



CSR and the Media in Turkey

Media CSR Toolkit Report

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Authors:

Khadeeja Balkhi

Dr. Ralph Tench





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1. INTRODUCTION



1.1 Purpose of the toolkit

The following toolkit has been designed to support journalists and other stakeholders interested in understanding and developing the stakeholder engagement about CSR. This Toolkit Report aims to provide:

- information for understanding the media's role in reporting, challenging and developing the responsibility of businesses in society
- tools for reporting on the responsibility of business in society
- information for media practitioners to understand the issues and concepts relating to the social responsibility of businesses
- to understand how they can play a pivotal role in influencing the attitudes and behaviour of businesses/organizations as well as consumers and other stakeholders.

1.2 Background to the toolkit

The toolkit has been developed around a pre-planned one day workshop for Turkish journalists organized jointly by CSR Europe and CSR Turkey. The event was held in Istanbul on the 5th October 2009. The intention was to attract practicing journalists and editors from Turkish media organizations who are key influencers on discussions and debates about emerging economic and social issues such as the role and responsibility of organizations in society. The workshop was designed and facilitated by two international CSR experts, Khadeeja Balkhi from Pakistan and Professor Dr. Ralph Tench from the UK. The day was structured around four module themes:

1. What is CSR and what does good CSR activity look like?
2. CSR in the Media
3. Benchmarking and guidelines for CSR reporting (as applied to the Turkish context)
4. Priority CSR areas and issues for the Turkish media to consider





2. 5 WS PLUS HOW

The report has been devised around the established news value questions of the '5 Ws plus How'. In other words asking the Who, What, Where, When, Why and How questions about the social responsibilities of business and how the subject is being reported in the news media in Turkey as well as other settings. Asking these questions demonstrates that CSR and related issues are news!

2.1 What

What is CSR in a nutshell? Put simply it's what journalists and editors discuss in newspapers, magazines, radio and television programmes every day – it's the impact (positive and negative) organizations and businesses have on the society(ies) in which they operate.

But CSR has many faces and many names. The following are some of the terms and labels used in business English to describe CSR in different settings worldwide:

- Business Social Reporting
- Ethical Reporting
- Corporate Governance
- Corporate Ethics
- Corporate Citizenship
- Community Engagement
- Community Involvement
- Responsibility
- Accountability
- Philanthropy (Corporate)
- Corporate Responsibility
- Corporate Sustainability
- Corporate Reporting

Essentially however they are the same thing. It's about being accountable to society and minimizing the negative effects of organizations and businesses.

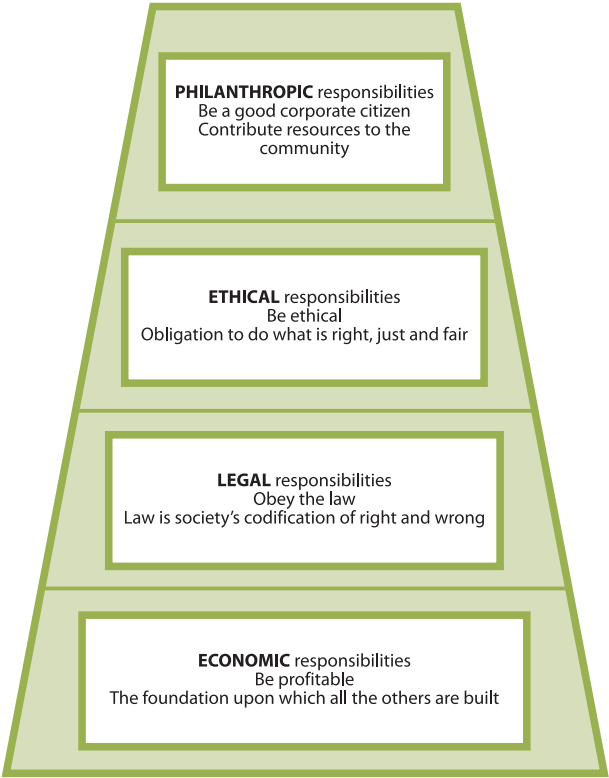
CSR's origins can be found in many ancient civilizations as well as in the social and cultural history of a country such as Turkey. Within the Turkish context religion has held an important moral influence in understanding the role of community and responsibility to members of society. This has influenced the philanthropic interpretations of CSR in the minds of many (i.e. business leaders as benefactors,



