

BUSINESS GUIDE:

Engaging in Corporate Social Responsibility

"Business can't succeed in societies that fail"

New Zealand Business Council
for Sustainable Development



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THIS IS REPORT 2 OF A SERIES ADDRESSING THE SOCIAL ROLE OF BUSINESS.

Report 1: The Social Role of Business - How to leverage business - community engagement for a more prosperous society

Report 2: Business Guide - Engaging in Corporate Social Responsibility

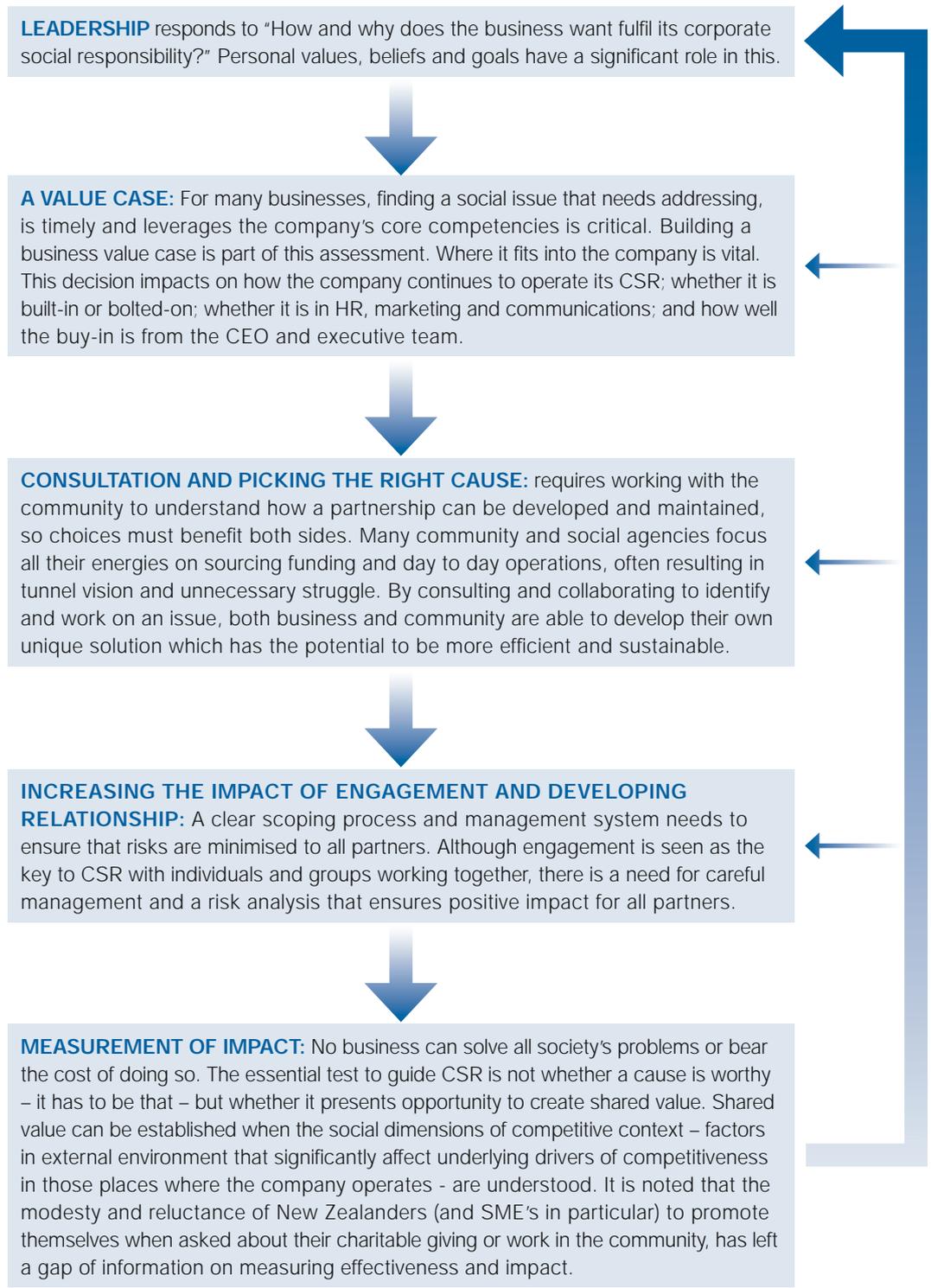
Report 3: Snapshot 2010 - Stories of business engagement in the social space

