7

Standards and Certifications

Normative processes are typical of large companies because they involve substantial financial, organizational and human investment. For the smaller ones, normative processes usually take place by pressure from the competition, large customers or contracting companies.

The numerous existing standards are not limited, however, to procedures standardization. They foster a deep reflection regarding management tools to be used in order to ensure sustainable evolution planning. They result, above all, in the necessary internal mobilization so that a detailed and reliable diagnosis of the organization's commitment can be made. In this sense, standards are also part of the organizations' strategy.

Two types of standards can be identified, according to the objectives of those implementing them.

There are standards published by official standards organizations, among which we can highlight:

• ISO 14000 (environment)
• ISO 9000 (quality)
• CE EMAS (environment)
• BS 8800 (decent work conditions)
• BS 8855 (environment)

The market has encouraged the creation of ins¬titutions to develop standards for certain key management systems in areas such as occupational safety and working conditions, among others. In this field, the most outstanding standards are:

• SA 8000 (social rights)
• OHSAS 18001 (risks/accidents)
• AA 1000 (accountability)

As far as social responsibility is concerned, Brazil already has its social responsibility standard, of a management system nature with certification purposes.

• ABNT NBR 16001

The following countries also have social responsibility standards:

• England (BS 8900)
• Australia (AS 8003)
• France (SD 21000)
• Israel (SI 10000)
• Japan (EC S2000)
• Italy (Q-Res)
• Germany (VMS)

Based on the world demand on the social responsibility theme, a third generation of standards in underway to be launched in 2009 – the social responsibility one –presenting guidelines with no certification purposes.

• ISO 26000

It is in the environmental field, however, that we find the greatest number and also the most advanced standards as accepted and established tools. They are useful for diffusing CSR and are renowned models that serve as inspiration for social standards improvement.

7.2 | ISO 26000

ISO 26000

International Organization for Standardization – ISO

"Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it's the only thing that ever has."

Margaret Mead, anthropologist (1901-1978)

COUNTRY

Sweden

WHAT IT IS

The ISO 26000 will be an international standard providing guidelines for social responsibility (SR). Differently from ISO 9001 and ISO 14001, it will not be a certification standard, at least in its first version.

ORIGIN

ISO (International Organization for Standardization) was created in 1946 as an international confederation of national standardization bodies worldwide. It promotes standards and activities that favor the international intellectual, scientific, technological and economic cooperation. ISO is a network of the national standards institutes of 150 countries, one member per country, with a Central Secretariat in Geneva, Switzerland, that coordinates the system. Brazil's representative is the Brazilian Association of Technical Standards (ABNT).

The management systems series currently offered by ISO are considered two of the most successful management models of late 20th Century, with over 600 thousand certificates based on ISO 9001 and ISO 14001 (*source: www.iso.org, May 2005*).

ISO has chosen ABNT, Brazilian Association of Technical Standards and SIS, Swedish Standards Institute, to provide the joint leadership of the ISO Working Group on Social Responsibility (ISO/TBM/WG SR) comprising over 430 people from 72 countries and 35 international organizations. This process brings a historical fact to ISO: it is the first time a developing country leads a process of this magnitude.

The ISO 26000 development process is innovative within ISO due to its collective knowledge building approach and a multi-stakeholder engagement: consumers, companies, governments, non-governmental organizations, workers, besides standards institutes and research institutions. Hence, one of its highlights is the broad participation of stakeholders. Usually excluded from processes of such nature - workers, consumers and NGOs – traditionally developed by companies and standards institutes.

For this reason, it will achieve legitimacy, depth and completeness to enable the consolidation of the existing initiatives in the social responsibility field. It is a permanent work. The same characteristics that confer legitimacy lead to increasing demands for turning it into a global process as the discussions move forward. The challenge will be to attract more organizations to the process.

The WG SR has been given the task of drafting an International Standard for social responsibility that will be published in 2009 as ISO 26000.

TIME FRAMES FOR ISO 26000

Sep 02 – ISO/TMB establishes a multi-stakeholder Strategic Advisory Group

Jun 04 – ISO decides in favor of developing an ISO guideline standard on SR

Jan 05 – ISO WG SR start their works

Mar 05 – 1st International meeting in Salvador, Brazil (March 2005)

Sep 05 – 2nd International meeting in Bangkok, Thailand (September 2005)

May 06 – 3rd International meeting in Lisbon, Portugal (May, 2006)

Jan 07 – 4th International meeting in Sydney, Australia (February 2007)

Nov 07 – 5th International meeting in Vienna, Austria (November 2007)

Nov 09 – ISO 26000 launch

ISO 26000 | **7.2**

OBJECTIVE

It is aimed at providing social responsibility guidelines (it will not, therefore, be for use as a certification standard) and help organizations of different sizes and purposes – small, medium-sized and large companies, governments, civil society organizations, among others, to integrate SR into their management. For being applicable to more than just private companies, ISO 26000 shall use the terminology social responsibility (SR) instead of corporate social responsibility (CSR).

CONTENT

The future ISO 26000 will be consistent with and not in conflict with existing documents, international treaties and conventions and existing ISO standards. It is aimed at assisting organizations in addressing their social responsibilities while respecting cultural, societal, environmental and legal differences to foster performance and results improvement.

CORE THEMES ADDRESSED IN THE FUTURE ISO 26000

ORGANIZATIONAL GOVERNANCE
• Governance
• Legal compliance
• Ethical conduct
• Accountability
• Transparency
• Performance

HUMAN RIGHTS
• Civil and political rights
• Vulnerable groups
• Economic, social and cultural rights
• Fundamental rights at work

LABOR PRACTICES
• Employment
• Rights at work
• Social protection
• Social dialogue
• Health and safety

ENVIRONMENT
• Sustainable land use
• Sustainable resource use
• Conservation and restoration of ecosystems and nature
• Pollution prevention
• Climate change
• Energy
• Water

CONSUMER-RELATED ISSUES
• Suitable and reliable information
• Safe and reliable products
• Mechanism for product recall
• Consumer service and support
• Dispute resolution
• Fair information and marketing practices
• Environmentally and socially beneficial products
• Data protection and privacy

FAIR OPERATING PRACTICES
• Fair supply and after-supply practices
• Ethical and transparent practices
• Anti-corruption practices
• Promotion of underprivileged stakeholders
• Fair competition
• Respect for property rights

SOCIAL DEVELOPMENT
• Community involvement
• Contribution to social development
• Contribution to economic development

PRELIMINARY DEFINITION OF SR AS AGREED IN SYDNEY

Responsibilities of an organization for the impacts resulting from its decisions and activities on the society and environment through a transpa¬rent and ethical behavior that:

- is consistent with sustainable development and the society's well-being;

- take into account stakeholder expectations;

- is in compliance with applicable laws and consistent with international standards;

- is integrated throughout the organization.

STEP BY STEP

According to the latest resolutions, ISO 26000 will be structured around the following sections:

0. Introduction
1. Scope
2. Normative references
3. Terms and definitions
4. The SR context in which organizations operate
5. SR principles
6. Guidelines in core SR themes
7. Guidelines for organizations in SR implementation
Annexes
Bibliography

REFERENCE

www.iso.org/sr
www.uniethos.org.br

ISO 14064/65

International Organization for Standardization – ISO

"The participants at the 2007 World Economic Forum in Davos agreed that climate change constitutes by far the greatest threat to the world economy. ISO 14064 and ISO 14065 are good examples of ISO's ongoing efforts to develop and promote practical tools that contribute to the sustainable development of the planet."

Alan Bryden, ISO General-Secretary

COUNTRY

Sweden

WHAT IT IS

International standards providing guidelines and procedures for CDM (Clean Development Mechanism) projects implementation provided for in the Kyoto Protocol, encompassing concep¬ts of climate change, GHG emissions and removals.

ORIGIN

ISO 14064:2006 standard for greenhouse gas accounting and verification was published in March 2006 to help organizations in their GHG inventory design and development. It resulted from the work of some 175 international experts from 45 countries.

Main Characteristics and Guiding Principles:

• Interaction with IPCC (Intergovernmental Panel on Climate Change) reports;

• Standard applicable to all types of programs or systems;

• Technical accuracy due to new concepts and difficulty in verification and measurement;

• Broad participation of countries.

• Compatibility and consistency with:

　o WBCSD and WRI GHG Protocols;

　o Kyoto flexibility mechanisms.

ISO 14064 will be complemented by ISO 14065:2207, which specifies requirements to accredit or otherwise recognize bodies that undertake GHG validation or verification using ISO 14064 or other relevant standards or specifications. The standard was developed by a working group consisting of 70 international experts from 30 countries (including Brazil) and a network of organizations, including the International Accreditation Forum (IAF).

OBJECTIVE

ISO 14064 is aimed at conferring reliability and trans¬parency to companies' existing CDM projects or under development, and at valuing their carbon credits.

ISO 14064's objectives are:

• improving environmental reliability of GHG quantification;

• promoting consistency, transparency and credibility in GHG quantification, monitoring, reporting and verification especially concerning GHG emission reductions and GHG removal enhancements;

• supporting the design, development and implementation of comparable and consistent GHG schemes or programs;

• enabling organizations to identify and manage GHG-related liabilities, assets and risks;

• facilitating the trade of GHG allowances or credits.

CONTENT

ISO 14064-1:2006 – Specification with guidance at the or¬ganization level for the quantification and reporting of greenhouse gas emissions and removals, focusing on companies and other organizations willing to report on their GHG inventory.

Content

1 Scope

2 Terms and definitions

3 Principles

4 GHG inventory planning and development

　4.1 Organizational boundaries

　4.2 Operating boundaries

　4.3 Quantification of GHG emissions and removals

5 GHG inventory components

　5.1 GHG emissions and removals

　5.2 Organization's activities aimed at reducing emissions or enhancing GHG removals

　5.3 GHG inventory base year

ISO 14064 | 7.3

ISO 14064-2:2006 – Specification with guidance at the project level for quantification, monitoring and reporting of greenhouse gas emission reduction or removal enhancements, fo¬cusing on Clean Development Mechanisms and others aimed at emissions reduction.

Content:

ISO 14064-3:2006 – Specification with guidance for validation and verification of greenhouse gas assertions.

Content

RESULTS

The standard shows it is possible to harmonize the industrial activity, an economic growth generator, with social responsibility and a conserved and protected environment, and that there should not be difficulties in applying the requirements established by the new ISO 14064 standard.

REFERENCE

www.creaes.org.br/downloads/ciclo/pasta05/SeminarioCreaES1005.pdf

http://magazine.meioambienteindustrial.com.br/?sessaoID=94911862510782112661949491321570&aID=7

RELATIONSHIP AMONG THE THREE PARTS OF ISO14064 AND 14065 STANDARDS
Shows the interrelationship between GHG-focused standards.
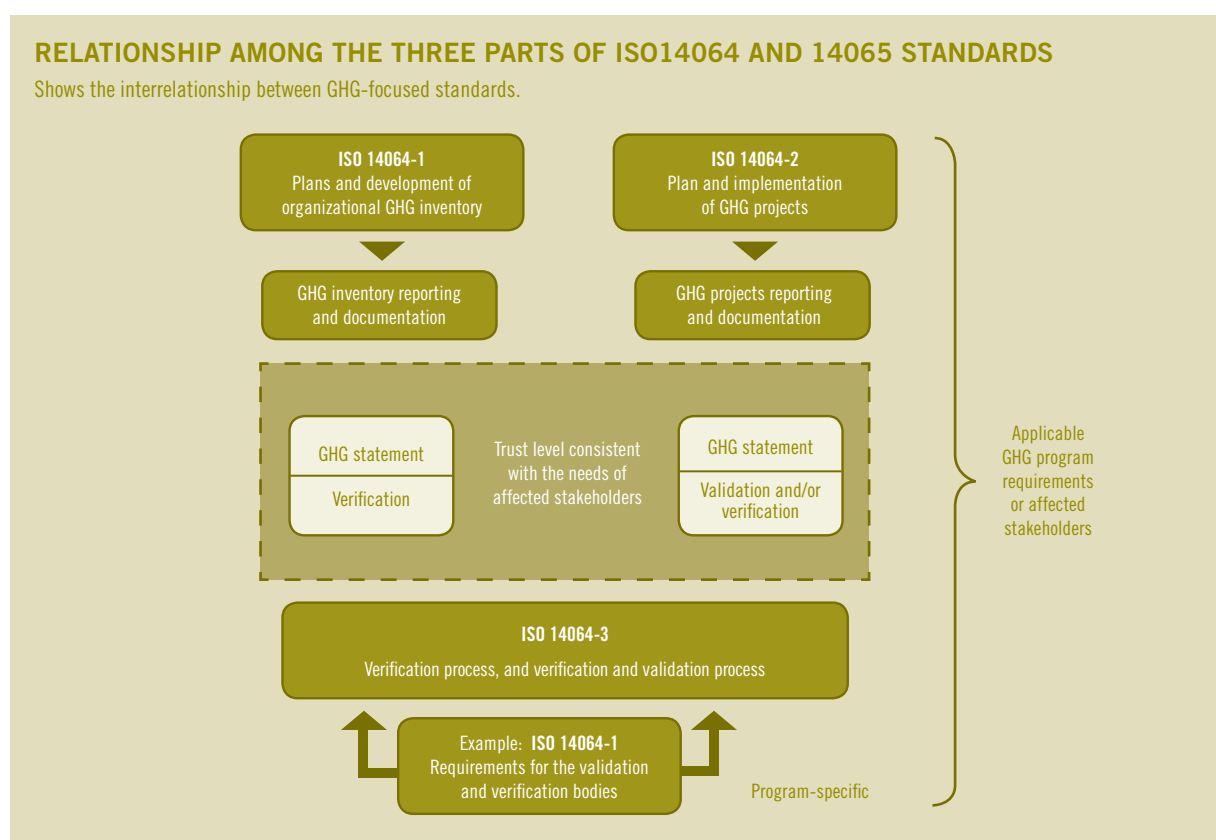
Source: ISO 14064 – Greenhouse gases – Part 1, 2 and 3. Introduction

FSC

FSC Principles, Criteria and Standards

Forest Stewardship Council - FSC

COUNTRY

Germany

WHAT IT IS

In order to promote the discussion about sustainable use of forests, this organization has established principles, criteria and standards regarding economic, social and environmental issues.

ORIGIN

In 1993, following a broad consultation in several countries and with the support of social and environmental movements, the Forest Stewardship Council – FSC was created in a general meeting held in Toronto, Canada, with over 130 participants from 26 countries de.

FSC's mission is to develop universal principles and criteria, harmonizing the environmental, social e economic interests of different stakeholder groups. FSC promotes responsible forestry worldwide through standards, policies and manuals.

The Brazilian Council for Forest Management – FSC Brazil is an independent non-profit non-governmental organization, acknowledged as a Public Interest Civil Society Organization and registered in the National Register of Non-Governmental Environmental Agencies (CNEA).

OBJECTIVE

The FSC standards are currently widely diffused and represent a sound global forest management system aimed at sustainability.

CONTENT

There are ten principles and 57 criteria regarding forest management consisting of legal aspects, indige-

nous rights, labor rights, multiple benefits and environmental impacts.

The 10 Principles

Principle 1: Compliance with Laws and FSC Principles

Principle 2: Tenure and Use Rights and Responsibilities

Principle 3: Indigenous People's Rights

Principle 4: Community Relations and Workers' Rights

Principle 5: Benefits from the Forest

Principle 6: Environmental Impact

Principle 7: Management Plan

Principle 8: Monitoring and Assessment

Principle 9: Maintenance of High Conservation Value Forests

Principle 10: Plantations

The detailed 57 criteria are available at: www.fsc.org.br/arquivos/P&C%20originais%20português.doc

FSC supports the development of national or regional forest management standards adapted to the countries' realities.

Standards for download:

• **SLIMF Amazônia brasileira** (453 Kb) http://www.fsc.org.br/arquivos/Padrão%20SLIMF%20Amazônia%20brasileira.pdf

• **Mata Atlântica** (219 Kb) www.fsc.org.br/arquivos/Padrão%20Mata%20Atlântica1.pdf

• **Castanha da Amazônia** (539 Kb) www.fsc.org.br/arquivos/Padrão%20Castanha%20da%20Amazônia.pdf

• **Floresta Amazônica de Terra Firme** (319 Kb) www.fsc.org.br/arquivos/Padrão%20Floresta%20Amazônica%20de%20Terra%20Firme.pdf

• **Plantações** (409 Kb) www.fsc.org.br/arquivos/Padrão%20de%20Plantações.pdf

FSC | 7.4

STEP BY STEP

Forest certification is a voluntary process in which an independent certifier carries out the assessment of a forest enterprise and the verification of its compliance with environmental, economic and social issues that constitute the FSC Principles and Criteria.

