

Integrating successful CSR Strategies

What can we learn from Business?

GO Group Presentation 12 April 2016

Amit Ray, INTEBUS

Milton Friedman – 1912-2006, Nobel Prize in Economics 1976

Essay: The Social Responsibility of Business is to Increase its Profits
New York Times Magazine, Sept 13, 1970

“

What does it mean to say that "business" has responsibilities? Only people have responsibilities.

In a free-enterprise, private-property system, a corporate executive is an employee of the owners of the business. He has direct responsibility to his employers. That responsibility is ... to make as much money as possible while conforming to their basic rules of the society.

“If they are to be civil servants, then they must be elected through a political process. ”

Dow Votaw, *Genius Becomes Rare*, 1973

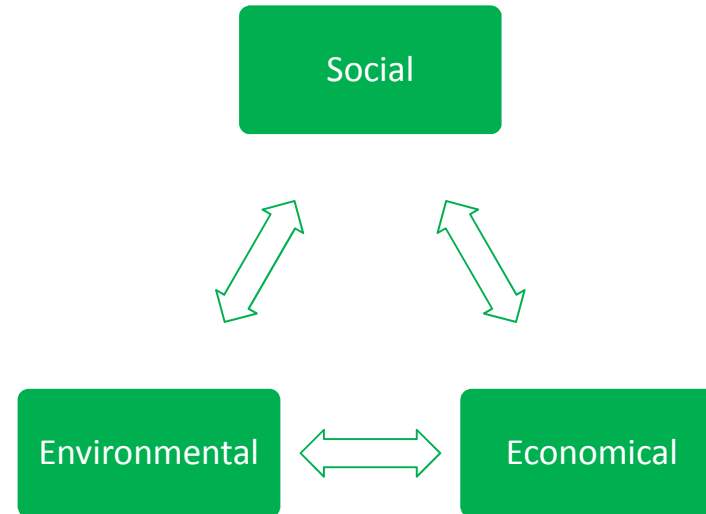
“

CSR “means something, but not always the same thing to everybody. To some it conveys the idea of legal responsibility or liability; to others it means socially responsible behaviour in an ethical sense: to still others, the meaning transmitted is that of “responsible for”, is a causal mode; many simply equate it with a charitable contribution”

”

Starting Points

Triple Bottom Line:



The European Commission:

“a concept whereby companies integrate *social and environmental concerns* in their business operations and in their interaction with their stakeholders *on a voluntary basis*”.

Corporate social responsibility concerns actions by companies *over and above their legal obligations towards society and the environment*.

A renewed EU strategy 2011-14 for Corporate Social Responsibility, European Commission 2011

CSR – Maturity Model CSR 1.0 – 3.0

Andreas Schneider – *Reifegradmodell CSR – eine Begriffsklärung und –abgrenzung*, 2012
In Corporate Social Responsibility: Verantwortungsvolle Unternehmensführung in Theorie und Praxis





CSR 0.0

- Technically not CSR
- Social benefits achieved through mere existence (products, services, job creation)



France's midfielder Florent Malouda (L) greets young residents during the team's visit to Dam Se Bos township in Knysna on June 13, 2010.

