

# CORPORATE SOCIAL RESPONSIBILITY IMPLEMENTATION – COMPANY GROWTH STAGE

## WORKSHOP SCENARIO

Topic: WHAT CONNECTS US? CORPORATE SOCIAL RESPONSIBILITY IMPLEMENTATION

**Duration:** 6 clock hours divisible into 6 workshops

**Recipients:** The recipients of the workshops are professionals working in SMEs for whose Corporate Social Responsibility (CSR) means self-policing corporate strategy that enables an organisation to be socially accountable to its customers, employees, and stakeholders.

The scenario contains exercises and individual work cards for 6 meetings lasting 1 clock hour. The trainer decides in which order the proposed content will be used.

Individual workshop tasks will serve to increase understanding of given issues around CSR, equip participants with specific tools for working around social corporate responsibility, ISO 26000, as well as allow to increase interpersonal competences to better cope with building relationships between stakeholders.



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# WORKSHOP 1

## GENERAL INFORMATION & INTRODUCTION

### GENERAL INFORMATION SECTION I:

- Duration of workshops
- Purpose of the workshop
- Working methods
- Materials needed for the workshops

Duration: 6 clock hours divisible into 6 workshops

Purpose of the workshops: The aim is to provide support in building Corporate Social Strategy for SMEs – companies, that can be aware of their impact on the economic, social, and environmental aspects of society by engaging in corporate social responsibility, often known as corporate citizenship.

### Work Methods:

Case study

Mini lecture

Work in groups

Individual work

Brainstorm

Discussion

Mindmapping

### Materials needed for the workshops:

Work cards

Felt tip pens

Markers

Post-it notes

Flipchart paper

A4 paper

Pens

- Introduction of the trainer/trainer

Name

Education

Professional experience including CSR and ISO26000

Interests

- Establishing group rules



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Trainer gives the sticky notes out and asking participants to write their own rules and expectations (5 mins) for example:

### *“To feel good and safe together I expect:”*

- Respect from others
- Silence when I say
- Not to be criticised
- Deciding whether I want to take part in the exercise or answer a question
- Right to say pass
- Making mistakes is ok

The trainer collects the cards, reads them out loud, asks if everyone agrees to the rules if he sticks them on the flip-chart sheet. After reading all the cards, the trainer asks if there is any rule that should be on the card (if participants still have a proposal we write it on the card and stick it on).

Garage - (5 min) The trainer takes out a previously prepared A4 card /flipchart with the inscription “GARAGE” and a marker and informs the participants what a garage is: “garage - during the breaks in the garage each of you can write down your question about the content and course of the workshop. We will answer them after the break.

- Coursework

The main goal is to acquire knowledge in the subject of CSR and ISO26000, as well as education in areas related to CSR. During the program, participants will learn how to build a strategy of CSR for a chosen entity. At the same time, acquiring knowledge about the impact of building relationships with stakeholders via networking, conducting conversations based on internal dialogue, on topics related to expectations of oneself will allow participants to consciously manage their resources and develop CSR knowledge. During the workshops, special emphasis will be placed on working with building strategy, practical approach of CSR and ISO26000

The following results are planned to be achieved by the participants:

- Acquire knowledge about CSR
- Acquire knowledge about ISO 26000 and the correlation with CSR
- Acquire knowledge why relationships with stakeholders are important
- Creating a strategy for a chosen entity based on META PLAN –
- Writing RECOMMENDATIONS AND SOLUTIONS
- Developing methods to deal with situations of a breach of CSR effectively and efficiently.
- Making participants aware of the value of building relationships as part of CSR
- Visualising the negative and positive impact of and the role of CSR




### **TASK 1: Discussion:**

Next, the trainer ask participants about their expectations from the program.



### **TASK 2: Verification of expectations**



The trainer distributes one adhesive card to participants and asks them to write down their expectations from the workshops. He gives participants 3 minutes to do so. Then he collects the sheets of paper, reads questions / statements and discusses them.