The process can be summarized into the following stages:

• Request visit – the forestry operation contacts the certifier organization.

• Assess – an overall inspection of management, documentation and field assessment. The objective is to prepare the operation to receive the certification. Public consultations are carried out in which stakeholders can express themselves.

• Adjust – Following the assessment, the forestry operation must correct the non-conformities (if any).

• Certificate for the operation - the forestry operation receives the certification. At this stage, the certifier prepares and makes available a public summary.

• Annual monitoring – After the certification is granted, an operation monitoring is carried out at least once a year.

The certification process is performed by the certifier. The Brazilian Council for Forest Management does not issue certificates. Certifiers assess forest management or chains of custody opera¬tions to grant the FSC seal to products and audit certified operations of forest management or chains of custody. The certifier also sets the price and charges for the services.

The Brazilian Council for Forest Management does not receive any subsidy or payment for the certifica¬tions granted in the country.

For further information, access: www.fsc.org.br/arquivos/05abr2006__carti¬lha_fsc_nr6.pdf

REFERENCE

www.fsc.org.br
www.fscus.org

FSC
National Initiatives and International Center

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PARTNERS
Representatives of social, environmental and economic sectors

▼

STANDARDS
(Principles and Criteria)

▼

CERTIFIERS
Accredited by FSC IC
5 operating in Brazil

▼

PRODUCERS
Forest management and Chain of Custody wood, non-timber forest products
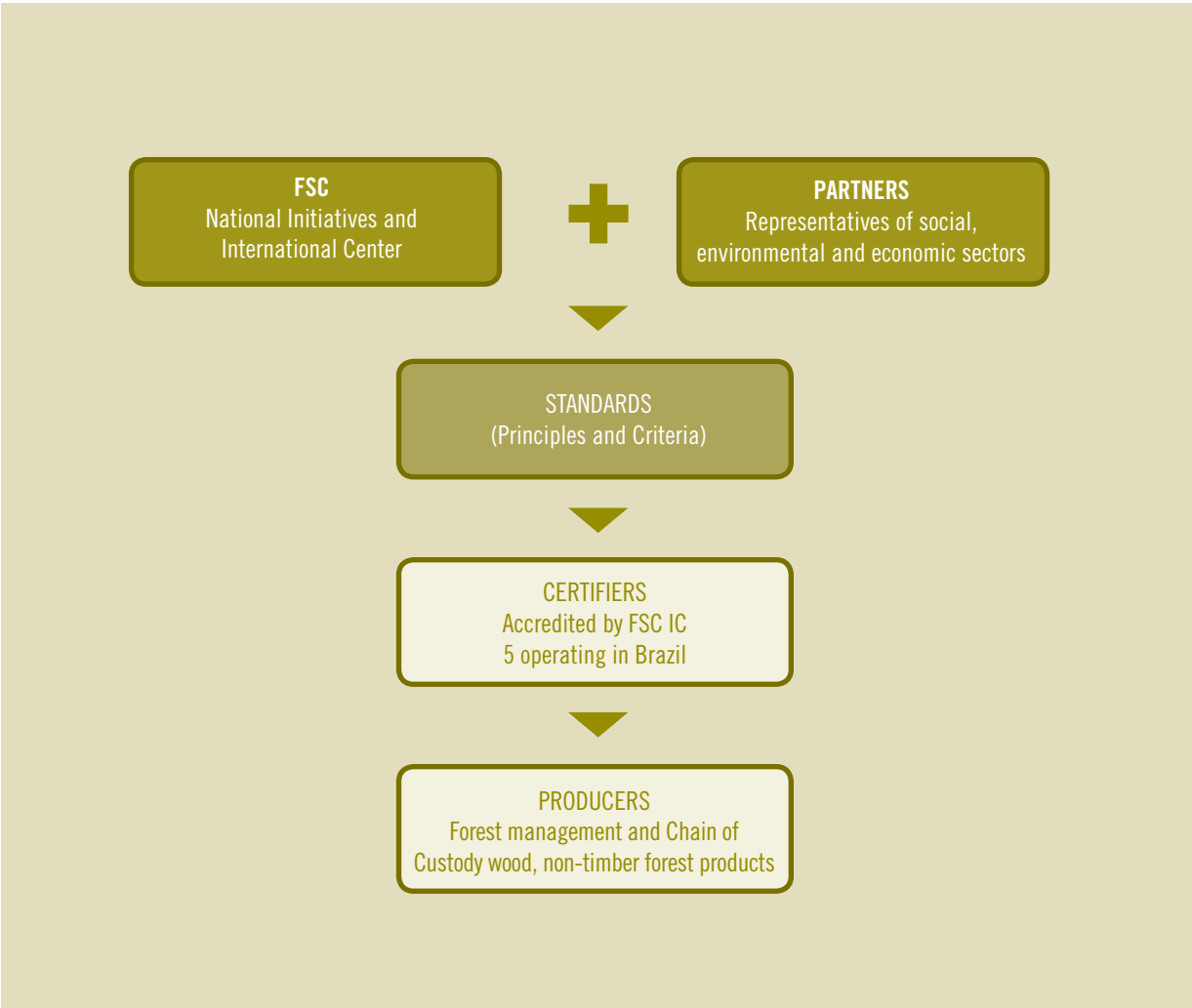
7.5 | VMS^{ZfW}

ValuesManagementSystemZfW - VMSZfW

German Business Ethics Network – DNWE

COUNTRY

Germany

WHAT IT IS

It is the German values management standard that integrates the moral dimension of economic transactions and questions of value into firms' strategies, policies, and procedures (process-oriented standard).

ORIGIN

ValuesManagementSystem^{ZfW} was developed by the Zentrum für Wirtschaftsethik - ZWF (Center for Business Ethics), founded in 1998 by the German Business Ethics Network (DNWE) [1] to promote the practicing of business ethics in Germany and Europe in close cooperation with other scientific and economic institutes.

VMS**^{Zfw}** has been developed based on a decade of practical experience and cooperation with leading German firms, ranging from small-and-medium enterprises (SMEs) to multinationals.

OBJECTIVE

To provide a sustainable safeguard for a firm and its development, in all dimensions (legal, economic, ecological and social).

It aims at sustainable management by integrating the firm's economic, moral, legal, and political dimensions.

According to the organization, "credibility and moral reputation are the prerequisites of corporate success in its relation to markets and the society."

CONTENT

The background of VMS**^{Zfw}** is the fundamental belief that a firm's value depends on its values. Moral, cooperation, performance and communication values2 of an organization have to be interconnected so as to generate a specific identity and guidance in decision-making.

VMS**^{Zfw}**'s essential method is to develop a framework for values-driven governance by way of self-commitment and self-binding. In so doing, VMSZfW implements the concept of self-governance based on values. Its credibility is based on the transparent and continuous communication of the process of self-binding and each of its steps, within the firm and to external stakeholders.

The principles of the VMS are the following:

• **Sustainability:** keeping the license to operate and to growth in the legal, economic, ecological and social sense of the word.

• **Compliance:** to show integrity and fairness in every aspect of the business.

• **Competence:** organizations and individuals should have the resources to deal with corporate social responsibility as a business case.

• **Integration:** every component and element of a VMS must be consistent with and be part of the whole management process of a firm.

• **Self-binding:** a VMS can only be sustainable and successful if the actors bind and control themselves to this program.

• **Management Orientation:** VMS must be an integral art of all relevant areas of management.

• **Leadership:** VMS needs top management as role models and responsible actors.

• **Values-driven:** only law-driven compliance programs cannot be successful, but compliance must be accompanied by a values orientation.

• **Process Orientation:** the best practices in Corporate Social Responsibility need to focus on the development of ethical competences inside a corporation.

• **Validation:** any serious VMS needs evaluation and audit. The German VMS (VMSZfW) focuses on self-binding and self-evaluation while external evaluation might enhance credibility.

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[1] The German Business Ethics Network (DNWE) is a German network founded in May 1993. Currently there are about 500 registered members, many of whom are representatives from business, politics, the church, or the scientific community. DNWE aims to foster the interchange of ideas concerning ethical aspects in commerce and to encourage business activities to be ethically oriented. DNWE is the German chapter of the European Business Ethics Network (EBEN), which was founded in 1987 in Brussels, and seeks to promote an intercultural dialogue on various business ethics matters. EBEN is currently comprised of about 1000 members spread over 33 countries. EBEN maintains contact with all major business ethics associations.

STEP BY STEP

Every values management system is based upon definition and codification of those company values that determine its identity and structure its decision. When implementing a VMS, the management process is aimed at integrating the four steps mentioned below into the corporation's system – that is, in strategic management, operational development and training, policies and procedures, internal and external com¬munication, and control.

Management process – VMS should be embedded in the organization's specific business strategy and operation. This supports the relevance of the VMS inside the corporation for the every day business and ensures the efficiency in applying it. In this way, the VMS management process is part of the "normal" strategic and operational management process and is not a separated process of a separated firm department.

Core values definition – VMS^{ZfW} does not prescribe a definite set of values but asks for a process inside the corporation to find out about the appropriate values for its mission. This process must start top–down and must be continued bottom-up. Top management has to lead this process and has to involve people from the different levels within the organization, and their representatives.

The declaration of the basic values of a VMS is implemented by a four-step process:

1. Codification – Values management is based upon the definition of four types of business values: performance values, cooperation values, communication values and moral values. They must be codified in a written document (Code of Ethics, Mission-Vision-Values Statement, Statement of Principles, etc.);

2. Communication – Codified values have to be communicated in the company, among companies and customers, and with regard to the society. Communication is the crucial medium to animate standards of socially responsible conduct. This form of communication is distinguished by the fact that it is integrated into the operative business and its standard routines. Policies and procedures are important communication media because they have consequences for the way the firm acts responsibly;

3. Implementation – Implementation can be carried out and audited via compliance and/or values programs. On the one hand, compliance programs strongly focus on the legal aspect of business decisions and employees' actions. Usually this consists of information of the legal duties and the company's professed intention to have them fulfilled. Values programs, on the other hand, aim at the values-oriented self commitment and self-control of the company. Topics such as training, recruiting methods, 'ethics barometer', bottom-up assessments and internal ethical auditing are all part of values programs. Law-driven and values-driven programs must be coordinated in order to be successful.

4. Organization – While an "Ethics Officer" plays a dominant role in the US context, the German VMS prefers the functional integration into already existing departments of a business. This could be Compliance Officer, Quality Management, Internal Audit departments or a position directly reporting to the top management. All possibilities are productive as long as there is a top management commitment and the willingness of the top management to act as a role model.

RESULTS

VMS is a certification and it has already been applied by companies such as ABB, BASF or Fraport (Frankfurt airport).

REFERENCE

www.dnwe.de/2/content/bb_01.htm

PDF: www.dnwe.de/2/files/wms_en.pdf

http://bas.sagepub.com/cgi/reprint/44/1/74.pdf

www.dnwe.de/2/files/200401_eu_report.pdf

Examples of VMS values:
- *Performance values: profit, competence, performance, flexibility, creativity, innovation, quality*
- *Cooperation values: loyalty, team spirit, conflict ability, openness*
- *Communication values: respect, affiliation, openness, transparency, communication*
- *Moral values: integrity, fairness, sincerity, honesty, social responsibility, citizenship*

7.6 | AS 8003

AS 8003 Standards Australia

Australian Standards Corporate Social Responsibility

COUNTRY

Australia

WHAT IT IS

The AS 8003 standard is one of the first in the world focused on the implementation of corporate social responsibility integrated into the company's policies and culture. It belongs to a set of governance commitments.

AS 8003, as well as other products and services developed by Standards Australia, is published and distributed by the Standards Web Shop to associate companies only.

AS 8000 Good Governance Principles

AS 8001 Fraud and Corruption Control

AS 8002 Organizational Codes of Conduct

AS 8003 Corporate Social Responsibility (this standard)

AS 8004 Whistleblower Protection Programs for Entities

ORIGIN

The Australian standards, developed by Standards Australia International (SAI), are the first global consensus based on Guidelines for Corporate Governance and were developed in a multi-stakeholder initiative. SAI has published all its AS series – AS 8000, AS 8001, AS 8002, AS 8003 and AS 8004 aiming to support the development of organizations and the effective implementation of corporate governance practices.

OBJECTIVE

This Standard sets out essential elements for establishing, implementing and maintaining an effective Corporate Social Responsibility Program within an entity and provides guidance in using these elements:

• Provides the process for an entity to establish and maintain a culture of social responsibility through a committed, self-regulatory approach;

• Provides a framework for an effective Corporate Social Responsibility Program, the performance of which can be monitored and assessed.

CONTENT

The content of this standard is periodically reviewed, and new editions are published. Between editions, amendments may be issued. The AS 8003 complements some guidelines produced by IFSA (Investment and Financial Services Association), ASX (Australian Securities Exchange) and Corporate Gover¬nance Council.

1. Scope and General
   1.2 Scope
   1.3 Objective
   1.4 Referenced documents
   1.5 Definitions
   1.6 Regulatory framework
2. Structural elements
   2.1 Commitment
   2.2 Corporate social responsibility policy
   2.3 Responsibility
   2.4 Implementation
   2.5 Resources
   2.6 Continuous improvement
3. Operational elements
   3.1 Identification of CSR issues
   3.2 Operating procedures for CSR
   3.3 Implementation
   3.4 Feedback system
   3.5 Record-keeping
   3.6 Identification and rectification
   3.7 Reporting
   3.8 Transparency
   3.9 Stakeholder engagement
   3.10 Supervision
   3.11 Policy and procedures on business ethics
4. Maintenance elements
   4.1 Education and training
   4.2 Visibility, communication and influencing
   4.3 Monitoring and assessment
   4.4 Review
   4.5 Liaison
   4.6 Accountability
   4.7 Third-party verification
5. Implementation of the essential elements
   5.1 Guidelines for structural elements
   5.2 Operational elements
   5.3 Maintenance elements

REFERENCE

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www.ifap.asn.au/about/csr.html

www.erc.org.au/goodbusiness/page.php?pg=0412infocus70

COLLABORATION

Beat Grüninger, Marco Perez

Business and Social Development (www.bsd-net.com)

Standard Israel - SI 10000

Standards Institution of Israel - SII

COUNTRY

Israel

WHAT IT IS

The SI 10000 standard addresses "social responsibility practices and engagement with the community."

ORIGIN

The SI 10000 was developed by the Standards Institution of Israel (SII) in 2001.

OBJECTIVE

Specific requirements regarding social responsibility practices and engagement with the community are aimed at enabling the companies to:

• Develop, maintain and strengthen policies and procedures to control their SR actions and interaction with the community;

• Show stakeholders that community-oriented policies and procedures are being complied with pursuant to the standard's requirements.

CONTENT

SI 10000 sets criteria for the implementation of social responsibility policies and interaction with the community, including the commitment of the top management and employees, resources allocation for social programs, the organization's environmental impact management, ethics in the business, transparency and accountability, prevention, trai¬ning and record-keeping mechanisms.

Some standards have served as reference for the development of SI 10000:

SI 1432 – Quality Management and Quality Assurance

SI 4481 – Health and Safety Management Systems in Industry

ISO 9000 series – Quality Management

ISO 14001 series – Environmental Management Systems

STEP BY STEP

1. INTRODUCTION

1.1 Scope and Proposal

1.2 Reference

1.3 Definitions

2. SOCIAL RESPONSIBILITY AND ENGAGEMENT WITH THE COMMUNITY

2.1 Top management Responsibilities

2.2 Resources Allocation

2.3 Workforce Engagement and Responsibilities

2.4 The Work Environment

2.5 Environment

2.6 Ethics in Management

2.7 Transparency and Accountability

2.8 Preventive and Corrective Actions

2.9 Training

2.10 Control

2.11 Record-keeping

REFERENCE

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www.jisc.go.jp/policy/pdf/DrSI%252010000%2520in%
2520English-modified.pdf+%22si+10000%22&hl=pt-
BR&ct=clnk&cd=1&gl=br

COLLABORATION

Beat Grüninger, Marco Perez
Business and Social Development
www.bsd-net.com

ABNT NBR 16001

Associação Brasileira de Normas Técnicas
(Brazilian Association of Technical Standards) - ABNT

COUNTRY

Brazil

WHAT IT IS

It is a Brazilian social responsibility standard of a management system nature with certification purposes.

ORIGIN

Founded in 1940, the Brazilian Association of Technical Standards (ABNT) is the organization responsible for technical standardization in the country, thus providing the necessary basis for the Brazilian technological development. It is a private non-profit organization and a founding member of the International Organization for Standar¬dization (ISO); the Pan-American Standards Commission (Copant) and the Asociación Mercosur de Normalización (AMN).

ABNT, ISO's official representative in Brazil, established in December 2002 a task force group for the development of a Brazilian Standard on Social Responsibility Management System Requirements.

