

# GOODCOMPANY

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## GUIDELINES FOR CORPORATE SOCIAL PERFORMANCE



CANADIAN BUSINESS FOR  
SOCIAL RESPONSIBILITY

Better Business,  
Better World

[www.cbsr.ca](http://www.cbsr.ca)

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## ACKNOWLEDGEMENTS

This revised edition of the Canadian Business for Social Responsibility (CBSR) **GoodCompany** *Guidelines for Corporate Social Performance* was funded by the Province of British Columbia's **Green Economy Secretariat** (GES).

CBSR would also like to acknowledge the financial support of BC Hydro and Citizens Bank of Canada.

The Guidelines were developed for Canadian business by Canadian business. A CBSR member working group, which included Kathleen Bouchier, Alcan; Lynn Morley, Suncor Energy; Allison Morrison, BC Hydro; Malcolm Smith, Fraser Basin Council; Jody Anderson, Citizens Bank of Canada; John Block, Green Economy Secretariat; and Todd Tessier, Ministry of Small Business, Tourism and Culture; provided insight and extensive input into the development of these guidelines.

Representatives from several of CBSR's small and medium-sized company members, including Richard Chamberlain, health practitioner; George Noroian, Happy Planet; Debra Kerby, Pacha Partnerships; and Nancy Bradshaw, Spark Strategies; provided recommendations on how to tailor the guidelines to a small business audience. Devereaux Jennings, University of British Columbia, also reviewed the guidelines.

The process of reworking and updating the CBSR Guidelines for Corporate Social Performance was overseen by Adine Mees, Executive Director of Canadian Business for Social Responsibility. The project was lead by Margaret Floyd, Spark Strategies, with the assistance of Susan Todd, Solstice Consulting, and Bryan Evans, Dovetail Facilitation.

CBSR wishes to acknowledge the generous financial support of BC Hydro in the outreach to small business phase, and for the funds to produce the **GoodCompany** Guidelines in a workbook format. Many thanks as well to the creative talent and support of Glennie Stamnes Strategy.

*BC Hydro is pleased to be a sponsor of the GoodCompany Guidelines for Corporate Social Performance, and hopes that Canadian companies will find these guidelines a useful tool in shaping their corporate social responsibility programs and enhancing their sustainable business practices.*

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## INTRODUCTION AND WELCOME

■ As socially responsible business leaders, we need to understand, measure, and report on the social, environmental, and financial impacts of our business operations. Business is the most powerful institution today. As such, it has enormous impacts on our planet's ecosystems and social networks. At CBSR, we encourage and support our member companies to develop a new world vision for sustainable business practices. These guidelines are a step-by-step process to get us there.

*Adine Mees, Executive Director  
Canadian Business for Social Responsibility*

## CANADIAN BUSINESS FOR SOCIAL RESPONSIBILITY

Founded in 1995, CBSR is a national association of businesses working to integrate financial, social and environmental performance into their business practices. We provide assistance to member companies seeking to implement policies and practices which contribute to the long term, sustained and responsible success of their business while balancing the claims of key stakeholders, investors, employees, customers, business partners, communities and the environment. CBSR also operates the CBSR Consulting Group, a corporate social responsibility management consulting service providing leadership and expertise in planning, communications, research and corporate policy development.

## A HISTORY OF THE GOODCOMPANY GUIDELINES

In July 1996, a small group of CBSR members wrote and published a set of *Base Level Guidelines for Corporate Social Performance*. Five years later, CBSR decided to update these guidelines, expanding them from the base level to include “stretch” guidelines for those companies that are already meeting the base level goals.


During these past five years, Canadian companies have learned a great deal about incorporating social and environmental values into their business. Several different measurement systems have been developed, but there is no one coherent set of guidelines specific to Canadian companies and applicable to small, medium, and large businesses. Building on what has been done internationally and drawing on the experiences of its members, CBSR wanted to fill this gap and provide guidelines that are relevant to Canadian companies, including the small and medium-sized enterprises, and that are easy for them to implement.

