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# Make A Difference Where You Can: Corporate Social Responsibility in UK SMEs

Research Report 2006



**The Centre for Business Relationships, Accountability, Sustainability and Society** exists to understand and promote the vital issues of sustainability, accountability and social responsibility, through research into key business relationships. Through its research work, partnerships with businesses and their stakeholders, and communications activities, BRASS aims to significantly contribute to:

- The development and dissemination of new knowledge and understanding about the significant changes occurring in the relationships among firms and their stakeholders, including their customers and suppliers, investors, communities, employees, government and a range of non-governmental organisations (NGOs);
- The creation of a better understanding of the social responsibility of business including corporate accountability, governance, and business ethics based on an integrative, systems perspective;
- The development and promotion of new tools, models and approaches to business strategy and decision making which will help practitioners, policy makers and researchers to better understand and manage the sustainability impacts and implications of business activity;
- The fostering of a more holistic and inter-disciplinary approach to the understanding to the interaction between businesses and their social and physical environment;
- The development of international research links to enable comparative international research, and the transfer of knowledge between companies, regions and countries;
- The development of the UK's research capacity in relation to business, sustainability and social responsibility.

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Pictures on front page.

Top left: Children from St George's Orphanage, Chennai in India, a building project designed and partly funded by **Feilden Clegg Bradley's** charitable trust.

Bottom right: A school site visit to one of **Westridge Construction's** building sites.

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## Executive Summary

“Corporate social responsibility” (CSR) and “sustainability” are two of many terms used to discuss the social and environmental contributions and consequences of business activity. They are crucial concepts that businesses of all types and size need to understand and address. CSR has traditionally been associated with large companies, but over the last couple of decades Small and Medium sized Enterprises (SMEs) have become more important both numerically and economically, a trend that is set to be maintained. The growing significance of the SME sector has led to an emphasis on their social and environmental impact.

The report presents the findings of a research project that investigated a range of CSR issues solely from the perspectives of UK SMEs. Exemplary companies with a proven track record in CSR related activities such as community initiatives, environmental management and employee related initiatives were selected from a search for award winning companies, or companies whose activities had been highlighted as best practice. The objective of the research was to progress understanding of both the limitations on, and opportunities for, CSR in SMEs through the exploration of exemplary characteristics in the study companies.

CSR was viewed as an ‘all embracing’ concept; having an awareness of the impacts of the business, and wanting to have a positive impact on a wide range of stakeholders through the business decisions taken. 71% of companies were uncomfortable with the use of the term CSR for SMEs, citing reasons such as a dislike of the use of ‘corporate’. Companies felt that they were being socially responsible simply by supporting the local economy and community by being profitable and successful companies and employing people; but they also recognised the importance of other responsibilities to a range of key stakeholders. Companies undertook a wide range of CSR activities such as environmental



**Orangebox** sponsored this fun event that brought together 6 different special needs schools in a 6 Nations Rugby Tournament.

management initiatives, community projects and employee development programmes. Companies showed numerous examples of innovation by developing products and services that incorporated social and/or environmental benefits. A number of benefits from undertaking CSR were realised including improved image and reputation, increased employee satisfaction and motivation and cost savings and increased efficiency. Respondents suggested that internal drive rather than external pressure was their main motivation for CSR.

Companies were at different stages of marketing and promoting their CSR credentials and many of the companies were uncomfortable with the idea of promoting their CSR activities. However, most companies were very happy to promote the CSR agenda and encourage others to become more socially and environmentally responsible.

An integrated approach is needed to help SMEs to understand what CSR means for them and how to integrate it into core business practices. Support organisations should develop tools specifically for SMEs, not simply adapt ideas designed for large companies for small companies. The case studies in Appendix 1 provide the opportunity to learn more about the diverse companies that took part in this research.



**Robert Muckle Solicitors** supporting St Chad's Community Childcare Project.

## 1.2 The research report

### Corporate social responsibility



The Normandy Veterans Jarrow Branch have benefited from a grant from **Robert Muckle Solicitors**.

Concerns about the sustainability and social responsibility of businesses has become an increasingly high profile issue. Globalisation, the growth of the media and communications technology, and economic development have led to a shrinking world in which a company and its associated actors are increasingly visible. Societal concerns about the actions of companies have grown alongside calls for greater business transparency and accountability and better standards of governance. The high profile collapse of such ethically lauded companies as Enron has added to pressure on the business world to integrate Corporate Social Responsibility (CSR) at all levels of the business operation. If companies are seen to be acting badly society will withdraw their licence to operate in some way.

“Corporate social responsibility” and “sustainability” are two of many terms used to discuss the social and environmental contributions and consequences of business activity. Sustainability relates to an ultimate objective, of maintaining indefinitely the viability of our economies, the

societies in which they exist, and the physical environment on which they all depend. CSR relates to the activities of businesses, particularly in terms of their contribution to achieving economic, social and environmental sustainability.

*The European Union (EU) defines CSR as a “concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”.*

Corporate social responsibility is now a crucial concept that businesses of all types and size need to understand and address. To remain competitive, companies need to be able to adapt to these new demands from the market and society in which they operate. In practice CSR is about how companies manage their business processes to produce an overall positive impact on society. When companies voluntarily adopt the principles of CSR they contribute to the success and sustainability of their business and society as a whole. CSR is not an ‘add-on’ to how business is run; it is at the core of how ‘business does business’ and should be integrated into every aspect of the company. It’s about ‘very best business practice’. The CSR concept involves four key elements that describe the scope of a business’s responsibility and may help to make sense of the term.

**ECONOMIC** A businesses economic responsibility is to make a profit by producing goods and services that the market wants and selling them at a fair price that the market accepts.

**LEGAL** All businesses have a responsibility to respect, support and comply with the law.

**ETHICAL** Responsibilities to work according to customs, standards and expectations that reflect a concern for what society regards as fair, just and in keeping with the protection of moral rights.

**DISCRETIONARY** These responsibilities are purely voluntary and are at the judgment of each business.



The shop floor of a UK SME (EasiBind International).

CSR has traditionally been associated with large companies but over the last couple of decades Small and Medium sized Enterprises (SMEs), companies with fewer than 250 employees, have become more important both numerically and economically, a trend that is set to be maintained. Worldwide SMEs make up over 90% of businesses and account for between 50 and 60% of employment; in the UK 99% of companies are SMEs. The growing significance of the SME sector has led to a corresponding emphasis on their social and environmental impact, illustrated by an increasing number of initiatives aimed at engaging SMEs in the CSR agenda<sup>1</sup>.

The issues that are important for CSR are as relevant for small companies as they are for large companies. However, the motivational pressures that may engage SMEs in CSR are not the same as for large companies. While the growing visibility and global impact of large companies and brands has heralded calls for greater transparency and accountability, SMEs remain largely invisible and are unlikely to see CSR in terms of risk to brand image or reputation. For SMEs, issues closer to home are far more likely to hold their attention such as employee motivation and retention and community involvement. Realistically, many SMEs are simply content to survive, as long as they are making a decent living there is little need to reduce the bottom line with CSR related schemes. However, there are basic CSR issues that all SMEs have a responsibility for, amongst them the creation of a good working environment where diversity is encouraged, the fair distribution of wealth in a community, and the protection of the environment. Also, SMEs may have more freedom than large public companies to fund social benefits at the expense of maximising profitability.

Despite an emergent spotlight on the activities of SMEs, there is a continuing emphasis in research and the media on the characteristics of large companies. Conventional approaches to CSR are based on the assumption that large companies are the norm and so these approaches have been predominantly developed in and for large corporations. Another assumption is that SMEs are 'little big companies'<sup>2</sup> and that advances to engage companies in CSR can simply be scaled down to 'fit' SMEs.

## Researching socially responsible SMEs

The research project aimed to investigate a range of CSR issues solely from the perspectives of UK SMEs. The areas examined were:

- How SMEs define CSR
- How SMEs interpret CSR in the context of their business operations
- CSR activities in SMEs
- Integrating socially responsible behaviour into core business activities
- Factors that motivate SMEs to engage in CSR
- The potential benefits of engaging in CSR
- Challenges that SMEs face
- The influence of managerial values on CSR in SMEs
- Support for SMEs engagement in CSR
- Championing CSR in SMEs



Orangebox sponsored this fun event that brought together 6 different special needs schools in a 6 Nations Rugby Tournament.

<sup>1</sup> See for example the SME Key [<http://www.smekey.org>], Business in the Community small business channel [[http://www.bitc.org.uk/small\\_businesses/index.html](http://www.bitc.org.uk/small_businesses/index.html)], The Small Business Service *Encouraging Responsible Business* [<http://www.sbs.gov.uk/content/pdf/sbsbrochure1.pdf>], Small Business Journey [<http://www.smallbusinessjourney.com/output/page1.asp>], EU Multi-stakeholder Forum on CSR: Round Table "Fostering CSR among SMEs" [[http://europa.eu.int/comm/enterprise/csr/index\\_forum.htm](http://europa.eu.int/comm/enterprise/csr/index_forum.htm)].

<sup>2</sup> Tilley, F. 2000. 'Small firm environmental ethics: how deep do they go?', *Business Ethics: A European Review*, 9(1), 31-41.

## 1.3 Research methodology

The objective of the study was to progress understanding of both the limitations on, and opportunities for, CSR in SMEs through the exploration of exemplary characteristics in the study companies. The study used a collective case study approach, which investigated, through detailed discussions with SME managers, how SMEs responded to the CSR agenda, and highlighted current good practice. The report is based on the findings of interviews with 24 small companies from across the UK, conducted from October 2003 to March 2005. The research took information directly from the fully transcribed interviews conducted with SMEs, and from secondary sources such as company websites and company award submissions. The interviews were conducted with the managing directors (MD) or owner-managers of the companies, and environmental and communications managers where the MD was not available.

### TYPES OF AWARDS THAT COMPANIES HAD WON (OR BEEN SHORTLISTED FOR):

- ? 38% of companies had won an award for environmental excellence.
- ? 17% of companies had won a sustainability award.
- ? 8% of companies had won a training and development award.
- ? 25% of companies had won a work-life balance award.
- ? 8% of companies had won a reporting award.
- ? 63% of companies had won an impact on community award.
- ? 8% of companies had won a CSR award
- ? 58% of companies had won a product or service related award.

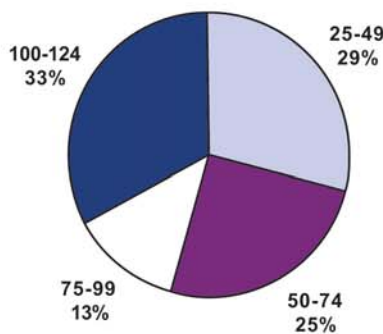


Figure 1. The percentage of companies in each employee bracket

Exemplary companies with a proven track record in CSR related activities such as community initiatives, environmental management and employee related initiatives were selected from a search for award winning companies, or companies whose activities had been highlighted as best practice. The use of exemplars allows the investigation of individual instances of good practice. This can be built into a body of knowledge that may be transferable to other SMEs e.g. as a model of CSR good practice, or through the development of small business 'champions' for CSR.

The geographic distribution of the companies was chosen to provide an overview of CSR activity in SMEs across the UK; this was partially predetermined, and to some extent determined by the location of award winning companies. In order to minimise variability due to size companies were selected within a middle range of 25-120 employees (employee numbers in some companies have changed slightly since fieldwork was undertaken). The research was not intended to be industry specific so companies were drawn from a variety of industries. Figure 1 shows the percentage of companies in each employee bracket. Figure 2 illustrates the industrial sector, geographic region and size of each company.

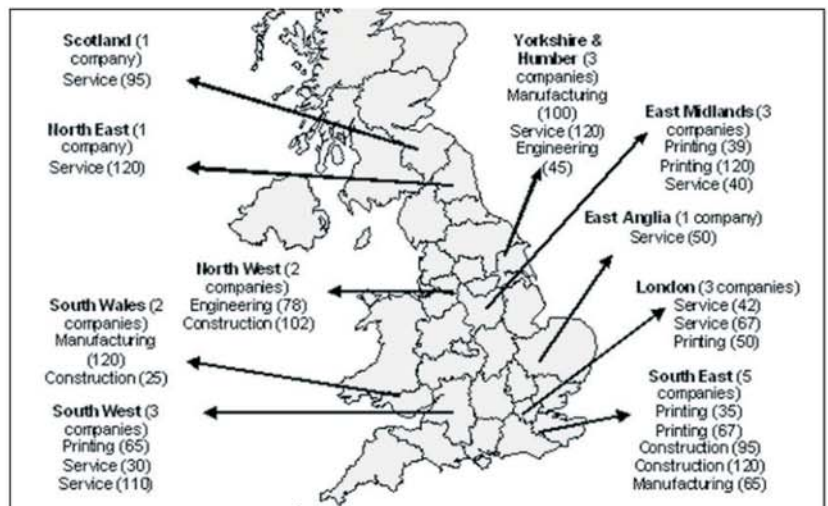


Figure 2. The Industrial sector, geographic region and size of each company in the study

## 2. Defining and implementing CSR

### 2.1 How SMEs define CSR

Past research suggests that CSR terminology acts as a barrier to effective SME engagement<sup>3</sup>. Although some companies expressed some difficulty in understanding the concept of CSR, they could all define CSR specifically in the context of their company. CSR was described as an 'all embracing' notion that concerns having an awareness of the impacts of the business, and wanting to have a positive impact on a wide range of stakeholders through the business decisions that are taken. Several common themes emerged while discussing the definition of CSR:

- CSR must not be an externality, but should be incorporated and integrated into every element of the business.
- CSR is about 'putting something back' above and beyond what is owed to shareholders and providing employment (i.e. basic economic and social responsibility).
- CSR is synonymous with sustainability.
- CSR is about having an ethos and values as a company; such principles are frequently expressed in the company vision or goals, which often reflect the given definition of CSR.
- Emotive language is often used when defining CSR; terms such as 'right thing to do', and words such as pride, caring, commitment, honesty, encouraging and good.

*"... it's just being a good corporate citizen... it's being proud of what you stand for as a company...being able to hold your head up and say "This is us, this is what we stand for", and hopefully it reflects the whole ethos from outside and ...from inside...as a caring employer to your own staff and to your external stakeholders..." [Printing company]*

*"I would say that we have a responsibility to all our stakeholders, which includes our employees, our customers, our suppliers, our lenders and so on and also the local community." [Manufacturing company]*

Companies did not commonly use the term CSR in-house to describe their activities, usually defining it informally and breaking it down to its component parts such as environmental management, community involvement, work-life balance; though CSR was used externally when, for instance, making a presentation. Employees were generally aware of the meaning of the term, but again didn't ordinarily use it. While all of the

companies had been practising CSR for some years, most had only become aware that their actions could be termed CSR in the last year or two.

71% of companies were uncomfortable with the use of the term CSR for SMEs. Several points of concern emerged:

- The term can be difficult to understand, simpler words are needed as it is seen as 'jargon'.
- 29% of companies didn't like the use of the word corporate as they felt it did not apply to them as SMEs, and it implied that CSR is only for large companies.
- Awareness levels are likely to be low; most SMEs are more concerned with day to day survival than understanding concepts like CSR.
- For SMEs CSR should focus less on policies, procedures and external elements and more on the practicalities of internal elements of CSR.

However, only 38% of companies could come up with an alternative term.

<sup>3</sup> Joseph, E. 2000. A Welcome Engagement: SMEs and Social Inclusion, Southampton, Institute of Public Policy Research; Department of Trade and Industry. 2001. Engaging SMEs in Community and Social Issues, London:DTI.

## 2.2 How SMEs implement CSR

Companies felt that they were being socially responsible as they were supporting the local economy and community by being profitable and successful companies and employing people; but they also recognised the importance of

*“Well it isn’t a very exciting term, but it means anybody who’s got a stake in the business which would be a supplier, be it customer, and be it employee...the local community, anybody who’s got a stake in the business.” [IT training company].*

other responsibilities to a range of key stakeholders. While the term stakeholder was not used explicitly by all companies, it was certainly implied in every description of CSR. Although few companies actually used the term ‘stakeholders’ in the company and explicitly set about to identify key stakeholders and prioritise their relative importance, those that did found that it helped them work out where the focus and emphasis of the company should

be and to develop strategic relationships with important stakeholders, which in turn informed the focus of their CSR strategies. Companies commonly described their stakeholders as:

- Those with a **stake** in the business.
- Those **connected** to the business.
- Those with an **interest** in the business.
- Those **involved** in the business.
- Those who can **influence** the business.
- Those with **ownership** of the business.

Key stakeholders varied from company to company, but each mentioned their responsibility to employees, customers and suppliers and the environment. In addition, companies distinguished between direct and indirect stakeholders and local, regional and national stakeholders. Therefore, for some companies environmental management is a key part of CSR; for others employees, the community or customers form the central part of their activities. Table

1. illustrates numerous examples of the CSR activities undertaken by companies in the study.



Pam Pindar, Managing Director of **Key Personnel Group** with the company’s **Big Tick Award**.



Architects from **Feilden Clegg Bradley** working on a new **Medical centre** for the University of Mzuzu, Malawi.

The companies’ CSR programmes were all at different stages of strategic development, and a spectrum emerged from a completely *ad hoc* approach to all CSR activities, to the development of a CSR strategy. It was most common for companies to have a strategic approach to environmental management (see figure 3), through ISO14001 accreditation (33%) or EMAS (13%), and to staff development through holding the Investors in People standard (63%). These standards also ensured a certain amount of external verification of systems and programmes as they must be periodically audited. Community activities tended to be carried out on a more *ad hoc* basis e.g. ‘someone rings up and asks us for

something’. Examples of more strategic approaches to community involvement were being awarded the Community Mark by Business in the Community (21%) and the joining of Education-Business Partnerships (42%).