The project underwent public consultation. The multi-stakeholder Group gathered over 140 registered participants in its discussions, including from private and state-owned companies, government agencies, NGOs, universities, standards specialists, among others.

After two years of work, the Brazilian Standard ABNT NBR 16001 – Social Responsibility Management System Requirements of the Brazilian Association of Technical Standards (ABNT) was published in December 2004, and can be acquired at: www.abnt.org.br.

Currently, besides continuing with the development the documents complementary to the ABNT NBR 16001, the committee is the Brazilian mirror committee meeting forum for the discussion of national positions to be taken to ISSO 26000's ISO/TMB/WG SR.

OBJECTIVE

This standard sets the minimum requirements regarding a social responsibility management system, which enable companies to design and implement policies and objectives that take into account legal and other requirements, their ethical commitments, and their concerns regarding:

- promotion of citizenship;
- promotion of sustainable development; and
- transparency.

The NBR 16001 aims to provide organizations with elements for an effective social responsibility management system that can be integrated into other management requirements so as to help organizations meet their social responsibility-related objectives. It is neither intended to create non-tariff trade barriers, nor enhance or change an organization's legal liabilities. It does not establish specific social responsibility performance criteria, but applies to any organization willing to:

- implement, maintain or improve a social responsibility management system;
- guarantee its compliance with applicable laws and with its social responsibility policy;
- support effective stakeholder engagement;
- show compliance with this Standard by:
  - carrying out a self-assessment and issuing a self-declaration of compliance with this Standard;
  - seeking compliance assurance from stakeholders;
  - seeking external assurance for its self-declaration; or
  - seeking certification of its social responsibility management system by an external organization.

The NBR 16001 requirements are generic so they can be applied to all organizations. Its application will depend on factors such as the organization's social responsibility policy, nature of its activities, products and services, location, and operating conditions.

ABNT NBR 16001 | 7.8

CONTENT

One of the NBR 16001's fundamentals is the three dimensions of sustainability – economic, environmental and social. It is based on the PDCA (Plan-Do-Check-Act) methodology.

Objectives and goals must be compatible with the social responsibility policy and include (but not limited to):

a) Good governance practices;

b) Elimination of piracy, tax evasion and corruption;

c) Loyal competition practices;

d) Children's and adolescents' rights, including elimination of child labor;

e) Rights at work, including freedom of association and collective bargaining, fair compensation, and basic benefits, such as elimination of forced labor;

f) Promotion of diversity and combat to discrimination (e.g. cultural, gender, race/ethnicity, age, people with special needs);

g) Commitment to professional development;

h) Promotion of health and safety;

i) Promotion of sustainable standards of development, production, distribution and consumption, including suppliers, service providers, among others;

j) Protection of the environment and the rights of future generations; and

k) Social actions of public interest.

SUMMARY

REFERENCE

www.abnt.org.br

www.iadb.org/ETICA/Documentos/abn_norma-p.doc

7.9 | EMAS

Eco Management
and Audit Scheme – EMAS

European Commission

WHAT IT IS

Eco-Management and Audit Scheme (EMAS) is an environmental management system (EMS) as well as ISO 14001 is. It is highly recognized by government and environmental regulatory agencies and an excellent option for some companies that comply with legal requirements and are involved in government programs.

In fact, many companies implement both tools (EMAS and ISO 14001) and keep both the ISO 14001 certification and/or the EMAS registration. According to the EMAS Regulation, the company must disclose its environmental performance in a public statement.

ORIGIN

The EMAS Regulation was launched in 1995 by the European Commission as a management tool aimed at all types of organizations, which allows assessing, improving and reporting on their environmental performance.

CONTENT

In 2001, the EMAS Regulation, which was until then exclusively restricted to companies, had its scope extended to all sectors of economic activity, including NGOs, public organizations, etc., and integrated the ISO 14001 guidelines as the environmental management system required by EMAS.

In 2002, the European Commission adopted a new s¬trategy regarding Corporate Social Responsibility (CSR) aimed at enhancing the companies' contribution to sustainable development. CSR was then viewed as

"the voluntary integration of social and environmental concerns of companies in their operations and interaction with stakeholders". The strategy was followed by public comments and was published in 2001, in the European Commission's *Green Paper*, with the objective of improving CSR knowledge and fostering the exchange of experiences and good practices.

The European Commission's proposal includes the creation of a multilateral European forum on CSR (CSR EMS Forum) to carry out the external assessment and benchmarking of companies' social and environmental performance and of existing codes of conduct. The strategy aims to make CSR reliable through the convergence and transparency of CSR practices and tools.

OBJECTIVE

Eco-management systems, as formalized in the ISO 14000 and EMAS Regulation define the method of operation to be adopted by companies willing to achieve an integrated environmental management, thus allowing continuous improvement in their environmental performance.

This operation is carried out only after a verified initial environmental review. In the case of the Audit Scheme (EMAS), this stage is expressly required, this not being the case of ISO 14001. However the ISO 14001 cannot be correctly applied without this previous stage.

EMAS is an important CSR tool, recognized as a key tool for guidance on environmental requirements and for promoting processes innovation and updating.

Therefore, it contributes to the companies' competitiveness. In this context, the CSR EMS Forum is expected to build on the opportunities to apply the EMAS approach to the social performance of companies and other organizations.

STEP BY STEP

An organization willing to benefit from this certifi¬cation must validate the four stages below:

• Initial environmental review – an analysis of the organization's environmental issues, impacts and performance is carried out in relation to its activities;

• Establishing an effective environmental management system on the basis of the review aimed at improving the environmental performance of the organization. An environmental program will describe these objectives and targets, set the pathway to achieve them, and define operating procedures, capacity-building needs and information systems;

• Internal environmental audits, considering the implementation of this system, its compliance with the company's environmental objectives and with applicable environmental laws;

• Environmental statement, allowing for the comparison of results achieved against the objectives and the next steps for continuous improvement.

The initial environmental review, management system, internal environmental audits and the environmental statement must be audited by external assurance providers approved by the commission.

Differently from the ISO 14001 requirements, the EMAS Regulation demands the disclosure of an environmental statement including a quantitative summary of the environmental problems assessment.

REFERENCE

www.emas.org.uk

http:// ec.europa.eu/environment/**emas**/index_en.htm

http:// ec.europa.eu/environment/**emas**/about/summary_en.htm

www.**emas**.org.uk/about**emas**/mainframe.htm

7.10 | DSI

Det Sociale Indeks (The Social Index)

Ministry of Social Affairs

COUNTRY

Denmark

WHAT IT IS

Det Sociale Indeks is a certifiable social responsibility management tool focused on the relationship between organizations and their employees as one stakeholder group.

ORIGIN

Det Sociale Indeks, or "Social Index", is a self-assessment tool developed in 2000 by the Danish Ministry of Social Affairs and distributed by the Ministry of Employment. It is an original attempt to offer an evaluation of official and certified practices to the public.

OBJECTIVE

The Sociale Index is the first process tool aimed at private or state-owned organizations of all sizes willing to advance their social responsibility level regarding their workforce. The tool focuses on the dialogue between employees and the organization, giving the latter an opportunity to become certified as a socially responsible workplace, and communicate to the surrounding community the extent of its social responsibility.

The Social Index is an evaluation tool which generally serves the following purposes:

• Evaluating the organization's status regarding social responsibility;

• Developing specific plans for improvement that can be included in corporate social responsibility strategy

• Communicating to the society the organization's social commitment

The Social Index connects the organization's general policies, the implementation status, results and follow-up. The tool is flexible and can be adapted to the needs and circumstances of each organization.

By going through the Social Index process, the organization will obtain an overview of its strengths and challenges. The tools can also serve as the basis for future work in the social responsibility field.

CONTENT

The questionnaire aims to assess the compliance level regarding the three SD pillars in actions and policies (answers range from "always" to "never"), the CSR motivation level, the amount of CSR-related activities in the organization, besides assessing the results obtained.

The questionnaire is divided into three parts:

• What we want – assesses the organization's objectives and intentions when working on social responsibility;

• What we do – assesses the progress;

• What we achieved – compares the results of the organization's social responsibility practices against objectives. Note: If results are limited, that may mean performance is good despite a modest ambition.

The three parts consist of 18 specific topics that provide the organization with information to define how the Social Index can foster a dialogue process on the different views about the organization's social responsibility strategy.

The 18 answers are given a score ranging from 0 to 100. At the end of the process the organization will have a diagnosis of its social commitment.

STEP BY STEP

The tool is available free of charge. Its application requires the support and commitment of the high management. Next, a project coordinator is appointed, and a multidisciplinary and representative (including management) working group is selected to discuss different aspects of being socially responsible. This involves the handling of sick leave, balance between work and family life, senior staff policy, capacity-building programs, integration of staff with reduced working capacity, among other issues.

The tool is based on dialogue and gives the employees across the organization the opportunity to discuss how the organization deals with social responsibility and to build a future vision on the theme.

Certification is not a prerequisite to use the Social Index. The organization seeking certification must send

the questionnaire to the Det Social Indeks Secretariat followed by external assurance (including visits to the organization for analyses, interviews with employees and managers, documentation inspections and observation, and the final independent assessment of the 18 topics of the questionnaire answered by the organization). If the documentation proves satisfactory, the certification requirements are met, and the organization scores between 60 and 100, it is awarded the right to use the Social Index label for three years.

If the organization does not wish to go through the process, the Social Index can serve as inspiration, but experience has shown that the dia¬logue with stakeholders is beneficial to the organization, because it enhances understanding and provides a basis for identifying the initiatives that can improve the organization's social performance. The tool is based on dialogue and provides the workforce with the opportunity to discuss about the organization and improve its results in the CSR/SD field.

REFERENCE

www.detsocialeindeks.dk
www.detsocialeindeks.dk/extweb/dsi/dsi.nsf/DocNo/eng-01-02-01

Decision to work with
The Social Index

IMPLEMENTATION
OF ACTIONS PLANS

Introduction meeting

Reassessment meeting

Suggestions for improvements
translated into actions plans

Individual assessment
of the 18 statements

Consensus meeting – joint
assessment of the 18 statements
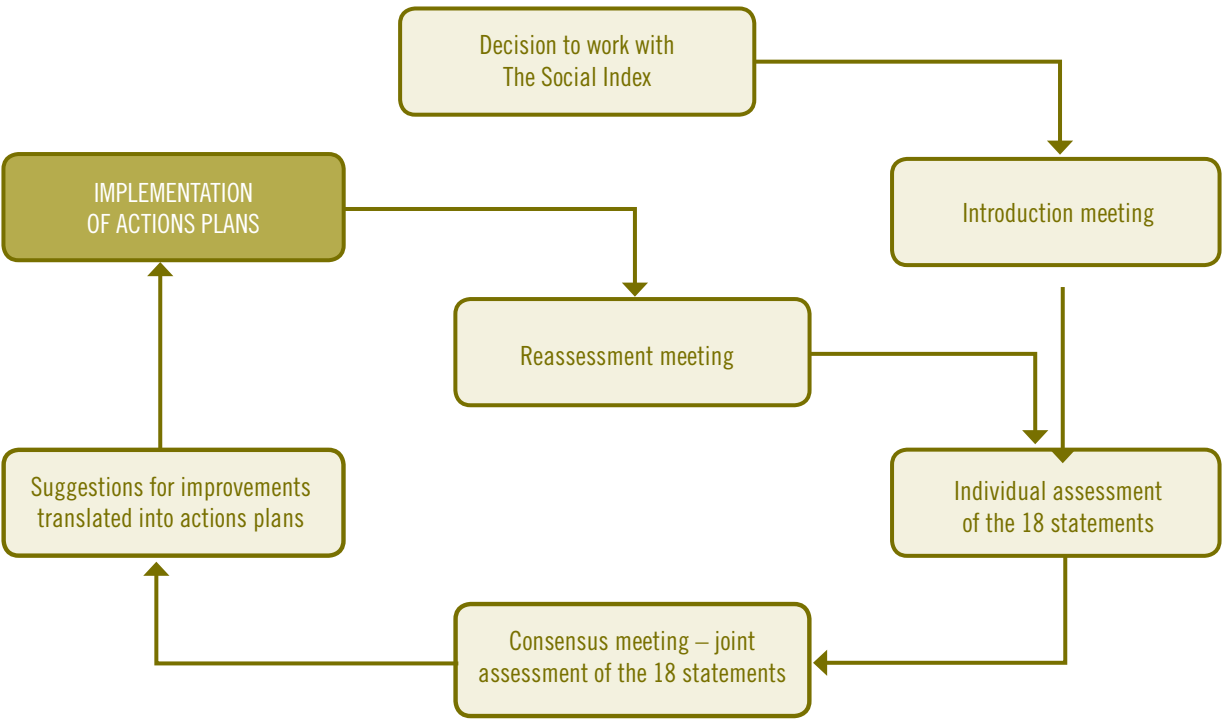
Sistema de Gestión Ética Y Responsabilidad Social (Ethical and Social Responsibility Management System) – SGE21

Forum for the Evaluation of Ethical Management – Forética

PCOUNTRY

Spain

WHAT IT IS

A voluntary auditable and certifiable standard that enables the assessment of the organizations' ethical and responsible management and establishment of a management system.

ORIGIN

The Forum for the Evaluation of Ethical Management – Forética is a non-profit association founded in Bar¬celona, Spain, in 1999, with the mission of fostering an ethical management culture and social responsibility within the organizations. It gathers several professional people, scholars, companies and NGOs devoted to rendering services and to the development and improvement of social responsibility management tools for organizations of all sizes and sectors.

Launched in 1999, the *Business Standards SGE 21* was one the first initiatives of Forética and has become the basis for the first European Ethical and Social Responsibility Management System (SGE)[1], which allows companies to voluntarily obtain certification.

21 SGE consists of a series of standards, guides and formal documents developed by Forética and is based on a series of CSR guidelines: OECD and ILO Guidelines, United Nations Global Compact, European Commission Communication on Corporate Social Responsibility (2002), European Commission's Green Paper (2001), ISO 9001:2000, ISO 14001:2004 and ISO 19011:2002, OHSAS 18000, and SA8000.

OBJECTIVE

Introducing ethical and auditable values in the management areas of an organization of any size or sector willing to make social commitments, and allowing the assessment and verification of such commitments made by the top management regarding social responsibility.

The standard presents criteria that allow establishing, implementing and assessing the organizations' Ethical and Social Responsibility Management System as proposed by Forética, which, in turn enables organizations to manage (planning, monitoring and assessing), according to their values, their relations with all stakeholder groups. The system ensures the strategic integration of organizational values into the operations by focusing on processes, assessments and improvement plans.

CONTENT

Forética's SGE 21 is part of a series of standards aimed at assessing ethical management. It belongs to the SG20 Business series. It is based on core values embraced throughout the organization, which comprise the organizational culture and are the starting point for the strategic reflection.
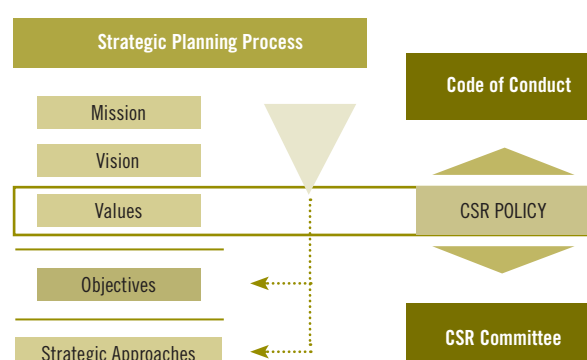
It is organized in 9 Management Areas and their subsequent protocols and requirements, according to the organization's values and social responsibility policy.

The implementation of each Management Area is objectively assessed and can, therefore, be audited. They are shown below:

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[1] SGE consists of a series of standards, guides and formal documents developed by Forética and is based on a series of CSR guidelines: OECD and ILO Guidelines, United Nations Global Compact, European Commission Communication on Corporate Social Responsibility (2002), European Commission's Green Paper (2001), ISO 9001:2000, ISO 14001:2004 and ISO 19011:2002, OHSAS 18000, and SA8000.

