

# Corporate Social Responsibility: Introduction and Methodology

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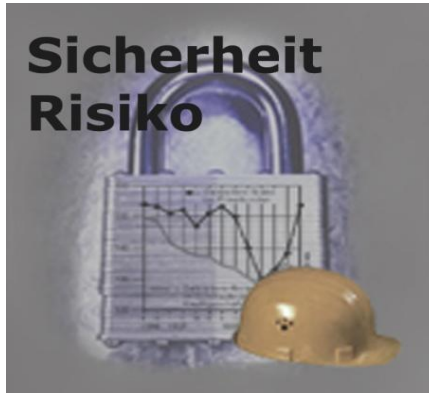


Everything  
under one roof

**Soziale  
Verantwortung**



**Sicherheit  
Risiko**



**Technik  
Umwelt**



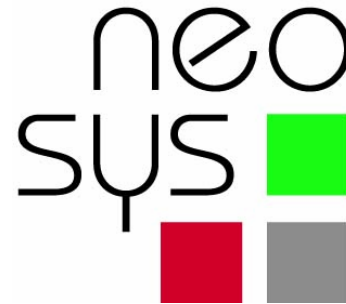
# Activities in CSR

## International Development Cooperation

- Bolivia since 2000
- Peru / Colombia since 2001
- Costa Rica since 2004
- Guatemala / El Salvador since 2007
- Morocco since 2005
- Romania / Bulgaria since 2008

## Sustainable supply chain mgmt

- Gimelli (Electric products)
- Coop, Migros (Retailer)
- ZKB (Bank)
- Swisolympics (Association)
- Armasuisse (Government)
- Tschibo (Retailer)

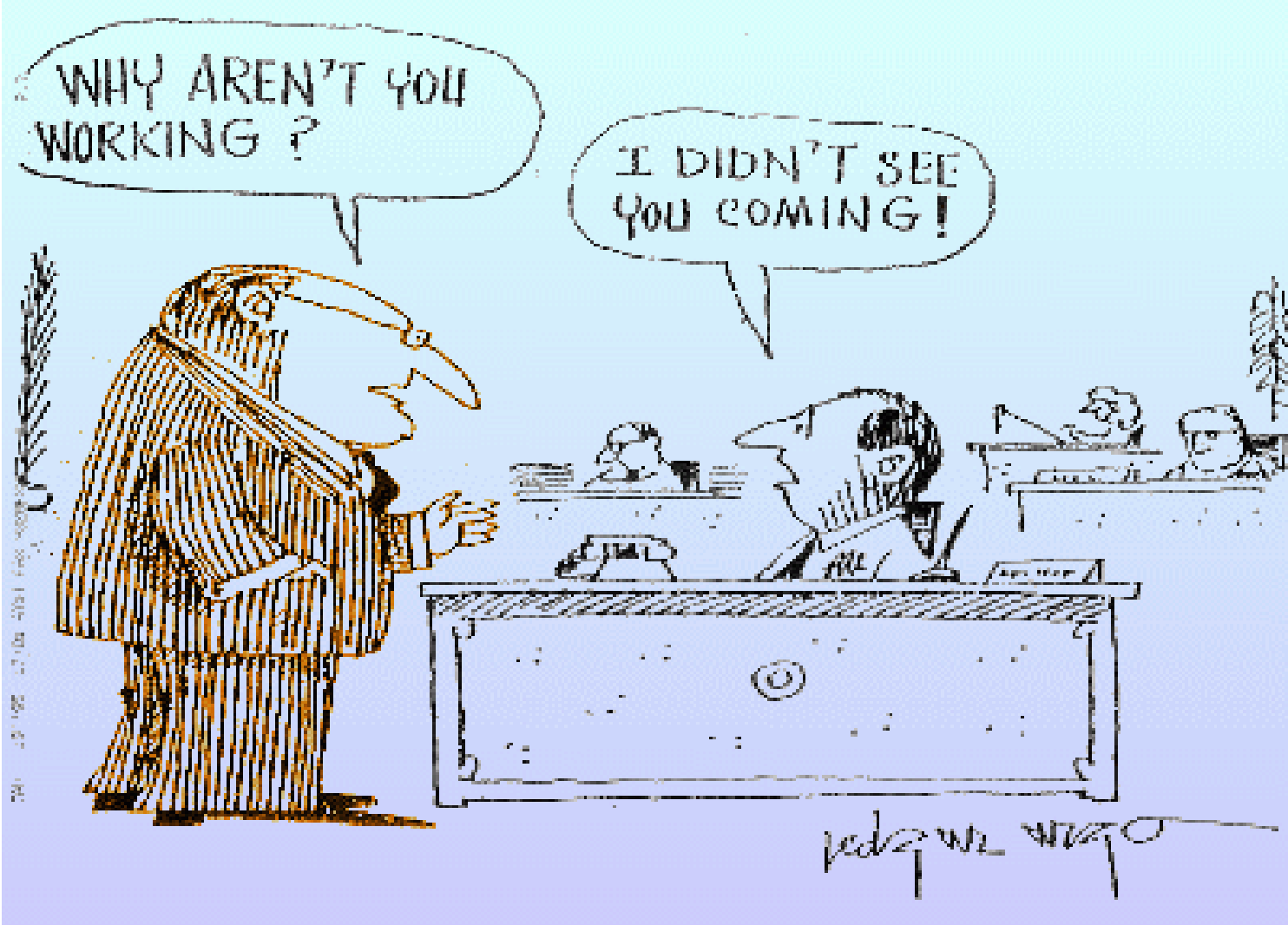


## Organisational development, mediation, communication

- Clariant
- Swiss medical association
- NGOs
- Parish churches of Biel
- Medical school, Berne
- SBB (Swiss Railway)
- Ernst Schweizer AG

EMS + H&S

# Productive workers?



# Why CSR?



Jürg Walder / Clemens Lang

“We looked for workforce,  
But we found human beings.”

Max Frisch (1911 - 1991)

# Common understanding of CSR?

Access to niche markets? Business ethics?  
Communication? Philantropy? Marketing?  
Image? **RSE** Management style?  
Service quality improvement? Workers participation?  
Innovation?  
Environmental Management? Legal compliance?  
Corporate culture?

# What do you think?

# What trends are there in your country?

1. What do YOU understand about CSR?
2. In your country:  
What is the perception of CSR?  
What are the activities in the private sector (local, foreign companies), public sector in Romania?

Brainstorming and discussion (10 min)

# Corporate social responsibility (CSR)



is the continuing commitment by business to behave ethically and contribute to economic development while improving the **quality of life of the workforce** and their families as well as of the **local community**, the environment and the **society** at large.

**(WBCSD)**

# Definition of CSR (ISO 26000)

- (Voluntary) responsibility of an organization (either business or any other) for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that
  - contributes to sustainable development, health and the welfare of society;
  - takes into account the expectations of stakeholders (internal and external);
  - is in compliance with applicable law and consistent with international norms of behaviour; and
  - is integrated throughout the organization and practiced in its relationships.

# CSR and compliance

- CSR is **more than compliance**, but compliance is the basis!
- **Reference** is always the national legislation and at least the 8 core conventions of the ILO
- since 1919 the **ILO** tripartite body decided on 188 **conventions**, which are binding for the countries who ratified them.
- The **eight core conventions** (since 1998) are binding to all member states even if they didn't ratify them:
- Forced labour (29, 105), Freedom of association (87, 98), Discrimination (100, 111), Child labour (138, 182)
- [www.ilolex.org](http://www.ilolex.org)

# Stakeholder relations and dialogue



owner



manager



community



authority



provider

## HOTEL



guests



collaborators



environment

# Core topics of ISO 26000

**Organizational governance** (Decision making processes and structures, delegating power, ownership structure)

**Human rights** (Civil and political rights, Social, economic and cultural rights, Vulnerable groups, Fundamental rights at work)

**Labour practices** (Employment and employment relationships, Conditions of work and social protection, Social dialogue, Health and safety at work, Labour practices issue, Human resource development)

