
The Business of Business

Managing Corporate Social Responsibility: What Business Leaders are Saying and Doing 2002-2007

Executive Overview

In the fall of 2002, over 160 CSR professionals were surveyed to determine opinions, attitudes and approaches to the management of sustainability and corporate social responsibility. The survey was conducted in cooperation with Ethical Corporation magazine by independent marketing research firm Nima Hunter Inc.

For further information contact:

Ethical Corporation magazine or
Email: peter.carkeek@ethicalcorp.com
Toll Free 1 800 814 3459 ext. 282
Phone: +44 0 20 7375 7160 US & Can
<http://www.ethicalcorp.com/>

Nima Hunter, Inc.
Email: carli@nimahunter.com
Phone: 212 922 9899
Fax: 212 922 2883
<http://www.nimahunter.com/>

What CSR professionals and business leaders are saying about this report:

“This report clearly shows how, by being responsive to the expectations of a company’s stakeholders, CSR becomes a strategic activity that builds shareholder value and strengthens the brand.”

Pierre Danon, CEO, BT Retail

“Corporate Social Responsibility, Sustainable Development, Corporate Citizenship whatever the term, this report confirms the emerging view by enlightened business leaders that a comprehensive, integrated program can indeed lead to increased shareholder value. The data is credible and the emerging successes from these companies will make the case compelling.”

Scott D. Noesen, Director of Sustainable Development, Dow Chemical Company

“Well written, very clearly presented. This report shows the current thinking of CSR leaders, what’s important and what’s not. It is a valuable tactical tool for making the link between CSR and areas for making each business case.”

Dave Bonistall, Director, Sustainable Development, MeadWestvaco Corporation

“The questions asked are probing and fair and the results should be interesting to business and non business interests alike. Congrats on a very helpful study.”

Dr. Kernaghan Webb, Senior Legal Policy Analyst, Office of Consumer Affairs
Industry Canada and Facilitator, ISO Corporate Social Responsibility and Standards
Online Forum

“This is a very impressive, important and useful document with insightful analysis and observations. There are a lot of people talking about CSR management but this report collects the opinions of leaders and creative people who are putting CSR into practice. There is a way to do well while doing good and this study leads the way.”

Jeff Cook, Executive Director, The Environmental Careers Organization

Introduction

The most pressing issue raised by this study is the need for swift and decisive action on the part of business leaders and corporate social responsibility professionals to close the gap between CSR performance and stakeholder perceptions that fall short of expectations.

There are significant gaps between the demand for corporate social responsibility and the ability of corporations to address that demand. The “Business of Business” report was developed to help CEOs, Directors, institutional investors, CSR professionals and developers of corporate performance management tools and standards to identify and close those gaps.

The report is based on a survey of CSR professionals designed to characterize the attitudes, policies, trends, best practices and challenges that CSR professionals believe are most important to the creation of shareholder value through effective management of CSR. Donald Carli, Principal of Nima Hunter Inc. directed the survey of 162 CSR professionals in the fall of 2002 to address the needs of three primary audiences:

- CEOs, Directors, and other business leaders responsible for establishing CSR policy.
- Chief Sustainability Officers, Environmental Health & Safety and Chief Ethics officers as well as other professionals responsible for the implementation of CSR policy.
- Market requirements managers and product managers involved in the development of CSR standards, software tools and support services.

Respondents were asked to reply to over 120 closed-end questions related to four topics:

1. Attitudes & points of view on the responsibilities of business.
2. Characteristics and examples of companies that effectively manage CSR.
3. CSR policy & strategy issues and factors important to effective CSR management.
4. CSR standards, tools and tactics currently employed and opinions about future adoption.

Respondents were predominately Vice Presidents, CEOs, Directors, Managers and Analysts responsible for CSR, strategic planning, ethics, public relations, environmental management and communications. Forty percent (40%) of the respondents were from international businesses with more than 1000 employees in the USA, Europe, Canada, Asia and Africa. Respondents were invited to participate in a web-based survey by opt-in email invitations.

