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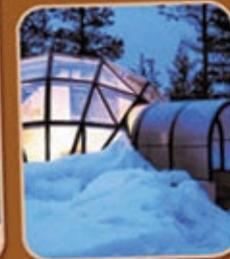
# earth's

atmosphere more  
chemically reactive in  
cold **climates**

## earth's

atmosphere more  
chemically reactive in  
cold **climates**

By: University of Washington



ENVIRONMENT  
27th Edition 2017

04

**EBU**  
**ETHICAL**  
BUSINESS UPDATE  
The Magazine of  
Corporate Responsibility

01

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# EBU

## ETHICAL

BUSINESS UPDATE

is an online magazine with a strong heritage in the fields of ethics, governance, corporate responsibility and socially responsible investing.

Now available only on the web, but soon will be published and will be available for monthly subscription.

The mission of Ethical Business Update? Now, as then - is "to promote ethical business practices, to serve that growing community of professionals and individuals striving to work and invest in responsible ways."

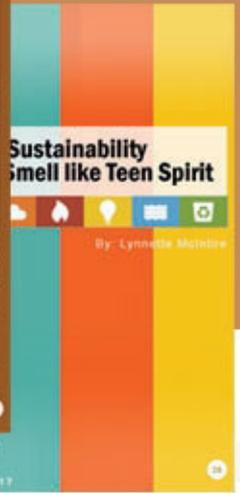
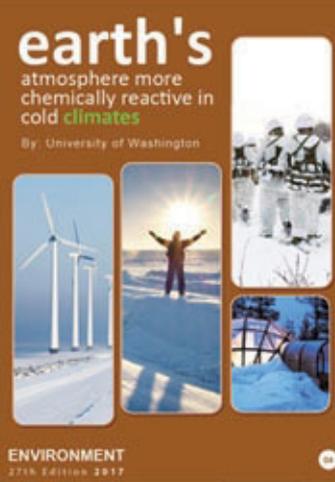
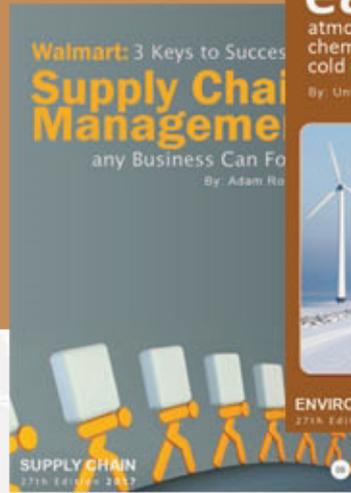
We believe this is not only how to guarantee a future for all, but makes good business sense.

A lot has changed in the more than two decades, ethics and governance have emerged as front-page news and lead agenda items in corporate board rooms and the halls of Congress.

Good corporate citizenship is now studied, advocated and sometimes practiced. Sustainability has become a goal for well-meaning small businesses as well as many of the Fortune 500.

Whether that represents real progress is open to debate. The continuing fallout from the recent economic and financial crises is a constant reminder that many systems are not working. There's plenty to discuss. Ethical Business Update aims to serve as a guide.

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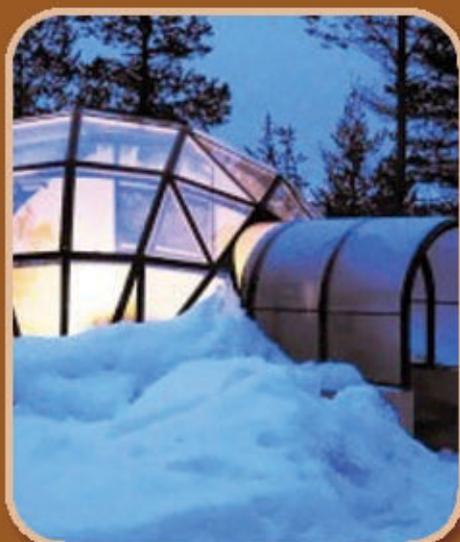
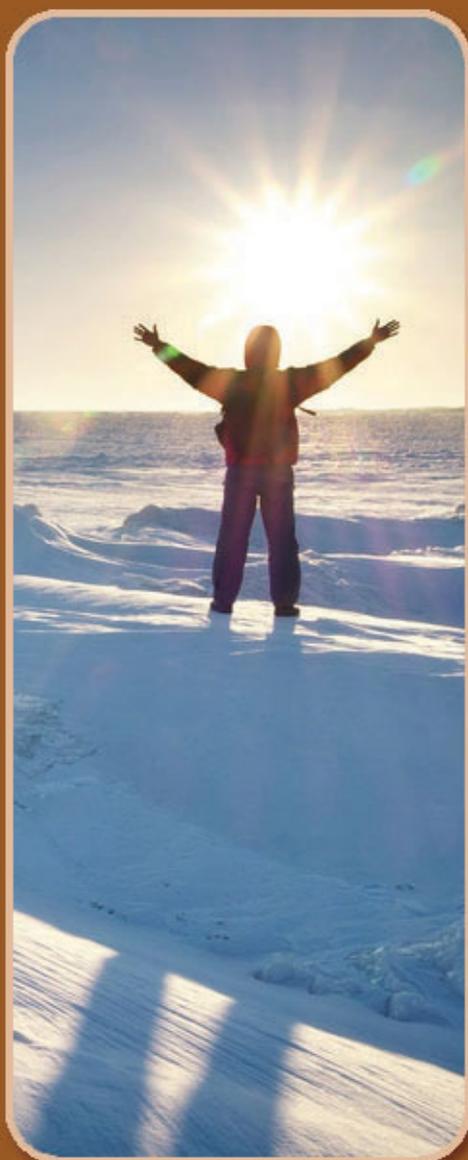
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# earth's

atmosphere more  
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By: University of Washington





