



Catalogue of CSR Activities: A broad overview

An Ashridge report produced for
The Danish Commerce and Companies Agency

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INTRODUCTION

This catalogue provides a broad overview of practical activities that enterprises are undertaking within the realm of Corporate Social Responsibility (CSR). It is the English translation of a catalogue in Danish produced by Ashridge for the Danish Commerce and Companies Agency (DCCA) in April 2005¹.

Purpose and scope

The DCCA is engaged in improving CSR competences in Small and Medium Sized Enterprises (SMEs) in Denmark. This 'People & Profit' project needs a broad and practical understanding of the most common CSR activities that enterprises engage in. The project is financed by The European Social Fund and funds for the development of an inclusive labour market provided by the National Labour Market Authority in Denmark (Arbejdsmarkedets-styrelsen).

The catalogue concerns the first part of Phase One of the project and among other it will be used to inform a survey of CSR activities by Danish SMEs.

CSR activities vary considerably among countries. What are seen as common CSR activities in France may not be so important in Sweden or Denmark. CSR is also an immense field making it impossible to produce a catalogue that describes every type of CSR activity in detail. This catalogue is therefore not a full, final and authoritative description of all forms of CSR activity.

As the objective of the catalogue is to enable the project to have a broad view of practical CSR activities, a narrow perspective is undesirable. The catalogue therefore provides a broad overview of what internationally, especially in Europe and North America, constitutes the most common forms of CSR activities. As the 'People & Profit' project is about building the CSR competences of Danish SMEs, their context has been considered in producing the catalogue.

The catalogue does not assess whether CSR activities should or should not be conducted and does not seek to provide assessments about their relevance, rationale or suitability as CSR activities.

Methodology

The starting point for this catalogue has been to identify different types of CSR activities. To do this Ashridge drew on its extensive experience of working in the field of CSR and information from a variety of useful sources on practical CSR activities.

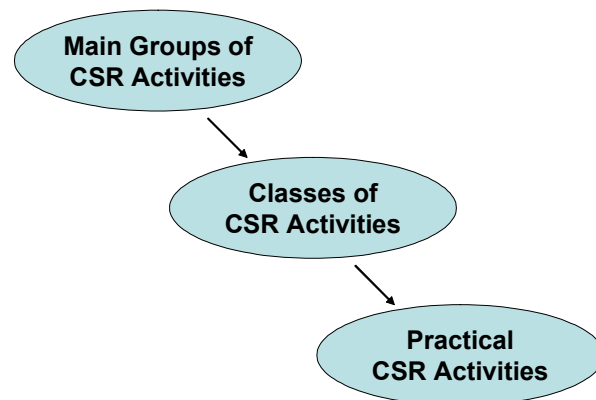
¹ For the Danish version, contact Leon Olsen at Ashridge, Telephone: +44 (0)1442 841173 or email leon.olsen@ashridge.org.uk

The CSR activities have been clustered into seven main groups²:



These main groups broadly follow mainstream CSR guidelines and descriptions focusing on practical CSR activities, including Business in the Community's Corporate Responsibility Index and CSR Europe's SME Key.

For each main group Ashridge has identified relevant practical CSR activities and clustered them into coherent, meaningful and representative classes of CSR activities, as illustrated in the figure to the right.



The catalogue provides a broad and short description of what CSR activities mean for each main group. This is followed by a description of the main classes of CSR activity within the main group and what it means in terms of practical CSR activities.

For each main group of activity a couple of short practical examples are included to illustrate the CSR activities. There is also sign-posting of additional sources of information.

The grouping and classification of CSR activities provides useful context to the different practical CSR activities. However, it is important to note that there is considerable overlap between different main groups and classes of CSR activities. Each practical activity has been assigned in the group and class that it most usefully fit into. In addition, the catalogue informs about the most obvious connections between practical activities classified differently.

The Appendix provides an overview of the main groupings and classes.

Useful definitions and clarifications

Bearing the scope of the 'People & Profit' project in mind, it is useful to consider the definition for Danish SMEs. In broad terms, SMEs are enterprises that are below two of the following three limits:

² The English translation deliberately applies this common CSR terminology even as it is different to the stakeholder orientation in Danish CSR terminology, applied in the Danish version. (i.e. in the Danish version: marketplace = customers; workforce = employees; and supply chain = suppliers.)

- An annual revenue of DKK 238 million (€32.0m).
- A total balance sheet (total assets) of DKK 119 million (€16.0m).
- An average of 250 full-time employees.

This definition follows the EU definition, as per the EU company law directives.

For the purpose of the ‘People & Profit’ project, the EU’s definition of CSR is used as broad guidance for CSR activities:

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

This means that activities which enterprises engage in because they are mandatory fall outside this definition. However, as legal requirements vary considerably and the purpose of this catalogue is to give a broad overview of practical CSR activities internationally, such fine points in distinguishing what is legally mandatory and what is voluntary cannot usefully be made. The definitions therefore only serve as guidance in identifying practical CSR activities in this catalogue.

The term ‘Enterprise’ has been used throughout the catalogue to signify different types of businesses, including limited companies according to company law and other forms of businesses.

Finally, as one of the objectives of the ‘People & Profit’ project is to focus on the social component of CSR, especially regarding a socially coherent society and workplace, the catalogue has a slight bias towards more detail on these components of CSR.

A. LEADERSHIP, VISION AND VALUES

This is about setting a clear direction and leading by putting CSR at the centre of the enterprise. It is related to all the other main groups of CSR activities, especially ‘Workforce activities’ and ‘Stakeholder engagement’. (See sections C and E below).

The main CSR activities in relation to Leadership, vision and values are	⇒ Purpose, values and vision ⇒ Policies and procedures ⇒ Putting it into practice ⇒ Ethical leadership
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Defining and setting purpose, values and vision

CSR leadership involves defining and setting a purpose (or mission) that takes CSR into consideration. The vision naturally has to be aligned to the purpose of the enterprise as otherwise it would not lead the enterprise towards the purpose.

Examples of practical activities in this class include:

- **Incorporating CSR into the enterprise’s purpose** (or mission). What is enterprise here to do and is it aligned to CSR?
- **Incorporating CSR into the enterprise’s values**. What does the enterprise stand for and is it aligned to CSR?
- **Incorporating CSR into the enterprise’s vision**. What does the enterprise seek to become and does this incorporate CSR?
- **Aligning purpose, values and vision**. Ensuring they are coherent and incorporate appropriate CSR considerations.
- **Involving relevant stakeholders**, especially employees, in deciding what success looks like and their part in achieving it.
- **Gaining commitment from key constituents**, especially senior management and key employees (can be selected staff, e.g. union representatives).

Translating it into policies and procedures

Purpose, values and vision have to be translated into practice to be useful and formulating policies and procedures is usually part of this translation. It is important to consider important issues and behaviours, so that everyone concerned knows what is expected of them.

