

Management Tools for Corporate Social Responsibility (CSR)

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Overview

- CSR management: what to manage?
- CSR, why manage it & is it manageable?
- The key elements of a management system
- CSR management tools: many pieces of the puzzle
- What to expect from ISO?
- Conclusions
- Questions
- References



CSR management: What to manage?

INTERNAL

People

- Occupational Health and Safety
- Human rights
- Child labour
- ...

Planet

- Waste management
- Carbon footprint
- Eco-design
- Cradle to cradle
- ...

Profit

- Market presence
- Quality of products
- ...

(Elkington, 1997)

EXTERNAL

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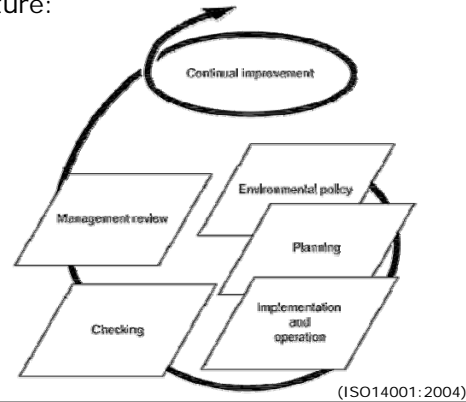
CSR, why manage it & is it manageable?

- Why manage it?
 - Complex given
 - Increasing pressure on organisations to take up responsibility
- Is it manageable?
 - de Colle (2006):
 - Complexity
 - Stakeholder orientation
 - management-based approach for ethical problems = OK (Argandoña, 2004)
 - Increasing pressure on organisations to demonstrate well structured and integrated mgmt systems (Ledgard & Taylor, 2002)



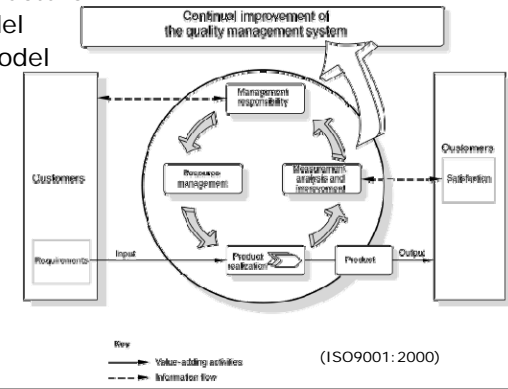
The key elements of a management system

- ISO Guide 72: 2001 PDCA-model
- Model and structure:
 - PDCA-model



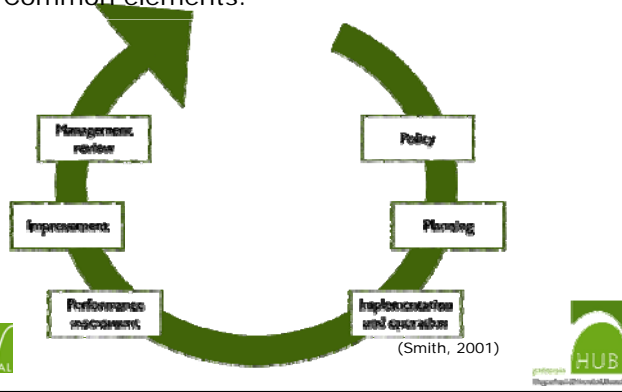
The key elements of a management system

- ISO Guide 72: 2001 Process-model
- Model and structure:
 - PDCA-model
 - Process-model



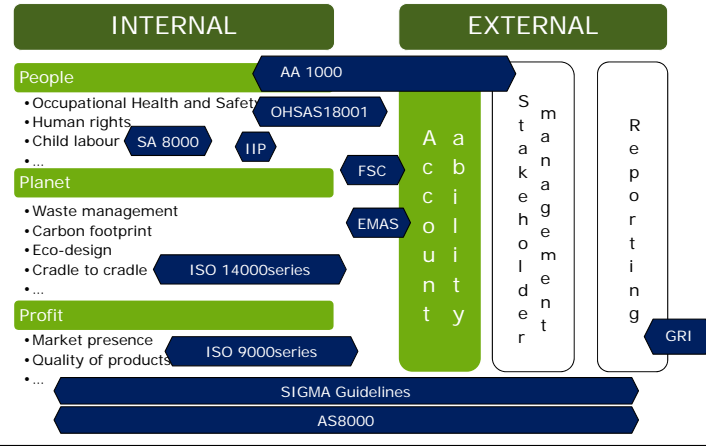
The key elements of a management system

- ISO Guide 72: 2001
- Common elements:

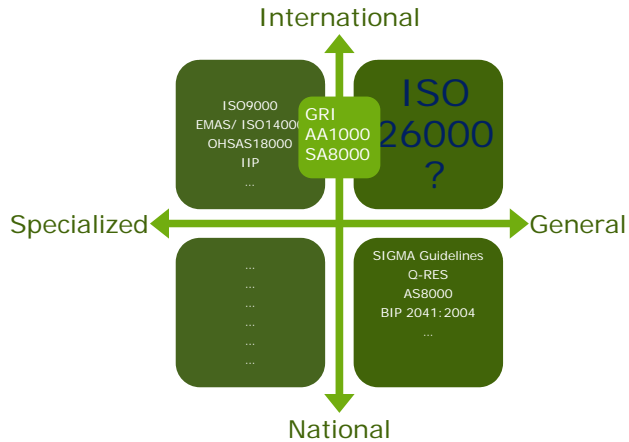


CSR management systems: many pieces of the puzzle

>300 standards, tools, mgmt systems (Ligteringen & Zadek, 2005)



CSR management systems: many pieces of the puzzle



What to expect from ISO?

- ISO 26000 (Social responsibility)
 - the standard should:
 - broaden awareness of SR;
 - promote common terminology;
 - assist organizations in addressing their SR;
 - provide practical guidance
 - operationalizing social responsibility
 - stakeholdermanagement
 - enhancing credibility of reports
 - ...
- Target date for publication: 2010
- Current: WD3



What to expect from ISO 26000?

- ISO 26000 (Social responsibility), Contents WD3:
 - Foreword
 - Introduction
 - 1 Scope
 - 2 Normative references
 - 3 Terms and definitions
 - 4 The context and concept of SR
 - 5 Principles of SR
 - 6 Guidance on SR core issues
 - 7 Guidance for an organization on implementing SR
 - Annex
 - Bibliography
 - Index



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 - **5 Principles of SR**
 - Legal compliance
 - Respect for authoritative inter-governmental agreements and internationally recognizes instruments
 - Recognition of stakeholders and their concerns
 - Accountability
 - Transparency
 - Respect for fundamental human rights
 - Respect for diversity
 - 6 Guidance on SR core issues
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- 6.1 General
- 6.2 Organizational governance
- 6.3 Human rights
- 6.4 Labour practices
- 6.5 Environment
- 6.6 Fair operating practices
- 6.7 Consumer issues
- 6.8 Contribution to the community and society



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- 7.1 General
- 7.2 Defining the scope of SR for the organization
- 7.3 Working with stakeholders
- 7.4 Integrating SR into an organization's vision, goals, strategy and policies
- 7.5 The implementation of SR in daily practice
- 7.6 Communicating on SR
- 7.7 Evaluating activities and practices of SR



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Conclusions

- CSR: complex given
- CSR can & needs to be managed
- Existing CSR management tools fail in scope or application
- ISO 26000:
 - + Broad scope
 - + Worldwide recognized/ applicable
 - Working draft
 - Publication date 2010



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Questions



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