### **Homework: Workcard 1 & 2**

Trainer summarises the workshop nr 1. Goodbye



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## Workshop 2

### INTRODUCTION TO THE TOPIC CSR

#### Minilecture

CSR stands for Corporate Social Responsibility. The term was first coined by Howard Bowen in 1953 in his published book 'Social Responsibilities of the Businessman' (1953). It is a way for businesses to involve themselves actively in their corporation and local communities in order to improve their operations and customs. It is a commitment the organisation takes at a variety of scales within the business. It includes social responsibility in terms of the supply chain, production, employee training, charitable events/volunteering engagements and employment. All aspects of an organisation aim to maintain social and environmental CSR standards in the 21<sup>st</sup> century. CSR has therefore become part of the 'Best Practise' element and a reputable manner which runs a company's culture. Often, the company's policies will thematically consist of CSR principles – either consciously or unknowingly. Many SMEs already engage in and promote CSR practises; however, they are often unacquainted with what Corporate Social Responsibility exactly is: donating a percentage of profits to the local charity or organising food bank donations are things many businesses have continued to do for decades but they are not presented in their business model. CSR is an attractive aspect of a business now that the world is pushing for a sustainable and socially conscious future. SMEs in Ireland make up over 99% of businesses in the economy and account for almost 70% of people employed, therefore millions of people rely on them to make the best choices and align themselves with the best practises.

The Triple Bottom Line Approach (TBL or 3BL) is a term composed by John Elkington in 1994 consisting of the three Ps: people, profit, and planet. CSR and TBL aim to promote and entangle sustainable development into business. Sustainable development has been defined by the United Nations as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs... it is crucial to harmonize three core elements: economic growth, social inclusion and environmental protection."

#### **TASK 1: Summarise and discuss**

What have you learnt about CSR?

What is new?

How do you CSR as part of chosen organisation?

What is the future of CSR?

What are the weaknesses of CSR?

What are the strengths of CSR?

Trainer summarises the workshop nr 2. Goodbye

#### **Homework: Workcard 3 & 4**

## Workshop 3

### INTRODUCTION TO THE TOPIC OF ISO 26000 AND THE CORRELATION WITH CSR

#### Minilecture

ISO 26000 (read ISO 'two-six-zero-zero-zero' or ISO 'twenty-six thousand') provides guidance for organisations on social responsibility and sustainable development in the workplace. ISO 26000 is a voluntary international standard and **not** a management system standard and hence cannot be used for certification.

Even though the latter can also make a valuable contribution to poverty reduction, will directly enhance the reputation of a company and strengthen its brand, increase sales and profits, the concept of CSR clearly goes beyond that.

minimize (or ideally eliminate) its negative environmental impacts and act in conformity with societal expectations.

Key CSR issues: environmental management, eco-efficiency, responsible sourcing, stakeholder engagement, labour standards and working conditions, employee and community relations, social equity, gender balance, human rights, good governance, and anti-corruption measures. While once it was possible to describe CSR as an internal organizational policy or a corporate ethic strategy, that time has passed as various national and international laws have been developed. Various organizations have used their authority to push it beyond individual or even industry-wide initiatives. In contrast, it has been considered a form of corporate self-regulation for some time, over the last decade or so it has moved considerably from voluntary decisions at the level of individual organizations to mandatory schemes at regional, national, and international levels.

#### **TASK 1:** Listen to podcast (insert the link) Duration 20 mins

#### **TASK 2:** Discussion

1. How to learn the truth about a company's CSR - Corporate Social Responsibility commitment?
2. Is the CSR only 'nice to have' thing?
3. What does it mean to Make CSR an integral part of the company culture?
4. How would you comment Employee Engagement in CSR

#### **Homework:** Read the ISO and CSR document

<https://www.iso.org/publication/PUB100258.html>

<https://www.isme.ie/advice/corporate-social-responsibility-csr/>

Write 500 words essay on "Is the CSR only 'nice to have' thing?"

Trainer summarises the workshop nr 3. Goodbye

Source:

Brussels, 20.3.2019 SWD(2019) 143 final COMMISSION STAFF WORKING DOCUMENT Corporate Social Responsibility, Responsible Business Conduct, and Business & Human Rights: Overview of Progress



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## Workshop 4

### CREATING A STRATEGY FOR A CHOSEN ENTITY BASED ON META PLAN – RECOMMENDATIONS AND SOLUTIONS

#### What is a Metaplan? Minilecture

In a dynamic and changing environment, sustainable businesses are successful businesses. The purpose of the workshop nr 4 is to equipped and inspired participants and enable businesses to bring about a sustainable and a more inclusive society where everyone thrives. It is also about acting as trusted advisers in sustainability and corporate social responsibility to provide access to best practice and support businesses with practical management and monitoring systems including metaplan.

