Dear Members of ITG4,

On behalf of the Secretariat of the ISO WG SR, I am forwarding you the following notice for your attention.

Regards,
Anthony Miller
UNCTAD
ITG4 Secretariat
===
Dear experts,
As ITG 5 and 6 experts know, Adam Greene has sent an email to ITG 5 and 6 colleagues, which in relevant parts states the following:

"Point number 9 [from the ITG5 Issues paper template] on Key Discussion Points includes issues related to the mandate of the entire WG, including the definition of an ISO guidance standard, the TMB's instructions to the WG, the scope of the activity set out in the NWIP, and the need to differentiate the guidance standard to different types of organizations. While these are important issues, they should be addressed at the WG level and not by each interim task group independently (the same issues are also included in the other Interim Task Group's draft templates). In order to ensure consistency across the WG, these issues should be removed from the draft templates for the interim task groups and addressed by the entire WG in plenary."

We would first like to thank Adam for bringing this matter to our attention. The objective of the "key discussion point" clause in the ITG 4, 5, and 6 templates was to alert ITG issues paper drafters of the need to take into account the pre-determined parameters of the work as set out by TMB in its New Work Item Proposal and other communications when they prepare their issues papers. It was not included to suggest that each ITG address these parameters. Any such discussion would properly take place by the WG as a whole.

However, based on Adam's email, we recognize that the clause has caused confusion. Therefore we ask that the "key discussion point" clause in the three templates be removed. Instead, we ask ITG experts in 4, 5 and 6 to develop their issues papers following the template points provided (with the exception of the "key discussion points clause), but that ITG experts do so while taking into account the parameters of the work as set out by TMB in its New Work Item Proposal and other communications, notably:

a. Definition of Guidance Standard
b. TMB instructions set out in New Work Item Proposal
c. Identification of aspects/issues in the Advisory Group report that need to be addressed in the standard
d. Location of various aspects of topics identified above in the ISO SR Guidance Standard (including linkages to other parts)
e. Need if any to differentiate application to different types of organisations
f. Other

We hope that this removes any confusion on this point.

Regards,

Secretariat of ISO/TMB/WG SR, Social Responsibility
Kristina Sandberg

From: Lugt Cornis [mailto:Cornis.Lugt@unep.fr]
Sent: Tuesday, May 24, 2005 4:12 AM
I appreciate the value of the model proposed by Dick. However, I would
like to suggest that we use the Global Compact Performance Model for
this purpose. It highlights explicitly some subelements that are hidden
/ implicit in the model of Dick, for example impact on employees, on
society and the value chain. It also has a very strong focus on
stakeholder engagement, but like reporting this is one important tool
and there are a number of other key components to SR. If we eg consider
corporate environmental responsibility, the element "processes and
innovation" in the Compact Performance Model is a key one where tools
such as ISO14000 and others such as eco-design belong. The element
"impact on the value chain" is again a key one where life cycle analysis
as tool is very relevant.

From: Jooran Lee [mailto:jooran@ksa.or.kr]
Sent: Monday, May 23, 2005 8:21 PM
I'm resending Dick's papers that he sent all ten days ago.
We can get the good concepts from his papers.
Attached :
- A framework for considering the position and contents of ISO guidance on SR
(by Dick Hortensius)
- an article titled "Managing SR in a Systemactic Way" from ISO Managememnt Systems, March - April 2005
(by Louise Bergenhenegouwen and Dick Hortensius)

From: William R. Blackburn [mailto:WRB@wblackburnconsulting.com]
Sent: Monday, May 23, 2005 3:55 PM
I recognize our efforts must produce something of value on SR for a wide
range of organizations, not just companies. Nevertheless, from my
perspective as one having lead sustainability programs at Baxter for many
years and from the input of a number of my old peers, here is a table of
contents for an SR guideline that makes sense to us:

Volume 1. General Guidance

1.1 Purposes of the guideline
1.2 Definition of terms (with background)
1.3 Social responsibility trends
1.4 Existing SR Codes and guidelines
    1.4.1 Codes of behavior (ILO, etc. List by category)
    1.4.2 Reporting-related standards (GRI, AA 1000, etc)
    1.4.3 Management/process standards (ISO 9001, 14001, etc.)
1.5 Processes for prioritizing, selecting and integrating selected sets of
complementary codes and standards (this might also discuss enterprise risk
management in this context)
1.6 Processes and sources of information for staying informed about SR
developments

Volume 2. Case studies

Summaries showing how individual organizations of all types have
prioritized, selected and integrated various codes and standards and

information sources into a good, overall SR programs.

This does not produce any new management system, and certainly not anything new that is certifiable. Yet it does not ignore the role of existing management systems standards.   And it does follow the general pattern of ISO 14031 and 14032 of having guidance in one document and case studies supporting the guidance in another. Moreover, it provides practical guidance on how to operationalize SR, which is the main thrust of our assignment. This is what I mean by "connecting the dots."

From: michael.a@moital.gov.il [mailto:michael.a@moital.gov.il]
Sent: Monday, May 23, 2005 2:00 AM
I think Perla's suggestion for TG6 to use Dick's paper is a great idea. It is not a MSS but nevertheless gives some content to the guidance, so that it can be more than just a kind of manual. ISO's guidance should be more than just an information provider… One doesn't really need ISO for gathering all the relevant documents and stuff about SR. If ISO is investing time (3 years?) and money into the process, one can (should?) expect the process to create something new, whatever this is.
Michael Atlan

From: Perla Puterman [mailto:p.p.s@cantv.net]
Sent: Sunday, May 22, 2005 8:57 PM
I feel the same as Deni from Australia, we are going round and round…and we repeated the same we had said in Brazil… I think we have three positions, not two.... Some of us consider that the standard should not be a MSS, but should be in relation with… Others consider that the standard should be a MSS, and others consider that the standard should be a different model…no MSS and no related to the MSS:: In any case, as Tom said the reasons of each point of view are different… Why we do not read carefully again Dick Hortensius paper, may be, it is a good approach to interconnect the three alternatives. It is my suggestion

From: Simone de Colle [mailto:sdecolle@liuc.it]
Sent: Sunday, May 22, 2005 4:29 AM
I do feel that the apparent dichotomy between those who (correctly) say that the new standard is "*NOT intended to be a Management System Standard*" and..."*the others*" CAN be reconciled in a common way forward, as someone (Tom Rotherhane and Kernaghan Webb) have already suggested.

My simple 'magic formula' is the following:

We are NOT going to develop a new, specific management system standard for SR, but we do want to provide practical (even practical, practical, practical!) *guidance to organizations in integrating SR concepts and principles in ALL THEIR ACTIVITIES* (and by the way, I mean integrating, integrating, integrating!).

The underlying assumption I take for granted is that SR deals with the way organizations are managed. Therefore, if one wants to integrate SR into a organization, one has to be prepared to change/improve (potentially) all management systems in use by that organization: SR it is not about just adding a new, special 'SR department' dealing with 'SR issues'…

If we agree with this mandate, there are some obvious implications for our work. To begin with:

1. We need to clarify first of all *what the SR concept means*, as a general approach, for any type of organizations.
- What guidance can the standard provide on this? Maybe an useful starting point is to provide a definition of what we think SR is...and what is NOT (the main point I would like to emphasize here is to explain the SR concept as a general approach - with many, different applications depending on the organization's type, activities, dimension, location… - and not as a list of 'SR issues').

2. We need to explain *what are the core values and principles of SR, and what they means for the way organizations are managed.*
- What guidance can the standard provide on this? For example, it could identify a common "SR framework" of values and principles by examining existing SR standards and relevant international documents, and provide 'working definitions' of identified core principles that could include "fairness", "transparency", "accountability", etc…

3. We need to clarify *what organizations can do in order to integrate SR values and principles in their strategy and policies.*
- What guidance can the standard provide on this? For example, we might say in the standard something like "any organization should state what its Mission and core values are…" and provide guidance on how Mission and values can be developed and made explicit within organizations…

As you can see, the tasks 1. and 2. are within the mandate of ITG5 "SR core context", where unfortunately there has not been such a rich discussion yet, but an initial collection of relevant papers and documents is being carried out. The Co-Secretary of ITG6, professor Joseph Wieland is the co-author (with Simon Zadek, Christian Brodhag, Lorenzo Sacconi, Emma Baldin and myself) of a research report sent to the EU Commission in March 2005 (which I have sent to the ITG5 Secretary) on the 'convergence' among CSR standards that exactly addressed these 2 initial tasks by benchmarking five different SR standards: AA1000, SIGMA, VMS, SD21000 and Q-RES, and I am sure Josef will be able to provide some useful insights on this for the work of ITG6 as well.

From: yuhiadi [mailto:yuhiadi@tm.net.my]
Sent: Saturday, May 21, 2005 11:19 AM
I follow your rationale. It seems we may be on the same track, since in the MEF we have been developing this concept of "menu" from the outset when CSR has been turned to SR. This concept has better promise, especially with developing countries, who are grappling with a multitude of issues placed before them as global challenges.Most of us cannot adjust ourselves with priorities of some developed economies (some even doubt these priorities are valid for the greater part of humanity which seems to underline them). But most developing economies do not wish to be stand in the way of those developed economies, or those who can participate in the efforts in the manner they can. Thus the Guideline should encourage them; and others who are not yet ready to come on board be allowed to keep their interest in it.

From: yuhiadi [mailto:yuhiadi@tm.net.my]
Sent: Saturday, May 21, 2005 10:17 AM
I agree with Henry Clifford. This approach has greater promise. We in MEF have been considering this approach for some time with the original CSR. The SR is more complex. Most developing economies have global agenda which are different from those of developed economies. Their priorities are different, especially in regard to issues of interest to humanity which seem to underline the SR - issues of hunger, poverty, aid, etc. concern the vast number of humanity in developing economies. Most of these countries do not wish to stand in the way developed economies to persue their priorities; and some will be able to move in the same direction now; others may be persuaded later, and should be encouraged to stay engaged with the efforts. So the "menu' is available to all organisations (national and international) to pick up and internalised when ready. So in my mind the approach to SR is best suited to down-up rather than top-down consideration of all pertinent issues of the agenda.

