

Financial Services Sector – Social Responsibility Facilitator - Training Material

Unit 1: Introduction to Social Responsibility in the Financial Services Sector (2 ECVET)

Unit Description:

Financial Institutions can be considered as important components of the worldwide economic system. Such entities provide consumers and commercial clients with a wide range of financial services. The number of people affected by activities of financial organisations tends to be very large and normally entails long term relationships. After the 2008 financial crisis, many were concerned about the decline in confidence in financial services institutions.

This unit therefore introduces learners to the general notions and definitions of Social Responsibility as applied to the financial services sector. Importance will be given to the need for trust, accountability, transparency and particularly the issue of governance; which is critical in different areas including the legal, ethical and economic elements.

The tutor should start by explaining the role of business in society and its evolution towards creating shared value and then describe the benefits of social responsibility for business.

Learning Outcomes:

On completion of this unit the learner will be able to :

1. Analyse and evaluate the pertinent CSR activities integrated to business and non-business as applied in the financial services sector.
2. Recognise and select the benefits of social responsibility for business.

1. Analyse and evaluate the pertinent CSR activities integrated to business and non-business as applied in the financial services sector.

Social responsibility as good for business

The Role of Business in Society

Evolving Approaches



Business Dictionary define CSR as:

A company’s sense of responsibility towards the community and environment (both ecological and social) in which it operates. Companies express this citizenship:

1. through their waste and pollution reduction processes,
2. by contributing educational and social programs, and by earning adequate returns on the employed resources

Good Reputation

There are different viewpoints on the role of business in society.

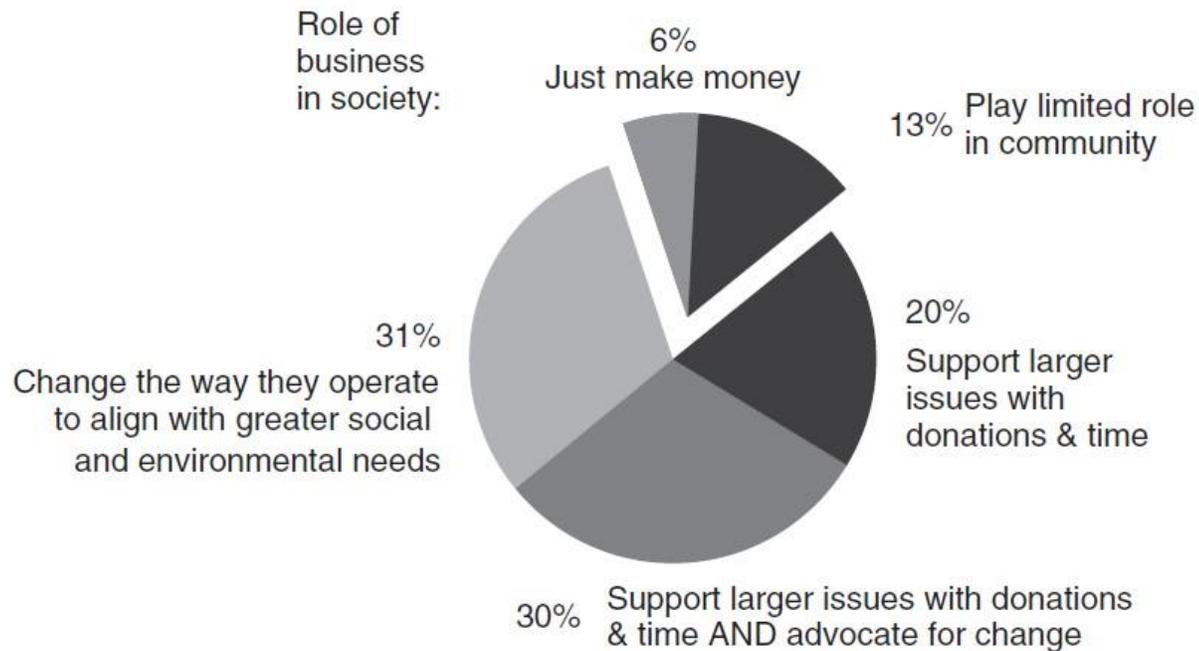
Viewpoint 1: Milton Freidman claims that:

- ‘...there is one and only one social responsibility of business – to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud. (1962)’
- ‘business leaders have no responsibilities other than to maximise profit for the shareholders’