# Earth's atmosphere

## more chemically reactive in cold climates

By: University of Washington

Unseen in the air around us are tiny molecules that drive the chemical cocktail of our atmosphere. As plants, animals, volcanoes, wildfires and human activities spew particles into the atmosphere, some of these molecules act as cleanup crews that remove that pollution.

The main molecules responsible for breaking down all these emissions are called oxidants. The oxygen-containing molecules, mainly ozone and hydrogen-based detergents, react with pollutants and reactive greenhouse gases, such as methane.

A University of Washington study published May 18 in the journal *Nature* finds that during large climate swings, oxidants shift in a different direction than researchers had expected, which means they need to rethink what controls these chemicals in our air.

"Oxidants are very reactive, and they react with pollutants and greenhouse gases and clean up the atmosphere," said corresponding author Becky Alexander, a UW associate professor of atmospheric sciences. "We wanted to see how the ability of the atmosphere to clean itself might change with climate."

First author Lei Geng, a former UW postdoctoral researcher now at Grenoble Alpes University, analyzed slices from a Greenland ice core in the UW's isotope chemistry lab. The 100,000-year core begins in a relatively warm period, covers a full ice age and ends in the present day, with several shorter temperature swings along the way. The researchers used a new method to get a first-ever read on changes in atmospheric oxidants -- volatile chemicals that are not directly preserved in ice cores.





The researchers fed meltwater to bacteria that drank the liquid and then excreted a gas that can be measured by machines that track isotopic composition of gas. Looking at the weight of oxygen atoms from the meltwater let the team see how many had come from the two main oxidants: ozone, which varies in the atmosphere over time, versus the detergent molecules, which are expected to stay fairly constant.

"We found that the sign of the change was the complete opposite of what we expected," Alexander said. "And that indicates that what we thought were the main drivers for the abundance of oxidants were not actually the main controls, and we had to come up with some other mechanisms."

Atmospheric scientists had believed that ozone levels rise as the temperature increases. Ozone is produced with water vapor and emissions from plants, soil bacteria and other living things. All of these go up as the temperature warms. So the authors expected to find more ozone in the warmer climates.

Instead, the proportion of ozone actually increased in colder climates. When the temperature changes were small, ozone did increase with temperature, but for big temperature swings that relationship flipped, with more ozone in the cold periods.

One hypothesis proposed by the authors is a change in the circulation between the troposphere, the air above our heads, and the stratosphere, the higher-elevation layer close to where most airplanes fly. Air circulates between these two, moving up in the tropics and dropping back down at the poles. The stratosphere contains more ozone that is largely formed at those elevations in the tropics, so if the circulation quickens, then more ozone from the stratosphere would get carried down to the surface.





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"There is evidence -- strong evidence -- showing that the Brewer-Dobson circulation became stronger during the last glacial maximum," said co-author Qiang Fu, a UW professor of atmospheric sciences. "That means there was less stratospheric ozone in the tropics but more in the high latitudes, and then more ozone going down from the stratosphere to the troposphere."

That's one explanation for why ozone would go up at the surface during cold climates. This shift in circulation would also cause more ultraviolet radiation to hit the tropics, and UV and water vapor are the main drivers for the formation of the other main group of oxidants, the detergents. The ice-age tropics could then become a rich source of detergents, which break down pollution and greenhouse gases like methane.

"Traditionally, ice-core methane records have been interpreted solely as a change in the source," Alexander said. "But land-surface models have not been able to simulate the full scale of the change of methane seen in ice cores. That suggests that maybe the lifetime of methane has changed, and the only way to do that is to change the amount of detergent in the atmosphere."

A second possible explanation for the puzzling ozone trend, researchers said, is a less-understood group of oxidants: halogens. These molecules are poorly studied, and it's not fully known how they influence climate, but researchers suspect they could react to affect the levels of other oxidants.

"The largest source of halogens is from sea salt, and we know from ice cores that sea salt is much higher in colder climates," Alexander said. "Sea ice also changes with climate, of course."

The authors suspect that both mechanisms -- the high-level circulation and chemical reactions with halogens -- could affect oxidants during big swings in Earth's temperature.

"The changes we measured in ozone levels seem to be quite large if you only consider one mechanism at a time, suggesting that they might be acting simultaneously, and not necessarily independently from one another," Alexander said.



