



CSR MAGAZINE EUROPE

THE CORPORATE SOCIAL RESPONSIBILITY MAGAZINE IN EUROPE



Interview

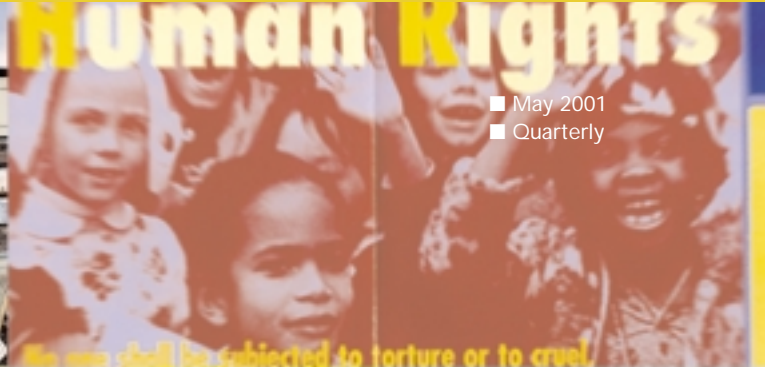
Three Voices -
a stakeholder dialogue

Inside Europe

Focus on Portugal

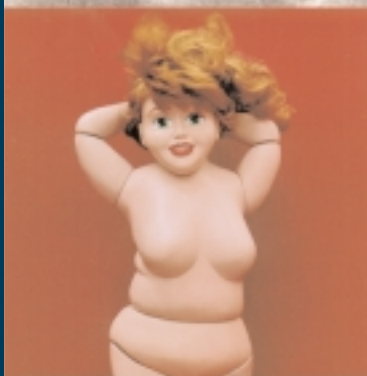
New! Commentary

On Human Rights -
Amnesty International



■ May 2001
■ Quarterly

WHAT
ARE WE
DOING
ABOUT
IT?



Special Report

The Business
of Human Rights



CSR Europe has moved!

on May 1 we moved to
our new offices,
off avenue Louise, Brussels

New Address:
rue Defacqz 78-80
1060 Brussels
Belgium

all other contact details,
personal emails and
telephone numbers stay the same

Address: rue Defacqz 78-80, B-1060 Brussels, Belgium,
Email: csreurope@csreurope.org, Tel: +32 (0)2 502 83 54, Fax: +32 (0)2 502 84 58,
www.csreurope.org



CSR MAGAZINE

THE CORPORATE SOCIAL RESPONSIBILITY MAGAZINE IN EUROPE

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Business
and
Human Rights

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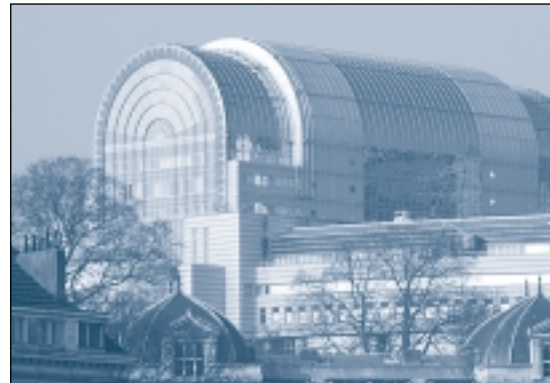
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CSR Europe's Programme "Business & Human Rights"

In recent years we have seen Human Rights become a topic of growing interest and concern for Business, civil society and the European Institutions.

Business is increasingly being held accountable for the wide social and environmental impact of its activities. Indeed, respect for Human Rights is now seen as an integral part of responsible business.

As a consequence, companies need guidance on specific Human Rights issues to ensure that their practices continue to reflect the everyday needs and rights of their employees and the local communities. Many companies also have an interest in setting the pace themselves in the process of finding innovative solutions to this complex and sensitive debate.

It is within this context that, as representatives of business and as members of CSR Europe, we welcomed the new CSR Europe Programme "Business & Human Rights", which was officially launched during CSR Europe's Convention last year.

The mission of the programme is to promote greater awareness within companies and develop a constructive voice for business in Europe on Human Rights issues.

Its objectives are threefold:

1. Set up a business-to-business learning network for the exchange of experiences and information on company values/codes, practices and processes on Human Rights
2. Build constructive dialogue with EU institutions, thereby facilitating debate between the public authorities and the private sector and act as a sounding board for policy development
3. Engage in wider stakeholder dialogue and partnerships (at a later stage)

With these goals in mind, we are very happy to announce two important events taking place in June in Copenhagen:

- **On 27 June**, CSR Europe and Business for Social Responsibility (BSR) will jointly convene a meeting of their member companies to explore one of the

critical issues facing companies addressing Human Rights issues: how to develop and apply metrics assessing a company's overall performance on Human Rights issues.

- **On 28 June**, in the framework of The Copenhagen Center's International conference 'Partnerships and Social Responsibility in the New Economy', CSR Europe and BSR will once again join forces to present an interactive discussion session on Business and Human Rights in the Global Economy. The session will be designed to involve all participants in an active stakeholder debate on this issue.

With a view to continuing this debate with you at the two meetings in June, we hope you enjoy this special issue of the CSR Magazine focusing on Human Rights.



Alan Christie
Chair, Board of Directors
CSR Europe
Vice President Public Affairs,
Levi Strauss Europe



Hannah Jones
Chair, Human Rights Committee
CSR Europe
Director of Corporate Social
Responsibility, Nike

The Business of Human Rights

Faced with increasing pressures, it is not surprising that business interest in the issue of human rights has reached unprecedented levels.

In recent years, high profile human rights incidents have served to underline the significant potential difficulties facing multinational corporations operating in regions where human rights are violated. Examples include the recent reports about workers' conditions in Nike factories in Indonesia, the pressure on international companies such as Premier Oil to withdraw their operations from Myanmar (Burma), and the allegations made against Royal Dutch/Shell about its conduct in Nigeria.

The **response and responsibility** of businesses to human rights issues is rapidly developing as a hot topic of international debate. Yet in these early days, despite being willing to take positive action in this area, many companies are still faced with

highly complex ethical and practical dilemmas for which there simply are no clear solutions. In part, this stems from a lack of understanding about what is meant by the term human rights.

Today, the human rights debate can be said to focus its spotlight particularly on the following **five areas**:

- Third world development and fair trading practices
- The use of child labour
- Operating in countries with oppressive political regimes
- The arms trade
- Workers' and union rights.

However, the full impact of a company's activities often stretches beyond these categories. Whether as a reply to growing pressure from human rights campaigners, govern-

ments and civil society, or from an internal desire to evolve, **companies are adapting their operating strategies** to match the expanding ethical demands of the global economy.

Business Drivers

For companies, corporate action on human rights is no longer simply about managing the supply chain and ensuring global standards in employment policies. It is also about the greater strategic challenge of **managing corporate risk**. Business operations in countries with poor human rights records can invite social as well as political reprisals that can do serious damage to company operations.

Moreover, the human rights crises faced by the companies mentioned above have served to



highlight the tremendous damage that can be done to a company's **corporate reputation** when it is caught out in even dubious human rights situations. No matter how far removed its supply chain may seem to be, the bigger a company's multinational profile, the further its responsibilities seem to stretch.



Andrew Wilson

In recent years the scale of private sector overseas involvement has sky rocketed. **Foreign Direct Investment** has expanded 20 times in 25 years and is currently worth more than US\$400 billion. To put this in perspective, in 1970 there were 7,000 companies operating internationally, today there are more than 50,000.

Globalisation has coincided with a decline in the power and influence of national governments. The traditional focus on the state's role in preventing human rights abuses is now being shared with the private sector. Rightly or wrongly, businesses

are now viewed as playing a critical role in respecting human rights in the countries where they operate.

Not surprisingly, this new role for business is becoming an issue of concern for consumers, shareholders and the media.

The culture of communication

The arrival of the communication era, and especially the internet – ideally suited to the accessing and dissemination of information – have had a crucial role to play in pushing companies to heed the demands of modern society.

Organisations like **Amnesty International** and the **UN Global Compact** use their websites to boost the profile of human rights issues and critically evaluate how companies are living up to their social responsibilities, while at the same time generating dialogue between government, business and society.

A more extreme example is that of "hate" sites. A recent article in the USA magazine *Business Week*, entitled "A Site for Soreheads", examined the increasing use of these **activist sites** to exchange information, organise boycotts and co-ordinate lawsuits against particular companies. According to the article, more than 100 of America's biggest brand names have been targeted with "hate" sites – many of them proclaiming alleged human rights violations.

Finally, companies are in turn showing that they too can use the Internet to encourage human rights solutions by



increasing their reporting initiatives. Through its website www.nikebiz.com, Nike gives regular updates on independent monitoring of labour conditions in its factories. Royal Dutch/Shell uses its website, www.shell.com, to outline the human rights debate and offer surveys and strategies to help identify solutions.

Corporate responses

The signal is clear to the corporate world at large: companies can no longer remain silent on human rights issues. Although the number of companies that have invested time and effort into creating formal human rights policies





is still small, this number does represent some of **the world's largest and most influential corporations**. Many more companies are currently considering introducing such policies.



The **Ashridge Centre for Business and Society** recently undertook research among the world's 500 largest companies to assess the most significant strategies for action on business and human rights. This research represented the first large-scale survey of its kind. Drawing from the lessons that have been learned by global companies based in Europe, America and Japan, the study identified sev-

eral key aspects of companies' approaches when dealing with human rights dilemmas.

