

Index

- 3D management 290–310
3i 225
3M 167
9/11 terrorist attacks 320
- AA1000AS assurance standard 92, 97,
101–4, 124
ABB 23–4
ACCION International 183, 186–9
Accor 171–8
 Earth Guest 174–5, 177–8
AccountAbility 101–3, 318
Acona 44
acquisitions *see* mergers and acquisitions
Acre Resources 44–5, 48–50, 57, 60
ACT-HIV 174
actions 29, 40–2, 131–41, 148–52, 274–6,
326–7
 communications 131–41
 perceptions 131–2
additives-in-PVC sustainability challenge 7,
11–12
adiabatic volume 9–10
advertising 74–5, 135–6, 149–52, 230–7
 economics of perception 135–6
 laws 74–5
 sports sponsors 230–7
Agenda 21 108
agri-food industry, supply chains 240–50,
286
AIDS/HIV 173–5, 206, 258, 267, 269, 272
air-conditioning units, IT
 equipment 159–60
'alibi actions' 134–5
Alien Tort Claims Act (ATCA) 66–7, 75–6
Allianz 256–7
Amanco 272
American Point of Light Foundation
 Institute 87
Anglo-American 272
anti-dumping measures 223–4
anti-globalisation groups 20–1
application level check, GRI 123–4
asbestos 70–1
assurance reports 91–106, 107–28, 197–8,
200–8, 244, 248–50, 324–5
 see also reports
 benefits 92–3, 95–100, 111–12
 checklist of steps 104–5, 113–17
 definition 92–3
 GRI 97, 100, 103–4, 108–28, 248–50
 ICAE 3000 assurance standard 92, 97,
100–3, 124
 objectives 92–4, 109–12
 procedural perspective 112–20
 providers 104–5
 risks 96–7, 99, 100–1
 selection of providers 104–5
 standards 92, 97, 100–4, 108–28, 197–8
 statistics 109–10
 strategy issues 112–28
 synergies 104
 tangible/intangible benefits 97–100,
111–12
 typical subject matter 103–4
ATCA *see* Alien Tort Claims Act
attitudes, events 146–52
AUC 68–9, 72
audits, sustainability 91–106, 110–28,
197–8
automotive industry 193–208, 276, 296–7,
319–20
 see also Volkswagen
 challenges 194–6
 Toyota 296–7, 319–20
awards 144, 147
 see also events
- back-up facilities, IT equipment 161
banks 46–7, 50, 79–80, 111, 165–6,
180–91, 229–37, 299–301
bonuses for CSR employees 50

- CSR employees 46–7, 50, 79–80
- e-banking 165–6
- sports sponsors 229–37
- voluntary activities 78–9, 237
- Benchmarking 6, 48, 108, 122–3, 175–6
- sustainability reporting 122–3
- benefits' packages for CSR employees 45–6, 48–55, 58–9, 84–5, 87–8, 89, 111–12
- statistics 48–55, 58–9
- voluntary activities 84–5, 87–8, 89
- Beta Institute 210, 213–27
- Betapharm 209–27
- BHP Billiton 321
- BiE *see* Business in the Environment index
- bigger picture, sustainability managers 10–15
- biodiversity programmes 175, 206–7, 283–4
- Blumberg & Scheubel survey 2007 79, 84–5
- BMZ 252–64
 - see also* developPPP.de scheme
- bonuses for CSR employees, statistics 49–55
- bottom-up designs, voluntary activities 84–8
- boundary definitions 115–17, 275–6
 - Sustainability Reporting Guidelines* (GRI 2006) 115–17
- brainstorming sessions 9, 12, 36–7
- brands
 - Betapharm 210–27
 - ten rules for successful CSR communications 129–41
- Brazil 254–5
- bribery 222, 313–14
- BSH Bosch and Siemens Hausgeräte GmbH 254–5
- BSR Guide 29–35
- budgets 52–3, 55–6, 114–17, 216, 293–309
- Business in the Environment index (BiE) 321
- business models
 - Betapharm 226–7
 - IT sustainability roles 154–70
 - re-engineering 166–70
 - sustainability 121–2, 127, 131–41, 154–70
- business partners 18–42, 85–90, 183–91
 - see also* stakeholders
- business plans
 - see also* strategy issues
 - microfinance 184
 - sustainability definition 3–4
- business risks, climate change 280–1
- Business for Social Responsibility, carbon offsetting 283–4
- business value
 - see also* shareholder . . .