sponsors and donors). In Turkey a company's charitable efforts as well as sponsorships and donations are therefore often confused with CSR and effectively interpreted as the same thing. Therefore while philanthropy is one perception of CSR it is not the contemporary, strategic interpretation being used by many established companies and organizations worldwide. The contemporary view is that companies have responsibilities and accountabilities to the people affected by the organization and its activities in society. Further details of the Turkish setting for business and CSR are discussed later in the Where section of this toolkit.

The following diagram (Carroll, 1991) is a simple block model of the levels of responsibility businesses have starting at the base with the economic responsibilities which rise up to the philanthropic at the top of the model.

Diagram 1: Levels of Corporate Social Responsibility



So what types of responsibility are being displayed by companies in Turkey (see mini case study below) as well as in other nation states?

Mini Case Study - Arçelik

Arçelik for instance is guided by its corporate values and the motto of founder Vehbi Koç, which states "As long as my country exists, so do I". Arçelik is aware that companies, as well as government agencies and NGOs, play a strategic role in the careful and sustainable use and development of the scarce global resources. According to its own reporting the company, "embraces its responsibility for sustainable development, works on environmental and social issues, and fully complies with all applicable legislation, ethical principles and human rights precepts."

In summary, for the media, reporting on CSR is important because it is essentially reporting on what companies and businesses are *doing*.

2.2 Who

An important question to ask is who is supplying the CSR information on behalf of companies? Research unsurprisingly suggests that it's from the public relations and corporate communications departments. Research across Europe (Zerfass et al 2008 and 2009 www.communicationmonitor.eu) suggests that three out of four communications professionals are involved in CSR activities for their organization.

And why are they engaging in CSR and communicating about it? The main reason would seem to be for reputational value. For European Communication Directors, 70% cite reputation management as the key driver for why they engage in CSR.

This does raise an important question for CSR activities across Europe, are they about image, substance or both? There is clearly a real danger that the growth of CSR programmes produces a cynical backlash from society at large. In the context of media reporting on businesses in Turkey and across Europe this requires organizations to demonstrate authenticity and sincerity in their actions and behaviour.

'Hitting the headlines' - so who is reporting successfully on CSR related issues? A number of international media organizations either focus on CSR or have a record of interesting reporting on the subject. Examples of media organizations to look at for



comparison are:

- Financial Times (www.ft.com)
- International Herald Tribune (<http://www.ihinfo.com/index.php>)
- Ethical Corporation (www.ethicalcorp.com)
- Corporate Citizenship Briefing (www.ccbriefing.co.uk)
- Ethical Performance (www.ethicalperformance.com)
- ENDS Daily (www.ends europe.com)
- CSRWire (www.csrwire.com)
- Triple Bottom Line (<http://www.tbl.com.pk/>)

With the oft-rushed timelines that journalists face, it's easy to overlook groups of stakeholders; particularly when dealing with an area of reporting that has such fine nuances and specialists. Engagement inevitably helps unearth valuable information and, to a basic degree, should be considered key and not given secondary priority or considered somewhat optional.

2.2.1 Story Issue-Stakeholder Map

Stakeholders are simply groups that are related - directly and indirectly - to a particular entity - in this case, that entity is the journalist and her story. You'll notice that the centre box of the diagram below, however, highlights the audience - in addition to the journalist herself.