Viewpoint 2: Consumers' perceptions

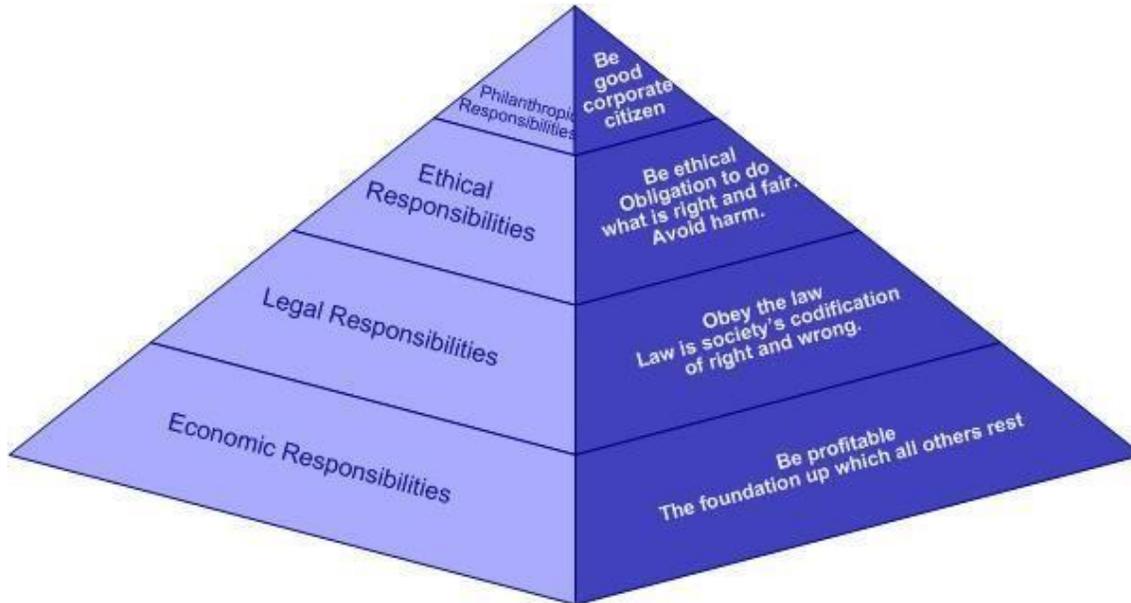
In a survey carried out by Cone Communication in 2011 in ten countries.

<http://www.conecomm.com/research-blog/2011-cone-echo-global-cr-opportunity-study>



Viewpoint 3: Archie Carroll (1979) suggests that

Corporations have four responsibilities to fulfil, to be good corporate citizens, namely: economic, legal, ethical and philanthropic.



Carroll's CSR Pyramid

Viewpoint 4: Porter and Kramer 'creating economic value in a way that also creates value for society by addressing its needs and challenges'.

Employee Retention

High employee turnover costs business owners in time and productivity. Creating effective employee retention strategies can go far toward helping your business meet its goals. Not only are there financial repercussions, a high turnover rate can also lower the knowledge base in your company and decrease performance and morale.

Tactics to retain your employees:

- Offer a competitive benefits package that fits your employees' needs.
- Provide some small perks. – Use contests and incentives to help keep workers motivated and feeling rewarded.
- Conduct “stay” interviews.
- Promote from within whenever possible.
- Foster employee development.
- Create open communication between employees and management. – Get managers involved.
- Communicate your business's mission.
- Offer financial rewards.

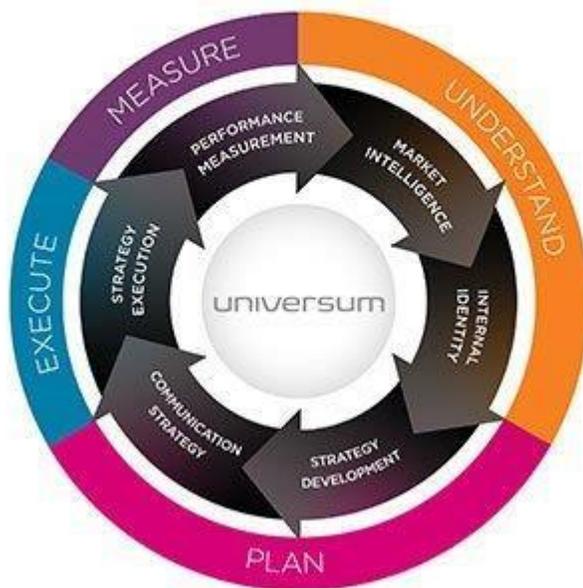
- Make sure employees know what you expect of them. □ Hire a human-resources professional.

Employer Branding

Employee branding shapes employees' behaviour so that they project the brand identity of their organization's products/servicing through their everyday work behaviour. Employee branding is intended to induce employee-brand identification, a psychological connection between the employee and the brand, to provide an unobtrusive, seemingly unproblematic engine for "on brand behaviour".

Employer branding is the process of promoting a company, or an organization, as the employer of choice to a desired target group, one which a company needs and wants to recruit and retain. The process facilitates the company's ability in attracting, recruiting and retaining ideal employees and helps secure the achievement of the company's business plan.

The Employer Branding Process



Source: <http://universumglobal.com/articles/2014/03/what-is-employer-branding/>

1. **Research & Advisory Services:** The company needs to understand what it offers of value, as defined in the EVP, to current and prospective employees. Top Management also needs to believe and actively support the EVP. If the company is unaware or unsure of the value it offers Top Talent, the Employer Brand cannot be activated or effectively promoted.