From: Annette Kleinfeld [mailto:annette.kleinfeld@kleinfeld-cec.com]
Sent: Friday, May 20, 2005 7:29 PM
I am impressed by your substantial comments which I've been reading now for hours! Entering a discussion late has the disadvantage that most things have been said already, and the advantage that some sort of consensus has developed, at least a common line.

This common line to my mind seems to be summarized quite well by the 3 objectives mentioned below by Clifford Henry. As very helpful I also experienced the comments of Tom Rotherham and those who were referring to his contribution since he very convincingly pointed out the common interest of ALL parties involved to definitely reject anything MSS-like as a result of our work.

If these objectives were consensus indeed – though perhaps not complete yet – I think we should further concentrate on the question what "practical guidance" exactly means, what it should contain, what it should NOT contain, and how the results of our work might look like afterwards against this background?

To the latter respect I also liked the comments of Cornis van der Lugt talking about a "performance model" – what about a "good practice model"? – in the sense of a "logical framework" that refers to all SR-issues and elements identified as relevant respectively a "must" (expected outcome of ITG 5, I suppose), and recommends tools, measures, procedures (including certifiable standards where reasonable), etc. for appropriately dealing with the respective issues. In addition, examples of good practice (taking into account different types, sizes, branches and countries of organizations) could be added according to Cliffords proposal below.

From: henry.ce@pg.com [mailto:henry.ce@pg.com]
Sent: Friday, May 20, 2005 4:01 PM
I would like to offer up a way to address the "HOW" and at the same time achieve a couple objectives. These are:

1. Ensure that the guidance is 'practical, practical, practical" (Thanks Anne for reminding us of this need)

2. Does not resemble a MSS and can't be abused

Recognizes the complexity of the SR and the varying needs of different organizations

Interestingly, my perspective is that when organizations are trying to initiate a program or improve their performance they find most value in benchmarking versus asking for a description of the management system. I've been on both ends of this and basically one looks at what other organizations like your self have done, pick the aspects that are most applicable and reapply them. Within industry I have seen this occur for supply chain monitoring, code of conduct, reporting, stakeholder engagement, organization structure and SR policy/implement to name a few. Now, I do believe that some of the SR aspects that lend themselves to providing process guidance e.g. stakeholder engagement and reporting. However, if we try and address all the aspects SR in this manner we will find that it might not be useful or practical.

For example, if an organization is struggling with bribery and corruption, they find it very useful to read how other organizations have successfully handled this issue. First, it is will be easier to convince their management to implement an approach that is proven versus some theoretical process that has not yet been applied. Second, no two organizations and their issues are the same. I like the approach of presenting them with a menu of issues/solutions They can look at and select those that are applicable to their organization and implement them.

If you remember, both Adam Greene and Ricky Fukada proposed the concept of providing guidance on the basis of issues at the last WG meeting. I think that if we combine this with topics that are lend themselves to a process description, we will create guidance that is very practical and allows a menu approach versus going down the one size fits all road. Finally. I think the beauty of this approach is no one can use it for certification since there would be portions of the guidance that you can't certify against (e.g best practices or case studies).

From: Hans Hofmeijer [mailto:hofmeijer@ilo.org]
Sent: Friday, May 20, 2005 11:34 AM
Just a quick reaction to point 3 (i) of Kernaghan's message below. As per article 2 of the ISO-ILO MoU the guidance document will need to be "fully consistent with the object and purpose of the provisions of international labour standards incorporated in ILO instruments, and their interpretation by the competent bodies of the ILO and in no way detract from the provisions of those standards". Obviously, the same is true for other UN Conventions and instruments that are relevant to SR.
The guidance document should further clearly reflect the qualitative difference between inter-governmental instruments and private standards such as those of ISO and other organisations concerned with SR. It will need to explain in clear and simple terms what the SR implications of inter-governmental instruments are for day-to-day management of an organization and distinguish their legal consequences from what organizations can do on a voluntary basis that goes beyond legal compliance.

From: Webb, Kernaghan: OCA [mailto:Webb.Kernaghan@ic.gc.ca]
Sent: Friday, May 20, 2005 10:29 AM
The emails so far have been useful in identifying views on a number of important operationalization issues.

Perhaps we can now move on to find common ground on the issue of what the standard is supposed to do in the area of operationalization.

There may be value in looking for guidance by drawing on the specific wording of the ISO New Work Item Proposal (NWIP), since the NWIP was voted on and approved by ISO member bodies and is therefore a fundamental basis for proceeding.

(1) According to the NWIP, the standard is to provide "practical guidance related to operationalizing social responsibility." The NWIP proposal states explicitly that the standard is intended to "assist organizations in establishing, implementing, maintaining and improving
social responsibility frameworks".

Perhaps the issues paper could spend some time discussing:

(i) How can organizations establish social responsibility frameworks (SRFs)? What guidance can the standard give on this?
(ii) How can organizations implement SRFs? What guidance can the standard give on this?
(iii) How can organizations maintain SRFs? What guidance can the standard give on this?
(iv) How can organizations improve SRFs? What guidance can the standard give on this?
(v) What are SRFs? What guidance can the standard give on this?

(2) The NWIP states that the standard is intended to "facilitate credible communications on the organization's commitments and
performance related to SR", and provide practical guidance on "enhancing [the] credibility of reports and claims made about social responsibility." The NWIP also states that the standard should "emphasize performance results and improvement". The NWIP also states that the standard should "increase confidence and satisfaction in organizations among their customers and other stakeholders".

Perhaps the issues paper could spend some time discussing:

(i) How can organizations best achieve SR performance results and improvement? What guidance can the standard give on this?
(ii) How can organizations communicate their SR commitments in a credible way? What guidance can the standard give on this?
(iii) How can organizations communicate their performance in a credible way? What guidance can the standard give on this?
(iv) How can customer and stakeholder confidence and satisfaction in an organization's SR activities be enhanced? What guidance can the standard give?

(3) The NWIP states the standard is to be "consistent with and not in conflict with existing documents, international treaties and conventions and existing ISO standards". The NWIP also states that the standard is expected "to foster greater awareness and wider observance of agreed sets of universal principles as expressed in United Nations conventions and declarations including the Global Compact principles and particularly the Universal Declaration of Human Rights, The International Labour Organization's Declarations on Fundamental Principles and Right at Work, The Rio Declaration on Environment and Development and The United Nations Convention Against Corruption." The NWIP also states that the standard is expected to "compliment and avoid conflicts with other existing SR standards and requirements."

Perhaps the issues paper could spend some time discussing:

(i) What are the relevant existing documents, international treaties and conventions and existing ISO standards, SR standards and requirements?
(ii) How can the ISO SR standard best align with these existing instruments? Perhaps the model provided by Cornis van der Lugt
of the UN Global Compact can be helpful in this regard.
(iii) Are there any issues with use of or reference to non-inter-governmental standards/instruments/documents in the ISO SR standard (other than ISO instruments, for which presumably there would be no problem with referencing)? What is the status of these non-inter-governmental instruments? Are there issues associated with the "proprietary nature" of some of these standards that need to be addressed? What are they?

(4) The NWIP states that the standard is intended to "promote and maintain greater transparency and fairness in organizations."
(i) How can organizations promote and maintain greater transparency? What guidance can the standard give on this?
(ii) How can organizations promote and maintain greater fairness? What guidance can the standard give on this?
(iii) in the context of SR, what do the concepts of "transparency" and "fairness" mean? What guidance can the standard give on this?

(5) The NWIP states that the standard is to assist organizations in addressing their social responsibilities while respecting cultural,
societal, environmental and legal differences and economic development conditions.

(i) what guidance can be given to organizations on how to respect cultural, societal, environmental and legal differences, and economic development conditions?
(ii) what guidance can be given to organizations when there are conflicts or differences between legal requirements stipulated by domestic governments, and norms set out in international instruments which may or may not have been ratified by the domestic governments in question?

(6)the NWIP states that the standard is intended to "support organizations in demonstrating their social responsibility through
responsiveness and the effective engagement of all stakeholders including employees, which may enhance their confidence and satisfaction." For current purposes, it is ITG 4 which is addressing the issue of stakeholder engagement, so for now this particular issue does not have to be addressed by ITG 6, even though there is a strong "operationalization" component to stakeholder engagement.

(7) The NWIP states that "throughout the standard, the verb form "should" shall be used," and that the standard "should provide guidance and shall not be intended for third party certification."
(i) How can the standard address points (1) - (6) above while respecting the need to use "should" language and not be intended for third party certification.

(8) This is just a partial listing of points from the NWIP pertaining to operationalization. As a starting point, I would suggest that we need to identify and agree to all of the points from the NWIP relating to operationalization, and then discuss in the issues paper how the standard could address these points in order to provide useful guidance to all types of organizations, operating anywhere in the world.

From: Watkins, Miles [mailto:Miles.Watkins@aggregate.com]
Sent: Friday, May 20, 2005 4:22 AM
Building on Kim's comments from a practitioner perspective, a 'navigation' tool has great appeal. However, I do agree with a number of other participants in this discussion who have suggested that we need to proceed with caution when outreaching to proprietary 'standards' rather than those developed through a consensus-building approach.

From: Kim Christiansen [mailto:kc@lca-net.com]
Sent: Friday, May 20, 2005 3:29 AM
"combining inputs" means combining inputs i.e. taking ideas, approaches, methods, tools etc. from document already being applied; this does not imply that all organisations using 26000 have to get certified to AA1000, SA 8000, ISO 9001, ISO 14001 etc etc - or sign Global Compact - and the Bibliography will be the natural place to position these reference without any priority. In a similar manner I suggest we look into the national SR standards for inputs on "how". I would very much appreciate if the active participants in this discussion can confirm that we can use these documents in our work! As in all other ISO standardization work we are not supposed to start on a totally blank piece of paper but to give guidance on how organisations can navigate among existing standards and tools. I have no problems using Global Compact as a framework for this both on the listing of "rights" to be covered (content) and on the modelling and I think it can actually help the process to build on a consensus already reach among a group of international players in the field of SR - as building on consensus on process appraoch, life cycle approach, contineous improvement and multistakeholder dialogue can help!