1. **Keeping up with the debate:** At the very least, companies need to **monitor and analyse media coverage** of human rights concerns and exchange information with other organisations. Many useful **information sources** exist to give input and feedback to those companies wanting to take action. Companies that have already developed human rights policies actively monitor public opinion on the issues and enter into dialogue with a range of external organisations.
2. **Company Commitment:** As with other issues of business principles and business values, an organisation's strategic approach needs to be formulated from the top and inculcated across the company. Those companies that are leading the way demonstrate their **commitment to this issue** by making human rights the responsibility of senior management and communicating the message throughout the organisation.

3. **Generating change:** The example a company sets can have an important impact beyond their own activities. By putting pressure on their suppliers to comply with their own high standards, large multinationals have a powerful **'trickle down' effect** on a much broader cross section of companies.

4. **Managing Risk:** Finally, because the cost of getting it wrong - in condoning or even worse carrying out human rights abuses - is potentially huge, the most enlightened companies are putting in place policies and procedures to **reduce that risk to a minimum**. The survey research showed that a small but significant number of companies had decided not to proceed with an investment project or chose to pull out of a particular country because of concerns over human rights.

by Andrew Wilson

Director, Ashridge Centre for Business and Society



Commentary

As a new addition to the CSR Magazine we invite crucial role players in the field of CSR to give their commentary on the topic under review.



Gemma Crijns

Gemma Crijns is Economic Relations officer for Amnesty International in the Netherlands. In November last year she was recipient of the first "Triple Bottom Line Investing Award" for her contribution to putting human rights on the business agenda.



"The business community's responsibility regarding human rights is multi-layered. Businesses are primarily bound by international law. However, many businesses go beyond legal compliance and have integrated human rights into their policy principles or codes of conduct.

Over the years, Amnesty International has consistently presented a series of guidelines. Two are basic:

First, companies need to take *measures to protect human rights*. A statement of good intentions is insufficient - companies need to invest in human rights. Second, companies should *answer to the public* for their actions. Just as an annual report substantiates economic operations, the same or another report should address human rights efforts.

Amnesty has made concrete recommendations as well, and discussed these extensively in meetings with corporations. A growing sensibility regarding human rights can be noticed. Companies want to be better informed about human rights in countries where they invest and trade. Some companies have appointed specialized staff for this purpose.

As yet, progress is slow. If companies would have dealt with profitable business in similar speed, they would all have gone bankrupt. But the little progress there is, is real - and is evidently there to stay."

An example of SA8000 implementation in Italy

In Italy in the last three years the interest and commitment to Social Accountability and human rights has grown.

Social Accountability 8000 (SA 8000) is an international standard for improving working conditions globally. It is based on the principles of eleven conventions of the International Labor Organization (ILO), the United Nations Convention on the Rights of the Child, and the Universal Declaration of Human Rights.



Since Coop Italia became the first Italian company certified SA8000 in 1998, 7 companies have been certified.



Smaer - now called **SCS InnovaConsulting** - is a consultancy actively involved in promoting CSR in Italy. Smaer has been working in the field of Social Accountability since 1985. In 1998, the organisation joined forces with Coop Italia to develop the SA8000 system.

In the last three years Smaer has been involved in SA8000 management systems and consulting

on the accreditation process, as well as training and building awareness about human rights and economical sustainability.

Today the organisation is involved in design and organisation for the European office of SAI.

Smaer As a consultancy, it is a supporting partner of CSR Europe, rather than acting as the National Partner Organisation in Italy.

For more information contact **Marisa Parmigiani**, parmigiani@smaer.it

Business for Social Responsibility



Since 1995, the Business and Human Rights programme of **Business for Social Responsibility (BSR)**, has worked with companies globally to help them develop and implement strategies and practices to ensure that their operations – and those of their business partners – are conducted consistent with human rights principles.

BSR helps companies by providing products and services that include human rights training in 20 countries across Asia, Latin America, Europe and North America. BSR provides consulting services on emerging issues like independent monitoring, the use of security forces in conflict zones, and ways to ensure that business partners respect codes of conduct.

As recognition of business' role in addressing human rights grows,

BSR will continue to offer these services to companies, and will undertake new initiatives like this year's establishment of a staff presence in Hong Kong. Information about BSR's Business and Human Rights programme can be found at www.bsr.org.



Aron Cramer,
Vice President,
Businesses & Human Rights,
BSR

International Business Leaders Forum



The Prince of Wales International Business Leaders Forum (IBLF) formally launched its Business and Human Rights programme in April 2000 with the publication of **"Human Rights – is it any of your business?"** together with **Amnesty International**. This management primer for companies offers practical guidance in interpreting and implementing international human rights standards.

IBLF have run a series of seminars in 2000/1 for companies on various aspects of human rights,

such as working with the supply chain, tackling corruption and operating in conflict zones. A second series began in London in April 2001. The seminars focus on practical means to address these problems responsibly, with input from NGOs and other human rights experts. Labour rights-related workshops have also been held in Turkey and South Africa and are planned for India later in the year.

A core component of IBLF's human rights work is **business and conflict**. As part of raising business awareness of its potential role in conflict prevention and reconciliation, IBLF published **"Business of Peace, the**

private sector as a partner in conflict prevention and resolution" together with International Alert and the Council on Economic Priorities, and organised an international conference, **"Business and Peace"** hosted by the UK Government.

This year IBLF will co-convene a number of advocacy and awareness-raising events on business and human rights with various partners, such as Amnesty International, UNDP, UNHCR, International Council on Human Rights, and the London School of Economics.

For further information visit www.iblf.org

Towards Financial Inclusion for All: a Voluntary European Charter

Lack of access to banking services has been identified as a major barrier to individuals engaging with society. A working knowledge of banking and basic financial principles is becoming more and more a key to participation in modern society.

Business taking a leading role

Governments, the business sector, and financial institutions are realising that financial inclusion may play a crucial role in promoting social cohesion. Responding to this emerging need, CSR Europe is launching a European Initiative “Towards financial inclusion for all”.



The idea to explore this area in much greater depth emerged at the **first European Business Convention on CSR** in November 2000, organised by CSR Europe. In a speech at the conference, Daniel Lebègue, CEO of Caisse des Dépôts, on behalf of the CSR Europe Advisory board, laid out the following **three themes** that might define social responsibility for banks:

- Promoting **access to financial services for all** to meet the arrival of the Euro
- Stimulating **Socially Responsible Investments**
- Ensuring **better financing of small enterprises**

Participants from both the public and private sectors endorsed these themes. The European Commission welcomed the proposal and has agreed to support CSR Europe in its work to develop the idea further.



Daniel Lebègue
CEO, Caisse des Dépôts et
Consignations

The upcoming European Initiative will be structured in three main phases: (1) the Identification and exchange of **best practices** from around Europe, (2) the outlining of a **Voluntary European Charter** on access to basic banking services, based on current practices and experiences at national and international level; and (3) the establishing of a **European Group on Financial Inclusion** to further mobilise the financial community to tackle financial exclusion.



Adapting for change

Basic banking services will play an important role in facilitating the **transition to a single European currency in 2002** and in preparing banks for the technological and demographic challenges of the New Market Economy. More importantly, it forms part of the **Corporate Social Responsibility response** of the financial sector. Banks have the opportunity to develop **new partnerships, new ways of working**, and gain **new insights** to respond to the challenge.

Towards a Voluntary Charter

On 9 February, CSR Europe and the European Commission hosted an **initial workshop on Minimum Banking Services**. The workshop saw the presentation of the results of a **survey of national banking services throughout Europe** – conducted by CSR Europe with the support of national Bankers associations and the expertise of the Smart Company, www.thesmartcompany.net - together with the pro-

posals for a **Voluntary European Charter on access to basic banking services**.

The proposal for a draft version of the Charter is seen as an opportunity to work in partnership with banks, institutions and other stakeholders to identify solutions to financial exclusion. In particular, CSR Europe will be working closely with the **European Banking Federation**

and the **European group of Savings Banks** to play a leading and supporting role in the development of the Charter.

Next steps

Further consultation with banks and other stakeholders will identify best practices. These will form the basis of a **seminar for businesses on June 1 in Brussels**, organised by CSR Europe.

The seminar will discuss and pave the way for the **launch of a Voluntary European Charter**, with the support of the European Institutions and representatives from the private sector. The launch will take place among events at the **"First European Presidency Conference on CSR"**, to be held in Brussels on 27-28 November.

For more information, contact **Elena Bonfiglioli**, Programme Director, CSR Europe, at eb@csreurope.org

Basic Bank Accounts

"Basic accounts" provide money transmission services, but no credit. They are available to any individual, but particularly target people in disadvantaged communities who have never had a bank account or who may not qualify for a normal current account providing access to credit facilities.



Focus on Portugal

This issue of the CSR Magazine puts the spotlight on developments in Corporate Social Responsibility in Portugal, where CSR Europe's National Partner Organisation, Talentum, and supporting partner PEC are helping companies change the way they do business.

On the way to modernity

Consumer social activism is still an unfamiliar concept to the majority of Portuguese consumers. The **First European-wide survey on consumer attitudes towards CSR**, conducted by MORI for CSR Europe in September last year¹, showed that only 3% percent had given to charity or made an ethically motivated purchase in the last year. Nevertheless, the study also revealed that 66% of Portuguese consumers agree that industry and commerce do not pay enough attention to their social responsibilities. Clearly Portugal is ripe for a change in attitude in the Portuguese Business Community.

This process of change was given a boost by the Portuguese Presidency of the EU in the first semester of last year, and partic-



ularly the **Special Appeal** made by the European Heads of State and Government at the Lisbon Summit, calling on businesses to **combat social imbalance, invest in people and share practices** that make Europe work.