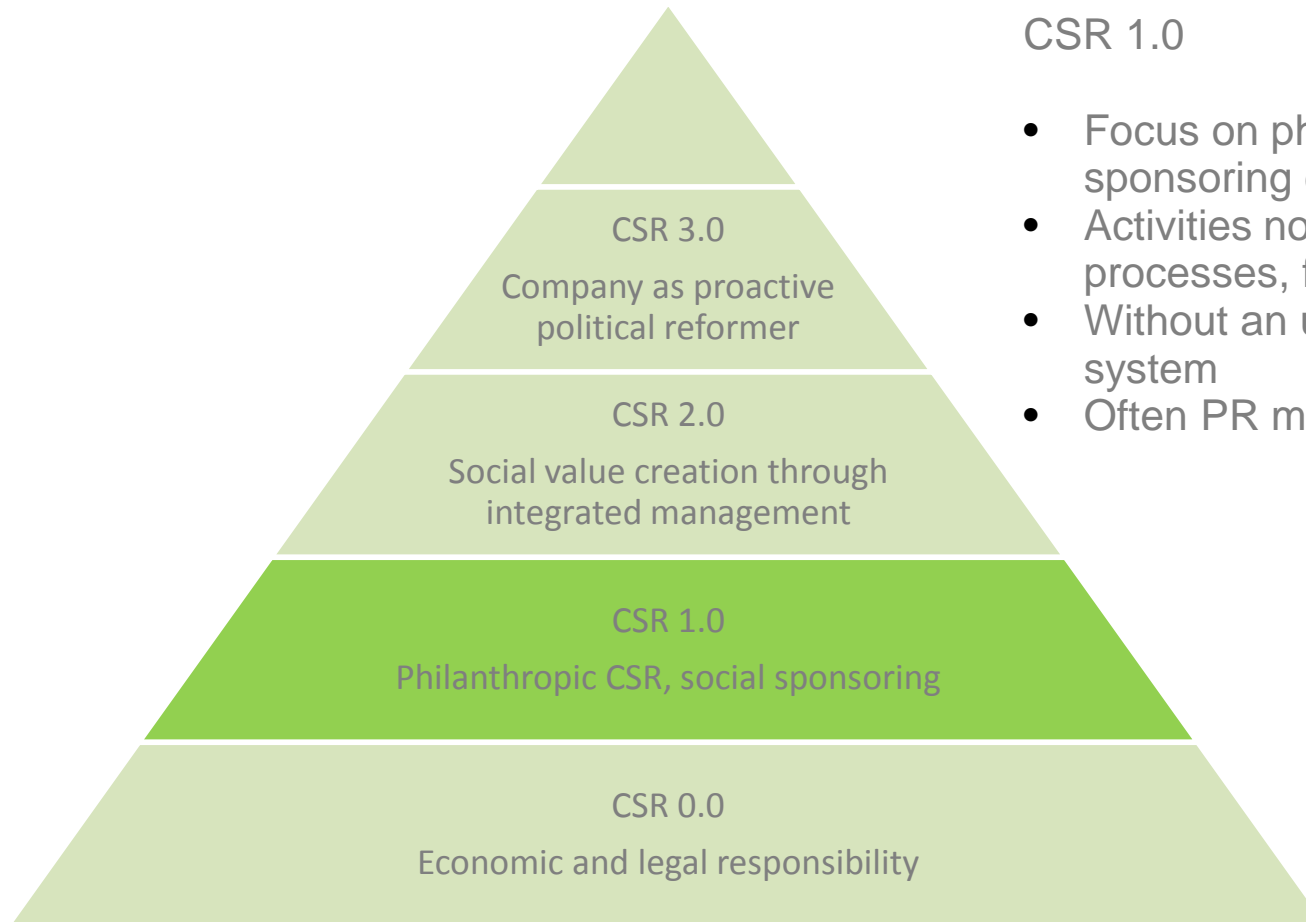
<http://www.gettyimages.de/detail/nachrichtenfoto/frances-midfielder-florent-malouda-greets-young-nachrichtenfoto/102035871>

FIFA statement on Amnesty International's report on Qatar

(FIFA.com) 01 Dec 2015

FIFA is fully aware of the situation with regards to labour standards in Qatar and of the opportunity that FIFA, together with other stakeholders, has to improve working conditions in the country. We are convinced that the unique attraction and visibility of the FIFA World Cup™ globally is a strong catalyst for significant change.

<http://www.fifa.com/worldcup/news/y=2015/m=12/news=fifa-statement-on-amnesty-international-s-report-on-qatar-2741494.html>



CSR 1.0

- Focus on philanthropy (donations, sponsoring etc.)
- Activities not centred on corporate processes, focussed in a few areas
- Without an underlying concept or system
- Often PR motivated

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Leslie Moonves on Donald Trump: "It May Not Be Good for America, but It's Damn Good for CBS"

11:26 AM PST 2/29/2016 by Paul Bond



<http://www.hollywoodreporter.com/news/leslie-moonves-donald-trump-may-871464>

CBS is happy to raise funds for charitable causes, but is less concerned about how their money is actually made.