Examples of practical activities in this class include:

- **Developing business principles / Code of conduct**. Business principles often clarify a set of behavioural expectations in a more detailed and practical manner than overall values.
- **Developing policies**. The enterprise must define policies and procedures on areas of specific concern, e.g. regarding diversity, harassment, complaints, environment and

human rights. Policies and procedures are typically a set of specific rules that must be complied with.

- **Integrating CSR into strategy.** Developing a strategy that integrates the purpose, values and vision of the enterprise in a manner that ensures that CSR is implemented into both day-to-day operations and longer term activities.
- **Integrating CSR into corporate governance.** Ensuring that CSR is integrated into the considerations of the board of directors, including the board's oversight and control of the enterprise. It may include appointing (independent) directors with specific CSR knowledge or interest to provide input and influence.
- **Integrating CSR into management systems,** including its alignment to purpose, values and vision as well as appropriate structure and resourcing. This may imply defining and setting targets and delegation of responsibility for different activities (see 'Responding and managing' under 'Stakeholder engagement' in section E for more).

Putting it into practice including empowering and embedding

Purpose, values, vision, policies and procedures can all be captured in descriptive statements. They need to be implemented to be of practical use. It includes empowering people to do what needs to be done and embedding and strengthening the relevant structures, attitudes and behaviours.

Examples of practical activities in this class include:

- **Empowering people** to act in accordance with the defined purpose, values, vision, policies and procedures. This may include informing people what they can and cannot do.
- **Providing necessary training and development** of employees to enable them to take necessary action. This may include training and development regarding the business principles and values of the business. It may also include specific training on ethics and CSR.
- **Instilling a culture of responsible business practice** throughout the enterprise, e.g. leading by example and encouraging people who take responsible action. The latter may involve special employee award schemes where specific CSR suggestions or innovations are recognised through awards or bonuses.
- **Aligning remuneration** and disciplinary actions to promote CSR, for example bonuses for good behaviour and dismissal procedures for grossly poor behaviour.
- **Using values-based leadership** as a central guiding mechanism throughout the enterprise, where values are promoted and embedded into day-to-day actions.

Ethical leadership and championing

This is about setting high standards in areas that matter and ensuring that the enterprise lives up to these high standards. It may address areas of particular concern, e.g. business practice seen as 'dodgy' because it is in a 'grey zone' where its legitimacy may be questioned despite being legal (for example certain lobby activities). Ethical leadership also involves inspiring and leading other enterprises to become more responsible.

Examples of practical activities in this class include:

- **Defining a clear position on political contributions** and if permitted, giving transparent contributions.
- **Lobbying transparently.** Being clear about the position of the enterprise and with whom the enterprise is talking to, whilst respecting privacy issues.
- **Combating corruption and bribery**, especially if the enterprise conducts business in industries or geographical areas prone to corruption and bribery.
- **Refraining from aggressive tax-avoidance** procedures, ensuring the enterprise pays its fair share of taxes in line with the intent of relevant tax-regulations.
- **Being a leader and advocate** for business engagement into CSR, inside and outside the enterprise. Admitting challenges and failures while also communicating aspiration for good business practice and sharing good practice with other enterprises, for example through relevant networks.

Examples of activities regarding leadership, vision and values

- **Adnams** is a regional brewery with fewer than 300 employees on the East Coast of England. Its approach to CSR applies **values-based leadership** as the key to building a special and enduring relationship with stakeholders as a central part of becoming a successful business. This is both about trust and integrity but also about enjoyment and helping to enhance quality of life. To ensure this Adnams has embedded a culture that empowers people in a bottom-up approach to secure energy, purpose and unity to deliver on commercial priorities. It is linked to developing and motivating Adnams people who, as the bearers of the values, are key to effective implementation of the approach. See www.adnams.co.uk for more.
- **Bagus** is an example of a very small business working with **a set of core-values based on its specific products, and CSR** defining the purpose and values of the business. In line with this, Bagus requires suppliers to ensure that their products are socially and environmentally responsible. With fewer than 10 employees, it primarily markets Indonesian hand-made products in Denmark and neighbouring countries. Products are ‘Things from far away’ produced by small workshops, where the craftsmen put care and ‘soul’ into making the product, using natural materials. See www.bagus.dk for more (in Danish).

Further relevant information on activities regarding leadership, vision and values

BITC ‘Winning with integrity’	www.bitc.org.uk/resources/publications/winning
Center for Corporate Values & Responsibility (CVR)	www.cbs.dk/centres/cvr
EFQM Excellence model	Available at www.efqm.org
Global Sullivan Principles	www.globalsullivanprinciples.org
OECD	www.oecd.org
The small business journey	www.smallbusinessjourney.com
Tomorrow’s Company	www.tomorrowscompany.com
Transparency International	www.transparency.org
UN Global Compact	www.unglobalcompact.org

B. MARKETPLACE ACTIVITIES

Managing an enterprise's marketplace responsibilities relates to issues of relevance to customers – whether they are individual consumers or other businesses. The number of issues that concern customers extends across a wide range of activities.

<p>The main CSR related Marketplace activities are</p>	<p>⇒ Responsible customer relations ⇒ Product responsibility ⇒ CSR product labelling ⇒ Ethical competition ⇒ Making markets work for all</p>
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Responsible customer relations including marketing and advertising

These are activities relating to consumer rights, good customer relations, responsible marketing and advertising and ensuring high levels of customer feedback, including customer complaints.

Examples of practical activities in this class include:

- **Avoiding misleading marketing and advertising.** This is about enterprises doing their best to ensure that all information about their products and services is presented in a clear, concise and accurate way. In many sectors there are voluntary codes of advertising prescribing good practice.
- **Providing good and clear product information.** This is about providing information on product quality, e.g. in relation to product safety or environmental concerns. The information can be provided via product labels or on websites. It may involve informing customers about the effects of using particular products, e.g. clear and honest nutritional information on food products.
- **Avoiding offensive advertising.** For example in advertising to children or other vulnerable groups.
- **Promoting diversity.** For example, by promoting positive role models in marketing and advertising. This can be by appropriate inclusion of minority groups or disabled people.
- **Screening customers for acceptable behaviour.** Applying criteria of ethics, responsibility or behaviour to the selection of customers, the enterprise will work with and screening customers prior to engaging in a business relationship with the customer.
- **Engaging in cause-related marketing.** Aligning sales and marketing effort with a positive social cause. Very often this involves linking the sales of specific goods and services with support for a charitable organisation – the more customers buy, the more the charity benefits (and of course sales increase for the enterprise). This activity is often linked to 'Community activities'. (See section F for more.)
- **Listening and responding to customer feedback and complaints.** Ensuring that customers have appropriate opportunities to provide feedback and complaints to the enterprise.

- **Involving customers in improvements.** Going further, some enterprises invite customers to provide feedback, ideas for improvement, or suggestions for making products more responsible.

