

Tomorrow's Global Company update

Inquiry Team and Research Faculty

2007 Quarter 4 update

Our main aims following the launch of the report were to popularise the report and establish it as a reference point for the debate. As you will see from this update we have taken some significant steps towards these goals and continue to make progress.

Now as we move to the next stages we are looking to increase the deepening of the work around the principles of the report - particularly working with companies to explore how they redefine their success, embed values and work to create the right frameworks to deliver practical solutions. We are also now starting to build the momentum and the critical mass of individuals and organisations needed to see the behavioural changes we believe are crucial for future business success.

Below is a summary of some of the highlights of how far we have come and an outline of some of the future activities we have planned.

1. Media coverage:

The report has received coverage worldwide including:

- * Al Jazeera (UK)
- * BBC Radio 4 (UK)
- * Business Plus (Ireland)
- * CNBC Europe (Europe)
- * CNBC TV18 (India)
- * Economic Times (India)
- * Ethical Corporation (UK)
- * Financial Times (International)
- * Guardian (UK)
- * Independent on Sunday (UK)
- * Irish Director (Ireland)
- * Management Today (UK)
- * MindShift (South Africa)
- * Parliamentary Brief (UK)
- * Times of India (India)

2. Action with companies

The report has been discussed with each of the participant companies and out of 11 companies, only two have indicated that no further action will be taken while there are follow-up discussions in various stages of progress with the other eight. One major programme we have started is a programme of engagement with KPMG. A series of regional, national, global and sectoral client engagement events is planned for 2008. These will be complemented by a series of external KPMG hosted events, the first of which was the Tomorrow's Company Annual Lecture with Peter Brabeck-Letmathe (Chairman and CEO, Nestlé)

In addition we have been in discussions with a number of major companies who were not members of the IT but are keen to participate in follow-up work.

3. Events and platforms

Since the launch of the report, Tomorrow's Company and members of the Inquiry Team have presented the report findings at over 20 different platforms and events in countries including Belgium, Canada, Germany, India, United Kingdom and United States. These have included audiences from business, government, and academia. Other events are currently being planned include platforms in Australia, Hong Kong, Saudi Arabia, and China.

We have also run two 'ambassador days' which have introduced the findings and recommendations of the report to individuals that will promote the findings to a broader audience.

Some of the highlight platforms and events have included:

- * US Academy of Management Symposium (August in Philadelphia)
- * CNBC TV18 India launch (September in Bangalore)
- * Young Presidents Association (September in Hyderabad)
- * European Academy of Business in Society Annual Colloquium (September in Barcelona)
- * 21st Century Leaders Programme SAID Business School (September in Oxford)
- * Presentation to Permanent Secretary and colleagues at Department for Business Enterprise and Regulatory Reform (October in London)
- * European Conference Board meeting on climate change (October in Brussels)
- * KPMG Client Service Board (October in Manchester)
- * United Nations Environment Programme launch of GEO-4 (October in London)
- * Tomorrow's Company Annual Lecture with Peter Brabeck, Chairman and CEO, Nestlé (October in London)
- * Tomorrow's Company ambassador training days (August and September in London)
- * Infosys Confluence Client Conference (October in Berlin and November in Miami)
- * TGC briefings for Tomorrow's Company members (October and November in London)
- * KPMG Non-Executive Directors Forum (November in London)
- * Summit on the Future of the Corporation (November in Boston)
- * Parliamentary Launch of Tomorrow's Global Company (November in London)
- * Confederation of Indian Industry Sustainability Conference (December in New Delhi)
- * ACCA Sustainability Reporting Awards 2007 (December in London)

Future events and platforms - We are planning a number of additional events over the next six months to continue the engagement and dissemination. These include:

- * Tomorrow's Global Company website preview event (January in Davos)
- * Series of KPMG Client Services meetings (Various dates across the UK)
- * Briefings in partnership with KPMG in Australia and Hong Kong
- * Briefings and workshops in partnership with Tamkeen Consulting (a CSR firm in Saudi Arabia)
- * Additional ambassador training days for key contacts of Tomorrow's Company

4. What others said

Below is feedback from those that have read the report, participated in the report or who have attended a presentation of the findings and recommendations from the inquiry.