All reports are available on www.nzbcsc.org.nz

Business Guide: Engaging in Corporate Social Responsibility

What does best practice look like?²

For many New Zealand businesses, Corporate Social Responsibility (CSR) is the “right thing to do”. It is a worthy goal, but does not tell us how they do it. Businesses were asked how they actually went about determining the right strategic approach, figuring out precisely which activity (or mix of activities) is the right thing to do and then made sure the outcomes envisaged from the investment are achieved. The feedback from business suggest there are five key steps in making investment choices –



Leadership and commitment

*New Zealand Post Group's
commitment to corporate
responsibility –*

*We will be a
good employer...
Our commitment
to the safety and
wellbeing of our
people is a priority;
We will consider
the impacts of
our business on
the communities
in which we
operate, and we
will engage with
our community
stakeholders.
We will find
opportunities
to use our
capabilities to
add value to
communities
where they
need it.*

(selected from NZPG profile)

Leadership and commitment from CEO level is essential. A recent survey found the managing director (67%) plays the most dominant role in social sustainability strategies.

The personal commitment and emotional alignment of senior executives of business to a "cause" is a significant driver of a business's engagement in social responsibility. This personal behaviour strongly influences values and beliefs within the organisation.

CEO engagement and commitment to CSR are viewed to be critical in both early phases of adoption of social programmes and ongoing commitment in social sustainability programmes and initiatives.

Where delivery and engagement is led in this way from the top, translating this into clear commitment within the vision, goals and values of the business embeds this commitment organisationally. The commitment is championed through middle management and embraced by employees. In over 30% of businesses, employees have expectations of supporting not for profits and development of socially related activities within their business.

For many of the businesses profiled in this report, sustainability, and specifically social sustainability, sits at the heart of their business and consumers strongly associate their brand with their social investment. However, there is evidence in recent research of the consumer, competitor or pressure groups giving rise to heightened external pressure for business to adopt social sustainability practices. The leadership and commitment from CEO level in social sustainability engagement remains the most critical element.



HUBBARD FOODS LIMITED

has long enjoyed a reputation as a business with a social conscience which makes a difference. Traditionally Hubbards has seen its main role as supporting family and community and its commitment, delivery and outcomes from its community engagement support this.

Its partnership with Outward Bound is driven by aligned philosophies and values and motivated by a wish to return a favour. Hubbard's founder, Dick Hubbard, credits attendance of an Outward Bound course, years before, with providing him with the sense of self-belief and vision that later helped him create Hubbard Foods. There have been significant and lasting benefits to both organisations, both commercially and at more intangible levels. Over \$1.25m in sponsorship funds for the Trust have been donated.



THE WAREHOUSE

has a philosophy of giving a hand-up rather than a hand-out. Over \$2m was raised and distributed to New Zealand community service groups and national charities during 2007-2008. At a national level, The Warehouse supports selected charities with wide appeal and reach, with the potential to significantly benefit a large number of people. Recipients include the Starship Foundation, Cancer Society, Surf Life Saving, National Foundation for the Deaf, Variety – The Children's Charity, Starship Foundation, Mental Health Foundation, and the stepUP Foundation. Individual stores support a variety of organisations within their local communities through point of sale coin collection boxes and other local fundraising activities.



Building a business value case

Commitment alone is insufficient for business investment. The range of activities and supporting rationale from business suggests there is no single or universal determinant for business decision making in selecting social programmes or investment. Selecting the best interventions for improvement of social outcomes and how business can best add value is generally addressed across a range of levels: risk management, new business opportunities, market share, employees, partnerships, government and regulators, communities.

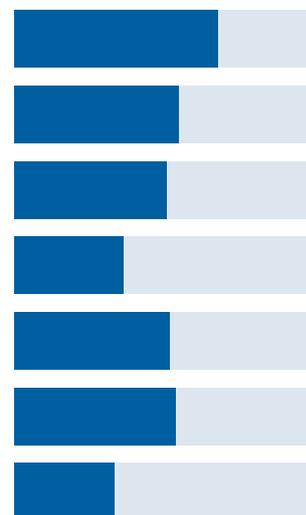
Developing a strong business case which defines the potential competitive advantage and enhances the value-add proposition of social sustainability initiatives is essential for whole of business buy-in. The business case helps CEO and senior management buy-in to the CSR vision as they can see investment and return on investment is aligned with business goals and strategy. It also ensures full resourcing and establishes guidelines on the types of 'business-NFP' relationships required to achieve outcomes. Organisational buy-in, especially by frontline and middle managers, is facilitated through the guidelines around engagement and the connections of the wider team to the local community activity. A robust CSR strategy integrated within a sustainable business model was identified by a number of members and is further supported by further New Zealand research.