Product responsibility

At its core, product responsibility relates to the impact that goods and services have on people. Do the goods and services an enterprise produces provide value to society, or conversely are they potentially harmful? Product responsibility is naturally also closely related to 'Environmental product responsibility' described in more detail in section G on 'Environmental activities'.

Examples of practical activities in this class include:

- **Ensuring product safety** by ensuring that products and services are safe for human health and the environment during their entire life cycle, from sourcing raw materials to the disposal of the product at the end of its useful life.
- **Addressing potential misuse of products** by making consumers aware of the proper use of products or services and any potentially harmful side effects.
- **Protecting vulnerable customers.** Ensuring that vulnerable customers are protected, e.g. providing protective equipment or gear if appropriate for the use of the product.
- **Considering product life cycle** by making sure that responsible measures are taken to design, develop, produce and dispose of sustainable products and services.
- **Incorporating CSR impacts in product innovation.** When designing new products and services the social and environmental impacts of both the product itself and how it will be produced, distributed and disposed of can be considered. It may, for example, involve considering how food products with greater nutritional value may be produced. It may also be considering controversial issues such as use of genetically modified organisms or animal testing.

Using CSR product labelling

A growing number of labelling programmes help enterprises market specific social or environmental attributes of their products and services. The different types of product labels may naturally overlap and they usually involve working with suppliers to ensure the standards live up to the criteria of the product label. (See section D on 'Supply chain activities' for more.)

Examples of practical activities in this class include:

- **Marketing environmentally friendly products**, which is the oldest common form of product labelling. In Denmark it includes 'Blomsten' ('The Flower') and the 'Svanen' ('The Swan') labels and industry specific labels such as the FSC label by the Forest Stewardship Council.
- **Marketing organic food products.** In Denmark, notably the 'Ø' state controlled product label. Many other countries have similar organic food product labels. The EU also operates an organic labelling scheme.

- **Marketing products respecting human and labour rights**, including avoidance of child labour in production of the products. Different industries have different labels, e.g. the ‘Rugmark’ label of German origin in the carpet industry. A noteworthy example is the ‘Ethical Trading Initiative’ (ETI) in the UK. ETI offers British retailers a high degree of assurance regarding human and labour rights for products produced in developing countries. These products are being marketed successfully in the UK using the ETI product label.
- **Marketing fair trade products**, focusing on securing producers a fair deal that secures a decent livelihood. It is usually targeted at assisting producers in developing countries who otherwise provide commodities or crafts at low world market prices, compromising their ability to a decent life. In Denmark ‘Max Havelaar’ is an example of a fair trade product label (it is linked to ‘Fairtrade Labelling Organizations International’).

Ethical competition

Ethically, or fair, competitive practices concern the way in which an enterprise interacts with its peers, competitors and customers.

Examples of practical activities in this class include:

- **Avoiding anti-competitive behaviour**. Avoiding exploiting a monopolistic market position or colluding with others to ‘fix’ prices at artificially high levels.
- **Ensuring fair prices**. Enterprises can also ensure that their products and services are priced fairly and equitably to all consumers, avoiding discriminatory pricing policies in certain markets, e.g. prices designed to discourage sales on the basis of gender, age, race, religion, etc.
- **Ensuring affordable prices**. Related to this is the provision of goods and services at low cost to customers that cannot afford full commercial rates, such as drug companies making essential medicine available to patients in developing economies. Smaller enterprises could consider offering discounts to non-profit customers for their goods and services.
- **Avoiding aggressive selling practices**. Avoiding and indeed combating activities such as high-pressure selling techniques, exploiting vulnerable consumers, or sales quotas / bonus systems that encourage sales people to commit unreasonable or unethical acts.

Making markets work for all

This concerns broader issues of engagement with people in poor or excluded sectors of economies, both in the developed and the developing world.

Examples of practical activities in this class include:

- **Ensuring accessibility** to goods and services for minority groups (e.g. disabled people). This is simply about making sure everyone can do business with an enterprise regardless of their personal circumstances. For financial services

enterprises it may involve ensuring that consumers in poor communities are offered the same range of products and services as those in more affluent areas.

- **Engaging in “Base of the Pyramid” activities** designed to address the needs of the billions of the world’s poorest people living on less than US\$2 (approx. DKK 12) a day. While this part of society has little disposable income, enterprises are able to meet their needs in innovative ways that provide social and economic benefits.

Examples of marketplace activities

- **Happy Computers** is a London based company offering computer software training. It employs 42 people and social responsibility is at the core of everything that Happy Computers does. One of its core values is to 'make a difference in the world' and its training programmes are based on a fundamental belief in human ability when people are engaged in their own learning. Happy Computers **will not work with companies whose behaviour or products could be deemed unethical**. Another way in which the enterprise displays its social responsibility is through its **marketplace relations** – some 70% of its 5,000 customers are from charities that get access to a high quality course at a cost-effective price. See www.happycomputers.co.uk/socialimpact/ for more.
- **Dansk Kaffekompagni** with around 55 employees produces ‘private label’ coffee, e.g. ‘Cirkel Kaffe’. It has positioned **itself on the market through CSR product labelling**, especially organic and fair trade label products to be attractive to customers other than its main customer, Coop Danmark. The approach has more than doubled demand and export has increased considerably, especially to England. See report ‘Etik i erhvervslivet’ from 2002 available at www.ebst.dk, for more (in Danish).

Further relevant information on marketplace activities

BITC ‘Winning with Integrity’	www.bitc.org.uk/resources/publications/winning.html
BITC Cause Related Marketing Campaign	Available at www.bitc.org.uk
Danish organic ‘Ø’ label	www.fvm.dk/oko_uk/high_final_okouk.asp?page_id=290 , www.fvm.dk/oko/high1.asp?page_id=160 (in Danish)
Environmental product labelling (‘Blomsten’ and ‘Svanen’)	www.ecolabels.dk (in Danish, English available)
EU organic labelling	http://europa.eu.int/comm./agriculture/qual/organic/
Ethical Trading Initiative	www.ethicaltrade.org
Fairtrade Labelling Organizations International	www.fairtrade.net
Forest Stewardship Council	www.fscus.org , www.fsc.dk (in Danish)
Max Havelaar	www.maxhavelaar.dk (in Danish, English available)
Marine Stewardship Council	www.msc.org
Rugmark	www.rugmark.org
SME Key	www.smekey.org
We are what we do campaign	www.wearewhatwedocampaign.org

C. WORKFORCE ACTIVITIES

This is about fair treatment of employees and is often related to attraction and retention of employees. It can also comprise the enterprise as a compassionate employer, extending to people who are disadvantaged, such as minority groups. It is about giving all people a fair chance and seeks to develop employees to maximise their potential. In Denmark such activities are often related to the concept of the inclusive labour market ('det rummelige arbejdsmarked').

