



غرفة تجارة وصناعة أبوظبي
ABU DHABI CHAMBER OF COMMERCE & INDUSTRY

Sheikh Khalifa Excellence Award (SKEA)

The Sheikh Khalifa Excellence Award (SKEA) was been designed to recognize the achievement of organisations that demonstrate high performance through a journey of innovation, learning and continuous improvement. Organisations that participate in the award will discover that organisational excellence is a much broader concept than the instigation of a popular quality management system. It encompasses the way organisations meet or exceed the needs and expectations of stakeholders, in a balanced and proactive manner.

The Sheikh Khalifa Excellence award provides organisations with a roadmap to achieving excellence and suggests a methodology for conducting self assessment against the international criteria for organisational excellence used throughout Europe and beyond. The greatest benefit an organisation gets from registering for the award is the improvements gained from conducting self-assessment and using the excellence model to identify strengths and areas for improvement across all operations.

Applying for SKEA will give organisations a powerful mean of motivating their people and focusing their efforts on continuous improvement. As part of the award process, applicants for SKEA will receive a feedback report which details the strengths and areas for improvement against the award criteria, drawn by experienced assessors. Obviously, there is considerable prestige attached to winning the award with all the honour associate with this achievement. Moreover, the high profile award ceremony will establish winners as role models for other organisations to aspire.

Winners of Sheikh Khalifa Excellence Award (from Diamond, Gold and Silver categories), can benefit from the branding privileges and the display of special logos designed to distinguish the winners in each category. The award logos may be used by winners on their stationery and marketing collaterals for a maximum period of three years, after which the organisation is expected to reapply for the award.



AED 45

For details contact us on Sheikh Khalifa Excellence Award
Abu Dhabi Chamber of Commerce and Industry
P.O. Box 110610 - Abu Dhabi, UAE - Tel 02 - 665 1818 - Fax 02 - 665 1008
Email Info@skea.ae - Website www.skea.ae



How to design and implement a Corporate Social Responsibility strategy

The How to... Series

Most organisations know where they should be improving their performance. The difficult part is obtaining detailed, impartial advice to set them in the right direction. The British Quality Foundation has responded to this need by producing a series of 'How to...' books.

The authors are experts on their subjects and the books are suitable for organisations of all sizes in all sectors. While they do not provide the complete solution, by following the ideas and approaches the reader will find a route to implementing performance improvement and achieving greater productivity and competitiveness.

This book answers the question

'How can we design and implement a Corporate Social Responsibility strategy?'

Other books in this series include:

How to measure and manage business performance

How to develop an excellent organisation

How to identify and manage the organisation's key processes

How to become an Investor in Excellence

How to develop and make effective use of a balanced scorecard

How to benchmark your business processes

How to establish customer requirements and measure customer satisfaction

Acknowledgement

This book was authored for the British Quality Foundation by Dr Steve Tanner of Oakland Consulting plc and Dr Brigitte Tantawy Monsou of ADDE. The authors may be contacted by e-mail on contactus@oaklandconsulting.com

ADDE is a management consultancy specialising in organisational learning and sustainability. Oakland Consulting Plc works with managers at all levels in private and public sector organisations to improve performance, providing support in strategy development, business process management, creative thinking, process re-design and change management. Oakland Consulting Plc has an active research programme and the output from this research has been used in writing this book.

© 2005 The British Quality Foundation.

Reprinted by SKEA, with kind permission from the British Quality Foundation, 2008.

Contents

Sustainable Organisations in a Sustainable Environment	2
Defining Corporate Social Responsibility	3
The CSR Roadmap	4
1. Create an Awareness	5
The Arguments for CSR	5
Establishing Stakeholder Dialogue	7
2. Lay the Foundations	10
Building Trust	10
Building for the Future	15
3. Set the CSR Agenda	17
Review the Strategy Through a CSR Lens	18
List the Opportunities and Risks	21
Agree the CSR Agenda	22
Integrate the Objectives back into the Main Strategy	23
4. Implement CSR Actions	24
Stakeholder Engagement	24
People, Culture and Communication	26
Sustainability-Driven Innovation	28
Responsible Value Chain	29
CSR Implementation Action Examples	31
5. Assess the Impact	34
Company Reports	34
External Verification	36
Sustainability Indices	39
6. Refresh and Reinforce	41
Final Words	41
Further Reading	41
Appendix 1 – The 10 Arguments for CSR	42
Appendix 2 – The EFQM Framework for Corporate Social Responsibility	44

Sustainable Organisations in a Sustainable Environment

“I believe the distinction between a good company and a great one is this:

A good company delivers excellent products and services;
A great one delivers excellent products and services and strives to make the world a better place.”

William Clay Ford Jr

1.2 billion people in the world are living on less money per day than it costs to park your car in London for just 15 minutes. Furthermore, 500 million adults are unlikely to survive to the age of 40 and 246 million children are working as child labourers. Although there is high awareness of the plight of the developing countries, the link of Corporate Social Responsibility to business may not be so obvious.

So consider the following. The World Business Council for Sustainable Development notes that about 1% of the planet's water is available for human use. While this figure has been more or less constant for millennia, human consumption has tripled in the last 50 years and will continue to grow with increasing population, and a four to five fold increase in industrial output over the next 50 years. Here there is a direct impact on business, as a shortage of water will have a direct impact on industrial output.

The bottom line is – all organisations can make a difference. But actually it's a lot more critical than that – all organisations have to make a difference. To achieve stakeholder engagement in the need for quality improvement, Deming was credited with once saying “Survival is not compulsory”. A parallel may be drawn between quality in the 1950s and CSR in the 21st century.

But what can organisations and individuals do to tackle the major issues that are facing the world? How can a single organisation possibly make a difference? How can it make a difference whilst at the same time supporting its overall aims and objectives? How can it get started? These are the central questions addressed by this book.

Defining Corporate Social Responsibility

It is easy to get confused between the terms ‘Corporate Social Responsibility’, ‘Sustainable Development’ and ‘Sustainability’. In this book, we refer to the term Corporate Social Responsibility, or CSR, as this is the most common term used in the UK. CSR covers the actions needed to get the best out of people and at the same time ensure that there is a future, including respecting human rights, fair treatment of the workforce (and customers and suppliers), being good corporate citizens, protecting the environment, operating in an ethical way and making a contribution to society.

The key components of CSR are shown in Figure 1. These lead to what has been termed ‘the triple bottom line’ - People, Profit and Planet. Pursuing a growth plan that boosts profits but endangers people or the environment usually hurts organisations in the long run. However, investments in environmental protection or community resources will enhance the growth plan.



Figure 1: Key components of CSR Source: EFQM (2004)