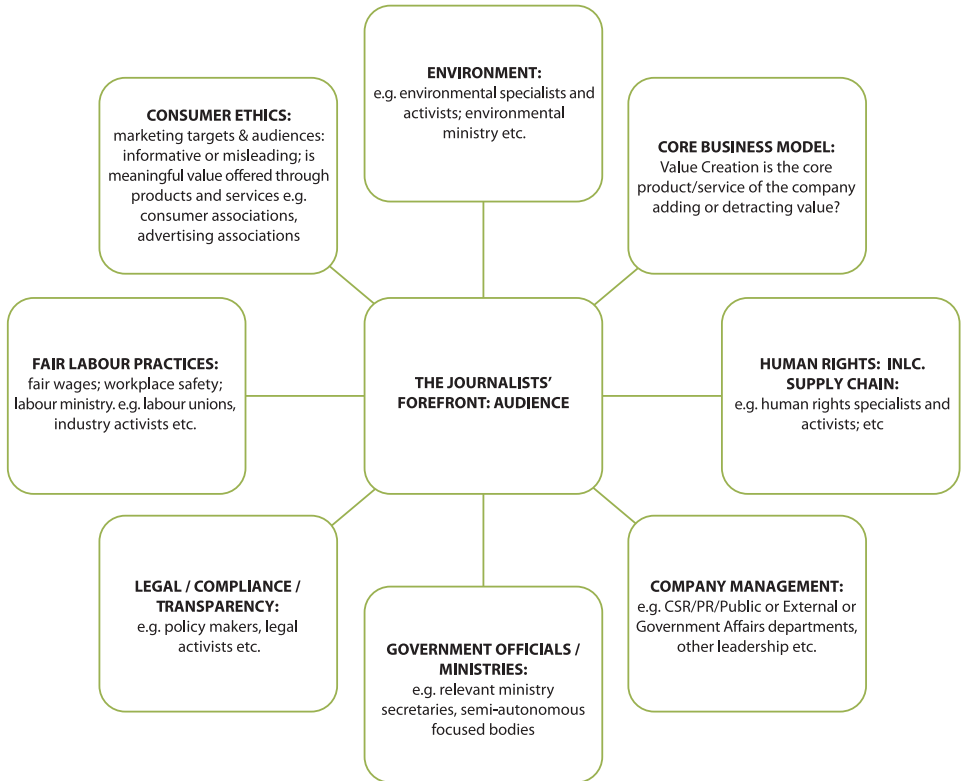
We must realize that sustainable news is - unfortunately - often demand-driven. So while the media's role is to present news and analysis to their varied audiences, most media companies, especially mainstream media businesses, are realistically more driven by what keeps them in business - their financial viability through advertising and subsequently readership or viewership numbers. CSR reporting will start a further step behind if it doesn't initially cater at least somewhat to the reading, viewing or listening preferences of their audiences.

The following diagram outlines the key issues around which to engage stakeholders who are likely to exist in most CSR-related stories. The degree of importance of engagement or interaction with any one group varies with the nature of the particular lead that sparked a story, the nature of the industry, the company in question (if any), geographical location and of course the existence and availability of certain



stakeholding and interest groups. A mental picture such as this one can serve as a quick checklist of which areas to consider and hence who to interact with to piece together the parts that fit together to form a complete story.

Diagram 2: News Story Issue / Stakeholder Map



2.3 Where

This toolkit for CSR in Turkey demonstrates that there are different approaches and interpretations of CSR depending on geographical region and location. The references in the Annex demonstrate this at the end of the toolkit.

Turkey has unique challenges and priority areas based on its economic development, social context and historical background. In terms of CSR, the experience of the philanthropic stage of CSR in Turkey goes back to the Ottoman times. In the Ottoman era, the “waqf” (foundation) was the premier institutional mechanism for philanthropic provision of public services such as education, health and social security. Today, most family owned conglomerates in Turkey have an associated Waqf. Given this historical context, public demand from companies is shaped within the Islamic “waqf” philosophy and social responsibility is often equated with philanthropic actions of companies.

Education of children is seen as one of the key concerns of Turkish society. Over the last three years, the Turkish Ministry of Education has built up a good record of launching educational campaigns supported by the private sector and local communities, such as ‘100% Support for Education’; ‘Girls, Let’s Go to School’; and ‘Support Computer-Based Education’. The success of these campaigns, which have raised large amounts of supplementary funds for the education system in Turkey, largely stems from the fact that Turkish society sees education as a priority for its children - and has been catalyzed by tax incentives under Revenue Tax Law No. 193 article 89 that provides tax incentives for businesses’ charitable contributions and donations in the field of education. Therefore, society’s expectations partnered with government incentives helped proliferate such campaigns.