Consequently, the **Portuguese Business Network for Social Cohesion** - co-ordinated by Talentum, the Portuguese National Partner organisation for CSR Europe - has been able to play an important role in creating vital partnerships between companies, government and NGOs in common projects that help develop the most deprived areas and communities within the country.



Tackling social problems

A young democracy of 25 years, Portugal's main economic activities in the past were agriculture and fishing. Portugal's accession

to the European Economic Community in 1986 forced a surge in the country's development. It was faced with a need to radically change its productive structure, encouraging the creation of companies and the growth of the private sector.

Urbanisation, with the subsequent desertification of the rural environment and growth in the population density in the major Portuguese cities, has resulted in a number of urgent social problems.

Smaller towns have shown the ability to solve these problems through a strong sense of social responsibility in the actions of the various local bodies (companies, governmental institutions, social solidarity institutions).

¹ In September 2000, on behalf of CSR Europe, Market & Opinion Research International (MORI) conducted the first European-wide survey of consumers' attitudes to Corporate Social Responsibility. The results of the survey are available online at www.csreurope.org

However, the large urban centres have had to act more proactively to reach the desired social balance. It is precisely in this context that the Portuguese Business Network for Social Cohesion has played a role in enhancing the social and economic development.

Breaking free from tradition

In 1997, **Parcerias Empresariais e Consultadoria (PEC)**, a supporting partner of CSR Europe, interviewed 48 senior managers. At that time the image of a socially responsible company was one which paid all its taxes and ran the business in an ethical manner, periodically responding to charitable requests for money. The legacy of a lack of business ethics presented an obstacle to improving such areas as on-the-job safety, and environmental and employment practices.

Two years later, a survey of 400 prominent businesses, conducted by **Talentum** in the first semester of 1999, showed that while only 29% of the companies now hire people from risk groups, 50% were found to provide training to all their workers. In addition, 62% were very interested in participating in local and regional partnerships (15% were already doing so).

To the question, "are there companies in Portugal who are really ready for CSR?", the answer is Yes.

The roles of business and government

Portuguese culture has traditionally valued a low public profile. To bolster the confidence of more managing executives to experiment with a pro-active

"Corporate citizenship has arrived and charity no longer makes sense. Cause-related marketing is invading the retail sector and employee volunteering is helping out local communities."

(Ajudar para Ganhar, Fortunas e Negócios, 2000)

business approach to their companies' role in society, the Government plans to step up **promotion of CSR** in the business sector through various television spots.

A weekly television programme on one of the public channels showcases successful solutions in promoting employment, particularly through partnerships between government, private sector and civil society.

The private sector, in turn, is increasingly showing that it can set an example of how one can be socially and environmentally responsible. A study published last year by Exame, a key Portuguese business magazine, featured an article entitled "The best 10 companies to work for". CSR appeared as one of the five parameters evaluated.

Companies leading by example

CTT - Correios de Portugal (Portuguese Postal Services) – is an example of an inclusive company. The company develops various projects that have allowed, among other things, the treatment and rehabilitation of various workers with addictive behaviour, the admission of recently graduated young people into the company after a paid training period of 9 months, and the inclusion of a group of prisoners from the Lisbon Prison Establishment in the field of videoconferencing.

Employee Involvement was recently spotlighted by reporters as a new resource of corporate support, heretofore generally untapped in Portugal. Volunteer days are now part of the local plans of **Novartis**, **Lever** and **Deloitte Consulting**.

Last October, 45 local senior managers attended a **seminar** on how employee involvement can increase the impact of community contributions, both for the company, the individual and the NGO. The event was organized by the **CECILE Network Partners**, **PEC** in Portugal and **Business in the Community** from England, and hosted by the British Embassy in Lisbon.



Companies recently in the headlines include **Swatch** for its cause-related marketing campaign for Timor, **McDonald's** for its programme to adopt a local institution and its Ronald McDonald Foundation, **Portugal Telecom** for its special commitment to the handicapped, **IBM** for its initiatives promoting social cohesion, and **SmithKline Beecham** for its "Partner" volunteering program.

Talentum - Sociedade de Consultoria de Gestão, As



CSR Europe's National Partner in Portugal

Co-ordination Unit:

Rua do Conde de Redondo, 13 - 3º,
1150 - 101 Lisbon
Tel: + 351 21 3529101
Fax: + 351 21 3529118
E-mail: talentum@mail.telepac.pt
Address: <http://www.talentum.pt>



M. Pereira



G. Pernas

Origin

Talentum was started in 1992 using an innovative corporate concept put into practice by its 10 shareholders. These comprised eight companies and two individuals, including Portugal Telecom, TAP, CTT, Gestnave, and IPE (Public company for small businesses). This sought to preserve the experience and skills of the people leaving from their respective organisations during the course of downsizing processes.

Mission

Talentum's mission is to provide management consultancy by experienced professional staff for Portuguese and International clients. At the same time, Talentum, as the **Co-ordinator of the Portuguese Business Network for Social Cohesion**, provides support to the members of the Network in the development of their strategies on CSR.

Service

As co-ordinator of the Portuguese Network, Talentum organises events, disseminates good practices on CSR, and publishes a CSR newsletter. Its other services include project management and management consultancy, and behavioural and ITC training.

Members

Portugal Telecom, Metropolitano de Lisboa, Grupo Luis Simões, Gestnave, CTT - Correios de Portugal, TAP - Air Portugal, NAV - Navegação Aérea

PEC - Parcerias Empresariais e Consultadoria, Lda



CSR Europe's Supporting Partner in Portugal

Co-ordination Unit:

Norma Lehmann-Vogelweid, Managing Partner,
Rua da Beira Alta, 107
2765-196, Estoril
Tel. +351 21 467 3645
Fax. +351 21 467 3645
Email: leh.vog@mail.telepac.pt

Origin

PEC was launched in 1997 with a survey entitled "A Reading of the Corporate Perspective on Community Involvement in Portugal" based on interviews with 48 senior managers. It is a consultancy spearheading Corporate Social Responsibility in Portugal.



N. Lehmann

PEC is a founding member of the new Portuguese non-profit business association, GRACE - Grupo de Reflexão e Apoio à Cidadania Empresarial - whose other founders are BP, IBM, Luso-American Development Foundation, Inapa, McDonald's, and Xerox. PEC is the Portuguese Partner of the CECILE Network (Co-ordinating Employee Community Involvement Europe), which is represented in 19 European countries.

Mission

To act as a catalyst for building bridges between businesses, both small and large, and their communities. These bridges derive their strength and durability from innovative employee participation as well as financial support.

Service

PEC helps companies increase the impact of their community contributions through initiatives such as volunteering days, team-building, individual assignment projects, management support for NGOs and schools, and local school-business activities. PEC helps companies find the most suitable community partner to work with, and supervises giving programmes in order to assure company and NGO objectives are met.

Members

Portugal Telecom, Metropolitano de Lisboa, Grupo Luis Simões, Gestnave, CTT - Correios de Portugal, TAP - Air Portugal, NAV - Navegação Aérea

Stockholm highlights CSR

Heads of State and Government

European Leaders returned from Stockholm in March after the first of a new Annual Spring Summit that will focus on the **how-to** of the Lisbon Summit Strategic Goal for 2010: *"to become the most competitive and dynamic knowledge-based economy in the world capable of sustainable economic growth with more and better jobs and greater social cohesion."*



For the first time, **Corporate Social Responsibility** is featured in the summit conclusions as a means of modernising the European Social model, by directly improving the quality and quantity of employment.

In paragraph 31 of the conclu-

sions, the European Council **"welcomes the initiatives taken by business to promote corporate social responsibility"**. The Commission also announced its intention to present in June 2001 a **Green Paper on CSR**, and to encourage a wide exchange of ideas with a view to promoting initiatives in this area.

The conclusions further announce a **Sustainable Development Strategy, currently being discussed**, and an **Integration Strategy**. Both will be concluded at the June 2001 Summit in Gothenburg. The Integration Strategy will strive to ensure that sustainable development is taken into consideration in all sectoral areas. The progress of

integration will be reviewed at the next Spring Summit in 2002.

The Swedish Presidency has committed itself to the three E's of sustainability: **Employment, Enlargement and Environment**.

Finally, the Council highlighted two more issues of significance:

- The development of ways of actively involving EU candidate countries in the goals and procedures of the Lisbon Strategy.
- The demographic challenges facing Europe, specifically the ageing workforce.

For more information and the full summit conclusions, visit www.eu2001.se

European Parliament Conference

Corporate Social Responsibility and Governance,



Ieke Van Den Burg



Are companies only concerned with profit, or do they have a broader mission? If so, do European policies facilitate or limit their ability to take on broader social responsibilities?

These and other crucial questions are the focus of the **European**

Parliament conference on "Corporate Social Responsibility and Governance" on 24 April. Organised by MEP Ieke van den Burg, together with CSR Europe and the Economic and Social Committee, the conference aims to play an important part in **modernising the dialogue** between business, government and civil society.

Speakers include **Etienne Davignon**, Former Vice President of the Commission of the European Communities and Chair of CSR Europe; **Frits Bolkestein**, Member of the European Commission; **Paul van der Heijden**, Crown Member of the Social and Economic

Council of the Netherlands; **Yves Thibault de Silguy**, Member of the Board of Suez, and **Odile Quintin**, Director General of DG Employment and Social Affairs of the European Commission.

The key aims of the event will be to

- Capitalise on existing best practices on CSR
- Structure the debate on the various roles of and partnerships between **European stakeholders** (legislation, governance and self-regulation through company law)
- Foster a stronger link to the **European Commission's political agenda on CSR**

- Profit from the **heightened profiling of CSR** by the current Swedish and upcoming Belgian Presidencies of the European Union.