SGE 21 | 7.11

1. Top Management
2. Clients
3. Suppliers and Subcontractors
4. Human Resources
5. Social Performance
6. The Environment
7. Investors
8. Competition
9. Government

| Investors | | Government |

| Dirección | Social Performance and the Environment | Clients |

| Human Resources | Competition | Suppliers and Subcontractors |
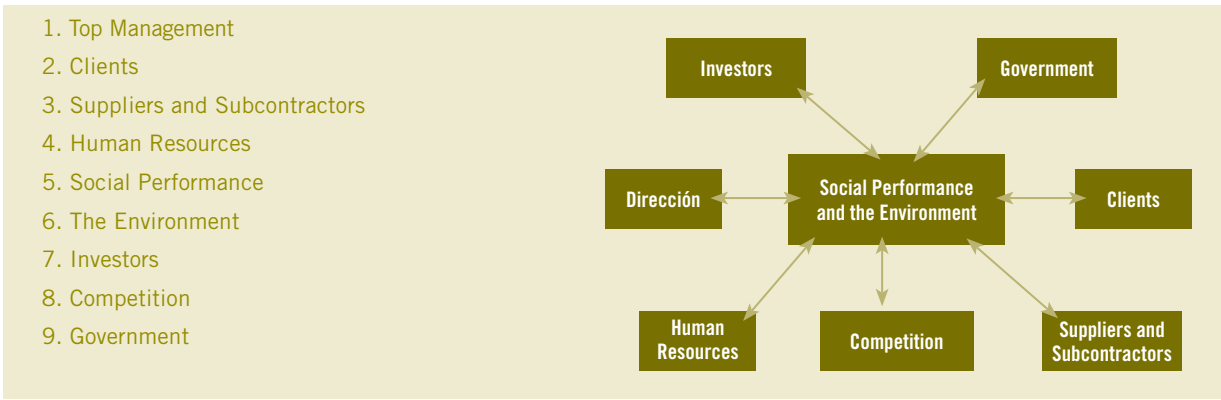
STEP BY STEP

The SGE 21 can be used by organizations of all sizes, ranging from very small to large multinational organizations. It can be implemented throughout the organization in an integrated manner, by implementation levels (being the Ethical Management certification the most prestigious one) or by management areas.

The system is totally compatible with ISO 9000:2000 and ISO 14000, allowing for joint audits and cost reduction.

The system must be periodically reviewed and assessed to ensure continuous improvement.

• **Internal audit** – qualified auditors are appointed to assess compliance with the standard and develop improvement plans, which are submitted to a social responsibility committee.

The organization can choose to have either an annual audit or compliance assessment:

• **External audit** – performed by a quality and environmental certification body accredited by ENAC and acknowledged by Forética. The audit report is reviewed by a certification committee appointed by the Forética Technical Board, including Forética members (president, CSR expert and technical area), the certification body involved in the process, another official certification body, and an NGO. If compliant, Foréti-

Certification

SGE 21

Implementation by Areas

Codes of Conduct

Social Responsibility Policy

Implementation Level
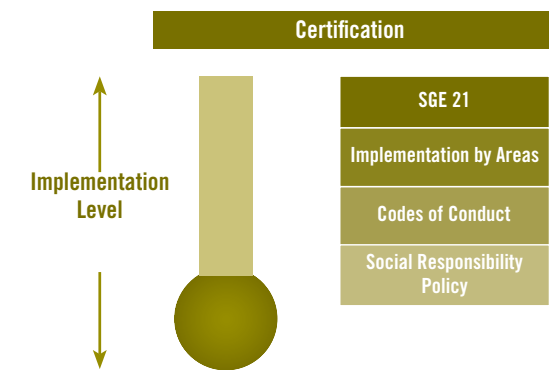
ca will issue the Ethical and Social Responsibility Management Certificate. This seal is annually reviewed through follow-up audits and every three years through a thorough audit.

• **Compliance assessment** – third-party evaluation with no certification purpose. It can be made by a certification body or a consultancy firm acknowledged by Forética. It is aimed at informing the system's operation level, allowing the top management to establish improvement plans in order to meet its social responsibility policies objectives.

REFERENCE

www.foretica.es
www.foretica.es/imgs/foretica/sge21.pdf

7.12 | OHSAS 18001

Occupational Health and Safety Assessment Series 18001 - OHSAS

U.S. Department of Labor - Occupational Safety & Health Administration

COUNTRY

USA

WHAT IT IS

It is an auditable and certifiable occupational health and safety management system specification.

ORIGIN

The OHSAS 18001, whose acronym means Occupational Health and Safety Assessment Series, became effective in 1999, after studies carried out by a group of certification bodies and standardization entities from Ireland, Australia, South Africa, Spain and Malaysia.

OBJECTIVE

The purpose of this standard is to help companies in the control of employees' health and safety risks. The OHSAS 18001 is a standard for Occupational Health and Safety (OH&S) management systems. The certification by this standard ensures the company's commitment to reducing environmental risks and continuously improving its employee's performance in occupational health and safety.

The development of this standard has taken into account some existing national standards, such as the BS 8800, from England. The standard is based on the concept that an organization must periodically assess and evaluate its OH&S management system, so as to iden¬tify areas for continuous improvement and implement the necessary actions. For this reason, it does not establish definitive requirements for Occupational Health and Safety performance, but it demands that the organization fully comply with applicable laws and regulations and commit to the continuous improvement of processes.

For not setting strict standards, two organizations developing similar activities, but with different levels of OH&S performance, can meet the standard's requirements.

CONTENT

OHSAS 18001 has been developed to be compatible with the ISO 9001 (Quality) and ISO 14001 (Environmental) management systems standards.

These standards were based on the Deming cycle (or PDCA cycle), through which actions are performed seeking continuous improvement.

The OHSAS 18000 comprises a management system that integrates:

- commitment to following a risk management policy;
- identification and assessment of risk factors and areas;
- identification of objectives and programs;
- capacity-building;
- implementation of control processes;
- preparation of emergency situations;
- establishment of surveillance procedures;
- implementation of accident prevention measures;
- establishment of a regular verification procedure.

STEP BY STEP

The certification procedure is implemented in three stages:

- pre-assessment carried out by the certification body;
- evaluation of documentation provided by the organization;
- certification audit to evaluate and verify the effective implementation of procedures by the organization.

REFERENCE

www.osha.gov

www.osha-bs8800-ohsas-18001-health-and-safety.com

www.osha-bs8800-ohsas-18001-health-and-safety.com/electronic.htm (para compra)

http://emea.bsi-global.com/OHS/index.xalter

Social Accountability 8000

Social Accountability International – SAI

COUNTRY

USA

WHAT IT IS

The SA8000 Standard is an auditable certification standard based on international workplace norms aimed at improving working conditions.

ORIGIN

It was launched in 1997 by former Council on Economic Priorities Accreditation Agency (CEPAA), currently called Social Accountability International (SAI), a North American non-governmental organization, which became responsible for its development and supervision. Developed, reviewed and updated through dialogue with all the stakeholders, SA800 is the first international standard aimed at one corporate social responsibility aspect, and was reviewed in 2001.

OBJECTIVE

SA8000 is increasingly recognized worldwide as a system for implementation, maintenance and verification of humane working conditions and assurance of workers' rights. It is designed especially for companies that own purchasing or production units in countries where it is necessary to assure that products are ethically made.

CONTENT

The SA8000 follows the ISO 9000, but its requirements are based on international workplace norms of International Labour Organisation (ILO) conventions, the Universal Declaration of Human Rights and the UN Convention on the Rights of the Child.

A summary of the Standard elements follows:

- child labor
- forced labor
- health and safety
- freedom of association and right to collective bargaining
- discrimination
- discipline
- working hours
- compensation
- management systems

STEP BY STEP

Organizations have two options for SA8000 implementation:

1. Certification to SA8000

Certification is the process by which facilities submit to an independent audit against the SA8000 Standard. If a facility meets the Standard, it will earn a certificate attesting to its social accountability policies, management, and operations. Companies that operate production facilities can seek to have individual facilities certified to SA8000 through audits by one of the accredited certification bodies. SA8000 certification is conducted by organizations accredited and overseen by SAI's own auditors. Both certified and accredited organizations undergo semi-annual review and revisits.

Information: www.sa-intl.org/index.cfm?fuseaction=Page.viewPage&pageID=617

Certified Facilities page: www.sa-intl.org/index.cfm?fuseaction=Page.viewPage&pageID=745

2. Corporate Involvement Program (CIP)

Companies that focus on selling goods or combine production and selling can join the SA8000 Corporate Involvement Program. The CIP helps companies evaluate SA8000, implement the SA8000 Standard, and report publicly on implementation progress. There are two levels of the CIP:

- SA8000 Explorer (CIP Level One): Evaluate SA8000 as an ethical sourcing tool via pilot audits.

- SA8000 Signatory (CIP Level Two): Implement SA8000 as a step-wise approach in some or all of the supply chain through certification and communication of the implementation progress to stakeholders via SAI-verified public reporting.

Launched in 1999, the CIP has attracted entities representing more than $100 billion in annual revenue. Program benefits include training courses for managers, suppliers and workers, technical assistance in implementing SA8000, and the right to use the SAI and SA8000 logos to communicate with stakeholders.

www.sa-intl.org/index.cfm?fuseaction=Page.viewPage&pageID=527

REFERENCE

www.sa-intl.org

SD 21000

Association Française de Normalisation - AFNOR (French Association of Technical Standards)

COUNTRY

France

WHAT IT IS

SD 21000 represents the French contribution to the international debate on the standards for sustainable development organized by ISO bodies. In so far as this is not a standard, the guide is classified in the legal category of documentary fascicles.

ORIGIN

AFNOR was founded in 1926 and is a state-approved organization under the administrative supervision of the Ministry of Industry. It has a membership of approximately 3000 companies. AFNOR is the French member of CEN and ISO.

In order to develop this consensus document, 80 persons representing the set of economic world (employers, trade unions, associations, public sector) worked for two years (2001-2003). The authors of *SD 21000* wanted to help corporate managers to identify the challenges of sustainable development in strategy and business management.

OBJECTIVE

"The SD 21000 is not a recipe for the implementation of sustainable development, but rather a didactic document of sensitization that provide business managers with good questions. It supports strategic thinking that allows the identification of 'significant' challenges and the establishment of measures to advance the control of stakeholder relations, and the integration of management and information systems (assessment, indicators, reporting). It is based on a transaction mechanism on challenges that are not exclusively economic."

The guide seeks to address two issues:

• Help businesses to implement sustainable development strategies.

• Organize a system for strategic transaction with external stakeholders and develop actions based on significant challenges.

CONTENT

The SD21000 puts forward recommendations to help management systems to adapt both technically and culturally, so that the objectives of sustainable development are gradually integrated into the heart of the organization.

The initial strategic approach put forward by the SD21000 will bring out many potential challenges for the organization and the need to analyze the organization's own risks. This opportunity will enable the organization to identify the most significant challenges.

Then, the organization will be able to define its vision, strategy, policy and goals to draft its multi-annual program. Its action plan will follow as a result. Actions will be monitored and assessed, and the impacts of the significant challenges will be measured and communicated to the stakeholders.

The diagnostic tool is "computerized".

A five-day follow-up will enable the organization to get familiar with sustainable development and develop a relevant action plan and a capacity building program adapted to local actors.

STEP BY STEP

The first stage aims at initial thoughts about how to develop the organization's strategy taking into account its global effects on the life and operation of companies.

The second stage aims at operationalization, making recommendations to help the organization to set its SD goals, integrating management into CSR goals.

IDENTIFYING CHALLENGES

• Sustainable development principles

• Good sectoral practices

• Regulations and standards

• Stakeholder expectations

SD 21000 | 7.14

CSR STRATEGY

Choices and priorities:
- Significant challenges
- Organization's vision and values

POLICIES

- Program
- Action
- Goals
- Indicators

OPERATIONALIZATION

- Management system
- Action plan
- Capacity building
- Communication
- Control table

REPORTING

- Assessment and communication of performance
- Feedback to stakeholders
- Continuous improvement
- Updating the identification of challenges

The reporting initiative – inform potential investors about the different results of the organization, as well as taking into account the stakeholders, whether jeopardized or beneficiaries – make up the two axes of the tools formatted to reach sustainable development. Accountability is no longer an obligation, but a need and an indispensable belief with regard to the way society operates.

RESULTS

One year after its launch 200 companies were mobilized in nine regions.

REFERENCE

www.afnor.org/developpementdurable/default.html

www.afnor.org/developpementdurable/normalisation/referentiels.html

www.afnor.org/developpementdurable/normalisation/sd21000.html

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TIP

The Guide to the identification and prioritization of the issues surrounding sustainable development (FD x 30-023) is a document to help bring the SD21000 into operation by identifying and prioritizing the sustainable development challenges.

It has a methodology based on the organization's existing piloting tools that allows the following:

- Identifying sustainable development challenges;

- Prioritizing theses challenges in terms of risks and opportunities;

- Considering the organization's level of maturity regarding the different sustainable development challenges, as well as the level of maturity regarding business practices;

- Implementing actions to build a sustainable development strategy and develop a continuous improvement program;

- Drafting the adapted plan on priority actions;

- Discussing the issue with internal and external stakeholders.

The method is based on a list of 34 challenges that cover the range of sustainable development issues.

The Local Communities version of the SD21000 (AFNOR AC X30-022) aims to help the local communities to get familiar with the concept. Its objectives are:

- Creating awareness in communities of the principles and challenges of sustainable development

- Fostering reflection on the integration of sustainable development principles;

- Gathering methods and tools to apply a lasting development initiative.

This guide is especially aimed at actors that will boost the initiative and have power of decision and strategic guidance, as well as those who will contribute to applying the initiative.

Effectively, sustainable development is a participatory initiative that mobilizes the energies of all actors in all levels.

7.15 Q-RES

Q-RES

Center for Ethics, Law & Economics – CELE

COUNTRY

Italy

WHAT IT IS

Management model for corporate social and ethical responsibility that can be adapted to private companies, public organizations and associations, based on the concept of strategic, fair and efficient management of stakeholder relations. Principles of business ethics (*).

(*) Business ethics suggest that a balancing criterion my take the form of a fair and efficient 'social contract' between the company and all stakeholders. The social contract is not a real contract; rather, it is an ideal one: it is a touchstone. It is grounded on a concept of justice whereby what is fair is what people rationally and consensually accept with unanimity.

To reach a fair agreement, the following conditions must be satisfied:

• The interests of all parties must be considered;

• All parties must be informed and not deceived;

• No one must have been or be subject to abuse of power or embarrassment; and

• Agreement must be reached on a voluntary basis through rationality.

ORIGIN

Designed in 1998 by the Center for Ethics, Law & Economics (CELE) of the University Castellanza (Varese, Italy), the system was developed by a working group (Q-RES Table) comprising companies, consulting firms, and NGOs whose objective is to create management tools to foster corporate social responsibility and ethics.

Q-Res engaged in constructive dialogue with the representatives of similar initiatives in Europe, such as SIGMA Project and AA1000 in the UK, and the ValuesManagementSystem in Germany, as well as with the Italian Government and European Commission institutional representatives, with a view to promoting a think tank for the development of a European standard.

The Q-RES Guidelines for applying the tool were launched in 2001. In 2002 and 2003 the first version of the Q-RES Standard (certifiable) was drafted, translating the Q-RES Management System into a standard certifiable by independent bodies. It is currently undergoing a consultation process.

OBJECTIVE

The Q-RES project aims to develop a quality corporate social and ethical responsibility standard that can be certifiable and able to safeguard an organization's social and ethical reputation, besides building trust in stakeholder relations. The idea is that companies known as socially and ethically responsible can enjoy better relations with their stakeholders and have a competitive edge in terms of reputation, trust and credibility.

CONTENT

The document Q-RES Guidelines, published in 2001, describes six tools to manage social and ethical quality of organizations:

1. Corporate Ethical Vision

Defines the organization's concept of justice that sets the basis for the responsible behavior it must pursue in its relations with stakeholders. It expresses the concept of a social contract between the company and its stakeholders and sets a balance point impartially acceptable to everyone, through which each stakeholder can freely decide to contribute or at least not to hinder the mission achievement.

2. Code of Ethics

Set of principles, rules and parameters to measure and evaluate issues related to the discretionary power and corporate governance. It seeks to protect the stakeholders by acknowledging the non-abusive exercise of discretionary power, extending the governance rules that apply to the relations with shareholders and investors to the wider relations of the company with all its stakeholders, and providing stakeholders with a basis for their judgments on the company's reputation, therefore building trust in the relations between the company and its stakeholders.

3. Ethical Training

It aims to create the conditions to enable corporate members to understand the organization's ethical rules and principles. Ethical training seeks to predict conflict zones (individual/company) and create a dialogue to favor alignment of the workforce with the codes of conduct and corporate rules. It prepares employee to be able to identify and solve ethical dilemmas in the workplace.

4. Organizational Systems of Implementation and Control

These constitute the "ethical infrastructure" that supports the implementation of social and ethical responsibility, ethical performance improvement and monitoring. The guide defines two processes to be followed:

• The bottom-up process aims to evaluate ethical-social performance through the Balanced Scorecard (BSC), adjusted and adapted. The BSC encompasses four dimensions of organizational performance: finance, clients, internal processes, learning and development, each one with policies, objectives and strategies defined in the system. It could be used to measure the company social and ethical performance (or sustainability) by incorporating theses issues into the system's dimensions. Therefore, the BSC could become a CSR management tool.