<p>The main CSR related Workforce activities are</p>	<ul style="list-style-type: none"> ⇒ Employee communication and representation ⇒ Ensuring employability and skills development ⇒ Diversity and equality ⇒ Responsible/fair remuneration ⇒ Work/life balance ⇒ Health, safety and wellbeing ⇒ Responsible restructuring
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Employee communication and representation

Consulting with employees about the strategy and key business activities can be an important aspect of how an enterprise operates.

Examples of practical activities in this class include:

- **Respecting rights to free assembly and collective bargaining**, including recognition of trade union(s) and providing time-off to union officials.
- **Listening to and involving employees**, including regular employee attitude surveys, communication between managers and staff and employee newsletters.
- **Ensuring grievance resolution**. Ensuring that employees have appropriate opportunity to raise and resolve issues regarding working conditions and how they are treated. This may follow recognised procedures for workplace disputes.
- **Enabling whistle blowing**. Allowing employees to report anonymously on ethical concerns about breaches in enterprise policy or about how colleagues are being treated.
- **Combating harassment and bullying**, for example having an 'anti-bullying charter' to ensure employees feel confident to report bullying or harassment.
- **Respecting privacy**. Observing procedures to obtain formal consent from individuals about different ways that enterprises hold and use personal information and avoiding random monitoring of employees and their communications.

Ensuring employability and skills development

Training and development are activities that may both support the future success of the business and ensure the continued employability of the employees.

Examples of practical activities in this class include:

- **Provision of training and development opportunities.** Supporting training and development of employees, including financial support and allowing time off work. This may be supported by mentoring and coaching.
- **Planning career development.** Having structures and systems in place supporting deliberate growth and development of individuals, e.g. on-the-job training and job-rotation.
- **Promoting knowledge management and organisational learning.** This may, for example, involve a deliberate system to ensure that employees have learning opportunities and access to necessary knowledge.
- **Conducting job appraisals.** Regular (monthly, quarterly or, more commonly annual) job appraisals between line manager and the individual, supported by job specific performance reviews, skills needs assessments or 360^o assessments.

Diversity and equality

Diversity and equality activities focus on ensuring equal (employment) opportunities for all and promoting diversity among the workforce. Some see diversity as giving unfair advantages for certain groups and focus only on equality. Others see diversity as a benefit, as they think it promotes social cohesion and ensures that the enterprise is aligned with society as well as making the enterprise more attuned to the needs of different societal groups. The most usual target group is women but it may also be targeting other disadvantaged or minority groups such as people of different ethnic background, sexual orientation, age, religion or socially excluded people.

Examples of practical activities in this class include:

- **Promoting a diverse workforce.** This can, for example, be through training programmes, equal opportunity workshops or support to certain minority groups to encourage employees to understand better a diverse workforce and customer base.
- **Promoting non-discrimination.** For example, creating a policy statement on equal opportunities.
- **Providing equal access to employment opportunities.** For example, setting targets for the number of women managers, ethnic minority recruits, disabled recruits, etc. This may involve targeted recruitment of people from minority groups.
- **Ensuring career development for the disadvantaged.** It may involve ensuring that minority groups or women are equally likely to be candidates for senior roles. It may, for example, involve regular assessment of how promotion procedures ensure equality or by deliberately favouring candidates from minority groups.

Responsible / fair remuneration

This is about the pay and benefits that employees receive. The increased mobility of the workforce with people switching jobs more often and moving internationally, use of temporary and contract employees as well as out-sourcing of functions, creates further challenges for responsible and fair remuneration.

Examples of practical activities in this class include:

- **Paying employees fairly.** This includes equal pay for equal work and may involve equal pay audits where women or minority employees' contribution and remuneration are compared to that of other employees.
- **Ensuring equal benefits.** This includes ensuring that various benefits and rights, e.g. pensions benefits, sickness and holiday leave or health care rights, are not diluted by new working arrangements, such as outsourcing or employees having different legal status, e.g. refugees or unmarried couples.
- **Paying a living/minimum wage.** For example, reviewing whether employees receive a salary recognised by law or other standards as sufficient to survive.

Work / life balance

This activity is about helping employees balance their work responsibilities with those in their private life.

Examples of practical activities in this class include:

- **Addressing work/life balance,** including consultation with employees about how to address this, e.g. enhanced maternity pay/paternity leave, return to work programmes for mothers, career breaks and emergency time-off schemes.
- **Offering flexible working,** which is about creating more flexibility and changing the traditional 9 to 5 working hours, e.g. by enabling staff to select a range of part-time or flexible working options such as home working, four day weeks, etc.
- **Providing stress management.** For example, employee counselling services to help with this (and a broad range of personal problems). Going further, the enterprise can implement stress prevention programmes.

Health, safety and wellbeing

Most enterprises have legal responsibilities in the area of occupational health and safety but they may go further in this and broaden it to consider employee wellbeing as well.

Examples of practical activities in this class include:

- **Promoting health and safety.** Enterprises may implement procedures to reduce sick leave, enable internal teams to assess performance, and offer first aid classes etc.
- **Promoting health and wellbeing.** This may include offering regular health checks for the workforce, exercise classes, back care sessions, sport or gym facilities or a company-wide health and wellness programme.
- **Enabling child care, elder care and caring for employees.** This may include enabling employees to provide care to their children or relatives in need, as well as provision of direct health care provision through insurance schemes.
- **Providing support programmes.** For example, a counselling service on personal issues such as bereavement, divorce, drug and alcohol abuse; advice or referral service for dependency.

- **Dealing with HIV/AIDS in the workplace** or similar issues of stigma or terminal disease. For example, through a positive action plan to ensure equal treatment, confidentiality, creating a supportive environment and health advice.

Responsible restructuring

Responsible restructuring concerns the way the enterprise acts when restructuring the business, a process which often may involve employee redundancies.

Examples of practical activities in this class include:

- **Consulting on restructuring.** Involving affected employees in decisions over different options available to the business in layoffs, restructuring and when outsourcing jobs.
- **Promoting job-sharing.** For example, agreeing to reduce workforce hours for all employees to ensure fewer people are made redundant.
- **Promoting voluntary redundancies.** Inviting employees to volunteer for redundancy, including provision of financial incentives to encourage volunteering.
- **Applying planned restructuring.** Restructuring in a phased manner using a voluntary redundancy and employee retirement process where job-leavers are not replaced.
- **Providing support** for employees who are made redundant as a result of restructuring, such as providing necessary training to upgrade their skills to current job-opportunities and supporting them in their job-hunting.