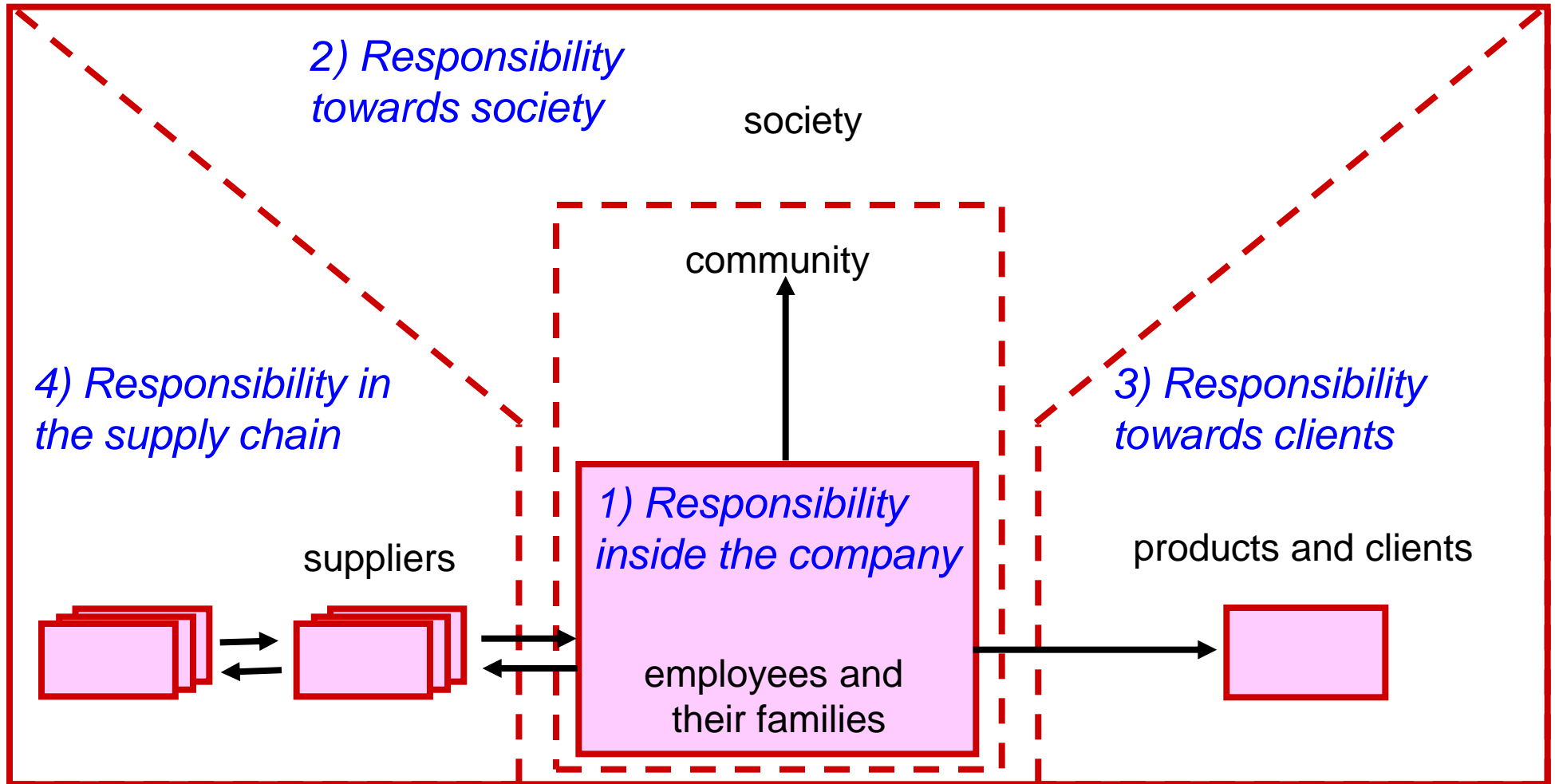
**Environment** (Strategy, policy and tools, Identifying and managing Environmental aspects of activities, products and services, Promoting sustainable consumption and production, Sustainable resource use, Addressing climate change, ecological services)

**Fair operating practices** (Anti-corruption and anti-bribery, Responsible political involvement, Fair competition, Promoting social responsibility through the supply chain, Respect for property rights)

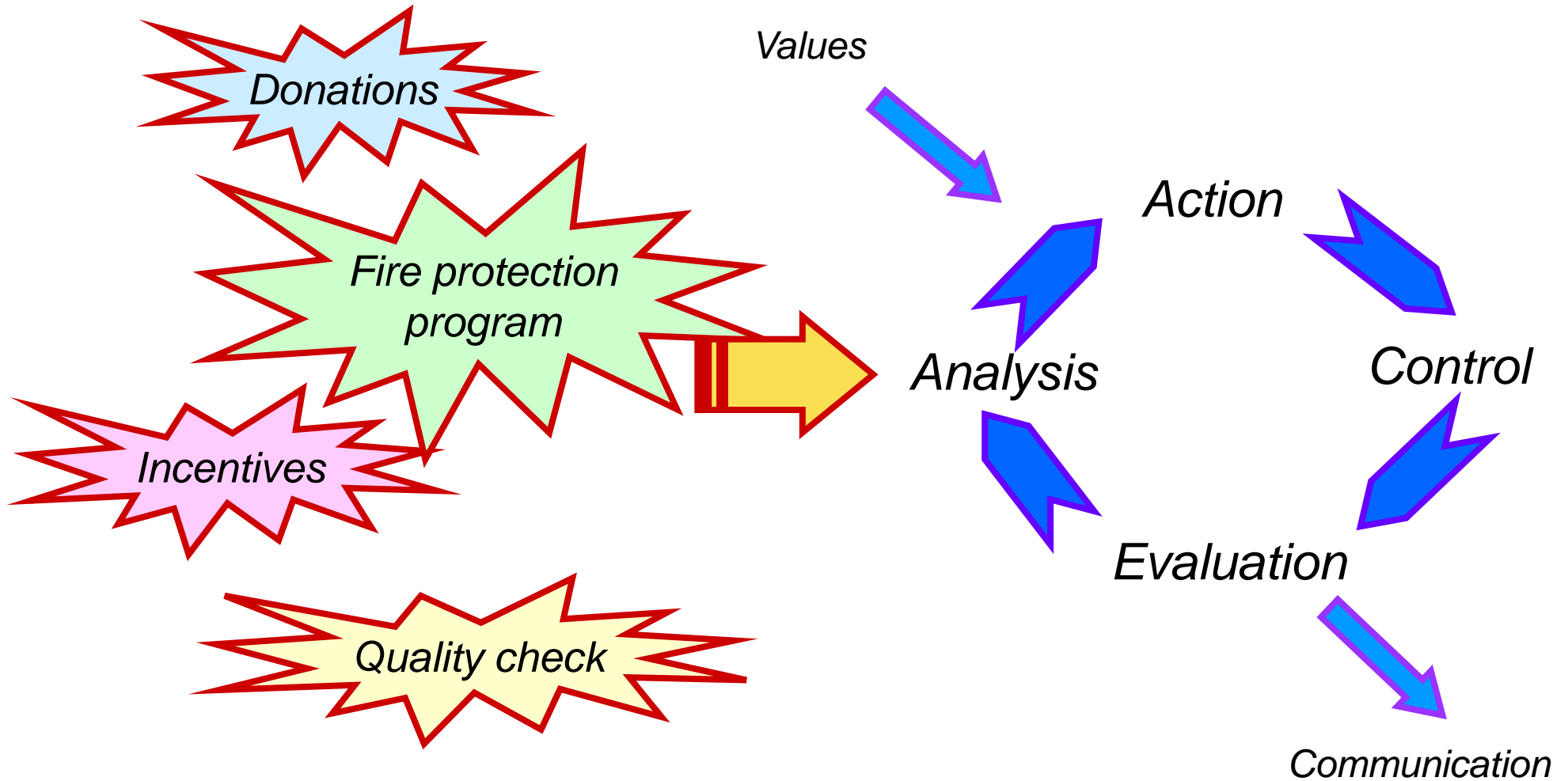
**Consumer issues** (Fair operating, marketing and information practices, Protecting consumers' health and security, Mechanism for product recall, Provision and development of environmentally and socially, beneficial goods and services, Consumer service and support, Consumer data protection and privacy, Access to essential goods and services, Sustainable consumption, Education and awareness,

**Social and economical development of the community** (Contribution to social development, Contribution to economic development, Community involvement, social investment)

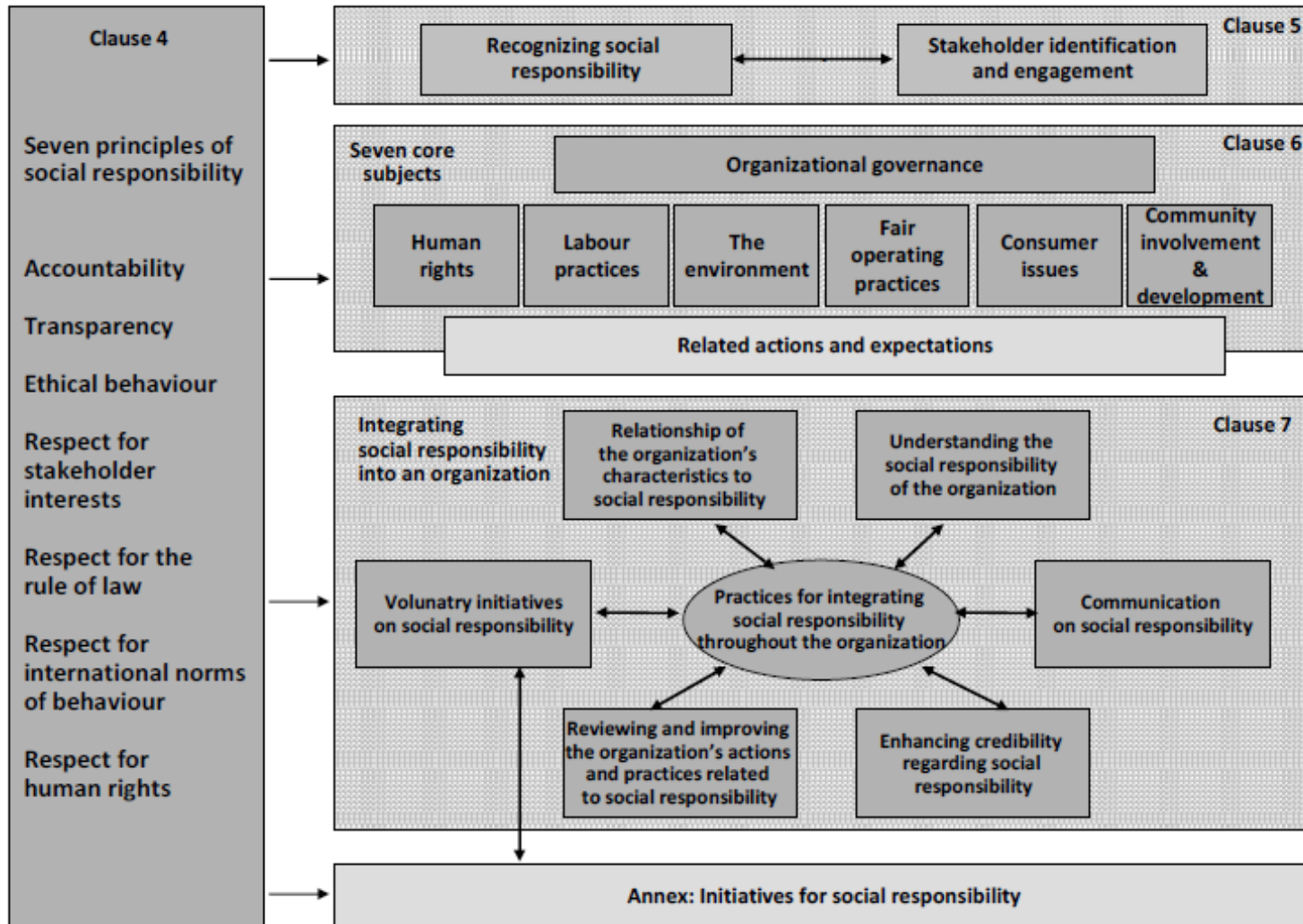
# CSR of an enterprise



# Towards an integral strategy



# ISO 26000 overview



# History of CSR

Steam engine 1769  
(James Watt)



## Industrial revolution

Big worker movements  
(1861...)