Table 1. A portrait of CSR activities in UK SMEs

Environmental	Employees
<ul style="list-style-type: none"> <li>• ISO14001 accreditation</li> <li>• Waste minimisation, re-use and recycling schemes</li> <li>• Reduction in use of harmful chemicals</li> <li>• Reduction in atmospheric emissions</li> <li>• Use energy from renewable sources</li> <li>• Membership of environmental organisations</li> <li>• Investment in new technology</li> <li>• Environmental reporting</li> <li>• Award winning environmental schemes</li> </ul>	<ul style="list-style-type: none"> <li>• Investors in People</li> <li>• Flat management structures</li> <li>• Creation of good work-life balance and family friendly employment</li> <li>• Employee newsletters</li> <li>• Social events for staff</li> <li>• Employees sent to developing countries to undertake community projects</li> <li>• Award winning training and development programmes for employees</li> <li>• Employment of older and disabled people</li> <li>• One to one mentoring of employees</li> <li>• 360° appraisal schemes</li> </ul>
Community/society	Supply chain/b2b
<ul style="list-style-type: none"> <li>• Work with local schools on projects e.g. working with children with learning difficulties</li> <li>• Donate percentage of profits to charity</li> <li>• Supporting local homeless people</li> <li>• Sponsorship of local sports teams</li> <li>• Involvement in awards schemes for young people</li> <li>• Time banks for employees to work in the community</li> <li>• Social auditing</li> <li>• Employ people from the local community</li> <li>• Working on community projects in developing countries</li> <li>• Work experience placements</li> <li>• Award winning community engagement programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Open house policy for customers, suppliers and competitors to look around</li> <li>• Director's of business associations</li> <li>• Seeking to develop long-term partnerships with customers and suppliers</li> <li>• Supplier learning schemes</li> <li>• Measurement of key performance indicators and feedback to staff, customers and suppliers</li> <li>• Winners of industry awards e.g. world class manufacturing or service industry excellence</li> <li>• Support and encouragement for suppliers to become more socially responsible</li> <li>• Take part in industry best practice programmes</li> <li>• Inside UK Enterprise scheme</li> <li>• ISO9001 Quality standard</li> </ul>

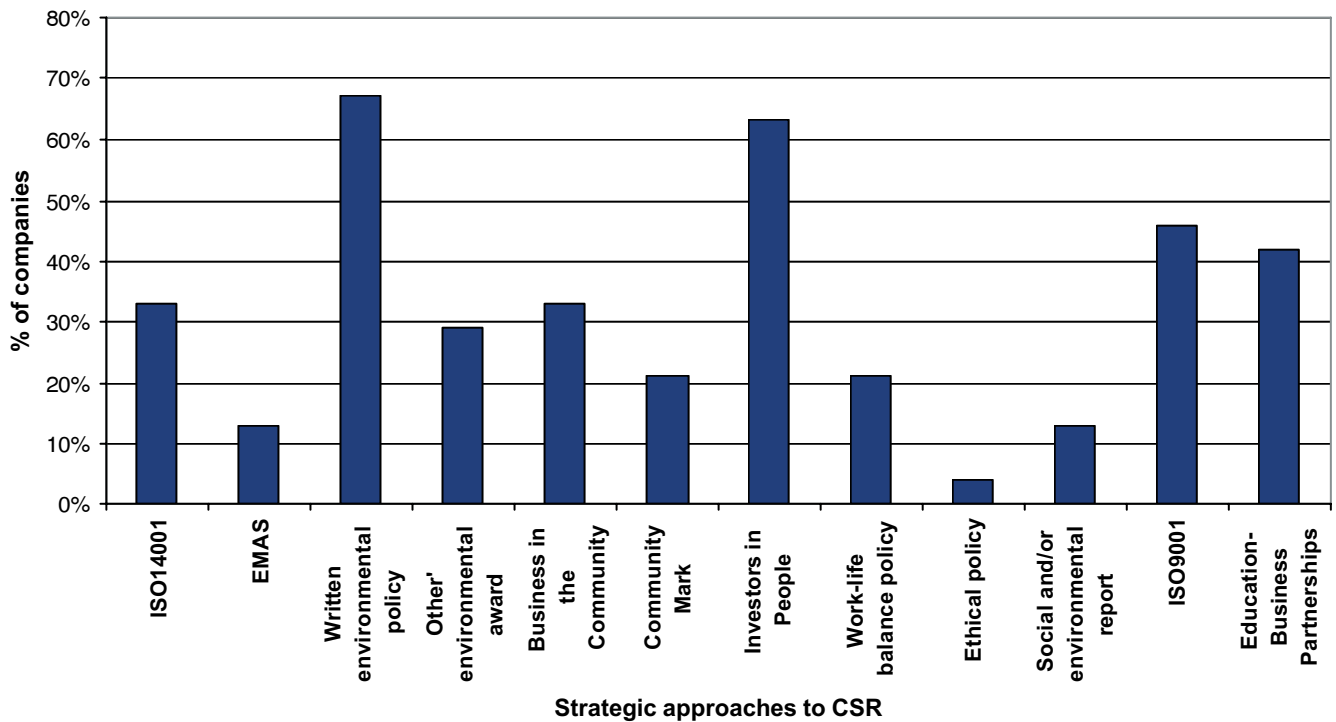


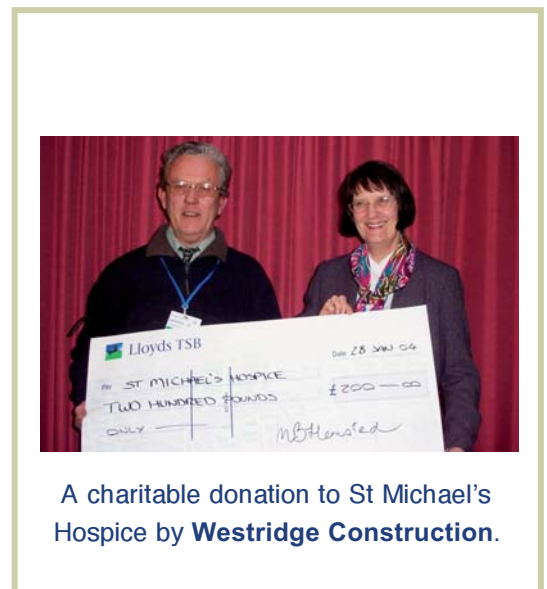
Figure 3. Strategic approaches to CSR

A common form of CSR is philanthropy, or voluntary contributions of company resources such as charitable donations or sponsorship of a local sports team. All of the companies engaged in philanthropic CSR to some extent, but felt that the benefits of such activities for the company were limited and difficult to measure.

Voluntary activities need not be limited to activities that are unrelated to the business. Companies may also target such activities in a more competitive way by focusing on issues that affect the underlying drivers of competitiveness in locations where they operate, for example targeting skills shortages in the area.

The companies in the study displayed numerous examples of innovation by developing products and services that incorporated social and/or environmental benefits. CSR activities in this category are market-driven, while at the same time addressing important societal conditions such as environmental protection, sustainability, education and ethics. Such products and services are often too specialized to attract large, global companies, and therefore appear to offer attractive opportunities for SMEs. Examples of such innovations include:

- The construction company developing and promoting sustainable timber construction.
- The printing company that has developed a special environmental printing route that customers can choose.
- The publishing company that publishes travel guides that highlight culturally and ethically aware tourism.
- The IT training company where 45% of the company's clients are charities, 30% are other not for profits.
- The company that recycles waste toner cartridges and mobile phones. From its inception the company has had environmental education as one of its key goals; educating the public about the reuse potential of commonly used products such as mobile phones and the benefits of limiting natural resource use.
- The property development company intent on stimulating broader regeneration of our urban communities.



### 3. Factors that motivate SMEs to undertake CSR

#### 3.1 Benefits - making the business case

While all companies could find business reasons for CSR and realised business benefits, fundamentally this isn't why they do it. The majority used moral and ethical arguments to justify why CSR was important to them. Companies spoke of it being the 'right thing to do', pride, feeling good, 'everybody has a responsibility to do what they can', self-worth, integrity, well-being and satisfaction.

The business case refers to the business benefits that companies can enjoy as they advance their social responsibility programmes. Companies could begin to make a business case for CSR and listed numerous benefits that they had realised:

- Improved image and reputation
- Improved trust and understanding
- Larger, more prominent profile
- Better market position
- More business
- Increased employee satisfaction and motivation
- Increased attractiveness to potential recruits
- Reduced employee absenteeism
- Cost savings and increased efficiency
- Risk management

*"...I'm personally much more motivated. The setting up of a company is interesting and exciting but this added dimension makes it much more deeply motivating for me..... it feels good, we're all centered around a common objective and I think people in the company are beginning to be quite proud of what we're doing..."[Service company].*



An employee of **Westridge Construction** taking part in Business in the Community's 'Reading Partner's' scheme.

Some of these benefits were quantifiable; however, most were called 'soft' or 'intangible' benefits either because they were un-measurable e.g. improved image, or cause and effect could not be proved absolutely e.g. reduced employee absenteeism. Indeed, the nature of soft benefits contributes to one of the biggest challenges that SMEs face when addressing CSR issues- **proving it**. Only 13% of companies actually reported on any aspect of their CSR and none reported annually. Companies cited measuring and quantifying CSR as a big challenge, but recognised the need to do this if their approach to CSR was to become more systematic.

### 3.2 Managerial values

*“...if you looked at CSR and then looked at our values, they’re very similar, and that’s why we were quite keen to look at CSR...” [Printing company].*

For CSR to work in a company it must have an internal champion; top-level management commitment is crucial to its success. In a large company, top-tier managers may support CSR, but it is usually driven by champions at the middle-tier working in departments such as human resources or external relations. In SMEs, the owner-manager or Managing Director is often both the driver and implementer in many ways. In all of the companies

interviewed the MD or senior partner was directly responsible for directing the CSR principles and activities of the company and moulding the company culture to their own personal values and beliefs. The companies’ interpretations of CSR were closely aligned to their core business values. All interviewees felt that their values were essential and a powerful driver of ethics and standards in the company. This also led many to be external champions of CSR, promoting the agenda because they truly believed in it.

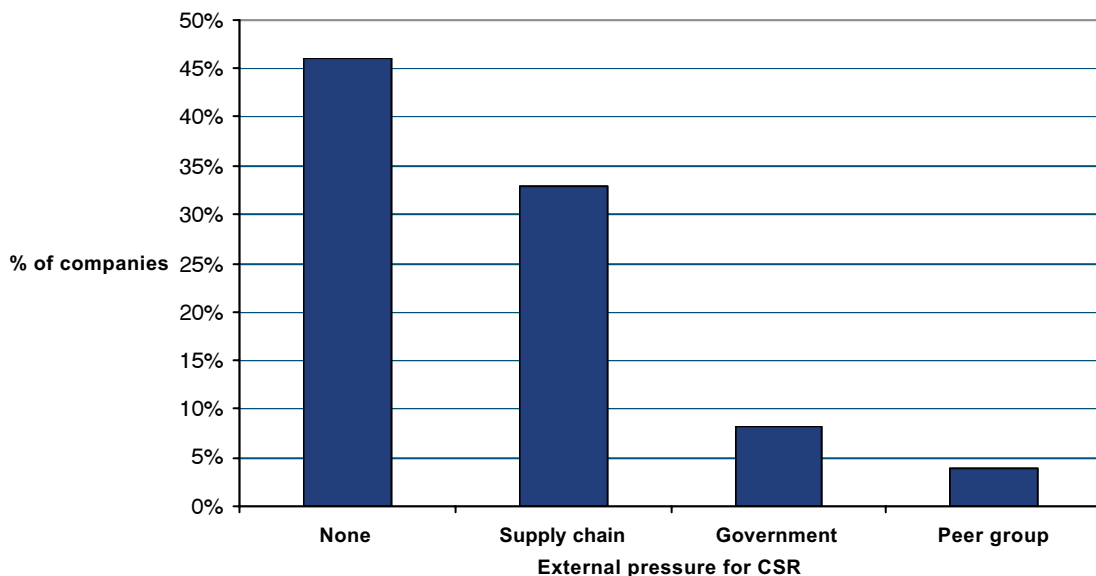
### 3.3 External pressure

Interviewee responses suggested that internal drive rather than external pressure was their main motivation for CSR. Some external pressure was applied through the supply chain and legislation, but this was weak and focussed mainly on environmental rather than social credentials (see figure 4). Indeed many companies were somewhat cynical of being asked to demonstrate their CSR credentials by customer companies for the reasons outlined below:

- It was perceived that they only did so as part of a particular system, not through any CSR of their own i.e. a ‘box-ticking exercise’.
- Customer companies should improve their own CSR before asking SMEs to demonstrate theirs.
- They felt that they were ahead of many large customers in terms of CSR.

*“...we do it of our own volition because we see it benefits us. We’re not doing it because we’re forced to do it, we do it because it benefits us, and we see the sense in it...” [Engineering Company]*

Figure 4. External pressure for CSR



## 4. Promoting, encouraging and supporting CSR

### 4.1 Marketing CSR credentials

Despite not being a priority for many SMEs, communicating about their CSR activities will bring numerous business benefits. Without communication the potential benefits in terms of improved reputation, customer satisfaction, employee motivation and community relations will not be achieved. It also provides an opportunity to let stakeholders know what the business stands for; and deciding what messages the business is going to communicate can also give the opportunity to reflect on the business's CSR activities. Companies were at different stages of marketing and promoting their CSR credentials. While some companies had a marketing strategy and used PR companies to publicize their CSR, others simply noted awards they'd won or standards gained in company literature and on their websites.

- 30% of companies had a well developed CSR marketing strategy.
- 61% of companies 'could do better' and marketed their CSR in some way.
- 9% of companies did not market their CSR.

*"I personally feel a bit difficult about marketing what you're doing with the local community, because the whole reason why we do it is not as a marketing exercise... I see the environment as something we can market and the rest that's not environment, it's something that we feel a warm, fuzzy feeling but we don't actively market that element." [Printing company]*

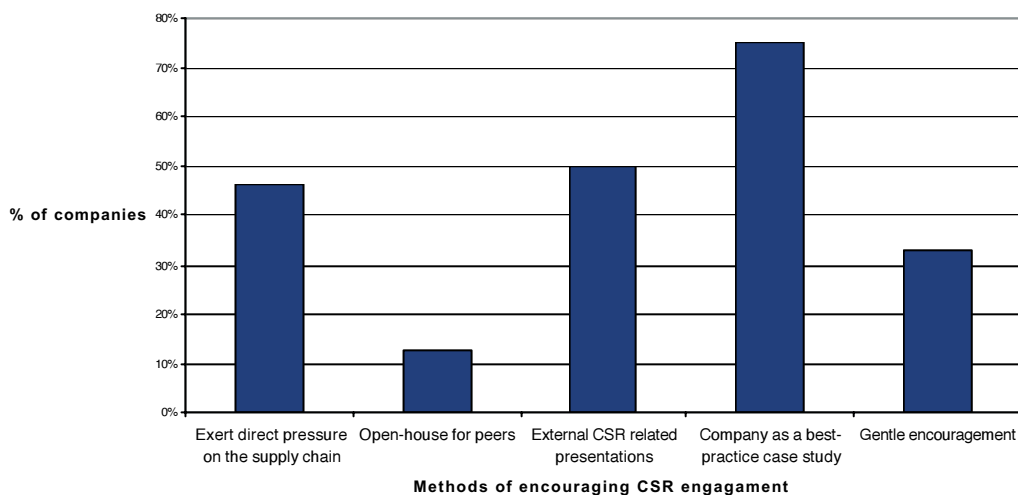
However, many of the companies were uncomfortable with the idea of promoting their CSR activities. It was

seen as a 'big business' thing to do, and there was a belief that many large companies only undertake CSR for the PR benefits. Companies didn't feel comfortable with boasting about the social aspects of their CSR activities as they were undertaken for moral, not business reasons.

### 4.2 Encouraging other companies to engage in CSR

While there was some discomfort with the idea of marketing CSR and seeing it as something from which to gain, most companies were very happy to promote the CSR agenda and encourage others to become more socially and environmentally responsible; this was done in a variety of ways (see figure 5). Companies found it easier to encourage environmental responsibility than social responsibility and their preferred way of doing so was to act as a best practice case study or to give CSR related presentations to their peer group. Over 40% of companies exerted direct pressure on the supply chain to improve their CSR credentials, however, unlike large companies this is more often done on a relatively relaxed basis. Supply chain relationships for an SME may be based on a more informal, trusting basis and characterised by intuitive and personal engagement with less of a gap between the relative power and influence of company and stakeholder; whilst large companies are far more likely to engage in carefully planned, formal strategic supply chain management with the majority of power to dictate outcomes lying with them.

Figure 5. Methods of encouraging CSR engagement amongst other companies



### 4.3 Supporting SMEs to engage in CSR

Although most companies felt that enough information about CSR was available, support, in terms of practical and financial help, was limited. A further complicating factor was that many companies rarely sought advice from external support organisations.

Several issues arose:

- Support organisations provided a confusing array of services, which often overlapped and were poorly funded.
- As profitable, successful companies they were often excluded from access to business grants and support.
- Companies mainly sought advice from business associations such as Business Link, but these provide very limited information on CSR.
- CSR support is not targeted at SMEs; the business benefits of CSR need to be promoted to encourage SMEs.
- The organisations that specifically champion and support CSR have more influence in some areas of the UK than others, so many areas of the UK are missing out on the opportunities provided by such organisations.
- Organisations such as Business in the Community encourage companies to gain recognition for what they're already doing, but don't capture companies who aren't already engaged in CSR.
- The government could provide more support, and the perception is that it isn't really doing enough to support socially and environmentally responsible SMEs.
- The success of many support schemes tends to lie in the drive and commitment of individuals, leaving them vulnerable to changes in personnel.
- SMEs' preferred way of learning is through networking with peers.