For more information, visit www.csreurope.org

UK Government helps business do more on CSR

On 16 March, UK Minister for Corporate Social Responsibility, Kim Howells, unveiled a package of new initiatives designed to encourage more businesses to play a positive role in local communities.



Kim Howells

These include a groundbreaking government study, **Business and Society: developing corporate social responsibility in the UK**, and a new website, www.societyandbusiness.gov.uk.

Introducing the study, which highlights examples of socially and environmentally active businesses across the UK, Dr Howells detailed government plans to

- Use the **Small Business Service** to help smaller businesses evaluate their CSR performance and share good practice
- Work with business to provide **guidance to pension fund managers** on issues of international and sustainable development

- Encourage the creation of more **'social enterprises'** as a way of regenerating deprived communities
- Support the **European Business Campaign 2005 For Sustainable Growth and Human Progress**¹, to help promote CSR among businesses
- Promote **information-gathering and learning from best practices** on CSR
- Agree **good practice for governmental departments** involved in CSR, and provide specific training for officials to increase awareness of the importance of CSR for competitiveness.

Launching the report, Dr Howells said, "While it is for individual businesses to decide the level and extent of their contribution

to society, the Government has a vital role to play in supporting and encouraging their involvement. I am delighted to say that there are now over 60 programmes in place across Government to do just that – but there is a significant amount more that could be achieved."

He is inviting comments on the report from individuals, businesses and NGOs.

The new website will provide a **forum for people to feed in their views** on the direction the UK government should be taking on CSR activity. The site also illustrates **examples of good business practice**, gives sources of **information and advice**, and provides a **single point of entry** into the full range of government activity on CSR.

¹ For information about this important Campaign, visit www.csreurope.org

CSR takes flight in the Netherlands

Social Responsibility moves high on the political agenda



Gerrit Ybema

Corporate Social Responsibility in the Netherlands is taking flight. The official governmental advisory body on social and economic policy, **Sociaal Economische Raad (SER)**, recently released its advice to the Cabinet. Its proposals have subsequently caused a storm of reactions in the press. The Cabinet's reaction was released just as this CSR Magazine went to press.

These events have given a significant boost to the discussion on CSR on the Dutch political and business scene. To add to this, several valuable national surveys on CSR were recently conducted, and CSR Europe's National Partner Organisation network, **Samenleving en Bedrijf**, is developing new programmes and expanding its membership. Moreover, the Dutch **Consumentenbond** (consumers' organisation) will be launching an intensive programme to promote **transparency and debate about production processes** and facilitating **greater involvement by consumers**.

Several important surveys

Recently released results of a survey conducted by the Dutch Ministry of Economic Affairs

demonstrated that **more than half of Dutch companies are in some way involved in CSR**. More surprisingly, smaller companies were shown to spend relatively more of their funds, 86% of their turnover, on CSR than larger companies who spend 63%. In addition, 87% of business managers said they believed it is quite or very important that companies pay attention to the topic.

Strikingly, Dutch companies are not very outgoing about CSR. Only 33% are communicating about it in one way or another. Other figures featured in a survey conducted by PricewaterhouseCoopers, of 2500 of the biggest enterprises in the Netherlands, support this.

The SER proposals

Representing the Cabinet, Dutch Minister for Economic Affairs, **Gerrit Ybema**, had asked the SER to investigate the role of the government and other parties in the CSR debate. As a response to this, the Chairman of the SER, **Herman Wijffels**, began by pointing out that companies in the twenty-first century have to play a different role, **integrating the values of society in their core business activities**.

The SER advice suggests, however, that the government should not try to regulate everything. One reason for this is that CSR is a very complicated and tailored

concept. CSR policy is different for every company. CSR is moreover intrinsically a **voluntary concept**, and legislation would take away the responsibility and initiative from the companies.

The government nevertheless has **three important contributions** to make: fostering partnership, demonstrating its own CSR policy, and acting as market director and **stimulator**. The last can be achieved by creating **subsidy and tax incentives for CSR policy in companies**. This can also help to level the playing field for market competitiveness.

Wijffels also emphasises the need to **share knowledge, expertise and best practices on CSR through partnerships**. The SER advice further points out the importance of the role of Small and Medium Enterprises. **SMEs** are often very active and rooted in local society. They are thus a powerful driving force behind CSR. According to the SER, **CSR belongs to the core tasks of any business**.



Herman Wijffels

Reaction in the press

Reactions in the press, for example from **Amnesty International in the Netherlands**, have argued that the SER advice does not go far enough, and propose that the Government set its own **ethical code** for its subsidy and procurement policies.

Some political parties agree that the advice from the SER towards the Cabinet could have gone further and been more outspoken. The green party and socialists have already announced that they will be proposing a **bill** requiring companies to report on the **social ethical and ecological impact** of their activities in foreign countries.

The Cabinet's position

On 30 March, the Cabinet gave its formal reaction to the SER advice. The following week, Dutch Prime Minister **Wim Kok** made a further informal presentation at the annual lecture of Rabobank. The Cabinet's response accepts a large portion of the recommendations from the SER.



Dutch Prime Minister Wim Kok

Describing the Netherlands as ripe for a boost in CSR, Prime Minister Kok **appealed to the public sector** to be more daring and more dynamic, and to focus more on public and private part-

nership. He also acknowledged that at local and national level the government still creates barriers. He indicated that the main challenge for all partners lies in **linking local and national political agendas and initiatives**. He called for greater **exchange of experience, benchmarking and stimulating** as a way of investing in greater diversity, and the health and safety of future generations.

Agreeing with the suggestions made by the SER, the government **chooses to play a stimulating role** rather than a legislative one. Regulation is not only viewed as undesired, but also counterproductive in this case.

There is added emphasis placed on the **importance of transparency** as a way of making information readily available to consumers. The government will be encouraging the development of **stronger communication and reporting guidelines**, as well as **indicators** to measure reporting by companies. He added that the government would like to see organisations and branches of industry forming **their own agreements and alliances** on this subject.

The government will create **mechanisms to stimulate pension funds** to take up CSR in their investment decisions.

In addition to existing activities, the Cabinet wants to set up the following new initiatives:

1. The Cabinet will be promoting **CSR partnerships in local communities**, where CSR is only just now starting to take off
2. Strengthening of **local authorities**
3. The creation of a **knowledge and information centre** on Corporate Social Responsibility
4. The Cabinet has asked the council for proposals for

improving the communication and reporting by companies on CSR

5. **The state as employer, consumer and contractor** is subject to the same responsibilities as any other business. It will lead by example in integrating CSR strategies into its market activities. As a first step, the government's next annual budget report will contain a paragraph on social and environmental provisions.

The Cabinet would like to continue the debate with Parliament on this, but also with NGOs. The Cabinet paper describes and links into **national, European and international initiatives** and supports these. **Samenleving en Bedrijf** is mentioned in the advice as a useful initiative and a reference for sharing knowledge and best practices. The organisation currently runs programmes that address employee involvement, SME development, urban regeneration and education.

At a European level the paper refers to **CSR Europe** and **The Copenhagen Centre** as important role players in the field of CSR. The Cabinet will be working to link to the conclusions of the Spring Social Summit in Stockholm, as well as to the Commission's Green Paper on CSR later this year. The Cabinet's response called for a European-wide boost to CSR.

For more information about Samenleving en Bedrijf and CSR in the Netherlands, visit www.samen.nl

For information about the new programme for increased transparency being undertaken by the Consumentenbond, visit www.consumentenbond.nl

Manpower Inc

In every issue of the CSR magazine we take the time to introduce and highlight the activities of a new CSR Europe member. In this issue we show how Manpower Inc strives to integrate its CSR values in its own company as well as those of its clients through people-oriented human resources solutions.



Manpower Inc is a world leader in the staffing industry, providing workforce management services and solutions to over 400,000 customers through 3,700 offices in 59 countries. Manpower EMEA – Europe, Middle East and Africa – operates in 20 countries in the EMEA region, and provides its services through a network of 1,800 offices.

MANPOWER

History

Manpower was established in 1948 in Milwaukee, Wisconsin, in the United States. In 1955, the company became established in the international marketplace through its business in Canada. The first European office was opened in 1956 in the United Kingdom, closely followed by offices in France in 1957. France

is Manpower's largest market, followed by the United States and the United Kingdom.

The company annually provides employment to 2.1 million people worldwide and is an industry leader in employee assessment and training. It has developed an exclusive system of proprietary assessment, selection and training programmes, resulting in a high quality service delivery system. The company is committed to continued development and innovation and to provide its employees with the personal development paths they require and demand.

Ethics in action

Manpower states its commitment to the highest standards of business ethics. The company believes in the social and economic value of a flexible workforce and in caring for those who

are a part of it.

Manpower is an industry leader in **ethical employment policies**. As an employment company it provides a legal contract of employment for temporary staff, with full employment rights and benefits. This means that, while Manpower people are temporary for its clients, they are considered permanent employees, and the company shows its commitment to their development.

For further information, visit
<http://www.manpower.com>
<http://www.empowergrp.com>
<http://www.elanit.com>



Three Voices on Human Rights

'Business & Human Rights' is a topic that involves a wide range of stakeholders. For this reason, we have chosen in this issue to invite the opinions of representatives from three crucial groups in the European human rights debate.

Robert Madelin (RM), Director, DG Trade, European Commission, gives a view from the perspective of public authorities. Ugo Pitton (UP), Vice President of Human Resources, ABB Italy, makes the case for business' role in society. Finally, Dutch MEP Bob van den Bos (BvdB) speaks from the point of view of the European Citizen.

