

# **CORPORATE SOCIAL RESPONSIBILITY (CSR)**

## **An Overview**

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## Corporate Social Responsibility

Corporate Social Responsibility (CSR) is not a new concept and there are many examples from the Quaker movement to the Cadbury family who developed a philosophy of providing education, childcare, healthcare and social housing to their workers and families to ensure that productivity and innovation was maintained at extremely high levels so that the company was able to deliver the products to the marketplace.

### CSR DEFINITIONS

Corporate Social Responsibility (CSR) is defined as;

- An ethical business approach to meet social, environmental, sustainable and moral responsibilities to ensure that businesses make a positive contribution to society (United Nations 1984).
- As a concept whereby companies integrate social and environmental concerns in their daily business operations and in their interaction with stakeholders on a voluntary basis (European Commission 2001)
- A companies response to the sustainability agenda to do with issues within the environment, social, ethical and economic context (DTI 2003)

### CSR STAKEHOLDERS

CSR is a journey of discovery to understand how a business can positively interact with all their stakeholders, whether it is the market place, with investors, the local community, the environment or employees. The following table demonstrates the challenges facing companies from stakeholders.

**Table 1. CHALLENGES FACING COMPANIES FROM STAKEHOLDERS**

<i>Stakeholders</i>	<i>Expectations</i>	<b>Implications for companies</b>
<b>Community</b>		
Local Community	<ul style="list-style-type: none"> <li>▪ Support from companies on range of activities</li> <li>▪ Employment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Commercial advantage (e.g. across to local markets)</li> <li>▪ Good or bad PR</li> <li>▪ Lay-Off Implications</li> </ul>
Wider Community	<ul style="list-style-type: none"> <li>▪ Responsibility on a wide range of environmental, social and product related issues.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evaluation of corporate practise. Transparency in reporting.</li> </ul>
<b>People</b>		
Employees	<ul style="list-style-type: none"> <li>▪ Increasingly want to work for socially responsible companies</li> <li>▪ Want to “put something back” into local community</li> <li>▪ Want to feel pride in their company</li> </ul>	<ul style="list-style-type: none"> <li>▪ Opportunity to differentiate through CSR</li> <li>▪ Show evidence of CSR activity</li> <li>▪ Involve employees in community work</li> <li>▪ Empower employees</li> </ul>
Environment		
	<ul style="list-style-type: none"> <li>▪ “Clean” local environment</li> <li>▪ No damage to the wider environment. Product health and safety issues.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Formal environmental policies and reporting. Support to environmentally beneficial causes.</li> </ul>
<b>Market Place</b>		

<i>Stakeholders</i>	<i>Expectations</i>	<b>Implications for companies</b>
Customers	<ul style="list-style-type: none"> <li>▪ 70% of Public's Purchasing decisions based on ethical criteria</li> <li>▪ Expect companies to be fair in treatment of employees</li> <li>▪ Expect companies to deal with "ethical" suppliers</li> <li>▪ Expect companies to lead on CSR activity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Demonstrate "friendliness" of products</li> <li>▪ Demonstrate "employee friendly" Practice</li> <li>▪ Keep careful eye on supplier practices</li> <li>▪ Build client relationships through mutual CSR activities</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>▪ Maintain good relationships with existing customers</li> <li>▪ Win new business with new customers</li> <li>▪ Delight customers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Give tangible evidence of CSR commitment</li> <li>▪ Have employee policies in place to satisfy customers</li> <li>▪ Prove good human rights record</li> </ul>
Investors	<ul style="list-style-type: none"> <li>▪ Transparency of reporting</li> <li>▪ Ethically, socially and environmentally responsible investment decisions</li> <li>▪ Responsible Corporate governance</li> <li>▪ Human Rights observed</li> </ul>	<ul style="list-style-type: none"> <li>▪ More careful consideration of investment decisions</li> <li>▪ Attracting investment means satisfying non-financial criteria</li> <li>▪ Must produce evidence of how they behave ethically, socially and environmentally</li> <li>▪ More "open book" financial reporting, no more Enrons</li> </ul>

CSR is not a tick box activity to say that you have just complied. CSR takes some hard thinking on how a business can genuinely help the societies in which they operate. It is about listening to needs, taking responsibility and having a philosophy and ethos that does no harm but creates good, mutual respect and is a process of continuous evolution. CSR encourages the development of a governance culture. Governance is a listening and facilitation tool and is used in all levels of CSR development.