2. Activation & Talent Sourcing: The activation phase requires a holistic communication, marketing and talent sourcing plan to ensure the company is getting the right kind of talent aboard. While the talent

sourcing's role is to ensure company-candidate compatibility, marketing and communications aim for top talent in establishing the company as the employer of choice.

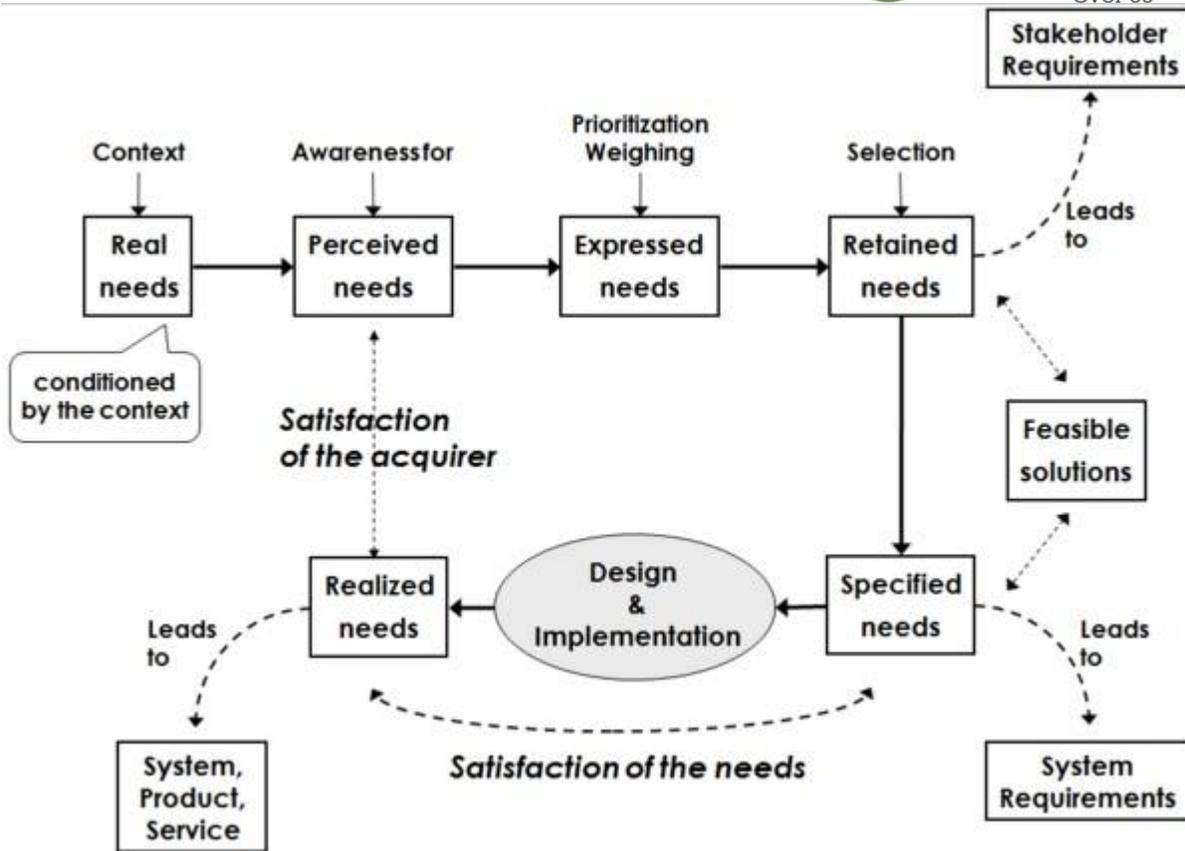
3. KPI Development & Tracking: For effective employer brand promotion, constant testing and measuring – when using different campaign techniques, messages, channels, etc. – is required. It is imperative for a company to set Key Performance Indicators (KPIs) and keep track of performance levels in order to make continuous improvements.

Understanding of the needs of stakeholders/consumers

Each stakeholder group has needs and expectations. For some, the organisation's financial performance will be paramount. For others, innovation and leadership will take greater priority. And for others still, an ethical approach to business will top the list. These needs and expectations will depend entirely on the perspective of the stakeholder groups involved.

All organisations, no matter how big or small, will need to define, understand and address the requirements of their various stakeholder groups. While it takes a great deal of effort and expertise for organisations to satisfy these requirements, it is essential to their long term success. **The cycle of needs**

Source: Cycle of Needs (Faisandier 2012)



Using the knowledge and expertise of experienced employees within the context of social responsibility

It is important that the knowledge of the employees is shared with others, combined and increased for the benefit of the customer through cooperation with cross-location and international teams as well as the use of IT-supported knowledge management systems. This method of working is also a pre-requisite for ensuring that customers can rely on the company.

Refer to Mentoring qualification.