 - CSR 2.0 290–310, 316–27
- business-effect dimension of CSR 2.0 292–4, 296–7, 305–9
- buyer-driven supply chains 273–6
 - see also* supply chains
- Cadbury Schweppes 245–6
- call centres 215–22
- Capacity Development for Partnerships with the Private Sector (CDP) 252, 263
- Cape plc 70–1
- capital markets
 - see also* investors; shareholder . . .
 - CSR development drivers 196–8
- car clubs 167
- Carbon Disclosure Project 320–1
- carbon footprints 8–10, 14, 154–9, 160–2, 165–8, 201–8, 240–50, 254–5, 280–7, 296, 297–9, 313–14, 320–1
- measurements 8–9, 281–2, 313–14
- carbon offsetting 279–88
 - benefits for businesses 283–4
- Business for Social Responsibility 283–4
 - critique 286–7
 - definition 280–2
 - emission reductions 281–2, 284–7
 - energy efficiency projects 284–7
 - external emission reduction strategies 281, 282
 - internal emission reduction strategies 281–2, 284, 286–7
 - investment criteria 287
 - land-use/forestry offset projects 284, 286–7
 - measurements 281–2
 - renewable energy sources 284–5
 - standards 283–4
- carbon pricing 162
- carbon-neutral sustainability challenge 6–7, 8–11, 14, 194–208, 284–7
- care assistants, Betapharm 213–27
- Carroll's pyramid 199, 312, 321–2, 325
- causes-covered dimension of CSR 2.0 293–4, 303–9
- CCBS *see* Climate, Community and Biodiversity Standards
- CDM *see* Clean Development Mechanism
- CDP *see* Capacity Development for Partnerships with the Private Sector
- Cemex 307–9
- certification schemes, supply chains 177, 243–8, 268–9, 273–6, 319
- CGAP *see* Consultative Group to Assist the Poor
- chain of impact, events 145–7
- change management processes 80–1, 87–90, 111–12, 317–27
 - voluntary activities 80–1, 87–90
- characteristics of CSR employees 45–6, 48–9, 51–5, 59–62

- chemicals industry 318–19
 child labour 19, 31–5, 36, 273–4
 Chiquita Brands International 64, 68–9, 72
 chlorinated products 2, 6–15
 Cinépolis 303–4
 circularity principle of CSR 2.0 318, 322–3
 Clean Development Mechanism (CDM),
 Kyoto Protocol 254–5, 283, 284–5
 climate change 8–9, 46–7, 57–8, 162–3,
 195, 254, 280–7, 313, 315–16, 319–27
 Climate, Community and Biodiversity
 Standards (CCBS) 283
 The Coca-Cola Company (TCCC) 301–3
 codes of conduct 22–6, 31–5, 71–6, 197–8,
 246–8, 272–6, 312–17
 collaborative networks 317–27
 ‘Colourful Teams Kick Well’
 initiative 233–7
 Allianz Arena, Munich 233–7
 Bayern Munich 232–7
 HypoVereinsbank 233–7
 commitment issues
 employees 61–2, 80–4, 86, 88–90, 94–6,
 98–100, 133–5, 147–52, 177–8,
 196–8, 217–27, 271, 274–6, 284–7,
 298–9
 job-seeking in CSR 61–2, 82–3
 stakeholder dialogues 35–7, 133–5
 sustainability 3–4, 7, 9–10, 35–7, 94–6,
 133–5, 298–9
 top managers 3–4, 5, 7, 9–10, 35–7,
 88–90, 94–6, 98–100, 110–12, 121–2,
 133–4, 176–7, 274–6, 314–15,
 318–19
 communications 12, 15, 17–42, 57–8,
 80–90, 114–28, 129–41, 163–4, 211–27,
 233–7
 see also dialogues . . .