## WHAT ARE THE GOODCOMPANY GUIDELINES?

The CBSR *GoodCompany Guidelines for Corporate Social Performance* are a set of guidelines that outline what companies can do to become more socially and environmentally responsible. These guidelines provide a framework for implementing socially and environmentally responsible initiatives at your company. These guidelines are a “what to do,” not a “how to” tool. There are many resources available to assist your company in implementing the initiatives you decide to pursue (see the *Additional Resources* section on page 38 for more information).

The guidelines also provide a quick self-assessment tool for you to determine what stage your company has reached in terms of its social responsibility. While this tool is not a formal auditing tool (i.e., it will not help you measure the results or success of your initiatives), it will allow you to see “at a glance” what initiatives your company is pursuing, and give you a sense of where additional effort is needed.

## WHO ARE THE GOODCOMPANY GUIDELINES FOR?

These guidelines are for business owners, managers, or employees who want to encourage their companies to become more socially and environmentally responsible. While the guidelines apply to business of all sizes, we recognize that some initiatives may be beyond the scope of smaller or start-up businesses. To allow for this differentiation, we have flagged those guidelines that are best suited for small and medium-sized businesses (SMEs) with a symbol . These guidelines can also be used as a starting point for larger companies new to social responsibility as they typically require fewer resources and less effort to implement.

Although these guidelines are intended primarily for businesses, many are also applicable to non-profit organizations, professional associations, and government offices (federal, provincial, and municipal).

## WHY USE THE GOODCOMPANY GUIDELINES?

The guidelines provide a disciplined approach to implementing corporate social responsibility and assist in developing benchmarks against which a company can measure its social performance. By understanding the broad spectrum of commitment and depth of social responsibility, a company can identify its strengths and determine what areas to develop further. Furthermore, if a sufficient number of companies adopt these guidelines, they could provide a common language between customers, suppliers, regulators, and other stakeholders for discussion and information sharing.

# SUMMARY CHECKLIST

SMEs

COMMUNITY CHECKLIST		COMMITMENT	POLICY	PROGRAM	PROGRAM EVALUATION AND MEASUREMENT	STAKEHOLDER INVOLVEMENT	ACCOUNTABILITY /TRANSPARENCY
1. Make an explicit community commitment							
(a) Business basics: Meet community demands for cost-effective products and services		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(b) Philanthropy: Meet community needs without apparent business benefit		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(c) Commercial Initiatives: Partner with community-based organizations that support business success		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(d) Community Investment:: Engage in long-term strategic community partnerships		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Donate 1% of pre-tax profits		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Prioritize local employment and suppliers		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Incorporate social values into purchasing decisions		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Consider local/regional employment and training needs in human resources strategy		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Have a board and management team that understands community interests		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Conduct social and environmental impact assessments		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Gather and promptly respond to community complaints		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<b>COMMUNITY CHECKLIST</b> (CONT'D)		COMMITMENT	POLICY	PROGRAM	PROGRAM EVALUATION AND MEASUREMENT	STAKEHOLDER INVOLVEMENT	ACCOUNTABILITY /TRANSPARENCY
9. Involve community stakeholders in:							
	(a) Program Definition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	(b) Performance Indicator Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	(c) Program Evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<b>EMPLOYEE CHECKLIST</b>		COMMITMENT	POLICY	PROGRAM	PROGRAM EVALUATION AND MEASUREMENT	STAKEHOLDER INVOLVEMENT	ACCOUNTABILITY /TRANSPARENCY
1. Ensure fair and prompt payment		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Prioritize employee health and safety		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Prioritize local employment		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Consider local/regional employment and training needs in human resources strategy		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Ensure access to and understanding of employee policies		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Offer employee performance reviews		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Provide equal access to employment and promotion		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Use living wage as a starting point for employee compensation		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Provide employee benefits		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Provide opportunities to share in company growth and profitability		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