Improving competitiveness

Marketing and corporate social initiatives are major activities undertaken by a corporation to support social causes, strengthen its business and fulfil commitments to corporate social responsibility. It is imperative to choose the best cause for the CSR implementation. CSR Causes:

- Community health - e.g. Anti-obesity campaigns
- Safety – e.g. Use of safety equipment

- Education – e.g. Literacy initiatives, equipment in colleges
- Employment – e.g. Training, basic IT skills
- Environment – e.g. Reduced packaging; recycling
- Community and economic development: e.g. Sports; embellishment
- Other basic human needs and desires - e.g. Water supply, anti-discrimination, animal rights, aiding disaster zones

Type of support:

- Promotional sponsorships
- Cash contributions
- Technical expertise
- In-kind contributions
- Employee volunteers
- Media support
- Use of distribution channels

Enhancing the organisation internal climate initiatives may be taken by:

- Corporations unilaterally or
- In collaboration with others
- By one department
- Multiple business units

2. Recognise and select the benefits of social responsibility for business.

Building trust in the system

Apart from improving competitiveness CSR helps in:

Increased sales and market share

- Preference to brands which support a social issue
- Donating to charities supported by a Company consumer trusts
- Corporate involvement may increase brand preference

Strengthened brand positioning

- Affinity by consumers towards a social cause may increase preference for brands supporting that cause: link between brand preference and self-actualisation

Enhanced corporate image

- Fortune Magazine ‘World’s most admired companies’; 100 Best Corporate Citizens
- Positive publicity
- More political respect
- Customer loyalty

Increased ability to attract, motivate and retain employees

- Less labour turnover and lower recruitment costs
- Better industrial relations
- Importance of involvement of employees in CSR programmes – improves employee loyalty

Decreased operating cost

- Through environmental initiatives: e.g. Installation of photovoltaic panels **increased appeal to investors and financial analysts**

Ethical, legal and Economic Responsibilities/ Corporate Governance and Compliance/Responsibility in lending, investment, risk and asset management, money laundering.

Corporate social responsibility (CSR) is composed of four obligations:

1. The **economic responsibility** to make money. Required by simple economics, this obligation is the business version of the human survival instinct. Companies that don’t make profits are—in a modern market economy—doomed to perish. Of course there are special cases. Nonprofit organizations make money (from their own activities as well as through donations and grants), but pour it back into their work. Also, public/private hybrids can operate without turning a profit. In some cities, trash collection is handled by this kind of organization, one that keeps the streets clean without (at least theoretically) making anyone rich. For the vast majority of operations, however, there have to be profits. Without them, there’s no business and no business ethics.
2. The **legal responsibility** to adhere to rules and regulations. Like the previous, this responsibility is not controversial. What proponents of CSR argue, however, is that this obligation must be understood as a proactive duty. That is, laws aren’t boundaries that enterprises skirt and cross over if the penalty is low; instead, responsible organizations accept the rules as a social good and make good faith efforts to obey not just the letter but also the spirit of the limits. In concrete terms, this is the difference between the driver who stays under the speed limit because he can’t afford a traffic ticket, and one who obeys because society as a whole is served when we all agree to respect the signs and stoplights and limits. John Travolta racing his Porsche up and down the rural highway, he sensed none of this respect. The same goes for the toxic company W. R. Grace Incorporated as it’s

portrayed in the movie: neither one obeys regulations and laws until the fines get so high they've got no choice. As against that model of behavior, a CSR vision of business affirms that society's limits will be scrupulously obeyed, even if the fine is only one dollar.

3. The **ethical responsibility** to do what's right even when not required by the letter or spirit of the law. This is the theory's keystone obligation, and it depends on a coherent corporate culture that views the business itself as a citizen in society, with the kind of obligations that citizenship normally entails. When someone is racing their Porsche along a country road on a freezing winter's night and encounters another driver stopped on the roadside with a flat, there's a social obligation to do something, though not a legal one. The same logic can work in the corporate world. Many industrial plants produce, as an unavoidable part of their fabricating process, poisonous waste. In Woburn, Massachusetts, W. R. Grace did that, as well as Beatrice Foods. The law governing toxic waste disposal was ambiguous, but even if the companies weren't legally required to enclose their poisons in double-encased, leakproof barrels, isn't that the right thing to do so as to ensure that the contamination will be safely contained? True, it might not be the right thing to do in terms of pure profits, but from a perspective that values *everyone's* welfare as being valuable, the measure could be recommendable.
4. The **philanthropic responsibility** to contribute to society's projects even when they're independent of the particular business. A lawyer driving home from work may spot the local children gathered around a makeshift lemonade stand and sense an obligation to buy a drink to contribute to the neighborhood project. Similarly, a law firm may volunteer access to their offices for an afternoon every year so some local schoolchildren may take a field trip to discover what lawyers do all day. An industrial chemical company may take the lead in rehabilitating an empty lot into a park. None of these acts arise as obligations extending from the day-to-day operations of the business involved. They're not like the responsibility a chemical firm has for safe disposal of its waste. Instead, these public acts of generosity represent a view that businesses, like everyone in the world, have some obligation to support the general welfare in ways determined by the needs of the surrounding community.