 actions 131–41
 checklist for CSR avenue 140–1
 contact persons 136–7
 do’s and don’ts 130–41
 economics of perception 135–6
 external/internal communications 29,
 40–2, 86–8, 116–17, 130–41
 homeworking (telecommuting)
 employees 163–5, 169
 language patterns in NGOs 38–9
 listening skills 29, 38–9, 80–1
 NGOs 20–1, 32–42, 136–7
 opinion-makers 137–41
 optional programmes 132–3
 responsible brands 139–41
 results of stakeholder dialogues 29, 40–2,
 117–20
 road maps 132–41
 selling points 139–41
 social competence skills 29, 38–9, 80–1,
 146–52
 sports sponsors 233–7
 target groups 136–9, 213–27
 ten rules for CSR success 129–41
 voluntary activities 84–5, 86, 87–90,
 132–3, 237
 communities *see* local communities
 Companies Act 2006 71–3, 75–6
 competitions 147
 see also events
 competitive advantages 196, 199–208,
 211–27, 270–6, 281–7
 complementarity PPP requirements 253–4
 connectedness principle of CSR 2.0 318–19,
 326–7
 Conservation International 23
 consultancies
 bonuses 50–1
 CSR employees 46–51, 53–5, 57–8
 job titles 53–5
 remuneration statistics 49–51, 54–5
 consultative dialogues with
 stakeholders 21–6, 29–35, 117–20
 The Consultative Group to Assist the Poor
 (CGAP) 181–2
 contact persons *see* communications 136–7,
 content index GRI 123–4
 content/quality/boundary definitions,
Sustainability Reporting Guidelines (GRI
 2006) 115–17
 continuity benefits, dialogues with
 stakeholders 41–2
 continuous improvements 299, 307,
 314–15
 controlled-loop recycling sustainability
 challenge 6–7, 11–12, 322–3
 core business activities, sustainability
 definition 3, 4, 8
 core competencies 199–208
 see also skills . . .
 corporate citizenship 132–3, 144, 180–91,
 199–208, 291–310
 see also events
 communications 132–3, 144
 corporate governance 92, 114–15, 196–7,
 201–2
 corporate social responsibility (CSR)
 see also CSR 2.0; standards
 actions 29, 40–2, 131–41
 assurance reports 91–106, 107–28,
 197–8, 244
 audits 91–106, 110–28, 197–8
 automotive industry 194–208, 276
 benefits 270–2
 Betapharm 209–27
 carbon offsetting 279–88
 critique 12, 64, 73–4, 211, 291–309,
 312–27
 definitions 3, 56–8, 64, 115–17, 144,
 283, 312–13, 325–6

- developing countries 122, 254–64, 265–78
- drivers 196–8, 268–70
- employees in CSR 43–62
- experts 137–41, 176–7, 205, 323–4
- failure factors 314–27
- historical background 291–2, 312–17
- hotel industry 171–8
- implementation steps 289–310
- incremental-approach CSR failings 314–15, 318–20
- legal perspectives 63–76
- microfinance 180–91, 255–7, 319–20
- multi-stakeholder initiatives 23–6, 317–27
- peripheral CSR failings 314–15
- policies/statements 64, 73–6, 130–41, 240–50
- PPPs 206, 251–64
- practical implementation issues 290–310
- reports 21–2, 40–2, 57–8, 91–106, 107–28, 136–41, 162–4, 197–8, 200–8, 313–14, 324–5
- SMEs 209–27
- sponsors 220–1, 229–37
- SSCM 240–50, 268–9, 271–6
- stakeholders 3, 21–6, 27–8, 40–2, 117–20, 196–8, 317–27
- sustainability contrasts 3, 325–7
- terminology issues 56–7, 252, 290–1, 325–7
- uneconomic CSR failings 315–16
- Volkswagen approach 199–200
- voluntary activities 3, 6–7, 64–5, 77–90, 132–3, 206–7, 237, 282–7, 293
- websites 40–1, 162–4
- corporate values *see* organisational cultures
- corporations
 - see also* communications
 - CSR 2.0 290–310, 312, 316–27
 - developing countries 266–76
 - financial disasters 110–11
 - mission 33–4, 38, 132, 144–7, 185, 190, 200, 327
 - oil corporations 19, 320–1
 - powers 64–6, 194–5, 215–16, 225–6, 266–76, 318–19
 - PPPs 206, 251–64
 - profits 7, 10–11, 12, 145–7, 205–8, 220–7, 232, 240, 253–4, 266–7, 270–2, 289–310, 312, 315–16, 327
 - psychopath analogy 315