The three representatives were interviewed separately. Their full replies can be found at www.csreurope.org/forum, where you are invited to make your contribution to the discussion. The most impacting responses will be published in the next issue of the CSR Magazine.



Ugo Pitton



How far do the responsibilities of Companies stretch?

RM: Every company must operate within the law, but that alone will not guarantee survival in the complex human rights debate. The issue for companies is to know how to survive and expand. Increasingly, company strategists look **beyond shareholders** to the broader vision of a "stakeholder corporation". That seems to me good for companies and good for society, including shareholders.

UP: Our vision is that any company should balance the interests of the **four stakeholder groups**: customers, employees, shareholders and society at large. We recognise the need for general public acceptance and accountability relating to the areas of our activities. As an example, ABB's strategy of sharing technology with developing countries provides a major social contribution, caring for the welfare of local communities, raising living standards and helping to eradicate poverty.

BvdB: Responsibility for the respect of human rights by the company, and notably of labour standards, should lie with the companies themselves. However, responsibility for verifying the effective implementation of these standards and their compliance with national rules should lie with the government of the state in which a company is operating.

Independent NGOs can act to assess implementation of company codes of conduct. However, when governments fail in their human rights policy, companies should call on them to account. If the situation of human rights does not improve companies should commit to pulling out of the country. Companies cannot be isolated actors. They are part of society and thus have a responsibility towards society.

What has changed in the last ten years?

RM: A much wider range of companies are following non-profit guidelines. Governments have also shown a willingness to integrate so-called non-economic

issues into economic negotiation, for example with the **World Trade Organisation**, in bilateral treaties and in the ill-fated OECD-brokered **Multilateral Agreement on Investment**. A decisive improvement came with the leading "rule-book", the **OECD guidelines** for multinational enterprises, as reviewed in June 2000.

UP: The last ten years have shown an increased understanding of the complex but crucial relationship between human rights and business. This in turn has impacted on legislation and general approaches to CSR. Our company is among the first ones aiming at the integration of the social dimension into business development.



Bob van den Bos



BvdB: Human rights issues involving multinational business enterprises have taken a central place in corporate boardrooms. Businesses are now playing a role in respect of economic development once reserved for states.

This is the result of ongoing globalisation, the development of market economies, the deregulation of business activities, the lowering of national barriers, and the expansion of world trade and investment. Foreign direct investment in developing countries has steadily grown while official development aid has diminished.

Businesses have responded to these trends by beginning to incorporate concern for human rights into their daily business operations.

What role does the Media, and especially the Internet, play?

RM: The media influences the debate, here as elsewhere, by spreading the bad-news stories. These stories have an ambiguous impact. They can create **pressure for change**, but they can also encourage a belief that companies should do as little as possible on non-profit issues, as the smallest shortfall in performance will meet with **exaggerated public criticism**.

UP: Globalisation, the business direct consequence of communication and information technology, presents a unique opportunity for companies to integrate more closely with their political, social and economic surroundings – but also an obligation to play active roles in society. It is a call to companies to work together to trigger change by **sharing technology** in developing markets, **opening information flows** and **promoting sustainability** and economic development.

BvdB: Negative media accounts of working conditions - such as sweatshops and child labour - have stirred up public opinion and turned them into human rights issues of broad popular concern. **The positive effect** has been a boost to the discussion between business and stakeholders on CSR and human rights. It must however be stated, that the media serves only as a **catalyst**. In the end it is public opinion, pressure groups, company CEOs and managers, and the governments who will have to make the difference.

What would help companies perform better on human rights?

RM: Legislation is not the best solution for complex issues that are changing fast, go beyond national borders, and are hard to monitor. Better **green or social accounting** would help a great deal. The development of **methodology on reporting and monitoring tools** is also needed to improve the whole process in terms of accountability. It would enable advocates of corporate non-profit activism to demonstrate in-house



Robert Madelin



Change in public opinion

- The **stronger influence of the private sector** means that stakeholders are pushing companies to be publicly accountable
- The public is voicing its **dissatisfaction** at serious human rights violations by companies
- There is a demand for **greater transparency** about the way companies operate in respect of human rights
- **Stakeholder groups** are increasing: NGOs, shareholder groups, concerned pension funds, and progressive money managers who see corporate human rights practices more and more as a **criterion for investment decisions**.

that the issues go beyond pure cost and offer benefits.

We would also like to see **broad public leadership**, through agreement at country or regional level, or indeed at WTO, OECD or IMF level. This could help to give a more structured account of these issues in national policy reporting, and would encourage the **spread of best practice**.

human rights abuses. One way of doing this is through codes of conduct.

However, yes, there is a danger with codes of conduct. It lies in the fact that these are not always complete. In recent research it appeared that codes of conduct of some Dutch textile companies don't include the freedom of Union nor the right to a labour contract

The mere existence of codes of conduct does not necessarily guarantee better working conditions for the ones they are directed to. Research in the Netherlands has shown that the codes can even make things worse. Codes of conduct against child labour, when rigidly applied by companies, can mean that children end up on the streets where they face even more inhumane conditions.

This shows that codes of conduct **need to be very precise** and, to a certain extent, adapted to the situation in the country. They should not be limited to general rules and principles. Only when they are specific can they really be productive.

Finally, what do you think is the "right" thing to do?

RM: A broad view of stakeholders and strong rules of transparency, inclusion and accountability are the crucial goals for the responsible corporation. More challenging than a merely paper adherence to UN human rights conventions written into a head-office code of conduct.

BvdB: The "right" thing to do is to act at **different levels in parallel**. We need to propel respect for human rights worldwide and help governments to implement these rules. A **greater public awareness** of human rights and its relation to business can influence consumers' purchasing attitudes, and ultimately influence business practices.

By the same measure, there needs to be greater awareness of and support for the **important role** a company can play in sustainable development. Institutions such as the **European Commission and NGOs** can help multinational companies find solutions to the problems they encounter in specific countries and provide them with the right information. Finally, the **World Bank, IMF and other Development Banks** must grant greater concern to human rights as an issue for business.

Human rights are an important dimension of social sustainability. Business development strongly depends on increasing demand for higher quality of life. We consider the promotion of a corporate social responsibility and human rights protection good for society and good for business. (Ugo Pitton, ABB Italy)

UP: At ABB we believe the 'right thing' can only be identified through **open dialogues with society and stakeholders**. This is something we already started in all the Countries where we operate. **'What'** needs to be done ranges from the general definition of a social policy to the execution of specific actions. A current Swiss initiative, which defines a "Certification of social commitment", is a good example of the creation of **incentives (fiscal benefits)** for those companies encouraging voluntary work in the social field.

UP: Codes of conduct, such as Social Accountability 8000, the OECD guidelines or the Global Sullivan Principles are a good approach, but of course the winner solution comes from a cultural action toward the business and greater participation in common efforts activities. ABB sees the **Global Compact** as a key opportunity to further these goals, and to promulgate another set of ideas that have been lingering in the background for too long – those aimed at improving global citizenship through **advocacy, shared experience and partnership**.

...Is there a danger when working with codes of conduct?

BvdB: Corporations should not be called on to replace governments in their primary responsibilities for the protection of human rights. What companies can do is avoid being complicit in



■ Management Education for Responsible Business

In light of the **European Business Campaign 2005**, CSR Europe, The Copenhagen Centre (TCC) and the International Business Leaders Forum (IBLF) are introducing a European initiative on **Management Education for Responsible Business**. The goal is to place CSR at the heart of the competencies and consciousness of future and current managers and business leaders.

Outputs will include a set of **proposals for action** from Deans and Business - tackling issues such as companies' training needs and how to manage a responsible business - as well as the **first FT Ranking of top MBAs including CSR**. The initiative will aim to contribute to the preparation of the European Commission **Green Paper** on CSR and to the **Communication on CSR** that the European Commission will release in 2002.

A close partnership between the business sector and business education will allow a better understanding of companies' learning and development needs, as well as their identification of the role and responsibilities of the academic sector. Other reference actors will include European Business Schools and Universities, CEMS, AIESEC, the Aspen Institute, and the UN Global Compact.



The **formal launch** of the initiative will take place together with business leaders, university deans and the European Commission in the framework of the **Belgian Presidency conference**, November 27-28. This will be based on several important preparatory meetings to take place in June.

For further information, contact:
 eb@csreurope.org
<http://www.csreurope.org>

■ Seeing is Believing – Business involvement in Education and Training

The CSR Europe Programme Education, Training and Lifelong Learning held its first **Benchmarking Seminar** and **Seeing is Believing** Visits in London on

2 and 3 April. The meeting gave business leaders hands-on proof of what involvement in Education and Training can achieve.

The seminar provided an opportunity to visit two active partnership projects in London, **Winton Primary School** and **Camden I-TECH Centre**. The workshop encouraged delegates to also share their experiences from partnership activity with education and training in their own country.



Winton Primary School,

Winton Primary School is a multi-cultural school for 3-11 year olds with multiple business partnerships. Obstacles facing the school include a wide range of cultures, languages, religions and backgrounds, as well as poverty, inadequate housing and poor health amongst families. It has nevertheless proved a success story thanks to the professional skill and commitment of its teachers and impressive partnership support programmes with business, the voluntary sector and public agencies.

Participants met with teaching staff and volunteers from business to discuss the scope, scale and issues involved in establishing partnerships, and the contribution of business to the success of the school.

Camden I-TECH Centre is an award-winning training and advice centre focusing on supporting ethnic minority at-risk groups and providing ICT training with mentors, work experience placements and long-term employment advice and support.

The visit included the opportunity to meet with programme leaders on the engagement of businesses in sustainable community-based public-private sector partnerships.