Jürg Walder / Clemens Lang



## Johannesburg 2002



johannesburg world summit  
2002

people, planet and prosperity

## Rio 92



Labour legislation

Environmental legislation

1870s first  
Factory Laws

CSR

Private voluntary initiatives

# CSR in Europe - a young, but strong movement

1995



The private sector

many other initiatives:



ISO 26000



Global Code of Ethics



Promoting a European  
framework for corporate  
social responsibility

Green Paper



Industrial relations and industrial change

Employment & social affairs

2001

The public sector

Corporate social  
responsibility

A business contribution to  
sustainable development

Industrial relations and industrial change

Employment & social affairs

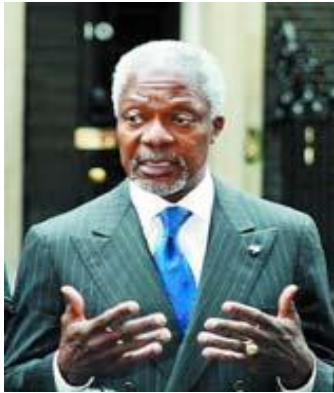
2002



„Let us choose to unite the powers of the markets with the authority of universal principles.“

UN Secretary-General  
Kofi Annan

# Global Compact



- Established in June 2000 by UN General Secretary
- voluntary initiative to provide a global network
- address to companies
- Topics: human rights, ILO Fundamental Rights, environmental responsibility (Rio), corruption

## Procedure:

letter to UN Gen. Sec. expressing support for GC

issue clear statement of support for GC

provide, once a year, a concrete example of progress for GC web side ([www.unglobalcompact.org](http://www.unglobalcompact.org))



# Different initiatives



AA 1000



Business Social Compliance Initiative

SA 8000



ILO Conventions

Tripartite Declaration of Principles concerning MNEs and social policy



UN Global Compact



Guidelines for MNEs



ISO 26000



Ethical Trading Initiative

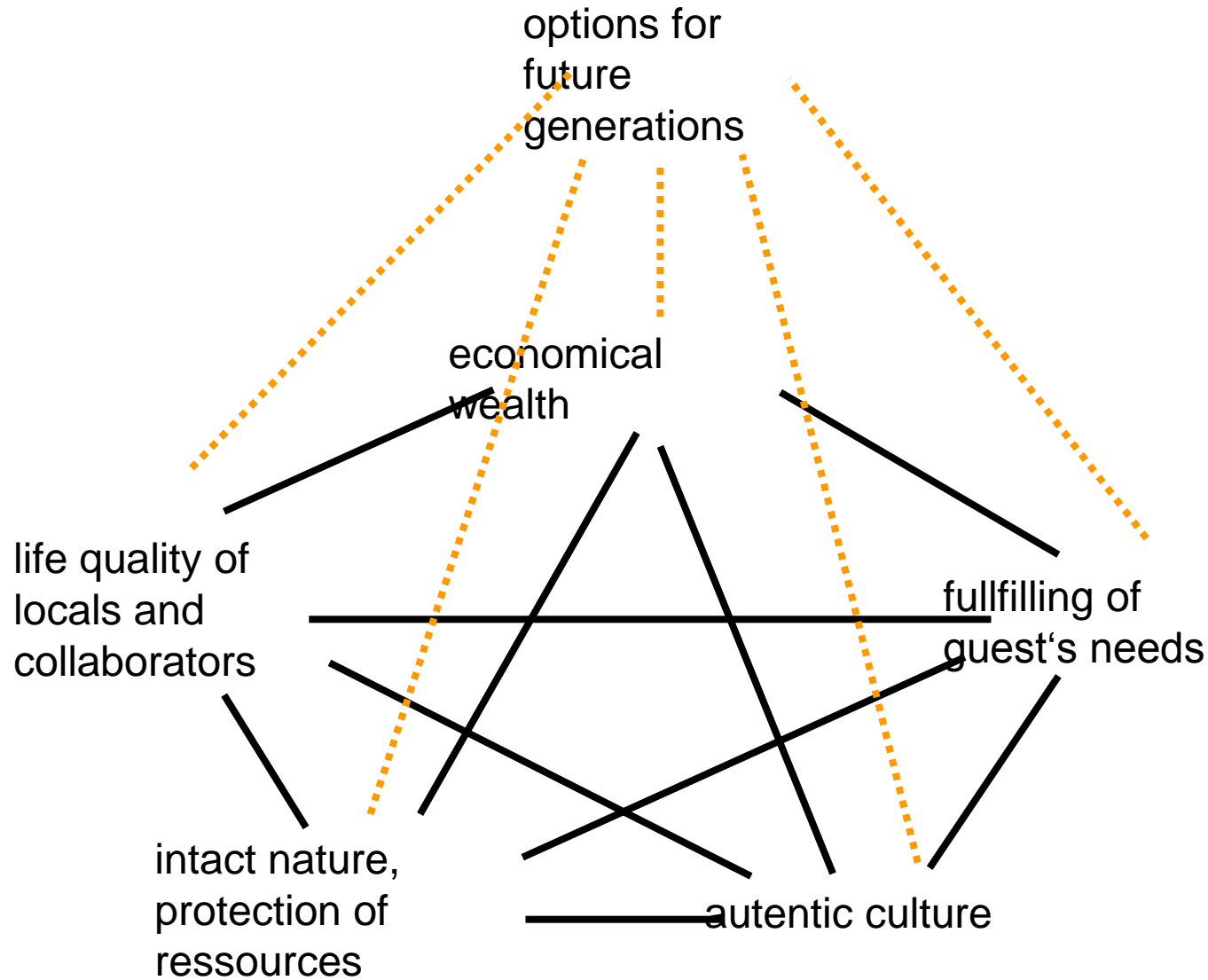
# History about eco and social issues in tourism

- Since 1950s: „academic“ tourism critics (environmental issues, „new colonialism“)
- Since end of 70s: „soft tourism“ (intact landscape, recreation, needs of the locals)
- Since 90s: sustainable tourism (5 topic pyramid)
- 92 (Rio) and Rio + 10 (Johannisburg) -> Charta on sustainable tourism (1995), Global Code of Ethics (2000)
- Multistakeholder and business initiatives



Ecotourism, community based tourism etc.

# Sustainable touristic development



# The 12 aims for sustainable tourism

1. Economic Viability

2. Local Prosperity

3. **Employment Quality**

4. **Social Equity**

5. **Visitor Fulfilment**

6. **Local Control**

7. **Community Wellbeing**

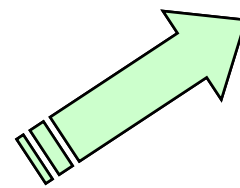
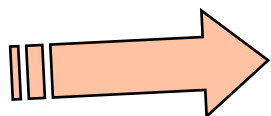
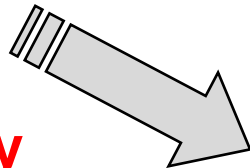
8. **Cultural Richness**

9. **Physical Integrity**

10. **Biological Diversity**

11. **Resource Efficiency**

12. **Environmental Purity**



Source: WTO-UNEP (2005): *Making Tourism More Sustainable: A Guide for Policy Makers*

# How does a hotel profit from CSR?

## ➤ ENVIRONMENT

Awareness raising, optimization, modernization → Cost saving

## ➤ MANAGEMENT

Enhancing innovativeness and creativity → higher competitiveness

## ➤ EMPLOYEES

Improving internal communication, participation and cooperation

→ Increased motivation and enhanced productivity, better personal attracted

## ➤ GUESTS

Improving service quality → enhanced customer satisfaction and loyalty

## ➤ SOCIETY

Innovative attitudes → marketing, good image of the hotel within the media

Proactive initiatives → be a provider of choice for tour operators

## ➤ COMMUNITY

Developing attractiveness of surrounding community → attract more guests

Support community issues → gain supportive attitude towards hotel



# Increasing critical NGO activities



## TourismWatch



### Powerful industry!

- Global Tourism worth US\$ 733 billion (2006)
- Tourism employs 8% of the global workforce
- 900 million international tourists by 2008

# Tourism: multiple initiatives

Association / NGOs

AITO (Association of Independent Tour Operators: responsible tourism guidelines)  
([www.aito.co.uk](http://www.aito.co.uk))

Green Globe

Green Tourism Association  
([www.greentourism.ca](http://www.greentourism.ca))

International Center for Responsible Tourism  
(Cape Town Declaration)

Travelife.eu

Tour operator initiative (TOI) [www.toinitiative.org](http://www.toinitiative.org)

World Tourism Organisation Global Code of Ethics for Tourism  
([www.world-tourisme.org](http://www.world-tourisme.org))