Examples of workforce activities

- **Microboard** is based in Connecticut, USA and is a medium-size employer producing computer hardware. The company has used education and training programmes **to recruit 'high risk' categories of the workforce.** The programme has been successful and currently around 30 per cent of Microboard's workforce have a prison or drug related background, or once received state welfare. See www.microboard.com for more.
- **Rosborg**, a Danish gardening centre with around 150 employees, works actively with **integration of refugees into the workplace.** Its effort to integrate Kosovo-Albanian refugees was nominated to 'The Network Prize' by the Danish Ministry of Social Affairs in 2000 (a leading award in Denmark promoting CSR). The refugees were hired on the same wage and employment terms as all Rosborg's other employees, without any public welfare support. This reflects Rosborg's fundamental value that all should be treated equally and that, in turn, all are expected to contribute equally. See report 'Etik i erhvervslivet' available at www.ebst.dk (in Danish) and www.rosborg-as.dk/ for more (in Danish, English available).

Further relevant information on workforce activities

Arbejdsmiljøweb	www.arbejdsmiljoweb.dk (in Danish)
BSR and workplace activities	www.bsr.org/AdvisoryServices/Workplace.cfm
CSR Europe Sharing Solutions Catalogue	Examples available at www.csreurope.org
Det sociale indeks (social index)	www.detsocialeindeks.dk (in Danish, English available)
EU resource on business responsibilities and legislation	Available at http://europa.eu.int
European Agency for Health & Safety at Work	www.agency.osha.eu.int
European Great Place to Work	www.greatplacetowork-europe.com/
Great Place to Work, Denmark	www.greatplacetowork.dk (in Danish)
ILO national guidelines on EEO (equal employment opportunities)	Available at www.ilo.org
International Federation for Human Rights	www.fidh.org/_news.php3
Offshore Digest	www.offshoring-digest.com
Small Business Research Portal	www.smallbusinessportal.co.uk/nabout.htm
WHO information about sexually transmitted diseases	Available at www.who.int/

D. SUPPLY CHAIN ACTIVITIES

For many enterprises, suppliers are a key stakeholder group, as products and services are produced with the assistance of suppliers. The social and environmental performance of suppliers can therefore be reflected in the final product. In collaboration with its suppliers, the enterprise may therefore encourage good practice throughout the entire supply chain.

The main CSR related Supply chain activities are	⇒ Being a fair customer ⇒ Driving standards ⇒ Promoting social and economic inclusion
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Being a fair customer

By listening to and working with its suppliers the enterprise may strengthen relationships and collaboration with them to address supply chain problems and identify new opportunities. Being a fair customer by treating suppliers with respect and being a fair partner in a mature relationship can be part of it.

Examples of practical activities in this class include:

- **Listening to and working with suppliers.** Rather than just making demands of suppliers, many enterprises are actively engaging with and listening to their suppliers, sharing information and agreeing mutually beneficial ways forward for shared gain.
- **Agreeing honest and fair terms with suppliers.** Agreeing honest and fair terms with suppliers and sticking to them helps build strong long term relationships. It is related to clear communication about terms, needs and demands.
- **Ensuring fair pricing.** Related to this is ensuring that suppliers are paid a decent price with decent payment terms for work done in reasonable conditions.

Driving standards through the supply chain

An enterprise may share responsibility for its suppliers' social and environmental impacts by working with them to implement standards of acceptable social and environmental performance across the whole supply chain. This is particularly related to general product responsibility and use of CSR product labels (see section B on 'Marketplace activities') and environmental product responsibility (see section G on 'Environmental activities').

Examples of practical activities in this class include:

- **Screening suppliers for compliance with social and environmental standards.** Integrating social and environmental performance into procurement selection criteria.
- **Monitoring social and environmental performance of suppliers.** Working with suppliers to monitor and improve their social and environmental performance. Some enterprises are in addition prepared to terminate contracts where standards are not met and the supplier is unwilling to improve.

- **Applying CSR standards throughout the supply chain.** For example, the SA8000 standard and verification system as a tool for assuring humane workplaces.
- **Promoting fair trade.** Ensuring that suppliers, especially in developing countries, are paid a price that secures their livelihoods and those that depend on them, such as their employees and suppliers. The Ethical Trading Initiative in the UK is an example of an initiative that incorporates this aspect (see ‘Using CSR product labelling’ in section B on ‘Marketplace activities’ for more).
- **Setting targets for suppliers.** Working with suppliers to agree targets for social and environmental performance.
- **Embedding policies to exclude child and forced labour.** Working with suppliers to create policies on child and forced labour and to create procedures and programmes to embed these policies in the practices of suppliers.

Promoting social and economic inclusion via the supply chain

Enterprises can proactively promote social cohesion through activities in their supply chain. The amount of money retained in the local economy of disadvantaged urban and rural areas can be increased significantly by business activity.

Examples of practical activities in this class include:

- **Providing access for suppliers run by minority groups.** For example, by encouraging and supporting businesses owned by ethnic minorities, women, people of diverse sexual orientation as well as organisations employing disabled people.
- **Providing access for small and local suppliers.** Ensuring that small and local suppliers are not excluded from the supply chain by, for example, organising supplier fairs for small local suppliers. Ensuring that social and environmental demands made upon them respect their limited administrative resources.
- **Stimulating a sustainable local economy.** Providing training and credit to local people to encourage new entrepreneurs and new businesses and thereby stimulating a sustainable local economy.

Examples of supply chain activities

- The Italian enterprise **Monnalisa** Spa, which has around 35 employees, designs and produces children’s and teenagers’ clothing. It obtained **SA8000 certification** in May 2002, which is a management system that includes a code of conduct within CSR. An ethical committee, with two representatives elected by employees, monitors the implementation of the standard and stimulates continuous improvement. Monnalisa believes that involving suppliers and sub-suppliers in the process of conforming with the contents of SA8000 is becoming an essential requirement and therefore engages contractors through information and training. It has visited suppliers in order to make sure they have understood the company’s CSR commitment and its implications for them. See report on ‘Responsible entrepreneurship’ from the European Commission, available at <http://europa.eu.int>, for more.
- The Slovakian food processing company **Progest** has around 70 full-time staff and a few more part-time and seasonal staff. The enterprise regularly organises **seminars**

for suppliers and customers about new developments in the food processing sector. Prokast's own staff participate in a number of events to update their know-how about new technologies, new ingredients and products, quality standards and management. They then transfer this knowledge to their business partners. Supplier seminars are organised three to four times a year. See report on 'Responsible entrepreneurship' from the European Commission, available at <http://europa.eu.int>, for more.