"I participated in the report with an interview, a remarkable exercise. It showed that good questions often help the interviewed person to get new insights as well."

Peter Brabeck-Letmathe, Chairman and CEO, Nestlé

"The key elements are clear and full of insights."

Lord Simon of Highbury - Former Chairman BP

"I feel the report is a strong one. It is very clear and provides an excellent benchmark for global companies for the future. The examples of good practice are very helpful to the reader."

David Tyler - Non-executive Chairman of LogicaCMG

"In all my years in going to the Academy of Management this was the most stimulating session I have been to. Thank you very much."

Jim Weber, Ph.D. - Professor of Business Ethics, Director, Beard Center for Leadership in Ethics, Duquesne University

"I thought it a good report, especially the sections on climate change and on what specific companies have been doing on values issues such as human rights."

Bill Emmott - Former Editor of the Economist

"Let me congratulate you on the launch of the very relevant report "Tomorrow's Global Company: Challenges and Choices". The key message that prominently comes through is that global companies are uniquely placed to deliver the practical solutions required to address some of the key challenges we face."

Sachin Joshi - Deputy Director, CII-ITC Centre of Excellence for Sustainable Development

"The report is great. It supports my thinking that governance, to be good, is inseparable from strategy and sustainability."

Mervyn King - Chairman, BRAIT, Author of King Reports on Corporate Governance, South Africa

"The results of the inquiry, and especially the report's guiding suggestions on "expanding the space," which includes redefining success, embedding values and creating frameworks go a long way towards helping tomorrow's global companies navigate and succeed in a new global landscape. I would recommend the report to all from business and civil society who are interested in promoting more sustainable markets using an integrated, holistic approach to tackling the problems facing our society today."

Josh Cleveland - Program Manager, Net Impact

5. Website and Film

Website - a site is being developed, in partnership with Heidrick & Struggles, using Web 2.0 to ensure that it provides an opportunity for users to interact with the content and contribute to the journey that is taking place. The site will provide a community of interest around these themes and will provide a home for the debate. It aims to provide a show case of practical application of the report's recommendations.

The content will include:

- * Blogs from leading thinkers (including members of the Inquiry Team)
- * Video, audio and articles about best practice
- * Tools bringing many of the things talked about to life
- * The full report with areas to comment on the sections of the report
- * Opportunity to build you own report

We are launching this at the Annual World Economic Forum meeting in Davos on 24 January 2008 (between 7.00am and 8.45am). If you are in Davos for the WEF meeting and would like to attend please contact Ivor Gibbons (ivor@tomorrowcompany.com)

Five minute film - a short film is being produced in partnership with BT. The film will consist of five sections (the changing global landscape, redefining success, embedding values, creating frameworks, and tomorrow's global leader). Each section will be a talking head piece. These will include Sir Mark Moody-Stuart (Chairman, Anglo American), Ben Verwaayen (CEO, BT), GV Prasad (CEO, Dr Reddy's), Fields Wicker-Miurin (Co-Founder, Leaders' Quest) and Ian Barlow (Senior Partner, KPMG).

6. What next

Since the launch in June 2007 momentum has really been building behind the report and its findings. As we move forward we are engaging more companies and organisations beyond the original Inquiry Team and are developing more ways to engage with a broader audience.

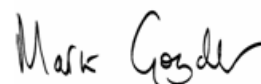
As we move into 2008 we plan to continue the work on dissemination and to begin some of the next stages in the deepening of the work looking at areas that include Tomorrow's Global Leaders, 'Expanding the Space' in practice (in particular Redefining Success and the metrics needed to underpin this), Tomorrow's Owners (exploring the implications of changing ownership patterns), Tomorrow's Talent (exploring how companies find and keep local talent).

We hope you will continue to be part of our work as we move into 2008 and look forward to updating you with developments as they occur.

Best wishes,



Tony Manwaring
Chief Executive



Mark Goyder
Founder Director