



WORK on the MOVE

How Social, Leadership and Technology
Innovations are Transforming the Workplace
in the Digital Economy

Work on the Move 2

**How Social, Leadership and Technology
Innovations are Transforming the Workplace
in the Digital Economy**

Edited by Diane Coles Levine and Nancy Johnson Sanquist

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LEADERSHIP



Corporate Social Responsibility

**Pat Turnbull, Dr. Alex Redlein
and Lisanne Schloss**

"We believe that being socially and environmentally responsible is good for people and the planet, and essential to the long term sustainability of our business." - (Cisco CSR Report 2015)

THE IDEA IN BRIEF

- Corporate Social Responsibility (CSR) is the summation of enterprise initiatives which take responsibility for a company's effect on environmental and social well-being. CSR is the "corporate conscience" for acting on behalf of the greater good while conducting business operations in a responsible manner. It is an important reflection of a company's values and culture.
- Having a CSR policy and an ongoing program is an essential business best practice. Even with small organizations, articulating and demonstrating a commitment to the triple bottom line (people, profit, planet) helps set a company apart from the competition, raise awareness with employees and identify the company as a recognized champion for the community, industry and world at large.
- There is a natural alignment between CSR and facility management. Although not readily acknowledged, facility management takes a leading role in identifying, managing and delivering many CSR initiatives. It is central to the effective coordination of these activities across key functional areas, such as human resources, information technology, finance, legal and procurement. As such, facility management services influence the employee's well-being and productivity, improve the image of the occupier organization and decrease costs at the same time.

THE IDEA AT WORK

- "Corporate Social Responsibility is the ongoing commitment of businesses to contribute to economic development while improving the quality of life of the workforce and their families, as well as of the community and society at large" - World Business Council for Sustainable Development.
- Early on, CSR was synonymous with sustainability initiatives. Today, sustainability is still an important piece of a CSR program, but the definition is much broader. The definition of sustainability now includes sustaining enterprises, human resources and natural resources. CSR is gaining traction in the framework of triple-bottom-line thinking.
- Facility management is a critical functional area that helps nurture a strong corporate culture while achieving strategic enterprise goals that include profitability but also extend to sustainability and the creation of a better world. Facility management takes a leading role in identifying, managing and delivering many CSR initiatives and is ideally positioned to coordinate activities across key functional areas, such as human resources, information technology, finance, legal and procurement.
- To begin your action plan, start by researching CSR within your own company and by looking for programs that may already exist. Ask the following questions:
 - What is your company's current CSR policy?
 - Are there current initiatives?
 - Sustainability programs (environmental, emissions, waste, energy and supply chain)
 - Real estate strategy (carbon footprint, space utilization, mobility)
 - Workplace strategy (employee engagement, health and wellness, new ways of working)
 - Corporate ethics and community involvement

EXECUTIVE

In this chapter, we explore the role of CSR reporting in elevating and

The advancement and critical role of CSR in the shifting of perspective on the realization of the triple bottom line (i.e., the triple engagement)

CSR reporting is a key sustainability tool for companies, particularly for the world's largest corporations, to seek new ways to engage stakeholders

CSR can benefit and grow

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Source: RI Institute

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- Who is the team, or who are the individuals, responsible for those initiatives?
- What are your passions and how do you see yourself contributing or leading?

EXECUTIVE SUMMARY

In this chapter, we explore the increasing value of CSR programs as a business tool, the importance of CSR reporting, the alignment of CSR and facility management responsibilities and ideas on how to elevate and recognize the critical role that facility management plays in delivering CSR results.

The advancement of technology, the increasingly global economy, a growing multi-generational workforce and critical sustainability issues (e.g., global warming) have all contributed to a radical rethinking and shifting of priorities in corporations around the world. An outcome of these evolving forces has been the realization that businesses that act in an economically, ecologically and socially responsible manner (i.e., the triple bottom line) are better able to attract and retain talent, achieve higher levels of employee engagement and sustain longer term market success (Guiling, Wei 2010, 2013).

CSR reporting has emerged as a common practice of 21st-century business. Where once sustainability disclosure was the province of a few unusually green or community-oriented companies, today it is a best practice employed by companies worldwide. A full 95 percent of the world's largest 250 companies (Global 250) issue sustainability reports. These firms, continuously seek new ways to improve performance, protect reputational assets and win shareholder and stakeholder trust (GRI 2013).

CSR can help build "social capital," that is, the economic and/or collective benefits that come about as a result of cooperation between individuals and groups.

- **Morale - 55% better**
- **Business Process - 43% more efficient**
- **Public Image - 43% stronger**
- **Employee Loyalty - 38% better**

Source: RI Institute, 2015

There is a natural alignment between CSR and facility management. Facility management is responsible for a wide range of important CSR-related programs, such as environmental, health and safety, as well as general services for employees. According to several studies, facility management services can influence the employees' well-being and productivity, improve the image of the occupier organization and decrease costs at the same time. Buildings contribute as much as 40 percent of total global greenhouse gas emissions, and the building sector has the biggest potential for delivering significant and cost-effective greenhouse gas emission reductions in western economies. A focus on sustainability helps organizations manage their social and environmental impacts, improve operating efficiency, enhance natural resource stewardship and maintain a vital component of shareholder, employee and stakeholder relations.