EMPLOYEE CHECKLIST (CONT'D)	COMMITMENT	POLICY	PROGRAM	PROGRAM EVALUATION AND MEASUREMENT	STAKEHOLDER INVOLVEMENT	ACCOUNTABILITY /TRANSPARENCY
11. Use a clear business model for out-sourcing work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Investigate alternatives to layoffs and downsizing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Encourage employee/management communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Support employees to balance work, family, and personal development commitments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Provide equal access to employment and promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Provide a resource or referral for confidential counselling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Practice open book management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Gather and promptly respond to employee complaints	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Involve employees in:						
(a) Program Definition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Performance Indicator Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) Program Evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CUSTOMER CHECKLIST	COMMITMENT	POLICY	PROGRAM	PROGRAM EVALUATION AND MEASUREMENT	STAKEHOLDER INVOLVEMENT	ACCOUNTABILITY /TRANSPARENCY
1. Market truthfully without perpetuating negative advertising images	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Commit to customer satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Monitor quality, safety and environmental impacts of products and services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Facilitate customer giving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Inform customers of procurement standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Gather and promptly respond to customer complaints	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Involve customers in product and service development:						
(a) Product/Service Definition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Performance Indicator Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) Product/Service Evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



SUPPLIER CHECKLIST		COMMITMENT	POLICY	PROGRAM	PROGRAM EVALUATION AND MEASUREMENT	STAKEHOLDER INVOLVEMENT	ACCOUNTABILITY /TRANSPARENCY
1. Incorporate social and environmental values into purchasing decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Make fair and prompt payment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Prioritize local suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Ensure all qualified businesses have opportunity to supply	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Do not enter into business relationships with companies that use compulsory labour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Inform suppliers of the company's procurement standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Ensure directors and senior managers practice supply chain risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Gather and promptly respond to supplier complaints	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Involve suppliers in supplier contract development:							
(a) Performance Indicator Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Contract Evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ENVIRONMENT CHECKLIST		COMMITMENT	POLICY	PROGRAM	PROGRAM EVALUATION AND MEASUREMENT	STAKEHOLDER INVOLVEMENT	ACCOUNTABILITY /TRANSPARENCY
1.	Comply with environmental law and regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Commit to minimizing negative impacts and optimizing benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Perform full life-cycle analysis on all products/services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	Incorporate environmental values into purchasing decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Appoint one staff member with environmental responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	Involve environmental experts and non-governmental organizations in:						
	(a) Program Definition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	(b) Performance Indicator Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	(c) Program Evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SHAREHOLDER CHECKLIST		COMMITMENT	POLICY	PROGRAM	PROGRAM EVALUATION AND MEASUREMENT	STAKEHOLDER INVOLVEMENT	ACCOUNTABILITY /TRANSPARENCY
7. Implement fiscal policies, financial management systems, and accounting controls		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Report to shareholders on financial and non-financial success		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Do not share inside information inappropriately		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Affirm a mission that includes non-financial objectives		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Support financial and non-financial objectives with employee training		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Involve shareholders in:							
(a) Definition of business direction		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Performance Indicator Development		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) Company evaluation		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

INTERNATIONAL OPERATIONS CHECKLIST		COMMITMENT	POLICY	PROGRAM	PROGRAM EVALUATION AND MEASUREMENT	STAKEHOLDER INVOLVEMENT	ACCOUNTABILITY /TRANSPARENCY
1. Ensure international operations do not lead to the displacement of existing communities		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Ensure that fair labour practices are followed		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Demonstrate sensitivity to local cultures and customs		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Comply with human rights standards		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## DEFINITIONS OF KEY TERMS