*“I don't think there's any particular support out there is there, really...well we've never sought it, we just do what we think is the right thing.” [Engineering company]*

## 5. Conclusions

### 5.1 Lessons to Learn

An integrated approach is needed to help SMEs to understand what CSR means for them and how to incorporate it into core business practices. Support organisations should develop tools specifically for SMEs, not simply adapt ideas designed for large companies for small companies. The study companies showed a strong preference for networking and peer learning, and felt that award schemes provided them with an opportunity for benchmarking and learning from others. They were very positive about previous schemes such as Inside UK Enterprise, a Business Link initiative that gives managers the opportunity to visit leading companies and learn at first hand how they have confronted business challenges and achieved success. Such a scheme could be adapted for SME managers to learn about different aspects of CSR in other companies. Similarly, the UK Business Champions initiative could be tailored so that SME CSR champions, such as the companies in this study, can give their time and support to disseminate CSR knowledge to other companies.

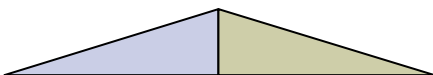
The companies in this study are champions of CSR, both in the sense that they drive best practice through their own companies and that their experiences can be used to champion CSR to other SMEs. The results of this study will be used to build a model of CSR practice suitable for SMEs; the first stage will be to produce a CSR guide for SMEs.



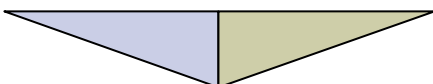
A plumbing demonstration for school children by a **Westridge Construction** employee

### 5.1 Championing CSR

This section briefly discusses the results of this study in the context of four key steps that could be taken to champion CSR in an SME.



*CSR is the practical implementation of a company's 'ethos'. The first step would be to set values and principles for the company, usually the role of the business owner/s, and align the company's understanding of CSR to this. For example, the principle 'respect and value our colleagues' in CSR translates into improving the work-life balance of employees or providing excellent training and development opportunities.*

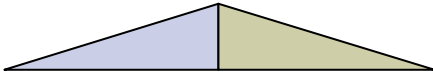


#### *Step 1: What does it mean?*

The companies that participated in this study recognised their responsibility to their employees, the environment and the community. They defined CSR informally, and the values and principles that the companies espoused were driven by the personal values of the business owner/s or CSR champion. Discussing the term CSR revealed several points of concern, suggesting that the removal of the word 'corporate' and the simplification of the term to focus on the practicalities of implementing it internally would improve understanding. The diversity of the SME sector would make a search for an appropriate term to fit all futile. Instead, the focus should be on teaching SMEs that CSR is as much about internal functions as displaying a responsible external image and what practical steps they can take to achieve this

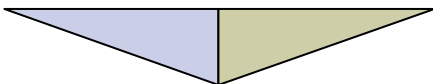
## Step 2: What should I do?

To 'kick-start' CSR activities in a company a 'champion' is needed to pioneer and support new ideas. In the study companies this champion was the managing director/owner manager or a senior partner. This makes sense in a small business as this individual's personal values influence the direction of the company and they have the autonomy to push ideas forward. For CSR to become embedded in the company however, employees must 'buy-in' to the concept, something that many SMEs find difficult. One way of overcoming this barrier is to channel CSR activities through employees e.g. supporting the school that employee's children attend, or by making CSR activities directly relevant to the working life of employees e.g. *pro bono* work in the community.



*The best way for an SME to begin approaching CSR is to 'make a difference where they can', looking at their greatest area of impact and developing targeted CSR activities.*

*This needs to be led by a CSR champion- usually the most senior person in the company. Entering awards can help SMEs to systematise their CSR activities.*



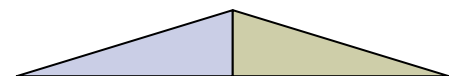
The progression of CSR in companies is gradual, beginning with a few small activities and building over time into a CSR programme. The companies in this study were at different stages of developing their CSR strategies. SMEs may initially be scared of words like strategy and policy, and to suggest starting at this point would almost certainly overwhelm most small businesses. A common starting point for the companies in this study was to look at their greatest level of impact as a business, and by hoping to make a significant difference through targeting their CSR efforts around that impact. For example, the printing companies realised that despite their small size, the nature of their activities meant they had a significant environmental impact e.g. through VOC emissions or using a large amount of paper. Therefore, CSR first started for them by systemising their environmental management- gaining ISO14001 accreditation, switching to water-based inks, using recycled paper etc. The service companies realised that they could best make an impact on society

by offering their services, what they did as a company, *pro bono* to the community, for example architectural services or solicitors.

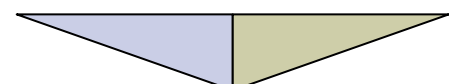
Developing a company CSR strategy is something that most SMEs would find difficult, and only a few study companies had reached this stage. However, those companies that had begun to develop a CSR strategy found that entering awards, such as Business in the Community's Big Tick Awards, helped them to make sense of their CSR activities and rationalise what they were doing- and from this more structured strategies and policies began to grow.

## Step 3: Why should I do it?

All of the SMEs interviewed experienced business benefits as a result of their CSR activities. This is interesting considering that deriving business benefits was not a deciding factor for any of these companies to undertake CSR. Their motivation was internal and stemmed from moral values, but they were pragmatic and recognised that CSR needed to be mutually beneficial if it was to succeed in a business context. The nature of the benefits varied, but common themes included increased employee motivation and improved image. Most of these benefits were 'intangible' and, with the exception of environmental initiatives, few companies had experience hard cost savings (though few attempted to measure or quantify any potential benefits). The companies were, however, agreed that the best way to encourage SMEs to undertake CSR was to educate them about the business benefits, tangible and intangible.



*The key to engaging SMEs in CSR is to educate them about the numerous business benefits that abound and highlight the internal characteristics of SMEs that can support the success of CSR. More research needs to be undertaken into proving the business case for CSR in SMEs. Proactive SMEs can exert their own gentle pressure on the supply chain.*



External pressure was a weak force in persuading companies to undertake CSR, and only apparent for environmental management. Interviewees were cynical of the motives of customers asking for CSR credentials, believing it often to be nothing more than a 'box-ticking' exercise. No doubt the supply chain could, and should, motivate SMEs to engage in CSR, but its success may depend on how much SMEs trust the motivations of large organisations. SMEs shouldn't wait to be forced to undertake CSR by supply chain or legislative pressure, being proactive now will set them apart from other companies who are slower to react. SMEs can also exert pressure themselves through the supply chain by championing CSR and encouraging suppliers and customers to adopt socially and environmentally responsible behaviour.

While there are inevitably challenges for SMEs undertaking CSR, by their very nature SMEs have many characteristics that can aid its adoption:

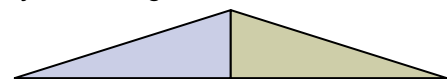
- SMEs are flexible and adaptable, and can therefore respond quickly to changing circumstances. For example, SMEs may be able to rapidly take advantage of new niche markets for products and services that incorporate social and/or environmental benefits in their value.
- SMEs are often creative and innovative, which can be applied to the development of innovative approaches to CSR.
- The owner-manager is closer to the organisation so can more easily influence the values and culture of the company and champion CSR throughout the company.
- Communications in SMEs are more fluid and open allowing values to be embedded across the organisation and CSR information to be rapidly disseminated.
- Leaner, less hierarchical management structures should facilitate the involvement of all employees in CSR programmes.
- The benefits of undertaking any action are felt more immediately, particularly those relating to personal satisfaction and motivation.

Instead of focussing on the negative aspects of SME behaviour, champions of CSR need to utilise the positive qualities that will help it succeed.

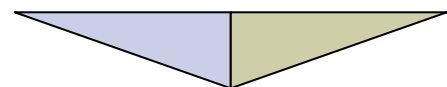
#### *Step 4: What will it cost me?*

All interviewees saw CSR as a cost- in terms of time and resources, and many found it difficult to get employees involved. However, several companies did not see this as an obstacle, merely a challenge to be overcome. The study companies argued that CSR had to be integrated into all aspects of business operations and not be seen simply as a costly externality. By placing social responsibility at the core of everyday business decisions CSR becomes less of an 'add-on' that they don't have time and money for, more **'just the way we do things'**.

Companies found that employees were more interested in CSR if they could be involved in schemes that directly related to their job, and that provided them with opportunities for training and development. For example, one company set up a scheme where employees were sent abroad to train people in developing countries, thereby providing employees with experience and broadening their horizons, and disadvantaged people with access to training.



*There are difficulties associated with CSR in SMEs and resources will always be limited. However, rather than seeing difficulties as a barrier, they could be approached as a challenge that needs to be overcome through innovation.*



## Appendix 1: Company case studies

The ultimate intention of this research is to disseminate best practice to a wide range of stakeholders including SMEs, policy makers and business support organisations. The companies in the study indicated that their preferred way of learning was through their peers. Any future CSR model devised for SMEs must rely heavily on the practical knowledge gained from real-life examples. Therefore in this section 24 case studies from all companies involved in the study are presented.

The case studies provide the opportunity to learn more about the diverse companies that took part in this research. Each case study is divided into three sections:

1. About the company– general company information such as history, sector and aims and objectives.
2. Corporate social responsibility– learn more about each company's individual take on CSR, how it is defined, how companies fit it into their strategy and the difficulties that have been encountered and the benefits that have been derived.
3. Activities– specific information about how each company has implemented CSR in practice.

The companies appear in alphabetical order.



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Clockwise from left: An employee at Feilden Clegg Bradley talking with children from St George's Orphanage, Chennai in India, about a building project designed and partly funded by Feilden Clegg Bradley's charitable trust.

Installing the latest environmentally sensitive printing equipment at Bovince  
Employees at Key Personnel Group volunteering to work with local schools.

Local school children being provided by free water bottles by Westridge Construction.

**Name of company:** Alastair Sawday's

**Activities:** Publish 'alternative' travel guides

**Number of employees:** 30

**Location:** Bristol



### *About the company*

This travel guide publishing company was established in 1994 by Alastair Sawday. The guides highlight culturally and ethically aware tourism and reflect the company owner's keen interest in the community and the environment. The owner has powerful feelings about the "grim world of corporate culture" and what it does to

*"I think what we do is intrinsically worthwhile, by encouraging people to travel with awareness and sensitivity...and to avoid the corporate culture of tourism."*

people and to places. The company now publishes 20 guides ('Special Places to Stay') that eschew mass tourism for "real conversations, real coffee, real food and real travel experiences". The

company also publishes a series of 'Fragile Earth' books, the first was the 'Little Earth Book' a small, informative, yet easy to read, book about environmental problems, and this has been followed by the 'Little Food' and 'Little Money' books. One of the company's primary goals is to promote the ethical tourism agenda.

### *Corporate social responsibility*

The owner sees the process of embedding social, ethical and environmental responsibility into the company as a 'journey' that they have only just begun. CSR is about having an awareness of the impacts of the company, and about wanting to have a positive impact as a company. The company's journey began with a consideration of

*"...a deep awareness of the total impact of one's activities across the environmental, cultural, social scene, and a determination to lessen the negative impacts and increase the positive ones..."*

ethics and has developed into strong environmental and ethical policies. The benefits of CSR for Sawday's include personal motivation, staff motivation, and a sense of pride and feeling good about what it does. The owner feels that the main challenge is to articulate his own beliefs and embed them in the company. The company strongly encourages customers and suppliers to become

ethically aware, and trust is a very important aspect of such relationships. It is trying to become more strategic in what it does by linking its CSR activities with what it does as a company.

### *Activities*

The company has written ethical and environmental policies that guides its CSR activities. These policies are administered by two teams made up of employees: the Green Team for environmental activities and the Trust Team to administer charitable donations.

Sawday's is a carbon-neutral company through 'Climate Care' and it uses a green energy supplier. Its transport policy includes making bikes available for staff, running company cars on LPG and recycled cooking oil, logging mileages and offsetting the carbon emissions. It uses recycled paper where possible, recycles its own paper and uses an ISO 14001 certified British printer in order to reduce the overall energy consumption and environmental impact of its printing. The company uses fair-trade and organic products wherever it can. It has moved office to a purpose built eco-office that will help reinforce its message and make it more coherent.

*"We heat our new building with wood-pellets, harvest the rain-water, insulate massively, and use solar heating... It's a very well thought-through eco-building".*

The company has a flexible management structure that in practice is very flat. The company offers flexible work arrangements for all its employees.

**Name of company:** Beacon Print

**Activities:** Printing company

**Number of employees:** 57

**Location:** Uckfield, East Sussex



### About the company

This general commercial printing company was founded in 1977 by Mark Fairbrass (recently retired). As well as general printing the company has specialised in two key areas- environmental printing and corporate printing such as corporate financial reporting, CSR reports, and environmental reports. The company has won numerous awards both for its printing work and its commitment to the environment, including the Queen's Award for Enterprise for outstanding commitment in sustainable development in 2003.

### Corporate social responsibility

The company's commitment to environmental management started back in 1989 and over time its approach has become more strategic. Environmental

*“...we just thought that business could do an awful lot more to actually help protect the environment and even then we believed, as I really believe now, that business actually can do more than anybody, more than any other organization to help protect the environment”.*

management is a key aspect of CSR for the company but this has widened to encompass employees and the community. The company has developed a comprehensive

strategic approach to environmental management through gaining various certifications such as ISO14001, EMAS and ISO9001. The company has benefited greatly from its environmentally sensitive approach and estimates that about 60% of business comes through the CSR route; other benefits include easier access to new business and improved profile and reputation. Time, cost, size, and the development of new products are all cited as potential challenges for CSR. Beacon Press tries to encourage its customers and suppliers about environmental activities, and has an open house for other companies to see what its doing.

### Activities

The company was the fifth company in the UK to gain

ISO14001 certification and the 11th to be registered to EMAS (The Eco Management and Audit Scheme). Care for the environment is a key part of the company's culture and it focuses on energy saving, water conservation, reduction of chemicals and emissions and waste minimisation. Its environmental initiatives include:

- No harmful isopropyl alcohol (IPA) used in the printing process.
- Vegetable based inks.
- Very low CO2 emissions of 1.4 tonnes per million sheets.
- Recycles a very large proportion of all wet and dry waste.
- No film or film processing chemicals used.
- All electricity is generated from renewable sources.
- Holds Forest Stewardship Council (FSC) chain of Custody.
- A Carbon Neutral Company.
- Published an externally verified environmental report- short listed for ACCA awards in 2003.
- Membership of the CPRE, Earthwatch, the Carbon Neutral Company and the WWF-UK Forest & Trade Network.
- Has a biodiversity policy statement.
- Signatory to London Remade - an initiative which encourages the use of recycled materials in manufacturing.

*“... a huge part of it is environmental management for us...that's because we've been practicing environmental management for so long it's naturally led us in more into CSR... what we do in the community which we're doing more and more now and then how you actually treat your staff...”*

Community initiatives that the company has taken part in include a CD recycling scheme for local people and businesses; a grant fund for employees to apply to make environmental improvements in the local community; giving scrap paper to local schools; worked with the Local Education Authorities to produce posters and bookmarks for children to help them to understand the Sussex Countryside Code; and the donation of 1% of profits through the BiTC Percent Club. Beacon Press is also an Investor in People company and considers its employees as key stakeholders.

**Name of company:** Benfield ATT

**Activities:** Timber frame construction

**Number of employees:** 28

**Location:** Caldicot, South Wales



### About the company

Benfield ATT's business is timber frame building and sustainable housing provision. The company was founded in 2002 after the buy-out of a Swedish firm by the current owners who have a particular vision of sustainability and who are passionate about promoting environmental sustainability throughout the construction industry. The company makes bespoke timber-frame buildings from FSC accredited wood such as extension kits, houses, commercial buildings and schools. The company has ambitious plans for growth and the development of the innovative technologies that it employs.

*"...everyone's so enthusiastic and passionate about what they do. We know that if we put the effort in now.....we don't care about the rewards now, but when the company's successful we'll get the rewards.....and we all believe that and that's what we're aiming for".*

### Corporate social responsibility

Benfield ATT wants to build on its reputation as an ethical and environmentally responsible company, and CSR is about how decisions relating to this are made in the company. Trying to do things differently is a key element of this. The company has developed a strategic approach to environmental sustainability, but as yet an *ad hoc* approach to its community activities. The company sees CSR as 'just the thing to do' but does realise benefits such as improved image, helping to make contacts, and the motivation

*"...CSR is about how you make the decisions..."*

of employees. Challenges include the inherent capacity limitations on a company of Benfield ATT's size. The company is trying to influence the sustainability of the construction industry in numerous ways.

### Activities

The company does not believe that traditional construction contracts are ethical or sustainable, and is

trying to change things through entering into partnership agreements whereby all parties in a project collaborate to achieve the best outcome. Numerous awards and certificates are prominently displayed in the Benfield ATT reception area, including separate signed policy statements for quality, sourcing of sustainable timber and environmental impact. Other environmental activities include:

- Have a written environmental policy.
- Use only fully accredited FSC Chain of Custody timber in FSC projects.
- Benfield ATT's FSC certification can help the WWF achieve its objective of 'One Million Sustainable Homes by 2012'.
- On the Green Register of Construction Professionals.
- Build 'Green Dream' homes- eco-friendly buildings.
- The company is working towards ISO14001 accreditation.

In 2004 and 2005, Benfield ATT won a Big Tick Award from Business in the Community for its Impact on Society. In a recent project with the British Red Cross, Benfield ATT designed, manufactured and shipped six factory-produced Disaster-Relief kit homes to the tsunami-stricken Maldives. Initially the kit homes were used as construction site offices in the disaster area during the housing reconstruction programme. The simple 'kit' design meant that one unit could be completed by three unskilled labourers in two days.

The company has brought good employment opportunities to a rural area and more than half of its employees are from the immediate local area. Its FSC certification has led to working on a partnering basis with Local Authorities to help them achieve their Local Agenda 21 strategies. The company recently donated two hand-made timber stands for some individually commissioned village maps. Benfield ATT also involves schoolchildren when working on school build projects. The company offers numerous training and development opportunities for its staff and is an Investors in People company.