 - relationships 64–6, 194–5, 197–8, 215–16, 225–6, 229–37, 251–64, 266–76, 292–6, 318–19
 - short-termism 315, 327
 - SSCM 240–50, 268–9, 271–6
 - voluntary activities 3, 6–7, 64–5, 77–90, 132–3, 237
 - corruption problems 20–1, 31–5, 111, 194, 200–8, 222, 231, 252–3, 313–14
 - cost of capital 98–100
 - costs 7, 37, 98–100, 125–6, 195, 271–6, 315–16
 - inaction costs 195, 315–16
 - PPPs 253–4
 - sustainability 7, 98–100, 125–6, 195, 315–16
 - Credit Suisse 180–91
 - see also* microfinance
 - future prospects 191
 - lessons learned 190–1
 - mission statement 185, 190
 - partnerships 183–9
 - creditors, assurance reports 96
 - CSR 1.0 291–309, 316–27
 - definition 291–2, 317
 - CSR 2.0 290–310, 312, 316–27
 - business-effect dimension 292–4, 296–7, 305–9
 - causes covered dimension 293–4, 303–9
 - circularity principle 318, 322–3
 - connectedness principle 318–19, 326–7
 - CSR 1.0 291–2, 316–27
 - cultural issues 323–7
 - definition 290, 291–2, 317–18, 327
 - dimensions 292–309, 317–27
 - double-helix model 325–7
 - duality principle 318, 321–2
 - internal-implementation dimension 292–6, 305–9
 - location/interaction dimension 293–4, 299–300, 305–9
 - mindset/drivers dimension 292–4, 297–9, 305–9
 - multi-stakeholder initiatives 317–27
 - principles 318–27
 - questionnaire 304–7
 - responsiveness principle 318, 320–1, 326–7
 - scalability principle 318, 319–20, 326–7
 - shifts in principles 323–5
 - stakeholder-relationships dimension 293–4, 301–3, 305–9
 - transformational markers 323–5
 - Web 2.0 294–5, 316–17, 325
 - CSR *see* corporate social responsibility
 - CSR International 316
 - CSR Salary Survey 44, 46–7, 48–56, 59
 - cultural issues 233–7, 267–76, 292–309, 315
 - see also* organisational cultures
 - CSR 2.0 323–7
 - developing countries 267–8
 - greed cultures 315
 - immigration 233–7

- customers 13–14, 18–42, 96, 98–100, 130, 139–41, 147–8, 172–8, 197–8, 231–7, 296–7
see also stakeholders; supply chains
 assurance reports 96, 98–100, 113–17
 Betapharm 212–27
 feedback 13, 25–8, 41, 118–20, 139–41, 168
 needs assessments 96, 98–100, 105, 113–17, 130, 139–41, 166–70, 213–27, 296–309
 sustainability challenges 13–14, 139–41
- data centres 154, 158–61
 databases 116–17, 219–20
 decisional dialogues with stakeholders 22–6, 32–5, 40–2
 Deutsche Bank 78–9, 83, 291
 developing countries 122, 254–64, 265–78, 285
 benefits of CSR 270–2
 competitive advantages 270–6
 cultural issues 267–8
 drivers of CSR 268–70
 emission statistics 285
 environmental issues 266–76
 ethical issues 266–7, 269–70, 271–6
 features of CSR 267–8
 religions 267–8
 societal issues 266–76
 supply chains 266, 268–70, 271–6
 development projects 80–1
 developPPPde scheme 252–64
see also BMZ; public private partnerships
 pillars 261–3
 dialogues with stakeholders 17–42, 57–8, 117–20, 137–41, 211–27, 284–7
see also communications
 Betapharm 212–27
 continuity benefits 41–2
 events 29, 36–7, 143–52
 exploration-and-consultation phase 1 of
 the process stakeholder dialogue
 model 29–35, 148–52
 follow-up phase 4 of the process
 stakeholder dialogue model 29, 39–42, 148–52
 four-phase process model 29–42, 148–52
 language patterns 38–9
 levels 21–6, 117–20
 listening skills 29, 38–9
 long-term/short-term perspectives 42
 objectives 29–42, 137–41
 opportunities/risks 26–35, 122–3, 127–8, 137–41
 preparation phase 2 of the process
 stakeholder dialogue model 29, 35–7, 118–20, 148–52
 results of stakeholder dialogues 29, 40–2, 117–20
 running-the-dialogue phase 3 of the
 process stakeholder dialogue
 model 29, 37–9, 118–20, 148–52
 ‘what else is important’ question 38–9
 digital goods 168–70
 directors/heads
 job titles of CSR employees 51–2, 53–4
 legal perspectives 71–6
see also transparency . . .