From: William R. Blackburn [mailto:WRB@wblackburnconsulting.com]
Sent: Thursday, May 19, 2005 3:48 PM
Per our charter, there is no place for structuring anything like a management system. Many of us agree with that. But other initiatives—especially those developed through global multi-stakeholder processes-- must be given a prominent place in our work. I continue to believe we must find constructive ways of connecting these existing dots, of providing organizations with creative ways of using these initiatives together for an overall effective SR program. Many organizations are doing that now. We just need to articulate a few alternative approaches for how this can be done.

From: Lugt Cornis [mailto:Cornis.Lugt@unep.fr]
Sent: Thursday, May 19, 2005 3:24 PM
I was warned once you join an ISO group your inbox explodes. Now I know

what they meant! Any event, I have initial remarks based on some valuable comments made so far and based also on the experience we've had in developing the UN Global Compact Source Book with its Performance Model:

1. I agree; let's not waste more time in discussing MSS (possibly adaptable for certification) "yes / no". Key is to look for the different motivations behind these positions (process standard or performance standard; added costs and duplication; lowest common denominator becoming a de facto international ceiling or floor) and to focus on the impact we seek to have from the end product. Other groups in this process will look at things like issues, principles, stakeholders etc to be addressed. We have the challenge to put the expected actions to be taken by whatever responsible organization in some logical framework. This framework can also suggest, provide guidance on where, in which stages or areas internationally recognized tools (incl certifiable standards of ISO and others) are most relevant / can be consulted or employed.

2. Would it be acceptable to use the word "model" for this framework. In particular, have a look at the UN Global Compact Performance Model (see attached). In preparing the Source Book - edited by WBCSD with BSR, ILO, UNEP and UN GC Office - our experts group agreed on the placing of various internationally tools in different phases / element areas of the Performance Model. Our experts group agreed that the performance model provides a useful starting point or baseline from which knowledge can be shared in a systemic way. For each element area (eg empowerment, processes and innovation, impact on society) it provides a toolbox with relevant "tools" (conceptual instruments), be it principle declarations, codes, or (process, practice, output) standards.

3. At least the performance model addresses the 3d challenge listed by Tom, namely providing guidance through the jungle of tools out there.

4. This approach also makes it clear that you end up with a package that refers to various internationally recognized tools (incl certifiable standards). At the same time, as package it is clearly something that does not lend itself to certification. Yet as a minimum it provides some logical framework for action. If we can not at least provide this, our outcome will be a rather meaningless text that succeeds only in standardizing chaos.

5. Our ultimate goal "should" be to produce something that will have as impact organizations taking action on social responsibility, a model that inspires organizations to act... and act consistently.

From: Peter Houghton [mailto:hconserve@btconnect.com]
Sent: Thursday, May 19, 2005 12:18 PM
1. Reviewing the ITG 6 exchanges on MSS, I declare emphatic support for the positions taken by

Adam Greene & Stefano Bertasi (both of 16.05.05)

Hans Hofmeijer (17.05.05)

Tom Rotherham in his points 2, 4, 5, 6 especially and 7 second para. (18.05.05)

Ricky Fukada in his points 1 and 3 (18.05.05)

The debate instigated by Miles has been useful in flushing out the divergent positions: I recommend we should now get ahead as Tom and Ricky have proposed, viz. in conformity with the TMB's clear directions and with due regard to the wisdom of the SAG's report. The remaining time is short.

2. Kim Christiansen's input of 14.05.05 says, "Combining inputs from other international standards and agreements e.g. AA 1000 and SA 8000 is a must in our work ...". I am not sure what this means exactly.

I draw colleagues attention to ISO/IEC Directives, Part 2 (2004), 6.2.2 (on Normative References) and the Supplement (2001) Annex SM (on IPR).

While there is considerable freedom to mention such documents in a Bibliography, in my view they should not be given a privileged position - and may indeed be quite unsuitable for the many smaller organizations, especially in undeveloped countries. It seems important that ISO 26000 is fully generic, non-overlapping and as self-sufficient as possible, not requiring effectively mandatory acquisition of/reference to, or dependence on, a string of other 'standards' before it can be used, particularly if these have been produced outside the ISO processes and are liable to change in ways which could vitiate 26000.

I wonder if we have consensus on this aspect of 'HOW'?

From: yuhiadi [mailto:yuhiadi@tm.net.my]
Sent: Thursday, May 19, 2005 12:09 PM
Dear Mr. Greene
I entirely agree with you on the issue of MSS. A definite NO by me on any account, even if TMB had decided to go along the MSS way, which they had not. I believe that in almost all participating countries there exist CSR / SR with various rich characteristics, and which are in conformity with respective laws, national policies, cultures, and practices. Most MNCs adopt these practices in addition to those they carry from their parent countries wherever appropriate.

From: Kim Christiansen [mailto:kc@lca-net.com]
Sent: Wednesday, May 18, 2005 4:00 PM
I am sure that we can learn how to deal with social responsibility issues in
a manner using MS as a helping tool and not as a requirement. We had similar
arguments when ISO started discussing EMS (you cannot manage environmental
aspect in a formalized quality control look alike system...), on Design for
Environment (you cannot write guidelines for DFE...), on environmental
communication (but 14063 is almost finished) or on occupational health and
safety (but we now have OHSAS 18001 and an ISO new work item proposal is on
the agenda). I fully support to investigate which aspects of social
responsibility we cannot address from af MS perspective (not joking) and I
suggest we exchange actual information about this before Bangkok.

I can aggree to Joe Casio's argument, that a MS look alike will be used by
some certifiers - but is that not OK? It is a free and open market, so
anything giving a profit goes... ISO 14040-series is not for certification -
that did not stop an italien certifier for setting up a system for
certification of LCAs but is quickly died as the market was not interested
and a lot of ISO people opted against this. We already have options for
certification of (parts of) social responsibility and I think those existing
offers will be seen as more trustworthy and credible than an ISO guideline
where its specifically stated that the standard is not for certification.

From: Watkins, Miles [mailto:Miles.Watkins@aggregate.com]
Sent: Wednesday, May 18, 2005 3:36 AM
My original comments were from the perspective of those individuals whose
desk this will land on after publication. If creating something MSS-like is
politically unpalatable, let's not push water uphill any more and move on. I
felt that this was an important debate as the first thing that those who
have not been involved in this process are going to say is, "it doesn't seem

to fit with the other standards that I have to implement". However, like I said, let's move on.

From: shizuo_fukada@omron.co.jp [mailto:shizuo_fukada@omron.co.jp]
Sent: Wednesday, May 18, 2005 3:18 AM
I got late to make comments, but I make my comments as follows. And
I agree with what Hans(Hofmeijer) said in his mail:

1) (Going through with every members' inputs about the captioned subject)
  I must emphasize that we need to give respect and honor to what our
  predecessors of the SAG members have contributed to this complext
  issue in the past for almost two years. The SAG recommendation is
  full of the advisors'(consisted of different stakeholders and
organizations)
  the whole wisdom, insight and the consensus based on the whole-hearted
  eforts.

2)AND, ISO TMB have already and officially made a resolution to proceed
   a guidance document making totally based on this SAG recommendations.
  7 recommendations and 9 charateristics.   And that followed the NWIP
  which was approved. No MSS and No certificaion for 26000.

  It is done upto this stage.

3) The SAG recommendation clearly states that SR involves a number of
   subjects and issues that are qualitatively different from any other
   ISO stds that ISO has dealt in the past. So, this std making is
different
  from any other ISO MSS standards.

  Similarly, any terminology or definition used and applied to the past
MSS
  standards could/should not be applicable to this new-age,
multi-dimmentional
  design specificaion. The definition of ISO 26000 should be made out of
the
  SAG recommendations and TMB resolutions..

4) We just cannot go round and round in a circle on the same path debating
   the same subjects, we better make a practical move as members of TG6,
   and step up our efforts to find how best we, each organizaiton, can and
   should apply this guidance document to and through our each
organization.
  (Just for your note, I have been involved in this standard making since
the
  COPOLCO days in 2002, and look like coming back to the same path again).

  Also just for your note, the Japanese business circle, Keidanren , is
  collecting our practices and preparing recommendations on TG6 applicaiton
  methodorogies for various organiztions.

From: Tom Rotherham [mailto:trotherham@iisd.ca]
Sent: Wednesday, May 18, 2005 2:24 AM
There is a way forward, and I think that it lies somewhere in the
following:

1. acknowledging that there are two camps who do not want a MSS, but
that they have very different reasons for their opposition: one camp
does not want a MSS because they believe that there is a need not JUST

for process guidance but also for performance guidance (and that the international conventions in particular provide us with a base from which we can draw performance guidance); another camp does not want a MSS because it too easily leads to what they see as a value-negative service: certification of another part of their systems (when in fact they have already paid for certification of their quality system, enviromental management system, OH&S system, ... so the added value is marginal even though the cost is the same).

2. we also must recognize that there are some people out there who would like to use the SR standard as a tool/mechanism to further investigate and promote the harmonization of MSSs. I think that these people must drop that ambition because it is the one complication that we cannot deal with in this process.

3. despite this opposition, we must recognize that some of the guidance that we should provide on SR is process-based and therefore could be considered by some to be systems-based guidance - or the kind of guidance that one might find in a MSS;

4. we must also keep in mind that just because we may have to provide SOME guidance that might be considered systems-based DOES NOT mean that we are developing a MSS. There is nothing wrong with systems-based guidance: there is something wrong with a MSS. The line between too much system-based guidance and not enough is a very grey zone, and probably different in everyone's own mind. But if we can all acknowledge that there is a value, but also a limit, to systems-based guidance - and that the objective is to provide enough to be useful but not so much so that we have effectively created a MSS trojan horse - will help us to take a step forward.

