



BUILDING TRUST

BUILDING PEOPLE

BUILDING COMPETITIVE BUSINESSES

GLOBAL CHALLENGES FOR THE CORPORATE SECTOR

- MANAGING STAKEHOLDER RELATIONS
- MANAGING THE SUPPLY CHAIN
- TRANSLATING GLOBAL STRATEGIES INTO LOCAL INITIATIVES
- MULTIPLE RELATIONSHIPS WITH GOVERNMENT
- THE WAR FOR TALENT
- CSR IN TIMES OF RECESSION?
- MANAGING CLIMATE CHANGE

Business in the

Community

BUSINESS IN THE COMMUNITY

OUR MISSION:

TO CHALLENGE, ENGAGE AND SUPPORT BUSINESS
IN CONTINUALLY IMPROVING ITS POSITIVE IMPACT
ON SOCIETY.

BUSINESS IN THE COMMUNITY

- A UNIQUE MOVEMENT OF COMPANIES
- 850 MEMBERS - 85 OF FTSE 100
- THE PRINCE OF WALES IS PRESIDENT
- THREE MEMBERSHIP COMMITMENTS
- PARTNER IN KEY CSR GLOBAL NETWORKS
- MARKETPLACE, WORKPLACE, ENVIRONMENT, AND COMMUNITY

THE MEMBERSHIP COMMITMENT

INTEGRATE RESPONSIBLE BUSINESS PRACTICE
THROUGHOUT THE BUSINESS

IMPACT THROUGH COLLABORATIVE ACTION TO
TACKLE DISADVANTAGE

INSPIRE INNOVATE AND LEAD BY SHARING
LEARNING AND EXPERIENCE

BITC - TOOLS AND PROCESSES

- LEADERSHIP TEAMS
- SEEING IS BELIEVING
- EXCELLENCE AWARDS
- CORPORATE RESPONSIBILITY INDEX
- PROHELP
- COMMUNITY MARK
- ACCOUNT MANAGEMENT
- PARTNERS IN LEADERSHIP

THE CORPORATE RESPONSIBILITY INDEX

BUSINESS MANAGEMENT TOOL

SYSTEMATIC APPROACH TO MANAGING, MEASURING & REPORTING SOCIAL & ENVIRONMENTAL PERFORMANCE

PROVIDES GAP ANALYSIS BY COMPARING A COMPANY'S MANAGEMENT PROCESSES & PERFORMANCE WITH OTHERS IN SECTOR

TOOL TO ENGAGE BOARD MEMBERS & RAISE AWARENESS OF CORPORATE RESPONSIBILITY ISSUES

REPORTING – PROCESS INDICATORS. MARKETPLACE

LEVEL 1:

- TOP LEVEL COMMITMENT
- REVIEW OF IMPACTS
- ENSURE COMPLAINTS PROCESS

LEVEL 2:

- POLICIES GOVERNING RESPONSE TO MARKETPLACE ISSUES
- PRIORITIES, OBJECTIVES AND TARGETS
- STAFF TRAINING

LEVEL 3:

- USE PROFESSIONAL TOOLS TO EVALUATE IMPACT
- ENSURE CONSUMER RIGHTS MANAGED
- MEASURE AND REPORT
- STAKEHOLDER CONSULTATION AND EXTERNAL COMMUNICATIONS

REPORTING – PROCESS INDICATORS. WORKPLACE

LEVEL 1:

TOP LEVEL COMMITMENT

REVIEW COMPANY EMPLOYMENT POLICIES

ENSURE MANAGEMENT RESOURCE IN PLACE

LEVEL 2:

ENSURE CODE OF GOOD PRACTICE IN PLACE

PRIORITIES AND OBJECTIVES INCL TRAINING AND DEVELOPMENT

STAFF SUPPORT PROGRAMMES; PENSIONS, BEREAVEMENT ETC

LEVEL 3:

USE PROFESSIONAL TOOLS TO EVALUATE PERFORMANCE

SEEK EXTERNAL VALIDATION

MEASURE AND REPORT INCL EMPLOYEE PERCEPTION

EMPLOYEE PROTECTION IN CASE OF RESTRUCTURE, MERGER

ENSURE 2 WAY CONSULTATION WITH STAFF

REPORTING – PROCESS INDICATORS. ENVIRONMENT

LEVEL 1:

TOP LEVEL COMMITMENT

REVIEW: LEGISLATION, MAIN IMPACTS, DATA NEEDED
TO DRAFT STRATEGY

ENSURE MANAGEMENT RESOURCE IN PLACE

LEVEL 2:

WRITE AND PUBLICISE ENVIRO POLICY

PRIORITIES AND OBJECTIVES INCL TARGETS FOR IMPROVEMENT

STAFF AWARENESS RAISING AND SUPPORT

COMMUNICATE WITH SOCIAL AND COMMUNITY AGENCIES

LEVEL 3:

BENCHMARK AGAINST INDUSTRY BEST PRACTICE

ENSURE ENVIRO IMPACT CONSIDERED IN PRODUCT DEVELOPMENT
AND INVESTMENT DECISIONS

DEVELOP SUPPLIER PROGRAMME

EXTERNAL VALIDATION

SHARE BEST PRACTICE

REPORTING – PROCESS INDICATORS. COMMUNITY

LEVEL 1:

TOP LEVEL COMMITMENT

REVIEW EXISTING COMMUNITY INVESTMENT ACTIVITY

AGREE RESOURCES – BUDGET AND PERSONNEL

APPOINT A “CHAMPION”

LEVEL 2:

DEVELOP POLICY AND STRATEGY STATEMENT INCL INVOLVEMENT
WITH PARTNERS

MONITOR ACHIEVEMENTS AND MEASURE VALUE

STAFF TRAINING AND SUPPORT

COMMUNICATE WITH SOCIAL AND COMMUNITY PARTNERS

LEVEL 3:

SYSTEMATIC EVALUATION AND BENCHMARKING

REPORT LONG TERM IMPACT, INCL PERCEPTIONS OF INVOLVED PARTNERS

INVOLVE STAKEHOLDERS IN PROGRAMME DEV AND IMPROVEMENT

EXTERNAL VALIDATION

SHARE BEST PRACTICE

REPORTING - SOME INDICATORS

MARKETPLACE:

LEVEL 1: CUSTOMER COMPLAINTS, ADVERTISING COMPLAINTS, UNPAID BILLS, ANTI-COMPETITION

LEVEL 2: CUSTOMER SATISFACTION AND RETENTION, PROVISION FOR SPECIAL NEEDS, AVERAGE TIME TO PAY SUPPLIERS

LEVEL 3: EXTRA SALES, CUSTOMER LOYALTY MEASURES, DIVERSITY IN ADS AND LABELLING, SOCIAL IMPACT

REPORTING - SOME INDICATORS

WORKPLACE:

LEVEL 1: WORKFORCE PROFILE, ABSENTEEISM, HEALTH & SAFETY NON-COMPLIANCE, STAFF GRIEVANCES

LEVEL 2: STAFF TURNOVER, VALUE OF TRAINING AND DEVELOPMENT, PAY & CONDITIONS

LEVEL 3: IMPACT EVALUATIONS AFTER DOWNSIZING, RE-SKILLING, PERCEPTION MEASURES (EQUAL OPPS, WORK/LIFE BALANCE)

REPORTING - SOME INDICATORS

ENVIRONMENT:

LEVEL 1: OVERALL ENERGY CONSUMPTION, WATER USAGE, UPHOLD PROSECUTION CASES

LEVEL 2: CO2/GREENHOUSE GAS EMISSIONS, USE OF RECYCLED MATERIAL, POSITIVE/NEGATIVE MEDIA COMMENT

LEVEL 3: LEVEL OF RECYCLABLE WASTE, ENVIRONMENTAL IMPACT OVER SUPPLY CHAIN, IMPACT AGAINST BEST IN CLASS

REPORTING - SOME INDICATORS

COMMUNITY:

LEVEL 1: CASH VALUE OF COMMUNITY SUPPORT AS % OF PRE-TAX PROFIT, STAFF TIME, GIFTS IN KIND

LEVEL 2: INDIVIDUAL VALUE OF STAFF TIME, MEDIA COMMENT, PROGRESS MEASUREMENT, LEVERAGE OF OTHER RESOURCES

LEVEL 3: IMPACT EVALUATIONS E.G EDUCATIONAL ATTAINMENT, JOBS CREATED, SUPPORT FOR NGOs, PERCEPTION AS GOOD NEIGHBOUR

CASE STUDIES – BUSINESS IMPACT

- UNILEVER TEAM PROJECTS – COMMUNITY PROFILE
- BHP BILLITON – MINERA ESCONDIDA
- RIO TINTO AND CHINESE TALCUM SOURCE
- ECUADOR FLOWER INDUSTRY AND SWISS CONSUMERS
- MICROSOFT AMD IBM – GLOBAL COMMUNITY PROGRAMMES LINKED TO COMMERCIAL THEMES