Codes of conducts Industry

Accor: Environmental Hotel Charter Sustainability Policy

Hotel Plan: Environmental Reports

Kuoni Group: environmental policy, exofriendly hotels

TUI: environmental reporting

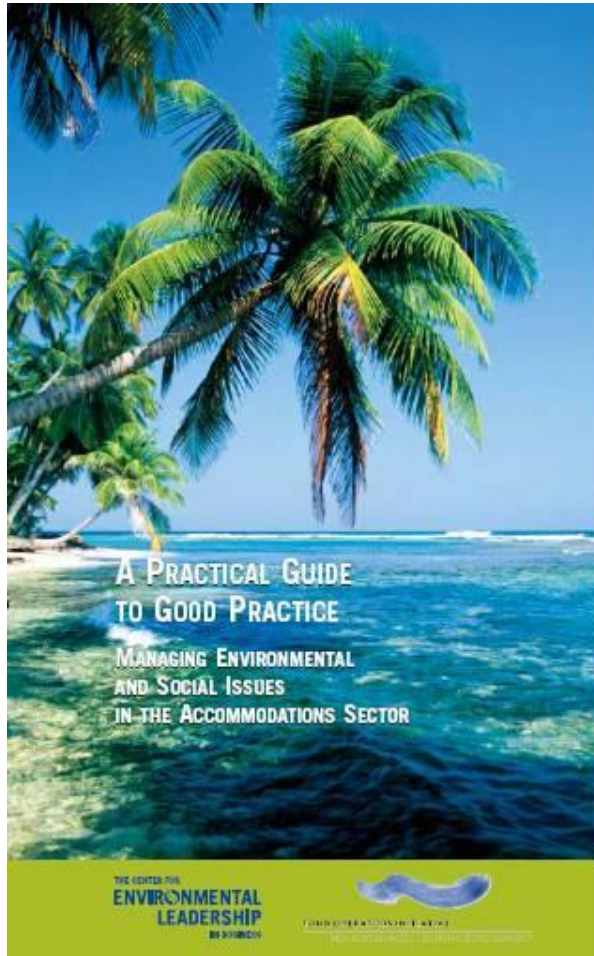
Country initiatives

Brazil Sustainable Tourism Certification Program

South Africa: Fair Trade in Tourism

Costa Rica: CST

# Initiatives for sustainable tourism

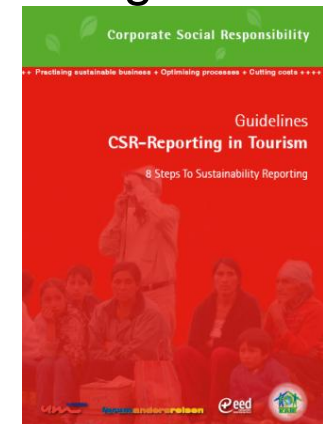


## TOUR OPERATORS INITIATIVE FOR SUSTAINABLE TOURISM DEVELOPMENT

- Important initiative with members like Accor, TUI, Kuoni, Hotelplan etc.
- Based on the Global Code of Ethics for Tourism (UNWTO)
- Development of guidelines and policies
- Promotion of sustainable practices among suppliers
- Presentation of case studies



CSR reporting in tourism



## Example: Global Code of Ethics for Tourism

- Important initiative, members: Accor, TUI, Kuoni, Hotelplan etc
- Developed by tour operators for tour operators with the support of the UNEP, UNESCO, UNWTO (World Tourism Organization)
- Topics:
  - **Internal management**
  - **Product development and management** (by planning tours and selecting holiday package components that minimise environmental, economic and social impacts)
  - **Contracting with suppliers**
  - **Customer relations**, by guaranteeing privacy, health and safety standards, and providing customers with information on responsible behaviour and sustainability issues at their destinations
  - **Relations with destinations**

<http://www.toinitiative.org/index.php?id=11>

# Labels on sustainable tourism



Tour operator label



EU – Eco-Label (Hotels + Camping sites, 22 in CH, 315 hotels, 70 campings in Europe )



Germany



40 Swiss hotels  
Capricorn certified



German label for regional and ecological Tourism offers



Swiss Quality Label (service, leadership, management system)



GREEN GLOBE



Austria



Blue flag

07/08/2009



# Example:

- Major Tour Operators participate
- Supports sustainability principles within Tour Operator Sector
- Goals are to increase:
  - The quality of travel products
  - Customer satisfaction
  - The quality of life in your destinations
- Co-operation (between tour operators themselves, with their suppliers, with people at destination)
- Provides standardized approaches and tools:
  - Management system (standard)
  - Training
  - Action Planning System
  - Suppliers Assessment



# Certification:



**Red Sea**  
Sharm el-Sheikh

**Golden Resort & Family Aquafun**

★★★★★ Gold Award  
Sustainability in Tourism 2012

all inclusive  
close to the beach  
free kids  
holiday soccer school

Your opinion:

Category	Percentage
holiday overall	100%
Accommodation	100%
Location	100%
Meals	100%

Customers giving a good or excellent rating in January 2012

All about water, this popular hotel has massive pools and an amazing free waterpark, with slides, a kids' splash park, a fun wave pool and a lazy river. If you want to escape the excitement, there's a quieter side to the hotel, with more relaxing water features.

**Accommodation**  
Airport transfer approx. 20mins  
Distance to beach 350m

**All inclusive:**  
Standard rooms sleep up to 3 adults or 2 adults and 2 children with a king-size bed or 2 queen-size beds and private facilities, air conditioning, mini-fridge, safe, TV and a balcony or terrace with garden view or pool view.  
Interconnecting rooms and Select rooms are available at a supplement.  
Family Aquafun rooms sleep up to 4 adults or 2 adults and 2 children with double bed and sofa beds in a separate lounge area. These rooms are located next to the waterpark, in the Family Aquafun part of the hotel.

Standard room

Main Facilities

Planned Aquafun

Special Offers



# Example: Green Globe



Green Globe Community



Green Globe Industry



Green Globe Consumer

- Green Globe was originally developed by the [World Travel & Tourism Council \(WTTC\)](#) in 1993
- launched in 1994
- independent auditing (1999)
- Green Globe International Advisory Council (IAC).



# Green globe procedure

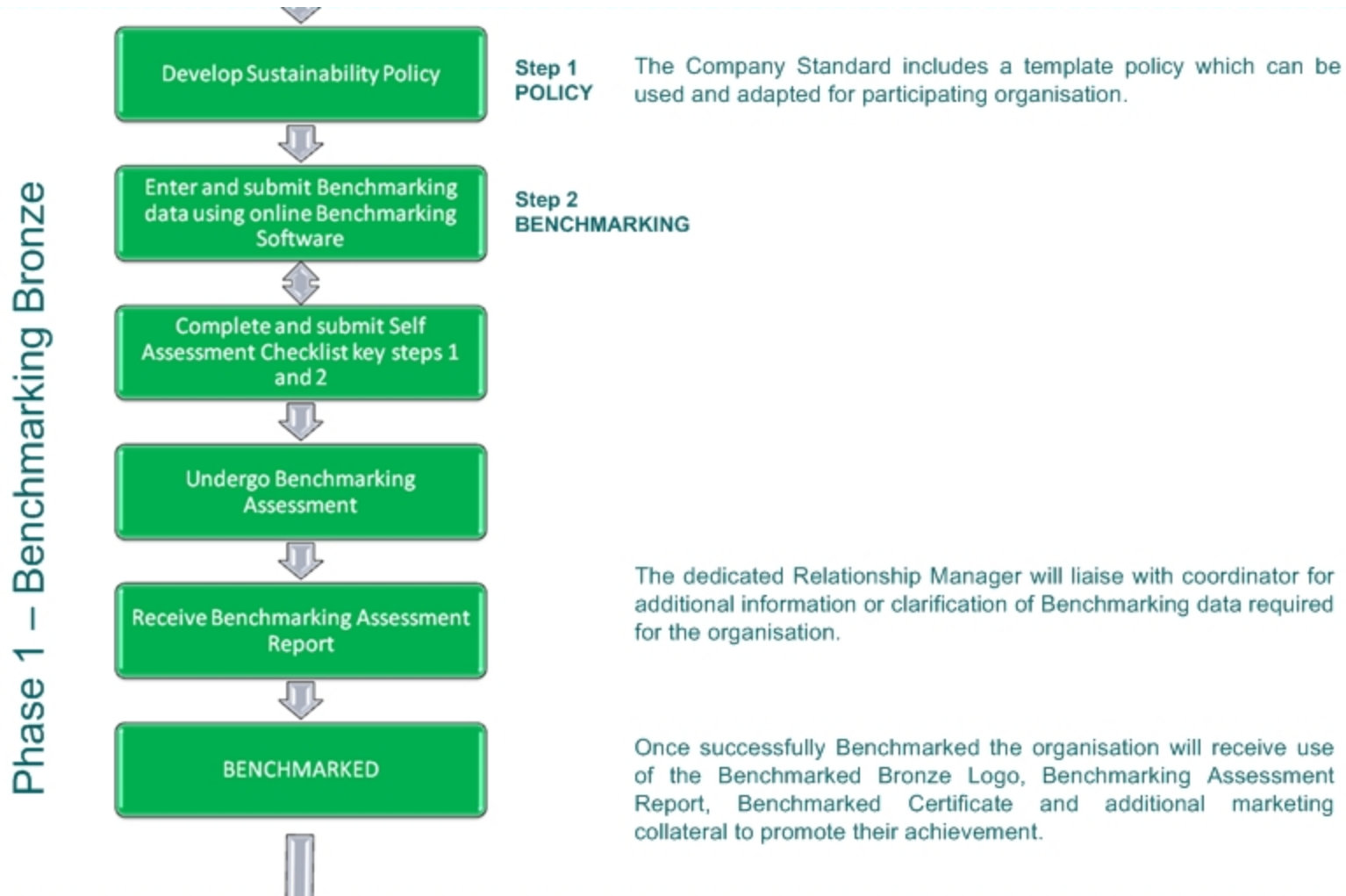
Registration and Programme  
Introduction