5. As someone who participated in discussions in the SAG recommendations, the Stockholm conference summary, the TMB resolution and the NWIP, I can safely say that all were written in the spirit - if not always the specific wording - of avoiding another MSS. There is absolutely NO WAY that the TMB is going to accept from us anything that looks like a MSS. Anyone who thinks otherwise and tries to proceed otherwise is wasting their time in this WG.

6. the way we proceed is, in my mind, for everyone to stop talking about MSSs and instead to focus on a) what are the systems-based elements that we should really provide guidance on (i.e. that are either not provided in existing sources of guidance, or that are dealt with in existing sources of guidance but not in a way that is appropriate for SR); b) what are the performance-based elements that we should be providing guidance on (and for which we can legitimately do so); and c) very importantly, but so far largely ignored I think, what are the kinds of guidance that we should provide to help organizations work their way through the confusing mess of existing sources of guidance, different SR components with different time-horizons and different levels of influence, different components of society who have to work together differently to pursue different types of SR objectives, different motivations and justifications for investments in SR, ... The longer we spend debating whether or not something is a MSS the less time we spend on this very important third element.

7. Once we have a reasonable draft of the standard we can then proof it against what I believe is the main criteria of the anti-MSS camp: is

this standard easily adapted into a certification tool? If not, then everyone can relax. If so, then we have to think about how to change enough to relax these concerns while still ensuring that the guidance is comprehensive and useful.

But the absolute key to being able to move forward is that we need is a common understanding that it is our common objective to develop something that CANNOT be used for certification and that is not limited in scope to the same stuff as the traditional MSSs. Agree to that, stop using the word MSS, and then lets get on with out job.

From: Deni Greene [mailto:deni@greene.com.au]
Sent: Tuesday, May 17, 2005 9:53 PM
I agree with those who said this is NOT intended to be a management system standard. I believe our guidance on this issue is very clear. Further, the issue of social responsibility is not appropriately handled by a MSS in any case.

We can go round and round on this issue and it appears that those who expressed the view in Brazil that this should be a MSS still hold those views, and those who disagreed in Brazil still disagree. How are we going to reach a consensus so we can move on from this discussion?

From: Hans Hofmeijer [mailto:hofmeijer@ilo.org]
Sent: Tuesday, May 17, 2005 4:19 AM
I am afraid that many of the contributions to the ongoing debate that support the idea of developing a standard that looks and feels like other ISO standards reflect a fundamental misunderstanding of the SR concept. They do not seem to recognize that most aspects of SR cannot be treated the same way as for instance quality and environment. I sometimes wonder if everyone has actually read and understood the report of the Advisory Group on which the TMB decision was based. Perhaps we should develop a simple test to check this (just joking). Anyway, the whole discussion only proves Adam's earlier point that we will have to deal with the basics in plenary in Bangkok before deciding on design and format issues.

From: Kim Christiansen [mailto:kc@lca-net.com]
Sent: Tuesday, May 17, 2005 1:46 AM
I am fully in line with Bob - big supprise. The ISO Technical Management Board Working Group on Integrated Use of Management Systems Standards uses a similar approach without setting up a new MS standard i.e. giving guidance based on the acceptance of the validity and usefulness of existing standards and the experiences in using them as basis for a variety of IMS implementations. The ISO SR WG can in a similar manner use the structure and process approach as well as the guidelines and advice on the contents outline in management system standards like ISO 9001 and ISO 14001 and AA1000, SA 8000, GRI etc., respectiviely. Neither the IUMSS guideline nor the SR guideline are for certification; if organizations want to certify their management systems and similarly get verification of the social responisbility performance, sustainability reporting and alike, they will still have to use the existing standards and similar offers.

From: Adam B. Greene [mailto:agreene@uscib.org]
Sent: Monday, May 16, 2005 5:36 PM
In response to the message from Bob White, I have to disagree on one important point: the TMB very clearly decided that the SR guidance standard will NOT be an MSS.

First, the TMB made clear that no further justification stuidies were needed, including a Guide 72 Justification Study that would be required if they had intended us to write an MSS. Second, presentations by senior ISO staff on this issue state explicitly that this will not be an MSS. And third, one must only talk with members of the TMB to hear very clearly that they do not want the SR guidance standard to be an MSS.

It is therefore pointless to continue to debate the merits of developing an MSS approach for our work. The MSS approach has been excluded from our mandate, period. We are developing guidance on SR, which can take many forms, but an MSS isn't one of them.

From: Cascio Joe [mailto:cascio_joe@bah.com]
Sent: Monday, May 16, 2005 3:36 PM
The biggest issue in the SAG, in Stockholm and coming up to this point
has been to avoid creating a document that could be used for certification.
Creating a new document with the same format as 14001, 9001, etc would do
exactly that, even if we do not intend for it to be a specification standard.
Once such a document becomes public it is out of our control and certification
bodies will begin to offer certification services; OHSAS 18001 is not even a
standard and certification has proceeded apace anyway. "If it looks like a duck,
it will act and be used like a duck."

From: bob@bri.ca [mailto:bob@bri.ca]
Sent: Monday, May 16, 2005 3:23 PM
I believe the SR Guideline should be linked to existing best practice
standards and models related to management systems for ISO 9001, ISO
9004, ISO 14001, OHSAS 18001, SA 8000 and AA 1000 with the GRI as the
reporting framework.

My reasoning is based on the following:

1. From the direction we recieved from ISO:

 Some of the conditions imposed by the ISO Technical management Board with
regard to the SR standard include:

• The standard will apply to all types of organizations, not just the
corporate sector

• The standard will be a tool for the sustainable development of
organizations

• The standard is not be to be used for third-party certification

The standard will be written in a manner flexible enough to support
current initiatives, conventions and tools as well as future developments
in this field, and in such a way that it does not stifle creativity within
organizations as to how they address social responsibility.

The following wording would be appropriate:
"This International Standard provides guidance to enable an organization
to formulate SR systems taking into account communication of stakeholders.
It is not intended for certification purpose, or regulatory or contractual
use."

Throughout the standard, the verb form "should", shall be used. Only one
standard shall be developed.

This direction does not preclude or even encourage avoidance of a guidance
document that is a Social Responsibility Management System (SRMS).

A Management System is defined by the International Organization for
Standardization as "that part of the organization's management system that
focuses on the achievement of results, in relation to defined objectives,

to satisfy the needs, expectations and requirements of interested parties or stakeholders, as appropriate. The management system objectives complement other objectives of the organization such as those related to growth, funding, profitability, the environment and occupational health and safety."

A SRMS also contributes to the achievement of the New Work Item Proposal which was approved by ISO membership, and states that the proposed standard seeks to:
• Assist organizations in establishing, implementing, maintaining and improving social responsibility frameworks;
• Support organizations in demonstrating their social responsibility through responsiveness and the effective engagement of all stakeholders including employees, which may enhance their confidence and satisfaction;
• Facilitate credible communications on the organization's commitments and performance related to SR; and
• Promote and maintain greater transparency and fairness in organizations.

The standard will be a tool for the sustainable development of organizations while respecting varying conditions related to laws and regulations, customs and culture, physical environment, and economic development.

We must build on the work that has been done by all of the ISO and other committees that have developed voluntary management system standards.

2. Use of the Guideline for Certification or Registration

This guideline, as instructed, will have 'shoulds' and no 'shalls' as in the ISO 9004 Quality management System Guideline.

ISO 9004 has been used as a guidance document for TQM by many organizations since 1987 and no one has been registered or certified to it.

Just because the existing voluntary ISO Management System standards have been abused by some users, registrars and customers it does not mean that we should ignore the value in these documents.

Over the last 20 years, I have worked with thousands of organizations, worldwide, that have used these standards to guide the development of a sustainable Integrated Management System (IMS) that has resulted in continual improvement of organizational effectiveness and efficiency and stakeholder satisfaction.

A SRMS does not mean 'registration.

3. Adoption of the SR Guideline

We must create a document that is used widely and in great numbers by every size and type of organization in both the north and the south, developed and developing countries.

This will not happen if we add to the existing confusion by creating another CSR model or guideline that ignores the investment that millions of organizations have already made on their CSR journey toward Sustainable Development, even if they do not know they are on the journey.

The SR Guidance document must allow those organizations that have already implemented management systems based on one or more of the above standards (ISO 9001, ISO 9004, ISO14001, OHSAS 18001, ILO OH&S Guidelines, SA 8000 and AA 1000) to build on their system or they will ignore it.

4. An Integrated Management System

In addition, we need a guideline that shows how to develop a SRMS based on the integration of all of the common elements in the above standards.

Too many organizations have implemented seperate management systems (QMS, EMS etc) based on each of the above standards and guidelines. These 'silo's' have contributed to the reinforcement of departmental 'silo's within the organization. This results in 'suboptimization' because the organization often addresses those issues presented by the most powerful MS manager rather than those most important to the organization and its stakeholders.

A SRMS Guideline that could show how to integrate the management systems required for quality, environment, health and safety and social accountability would have great appeal and be widley used.

From: BERTASI Stefano [mailto:stefano.bertasi@iccwbo.org]
Sent: Monday, May 16, 2005 12:29 PM
Please find below my views in response to Prof. Dr. Wieland's e-mail and the proposal by Miles Watkins of having a debate on whether the standard should or should not 'look' like ISO 14001, OHSAS 18001 and ISO 9001.

I agree with Miles that this question is certainly one that will colour the discussions of the entire Working Group unless it can be put to rest in a satisfactory manner, and preferably earlier rather than later in the process, if we are to make substantive progress.

My own perspective on this is that the recommendations of the ISO Advisory Group on Corporate Social Responsibility, the resolutions of the ISO Technical Management Board, and the New Work Item Proposal all state quite clearly that the purpose of the Working Group is not to develop a management system standard on social responsibility, but rather to produce a guidance standard on social responsibility.