CASE STUDIES – COMMUNITY IMPACT

- ENGAGE IN PARIS – MOBILE PHONE PROJECT
- MARKS AND START WORK EXPERIENCE
- BRITISH GAS AND YOUNG OFFENDERS
- UBS AND “ROOTS AND WINGS”
- ENGAGE IN FRANKFURT - EMPLOYABILITY

MARKS & SPENCER

- CLOTHING, FOOD, HOME PRODUCTS AND FINANCIAL SERVICES
- 100% OWN LABEL
- 10 MILLION CUSTOMERS PER WEEK
- 375 UK STORES
- £8.3 BILLION SALES
- OPERATING PROFIT (06/07) £866 MILLION
- 2,000 SUPPLIERS
- 70,000 EMPLOYEES (25% OVER 50; 28% UNDER 30; 78% FEMALE; 13% ETHNIC MINORITIES)

MARKS AND SPENCER AND CSR

THEIR DEFINITION:

WHAT IS CSR?

RESPONSIBLE BUSINESS POLICY, PRACTICE
AND BEHAVIOUR LEADING TO **TRUST**

IT MEANS IDENTIFYING THE GAPS BETWEEN WHAT
WE DO AND WHAT STAKEHOLDERS THINK WE
SHOULD BE DOING – AND MAKING SURE WE
ADDRESS THEM.