For further information, contact:
 Giusy Chiovato Rambaldo, gcr@csreurope.org
<http://www.csreurope.org>

■ Benchmarking Group of European Post Offices

Like other sectors, market expansion means that European Post Offices are under pressure to improve their strategies and practices as socially responsible organisations. Responding to the need for sharing of expertise between the Post Offices on this subject, the French Post Office and CSR Europe, in co-operation with the Corporate Citizenship Company, have undertaken the organisation of a **benchmarking programme on social responsibilities in the postal sector**.



The programme aims to raise awareness within the postal sector about Corporate Social Responsibility issues, to benchmark practices to improve social performance, and to highlight the fundamental role of Post Offices as key actors of economic and social development. Issues of special concern to the postal sector include community involvement in at-risk areas, policies to combat exclusion, and environmental policies.

The initial phase of the programme will comprise research on European Post Offices and the collection of material about socially responsible initiatives in the postal sector. The first seminar to exchange approaches and practices was held in March. This initial phase will culminate in the publication of a **first comparative study of European Post Offices and their socially responsible initiatives**.

The next benchmarking seminar will take place on **5 June**. The second phase of the programme will mobilise the Post Offices that did not participate in the first seminar, and focus on specific CSR themes.

For further information, contact:
Giusy Chiovato Rambaldo, gcr@csreurope.org
<http://www.csreurope.org>

■ Nike responds to reports on labour conditions in Indonesia

In February, Nike made public a comprehensive remediation plan that addresses the concerns of Indonesian factory workers expressed in a recent assessment study. The study was conducted by the **Global Alliance for Workers and Communities**, of which Nike is a member. The remediation plan forms part of continuing efforts by Nike to improve working conditions in the factories where its products are made.

The Global Alliance is a group of public, private and not-for-profit organisations dedicated to improving opportunities for factory workers. They released on 22 February the findings of a comprehensive study of working conditions in nine Nike contract factories in Indonesia. The report is entitled **"Voices: An Interim Report on Workers' Needs and Aspirations in Nine Nike Contract Factories in Indonesia"**.

4,000 out of 54,000 workers were interviewed about their feelings on topics such as workplace conditions, family, health, education and what they want in the future. More than 450 workers were involved in focus group discussions.

Nearly a third of workers interviewed said they had experienced verbal abuse, while a small number complained of sexual harassment and reported incidences of physical abuse at the hands of their supervisors or managers.

Maria Eitel, Vice President for corporate social responsibility at Nike, praised the work of the Global Alliance, and said that, while the results were tough to hear, that Nike "remain fully committed to the Global Alliance and its process that clearly gets at issues of greatest concern to workers".

For further information, contact:
The Global Alliance
<http://www.theglobalalliance.com>



■ First Test for the ILO



Anna Diamantopoulou

In November last year the **International Labour Organisation (ILO)** issued an unprecedented call for member states to consider sanctions against Myanmar (Burma) over its use of forced labour. In March this year, **Commissioner Anna Diamantopoulou**, announced that the Commission would write a letter in support of the measures proposed by the ILO.

Juan Somavia, Secretary General of the ILO, called for international pressure after an ILO study found evidence that forced labour is continuing in the country. This is despite a decree by the government in October last year abolishing the practice except during public emergencies.

It is the first time that the ILO has taken action in accordance with its constitution, to ensure that one of its member states complies with the terms of its convention. It is also a crucial test of the organisation. The **European Union** and the **US**, together with other ILO members, have said they are prepared to take further measures if forced labour continues. However, the ILO has come under fire that its words are not backed up by strong enough action.

One of the companies under pressure from the UK government to withdraw completely from the country is **Premier Oil**. They have been challenged for their decision to continue a major gas pipeline project in Myanmar (Burma). Premier CEO, Charles Jamieson, defended his company's continued presence on the grounds that dialogue and continued constructive engagement were a more effective solution. Premier is involved in community support programmes in Myanmar, which include education, environmental and AIDS initiatives, and human rights training for Myanmar officials and judiciary.

■ Spotlight on Women Entrepreneurs

The Swedes have made **gender equality** a priority of their first Presidency of the European Union. As part of their preparation for the **Spring Summit** in Stockholm on 23/24 March, Sweden teamed up with the UK to conduct a study of **women entrepreneurs** in the two countries. The study, entitled "Women as

entrepreneurs in Sweden and the UK", was commissioned by the Women's Unit in the UK Cabinet Office together with the Swedish Ministry for Industry, Employment and Communications.

Women currently make up half of Europe's population, but account for less than a third of small business owners. Some of the obstacles identified by the study include the need to combine work and family life, and the fact that women tend to launch businesses later in life than men. Promoting entrepreneurship activities by women is seen as a key element in increasing the **competitiveness of the European economy** in line with the strategic goal for Europe 2010.

■ New Sustainable Investment Forum "Forum Nachhaltige Geldanlagen"

On 25 January 2001, an umbrella organisation for **ethical and ecological investment in German-speaking countries** was founded at the "Green Money" fair in Berlin. This is the first central forum for this topic to be created in Germany.

The Forum is designed to promote and disseminate **green investment**. Part of the foundation event consisted of a panel discussion dealing with "**environment, ethics and the new German pension system**". The focus of the discussion was the social and ecological disclosure regulation provided by the new German law on pension funds. This requires that the "provider shall give written information whether and how he considers ethical, social and legal matters when using the fees that have been paid in". The panel members included not only future providers of financial products concerning private provision for old age, but also **SPD and Green Party members of the German Parliament**, as well as scientific experts.

The 28 founding members include well-known investment firms such as Sarasin, BfG Invest, UBS; alternative banks, such as Umweltbank; various financial brokers and advisers such as Umweltsecur and Pro Vita; and rating agencies such as Oekom research.

For further information, contact:

Forum Nachhaltige Geldanlagen
Walter Kahlenborn, Ecologic, Pfalzburger Str. 43/44
10717 Berlin,
Tel.: +49 30 86 880 105

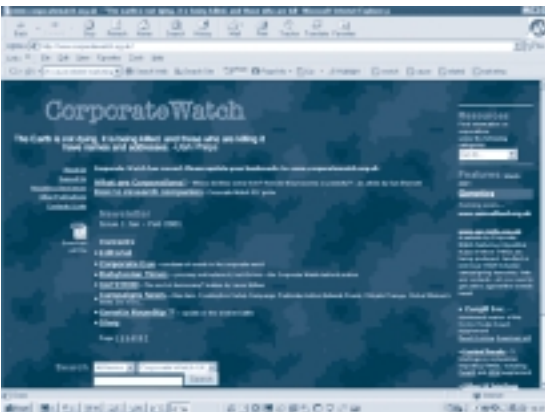
Business and Human Rights on the Web

The Internet has had a profound impact on Human Rights. Not only has it made the International Declaration of Human Rights at www.un.org/Overview/rights.html easily accessible in a multitude of languages. It has also transformed the campaigning capabilities of many smaller organisations working on tight budgets to get their message heard rapidly around the world.

Human Rights issues that were previously hidden within local situations have found themselves centre stage under the spotlight of the global media, largely due to spreading of the word through email and the Internet. For business, the Internet has three faces with respect to human rights: **Campaigning**, **Standard Bearing** and **Communicating**.

Campaigning

Amongst the most well-known campaigning organisations on the internet are Human Rights Watch at www.hrw.org, CorporateWatch at www.corporate-watch.org.uk, Sweatshop Watch at www.sweatshopwatch.org and the International Labor Rights Fund at www.laborrights.org, which collect together, investigate, and, in particular, campaign on human rights issues relating to business. These websites are full of information, campaigns and up-to-date news that fuel the headlines of the mainstream media.



Amnesty International at www.amnesty.org is another long-standing campaigner in the human rights field. They are also now addressing the business sector, but with a slightly different approach to that which activists such as CorporateWatch have taken. In the UK, Amnesty have set up a Business Group, which publishes its guidelines for business and pension fund trustees online at www.amnesty.org.uk/business/index.shtml

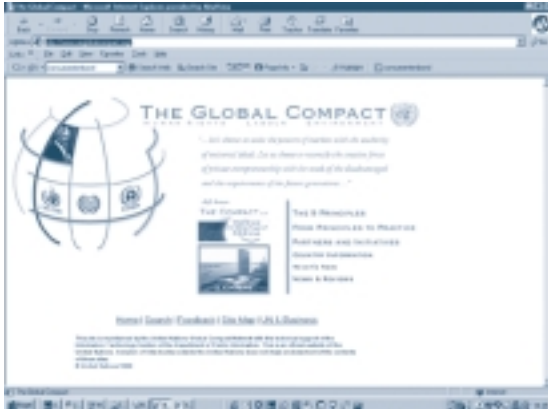


Trade Unions take an active role in campaigning action, and the International Federation of Free Trade Unions at www.icftu.org has developed an effective web presence that campaigns for Trade Union rights all over the world.

Standard Bearing

In 1999, UN Secretary General, **Kofi Annan**, launched the UN Global Compact with an appeal to business to give the market a human face. The follow-up resulted in 20 companies signing the **Global Compact**, a set of 9 Principles on human rights, labour and the environment in July 2000. The website www.unglobalcompact.org brings together the initiatives of the companies participating, and covers all the news and reviews of the Compact.

Through the Internet, the International Labour Organisation (ILO), at www.ilo.org, and the Organisation for Economic Co-operation and Development (OECD), at www.oecd.org/daf/investment/guidelines/mnetext.htm, both give detailed information on workers' rights



and the implementation of good standards in the workplace.