- **Corporate Social Responsibility** (CSR) encompasses a company's commitment to operate in an economically and environmentally sustainable manner, while acknowledging the interests of all of its stakeholders.
- **Sustainability**, broadly defined, is a business's "rates of use of renewable resources should not exceed the rates of regeneration; its rates of use of non-renewable resources should not exceed the rate at which sustainable renewable substitutes are developed; and its rates of pollution emissions should not exceed the assimilative capacity of the environment."<sup>10</sup> The term also derives from the word *sustain*, which means to prolong or keep up. As such, sustainability is the ability to maintain the business success over the long term.
- **Triple bottom line** is a business philosophy that focuses on economic prosperity, environmental quality, and social justice.<sup>11</sup>
- A **stakeholder** is any person, group, or entity that is impacted directly or indirectly by a business' activities or that directly or indirectly impacts the business' activities. This includes but is not limited to community members, employees and their families, customers, suppliers, shareholders, community and environment groups, politicians, professional and academic organizations, the biosphere, world population, and future generations.
- An **Environmental Management System** is a tool designed to assist companies improve their environmental performance through a set of procedures for implementing and monitoring environmentally-sensitive business practices. It includes developing policy, creating programs, and evaluating the success of these programs. ISO 14001 is an example of an Environmental Management System framework ([www.iso14000.com](http://www.iso14000.com)).
- **Indicators** are measurable markers that indicate progress towards a goal or vision.
- A company's **commitment** to socially and environmentally responsible practices is the first step in socially responsible business and underlies all the other components (policy development, program implementation, program evaluation and measurement, stakeholder engagement, and accountability and transparency). A company's commitment can range from tentative to enduring.
- A **policy** is similar to a by-law specific to a company. It is the internal set of rules that must be followed and referred to formally or informally in every decision making process. In the context of social responsibility, a policy is the company's commitment, formalized, articulated, and documented.
- A **program** involves the active steps a company takes to realize its commitment. A company's social responsibility programs can range from informal and ad-hoc, to formal and consistent.

<sup>10</sup> From *Cannibals With Forks: the Triple Bottom Line of 21st Century Business*, by John Elkington, 55-56

<sup>11</sup> From *Cannibals With Forks: the Triple Bottom Line of 21st Century Business*, by John Elkington

- **Program evaluation and measurement** involves establishing measurable indicators of success and tracking a company's performance against these indicators. A company's evaluation and measurement systems can range from establishing and measuring against baselines (the minimum requirements) to indicators (the stretch goals) to benchmarks (comparison to other entities).
- **Stakeholder involvement** involves actively seeking and responding to stakeholder input on a company's policies and programs. Stakeholder involvement can range from informing stakeholders of company activities to engaging them in dialogue.
- **Accountability and transparency** involves reporting (both informally and formally) to a company's stakeholders on its policies and programs, describing clearly, accurately, and truthfully its successes and setbacks.

## CBSR

CBSR conducts programs on a range of corporate social responsibility issues. The programs focus on issues related to ethics, the work place, the marketplace, the community, the environment and the global economy.

CBSR members receive a variety of products and services. We track emerging issues and trends, provide information on corporate best practices, conduct research and educational workshops, and develop practical tools, technical assistance and consulting services to help members implement more responsible policies in their own businesses.

## CBSR MEMBERS

CBSR has an inclusive membership policy. We welcome companies that are leaders in the implementation of responsible business policies and practices, as well as those who are interested in doing so. While CBSR members include some of Canada's corporate leaders representing a variety of sectors, smaller companies and start-ups known for their CSR innovations also represent a significant share of CBSR's membership.

## HOW DOES A COMPANY BECOME A MEMBER?

Companies interested in membership should fill out an application form (online at [www.cbsr.ca](http://www.cbsr.ca)) and pay dues based on numbers of employees. Applicants are asked to describe socially responsible initiatives that their company has undertaken and to share this experience with other member companies.

If you would like to join the growing number of movers and shakers with a corporate conscience, please contact us.

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