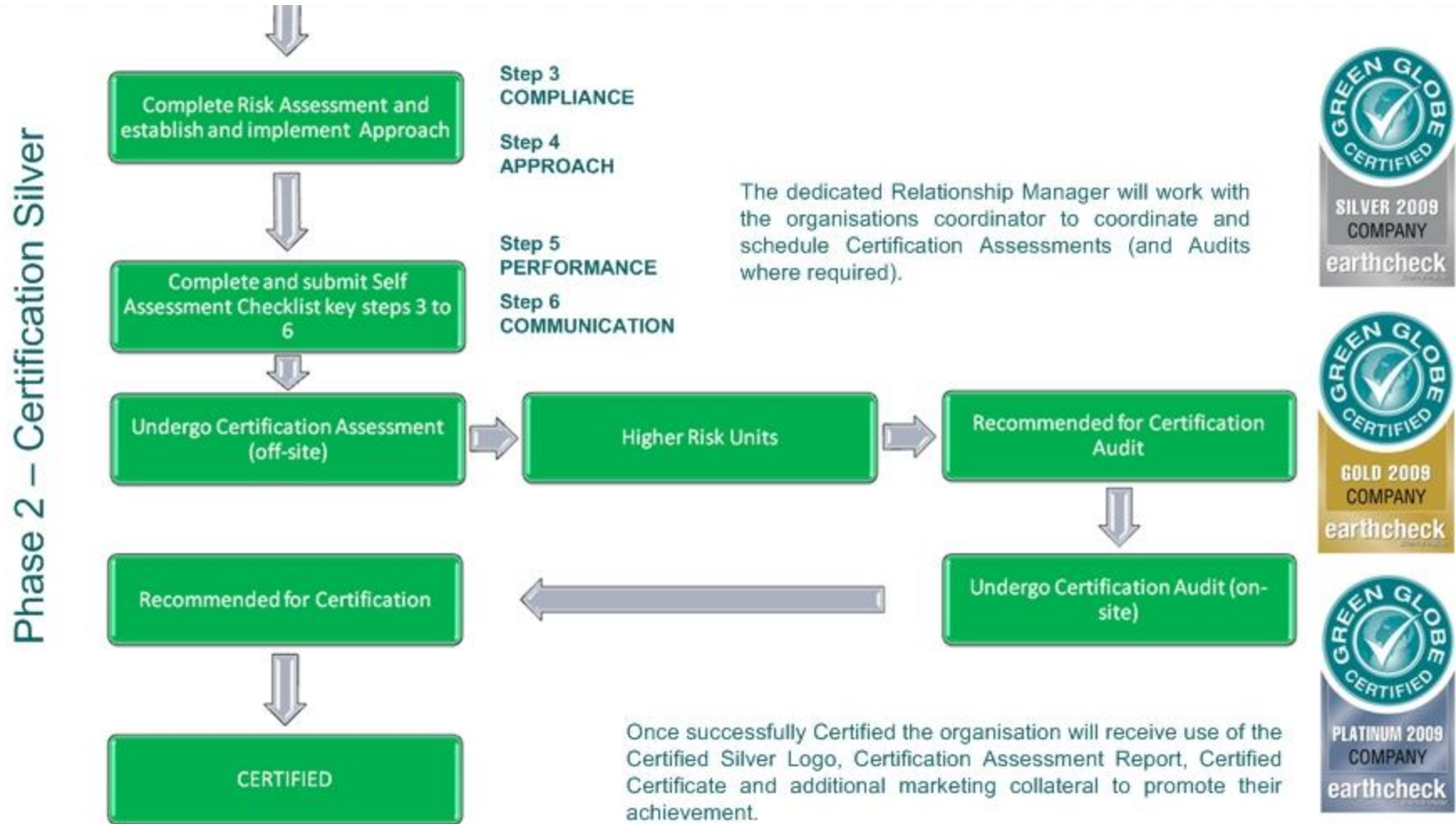
EC3 Global will appoint a dedicated Relationship Manager to act as a sole point of contact.

EC3 Global will provide organisation with access to 'My EC3' for access to Green Globe online programme and support tools and information

# Green globe procedure



# Green globe procedure



# „Capricorn“ certified Hotels



- Five topics of quality
- management
  - ecology
  - social
  - regional relation
  - economical



- policy on participation and communication
- training for employees, innovation seminars
- quality of employees rooms and food
- part time jobs
- suitable for disabled
- focus on service quality