There has been a rapid growth in adoption of CSR practices, particularly by large companies over the last ten years. This has mainly been driven by adverse reactions to corporate behaviour and businesses feeling the pressure to respond to customers decreasing levels of trust, suppliers and increasing complex supply chain issues, communities and activist organisations preparing to challenge decisions without consultation and changing stakeholders expectations of what morally and ethically right and wrong.

### **POTENTIAL NAME CHANGE FROM CSR TO BSR**

The use of the word Corporate has also lead to a perception that the SME sector does not need to engage in social responsibility. However there is a continued push by the EU (2003) and DTI (2002) to change CSR to Business Social Responsibility (BSR). This is to ensure that all businesses have a continuing commitment to behave in a legal, ethical framework whilst contributing to economic development and increase in the quality of life for the workforce, local communities and society at large. Businesses also includes the not for profit sector, voluntary and community groups, and social enterprise.

## CSR LEGISLATION

There is a possibility that EU and UK legislation may be introduced to make engagement in CSR activity by businesses compulsory. The European Commission (EC) (2001) produced a CSR Green Paper for consultation amongst member states with the aim of developing a new framework for the promotion of CSR. Currently 85% of UK environmental legislation originates from the EU and the trend seems set to continue with CSR.

The South East has been identified by the EU (2002) and Environment Agency (2002) as a region that has developed a lot of best practice in limiting climate change, pollution, air quality, transport, energy consumption and waste management. However the South East has a lot of other issues that need addressing to ensure that the quality of life and an efficient infrastructure are constantly developed. Corporate Social Responsibility can help address these issues.

### Role of the Government in CSR Development

The Government is formally committed to supporting companies in developing CSR. There are a wide range of areas in which the government supports this process, ranging across education, environment, regeneration and social inclusion, responsible business behaviour in developing countries and workforce related initiatives. There is now an all-party parliamentary group covering corporate social responsibility.

Government has focused on four key areas:

- Developing the business case
- Encouraging good practice
- Promoting CSR internationally
- Joining up action across Government

The initiatives the Government is actively involved in supporting CSR through many agencies and departments and these are listed below.

**Table 2. AREAS OF CSR PRACTICE IN GOVERNMENT DEPARTMENTS**

<b>Area</b>	<b>Government body involved</b>
<b>Education</b>	<ul style="list-style-type: none"> <li>• Higher Education Reach – Out to Business and the Community Fund (HEROBC)</li> <li>• DfES</li> <li>• Northern Ireland Business Education Partnership (NIBEP)</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>• Advisory Committee on Consumer Products and the Environment (ACCEPE)</li> <li>• Department for Rural Areas (DEFRA)</li> <li>• DTI</li> <li>• Cabinet Office</li> <li>• Department for Culture, Media and the Sports (DCMS)</li> </ul>
<b>Regeneration, social inclusion and community investment</b>	<ul style="list-style-type: none"> <li>• DTI</li> <li>• HMT</li> <li>• SBS</li> <li>• Social Investment Scotland (SIS) via the Scottish Executive</li> <li>• Department for Culture, Media and the Sports (DCMS)</li> <li>• Lord Chancellor's Department</li> <li>• Cabinet Office</li> </ul>

Area	Government body involved
Responsible business behaviour in developing countries	<ul style="list-style-type: none"> <li>• Ethical Trading Initiative (ETI) via the DfLD</li> <li>• DTI</li> <li>• Foreign and Commonwealth Office (FCO)</li> </ul>
Workforce	<ul style="list-style-type: none"> <li>• DWP</li> <li>• DTI</li> <li>• Home Office</li> <li>• DEFRA</li> <li>• New Deal for Disabled People (NDDP)</li> </ul>

However no government department has publicly announced a departmental CSR policy or a cross departmental approach.

### Role of Non-Government Bodies in CSR development

In parallel, there is a range of non-government bodies actively promoting wider development of CSR, acting either in an advisory or promotional capacity. These are listed in the table below.