Therefore, while the various ISO and other standards referred to by Miles should clearly be taken into account as relevant instruments that organizations can be referred to in offering them guidance on how to approach social responsibility, it would not be appropriate or helpful in my view to model the design of the guidance standard to be developed by our Working Group along the lines of existing management system standards.

For the above reasons, I believe that the proposals made by various speakers at our Salvador meeting, including in particular those by Messrs. Fukada and Greene hold the best prospects for being able to produce a workable and sufficiently flexible design for the guidance standard that we have been tasked to develop.

I take Miles' point that various organizations already using the standards he cites will be familiar with the management system standard approach. However, my feeling is that such an approach and design are not applicable to the guidance standard on social responsibility that we are expected to produce.

From: Adam B. Greene [mailto:agreene@uscib.org]
Sent: Monday, May 16, 2005 1:05 PM
First, to answer the question posed by Prof. Wieland, we do not need to debate whether or not we should look to existing ISO management system standards (MSS) as a model for the guidance standard on social responsibility for the simple reason that the TMB has already decided that we are NOT to create a MSS. Since the SR guidance

standard is NOT going to be an MSS and will NOT be for certifictaion, we do not need to worry about existing MSS in the design of the SR guidance standard. We should therefore conern ourselves with producing useful and practical guidance on SR for all users, not just the relatively small number that already use an ISO MSS.

Second, ITG-6 is looking at issues broader than simply "how". We have been asked to explore the organizational aspects of SR: Guidance appropriate for all organizations as well as guidance appropriate for specific types of organizations, which can include governments, private enterprises, NGO's, trade uinions, etc. There is a wide range of practical guidance that can and should be included in this section of the SR guidance standard.

From: Watkins, Miles [mailto:Miles.Watkins@aggregate.com]
Sent: Monday, May 16, 2005 4:33 AM
I was simply suggesting that users may appreciate a familiar 'shape' to the document. This will simply mean that they will be able to find what they are looking for easily without having to be conversant with a new document structure.

From: Perla Puterman [mailto:p.p.s@cantv.net]
Sent: Saturday, May 14, 2005 1:22 PM
I would go along the line with Kim suggestion,

However, The ISO SR Standard will not be for certification purposes, not to replace existing inter-governmental agreements with relevance to social responsibility; and take into account…existing global principles, standards, guidelines and knowledge, as MR William had mentioned. I consider that we can use the same structure of the standards already existing as a frame work to develop the SR items. In the other hand, all the ISO standards, including the standards which include specification are voluntary, which means only the companies, decide whether to apply them or not.

By the way If I understood correctly, Mr. Miles proposal, he is not telling us to developed a new managment system, his idea is to take in account or not the existing Standards to develop the new one. As I can remember, in the group 2 we decide not to create new managment systems, but we decide too, to take in account the existing standards.

From: Kim Christiansen [mailto:kc@lca-net.com]
Sent: Saturday, May 14, 2005 12:13 PM
As stated in the plenary in Salvador, the ISO managements systems standards are there to help us writing the guideline standard on SR, not to be copy-pasted. But we are writing an ISO-document and almost all national standards on SR use the MS approach. So using a structure similar to ISO 9001, 14001 and IHSAS 18001 is not conflicting with the ISO press realease, and it would be much easier for users of our guidelines to find something familiar to what that have already met. ISO 14032 is a collection of examples that works because they refere to the use of ISO 14031. It will not work without 14031. We don't have a 14031 for SR i.e. we need to write both in our standard guideline. Combining inputs from other international standards and agreements e.g. AA 1000 and SA 8000 is a must in our work - and the guideline standard shall (!) refer any certification or verifications issues to these existing standards - but reducing the guideline to a compilation of examples on how organisations have used AA 1000 and SA8000 is not fulfilling the task we have been given.

From: Dr KM Loi [mailto:kmloi@streamyx.com]
Sent: Friday, May 13, 2005 10:25 PM
I would go along the line with William's suggestion to tackle this "How" aspects as a guideline and NOT as three

important points as raised by him. Repeat. It should not be a management system for certification purposes and not to replace the existing global principles, standards, guidelines and others….

I am of a humble opinion that with the existing and equally well established principles, standards and others, we should bring the mammoth task and put it down on a simple expression on paper where all "the dots" are aligned. Based on the NWIP, several references have been made and do we think it is exclusive. Perhaps, there are more similarly approached at regional and national levels.

Let's establish a frame work or term of reference again to help us to have a common approach (rolled up our sleeves) towards tackling the task ahead with a better focus.
Taking a leaf from ISO Secretariat, let discuss whether it is going to be a standard or TS or TR or IWA or what. I understand that some of us would like to work on it now and would discuss at the later stage whether it should be any of the ISO deliverables.

Nevertheless, let's start the ball rolling.

From: William R. Blackburn [mailto:WRB@wblackburnconsulting.com]
Sent: Friday, May 13, 2005 1:45 PM
I do not concur that the workproduct should look like a voluntary ISO 14001 or 9001 or OHSAS 18001 standard. ISO's press release of January 28 which launched our current process made it clear that the proposed standard would
- ? "not be a management system"
- ? "not be for certification purposes"
- ? "not replace existing inter-governmental agreements with relevance to social responsibility"; and
- ? "take into account…existing global principles, standards, guidelines and knowledge…"

Our emphasis should be on showing how organizations can select and use various existing standards and practices already developed through global multi-stakeholder processes, knitting them together into a cohesive approach to social responsibility.   Our job should be to "connect the dots." ISO 14032 provides an extensive complementary list of examples of how different companies around the world addressed EPE. We can prepare something similar for the broader objective of sound social responsibility programs.

From: wieland@fh-konstanz.de [mailto:wieland@fh-konstanz.de]
Sent: Friday, May 13, 2005 12:14 PM
Dear ITG 6 Experts,

in the last email (28.April, see below) I asked to come forward with comments or
a draft proposal on how to proceed with the task definition of ITG 6.

"Task Definition: to explore what it would look like for the standard to address
(e.g., what language might be used) to provide guidance appropriate for all
organizations to understand and apply the SR core context, and guidance
appropriate for specific kinds of organizations and how these issues might be
reflected in a design specification and how these issues might be worked on
thereafter." (9.April, Webb)

Mr. Dr Miles Watkins made one contribution to this discussion suggesting to
consider following aspects:

„As a starter, we should have a debate as to why the standard should or
should not 'look' like ISO 14001, OHSAS 18001 and ISO 9001. I believe
that this is a reasonable starting point as a) most organisations that
will use the SR standard are probably already using one or more of the
other three and b) this will be a reoccurring debate if we do not get it
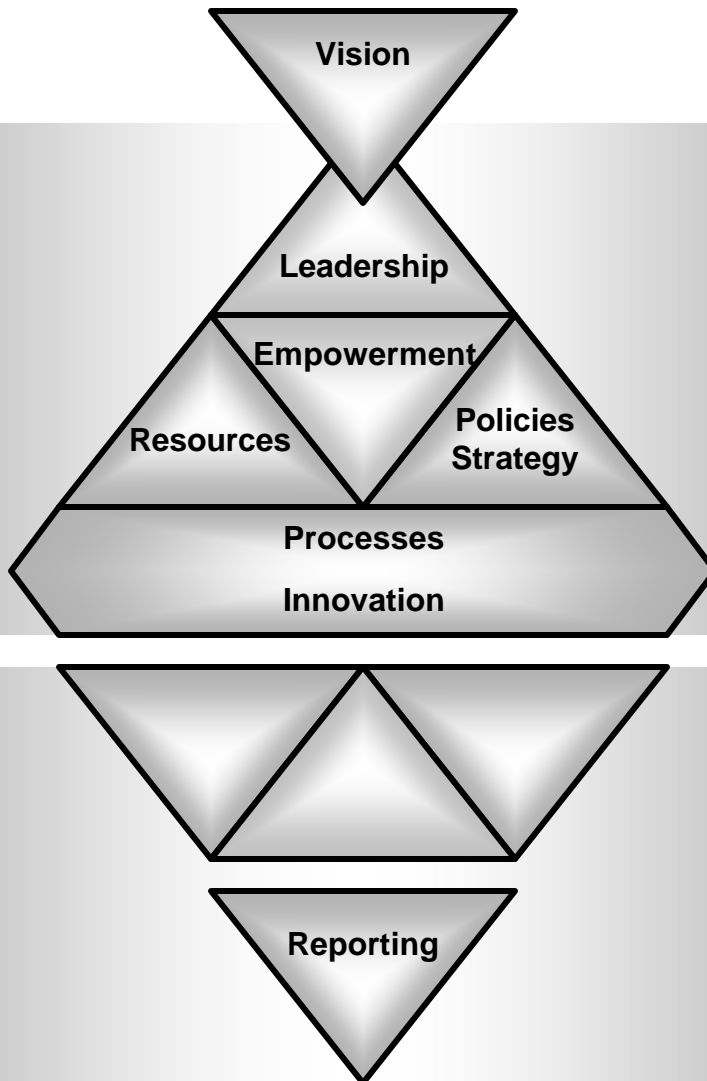out of the way now." (28,April, Watkins)

In order to speed the discussion I would appreciate comments about Mr. Dr.
Watkins´s proposal and/or new proposals.

Looking forward to your contributions.

Best regards,

Prof. Dr. Josef Wieland
Secretary
Interim Task Group 6

The strength of a business is based on the balance and perfect integration of a set of elements that, together, are necessary and sufficient to ensure excellence in every objective the business chooses to pursue.