**Name of company:** Bovince Ltd

**Activities:** Screen and Digital Printing Company

**Number of employees:** 41

**Location:** London



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### *About the company*

This family printing firm has been based in East London since 1951 and is now one of Europe's largest users of screen & digital process printing technology. The company specializes in large-format advertising posters, advertising panels for buses and bus shelters, as well as point of sale display work. The company's vision statement is *'to be the most respected screen and digital printing company'*, respected by all stakeholders. Since the early 1990s Bovince has developed an innovative environmental management programme to address its environmental risks. Over time the company has developed an integrated company 'systems manual' and environmental management has evolved into CSR and sustainability thinking.

*"...looking at the businesses total impact on society...we look at the impact of absolutely every decision we make and every action we intend to make..."*

### *Corporate social responsibility*

For Bovince, CSR is about *'very best business practice'*, and looking at the total impact of the business and every decision that is made. The company uses its total systems way of thinking and an integrated systems manual to cover many aspects of sustainability. Bovince sees its CSR activities as setting it apart from other traditional printers, and it has seen real cost savings and waste minimisation through its efforts. An example of this in practice at Bovince is the installation of automatic screen washing equipment that improves production outputs and recycles solvents, water and stencil stripping chemicals.

Bovince find that the most difficult aspect of CSR for a company of its size is carrying out measurements of its progress. The company actively puts pressure on its suppliers to produce the measurement data for it. It also ask suppliers to improve their own environmental management standards. The company talks to them about CSR; this it calls *'working with stakeholders'*. Senior Management at the company also hold CSR presentations and workshops.

### *Activities*

The company gained ISO14001 certification in 1995 and EMAS in 1996; these have now been integrated into a company 'systems manual' along with other standards such as quality (ISO9001) and Investors in People. The company has won numerous environmental awards, including the Queen's Award for Enterprise (Sustainability) in 2001, and two ACCA Environmental Reporting awards in 1999 and 2000. The company has invested in new technology, which has significantly increased process efficiency and reduced pollution and waste. The company has developed a unique 'Tree of Sustainability' concept (see table overleaf) around which its CSR activities are focused, the 9th branch 'Sustainable Growth' is the key to everything.

Training and development opportunities are offered to all staff, and the company seeks to maintain a good work-life balance.

Bovince actively networks in the community and has a high level of community involvement. Community activities include:

- Signing up to the Good Corporation Social Charter.
- Supported the Children's Scrap project for schools since 1994- supplying redundant materials and encouraging suppliers to join in- supporting the East London education system.
- Links with Education Business Partnerships- including the Big Book Project.

Since 2000 Bovince has been donating a lot of time and resources working on this print education project, with many other stakeholders, to produce a series of 'Big Books' to improve the knowledge base of printing within schools. These exciting new resources encompass a wide range of subjects which can be taught from non-fiction texts, all linked directly to the National Curriculum. The series consists of a set of five large-format teaching and learning books, for teachers to support lesson planning and delivery.

<b>Branch 1: Waste</b>	To continually invest in ways to minimise and eliminate all forms of waste from our processes.
<b>Branch 2: Benign Emissions</b>	To eliminate emissions from our printing processes.
<b>Branch 3: Effluent</b>	To eliminate trade effluent being discharged to sewers - and reuse within our processes.
<b>Branch 4: Energy</b>	To use renewable energy sources. Minimise and reuse energy. Continually upgrade with the most energy efficient products.
<b>Branch 5: Cyclic Ways</b>	Use materials that reduce our impact on the natural environment. Develop cyclic processes that use renewable resources.
<b>Branch 6: Transport</b>	Use the most efficient ways to transport our products and people - including the use alternative technology vehicles.
<b>Branch 7: People &amp; Learning</b>	Communicate with our people to promote the culture of a learning organisation. To use our people learning culture for the redesigning of processes and the development of safe sustainable systems.
<b>Branch 8: Business and Society</b>	To achieve Business and Society needs by continually pursuing and promoting sustainable solutions with our Suppliers, Customers, Local Residents & Authorities, Schools, Universities and Government.
<b>Branch 9: Sustainable Growth</b>	To continually grow the tree of sustainability, to develop our business – upgrading and redesigning it, as it changes and matures.

**The Bovince 'Tree of Sustainability'.**

**Name of company:** Brahm Ltd

**Activities:** Marketing communications

**Number of employees:** 140

**Location:** Leeds



### About the company

Brahm is a specialist marketing communications company set up 22 years ago. Brahm's specialist disciplines encompass public relations, advertising, design, promotional marketing, research, direct marketing, recruitment advertising, events management, web development, strategic and business consultancy and e-business. The company's goal is to be a successful multi specialist communications consultancy. Brahm has always enjoyed a 'special culture' and good reputation, and CSR is a key aspect of this.

*"...I think we've always had a reputation as having a particularly special culture as a company... been part of the company's ethos right from the beginning."*

### Corporate social responsibility

The company has always undertaken CSR activities, but has more recently started to use the term and to structure its initiatives, beginning with giving responsibility for CSR to a managing partner. CSR in the company focuses around key stakeholders - the community, employees, suppliers and customers. For Brahm CSR is about involvement and about being a good corporate citizen. The company helps its customers to promote their CSR and facilitates their identification of key stakeholders. Brahm has realised many benefits from its CSR activities such as having a good reputation and image, increased profile with customers and potential employees, and improved access to new business. The company feels that there are resource constraints on their CSR and are challenged in responding to legislative pressures.

### Activities

Brahm has a written environmental policy and submits annual reports on its CSR strategy through the Business in the Environment Environmental Index and the BiTC

### Corporate Index.

In 2002 the company was awarded a Big Tick award by BiTC for its positive impact on society. Brahm undertakes a number of community initiatives, such as:

- Support BiTC's Right to Read scheme (to recruit volunteers from business for one hour a week to help children read) and worked *pro bono* on the initial launch of the programme.
- Support the Cancer Research and Meningitis Trust Campaigns through sponsored walks and by providing free creative advertising work to build awareness.
- The Brahm Gallery- in 1989 the company constructed a purpose-built Gallery space in the reception area of the agency. The gallery serves several objectives. It enables the company to make a contribution to the community, to promote local visual arts within the business environment, to attract visitors including clients, potential clients and employees to the building, and to present an ever-changing and vibrant area in Brahm's reception space.
- Established the SH Design Student Awards whereby design students display their work in the Brahm Gallery. The winners are seconded to Brahm for a one year placement. This is in memory of Stuart Hocknell, a young designer at Brahm who died of meningitis.
- In 2002 Brahm was involved with Leeds' landmark care centre for the homeless and rootless, St George's Crypt. The project involved the *pro bono* design, creation and launch of a new book, 'Entertaining Angels,' which tells the story of the Crypt through the words and pictures of its users and supporters. The purpose of 'Entertaining Angels' was to improve public awareness and understanding of the charity as well as to raise £50,000 to enable its work to continue.

*"We will fulfill our obligation to the community - using our creativity, skills and resources to help bring about demonstrable improvements in the social well being of our region".*

- Brahm is working with Business in the Community on a further education program, School Ties, which will encourage SMEs to support schools beyond the literacy agenda.

The company is committed to being a good place to work and has developed a special culture. In March 2005, Brahm was recognised as one of the 100 best small companies to work for in the UK, according to the Sunday Times league table. Employment practices include:

- Investors in People.
- Employment of a confidential counsellor to whom all employees have access.
- All employees have a one to one session with managers once a month.
- The University of Brahm (Brahm+) - invested £100,000 in an Institute of Practitioners in Advertising (IPA) accredited training and personal development scheme, for all its employees.

**Name of company:** Claro Precision Engineering

**Activities:** Precision machined parts, tooling and assemblies

**Number of employees:** 48

**Location:** Knaresborough



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### *About the company*

Claro Precision Engineering was founded in 1978 and specialises in precision machined parts, tooling, kits and assemblies for the medical, aerospace, defence, communications, sub-sea, electronics and instrumentation industries. The company's goal is to remain competitive by investing in the best equipment and the best people. Claro Precision Engineering is committed to the quality and excellence of its manufacturing services and won the GTMA World Class Manufacturing Award in 2003, 2004 and 2005.

### *Corporate social responsibility*

At Claro Precision Engineering CSR is about dealing with people internally and externally in a fair and equitable manner. The

company believes that CSR is simply 'the right thing to do' and its 'putting something back'.

The company has a strategic approach to staff

training and development and supply chain initiatives; community activities tend to be more *ad hoc* and informal. The benefits that the company believes CSR will bring it include a larger profile, better image and attractiveness to potential employees, and better credibility with customers. Difficulties include lack of time, cost, getting employees involved, and measuring the benefits in a tangible way.

*"...we don't do it because we've got say a name for it, or somebody's told us we ought to do it, we just do what we think is right. We try to treat people as we would that they would treat us... both internally and externally."*

### *Activities*

In 2003 the company was selected as a finalist in the Evening Press Business Awards in the Best Business and Education Link section. Claro Precision Engineering has worked with local schools on joint projects, for example a new entrance area designed by local schoolchildren. These are organised through the North

Yorkshire Business and Education Partnership. The company also supplies materials to local schools technology departments.

As an Investors in People company Claro Precision Engineering is seriously committed to the development of its people and is a SEMTA training assessment centre. As well as its commitment to quality (ISO9001), the company enjoys long term relationships with many of its customers, helping them to develop their products.

**Name of company:** Easibind International Ltd

**Activities:** Printing and manufacture of innovative creative designs

**Number of employees:** 120

**Location:** Heanor, Derbyshire

*Activities*



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*About the company*

Easibind International was established in 1977 as a small family-run business. The company is a total solution provider, offering a one-stop shop for print, design and manufacture. Its products cover a wide range of areas including report and presentation (corporate and commercial stationery), packaging (specialist packaging in Polymers) and promotion (in-store and desktop promotion). Easibind can be defined through its innovative and continuous approach to technological, environmental and personnel development and its goal is for sustainable growth; using design to improve performance, reduce cost, and add value for the customer.

*Corporate social responsibility*

For Easibind CSR is about sustainability in four areas - social, economic, environmental and spatial, and is also about reporting and accountability. The company started to get involved in CSR about seven years ago through the managing director's involvement with The Prince of Wales Business and The Environment Programme. The company has a strategic approach to CSR by being accredited to externally audited schemes and is involved in CSR at three levels- CSR nationally, regionally, and locally. Being involved in CSR means that the company has taken a pro-active approach to legislation; it has helped the company to manage risks and gives it a good reputation and image. Easibind sees the challenges of CSR as limited time and resources and getting employees involved. The company seeks to highlight better environmental management in its supply chain.

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*“I would define it as the sustainable part being social, economic, environmental and spatial aspects... the sustainability side of it to me is those four areas, and a combination of those, plus public reporting, plus public accountability...”*

*Activities*

The company has won numerous awards for its innovative, creative designs. Easibind gained EMAS certification in 1997 and ISO14001 in 2002. The company has adopted a best practice policy to re-use and recycle materials. Through their use of Polycoat, which is a fully recyclable material, Easibind provides a scheme whereby products can be returned and recycled into black sheets and reused. Attention is focussed on improving efficiency to reduce harmful waste and Easibind is always developing improvements to maintain the highest environmental standards. Chief Executive Harry Skidmore holds a number of environmental, social and business credentials including being a member of the Advisory Committee on Business and The Environment (ACBE), being a Business Champion, East Midlands Development Agency (EMDA), a Network Member of HRH the Prince of Wales Business and The Environment Programme and working with CBI and several institutes.

The company works at a regional level to improve business and education links and was awarded a Community Mark by Business in the Community. Harry Skidmore is a founder member of the Heanor Gate Management Association, which is a social enterprise initiative that encourages local companies to work in clusters to improve things like safety, security, to look at developing the training of individuals, and eventually become a strong community networking organisation. Easibind holds the Investors in People standard and is committed to improving education for employees and by extension their families.

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*“...if you're seen in the best light, then for a small businesses to be seen that the reputation that you're building up, people then will tend to trust you more and understand you more...”*

**Name of company:** Feilden Clegg Bradley

**Activities:** Architects

**Number of employees:** 110

**Feilden Clegg Bradley Architects LLP**

**Location:** Bath and London

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### About the company

Feilden Clegg Bradley (FCBA) is an architecture company that was founded in 1978, and is based in Bath and London. The company provides architectural and master planning services across UK, Europe and Africa. The company undertakes projects in a number of sectors- schools, housing, workplaces, cultural, sports and leisure, creative re-use and public and community. The company goals focus on innovation and inspiration.

### Corporate social responsibility

CSR has been a focus for the company since its inception, though it has only recently been termed that within the company, and FCBA is currently developing a CSR policy. For FCBA, CSR is about making the World a better place, creating better spaces, putting something back into local community and wider World and encouraging staff to grow as people. While employees are aware of the meaning of CSR it is not in day to day use. The company has a mix of *ad hoc* and strategic approaches to CSR, and believes it will become more strategic with the introduction of a written CSR policy.

FCBA believes that 'everybody has a responsibility to do what they can' and has realised several benefits from its CSR activities including improved company image, making employees feel good, and attracting potential employees. The company has experienced some difficulty with getting all the information together to write their CSR policy. FCBA does try to influence its clients and would exert direct pressure on clients and suppliers to think about environmental improvements and the sustainability of buildings.

*"...we do strongly feel that there are ways in which we can put something back both into our local community and the wider world... not just through the work that we do, but linking up with companies locally and encouraging our staff to extend their own abilities and grow as people themselves..."*

### Activities

FCBA is a multi-award winning company having won numerous accolades for its projects in every area of its work including several 'best architectural practice' awards. In 2003 the company won the Queen's Award for Sustainable Development 2003 and the Civic Trust's Sustainability Award. The company has a holistic approach to environmental design in architecture and environmental thinking informs all of the practice's projects, whether the client's brief requests an explicitly green building or not.

The company achieved 36th place in The Sunday Times Best SMEs to Work For in 2005. The company maintains a relaxed working atmosphere, its Bath office is open-plan, employees share communal afternoon tea and the company has its own cooks who supply a free cooked lunch for all staff every day. FCBA operates an open and flat management system and has company profit sharing. Away-days to foreign countries are organised for all staff to discuss the future of the practice, and staff are offered extensive training and development.

FCBA is involved in an increasing amount of urban regeneration work, but much of its community involvement happens locally, and connections are often made through company employees who live locally and whose children attend local schools. The company has a charitable group who administer the company's charitable projects, and in the future the company would like to focus its charitable projects in developing countries, such as a project recently carried out in Malawi whereby the company built a health centre in the University of Malawi, particular for Malaria victims and Aids victims. The company paid for the cost of the building as well as giving its time to the project. More locally the company gives each member of staff £100 to contribute to a charity of their choice, has built links with local schools, contributes to a local homeless charity and allows access to company services to members of the local community.

Name of company: Hall Fire Ltd

Activities: Fire protection design, manufacture and installation



Number of employees: 78

Location: Manchester

*About the company*

Hall Fire Ltd designs, manufactures, installs and maintains fire suppression systems. It was founded over twenty years ago and is based in Swinton, Manchester. Commitment, customer relationships and whole-life support are the key words and phrases for this company, where repeat business makes up 70% of turnover. The company’s commitment to ensuring that it gives best value has seen it invest heavily in staff development, with the creation of a safe, open and friendly working environment for all employees. The development of individual skills, team effort and open communication is backed by its commitment to training and ensuring high standards.

*Corporate social responsibility*

While the company doesn’t use CSR as a term, it is a key part of its business plan. For Hall Fire, CSR is about ‘putting something back’ and about its responsibility to stakeholders to perform in an honest, ethical manner; the company wants to have a positive impact on all its stakeholders. The concept has been written into its business plan and the company keeps a set of Key Performance Indicators to ensure it maintains its high standards. The company has realised many intangible benefits from its approach, such as increased employee motivation, the attraction of employees, and improved image in the marketplace and as an employer. Hall Fire’s main CSR challenge is making contacts in the local community.

*“I think it’s your responsibility to stakeholders to perform, or to operate an honest, ethical manner... to consider the effects of the business on the local environment, and the social environment... we want to have a positive impact on it.”*

*“...we like to think it’s a family- openness, honesty, transparency.”*

number of awards for its services, including the Fire Industry “Installer of the Year” (2005), and has won the Best Small Business category of the Manchester Chamber of Commerce Shamrock Awards on several occasions. Hall Fire holds the ISO9001 quality standard and is an Investors in People company. It has a written environmental policy, and reduces and minimises waste by pre-fabricating parts off site. The company seeks to develop long-term partnerships with customers and suppliers; working closely with clients to achieve common project goals is one of its most important strategies for success, and has been the cornerstone of its company business plan and employee development.

The company is involved in the local community through the sponsorship of the local football team and events such as plays. The company employs young people from the community and has built relationships with local schools to encourage young people into engineering.

Hall Fire produces a detailed staff newsletter that allows all staff to keep up to date with the company’s progress, and contains news about social events, awards and so on. This is a key part of the company’s emphasis on good communication, openness and transparency. The company strives to maintain a good work-life balance for all employees and is committed to training and developing its staff.

*Activities*

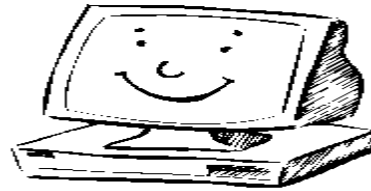
The company inhabits a market niche and has won a

**Name of company:** Happy Computers Ltd

**Activities:** IT Training

**Number of employees:** 42

**Location:** London



### *About the company*

Happy Computers was set up in 1988 in the back room of the company's Chief Executive Henry Stewart's house. The first training centre was established in 1991, and the company now employ's 42 people at its office in London. Happy Computers is a computer training company, which believes that learning should be fun. Its clients come from the corporate sector, the arts and public sector, the voluntary sector and the housing sector. It was established to combine technical expertise and excellent training skills with an enjoyable learning environment. The company's business is that of empowering people to reach their full potential in their work. Happy Computers' mission is to provide the highest quality training in the UK, creating standards which others follow. The company focuses on excellent customer service based on understanding people and being innovative in everything it does. Happy Computers has been rated one of the top three IT training companies in the country for the last three years.