Taken in order from top to bottom, these four obligations are *decreasingly* pressing within the theory of corporate social responsibility. After satisfying the top responsibility, attention turns to the second and so on. At the extremes, the logic behind this ranking works easily. A law firm on the verge of going broke probably doesn't have the responsibility to open up for school visits, at least not if the tours interfere with the accumulation of billable hours and revenue. Obviously, if the firm *does* go broke and out of business, there won't be any school visits in any case, so faced with financial hardship, lawyers are clearly obligated to fulfill their economic obligations before philanthropic ones.

More difficult questions arise when the economic responsibility conflicts with the legal one. For example, to remain profitable, an industrial plant may need to dispose of waste and toxins in barrels that barely meet legally required strengths. Assuming those legal limits are insufficiently strict to guarantee the barrels' seal, the spirit of the law may seem violated. The positive economic aspect of the decision to cut corners is the ability to stay in business. That means local workers won't lose their jobs, the familial stresses of unemployment will be avoided, suppliers will maintain their contracts, and consumers will still be served.

The negative, however, is the possibility—and the reality at Woburn—that those toxins will escape their containers and leave a generation of workers’ children poisoned.

Knowing what we do now about those Woburn children, there’s no real conflict; anything would have been better than letting the toxins escape. If necessary, the company should have accepted bankruptcy before causing the social damage it did. At the time of the decision, however, there may have been less certainty about exactly what the risks and benefits were. Even among individuals promoting a strong sense of corporate responsibility for the surrounding community, there may have been no clear answer to the question about the proper course of action. Regardless, corporate social responsibility means every business holds four kinds of obligations and should respond to them in order: first the economic, then the legal, next the ethical, and finally the philanthropic.

Source: <http://2012books.lardbucket.org/books/business-ethics/s17-02-three-theories-of-corporate-so.html>

Accountability and Transparency

Integrating a socially responsible culture into companies can bring value-added benefits and result in more superior performance; it leads to “a more engaged workforce, a more secure license to operate, a more loyal and satisfied customer base, better relationships with stakeholders, greater transparency, a more collaborative community, and a better ability to innovate” (Eccles, Ioannou & Serafeim, 2012, p.28)

Once a discrete set of stakeholders surrounding an enterprise has been located, stakeholder ethics may begin. The purpose of the firm, underneath this theory, is to maximize profit on a collective bottom line, with profit defined not as money but as human welfare. The collective bottom line is the summed effect of a company’s actions on *all* stakeholders. Company managers, that means, are primarily charged not with representing the interests of shareholders (the owners of the company) but with the more social task of

coordinating the interests of *all* stakeholders, balancing them in the case of conflict and maximizing the sum of benefits over the medium and long term. Corporate directors, in other words, spend part of the day just as directors always have: explaining to board members and shareholders how it is that the current plans will boost profits. They spend other parts of the day, however, talking with other stakeholders about *their* interests: they ask for input from local environmentalists about how pollution could be limited, they seek advice from consumers about how product safety could be improved and so on. At every turn, stakeholders are treated (to some extent) like shareholders, as people whose interests need to be served and whose voices carry real force.

In many cases transparency is an important value for those promoting stakeholder ethics. The reasoning is simple: if you’re going to let every stakeholder actively participate in a corporation’s decision making, then those stakeholders need to have a good idea about what’s going on. In the case of W. R. Grace, for example, it’s important to see that a stakeholder theory would not necessarily and immediately have acted to prohibit the dumping of toxins into the soil. Instead, the theory demands that all those who may be affected know what’s being dumped, what the risks are to people and the environment, and what the costs are of taking the steps necessary to dispose of the chemical runoff more permanently and safely.

As already noted, we know now what W. R. Grace should have done under most every ethical theory. At the time, however, stakeholders fully informed of the situation may have been less sure because it wasn't so clear that the runoff would cause so many problems (or any problems at all). Given that, owners may have favored dumping because that increases profits. Next, what about workers in town? It's important to keep in mind that the safe removal of the waste may have lowered company profits and potentially caused some layoffs or delayed wage hikes. As stakeholders, they may have been willing to agree to the dumping too. The same goes for community politicians who perhaps would see increased tax revenue as a positive effect of high corporate profits.

What's certain is that stakeholder theory obligates corporate directors to appeal to all sides and balance everyone's interests and welfare in the name of maximizing benefits across the spectrum of those whose lives are touched by the business.

Source: <http://2012books.lardbucket.org/books/business-ethics/s17-02-three-theories-of-corporate-so.html>

Sustainability (Economic, Social and Environmental)

Six major types of marketing and corporate social initiatives

1. Cause promotion
2. Cause-related marketing
3. Corporate social marketing
4. Corporate philanthropy
5. Workforce volunteering

6. Socially responsible business practices

It should be noted that in practice, many programs are hybrid combinations of several initiative strains.