**Walmart:** 3 Keys to Successful  
**Supply Chain  
Management**  
any Business Can Follow  
By: Adam Robinson





# Walmart: 3 Keys to Successful Supply Chain Management any Business Can Follow

By: Adam Robinson

When someone hears the company name "Walmart" several things come to mind from a pop culture standpoint. From the bullying of getting small town business out of business, to the famous "People of Walmart," to the general low approval rating by consumers. However, one thing that should come to mind is the prowess of the retail giant's supply chain excellence. Walmart would not have the ability to provide such low prices and have consistent inventory in the over 5,000 stores in the United States and over 1.3 million employees without a focus on good supply chain management. This "invisible" part of Walmart's business is a logistical and supply chain management and the practices they employ should give supply chain managers pause to take a bit out of their day and inspect what Walmart is doing in order to mimic into the supply chain manager's own practice.

Not only has Walmart excelled over the decades in traditional supply chain management but with recent news as of late, Walmart is also focused on continuous improvement by investing more into emerging technologies to capture more of the e-commerce market as well as a focus on sustainability.

When it comes to e-commerce initiatives by Walmart, the Wall Street Journal recently wrote:

Wal-Mart Stores Inc. is one of a growing number of big-box retailers building out their supply chains with distribution centers designed to meet the demands of online shopping. The company expects to open four such giant facilities this quarter, as it aims to triple online sales by 2018, to \$35 billion from \$12 billion last year.

And on the subject of sustainability, SCDigest.com covered Walmart's 2015 Sustainability report:

Walmart, the world's largest corporation, is fresh out with its 2015 sustainability report, the eighth such document it has produced.

The 2015 document is quite remarkable, with Walmart more aggressively than ever redefining its corporate mission from delivering quality products at everyday low prices to making the world itself a better place, in almost missionary terms.

"For years we've also been thinking in broader terms about what an item actually costs society to produce and deliver - from the bottom to the top of the supply chain - the "true" cost of a product." Walmart states early on. "The net true cost considers issues such as waste-to-landfill, greenhouse gas emissions, economic mobility, worker safety and food safety. These are all examples of the effects production may have on the environment, in local communities, or on the people who grow and make what we sell."



As an example of this change in tone for 2015, Walmart says one of its missions is to create "economic opportunity for our associates, suppliers and people who work in retail and retail supply chains beyond Walmart." Yes, Walmart now is taking on the task of improving the lives of retail workers generally, whether or not they are employed at Walmart or some other chain. It says it will do that by "clarifying retail career paths, better pre-employment training, more innovative and relevant on-the-job and supplemental training and credentials that employers will accept for advancement."

## **The Key's To Walmart's Supply Chain Management Excellence over the Year**

### **Walmart's Supply Chain Forged Over Decades**

Riding a rising five-year trend, retail juggernaut Walmart® grossed \$476 billion in the fiscal year that ended in January 2014, up from \$408 billion in fiscal 2010, according to The Wall Street Journal's MarketWatch.

Put another way, Walmart's revenue comes to 81% of what the National Restaurant Association says the entire U.S. restaurant industry made in 2013.

That income was generated by more than 4,100 stores and fed by a sprawling supply chain, ranked 14th in 2014 by research and analyst company Gartner. Walmart has held a place among Gartner's top 20 supply chains since 2010.

In detailing its 2014 rankings, Gartner called Walmart a "perennial supply chain powerhouse" and said the company that the National Retail Federation ranks as the world's top retailer in 2014 based on global sales has a "mature supplier collaboration process" supported by technology.

Walmart uses its mammoth purchasing power to shape suppliers' behavior which also drives down costs, Gartner said.

The evolution of Walmart's supply chain includes three elements, according to a 2012 article from Arkansas Business: distribution practices, operating its own fleet of trucks, and technology.

Benefits from its supply chain efficiency result in time savings, more cost-effective inventory management and improved product forecasting, the article said.





## Decades in the Making

The retailer started dealing directly with manufacturers in the 1980s, giving suppliers the job of managing inventory in its warehouses, the Arkansas Business article said. The result was something called vendor managed inventory, or VMI, that smoothed irregularities of inventory flow which helped ensure products were always available on store shelves.

The process involved cooperation and collaboration with suppliers that produced a more efficient supply chain with technology connecting everything.

Walmart was tapping technology even before it developed VMI when in 1975 the company started using a computer system for inventory control in its distribution centers and warehouses, according to a timeline of Walmart's history from Supply Chain Digest.

Walmart's inventory management now funnels information from stores such as point-of-sale data, warehouse inventory and real-time sales into a centralized database. The data is shared with suppliers who know when to ship more products.

By 1987, Walmart had its own satellite system that allowed voice and data communication between all segments of the company, according to CIO Online, a website for chief information officers.

By 1989, Walmart saw the benefits of its supply chain management when its distribution costs were 1.7% of its sales, or less than half Kmart's cost and just under a third of what Sears was spending at the time, according to Arkansas Business.

## Beyond Technology



Walmart's SCM process is not based entirely on technology. The company has a sprawling network of nearly 160 distribution centers covering almost 120 million square feet and all within 130 miles of the stores it supplies, according to MWPVL International, a supply chain and logistics consulting company. About 81% of Walmart merchandise passed through those centers in 2013, the website said.