Further relevant information on supply chain activities

Business Leaders Initiative on Human Rights	www.blihr.org
Danish organic 'Ø' label	www.fvm.dk/oko_uk/high_final_okouk.asp?page_id=290 , www.fvm.dk/oko/high1.asp?page_id=160 (in Danish)
Environmental product labelling ('Blomsten' and 'Svanen')	www.ecolabels.dk (in Danish, English available)
EU organic labelling	http://europa.eu.int/comm./agriculture/qual/organic/
Ethical Trading Initiative	www.ethicaltrade.org
Fairtrade Labelling Organizations International	www.fairtrade.net
Forestry Stewardship Council	www.fsc.org , www.fsc.dk (in Danish)
Marine Stewardship Council	www.msc.org
Rugmark	www.rugmark.org
SME Key	www.smekey.org
Social Accountability International (SA8000)	www.cepaa.org/sa8000/sa8000.htm
We are what we do campaign	www.wearewhatwedocampaign.org

E. STAKEHOLDER ENGAGEMENT

Stakeholder engagement and the associated management practice may provide the enterprise with intelligence on what its stakeholders think it should do to be socially responsible. Stakeholders are people and organisations that can be affected by or can influence the activities of the enterprise. Stakeholders usually include owners, employees, customers, suppliers, local communities, authorities etc.

The main CSR related activities in Stakeholder engagement are	⇒ Mapping ⇒ Stakeholder consultation ⇒ Responding and managing ⇒ Reporting and communication
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Mapping key stakeholders and their main concerns

Mapping involves the identification and prioritisation of key stakeholders and their main concerns and is often integrated with the consultation activity (see below).

Examples of practical activities in this class include:

- **Mapping stakeholders** and their relationship with the enterprise, including their likely concerns about it.
- **Using available knowledge.** Identifying what the enterprise already knows in terms of stakeholders' concerns, including analysing all available intelligence for clues.
- **Prioritising stakeholders**, especially the key stakeholders and their main concerns.
- **Planning consultation** to ensure that stakeholder intelligence is gathered to enrich and supplement the mapping of stakeholders and their concerns.

Stakeholder consultation

This activity involves consulting stakeholders to better understand their concerns and how they would like the enterprise to deal with them – or simply to identify what their concerns are. Consultation can clarify and explore the expectations of stakeholders towards the enterprise, including expectations that may seem unreasonable.

Examples of practical activities in this class include:

- **Engaging in employee consultation**, for example through works councils or an employee elected staff forum (see 'Employee communication and representation' in section C on 'Workforce activities').
- **Ensuring customer feedback**, for example by using customer panels and other mechanisms for customer feedback (see section B on 'Marketplace activities').
- **Establishing complaints procedures** for staff, customers, suppliers and other stakeholders.
- **Conducting stakeholder surveys.** For example, employee or customer surveys.

- **Engaging in local community liaison** to understand local stakeholders' concerns and build good community relations (see section F on 'Community activities').
- **Conducting focus groups** with stakeholders to explore material concerns in depth, including an exploration on how the enterprise can usefully respond.
- **Communicating and liaising with business partners.** For example, on policies or demands that the enterprise wishes them to support (see section D on 'Supply chain activities').
- **Participating in public policy debate** to engage politicians while observing responsible lobbying considerations (see 'Ethical leadership' in section A on 'Leadership, vision and values').
- **Partnering with public authorities,** both government departments and local councils, in order to address societal needs.

Responding and managing

This revolves around the actions taken by the enterprise in response to stakeholders' concerns and expectations. It involves decision-making to resolve which actions should or should not be taken, and prioritising and enabling the necessary resources to ensure that intended actions are being undertaken. This naturally leads into actions associated with management and oversight of efforts and effects. It is naturally also closely related to activities regarding 'Leadership, vision and values' described in section A.

Examples of practical activities in this class include:

- **Deciding which CSR activities the enterprise should engage in.** This may involve balancing and prioritising among competing stakeholder concerns. It can also involve the deliberate involvement of stakeholders into the decision-making process.
- **Setting commitments, targets and goals for CSR.** These should naturally be aligned to the CSR activities the enterprise engages in.
- **Deploying and enabling resources.** Setting up CSR management and oversight mechanisms.
- **Overseeing CSR efforts** and effects and taking remedial actions, if necessary.
- **Identifying and managing risks** and opportunities associated with CSR activities.
- **Measuring success.** This is about valuing what the enterprise has to offer. This may include measuring CSR related efforts and effects, e.g. workforce profile, absenteeism, legislative non-compliance, number of staff grievances, corrupt / un-professional behaviour, staff turnover, value of training and development, pay etc.
- **Using management guidelines with a CSR element,** such as AA1000, SA8000, the Social Index, the EFQM Excellence model, EMAS etc.

Transparent reporting and communication

This is about reporting and communicating transparently with stakeholders who are interested in or affected by the enterprise. It naturally builds on how CSR is being approached and managed, including how the enterprise responds to stakeholders' concerns (see above). It may involve both formal reporting and other forms of communication on actions taken and performance achieved. It also involves outlining the response to those stakeholder expectations the enterprise has resolved it should not or cannot meet.

Examples of practical activities in this class include:

- **Establishing appropriate communication and reporting channels.** For example, formal reporting, informal feedback or website communication.
- **Demonstrating openness and transparency** about operations, activities and responses to stakeholder consultation.
- **Using leading guidelines on CSR reporting**, such as AA1000, Global Reporting Initiative (GRI), social-ethical accounting, intellectual capital reporting, workplace reporting, ‘green reporting’ (which is mandatory for certain Danish enterprises) etc.
- **Getting external validation** for practice and communications, e.g. verification of formal CSR reporting.
- **Using quality assurance methods** to build credibility in communications.

Examples of stakeholder engagement activities

- **Middelfart Sparekasse’s Social-Ethical Accounting** approach enables the local Danish banking society with its 130 employees to be accountable to three key stakeholder groups: employees, customers and local citizens. Annual surveys among all employees and a representative sample of its 35,000 customers and local citizens are used as input into a consultation process with representatives of all three stakeholder groups and as source-data to the banking society’s annual social-ethical review. The consultation process includes meetings involving the three stakeholder groups with management focusing on suggestions for improvement. This provides management with a clear indication of the expectations that the three key stakeholder groups have and how to live up to them. See www.middelfartsparekasse.dk for more (in Danish).
- **Oxford Bus Company** has a **stakeholder board** as a forum to bring together the views of employees, customers and other interested groups, most notably large employers in and around Oxford. The stakeholder board seeks to create engagement across different stakeholder groups with the overall aim to improve bus transport in and around Oxford. See www.oxfordbus.co.uk/company3.shtml for more.

Further relevant information on stakeholder engagement activities

AA1000 from AccountAbility	www.accountability.org.uk/aa1000
Det sociale indeks (social index)	www.detsocialeindeks.dk (in Danish, English available)
EFQM CSR framework	Available at www.efgm.org
EMAS	http://europa.eu.int/comm.environment/emas
Global Reporting Initiative	www.globalreporting.org
‘Green accounting’ and EMAS	Available at www.mst.dk (in Danish)
Intellectual Capital reporting	www.vtu.dk/icaccounts
Social-Ethical accounting	Available at www.bm.dk/publikationer (in Danish)
Workplace accounts	Available at www.arbejdsmiljoweb.dk (in Danish)

F. COMMUNITY ACTIVITIES

Community activities are related to promoting – in the broadest sense – the health and well-being of the (local) communities in which an enterprise operates. Community activities are often linked to other parts of the enterprise’s activities, including its other CSR activities, and most community related CSR activities are therefore described elsewhere in this catalogue. This section will therefore deal with Corporate Community Investment (CCI) and with enterprises being a good neighbour (further community activities). CCI is an activity that is much more widely structured in other countries than Denmark, especially in the UK. As it is not so widely structured in Denmark no adequate Danish terminology exists for it.