The complete 80 page report includes over 40 pages of charts and tables, detailed analysis of the survey findings, a breakdown of respondent group profiles and a copy of the questionnaire used. A table of contents for the complete report is included in this overview document. The overview is intended to provide a summary of the issues addressed and a top line analysis of key survey findings. The full report is available to Ethical Corporation magazine subscribers in PDF format for US\$99.00 and for US\$149.00 to non-subscribers.

Top Line Research Findings and Implications:

When asked about what tools or tactics their companies were likely to adopt in order to manage CSR within the next 5 years, the most prevalent answer was: "I don't know."

- 91% of all respondents believe effective CSR management creates shareholder value.
Implication: CSR is a "Hot Issue."
- 80% of all surveyed agree non-financial indicators such as environmental and social performance metrics are essential to characterizing future financial performance
Implication: CSR Measures Can Help Business Leaders to Look Ahead.
- 67% of those responding disagree with the assertion that the "primary responsibility of corporations is to make money, and that all else is secondary."
Implication: Business Leaders Must Look Beyond Profits and Quarterly Earnings.
- Over 60% of all respondents believe Codes of Conduct, Environmental Management Systems and Management Compensation Linked to CSR Performance to be the top three strategies important to effective CSR management.
Implication: A Framework to Support Trust and Accountability is Needed.
- Over 60% of the respondents viewed Reputation Risk, Employee Motivation and Satisfaction, and Brand Image as factors most important to building a business case and implementation of CSR policies.
Implication: CSR Reputation & Brand Image Drive Business Results.
- Over half of all respondents held that much of corporate environmentalism is merely "Greenwash."¹
Implication: CSR Needs To Be More Than Just Philanthropy and PR.

¹ Green*wash (n) Disinformation disseminated by an organization so as to present an environmentally responsible public image. (Tenth Edition of the Concise Oxford English Dictionary)

Top Line Research Findings and Implications: (continued)

- 55% of all respondents believe that standards, tools or metrics for “Triple Bottom Line” performance assessment are limited.

Implication: Improved CSR Management Standards & Metrics are Needed.

- 50% of all respondents believe increased public awareness will drive adoption of Sustainability and Corporate Social Responsibility. Implies that the consumer will increasingly become a driver of CSR implementation

Implication: Activist Campaigns Will Continue to Target Irresponsible Brands.

- When asked about what tools or tactics their companies were likely to adopt in order to manage CSR within the next 5 years, the most prevalent answer was “I don’t know”.

Implication: Education, Training and Outreach are Needed.

- Over 40% of respondents consider Supply Chain Environmental Management, Environmental Health & Safety Reports, “Triple Bottom Line” Sustainability Reporting, and Dialogue With Stakeholder Groups as strategies important to effective CSR management.

Implication: Transparency and Stakeholder Dialogue are Perceived to Build Trust.

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Report Overview

“Social responsibility is not a question of charity, it's a question of enlightened self-interest. It's an issue of how we're going to keep our planet stable so that your businesses survive.”

**James
Wolfensohn
World Bank
President**

Some skeptics cling to Milton Friedman's view that the only business of business is business²; however, there is a growing body of evidence that corporations can be both socially responsible and profitable. For global companies there are significant gaps that must be bridged and many challenges to be met. Profitable revenue growth, lack of trust, climate change, energy security and loss of biodiversity are just a few. A significant number of business leaders now argue that the value of corporate social responsibility extends beyond the management of risk and the generation of profits. In the book “Walking the Talk” DuPont CEO Chad Holliday maintains that the solution of environmental and social problems is essential to sustainable growth.³ According to Holliday:

“Extrapolation of current trends paints a picture of an unsustainable world: an increasing gap between the rich and the poor; billions of people who do not have access to clean water, proper sanitation, adequate food, shelter, and health care; and the steady decline in key global ecosystems. As a company that is owned by thousands of investors, our challenge is to address these issues in a way that makes business sense. We define this direction as sustainable growth - the creation of shareholder and societal value while decreasing our environmental footprint along the value chains in which we operate”⁴