 discount contracts, Betapharm 216–17
 DJSI indices 202
 doctors, Betapharm customers 213–27
 Donors 181, 191, 320–1
see also microfinance
 double-helix model of CSR 2.0 325–7
 DQY Ecological 272
 Dr. Reddy’s 225, 227
 drugs 69, 81, 210–27, 231, 322
 duality principle of CSR 2.0 318, 321–2
 due diligence
 Betapharm 225–6
 microfinance 184–5
 NGOs 33–4, 184
 duplex printing 156–7, 167–8
 durable products 11–12, 157–8
- e-banking 165–6
 e-commerce 167–70
 e-government 165–6
 eco-efficiencies 6, 31–5, 195–208, 281–7, 298–9
 Eco-Management and Audit Scheme (EMAS) 198
 Eco-Patent Commons, WBCSD 320–1
 economic issues 4, 6, 7, 45, 48, 64–5, 110–11, 115–17, 119–20, 121–7, 154–70, 194–208, 215–27, 240–50, 253–4, 266–7, 270–1, 281, 289–310, 312–27
see also profits
 CSR 2.0 290–310, 312, 316–27
 IT developments 154–70
 powers of corporations 64–6, 194–5, 215–16, 225–6, 266–76, 318–19
 SSCM 240–50, 268–9, 271–6
 uneconomic CSR failings 315–16
 economic recessions 45, 48, 111–12, 190, 315
 economics of perception 135–6
 education provisions
 Volkswagen 205–6
 EMAS *see* Eco-Management and Audit Scheme
 emerging markets 122, 254–64, 265–76, 285
see also developing countries

- employees 18–42, 43–62, 65–76, 78–90,
94–6, 98–100, 130–41, 144–52, 177–8,
196–208, 212–27, 237, 298–9, 308–9,
323
see also recruitment . . . ; stakeholders;
teams
- assurance reports 94–6
- benefits' packages for CSR
employees 45–6, 48–55, 58–9, 84–5,
87–8, 89, 111–12
- Betapharm 212–27
- bonuses for CSR employees 49–55
- characteristics of CSR employees 45–6,
48–9, 51–5, 59–62
- commitment issues 61–2, 80–4, 86,
88–90, 94–6, 98–100, 133–5, 147–52,
177–8, 196–8, 217–27, 271, 274–6,
284–7, 298–9
- communications do's and don'ts 130–41
- contractors 48
- CSR training/awareness 22–3, 25,
98–100, 122–3, 155, 173–8, 217–19,
273
- 'green job space' 45–6
- job function of CSR employees 56–8
- job titles of CSR employees 51–5
- labour standards 19–21, 24–5, 30–5, 36,
65–76, 132–3, 198, 200–8, 240–50,
254–64, 268–76
- loyalties 80–4, 147–52, 196–8
- men CSR employees 46–7, 51–2, 58–9
- microfinance 182–91
- motivation factors 61–2, 80–4, 86, 88–90,
94–6, 98–100, 134–5, 144–52, 172–8,
271, 284–7
- needs assessments 94–5, 105, 130, 134–5
- overview of the CSR job market 46–8
- qualifications of CSR employees 8, 46–7,
52–5
- remuneration 44–7, 48–51, 58–9, 73–5,
87
- retention considerations 44–5, 82–3, 304
- skills/competencies 3, 5, 8, 29, 38–9,
80–4, 88–90, 146–52, 172–8,
199–208
- 'soft skills' 80–1
- sports sponsors 237
- statistics 46–55, 58–9
- trade unions 19–42, 197, 200
- training 9–10, 22–3, 25, 98–100, 122–3,
155, 173–8, 184–6, 188, 189–90,
205–7, 217–19, 273
- turnover rates 42, 82–3
- voluntary activities 78–90, 132–3, 206–7,
237, 293
- women 46–7, 51–5, 58–9, 73–5, 182
- works councils 200, 201
- energy efficiency projects 254–5, 284–7,
321
- Energy Star compliant IT 155–6, 157
- 'enhanced shareholder value' 71–2
- enterprise resource planning (ERP) 116–17
- environmental issues 4, 8–10, 20–1, 23–4,
27–8, 30–5, 46–7, 57–8, 64, 79–90,
115–17, 119–20, 121–7, 144–52,
154–70, 172–8, 194–208, 240–50, 258,
281, 290–310, 315–27
see also carbon . . .
