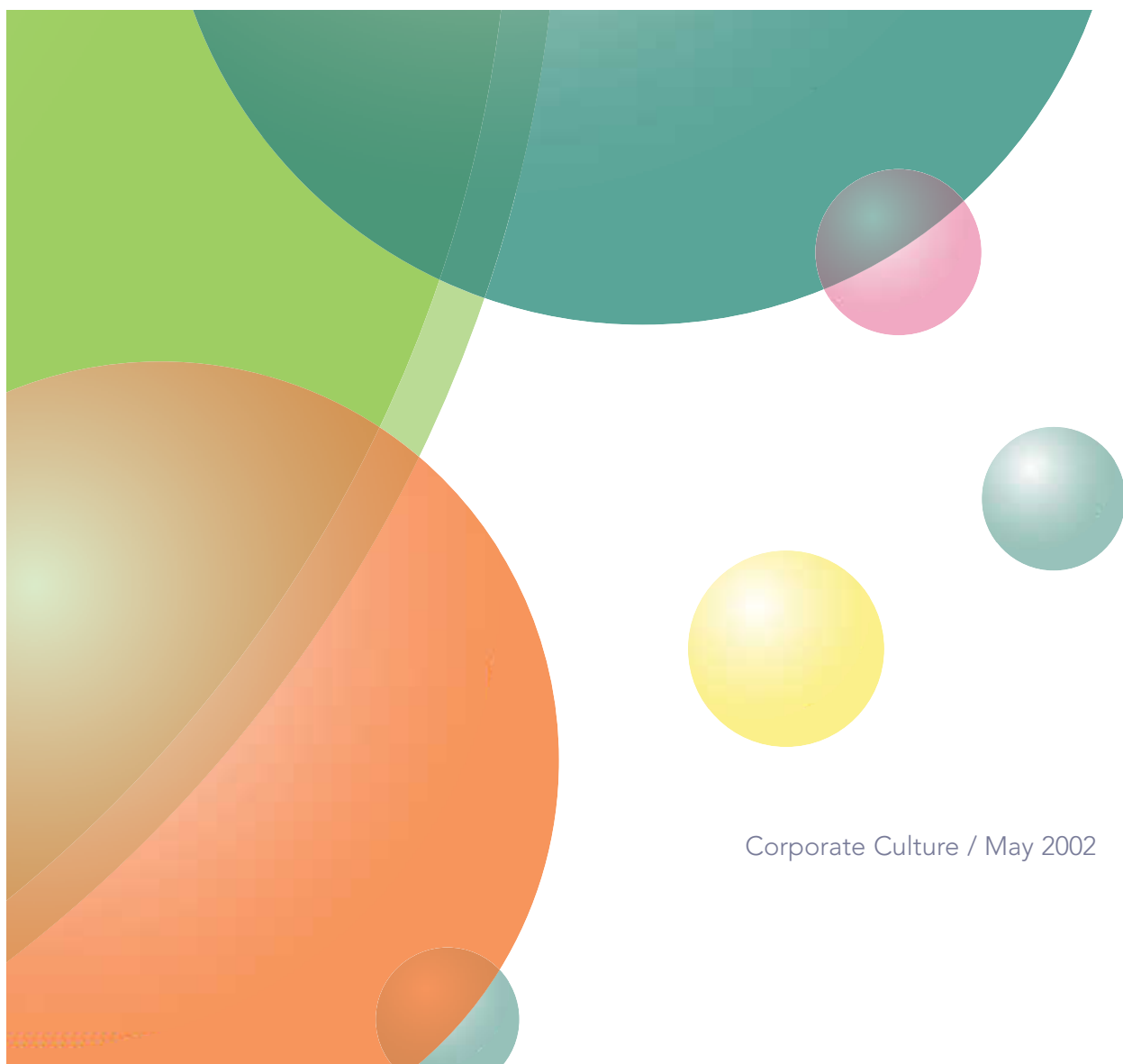


CSR Navigator™ – Practical tools for the CSR journey



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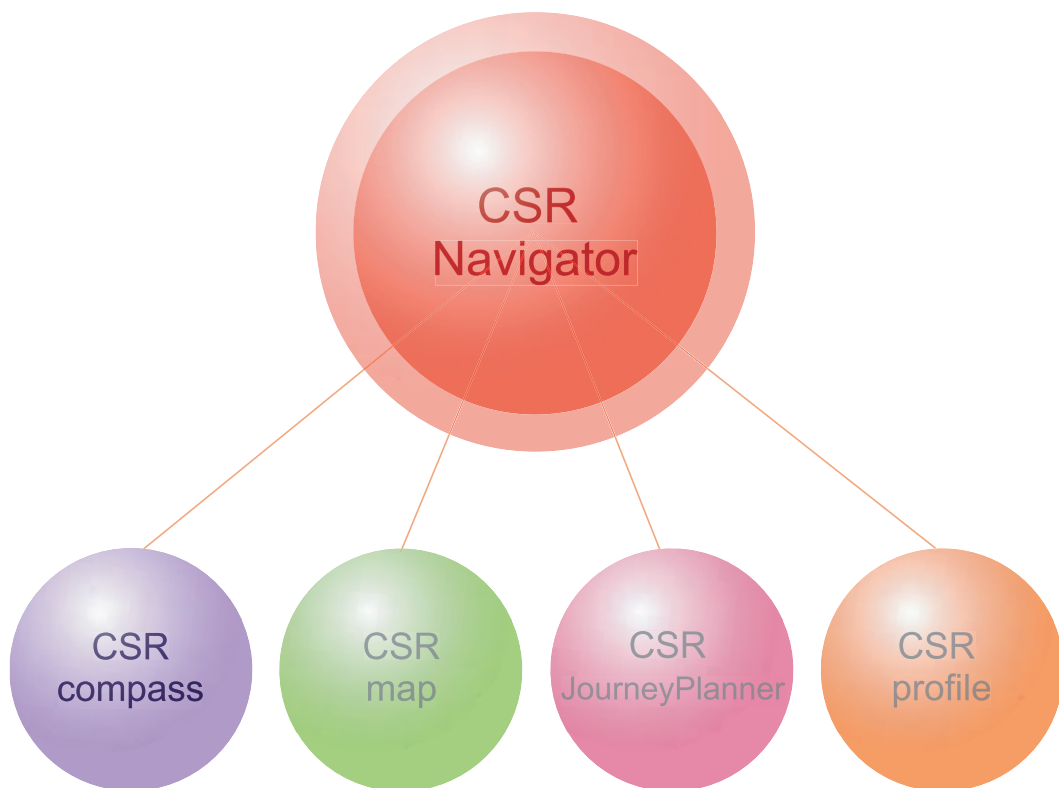
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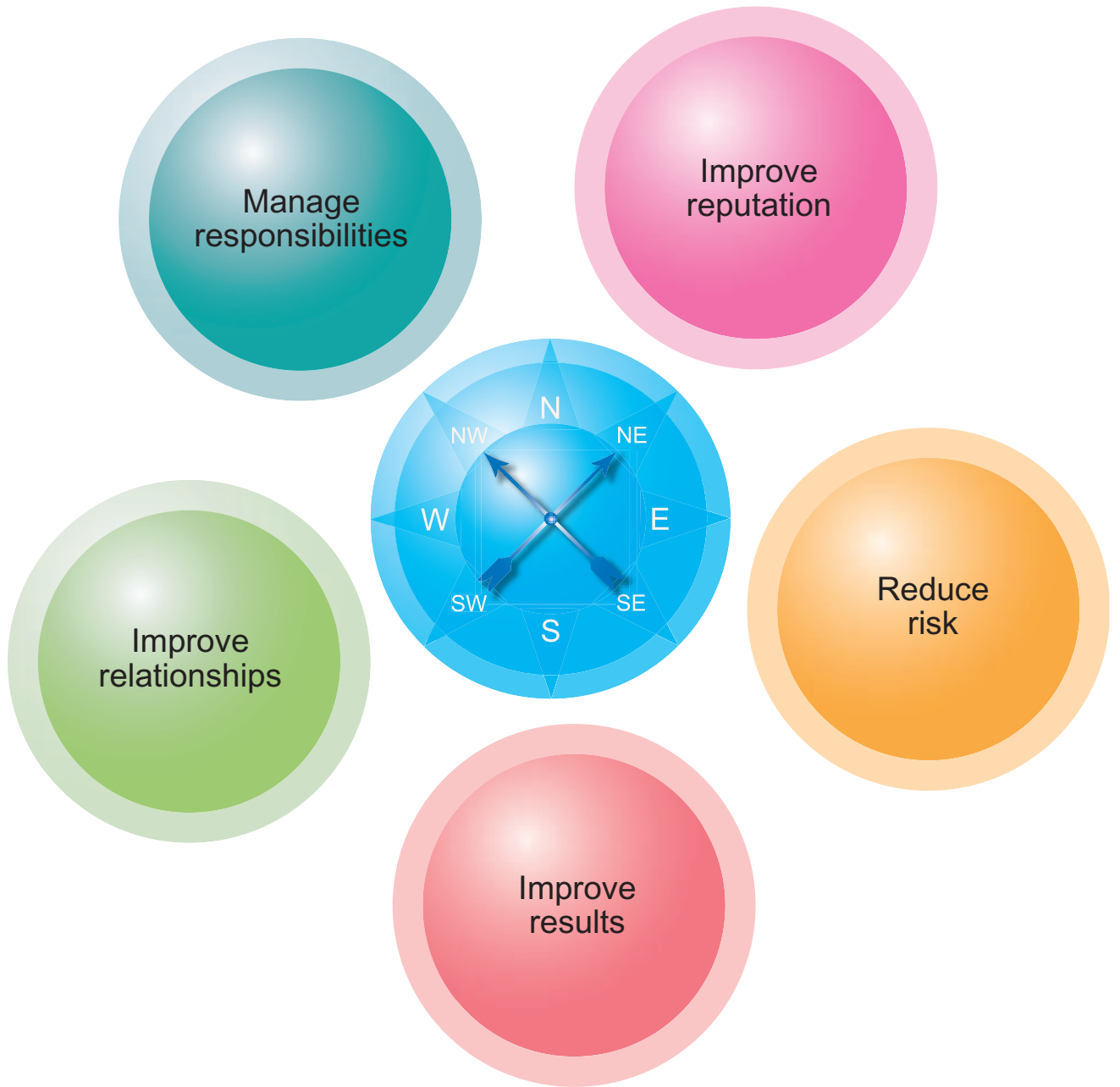
CSR Profiler™ – The Guide

CSR Navigator™ series



Corporate Culture

CSR Compass



Notes for using CSR map

Above all

This is a simple map of the CSR world – a world which is constantly changing. You are in control of your world and which places you choose to visit.

Integrating

On this continent, there are three key questions:

- have you clearly defined your view of the the scope of CSR?