HISTORY OF THE IDEA

The idea of social responsibility has existed for centuries. The Judeo-Christian ethic supports doing business ethically, legally and with moral fortitude. It was not until the mid-twentieth century, however, that a more formal and global movement began to take shape. In 1960, the Organization for Economic Co-operation and Development convention was created to promote policies aimed at achieving "highly sustainable economic growth and employment, and a high standard of living in Member countries, all while maintaining financial stability" CSR has evolved since then with various other organizations, treaties, policies and governing bodies, such as:

- United Nations Environmental Programme, 1972
- International Union for Conservation of Nature, 1980
- The World Conservation Strategy, 1980
- The World Commission on the Environment and Development report on Our Common Future, United Nations, 1987
- International Institute for Sustainable Development, 1989
- United Nations Earth Summit, Rio de Janeiro, 1992
- Kyoto Protocol ratified by 55 states, 1997
- Paris Agreement was tabled by United Nations Framework Convention on Climate Change, 2015

Various case studies reveal direct implications of CSR (or lack thereof) on business performance. Naming a few high profile incidents will bring this idea home: the Three Mile Island nuclear meltdown in 1979, the Exxon Valdez oil spill of 1989, the ENRON corruption scandal in 2001, the Mattel lead-painted toys recall in 2007, the credit default swap leading to the financial crisis of 2007, British Petroleum's Deepwater Horizon disaster in 2010, IKEA's admission of using prison labor to keep prices low in 2012 and the Volkswagen falsification of vehicle carbon emissions in 2015. One can only wonder if these could have been avoided through stronger CSR accountability reporting, proper employee training, embedded company ethics guidelines, innovative risk avoidance initiatives, transparency and moral integrity at all levels.

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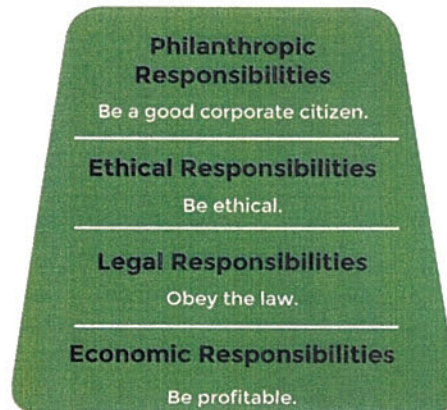
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Core Concept and Operating Principles

Maslow's hierarchy of needs is a well-known theory in psychology. It was proposed by Abraham Maslow in his 1943 paper "A Theory of Human Motivation." Maslow argued that individuals need to satisfy basic needs such as warmth, safety and security in order to then realize their own personal growth and development.



Source: Carroll, 1996

In the 80's and 90's, Archie B. Carroll, PhD, MBA, began to study Management and Organization Theory. He applied Maslow's model on human motivation to business management and how an organization treats and engages with its staff and stakeholders. He extended Maslow's hierarchal thinking into a robust model for corporate social responsibility. The Carroll model starts at the bottom of the pyramid with the basic financial driver (profit) and progresses to the elevated level of social consciousness (citizenship).

Every organization falls somewhere on this continuum, but ideally all should be striving to move beyond tactical basics to a vision and strategy that embeds CSR into its core values structure.

"It is not good enough to do what the law says. We need to be in the forefront of these [social responsibility] issues." - Anders Dahlvig, CEO of IKEA (quoted in Financial Times)

What CSR looks like in practice

Reinforce Company Values and Culture

A CSR program can help highlight what the company is doing that may not be obvious to the broader stakeholder community but is central to the company's core principles and values. A CSR statement and report can reinforce the business purpose and results, as well as leverage the work that is being done for the greater good.

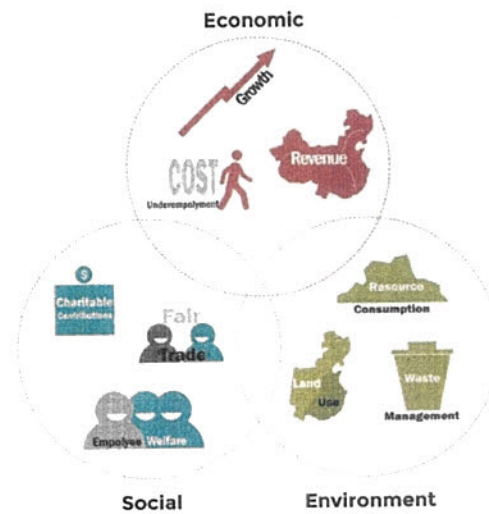
Attract and Retain Talent, Increase Employee Engagement

A CSR plan with visible outcomes sets an organization apart from its competitors and increases interest in the company as an employer of choice. Overall, a CSR program helps build a collective, social conscience and is a net positive contribution to society's well-being.

"Forty-one percent of how people feel about a company is based on their perceptions of the firm's corporate social responsibility practices."

- RepTrak Pulse 2013

"Companies with their eye on their 'triple-bottom-line' outperform their less fastidious peers on the stock market." - The Economist



The Triple Bottom Line Accountability

Triple bottom line (TBL or 3BL) is a framework with three parts: social, environmental (or ecological) and financial. Many organizations have adopted the TBL framework to evaluate their performance in a broader perspective to create greater business value. The term was coined by John Elkington in 1994. Increasingly, companies are investing in understanding the triple-bottom-line sustainable business model and how it enables businesses to reduce risk, increase reputation and enhance profits. Internally and externally, it provides information on the value drivers of a company. These are becoming increasingly important in connection with the shareholder value concept and points to where the company sees its greatest value generation opportunity. TBL operates as a code of ethics and can be a crucial underpinning to the culture and spirit of the organization.

- **Economic** - Whatever CSR proposal is put forward, it needs to make economic sense. It can be a capital investment, such as enhanced workplace environment or the installation of an improved air filtration system, but the business case needs to be compelling to show the value for the investment and pay back.
- **Ethical/Social** - It is the responsibility of the organization and the facility management department within it to do the right thing, which is often above and beyond the "letter of the law." This is what gives an organization a soul and a conscience. In turn, this reflects positively or negatively on the organization's reputation and employee moral.
- **Environment** - Facility managers are well-versed in this area! But beyond the reduction in waste, the supply chain management, the construction design management, etc., there is still more to be done. Increasingly, there are more restrictive compliance regulations, cross-border legislation and reduction in utility resources, as well as innovative start-ups, technology-assist systems and creative material re-use.