Corporate Social Responsibility (CSR) is defined and described in many ways; however, most definitions include voluntary management and reporting of environmental, social and financial performance in a manner that meets or exceeds ethical, legal, commercial and stakeholder expectations. Stakeholders include shareholders, customers, employees, communities and others affected by corporate behaviors. Other terms often used to describe such a balanced and open approach to management are: “Sustainable Development” and “Corporate Citizenship.” The integrated management of economic, environmental and social performance is often referred to as managing the “triple bottom line.”⁵ Lack of consensus on basic terminology, and limited agreement on which tactics are best suited for managing CSR are key issues addressed in this report.

² Milton Friedman, NY Times Magazine, September 13, 1970.

³ Charles O. Holliday, Jr., Stephan Schmidheiny, Philip Watts, “Walking The Talk, The Business case for Sustainable Development,” Greenleaf Publishing; ISBN: 1874719500; (September 2002)

⁴ http://www1.dupont.com/NASApp/dupontglobal/corp/index.jsp?page=/content/US/en_US/social/SHE/

⁵ John Elkington, “Cannibals With Forks,” New Society Pub; ISBN: 0865713928; (October 1998)

“In today’s world, the triple-bottom-line approach – economic, environmental, and social considerations – is critical to preserving shareholder value.”

**Brad Allenby,
AT&T, V.P.
Environmental
Health &
Safety**

Overall, the survey indicates that the value of CSR management is not in question among CSR professionals. It also indicates that there is broad agreement on the policies required to support effective management of CSR. However, lack of consensus on the adoption of standards for the management of CSR performance presents business leaders with significant challenges. Failure to manage CSR performance and perceptions puts shareholder value at risk.

Globalization, technological progress, information technology and the growth of the Internet are accelerating the pace of change and increasing the pressure for management of corporate social responsibility. In turn, the dynamics of commerce and human communication are changing. The techno-globalization of business has resulted in significant stresses on the environment and society, yet only financial capital is routinely accounted for. Lack of standards for the management, reporting and verification of non-financial performance remains one of the most significant challenges facing business.

Advances in information technology have increased the ability of business to share knowledge and coordinate complex global supply chains. However, these advances are also providing stakeholders and investors with a growing capacity to impact the policies, strategies and tactics of business. Voluntary “beyond compliance” management of Corporate Social Responsibility is seen by many as a sensible way to address growing demands for corporate accountability and to create shareholder value. Despite consensus on this issue several obstacles stand in the way of progress.

Lack of consensus on standards for the management, measurement and verification of CSR performance contributes to the perception that much of corporate environmentalism is superficial window dressing, otherwise known as “Greenwash.” In turn, the perception of corporate environmentalism as “Greenwash” places investments in corporate social responsibility, brand reputation and other sources of shareholder value at risk.

In part, this lack of consensus on implementation and measurement standards may be due to the relative immaturity of the CSR management category. It may also be due to fact that measures of corporate responsibility are difficult to generalize since they are dependent on the social and environmental contexts specific to different industry sectors.⁶ Nonetheless, due to growing pressure from stakeholders on many fronts, brand reputation, employee motivation, the trust of customers and confidence in capital markets are increasingly dependent on effective management of CSR. The business of business will increasingly become the business of managing corporate social responsibility as non-financial performance rises in importance.

⁶ Efforts to define sector specific reporting guidelines are being pursued by the Global Reporting Initiative.

“There is a strong need to devise approaches to corporate responsibility which are flexible and practical so that they can be used by small, medium and large businesses operating in both developed and developing countries.”