**Table 3. NON-GOVERNMENT BODIES INVOLVED IN CSR DEVELOPMENT**

Name of Non-Govt Body	Descriptor	Objectives	Services/Activities
Business for Social Responsibility (BSR)	<ul style="list-style-type: none"> <li>• US based. Global non-profit organization.</li> <li>• BSR member companies have nearly \$2 trillion in combined annual revenues and employ more than six million workers around the world.</li> </ul>	“Help member companies achieve commercial success in ways that respect ethical values, people, communities and the environment.”	<ul style="list-style-type: none"> <li>• Strategy development.</li> <li>• Benchmarking.</li> <li>• Policy and Practice assessments.</li> <li>• Case studies.</li> <li>• Staff training.</li> <li>• Standards analysis.</li> <li>• Stakeholder engagement advice.</li> <li>• Reporting guidance.</li> <li>• BSR Conferences.</li> <li>• White papers.</li> </ul>
Business in the Community (BITC)	<ul style="list-style-type: none"> <li>• UK based charity. Largest and best known UK national organisation of its kind</li> <li>• 700 mainly blue chip member companies.</li> <li>• Very strong links to Government.</li> </ul>	“To create a public benefit by working with companies to improve the positive impact of business in society”.	<ul style="list-style-type: none"> <li>• Regional contacts to assist on CSR advice.</li> <li>• Benchmarking.</li> <li>• Stakeholder research.</li> <li>• Policy framing.</li> <li>• KPI selection.</li> <li>• Measurement.</li> <li>• Conferences.</li> <li>• Reference case studies.</li> <li>• UK leader in Awards and Recognition.</li> </ul>
CSR Europe	<p>Non – profit organization.</p> <p>“ a network for corporations that are concerned about the social and economic impacts of their business operations.”</p> <p>Funded by membership fees and EU.</p>	To help its 57 member companies in becoming more responsible corporate citizens	<ul style="list-style-type: none"> <li>• Conducting research.</li> <li>• Providing news and information about CSR.</li> <li>• Organising meetings to help members exchange their experiences.</li> <li>• Raising awareness on the issue through Europe.</li> <li>• Runs the European Business Campaign on Corporate Social Responsibility. Aiming to reach out to more than 500,000 business people over a four–year period, the Campaign will culminate in the first ever Business Olympics on CSR in 2004.</li> </ul>

Name of Non-Govt Body	Descriptor	Objectives	Services/Activities
			<ul style="list-style-type: none"> <li>Collaborates on SME key, an online CSR tool for SMEs</li> </ul>
European Academy of Business in Society	Virtual forum bringing together companies and academics from leading business schools to prepare tomorrow's managers on CSR.	To raise profile of CSR in Business Schools	<ul style="list-style-type: none"> <li>Papers</li> <li>Debates</li> <li>Conferences</li> </ul>
SustainAbility	1987 founded for profit strategic management consultancy and think-tank.  Longest established international consultancy	To promote the business case for sustainable development.	<ul style="list-style-type: none"> <li>Consultancy.</li> <li>Research papers.</li> <li>Books and articles on sustainable development.</li> <li>Sustainability tool kit for companies.</li> </ul>
Tomorrows Company	Think tank and catalyst, founded by Professor Charles Handy in 1993	"Our vision is to create, with business, a future for business which makes equal sense to staff, shareholders and society"	<ul style="list-style-type: none"> <li>Research.</li> <li>Facilitation of learning through links with business and academia.</li> <li>Publishing papers.</li> <li>Conferences/Events</li> </ul>
EIRIS research	Ethical Investment Research Service	To research the social, environmental and ethical performance of companies on behalf of investors	<ul style="list-style-type: none"> <li>Investment research.</li> <li>Guidelines and standards for companies.</li> <li>Benchmark indices.</li> </ul>
FTSE4Good	A series of benchmark and tradable indices facilitating investment in companies with good records of CSR	To objectively identify companies who: <ul style="list-style-type: none"> <li>Work towards environmental sustainability</li> <li>Develop positive relationships with stakeholders</li> <li>Uphold and support universal human rights</li> </ul>	<ul style="list-style-type: none"> <li>Investment research.</li> <li>Guidelines and standards for companies.</li> <li>Benchmark indices.</li> </ul>
The London Benchmarking Group.	Fifty leading international corporations who have come together to manage, measure and report their involvement in the community	To provide toolkit for companies to report on all community activities.	<ul style="list-style-type: none"> <li>Uses an input/output matrix to analyse effectiveness of community involvement programmes.</li> </ul>
Investors in People	TOOL CURRENTLY BEING DEVELOPED		<ul style="list-style-type: none"> <li></li> </ul>