Case Study Sun
Edleman is a leading employees connect, recalibrate their brand customers. In essence

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Edelman continues citizenship program management, human program and results

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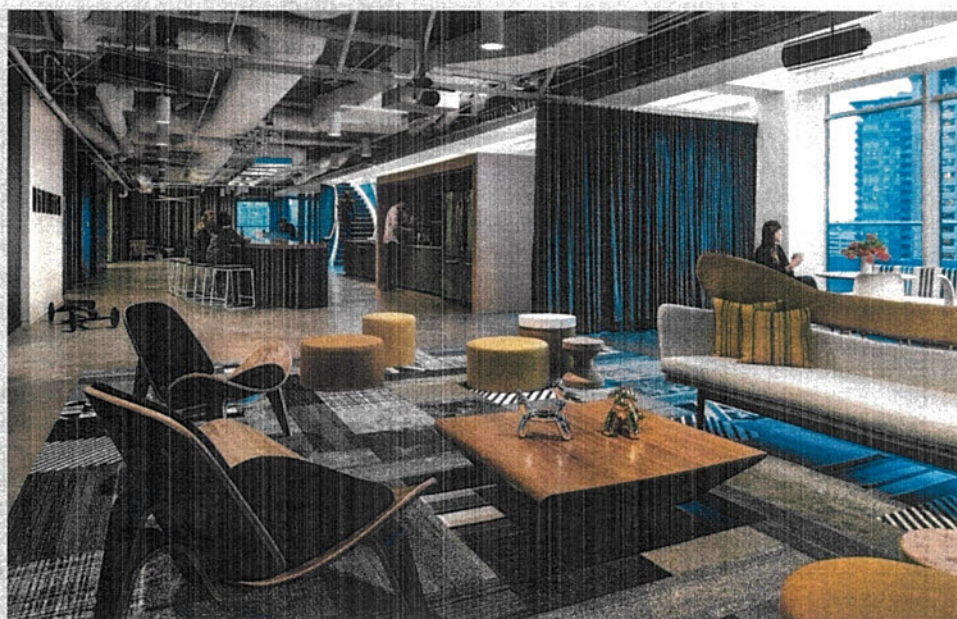
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Case Study Summary: Edelman

Edelman is a leading global communications marketing firm with more than 5,500 talented employees connecting, informing and creating inspiring work. Edelman helps its clients recalibrate their brand to broaden awareness, reframe global positions and reconnect with core customers. In essence, their business is to help clients form and engage effective relationships.

Over the past several years, Edelman's Senior Vice President U.S. and Director of Facilities and Office Services - Alice Hoeguisson, CFM, SFP, extended their CSR program. She helped encourage the organization to look at their own operations and to realize their growth in a sustainable way while also limiting the company's environmental impact. Over the past five years, Edelman realized a total greenhouse gas reduction of 17 percent per full-time employee. In 2016, they made further improvements through the introduction of a green meeting guide and their first carbon disclosure project submission. They also started waste management and recycling pilot programs in seven U.S. offices.

Edelman continues to demonstrate the courage to do the right thing through their global citizenship program, which closely collaborates with their global information technology, facility management, human resources, legal and compliance functions. For more detail on Edelman's CSR program and results, see the full Case Study in Chapter 10.

CSR is not a fad or a trend. "A plethora of research points to a majority of stakeholders agreeing that CSR is a 'must do,'" says Kristian Darigan Merenda, Edelman's Senior Vice President of Brand and Corporate Citizenship.

Metrics and Reporting

The CSR movement has been gathering momentum for the past ten years. This growth has raised questions, such as how to define the concept, how to measure it and how to make good on its promises. Each year, the organization 'Points of Light' recognizes what they call the 'Civic 50' winners at the Conference on Volunteering and Service in Detroit. Civic 50 winners are trailblazers for demonstrating how companies can use their time, talent and resources to improve the quality of life in communities where they do business. The following outline from the Civic 50 summarizes three key principles for evaluating CSR-related or other programs and initiatives.

- **Be outcome focused by beginning with the end in mind.** - What does success look like? Define that and then collect data that helps you evaluate performance compared to that end goal.
- **Use metrics that reinforce your objectives (mixed methods are okay!)** - Success can be defined by multiple characteristics with varying criteria and levels of importance. A single-rating approach may not be sufficient to accommodate these differences. Good examples of mixed-method evaluations include qualitative rating for text responses, quantitative scoring for multiple-choice responses and scoring on a curve for open-ended quantitative responses.
- **Practical implementation** - The design of the data collection and evaluation structure needs to be practical to implement. That means ensuring that the process is easily understood and implemented by both those who are submitting information to be evaluated and those who are conducting the evaluation.

Evaluating CSR Programs: Lessons from The Civic 50

	Engaged (Bronze)	Integrated (Silver)	Transformational (Gold)
Measurement / Strategy	Inputs / Outputs	Outcomes / Impact	Strategic Evaluation
Leadership	Supporter	Champion	Visionary
Design	Functional Ownership	Cross-function Alignment	Business Driven
Community Partnerships	Interactive / Match	Partnership	Champion of Cross-Sector Strategy
Employee Civic Growth	Informative / Recognition	Training	Strategic Placement
Cause Alignment	Reactive Policies	Proactive Programs	Defining Mission
Transparency	Public Relations	Public Reporting	Full Disclosure

Balanced S

The balanced scorecard is a focused set of key performance indicators (KPIs) that serve as a lagging measure of performance and an acknowledged leading measure of what will drive future performance.

The now classic balanced scorecard has four quadrants or perspectives: Financial, Customer, Internal Business Processes, and Learning & Growth. For example, in the Financial perspective, metrics like operating margin, return on investment, and delivery time are used to measure the organization's financial performance.