automotive industry 194–208, 276
CSR 2.0 290–310, 312, 316–27
developing countries 266–76
indirect environmental impacts 13–14
IT roles 154–70
SSCM 240–50, 268–9, 271–6
- environmental, social and governance issues
(ESG) 92, 196–7, 201–2, 207–8
- Erdemir 162
- Erhardt, Horst 210–15, 216–27
- ERP *see* enterprise resource planning
- ESG *see* environmental, social and
governance issues
- ethical issues 29–35, 48, 58–9, 207–8, 211,
243–50, 266–7, 269–70, 271–6,
291–310, 312–27
developing countries 266–7, 269–70,
271–6
marketing 211
- Ethical Performance* 44
- European Union 6–7, 110, 125, 158, 200,
216, 223–4, 320
anti-dumping measures 223–4
Social Charter 200
sustainability reporting 110, 125
voluntary commitments 6–7
Waste Electrical and Electronic
Equipment Directive (WEEE) 158
- events
see also corporate citizenship; voluntary
activities
agencies 150–1
chain of impact 145–7
follow-up element of event project
procedures 148, 150, 152
learning processes 145–7, 149–52
objectives 144–7
participants 144–52
performance evaluations 145–6, 149–52
planning element of event project
procedures 148–51
project management best practice
143–52
project procedures 148–52
realisation element of event project
procedures 148–50, 151
targets 144–7, 148–9
types 144–5, 147–8
experts 137–41, 176–7, 205, 323–4
external perspective of CSR 2.0 292–309

- external/internal communications 29, 40–2, 86–8, 116–17, 130–41
- extra-financial information 92–106, 197–8, 325–6
- facilitators 29, 36–7, 39, 98–100, 118–20
- failure disclosures, sustainability reporting 127–8
- failure factors, CSR 314–27
- Fair Labor Association 24, 74
- Fairfood International 244
- Fairtrade Labelling Organisation (FLO) 23
- fairtrade products 23–4, 31–5, 140, 173–8, 245, 319
- feedback
 - customers 13, 25–8, 41, 118–20, 139–41, 168
 - positive feedback loops 168
- financial disasters, corporations 110–11
- FINCA International 186–8
- five-phases in the reporting process cycle 113–17
- 'flexible platforms' of investments 7, 12
- flip-charts, facilitation techniques 36–7
- focus groups 32–3
- follow-up element of event project
 - procedures 148, 150, 152
- food industry, value-chain analysis 30–5
- Forest Stewardship Council 318
- forests 174–8, 243–50, 284, 285–7, 318
- Fortune* magazine 313–14
- fossil fuels 19, 284–5, 297, 320
- four-phase process stakeholder dialogue model 29–42, 148–52
- Friedman, Milton 18, 64–5, 110
- FTSE-100 companies, CSR employees 50, 53
- fuels 161, 196–208, 284–5, 297, 320
 - see also* automotive industry
- further reading 329–32
- Future 500 109–10
- gaps' appreciation 3, 5, 6–7, 8–9, 25
 - sustainability definition 3, 5
- Gartner 154, 157
- gender issues, employees 46–8, 51–5, 58–9, 73–5, 182
- Global Action Network for Transparency in the Supply Chain (GANTSch) 249
- Global Climate Coalition 320
- Global Reporting Initiative (GRI) 97, 100, 103–4, 108–28, 248–50, 313, 320–1
 - application level check 123–4
 - content index 123–4
 - origins 108
- Gold Standard (GS) 283
- Grameen Bank 319
- Green Globe certification 177
- 'green job space' 45–6
- green marketing, critique 12, 64, 73–4, 211
- 'green' university graduates 8, 46–7
- greenhouse gases 162–3, 280–7
 - see also* carbon offsetting; climate change
- Greenpeace 6, 7
- 'greenwash' criticisms 12, 38, 40, 131
- GRI *see* Global Reporting Initiative
- GTZ 206, 249, 254–64