Market-Driven Initiatives

1. **Cause promotion** – funds, in-kind contributions, corporate resources. Company could be on its own or else in partnership.
2. **Cause related marketing** – linking product sales or consumer actions to monetary or in-kind donations.
3. **Corporate Social Marketing** – supporting the development or implementation of a behaviour change campaign: safety; public health; environment; community well-being Company may do it on its own initiative or in partnership. (e.g. Texting and driving by a telecommunications company and a public transport company).

Corporate Driven Initiatives

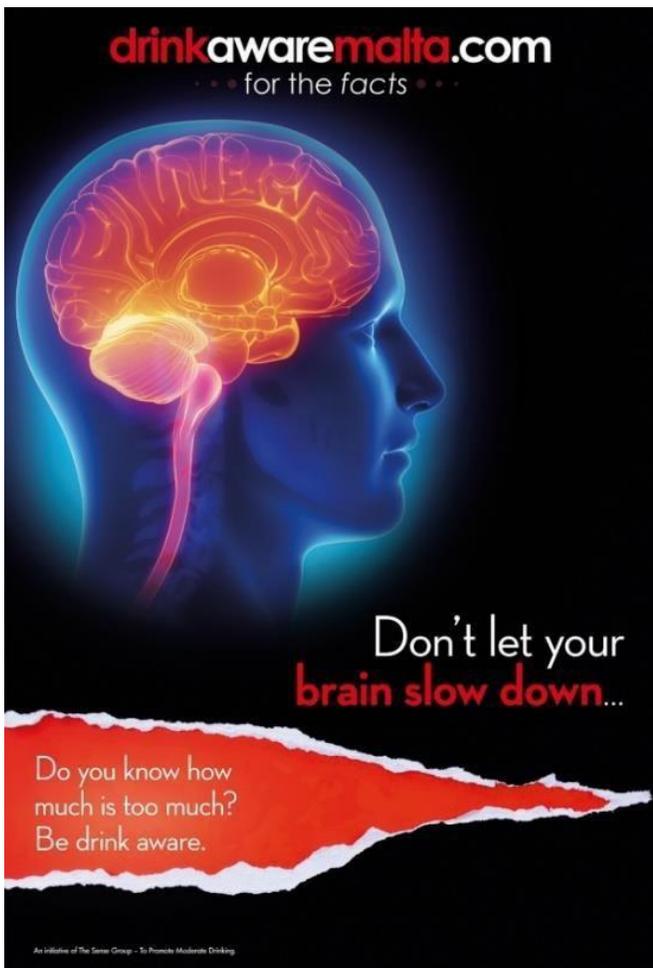
4. **Corporate Philanthropy** – direct contribution – cash or in-kind - to a charity or cause
5. **Workforce Volunteering** - participation of employees, retail partners and/or franchise members: providing time off, volunteer database matching programmes
6. **Socially Responsible Business Practices** – discretionary practices and investments that support social causes

Think of any business or organisation that adopts a CSR approach ...

Case Studies:

drinkawaremalta.com drinkawaremalta.com is the website of The Sense Group (TSG), an organisation founded in 1997 by producers and importers of alcoholic beverages.

TSG's main objective is to reduce alcohol related harm by promoting moderate drinking and over the years it has organised numerous campaigns to promote responsible patterns of drinking.



just don't drink and drive



Unlike • Comment • Share • 200 0 80 76

An initiative of The Sense Group -
To Promote Moderate Drinking.

drinkawaremalta.com
for the facts

just don't overdo it



Unlike • Comment • Share • 133 0 60 11

An initiative of The Sense Group -
To Promote Moderate Drinking.

drinkawaremalta.com
for the facts

MIN IMISSU JKUN
IL-LEADER
IL-LEJLA?

MIN IMISSU JKUN
MA JIXROBX



GEORGE
"IL-FROGGY"



ANDREW
"TINY"



TANIA
"CUTY"

TSG The Sense Group

To promote moderate drinking

The Elks National Drug Awareness Program

The Elks National Drug Awareness Program strives to teach all children and parents about the dangers of illegal drug use and prevent the abuse of legalized and prescription drugs.



Erasmus+



ILPO55

Intergenerational Learning Partnership Over 55



Elks National Drug Awareness Program Hard Choices Comic Book Order Form

Educate fourth- through eighth-graders in your community about the perils of underage drinking.

The Elks National Drug Awareness Program teamed with Marvel Entertainment to produce the *Hard Choices* comic book featuring Marvel Super Heroes and Elroy the Elk in a battle against peer pressure and underage drinking! The comic is designed to educate fourth- through eighth-graders about the perils of underage drinking.

We are pleased to announce the availability of a limited supply of comic books for Lodge communities.