### *Corporate social responsibility*

From its inception the company was founded to combine excellence with principles, to create a great place to work and provide excellent customer service. For this company CSR doesn't mean something in a separate department; it's at the core of everything it does. CSR is about having an impact on employees and the community and looking at everything from a responsible, ethical point of view. The company has a series of seven questions that it asks itself about its social impact with a rationale behind each one; these highlight core CSR issues such as how employees are treated, the environmental impact of the company and its relationships with customers and suppliers.

*"What it does mean is making social responsibility at the core of everything you do...Because the greatest impact any company has on its community is through its suppliers and its employees, and that's the first thing that companies need to recognize...looks at everything from a responsible, ethical point of view, or whether it just is an add on to make it look good in the market..."*

*"...the aim is to build the happy brand. We've got happy people, happy computers and happy e-learning, and we hope that in ten years time there'll be a whole happy family of lots of little 'happies' delivering great customer service based on understanding people..."*

The company has a strategic approach to CSR and it is placed at the core of every decision the company takes. Henry Stewart believes that mutual benefits are crucial to the success of CSR. The company's approach has increased employee motivation and staff retention, decreased recruitment costs, and helped to provide good customer service as employees are happy. As in any business there are difficulties in CSR, but Happy Computers doesn't really think CSR for SMEs is a challenge, it's more of a win-win situation.

### *Activities*

Happy Computers has won many accolades both for its excellent service and its commitment to CSR. These include being a finalist in the IT Training Company of the Year, Institute of IT Training (2005), winning the Best company in UK for work/life balance, Financial Times (2004) and the BiTC Awards for Excellence 2003 - Impact on Society Award (runner-up). Happy Computers is also an Investors in People company.

One of the company's seven questions is; is your company carbon neutral? The company has been paying a carbon tax for the last 16 years. Happy Computers also have a bicycle allowance for staff and buy fair-trade catering.

In 1995 the company carried out a Social Audit as a result of a comprehensive assessment of Happy Computers' social performance, externally verified by the New Economics Foundation. CSR is at the core of Happy Computers' business, 45% of the company's clients are charities, 30% are other not for profits. The company has worked with the homeless and unemployed, and provides a 100 day time bank for employees to claim to undertake

CSR activities. Happy Computers' course materials are available to schools, free of charge. They can be downloaded from the net in the form of high quality IT manuals with no licensing costs. In the past, the company has operated a scheme whereby employees were sent to developing countries to facilitate the sustainable training of computer trainers there.

A key aspect of the company's CSR is the provision of a good working environment and the maintenance of a good work-life balance for all employees. In 2004 the company won the Best Company in UK for work/life balance (Financial Times), was No. 12 on the 50 Best Workplaces in the UK list (Financial Times) and was listed on the 100 Best Workplaces in Europe (Financial Times), and in 2003 won the Family Friendly Employer of the Year Award (Parents at Work). The company always looks for ways to enable people to push back their personal limits and to reach their full potential and believes that if it treats its people excellently then it will receive excellent work in return.

**Name of company:** Hodgson Sealants Ltd

**Activities:** Manufacture and supply sealant solutions for construction and industry

**Number of employees:** 100

**Location:** Beverley, East Yorkshire



### About the company

This family owned business was established in 1968, is based in Beverley, East Yorkshire and has around 100 employees. It manufactures and supplies a range of sealants which it sells to non-consumer and DIY markets in industrial sectors such as construction and automotive. The company works closely in partnership with customers, and is committed to continuous improvement. The company is forward looking and seeks growth and the development of a problem solving approach to sealants solutions. Its goal is 'limitless achievement', which applies to every aspect of the business.

### Corporate social responsibility

Hodgson Sealants has begun to look more strategically at its commitment to stakeholders and has developed a set of company values that outline its responsibilities and its intention to 'operate with integrity and in an ethical manner'. The company has taken measures to formalise

*"...we have a responsibility to all our stakeholders, which includes our employees, our customers, our suppliers, our lenders and so on and also the local community. And so what we have done is to firstly recognize that formally and then do various activities towards incorporating that into the way we do business..."*

its stakeholder commitment by developing a more strategic approach. For Hodgson Sealants CSR is about its responsibility to all stakeholders and formalising this by incorporating it into the business.

Benefits for the company have been both measurable, such as improvements in employee training and working with customers and suppliers, and soft, such as self worth, integrity and understanding. Time and resource limitations have constrained the company's efforts; the company has also experienced some difficulty in getting employees involved in CSR activities.

### Activities

Hodgson Sealants has developed a range of environmentally friendly polyurethane sealants and has begun to think about designing products to minimise waste at the beginning of their life. The company's Directors are receiving training on environmental management, and the company has a written environmental policy.

The company has established a charitable committee to oversee charity donations and the organisation of events such as its 'charity day'. Hodgson Sealants has developed close relationships with local schools and supports them through funding and time in-kind. The company has developed a Limitless Achievement vision to inspire its staff and work with local school children.

*"So whether it's a vision or an ethos, it's just raising the post a little bit as regards people's ambition. It's definitely having an effect on a lot of people...and you can see the stars starting to emerge ..."*

The idea behind the project is to raise the ambition of the company's employees. The company used the output from its work with local school children to produce a calendar and short radio advertisement, which was used to launch the vision of Limitless Achievement internally. Hodgson Sealants has built an award winning employee training and development programme (Management Learning award at the Annual Business awards ceremony hosted by the Hull Daily Mail, 2001) and the company holds the Investors in People standard.

The company prides itself on the quality of its products and holds the ISO9001 quality standard. The company seeks to develop long-term partnerships with customers and suppliers and has developed supplier learning schemes to impart best practice.

**Name of company:** i-level

**Activities:** Digital advertising

**Number of employees:** 80

**Location:** London



### *About the company*

i-level is a digital media advertising company with a consultancy arm, based in London. The company was founded in 1999 by one man with a vision of creating an independent digital communications agency that would

*“We have five key tenets to our philosophy, which are humanity, integrity, diligence, enthusiasm and openness, and everything that we do is marked against those touch-stones...”*

specialise in digital communications, and only digital communications, and that would set the standards for others to follow. i-level now has 80

employees, and offers a full range of digital communications services to clients in a number of sectors including the public sector, the finance, utilities and retail sectors. The company’s primary goal is to be the decade defining agency. i-level has a philosophy and vision based on five key principles- integrity, humanity, diligence, enthusiasm and openness and everything that it does is marked against those touch-stones. It is crucial that everybody in the agency supports this vision.

### *Corporate social responsibility*

The company’s five values govern the way that CSR is approached. While the company does not use the term CSR specifically, it sees it simply as an acceptance that companies have a responsibility beyond their shareholders to employees and their families, customers, suppliers and the local community.

The company has a strategic approach to the training and development of its employees, but an *ad hoc* approach to other aspects of CSR. The company believes that CSR is enlightened self-interest; there are long-term benefits to having ‘mutually respectful’ relationships. By enriching the experience of its people it helps them to bring a broader, richer experience to what they do and it helps attract and retain employees. Open communications now will help the company maintain good communications as it grows. But the company is

mainly motivated by wanting to create a nice environment for people to work in. The company constantly strives to ‘make it [their philosophy] real’, make people believe it, get people involved and implement it.

### *Activities*

The company has a written environmental policy and seeks to limit its impact by recycling office waste and using low energy products. i-level has undertaken key projects for the UK government’s Central Office of Information, the DTI and the Department of Health to raise awareness of anti tobacco smuggling, to communicate a message about firework safety to 11-16 year olds and to educate an 18-30 year old audience about the increased risk of STIs. The company has developed long-term mutually respectful relationships with stakeholders and has won many awards including ‘Media Agency of the year’ at the 2005 Interactive Marketing Association awards and Specialist Agency of the Year at the MediaWeek Awards in 2004.

*“Because we know that it’s to our long-term benefit to have a mutually respectful relationship...we employ extremely talented, highly motivated people and we need to find ways of engaging their interest and loyalty, and motivating them that aren’t simply met by simply bunging them a pay check at the end of the month. This is about enriching the experience of our people, because we believe that if they are creative and entrepreneurial...then they bring a broader and a richer experience to what they do...”*

The company is committed to providing a good working environment and excellent training and development opportunities for its staff, and it has been successful, twice appearing on the Sunday Times 50 Best SMEs to Work For (no. 19 in 2004, no. 39 in 2005). i-level has a work-life balance policy and provides full family cover health insurance for staff. A £200 per head budget for staff for non-work related ‘wild card training’ courses such as hand bag making. There is a share option scheme available to employees and the company picks up the tab for regular social events. The company believes that openness and transparency is very important and holds monthly meetings where best practice is disseminated.

**Name of company:** Integra Ltd

**Activities:** Construction

**Number of employees:** 120

**Location:** Brighton



### *About the company*

The company was founded in 1993 by two builders and is now recognised as one of the most successful construction businesses in the South of England. Integra now employs 120 people and is based in Brighton. Integra carries out a wide range of construction projects, for a variety of clients, the main categories of work are conservation and restoration, new building, extensions and alterations and refurbishment. The company undertakes social housing, private housing, commercial premises, churches and other listed buildings, educational and healthcare establishments, and environmentally advanced buildings. The company processes have focused on creating strong internal and external partnerships. Active involvement in best practice clubs has stimulated the sharing of innovative ways to improve quality and reduce costs. Its open book policy allows customers and supply chain partners to see project budgets and forecasts, generating trust and mutual co-operation.

*“...whereas the traditional way of doing business in the building industry is tell people what they want to hear, and then tell them the bad news later on... when we decided to set up our own company we thought we can definitely do better than this lot, if we started off on a small scale. ...if you make good profits you can pay good wages, and you can train people, and those people then will deliver what the clients want...so that’s our niche...we’re more focused on the customer...”*

### *Corporate social responsibility*

Integra has always been committed to environmentally conscious construction and community involvement is taken very seriously. The company has a responsibility to its employees, the community, and the environment. The company has a strategic approach to CSR, directing it at certain areas that they have decided to concentrate on- education, unemployment and homelessness. It also has a strategic approach to working in partnership with customers and suppliers. Partly due to its community involvement Integra has a very strong reputation and has

gained from positive publicity generated by its community work. Environmental efficiency has also helped the company to realise cost savings. The company sometimes finds it difficult to maintain the momentum of its community involvement projects.

*“I have got beliefs in treating people fairly and being honest with people, I feel very strongly... I don’t like people telling me lies and I try not to do it with other people... try and be completely straight with people, which is what we’ve always done from the beginning...”*

### *Activities*

Integra has developed an award winning CSR programme, winning the 2002 Business Community Citizenship Award from Sussex Business Awards and has been awarded a Community Mark by Business in the Community. The company has also won numerous awards for its construction projects; most recently it scooped Sussex Heritage Trust’s Awards for Small Scale Residential Developments and Commercial Developments. The 1st award was for the Small Scale residential section and the 2nd Award was for Integra’s new offices; the company converted a 17th century Coach House, formerly a stable block to a mansion, into a high-tech modern workplace for its staff. The company was the first construction company in Sussex to be recognised as an Investors in People company and is an equal opportunities employer.

Community involvement at the company includes activities such as donating materials, getting involved with community schemes, work placements, helping children from the local schools, particularly those with learning difficulties, and staff are given time off to do work in the community. The company has been involved in building winter shelters for the homeless, through the Construction and Property Industry Charity for the Homeless (CRASH). The company has a Neighbourhood policy to help deal with any potential conflict and problems on construction sites.

The company has a written environmental policy and Integra is a member of the Association of Environmentally Conscious Building. The Department of

Trade & Industry has produced a publication on the timber wastage which Integra recycles on an annual basis. The company has a strong desire to improve the environmental reputation of the construction industry and through its association with a local Brighton recycling co-operative called 'Magpie' it assesses how it can minimise its impact on the environment in areas such as waste management.

Integra has its own Code of Practice, which it follows for office activities and contracts, and seeks to minimise its impact on the environment by using recycled materials wherever possible, disposing of waste materials for recycling or re-use, using only approved waste management companies, using natural materials wherever appropriate and advising its clients regarding environmentally responsible products. The company encourages its clients to consider simple, cost effective and practical ecological and energy efficient solutions such as insulation, maximisation of solar gain and solar heating, passive ventilation, specifying non-toxic materials and obtaining materials from sustainable or recycled sources with low embodied energy.

**Name of company:** Kent Art Printers

**Activities:** Printing company

**Number of employees:** 35

**Location:** Chatham, Kent



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### *About the company*

Kent Art Printers (KAP) is a general commercial printers formed in 1934. It is a family business and employs 35 people in Chatham, Kent. The company is committed to providing top quality design, print and fulfilment services. It does this by recruiting the best people, using some of the latest equipment and state-of-the-art techniques, whilst trying to minimise any affects to the environment.

KAP provides a wide range of services all accredited to ISO9001:2000 for quality, these range from design, reprographics, through production (litho and digital print) to the final fulfilment. KAP is a service focussed company and its goals are a period of sustained growth and expanding its client base in the environmental and CSR sector.

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*“The Kent Art Printers’ mission is to provide professional, top-quality, reliable and trustworthy services and solutions for the mutual benefit of our customers, employees and business partners- whilst recognizing our effect on the environment and aiming to minimize any detrimental effects of the processes involved.”*

### *Corporate social responsibility*

The company has a family ethos and has always been involved in local charities, but has only recently begun to recognise its activities as CSR. For KAP, CSR is being a good corporate citizen, being proud of what it stands for as a company, being a caring employer and being caring to stakeholders. The company has a strategic approach to environmental management, but its approach to community

activities has been more *ad hoc*. The company is now trying to get staff at all levels involved in setting policy.

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*“... it’s just being a good corporate citizen... it’s being proud of what you stand for as a company...it’s nothing in particular, but just being able to hold your head up and say “This is us, this is what we stand for”, and hopefully it reflects the whole ethos from outside and from inside...as a caring employer to your own staff and to your external stakeholders...”*

KAP believes that there is a true business case for its environmental management- it is a unique selling point, has raised their profile and the company gains business from it. Other CSR issues have more internally felt benefits such as making staff feel better about working for a more responsible company, and its a more enjoyable and rewarding process for sales staff.

### *Activities*

The company has ISO14001 certification, has introduced environmental Key Performance Indicators, and has won several environmental awards- winner of the Big Tick Award 2004 for Environmental Impact, winner of the “Highly Commended” Trophy at the SEEDA Sustainability Awards, and winner of the 2002 Innovation for Environment Awards for Kent Business. The company has taken industrial alcohol out of the print process, 100% alcohol free process that reduces VOC emissions, and uses vegetable based inks and recycled paper in print production. The company has recently introduced a “No process” plate production system. This eliminates hazardous wastes from the reprographics area, and also needs no water, processor cleaning or other sundry consumables, apart from the plate itself. KAP has introduced waste streaming and has reduced the amount of waste going to landfill by 50% over 3 successive years. The company uses renewable energy and wherever possible old computer and IT equipment is re-purposed for lighter duties (mail servers, file servers etc), and when it becomes too old it is sent to a local charity, CyberArk, that provides computers to the needy. Outdated office furniture is sent to a local charity, Home from Home, where it is refurbished and passed on to the needy.

In 2004 KAP won a Big Tick Award for Impact on Society for a Small Company. The company sponsors local awards and charities and undertakes fund-raising in company time. Staff are released to do business related lectures for schools and work experience placements are offered to UK and foreign students. The company also hosts in-house school science visits. In the 2006 City of London’s Liveable City Sustainable Development Awards KAP picked up 2 out of the 8 Category Awards for

sustainable procurement and resource conservation, and the overall Outstanding Achievement Award.

The company operates a one shift a day policy to improve the work-life balance of staff, and provides many training and development opportunities- including apprenticeships.

KAP is a totally customer service focussed company - a 'people' business that builds long-term relationships with suppliers. The company undertakes environmental audits (and sends business advice to) of suppliers as part of ISO14001, and encourages clients to go down the environmental route with their printing requirements. Staff from KAP also give external presentations on 'greening-up' and green procurement.

**Name of company:** Key Personnel Group

**Activities:** Recruitment services

**Number of employees:** 40

**Location:** Nottingham



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### *About the company*

Founded in 1985, The Key Personnel Group (KPG) has grown into one of the East Midlands largest and most successful independent recruitment companies with branches in Nottingham, Derby, Mansfield, Newark and corporate headquarters based at Nottingham. Originally, KPG built its reputation in the office and administration sector, but has rapidly diversified in-line with customer demands. KPG's sister company, PBS (UK) Ltd, provides a range of business services including payroll, HR and accountancy. KPG is owned by Managing Director Pam Pindar, and the company's goals are growth, entering new markets and setting up new partnerships in Europe. The company's core philosophy is 'people are the key' and this applies not only to the services they provide, but also to their approach to CSR.

### *Corporate social responsibility*

The company has undertaken community involvement since its foundation, but has only recently begun to call it corporate social responsibility. For KPG, CSR is about putting something back into the communities in which they work and live. The company has a systematic approach to employee volunteering and gets involved with schools through the Nottingham Education Business Alliance. Managing Director Pam Pindar believes that staff enjoy getting involved with the community and want to work for a caring company. CSR helps staff retention, improves the company's image and raises its profile, and helps with staff recruitment.

### *Activities*

KPG has a written environmental policy and carries out office recycling and encourages other local companies to recycle. KPG is committed to continually improving its environmental performance and is developing an environmental management system (EMS) to achieve

this in a structured way. KPG is developing environmental performance indicators to help it to assess its current and future level of environmental performance.