- are you managing CSR across the organisation and across the five main CSR areas?
- are you spotting the lateral links between each area?

Embedding

On this continent, there are three key questions:

- is your approach to CSR aligned to your organisation's key objectives?
- are you turning your policies into practice?
- are you retaining the passion as well as the process?

Involving

On this continent, there are three key questions:

- are you listening to the views of your stakeholders?
- are you keeping them in touch with past performance and future plans?
- are you involving them where they can help you achieve your objectives?

Performing

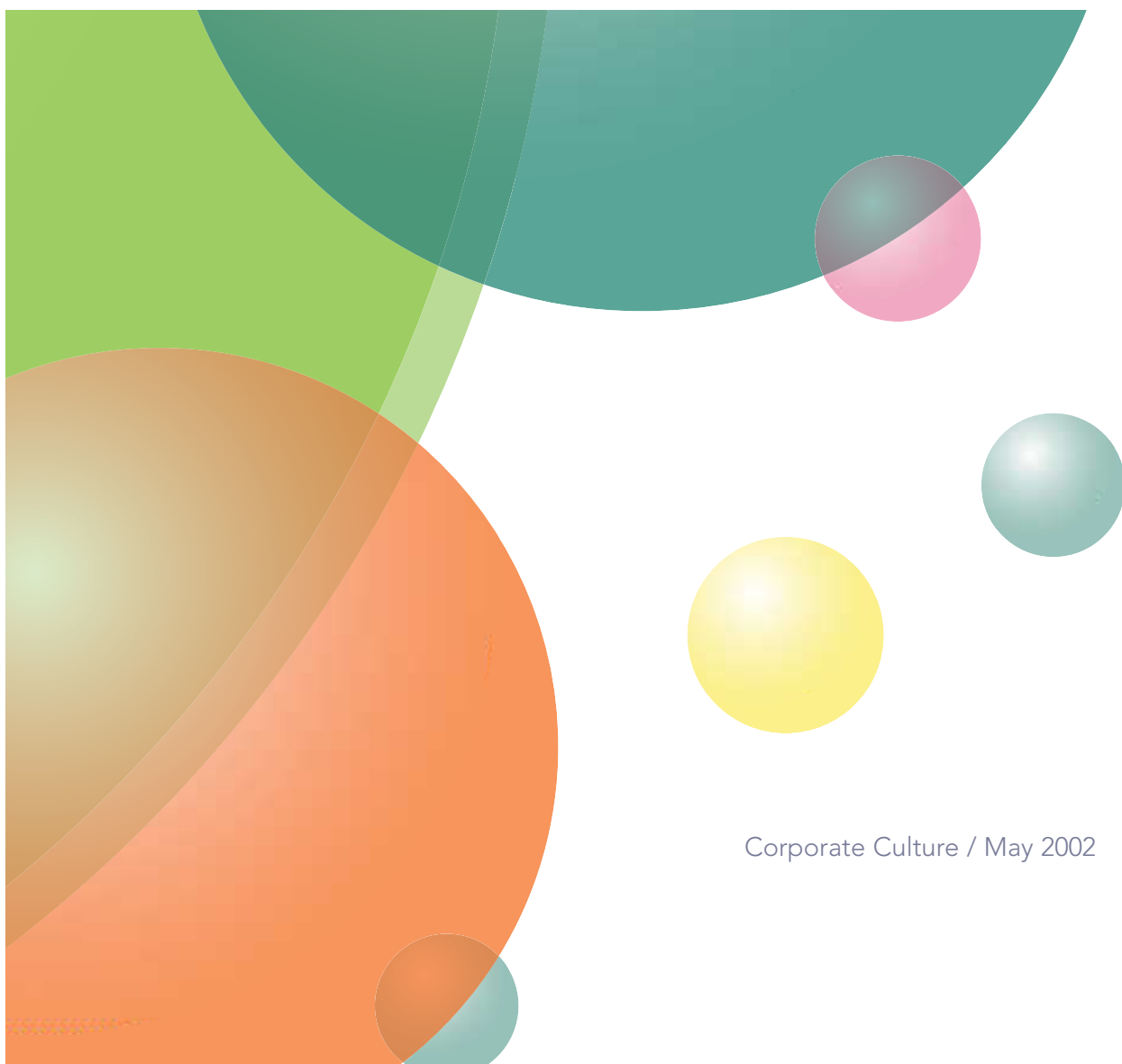
On this continent, there are three key questions:

- have you defined your "magnetic North" – (what you are aiming to achieve?) *
- are you achieving the right balance between social and business benefit?
- are you managing your footprint and leveraging social change where you have the skills and the mandate?

* Magnetic North is a term coined by Richard Holme of Rio Tinto and Phil Watts of Shell in the WBCSD publication "Corporate social responsibility: making good business sense"

CSR JourneyPlanner™ – Managing for value

CSR JourneyPlanner™ – Managing for value



Corporate Culture / May 2002

CSR JourneyPlanner™ – Managing for Value

Simple journey

These eight questions will help you create a simple CSR strategy

- 1 Where am I headed?
- 2 What's our organisation's way of working?
- 3 What does CSR mean for us?
- 4 What's our CSR destination?
- 5 What key actions might we take in the first stage of our journey?
- 6 How will we track our progress?
- 7 What Highway codes might we use?
- 8 How do we translate our plan into action?

1 Where am I headed?

In here you will describe your organisation's direction in the way you are most comfortable with eg goals, objectives, vision, mission, purpose.

You are more likely to get to your CSR destination if you are travelling the same way as your organisational goals.

2 What's our organisation's way of working?

In here you will describe your organisation's way of working in the way you are most comfortable with eg values, operating principles, beliefs, culture.

3 What does CSR mean for us?

In here you will define at a high level what you are including in your description of CSR. You may find it helpful to tick the following list of areas often linked to CSR.

CSR for us includes:

- **Marketplace** issues like ethical trading or customer service
- **Workplace** issues like equal opportunities or training and development
- **Environment** issues like energy use or the use of recycled materials
- **Community** issues like community partnerships and employee volunteering
- **Governance** issues like risk management or ethical investment

Remember, your corporate responsibilities include your responsibilities to stay in business and secure a return for the owners of the company.

4 What's our CSR destination?

In here you will describe what kind of benefits you are seeking, where you are going and why? You may find it helpful to tick the following list of potential benefits you are seeking:

In managing CSR we are seeking to:

- Meet our **responsibilities** such as regulatory or legislative compliance
- Improve our **reputation** for example by measuring and meeting expectations
- Manage **risk** for example identifying how the lack of action might damage our reputation or lead to new regulations
- Improve **relationships** for example by attracting employees or customers
- Improve **results** for example by helping us reduce cost or identify new revenue streams

For a bigger list of potential benefits click [here](#). You are likely to achieve them if you set out towards that destination.

5 What key actions might we take in the first stage of our journey?

In here you will articulate a simple plan of action. You might find it helpful to review the following list of typical actions others have taken on the journey.

Key early actions might include:

- Finding out at a high level actions we are currently taking linked to CSR
- Identifying someone senior to have responsibility for CSR
- Asking our directors what they think are the risks and opportunities of CSR
- Defining how we will manage CSR across our organisation
- Finding out what our competitors are doing
- Informally or formally asking some of our stakeholders what they expect of us

If you want to check out typical processes for managing CSR (frequently used routes) click [here](#).

6 How will we track our progress?

In here you will define the key measures you will use to track progress.

If you want a list of possible relevant measures click [here](#).

7 What HighWay codes might we use?

In here you might choose to identify codes or frameworks you may wish to follow. In some cases there is a standard you seek to attain over time. In other cases, you may find it helpful to take the code and adapt it to suit your organisation.

If you want a guide to the maze of codes available click [here](#).

8 How do we translate our plan into action?

In here, you will wish to include:

- reference to any relevant **plans** (eg for employee training and development, the environment etc...)
- reference to any **policies** (for a list of possible relevant policies, click [here](#))
- reference to any **practices** which show how employees live your approach to CSR (for a list of possible relevant practices click [here](#))

Policy prompt list

Policies which are relevant for us to put in place include:

Workplace policies

- Conditions of employment
- Equal opportunities
- Fair remuneration
- Health and safety
- Training and employee development
- Work/life balance
- Workplace diversity
- Harassment and bullying
- Child labour
- Employing local people
- Maternity / paternity
- Employee complaints
- Termination of employment
- Human rights

Marketplace policies

- Consumer health and safety
- Consumer rights
- Customer complaints
- Data protection
- Fair pricing
- Misuse of company products
- Supplier and subcontractor rights
- Payment of suppliers
- Use of local suppliers
- Intellectual property
- Corporate gifts and hospitality
- Supplier complaints
- Managing poverty reduction

Environmental policies

- Environment
- Waste minimisation
- Energy efficiency

Community policies

- Community investment
- Volunteering
- Community complaints
- Operating as a neighbour

Governance policies

- Executive pay and reward
- Duration of executive contracts
- Openness and transparency

Practices

This is a list of practices which you may either already be practising or may wish to consider. It is drawn from the GoodCorporation charter and remains their copyright. The headings have been slightly adapted for consistency.

