

AMICE seminar "Corporate Social Responsibi
Paris, 23-24 October 2008

THE EUROPEAN ALLIANCE FOR CSR

Co-Creation of New Management Tools



AMICE seminar "Corporate Social Responsibi
Paris, 23-24 October 2008

Presented by:

Jan Noterdaeme

The European C'homme'pany

AMICE seminar "Corporate Social Responsibi
23 October 2008
Paris, 23-24 October 2008

Key CSR Developments in Europe

AMICE seminar "Corporate Social Responsibility"

Paris, 23-24 October 2008

EU leadership

Delors
Appeal

Lisbon
Summit I

Lisbon
Summit V

1st EU Communication
2002

EU Multistakeholder
Forum

European Alliance
for CSR

Business leadership

Creation CSR
Europe

1st European Business
Convention on CSR

Launch of the European
Marketplace & Roadmap for
competitive and sustainable
enterprise

European Business
Campaign on CSR

Business
Roadmap

2010

THE EUROPEAN ALLIANCE for

Corporate Social Responsibility

a new political approach to CSR



AMICE seminar "Corporate Social Responsibi

- Better regulation
Paris, 23-24 October 2008
- EC will strengthen partnership with all actors involved in CSR
- High Level Group of Gvt Representatives on CSR
AMICE seminar "Corporate Social Responsibi
Paris, 23-24 October 2008
- EC Backs up & supports the Alliance
- EC will integrate CSR promotion in relevant EU policies: e.g.
 - Employment
Paris, 23-24 October 2008
 - Enterprise
 - Research
 - Development
 - Trade
AMICE seminar "Corporate Social Responsibi
Paris, 23-24 October 2008

10 Key Thematic Areas

AMICE seminar "Corporate Social Responsibility"
Paris, 23-24 October 2008

AMICE seminar "Corporate Social Responsibility"

Paris, 23-24 October 2008

1. **Innovation** in sustainable products & technologies
2. Helping **SMEs** to flourish and grow
3. **Integration** of CSR in all business operations
4. **Skills for employability**
5. **Diversity & Equal Opportunities**
6. Improving **working conditions**, esp. in the supply chain
7. Innovation in the **environmental field**
8. Proactive dialogue and **stakeholder engagement**
9. **Transparency & Communications**
10. Operating **outside EU borders**

AMICE seminar "Corporate Social Responsibility"
Paris, 23-24 October 2008

AMICE seminar "Corporate Social Responsibility"
Paris, 23-24 October 2008

AMICE seminar "Corporate Social Responsibility"
Paris, 23-24 October 2008



CSR European Cartography

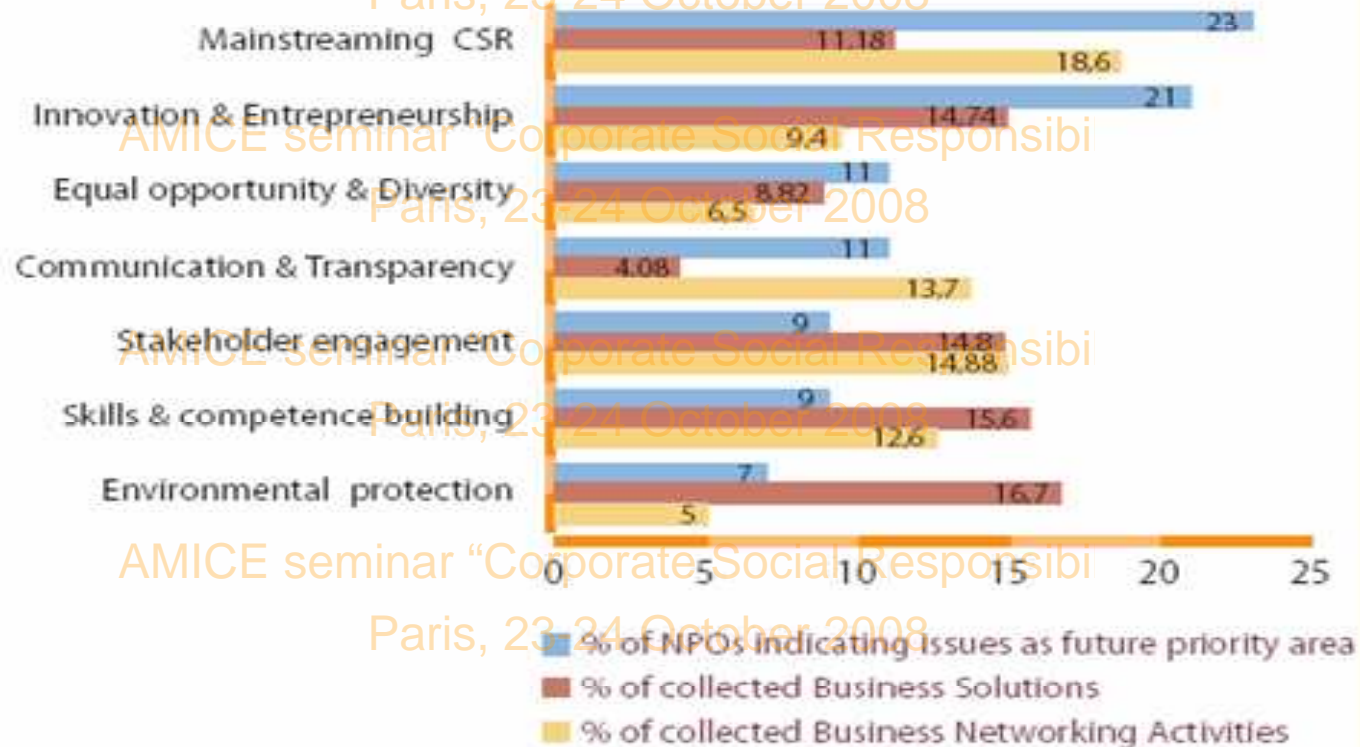
- Based on 545 business solutions & 141 networking activities
- Provides an overview of gaps and areas of excellence throughout EU