Use the balanced scorecard to help people to execute the organization's strategy. It is that a broad set of metrics that measure success. Non-financial performance.

Reporting requirements have measured performance.

- Greater transparency to reduce the risk of fraud
- Advanced metrics that measure business performance

Global Reporting Initiative (GRI) A Framework

For reporting to stakeholders, the GRI framework is judged and sin

As businesses develop a framework for reporting (GRI), an international standard for reporting. "We used standard is a report published impacts cause values and go to a sustainable

ten years. This growth has raised and how to make good on its what they call the 'Civic 50' winners 0 winners are trailblazers for ources to improve the quality of life om the Civic 50 summarizes three initiatives.

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Balanced Scorecard

The balanced scorecard is a great business tool. A simple definition of a balanced scorecard is "a focused set of key financial and nonfinancial indicators." These indicators include both leading and lagging measures. The term "balanced" does not mean equivalence among the measures, but rather an acknowledgement of other key performance metrics that are not financial.

The now classic balanced scorecard, as outlined by Robert Kaplan and David Norton, has four quadrants or perspectives: (i) people and knowledge, (ii) internal, (iii) customer and (iv) financial.. For example, increased training for employees (people and knowledge) can lead to enhanced operations or processes (internal), which leads to more satisfied customers through either improved delivery time and/or lower prices (customers), which finally leads to higher financial performance for the organization (financial)..

Use the balanced scorecard as a means to articulate strategy, communicate its details, motivate people to execute plans and enable executives to monitor results. Perhaps the prime advantage is that a broad array of indicators can improve the decision making that contributes to strategic success. Non-financial measures enable managers to consider more factors critical to long-term performance.

Reporting requires companies to gather information about processes and impacts that they may not have measured before. CSR reporting provides:

- Greater transparency about firm performance, which can provide the knowledge necessary to reduce the use of natural resources, increase efficiency and improve operational performance; and
- Advanced preparation relating to risk avoidance and/or mitigation of environmental and social factors that might have material financial impacts on their business while delivering better business, social, environmental and financial value, which creates a virtuous circle.

Global Reporting Initiative: A Framework for Comparative Analysis

For reporting to be as useful as possible for managers, executives, analysts, shareholders and stakeholders, a unified reporting standard that allows information to be quickly assessed, fairly judged and simply compared is a critical asset.

As businesses worldwide have embraced sustainability reporting, the most widely adopted framework has been the sustainability reporting framework from the Global Reporting Initiative (GRI), an internationally acting institution whose goal is to establish frameworks for voluntary reporting. "With thousands of reporters in over 90 countries, GRI provides the world's most widely used standards on sustainability reporting and disclosure. According to GRI, a Sustainability Report is a report published by a company or organization about the economic, environmental and social impacts caused by its everyday activities. A Sustainability Report also presents the organization's values and governance model, and demonstrates the link between its strategy and its commitment to a sustainable global economy" (Global reporting 2015).

Corporate social responsibility and sustainability have become very closely interlinked, so in many cases there exist overlaps in corporate reports. We now see companies integrate their CSR and sustainability results into a single report. Ernst & Young defines an "integrated" report as a document that combines financial and non-financial information. This definition is based on a guideline from the International Integrated Reporting Committee (International Integrated Reporting Committee, 2015). Integrated reports can help companies make sustainable decisions and make the performance of a company more understandable for other stakeholders (Madl et al 2012).

At the moment, none of these reporting standards, guidelines and principles are obligatory. Each enterprise voluntarily decides to contribute to a better society and a cleaner environment. That said, increasingly stakeholders are urging business leaders to implement CSR because they want companies to act in a manner that is socially responsible, as well as ecologically and economically sustainable. "Starting in 2017, CSR reports will be obligatory for large-scale enterprises in Europe" (Redlein 2014).

CSR and Facility Management

Using the GRI platform, we can compare CSR goals of the United States, Europe and other specific countries. Facility managers can use this platform to find out what goals are relevant to their geographic or corporate footprint.

Table 1 is based on a query performed on the GRI platform about the CSR goals reported by companies in the year 2014 in the different geographical regions. If we analyze the data, we can see that energy efficiency is stated as a main goal. This is also a key area of facility management responsibility. Interestingly, several other CSR goals stated in Table 1 (e.g., waste, occupational health, water and paper, compliance, environment and provision of services and facilities for persons with special needs) are also core facilities tasks. So, out of this analysis, we see that many of the CSR goals are also facility management activities.

Because of the increasing scarcity of resources and the climate change issue, topics like CSR and sustainability are gaining importance. The boom of CSR reports shows that companies, especially large-scale enterprises, are anxious to implement CSR concepts and document their "good-works." The results of the global, detailed analysis of 150 CSR reports from the period 2011 to 2014 show a very high alignment and interaction between CSR and facility management goals. In the analysis conducted, the most often mentioned CSR goals related to facility management are CO2 reduction, resource savings, energy reduction and the reduction of commodities (i.e., paper and water). All these variables are mentioned in the analyzed CSR reports and nearly every CSR report from the survey contains activities related to facility management.

