

Webinar: Getting and Maintaining Support for Your Internal CSR Programs

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شراكة الولايات المتحدة الأمريكية والشرق الأوسط
لمكافحة سرطان الثدي ونشر الوعي والبحوث



Today's Agenda

- Introductions
- “Making It Our Business” Program Refresher
- The importance of CSR (even in tough times)
- Getting Buy-In at Higher Levels: Champions with Clout
- Making the “business case” for internal CSR programs
- Broadening your internal colleague support network
- Making the program work for YOUR company/organization
- Summary and Next Steps

“Making it Our Business”

- In 2006, the Partnership was launched by First Lady Laura Bush and included programs in Jordan, Saudi Arabia and the United Arab Emirates.
- “Making it our Business” was launched in October, 2007 as a key activity of the partnership.
- So far, 12 major companies in UAE and 16 in Jordan have signed on to this program... and we continue to grow.
- Want to find new ways to support and grow this program, like this webinar!

The Importance of CSR

(Even in Tough Times)

- The concept of corporate social responsibility has been around for hundreds of years, but only in recent years has it become a recognized “must do” for most businesses – especially those operating internationally. And what started out as a term referring only to community programs, has grown into something much more.
- **The CSR Initiative at John F. Kennedy School of Government** defines CSR as encompassing not only what companies do with their profits, but also how they make them. It goes beyond philanthropy and compliance and addresses how companies manage their economic, social, and environmental impacts, as well as their relationships in the workplace, the marketplace, the supply chain, the community, and the public policy realm.

The Importance of CSR

(Even in Tough Times)

- There has been a move to group this broader range of activities under the term “**Sustainability**” because no company and no society can exist in the long term without addressing the issues/needs of these areas.
- This is particularly important in tough economic times, because losing sight of the broader view of CSR can lead to short term decisions that put at risk the long-term viability of the business and the community.

CSR in the Middle East

- It is commonly accepted that while charitable giving is not new to the Middle East, the broader concept of CSR, especially partnerships, is in it's infancy. However, leaders at the highest levels are now embracing CSR and the role of businesses .
- Jordan
 - King Abdullah's inaugural speech at the World Economic Forum urged CEOs and CFOs to encourage young people into the workplace with active training programs.
 - In March, 2009, the government launched a new body -- The National Forum for Social Responsibility – to promote business engagement with the local community.
 - The first training workshop on CSR and sustainability reporting was conducted this Spring sponsored by Greater Amman Municipality, HSBC Bank, and King Abdullah II Center for Excellence

CSR in the Middle East

- UAE
 - UAE – CSR Middle East – Dubai conference November
 - The focus of Mohammed Alshaya's (CEO of Alshaya retail chain) speech at the World Economic Forum (WEF) in Sharm El Sheikh was that corporate social responsibility could play a key role in helping the Middle East to reach its growth potential

Getting Buy-in At Higher Levels: Champions with Clout

“If management-level staff embrace social responsibility this trickles down to the rest of the company a lot easier than if the change is forced from the outside.”

- **You need senior management commitment.** If you have it already, it becomes a matter of communicating that commitment down through the organization. If you don't have it, you need to figure how to reach him/her.
- Among other senior managers, you will need to solicit support from those most closely tied with the initiatives or hoped-for outcomes:
 - Increased employee engagement – HR and Line Managers
 - Health and wellbeing issues – HR
 - Company reputation or product connection – Marketing and Communications
 - Enhanced relationships with political and civic leaders – CEO and Legal

Getting Buy-in At Higher Levels: Champions with Clout

- Those individuals should become the management “champions” of the initiative – both up and down the line.
- Champions must be visibly involved in program activities
- Larger companies often develop a management level committee (CSR Leadership Team) and hold managers accountable for outcomes (CSR activities are included in performance review scoring and bonuses)

Making the Business Case

'Businesses have to invest in society. Invest being the keyword here; it's not CSR; it's not charity. It's an **investment** in society.'

Fadi Ghandour , Aramex CEO
World Economic Forum 2009

Making The Business Case

Corporations are focused on results. Particularly in today's economic environment, a critical part of "selling" CSR to your management is in learning how to present the business benefits of the initiatives. Companies have both moral and financial reasons to practice CSR. It is often much more difficult to measure the financial reasons, which when grouped together are referred to as "the business case" and usually demonstrate some or all of the following:

- Stronger financial performance and profitability through operational efficiency gains
- Better position in the marketplace (i.e., more business)
- Improved relations with the investment community and better access to capital

Making The Business Case

- Stronger relationships with communities and enhanced license to operate
- Improved image, reputation and branding
- Improved trust and understanding.
- Larger, more prominent profile.
- Enhanced employee relations that yield better results respecting recruitment, motivation, retention, learning and innovation, and productivity
- Risk management.
- Benefits company culture.

Making the Business Case for Breast Cancer Awareness

- Translate statistics to show impact on your workforce
 - 1 in 8 women will be diagnosed with breast cancer in her lifetime (how many women in your workforce?)
- Know the research

2008 Cone/Duke University Behavioral Cause Study revealed that:

 - 79% said they would switch brands, if price & quality are about equal, if brand is associated with a cause
 - Online study revealed that participants spent twice as long reviewing cause-related ads vs. general corporate ads resulting in 19% sales lift

Edelman Goodpurpose Study (conducted in October 2008) findings agree:

 - 80% of Americans said even during a recession they would switch to a brand that supports a good cause
 - 55% will buy brands that support a good cause even if they aren't the cheapest

Making the Business Case for Breast Cancer Awareness

For MIOB program:

- In the Middle East, breast cancer occurs at younger ages and is detected later, leading to a higher mortality rate— early detection will save lives!
- Low cost, “easy” first step for a CSR program
- By investing in a women’s issue, you set yourself apart in the market
- Internationally recognized issue and partnership

Expanding Your Internal Network

Employees who are satisfied with their organization's commitment to social and environmental responsibility are likely to be more positive, more engaged and more productive than those working for less responsible employers.