- Guatemala 321–2
- Guille-Laris, Lorena 303–4
- harmonious society concept, China 267–8, 322
- health insurance companies, Betapharm
 - customers 213–27
- Henkel KG 82
- Hensley, Colin 296–7
- Herrera, Martha 307–9
- high assurance, AA1000AS assurance standard 101–3
- HIV/AIDS 173–5, 206, 258, 267, 269, 272
- home delivery, IT uses 167–8
- homeworking (telecommuting) employees 48, 163–5, 169
 - hotel industry 171–8
- how-to five-step strategy/implementation guide, voluntary activities 79, 84–8
- human resources *see* employees
- human rights 18–21, 30–5, 65–76, 200–8, 231, 240–50, 252–3, 254–64
- Hydro Polymers 2, 9–10
- HypoVereinsbank 229–37
- IBM 84–7
- ILO *see* International Labour Organisation
- immigration 233–7
- implementation steps
 - CSR 289–310
 - sustainability 5–7, 8–10, 14–15, 241–50, 289–310
- in-house CSR employees
 - job titles 51–3
 - remuneration statistics 49–53
- inaction costs 195, 315–16
- incentives 144, 324–5
 - see also* events
- incremental-approach CSR failings 314–15, 318–20
- India 225–7
- indirect environmental impacts, identification needs 13–14
- industrialised countries, emission statistics 285
- INEOS ChlorVinyls 2–15
- information quality principles, *Sustainability Reporting Guidelines* (GRI 2006) 115–17
- initiation steps, sustainability 5–7, 8–10, 14–15
- injunctions 74–5

- innovations 3, 27–8, 41, 45, 122, 166–70, 182, 194–8, 199–208, 210–27, 252–3, 262–4, 270–6, 283–7, 296–7, 307, 316–27
 SMEs 210–27
 sustainability definition 3
 institutional investors 92, 181–91, 196–8
 see also investors; pension funds; private equity funds
 CSR development drivers 196–8
 insurance, PPP micro-insurances 255–7
 intangible benefits of assurance reports 97–100
 Integrity Charter, HypoVereinsbank 230
 Interface ‘Evergreen’ carpets 322
 internal perspective of CSR 2.0 292–309
 internal-implementation dimension of CSR 2.0 292–6, 305–9
 internal/external communications 29, 40–2, 86–8, 116–17, 130–41
 International Federation of Accountants 100–1
 see also ISAE 3000 . . .
 International Labour Organisation (ILO) 31–2, 198, 206
 International Metal Workers Union 200
 International Panel on Climate Change 286
 International Volunteer Day 87
 Internet
 see also IT
 CSR websites 40–1, 162–4
 sustainability reporting 118–20, 124–5, 126–8
 voluntary activities 86–8
 Web 2.0 138–9, 294–5, 316–17, 325
 internships 60–1
 intranets 86, 89, , 166
 investors 7, 9–11, 12, 18–42, 92–106, 114–17, 181–91, 196–9, 206, 251–64, 287
 see also institutional . . . ; microfinance; stakeholders
 carbon offsetting 287
 CSR development drivers 196–8
 PPPs 206, 251–64
 types 92–3
 ISAE 3000 assurance standard 92, 97, 100–3, 124
 levels 100–1, 102–3
 ISO 9001 standard 314
 ISO 14000 standard 198, 313
 ISO 14001 standard 314, 325
 ISO 26000 standard 198
 IT 20, 84–5, 116–17, 126–8, 153–70, 219–20, 276, 316–17
 see also Internet
 air-conditioning units 159–60
 back-up facilities 161
 data centres 154, 158–61
 databases 116–17, 219–20
 developments 154
 digital goods 168–70
 efficiency tips 155–61
 emails 20, 164–5
 emissions 154, 160–70
 Energy Star compliant IT 155–6, 157
 logistics’ uses 161–2
 manufacturing optimisation 161–2
 negative impacts 154–7
 networking equipment 155, 158–61
 online pull ‘self-service’ processes 165–6
 online shopping and home delivery 167–70