## MODELS OF CSR INVOLVEMENT

There are two recognised models for CSR, the Grayson Model and the Corporate Impact Model. However major corporations tend to amalgamate the models and take to elements of the models that relate to them. Amalgamating the two approaches gives 12 categories that most major corporations (including Marks and Spencers, Exon) have concentrated on. These include:

1. Commercial opportunities
2. Philanthropic giving
3. Environment
4. Market place
5. Workplace
6. Health and well being
7. Work/life balance
8. Human rights/diversity

9. Community
10. Procurement and supply chains
11. Sustainability and ethical sourcing
12. Outward focus and transparency

## BUSINESS APPROACHES TO CSR

There are a variety of ways in which businesses approach CSR including;

**Table 4. BUSINESS APPROACHES TO CSR**

Area covered	Objectives	Description of activity
Mission, Vision and Values statements	<ul style="list-style-type: none"> <li>• Demonstrate that CSR integral part of company strategic decision-making.</li> <li>• Company Mission goes beyond “making a profit”.</li> </ul>	<ul style="list-style-type: none"> <li>• State that company will engage in ethical business practices and seek to create value for all its stakeholders including community and the environment.</li> </ul>
Corporate Governance	<ul style="list-style-type: none"> <li>• Demonstrate “Best Practice” to investors.</li> <li>• Ensure CSR agenda is supported at the top and implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish ethical an/or social responsibility committees to review strategy and assess progress.</li> <li>• Adopt CSR guidelines.</li> <li>• <b>Carrying out Social Impact Assessments on all decisions and procurement of services</b></li> </ul>
Executive management responsibility	<ul style="list-style-type: none"> <li>• Ensure that critical CSR decisions taken into account.</li> </ul>	<ul style="list-style-type: none"> <li>• Appoint CSR Manager.</li> <li>• Ensure senior managers consider interests of key stakeholders prior to key decisions.</li> <li>• Making Management accountable for CSR performance</li> <li>• Making Management accountable for CSR performance</li> </ul>
Strategic Planning	<ul style="list-style-type: none"> <li>• Ensure that CSR incorporated into strategic decision-making process.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify specific CSR goals.</li> <li>• Identify progress measures.</li> <li>• Require CSR impact proposals for major company proposals.</li> </ul>
General Accountability	<ul style="list-style-type: none"> <li>• Ensure CSR on agenda of all employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Insert CSR goals in job descriptions and performance objectives of all employees.</li> </ul>
Communications, Education and Training	<ul style="list-style-type: none"> <li>• Make employees aware of CSR.</li> <li>• Provide them with social audit tools and education to implement CSR.</li> </ul>	<ul style="list-style-type: none"> <li>• Publicise importance of CSR internally.</li> <li>• Include as subject in Mgt and employee training programmes.</li> <li>• Use web-based technologies to educate and train.</li> </ul>
Employee recognition and rewards	<ul style="list-style-type: none"> <li>• Demonstrate that good CSR behaviour is career enhancing.</li> <li>• Encourage greater CSR participation.</li> </ul>	<ul style="list-style-type: none"> <li>• Publicly recognise good CSR initiatives and behaviour.</li> </ul>
Social and environmental auditing and reporting	<ul style="list-style-type: none"> <li>• Demonstrate commitment to CSR implementation.</li> <li>• Assess progress.</li> <li>• Test and then satisfy expectations of stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Informal audits.</li> <li>• Formal surveys.</li> <li>• Formal audit trails by external bodies.</li> <li>• Undertaking social audits and benchmarking CSR activities and reporting of these to the wider public</li> </ul>
Investment policy	<ul style="list-style-type: none"> <li>• Demonstrate ethical approach</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a strong ethical</li> </ul>

Area covered	Objectives	Description of activity
	to investing.	investment policy.
Community involvement	<ul style="list-style-type: none"> <li>• Demonstrate good corporate citizenship.</li> <li>• Show high level of social responsibility.</li> <li>• Put something back into the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Fundraising.</li> <li>• Re-skilling the unemployed and others.</li> <li>• Working with the homeless.</li> <li>• Working in schools.</li> <li>• Donating goods to charities.</li> <li>• Giving skills and expertise for no charge.</li> </ul>

## TOOLS, STANDARDS, INDICES AND MEASUREMENT TOOLS

There is also an array of standards and indices available but a “one size fits all approach” towards any business is unlikely to be appropriate.