- The effect of these positive attitudes on employee engagement is equally startling. When employees are positive about their organization's CSR commitment, employee engagement rises to 86 per cent. When employees are negative about their employer's CSR activities, only 37 per cent are highly engaged.

Expanding Your Internal Network

Keys to getting your employees engaged:

1. You must have **executive level commitment** – if they don't care, your employees won't care
2. **Give employees a voice** – there is a fine line between executive support and encouragement and top-down mandates. Employees are most engaged when they have a say in the program design and execution, but be sure that they “own” the commitment.
3. **Make it a formal** – efforts that are too ad hoc tend to lose steam. Having a committee of employees with responsibility for making recommendations and championing the effort will have longer life.
4. **Don't try to deliver too many programs and messages** – a laundry list of activities diminishes the results

Expanding Your Internal Network

- 5. Hands-on activities work best** – the companies rated highest on CSR are not those that just throw money at the problems, but are those that demonstrate employee involvement in the solutions.
- 6. Keep it interesting, current and fun** – don't be afraid to change your focus. Initiatives should be current, meaningful and effective. It's OK to step back and rethink your programs. Employee activities should be fun as well as meaningful.
- 7. Report on results** – always keep your employees informed of the outcome of current activities. When they see success, they will become more motivated. If you aren't getting the results you want, go back to the employees and ask for suggestions – they need to have ownership in the outcomes as well.

Tips for Engaging Employees

- Conduct an employee survey on attitudes toward CSR, suggestions for CSR activities, etc. (If you already have regular employees surveys, make sure CSR questions are incorporated into existing questionnaire.)
- Encourage management to allow time off to volunteer on company-sponsored initiatives (organizing a team event is a great way to generate enthusiasm)
- Ask for employee volunteers to serve on a CSR committee – the committee should represent all parts of the company. Start with employees who have been trained in the “Making it our Business” program.

Tips for Engaging Employees

- Host a contest to name your initiative
- “Lunch and Learn” sessions led by “champions”
- Create a page on your website devoted to your CSR initiatives and ask employees to rotate development of content – you can even have an employee blog if your system supports that technology.
- Identify notable dates and create programs that build up to that date (e.g., Breast Cancer Awareness Month, Mothers’ Day)
- Develop posters, flyers, pamphlets and other materials to promote activities and encourage participation.

Tailoring To Your Company

- Do your homework – where are you now on CSR commitments?
 - CEO?
 - Board committee?
 - Management support?
 - Current champions?
 - How do you measure commitment to CSR?
 - Do you report it externally?
- Know what you want to accomplish and have a strategy and plan to get there. (Be sure to include plans to address any cultural barriers or other outside influences that could impact your ability to achieve your goals.)
- Build your business case for each initiative – use managers to help workshop.

Tailoring To Your Company

- If you are part of a global company:
 - Are there global commitments?
 - How do you fit in?
 - Who are the global champions? Can they be leveraged locally?
- More mature businesses should consider conducting both an internal and an external survey to assess attitude toward CSR and serve as a benchmark

Case Studies

The Cadbury Approach

- Main Board CSR Committee
- CEO driven with public commitments in 6 key areas announced in 2006 and 2007 (Marketing, Food and Consumer Trends; Quality and Safety; Ethical Sourcing & Procurement; Environment; Colleagues; Community)
- Senior management committee reporting to CEO (Cadbury Sustainability Strategy Group) – develops policies & commitments and held accountable through annual budget and performance reviews
- Business units replicate committee for local level
- Local volunteer committees formed to agree project scope and champion initiatives
- “Green Advocates” program initiated with ability for colleagues to self-nominate. Includes website, monthly newsletter, regular activities. Tied specifically to environmental programs.
- Community activities tracked at local level against a global target (1% of pre-tax profit) and reported annually
- Projects reassessed and refocused on those that made clear business sense
- Third party reporting, verification and partnerships with Forum for the Future, Earthwatch, Carbon Trust, Food Ethics Council, World Health Organization, CSR Asia

Case Studies

Mitsui

- In 2004, Mitsui formed the CSR Promotion Committee as an advisory body to the Corporate Management Committee,
- Committee developed Mitsui's internal framework with respect to CSR and worked to raise CSR awareness among employees. |
- In April 2006, CSR Promotion Division was established to serve as the central body for promotion of CSR-oriented management on a companywide level, in order to respond to the expectations and demands of society vis-à-vis the company's approach to CSR and CSR activities.
- Appointed CSR Promotion Officers at each business unit .
- After reorganizing, integrating and gaining a complete picture of their major CSR-related operations, which had in the past been dispersed in various different divisions, they have been formulating new CSR policies.
- Progress report against commitments included on-line as part of robust CSR section of corporate website.

Summary, Next Steps & Discussion

- Key lessons
- Action plans and incorporating “buy in”
 - How to get senior management involved
- Questions and challenges

Resources

- <http://www.ameinfo.com/158575.html>
- http://EzineArticles.com/?expert=Sylvia_Kittens
- http://www.mallenbaker.net/csr/page.php?Story_ID=2430
- www.csrmiddleeast.org
- <http://www.mitsui.co.jp/en/csr/system/index.html>
- <http://www.management-issues.com/2007/5/9/research/social-responsibility-boosts-employee-engagement.asp>
- www.cadbury.com
- Recording of the webinar