Governance

- The organisation takes into account the interests of all our stakeholders including employees, customers and suppliers as well as the community and environment in which we operate
- We are financially accountable to our shareholders
- We communicate to shareholders all matters that are material to an understanding of the future prospects of the organisation
- We aim to protect shareholders' funds, manage risks and ensure that funds are used as agreed

Workplace

- We provide clear and fair terms of employment
- We provide clean, healthy and safe working conditions
- We have a fair remuneration policy everywhere we operate
- We strive for equal opportunities for all present and potential employees
- We encourage employees to develop skills and progress their careers
- We do not tolerate any sexual, physical or mental harassment of our employees
- We do not discriminate on grounds of colour, ethnic origin, gender, age, religion, political or other opinion, disability or sexual orientation
- We do not employ underage staff

Marketplace

- We seek to be honest and fair in our relationships with our customers
- We provide the standards of products and services that have been agreed
- We take all reasonable steps to ensure the safety and quality of the goods and services we provide
- We seek to be honest and fair in our relationships with our suppliers and subcontractors
- We have a policy not to offer, pay or accept bribes or substantial favours
- We pay suppliers and subcontractors in accordance with agreed terms
- We encourage suppliers and subcontractors to abide by *the practices we adopt*

Community and environment

- We respect the laws of the countries in which we operate
- We aim to make the communities in which we work better places to live and do business
- We aim to be sensitive to the local community's cultural, social and economic needs
- We endeavour to protect and preserve the environment where we operate

Measures prompt list

Note, in making progress on your journey you may wish to differentiate between:

- what measures you may have in common with other organisations
- what is relevant specifically for your organisation

The odds are, the majority of measures are relevant only for you so you may wish to use this only as a first checklist.

You may also find it helpful to differentiate between measures you are required to track by regulation and legislation and those you choose to track.

Here is a prompt list you may find helpful.

Measures which are relevant for us to put in place include:

Simple journey

Workplace

- Workforce profile (race, gender, disability, age)
- Number of legal non-compliances on Health and Safety, Equal Opportunities or Human Rights
- Number of staff grievances
- Upheld cases of corrupt or unprofessional behaviour
- Staff turnover
- Value of training and development provided to employees
- Percent of employees completing an appraisal
- Percent of employees with personal development plans
- Satisfaction with work/life balance

Marketplace

- Customer complaints about products and services
- Complaints about late payment of bills
- Customer retention
- Provision for customers with special needs
- Average time to pay bills to suppliers
- You might also ask if you can measure the direct impact on society of your products and services (you might not be able to do so)

Environment

- Overall energy consumption
- Water usage
- Upheld cases of prosecution for environment offences
- CO2/greenhouse gas emissions
- Other emissions (eg ozone, radiation)
- Use of recycled material
- Environmental impact, benefits or costs of products and services

Community

- Relevant measures linked to your impact on the local community
- Relevant measures linked to any community partnerships you have (preferably any social or business benefit measures)
- Complaints from local communities where you have employees
- Impact on poverty reduction

Governance

- Positive and negative media comment
- Risks identified and managed
- Achievement of any standards eg Investors in People, ISO standards, FTSE4Good
- Commitment to any principles
- Economic impact

Complex journey

This is just a bigger list of possible relevant measures:

Workplace

- Workforce profile (race, gender, disability, age)
- Staff absenteeism
- Number of legal non-compliances on Health and Safety, Equal Opportunities or Human Rights
- Number of staff grievances
- Upheld cases of corrupt or unprofessional behaviour
- Staff turnover
- Value of training and development provided to employees
- Pay and conditions compared against local equivalent averages
- Workforce profile compared to the community profile for travel to work area
- Perception measures of your stakeholders on your track record on things like equal opportunities and work/life balance
- Employee awareness of our way of working
- Percent of employees completing an appraisal
- Percent of employees with personal development plans
- Satisfaction with work/life balance
- Distribution of equity
- Employee satisfaction

Marketplace

- Customer complaints about products and services
- Advertising complaints upheld
- Complaints about late payment of bills
- Upheld cases of anti-competitive behaviour
- Customer satisfaction levels
- Customer retention
- Provision for customers with special needs
- Average time to pay bills to suppliers
- Extra sales gained attributable to CSR commitment
- Customer loyalty measures
- Perception of company as a desirable commercial partner
- You might also ask if you can measure the direct impact on society of our products and services (you might not be able to do so)
- Number of customer volunteers
- Investment in research and development

Environment

- Overall energy consumption
- Water usage
- Quantity of solid waste produced (weight/volume)
- Upheld cases of prosecution for environment offences
- CO2/greenhouse gas emissions
- Other emissions (eg ozone, radiation)
- Use of recycled material
- Any other environmental impact measures across the supply chain
- Environmental impact, benefits or costs of products and services
- Performance against peer group
- Perception measures

Community

- Relevant measures linked to your impact on the local community
- Relevant measures linked to any community partnerships you have (preferably any social or business benefit measures)
- Any measures of additional resources your involvement has leveraged
- Complaints from local communities where you have employees
- Perception measures of the company as a good neighbour
- Number of employee volunteers
- Number of executives active in the community
- Impact on poverty reduction

Governance

- Positive and negative media comment
- Number of risks identified and managed
- Achievement of any standards eg Investors in People, ISO standards, FTSE4Good
- Commitment to any principles
- Performance against peer group
- Economic impact
- Ability to attract ethical investment
- Stakeholder satisfaction that you are meeting their expectations on your corporate responsibilities

Additional potential benefits prompt list

Here is a list of other benefits organisations have found they either aim to achieve through CSR or have achieved indirectly.

Prompt list on value (managing CSR):

Managing responsibilities:

- Meeting regulatory and legislative targets (avoiding costs of non-compliance)
- Ensuring consistency of practice across the organisation (eg by having clear policies)
- Ensuring consistency of practice across our supply chain (we work with suppliers who share our way of doing things)

Reducing risk:

- Avoiding bad publicity
- Spotting potential medium or long term risk
- Reducing the risk of planning inquiries

Improving reputation:

- Improving our reputation
- Securing continuous positive media coverage
- Forming partnerships with those who were critics

Improving results:

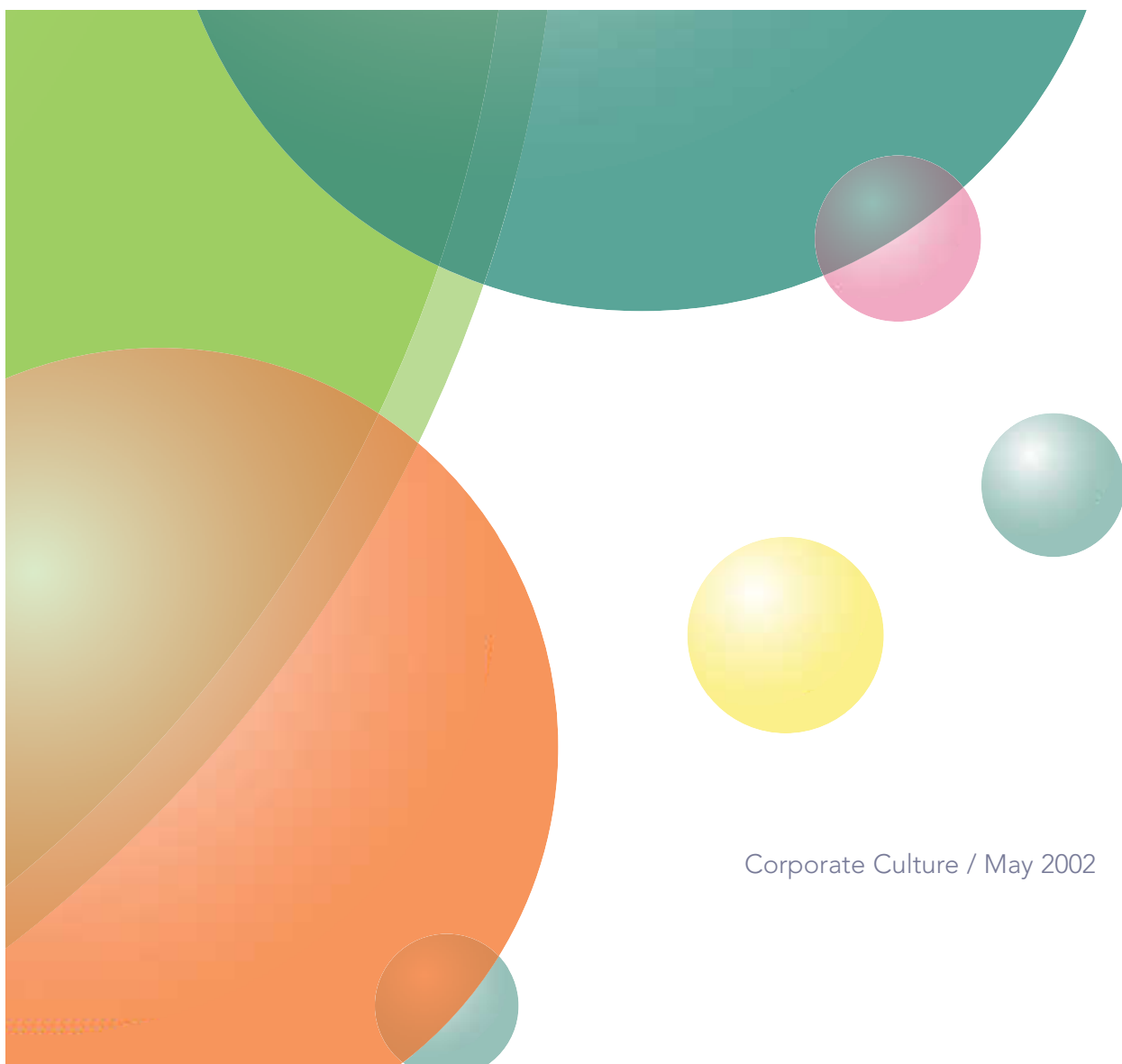
- Saving costs
- Identifying new revenue streams

Improving relationships:

- Attracting the best employees
- Retaining existing employees
- Improving the motivation of existing employees
- Improving the loyalty of existing customers
- Attracting new customers
- By asking stakeholders for their views, raising awareness of your commitment to behave responsibly
- By communicating your track record, gaining the understanding and support of employees and executives

CSR JourneyPlanner™ – Communicating for value

CSR JourneyPlanner™ – Communicating for value



Corporate Culture / May 2002

CSR JourneyPlanner™ – Communicating for Value

Simple journey

These questions will help you communicate a simple CSR strategy

- 1 What's my destination on CSR communications?
- 2 What does CSR mean for us?
- 3 What do we communicate?
- 4 How do we communicate around here?
- 5 What key actions might we take in the first stage of our journey?
- 6 How will we track our progress?
- 7 How will people know what we communicate is information they can trust?
- 8 What Highway codes might we use or create?

1 What's my destination on CSR communications?

In here you will need to define why you want to communicate and with whom?

You may find it helpful to tick here which of many reasons you might have to communicate:

- To take the first step in articulating our CSR strategy and our progress on the journey
- To respond to the demands of one or more stakeholders (investors, employees, customers, suppliers, local communities)
- To meet the expectations of our stakeholders
- To keep up with our competitors
- To improve our relationships
- To improve our reputation
- To demonstrate accountability, openness and transparency
- Another reason

You may also find it helpful to define who your key audiences are:

Our key audiences are:

- Employees
- Domestic customers
- Business customers
- The public
- Regulators and legislators
- NGO's
- Critics
- Investors
- Community organisations
- Our local communities
- Suppliers
- The media
- Other people particular to our organisation

2 What does CSR mean for us?

In here you will define at a high level which areas you wish to communicate on.

You might already have done this if you have decided how to manage CSR.

If not, you may find it helpful to tick the following list of areas often linked to CSR.

CSR for us includes:

- **Marketplace** issues like ethical trading or customer service
- **Workplace** issues like equal opportunities or training and development
- **Environment** issues like energy use or the use of recycled materials
- **Community** issues like community partnerships and employee volunteering
- **Governance** issues like risk management or ethical investment

Remember, your corporate responsibilities include your responsibilities to stay in business and secure a return for the owners of the company.

When you are looking at the content of any reporting you may wish to tell people where you are going to as well as where you have come from.

3 What do we communicate?

There is a big difference between a CSR report and communicating on CSR.

A CSR report may be a social and/or environmental report.

Communicating on CSR includes reporting but:

- it may be tailored according to the interests of your audience
- it may use different forms of communication
- it is likely to be more frequent than annual and may be continuous
- it is likely to include an element of dialogue

You will, however, wish to retain consistency across your communications.

So you may find it helpful to consider your options for structuring your report or website.

You have many options. Here are some:

- You can report by your current CSR **activities**
- You can report by the main ways in which you have an **impact on society**
- You can report by **social issues** which are most pressing on your organisation
- You can report by your **key audiences**
- You can report by your **social, economic or environmental performance**
- You can report by your performance against your **principles or values**
- You can report against a **model** you have adopted (see later)

4 How do we communicate around here?

In here you will want to articulate the vehicle you will wish to use.

This will be based on at least four things:

- ways in which you traditionally communicate
- how much money you have
- your objectives for communicating
- how often you wish to communicate

For a list of possible ways to communicate and user views on their advantages and disadvantages click [here](#).

5 What key actions might we take in the first stage of our journey?

In here you will articulate a simple plan of action. You might find it helpful to review the following list of typical actions others have taken on the journey.

My key early actions will include:

- Finding out at a high level actions we are currently taking linked to CSR
- Identifying someone senior to have responsibility for CSR communications
- Defining how we will co-ordinate relevant information from across our organisation
- Finding out how our competitors are communicating
- Finding out what best practice is in communicating
- Finding out how our audiences wish us to communicate
- Identifying the resources we need (money, people, time)

If you want to check out typical processes for communicating CSR (frequently used routes) click [here](#).

6 How will we track our progress?

In here you will define the key measures you will use to track progress.