THE CURRENT FOCUS OF CSR ACTIVITIES IN EUROPE

AMICE seminar "Corporate Social Responsibility"
Paris, 23-24 October 2008

CSR issues: current focus and future priorities

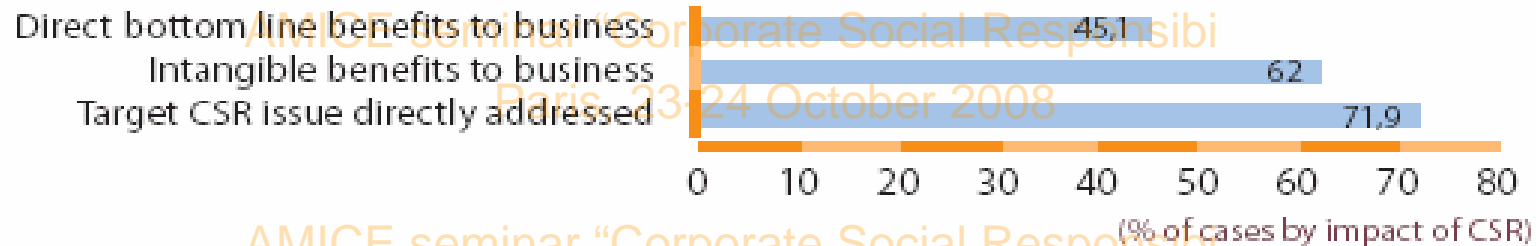
Paris, 23-24 October 2008



AMICE seminar "Corporate Social Responsibility"
Paris, 23-24 October 2008

The European Cartography on CSR: Findings

Social and Economic Impact of CSR



45% of business innovations yielded direct bottom line benefits to business.

These include improved profits, cost savings, operational efficiencies and gaining new business opportunities

In over 62% of cases, business gained intangible benefits, such as improved credibility, goodwill, enhanced reputation and relations

In **72%** of cases, companies were able to start addressing the target problem, while nearly 40% **resulted in wider impacts on society**

The European Cartography on CSR: Findings

AMICE seminar "Corporate Social Responsibility" Paris, 23-24 October 2008 **ON WHAT ISSUES ARE COMPANIES NETWORKING TO SHARE THEIR INNOVATIONS?**

Over 53% of innovative business solutions indicate that companies are bringing about change in their internal management systems, including:

• **Adoption : 25%**

innovation involved adoption of new management tools, frameworks / review of existing management processes adoption of innovative projects, pilot programmes

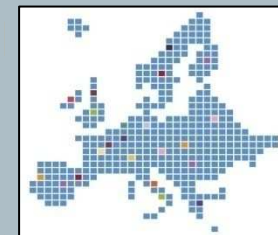
innovation involved responsible restructuring / closure