Another important issue within the Turkish society, for the Turkish public and governmental authorities revolves around sustainable and ethical supply chain management - specifically registered employment. It is estimated that about 80% of textile workers, within the supply chain of textile companies (one of the most important sectors in the country) are not properly registered, mainly due to the increased costs for employers to register and properly employ workers. So labour rights remain an issue through various supply chains.



This juxtaposition created an atmosphere in Turkey for CSR that it is trying to find a place for itself between its philanthropic inclination and as a viable business case. Given research conducted in 2007 in a partnership between GfK and Capital Business Magazine, society expects companies to support education, followed by health, environment and acts of domestic violence. For companies in Turkey education remains the first expectation of the corporate agenda. This is followed in varying priorities by issues of health, unemployment, ethical behaviour, social security and so on.

The focus for journalists in Turkey may include:

- reporting on existing practise of business in the region
- raising the calibre of CSR-related debate and discussion from philanthropic initiatives to strategic, long-term sustainable business behaviour
- promoting dialogue and understanding of more integrated, strategic forms of philanthropy that are inherently more sustainable
- playing a role in creating environmental awareness.

The checklists in the 'How' section of the toolkit provide details on key areas of perennial importance within the CSR space.

Of course the bottom-line remains that the goals of this effort centre on investigative journalism - by asking the right questions of the right people.

2.4 When

When should organizations communicate about their CSR and when should the media report on it?

Like any news story what is key is the value to the reader. This is also true of CSR reporting. If it's not news then it won't be reported. But CSR activities are news. They relate to performance; profitability; adherence to laws and changing legislation; as well as the role of the business in the political and social infrastructure of society. Sometimes the CSR reporting is a way of differentiating businesses too

As in any national context the media landscape influences what is defined as news and therefore what gets reported. Turkey is no different in having unique elements to its media ownership and influences. As journalists we have to understand this



landscape and work within it whilst at the same time understanding and addressing the evolving social and political changes that are taking place in society. CSR is one of those issues and is something to be regularly reviewed and refreshed as a topic of business and commercial interest and attention. To put some context on this debate it may be interesting to see how journalists from other national settings have addressed the social responsibilities of business as they have emerged at the end of the last century and during the first 10 years of this millennium.

Research conducted in the UK into business journalists' and editors' perceptions of CSR reporting suggests that the driving forces behind CSR are:

- **Business outcomes** (performance and profit)
- **Pressure from organizations** that inform and advise business (i.e. EU, CSR Europe, CSR Turkey, national government and ministries)
- **Consumer pressure** (reflected through their perceived power if mobilized into action (c.f. Shell))

Mini case study – Garanti Bank

Garanti Bank for example has been investing in some focused activities for a number of years such as its involvement with the World Wildlife Foundation. The strategy for the bank is to provide long term, sustained support for these affiliated projects and organizations. As such Garnati see its mission as “increasing the value it adds to community and the environment continuously and visibly”. Therefore the company is recognising that this focussed, long term support adds to its brand value and this benefit is shared with the relevant communities.

Therefore many companies, particularly those influenced by the multinationals, are seeing the impact on performance of the company by reviewing responsibility and sustainability issues such as cost efficiency, sustainability and innovation (see examples in the petroleum sector such as Shell and BP as well regionally Botas <http://www.botas.gov.tr/index.asp>, Also looking at activity in the US and Europe you have the Wal-Mart group from the United States and their subsidiary Asda in the UK, <http://your.asda.com/waste>) These are also examples of companies and activities which generate a high level of media interest and news coverage.



2.4.1 What do journalists expect from companies' CSR communications?

From the UK survey of journalists, what are the media looking for in CSR communications from companies? Put simply it comes down to:

- well-presented personal communiqués
- that are honest
- well researched/evidenced
- and well targeted

2.4.2 How do UK journalists report CSR?

In the UK the media acknowledge a likelihood of covering CSR in a positive manner (66%), however when asked to name the 'story' they most frequently cover the angle is of a negative nature (32%) and around irresponsibility themes. Therefore the UK media demonstrate a contradiction in that they will always cover corporate irresponsibility and expose poor corporate behaviour as has been witnessed worldwide with recent economic mishandling by banks and governments. However they also recognize and have a latent willingness to cover more positive or optimistic angles on CSR. This does present opportunities for the media and organizations to understand more about the engagements being made by companies in the context of their societies and to report on the effects they are having both positively and if appropriately negatively.