• The top-down process concerns the evaluation of and improvement in risk control, risk management and corporate governance processes associated with ethical issues through internal auditing.

5. Social and Ethical Accountability

It aims to inform the stakeholders on the organization's CSR performance, enhancing the scope and transparency of corporate communication. Several report models and approaches that make use of the triple bottom line are referenced in the Q-RES: GRI, The World Business Council for Sustainable Develo¬pment, AccountAbility, etc.

6. External Verification

Verification by an external auditor adds more credibility and value to the company's CSR statement. The auditor assesses compliance with Q-RES guidelines and tools, according to the excellence criteria offered. The most relevant normative references for the Q-RES are the SA8000 and the AA1000.

For each management tool in the Q-RES model, the Guide presents: definition, function, content, development methodology, auditing evidence, and excellence criteria for the adoption of social and ethical responsibility. In addition, the CSR model described in the Q-RES Guidelines was developed taking into account the observation and verification of the company's practices by the stakeholders.

STEP BY STEP

Registration to the Standard can occur in two different ways:

1. Registration to the Q-RES Table

Forum to discuss and scientifically develop CSR principles, methodologies and tools by presenting the results and proposals resulting from the team's researches and sharing of experiences among participating organizations. The Q-RES Table is open to public and private companies, associations, NGOs and social service providers in the CSR field that share the Project's Mission and intend to contribute to the maintenance of the research program carried out by the Q-RES group.

The activities aim at:

• Reviewing the Q-RES Guide and Standard according to the results of ongoing researches, funded by the European Commission, on the development of a common CSR management standard, carried out in partnership with the SIGMA Project, AccountAbility and the University of Constanza;

• Refining the tools of the Q-RES management system in light of the experience of companies participating in the pilot projects;

• Submitting the Q-RES Standard to audit and future certification processes;

• Fostering awareness and adoption by companies and associations of the Q-RES Guidelines

2. Development of a pilot project

The Q-RES team can be hired by the organization to develop a pilot project, which in turn will lead to the adoption of and/or improvement in one or more tools provided by the Q-RES Management System (code of ethics, social accountability, ethical training, external verification, etc.).

Typically, a pilot project includes the following activities to be carried out by the Q-RES team:

• Gap Analysis – to develop an operational plan to implement or improve the existing Q-RES tools in the organization;

• Support to tools planning according to the Q-RES Guidelines;

• Support to Q-RES tools development;

• Verification of tools application based on the Q-RES Standard.

The development of pilot projects depends on specific agreements between the Q-RES team and the organization, which will define the level and type of involvement of the Q-RES team.

RESULTS

During the activities of the Q-RES Project, pilot projects have been started with the following companies: ENEL Coop Consumers, The Northeast Freeways for Italy.

REFERENCE
www.qres.itwww.qres.it
www.liuc.it
www.liuc.it/ricerca/cele/qres.pdf

7.16 ECS2000

Ethics Compliance Management System Standard - ECS 2000

Japan Society for Business Ethics Study

COUNTRY

Japan

WHAT IT IS

The ECS 2000 is a standard that aids and supports the establishment of ethical compliance management systems in corporations and other organizations, according to the principles of Human Rights, Freedom and Interdependent Prosperity (zenpozen) within the market economy.

Human rights and freedom are the basic principles of democracy, without which a capitalist economy becomes impossible.

ORIGIN

The Japan Society for Business Ethics Study was established in 1993, 15 years after the creation of the Society for Business Ethics in the United States.

The Japanese society established a Business Ethics Research Center to guide businesspeople in the introduction of ethical programs in their companies. This work resulted in 1999 in the first Standard for Business Ethics in Japan – the ECS 2000.

OBJECTIVES

This standard aims to enable organizations to find better ways to prevent unfair business practices and illegal behavior by their own board members, which violate the Code or Policy of Ethics. Therefore, it enables the identification of these violations and the people responsible for these actions. In order to achieve it, it is necessary to:

• Establish and manage an ethical-legal compliance management system

• Create an internal ombudsman (collection of suggestions and criticism) for stakeholders and also create a Code of Ethics (in case there is not one) and a work philosophy.

CONTENT

The basic framework of this standard can be described in four stages:

1st) The Policy of Ethics to be pursued by each organization is clarified and the Code of Ethics (or legal compliance manual), Planning and Internal Regulations required to accomplish this policy are developed.

2nd) An individual or department is appointed to take the primary responsibility for ethical-legal compliance, and training and communication initiatives are carried out under their direction.

3rd) The organization undertakes independent audits to ensure that the organization's members correctly understand the ethics policy and the code of ethics, and that the office of ethical-legal compliance and the ombudsman are functioning in an appropriate manner. The audits are disclosed.

4th) Based upon the results of this audit, potential areas of reform are identified and implemented. This would include, for example, revisions of the Code of Ethics, improvement in Education Programs, and responses to suggestions received through the ombudsman.

STEP BY STEP

1. SCOPE

2. NORMATIVE REFERENCES

3. DEFINITIONS

4. ETHICS COMPLIANCE MANAGEMENT SYSTEM REQUIREMENTS

4.1. GENERAL REQUIREMENTS

ECS2000 | 7.16

RESULTS

Supported by the ECS 2000 and the effort of several Japanese companies for the "development of business ethics programs", due to the global demand and requirements, the Japanese organizations had their cor- porate governance structures renewed, giving more emphasis on the Business Ethics.

The Japanese government also enacted the Whistle- blower Act, and revised the internal control systems of Japanese companies.

The great change was quickly felt in the stakeholder relations, which was previously characterized by major scandals in the 1970s and 90s. A good example is consumers, who normally never accused large corpo- rations. Nowadays this occurs more often.

REFERENCE

Business Ethics & Compliance Center

Reitaku University

http://ecs2000.reitaku-u.ac.jp

www.seattleu.edu/asbe/abei/papers%20for%202006%20conference/Nobuyuki%20Demise.pdf

COLLABORATION

Beat Grüninger, Marco Perez

Business and Social Development

www.bsd-net.com

AccountAbility

AA1000

Institute of Social and Ethical Accountability - ISEA

COUNTRY

United Kingdom

WHAT IT IS

Certifiable international standard consisting of processes and principles focused on stakeholder engagement.

ORIGIN

The standard, the first international CSR management standard, was launched in 1999 by the ISEA – Institute of Social and Ethical Accounta¬bility, a non-governmental organization based in London. The organization was established in 1995 to promote accountability innovations that advance responsible business practices, and the broader accountability of civil society and public organizations. Its 350 members include businesses, NGOs and research bodies, and elect their international Council, which includes representatives from Brazil, India, North America, Russia, South Africa and Europe.

In 2005, AccountAbility launched a second AA1000 Series module, the AA1000SES – Stakeholder Engagement Standard. The most recent module of the AA1000 Series, this tool brings many practical considerations on stakeholder engagement and formats a dialogue process. The principles applied in this process are: Inclusivity, Materiality, Completeness and Responsiveness.

OBJECTIVE

The AA 100 Series define best accountability practices so as to ensure the quality of accounting, audit, and ethical social reporting of all types of organizations (public, private, and NGOs of all sizes). The AA1000 process standards integrate the definition and integration of organizational values into the development of performance goals, and into the assessment and communication of organizational performance. Through this process, focused on stakeholder engagement, they link social and ethical issues to strategic management and business operations.

Stakeholder engagement is the key point of AA1000. Through stakeholder engagement the organization will prioritize critical points to be addressed, determine indicators and set goals, and choose the reporting system that better suits the company.

The series favors organizational learning and innovation. It brings benefits to overall performance – in the social, ethical, environmental and economic aspects – and helps organizations to move towards sustainable development.

The standard is certifiable, but does not define certification or actual performance patterns. It specifies the process to be followed in performance reporting, but not the desirable performance levels. Therefore, the standard does not attest ethical and socially responsible behavior of an organization, but assures that it acts according to its mission and values, and pursues the goals defined further to dialogue with stakeholders.

Some of the most important contributions of AA1000 are the processes and definitions that support Corporate Social Responsibility practice. Innovation in the way to adopt rules is encouraged, allowing every company to define its own path. This gives more responsibility to the companies. Complying with this standard has been seen as a guarantee for shareholders and other stakeholders that there is consistency in the company's actions.

CONTENT

The AA1000 Series is comprised of AA1000 Framework, AA1000AS – Assurance Stan¬dard e AA-1000SES – Stakeholder Engagement, Guiding Notes and User Notes.

The standard introduces the main CSR-related topics, the diverging and converging points with other standards such as ISO, SA 8000 and GRI.

The AA1000 Framework contains processes and principles for reporting, accountability and auditing. There are 11 quality principles that should be pursued by the organization, grouped by reference area:

AA 1000 | **7.17**

I. Scope and Nature of the Organization's Process

1. Completeness – unbiased inclusion in the accounting processes over time of all appropriate areas of activity relating to the organization's social and ethical performance.

2. Materiality – inclusion of significant information that is likely to affect one of more stakeholder groups and their assessment of the organization's social and ethical performance.

3. Regularity and Timeliness – need for regular, systematic and timely action of the social and ethical accounting, assurance and reporting process to support the decision making of the organization and its stakeholders.

II. Meaningfulness of Information

4. Quality Assurance of Data – assurance of an organization's process by an independent and competent third party (Assurance Provider) or parties.

5. Accessibility – appropriate and effective communication to the organization's stakeholders of its social and ethical accounting, assurance and reporting process and its performance.

III. Information Quality

6. Comparability – ability to compare information on the organization's performance with previous periods, performance targets, or external benchmarks drawn from other organizations, statutory regulation or non-statutory norms.

7. Reliability – characteristic that allows the organization and its stakeholders to depend on the information provided by the social and ethical accounting and reporting to be free from significant error or bias.

8. Relevance – usefulness of information to the organization and its stakeholders as a means of building knowledge and forming opinions, and for assistance to decision making.

9. Understandability – comprehensibility of information to the organization and its stakeholders, including issues of language, style and format.

IV. Management of the Process on an Ongoing Basis

10. Embeddedness – or systems integration, concerns making the social and ethical accounting, assurance and reporting processes part of the organization's operations, systems and policy making, and not treated as a one-off exercise to produce a social and ethical report.

11. Continuous improvement – recognized and externally assured steps taken to improve performance in response to the results of the social and ethical accounting, assurance and reporting process.

STEP BY STEP

The AA1000 can be used as an independent tool or in conjunction with other accountability standards, such as the Global Reporting Initiative (GRI), the ISO standards and the SA 8000.

The process itself follows a defined activity cycle with 5 elements:

- Planning
- Accounting
- Auditing and Reporting
- Embedding
- Stakeholder Engagement

It is important to mention that the sequence of the steps described in the process does not have to be chronological.

The assurance follows the entire process, according to the model suggested by ISEA. The assurance includes the principles of the AA1000S Assurance Standard: Completeness, Materiality, Responsiveness, Accessibility and Evidence.

In cooperation with the IRCA – International Register of Certified Auditors, ISEA certifies professional sustainability auditors whose auditing practice follows the specific AA1000 Series standard, the AA1000AS – Assurance Standard.

REFERENCE

www.accountability.org.uk
www.accountability21.net
www.accountability21.net/aa1000/default.asp
www.accountability21.net/aa1000/default.asp?pageid=286

British Standard 8555 – BS 8555

The Acorn Trust

COUNTRY

United Kingdom

WHAT IT IS

Set of environmental management standards focused on SMEs (Small and Medium-Sized Enterprises)

ORIGIN

Created by the Acorn Project, a national project established to help small and medium-sized enterprises to grow and develop their environmental performance standards, built from business-specific needs. The project was managed by The Acorn Trust, a foundation that aims to make environmental management accessible and profitable for SMEs. The foundation is formed by UK government representatives, trade associations, non-governmental organizations, small and medium-sized enterprises, and environmental consultants. The standard was launched in April 2003 with the support of the English Department of Trade and Industry and the Department for Environment, Food and Rural Affairs. A national certification process by the BS8555 is being studied by The Acorn Trust.

OBJECTIVE

Phased implementation of an environmental management system aimed at continuous improvement. Following through all the phases could lead organizations to being in a position to be assessed against ISO 14001 or EMAS (EU Eco-Management and Audit Scheme),

CONTENT

The implementation process can be undertaken in up to six separate phases and allows for phased acknowledgement of progress towards full ISO 14001 EMS implementation.

STEP BY STEP

The tool is available online and can be accessed free of charge. SMEs can use the Acorn Scheme to carry out a phased process (six phases altogether) to implement environmental management practices. Implementation of all six phases is not mandatory.

The six phases of BS 8555 are:

1. Commitment and establishing the baseline
2. Identifying and ensuring compliance with legal and other requirements
3. Developing objectives, targets and programs
4. Implementation and operation of the EMS
5. Checking, audit and review
6. EMS Acknowledgement (getting ISO 14001 and/or EMAS)

The organization can be inspected by its main clients or by third parties after implementing all of the stage profiles of a given phase before progressing to the next phase. This will assure all requirements of each phase have been met. In phase 1, the organization can decide for an additional audit to check compliance with ISO 14001 or EMAS.

The tool also proposes the mentoring partnership method, through which a large corporation monitors the SME in its initiatives. This method concerns mainly SMEs that wish to implement an environmental management system by pressure of or as a result of a request from a major client (supply chain).

REFERENCE

www.theacorntrust.org

www.theacorntrust.org/in_method_intro.shtml

www.theacorntrust.org/free_register.shtml

http://epi-tool.theacorntrust.org/

PHASE 1 – Commitment and establishing the baseline (see Figures 2 to 9)

PHASE 1 – audit

PHASE 2 – Identifying and ensuring compliance with legal and other requirementes (see Figures 10 to 15)

PHASE 2 – audit

PHASE 3 – Developing objectives, targets and programmes (see Figures 16 to 23)

PHASE 3 – audit

PHASE 4 – Implementation and operation of the environmental management system (see Figures 24 to 30)

PHASE 4 – audit

PHASE 5 – Checking, audit and review (see Figures 31 to 36)

PHASE 5 – audit

PHASE 6 – Environmental management system acknowledgement (see Figures 37 to 42)

Second Party auditing and supply chain acknowledgement (see introduction)

Preparing for external management system assessment (BS EN ISO 14001) (see Phase 6, Stage 1)

Preparing for EMAS registration (seee Phase 6, stages 2 to 6)

British Standards 8800 – BS 8800

British Standard Institution – BSI

COUNTRY

England

WHAT IT IS

Auditable and certifiable English standard focused on occupational health and safety management systems.

ORIGIN

Developed by the British Standard Institution (BSI), British organization in charge of elaborating and publishing standards, it was first published in 1996 as BS 8750. It is considered as the most updated standard in the world for the implementation of an effective system to manage issues related to accident prevention and occupational diseases. Its new acronym will be ISO 18000, when globally approved by the International Organization for Standardization in international committees and workshops, such as the one scheduled for Geneva, Switzerland. Several countries, including Brazil, are holding preparatory events and discussing the issues in sectoral chambers in order to clarify and consolidate their standpoints on the issue.

OBJECTIVE

Implementation of an effective system to manage issues related to accident prevention and occupational diseases

CONTENT

The BS 8800 standard prescribes an Occupational Health and Safety Management System compatible with the ISO 14001 and based on the same tools of the PDCA (Plan-Do-Check-Act) continuous improvement cycle. This compatibility allows the unification of both standards and the integration with ISO 9000 Series standards, providing the company with a powerful management tool.

STEP BY STEP

The purchase can be made online. The publication is also available.

https://secure.element5.com/shareit/checkout.html?productid=156337&language=English

Necessary steps for a certification:

1. Top management commitment.

2. Selection and appointment of a coordinator.

3. Establishment of the coordination committee.

4. Training.

5. Development and disclosure of safety policy.

6. Lecture on quality to the entire workforce.

7. Continuous diffusion of the safety issue.

8. Study on the standard's requirements and the company diagnosis on each of them.

9. Work plan to meet each of the standard's requirements.

10. Establishment of working groups including the workforce to develop the labor instructions

11. Development of the safety manual.

12. Training the workforce on the documentation.

13. Qualification of the internal safety auditors.

14. Internal audits.

15. Implementation of corrective actions for non-conformities.

16. Selection of standards organization.

17. Pre-audit (simulated assessment).

18. Certification audit.

REFERENCE

www.bsi-global.com

Download em português http://br.geocities.com/acisbr/bs8800.htm

www.osha-bs8800-ohsas-18001-health-and-safety.com/bs8800.htm

British Standards 8900 – BS 8900

British Standard Institution – BSI

COUNTRY

England

WHAT IT IS

This is not a management system standard. It is a set of guidelines, with no certification purposes, for organizations of all sizes, types and sectors, on the options for managing sustainability through balancing the social capital and the environmental and economic capitals of the business, focusing on continuous performance improvement and accountability.