The retailer also instituted cross-docking at its warehouses, a method that moves inventory directly from arriving or departing trucks. Products are taken from an arriving truck and packed in a truck bound for a store without lengthy storage in the warehouse, said inventory management software company TradeGecko.

The result is lower costs for inventory storage, reduced transportation costs, and products spend less time in transit, TradeGecko said.

Walmart also uses its own trucking fleet and drivers, maintaining high minimum standards for its thousands of drivers, including three years and 250,000 miles of driving experience and no preventable accidents in three years, according to TruckersLogic.



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## Components of Supply Chain Management (SCM)

Walmart's overall methods of supply chain management differ little from the main components of most supply chains: purchasing, operations, distribution, and integration. But the retailer has refined the methods.

A supply chain begins with purchasing managers who determine which products will sell, find vendors and arrange deals for the products.

The operations portion of a supply chain focuses on demand planning, forecasting, and inventory management. Forecasts estimate consumer demand for a product based on historical data, external drivers such as sales and promotions and changes in trends or competition.

Demand planning is used to create accurate forecasts, a critical step toward effective inventory management. Forecasts are compared to inventory levels to ensure warehouses have enough, but not too much, inventory to meet demand.

Moving the product from warehouses or manufacturing plants to stores and ultimately to customers is the distribution function of the supply chain.

Supply chain integration connects the flow of work and information among all links in the supply chain to maximize efficiencies.

For Walmart, its SCM methods yield lower costs for products and inventory, better control over selection in its stores and the ultimate result of lower prices that can be passed to customers, TradeGecko said.



# Integrated Reporting Framework aims

to promote lasting sustainable change

By: Paul Druckman





# Integrated Reporting

## Framework aims to promote lasting sustainable change

By: Paul Druckman

The release of the International Integrated Reporting Framework by the International Integrated Reporting Council (IIRC) is intended to make a tangible contribution to building a stronger, more financially stable economy, and a more sustainable planet. Development of the Framework has been a collaborative, market-led activity and is the result of extensive global consultation and market testing in more than 25 countries.

At the heart of integrated reporting are six tenets of better reporting which, when adopted, will create a multiplier effect in terms of the benefits to businesses, investors and society. These six straightforward ideas are:

- 1** Communication about value creation: understanding and articulating the resources and relationships used by a business – what the Framework refers to as "capitals" – that are critical to the creation of value over time. Research shows us that only around one fifth of the value of a business today can be accounted for through the financial statements, as intangible factors such as intellectual and human capital make up a greater proportion of a business' value proposition.
- 2** Concise and clear communication: a laser-like focus on clarity, readability and conciseness.
- 3** Articulation of strategy: research conducted by a major accountancy firm revealed recently that an increasing number of businesses are explaining their strategy, but this is not reflected throughout the reporting process. A clearer articulation of the strategy, and how risk management and performance indicators flow from it, is key to understanding more about the business, increasing business performance, and gaining a longer-term commitment from providers of financial capital.
- 4** Connectivity of information: the recognition of the interconnectedness of different parts of the business, the dependencies between factors that affect the ability to create value over time, and a breaking down of silos to achieve greater efficiency and reduce duplication in the reporting process.
- 5** Future orientation: so much of today's corporate reporting is historic, when what investors need to know are the steps being taken by the business to enhance future value in a sustainable way. Is the business model being pursued sustainable over time? Integrated reporting encourages a greater mix between essential historical financial information, and more future-oriented information, which provides a qualitative assessment of the risks being managed and the opportunities being explored.

6th Executive

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- 6 Understanding the external environment: businesses do not exist or operate in a vacuum. The rise of the power, economic, social and environmental impact of the corporation has been one of the major transformations of the last half century – around half of the largest economic entities in the world today are businesses rather than countries. The external environment impacts on a business' ability to create value and should be reflected in its reporting.
- 7 The temptation of some will be to dismiss this initiative to create a better, more cohesive reporting landscape as laudable, yet ultimately futile, and new readers may be forgiven for believing that Integrated Reporting is another initiative in an already overcrowded corporate reporting space. Businesses are, after all, already overburdened with compliance requirements, red tape and unnecessary costs.
- 8 This would be to underestimate the consensus that has grown and the global movement that has been galvanised over the past four years, around the belief that corporate reporting is in urgent need of change. It no longer achieves the objective of communicating how a business is using the full range of resources available to it, to create value over the short, medium and long term. That is why 100-plus businesses and 50 institutional investors in more than 25 countries are involved in the IIRC's work – global names such as PepsiCo, Hyundai, Tata Steel, Unilever, Deutsche Bank and HSBC.
- 9 As an increasing number of businesses are voluntarily adopting integrated reporting, and reaping the transformative benefits of a more cohesive, efficient and valuable reporting process, there is an established pathway towards a reporting system focused on the concise communication about value over time. In the new year the IIRC will be doing more to showcase examples of leading reporting practice and evidence of the business and investor benefits of adopting Integrated Reporting.
- 10 The Framework provides the philosophical glue and technical rigour to harness reporting innovation, which is being increasingly encouraged by regulators like the UK's Financial Reporting Council, and to spearhead a process of adoption by businesses that have not yet started on their journey towards Integrated Reporting.
- 11 The challenge we have faced is to create a durable model that reflects the revolutionary developments in business, markets and society that have taken place over the past 40 years. We also wanted to develop a principles-based framework that enabled businesses to evolve their reporting processes in ways that are consistent with existing reporting requirements. And our aim is to encourage behavioural change – what we call "integrated thinking" – which unlocks the real transformation in the way different parts of a business interact with each other to breakdown silos, create efficiencies and articulate in a cohesive way how its strategy and business model create value over time.
- 12 We will be judged ultimately by whether we can inspire a real and lasting change in business and investor behaviour. The release of the Framework marks a vital first step in the transition towards Integrated Reporting becoming the global corporate reporting norm.

