recommendations.

## 5. The basis of the Council's guidelines

Both nationally and internationally, companies and authorities have developed various guidelines and tools for supply chain management in recent years. Therefore, it can be difficult for individual Danish companies to assess which guidelines and tools to use.

The guidelines are formulated on the basis of the principles, guidelines and instructions defined by:

- The UN's Global Compact
- The UN's Special Representative for business and human rights

Furthermore, the guidelines are inspired by international and national initiatives on supply chain management, such as:

- The guidance standard on social responsibility: ISO 26000
- The CSR Compass was prepared by the Danish Institute for Human Rights, the Confederation of Danish Industry and the Ministry of Economic and Business Affairs
- The Danish Ethical Trading Initiative (DIEH)
- "Sustainable supply chain management - a guide to best practice for supply chain management", prepared by the Danish Council for Sustainable Business Development

## 6. Additional information

### THE CSR COMPASS

The CSR compass helps companies manage demands for social and environmental responsibility, whether the company needs to document its responsibility to its customers, or if the company wishes to impose demands on its suppliers through a code of conduct. With the CSR Compass, companies can design their own code of conduct. The CSR Compass is the result of collaboration between the Ministry of Economic and Business Affairs, The Danish Institute for Human Rights and DI – the Confederation of Danish Industry.

Read more at [www.csrkompasset.dk](http://www.csrkompasset.dk)

### THE DANISH ETHICAL TRADING INITIATIVE (DIEH)

The Danish Ethical Trading Initiative is the first Danish multi-stakeholder initiative for ethical trade. DIEH brings together companies, public agencies, business organisations, NGOs and trade unions to jointly create sustainable improvements in working and environmental conditions in Danish companies and their global supply chains. The initiative was established in 2008 as the national gathering place, where Danish companies can seek information and enter into dialogue with their stakeholders on specific dilemmas and problems, and together find constructive solutions and establish best practices, translating words into action and creating real improvements in developing countries and emerging economies. DIEH is financially supported by Danida.

Read more on [www.dieh.dk](http://www.dieh.dk)

### THE UN'S GLOBAL COMPACT

Global Compact is a UN initiative, which sets out ten general principles for corporate social responsibility. The ten principles of the UN's Global Compact are a good starting point when companies need to work with social responsibility and sustainability. The principles are based on internationally recognised conventions on human rights, labour rights, the environment and anti-corruption.

Read more at [www.unglobalcompact.org](http://www.unglobalcompact.org)

### ISO 26000

ISO 26000 is an international guidance standard for social responsibility in companies and organisations. The standard was developed under the auspices of the International Organisation for Standardisation, ISO.

The standard is intended for companies and organisations in both the private and public sectors, and is based on international consensus among experts from six stakeholder groups within social responsibility: governments, businesses, unions, consumers, NGOs, and a group consisting of researchers, consultants, etc.

Read more at [www.iso.org/sr](http://www.iso.org/sr)

#### **THE COUNCIL FOR SUSTAINABLE BUSINESS DEVELOPMENT (RBE)**

The Council for Sustainable Business Development was founded in 2006 by 19 major companies, all working to incorporate sustainable business as an essential aspect of their business principles. The Council for Sustainable Business Development aims to strengthen Danish industry's competitiveness by developing the concept of sustainability. The Council is simultaneously a forum where companies' work with the concept of sustainability can be further developed for the benefit of the companies' internal operations as well as their relationships with customers and suppliers.

Read more at [www.rbenet.dk](http://www.rbenet.dk)

#### **CSRGOV.DK**

Csrgov.dk aims to disseminate tools, information and knowledge about corporate and social responsibility. Csrgov.dk is the Danish Commerce and Companies Agency's website on corporate social responsibility and is part of the government's action plan on corporate social responsibility.<sup>1</sup>

Read more at [www.csrgov.dk](http://www.csrgov.dk)

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<sup>1</sup> csrgov.dk is the English version of [www.samfundsansvar.dk](http://www.samfundsansvar.dk)

## 7. Members of the Council on Corporate Social Responsibility

### Chairmanship

#### **Mads Øvlisen (Chairman)**

Assistant Professor of Corporate Social Responsibility at Copenhagen Business School and member of the UN Global Compact Board

#### **Lise Kingo (Vice Chairman)**

Executive Vice President, Novo Nordisk A/S

### Expert members

#### **Mette Morsing**

Professor and Head of the Centre for Corporate and Social Responsibility, Copenhagen Business School

Peder Michael Pruzan-Jørgensen

Managing Director of Business for Social Responsibility/Europe

### Organisations

#### **The Economic Council of the Labour Movement**

Confederal Secretary, the Danish Confederation of Trade Unions (LO), Marie-Louise Knuppert

#### **The Danish Chamber of Commerce**

Globalisation Manager, Ole Schmidt

#### **The Danish Ethical Trading Initiative (DIEH)**

Chairman of the Board of DIEH, Judith Kyst

#### **The Confederation of Danish Industry (DI)**

Director, Tine Roed

#### **The Danish Bankers Association**

Deputy Director, Susanne Dolberg

#### **The Danish Consumer Council**

Department Manager, Mette Boye, the Danish Consumer Council secretariat

#### **Forsikring og Pension, ATP and LD**

Group CEO, Stine Bosse, TrygVesta A/S

#### **The Danish Federation of Small and Medium-Sized Enterprises**

Manager Business Development & CSR, Henning Høy Nygaard

#### **The Danish Agriculture and Food Council**

Executive Director, Claus Søgaard-Richter

#### **The Danish Association of Managers and Executives**

Department Manager, Kim Møller Laursen

#### **The Danish Shipowners' Association**

Head of Group Sustainability, Annette Stube, A.P. Møller – Mærsk A/S

#### **The Danish Council for Sustainable Business Development (RBE)**

Director of Consumer Policy, Mogens Werge, Coop Denmark A/S

#### **The Danish 92-Group**

Advisor, Business and Human Rights, Sanne Borges, Amnesty International