The main CSR related Community activities are	⇒ Types of support (CCI) ⇒ Giving cash (CCI) ⇒ Giving employee time (CCI) ⇒ Giving gifts (CCI) ⇒ Being a good neighbour
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Types of community support (CCI)

In practice CCI is about supporting a broad range of causes and organisations, such as schools, environmental groups, cultural organisations, relevant leisure and sports clubs and other community organisations. The professional handling of CCI in the UK has led to an internationally recognised categorisation of different types of CCI by the London Benchmarking Group (LBG), illustrated below.

Examples of practical activities in this class include:

- **Supporting charity.** Gifts of cash and other forms of assistance in response to appeals by charities and community organisations.
- **Engaging in partnerships for social investment.** Partnering with charities and community organisations for sustained involvement in resolving social issues carefully chosen by the enterprise to protect its long-term interests and reputation.
- **Applying commercial initiatives.** Activities in support of the commercial success of the enterprise, promoting its name in partnership with supported organisations.

Giving cash (CCI)

Giving cash is primarily in support of charity or a commercial activity, but it can also be combined with a partnership of a charity or community organisation in social investment.

Examples of practical activities in this class include:

- **Donating.** Giving cash to worthy causes. Some enterprises seek to engage employees by match-funding employee donations to chosen causes.
- **Sponsoring** events, arts or sports clubs. Usually as a commercial initiative related to an expectation of a direct business return, such as media coverage or other forms of

brand promotion. ‘Sponsoring’ without a direct business return is often really a donation.

- **Providing loans** below commercial interest rates for community initiatives. For example, for start-up businesses in socially deprived communities.

Giving employee time (CCI)

Supporting communities through the giving of employee time can be a central part of partnering with charities or local community organisations in social investments to resolve chosen social issues.

Examples of practical activities in this class include:

- **Allowing employee volunteering.** Allowing employees time to work in service of the community. For example, in non-executive positions in community organisations, such as school governors and trustees of charities.
- **Encouraging part-time project assignment.** Releasing employees during paid work time, individually or in teams, for certain amounts of time to undertake specific community projects. This can include guiding visiting school children or providing one-to-one support to people in need as a personal mentor, advocate or tutor.
- **Using full-time secondment.** Employees taking career breaks to carry out general functions or particular tasks in charities with continuous employment in the enterprise and agreed return to continue their career at the enterprise after the secondment.
- **Co-ordinating giving of employee time** to maximise its potential to provide mutual benefit for the community and the enterprise. This can mean combining different forms of employee involvement and other types of support.

Giving gifts in kind (CCI)

Enterprises are also supporting community initiatives through a broad range of gifts in kind. Such gifts are often charitable, but may also relate to commercial initiatives or engaging in partnerships for social investment.

Examples of practical activities in this class include:

- **Providing facilities.** For example, by allowing a community group to hold a reception on enterprise premises or providing office accommodation for a community group.
- **Loaning facilities and assets.** For example, by allowing community organisations to use in-house facilities to design and produce promotional material or allowing the use of company cars.
- **Giving assets.** For example, giving old office equipment such as old PCs, or supporting a raffle with samples of the enterprise’s products or other gifts in kind.

Being a good neighbour

Community activities involve further activities than CCI. Many relate to being a good neighbour or a good corporate citizen in the broadest sense and are to a large extent covered by the other main groups of CSR activities. However, there are a few further community activities worth noting.

Examples of practical activities in this class include:

- **Liaising with local communities.** For example, by setting up local liaison councils or neighbour meetings and by communicating transparently on areas of concern to local communities and consulting local communities before major capital investments (see section E on ‘Stakeholder engagement’).
- **Promoting social cohesion in the community.** This is in addition to promoting social cohesion as part of the other main groups of CSR activities, for example ‘Promoting a diverse workforce’ (see section C on ‘Workforce activities’) or ‘Promoting social and economic inclusion via the supply chain’ (see section D on ‘Supply chain activities’). It can include a role in supporting the integration of marginalised groups in society, e.g. by offering refugees points of contact to their new culture by visits to the premises of the enterprise.
- **Minimising adverse effects of local operations** as covered in section G on ‘Environmental activities’.

Examples of community activities

- **Gripple**, supplier and manufacturer of wire and wire rope tensioning and joining units in the UK, has focussed on **launching and supporting education and skills related initiatives** throughout the Sheffield area as part of its CSR policy. Gripple, which employs 145 staff, offers pupils and students from surrounding schools, colleges and universities opportunities to visit its factory and take part in work experience programmes. Over 1,000 school children have had an appreciation of a world class organisation and the opportunities that exist in industry, helping to improve pupil attainment and attendance levels. Over 1,000 students have seen how innovation makes a valuable contribution to business, and some have had the chance to take their work placements at Gripple. See www.bitc.org.uk and www.gripple.com for more.
- **AXA**, an insurance company, has actively **promoted employee involvement** in France since 1990 when it launched its ‘AXA Atout Coeur’ programme. This now involves 2,000 volunteers in France and thousands more in the 22 other countries in which AXA operates. A network of volunteers within the company co-ordinates the volunteering activities of AXA’s employees. More than 300 organisations benefit, dealing with a wide variety of issues, including the integration of people with disabilities and drug problems. The company’s recent merger with UAP has increased the numbers volunteering. See www.axa.com/en/responsibility for more.

Further relevant information on community activities

Business for Social Responsibility	www.bsr.org
Business in the Community	www.bitc.org.uk
CSR Europe	www.csreurope.org
FES – Fundacion Empresa y Sociedad	www.empresaysociedad.org
IMS – Entreprendre pour la Cite	www.imsentreprendre.com
London Benchmarking Group	www.lbg-online.net
NyforetagarCentrum	www.jobs-society.se
Samenleving & Bedrijf	www.samen.nl
The Copenhagen Centre	www.copenhagencentre.org

G. ENVIRONMENTAL ACTIVITIES

Environmental impacts may have serious social consequences, especially in the long-term. Environmental management requires an understanding of the impacts arising from all areas of an enterprise's activity. Good practice involves integrating these concerns into strategy and risk management and compliance control systems, through to policy, operational performance and reporting. As such, environmental activities may naturally be highly related and integrated with other practical CSR activities.