2.5 Why

Most corporations don't like to hear it, but among the key roles of the media is to serve as the voice of the public – to give space to issues whose stakeholders may otherwise remain unheard. Media activism remains an effective form of advocacy for diverse issues ranging from environmental impact to corporate governance. And results have been achieved ranging from responsibility for ethical waste disposal to labour-related impacts.

2.5.1 Media as the voice of the public

That said, the illustration below highlights that the media holds a position of influence in relation to the public. The media is often a bridge of information between the

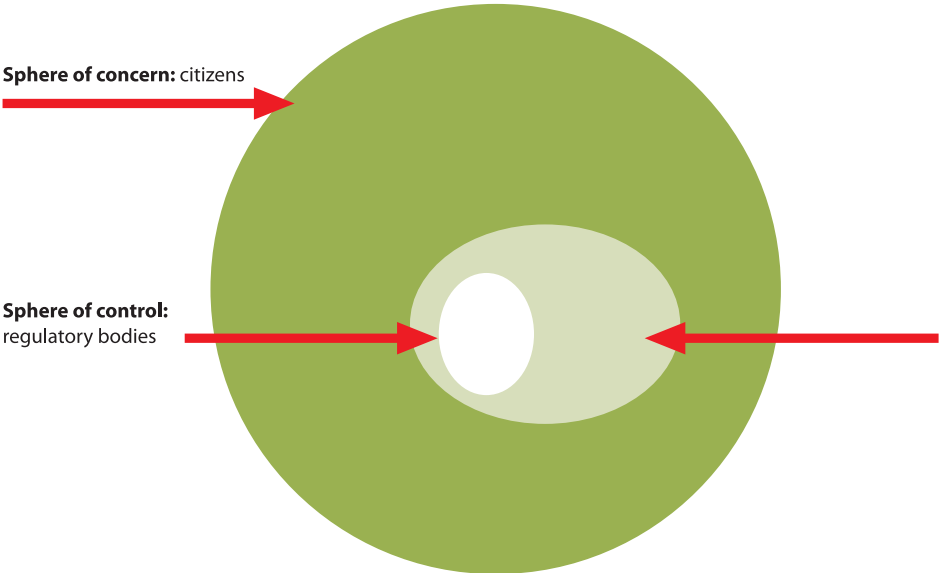


general public and sources of news such as businesses, NGOs, or government. To this end the media also acts as a filter and mediator for what information is conveyed to the public and how much importance that information is perceived to have and how a particular event or issue is judged.

This highlights the importance of the role and responsibility of the media itself. Various forms of media irresponsibility damage the effectiveness and credibility of the role the media inherently plays. This lack of responsibility can stem from both a lack of integrity on the part of the management as well as the journalists in their reporting.

Examples of stakeholders in each sphere are given below - although multiple stakeholders of course exist in each sphere.

Diagram 3: *Media sphere and influence*



2.5.2 Media Responsibility

Although journalists will see their role in various ways, the corporate media in any national setting is often seen as filtering news in five ways (Chomsky and Hernan, 1994). These are:

1. Business interests of media ownership influence reporting
2. Media managers need to manage and not upset current and potential advertisers
3. Journalists often rely on press releases with a commercial interest (very true in the CSR debate)
4. Journalists who 'rock the boat' are liable to criticism and sometimes litigation
5. Acceptance of the political-economic ideology by the journalist which prevent critique of the system

It is key that the media, both as an industry and as a voice of the people hold itself accountable.

BBC Mini Case Study

The BBC's editorial guidelines, for instance, codify the good practice expected from the creators and makers of all BBC content. In a detailed and stewarded fashion they focus on the following:

- Truth & accuracy
- Impartiality & diversity of opinion
- Editorial integrity & independence
- Serving the public interest
- Fairness
- Privacy
- Harm & offence
- Children
- Accountability



The BBC was established by Royal Charter in 1927 and to that extent, it is 'chartered' to create public good within its direct and wider context by:



The BBC supports civic life and national debate by providing trusted and impartial news and information that helps citizens make sense of the world and encourages them to engage with it.