• **Transformation : 23%**

innovation of process / product / technology
innovations in sourcing-supply chain management

• **Integration : 5%**

integration into management systems, management processes
embedding CSR/issue into business management
adoption of formal systems for managing



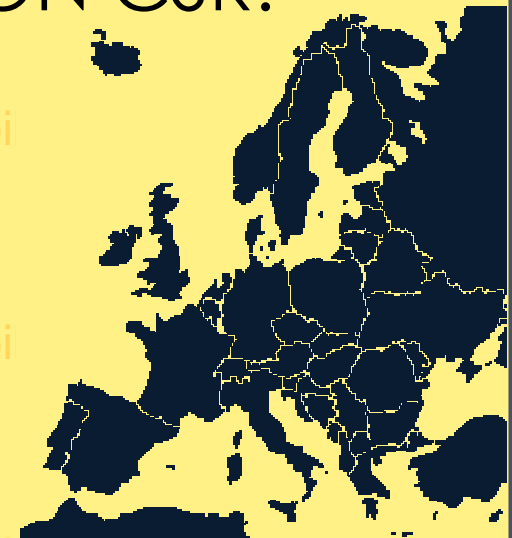
The European Cartography on CSR: Findings

What constraints do businesses face when implementing innovative CSR solutions?

- In 1 out of 3 cases, the constraints faced by these companies were largely internal and/or managerial:
- Resources or operating costs (**17%**)
- Operational difficulties in implementing CSR in the business context (**11%**)
- Internal management systems and procedures or the integration of innovation in the existing systems (**11%**)
- Regarding the external side, only **5%** of the constraints relate to regulatory, institutional or governmental action, while **8%** are partnership related.
- Over **52%** company responses reiterate that CSR challenges are intrinsically complex to deal with.



THE EUROPEAN CARTOGRAPHY ON CSR: FINDINGS



Type(s) of initiatives of business sharing / networking with others



Awareness raising

- Conferences, seminars, website, awards, newsletters, media partnerships, featuring in the media;
- Participation on panels, jury in major projects (research, awards)

Capacity building

- Workshops
- Benchmarking activities
- Other services (e.g. help desk, desk research, advisory)

Meetings with key stakeholders

- Dialogue, consultations, forum, site visits

- Networking activities and services yielded positive results
 - Nearly **50% directly contributed to improving business performance**
 - Nearly **19% contributed to further improving networking opportunities**
 - However, in over 30% of cases the results of these initiatives are unclear or unspecified. Although it is understood how hard it can be to assess the impact of such networking activities, there is nevertheless a strong case for companies to support CSR networks in developing evaluation systems to better measure progress and benefits.

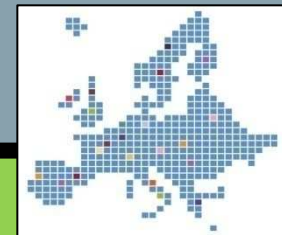
DEMOGRAPHIC CHANGE

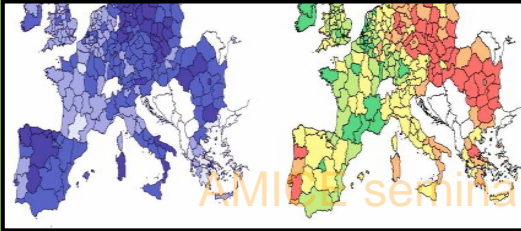
AMICE seminar "Corporate Social Responsibility"
A European Challenge
Paris, 23-24 October 2008

AMICE seminar "Corporate Social Responsibility"
Paris, 23-24 October 2008

- **ageing societies;**
- **irreversibility of demographic change;**
- **increasing immigration (e.g. of low-skilled);**
- **decrease of labour force potential;**
- **different demographic developments; and**
- **politics and models of societies open up windows of opportunity in Europe.**

AMICE seminar "Corporate Social Responsibility"
Paris, 23-24 October 2008





HOW TO CALCULATE REGIONAL DEMOGRAPHIC CHANGE & REGIONAL DEMOGRAPHIC RISK?