THE BUSINESS-VALUE CASE

Nearly 2.4m New Zealanders think more highly of companies that support charities or worthy causes. They are part of a growing global trend that is seeing consumers taking an increasing interest in how companies are behaving socially, environmentally and culturally. These "Consumers who Care" form an attractive and challenging marketing proposition as they are bound together by a common behaviour; they will actively support companies that are making a positive difference in society. These consumers see it as part of a company's responsibility is to support charities and worthy causes and the returns for the company include loyalty and sales. Key findings¹:

- 67% of the population (2.4m people) agree they think more highly of companies that support charities and other worthy causes;
- 54% of the population (1.93m people) agree they feel more loyal to a company that aligns itself with a charity or worthy cause;
- 50% of the population (1.8m people) agree that when buying a product or service from a particular company, it is very important to them that the company shows a high level of social and/or environmental responsibility;
- 36% of the population (1.29m people) agree that large companies don't really care about the long term social and environmental impact of their actions;
- 51% of the population (1.83m people) agree they would like companies to tell them more about how they are making a positive difference to society or the environment so they can support them;
- 53% of the population (1.9m people) agree that buying products from a company that supports a charity or worthy cause helps them to feel they are making a difference to society or the environment;
- 33% of the population (1.2m people) agree they would like companies to support charities or worthy causes because they personally don't have the time or resources to do it.





Who develops the business case?

Developing a robust business case is important and time consuming for business. Having access to experts and resources to facilitate the development of these cases is important since without this there is little integration of CSR through the levels below senior management. A robust business case helps establish integrated, resilient yet flexible engagement programmes which resonate with consumers and clients who are looking for leadership and innovative solutions from business.

Who does the work?

Recent research²³ examined who in business is responsible for developing social sustainability strategy and practices. After managing directors (67%), human resources managers (12%) are the next most actively engaged. For many organisations surveyed there is no one person or role with this responsibility. Management accountants have very little responsibility in social strategy development. In large organisations, in addition to the managing director (41%) and HR manager (38%) the marketing manager (21%) was likely to be involved. The rationale behind these roles being involved was noted as a "logical fit" because of the staff involvement and the opportunity for brand value from charitable giving.

What helps in developing a business case?

The regular publication of impact results and measurement around social programmes can support business assessment of options and opportunities. This provides opportunity for business and the community sector to evaluate highly effective programmes and explore engagement models. New entrants or new engagement options use these to evaluate how outcomes can be supported by robust metrics or measurements which support business planning and decision making in CSR. Existing relationships, business values and vision, a good understanding of business strategy, availability of resources and commitment from employees or key managers including the CEO, social issues impacting the business or potential to impact, the cost of non action, investment vs impact all help in developing a business case.

Making the 'right' choices for each business

Leadership, captured in strategic intent and a clear value proposition for business to be involved are early defining steps. Making the "right" choice around how and who to be aligned with is the next challenge.

There is a wide range of New Zealand businesses and opportunities for engagement in our communities. There is no "right" way for engagement decisions to be made – rather choices are made on a "business-by-business" approach.

Initial steps in engagement

The starting point for many NZ businesses in their CSR journey is through in-house CSR activities and culture before picking up further external elements such as community sponsorship, pro bono services and partnerships.²

Many businesses adopt a portfolio approach to engagement in the community and routinely review and align this portfolio with their strategic plan.

The most common motivation for selection of community sector partners was shared values and goals. A strong emphasis on programmes that benefited young people was also identified from a 2009 survey.⁴

NEW ZEALAND BUSINESSES REPORT THEY MAKE CHOICES:

- Through social issues (e.g. education, health and well being, homelessness) that affects its own business either locally, nationally or within its own industry.
- By being directly approached by community agencies to assist in a current programme with either financial support or active engagement.
- Through continuing current annual sponsorship programmes that are chosen in-house by management and/or staff.
- Recognising a resource that can be easily shared to effectively meet targeted community and business needs with minimal cost while generating positive value for the participation of the business.
- Searching for an area or organisation for the business to champion by sponsorship and branding which aligns and supports business' core value and normally increases its, market share and improves stakeholders' views of the business
- For a motivational and engagement tool for employees.