# 10 Tech Hacks for Business Travelers

By: Sara Angeles



**BUSINESS  
STRATEGY**

27th Edition 2017



# 10 Tech Hacks for Business Travelers

By: Sara Angeles

So many things can go wrong with your tech when you travel. Your laptop crashes, or you drop your phone and it breaks. At worst, devices get lost, stolen or hacked – and business users can say goodbye to their most important and sensitive data. The best course of action is to be prepared before you travel.

Here are 10 tips and tricks to protect your tech on your business travels.

## Avoid checking in your devices.

- 1** If you're checking in your laptop, tablet or other tech, they are just one toss away from serious damage. They get thrown around between conveyor belts, trucks and planes – and airlines are not responsible for any loss or broken equipment. Airlines also lose luggage all the time, and if yours doesn't make its way to baggage claim, you'll be waiting a long time to see your device again. And who knows who has accessed your device in the meantime? The best way to travel with your tech devices is to pack them in your carry-on.
- 2** Invest in quality carry-on luggage. You should have quality carry-on luggage with designated compartments for laptops and other electronics to protect them from damage. They are often designed with padding, reinforced sides and protective corners to secure your devices as they're being lugged around terminals, security conveyor belts and overhead compartments.
- 3** Use rugged casing. If you don't have a rugged laptop, a rugged laptop case can provide similar benefits. A rugged laptop case offers shock and vibration resistance so your laptop doesn't break easily if you drop it or if there's any in-flight turbulence. It also waterproofs your device, keeps out any dust or small particles, and withstands extreme temperatures wherever you travel.
- 4** Pack tech in tamper-evident bags. A tamper-evident bag seals your device from unauthorized access. This is especially important if you will be leaving your electronics unattended, such as packing them into checked baggage. Tamper-evident bags require being torn to open, so you can see when someone has tried to access your device. This way, you can take immediate protective measures to mitigate any damage before it's too late.



**5**

Check in with IT. Protecting data is a priority for businesses. Talk to your IT department about the company's security policies while traveling and installing safeguards to protect your device from data breaches. This includes making sure all software is up to date, beefing up your security settings, installing encryption software, implementing VPNs and securing user restrictions. IT will also likely enable remote data wiping and locating software in case you lose your laptop or it gets stolen.

**6**

Prepare for airport security checks. Border agents have a broad range of rights to search your phone. One way to keep your data safe is by enabling passcodes and biometric logins, such as using your fingerprint to unlock an iPhone. This way, not just anyone can get into your devices. Experts also advise international travelers to turn their devices completely off – not just in sleep mode – before going through customs, as this is when encryption tools offer the fullest protection. And there are some countries where you cannot fly with a laptop or tablet in the main cabin, including Jordan, Qatar, Kuwait, Morocco, United Arab Emirates, Saudi Arabia, Egypt and Turkey.

**7**

Install monitoring software. Hackers can sweep your devices for data in the blink of an eye. Most of the time, you won't know until it's too late. Before traveling, make sure to install monitoring software, which detects when changes are being made or data is being gathered from your device. Some solutions can also alert you if they detect unauthorized remote access.

**8**

Watch out with Wi-Fi. Free Wi-Fi is available everywhere when you travel, but public Wi-Fi can also be a free-for-all for cybercriminals. Avoid free, unencrypted networks, and make sure the network you log in to is safe and secure. You should also use a VPN for an extra layer of security. AT&T, Verizon and other carriers offer affordable data plans, so you can use your own private hotspot without taking the risk with public Wi-Fi.

**9**

Clear all cookies and autofill. If you keep cookies and use autofill in your browser, you're making it easier for thieves and hackers to access your accounts, data and other sensitive information. Although it's generally okay to save cookies and use autofill at home or in the office, it's best to clear everything before traveling to keep your devices safe.

**10**

Use a "burner" device. If possible, use a laptop or phone other than your regular devices in which you store sensitive information. This burner device will only have minimal data for travel, so you risk minimal loss in the event of a security breach. You can also back up data you think will need – but don't want to keep in your travel device – in the cloud to give your burner laptop or phone temporary access. Just be sure not to store any passwords or sign-in information. Because burner devices are relatively inexpensive, you don't have to worry about breaking the bank if you lose them.