<p>The main CSR related Environmental activities are</p>	<p>⇒ Resource and energy use ⇒ Pollution and waste management ⇒ Environmental product responsibility ⇒ Transport planning</p>
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Resource and energy use

Choice of materials (both type and source) and choice of energy source and use often represents a strategic concern with operational, cost and reputation implications.

Examples of practical activities in this class include:

- **Running awareness initiatives** for employees on efficient energy and resource use.
- **Using 'green' technologies.** 'Green' and more efficient technologies may use fewer resources and pollute less per unit of economic output.
- **Improving energy efficiency.** For example, by considering characteristics of buildings, often taking advantage of state grants to improve building insulation.
- **Purchasing 'green' materials.** For example, timber from sustainable sources and renewable energy.
- **Using locally generated renewable energy** to supplement an enterprise's primary source of energy, e.g. by fitting photovoltaic cells to buildings.
- **Considering land use and biodiversity** in operational and strategic decisions, such as those integrated in the assessments of agricultural suppliers of food retailers.

Pollution and waste management

Emissions to air and water represent a complex challenge for enterprises and the jurisdictions in which they sit, not least because pollution does not recognise national boundaries. The sheer volume of the general waste stream also makes it a high profile issue for many enterprises. Treatment and disposal of hazardous waste is especially important, and can be tightly regulated and enforced implying it is not a CSR activity. However, many environmentally damaging forms of pollution are not well regulated, relying on the voluntary actions of enterprises.

Examples of practical activities in this class include:

- **Treating emissions.** End-of-pipe treatment of emissions, effluent and solid waste such as through the addition of treatment plants to industrial processes.
- **Re-engineering processes,** including the adoption of new technologies for a more radical, systems solution than the bolt-on, end-of-pipe approach described above.
- **Reusing and recycling.** The reuse and recycling of materials and disposal of waste with energy recovery in preference to landfill. An example would be recycling fibre from consumer products in new paper products usually marketed on their environmental credentials.
- **Managing localised environmental pollution,** including being a good neighbour by minimising noise, odour and vibration nuisance, and undesirable visual impacts.

Environmental product responsibility

Environmental product responsibility is about demonstrating a responsible attitude towards the environment beyond the enterprise's own operations. Best practice adopts a more holistic view taking into account both upstream impacts (including working with suppliers), and downstream (that is, the impacts from the use and disposal of products). Environmental product responsibility is naturally related to the more generic 'Product responsibility' activity described in section B on 'Marketplace activities'.

Examples of practical activities in this class include:

- **Managing the supply chain** for environmental benefit (see section D on 'Supply chain activities').
- **Assessing impacts in product life-cycle.** Assessing and managing environmental impacts from 'cradle to grave'.
- **Certifying and labelling products** with the use of independent third parties to verify how products are produced (see section D on 'Supply chain activities').
- **Reducing packaging** to reduce the amount of consumer waste while maintaining functionality (product protection, marketing, brand image and so on).
- **Using product take-back schemes.** Promoting schemes whereby consumers can return products for reuse, recycling or other responsible waste management.
- **Addressing GMO issues,** for example by embedding a policy on genetically modified organisms as it is a politically sensitive issue, particularly in Europe.

Transport planning

With local and global economic integration (often termed 'globalisation') the impacts arising from transport are increasing as the movement of goods and people increases. An enterprise can therefore pay attention to the consequences of employee travel and the distribution of goods.

Examples of practical CSR activities in this class include:

- **Reducing goods transport.** Efficient transport of goods and logistics, including the use of sophisticated IT systems to reduce mileage in the distribution of goods.

- **Reducing employee travel**, including company-subsidised public transport, car pooling schemes and company car policy addressing travel efficiency.
- **Applying home working** to reduce the environmental impacts associated with employee travel.
- **Using teleconferencing** to reduce the need for air travel and other transport for meetings.

Examples of environmental activities

- Belgian **Ecover** is a worldwide market leader in ecological washing and cleansing agents. It has built this success through a strong focus on **environmental product responsibility**, where its products have to have minimum environmental and ecological impacts from ‘cradle to grave’. This naturally also involves the packaging of their products but, more radically, Ecover has built an ecological factory. See www.ecover.com for more.
- **Gulpener Bier** is a family brewery that was founded in the Netherlands in 1825. **Sustainability and social responsibility are important aspects of the company’s strategy** – not least to help the business find a niche in a highly competitive market dominated by larger companies. All the ingredients the company uses are ecologically grown in the local region and all the energy used is from renewable sources. The beer bottles are recyclable and packaging is reduced to the minimum. The company is completely integrated in its community in the middle of the city centre, paying attention to the healthcare and safety of its workforce and the people in the local area. See www.smekey.org for more.

Further relevant information on environment activities

Business in the Community	www.bitc.org.uk/environment
Danish environment resources	Available at www.mst.dk (in Danish)
The Carbon Trust	www.thecarbontrust.co.uk
The Forest Stewardship Council	www.fscus.org , www.fsc.dk (in Danish)
The Marine Stewardship Council	www.msc.org
The Sigma Project	www.projectsigma.com
United Nations Environment Programme	www.unep.org/resources/business
World Business Council for Sustainable Development	www.wbcsd.org
World Wide Fund for Nature	www.wwf.org

APPENDIX

The following is an overview of the main groupings and classes of CSR activities as presented in this catalogue:

Main groups of CSR activities	⇒ Classes of CSR activities (within main group)
The main CSR activities in relation to Leadership, vision and values are	<ul style="list-style-type: none"> ⇒ Purpose, values and vision ⇒ Policies and procedures ⇒ Putting it into practice ⇒ Ethical leadership
The main CSR related Marketplace activities are	<ul style="list-style-type: none"> ⇒ Responsible customer relations ⇒ Product responsibility ⇒ CSR product labelling ⇒ Ethical competition ⇒ Making markets work for all
The main CSR related Workforce activities are	<ul style="list-style-type: none"> ⇒ Employee communication and representation ⇒ Ensuring employability and skills development ⇒ Diversity and equality ⇒ Responsible/fair remuneration ⇒ Work/life balance ⇒ Health, safety and wellbeing ⇒ Responsible restructuring
The main CSR related Supply chain activities are	<ul style="list-style-type: none"> ⇒ Being a fair customer ⇒ Driving standards ⇒ Promoting social and economic inclusion
The main CSR related activities in Stakeholder engagement are	<ul style="list-style-type: none"> ⇒ Mapping ⇒ Stakeholder consultation ⇒ Responding and managing ⇒ Reporting and communication
The main CSR related Community activities are	<ul style="list-style-type: none"> ⇒ Types of support (CCI) ⇒ Giving cash (CCI) ⇒ Giving employee time (CCI) ⇒ Giving gifts (CCI) ⇒ Being a good neighbour
The main CSR related Environmental activities are	<ul style="list-style-type: none"> ⇒ Resource and energy use ⇒ Pollution and waste management ⇒ Environmental product responsibility ⇒ Transport planning

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