Dr. Kernaghan Webb, Chief of Research and Senior Legal Policy Advisor, Canadian Office of Consumer Affairs

The value created by effective corporate social responsibility management can far outstrip total revenues since its benefits extend beyond cost savings and increased efficiency. With so much at stake, many CSR professionals are addressing CSR management through the application of proven Total Quality Management and Six Sigma principles. Sandra Waddock, Director of the Boston College Center for Corporate Accountability, provides the following observation about the relationship between quality management and social responsibility:

“Although acceptance by managers of quality as a business imperative was not easy to achieve, failure to pay attention to quality now can quickly contribute to business failure. We argue that a similar evolution is occurring with respect to a company’s management of labor, human rights, supplier, customer, ecological and related stakeholder practices and that companies are responding by developing responsibility management systems comparable in many respects to quality management systems already in place.”⁷

While effective quality management has proven its ability to deliver significant cost savings to companies, augmenting quality management with effective CSR management has the potential to provide far greater benefits than quality management alone.

Businesses are not only valued based on tangible financial assets, but also on intangible assets such as brand reputation, good will, employee knowledge and customer loyalty. It is in these areas that effective CSR management has the most profound impact.⁸ The market capitalization of corporations has increasingly come to depend on intangibles: brand image, good will, the knowledge of employees and other assets not embodied in tangible form. According to Emiko Todoroki of The World Bank Institute, the combined value of the top 74 brands is estimated to be \$852 billion.⁹ Correspondingly, the factors employed in building a business case for CSR management are increasingly related to intangible assets and value drivers such as:

- Risks to brand reputation
- The creation of brand image value
- Employee motivation, satisfaction and retention
- Lifetime customer value

⁷ <http://www.greenleaf-publishing.com/pdfs/jcc7wadm.zip>

⁸ Business and The Environment: Current Trends in Corporate Reporting and Ranking

⁹ “Globalization and Corporate Social Responsibility” Emiko Todoroki, The World Bank Institute

“The portion of a company’s total market value that exceeds its book value has increased from 40 percent of in the early 1980s to over 80 percent at the end of the 1990s.”

Dr. Jürgen H. Daum,
“Intangible Assets and Value Creation”

Dr. Jürgen H. Daum, Director of Program Management for mySAP Financials and author of the book “Intangible Assets and Value Creation” maintains that business success today is no longer based on production facilities, financial capital and ownership, but on invisible and untouchable values - intangible assets -, such as relationships with business partners, brands, ideas, the quality of business processes, talented employees, corporate culture, intellectual capital and innovation power:

“The importance of intangible assets, the immaterial value of companies, has greatly increased – especially in the last decade. One clear indication of the trend is that the portion of a company’s total market value that exceeds its book value has increased from 40 percent in the early 1980s to over 80 percent at the end of the 1990s. That means today only 20 percent of a company’s market value is reflected in its accounting system. For knowledge-based companies, such as SAP, it is often under 10 percent. And that’s exactly the problem: accounting, controlling, and management instruments have not kept pace with the economic realities of the last few decades. The largest portion of companies’ economic activities, with which they create value for stockholders and stakeholders, is no longer captured systematically. Accordingly, it is not transparent internally or externally, so its importance can easily be overlooked.”¹⁰

On their award winning stakeholder dialogue website British Telecom describes the importance of these intangible factors in building a business case for CSR management:

“The evidence is mounting daily to show that companies with a mature approach to their social and environmental impacts can reap real financial gains. The ‘business case’ refers to the benefits to a company’s reputation, the money that can be saved through eco-efficiency measures and new market opportunities. This often amounts to a convincing financial reason for why business should engage with such issues.”¹¹

¹⁰ <http://www.juergendaum.com/mybook.htm#Details%20about%20the%20book>

¹¹ <http://www.btplc.com/Betterworld/Stakeholderdialogue/JustValues/index.htm>

“Corporations have no more responsibility to solve the world's social problems than they have to ignore the impact of their behaviors on those problems. In short, they have an obligation to act responsibly, not politically. Currently, they act mostly on behalf of shareholder value, which is a selfish doctrine of social irresponsibility. The sooner we put that aberration past us, the better.”