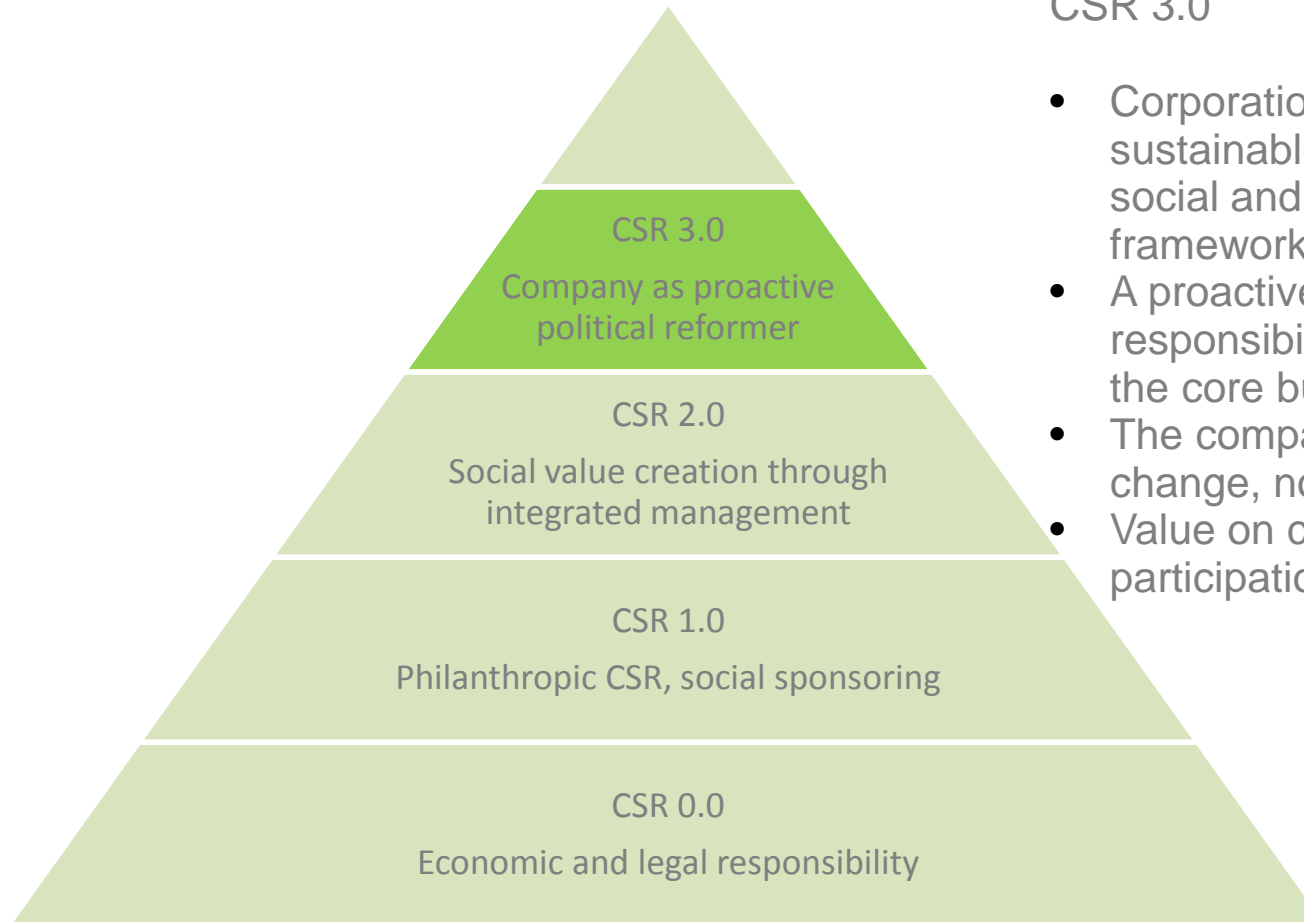
CSR 2.0

- CSR is integrated into the core business
- A systematic plan for managing responsibilities
- Regular dialogue with stakeholders
- Impacts and effects analysed and reported