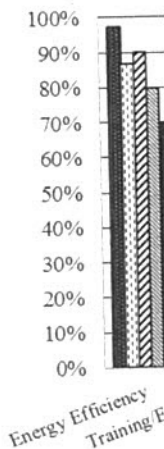


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Global CSR Report Analysis

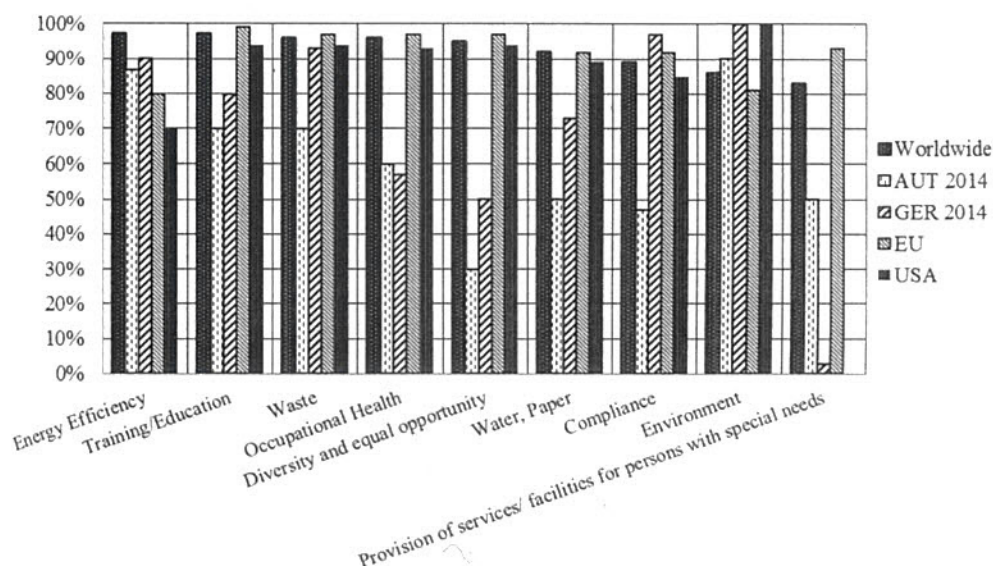


Table 1: Global CSR Report Analysis based on a query at the GRI platform, January, 2016

European standard EN 15221- gives relevant terms and definitions in the area of facility management. It also provides insight into the scope of facility management guidance on the preparation of agreements for facility management work. Table 2 shows the results of mapping the standardized annotation of EN15221-4 with goals and measurements found in 60 CSR reports from 2014 and 90 from 2011. So whenever a goal or measurement of the CSR report was found according to Table 2, the facility management activity was interrelated and mapped.

Interestingly, the phrase "facility or facilities management" and the organizational unit of facility management are hardly mentioned in the CSR reports. Further investigation disclosed that the reason why facility management is hardly mentioned is because the writers of the reports and/or the company leaders themselves do not realize that specific CSR goals and measurements intersect with facility management activities.

FM Activities and Goals of CSR Reports

FM activities based on EN 15221-4	Goals and Measurements of CSR reports
(9200 + 9210) Quality management (within FM) and Standards and Guidelines; and 2130 Environmental Protection	Green Building, Certification
(9100) Sustainability (within FM)	Recycling Reduction of CO ₂ Emissions Environment Management, Climate Protection
(1420) Space Management	Space/Area Efficiency
(1171) Energy Management	Renewable Energy Energy Efficiency, Reduction, Saving Energy Consumption
(1173) Waste Management	Waste Reduction
(1300) Cleaning	Cleaning
(2400) Logistics	Transport logistics
(2441) Fleet Management	E-Mobility, Car Pool
(2442) Travel services	Business trips
(1172) Water	Water
(2410) Office Supply	Paper Consumption

Table 2: FM activities from EN 15221-4 and goals of CSR reports
Source: cmp Fuke, F., 2012, p.28

Playbook for implementation

1. Understand Values and Culture

In order to truly embrace CSR in a company, it must be embedded into the culture. So, start at the beginning. Understand your company's values and culture. What has your organization done? What is it doing now? What else could it be doing? Think broadly with a blank slate and brainstorm. Build on established strengths and note areas that need further development or updating.

You will know when you have made substantial progress. The CSR agenda will begin to appear at every strategy meeting discussion, in business plans, in job descriptions and on performance reviews. Accountability for action will be widespread throughout the organization. CSR will then be echoed in company reporting, governance systems, mission statement, press releases and social media. Eventually, it will become natural and integrate into the DNA of the organization.

2. Review C

Read your compi
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CSR FM Che

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- What is the
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- Does the c
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- In your op
- Where do
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- What are

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D. Board app

- Go behi
- Adapt y
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2. Review Current Programs and Initiatives

Read your company's CSR and/or sustainability report. Identify current programs and initiatives. The following CSR FM checklist can help organize your thinking and help you formulate an action plan.

CSR FM Checklist

A. Establishing

- What is the current CSR policy?
- What are current initiatives?
- What is the team, or who are the individuals, responsible for current initiatives?
- How can I and my team help these initiatives and develop new ones?
- Is there any historical data? Measurements?
- Do the FM vendors have CSR policies?
- Does the company have CSR language embedded in vendor contracts?
- Pre-work soliciting information.
- In your opinion, why is our company producing, or wanting to produce, a CSR report?
- Where do you see the value in reporting on CSR topics?
- Who is/are the target audience(s)?
- What are the obstacles to a CSR initiative?

B. Research

- What are competitors doing?
- What are current and proposed government policies?
- What is your company doing in other locations/countries?
- What is benchmarked best practice?
- If applicable, check LEED or BREEM standards.

C. Team development

- Set guidelines for team participation, responsibility and accountability.
- If external resources are used, possibly sign a non-disclosure agreement.
- Brainstorm ideas.
- Put together an agreed project plan and timeline (perhaps a small test pilot project first).
- Create a business case.

D. Board approval/endorsement

- Go behind closed doors; find out the appetite for a CSR initiative.
- Adapt your model to incorporate feedback.
- Present and get approval from the senior executives; in return, ask for senior visible endorsement.

E. Action

- Communication commences and is consistently updated throughout.
- Action commences.
- Continuous feedback and adjustments made.