Business Engagement in Social Activities⁵



What business tends to avoid

Sensitive issues like violence in the home, mental health, alcohol and drug abuse can affect a business's productivity and are well recognised as social issues. Business tends to avoid these "hard to solve" issues because of the level of risk associated with these areas – for example, the effect of negative publicity around the issue reflecting on the business and damaging the brand.

For businesses, complex social issues can be daunting and it can be challenging to establish the business value in responding to some of the issues.

Clearly, a number of New Zealand businesses are well on their way on the CSR journey. There are significant opportunities to find ways for business to work with government and community. This will assist in providing opportunity for funding to be targeted more precisely (even in high risk areas), and establishing shared accountability for outcomes. Developing effective partnerships that perform through the harsh times and are able to manage high risk areas for each partner makes for sustainability.

Develop criteria to improve selection of 'best fit' social sustainability programmes

Business reports that decisions to support social sustainability generally require a series of cascading decisions, as the business works to establish which social and community organisations it will support and by which form of engagement.

A series of criteria and an application process is usually designed and made available to prospective community based organisations. Initially, the criteria for consideration as a community engagement partner, funding or in-kind support recipient may be developed in an ad-hoc manner. However, as business engagement in the community becomes increasingly embedded in the core of the business, a more rigorous and reflective approach to developing selection criteria is adopted.

Consider what is currently working for business

Criterion, in these cases, is developed from the evaluation and analysis of successful programmes between business and community organisations. While reported in a relatively concise manner, social and business programme measurement and metrics can assist in this evaluation. Other evidence can be found through examining business led social sustainability programmes and identifying the key characteristics of highly effective programmes. These characteristics include:

- Aligning a core competency or leveraging an internal organisational success to provide a solution to an identified need within a community organisation. This alignment suggests and can deliver if properly structured, (e.g. business and sporting code sponsorship) a value add for both business and the community organisation where both organisations leverage core competencies to meet the other's identified need.
- Internally positioning to contribute toward business success. Dedicating resources to a programme that helps to generate a business return puts the company at a competitive advantage and builds business understanding.

Simple steps in community engagement develop business understanding



ANDREW STEWART has

undertaken the role as primary contact on behalf of Auckland City Council for iwi matters and relationship management with respect to the Auckland City Capital Works programme since 2001.

Trust between the parties has been fostered and enhanced through interaction apart from professional service delivery. Andrew Stewart staff have participated in the Bastion Point restoration planting programme for the past nine years. Alongside tree planting, the volunteering provides opportunity to form relationships with iwi members in an informal setting, and through these relationships share aspects of Maori culture and values. The development of these relationships contributes to an overall better understanding of issues in consultation and environmental management.



- Sharing business resources such as NFP staff, engage in business staff development programs with cost met by business training budgets. It may also be possible to increase the magnitude of donations by leveraging commercial product.



HP employees can donate HP products to schools and non-profit organisations by covering 25% of product list price. HP pays in kind by means of the remaining 75% of product.



IBM teams of employees volunteer for weeks or months on projects that intersect economic development and information technology in developing countries.

- Aligning competitive grants and other initiatives by developing more comprehensive and multifaceted engagement. Linking sponsorship with volunteering opportunities for staff in programmes such as Project Crimson helps to synchronise sustainability engagement across a business.



NATIONAL BANK

The National Bank employees from branches and business units across New Zealand enter into the spirit of Daffodil Day and raise significant funds for the cause. Their enthusiasm helps to focus the nation's attention on the event every August, and their support is highly valued by the Cancer Society and its staff.

As well as providing overall financial support for the campaign, National Bank staff join together decorating their branches with balloons and daffodils, helping with street collections, sausage sizzles and numerous other fundraising initiatives, including Battle of the Brains and the Cycle of Hope.

- Setting shared goals and deliver the results within a reasonable period of time, providing regular reports on progress using independent external audits or reviews.
- Working in partnerships with other companies to alleviate social issues particularly in the same area for a win-win situation. Fonterra and Sanitarium have a collaborative partnership in the successful and expanding KickStart Breakfast programme.



FONTERRA AND SANITARIUM

KickStart Breakfast is a collaborative partnership between Fonterra and Sanitarium who provide the food, and the breakfast clubs which are managed by school leaders and community volunteers. It is through this partnership and shared responsibility with communities that KickStart reaches so many schools over the breadth of New Zealand. Together, this year they will provide close to 1m bowls of breakfast to KickStart Breakfast clubs.