The company has chosen to target its CSR on education, and over half of its employees are involved in volunteering projects. KPG's education programme is structured through Nottinghamshire Education Business Alliance. The company hosts enterprise days- a training day that puts approx 200 pupils working in groups of 10 through 4 exercises; the day focuses on enterprise and key employability skills such as the ability to

communicate, present and work to deadlines. Members of staff are involved in mentoring, whereby they give up their time to visit local schools and

*"...in giving something back to the community you also get something back yourself. The staff, for example, enjoy doing it, but they also feel that they are working for a caring company..."*

conduct 1 to 1 sessions with pupils. The E-volve project involves mentoring with children of primary school age via e-mail. The Training Manager of KPG delivers a speech to a year group of students to cover what skills employers look for in their staff. The time is also used to stress how attending school and being punctual is good training for working life. KPG is also in the process of 'adopting' Fairham Community College in Clifton. This will involve running a number of events including a careers fair in the next academic year.

The company is working towards gaining the Community Mark from Business in the Community and is an Investors in People company. KPG is a Beacon Company within the East Midlands. Beacon Companies are organisations that have been profiled by the Centre for Enterprise for being innovative and creative. KPG and other Beacon Companies are then used by SMEs to look at ways that they could improve their business performance and profitability. Managing Director Pam Pindar is also a 'Business Champion' and is involved in mentoring other businesses and those interested in setting up their own business.

Name of company: LSI Architects LLP

Activities: Architects

Number of employees: 50+

Location: Norwich



### About the company

LSI Architects is a Limited Liability Partnership supplying architectural services that can trace its roots back to 1880s. The practice now employs over 50 people including part-timers, and undertakes architectural and master planning projects in a number of areas including education, health, mixed-use, residential and office developments. LSI is underpinned by values that provide an ethos for the business: these include enthusiasm for excellent design, belief that the architect can provide a lead in the procurement process, and a conviction that high quality service and design usually arise from collaborative effort. The company targets sustainable developments that stand the test of time, and are well-crafted and distinctive.

### Corporate social responsibility

As a member of Business in the Community, LSI pays attention to its community and environmental responsibilities, and its impact upon society in general. The company sees CSR as payback for the community and sees its role as using its professional training and expertise to help.

The company has developed a systematic approach to CSR with a programme that has 5 strands (these are

*“We find that by engaging in the society through various points of our community activity we can benchmark our business. And by engaging in community responsibility action in the way we interpret it... we can better see where we stand...”*

listed below). LSI has also started to systematise and quantify the business benefits, such as meeting people and networking to gain connections, reputation-building, recruiting and retaining staff, benchmarking the business, focusing

sustainability theory into practice, publicity spin-off from press coverage, and actual financial benefits.

In recent years, the practice has tried to apply its time management to its CSR activities, and to focus efforts to maximum effect. It seeks to undertake defined projects that have clear outcomes, and to use what it does as a company to make a difference.

### Activities

The company has 5 strands to its CSR programme:

1. Involvement with professional organisations e.g. RIBA- consultation on environmental programmes. One principal is currently Chair of RIBAEast.
2. Training organisation- UK and foreign students and work-placements.
3. Pro-help architectural services work in the community.
4. Carbon Reduction programme (CRed) – participation in a community initiative promoted by UEA, Norwich.
5. Work in the community, collectively and as individuals e.g. volunteer activity with various charitable organisations, and a Christmas charity car park.

In 2004 the company won a number of awards for its CSR activities: it gained Business in the Community's Community Mark, won the Big Tick Award for Business Excellence and was runner up in the Eastern Daily Press Business Awards for Community Impact. In 2005 LSI won the Eastern Daily Press Business Award for Community Impact. LSI is an Investor in People company and has also won numerous design awards.

LSI has an in-company sustainable development guide, and encourages clients to think about sustainability and environmental factors in their buildings. The company also gives external talks on its CSR activities and to help other businesses understand more about the business benefits of CSR.

Name of company: MTM Products Ltd

Activities: Printing company

Number of employees: 39

Location: Chesterfield, Derbyshire



### About the company

MTM Products Ltd (MTM) was established in 1976 to manufacture labels, name-plates, and vinyl graphics, the main techniques used are screen-printing, engraving and vinyl-cut letters. In 1996 Ian Greenaway was brought in as Managing Director to revitalise the business; its aim is to provide the shortest lead times in the industry along with excellent value for money. The company's goals are significant growth, maintaining its UK customer-base, its position as UK market leader for emergency lighting panels, and its strong reputation. ISO9001:2000 and ISO14001:2004 certification is an integral part of MTM's business, and the company works in close partnership with its customers to effectively reduce costs while maintaining the highest standards of quality and service. MTM is committed to life-long learning and its team undertake continuous training and personal development.

### Corporate social responsibility

MTM define CSR in the company as having three elements- how it treats its employees, how it deals with the environment and how it interfaces with the community. The company's key focus is on the work-life balance of its employees and it has developed a 'people-policy'. MTM also has a strategic approach to

environmental management.

The company's work-life balance policy has brought numerous benefits including better staff retention, lower absenteeism, a 250% increase in productivity and reduction in stress levels. Work with the community, particularly with local schools provides a training and development opportunity for staff. The company has also experienced cost savings and waste minimisation through its environmental management procedures.

*"...we define it as having three elements. One is, 'how we treat our people', our employees, secondly is 'how we deal with the environment' and thirdly is 'how we interface with the community'...if you like the interaction with charities or schools ...And we do all three".*

### Activities

The company holds ISO14001 certification and provides environmental training to employees by relating it to their home situation. MTM is in the process of developing an integrated company manual covering the environment, health and safety, quality, staff, social policies and accounting. The company also measures environmental Key Performance Indicators. MTM takes part in the European Week for Safety & Health, and also hosts regional Health and Safety forums.

The company is dedicated to providing its staff with a good work-life balance. MTM needed more flexibility of skills from its

employees, so gave flexibility in hours. The company developed a work-life balance policy and a 'people policy' dedicated to employee's training and development needs. MTM now has 26 work patterns for 39 employees. MTM is an

Investor in People (IIP) company, and Managing Director Ian Greenaway is an IIP Ambassador and chair of Business Link in Derbyshire. The company's approach has become a best practice case study for several organisations including the Health and Safety Executive, renewal.net, the DTI and The British Retail Consortium. In 2001 the company won the UK Small Employer of the Year Award from Working Families.

The profits from the company tuck-shop are donated to a local hospice and the company provides financial and in-kind support to local schools e.g. financial prizes and work-experience. The company was recently a finalist in the CSR category in the Derbyshire Business Awards.

*"...business awards are a good way of promoting it [CSR], because people can actually see 'well, maybe there is something in this that's worthwhile'...the employees here take great pride in it, they enjoy doing it....it's also a bench-marking exercise... ..and a way of sharing your 'best practice'..."*

**Name of company:** Orangebox Ltd

**Activities:** Manufacture and supply of office furniture

**Number of employees:** 150

**Location:** Hengoed, South Wales



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### *About the company*

Orangebox Ltd manufactures and supplies office seating under the brand names Orangebox and Giroflex, and employs 150 people at its manufacturing base in South Wales. It is also a distributor for Dietiker Office Seating products. The company was formerly known as Giroflex, changing its name to Orangebox in 2002 after a management buy out. The company's goals are growth, diversification and entering the export market. Ergonomic, aesthetic and functional design linked to a UK based, quality focused, environmentally conscious manufacturing facility, supported by a customer centric philosophy are the cornerstones of its business.

### *Corporate social responsibility*

Orangebox sees CSR as an all embracing concept that combines elements of environmental management, social responsibility and sustainability. CSR is about the culture of the company and how it treats and respects its employees, the environment and the community. The company has a very strategic approach to environmental but a more *ad hoc*

*“... it’s quite an all embracing approach which combines elements of things like environmental management with socially responsible practices...I think it looks at areas of sustainability as well...about the culture of the company...”*

approach to employment and community activities. Orangebox Managing Director Mino Vernaschi believes that the business benefits of CSR need to be stressed in order to encourage companies to engage. The benefits that the company has gained are both tangible and intangible, such as the employment and retention of higher calibre staff, and a better reputation with customers. Orangebox believes that the culture of the

*“I think that there are cultural benefits that customers feel ... certainly when they visit the site and they meet people and talk about what we do and how we do it, because we’re doing it; it’s not just we’re walking the talk as such, it’s happening and we’ve got examples to show them what we’ve done throughout the years”.*

company has also improved as a result of its commitment to CSR.

### *Activities*

The company has mainly focussed its CSR activities on environmental management gaining ISO14001 certification and winning several environmental awards such as the ARENA Network Wales Environmental Award in 2002. The company has a written environmental policy and has implemented energy efficiency and waste reduction projects in its factory, and uses environmentally friendly chemicals in its manufacturing process. For example, the company introduced water-based adhesives, which significantly reduced their damaging volatile organic compound emissions.

Orangebox established a cross-sectional Environmental Team Membership ranging from accountants to store men. Each team member is responsible for managing and implementing improvement projects. The company has undertaken a ‘Greening the Supply Chain Project’ to encourage and support the supply chain in making environmental improvements. Orangebox is also investigating the feasibility of reclaiming and recycling its chairs at the end of their lifecycle, thus closing the loop in terms of environmental product management, what it has termed its ‘Cradle to Grave Policy’. The company was an Inside UK Enterprise host company and is an Investors in People company.

The company has links with a number of local organisations including universities, schools, hospitals and libraries. Schoolchildren visit the factory and learn about the manufacturing process and what a factory environment is like. One project with local schoolchildren was to design a ‘chair for the future’. Orangebox recently sponsored an event at Trinity Fields Special Needs School. The event brought together 6 different special needs schools in a 6 Nations Rugby Tournament. Each school represented a different nation and the event was attended by Wales and British Lions player Ryan Jones.

Name of company: redeem Plc

Activities: Recovery, recycling, buying and supplying of used printer cartridges and mobile/cell phones



Number of employees: 100

Location: Falkirk, Scotland

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### About the company

The company was founded with two employees in 1999, and now has over 100 employees across three countries; UK, Ireland and the United States. Redeem is a fast growth company that recycles waste toner cartridges and mobile phones. From its inception the company has had environmental education as one of its key goals; educating the public about the reuse potential of commonly used products such as mobile phones and the benefits of limiting natural resource use. The company offers numerous services to a wide range of customers including international collection/ brokerage programmes, mobile/cell phone repair and refurbishment, international fundraising campaigns and environmental and ISO consultation. Its partners include Avis, Cancer Research UK, HMV, Hilton, RNIB, Standard Life, Tesco, and Traidcraft.

### Corporate social responsibility

With a core vision based around environmental education, and having a profound impact on the environment and society by making recycling easy, CSR has always been important to the company. Redeem has a pragmatic approach to CSR, seeing it as just something you build into your business. CSR is all about the big picture, pulling lots of components together into a coherent strategy.

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*“Everything we do is built around corporate responsibility ... We try to look at the long game, who’s affected by our business, how can we improve that, where are the links in the chain that we can add value for everyone’s benefit? So we look on it as responsible business practice, looking at the big picture. It’s often easy to get caught up in the mundane, everyday stuff, that you have to do...and sometimes, CSR is the last thing that people even want to be thinking about. But it’s not that onerous, it’s something that you can build into your business by some fairly simple, pragmatic steps.”*

Everyone in the company is aware of CSR and the company has numerous policies that encapsulate its commitment to CSR; this has led to a very strategic approach to building CSR into day to day business processes. Redeem believes that its dedication to CSR gives it an unique selling point in the marketplace, and gives customers security that they know they’re dealing with a good company. Chief Executive Jamie Rae also believes that it gives him and his staff a great deal of personal motivation. Redeem encourages other companies to engage in CSR by auditing its supply chain and constant education and raising awareness. Jamie Rae believes that many SMEs see CSR as something difficult and the message that it can be done and how it can be done isn’t getting across.

### Activities

The company has a strategic approach to CSR, exemplified by ISO14001 and EMAS certification, the Investors in People standard and ISO9001 quality standard. Redeem has a number of policies that help it meet its moral, social and economic obligations as a company - equal opportunities recruitment policy, back to work, staff volunteering programme, sustainable transport policy, healthy eating, blood/organ donation, health and safety policy, environmental policy and smoking policy. Redeem has won numerous awards including a Shields Environmental Award in BiTCs Awards for Excellence 2005, the most inspirational business for small businesses by BiTC in Scotland and a Corporate Citizenship Award, Scottish Awards for Business Excellence.

The company has a positive impact on the environment, by reusing and recycling raw materials the energy which would have been used to create new items is saved, the drain on natural resources is lessened and the amount of waste going to landfill is reduced.

The company runs three recycling appeals; the Recycloop programme, which allows schools to raise funds through recycling, the Recycling Appeal, which allows charities and other good causes to raise vital funds through

recycling, and the Scouts Recycling Appeal where over 1,800 Scout Groups around the UK are currently recycling with the programme, which has seen over £250,000 donated to these Scout groups. The company has so far raised over £1.5 million in donations to charities, schools and Scout groups.

The company's CSR strategy is 'guarded' by a team made up of a cross section of staff. Redeem encourages all staff to give something back to their local community; its '12 Half Days' programme allows staff one half day per month as paid leave to get involved with community volunteering programmes. The company's back to work policy aims to get the short/long term unemployed and the disadvantaged back into work. The company is committed to providing its staff with a healthy work environment and provides employees with alternative therapies, fresh fruit and healthy foods free of charge, reduced gym membership rates, and bike and hill walking clubs. The company has also provided a smoking cessation programme for employees and their families to promote better health.

Name of company: Robert Muckle Solicitors

Activities: Solicitors

Number of employees: 120

Location: Newcastle



## Activities

### About the company

Robert Muckle is a business and commercial solicitors based in the North East, it was founded in 1896 and employs 120 people. Since the mid 1980s the company has focussed on commercial law and its lawyer's specialisms include banking, business advisory services, commercial litigation, construction, corporate finance, corporate insolvency, debt collection, education, employment law, EU law, intellectual property, information technology, planning, property development and private client. The company has an entrepreneurial approach; this not only allows it to build very strong relationships, it allows it to tackle everything with enthusiasm. Robert Muckle's core values focus on passion, integrity, innovation, people and its role in the community.

### Corporate social responsibility

The company sees CSR as an obligation to do something for the community as a reflection of the success of the company and also looking out for its people. The ethos of the firm is to ensure all of its people are encouraged to be conscious of the needs of the wider

community, and to play their part in addressing those needs. The company's approach to CSR has become more structured in the last three years and this has been driven from the top. The company believes that CSR is 'the right thing to do', but does also gain business benefits such as a sense of well-being for employees, raises the profile of the company through external publicity such as newspaper articles and it makes the business more successful. Robert Muckle believes that any CSR challenges can be easily overcome if the company has a real desire to do it.

*"It does involve people putting themselves out,...you've got to care about it and you've got to want to do it, it's no good just publishing some CSR policy ... Whether you're a partnership like us or whether you're a limited company, the people at the top...have got to really mean it".*

In 2004 the company won Business in the Community's North East Service Sector in the Community Award as a reflection of its commitment to community involvement. Robert Muckle also won the DLA Paul Nicholls Memorial Award, which recognises the work undertaken by lawyers throughout the country who make time to provide free legal advice. The company has set up a Community Committee (supported by a Community Foundation) that helps it to decide where to make charitable contributions from money donated by partners; it is made up of volunteers within the firm, who meet regularly to decide on the allocation of grants. During the last financial year its charitable fund made cash donations to 35 organisations in the region. In addition to the financial donations, it has provided help in kind to approximately 25 organisations.

As part of their personal career development, the company's lawyers are encouraged to use their business skills by providing help to a wide range of charities and voluntary organisations. The company tries to put something back into the community, and does this in a number of ways:

- Offering *pro bono* work.
- Becoming school governors.
- Advising local charities on governance and constitutional issues.
- Becoming board members for local companies/institutions.
- A number of associate partners have graduated or are currently involved with the Newcastle and Sunderland Common Purpose programmes to help them fully understand the needs of the North East community.
- Supporting youth projects.
- Supporting the arts.

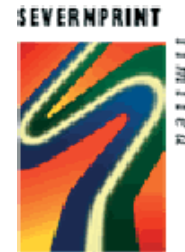
One example of Robert Muckle's community projects is its work with Newcastle City Council and the local business community to build a state of the art cricket centre that also provides an additional community sports facility. The new centre secures the future of cricket in the region and provides an additional community sports facility.

Name of company: Severnprint Ltd

Activities: Printing company

Number of employees: 75

Location: Gloucester



## Activities

### About the company

Severnprint is a family run commercial printing firm founded in 1977; it employs 75 people and delivers litho and digital printing for other businesses. The company prints anything from business cards and letterheads right through to magazines and corporate brochures. The business goals of the company are sustainable growth and promoting the environmental aspects of the business. Environmental management has been a core aspect of the company's operations for over 15 years, pursuing environmental goals and pioneering new ways of doing things in the printing industry.

*“...it did develop initially from printing on environmentally friendly papers, and that's something that I'm aware of that we're ...pioneers of... And it's been very much off our own backs that we've gone in that direction, but as a result there's been more and more customer interest in it”.*

### Corporate social responsibility

A key aspect of CSR for Severnprint is its commitment to high standards of environmental management. CSR is about economic, social and environmental responsibility specifically translated into a business context; and is synonymous with sustainability. The company has systematised its approach to environmental management and human resource management but has a less strategic approach to community activities.

*“...it's looking at sustainability really, looking at environmental issues, and also economic and social areas as well in all the spheres, but very much specifically translated to business...”*

The company has realised numerous benefits from its commitment to the environment, including numerous PR gains, improved market position, financial gains to the company, and winning awards that are good for benchmarking the company and proving its credentials.