AMICE seminar "Corporate Social Responsibility

Paris, 23-24 October 2008



AMICE seminar "Corporate Social Responsibility

Paris, 23-24 October 2008

AMICE seminar "Corporate Social Responsibility

Paris, 23-24 October 2008

AMICE seminar "Corporate Social Responsibility

Paris, 23-24 October 2008



EMOGRAPHIC CHANGE

a strategic challenge for companies

✓ change of customer needs

✓ decreasing availability of skilled labour

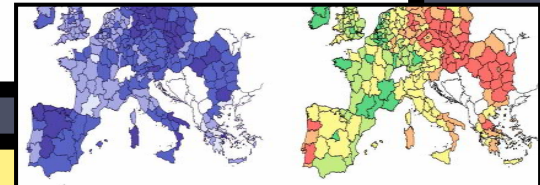
✓ ageing workforce and varying replacement needs

✓ previous HR-strategies to be aligned with changes and challenges

Customised CONCEPTS for Companies

AMICE seminar "Corporate Social Responsibi

Paris, 23-24 October 2008



MAINSTREAMING *Diversity* in the WORKPLACE

HIGH-RISK SITUATIONS IN RECRUITMENT PROCESSES

- **Sourcing**
 - Recruiters ask for candidates from a specific school
 - Recruiters give preference to diploma (rather than to experience and competence)
 - Candidates who are recruited always come from the same schools/ courses
- **Selection methods**
 - Investigation goes beyond required information to assess candidates profile to the job
 - Candidates feel as if they are discriminated against (lack of information on the objectives/ progress/ results of the selection methods)
- **Interviews**
 - Discriminatory questions are asked during the interview
 - Interview procedures vary from one candidate to another (according to recruiters' experience and professionalism)
 - Information collected in interviews is either too subjective or insufficiently targeted to job requirements
 - Interviews results are not followed-up (final decision, justification, HR track record)



Top *TEN* **Dos** and **Don'ts** for *Promoting and Managing* Diversity

AMICE seminar "Corporate Social Responsibility"
Paris, 23-24 October 2008

1. Don't underestimate your own prejudices;

AMICE seminar "Corporate Social Responsibility"
Paris, 23-24 October 2008

2. Don't start without strong leadership commitment;

AMICE seminar "Corporate Social Responsibility"

Paris, 23-24 October 2008

3. Do make diversity a key policy in the company strategy;

AMICE seminar "Corporate Social Responsibility"

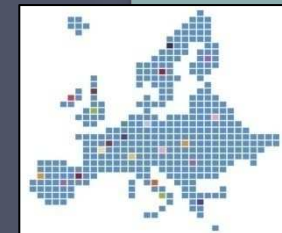
Paris, 23-24 October 2008

4. Do ensure top/ middle management involvement;

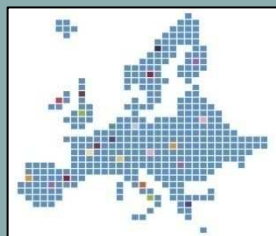
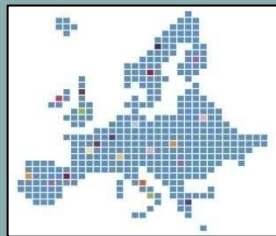
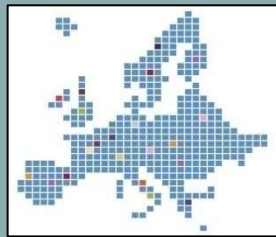
AMICE seminar "Corporate Social Responsibility"

Paris, 23-24 October 2008

5. Do set collective and individual attainable objectives;



Top *TEN* **Do**s and **Don't**s for *Promoting and Managing* Diversity



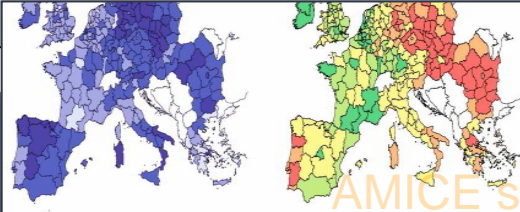
6. **Don't forget to target all types of population;**
7. **Don't forget to train/ raise employees' awareness on a regular basis;**
8. **Do be consistent & communicate on facts/ do walk the talk;**
9. **Don't be afraid of changing company culture and procedures; and**
10. **Do follow up and measure progress.**

Responsible SUPPLY CHAIN

Management

AMICE seminar "Corporate Social Responsibi

Paris, 23-24 October 2008



THE OBJECTIVE:

AMICE seminar "Corporate Social Responsibi

Paris, 23-24 October 2008

To provide practical guidance to practitioners who
influence RSCM to better

AMICE seminar "Corporate Social Responsibi

Paris, 23-24 October 2008

understand, improve and sustain

the implementation of social and environmental
standards in their daily practice and management
systems.