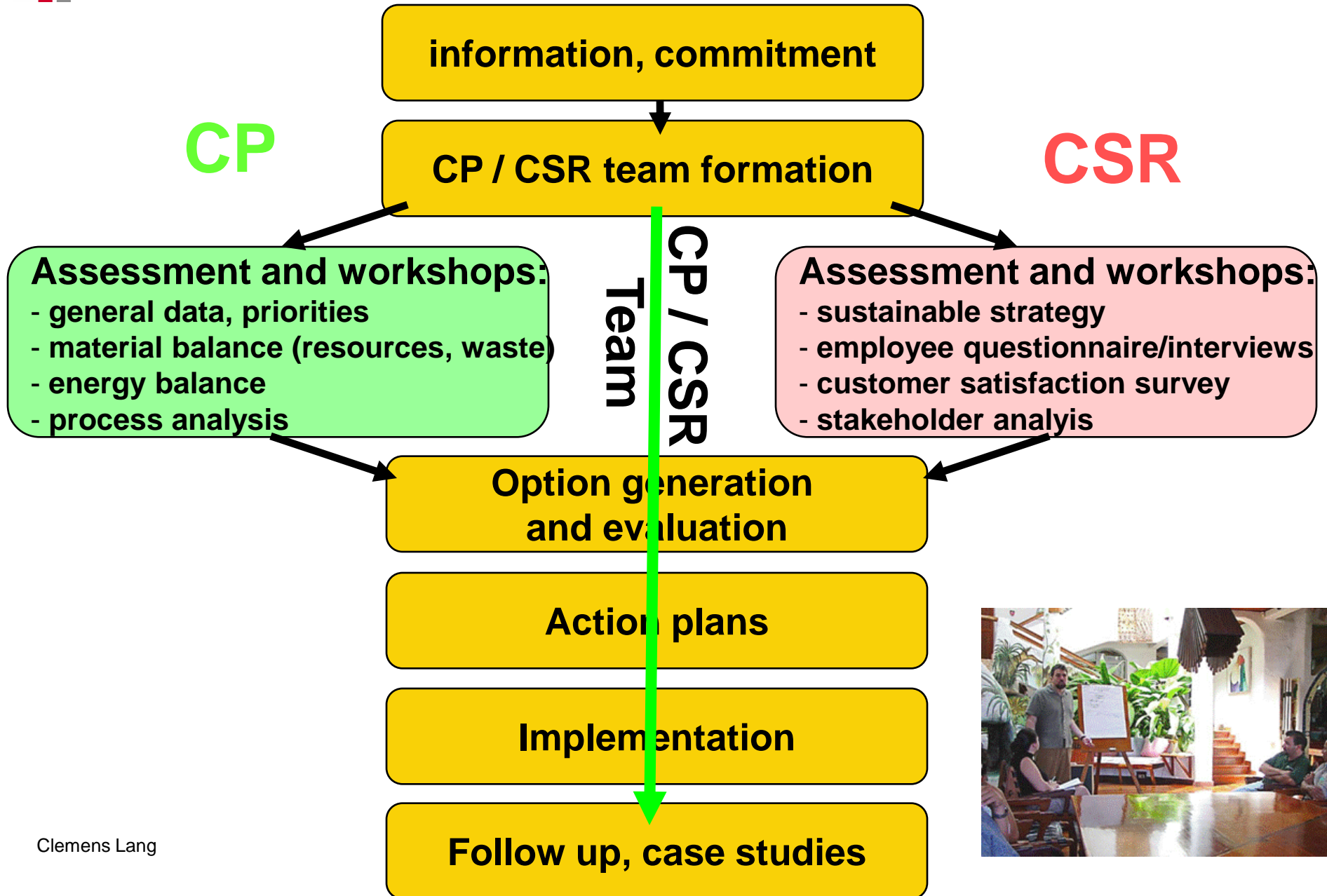


# „Capricorn“ Hotels benefits

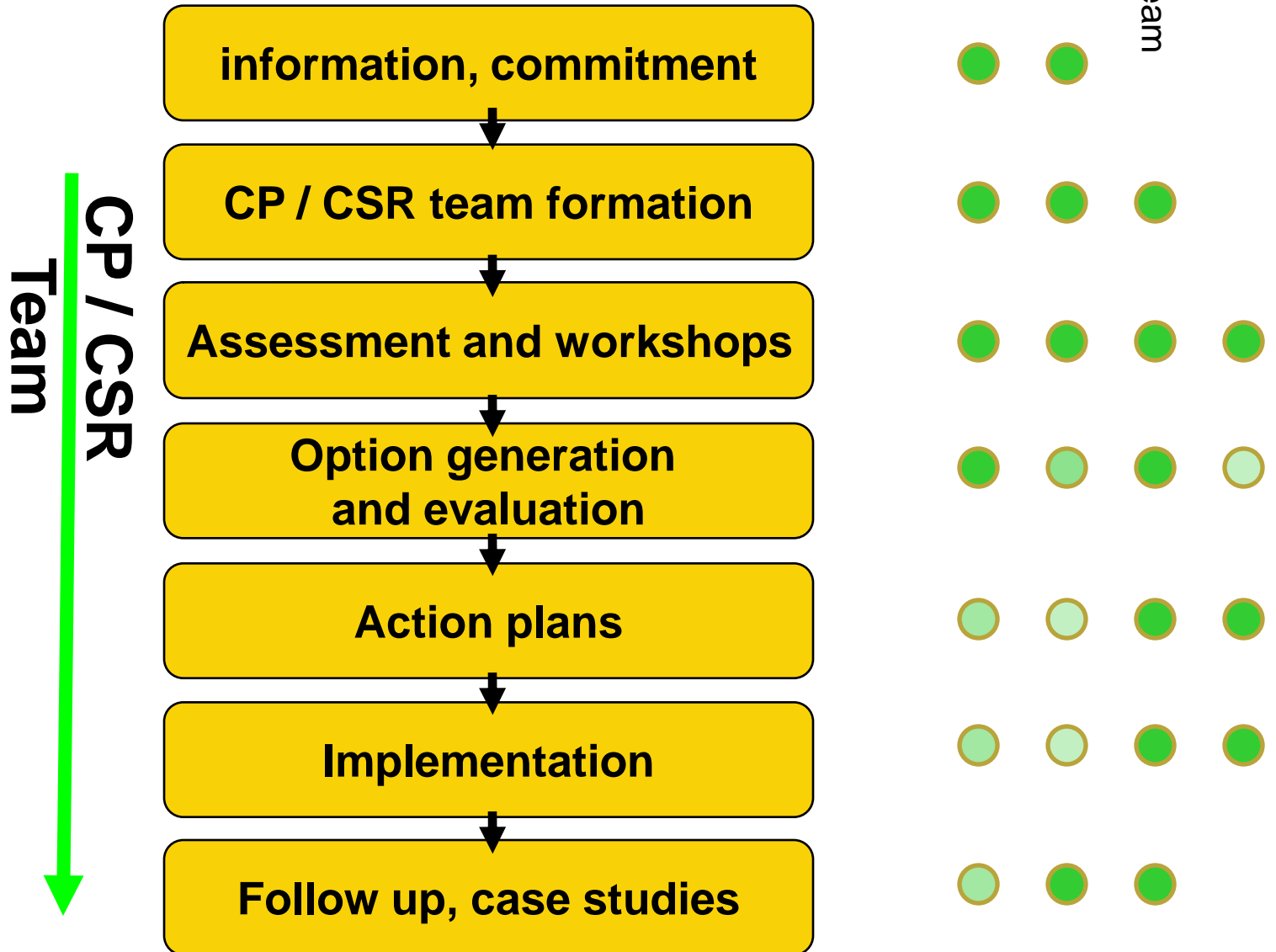


- Outstanding service to customers, good ambience, special activities for e.g. families
- Optimized use of resources
- engaged and well trained service personal
- Marketing advantages
- Integration of regional products and cultural activities

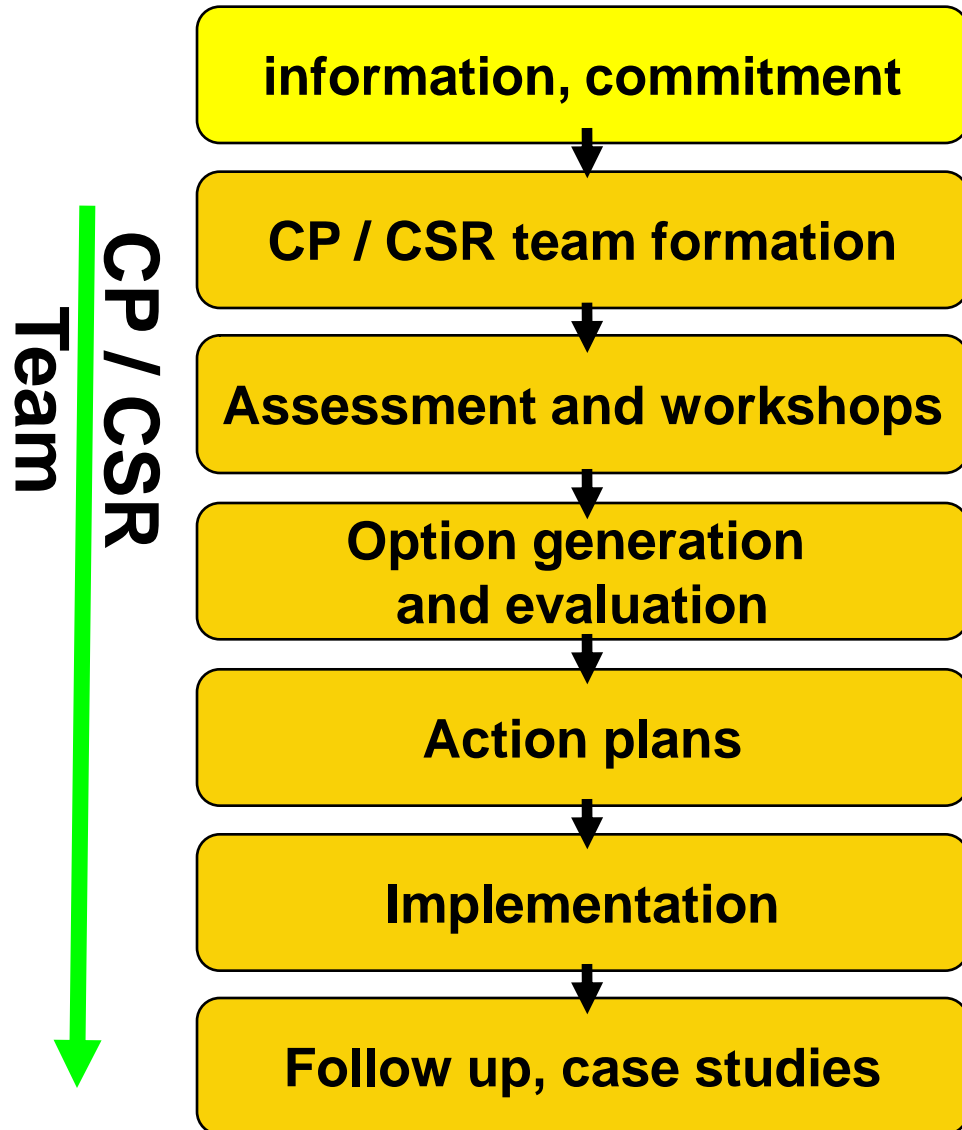
# CSR Methodology



# CSR Methodology



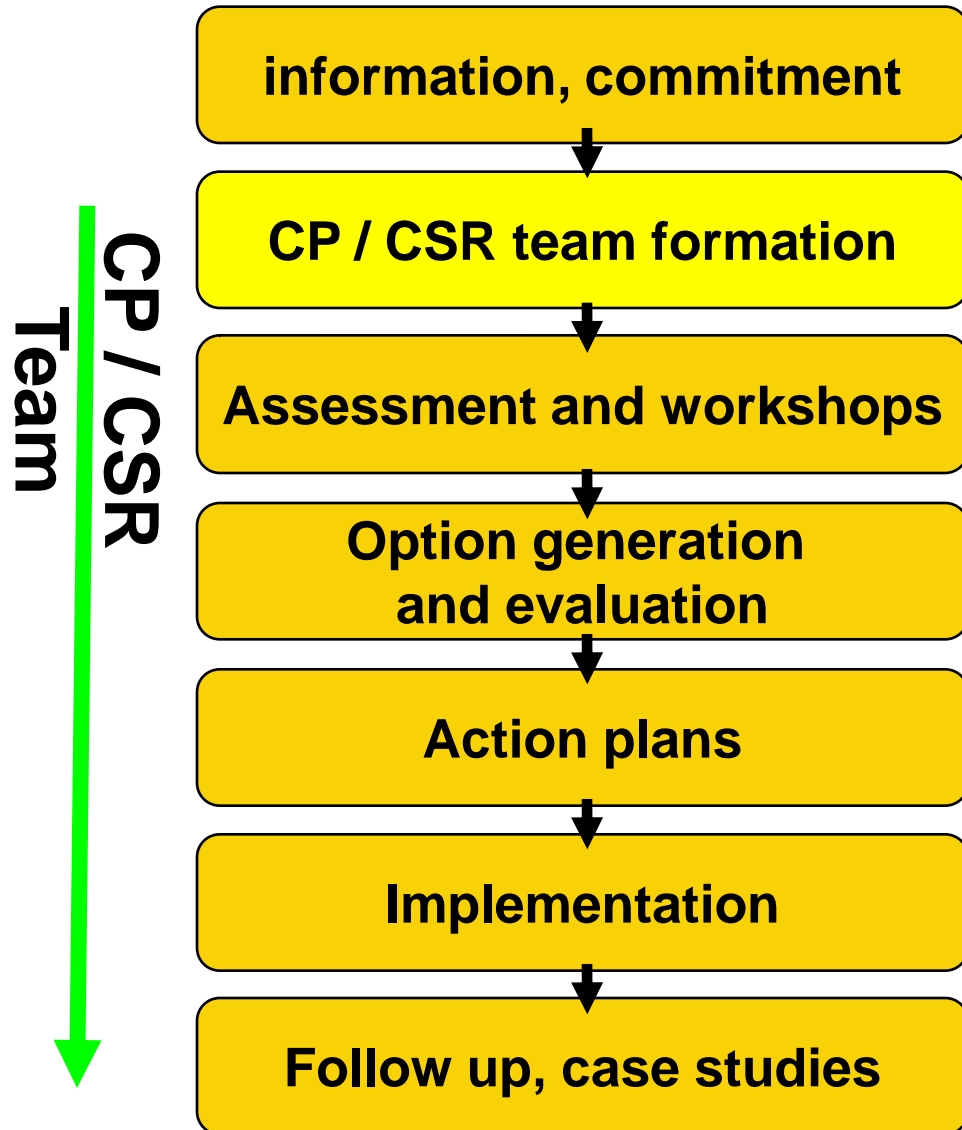
# CSR Methodology



## Information

- ✓ Presentation of concept and requirements
- ✓ Ressource and time planning
- ✓ Agreement and decision of management