#### Metaplan Method- What is it?

In Germany during the 1970s, the Schnelle brothers (Wolfgang and Eberhard) who initially specialised in office furniture and tools have developed the Metaplan technique which grew into a international consultancy firm. The meta plan followed to become a trademark of Metaplan Thomas Schnelle GmbH. It is also a systematic breaking up of large problems into smaller parts and splitting large groups allows a greater involvement of the participants;

#### Description

The meta plan technique can be used as a communication model and a method of facilitation for groups. A meta-plan develops a common understanding of objectives, recommendations and action plans. This method allows to focus on a particular problem and find possible solutions to tackle it. In order to achieve high levels of understanding, communication and cooperation, 'moderators' administer the groups. Moderators will provide the adequate communication tools at the right moment for the group. This allows a successful and efficient problem solving.

#### Steps in the metaplan process

An exemplary metaplan workshop steps:

1. Introduction - describing the objective
2. Individual input- write down ideas and colour code them
3. Collect individual input- stick the cards on a poster
4. Divide the group into subgroups- Participants choose a subgroup with a topic of their choice
5. The subgroups sort the gathered information into relevant headings. They can add and discuss their chosen topic.
6. Share the results- Each subgroup will give a Short (4 min) presentation which aims to explain their topic to the plenary group.
7. Prioritising- vote on the topics based on priority
8. Subgroups will resume their work and focus on the prioritised topic in order to create a draft action plan.
9. The sub-groups presentation (10 min)- creating support by a presentation to the plenary group followed by the plenary team discussion.
10. Conclusion and summary. Action plan.

**TASK 1:** Divide participants into two groups and ask them to create a METAPLAN with recom-

## Recommendations and solutions for a chosen by the group entity

### META PLAN WORKSHEET EXAMPLE

How is it ? Describe the <b>current</b> situation of the entity in terms of CSR	How <b>it should be</b> ? Describe how your situation should look like in order for you to feel good.
What makes it that it is not the way it should be? Write down the obstacles that prevent the company from CSR implementation	Steps that i will take in order to implement CSR – an action plan including recommendations and solutions 1. 2. 3. 4. 5.

### TASK 2: BRAIN STORMING

Create a step by step (max 12 steps) universal guidance for SMEs how to learn about CSR, ISO, and how to implement it. Add chosen links as source of learning process

#### Homework: Workcard 5 & 6

Trainer summarises the workshop nr 4. Goodbye





## Workshop 5

Networking – create an online event to network – sharing outcomes of your work

**Minilecture: Networking – why building relationship with stakeholders is important?**

To succeed in CSR work, it can be a genuine advantage to tap into your network and learn from your peers. In order to demonstrate and deliver on the value of corporate citizenship, new research reveals that networking and interdepartmental involvement are essential.

As a result of the majority of respondents ranking communication as one of the top three abilities required to thrive in the corporate citizenship profession, strong communication skills emerge as a crucial component of corporate citizenship work.

A coworker should be questioned about what success in their position would look like before engaging in any dialogue with individuals from other departments. It matters what people say in their response. They use different performance measures and lingo than you do while working in corporate citizenship. By becoming familiar with the terminology your coworkers use to describe a successful endeavor, you can utilize it to better tie your corporate responsibility efforts to the accomplishment of their business goals.

Your network of influence-building strategy will be easier to implement if you link it to business imperatives. The ideal way to do this is to pinpoint the individuals whose performance goals your work will support; as a result, these individuals will have a stake in cooperating with you to meet your goals. Can your program include choice or professional development program elements, for instance, if you are aware that your HR colleagues want to improve employee engagement? Does your sustainability manager require assistance cutting back on paper or energy use? Through green teams, you may further instill environmental principles while assisting in communicating the environmental impacts in your sustainability report. It benefits both parties to check in to make sure you are making the most of your efforts. Are you in charge of organizing the disaster relief activities for your company? If so, you must contact communications, HR, and logistics. Are you completing the sustainability report for your business? You should speak with individuals working in a variety of operating units. You can also come up with suggestions for how to accomplish corporate goals more effectively and sustainably. Have you designated staff engagement as a business goal for citizenship? Then one of your initial connections ought to be with someone in HR. Do you believe you can lessen your impact on the water? Make connections with your colleagues in the operations, engineering, health and safety, and environment departments to gain their support and buy-in. Is there a chance for you to develop your brand or reputation? Work with your marketing and communications team. Even though you're not in charge of an army, you may nevertheless mobilize one by tying your goals to their ideas of success. The success of your program will depend largely on how well-motivated and engaged your network is.



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**TASK 1:** Make a list of 10 names and work places of colleagues (stakeholder list) from different entities who might be potentially interested in networking

**TASK 2:** In groups of 4 write a scenario of zoom networking meeting and create and advert for the networking session. Use this scenario as an example to create your own networking session.

An interesting alternative to conventional in-person networking possibilities is the use of virtual networking events. Without an actual site, you might invite visitors from farther away and assemble the most excellent individuals wherever they may be.