# Reality check: are young **People's Career** aspirations unrealistic

By: Charlie Ball



**PEOPLE & CAREERS**

27th Edition 2017



# Reality check: are young people's career aspirations unrealistic?

By: Charlie Ball

Teenager's career aspirations do not match the demands of the job market, new research has suggested. The report, by the Education and Employers Taskforce, examined the ambitions of young people aged 13 to 18 and mapped them against projections for skills demands.

For example, it found that the culture, media and sport industry is over-subscribed, while others – such as building and construction – are under-subscribed.

There were some positive findings, however, about how realistic young people are when it comes to their choice of career. The most popular job among teenagers aged 13 to 14 is an actor, but this falls out of the top ten by the time teenagers reach 17-18 years old.

The results are fairly predictable but this type of research helps to ensure we don't rely on un-evidenced assumptions. That said, the report itself acknowledges that there have been other recent studies on this very topic which have reached the same conclusion.

The survey sample for the research was taken from b-live's database. b-live is a registration-based website and has links with schools, so it provides a useful way to find young people with an interest in careers. But using b-live to provide a sample also skews the results: due to the nature of the site, respondents are already engaged with the careers process and have been exposed to the careers that b-live promotes - making them more likely to be interested in those specific roles.

11,759 young people participated and were invited to click on jobs from a list of 69 occupations across a "multitude of UK industrial sectors". This is where my nerd pulse quickens. In the UK, we use a system called the Standard Occupational Classification (SOC) 2010 to distinguish different kinds of job. This is a very fine piece of work, and the researchers drew from it to create their stripped-down jobs list.





But if you collapse a range of popular and common occupations – all teachers and lecturers into one job, for example - while separating other similar occupations – advertising and PR, for instance – then your answers are partly driven by the choices you have offered. There is no perfect solution, of course – you don't want to offer every possible job, because that list doesn't exist, young people won't have heard of many of the jobs on offer and the numbers you'd get for each one would be too small to do anything with.

Then there's the question of what we're comparing the data against – labour market projections. It's important that we try to estimate future skills demand to have some level of preparedness for the future. It's also important to remember that no matter how good these estimates are – and ours are pretty good – they're always wrong. At the moment, the economic outlook is pretty uncertain and we're not sure what the rest of 2013 will bring, let alone 2023.

At the heart of this are some big questions. When should people be sure what career they want to do? And how do they make those decisions? This age group will be influenced by external factors too. For example, if you're a teenager in the north-west with a parent working for AstraZeneca, does science look that good a career this morning? Meanwhile, the report finds 7% of privately-educated 15-16 year-olds want to be lawyers. The chances are that some of those students have parents in the law and can see it's brought them an agreeable lifestyle. Why shouldn't they aspire to that?