The BBC enriches the UK's cultural life by bringing talent and audiences together to break new ground, to celebrate our cultural heritage, to broaden the national conversation.



By offering audiences of every age a world of formal and informal educational opportunity in every medium, the BBC helps build a society strong in knowledge and skills.



By enabling the UK's many communities to see what they hold in common and how they differ, the BBC seeks to build social cohesion and tolerance through greater understanding.



The BBC supports the UK's global role by being the world's most trusted provider of international news and information, and by showcasing the best of British culture to a global audience.

The above elements about the BBC (shared by the BBC's Simon Derry) are for management and other decision-makers in the media industry to perhaps build on their own values, creating public good within the unique Turkish context. As a sensitive public-rooted industry, the BBC must hold itself to high standards of excellence in order to maintain its own integrity - the same reasons why everyone else starts off doing CSR!

2.6 How

The key to effective journalism of any kind remains rigorous research: i.e. proactive, investigative journalism. Most journalists don't need reminders on that front and so the following are a few tools that can serve as simple reminders when broaching the still under-reported and sometimes mis-understood subject of CSR.

2.6.1. Quick CSR Story 360° Checklist:

The importance of the factors below will vary depending on the industry, the company, the general context and so on (in alphabetical order). Each factor has several key elements that keen minds will automatically survey - particularly once within a framework. For instance, within legal and voluntary compliance come basic issues such as tax-paying practices as well as issues such as quality and quantity of voluntary environmental or social compliances and practices.

•	Supply Chain Ethics
•	Fair Labour Practices
•	Disclosure and Transparency
•	Human Rights
•	Environment
•	Value Addition of Core Business Model
•	Consumer Ethics
•	Legal and Voluntary Compliance



2.6.2. Corporate 'Triple Bottom-line' Footprint Research Investigation Framework

This table's first column lists areas of background research, critical analysis that can be applied to any sub-area related to CSR, for instance environmental or social issues. The second suggests a few simple leads that journalists can use.

Above all, the first pillar of critical analysis is through research and investigation, through whatever means are available, e.g. bodies such as industry associations, chambers of commerce, neutral parties such as UN agencies or CSR Turkey, research institutes, NGOs, think-tanks, ministries and so on. In addition, the internet of course offers all kinds of research with great ease - which can be useful as well as misleading.

<i>Areas of Analysis</i>	<i>Potential Leads to Follow</i>
1. Relevant international, local laws, standards & compliance requirements applicable to industry & company	Relevant regulatory authorities; subject specialists; NGOs & activists; corporate management or website
2. Company's commitments to consumers, society with its own initiative	Company profile; policies and statements - general and directly related
3. Environmental/Social management & reporting systems in place to meet the above	Annual reports; corporate website; company profile; NGOs & activists; regulatory bodies
4. CSR practices' relation with core business operations	Review of CSR activities of company compared with the nature of the business
5. Any conflict between CSR statements & practices	Comparison of statements with data gathered from community engagement
6. Separate opinion from evidence	Engage with any accusing parties, requesting evidence from activists; seek and review evidence
7. Past records/trends/accusations of company's behaviour: positive or negative	Engage with any accusing parties, other journalists, requesting evidence from activists; seek and review evidence
8. Product ethics: product's value addition or detraction from use and/or disposal	Engage with regulatory authorities, industry experts, related scientists and so on
9. Similar case studies: local or global	Engage with subject specialists and corporate management for insight into similar examples elsewhere through regulatory authorities, other journalists; research online and so on
10. Impact of CSR practices: nature & scope	Engage directly with beneficiary/target communities, CSR department, policy overview
This table has been adapted from the 'CSR & Environmental Footprint Starter Kit for the Media', a product of a former CSR Media Training with Shehri – CBE, Pakistan.	



2.6.3. On-Ground Investigation Checklist

Depending on the timelines of the research invested in a news story, the deeper the investigation into an issue and the more constructive the engagement, the better the journalistic production and outputs. But of course, timeliness is also key to effective reporting. Prolonged, intensive research is perhaps more suited to academic purposes. The idea of the checklist below is to get to the root of an issue, to be able to filter out and file away lower-priority information.