ORIGIN

BSI – British Standards Institution – launched in England the first world standard on Sustainable Development Management. The new guidelines will help organizations to build a balanced and lasting approach to economic activity, environmental responsibility and social progress.

OBJECTIVE

Mike Low, Director of BSI British Standards said:

"This standard is an important step towards helping organizations realize a sustainable future, whilst maintaining business performance. A successful approach to managing sustainable development will help ensure that an organization makes high quality decisions that promote continuing and lasting success. These decisions often relate to an organization asking itself the following questions:

• How can you be sure no groups or individuals are disadvantaged or kept in the dark?

• How do you deal with others with integrity?

• Will organizational decisions lead to irreversible environmental or societal change?

• How do you make certain that relevant and reliable information is available in an accessible, low-cost and comparable way?

• How are significant interests, influences and beneficiaries recorded, communicated and managed?"

The Sustainable Development Maturity Matrix presented in the BS 8900 helps organizations to answer such questions by providing a means of tracking performance against criteria and continually working toward improvement in each area.

The BS 8900 also contributes to the development of the future ISO 26000. The English standard is aligned with the main resolutions already approved for the future ISO 26000, as follows: it will not be a certification standard, will not have a management system nature, and will be applicable to all types of organization. The

BS 8900 also helps companies to make the connection among the existing standards related to this theme (such as the ISO 14000 Series, the GRI Guidelines and the AA1000), besides contributing to the global process of developing the future ISO 26000 Social Responsibility standard.

CONTENT

The BS 8900 is based on the construction of learning and on the implementation of decision-making structures in organizations to make them more sustainable. The standard sets the results the organization should reach, but not the processes it must follow, and points out the ways to identify the organization's sustainability maturity, so that its current status can be measured and its progress graphically represented.

Presentation

0 Introduction
  0.1 Miscellaneous
  0.2 Results

1 Scope

2 Terms and definitions

3 Principles of sustainable development

4 Putting sustainable development into practice
  4.1 The organization
  4.2 Identification of issues
    4.2.1 Miscellaneous
    4.2.2 Identification of stakeholders
    4.2.3 Stakeholder engagement
    4.2.4 Further considerations
  4.3 Organization's capacity
    4.3.1 Miscellaneous
    4.3.2 Resources allocation
    4.3.3 Competence building
  4.4 Management
    4.4.1 Miscellaneous
    4.4.2 Assessment of risks and opportunities
    4.4.3 Identification of performance indicators
    4.4.4 Achievement of progress
  4.5 Critical analysis
    4.5.1 Miscellaneous
    4.5.2 Critical analysis of the strategy
    4.5.3 Critical analysis of the operations
    4.5.4 Follow-up
  4.6 Building trust

5 Sustainable development maturity matrix

REFERENCE

www.bsi-global.com/British_Standards/sustainability/index.xalter

www.qsp.org.br/bs8900.shtml

Good Corporation Standard

A Good Corporation Ltd.

COUNTRY

United Kingdom

WHAT IT IS

It is a certification distributed by a private company – Good Corporation – to organizations that disclose socially responsible practices and improvements in social, ethical and environmental issues, according to a set of defined criteria.

ORIGIN

Good Corporation Ltd. was founded in 2000 by a group of former partners and directors of KPMG Consulting. It is a for-profit company that gives 5% of its profits to good causes, and is supported by representatives of trade unions and not-for-profit organizations, as well as large and small businesses. Good Corporation is headquartered in London, UK, but has a network of local partners across the world. The Good Corporation Standard was developed in conjunction with the Institu¬te of Business Ethics and launched in 2001.

OBJECTIVE

Good Corporation provides companies with an independent and confidential assessment that help them protect their reputation and foster responsible business practices. The certification is designed for companies of any sector or size. In order to be certified, the company has to provide evidence of the adoption of good practices to manage employees, customers, suppliers, shareholders, community and environmental groups.

CONTENT

The assessment is carried out from a set of criteria of good business management in relation to its stakeholders, and includes categories such as management of relationships, impacts and contributions. Six sessions are assessed – employees, customers, suppliers and subcontractors, community and environment, shareholders and other suppliers of finance, and management commitment. The Standard sets out 62 management practices that are easy to understand and which can be individually assessed.

STEP BY STEP

The assessment process is conducted externally and on-site and draws on evidence from a number of sources, including management views, documentary evidence and stakeholders' views.

1st step: Initially, the company should fill out an online questionnaire to learn the stage its practices are in order to be assessed. Then, it should register at Good Corporation to get information and request the assessment.

2nd step: Once the agreement is signed, an assessor (accredited by Good Corporation) analyzes the company according to Good Corporation's social responsibility criteria. This assessment goes through several phases:

- Based on documents provided by the company;
- *On-site visits;*
- *Interviewing the stakeholders.*

At the end of this process, the assessor completes the assessment. Each of the practices is graded against a five-point scale from a "fail" to a "commendation". Organizations must achieve a minimum standard across all the criteria in order to become a Member and Good Corporation. If certified, an organization may use the logo of Good Corporation on its communication for one year. In case of a negative opinion, the organization can follow the assessment report's suggestions to make improvements in the sectors that failed in the assessment and then ask for a reassessment.

The assessment is conducted confidentially and for the benefit of the assessed organization only. The results are not published by GoodCorporation although a listing of those organizations that have met the Standard appears on the website.

RESULTS

GoodCorporation has conducted assessments in over 30 countries (in Europe, North and South America, the Middle East, Africa and Asia) for a range of multinational companies, SMEs as well as for public bodies and not-for-profit organizations.

REFERENCE

www.goodcorporation.com

Community Mark

Business in the Community- BITC

COUNTRY

United Kingdom

WHAT IT IS

It is a certifiable standard for social engagement of British SMEs.

ORIGIN

The British standard Community Mark is promoted and distributed free of charge by Business in the Community (BITC) and is supported by the Home Office. The tool was successfully piloted in Brighton and Hove by the Brighton and Hove Business Community Partnership.

BITC is an organization founded in 1982 by a group of large British companies committed to enhancing their positive impact on the society. The organization is chaired by the Prince of Wales and currently has 750 member companies and a network of 2,000 companies engaged through 90 global partners.

OBJECTIVE

CommunityMark is designed to small and medium-sized businesses (up to 250 employees) willing to obtain the recognition by the society of the public interest activities they carry out and the investments they make to the benefit of the communities where they operate. The tool provides visibility to the company's social action, adding value to its image as a responsible company, hoping that this recognition will contribute to attracting loyal customers.

CommunityMark is a national standard or kitemark that does 3 things:

• Recognizes the contribution of small and medium sized businesses in their local communities

• Provides a model that enables small and medium sized businesses to maximize their community involvement to benefit both the business and the community

• Provides a model that encourages all small and medium sized businesses, even those that are not currently involved in their community at all, to get involved to benefit their business and the community

• Advantage – a CommunityMark certification enables a SME, for example, to show examples of its local investment practices, thus providing a potential 'shortcut' to completion of local authority tender documents.

CONTENT

CommunityMark is based on the excellence model of the British Quality Foundation. It analyzes 12 areas

of activities of SMEs in their locations, assessing the benefits for the community and the initiatives carried out to reach the results presented. The "results" are communicated and the "approaches" are described.

STEP BY STEP

Companies willing to obtain the certification should take the following steps:

1. Send a letter of commitment to BITC, and thereby subscribe to the CommunityMark principles, that is:

  • Integrating CSR values into its management;

  • Respecting the different stakeholders; and

  • Implementing a program to the benefit of its community within two years – the Community Programme

2. Participate in a local network, coordinated by a BITC network member, the CommunityMark Advisor.

3. Provide 53 pieces of information on the improvements made with your Community Programme.

4. Fill out an assessment questionnaire to be submitted to the BITC Assessment Panel, which meets three times a year. The Panel can complete the examination of the request for certification by consulting some stakeholders.

Once validated by the Panel, the company can use the CommunityMark logo for three years.

Note: A new CommunityMark standard is being developed by Business in the Com¬munity (BITC) in partnership with member companies, public sector and volunteer organizations. The seal will be launched in a pilot version in early 2007. It will be a standard for recognition of corporate social responsibility practices focused on community-driven initiatives (available as of 2007). The CommunityMark will be available for B2B and B2C of all sizes that wish to obtain public recognition of their contribution to the communities where they operate, resulting in a potential increase in their business value. The seal will offer a model to help companies to maximize their community involvement, generating mutual benefits – for companies and communities.

REFERENCE

www.bitc.org.uk

www.communitymark.org.uk

www.bitc.org.uk/programmes/programme_directory/communitymark/

www.bitc.org.uk/programmes/programme_directory/communitymark/what_is_commuark.htm

INVESTOR IN PEOPLE

Investors In People Standard

Investors In People Uk

Investors in People provides a flexible framework, which any organization can adapt for its own requirements. It mirrors the business planning cycle (Plan, Do, Review), making it clear for organizations to follow and implement in their own planning cycle.

[Content]

COUNTRY

United Kingdom

WHAT IT IS

A certifiable human resources management standard managed by a private company.

ORIGIN

Human Resources development is a critical issue for companies willing to improve their performance. Developed in 1990 within an initiative called National Training Task Force by a partnership of leading businesses and national organizations, the Standard helps organizations to improve performance and realize objectives through the management and development of their people. In 1993 the organization Investors in People was created to promote the use of the tool and carry out the reviews. Since it was developed, the Standard has been reviewed every three years to ensure that it remains relevant, accessible and attractive to all. The most recent review was completed in November 2004.

OBJECTIVES

The Investors in People Standard aims to provide a planning and management methodology for improving business performance from training and developing its people, engaging them in the organizational objectives and strategies.

CONTENT

The Investors in People Standard was created to be used by any organization, regardless of type or size. It provides a flexible framework, which any organization can adapt for its own requirements. It mirrors the business planning cycle (Plan, Do, Review), making it clear for organizations to follow and implement in their own planning cycle. This standard focuses on human resources development and training. The tool presents three steps and ten indicators that guide the work in each step, which have specific evidence requirements.

STEP BY STEP

The first step is to make a diagnosis of the organization, which can be done with the help of a tool available at the Investors in People's website (www.investorsinpeople.co.uk). Then, the following process takes place:

I. PLAN - Developing strategies to improve the performance of the organization: ensure the organizational objectives are understood and develop strategies for the development of teams focused on these objectives. Indicators:

1. A strategy for improving the performance of the organization is clearly defined and understood.

2. Learning and development is planned to achieve the organization's objectives.

3. Strategies for managing people are designed to promote quality of opportunity in the development of the organization's people.

4. The capabilities managers need to lead, manage and develop people effectively are clearly defined and understood.

II. DO - Taking action to improve the performance of the organization: implement a competence building program to meet the objectives. Indicators:

5. Managers are effective in leading, managing and developing people.

6. People's contribution to the organization is recognized and valued.

7. People are encouraged to take ownership and responsibility by being involved in decision-making.

8. People learn and develop effectively.

III. REVIEW - Evaluating the impact on the performance of the organization: evaluate the impact of competence building programs. Indicators:

9. Investment in people improves the performance of the organization.

10. Improvements are continually made to the way people are managed and developed.

Once the organization has been recognized as an Investors in People it will be subject to regular reviews no more than three years apart. Within this time frame, the organization can choose how frequently it wishes to be reviewed. The evaluation can be made with the help of an Investors in People assessor or by the organization itself by using a free online tool (Bu-

siness Improvement Diagnostic Tool). For further information, access www.investorsinpeople.co.uk.

RESULTS

Over the past 12 years independent research has consistently shown that the Investors in People Standard provides real business benefits to organizations of all sizes and across all sectors. Currently, over 37,000 recognized organizations in the UK, accounting for 27% of the UK workforce, are benefiting from the Standard in one way or another and they show a 90% rate of employee retention.

REFERENCE

www.iipuk.co.uk

Step by step manual: www.tso.co.uk/bookshop.

Overview

www.investorsinpeople.co.uk/NR/rdonlyres/miomn2
hhhyzxmg6d6vpgnudhrejzid2wyou2x6v7swwv24jfh3xuqb
vjwd7rpka/Overview.dfecfomd3en3e7xkjeejygrxw4uiqmmio
mn2hhhyzxmg6d6vpgnudhrejzid2wyou2x6v7swwv24jfh3x
xuqbvjwd7rpka/Overview.pdf

8

Final Comments: Spirituality, Values and Organizational Consciousness

This publication presented a broad view of the different Social Responsibility (SR) management tools available in the world, which aim at contributing to the Sustainable Evolution and inspire initiatives in several countries.

In general, these are self-assessment and learning tools developed to help organizations (of all sectors) to incorporate social responsibility concepts and practices into the several stages of CSR management. Therefore, they encompass diagnosis, implementation, benchmarking and performance assessment in the three aspects of sustainable evolution – economic, social and environmental - , thus allowing a more effective management of stakeholder relationship and the social and environmental impacts resulting from the organization's activities throughout its production chain, value chain and cooperation networks.

However, despite the diversity, the use of these tools is still made by a limited number of organizations, many of which are also actors responsible for the development of these tools together with non-governmental organizations, public agencies, associations and universities. These various actors engaged in the development of these tools are among the pioneers both in conceiving and advancing the CSR movement. This way, part of these initiatives are still being developed or piloted, pursuing the dialogue within the SR movement to be legitimized.

We have noticed that the environmental management presents more advanced, numerous and regulated tools, laying the foundations of CSR solutions.

Most tools listed do not address the size of companies they are designed for. There is, however, a clear effort to develop tools for small and medium-sized enterprises.

The origin of socially responsible management tools surveyed is mainly private, most of them from non-governmental initiatives.

The typology observed in this study believes that the degree of interactivity (stakeholders + production chain, value chain and cooperation networks) and external monitoring (auditing) is currently the most important factor to differentiate the tools studied. This degree is actually what determines the impact on financial and human resources of the organization, as well as the depth of this initiative in its work towards sustainable evolution.

For the time being, the adoption of CSR/SD management tools remains voluntary. For some, more liberal, voluntary initiatives are tangible evidence of companies' commitment; for others, more regulation-oriented, they mostly confirm the companies' determination to not let the government impose new regulatory constraints on them by acting beforehand.

We did not mean to cover all the existing tools, especially because the theme is relatively recent and still being developed. Therefore, we opted for an Internet-based research following a mapping made by the several organizations that deal with the theme in Brazil and abroad. Neither did we include the whole range of CSR tools such as, for example, the Best Practices Databases and Codes of Ethics and Conduct, which deserve the attention of the organizations for they truly contribute to their socially responsible performance.

The Internet is, actually, the ideal and most frequent media for the disclosure of information about these tools, as well as sharing of best business practices. The survey tried to respect the way the tools' content was presented, so as to show the reader a faithful portrait of how these tools were designed.

For now, we cannot be driven by excess or euphoria, disregarding the important potential dysfunctions, or even the lack of data that hinder the assessment of the actual efficacy of such initiatives. We should bear in mind that, despite the methodological and technical advance and the great number of tools, we are just beginning a long process of reshaping a system that so far has prioritized only the economic aspects.

8.1 | Intro

Management Tools Mapping

Each organization has its own challenges, externalities, corporate culture, stakeholders and management systems.

The proliferation of management tool models makes it hard for managers to clearly understand them in order to choose and use one. Some models are complementary whereas others overlap.

However, the management tools do share the capability of organizing the SR theme within the organizations. This might be the main motivation for those looking for a management model: integrating SR practices naturally, respecting the different evolution stages of each organization and demystifying its abstract features, thus turning it into a daily business activity.

When choosing a tool, the manager should weigh constraints and benefits so as to pick the most suitable tool to influence the organization's behavior in a desirable and predictable manner. This will promote significant, monitored and guided changes that will impact on different aspects of the organizational process towards sustainability.

The process of choosing a tool raises basic questions such as[1]:

What opportunities and/or threats does SR present to your organization?
How should the organization strategically address the challenges presented?
How to turn challenge into opportunity, integrating this opportunity into the organizations' core strategy?

This broad panorama of the various management tools presented in this publication can be integrated into the manager's agenda as follows:

Legislation – Legal Compliance

✓ Although not enough to assure compliance, the legislation is an efficient and democratic mechanism for fostering SR good practices. Promoting the development and improvement of public policy as well as complying with and enforcing the laws favor the progress of the SR movement towards the planet's sustainability. Legislation supporters believe that organizations do not want to be legally constrained by the government, so they make use of self-regulatory mechanisms and behave accordingly in advance.