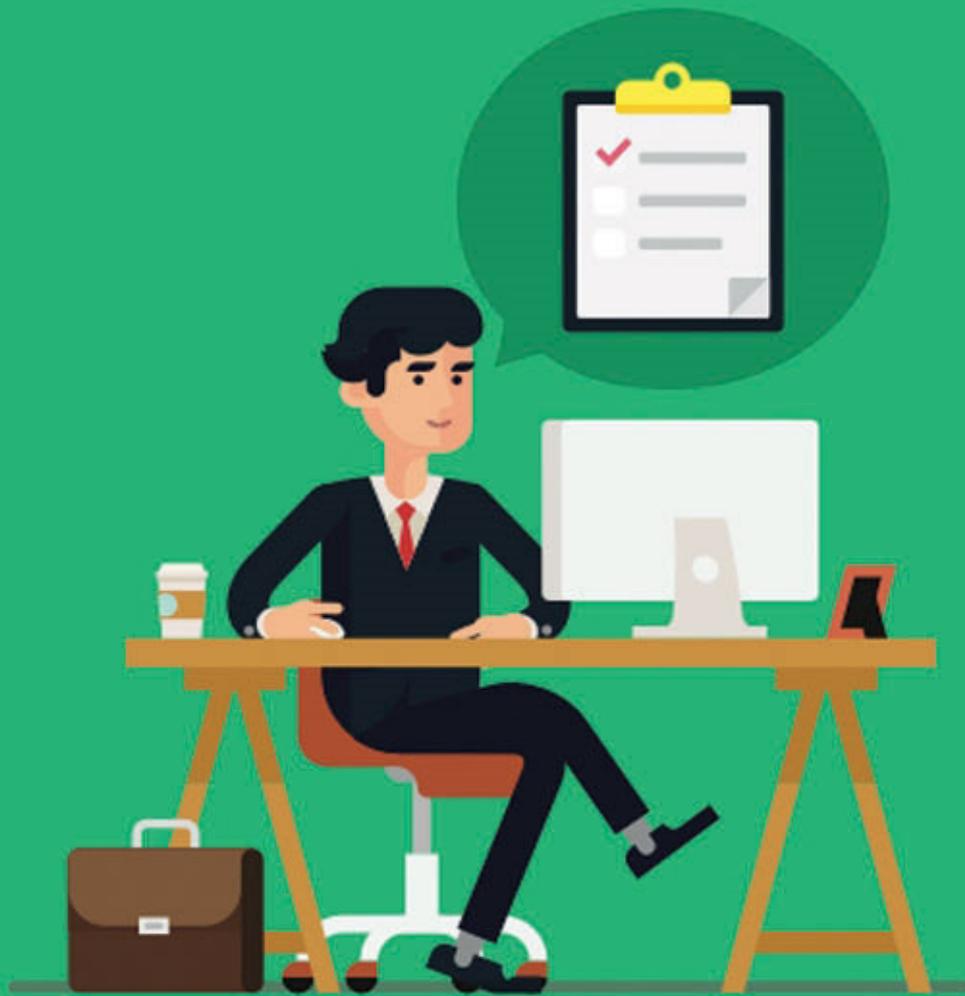




In the end the report finds that, as students get older, fewer of them want to be actors and TV presenters, and more of them want to be middle-class professionals. Most of the young people surveyed want a career that will require a degree. The most popular career path for 17 to 18 year-olds was to be a teacher. This may not fit the labour market we actually have, but it does fit with society's constant exhortations to young people to be aspirational.

We have a good, flexible education system in this country, particularly in higher education. You can take a physics degree, but that doesn't mean you have to be a physicist. And while effective careers advice is a good idea, do we really want 18 year-olds to be set on a firm career path already? I'm not sure that's a good idea in a rapidly-changing jobs market, when they'll still be working 50 years from now. We need them to be flexible and able to turn their hand to a range of jobs. This report helps show that our teenagers are still adapting their ideas about careers, and it's our job to ensure that these ideas are realistic and fit in with the world they'll be entering.





# SURVEY

## SHOWS WHY MANAGERS PROMOTE

By: YOUNGOV



# Survey Shows Why Managers Promote

Attention to detail ranks among the most valued trait for promotions.

By: YOUNG & RUBICAM

## Bosses Promote According To Attitude And Attention To Detail

YouGov talked to managers in small and medium sized enterprises (SMEs) to find out if where the disconnect lay between employee expectations and that of their managers'.

Firstly Americans employees in general are pretty optimistic about their career potential. More than a quarter (28%) of American employees expect to be promoted in the next twelve months; 13% are expecting a positive move in six months or less.

## How to get promoted: For managers, attitude is key

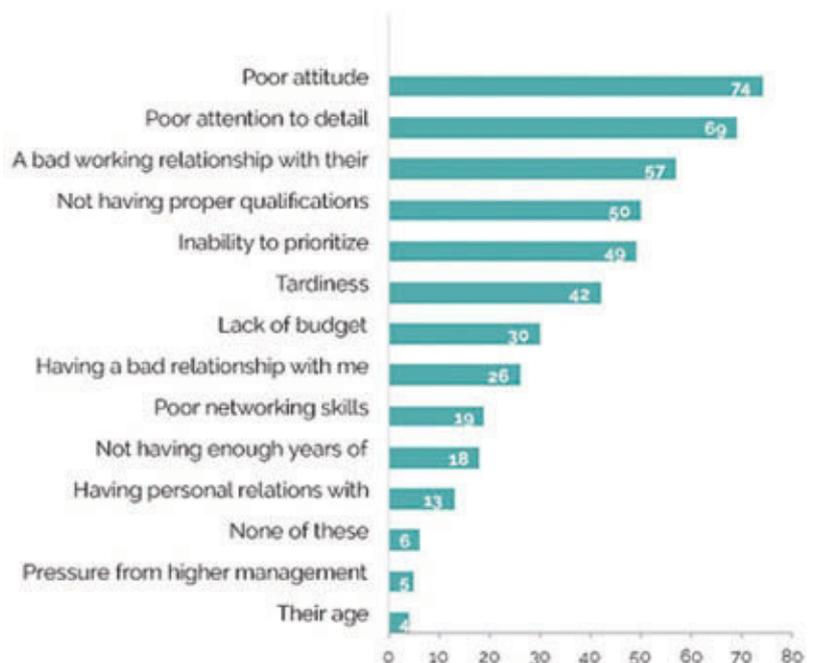
For senior decision makers and managers at a small and medium sized enterprise attitude, attention to detail and interpersonal skills are far more important than age or years of experience when it comes to handing out promotions.

Nearly three quarters (74%) of SME managers, however, would pass over an employee for promotion if they demonstrated a poor attitude, and 69% would pass over an employee who had a poor attention to detail.

More than half (57%) of senior SME managers would hold somebody back who was unable to get along with his or her colleagues, and a quarter (26%) of SME bosses admitted they might pass over an employee they personally had a poor relationship with.

For which of the following reasons would you ever NOT give someone a promotion (%)

Base: SME Senior Decision Makers who manage employees





## Employees Believe Age Holds Them Back

More than one in five (22%) of working adults believe that they have been passed over for a deserved promotion at some time in their career.