3. Identify Teams and Program Goals

A team, including and/or lead by Facility Management should outline the program goals, measurements and outcomes. The core team becomes the connection between the employees, the C-Suite and the board. The core team should be well-established in the organization and have the knowledge and trust of senior executives. This group needs to act as a unified whole, thoroughly collaborating and working with principals of equality, cooperation and transparency. They must reduce or eliminate programs that are not in keeping with the company's CSR objectives, or choose more effective tactics (e.g., more effective emissions control rather than buying carbon offsets).

In order to be truly successful, the CSR team needs to be fully conversant with the business model and the CSR proposition so that one can leverage the other. Understanding the company's attitude towards change and risk is also helpful. Is it a "wait and catch up," "slow and steady," "fast and furious" or "leading edge" organization? How you pitch the CSR proposal has to be the right fit for the particular organization.

4. Set Measurable Goals

Goals and measurements help us define what success looks like; therefore, it is important that key performance measures are audited, tracked and reported. Examples of CSR measures include energy units used, waste management, inputs and outputs, compliance, ethical supplier affiliation, compliance adherence, space utilization, volunteer hours and funded initiatives (e.g., gym membership). Free empirical data is also readily available through the analysis of CSR reports. Some results are less tangible and harder to measure, such as non-financial or social CSR, "feel good" factor, employee retention, reputation, competitive advantage, family/dependent impact and employee commutes. These should be analyzed in different ways, whether through surveys, interview feedback or lack of negative press and fines. Essentially, these are intangible factors that don't show up on a balance sheet (i.e., trust, reputation, innovation, etc), but are widely recognized as business fundamentals and are essential to the CSR agenda.

Return on investment is a key business measure. Sometimes small changes can yield wonderful results as relates to organizational engagement. An example of a relatively small change might be improving employee policies that decrease turnover and improve recruitment. Simple steps, like minimizing waste and resource use are changes that can be developed into a memorable story about how sustainability efforts support your company's overall corporate strategy.

Flexibility and Evolution: Learn from mistakes. Be prepared to adapt, try pilots, visit other company locations, stay abreast of upcoming legislation and visit client and/or vendors sites. If the CSR results do not meet expectations, corrective actions may be necessary, either in adjusting expectations or in scrapping certain programs to focus on or initiate new ones. Continue to learn and evolve. CSR is not a static mandate; as the business shifts, so must the CSR program. Meaningful change takes time. This is a marathon over years, not a quarterly sprint.

5. Drive Success

CSR is a combination of agreed upon actions in the success.

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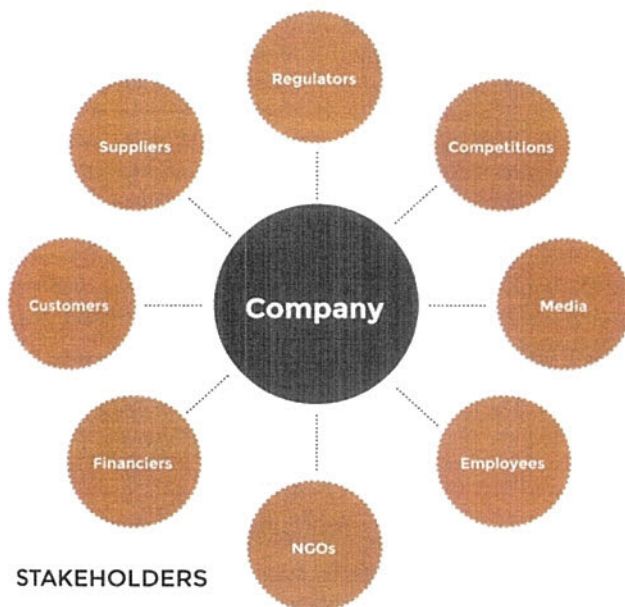
STAKEH

5. Drive Stakeholder and Employee Engagement

CSR is a combination of individual contribution and company-wide initiatives. Once the strategies are agreed upon and an action plan communicated, it is important for everyone to understand their part in the success.

Leaving stakeholders out of the loop is one of the top mistakes companies make when trying to activate a robust CSR program. In order for your company to articulate its values, missions, strategy, and implementation in the creation of your CSR plan, it is important for everyone to be on the same page. So, include stakeholders from the start of the process. As an example, the marketing department can be invaluable in helping to effectively communicate to the broader stakeholder audience. Finance can help validate or even structure return on investment and/or cost savings opportunities. Human resources can help embed core CSR concepts into the hiring process.

'Fifty-three percent of millennial workers and 72 percent of millennial students agreed that having a job where they can make an impact is important to their happiness.' – Net Impact Survey



Other stakeholders can help by participating in various initiatives. Give employees the opportunity to do something that has personal meaning for them, such as partaking in the regulatory approvals process, proactively improving relationships, solving CSR roadblocks, selling breast cancer awareness pins at the company cafeteria, etc. This will make them feel good about their company and increase their loyalty. There will be nay-sayers, but invite them to join the team. Find something that they value and give it to them to achieve, making them a new CSR champion. Personal stories are the most compelling argument for change and the best sales technique; the impact resonates with others on a personal level.

6. Secure Executive Sponsorship

In numerous benchmarking studies on the critical success factors needed to implement successful strategic change, active and visible executive sponsorship is at the top of the list. CSR programs will grow beyond foundational initiatives to become much broader, mission-driven and transformative. And at that point, sustainability change agents won't just be dealing with light bulbs or solar panels; they will be driving true strategic change in the enterprise. Executive sponsors need to be passionate advocates, believing that CSR and sustainability are imperatives based on a powerful business case. The sooner you can find a strong executive sponsor, the better positioned you will be for taking sustainability to a strategic level.

With sustainability, the need for strong executive sponsorship is critical. In any large organization, some people at every level of the organization will be unconvinced that sustainability is affordable, or they will view such efforts as simply "greenwashing." A well-placed, articulate and influential sponsor has the unique ability to both motivate and compel these people to support your efforts, especially as you transition from the operational realm to the strategic realm.