Principles and Guidelines – chapters 2, 3 and 4

✓ Principles and guidelines must be present in the organizations from their very first step towards sustainability, for these tools define their scope and help developing an integrated view of SR. Not all principles and guidelines are suitable to beginners; however, they are part of the reality and the market in which they operate. It is worth mentioning that the legislation is not separated from principles and guidelines once the law is based on them.

Diagnostic Exercise – chapters 5 and 6

✓ The diagnostic exercise of an organization's social and environmental actions helps identifying its status regarding SR and respective planning. The diagnostic tool/indicators are an excellent example. Besides carrying out a self-assessment, it provides a benchmark for the market.

Management Tools – chapters 5 and 6.

✓ Effectively managing an organization's stakeholder relations and social, environmental and social impacts of its activities on its value chain is the ultimate purpose of management tools when integrated into the management strategy. No matter how different the level of details, measurement and verification, the organization's degree of interaction with its stakeholders, production chain, value chain and cooperation networks, or the external audit, it is the most important differentiation factor among the tools analyzed. The cooperation networks created, in which mutual influence occurs, lead to a continuous improvement in this process.

Standards and Certifications – chapter 7

✓ Standards and certifications are based both on the legislation and on principles and guidelines. It is worth saying that many times standards and certifications become "mandatory" for strategic positionings and access to markets. One of the main driving forces in the advance of SR is the market: more than government fines, the worst punishment is losing market due to conscious and well-informed consumers.

Collaboration: Vivian Smith

[1] "Stakeholder Sniff-Test" developed by AccountAbility

Beyond Economic Efficiency, Social Equity and Environmental Balance

Spirituality, Values and Organizational Consciousness – chapter 8

✓ Finally, and beyond economic efficiency, social equity and environmental balance, SR is a process that demands stance, principles, values, DNA: it is a way of being, thinking of, deciding upon, acting on, leading and reacting to (Plan, Do, Check, Act) our activities. It requires an understanding process in which ethical behavior brings economic gains rather than loss. We must realize it is our problem: taking the responsibility for the whole starting by ourselves, individually.

Excelling oneself becomes the greatest challenge.

Leaving the comfort zone to find new models, new technologies and new partners in the search for better solutions instead of using the same mentality expecting different results. "The world will not evolve past its current state of crisis by using the same thinking that created the situation" (Albert Einstein).

Vision, innovation, boldness and entrepreneurial spirit are required to the great leap towards a different world. The challenges are huge and demand radical approaches for fundamental changes, consciousness leap, spiritual development, reconciling reason and emotion, mind and heart.

These are the main global demands for a sustainable evolution. A review of human values in the face of a civilization crisis...

Dialogue based on ethics is also important in order to unite three forces: the so-called first sector, or public power; the second sector, formed by the private sector, and the third sector, represented by non-governmental organizations. The third sector has ideas, but lacks money; the second sector has money, but no credibility; and the first one has power, but no efficacy.

Building an institutional environment favorable to sustainable evolution requires a minimum level of societal awareness about the challenge it means and consensus about its possible solutions: articulated actions among government, companies and civil society. The path to transformation demands strategy, metho¬dology, perseverance and coherence. It calls for the recognition that public policy is a means to universalize collective interests and for the integration of theory and practice of economic agents.

The ability to articulate government, companies and civil society will determine the pace of change in attitude, which can accelerate the transition from a world based on an environmental, social and economic predatory model to a new era of sustainability[2].

It is not by chance that the lack of institutional articulation among private sector, public sector and civil society has been identified as the main constraint to the incorporation of sustainability challenges into the organizations' goals and strategic actions[3].

It is enough saying that a specially disturbing study carried out by the UNDP shows the relationship between the required world expenses to address the most unacceptable evils of huma¬nity — hunger, lack of access to drinking water, lack of basic care and combat to curable epidemics — and expenses with advertising. Eradicating human indignity requires some US$ 50 bn per year, at the most. Nevertheless, according to the researchers, we seem to be unable to gather such amount, although we spend five to ten times more on advertising campaigns. Not to mention spending on weapons, which surpass all budgets. This shows the origin of the main contradictions and discrepancies in the global social and environmental development does not reside in lack of resources or money.

The challenges are not few...

"A new awareness can lead to the creation of a new, more equitable and sustainable world. We are talking of nothing less than reinventing ourselves, reframing our perceptions, reshaping our beliefs and behavior, composting our knowledge, restructuring our institutions and recycling our societies."

Hazel Henderson

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[2] *Fernando Almeida: Os desafios da sustentabilidade: uma ruptura urgente (Sustainability challenges: an urgent rupture).*
[3] *FDC: Desafios para a sustentabilidade e o planejamento estratégico das empresas no Brasil (Sustainability challenges and strategic planning of companies in Brazil)*

Cultural Transformation Tools

A business' value depends on its values

Management tools play a key role in structuring the activities of a company and integrating, among others, the social, environmental and economic dimensions. Nevertheless, they cannot be regarded as isolated solutions, for their success depends on the organization's culture and the context in which they are implemented.

Before choosing a tool, managers should evaluate the company and understand its stage of development and expectations regarding SR. Likewise, managers should understand the constraints and benefits of each tool and its suitability to the organization's reality and the future status it wishes to achieve.

However, before answering about values, ethical and developmental principles such tools are expected to include to enable their users to manage issues in a responsible and effective manner, other questions should be answered:

- What core values and principles determine and support the decisions of organizations' managers, which are expressed through their culture?

- Are personal values of employees aligned with the current and desired culture values of the organization?

A detailed diagnosis of an organi¬zation's culture is critical once values-driven organizations are those of greatest success. The ability of an organization to build a corporate culture has become the new frontier of competitive advantage[1].

What are values?

They are core principles that define and support our decisions.

• People express their values through their behavior.

• Organizations express their values through their culture.

The values assessment is based on three questions:

• Which of the following values and behaviors best represent who you are?

• Which of the following values and behaviors best represent how the company operates?

• Which of the following values and behaviors best represent how you would like your company to operate?

THE SEVEN LEVELS OF ORGANIZATIONAL CONSCIOUSNESS

● positive focus   ▲ excessive focus

SPIRITUAL

SERVICE
To humanity and the planet

7

SERVICE TO HUMANITY
Long-term perspective: Ethics. Social responsibility. Future generations. ●

MAKING THE DIFFERENCE
In people's lives

6

STRATEGIC ALLIANCES AND PARTNERSHIPS
Collaboration with customers & the local community. ●

INTERNAL COHESION
Finding meaning to existence

5

DEVELOPING A STRONG COHESIVE CULTURE
Shared vision and values: Commitment. Enthusiasm ●

MENTAL

TRANSFORMATION
Balancing individual and collective interests

4

CONTINUOUS RENEWAL AND LEARNING
Continuous improvement. Adaptability. Innovation. Team work

EMOTIONAL

SELF-ESTEEM
Establishing a self-value sense

3

HIGH PERFORMANCE SYSTEMS AND PROCESSES
Best practices: Productivity. Efficiency. Quality. Professional growth ●   **Bureaucracy. Complacency. ▲**

RELATIONSHIP
Developing harmonious relationships

2

RELATIONSHIPS THAT SUPPORT THE ORGANIZATION
Customer satisfaction. Good communication between employees, customers and suppliers. ●   **Manipulation. Blame. ▲**

PHYSICAL

SURVIVAL
Physical safety

1

PURSUIT OF PROFIT AND SHAREHOLDER VALUE
Financial soundness: Employee health and safety. ●
Exploitation. Over-control. ▲

THE VALUE CENTER | 8.2

**LEADERS MUST BE THE CHANGE
THEY WANT TO SEE.**

The organization's CEO or leader must be committed to his/her personal transformation in order to change the culture.

The model below shows the Seven Levels of Leadership to the extent they correspond to the Seven Levels of Consciousness

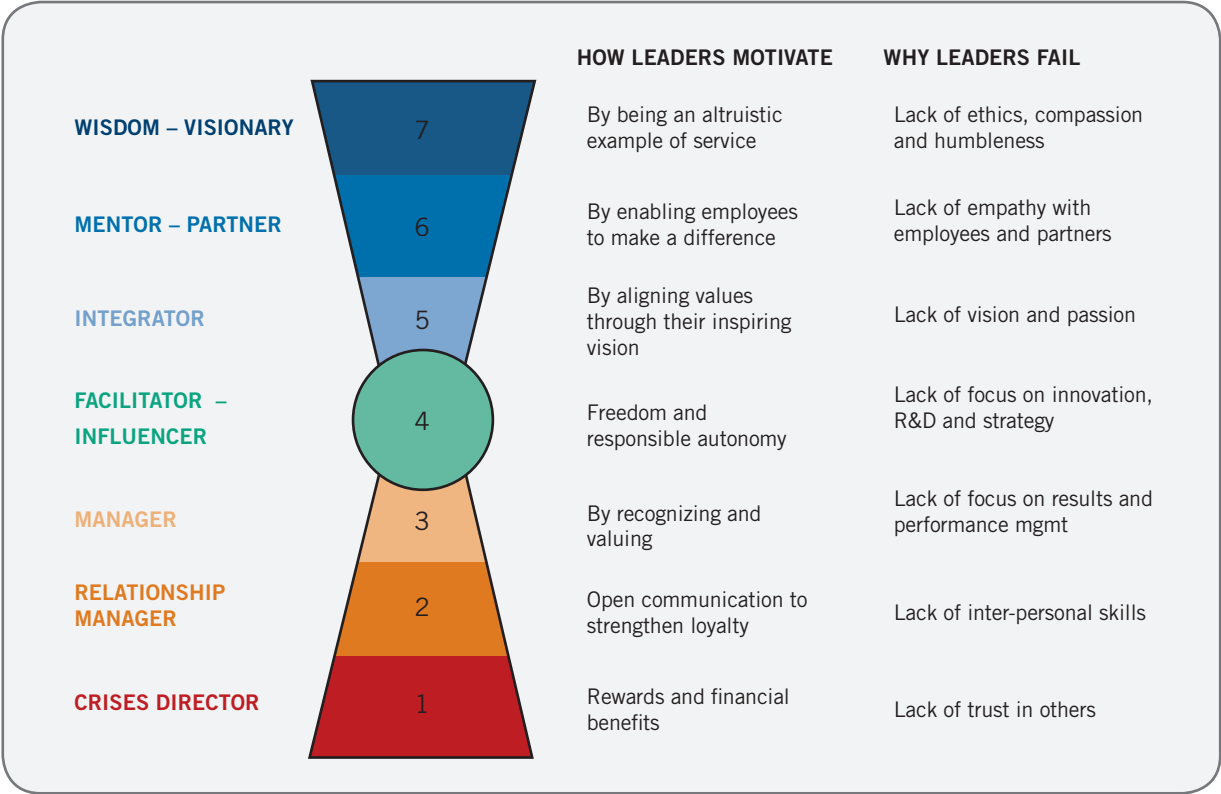|		HOW LEADERS MOTIVATE	WHY LEADERS FAIL
WISDOM – VISIONARY	7	By being an altruistic example of service	Lack of ethics, compassion and humbleness
MENTOR – PARTNER	6	By enabling employees to make a difference	Lack of empathy with employees and partners
INTEGRATOR	5	By aligning values through their inspiring vision	Lack of vision and passion
FACILITATOR – INFLUENCER	4	Freedom and responsible autonomy	Lack of focus on innovation, R&D and strategy
MANAGER	3	By recognizing and valuing	Lack of focus on results and performance mgmt
RELATIONSHIP MANAGER	2	Open communication to strengthen loyalty	Lack of inter-personal skills
CRISES DIRECTOR	1	Rewards and financial benefits	Lack of trust in others

REFERENCE:

Richard Barrett, Liberating the Corporate Soul, Butterworth-Heinemann.

www.valuescentre.com

Note: The companies comprising the FDC's Reference Center on Responsible Management for Sustainability are Anglogold Ashanti, Construtora Andrade Gutierrez, Sadia, TIM, Souza Cruz, Banco Itaú, Banco Real, Arcelor (Belgo Mineira and CST), and Philips.

COLLABORATION

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[1]*In Corporate Culture and Performance, Kotter & Heskett show that companies with a sound adaptative culture based on shared values were considerably more successful than others. Over an eleven-year period, organizations that focused on all stakeholders saw revenue increases of 682% versus 166% for the companies that did not manage their cultures well; stock price increases of 901% versus 74%; and net income increases of 756% versus 1%.*

In Built to Last, Collins & Porras showed that companies with an enduring core ideology compared to the performance of peer organizations over several decades achieved 15 times greater stock market value growth than the general stock market.

Instrumento para Avaliação da Educação de Lideranças para a Sustentabilidade (Tool to Assess Leaders' Sustainability Development Program) – IAELS

Fundação Dom Cabral - FDC (Dom Cabral Foundation)

COUNTRY

Brazil

WHAT IT IS

This tool sums up both the historical perspective and future state of the art trends in the articulation between concepts and practices regarding development programs, leadership and sustainability, thus enabling the development of an agenda that joins the premises of the sustainable development movement and the role of human development in the organizations.

ORIGIN

The IAELS is the result of a research carried out in 2005 and 2006 by the Fundação Dom Cabral's Reference Center on Responsible Management for Sustainability, which gathers a distinguished group of major Brazilian and multinational organizations. Its mission is to develop management practices that contribute to the country's and world's sustainability. Theoretical and practical investigations have been carried out in the development of this tool, including biblio¬graphic research, participation in relevant events, field research in companies regarded as benchmark by the Center and in specialized institutions that are promoting sustainable development in the country and abroad.

The concept model guiding the Reference Center's initiatives is based on a tripod comprising: Responsible Management towards Sustainability – business management focused on sustainability; Conscious Organizations – organic and humanely conscious perception of the organizations' living reality, and Biosystem Thinking – the exercise of perception, reflection and development of attitudes and actions based on the recognition of natural principles.

This "Biosystem Thinking" was used to understand the leaders' sustainability development program. It identifies the vital dynamics present in the organizations' in¬ternal and external interactions. This logic is symbolically represented by the biogram, which on its first

complexity level describes the mutual relationship of smaller organisms within bigger ones.

Aimed at companies in general, the biogram is concentric circle-shaped showing the dimensions of organisms ranging from the most central to the most comprehensive in the following order: individual, organization, market, society, and planet (Figure 1).

Figure 1
Organizational Biogram
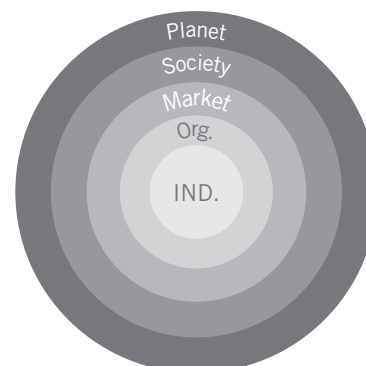
OBJECTIVE

The tool aims to evaluate the sophistication level of the leaders' sustainability development program practiced by the organization, thus enabling a better strategic positioning regarding the theme so as to promote its longevity in harmony with the sustainability of the markets, society, and natural resources involved.

CONTENT

a) Fundamental Aspects – focus on basic conditions that should be considered by the organization when promoting a leaders' sustainability development program and other initiatives related to the theme. The following items are assessed: extent to which the organization's identity is stakeholder-oriented; consideration of stakeholders; extent to which the corporate governance is stakeholder-oriented; involvement of the board; suitability of the organizational structure; and consistency between theory and practice.

b) Concepts Used – check the company's level of conceptualization to explain and develop its current practices regarding leaders' sustainability development program. The following items are assessed: identity (if aimed at meeting human needs); organization (if a living entity); development program (as human development); leadership (as conscious leadership); sustainability and stakeholders.

c) Educational Content – addresses sustainability-related aspects of the educational content. The following items are assessed: leaders' maturity profile; sustainability-specific themes; management- and measurement-specific systems; metadisciplinarity; sustainability pervasion in other expert areas, and content suitability to the organizational reality.

d) Practices and Processes – address the methodological aspects of the leaders' sustainability development program. The following items are assessed: relation between theory and practice; decision-making process (if participatory); change- and learning-oriented culture; respect for individuality; andragogy; experiences; coaching; on-site learning, and self-development.

e) Leaders' sustainability development program planning – assesses the extent to which the leaders' sustainability development program planning is well organized. The following items are assessed: link with organizational planning; leaders' engagement; workforce engagement; stakeholder engagement; reference sources engagement; resources allocation; and results monitoring.

f) Business Communication – considers the role of business communication as a key factor in the educational process, and checks its suitability to sustainable development. The following items are assessed: content and format; repetition for assimilation; stakeholder engagement; and assessment.

g) Results – results achieved regarding sustainable development. The following items are assessed: systematization of relations with stakeholders; internal recognition; market recognition; society recognition, and recognition in the interaction with the planet.