The measures you use will depend on why you are communicating but might include:

- The number of people who you know have heard what you are trying to communicate
- Changes in the perceptions of your key audiences
- Agreement that you are managing and communicating CSR effectively
- Unsolicited comment
- Reduced negative comment
- The level of participation in any debate on issues
- Increased awareness of your commitment to CSR

7 How will people know what we communicate is information they can trust?

There are many ways of winning trust in your communications. Tick which of these you think may be relevant for you:

- External verification of the social reporting process
- External verification of factual accuracy in our CSR communications
- External opinion or comment on company performance
- Evidence you have listened to people's views and acted on what you have heard
- Public discussion around the key issues where people may not agree with you including sharing the opinions of people who disagree
- Offering opportunities to comment on your performance and plans
- Openly communicating where you have not complied with regulation or legislation
- Communicating the risks your organisation faces and the management process in place
- Showing how your approach to managing CSR involves other people (non-executives or external independent people)
- Creating new opportunities for people to make their views heard eg a stakeholder AGM
- The achievement of independent standards

8 What HighWay codes might we use or create?

In here you might choose to identify CSR communication codes or frameworks you may wish to follow.

If you want a guide to the communication codes available click [here](#).

CSR Communication Options

CCI report

Environment report

CSR report

CSR website

Within annual report

Summary mailing to customers

Press release/press pack

Continuous media relations

Press advertisements

TV advertisements

eNewsletter

Event

Within induction pack

Personal letter

Consultation (also a form of communication)

See for yourself visits to sites

Winning awards

Public debates on issues on web

Summary presentation to employees

Piggyback on employee communications

Piggyback on third party communications

CSR JourneyPlanner™ – Frequently used routes

CSR JourneyPlanner™ – Frequently used routes



CSR JourneyPlanner™ – Frequently Used Routes

Detailed processes for managing and communicating CSR for value

This is a simple overview of the key processes commonly used by organisations in managing and communicating CSR.

1 High level routes

The national highway, Practice Corporate Social Responsibility, includes five trunk roads:-



In many organisations, responsibility for “Practising Corporate Social Responsibility” rests with the Chief Executive or a main board champion.

The trunk roads are generally widely distributed across the functions of the organisation, with responsibility for implementing and advising on CSR, frequently resting with a specialist unit, committee or working group.

While there are several distinct main roads, in practice, an organisation can travel many of them in parallel. It’s like a family travelling to the same destination but in different vehicles.

It is important to recognise that the process diagrams are **not** flow charts. You don’t travel from A to B. They describe all the activities that make up a process.

For example, while the process “Review CSR Status” may suggest a one-off activity when CSR is first formally considered within an organisation, this review will be constantly updated as new information is made available as you are on another journey like evaluating your CSR Activity.

Route or process maps and brief descriptions of each sub process are set out below.

2 Review CSR Status



The main points along the way include:

Review best practice

Research CSR activity through published sources and identify best practice for managing and communicating CSR. The websites of many leading organisations provide good source information. Identify key issues and approaches which could be appropriate to your own organisation.

Define scope of CSR

Identify the activities and issues which could apply to your own organisation in terms of:-

- **Marketplace** issues like ethical trading or customer service
- **Workplace** issues like equal opportunities or training and development
- **Environment** issues like energy use or the use of recycled materials
- **Community** issues like community partnerships and employee volunteering
- **Governance** issues like risk management or ethical investment

Record CSR activities

Most organisations considering CSR formally for the first time find they are already involved in CSR, often through a wide range of unco-ordinated initiatives, some which may relate to issues of compliance. In this stop off point, you are simply collating existing activity. You probably already have a great story to tell.

Research competitor activities

As CSR is one way of differentiating an organisation from its competitors, it is worth researching how competitors approach the issue. By its very nature, CSR information is generally widely available.

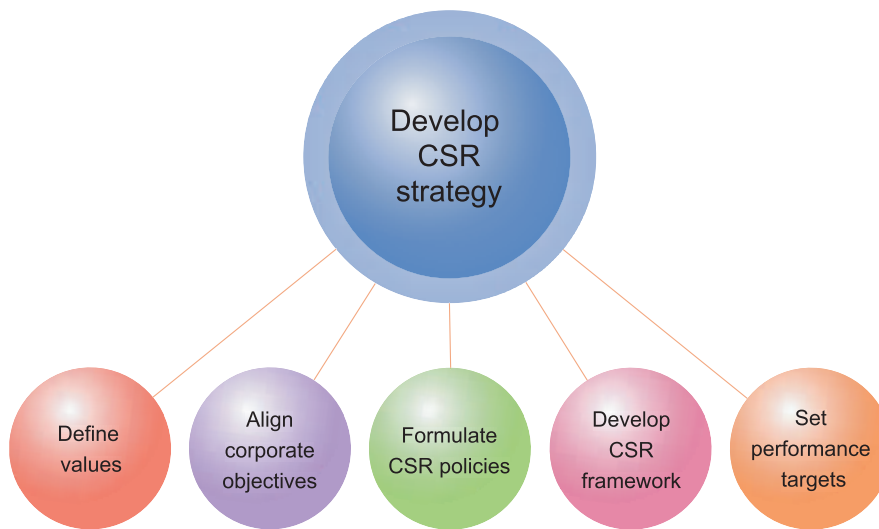
Identify stakeholder expectations

It is first necessary to identify and describe stakeholders, which could include the public, employees, customers, the community, shareholders, suppliers, partners, pressure groups and the government. Each group is likely to have different expectations and these also need to be identified.

Assess social and environmental risks

Reviewing a company's CSR status, will provide a better understanding of the particular social and environmental risks facing an organisation. Many organisations conduct research into a limited number of key issues in order to better understand the risks they face.

3 Develop CSR strategy



The main points along this road include:

Define values

The definition of an organisation's values should provide a clear focus for CSR activities. Many organisations consult with stakeholders on their values before they are formally articulated and also identify the behaviours which should follow from the values.

In many cases, the values are already apparent within the organisation, and it is simply a matter of formally articulating them.

Align corporate objectives

Once values have been agreed, current objectives often need to be modified or developed to ensure consistency. You will also want to ensure your CSR objectives are aligned to organisational objectives.

Formulate CSR policies

Specific policies will need to be formulated which will meet the realigned objectives and further the organisation's values. In many cases, separate policies are formulated for each of the stakeholder groups, often in the form of commitments to a particular set of behaviours. There are many possible policies and a listing is available of possible relevant policies.

Develop CSR framework

The implementation of CSR policies requires individual responsibilities to be allocated within the organisation and accountabilities established with each stakeholder group.

Operating standards will also need to be defined which determine how the performance of particular policies will be measured and reported on.

Most organisations combine a limited number of external codes, with internally generated standards which meet the particular requirements of the organisation.