Who are the key sponsors? Key sponsors are often C-Level executives. Managers and directors are important but are usually considered stakeholders. These are the folks you will see every day during the deployment, and they will provide the details you need for the project. The C-Level brings the needed overall approval and agreement that the project will happen, that the budgets are approved and the timelines agreed to will be met and that everyone will cooperate and be visibly held accountable.

7. Be the change agent

As with any change program, facility managers need to understand the general drivers, factors, impact and outcomes. This forms part of the cogent business case for endorsement. Be wary of white washing or lip service (i.e., "Do as I say, not as I do") as CSR initiatives need to be fully supported or they are doomed to failure. Reduce ambiguity and perfect influencing skills. Don't be self-limiting on budgets; let the business case drive what is requested. Understanding the motivators, including position, status and internal connections, which are not always clear, is key to presenting the case and how the results reflect positively on the individual or group.

Envision the Outcome – Facility managers can and do actively contribute as strategic partners in CSR programs and outcomes. Through leadership and collaboration with other business executives, facility management demonstrates its value at a strategic level. Currently, the C-Suite still thinks of facility management in relationship to maintenance and cost reduction. Through CSR and other workplace programs, facility managers are beginning to change this perception. A recent survey from the Technical University, Vienna, Department of Real Estate and Facility Management shows that a change is happening. Historically, cost reduction in the facility management sector was the key driver (Redlein & Zobl, 2014). Today, in addition to cost transparency and cost reduction, the goals of facility management departments are sustainability, quality assurance and environmental protection. Facility management can further influence CSR directly by measuring things like the reduction of greenhouse gas emission, refuse management and the sustainable use of resources. This view within currently articulated CSR goals is very limited, and the third pillar, the human element, is rather neglected. With proper workplace strategy and real estate management, facility management can directly address this area as well.

The CSR report becomes a marketing tool and t

Trends to Watch

- **Mandatory reporting:** Agreement, or more importantly, the shareholders' r

"Amid the recession, the number of CSR reports increased by 13.7 points in 2016, according to Rep Trak 2016"

- **Longer Term Commitment:** but at the same time, the industry-wide
- **Lifecycle Assessment:** product is the cradle approach to improve your product will keep it out of the disposal
- **Supply Chain:** understand the hazardous materials, engage, as well as people that support their own companies and their combine

"To make our business more sustainable, we had to change our entire system of operations."

- **Visibility:** The and knowledge providing information that shape the companies h us that the u to be consistent not addressi

The CSR report becomes the company's report card, facility management's opportunity to use it as a marketing tool and the embodiment of your company's core values.

Trends to Watch

- **Mandatory reporting:** As per the latest forums and protocols, like Davos and the Paris Agreement, emission reduction commitments are becoming less optional and more mandatory. Importantly, the measuring and reporting can be damaging to the company's and the shareholders' reputation.

"Amid the recent diesel emission scandal, Volkswagen's reputation dropped by 13.7 points across the globe. This drop resulted in Volkswagen going from number 14 in the 2015 Global RepTrak® 100, to number 123 in 2016." – Global Rep Trak 2016 survey summary

- **Longer Term CSR goals:** Many of the goals are still in corporate development and evolving, but at the same time the clock is ticking to take action. In some cases it may be wise to have industry-wide realistic goals, which include sharing information with competitors.
- **Lifecycle Assessment:** Product design is critical. Gone are the days where the immediate product is the only thing that matters, without any given thought to its afterlife. A cradle-to-cradle approach exhibits your company's creativity and innovation and can, consequently, improve your bottom line. Whether it's reusing your product or designing it in a manner that will keep it out of the landfill, build customer rapport and brand loyalty by taking the pressure off the disposal process for your products.
- **Supply Chain Management:** How far down the chain do you go? What is realistic? Can you understand the cultural context for suppliers (e.g., many countries do not have compliance for hazardous materials like asbestos)? We are going to be held accountable for those suppliers we engage, as was the case with sweatshop disasters like Savar in Bangladesh, which killed 1,130 people that supply Walmart and Matalan. Vendors often audit their own working practices for their own company reports. If asked, they might be willing to show where your company falls on their combined anonymous database ranking scale.

"To make our iconic coffee cups 100 percent recyclable, we learned that developing recyclable material is just one part of the complex equation. We had to consider the entire lifespan of the cup, including what happens after it leaves our customers' hands. This required bringing together the entire system of stakeholders with the expertise, the influence and the infrastructure to coordinate a fundamental shift, not only in our own operations, but in the entire food packaging and recycling industries."

– Ben Packard, Starbucks Vice President of Global Responsibility

- **Visibility:** The role of Big Data (social media and connectivity) will make accuracy of reporting and knowledge sharing even more robust and accessible. Sustainly is a membership platform providing intelligence, research and advice about the issues, innovation, risk and storytelling that shape sustainability marketing and communications. In 2014, Sustainly reported that 273 companies had some form of dedicated social media sustainability program in place. This tells us that the use of CSR in marketing, advertising and in annual reports is here to stay. The trick is to be consistent and aware of the wider implications. Reporting one good story and ignoring or not addressing failures or challenges will be detrimental.

Resources

Associations

IFMA, EuroFM, Corenet, BIFM, RICS and other professional bodies have events where CSR information is shared. Also, local association chapters often form subset groups to discuss areas of mutual interest for their business sector or a specific region. IFMA has a unique structure which enables engagement through Chapters (geographically based); Councils (vertical market based such as legal, higher ed, corporate, etc) and Communities (core competency based such as sustainability, workplace, technology, etc). This structure enables focused involvement for discussion and sharing of specific best practices.