With the growth in importance of CSR, evaluating Corporate Social Responsibility activity has become an industry of its own, with a plethora of CSR consultancies offering advice and guidance on a host of issues. These range widely and include ethical investment indices, CSR standards, CSR strategy design and implementation, community activity reporting, benchmark indices and awards for excellence reporting.

The table below summarises the measurement tools and standards commonly used, a brief descriptor of each, who “owns” them and where to get hold of them. Due to the sheer volume of what is available this list is by no means exhaustive.

**Table 5. TOOLS, STANDARDS AND INDICES AVAILABLE FOR THE MEASUREMENT AND BENCHMARKING OF CSR**

<i>Tool/standard</i>	<b>Owned by</b>	<b>Objective</b>	<b>Descriptor</b>
Corporate Responsibility index	Business in the Community. (BITC)	Improve CSR performance by providing a systematic process to compare companies' management processes and performance with others in their sector.	An annual index to assess and compare the CSR performance of BITC member companies, currently FTSE 350.
Community Mark designed for SMEs with less than 250 employees and max £25m turnover	Business in the Community. (BITC)	Recognise the work that many SMEs do in the community. Provide a model to maximise SME community impact.	A Community standard that acknowledges a high level of community involvement by an SME. <b>Especially useful for SMEs.</b>
SME key for SMEs	CSR Europe.	To provide SMEs with a pragmatic tool-kit for establishing a CSR strategy.	A software guide that can be downloaded, <b>especially useful for SMEs.</b>
EIRIS research	Ethical Investment Research Service.	To research the social, environmental and ethical performance of companies on behalf of investors.	Charity set up in 1983 by a group of churches and charities.
MORI 2000 European survey	CSR Europe	To assess overall European attitudes and individual country views on CSR.	First ever-European survey of Consumer attitudes towards CSR.
Virtuous Circle of Governance	Tomorrow's Company	To help companies in their stakeholder relationships.	Business “relationship and leadership” model.
Sustainable development toolkit	SustainAbility	To assist all companies in understanding, advancing and measuring performance in the area of sustainable development.	A series of tools and metrics used by SustainAbility.

<i>Tool/standard</i>	<b>Owned by</b>	<b>Objective</b>	<b>Descriptor</b>
The London Benchmarking model	The London Benchmarking Group. 50 top companies use it.	To manage and measure community involvement programmes, so as to report on all community activities.	Uses an input/output matrix to analyse effectiveness of community involvement programmes.
FTSE4Good index	FTSE	To objectively identify companies who: Work towards environmental sustainability, develop positive relationships with stakeholders, uphold and support human rights.	A series of benchmark and tradable indices facilitating investment in companies with good records of CSR.
AccountAbility 1000 (AA 1000)	AccountAbility.	To enable companies to integrate their stakeholder engagement processes into daily activities.	A framework for users with KPIs, targets and reporting systems.
Social Accountability 8000	Social Accountability International. (SAI)	To ensure ethical sourcing of goods and services.	A standard that sets basic standards for: child labour, forced labour, health and safety, freedom of association, and the right to collective bargaining, disciplinary practices, working hours, competitive bargaining,
Ethibel Investment Register and Ethibel Sustainability Indexes	Ethibel (Belgian non-profit independent research institute)	Measure sustainability and CSR by means of checklist of sustainable criteria – screening process considers internal social, external social, environmental and economic policies.	Member of SiRi specialising in screening mainly European companies. Selected as representative of ‘best practice’ in the Mistra report on Socially Responsible Investment (2001)

There are also International standards such as;-

- Operations Integrity Integrated Security Management System (OIISMS)
- Social Impact Assessment standard
- International Social Accountability Standard 8000 (SA8000)

## **SUCCESSFUL FRAMEWORK FOR ENGAGEMENT**

The most successful approach has been a framework for engagement with businesses and them deciding what the best approach is allowing for the understanding of what their core business actually does. Businesses have identified that this is the best approach and request help with governance, facilitation and measurement of intervention to be able to get to this point.

The language of CSR is regarded as abstract and a barrier to development (DTI 2002). Some of the best examples of CSR have been built on businesses own perceptions of what socially responsible means to them and what they can do to help. This approach seems to allow innovative solutions to flow rather than the usual barriers of cost, lack of time, resources, bureaucracy and not knowing where to start to be used as an argument for not engaging in the CSR agenda.