Other Standards and sets of Principles that are available online are

- SA8000 at www.sa8000.org,
- AA1000 at www.accountability.org.uk,
- Global Sullivan Principles at www.globalsullivanprinciples.org
- Fair Labour Association at www.fairlabor.org
- The UK's Ethical Trading Initiative at www.ethicaltrade.org

All use the Internet as the ideal opportunity to publicise their standard with detailed information on background, training, and implementation.

Communicating

This face of the Internet covers a range of organisations that communicate on human rights. Several business network organisations feature programmes on their websites that focus on how business is tackling this challenging topic.

These include:



- Business for Social Responsibility at www.bsr.org/resourcecenter/topic_output.asp?topicID=200



- International Business Leaders Forum at www.pwblf.org/csr/csrwebassist.nsf/content/a1a2a3.html



- CSR Europe at www.csreurope.org/csr_europe/activities/activitiesframes.htm?content=programmes/humanrights/humanrights.htm



- Business Impact at www.business-impact.org.uk/bi2/homes/human.cfm

A number of companies have chosen to take the issue head on and deal with it in the public domain of the Internet. Shell publishes its own guide to Human Rights at www.forums.shell.com/royalen/content/0,5028,25470-51028,00.html, which looks at how Shell has approached these issues, and BP dedicates a section www.bp.com/key_issues/social/human_rights.asp to explaining their commitment.

Finally, an excellent and extensive resource of links is available at www.business-humanrights.org, which is maintained by Human Rights Lawyer Christopher Avery.

CSR Europe Databank wins award



http://www.csreurope.org/CSR_europe/Databank/databankindex.htm, Europe's online reference resource on CSR, was recently selected as a **featured site** in **Lightspan's StudyWeb**. The Databank was chosen as one of the best educational resources on the Web according to StudyWeb's researchers.

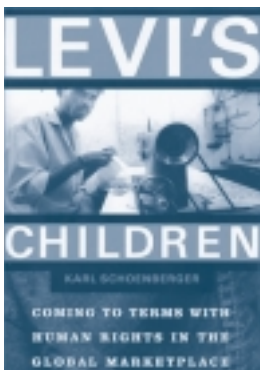
StudyWeb is one of the Internet's premier sites for educational resources for students and teachers. Since 1996, its reviewers have selected the best sites on the Internet to be included in its listing of educational links. Each site feature includes a detailed review describing its editorial and visual merits.

The Databank is accredited with providing "an abundant amount of information on various companies and their current practices and plans relating to CSR". Three key elements of the databank are highlighted for the user: the **Company Matrix**, which "gives an overview of a company's strategy"; **Benchmarking**, which allows you to compare and investigate the CSR practices of two companies; and **Topics & Channels**, which lets the user do a tailored search for specialised publications, reports, articles and case studies.

In addition, www.csreurope.org will now feature the 'StudyWeb Academic Excellence Award' icon, which will offer a link directly back to the StudyWeb homepage.

For more information, visit: <http://www.studyweb.com/>

- **Levi's Children**
Coming to Terms With Human Rights in the Global Marketplace



Karl Schoenberger

Using the story of Levi Strauss & Company as a guide, Karl Schoenberger offers a highly readable assessment of the challenge that human rights pose to international business. Over the last decade, allegations of corporate complicity in human rights violations have exploded into one of the most controversial issues of our time. Schoenberger is sensitive to the interests of multinationals, and as a result his call for active corporate engagement and rigorous accountability in promoting the rights of overseas workers carries resonance.

Details:
ISBN: 0871138093
Grove/Atlantic Incorporated

- **Profits and Principles**
Global Capitalism and Human Rights in China



Michael A. Santoro

Santoro discusses the implications of business activities for U.S. foreign policy and provides practical management advice for business executives operating in China and for those considering doing so. Santoro's "fair-share" theory is a unique and thoughtful effort to draw the line between what moral principles do and do not require of businesses operating in China.

Details:
ISBN: 0801435013
Cornell University Press
<http://www.cornellpress.cornell.edu>

- **Business and Human Rights in a Time of Change**
Christopher L. Avery

Pulling together information about the good work that is being done on human rights, while giving a sense of how much more work needs to be done, this report surveys recent initiatives by companies, human rights advocates, governments, the United Nations and others. It identifies sources of pressure on business to act responsibly, how this pressure is intensifying, and how business is responding. It shows how quickly events are moving, and how important it is for companies and for human rights advocates not to be left behind.

Details:
ISBN: 1873328419
Amnesty International UK
<http://www.amnesty-org.uk>

- **Human Rights, Is It Any of Your Business**



Peter Frankental,
Frances House

Highlighting the importance of human rights on the agenda of responsible companies, this volume features a selection of case studies on good corporate practice, together with practical approaches to making human rights policies or commitments operational.

For multinational companies, the issue of human rights can be uncharted territory where codes of conduct proliferate and interpretations vary. Published by Amnesty International and The Prince of Wales Business Leaders Forum, this management primer offers a comprehensive and practical introduction to a subject currently at the forefront of public attention.

Details:
ISBN:1873328435
Amnesty International UK
<http://www.amnesty-org.uk>

■ Business Challenging Business Ethics

New Instruments for Coping with Diversity in International Business - The 12th Annual EBEN Conference Rights in the Global Marketplace



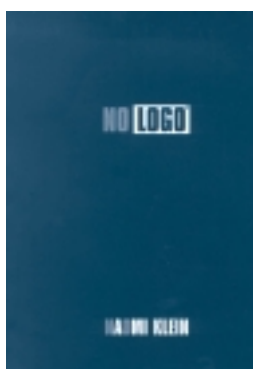
Jacek Sojka and Johan Wempe

Companies are increasingly under pressure from their stakeholders to observe standards prescribed by international laws, treaties, conventions, recommendations, and codes of conduct. The papers selected for this book explore the ethical pressures on international business to meet the challenges of diversity, suggested methods of coping with diversity, and the challenges required to overcome corporate self-interest in the search for new instruments.

Details:

ISBN: 0792365860
Kluwer Academic Publishers
<http://www.wkap.nl>

■ No Logo



Naomi Klein

In "No Logo", Klein demonstrates how brands have entered every aspect of our life. She argues that global companies claim to support diversity but their version of "corporate multiculturalism" is merely intended to create more buying options for consumers. She looks at the workers who keep these companies running, and discusses the tactic of hiring "permatemps", or workers who can do most of the work and receive few, if any, benefits like health care, paid vacations or stock options.

No Logo puts the spotlight on the growing resistance to this way of doing business, as well as the increasing pressure from stakeholders on companies to be more socially responsible and to look at citizens and communities as their priorities, rather than at brands.

Details:

ISBN: 0002559196
HarperCollins publishers
<http://www.harpercollins.com>

■ Business as Unusual



Anita Roddick

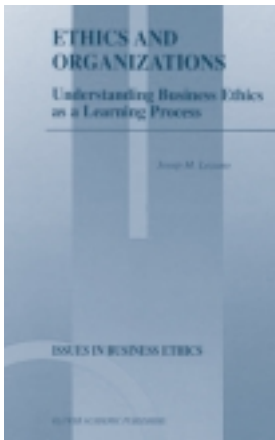
Since its beginnings, the Body Shop has been associated with socially responsible business practices. But times were tough for the Body Shop during the 1990s, when competitors started to mimic the products and the policy of the company, and the press started questioning the Body Shop's ethical principles and practices. Nevertheless, by the end of the decade, change was high on the corporate agenda in an attempt to revive the brand for the new millennium.

Written by the founder and ideologist of the Body Shop, Anita Roddick, this book is an inspiring story of the company, its successes and failures. Anita argues that in the present environment old and usual principles do not work anymore. To succeed, businesses have to be unusual, to act responsibly towards their stakeholders and to be sustainable in relation to the communities, society and the environment.

Details:

ISBN: 0722539878
HarperCollins publishers
<http://www.harpercollins.com>

■ Ethics and Organisations Understanding Business Ethics As a Learning Process



Joseph M.
Lozano

Integrating the aspects and developments of present-day business ethics and social responsibility into the

analysis, the book is a study of the core issues of business ethics, stakeholder relations, ethical codes and corporate cultures.

The author interprets business ethics as an organisational learning process amidst the social and cultural changes caused by the emergence of the information society. This approach allows companies to simultaneously take into account ethical concerns as well as corporate and organisational development.

Details:

ISBN: 0792364635
Kluwer Academic Publishers
<http://www.wkap.nl>

■ Ethics for Managers



Philip Holden

The book examines the relationship between ethics and business, looking in detail at key areas such as personal standards, leadership,

marketing, empowerment and the implications of

"going green". Additionally, the author provides case studies of successful companies to offer practical guidance on crucial questions. Drawing on sources ranging from classic philosophy to modern management expertise, Philip Holden shows how meeting the needs of employees, customers, the community, and other stakeholders, as well as respecting the environment, can lead to improved business performance.

Details:

ISBN: 0566081156
Gower Publishing Limited
<http://www.gowerpub.com>

■ Sustainable Solutions Developing Products and Services for the Future



Martin Charter and
Ursula Tischner

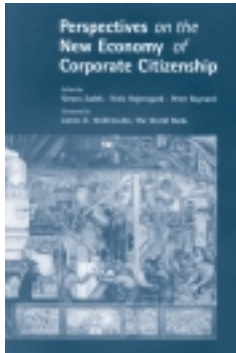
Companies and businesses today have to respond to a growing pressure from governments and

consumers for environmental and social compliance of products and services they bring to the market. This publication introduces the reader to the field of sustainable development, and at the same time emphasises questions of product sustainability and life-cycle management. It also provides analysis and case studies on the reasons and ways leading companies to develop new products and services that fit 'triple-bottom-line' expectations. Moreover, approaches toward organising and developing more sustainable products and services are highlighted.