"LEED, or Leadership in Energy and Environmental Design, is changing the way we think about how buildings and communities are planned, constructed, maintained and operated. Leaders around the world have made LEED the most widely used third-party verification for green buildings" (USBGC). LEED is the leading benchmark for green buildings and has a plethora of information.

Training/External Consultants: Some of the leading education institutions in the world now offer CSR Master's programs (Harvard, Stanford, Yale, London Business School, Indian Institute of Management, INSEAD Singapore and Viennese Technical University). Having an expert in-house is invaluable, but not always practical. The Carbon Trust is a non-profit organization that helps other organizations analyze and set targets for reducing carbon emissions. BREEAM (Building Research Establishment Environmental Assessment Method) is the world's longest established method of assessing, rating and certifying the sustainability of buildings and has many helpful tutorials on environmental standards.

Suggested Reading

"Changing Business from the Inside Out: A Tree Hugger's Guide to Working in Corporations" by Timothy J. Mohin. With more than 80 percent of the Fortune 500 now publishing 'sustainability reports,' a new career path has been forged in corporate responsibility. From strategy to data mining to supply chains and communication, this book is the operator's manual for this new career path.

"Change your Space, Change your Culture" by Rex Miller, Mabel Casey and Mark Konchar, 2014. "Change Your Space, Change Your Culture" is a guide to transforming business by rethinking the workplace. Written by a team of industry thought leaders, the book reveals the secrets of companies like Google, Red Hat and Zappos that discovered the power of culture and space. The book explores what companies lose by viewing office space as something to manage or minimize. With practical tips and implementation details, the book helps readers understand that the workspace is a crucial driver of productivity and morale.

"The Next Sustainability market forces that are driving Willard's seven major forces for demanding change. The market is a strategic instrument.

Five M

1. Climate change
2. Pollution / health
3. Globalization bac
4. The energy crunch
5. Erosion of trust

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"The Next Sustainability Wave" by Bob Willard. This book outlines a starter set of seven major market forces that are driving the need for organizations to address CSR in a credible manner. Willard's seven major forces are divided between mega-issues and the stakeholders who are demanding change. These forces are motivating companies to change their behavior and use CSR as a strategic instrument.

Five Mega-Issues	Seven Major Forces
<ol style="list-style-type: none"> 1. Climate change 2. Pollution / health 3. Globalization backlash 4. The energy crunch 5. Erosion of trust 	<ol style="list-style-type: none"> 1. Attract Talent 2. Retain Talent 3. Boost Productivity 4. Reduce costs 5. Reduce Energy and Water Costs 6. Increase Revenue 7. Reduce Financial Risk

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CSR Defini

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'Don't Be Evil' - The Jonathan Rosenber

"Yes, it genuin employees. Bu do regularly cl



CSR Definitions

CSR has many definitions based on international guidelines, e.g. OECD-guiding principles, CSR-guideline of the European Commission, International Standard ISO 26000 and the Green paper (COM 2001, 366) from the European Commission:

"CSR is the responsible business management and the social, ecological and economic responsibility of companies in all their business activities. This includes the Economic Value Added and also the exchange relationship between employees, suppliers, customers and the commonwealth". - (Companies: Partner to the Youth)

"CSR is a strategic initiative that should support companies to consider ecological aspects in their decisions and the way they interact with stakeholders. It is the responsibility of enterprises for their impact on society". (cf. European Commission, 2001, p.7; 2011, p6.)

These definitions help us frame CSR within four broad classifications: the workplace, the market, the commonwealth and the environment (cf. Blanke & Dreowski, 2007, p.5) and three main action fields which align with the "Triple-Bottom-Line" - people, profit and planet.

Don't Be Evil

'Don't Be Evil' - The original corporate motto of Google. Eric Schmidt, its executive chairman, and Jonathan Rosenberg, from their book, How Google Works.

"Yes, it genuinely expresses a company value and aspiration that is deeply felt by employees. But 'Don't Be Evil' is mainly another way to empower employees... Googlers do regularly check their moral compass when making decisions."

"Something interesting is happening. Flex work, agile workspace, telework, hot desking, alternative workspace, free address system, activity based working, mobility, workplace transformation. These labels are as varied as the ideas, but in company after company, country after country, the intersections of work and place are being reimagined. Technology is the enabler and the instigator. Advances in mobile computing and ubiquitous Wi-Fi have made it truly practical to work anywhere, anytime, and we do. The interesting question is where is this going? FM:Systems is pleased to be a sponsor of this book which is an essential tool for those who are involved with the places that people work, be they real estate, facility management, information technology or human resource professionals."



Michael Schley, IFMA Fellow, CEO and Founder, FM:Systems

"Planon is pleased to be part of this new and ground-breaking publication about one of the most important topics in the real estate and facility management business: the workplace. Like no other topic, the workplace is subject to continuous conversation and innovation. We believe this publication will be of great guidance to those who seek to understand the developments around the workplace and the forces behind them. I wish you a lot of pleasure and inspiration reading this book."



Pierre Guelen, CEO and Founder, Planon

"The pace of change in the digital economy is truly amazing. Being a leader in the technology business has never been harder, or yet at the same time, more exciting with all the new innovations available to us today. Trimble salutes the efforts of the IFMA Foundation and the experts who have given their time to be part of this significant book on many of the transformations going on in our industry. Our Real Estate and Workplace Solutions group was the first supporter of the Global Workforce Initiative, and now as a Platinum Sponsor of *Work on the Move 2*, we are delighted to see a publication like this be available for all of the people, both younger and older, who are thinking of making facility management a career. By reading about all of the technological, social and leadership changes going on today, and hearing and seeing how industry leaders are responding through the various case studies, they can see what an exciting time it is to be part of the evolution of the design, building, managing and optimizing of the built environment around the world."



*John Leet, Director of Product Management and Marketing,
Real Estate and Workplace Solutions, Trimble*



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