Nearly a quarter (24%) of those who thought they had been unfairly passed over believed it was because of their age. This was particularly true of Millennials, with 41% believing that their youth held them back.

A poor relationship with their boss was given as the reason by 20% of those passed over – a higher number of women (24%) than men 18% put their disappointment down to this poor relationship. Gender (16%) and race (13%) were also mentioned with gender cited as a cause by 24% of women compared to only 10% of men.

Only 4% thought that their conduct around the office would impact their promotion hopes.

Lateness? It depends how much.

Millennials tend to be less punctual than their older colleagues with 22% admitting to showing up late at least once a week compared to 15% of those aged 55 plus.

Many American workers hold themselves to stringent standards when they consider what constitutes lateness. A quarter of employees (25%) think they are late if they are only one minute past their start time. Only 15% feel they should have a free pass more than 15 minutes after their start time.

Employees are generally more cautious about tardiness than SME decision makers. From a manager's point of view only 21% consider that an employee is late if they are up to 5 minutes beyond their start time compared to the 47% of employees. Many more SME managers (29%) than employees (15%) consider employees late only when they arrive 15 minutes late or more.



# Why Most Sustainability Reports "Smell like Teen Spirit"



By: Lynnette McIntire



# Why Most Sustainability Reports "Smell like Teen Spirit"

By: Lynnette McIntire

## **A mature person is able to keep long-term commitments.**

Mature sustainability programs recognize the long-term implications of their company's actions and then invest for long-lived (a.k.a. "sustainable") results. Too often, reports showcase the past year's latest and greatest achievements but fail to connect the action to future plans and commitments. Companies that have multi-year ambitious goals, like Unilever, are signaling that they are committed to sustainable action.

## **A mature person is unshaken by flattery or criticism.**

Most sustainability reports are devoid of any criticism or negative information, especially by those outside the company. None of the angst of decision-making and prioritization is visible. Worst yet, there's often no recognition that outside voices were even heard, much less solicited. Mature reporting means that criticism is as visible as flattery like those long lists of awards and positive rankings. The best reports admit mistakes and humbly and transparently cite their remedial actions. Kimberly-Clark, for example, acknowledged challenges with its zero waste goals, citing specific reasons and future plans. They also extensively recorded the environmental groups they are working with to address waste issues in their industry.

## **A mature person possesses a spirit of humility.**

As Dr. Elmore says, "Humility isn't thinking less of yourself. It is thinking of yourself less." Increasingly, leading sustainability reports connect their impact and mission with others beyond their own organizations. These companies publicly recognize that their success is dependent on their customers, suppliers and communities. That is, mature reports treat their external partners as equals, giving credit where credit is due. Intel, for example, recognizes excellent suppliers based on cost, quality, availability, delivery, technology and environmental, social and governance.





## **A mature person's decisions are based on character not feelings.**

To be credible reporters, companies have to have a formal framework of ethics, and responsible behavior to support their sustainability claims. In their reports, they find ways to tell how they reward employees for upholding their principles, and they document how violators are punished. Siemens has acknowledged a legacy of corruption and its General Counsel is now leading public efforts to address bribery and corruptions through the United Nations Global Compact.

## **A mature person expresses gratitude consistently.**

"Mature people see the big picture and realize how good they have it, compared to most of the world's population," reports Dr. Elmore. Good sustainability reports acknowledge the responsibility of wealth. Mature companies are acutely aware of the challenges and pressures that their customers, employees and marketplaces face every day. And they proactively share their own resources. Baxter, Pfizer and other pharmaceuticals are actively involved in policy development and product research to address the challenge of accessible, affordable health care, especially for those in the lowest rungs of the global economy even as they meet the needs of the most affluent.

## **A mature person knows how to prioritize others before themselves.**

Businesses inevitably have a crowd of stakeholders clamoring for their resources. Mature companies thoughtfully and rationally set priorities. Mature reports acknowledge the inherent conflicts of multiple stakeholders and then transparently disclosure their decision-making processes. This is one of the emerging principles of international sustainability reporting frameworks such as GRI (the Global Reporting Initiative) and the IIRC (International Integrated Reporting Council).

In 2007, Australian retailer Woolworth's laid out a prioritization plan through 2015 that explained its methodology, rationale and goals – reflecting the viewpoints of both internal and external stakeholders. The document recognized the farmers that were dependent on them, the consumers who trust them, and the 180,000 employees who depend on them for their livelihood. Those goals remain intact today and progress is reported annually with new goals encompassing community contributions, suppliers and waste management, and fair trade added as they progressed.





## **A mature person seeks wisdom before acting.**

Dr. Elmore states that, "a mature person is teachable. They don't presume they have all the answers. The wiser they get the more they realize they need more wisdom."

Too often, companies insulate their leaders. They are reluctant to reach out to parties different than themselves, especially those that have expressed criticism in the past. But outside counsel can bring new ideas, identify unexpected risks and creative approaches. Sustainability reports that show evidence of proactive interaction with critics show an open-minded approach to problem solving. Novo Nordisk, for instance, announced that it is joining hands with industry partners and animal welfare groups to develop alternatives to animal research and improve the conditions for research animals.