A November 2009 survey of participating schools found a strong sense that KickStart Breakfast is not only helping students nutritionally but making a positive impact educationally and socially:

- Literacy and numeracy levels are improving;
- Children are happier, have more energy and are able to concentrate more;
- A higher level of work is being produced;
- Kids are no longer eating junk food at morning tea times;
- Students have less aggression, are more focused and alert;
- Provides a great environment for kids to socialize together, the older ones look after the little ones;
- Kids love the company, their behaviour is really different.

Fonterra and Sanitarium are extending their programme to reach 500 decile 1 – 4 schools (primary, intermediate and secondary) over 2010 and are seeking more schools to join their initiative.

Other factors considered in developing assessment criteria

Business have commented that the availability of management time for engagement in social sustainability initiatives is an important element in their decision making process around what type of engagement they will undertake with community organisations. At least 40% of business identified management time required to establish a business case and develop embedded socially related activities and programmes as a barrier². Few businesses are of a size where social sustainability engagement responsibility is a whole role – in fact over 13% of businesses surveyed in late 2009 did not have a person responsible for social sustainability strategies.

Increasing the impact of engagement

As CSR matures in an organisation, different questions emerge. Initial factors contributing to a business decision to go with a social programme change over time as the investment and relationship between the business and social programme partners matures, extends or changes. Two main themes emerge in discussion with practitioners: the development of strategic partnerships and the broadening of engagement.

THE NATIONAL BANK

Daffodil Day Principal Sponsor

The National Bank has been the principal sponsor of Daffodil Day since its inception 19 years ago and since that time The National Bank has raised over \$13m for the Cancer Society. The Cancer Society's Daffodil Day is one of The National Bank's most prominent and important sponsorships. This partnership is one of the longest and most committed relationships between a charity and its sponsor. In 2005, the National Bank was recognised for their commitment to the Cancer Society by winning the Best National Cause Related Sponsorship Award for its Daffodil Day support.

The partnership has developed and extended from collection to active engagement and participation in raising funds for cancer and supporting cancer programmes by staff.



Strategic partnerships

CSR practitioners provided feedback that they seek expertise around lifting or increasing the impact of engagement and to progress into increasingly strategic partnerships. For many practitioners, the "how to" achieve this progress is informed by the stories of how other businesses have successfully negotiated these partnerships.

A July 2010 ShapeNZ poll³ found a significant increase in strategic long term partnerships being formed with NFPs for companies with larger numbers of staff (33%; up 12% from 2009 figures).

Working through the benefits and challenges

In order for these relationships to develop, investment by both business and NFPs in resources to create and maintain partnerships is critical. Business leaders make explicit decisions to progress from a "hand-over" of cash to a more "hands-on" partnership. It does not "just happen", but is a carefully structured process of engagement with the NFP partners. The process of evaluating risk in partnerships is a key part in the partnership development and is completed in the same way as business to business partnering. Adopting a business approach has the added advantage that regression and exit are available and possible.

Two key benefits are cited by business and the NFP sector when discussing partnerships opportunities:

- For the NFP the benefits of partnership help to shift from a reliance on cycles of philanthropic funding and provide access to a wider range of skills and resources.
- For business it enables it to bring expertise and resources to providing innovative solutions to challenging social needs and even affords a way for business to engage in sensitive, hard to solve social and community issues.

Social sustainability practitioners within business suggest that there are three key challenges around this partnership approach:

- The level of business resource required to maintain and develop these partnerships;
- They also report a lack of business training in partnership relationships with social and community agencies, and community understanding of business needs;
- It can be problematic to find agreed metrics to measure impacts and success.