H&M Conscious – Stakeholder Engagement, Report 2014

Customers	Communities	Colleagues	Suppliers and their employees	Industry peers	Policy-makers
<p>H&M is a customer-focused company. Understanding and meeting their needs is at the core of everything we do.</p> <ul style="list-style-type: none"> • In-store customer interactions • Customer service organisation • Social media (for example, 18 million facebook fans) • Market research • Consumer media • Consumer organisations 	<p>H&M is closely connected with communities around the world in which our stores are located and those that host our supplier factories.</p> <ul style="list-style-type: none"> • Through community partners • Interactions with local authorities • Through NGO interaction (local + global) • Interactions with (GOs and governments) • Interviews with workers in supplier factories through our Full Audit Programme (FAP) 	<p>We want our employees to be advocates for H&M brands. Motivated and satisfied employees means better customer interactions and a better and more productive workplace.</p> <ul style="list-style-type: none"> • We have an open-door policy, encouraging constant feedback • Store or union representation in many markets • European Works Council (EWC) • Meetings facilitated through our global framework agreement with Union Network International (UNI) • Regular individual performance reviews • Employee surveys in some markets 	<p>Our suppliers are our valued business partners. Stable and long term relations are key to mutual growth. Strengthening their ownership over their sustainability issues and involving their employees is important in enabling long-term sustainable development.</p> <ul style="list-style-type: none"> • Anonymous supplier surveys • <u>Wage advisory board</u> • Individual meetings throughout a partnership • Introduction meetings with new suppliers • Full Audit Programme (FAP) • Training modules • Interviews with workers in supplier factories through Full Audit Programme (FAP) 	<p>Some challenges are best addressed collectively. We work with industry peers and even companies operating in other sectors to define industry standards and common responses to shared challenges.</p> <ul style="list-style-type: none"> • Multi-stakeholder initiatives such as the Fair Labour Association (FLA), Sustainable Apparel Coalition and Better Cotton Initiative • Various regional and local initiatives such as Sector Roundtables • Different forms of pre-competitive collaboration 	<p>H&M and our suppliers are subject to rules set by policy-makers. Maintaining dialogue with them helps us to stay informed about, and sometimes to help shape, our legal and regulatory context.</p> <ul style="list-style-type: none"> • Individual meetings • Industry-wide meetings • Responses to official consultations • Dialogue through intermediaries
How we engage					
Key issues					
<ul style="list-style-type: none"> • Product design • Product quality and durability • Product affordability • New store locations and markets • Supply chain working conditions • Chemicals used in production processes • Green transport and 	<ul style="list-style-type: none"> • Community investments • Employment opportunities and impacts on growth and development • Environmental impact • Community support (i.e. disaster relief or garment donations) 	<ul style="list-style-type: none"> • Job security and growth • Pay and working conditions • Equal opportunities • Training and career progression • Supply chain working conditions • Conscious Actions in store 	<ul style="list-style-type: none"> • Long-term relationships • Order/capacity planning • Capacity building and skills transfer • Compliance with our requirements • Social dialogue and worker involvement 	<ul style="list-style-type: none"> • Industry-wide social and environmental challenges, such as supply chain working conditions and environmental impacts • Best practice in pre-competitive matters • Legal and regulatory requirements 	<ul style="list-style-type: none"> • Regulatory and legal compliance • Local labour and environmental standards (including minimum wages and social dialogue) • Product safety and quality standards • Climate change • Uzbek cotton



CSR 3.0

- Corporation aims to make sustainable changes to the political, social and environmental framework
- A proactive holistic view of responsibilities within and beyond the core business
- The company is the driver for change, not the driven.
- Value on cooperation and participation



<https://www.dasselbe-in-gruen.de/>

To become members of *dasselbe in grün*, companies have to:

- Be 100% certified organic (for restaurants)
- Have 2/3 of their products or services as sustainable
- Use sustainable office supplies, web and server hosting (e.g. biohost)
- Be powered by renewable energy
- Use ethical banking (e.g. Ethikbank, GLS)
- Compensate for business travel (e.g. atmosfair)

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