To place an order for a school or event in your community, please complete this form and return it to your State Association DAP Chair. If requesting a kit for a school, the Lodge must secure the signature of a school official. If requesting a kit for a community event, please explain in the space provided below.

Each order contains 250 comic books, 10 classroom posters, 25 Drug Awareness Program brochures and 250 Elroy and Super Heroes bookmarks. There is a one kit per Lodge limit.

For more information, visit www.elks.org/dap. To find the contact information for your State DAP Chair visit www.elks.org/dap/chairmen.cfm or call 773/755-4734.

Order Date: _____ State: _____	If requesting a kit for a community event, please explain: _____ _____ _____	
Lodge Name: _____ Number: _____		
Ship to: <input type="checkbox"/> School <input type="checkbox"/> Lodge (for Community Event only)		
School Name (if applicable): _____		
Attn: _____	State DAP Chair Use Only: State: _____ <hr/> I approve this form for distribution. <hr/> State DAP Chair Signature <hr/> Date Return this form by: Email <i>DAP@elks.org</i> Fax <i>773/755-4735</i> Mail Elks Drug Awareness Program 2750 N. Lakeview Avenue Chicago, IL 60614-2256	
Address: _____		
City: _____ State: _____		
Zip: _____ Email: _____		
<i>Shipments are sent UPS or FedEx—Please provide street address (No P.O. Boxes!)</i>		
Lodge Representative: _____		
Signature		
School Official: _____		
Signature		
<i>If requesting for a school, must include both signatures to be eligible to receive supplies.</i>		



Drug Awareness Program funding is provided by the Elks National Foundation, Inc., the charitable arm of the Benevolent and Protective Order of Elks of the USA. The Elks are committed to providing a healthy future for America's youth. In addition to educating young people about the dangers of drugs, the Elks provide positive alternatives such as the Hoop Shoot® and Soccer Shoot athletic programs and Youth Veteran Volunteers. Also, the Foundation annually awards more than \$3.6 million in college scholarships. For more information, contact your local Elks Lodge or visit the Elks website at www.elks.org.



The Farsons Foundation

The Farsons Foundation was established in 1995 with the main objectives of promoting, diffusing and safeguarding of Maltese culture, heritage and social solidarity.

The aims of the Foundation are to:

- Promote and assist the development and public manifestation of Maltese culture especially in the fields of art, music, literature and drama
- Contribute research projects and assist in the publication of studies undertaken by any duly qualified person or persons, regarding Maltese disciplines relating to art, music and drama.

The importance of Sustainability for Vodafone

“As a mobile communications provider, Vodafone's main commitment is to provide outstanding products and services for our customers. However, to build trust with our customers, employees and shareholders, we must also look at how we conduct business in the community in which we operate. This means that we have to **act responsibly in all the things we do**, being a **responsible citizen in our community** and most of all attract the best human resources by **providing an excellent working environment** and scope for development and opportunity.

Being a responsible company is all about operating in a way that minimises the negative impact on Malta's social and environmental conditions and maximises the value we provide to our customers.”

Vodafone launched a social message campaign in an effort to remind people to use technology safely while driving.

Using your mobile safely on the road:

1. **Never use a hand-held phone while driving.** It can be dangerous.
2. **Don't dial and drive.** If you need to ring someone, pull over first. You can't keep an eye on the road and the keypad at the same time.
3. **Save the call until later.** Use your Voicemail service to save calls until later, when you've parked or finished the journey. It's easy to use and a great way to ensure you won't miss any important messages.
4. **If in doubt pull over.** Hands-free devices may be better than holding the phone in your hand but the call itself can still be distracting. You should still take the time to stop the car safely.
5. **Never try to use text, picture or internet services while driving.** Keep your eyes on the road and your hands on the wheel.

6. **Avoid stressful calls.** A difficult call is distracting even with a hands-free device. Explain that you are driving and you'll call back.
7. **Never try to take down notes or phone numbers.** Lack of concentration even for a brief period, is dangerous and you could be breaking the law. At 50Km/h, a car will travel 14 metres in just one second.

Some activities:

- Promote the use of virtual conferences amongst all of its operating companies around the world. It is envisaged that this new direction will result in a significant reduction of business travel.
- Paperless philosophy: restrict the flow of paper both internally and also in our relations with our customers
- Recycling and reuse of mobile phones: Vodafone entered into a collaboration with a local company to responsibly dispose of redundant electronic devices
- Promote work-life balance measures
- Support employees to further their education
- Donate money & hours to charities
- Organise blood donation events
- Vodafone Malta Foundation supports projects & initiatives e.g. Sponsor Voices concert, donations to Special Olympics, Caritas etc.