**Henry
Mintzberg:
Cleghorn
Professor of
Management,
McGill University**

A growing number of companies are undertaking initiatives to expand dialogue with stakeholders and to share best practices across their supply chains. While agreement on how to best to manage such dialogue has yet to emerge, new sources of competitive advantage and new challenges are being identified. There is a growing body of literature about best practices for CSR management, and a number of organizations are working to foster CSR leadership and to document CSR best practices: The United Nations Global Compact¹², The World Business Council For Sustainable Development¹³, CSR Europe¹⁴, GEMI¹⁵, and The CERES Coalition¹⁶ to name just a few. The “Business of Business” report provides an assessment of the various strategies, tools and tactics employed by CSR leaders.

While the “Business of Business” survey does not indicate that there is yet any consensus on which tactics to employ for the effective management of CSR, the survey findings suggest that there is a clear need for business leaders to adopt strategies based on stakeholder dialogue, the development of standards, and the adoption of best practices on three strategic fronts. The three strategies characteristic of companies considered leaders in the effective management of CSR are:

- Transparency
- Environmentally responsible procurement
- Independent verification of CSR performance

A dilemma indicated by the survey is that while management of CSR is seen to create shareholder value, much of corporate environmentalism is perceived as superficial “Greenwash.” This perception challenges the belief that effective management of CSR creates value, and it undermines efforts to foster trust in business. While increased transparency and verification of CSR performance are seen as strategies that are essential to changing such perceptions, there are a number of challenges to transparency and stakeholder dialogue on the horizon.¹⁷

The most pressing issue raised by this study is the need for swift and decisive action on the part of business leaders and CSR professionals alike to close the gap between their CSR performance and perceptions of greenwash. Failure to close this gap places corporate reputations and brand equity in peril, it also puts shareholder value and public trust at risk.

¹² <http://www.unglobalcompact.org>

¹³ <http://www.wbcsd.org>

¹⁴ <http://www.csreurope.org>

¹⁵ <http://www.gemi.org>

¹⁶ <http://www.ceres.org>

¹⁷ One of the more notable challenges is the pending Kasky vs. Nike decision by the US Supreme Court.

Companies without a capacity to manage social and environmental performance will be at a significant disadvantage compared to companies that aggressively develop a capacity to engage in stakeholder dialogue and effectively manage CSR.

While development of standards for the management and verification of CSR performance will play a vital role in restoring trust, standards alone will not suffice. It will also be essential for corporations to improve dialogue with stakeholders and to link the compensation of supply chain managers, procurement managers and operational managers to improved social and environmental performance.

Globalization and advances in computing and communications have had a profound effect on the way in which business operates. In particular, the Internet has increased the ability of corporations to “virtualize” their supply chains. The Internet has also provided stakeholder and investor groups with the ability to communicate and to coordinate efforts in response to corporate behaviors. For example, office supplies giant Staples provides recent evidence of how supply chain and procurement activities can be targeted by stakeholder groups taking advantage of the Internet to communicate and coordinate efforts.¹⁸ Staples recently agreed to achieve an average of 30% post consumer recycled content across all paper products it sells, to phase out purchases of paper products from endangered forests, to create an environmental affairs division, and to report annually on its environmental results. This agreement was influenced by two years of stakeholder pressure exerted by a coalition of shareholders, community groups and environmental groups involving more than 600 demonstrations at Staples stores nationwide, and tens of thousands of letters, emails and calls to the company’s CEO.¹⁹ Such pressure from stakeholder group coalitions is likely to grow in the years ahead due to the investor and media attention that is paid to such campaigns. How companies perceive such challenges and how they respond can have a significant impact on shareholder value.