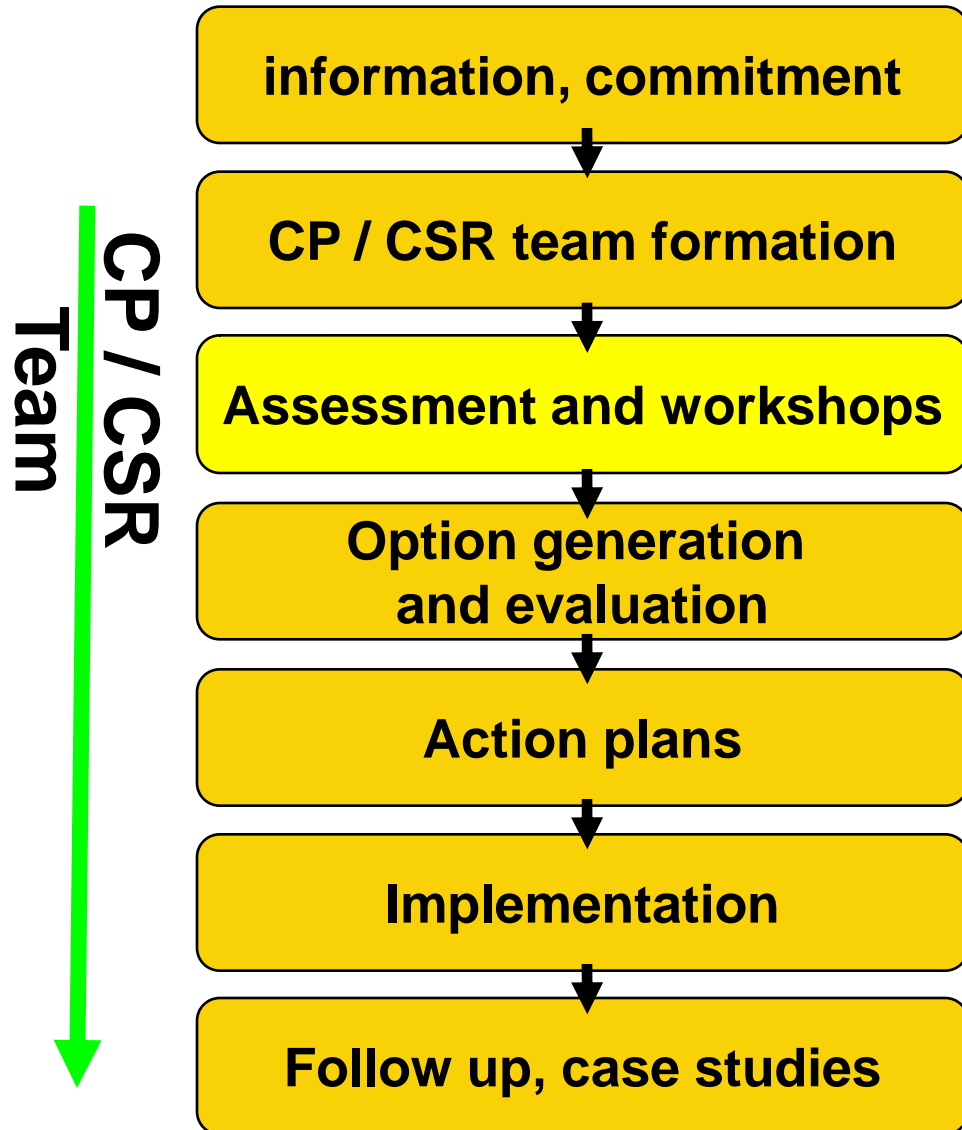
# CSR Methodology



## Team formation

- ✓ Selection of team members
- ✓ Allocation of time
- ✓ Team building and formation workshop

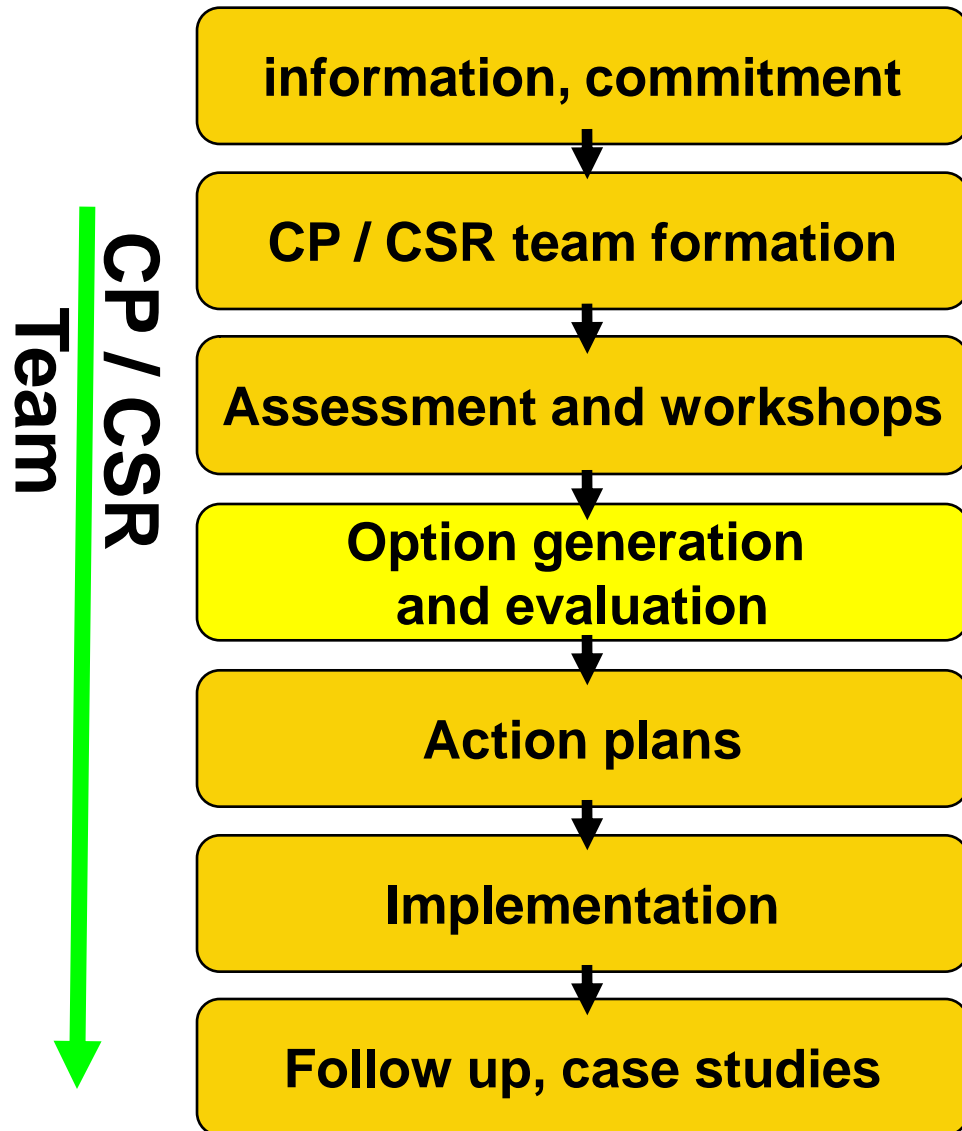
# CSR Methodology



## Assessment

- ✓ CSR quickscan interviews
- ✓ Data collection
- ✓ Employee satisfaction survey
- ✓ Customer satisfaction survey
- ✓ CSR strategy workshop
- ✓ Stakeholder analysis