Details:

ISBN 1874719365
Greenleaf Publishers
<http://www.greenleaf-publishing.com/catalogue/sussol.htm>

■ Perspectives on the New Economy of Corporate Citizenship



Simon Zadek,
Niels Hojensgard,
and
Peter Raynard

This publication focuses on the relation between the New Economy and corporate social responsibility. It explores the social and environmental challenges and opportunities posed by the New Economy, and the approaches to corporate citizenship that are enabled or disabled by its emergence

Convening some of the best thinking in the field, this volume comprises a series of short essays by leading analysts and practitioners from around the world, introducing many topics. These include disability, privacy, community development and lifelong learning.

Introduced by World Bank President James D. Wolfensohn, the volume includes contributions from Amitai Etzioni, Bill Joy, Naomi Klein, Helio Mattar, Johnathon Porritt and Susan Scott-Parker.

Details:
The Copenhagen Centre (TCC)
www.copenhagencentre.org

Reports

■ The Starting Line and the Incorporation of the Racial Equality Directive into the National Laws of the EU Member States and Accession States

Edited by Isabelle Chopin and Jan Niessen

The 2000 EU adoption of the two Directives concerning equal treatment and anti-discrimination will have enormous and positive impact in the fight against discrimination and racism across Europe. The authors of this publication explore possibilities for a

legal basis for additional European measures against nationality discrimination and make concrete suggestions on how to monitor and whom to engage in the process of incorporation of the legislature into the national laws of the Member States.

Details:
ISBN 2960026616
Commission for Racial Equality
www.cre.gov.uk
Migration Policy Group
www.migpolgroup.com

■ Government as Partners



The Role of Central
Government in
Developing New
Social Partnerships

This report shows the huge diversity of policies and approaches among European governments in their support for public-private partnerships. This is true even if the goal is the same: to encourage companies' social involvement, to fight social exclusion, and to build more inclusive societies – and to do it in a more efficient way.

It is the first significant body of work to look at social partnerships from the viewpoint of those in central government and those helping to shape government policies.

The report reviews the diverse environment in each market and the drivers of policy development. It argues that there is an emerging ideological belief in favour of public private partnerships and a new pattern of government interaction based on more collaborative and holistic approaches.

Details:
The Copenhagen Centre (TCC) and Ashridge
Centre for Business and Society
www.copenhagencentre.org

■ Business and Global Corporate Citizenship: Best Practice for the Future

2-4 May,
Montreaux, Switzerland



To what extent can and should business support human rights? To what extent can companies be environmentally responsible? Do companies have a responsibility to maintain

employment or is the core social responsibility of business staying in business? These and other urgent questions will be answered by experts that include **Mary Robinson**, High Commissioner for Human Rights; **Kim Howells**, UK Minister for Consumers and Corporate Affairs; and **Geoffrey Chandler**, Chairman, Amnesty International Business Advisory Group, UK.

The conference will cover a wide range of issues within the topics of Social Responsibility and Corporate Citizenship. Discussions will tackle human rights, fair labour standards, the role of Governments in encouraging CSR, and good citizenship as a part of corporate strategy and global operations.

For further information, contact

Ms Fran Martin
Wilton Park Conferences
Tel: +44 1903 817777
E-Mail: frances.martin@wiltonpark.org.uk
<http://www.wiltonpark.org.uk/>

■ Best Business Practices for Corporate Social Responsibility: Management Tools for Implementing the OECD Guidelines for Multinational Enterprises

10-11 May,
Brussels, Belgium



Organised by the European Commission, the Conference will bring together business, Members of the European Parliament, National Contact

Points for the implementation of the Guidelines in Member States, as well as trade unions and NGOs. The event will address the concrete aspects of implementation of the OECD Guidelines by firms, by building on the experience of companies who have adopted and introduced CSR principles in their management practices.

For further information, contact

Ms Hassina El Boud
DG Trade F.2
European Commission
Tel: + 32 2 299 53 90
E-mail: Hassina.ElBoud@cec.eu.int

■ Social Banking, Investment and Financial Access - There are other ways

17-18 May,
Dublin, Ireland



Hosted by Clann Credo Ltd, the Conference will feature plenary sessions on the developing social economy in the land of

the Celtic tiger and workshops on social risk capital, interest-free banking, evaluating social investment, micro-credit in an industrialised economy, and the challenge of new technologies. The Inaise Annual Meeting will follow the conference on 19 May.

For further information, contact

INAISE
Tel: +32 2 234 57 97
E-mail: inaise@inaise.org
<http://www.inaise.org/>

■ EBEN Research Conference 2001 - Standards and Audits for Ethics Management Systems

18-19 May,
Konstanz, Germany

In recent years, ethics programmes have gained greater recognition as assets to corporate management. With that in mind, the EBEN Research Conference aims to analyse and evaluate the essential areas ethics codes and ethics programmes should respond to in order to be regarded as a meaningful commitment on corporate behaviour. Central to the conference will be the discussion of differences and common understandings with respect to various corporate business ethics and social responsibility programmes. The discussion will bring together the most advanced frameworks of standards in Europe and the US.

For further information, contact

ZfW – Centre for Business Ethics
c/o FH Konstanz University of Applied Sciences
Tel: +49 7531 206651
E-mail: zfw@fh-konstanz.de
<http://www.dnwe.de/>

■ Creating the Loyalty Loop

21-22 May,
London, UK

The 13th UK National Sponsorship Conference, incorporating the 3rd European Sponsorship Congress, focuses on successful sponsorship and the relationships between Sponsor, Sponsor-seeker and Consumer. A number of presentations look at the specifics of creating loyal, stable and successful relationships. The Conference incorporates four modules on sports, culture, community and Internet sponsorship.

For further information, contact

CSR Europe
E-mail: sponsorship@csreurope.org
<http://www.csreurope.org>

■ International Seminar on Corporate Citizenship

25-26 May,
Rome, Italy



The seminar will present the results of a year-long study on the theme of corporate citizenship in Italy, as well as the conclusion of a project for collecting information on

corporate citizenship in Europe called "Citizen labelling and corporate citizenship: benchmarking Northern and Southern European best practices". The latter was carried out with the support of the European Commission DG Employment and Social Affairs. The seminar will include thematic sessions on the international panorama, legislation, risks and opportunities of co-operation between companies and citizens, and a presentation of proposed guidelines on corporate community relations.

For further information, contact

Ms.Barbara D'Alessio
External Relations Department
Cittadinanzattiva
Tel: +39 06 36718324
E-mail: b.dalessio@cittadinanzattiva.it
<http://www.cittadinanzattiva.it>

■ The Social Capital of the Future

7-9 June,
Gavle, Sweden



The 7th European Conference on Social Economy will highlight the role of positive forces within the social economy in tackling current and future European social issues. The

agenda is therefore focused around the Four 'E's' - Empowerment, Entrepreneurship, Enlargement and Employment. Around 800 delegates from cooperative enterprises, associations, mutual societies, foundations, as well as from governments and various EU bodies, will participate. The inten-

tion of the conference is to culminate in conclusions that will boost the scope of the social economy to play a significant part in European development.

For further information, contact

Monika Olin Wikman
Ministry of Industry
Tel: +46 8 405 10 00
E-mail: monika.olin-wikman@industry.ministry.se
<http://www.socialeconomy2001.se/>

■ International In-house Counsel Conference

14-15 June,
Budapest, Hungary



Providing information and discussion ground for in-house legal advisers on the challenges faced by the corporate world today, the conference addresses the topics of Competition law and policy, E-Commerce, and Corporate Social Responsibility. A special session on the OECD

Guidelines will tackle codes of conduct and the corporate social responsibilities of trans-national companies. Special attention will be given to the business and consumer responses to CSR.

For further information, contact

Competence Promotion Centre
Tel: +32 2 237 09 00
E-mail: info@competence.ibf.be
<http://www.competence.ibf.be/>

■ Addressing The Balance Between Employer And Employee - The 2nd European Work-Life Conference

19-20 June,
Brussels, Belgium

The Conference addresses the management of work-life issues as a necessary process for economic growth and business success in all enterprises from large multinationals to small compa-

nies. The 2001 event will focus on customising work-life programmes for Europe, managing the more feminised workforce of multinationals, as well as other topics such as re-designing work and resilience.

For further information, contact

The Conference Department
The Conference Board Europe
Tel: (32) 2 675 5405
E-mail: brussels@conference-board.org
<http://www.conference-board.org/>

■ Partnerships and Social Responsibility with the New Economy,

27-29 June,
Copenhagen, Denmark



The Copenhagen Centre (TCC), a leading agency for exploring, researching and promoting new social partnerships, has made the first announcement of the TCC's 2001 Conference, which is planned to take place in June 2001. Gathering high-level representatives from governments, intergovernmental organisations, businesses social partners, and civil society, the Conference aims at ensuring the further development of Corporate Social Responsibility (CSR) and new social partnerships across national borders and between private and public, market and society. The Conference will include several sessions on the issues of Social Responsibility and Partnerships.

For further information please contact:

The Copenhagen Centre
Jette Kanneworff
Administrative Coordinator
Tel: +45 3392 9443
E-mail: djka@sm.dk

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<input type="checkbox"/> Social Cohesion and the Financial Sector – Evidence from best practices	€ 5	
<input type="checkbox"/> Cause Related Marketing	€ 15	
<input type="checkbox"/> Education for All	€ 15	
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<input type="checkbox"/> The first ever European Survey of Consumer's Attitudes towards Corporate Social Responsibility (MORI)	€ 5	
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