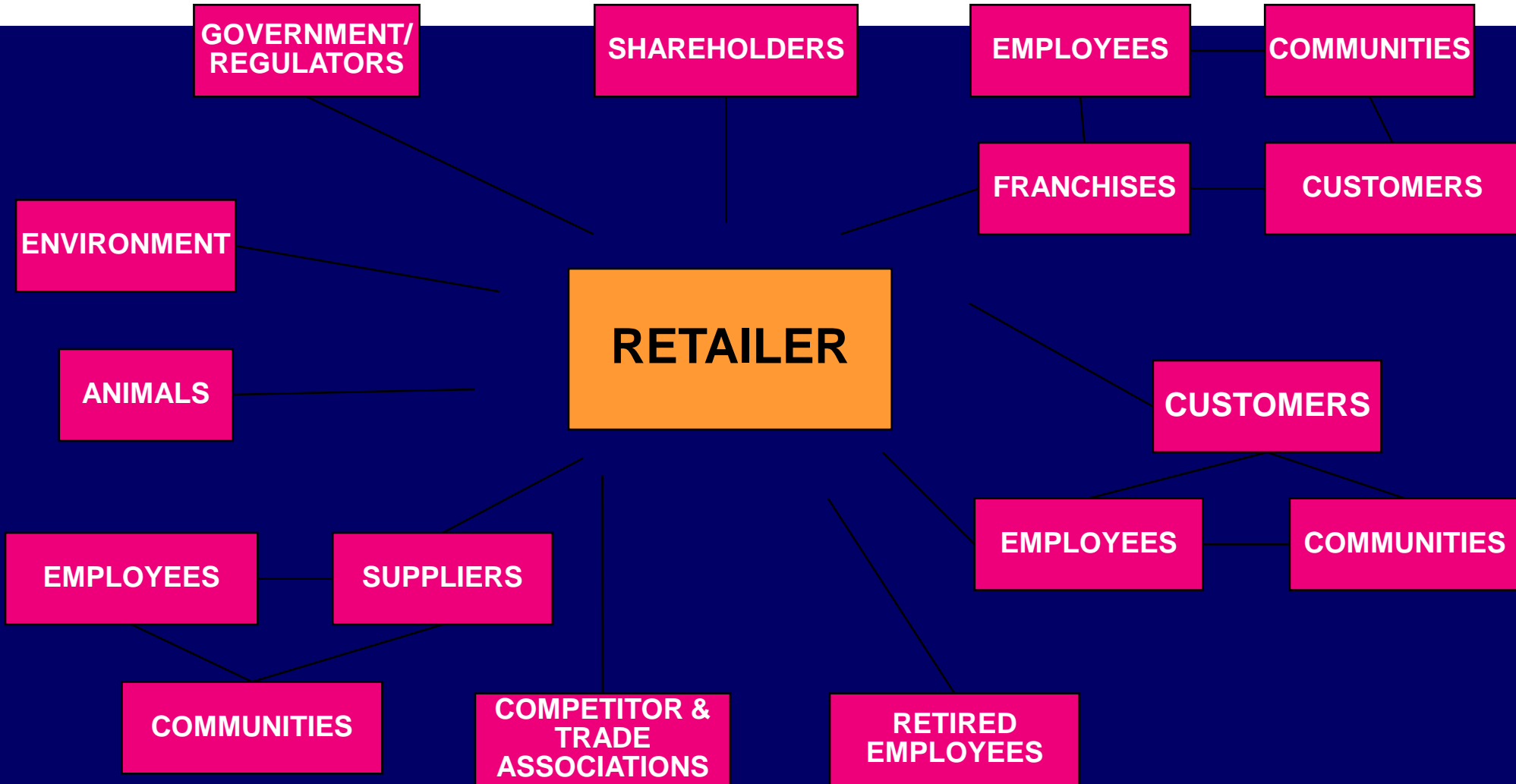
THE BIG PICTURE – ZOOMING IN

Workplace	Marketplace	Community	Environment	Governance
EQUAL OPPORTUNITIES	CONSUMER RIGHTS	COMMUNITY PARTNERSHIPS/ SHARING	ENVIRONMENT LEGISLATION COMPLIANCE	DIRECTOR'S RESPONSIBILITIES
REWARD AND RECOGNITION	FAIR PRICING	VOLUNTEERING	WASTE MANAGEMENT	CLEAR COMPANY DIRECTION
HEALTH & SAFETY	PRODUCT SAFETY	GOOD NEIGHBOUR PROGRAMMES	ENERGY USE	LEGISLATION
WORK/LIFE BALANCE	ACCESS FOR PEOPLE WITH DISABILITIES	COMMUNITY CONSULTATION	WATER USE	REGULATION
RECRUITMENT AND RETENTION	SUPPLIER PRACTICES INCLUDING PAYMENTS/ TERMS/SUPPLIER INVOLVEMENT	GIFTS IN KIND	RECYCLING	RISK MANAGEMENT
TRAINING & DEVELOPMENT	EASY TO UNDERSTAND LABELS AND INFORMATION	HEALTHY MARKET ENVIRONMENT E.G. EMPLOYMENT, CRIME	ENVIRONMENTAL FOOTPRINT	REPORTING
HARASSMENT/BULLYING	SUSTAINABLE RAW MATERIALS		TRANSPORT ISSUES	SOCIALLY RESPONSIBLE INVESTMENT
COMPLAINTS PROCESS	RESPECT OF PRIVACY		EMISSIONS	VALUES/PRICES
CONSULTATION & INVOLVEMENT			NEW BUILDING	CODE OF BUSINESS CONDUCT
GREAT PLACE TO WORK				OPEN-NESS
				STAKEHOLDER INVOLVEMENT

Business in the

Community

STAKEHOLDERS



THE VALUE OF CSR FOR M&S – IN THEIR OWN WORDS

- SELLING MORE, TO MORE PEOPLE
- DIFFERENTIATING OURSELVES
- MINIMISING RISKS
- REDUCING COSTS
- SECURING INVESTMENT
- SECURING TALENT
- SECURING PARTNERS
- DRIVING INNOVATION

CSR360 THE GLOBAL PARTNER NETWORK

- 110 PARTNERS IN 64 COUNTRIES
- NOT-FOR-PROFIT AGENCIES PROMOTING RESPONSIBLE BUSINESS PRACTICE
- LOCAL, NATIONAL AND INTERNATIONAL CAPABILITY
- STRONG REGIONAL GROUPINGS: CSR EUROPE, FORUM EMPRESA, ASIAN CSR FORUM
- INDEPENDENT WEBSITE www.CSR360GPN.org
- GLOBAL **ENGAGE** CAMPAIGN WITH INTERNATIONAL BUSINESS LEADERS FORUM

BUSINESS IN THE GLOBAL COMMUNITY

THE FUTURE

- INCREASED STAKEHOLDER SCRUTINY
- CONTINUING LEADERSHIP OF MULTINATIONALS
- MANAGING THROUGH RECESSION
- MORE INTEGRATION OF CSR INTO CORE BUSINESS
- GROWTH OF PARTNERSHIPS WITH PUBLIC SECTOR
- ROLE OF ETHICAL INVESTMENT INSTITUTIONS
- ACCEPTANCE OF HR BENEFITS OF EMPLOYEE ENGAGEMENT

Business in the

Community

BUSINESS IN THE GLOBAL COMMUNITY.

***THANK
YOU.***