Environmental issues are not an after-thought at Severnprint, they are entwined in every aspect of its business. The company gained ISO14001 certification in 2003 for their Environmental Management System (EMS) and has won several environmental awards including the Gloucestershire Environmental Business Award in 2002. It is also the current holder of the British Printing Industries Federation (BPIF) Environmental Printer of the year award and one of only five printers nationwide to achieve Forest Stewardship Council (FSC) certification to “Chain-of-Custody” level. This enables the company to demonstrate a pedigree showing that a range of papers purchased are being sourced with careful attention to best environmental practice right through the logistics chain from forest to desk.

The company:

- Uses recycled papers where possible.
- If new papers are selected it can work with customers to ensure that they are supplied from assured sources - so it knows where the trees that made the pulp came from and that the pulp was produced efficiently with a non-toxic effluent.
- It ensures that vegetable oil based inks are used which are virtually VOC (volatile organic compound) free.
- The company prints using Ecotricity - electricity generated from renewable sources.
- Severnprint sorts all waste and ensures that only domestic type waste is sent for landfill, all other waste is recycled or sent for specialist disposal. Iso-Propyl-Alcohol is used in the printing process, and its use is closely monitored on each machine - such diligence has paid off, as its usage is half of the national average and falling.
- Road transport is carefully planned. Customers are encouraged to plan their requirements to avoid last minute dedicated journeys, overnight carriers are widely used where appropriate, and its vehicles are carefully selected for their use - it has an LPG van for city journeys, low emission diesels for longer distances and 2 hybrid Prius petrol/electric cars for local journeys.

- Reusable boxes are available where the boxes are collected by its drivers for re-use.

These features have been put together to develop an environmental print route called SylvaPack. SylvaPack provides specialist environmental advice and assistance on print purchases. Also, a donation to Tree Aid is made for every job placed through SylvaPack. The money is used to support a Tree Aid project in Ghana where trees are essential in supporting life and the local economy as a source of food and income. The money spent buys a very large number of trees and ensures they are properly cared for and that the local people are trained in their care.

Severnprint also donates money to local charities, provides work experience placements for local schoolchildren and work placements for disabled people. It is an Investors in People company and its quality management systems are registered to ISO 9001:2000.

**Name of company:** Stocksigns Ltd

**Activities:** Sign manufacturers

**Number of employees:** 70

**Location:** Redhill, Surrey



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### About the company

Stocksigns, a family firm employing 70 people, has been established for over 50 years and is based in Redhill, Surrey. The company has grown to be the United Kingdom's leading supplier of high quality, legislation compliant and design conscious health and safety and general signage. Its range includes all forms of signage including Emergency Fire Escape, Road and Traffic Signs, Fire Exit Signs, Braille Signs, Photoluminescent Signs and Hazard and Warning Signs through to No Smoking Signs. The company's goals are to maintain a sustainable business with a strong customer focus and operate in a culture that people feel comfortable with.

### Corporate social responsibility

Stocksigns Managing Director Jeremy Leathers believes that operating the company in a socially responsible manner is no different to how he as an individual would behave. CSR is operating and managing the business in a way that is sensitive to the external world- employees, the environment, and shareholders. The company has so far maintained an *ad hoc* approach to its CSR related activities.

The company has benefited from its approach but does not undertake such activities for the benefits they may bring to the company 'we just do what we do'.

*“To operate, manage a business, being sensitive and aware of the external world ...and the impact we have on the rest of the world...”*

*“...we don't think that there are any more or less obligations imposed on us as managers and directors of an organization than there are... as individuals in our relationships with the outside world anyway...”*

### Activities

The company has gained ISO9000:2000 quality certification and is an Investor in People company. Stocksigns has an environmental committee that

oversees environmental management in the company and it has achieved cost savings and waste reductions through environmental initiatives:

- The company has reduced its emissions.
- The company has undertaken solvent recycling and more environmentally friendly chemicals are now used in the printing process.
- Waste costs have been reduced by £3,125 by initiatives such as re-using computer paper to reduce the amount of photocopier paper, re-using pallets and eliminating plastic cups in favour of mugs.
- Heating and cooling costs have been reduced by £1,000.
- Better energy management has saved the company £4,000 through switching to energy efficient light bulbs, applying solar film to windows (reduces the need for air conditioning) and undertaking electricity monitoring.

Community involvement at the company includes a can collection scheme for local charity, and donations of scrap material to local projects. Stocksigns has a policy about charitable giving being specifically related to the people that work in the company. Stocksigns has launched a range of signs to support The Construction Skills Certification Scheme. The new signs not only help to promote the initiative but also serve as reminder to employers and workers alike, the importance of becoming registered. The aim of the scheme is to set an industry standard for the quality of work onsite, to improve industry health and safety and to encourage construction employers to use qualified workers.

As part of the Stocksigns 50th anniversary celebrations in 2005 the company donated 50 trees to be planted as part of a local conservation project organised by the Downlands Countryside Management Project. The project hopes to restore woodland and provide a corridor for Dormice to travel between wooded areas.

**Name of company:** Urban Splash

**Activities:** Property development

**Number of employees:** 102

**Location:** Manchester

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### *About the company*

Urban Splash is a property development company founded in 1993 based in Manchester and employing 102 people. The company was among the first in Britain to see that the many under-used historic buildings and brownfield sites in the UK's cities could be transformed into exciting, new mixed-use spaces; in doing so stimulating broader regeneration of our urban communities. The company's approach differs from the norm; it challenges convention and designs with imagination. Urban Splash's buildings work for the people inside them, and the city beyond.

### *Corporate social responsibility*

Urban redevelopment and regeneration has been at the core of this company's philosophy since it was founded. For co-founder Tom Bloxham, CSR at Urban Splash is about its commitment to architecture, commitment to regeneration, commitment to being a good employer, commitment to charities and its overall commitment to getting involved in all sorts of other areas of life outside the business. The company operates within a certain set of core values that inform everything it does. Staff at Urban Splash feel that what they do is very worthwhile and it gives the company a great sense of satisfaction and achievement.

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*"...the big feedback that we get from staff is they feel they're doing something worthwhile in the essence of what we do. I don't think corporate social responsibility is an add on to businesses, I think it is a key part of what we do, and I think people get a great sense of satisfaction and achievement by believing that they're building better cities".*

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### *Activities*

CSR is at the core of everything that Urban Splash does through its commitment to building great buildings and being involved in urban regeneration, and its

commitment to the sustainable communities agenda. Urban Splash has won numerous urban regeneration, architectural and sustainability including 16 civic awards, 27 entrepreneurial and personal awards, 13 regeneration awards and 28 Royal Institute of British Architecture awards.

The company is committed to being a good employer and in 2004 Urban Splash achieved 18th place on The Sunday Times 50 Best SMEs to Work For list. Employee perks include social events in the office on Friday afternoons, 5% discount on flat purchases, and a £400-a-month rental rate on any available Urban Splash apartment. In 2005, the company improved this position to 12th and offers on-site nursery or vouchers to help with employees childcare needs and an on-site gym (or subsidised off-site use) for staff.

**Name of company:** Westridge Construction Ltd

**Activities:** Construction

**Number of employees:** 120

**Location:** Bodiam, East Sussex



### Activities

#### About the company

Westridge Construction Ltd is a general construction contracting company started in 1993, employing 120 people based in Bodiam, East Sussex. The company undertakes all forms of main contracting and over the years has built an excellent reputation for its quality, reliability, innovation and service to clients and professionals. It is the company's intention that this continues to be enhanced, and it recognises that this can only be achieved through the knowledge, skills and attitude and culture of its staff. The company has identified a series of goals to improve relationships, engagement, satisfaction and profitability that it refers to as its 'stakeholder approach'.

#### Corporate social responsibility

Whilst the company does not use CSR as a formal term within the company it is committed to being socially and environmentally responsible. For Westridge Managing Director Steve Phillips, CSR is about ensuring that the business has a positive rather than negative effect on society. The company's systematic 'stakeholder approach' to the areas where it wishes to target its CSR focuses upon 5 key elements; staff, suppliers and sub-contractors, shareholders, clients and community. Since

*"I think ensuring that the business has a positive effect on society rather than a negative one...we all live in these communities and its trying to get across to people that we need to have a positive effect where we can, within the constraints of running a business..."*

signing a 'letter of commitment' to the CommunityMark scheme in May 2003, the company has been busy

putting together a community plan, and becoming more actively involved with local schools and voluntary groups. The company's stakeholder strategy has brought it numerous benefits including assisting staff motivation by making them feel good about themselves, their colleagues and the organisation they work for, as well as contributing to employee team-building. Hard business benefits are visible to the company in marketing terms and the attraction of potential new employees.

The company achieved its CommunityMark from Business in the Community in 2004 and has since developed a plan to help it structure its community involvement. It has subsequently undertaken numerous projects with schools and other local groups, such as:

- Reading Partners in primary schools.
- Sponsorship of awards and incentives for school-children.
- Donations of surplus materials to schools and other local groups.
- Financial donations for specific activities.
- Activity weekends away with under-achieving schoolchildren.
- Charitable refurbishments.

Westridge Construction identifies its people as its most important resource, and it takes pride in offering the best facilities and working environment possible for all employees. Recognised as an Investors in People company, the organisation has a number of formalised policies outlining its commitment to its staff; a training and development policy, a recruitment and retention policy and an equal opportunities policy. In a recent staff survey 91% of staff agreed that Westridge was a good place to work. Throughout the year the company organises regular and varied sporting and social events, from bowling nights and summer barbecues to Go-Kart racing and Christmas Parties.

As an environmentally aware organisation, several formal policies demonstrate its commitment to a positive impact; an environmental policy, a waste management policy and a sustainable development policy. Wherever possible the company seeks to employ recognised modern methods of sustainable construction, for example timber-frame technology, not only because of it being more environmentally sound, but also its flexibility and adaptability are greater than traditional methods. All of the wood used in timber-frame construction is guaranteed to originate from renewable and managed sources.

## Appendix 2: Key CSR concepts

<b>Accountability</b>	The ability of an organisation to provide an account of its activities both as an open record of them, and as an acceptance of responsibility for them.
<b>Benchmarking</b>	"Benchmarking is simply about making comparisons with other organisations and then learning the lessons that those comparisons throw up" [European Benchmarking Code of Conduct]. Business in the Community's Corporate Responsibility Index is an example of a responsible business practice benchmark.
<b>Best Practice</b>	A best practice approach means seeking out ideas and experiences from those who have undertaken similar activities in the past, determining which of these practices are relevant to your situation, testing them out to see if they work, before incorporating them into your own processes.
<b>Business case</b>	The business case refers to the business benefits associated with social responsibility programmes.
<b>Cause-related marketing (CRM)</b>	CRM is a social responsibility tool used by companies "a commercial activity by which businesses and charities or causes form a partnership with each other to market an image product or service for mutual benefit" [Business in the Community].
<b>Community involvement</b>	Also referred to as community investment or engagement, community involvement is about the way in which a business interacts with the communities in which it operates. This is often a key aspect of a company's social responsibility.
<b>Corporate citizenship</b>	This term is sometimes used instead of corporate social responsibility. Being a 'good corporate citizen' means embedding the values of CSR into every aspect of the businesses operations.
<b>Corporate governance</b>	Corporate governance relates to how companies are operated and controlled. While governments create the framework for corporate governance, the responsibility for making it work lies with businesses themselves.
<b>Employee volunteering</b>	Employee volunteering is a popular element of CSR that enables a valuable interchange of ideas, skills and knowledge. Employee volunteering is a three-way partnership between an employer, employee and a beneficiary.
<b>Environmental management systems (EMS)</b>	EMS can help an organisation to meet its responsibility for environmental protection. In many cases, the introduction of an EMS can also aid cost savings, and reduction of environmental liability. There are a number of standards available, around which EMS can be modelled, such as the ISO14001 standard and the European Eco-Management and Audit Scheme (EMAS).
<b>Ethics</b>	Ethics relates to how moral principles of right and wrong are applied in life. The values and expectations of your business's stakeholders and wider society will influence your priorities and occasionally put pressure, positive and negative, on your ethical commitment. That can sometimes create perceived tensions between generating profits and doing business ethically.
<b>Human Rights</b>	Human rights refers to the concept of human beings as having universal rights, or status, regardless of legal jurisdiction or other localizing factors, such as ethnicity and nationality.

<b>Innovation</b>	The term Innovation refers to both radical/or incremental changes to products, processes or services.
<b>Key Performance Indicators</b>	Key Performance Indicators (KPI) are financial and non-financial metrics used to quantify objectives to reflect the strategic performance of an organisation.
<b>Payroll giving</b>	Payroll giving is a valuable, long term source of revenue, providing regular income to help charities budget and plan ahead more effectively. Employees can choose to support any charity of their choice with a regular tax free donation direct from their pay.
<b>Risk</b>	Risk is the potential harm that may arise from some present process or from some future event.
<b>Risk management</b>	Risk Management is the process of measuring, or assessing risk and then developing strategies to manage the risk.
<b>Social, ethical and environmental disclosure (SEED)</b>	Companies are under increasing pressure to disclose social, ethical and environmental information to allow performance to be judged and risks assessed. SEED encompasses both the voluntary and mandatory disclosure including environmental reports, health, safety and environment reports, environmental and community reports and sustainability reports. Many large companies now produce annual CSR reports.
<b>Stakeholders</b>	Stakeholders include anyone with a “stake” in a company in terms of being affected by its products, production processes, decisions or actions. Society today consists of a wide range of people who have interests, expectations and demands as to what companies and organisations ought to do, and the ways in which they should behave. A company’s stakeholders may include employees, investors, suppliers, customers, the community, government, non-governmental organisations, banks, and trade associations.
<b>Supply chain</b>	A supply chain is a coordinated system of units, activities, information and resources involved in moving a product or service from supplier to customer. The units of a supply chain typically consist of manufacturers, service providers, distributors, and retail outlets. Supply chain activities
<b>Sustainability</b>	Sustainability relates to an ultimate objective, of maintaining indefinitely the viability of our economies, the societies in which they exist, and the physical environment on which they all depend. In a business context it refers to the capability of an organisation to continue its activities indefinitely, having taken account of their impact on financial, social and environmental capitals. Sustainable development is the process that will take us towards a sustainable society and economy.
<b>Triple Bottom Line</b>	Sustainable development involves the simultaneous pursuit of economic prosperity, environmental quality and social equity. Businesses aiming for sustainability need to perform not against a single, financial bottom line but against the triple bottom line of social, environmental
<b>Values</b>	Those values of the organisation which are defined within the organisation and which it attempts to realise.
<b>Vision statement</b>	The big picture’. In a vision statement you say where it is you want your business to go. Also referred to as mission statement or credo.
<b>Work-life balance</b>	The Work Foundation states that work-life balance is about people having a measure of control over when, where and how they work. It is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society.

## Appendix 3: CSR Resources

CSR Resource	Information	Link
<b>ACCA</b>	ACCA (the Association of Chartered Certified Accountants) is the largest and fastest-growing international accountancy body.	<a href="http://www.accaglobal.com/">http://www.accaglobal.com/</a>
<b>The ACCA UK Awards for Sustainability Reporting</b>	The aims of these Awards are to give recognition to those organisations which report and disclose environmental, social or full sustainability information.	<a href="http://www.accaglobal.com/sustainability/awards/susra/">http://www.accaglobal.com/sustainability/awards/susra/</a>
<b>The Acorn Trust</b>	The Acorn web site is dedicated to making environmental performance control accessible and profitable for smaller companies and their customers.	<a href="http://www.theacorntrust.org/">http://www.theacorntrust.org/</a>
<b>The Advisory Committee on Business and The Environment</b>	Provides for dialogue between Government and business on environmental issues and aims to help mobilise the business community in demonstrating good environmental practice and management.	<a href="http://www.defra.gov.uk/environment/acbe/default.htm">http://www.defra.gov.uk/environment/acbe/default.htm</a>
<b>Alternative fuel cars</b>	Motoring on the Green Consumer Guide features the most environmentally-sound cars available in the UK today.	<a href="http://www.greenconsumerguide.com/transport_main.php">http://www.greenconsumerguide.com/transport_main.php</a>
<b>ARENA Network Wales</b>	ARENA Network is an independent organisation providing practical support to business and other organisations on environmental management issues.	<a href="http://www.arenanetwork.org/">http://www.arenanetwork.org/</a>
<b>Article 13</b>	Article 13 are specialist advisors in CSR governance and sustainable development. Have an 'expert view' section on SMEs.	<a href="http://www.article13.com/default.asp">http://www.article13.com/default.asp</a>
<b>Association of Environmentally Conscious Building (AECB)</b>	The Association for Environment Conscious Building (AECB) was established in 1989 to increase awareness within the construction industry of the need to respect, protect, preserve and enhance the environment.	<a href="http://www.aecb.net/">http://www.aecb.net/</a>
<b>Authentic Business</b>	Authentic Business is a newsletter about business with purpose as well as profit- articles, case studies and company directory.	<a href="http://www.authenticbusiness.co.uk/default.aspx">http://www.authenticbusiness.co.uk/default.aspx</a>
<b>BBC News Running a Business</b>	Articles on promoting small businesses.	<a href="http://news.bbc.co.uk/1/hi/in_depth/business/2003/small_business/default.stm">http://news.bbc.co.uk/1/hi/in_depth/business/2003/small_business/default.stm</a>
<b>Beacon Company</b>	The Beacon Company Initiative has been developed in response to a need amongst East Midlands small firms to learn from one another. It creates opportunities for business-to-business learning for managers and entrepreneurs, using their experience to showcase good practice.	<a href="http://www.skillsforenterprise.co.uk/bci/">http://www.skillsforenterprise.co.uk/bci/</a>
<b>Business in the Community (BiTC)</b>	Business in the Community is a unique movement of over 700 of the UKs top companies committed to improving their positive impact on society.	<a href="http://www.bitc.org.uk/index.html">http://www.bitc.org.uk/index.html</a>
<b>BiTC Corporate Responsibility Index</b>	Business-led, voluntary and self-assessed the Index provides a useful focus on corporate responsibility risks and opportunities across the business.	<a href="http://www.bitc.org.uk/programmes/key_initiatives/corporate_responsibility_index/">http://www.bitc.org.uk/programmes/key_initiatives/corporate_responsibility_index/</a>
<b>British Chambers of Commerce</b>	The British Chambers of Commerce is the Voice of UK Business the Partner of first choice for information and guidance and the natural choice for Business Support.	<a href="http://www.chamberonline.co.uk/">http://www.chamberonline.co.uk/</a>
<b>Business Eye</b>	Business Eye is a free, impartial information service for Wales created to find the answers to your business questions.	<a href="http://www.busesseye.org.uk/">http://www.busesseye.org.uk/</a>