## **BUSINESS CASE FOR CSR**

However the most convincing argument needs to be the business one. Businesses who get involved in the area of CSR find on carrying out social audits (DTI 2002) that they experience improvements in;

- Building the reputation of the company and competitive advantage.
- Reinforcing and developing brand values.
- Increase in customer satisfaction.
- Improving stakeholder relationships.
- Infiltrating and benefiting every aspect of a company's operations including areas such as product design.
- Increase in smarter working and potential cost savings.
- Strengthening the coherence of management, helping bind the organisation together and building teamwork.
- Building staff morale, leading to greater commitment, performance and improved staff retention.
- Increasing the company's attraction as an employer.
- Enhancing the company's local reputation: this is commercially important to many SMEs.
- Improving relationships with regulatory bodies and local authorities.
- Useful networking opportunities.
- Providing to opportunity to influence the scope and direction of local regeneration activities and improved outreach with the local community.
- Increasing workforce development and training.
- Increase in their business performance.

## **POPULAR AREAS OF BUSINESS INTEREST**

Popular areas of business engagement in CSR practices internally and externally are shown in table below.

**Table 6. AREAS OF CSR BUSINESS ENGAGEMENT**

<p><b>INTERNALLY</b></p> <ul style="list-style-type: none"><li>• <b>Changing energy supplier to renewable source</b></li><li>• <b>Waste recycling</b></li><li>• <b>Energy conservation</b></li><li>• <b>Health and safety issues</b></li><li>• <b>Governance</b></li><li>• <b>Work Life Balance</b></li><li>• <b>Equality of pay and rights</b></li><li>• <b>Workforce development</b></li><li>• <b>Diversity and recruitment processes (i.e. removal of age, DOB, postcode form application forms)</b></li></ul> <p><b>EXTERNALLY</b></p> <ul style="list-style-type: none"><li>• <b>Direct financial contributions to education, regeneration and community programmes</b></li><li>▪ Sponsorship of local clubs, groups and community events.</li><li>▪ Match funding local education and regeneration programmes.</li><li>▪ Part funding of local community support programmes.</li><li>• <b>Fund raising and charities</b></li><li>▪ Setting up a charitable trust for donation to good causes.</li><li>▪ Volunteering to support fund raising activities.</li></ul>
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- Providing prizes for charities.
- Pound for pound matching of employee contributions.
- **Economic development and regeneration**
- Participation on local and sub-regional partnership boards.
- Match funding contributions to environmental improvements in town centres and public areas.
- Participation on short life task groups of chambers and local partnerships on thematic issues.
- Match funding of small business support and employment development initiatives.
- Collective crime reduction measures.
- **Tackling social exclusion**
- Supporting specific interest activities for disadvantaged groups.
- Voluntary activities to support initiatives to engage excluded groups.
- Work familiarisation programmes for the long term.
- Unemployed participation in local labour market development initiatives.
- **Education and training**
- Work placements for young people and the unemployed.
- Co-financing of local training initiatives.
- Provision of bursaries.
- Mentoring in local schools.
- Providing equipment for schools.
- **Community development**
- Organisation and sponsorship of fund raising events.
- Provision of professional and management services to local community development agencies.
- Employee volunteering to support and assist local community initiatives.
- Sponsorship of local sports activities.
- Assistance to local housing associations.
- Donating surplus equipment to schools and community development programmes.
- Sponsoring arts, culture and festival activities.
- Participation in Rotary Club and Round Table activities.
- Community safety initiatives.
- **Environmental programmes**
- Recycling of waste products.
- Changing energy supplier to a renewable source.
- Energy conservation.
- Support to local, national and international environmental causes.
- Green travel plans.
- Participation in local Agenda 21 activities.

## CSR JOURNEY

The CSR journey is an uncertain one, the goal posts keep changing, there is no detailed map to show the way **BUT** believing in the CSR principles and constantly reviewing and striving for the ethical and moral balance of how to do business is essential. If a business gets CSR right the benefits are huge both in financial return and also sense of achievement and extends the bottom line from a single figure to incorporate social and environmental returns.

However businesses should remind themselves that CSR needs to be related to their core business and doesn't necessarily involve giving constant financial donations to charities **BUT** needs to involve a human intervention and behavioural change to ensure sustainable development.