<i>Areas to Check</i>	<i>Reminders: Potential Leads to Follow</i>
1. Stakeholder Engagement	Personally visit or speak with communities, relevant associations & government or legislative bodies, requesting data & evidence wherever possible
2. Contextual Establishment	Fully establish the context of the issue by engaging with stakeholders with the right kinds of questions
3. Corporate Engagement	Engage with corporate management to assess point of view of the relevant company(s) along with supporting evidence & information
4. Neutral Assessments	Contact and seek expert or informed opinions from neutral third parties
5. Wider Linkages	Keep eyes open to related stories through upcoming policies, regulation, technology, accountability & various newsworthy initiatives
6. Follow-up Opportunities	Following up with stakeholders can lead to comprehensive stories & facilitate media activism towards sustainable solutions
<p>This table has been adapted from the ‘CSR & Environmental Footprint Starter Kit for the Media,’ a product of a former CSR Media Training with Shehri – CBE, Pakistan.</p>	



In addition, below is a sampling of local laws that can also help journalists remember that there are many laws that companies functioning in Turkey have a commitment to abide by:

<i>Law</i>	<i>Addresses:</i>
Public Procurement Law No.4734	Exclusion: companies with tax or social debt cannot participate in public tenders. 2005
Declaration of Wealth, Law No.3628	Transparency: individuals related to public benefits & services to combat bribery & corruption. 1990
Renewable Energy Law No. 5346	Resource Diversification & Emissions Reduction. 2005
Consumer Protection Law No. 4077	Consumer Rights: courts, protection & compensation. 2002
Income Tax Law No. 193	Tax Incentives for Education-related Donations. 2005



3. CLOSING SUMMARY



What next? CSR is a global issue and concept which is being discussed and debated at macro economic, political and social levels. As such businesses in Turkey will increasingly be required to understand and declare their responsibilities to society. Within this context journalists are in a crucial position of being both the observer and also potentially the drivers for change in *good* corporate behaviour.

Areas for Turkish journalists, as for media practitioners worldwide, to monitor and respond to are:

- Changes in national and international legislation
- Social media developments
- The evolving power of consumers and activists
- The link between consumers and activists and the changing social media landscape
- Developments in corporate governance practice

Therefore journalists and the media industries in Turkey have their own responsibilities to deliver on behalf of their stakeholders. These groups include media consumers, media owners, government as well as the business community and those groups which are affected by the activities of organizations in society.

In summary responsible reporting is key. Using some of the tools and techniques described in this toolkit will help to identify and highlight the responsible activities of business. So celebrate success! However it is important that journalists continue to critique business when it doesn't get it right and acts irresponsibly. By doing this the media will be supporting the development of responsible business practice and positively influence future corporate behaviour.



4. RESOURCES AND LINKS



The following are links that can be useful as background resources:

Practical guide for journalists: “Climate change: How to report the story of the century”

<http://www.scidev.net/en/practical-guides/climate-change-how-to-report-the-story-of-the-cent.html>

CSR Europe’s guide to sustainable marketing (this is for marketing practitioners, but might be useful for journalists e.g. with regard to spotting greenwashing...)

http://www.csreurope.org/pages/en/sustainable_marketing.html

Guide to stakeholder engagement (company perspective as well, but potentially interesting)

http://www.csreurope.org/pages/en/proactive_stakeholder_engagement.html

Good News & Bad: The Media, Corporate Social Responsibility and Sustainable Development. First Edition 2002 ISBN 1-903168-04-X. Electronic Version available at:

http://www.sustainability.com/downloads_public/insight_reports/good_news.pdf

European Communication Monitor (2008). Trend survey of European Communication Directors, specifically on CSR. www.communicationmonitor.eu





ANKARA Genel Merkez
Mustafa Kemal Mah. 2132. Sok. No. 2
Eskişehir Yolu 7. km 06520 Çankaya, Ankara
Tel: (0530) 500 76 02 • Fax: (0312) 219 57 01
E-mail: kssd@kssd.org

İSTANBUL ŞUBESİ
Kadir Has Cd. 34230-01 Cibali, İstanbul
Tel: (0212) 533 65 32 / 41 07 • Fax: (0212) 293 20 02

www.kssd.org
www.csrturkey.org