STEP BY STEP

The tool is organized in two parts. The first one deals with relevant aspects of the leaders' sustainability development program including sub-items with statements. Such statements must be assessed in a scale ranging from 1 ("totally disagree") to 6 ("totally agree"), meaning the least and most favorable conditions, respectively (descriptions of the conditions are provided below the scale).

The second part checks the benchmark level at which the company stands considering the aspects dealt with in the first part, indicating a scale covering the sectoral dimensions of the business included in the reference item, combined with the geographic dimensions which vary from local to global.

RESULTS

An organization can become a benchmark in a certain aspect through formal recognition such as important awards, visibility in the specialized media, invitations to official events of renowned institutions to present its experiences and/or to be paid special homage, and reports of cases in prestigious publications. In order to check the benchmark level at which the company stands, examine whether it is a benchmark in one or more sub-items of each aspect addressed, in a scale ranging as follows: (1) in the sector (market where the company operates) at local level; (2) in general (considering all sectors of the market) at local level; (3) in the sector at state level; (4) in general at state level; (5) in the sector at country level; (6) in general at country level; (7) in the sector at global level; (8) in general at global level.

REFERENCE

www.fdc.org.br

Note: The companies comprising the FDC's Reference Center on Responsible Management for Sustainability are Anglogold Ashanti, Construtora Andrade Gutierrez, Sadia, TIM, Souza Cruz, Banco Itaú, Banco Real, Arcelor (Belgo Mineira and CST), and Philips.

8.4 | READING LIST

Theme: CSR IN THE WORLD

Title: Corporate Social Responsibility in Europe, North America and Asia: 2004 Survey Results

Author: University of Hong Kong, 2004

http//:web.hku.hk/%7Ecegp/image/publications/report11.pdf (31 pgs)

The Centre of Urban Planning and Environmental Management of the University of Hong Kong, through its experts, has been following the Corporate Social Responsibility (CSR) activities of the European, North-American and Asian companies. After a first study, carried out in 2000, the results of a second survey are now published and they reinforce the conclusions reached four years ago, in addition to new interesting data.

The surveys made sought to analyze the CSR policies of companies based on 20 elements considered relevant in international conventions, codes of conduct and industry best practice. This analysis aims to unveil the companies' priorities for CSR. The companies analyzed were originated from 50 countries in Europe, North-America and Asia.

Some conclusions:

• The second survey shows an increased emphasis on ethics, bribery and corruption, and increased policies amongst companies on child labor compared with the first survey carried out in 2000.

• By comparing the different continents, it is possible to conclude that, as opposed to what is considered true, Asian countries are not less developed than their Western counterparts in terms of CSR, and there is a growing trend of CSR in Japan, in particular.

• CSR is, in part, linked with economic development. There are clear links with culture as well, and CSR policies are more common in countries with a social democratic tradition.

Theme: SRI – SOCIALLY RESPONSIBLE INVESTMENT

Title: Investing in responsible business: survey of European fund managers, financial analysts and investor relations officers

Author: CRS Europe 2003

www.csreurope.org/publications/surveyfundmanagers/

This recent study on Socially Responsible Investment is the first European snapshot of how social and environmental performance of companies influence investment decisions of fund managers and analysts.

The conclusions point to a grown interest in socially responsible investment, although there are big differences according to the level of development and SRI perception among European countries.

The study was based on telephone interviews with 388 fund managers and financial analysts of large companies in five European countries (Belgium, France, Germany, Italy, Sweden, Spain, the Netherlands, Switzerland and the UK).

Theme: STAKEHOLDER ENGAGEMENT

Title: "Making Stakeholder Engagement Work"

Author: CRS Europe 2003/2004

The Campaign Report on European CSR Excellence, 2003-2004 focuses on engagement of and dialogue with the parties that have a stake in the Social Responsibility process (the so-called stakeholders – including companies, clients, workforce, shareholders, as well as governments, unions, NGOs, media and the civil society).

This theme has been chosen due to the current complexity facing the European countries, namely the new challenges facing the companies at economic, social and environmental levels.

By analyzing cases and interviews with companies and their different stakeholders, this report seeks to show that the engagement of all stakeholders in this process through multi-sector dialogue and partnerships is a critical tool to face these challenges.

While many recent facts have shown how difficult it is to advance globalization in a balanced manner (e.g. the failures of Cancún WTO Ministerial Conference, the recent geopolitical tensions and the economic recession), this report aims to take a quick look at the opposite: the cases of success – achieved precisely through dialogue and engagement – that confirm that Europe has managed to find solutions that would not have been possible a short time ago.

The latest report from CSR Europe is inspiring for those willing to make the European revitalization process as dynamic and comprehensive as possible.

www.sairdacasca.pt/recursos/docseestudos.asp

READING LIST | 8.4

Theme: CONSCIOUS CONSUMPTION

Title: Stakeholder Dialogue: Consumer Attitudes – European Survey of Consumer's Attitudes towards Corporate Social Responsibility

Author: CRS Europe 2000

www.csreurope.org/publications/europeansurvey/

This is the first European survey of consumers' attitudes towards Corporate Social Responsibility.

Presentation of the findings of a European-wide study of public attitudes to CSR conducted by MORI (Market and Opinion Rese¬arch International) on behalf of CSR Europe, involving 12 thousand consumers in 12 European countries. This study assesses overall European attitudes and analyzes views in each country.

Theme: DIVERSITY

Title: GREEN PAPER – Equality and non-discrimination in an enlarged European Union

Author: CE 2004

www.sairdacasca.com/recursos/docs/Livro_Verde.pdf (37 pages)

Five years ago, huge impetus was given to the fight against discrimination in the European Union when new powers were granted to tackle discrimination on grounds of sex, racial or ethnic origin, religion or belief, age, disability and sexual orientation.

However, the community legislation then approved has not managed to prevent certain forms of discrimination from increasing. Besides, many member States still do not apply the new rules.

The GREEN PAPER – Equality and non-discrimination in an enlarged European Union sets out the European Commission's analysis of the progress that has been made so far. Launched last June, this document describes the measures taken by the EU to forbid all forms of discrimination – especially in the labor sector – and makes a careful analysis of the new challenges that have emerged in recent years, including those linked to the enlargement of the EU.

An example is the case of the Rom (gypsy) community, many times victim of discriminatory practices, and that, with the enlargement of the EU, has become the minority ethnical group with the strongest representation in the EU.

Between June and August 2004, the Green Paper underwent public consultation through the Internet. So that all citizens can participate in the non-discriminatory policy-making process, the European Union invited the population to present their ideas, and responses were collected principally using an on-line questionnaire.

Theme: SMALL AND MEDIUM-SIZED ENTERPRISES (SMEs)

Title: European SMEs and Social and Environmental Responsibility

Author: Observatory of European SMEs
http://ec.Europa.eu/enterprise/enterprise_policy/analysis/doc/smes_observatory_2002_report4_en.pdf (69 pgs)

This study combines a review of the existing literature with information obtained from a comprehensive survey conducted amongst approximately 7,700 European SMEs and showed that social responsibility practices are not exclusive to large enterprises, since nearly half of the European SMEs are involved in external socially responsible causes. However, most of SMEs' external socially responsible activities are occasional and unrelated to the business strategy.

So far, donations and sponsorships are the preferred ways of involvement. One of the factors that naturally determine investment in social responsibility is related to the lack of public support to SMEs.

According to this study, although the public authorities have already realized the relevance of social responsibility, there are significant differences from country to country. Overall, only 8% of European SMEs receive some form of public support (tax reductions, subsidies, information, etc.) when they participate in external socially responsible activities.

As far as the engagement of SMEs to CSR, geographically speaking, the study shows that the 'best behaved' SMEs are located in the North of Europe. The conclusions of the study also show there are differences in SMEs involvement with the community and the environmental themes. As for the community, the involvement is more visible, essentially motivated by 'ethical reasons', and most SMEs surveyed know how to identify business benefits derived from these activities. On the other hand, the environmental effort of the SMEs is lower, and is essentially due to practical aspects (related to market requirements, laws in force or the strategic choice to obtain certain competitive advantages).

The companies interviewed still have some doubts about the advantages deriving from responsible environmental activities. Generally speaking, and as stressed by the authors of this study, not much is known about the CSR attitudes and activities of SMEs. Furthermore, the Observatory of European SMEs only considers the relationship of SMEs with the external stakeholders (especially the community and the environment), while taking into account the internal stakeholders would be critical to determining the results.

Anyway, this report has been intended as another 'step forward' in the research on social responsibility in the vast world of SMEs. The conclusions drawn show interesting aspects of the involvement, attitudes, cost-effectiveness and barriers for the relationship between SMEs and their external stakeholders.

To be launched in 2008

Sustainability indicators and indices of nations

(*) An indicator is a variable that describes a certain reality. An index synthesizes everal indicators.

Indicators are tools used to assess a certain reality, taking into account the relevant variables in its composition. Besides the assessment, the use of indicators allows measuring and monitoring aspects of the reality.

The search for new indicators that can help companies, governments and people to see the world more accurately is necessary so that the social usefulness of activities can be correctly assessed. Only this way can a basis for political decisions and business strategies be built to cope with the current state of the world, of scarcity and unsustainability.

The hindrances to the creation of these indicators include parameters of conceptualization, implementation and monitoring of a local, national or international system. There is a consensus that a sustainable development policy is not viable without indicators. There is not much to depend on, for the theme is new for the academic community, and the results of research and experimentation are not yet available, since many studies are in progress.

The United Nations Conference on Environment and Development – Rio-92 – pointed out the need for developing indicators that could assess sustainability, once the tools available, among which the GNP (or GDP), did not provide enough data for analysis. The Conference's final document – the Agenda 21 – states in its Chapter 40: "Commonly used indicators such as the gross national product (GNP) and measurements of individual resource or pollution flows do not provide adequate indications of sustainability. Methods for assessing interactions between different sectoral environmental, demographic, social and developmental parameters are not sufficiently developed or applied. Indicators of sustainable development need to be developed to provide solid bases for decision-making at all levels and to contribute to a self-regulating sustainability of integrated environment and development systems." (United Nations, 1992).

Since subscribing to the Agenda 21, 178 countries have agreed to correct distortions generated by an economic-only GNP assessment. For this purpose, the calculation should include data on social and environmental resources and subtract data on predatory activities and waste of resources, among other distortions. Only then would it be possible to define sustainability and development patterns including economic, social, ethical and cultural aspects.

Criticism of the GNP as an internationally accepted pattern derive from its being a gross measurement of any economic activity regardless of its nature, provided it generates monetary flows, and disregarding the depreciation of the "natural capital" necessary to keep it. Economist Hazer Henderson understands the nations' wealth pattern should include, besides financial resources, Nature's assets and the peoples' social capital and intellectual capital. Therefore, the GNP fails in this regard because it neither monitors the planet's dilapidation nor the living conditions of its population. In this sense, it would be important to develop indicators that consider the well-being of peoples. That is the only way we can capture the true dimension of progress and introduce new decision-making criteria for a sustainable society.

An example is Bhutan, a small Buddhist country that has decided to introduce a new aspect for measuring development – Gross National Happiness – replacing the Gross National Product (GNP) as a reply to pressure from the World Bank for economic growth and free market. The Gross National Happiness takes into account factors like lasting and equitable social and economic development, environmental conservation, conservation and promotion of culture and good governance.

We can also highlight the Human Development Index (HDI) put forward by the United Nations Development Program (UNDP), which can supplement the GNP in some aspects. The HDI combines three base indicators: life expectancy, income and income level. Still, it does not consider the side effects of progress, such as unemployment, increased criminality, new health needs, environmental pollution, family breakdown, among others.

There is awareness that economic development should favor social development, taking into account the future generations (sustainability).
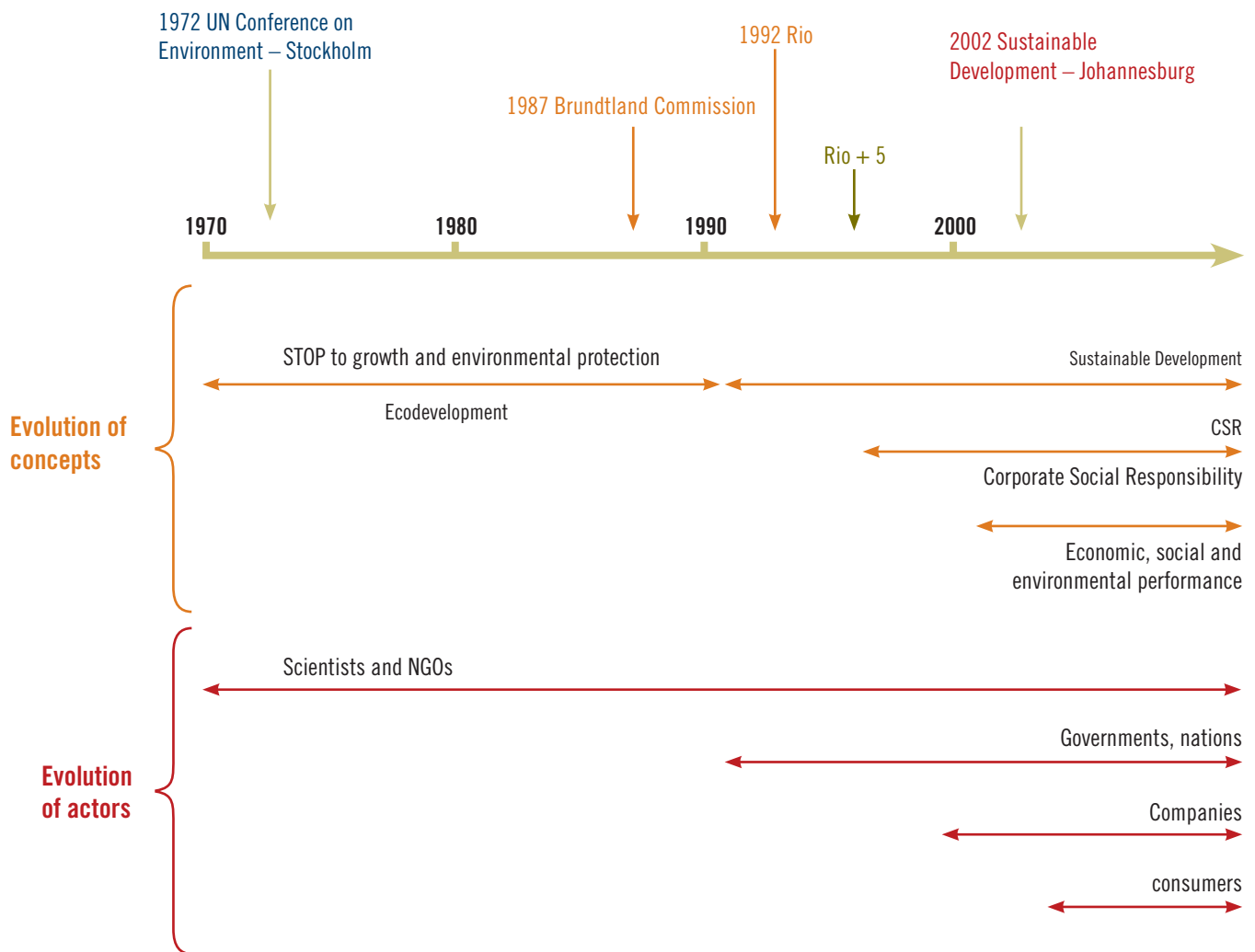
If we want to guide the economy towards sustainable development and common well-being (doing away with poverty, fostering justice and dignity to all), rationally channeling our productive efforts to sustainable results, we must develop tools to assess these results. The change is critical for, besides enhancing the scope of the assessment, we will change the focus: the well-being becomes the end, and the economy modestly returns to a means.

Well-being is obviously hard to measure, but the truth is that, unless generally accepted ways to measure our well-being and the results of our activities are adopted, we will not know how to formulate or assess public or private policies. "The social indicator only indicates; it does not replace the concept that originated it" (Januzzi, 2002).

"One should reflect prior to measuring, rather than measure e prior to reflecting" (Bachelard). It is about reflection and renovation of new trends and new problems that we must face regarding the challenges of sustainability. Finding solutions to move towards sustainable development requires facing the problem on a new level: What must be changed for us to become economically, socially and environmentally sustainable? What must be measured? How should it be measured? What are the indicators to assess it?

The challenges are not few.

The Sustainable Development Timeline

1972 UN Conference on Environment – Stockholm

1992 Rio

2002 Sustainable Development – Johannesburg

1987 Brundtland Commission

Rio + 5

1970   1980   1990   2000

Evolution of concepts

STOP to growth and environmental protection

Sustainable Development

Ecodevelopment

CSR

Corporate Social Responsibility

Economic, social and environmental performance

Evolution of actors

Scientists and NGOs

Governments, nations

Companies

consumers

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187

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GOVERNO FEDERAL

COMGÁS
Natural

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