BOV plc

PRESIDENT AND MRS ABELA LAUNCH L-ISTRINA BOV PIGGY BANK CAMPAIGN - October 8, 2013

This year's edition of the L-Istrina BOV Piggy Bank campaign was launched at San Anton Palace by President and Mrs Abela. L-Istrina BOV Piggy Bank campaign sees over 5,000 piggy banks distributed to schools across Malta and Gozo, as well as in main shopping outlets. Work on this campaign starts months earlier with an army of volunteers from the Malta Girl Guides working to clean the fleet of piggy banks and prepare them for distribution. The latter task is entrusted to the Armed Forces of Malta, representatives of whom visit all schools twice, first to distribute and then to collect the piggy banks. All principals and heads of public, religious and independent schools today joined President George Abela and Mrs Abela to launch L-Istrina 2013 BOV Piggy Bank campaign. Last year, the Piggy Bank campaign raised €210,000 for L-Istrina and the aim this year is to exceed this amount in aid of the Malta Community Chest Fund during the two month.

Corporate Social Responsibility Project - a joint initiative between the Malta Chamber of Commerce and Bank of Valletta

Malta Chamber of Commerce, Enterprise and Industry - CSR Initiative

Case Study: Vodafone

Our Journey to Sustainability

- Climate change is one of the greatest global and local challenges of our time and its implications are far-reaching for our environment, people and economy.
- As a leading company in Ireland, we recognise that we have a responsibility to care for, and reduce our effect on the environment and to offer our employees a more sustainable way of living.
- While environmental issues have always been at the centre of our corporate responsibility strategy, climate change has become our priority.

Billing paper - now using 70% recycled paper, we're the first telecommunications company to source full FSC certified billing paper and are looking into exclusively using it across all our operations

- Promoting paperless billing - as a member of IBEC's TIF Electronic Billing sub committee, we're constantly promoting paperless billing to our customers
- Monitoring water consumption - as part of a continuous drive to reduce water usage, monitors were installed in 2009
- Recycle waste - we typically recycle 100% of our networks waste and our office recycling rate is 60% - achieved through composting our food waste and a drive to use recyclable and reusable cups throughout the office
- Reducing packaging - we've reduced our SIM card packages by 180 tonnes and are working with suppliers to reduce a lot more of our product packaging
- Environmental regulation compliance - we are regularly audited by WEEE and Repak and are committed to full future compliance with all environmental regulations

Transport

- Sustainable travel - we've developed and will continue to promote a sustainable travel plan for our employees, including: a car sharing website with priority parking, participation in the cycle to work scheme, improved shower and locker facilities for cyclists, tax-saving travel tickets, free buses to and from work and ten pool cars on standby for employees to travel to external meetings
- Health and fitness - employees can take full advantage of our free to use, fully equipped on-site fitness centre, complete with instructors and classes
- Reducing air travel emissions - we've reduced air travel emissions by 55% and continue to promote the use of videoconferencing instead of flying

- Reducing fleet emissions - we've switched to lower emitting vehicles and are continually monitoring the emissions of our fleet, while assessing the potential for alternative fuel vehicles

Energy

- Green energy - we've adopted and continue to purchase 100% green energy across all operations under our control
- Renewable energy - we've built our first wind turbine in Slieve Glah, Co Cavan, and continue to assess further sites for self-powered options
- Improving network equipment efficiency - working with our suppliers, we're replacing our network equipment with more energy efficient models and have an energy audit planned to identify further energy saving initiatives
- Improving cooling system efficiency - we've begun replacing our air conditioning units with environmentally friendly cooling systems
- Head office initiatives - since 2003, we've reduced electricity consumption by 30%, gas consumption by 40% and a range of other improvements. We continue to implement a series of green IT initiatives and an energy reducing programme

Staff awareness programme - we have a robust internal communications programme which continues to educate and inform our staff about energy consumption issues

- In-store energy audits - 16 energy initiatives were introduced to our Grafton Street flagship store - resulting in a 59% carbon reduction - which we will be rolling out throughout our retail stores

Partners:

- The Irish Heart Foundation
- Wind farm manufacturers
- IBEC
- Repak

Regulatory Requirements

In many ways businesses are keen to avoid government interference in their running. By undertaking self regulation corporations can be seen to assisting the government so the government does not need to introduce legislation to enforce behaviour.

Creating shared value

Corporate Social Responsibility (CSR) is a concept where each entity – whether government, corporation, organisation or individual – consider the interests of society by taking responsibility for the impact of their

activities on customers, suppliers, employees, shareholders, communities and other stakeholders including the environment.

This obligation is seen to go beyond the statutory obligation to comply with legislation and sees organisations voluntarily taking further steps to improve the quality of life for employees and their families as well as for the community at large.

Tutor should refer to Michael Porter’s creating shared value – HBR interview <https://hbr.org/2011/01/the-big-idea-creating-shared-value>

“Creating Shared Value” (Harvard Business Review, Jan 2011) and “Competing by Saving Lives” (FSG, 2012).

<https://www.youtube.com/watch?v=z2oS3zk8VA4>

<http://sharedvalue.org/about-shared-value> An example

of creating shared value – Nestle Case.

<http://www.nestle.com/csv/what-is-csv>