CSR Resource	Information	Link
<b>BiTC Environment Index</b>	The Environment Index benchmarks companies against their peers, and whole sectors against each other, on the basis of their environmental engagement in key impact areas.	<a href="http://www.bitc.org.uk/programmes/programme_directory/business_in_the_environment/environment_index/index.html">http://www.bitc.org.uk/programmes/programme_directory/business_in_the_environment/environment_index/index.html</a>
<b>BiTC Percent Club</b>	The Percent Standard is a voluntary benchmark, measuring the contributions made by companies through cash donations, staff time, gifts in kind and management time, shown as a percentage of pre-tax profits.	<a href="http://www.bitc.org.uk/programmes/programme_directory/percent_club/">http://www.bitc.org.uk/programmes/programme_directory/percent_club/</a>
<b>BiTC Right to Read</b>	Right to Read is a campaign to promote the importance of literacy and seeks to engage volunteers from business to become reading partners with 7-11 year old, primary school children.	<a href="http://www.bitc.org.uk/regions/bitc_in_your_region/west_midlands/programmes/cares/right_to_read.html">http://www.bitc.org.uk/regions/bitc_in_your_region/west_midlands/programmes/cares/right_to_read.html</a>
<b>BiTC School Ties</b>	School Ties provides business-education schemes focusing on improving basic skills, enhancing the employability of pupils leaving school and supporting school leadership through training and dissemination of information.	<a href="http://www.bitc.org.uk/regions/bitc_in_your_region/wales/programmes/education/index.html">http://www.bitc.org.uk/regions/bitc_in_your_region/wales/programmes/education/index.html</a>
<b>BiTC ProHelp</b>	ProHelp is a national network of over 1,000 professional firms who give their time and expertise for free to local community groups and voluntary organisations.	<a href="http://www.bitc.org.uk/programmes/programme_directory/prohelp/index.html">http://www.bitc.org.uk/programmes/programme_directory/prohelp/index.html</a>
<b>Business Link</b>	Practical advice for business.	<a href="http://www.businesslink.gov.uk/">http://www.businesslink.gov.uk/</a>
<b>The Campaign to Protect Rural England</b>	CPRE is an organisation which campaigns to protect and enhance the countryside for the benefit of all.	<a href="http://www.cpre.org.uk/">http://www.cpre.org.uk/</a>
<b>The CarbonNeutral Company</b>	The CarbonNeutral Company leads the world in helping businesses and individuals tackle their contribution to climate change.	<a href="http://www.carbonneutral.com/">http://www.carbonneutral.com/</a>
<b>Charities Aid Foundation (CAF)</b>	CAF's Corporate Services department can offer advice and support for your Community Programme helping to maximise the impact of your corporate giving.	<a href="http://www.cafonline.org/">http://www.cafonline.org/</a>
<b>Climate Care</b>	Climate Care offers organisations and individuals a way to reduce their impact on global warming. It sells carbon offsets and funds and manages projects.	<a href="http://www.climatecare.org/">http://www.climatecare.org/</a>
<b>Community Foundation Network (CRN)</b>	Established in 1991, CFN is the national network linking, promoting and supporting over 60 community foundations throughout England, Northern Ireland, Scotland and Wales. A fast growing way of giving, community foundations are charitable trusts that promote and support local voluntary and community activity.	<a href="http://www.communityfoundations.org.uk/">http://www.communityfoundations.org.uk/</a>
<b>Construction and Property Industry Charity for the Homeless (CRASH)</b>	CRASH brings professionals and companies from the construction and property industries together to help homelessness charities to improve their premises.	<a href="http://www.crash.org.uk/">http://www.crash.org.uk/</a>
<b>CRed (Carbon Reduction)</b>	CRed is the Community Carbon Reduction Project based in the East of England and focussing on Norfolk and Norwich. CRed is building a community of partners who are deciding how they want to cut their emissions of carbon dioxide (CO2) to meet a target of 60% reduction by 2025.	<a href="http://www.cred-uk.org/Index.aspx">http://www.cred-uk.org/Index.aspx</a>
<b>CSR Academy</b>	A CSR learning space for managers in businesses of all shapes and sizes. CSR skills events for SMEs.	<a href="http://www.csracademy.org.uk/index.htm">http://www.csracademy.org.uk/index.htm</a>
<b>Earthwatch</b>	Earthwatch engages people worldwide in scientific field research and education to promote the understanding and action necessary for a sustainable environment.	<a href="http://www.earthwatch.org/europe/">http://www.earthwatch.org/europe/</a>

<b>CSR Resource</b>	<b>Information</b>	<b>Link</b>
<b>East Midlands Business Champions</b>	Business Champions are committed to act as mentors to new enterprises and provide commercial expertise to the community, supporting projects and initiatives where the commercial perspective is needed.	<a href="http://www.businesschampions.org.uk/main/default.asp">http://www.businesschampions.org.uk/main/default.asp</a>
<b>Ecotricity</b>	Green energy company.	<a href="http://www.ecotricity.co.uk">http://www.ecotricity.co.uk</a>
<b>Eco-Management and Audit Scheme (EMAS)</b>	EMAS - the , is a voluntary initiative designed to improve companies' environmental performance.	<a href="http://www.emas.org.uk">http://www.emas.org.uk</a>
<b>Employee volunteering</b>	An increasing proportion of Britain's 22 million volunteers are supported by their employer, either in work time or outside of work hours. This is known as Employee Volunteering.	<a href="http://www.employeevolunteering.org.uk/">http://www.employeevolunteering.org.uk/</a>
<b>Employers and Work-life Balance (EaWLB)</b>	Aims to help all UK organisations implement and continuously improve sustainable work-life strategies which meet customer needs, corporate goals and enhance the quality of life for individuals.	<a href="http://www.employersforwork-lifebalance.org.uk/">http://www.employersforwork-lifebalance.org.uk/</a>
<b>Energy Saving Trust</b>	This web site promotes the use of energy saving measures and sets out how energy efficiency offers real opportunities to meet our sustainable development ambitions.	<a href="http://www.energysavingwales.org.uk/?source=google&amp;gookey=energy%20saving%20trust">http://www.energysavingwales.org.uk/?source=google&amp;gookey=energy%20saving%20trust</a>
<b>Envirowise</b>	Envirowise offers UK businesses free, independent, confidential advice and support on practical ways to increase profits, minimise waste and reduce environmental impact.	<a href="http://www.envirowise.gov.uk/home.aspx?o=home">http://www.envirowise.gov.uk/home.aspx?o=home</a>
<b>Ethical Trading Initiative</b>	The Ethical Trading Initiative (ETI) is an alliance of companies, non-governmental organisations (NGOs) and trade union organisations. We exist to promote and improve the implementation of corporate codes of practice which cover supply chain working conditions.	<a href="http://www.ethicaltrade.org/">http://www.ethicaltrade.org/</a>
<b>Fairtrade Foundation</b>	The Foundation is the UK member of Fairtrade Labelling Organisations International (FLO), which unites 20 national initiatives across Europe, Japan, North America, Mexico and Australia/New Zealand.	<a href="http://www.fairtrade.org.uk/">http://www.fairtrade.org.uk/</a>
<b>Forest Stewardship Council</b>	The Forest Stewardship Council (FSC) is an international network to promote responsible management of the world's forests. Its product label allows consumers worldwide to recognize products that support the growth of responsible forest management worldwide.	<a href="http://www.fsc.org/en/">http://www.fsc.org/en/</a>
<b>Give As You Earn</b>	Give As You Earn is the UK's market leading payroll giving scheme, and is managed by the Charities Aid Foundation. It enables employees to make donations to any UK charity direct from their gross salary.	<a href="http://www.cafonline.org/company/">http://www.cafonline.org/company/</a>
<b>Good Corporation</b>	The GoodCorporation Standard helps organisations to develop, manage and monitor their corporate responsibilities.	<a href="http://www.goodcorporation.com/en/default.asp">http://www.goodcorporation.com/en/default.asp</a>
<b>GO Wales</b>	Graduate Opportunities Wales offers a wide range of great services designed to help students, graduates and businesses in Wales.	<a href="http://www.gowales.co.uk/">http://www.gowales.co.uk/</a>
<b>Great Places to Work Institute Inc.</b>	Dedicated to building a better society by helping companies transform their workplaces.	<a href="http://www.greatplacetowork.com/index.php">http://www.greatplacetowork.com/index.php</a>
<b>The Green Register of Construction Professionals</b>	The Green Register is a training and networking organisation that brings together all disciplines in the construction industry who have a demonstrable commitment to sustainable building practices.	<a href="http://www.greenregister.org/">http://www.greenregister.org/</a>

<b>CSR Resource</b>	<b>Information</b>	<b>Link</b>
<b>Groundwork UK</b>	Groundwork is a leading environmental regeneration charity making sustainable development a reality in communities in the UK which are in need of investment and support.	<a href="http://www.groundwork.org.uk/">http://www.groundwork.org.uk/</a>
<b>A Guide to Communicating about CSR</b>	Developed by the European Commission to help smaller companies communicate about their CSR activities.	<a href="http://europa.eu.int/comm/enterprise/csr/campaign/documentation/download/guide_en.pdf">http://europa.eu.int/comm/enterprise/csr/campaign/documentation/download/guide_en.pdf</a>
<b>The Health and Safety Executive</b>	Britain's Health and Safety Commission (HSC) and the Health and Safety Executive (HSE) are responsible for the regulation of almost all the risks to health and safety arising from work activity in Britain.	<a href="http://www.hse.gov.uk/">http://www.hse.gov.uk/</a>
<b>HRH the Prince of Wales Business and The Environment Programme</b>	A global forum for debating the business case for sustainable development and an international network for the exchange of ideas and best practice for sustainability.	<a href="http://www.cpi.cam.ac.uk/bep/">http://www.cpi.cam.ac.uk/bep/</a>
<b>Investors in People</b>	The Investors in People Standard is a straightforward, proven framework for delivering business improvement through people	<a href="http://www.investorsinpeople.co.uk/IIP/Web/default.htm">http://www.investorsinpeople.co.uk/IIP/Web/default.htm</a>
<b>ISO 14001</b>	The ISO 14000 family of international standards is primarily concerned with "environmental management".	<a href="http://www.iso.org/iso/en/prods-services/otherpubs/iso14000/index.html">http://www.iso.org/iso/en/prods-services/otherpubs/iso14000/index.html</a>
<b>ISO 9001</b>	The ISO 9000 family of international standards is primarily concerned with "quality management".	<a href="http://www.iso.org/iso/en/iso9000-14000/understand/selection_use/selection_use.html">http://www.iso.org/iso/en/iso9000-14000/understand/selection_use/selection_use.html</a>
<b>Matched Giving</b>	Supports employee giving by matching their donations.	<a href="http://www.cafonline.org/company/">http://www.cafonline.org/company/</a>
<b>London Remade</b>	An innovative recycling programme aimed at increasing markets for recycled products and driving the development of an entrepreneurial recycling supply chain. London Remade uses recycling as a vehicle to drive economic and social regeneration.	<a href="http://www.londonremade.com/">http://www.londonremade.com/</a>
<b>The National Education Business Partnership Network</b>	The objectives of the Network are to advance the education of pupils and students, at local schools and colleges in particular, by promoting the efficiency of education and business partnerships in England and Wales and Northern Ireland so as to improve the educational preparation and training of young people to prepare for proper employment.	<a href="http://www.nebpn.org/">http://www.nebpn.org/</a>
<b>New Economics Foundation (NEF)</b>	The NEF aims to improve quality of life by promoting innovative solutions that challenge mainstream thinking on economic, environment and social issues.	<a href="http://www.neweconomics.org/gen/">http://www.neweconomics.org/gen/</a>
<b>Pan-European Awareness-Raising Campaign on Corporate Social Responsibility</b>	This campaign is an initiative of the Enterprise Directorate-General of the European Commission, and is targeted above all at European SMEs.	<a href="http://europa.eu.int/comm/enterprise/csr/campaign/index_en.htm">http://europa.eu.int/comm/enterprise/csr/campaign/index_en.htm</a>
<b>Partnerships with People</b>	Aims to help organisations bring the best out of their people to achieve significantly enhanced business performance.	<a href="http://www.dti.gov.uk/pwp/">http://www.dti.gov.uk/pwp/</a>
<b>Payroll Giving</b>	Payroll giving is a valuable, long term source of revenue, providing regular income to help charities budget and plan ahead more effectively. Employees can choose to support any charity of their choice with a regular donation direct from their pay.	<a href="http://www.payrollgiving.co.uk/">http://www.payrollgiving.co.uk/</a>
<b>The Queen's Awards for Enterprise</b>	The UK's most prestigious awards for business performance.	<a href="http://www.queensawards.org.uk/business/business.html">http://www.queensawards.org.uk/business/business.html</a>

<b>CSR Resource</b>	<b>Information</b>	<b>Link</b>
<b>renewal.net</b>	An on-line guide to what works in neighbourhood renewal. Documents on the site include how to guides, case studies, project summaries and much more.	<a href="http://www.renewal.net/">http://www.renewal.net/</a>
<b>SEE Companies</b>	SEecompanies.com asks tough questions on a range of social, ethical and environmental issues and lists businesses prepared to give straight answers.	<a href="http://www.seecompanies.com/index.asp">http://www.seecompanies.com/index.asp</a>
<b>Sefydliad</b>	The Community Foundation in Wales aims to build a people's fund to make and manage grants to communities, hence championing community activity in Wales.	<a href="http://www.cfiw.org.uk/">http://www.cfiw.org.uk/</a>
<b>Small Business Journey</b>	'The route map to business value'. 'How to' guides on policy, practice and stakeholders, business benefits, resources section.	<a href="http://www.smallbusinessjourney.com/output/page1.asp">http://www.smallbusinessjourney.com/output/page1.asp</a>
<b>SME Key</b>	This downloadable software takes companies step by step through all areas of their activity, from human resources to the environment to help them complete an internal audit or publish a social report, chart their progress and plan a more socially responsible, more profitable future.	<a href="http://www.smekey.org/english_lan/default.aspx">http://www.smekey.org/english_lan/default.aspx</a>
<b>Social Audit</b>	Social auditing is a way of measuring and reporting on an organisation's social and ethical performance.	<a href="http://www.neweconomics.org/gen/newways_socialaudit.aspx">http://www.neweconomics.org/gen/newways_socialaudit.aspx</a>
<b>South East England Development Agency Sustainable Business Awards</b>	SEEDA Sustainable Business Awards has been running since 2001 and aims to encourage and promote a sustainable approach to business in the South East region through celebrating excellence, significant achievement and through the dissemination of best practice.	<a href="http://www.seeda.co.uk/Work_in_the_Region/Strategy_&amp;_Sustainability/Sustainable_Developments/Sustainable_Business_Awards/">http://www.seeda.co.uk/Work_in_the_Region/Strategy_&amp;_Sustainability/Sustainable_Developments/Sustainable_Business_Awards/</a>
<b>Sustainable Supply Chain Forum</b>	The primary aim of the Forum is to stimulate awareness and understanding within industry and commerce and in the public sector of the need for environmentally responsible supply networks.	<a href="http://www.sscf.info/DesktopDefault.aspx?tabid=52">http://www.sscf.info/DesktopDefault.aspx?tabid=52</a>
<b>The Sunday Times 100 Best Companies to Work For</b>	Survey of nearly 13,000 SME (small or medium-sized enterprise) staff members that is the most comprehensive barometer of workplace culture within the small companies.	<a href="http://business.timesonline.co.uk/article/0,,20189-1500289,00.html">http://business.timesonline.co.uk/article/0,,20189-1500289,00.html</a>
<b>Time Banks UK</b>	Time Banks UK is the national umbrella charity linking and supporting time banks across the country by providing inspiration, guidance and practical help.	<a href="http://www.timebanks.co.uk/index.asp">http://www.timebanks.co.uk/index.asp</a>
<b>Volunteer Awards Programme</b>	A Volunteer Awards programme is an impartially judged programme to celebrate, promote and reward employee volunteering and fundraising efforts.	<a href="http://www.cafonline.org/company/">http://www.cafonline.org/company/</a>
<b>Wales Cares</b>	Wales Cares is part of the main business led employee volunteering programme in the UK, supported by the Welsh Assembly Government's Active Communities initiative.	<a href="http://www.bitc.org.uk/regions/bitc_in_your_region/wales/programmes/employee_volunteering/index.html">http://www.bitc.org.uk/regions/bitc_in_your_region/wales/programmes/employee_volunteering/index.html</a>
<b>Working Families</b>	By working with parents and carers and organisations alike, Working Families helps children, working parents and carers and their employers find a better balance between responsibilities at home and work.	<a href="http://www.workingfamilies.org.uk/asp/home_zone/m_welcome.asp">http://www.workingfamilies.org.uk/asp/home_zone/m_welcome.asp</a>
<b>WWF-UK Forest &amp; Trade Network (FTN)</b>	The mission of the WWF-UK Forest & Trade Network (FTN) is to improve the management of the world's production forests by using the purchasing power of UK businesses.	<a href="http://www.wwf.org.uk/ftn/">http://www.wwf.org.uk/ftn/</a>