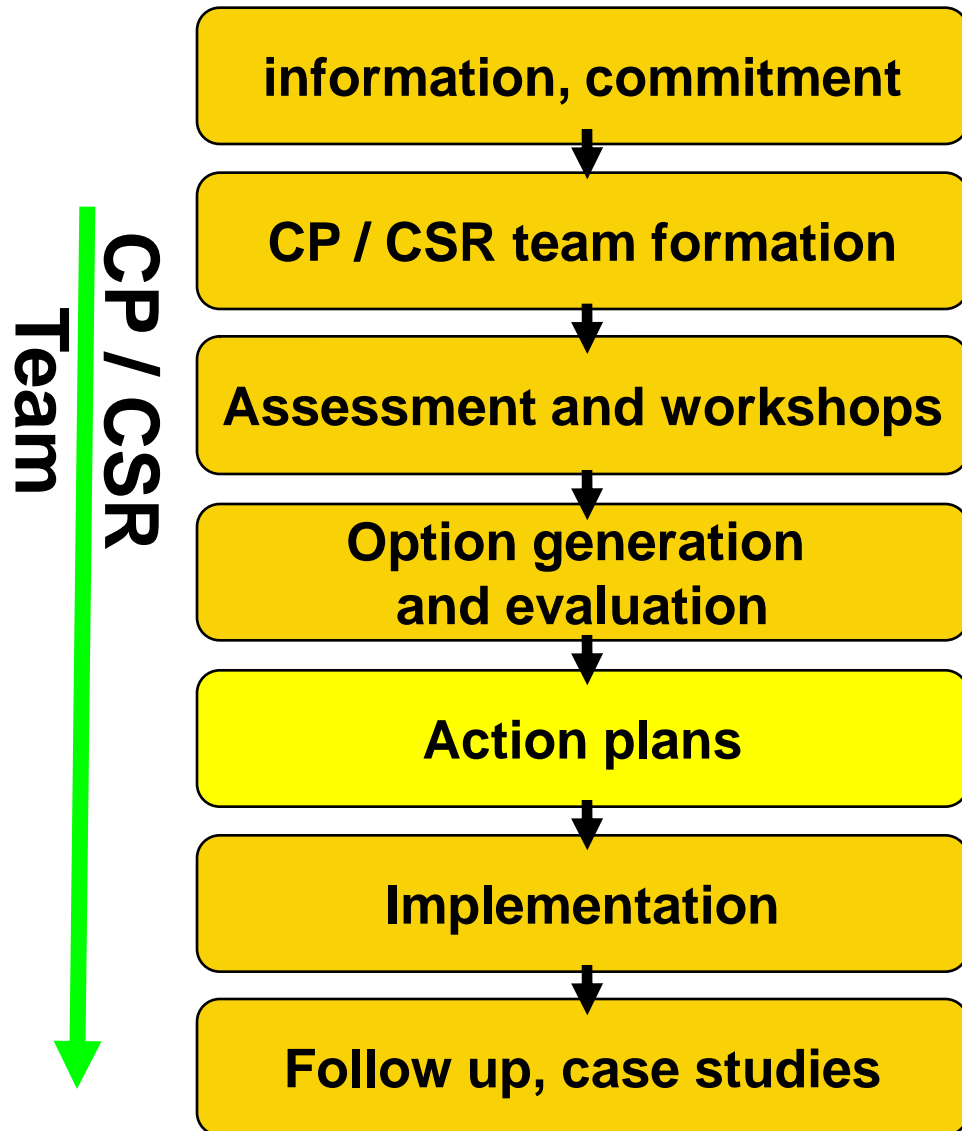
# CSR Methodology



## Option generation and evaluation

- ✓ Root cause analysis
- ✓ Definition of priorities
- ✓ Further analysis and audits
- ✓ Involvement of other employees
- ✓ Generation of options (brainstorming)
- ✓ Evaluation of the feasibility of the options
- ✓ Improvement of options

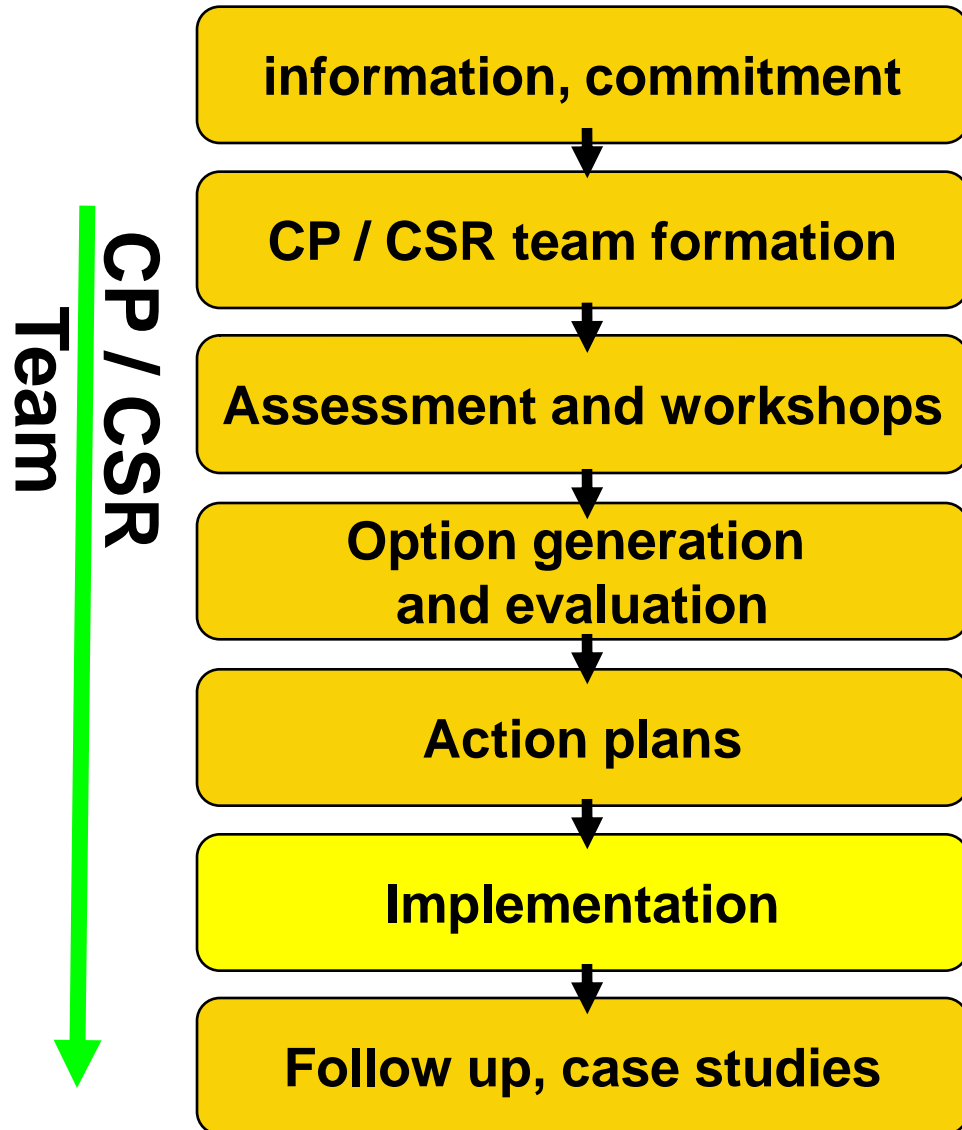
# CSR Methodology



## Action plan

- ✓ Definition of detailed steps for action
- ✓ Assignment of responsibilities, times and resources
- ✓ Decision on actions

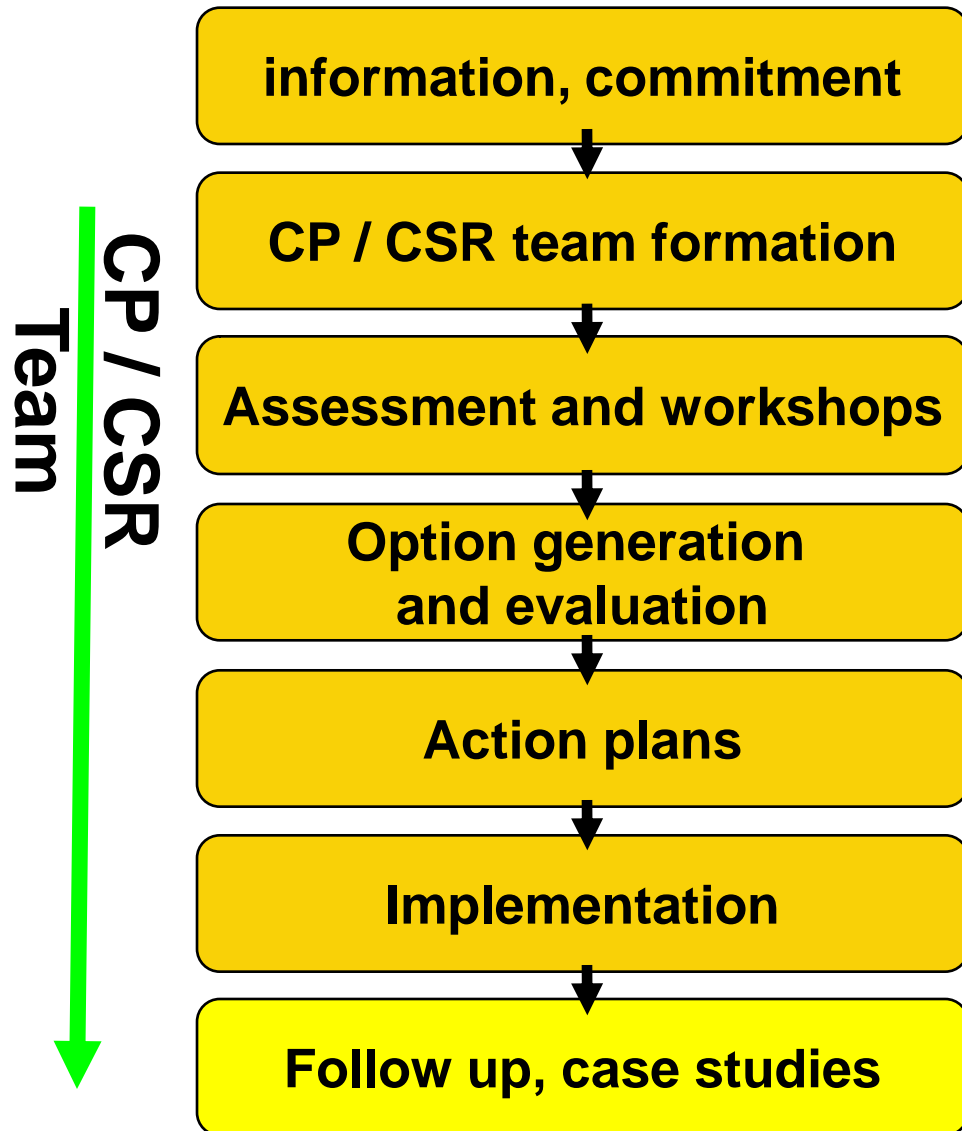
# CSR Methodology



## Implementation

- ✓ Trainings
- ✓ Changes of procedures, e.g. in HR mgmt
- ✓ Changes of infrastructure
- ✓ Definition of policies
- ✓ Engagement with external stakeholder
- ✓ Controlling and Monitoring

# CSR Methodology



## Follow up

- ✓ Institutionalisation of improvement process and team
- ✓ Regular audits and evaluation
- ✓ Implementation of a management system
- ✓ Preparation of case studies
- ✓ Marketing and publication of results
- ✓ CSR reporting?

# Typical CSR options

- Development of a CSR policy
- Team building, communication training
- Employee of the month - award
- Improvement of working conditions and health & safety, implementing HR policies and procedures
- Training on service quality
- Collaboration on regional/local destination development
- Continuous improvement circles



# Factors for success

- Enduring commitment of management
- Real participation and involvement of employees
- Enough internal resources: manpower and finances
- CSR not mainly as marketing
- Efficient project management