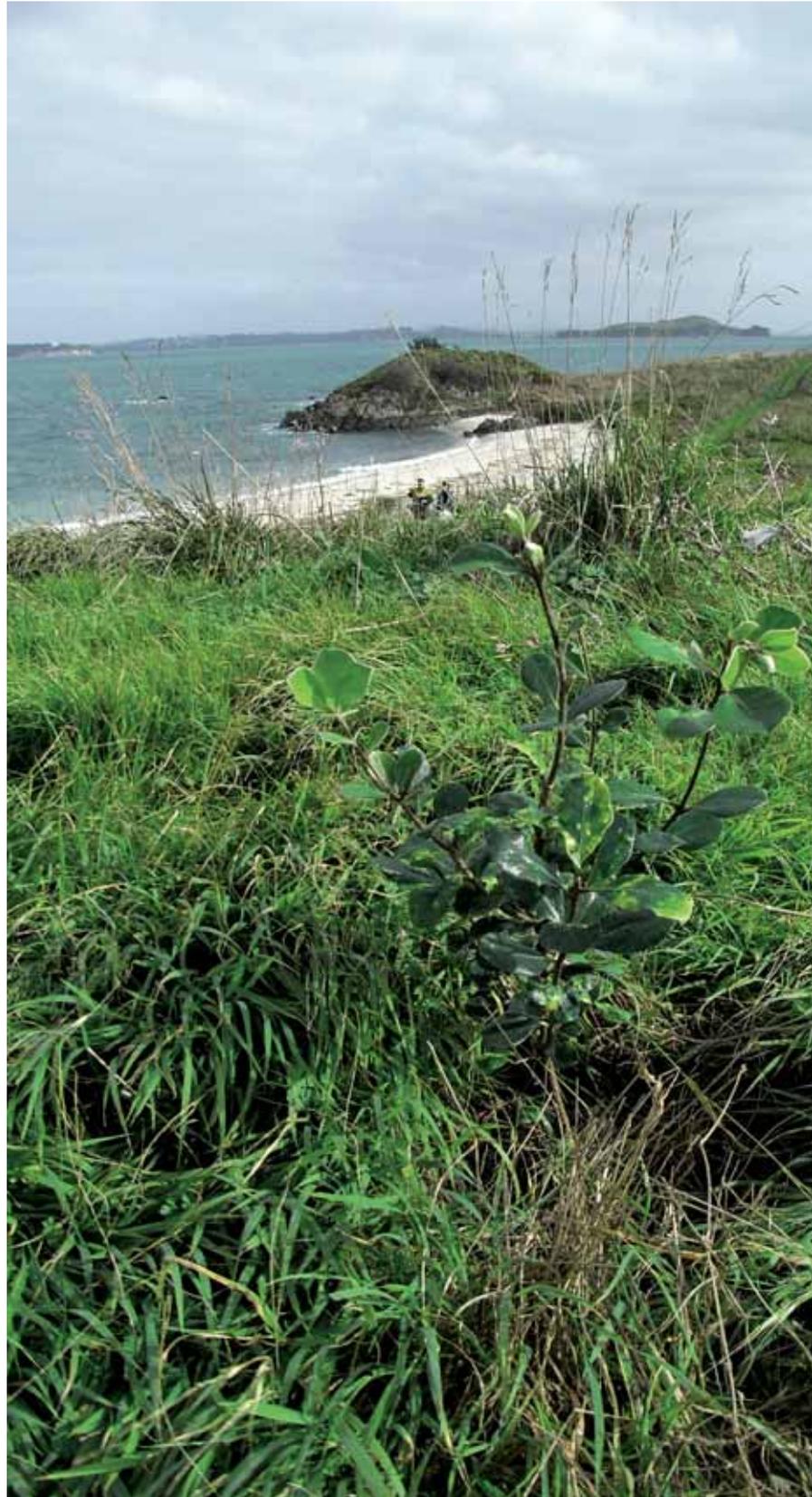
Broadening engagement through business

Providing avenues to engage in and extend the benefits of community engagement through a workforce ensures support for not for profit involvement. For some staff partnering in community projects sponsored through the workplace enables them to meet their own personal commitment to putting something back into the community.

RICOH **RICOH** hosts an annual Big Green Day Out on Motuihe Island in the Waitemata Harbour. More than 9,000 trees have been planted since 2004 by staff, customers, family and friends of Ricoh in what has been dubbed ' Ricoh Valley' .

HSBC **HSBC** staff receive one day paid volunteer leave a year which is highly regarded by employees. They are involved in a range of initiatives such as Motiue Trust, Keep NZ Beautiful, Auckland City Mission, and The Gifted Kids Programme.

 Since its inception in 2007, the Fresh Future Children's Hospital Appeal has raised \$3m for 10 dedicated children's hospitals and wards through New Zealand. Funds have been raised through the efforts of the 19,000 staff associated with **PROGRESSIVE ENTERPRISES'** stores. Fundraising activities included head and leg shaves, sausage sizzles, raffles, face painting, golf days, and movie screenings.



'Ricoh Valley' on Motuihe Island

Measuring impacts



Measurement is required

While measurement tools are slowly emerging for CSR activities, there are not universally agreed measures, standards or metrics. There are two dimensions to this issue – social and business. Measurement is not just around the credibility of CSR engagement through giving value to programme outcomes and performance. It is also about the ways businesses communicate their commitment to social responsibility through, for instance, linking top earners' pay with their sustainability achievements. At Netherlands based ING Group, for instance, the company has introduced dramatic changes to the way its most senior executives are paid by introducing non financial benchmarks when grading their performance. Starting from 2010, about 200 of ING's top executives will see their compensation depend on the company's success at advancing its sustainability agenda, with benchmarks such as workforce diversity, employee engagement, and community investment.