While the way in which corporations manage paper purchasing or printing practices may seem insignificant to some, they make particularly attractive targets for activist and they are topics of growing interest to investors. They are visible and pervasive activities with significant environmental and social aspects and impacts. The degradation of forests and threats to biodiversity are emotionally charged topics that can be linked to the purchase decisions and business practices of corporations. However, paper purchasing and printing practices also represent positive opportunities for corporations. Their ubiquity and financial significance present significant opportunities to use their “greening” to raise awareness of CSR concepts and to increase organizational capacity for management of CSR performance.

¹⁸ <http://www.stopstaples.net/about/index.php>

¹⁹ <http://www.socialfunds.com/news/article.cgi/970.html>

“Shareholders cannot be responsible owners unless they understand the full impact of the corporation on society and the environment. Without full disclosure of these externalities, there is a knowledge gap that undermines effective corporate governance, and with it, financial, social, and environmental performance.”

**Robert Monks
Deputy Chairman,
Hermes LENS Asset
Management**

Companies like Anheuser Busch, Canon, Citigroup, Disney, Domtar, HP, Pitney Bowes and others are taking proactive steps to reduce the environmental impacts associated with paper, printing and packaging. Forty companies have joined the Global Environmental Management Initiative (GEMI)²⁰ to identify best practices for supply chain environmental management and environmentally preferable procurement. Others are forming partnerships with non-governmental organizations such as OXFAM and Greenpeace. The Alliance for Environmental Innovation²¹ has worked cooperatively with companies like Citigroup to develop environmentally responsible approaches to the purchase and use of paper. Conservatree²² provides assistance to publishers seeking to increase use of recycled paper, and The Environmental Careers Organization²³ is developing Sustainable Print Leadership Programs to assist universities, corporations and other organizations develop, implement and share best practices. Such efforts can help build a foundation for the restoration of trust in business.

Restoring trust and minding the gap between stakeholder expectations and verified triple bottom line performance is likely to be the most significant challenge facing business for many years to come. Pressure is building for increased transparency and disclosure of corporate financial and non-financial performance on many fronts. In response, many companies identified in this report are changing, however, effective CSR management has yet to move from the margins to the mainstream.

There is growing pressure for corporate social responsibility on the part of institutional investors and shareowner activists that is likely to accelerate the pace of change. According to Steven D. Lydenberg principal of Domini Social Investments LLC: “After three decades of laboring to win recognition and acceptance, socially responsible investing (SRI) now stands at a crucial juncture,” says Lydenberg. “It has emerged from what was essentially an obscure niche financial market to become a potentially important player in a major political debate about globalization, the relationship between corporations and society, and the role of capital in creating both social and financial value.”²⁴ There is also growing pressure on institutional investors. According to the Rose Foundation’s Environmental Fiduciary Report²⁵, trustees, directors and fund managers that do not respond to evidence that environmental performance is an economic value driver are failing to meet their fiduciary responsibilities.

²⁰ <http://www.gemi.org>

²¹ <http://www.edf.org/Alliance>

²² <http://www.conservatree.com>

²³ <http://www.eco.org>

²⁴ http://www.domini.com/common/pdf/SL_SRI_Vision.pdf

²⁵ <http://www.rosefdn.org/images/EFreport.pdf>

“The most difficult things to control are those that expand beyond the company’s boundaries. The growing focus on supply chains and value-webs will make this area increasingly challenging ...Most companies have a surprisingly poor understanding of what is happening on other parts of their value-web. The speed of globalization often means that companies are moving well ahead of the ability of current governance systems to monitor and police. Companies will be expected to fill at least some of the gap.”

**John Elkington,
SustianAbility**

In the face of these and other pressures, companies that do not manage their environmental, social and financial performance in a manner that meets or exceeds the ethical, legal, commercial and public expectations of their “stakeholders” will be competitively disadvantaged. To quote Dow Chemical Chairman, William S. Stavropoulos:

“Companies that don't meet their responsibilities to all their constituencies will have a difficult time. Responsible customers won't want to buy their products. Talented people won't want to work for them. Enlightened communities won't want them as neighbors, and wise investors won't entrust them with their economic futures.”