These elements must be present whether the business is a small or large bank, super-market, plantation, pharmaceuticals producer or management consultancy.
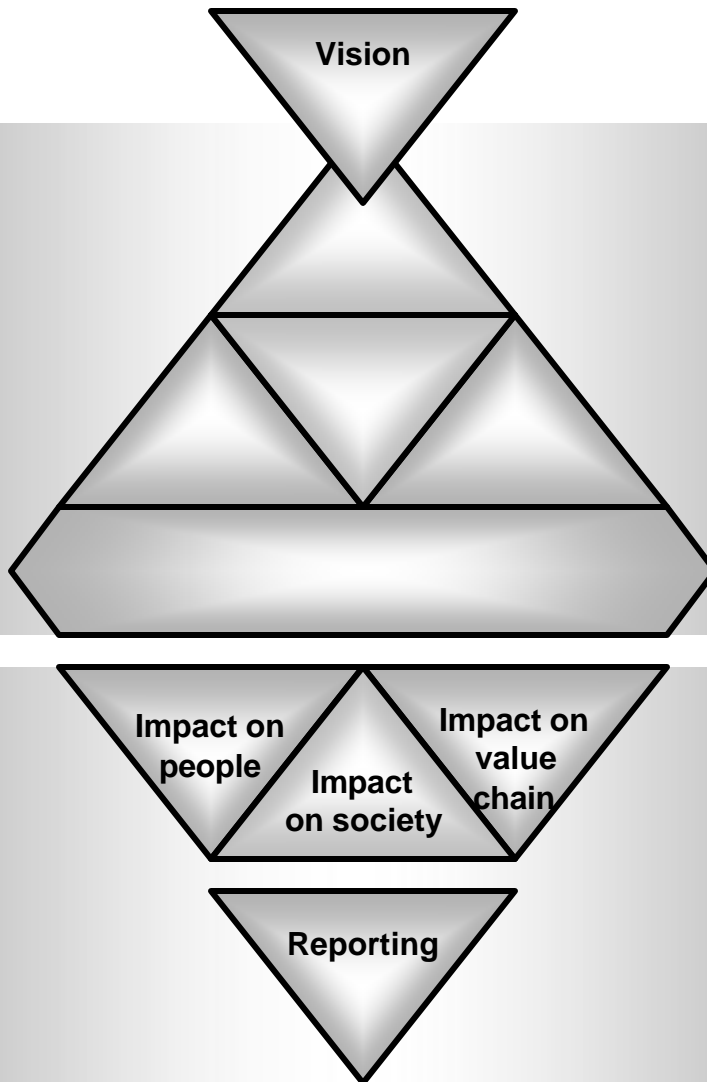
What differs are the skills and tools needed in performing the tasks. Those also vary to a certain extent with the cultural environment where the business operates.

In relation to the Global Compact it will be particularly interesting to focus on the best tools ⚒ and skills needed in the various elements of the performance framework. While a business may be world class in producing and distributing electricity it may well need to equip its leadership and enhance its policies with specific tools to deal with human rights or corruption in foreign concessions.

⚒ Global Compact Toolbox

The participants in the 2002 Policy Dialogue identified a set of tools and methods that contribute, in their experience, to an efficient implementation of the Global Compat. They are options that companies can select and combine for an adapted implementation.
These tools and methods are listed in relation to each performance element of the model. Some tools address more than one element.

Vision / Leadership / Empowerment / Resources / Policies Strategy / Processes / Innovation / Reporting

Vision

Impact on people

Impact on society
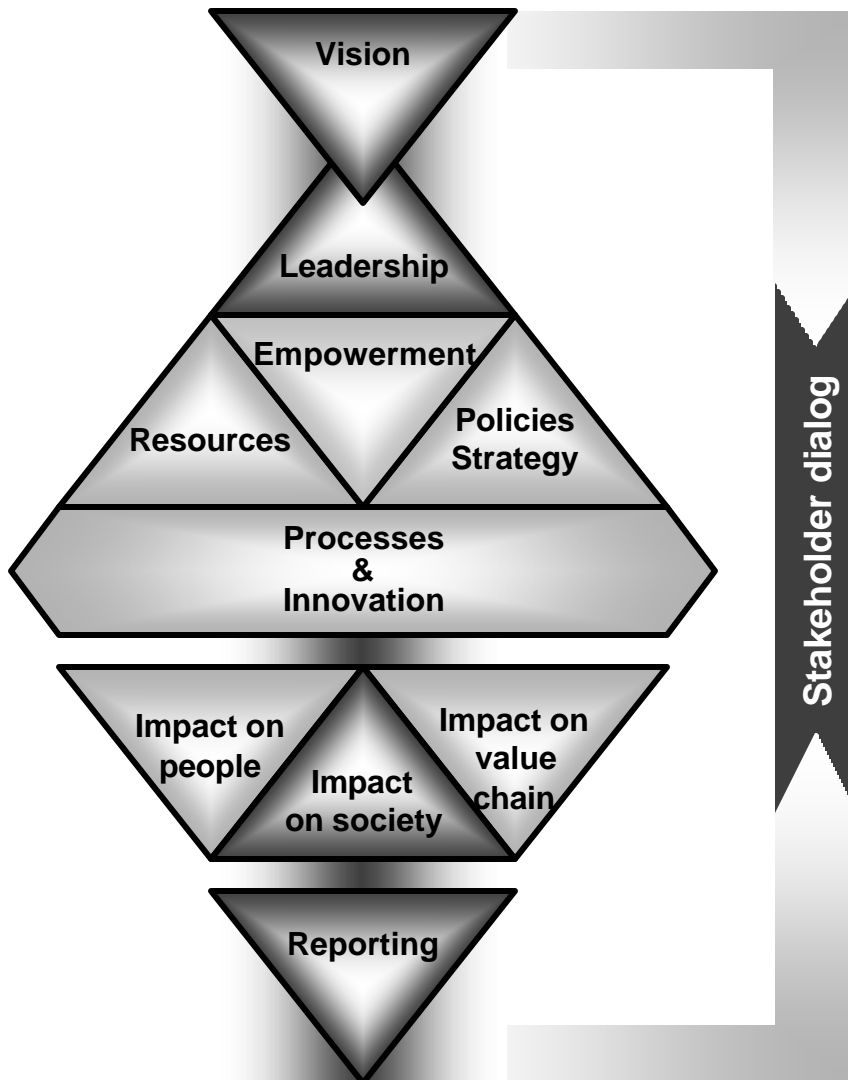
Impact on value chain

Reporting

In this performance model results include more than the core financial and direct operational output parameters.

They also include the progress the organization makes in the efficiency of the enabling elements. While it is important to preserve the core framework, the processes, tools �винеand resources must progress.

Of particular importance is the assessment of impacts and benefits for society and the perception by employees and key partners in the value chain.

The concept of results is holistic and therefore stimulates a holistic vision of the role of the business in its social environment. This holistic perspective implies a wider description of the business boundaries, not just the legal and physical entity, but an organization that interacts with nature and communities in many ways through its material, financial and information flows.

Vision

Leadership

Empowerment

Resources

Policies Strategy

Processes & Innovation

Impact on people

Impact on value chain

Impact on society

Reporting

Stakeholder dialog

Transparency, stakeholder dialogues, partnerships are the buzz words of the current search for new forms of governance that better align the limited liability company with the needs of civil society.

But business cannot become casually everyone's business.

The process of stakeholder engagement needs management and continuous improvement like all other critical processes. It should interlink with specific elements of the performance model:

➲ the leadership who must welcome, support stakeholder input and integrate the inputs into

➲ the vision so that the business responds to social needs

➲ the understanding of impacts and improvements

➲ the communication of results against targets and the dialogue about further needs.

✇ **Global Compact Toolbox**

✇ **Screening of relevant stakeholders**
✇ **Employee dialogues**
✇ **Community, corporate or project advisory panels**

A framework for considering the position and contents of ISO guidance on Social Responsibility

Dick Hortensius, 2005-05-14

Introduction
During the first meeting of the ISO/TMB/WG/SR in Salvador initial discussions took place on the subjects that should be covered by the ISO guidance on Social Responsibility (SR). During that meeting I showed a slide visualizing my views on the interlinkages between the various main subjects of the SR guidance: principles and issues related to SR, operationalizing (managing) SR and stakeholder involvement. Because I received a number of positive responses on this slide I elaborate somewhat on my views in this paper with the purpose to contribute to further discussions in the ISO/TMB/WG/SR on the position and contents of ISO 26000.

The framework
In the figure below a framework is given for considering the various main components of ISO guidance on SR.
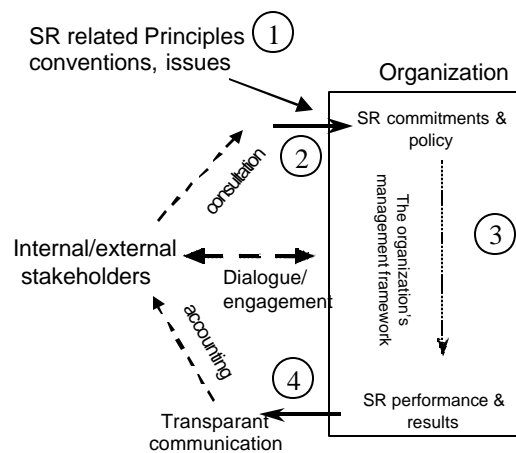

The reasoning behind this framework is as follows:
1. When an organization wants to address its social responsibility it will somehow consider substantial principles on SR (e.g. the UN Global Compact), conventions (such as those of ILO), regulations (legal requirements related to SR) etcetera, as well as SR issues (either derived from those principles, conventions and regulations, or identified as such);
2. Taking into account the principles/issues mentioned under point 1, the organization will establish its commitments and policy for SR. An organization can only do this in a meaningful way after assessing its own situation against the principles and issues (how do these principles apply and which issues are relevant?) while also considering the views of its identified stakeholders (what issues are relevant, what results are expected?). This will be some kind of iterative process.
3. The organization will then establish objectives and programmes to fullfill its policy to meet its commitments. Activities will be monitored and results assessed and reviewed. This process will amongst others be governed by process principles (e.g. transparancy). During this process dialogue will maintained with the stakeholders and they may be involved (engaged) in the organization's activities related to SR;
4. The organization will communicate results of SR programmes and performances achieved internally and externally and by doing so be accountable to its stakeholders.

Key issues are:
• organization and situation specific addressing of 'generic substantial SR principles';
• stakeholder involvement in all stages of this process.