Measurement links CSR programs to core business and shareholder value. It increases awareness within business of social impact of their practices and values. Measurement demonstrates "walking the talk". Companies report that when community investment is in their annual reporting system, they receive positive and enhanced corporate reputation. Ratings of a company's social and environmental responsibility was the second most significant predictor of its

reputation overall. In the public eyes, at least, citizenship is a bigger factor in reputation than perception of a company's products and services, innovativeness, financial performance, workplace practices, governance and leadership.

HSBC retains and develops top talent through a strong motivational culture. The right people and the right values are essential for delivering to business strategy. They regularly measure employee engagement and have set some stretch targets across the business. It is noted that they consider the implications of their business beyond what is legal and profitable. In some areas the measurement of impact is not complete. The discussion of community sponsorships and partnerships would benefit from, for example, an evaluation of the outcomes of the investment that goes beyond simply measuring dollars spent.

CSR information is sought out by prospective employees when making career choices, so reputational benefits can significantly increase their company's ability to recruit and retain employees. Measurement is necessary to inform all aspects of business engagement. Different forms of measurement are required for the different aspects around the business / NFP engagement.

HUBBARD FOODS LIMITED clearly identifies its commitment, delivery modes and outcomes from its community engagement in its sustainability reporting. It commits annually to:

- Donate 1% of net profit before tax in cash to charitable organisations;
- Donate 1% of value in product to charitable and NFP organisations;
- Commit a minimum of two hours per employee as volunteers for a NFP organisation;
- Provide sponsorship funds of \$200,000 available to select organisations which meet its criteria.

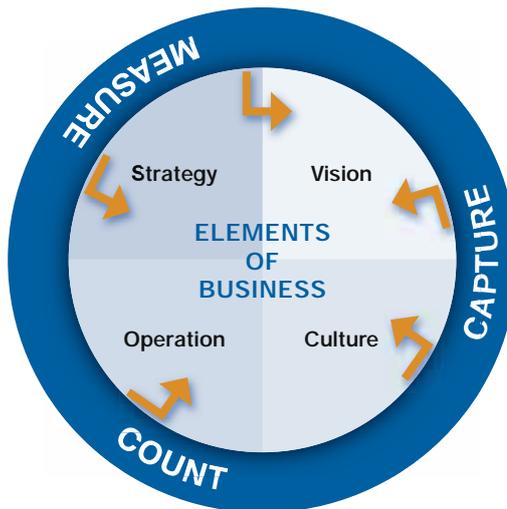
Phases of the journey to measure

One of the most critical and least developed components of CSR for most businesses is measurement and communicating progress. CSR measurement is a developmental journey with a need for greater sophistication in measurement and reporting as increased alignment between CSR and business is achieved. Reaction to pressure from external stakeholder concerns and in some cases shareholder action, encourages development in measurement of social impacts.

Business reports that there are significant challenges in measurement which act as a barrier for engagement.³

Companies have the capacity to positively influence social outcomes. Demonstrating these outcomes requires they must be able to measure impacts. Every business faces unique challenges and opportunities which may challenge their commitment to increasing their organisation's social impact. There is a need to determine:

- Which results will we hold ourselves accountable for?
- How will we achieve them?
- What will results really cost, and how can we fund them?
- How will we measure internal and external results?



Aligning appropriate measurement tools to elements of a business is important. It helps business establish a full picture of CSR impact internally as well as in the community.

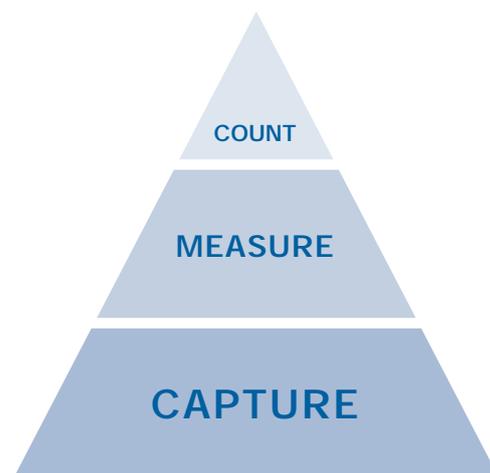
Count Measure Capture

Three main aspects of measurement – measure, count, capture - provide a rich evidence base for review and modification of business models, operational and organisational elements and strategies. In this way the integration and benefit of CSR throughout a business can be evaluated.