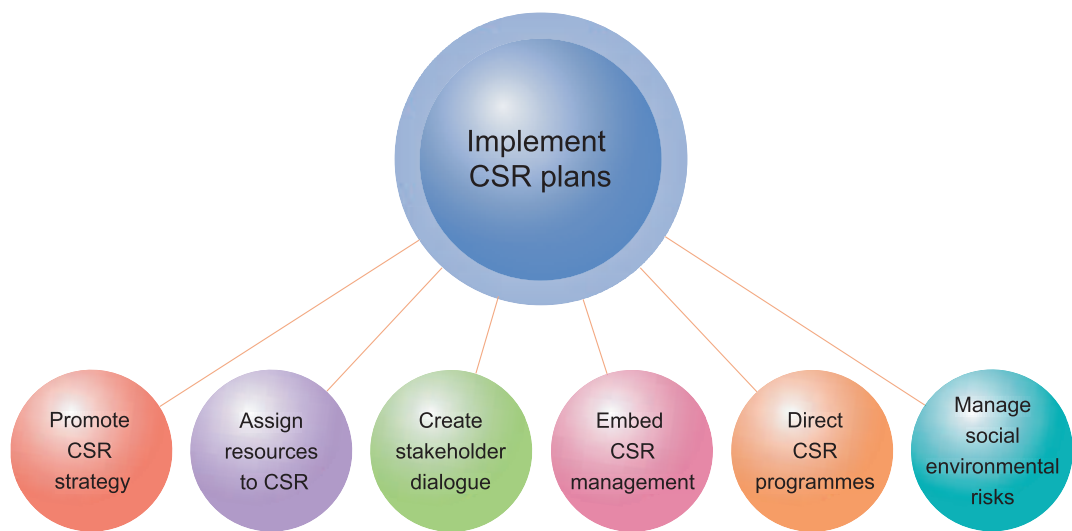
Specific programmes which support the achievement of the agreed objectives will also need to be defined.

Set performance targets

The anticipated benefits to the organisation of implementing CSR policies need to be identified along with the costs.

A limited number of key performance indicators should also be identified and targets set for performance improvements.

4 Implement CSR plans



Key areas to visit along the way include:

Promote CSR strategy

In the early stages of a formal approach to CSR, many organisations identify CSR champions with the ability to promote the CSR agenda, explain organisational values and encourage changes in culture and behaviours.

Internal awareness raising meetings are often a first step in this process.

Assign resources to CSR

While some additional resources will need to be assigned to CSR activities, many organisations have found that once they formally adopt CSR, the majority of activities are undertaken through a reassignment of existing resources.

Create stakeholder dialogue

Effective stakeholder dialogue is often identified as the key to effective CSR. Alliances and partnerships need to be formed with key stakeholders and structures established which facilitate open, two-way communication.

Embed CSR management

Once the decision has been taken to formally manage and communicate CSR, action is usually taken to embed the discipline into established planning and management structures.

This can involve training and communications programmes, and ultimately the inclusion of CSR responsibilities in job and role descriptions.

Direct CSR programmes

Managers need to be given responsibility for directing and reporting on specific CSR programmes. Many organisations also provide managers with guidance on how to incorporate CSR principles and values into the management of day-to-day operations.

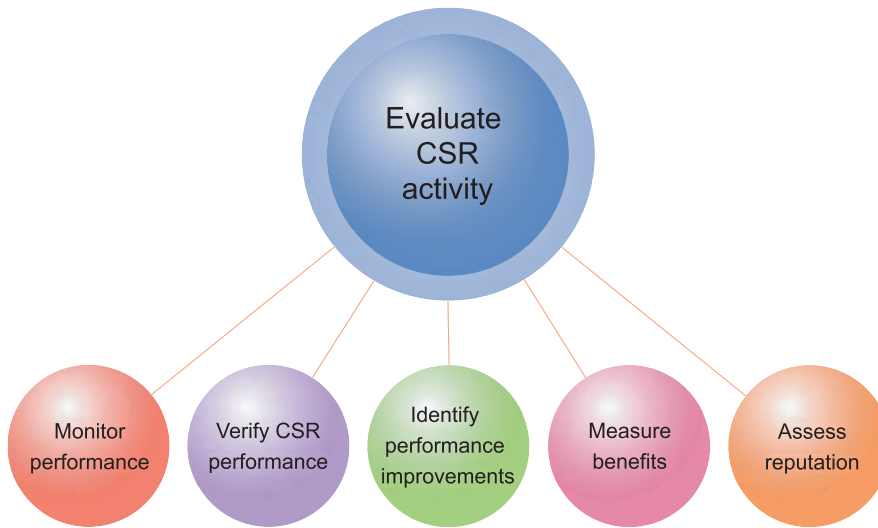
Manage social and environmental risks

Once the appropriate social and environmental risks facing an organisation have been identified, responsibility for monitoring, responding to and reporting on these risks needs to be allocated to individual managers.

Form partnerships to achieve common goals

Many organisations share a common interest in achieving any social goals you have defined. Many organisations form alliances to increase the likelihood of achieving your results.

5 Evaluate CSR Activity



On this route, there are a few key stops worth making including:

Monitor performance

Performance monitoring usually covers benchmarking against peers and compliance with internal targets and key performance indicators, and the measurement of actual social and environmental impacts

It also includes the collection and analysis of data and its review by management.

Verify CSR performance

The verification process covers the appointment of external verifiers, auditing and the certification of conduct. But remember, there are very many ways of winning trust. This is not the only way to win confidence that what you say is what is true.

Identify performance improvements

The outputs from performance monitoring will usually be reviewed at all management levels within the organisation in order to identify performance shortfalls and opportunities for further performance improvements and to provide inputs into strategy development.

Measure benefits

The benefits of the CSR programme will usually be identified in terms of a wide range of measures including social and business benefit.

Business benefit includes improving reputation, managing risk, improving results, improving reputations and managing responsibilities. A prompt list is available of relevant measures.

Social benefits include:

- measuring the direct impact of your organisation on society
- the direct contribution of your core products and services on society
- and, often overlooked, any ways in which you can bring your core skills into play to achieve genuine social change

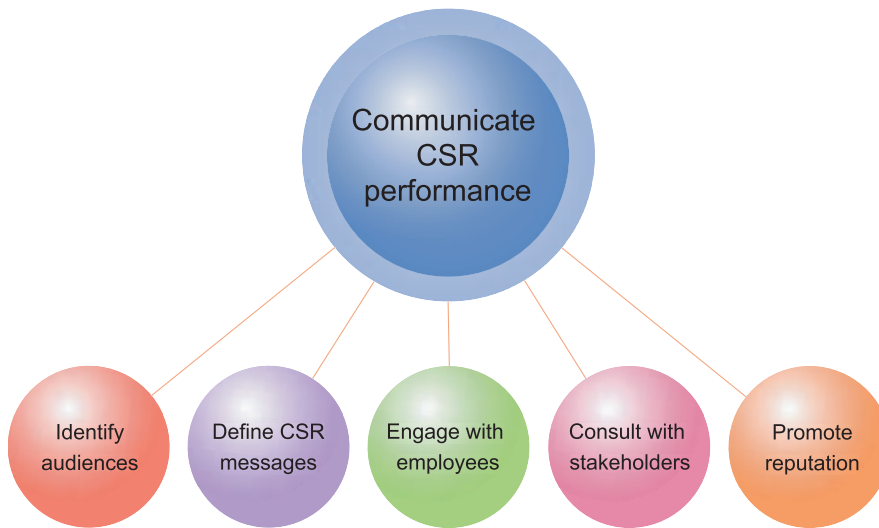
Many organisations undertake social and environmental cost/benefit analysis as an integral part of their business development activities.