An important aspect of SR is supply/value chain management. This aspect is not visualized in the figure above. Thefore the figure given below has been developed to indicate that paying attention to the supply/value chain will result in additional stakeholders/issues that an organization needs to take into account. The organization should exert its influence on SR issues that are related to the supply/value chain (this is very much related to the control/influence concept in ISO 14001). Figures 1 and 2 may be combined, however, this will result in a complex and difficult to understand figure.
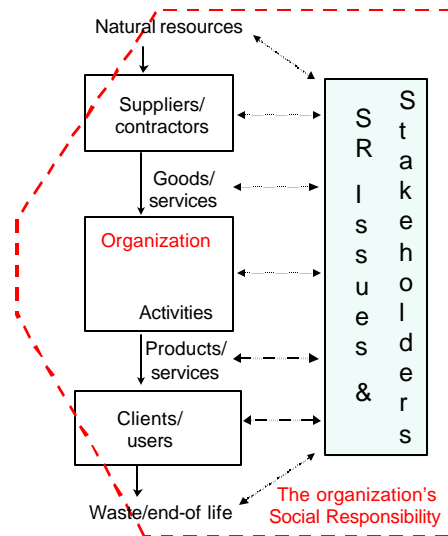
What should the ISO Guidance cover?
The framework described above provides an overview of and interlinkages between the main components of addressing SR. It does not indicate whether and to which extent these components need/should be covered by any ISO guidance.
According to the NWIP ISO 26000 should give practical guidance related to:
- operationalizing Social Resposibility;
- identifying and engaging with stakeholders;
- enhacing credibility of reports and claims made about social responsibility.
Therefore it can be argued that the ISO guidance should concentrate on components 3, 2 and 4 as indicated in the first figure.
The NWIP also states that ISO 26000 should assist organizations in addressing SR while respecting societal, environmental and legal differences and therefore the 'situation specific addressing of generic SR principles' (as covered by 2 in figure 1) would be an important aspect.
Also the NWIP states that ISO 26000 should be consistent with and complement existing international conventions/instruments and tools. In the figure below some of these instruments are positioned in the framework of figure 1.
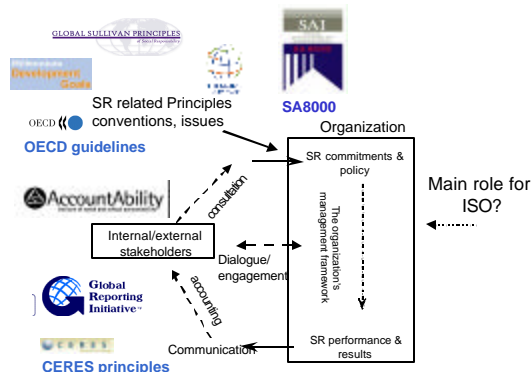
This figure shows that already a number of instruments is available that ISO 26000 should be consistent with and try to complement. This raises some important issues for the content of the ISO guidance:

1. to which extent should 'substantial SR principles' be covered in the guidance?
    a. should reference be made to existing sets of substantial SR principles and should it be left to the organization to make its own choice?
    b. should preference be given to a one or more of these sets?
    c. should a new (ISO) set of SR principles be formulated based of the various available sets?
2. to which extent should communication (not only but also including reporting) be covered by the ISO guidance?
    a. GRI seems to have broad international support and acceptance
3. the biggest gap that ISO could cover seems to be operationalization of SR and providing overview with respect to application of various different SR related instruments.
    a. Is this contrary to the message that ISO 26000 should not be a new management system approach?

Point 3 is the part that is the subject of ITG 6. During the initial discussions in Salvador it was suggested not to draft another PDCA approach specifically for SR, but to acknowledge that organizations have already a management framework to address all sorts of issues related to conducting their business in a concious way. Some organizations have formalized management systems like ISO 9001 and ISO 14001, other organizations have adopted different models/approaches. ITG 6 should develop ideas on how to guide organizations on the integration of SR in their 'management system' (the way of doing their business) without writing a new version of a PDCA or process approach to management. This can e.g. be done by hightlighting the key operational issues related to adressing SR and show how these can be integrated into the organization's management framework. As a starter for discussion, I think that the key issues are:

*   identification and evaluation of SR principles and establish the organization's own ethical framework (code of conduct) as a basis for further action;
*   identification of SR issues related to the organization's activities and products and to the product chain that the organization is part of;
*   identification, consultation and engagement of stakeholders, a.o. with a view to establish performance objectives related to the SR issues identified;
*   monitoring and assessing results related to addressing SR issues and transparent communication with the relevant stakeholders (accounting).

Useful documents/approaches from TC 207 and TC 176 that might be considered

There is a number of documents/approaches from TC 207 and TC 176 that can usefully be considered when developing guidance for Social Responsibility. To name a few related to the framework in the first figure of this paper.

Stage 2: developing an organization's policy on SR:
ISO/CD 10002 – Guidelines on codes of conduct for organizations

Stage 3: operationalizing SR
the management approach as laid down in ISO 14001/14004 and 9001/9004

Stage 4: performance evaluation and communication
ISO 14031 – Guidance on environmental performance evaluation
ISO/DIS 14063 – Guidelines on environmental communication

Managing Social Responsibility in a systematic way

Thousands of organizations worldwide use the management system approach to addressing quality and environmental issues. Corporate Social Responsibility is increasingly important. To what extent can the approaches that have proved useful for quality and the environment be applied to addressing social responsibility as well?

by **Louise Bergenhenegouwen** and **Dick Hortensius**

Louise Bergenhenegouwen and Dick Hortensius both work for the Netherlands' Standardization Institute (NEN – www.nen.nl). This article reflect the personal opinions and thoughts of the authors based on their experience in standardization – especially related to environmental and quality management systems – and their involvement in earlier discussions on potential new ISO activities.

Their observations should in no way be considered as an official view of NEN, of the Netherlands, nor that of ISO. Readers' feedback would be welcomed and should be sent by e-mail to : Dick.Hortensius@nen.nl

Social Responsibility (SR) is an issue of global importance with dimensions that at first sight go far beyond the responsibilities and management capabilities of individual organizations. However, social responsibility only materializes when companies, or more generally organizations, incorporate the concept of SR in the way they do business. This is why Corporate Social Responsibility (CSR) has become an issue over the last few years.

CSR is the mechanism / approach by which individual organizations can address within their sphere of influence societal issues of a sometimes global nature. Many organizations that now address CSR – or are requested to do so – have experience in managing quality and environmental issues. To what extent can approaches in dealing with those issues be applied to implementation of CSR ?

This article examines the merits of a systematic management approach to CSR and introduces a framework that organizations can use to address CSR while benefiting from the well-known management system approaches of quality and environment. It should be clearly understood that the article represents only the views of the authors and is offered as a contribution to the ongoing debate on CSR issues, both within ISO[1] and in society as a whole.

> **Many organizations that now address CSR** have experience in managing quality and environmental issues

CSR, quality and environment

Many discussions on CSR soon get stuck on trying to find a common description of what CSR means. Most of the definitions that we have seen include the notion that organizations should address economic, social and environmental issues in a balanced and integrated way in their business operations, based on a transparent dialogue with a broad range of internal and external stakeholders.

Some parties have objected to the development of general frameworks or international guidance on CSR because there is not yet even an internationally agreed definition for CSR. However, in our opinion the concept of CSR does not need to be cast in concrete before general guidance can be developed on how an organization can usefully address CSR issues that are relevant to its specific context.

Although there is no universal definition of quality, the ISO 9000 series of standards provides useful guidance on how to address " quality " in a specific situation. Organizations define quality in the dialogue and contracts between an organization and its customers, taking into account legal and other appli-

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1) ISO has launched the development of an International Standard giving guidelines for social responsibility. It is not a management system standard, does not contain requirements and is not for certification purposes.

cable requirements as well as generally accepted principles on what "good quality" means for specific products and services.

Likewise, the environment and environmental impacts are ill defined. We do not completely understand global environmental mechanisms and interrelationships. In addition, there is no universal agreement on what the relevant environmental issues are and what the preferred approaches and solutions should be. Nevertheless the ISO 14000 series provides useful guidance for addressing environmental aspects, i.e. the starting points for an organization to contribute to a better environment based on analysis of its interaction with that environment.

Taking into account legal requirements, the concerns and views of interested parties

as well as the specific sensitivity of its surroundings for environmental impacts, the organization defines acceptable levels of pollution in its specific situation.

CSR can be addressed via **systematic management**

Think globally, act locally. Global issues can at best provide a direction. At the local level, issues need to and can become concrete based on analysis of the specific situation and on consultation of stakeholders, without losing sight of "the big picture". In this respect, perhaps CSR is not fundamentally different from issues such as quality, environment, safety or risk in general.

The differences are the complexity of balancing issues, the number and variety

of stakeholders involved and the lack of regulated levels of "social impact". Consequently, stakeholder consultation, involvement and communication are of key importance for organizations that address CSR. But is not that equally true for quality (listening to the voice of the customer) and environment (taking account of concerns of local residents)?

Therefore, we belive that CSR can be addressed in a way that is at least comparable with the way in which organizations address quality and environmental issues, i.e. via systematic management.

Basics of systematic management

Paraphrasing the definition provided by ISO 9000:2000, a "management system" can be described as "a consistent set of interrelated and interacting arrangements and practices to establish a policy and related objectives and to achieve those objectives". The arrangements should ensure the systematic control and improvement of an organization's operational and other processes.

ISO 9001:2000 as well as ISO 14001:2004 specifies requirements for the management system of an organization, without prescribing the objectives that an organization should achieve or specific performance requirements that should be met. Organizations should set their own policies and objectives based on an analysis of the market conditions, the requirements and needs of their customers, the negative effects of their activities on man

and environment and the applicable legal requirements.

Based on their objectives, organizations can determine how to manage their activities to achieve desired results. The added value of a management system for an organization is that it enables the organization to achieve its business objectives and that the necessary processes and activities are carried out as effectively and efficiently as possible.

For external stakeholders, the management system provides confidence that relevant legal and other requirements are met, risks have been identified, operational controls are in place and work effectively and that the organization tries to continually improve its quality and/or environmental performance.