Perceptions are not the same thing as impact. The beneficiaries may appreciate what they receive but it does not mean that was the most effective intervention available or was delivered effectively. It is usually far easier to measure the value of inputs than the value of outputs or impacts/outcomes achieved.

First Steps - Count Measure Capture Model

- **Count:** The smallest part of the impact measurements; counts inputs and activities of all partners. Easy to administer, it can be translated into monetary investment.
- **Measure:** Completed through perception measurements for both business and community. Collects perception of impact on the effect of the partnership and requires careful monitoring using appropriate expertise.
- **Capture:** Collection of case studies, personal stories and the unexpected. This requires a system to ensure collection and is useful for selling-on.



All three are used as part of benchmarking criteria and need to be used simultaneously to show the whole picture of CSR impact (Julie Donvin-Irons; c 2008)



standards for nonfinancial reporting such as the Global Reporting Initiative (GRI), which may include commentary from independent experts or social auditing firms. The establishment of standardised metrics for measuring how CSR contributes directly to business value and performance is required. There are tools and frameworks emerging, for example, the Boston Centre for Corporate Citizenship, and the London Benchmarking Group (LBG).



NZ POST sets corporate responsibility targets in its annual Statement of Corporate Intent, and report against these in its Annual Report. Its independently verified Corporate Responsibility Index score improved by 17%, achieving 68%, exceeding their target of 57%. A baseline for its community investment in 2009 using the London Benchmarking Group framework was established.

Next steps in measurement

There are a slowly growing number of established metrics and tools which support both community programmes and business measurement needs. For most businesses or NFPs working in the social sphere, developing appropriate metrics is time consuming and can be seen to be resource intensive and a diversion of funding from addressing actual programme and community needs.

There is an increasing trend for business to report and measure performance against emerging industry or global frameworks and

Many Business Council members use GRI Guidelines as they provide a common framework to use as a benchmark for disclosure. GRI provides a starting point for identifying information that should be included in reporting. External assurance of data collection, consistency to ensure accuracy and verification of the results and identification of areas for improvement are needed.

At this stage, better company image, higher customer loyalty and an improved employer-employee relationship seem to be the most important intermediate effects when CSR is measured.

The **LONDON BUSINESS GROUP** (LBG) provides a model that defines and systemises a monetary value on the input of business contributions; these include cash, time and in-kind. From these inputs calculations are made on the programme's management costs, including salaries, benefits and staff overheads enabling companies to calculate the total input costs of their community involvement.

The LBG model is based on three major motivations for corporate community involvement.

- A sense of moral and social responsibility.
- Enlightened self-interest - A belief that companies have a long term interest in fostering a healthy community.
- Knowledge that community contributions can also be good for business.

These motivations form the basis for the model's three categories:

- Charitable donations.
- Community Investments.
- Commercial Initiatives in the community.

The model focuses on three component parts of community contributions:

- Inputs – What the company contributes from its own resources.
- Outputs – What are the benefits from this contribution – for the community and for the business.
- Impacts - What is the difference, over time, of this contribution for the community.

Successful business and community engagement

'Business can't succeed in societies that fail'

Determining the best fit for business engagement in communities follows a generalised path. Outcomes are, however, unique to each business and community partners.

The path for successful business engagement has a strong leadership component and is normally contextualised and embedded across the business model.

Following selection of CSR partners, developing and measuring outcomes ensures that business investment delivers agreed impact and enables a benchmark for ongoing partnership and programme development and growth.

At HSBC, our commitment to sustainability means contributing to a stable economy while managing the social and environmental impacts of our business. We aim to run a sustainable business in the long term. This is about: ... valuing our highly committed employees... and investing in communities.

(selected from HSBC profile)

Endnotes

¹ Based on all people 10 years and over and sourced from Nielsen Media Research Panorama Jan-Dec 2007/Nick Jones & Associates Ltd

² Collins, Lawrence, Roper, Haar (2010) Business Sustainability Practices During the Recession: The growing sustainability divide

³ Findings from New Zealand research: Figures from the ShapeNZ/Fairfax research reported in The Independent, August, 2010; This finding is comparable with international and other national findings

⁴ Findings from NZ research, ShapeNZ/Fairfax report 2009

⁵ Copyright J Donvin-Irons 2010



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