AMICE seminar "Corporate Social Responsibi

Paris, 23-24 October 2008

The Portal

For Responsible Supply Chain Management

Paris, 23-24 October 2008

The screenshot shows a web browser window displaying the 'Portal for Responsible Supply Chain Management'. The browser's address bar shows the URL: http://news.bbc.co.uk/olmedia/510000/images/_511862_akthar300.jpg. The page features a navigation menu with links: Home, About the Portal, Engage, Terminology, Laboratory, Partners, Contribute, and Contact. A search bar is located in the top right corner.

The main content area includes a 'Browse' section with a list of categories: Key Topics, Standards, Reference Material, Best Practices, Supplier Engagement Stage, Sector, and Language. Below this is a 'Resources by tag' section listing various topics such as Labour rights, Working regulations, suppliers, subcontractors, management system, ILO conventions, Human rights, social relations, environment, bribery countering, disclosure, Textile, apparel, and Social Responsibility.

The central part of the page features a 'Portal for Responsible Supply Chain Management' introduction, followed by a featured article titled 'Buyers Lorem ipsum dolor sit amet id...' with a 'Read More' button. Below the article are three columns of related content: 'Understanding Responsibilities & Opportunities', 'Communication', and 'Strategy'. Each column contains a small image and a sub-heading: 'Analysing Risks & Opportunities', 'Monitoring & Compliance', and 'Engaging with Stakeholders'. A 'Click Here' link is provided at the bottom of this section.

On the right side, there is a 'Reference' and 'Standards' section with a list of resources, including 'L'oreal Integration Process for a New Raw Material Supplier' and 'Downloadable resource file here'.

At the bottom of the page, it states 'Created with the expertise of:' followed by logos for TITAN, VOLKSWAGEN, hp, L'OREAL, CSR, and BSCI. The footer includes the text '© Copyright 2008 The European Alliance for CSR. All rights reserved.' and links for Privacy statement, Disclaimer, Sitemap, and RSS Feed. The website is credited to Juno Media.

Market Valuation &

AMICE seminar "Corporate Social Responsibility"
Paris, 23-24 October 2008

NON-FINANCIAL PERFORMANCE

AMICE seminar "Corporate Social Responsibility"
Paris, 23-24 October 2008

- Non-financial performance is regarded as important by both senior executives and investors;
- Companies are slow to integrate non-financial performance measurements in the mainstream business strategy internally and to communicate these externally;
- Investors are slow to incorporate non-financial indicators into valuation models; and
- Corporate responsibility factors are a key driver of non-financial performance.

Market Valuation &

NON-FINANCIAL PERFORMANCE

AMICE seminar "Corporate Social Responsibility"
Paris, 23-24 October 2008



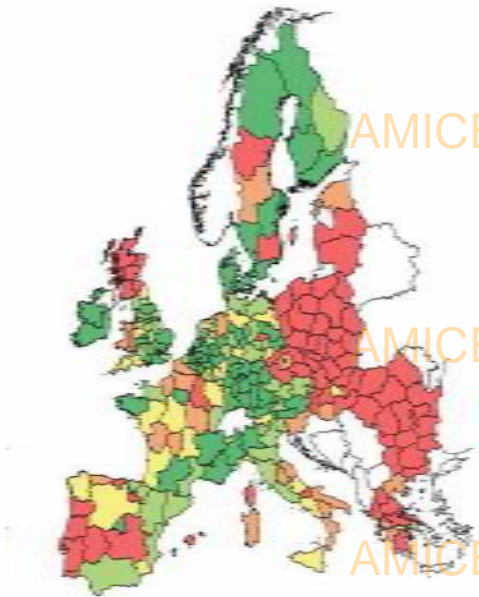


LAUNCHING CSR EUROPE'S TOOLBOX FOR A COMPETITIVE AND RESPONSIBLE EUROPE

4 December 2008

Brussels, Belgium

The event will bring together over 300 participants representing:



- **Multinational companies and business organisations supporting the European Alliance for CSR**

- **Members of the European Parliament**

- **Representatives of the European Commission**

- **Other relevant European and national Stakeholders**

- **Representatives of the media**

*The event will also be **broadcasted live online** to reach a wide audience of European businesses and stakeholders*