Tips:

1. Build your guest list
2. Set your goals
3. Design your virtual networking event with detailed agenda
4. Choose the right virtual event tools eg. Zoom / Teams etc
5. Prepare your guests
6. Introduce everyone
7. Be an active host and moderator
8. Remember about the co-host
9. Send emails with a link for a registration.

Remember:

- Time networking right
- Get the count and character right
- Nail down the logistics ahead of time
- Introduce participants in the virtual event (you can use breakout rooms)
- Build the virtual conversation around CSR
- Wrap it up
- Set informal guidelines
- Send a care package ahead of time for example attachments, links etc

Trainer summarises the workshop nr 4. Goodbye

**Homework:** Create an invitation with agenda for an online networking session around CSR

## Workshop 6

Summary and feedback

### TASK 1: DISCUSSION:

What is the common ground for all of you in terms of CSR?

**TASK 2:** Make a poster about CSR & ISO 26000 and values of your entity

Trainer summarises 5 previous workshops

Trainer asks participants to complete the evaluation survey

## EVALUATION SURVEY

### CORPORATE SOCIAL RESPONSIBILITY IMPLEMENTATION – COMPANY GROWTH STAGE

#### WORKSHOP SCENARIO

Dear Participant/Dear Participant,

We hope that the workshop was interesting for you and you could learn many interesting things. We want to receive feedback from you, so we will be very grateful for your time and for completing the questionnaire below.

The questionnaire is anonymous.

1. Did the workshop provide you with useful tips and resources around CSR?

YES

RATHER YES

RATHER NO

DEFINITELY NO

2. Did the workshop provide you with useful tips and techniques around ISO 26000?

YES

RATHER YES

RATHER NO

DEFINITELY NO

3. Do you feel that after this workshop you have more influence and chances to achieve CSR goals?

YES

RATHER YES

RATHER NO

DEFINITELY NO

4. Which part of the workshop did you like the most and why?

.....  
.....

.....  
YES  RATHER YES  RATHER NO  DEFINITELY NO   
5. Was the topic of the workshop interesting for you?

6. Did you like the idea of networking including online networking session for your entity?  
YES  RATHER YES  RATHER NO  DEFINITELY NO

Additional commentary

.....  
.....  
Thank you for completing the questionnaire!

To read:

<https://www.dfa.ie/media/dfa/alldfawebsitemedia/ourrolesandpolicies/int-priorities/humanrights/nationalplanonbizandhr/National-Standards-Authority-of-Ireland.pdf>

[https://www.iso.org/files/live/sites/isoorg/files/archive/pdf/en/iso26000\\_2006-en.pdf](https://www.iso.org/files/live/sites/isoorg/files/archive/pdf/en/iso26000_2006-en.pdf)

[https://www.researchgate.net/publication/4913531\\_ISO\\_26000\\_and\\_supply\\_chains--On\\_the\\_diffusion\\_of\\_the\\_social\\_responsibility\\_standard](https://www.researchgate.net/publication/4913531_ISO_26000_and_supply_chains--On_the_diffusion_of_the_social_responsibility_standard)

<https://www.iso.org/publication/PUB100258.html>

<https://enterprise.gov.ie/en/what-we-do/the-business-environment/corporate-social-responsibility/>

<https://www.enterprise-ireland.com/en/about-us/services/corporate-social-responsibility/>

<https://www.csrhub.ie/>

[https://www.researchgate.net/publication/228871077\\_Corporate\\_Social\\_Responsibility\\_in\\_Ireland\\_Barriers\\_and\\_Opportunities\\_Experienced\\_by\\_SMEs\\_When\\_Undertaking\\_CSR](https://www.researchgate.net/publication/228871077_Corporate_Social_Responsibility_in_Ireland_Barriers_and_Opportunities_Experienced_by_SMEs_When_Undertaking_CSR)

## Stakeholders involved in the development of ISO 26000

In the development of ISO 26000, ISO has stressed the importance of inputs from all stakeholders and has identified six main categories which include:

Consumer, Government, Industry, Labour, Non-Governmental Organization (NGO's), and Service Support Research & Others (SSRO). For more information and guidance on the Key stakeholder categories including definitions see [ISO TMB/WGSR N048rev 1](#)

Moreover ISO TMB/WGSR has issued guidance to NSB's on submitting comments to the ISO SR working group and on ensuring input from the key stakeholders at a national level – see [ISO TMB/WGSR N131 - Operating procedure providing guidance on national input to WGSR](#).



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