The “Business of Business” survey was inspired by the need for a more complete picture of the attitudes and opinions of CSR professionals. The “Business of Business” report attempts to shed further light on the adoption of various strategies and tactics for the management of corporate social responsibility over the next 5 years. While there are major gaps between actual CSR performance and stakeholder perceptions, perhaps the most significant gaps that must be bridged are communication gaps that frustrate the evolution of stakeholder dialogue and prevent the effective deployment of CSR policy. Some of the key challenges to be addressed include:

- Gaps in management systems that fail to link improved CSR performance to the compensation and recognition need to be closed.
- Improved communication and coordination of effort between environmental health & safety managers and their counterparts in finance, supply chain, strategic sourcing, operations, and procurement are essential.
- The roles and responsibilities of branding, public relations, public affairs, marketing, and advertising functions will need to be carefully re-examined if CSR is to be credibly perceived as a core brand value.
- Boards of directors CEOs and CFOs will be challenged to manage shareholder value with a wider field of view and a more comprehensive array of key performance indicators.

No single survey or study can sufficiently address a topic as complex as the management of corporate social responsibility. However, in combination with recent CSR studies undertaken by the Conference Board, Price Waterhouse Coopers, The Global Environmental Management Initiative, The World Business Council for Sustainable Development and others, it is hoped that this report will provide motivated business leaders and CSR professionals with a more complete picture of the opportunities and challenges ahead for the business of business ...enabling them to create shareholder value and meet the needs of current generations without limiting the ability of future generations to do the same.

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About Ethical Corporation and Nima Hunter Inc. :

Ethical Corporation is a leading information provider on corporate social and environmental responsibility issues. Ethical Corporation magazine is a monthly global business publication dedicated to providing companies around the world with practical advice and examples of how to successfully implement and manage responsible corporate practice. Ethicalcorp.com is a leading destination site for those with a professional interest in developing and integrating responsible business practice. Ethical Corporation conferences and workshops, held across the world, bring together key industry players to discuss the latest developments in CSR. By holding a series of conferences globally throughout the year Ethical Corporation is able to provide attendees with fresh innovative information that they need to maintain a clear understanding of the latest CSR trends and the necessary tools to best implement them. To subscribe to Ethical Corporation magazine visit: <http://www.ethicalcorp.com/Subscribe.asp>

Nima Hunter, Inc. is a New York based consultancy founded in 1986 that conducts marketing research and provides strategic planning, support to Global 2000 companies, publishers and associations worldwide. In addition to conducting proprietary research for individual clients, Nima Hunter, Inc. is currently leading a multi-client research program called "The Greening of Print." Supporters include charter subscribers Hewlett Packard and the Anderson Lithograph division of Mail-Well Inc., principal media sponsor North American Publishing, as well as Presstek, The Environmental Careers Organization, The Woodside Institute, The American Institute of Graphic Arts, Cygnus Publishing, PrintPlanet.com, PrintOnDemand.com, Aktuel Grafisk Information magazine, and Ethical Corporation magazine. Nima Hunter Inc. is currently conducting interviews with business leaders, EH&S and CSR professionals for a special report addressing the impacts that CSR management is likely to have on publishing, printing, packaging and related industries over the next 10 years and how greener publishing and printing can be employed to increase organizational capacity for managing CSR. For more information send email to: CSR@greeningofprint.com or call 212-922-9899.

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Don Carli, CEO, Nima Hunter Inc. & Principal Report Author, NYC, March 15, 2003

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Email: peter.carkeek@ethicalcorp.com
Toll Free: 1-800 814 3459 ext. 282 (US & Can)
Phone: +44 (0) 20 7375 7160 ext. 282
<http://www.ethicalcorp.com/>

Nima Hunter, Inc.
Email: carli@nimahunter.com
Phone: 212-922-9899
Fax: 212-922-2883
<http://www.nimahunter.com/>