Assess reputation

Many organisations practicing CSR undertake routine surveys of customer, employee and other stakeholder opinion.

These surveys typically assess stakeholder perceptions and expectations, brand values and public trust.

6 Communicate CSR Performance



The key stops along the way include:

Identify audiences

Audiences for CSR messages will comprise the different stakeholder groups. Within each group, there may be a number of sub-groups. Each different audience will need to be described, and the most effective communication channels for each audience identified.

Define CSR messages

This process involves the definition of specific messages arising from the evaluation of CSR activity.

It will also cover the specification of communications such as annual social and environmental reports, press releases and websites.

Many organisations use case studies as a simple method for communicating complex messages.

Engage with employees

This sub-process covers the full range of internal communications activities including, forums, Intranets, newsletters and staff magazines, induction, staff appraisal, staff surveys, training and awareness sessions.

Consult with stakeholders

This sub-process covers the full range of external directed communications including, events, workshops, conferences, AGM's, Stakeholder AGM's, stakeholder surveys and debates. Increasingly, effective communications with stakeholders goes beyond telling to include elements of dialogue.

Promote reputation

This sub-process includes all activities for communicating more general CSR messages, to commentators, influencers and other opinion formers.

It generally focuses on disseminating information on the organisation's values, principles and behaviours.

It covers electronic and hard-copy publication and the presentation of news to the media.

In many cases, conventional commercial advertising is also used directly and indirectly to promote reputation.

CSR Profiler™ – The Guide

CSR Profiler™



Corporate Culture / May 2002

CSR Profiler™

This is a prompt list for organisations wishing to include a profile of their CSR performance on their website.

Section one – corporate overview

In this section you will wish to include the following information very briefly:

- your overall market position
- your principal activities
- your turnover and profit for the last three years
- the number of employees in the organisation
- the names of your chairman, chief executive and finance director
- your vision or mission or purpose statement
- your main corporate goals or objectives
- your values or operating principles if articulated
- who you define as your main stakeholders

Section two – CSR track record

In this section you will wish to include up to two paragraphs on each of the following:

Governance:

In here you will wish to define your approach to corporate governance – for example, your adoption of the principles in the Combined Code, whether you have a code of conduct and any actions you might take to ensure accountability to shareholders. You may also wish to include a list of non-executive directors and which Board Committees they chair.

Marketplace

In here you will wish to define your approach to the market. You will probably wish to identify any overall commitments and whether you sign up to any codes or frameworks. This might include customer charters, excellence models or ethical trading initiatives. You may also wish to include how you listen to and act on the views of customers and suppliers.

Workplace

In here you will wish to summarise your approach to employees. This will include any overall commitments to employees. This might also include any codes or frameworks like Investors in People. It will include your approach to training and development, health and safety, work environment, equal opportunities and other related issues. You may also wish to include how you listen to and act on the views of employees.

Community

In here you will wish to summarise your approach to the community. This will include any overall commitments to the community. This might include your approach to community partnerships, being a good neighbour, employee volunteering, customer involvement in community programmes and re-investing in the community.

Environment

In here you will wish to summarise your approach to the environment. This will include any overall commitments to the environment including codes or frameworks like the Business in the Environment Index. It will embrace environmental management systems and how you understand and manage your impact on the environment.

Section three – CSR benefits

In this section, please pull out in bullet form the main measurable social and business benefits you have gained through managing CSR in your organisation.

This might include:

- Improved **results** for example by helping reduce energy costs or by identifying new revenue streams
- Measurable improvements to your **reputation** for example by measuring and meeting expectations
- Reducing **risk**
- Improving **relationships** for example by attracting employees or customers
- Meeting **responsibilities** for example by reducing non-compliance with regulations or legislation

You will wish to include social benefit and business benefit – for example, how your core or voluntary activities have saved lives, improved the environment, improved employment opportunities or other similar measures.

Section four – CSR public issues

In this section, you are invited to articulate the three biggest current public issues where there has been significant public debate.

You might outline for each:

- the issue in summary
- your position
- where people might find additional information

You may optionally give sources of alternative opinion.

Section five – CSR communications

In this section, you will summarise your approach to communicating on CSR issues. For example it might include how long you have been reporting on environmental or social performance.

You will also summarise the main sources of information on your approach to CSR including:

- where people can get copies of materials (by governance, marketplace, workplace, community and environment)
- website references to further information

Consider including in here public commitments to stakeholders, social and environmental reports, archived reports, research on stakeholder opinion, cross references to your press releases and any other information you believe accurately reflects how you communicate.

Section six – case studies

In this section, you will summarise three key CSR projects which best reflect your approach. It might be linked to the supply chain, a community partner, an education programme, a cause-related marketing initiative, how you involve customers, investing in employees, an environmental partnership or any other flagship project you choose to feature.

You will wish to cover briefly the objectives, what you did and the results of what you did. Try and keep to three paragraphs.

Section seven – key processes

In here you will wish to list your key related processes. Simply name those that exist and cross reference wherever possible to a web source of these documents. You may find the prompt list attached helpful.

Section eight – external commitments

In this section you are invited to list:

- the key CSR-related organisations in which you hold membership (eg Business in the Community, Employers Forum on Disability, Race for Opportunity etc.....)
- the key external codes or frameworks to which you subscribe (eg Investors in People, AA1000, ISO 14001, OECD guidelines for multinational enterprises, Universal Declaration of Human Rights etc...)

For a fuller prompt list of codes and frameworks click [here](#).

Policy prompt list

Workplace policies

- Conditions of employment
- Equal opportunities
- Fair remuneration
- Health and safety
- Training and employee development
- Work/life balance
- Workplace diversity
- Harassment and bullying
- Child labour
- Employing local people
- Maternity / paternity
- Employee complaints
- Termination of employment
- Human rights

Marketplace policies

- Consumer health and safety
- Consumer rights
- Customer complaints
- Data protection
- Fair pricing
- Misuse of company products
- Supplier and subcontractor rights
- Payment of suppliers
- Use of local suppliers
- Intellectual property
- Corporate gifts and hospitality
- Supplier complaints

Environmental policies

- Environment
- Waste minimisation
- Energy efficiency

Community policies

- Community investment
- Volunteering
- Community complaints
- Operating as a neighbour

Governance policies

- Executive pay and reward
- Duration of executive contracts
- Openness and transparency

List of possible codes and frameworks to come