Systematic management of CSR

A similar approach to CSR seems obvious and feasible. Certainly, ISO is not in our opinion the right organization to define CSR objectives and to establish related performance criteria. It can be questioned whether this can be done on an international level anyway.

However, international guidance on CSR can provide organizations with a framework to systematically address CSR issues in a transparent, reliable and consistent manner, without specifying standards or the "levels" that an organization should apply to certain CSR issues, or specific performance levels that should be achieved. These standards and performance levels should be

determined by an organization itself taking into account its specific context (country, location, environmental and social environment), the applicable legislative framework and the views of its stakeholders.

Guidance on a systematic process to address CSR issues can, for example, build upon the concept of (environmental) aspects and related impacts in ISO 14001:2004. An international guidance document on SR should provide practical help on the identification and management of aspects of an organization's activities and products that impact on CSR issues.

What the CSR issues are, what performance objectives an organization should set itself and what acceptable results are, should be determined for any specific context taking into account universal values and principles, legal and other normative frameworks, and in consultation with the organization's stakeholders.

Based on well-known international conventions (UN, ILO and others), a list of potential CSR subject areas (with related universal values and principles) can be provided that an organization can/should take into account when considering CSR issues related to its own activities and products in communication with its (specific) stakeholders.

Both direct control and indirect influence of an organization on CSR issues should be considered. For example, influence back and forwards in the product chain (towards suppliers) should be exerted by an organ-

ization when addressing CSR issues. Priorities should be set based on an organization's own policy and level of ambition, on the views of its stakeholders identified by dialogue with them, and the applicable legal and other normative frameworks.

Influence back and forwards in the product chain (towards suppliers) should be exerted by an organization when addressing CSR issues

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What it could look like

A systematic approach to managing CSR issues means that an organization can apply the well-known management system elements, derived from the Plan Do Check Act (PDCA) cycle. These elements can be broadly referred to as policy, planning, implementation and operation, performance assessment, improvement and management review – as listed in ISO Guide 72:2001, *Guidelines for the justification and development of management system standards*.

Besides applying traditional management system elements to CSR, an organization needs to give special attention to:

- identifying the relevant (significant) issues, and related objectives and performance levels that it should meet;

- establishing its own ethical framework (e.g. policies and codes of conduct) as a inter-

nal reference to assess how it will respond to external references for CSR;

- consulting of and maintaining dialogue with its stakeholders, and

- accounting for results achieved.

This would provide for a situation and context specific to addressing CSR issues on the basis of "universal" principles and values – such as derived from UN and ILO conventions.

In **Figure 1**, a framework for systematic management of CSR issues, including the interaction with the stakeholders of an organization is depicted.

The framework in **Figure 1** provides the links and interaction between the fundamental elements of managing CSR. ISO could provide guidance on techniques, tools and methods to address the individual elements. Also, reference could be provided to already available guidelines/

standards, such as GRI for sustainability reporting.

The need for guidance / standards on elements in the framework will differ for organizations that are just starting to address CSR and for those that are at a more advanced stage. For example, information related to identification of issues and stakeholder consultation is more relevant for starting organizations than information related to reporting of results. More advanced organizations may wish guidelines on reporting, or even a certifiable standard on CSR (e.g. SA 8000) to demonstrate conformity to external parties.

We suggest that this framework emphasizing results and performance improvement could be the basis of overall guidance from ISO on SR, but should not include the establishment of substantive social responsibility obligations / requirements. Reference could be made to already available
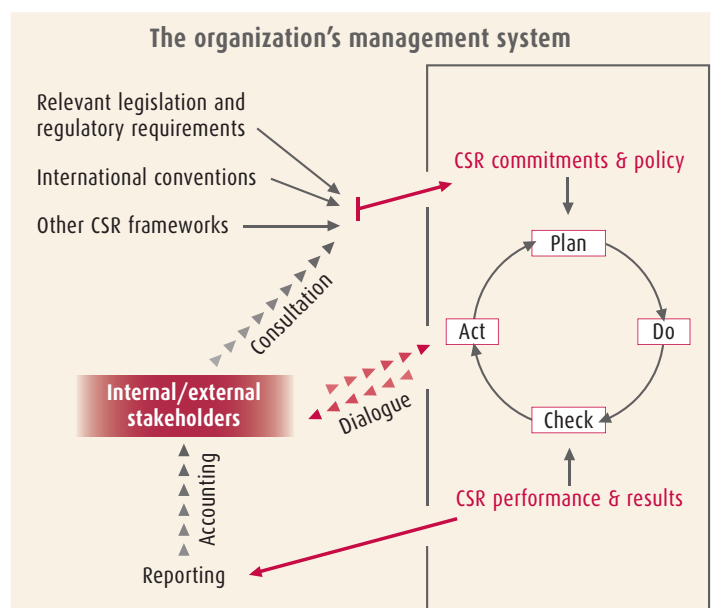

Figure 1: *Framework for a systematic approach to managing CSR.*

external principles, conventions, regulations etc., that an organization should use as a basis when establishing its own performance objectives taking into account stakeholders' views.

The framework enables organizations to integrate or align systematic management of CSR issues with their existing quality, environmental and / or OH&S management systems. We do not think that management systems based on ISO 9000:2000 and ISO 14001: 2004 as such are also suitable to manage CSR issues as well. However, management systems that comply with requirements of these two standards contain many elements from the PDCA cycle that are directly, or in an adapted and broadened form, suitable for operationalizing CSR.

CSR is a more complex issue than quality, environmental or occupational health and safety

Organizations may consider addressing CSR in this form – as an add-on to their quality or environmental management system. The advantage of such an approach would be maximum compatibility and integration possibilities, as well as focus on those aspects and elements that substantially differ from their ISO 9001:2000 and ISO 14001: 2004 systems.

However, organizations should realize that if CSR is integrated with quality, environment, occupational health and safety

and others, it might not be recognized as an important and mature issue on its own.

Another condition is acceptance by the stakeholders involved that the organization's management systems based on ISO 9001:2000 and ISO 14001: 2004 also form a suitable basis to start addressing CSR issues. In addition, CSR is typically a top-level and boardroom issue, whereas quality and environment in many organizations are seen as operational issues to be dealt with on work floor level.

Therefore, the existing management systems for quality and environment may miss the strategic focus and top management recognition that is absolutely necessary for succesfully addressing CSR.

Performance issues

Standards using the management system and process-based approach usually do not include performance requirements, other than compliance with applicable legislation and continual improvement – at least, that is the case for management system standards like ISO 9001 and ISO 14001.

Therefore, the management system approach is particularly useful in situations where the applicable (performance) requirements are situation specific, and where there is a desire that organizations be able to demonstrate that they are capable of identifying and establishing these applicable requirements, and able to comply with them.

ISO 9001 and ISO 14001 assist organizations in setting their own performance requirements (by identifying customer requirements / needs, legal requirements, environmental risk assessment, taking account of views of interested parties etc.).

In our opinion, a similar approach is applicable to CSR. However, this does not necessarily mean that the requirements which an organization sets for itself, specific to its context, come out of the blue. For the environment, various sets of " global " principles are available and quite widely recognized (e.g. the precautionary principle). In the 1996 version of ISO 14004, two sets of such principles were given as an example – the Rio Declaration and the ICC Business Charter for Sustainable Development).

Organizations were encouraged to consider these principles when establishing their specific objectives. The same approach could be chosen for CSR, although it would seem useful to establish a clearer link between " global " principles / values on CSR issues and organization-specific performance objectives.

The Global Compact might serve as an example. The basis is formed by nine universally applicable principles in the fields of human rights, labour and the environment. Companies that participate in the programme commit themselves to implementing these principles so that the latter become part of their strategy, culture and day-to-day operations.

Actually, a management system is a highly suitable tool to assist an organization in implementing, monitoring and achieving policies and objectives based on such a set of accepted principles.

Although a framework for implementing and achieving a CSR policy has much in common with ISO 9001 and ISO 14001, it should also have some new elements. Ideally, an international guideance document on CSR/SR should provide a globally accepted set of basic CSR principles and provide practical help on the process for using these principles as a basis for setting CSR performance objectives specific to the organization and its context. This would take into account stakeholder views, legal issues, the direct control and the (indirect) influence that an organization can exert, and would define the management framework to ensure implementation, achieving results, monitoring, reporting and continual improvement.

If such a global set of CSR principles cannot yet be defined or agreed upon, at least reference could be made to some widely accepted sets of principles for CSR or its com-

ponents – social, economic and environmental.

One may also wish to make the distinction between types of performance objectives:

- those that that are universally applicable without adaptation – such as affirming the integrity of the human body and condemning torture;

- those that need to be adapted to the specific situation, e.g. environmental issues; and

- those that are important for stakeholders in a specific situation, but have little or no relationship with universal principles.

Concluding remarks

In this article, we have introduced a framework for addressing CSR and the relationships with existing management system standards developed by ISO for quality and environmental management. Once elaborated, this framework would provide a reference for organizations to address CSR issues systematically, taking into account the specific situation and stakeholders – their needs, requirements, concerns. It should enable organizations to make the holistic concept of CSR more tangible.

It should be acknowledged that CSR is a more complex issue than quality, environmental or occupational health and safety, with more stakeholders involved and with less commonly accepted legal and other concrete normative frameworks. This makes CSR

more difficult for organizations to deal with. However, the most important point is to have a clear framework and practical tools.

Both from the perspective of organizations and of society, compatibility and alignment are key issues

When ISO starts developing guidance on SR, much can be learned from similar activities in the field of quality and environmental management, and we believe it should recognize the existing standards in the ISO 9000/ISO10000 and ISO 14000 families.

Both from the perspective of organizations (possibility of integration, maximum use of existing tools and approaches) and of society (maximum take up of CSR in the normal conduct of business) compatibility and alignment are key issues.

In a further article in a forthcoming issue of *ISO Management Systems*, we will look closer into the application of the framework in practice, the differences between adressing CSR and managing quality/environment and how an organization can best deal with these. •