 paper reduction/recycling efforts 155–8, 162–4, 165–7
 power management options 155–6, 157–8, 159–60
 printers 155–8, 162–8
 recyclable/reusable machinery 158
 reduced environmental impacts 154–61
 redundancy problems 155–7
 remote collaboration 164–5, 169
 screens 157–8
 servers 155, 157–61
 standby options 155–6
 sustainability roles 153–70
 upgrading considerations 155, 157–8
 uses in developing sustainable business models 166–70
 uses in reducing business impacts 161–6
 job function of CSR employees 56–8
 job-seeking in CSR 45–6, 48–9, 51–5, 59–62, 82–3
 joined-up-thinking 11–12
 joint ventures 268–9
 just-in-time systems 162
 Kasky, Marc 73–5
 key performance indicators (KPIs) 86, 87, 89, 113
 key success factors 88–9, 122–3, 129–41, 177–8, 207–8, 212–13, 257–61, 290–309
 KPIs *see* key performance indicators
 KPMG 119
 Kyoto Treaty 195, 254–5, 281–2, 283–4, 320
 labour standards 19–21, 24–5, 30–5, 36, 65–76, 132–3, 198, 200–8, 240–50, 254–64, 268–76
 Lafarge 23
 land-use/forestry offset projects, carbon offsetting 284, 286–7
 language patterns in stakeholder dialogues 38–9
 Largacha, Pablo 301–3

- large-scale combined hear and power systems 285–6
- Latin America 187–8, 206, 254–5, 286, 299, 301–4
- lawyers 75
- legal perspectives 63–76, 223–4, 269–70, 312–13
see also regulatory compliance
 ATCA 66–7, 75–6
 case law 65–71
 commercial/non-commercial statements 74–5
 Companies Act 2006 71–3, 75–6
 company directors 67–76
 conflicts of interest 72–3, 117–20
 CSR policies/statements 64, 73–6
 England and Wales 69–73
 inconvenient forum 69–71
 legislation 65–76
 out of court settlements 74–5
 unfair competition and advertising laws 74–5
 US 66–9
- legal risks 66–76
- legislation 65–76
 new legislation 71–3
- leisure industry, CSR employees 46–7
- lessons learned
 microfinance 190–1
 sustainability 14–15
- limited assurance engagement, ISAE 3000
 assurance standard 100–1, 102–3
- listening skills 29, 38–9, 80–1
- loan officers, microfinance 183–4
- lobbying 221–2
- local communities 19–42, 57–8, 65–76,
 78–90, 174–8, 179–91, 197, 267–76,
 283–7, 298–300, 305–9, 326–7
see also stakeholders
 developing countries 267–76
 hotels 174–8
 microfinance 179–91, 319–20
- location/interaction dimension of CSR 2.0
 293–4, 299–300, 305–9
- logistics, IT uses 161–2
- LOHAS segment 139–41
- London, CSR employees 48–55
- London Benchmarking Group 132
- long-term/short-term perspectives
 dialogues with stakeholders 42
 economic recession 111–12
 short-termism 315, 327
 voluntary activities 78–9, 88–90
- loyalties, employees 80–4, 147–52, 196–8
- MacDonald, Bruce 183
- malaria 174–5, 321
- mammaNetz 214, 220, 227
see also Betapharm
- management information systems (MISs)
 116–17, 184
- managers 2–15, 57–8, 80–1, 87–90, 94–106,
 111–12, 143–52, 172–8, 193–208,
 239–50, 258–61, 290–310, 317–27
see also sustainability . . . ; top . . .
- 3D management 290–310
- assurance reports 94–6, 113–17
- change management processes 80–1,
 87–90, 111–12, 317–27
- CSR 2.0 290–310, 316–27
- implementation steps 5–7, 8–10, 14–15,
 241–50, 289–310
- job titles of CSR employees 52–3
- needs assessments 95–6, 105, 113–17
- PPPs 258–61
- project management 143–52, 259–60
- SSCM 240–50, 268–9, 271–6
- tools 289–310
- manufacturing optimisation, IT uses
 161–2
- marketing 12, 33, 38, 40, 57–8, 64, 73–4,
 114–17, 140–1, 177, 209–27
 ethical issues 211
 green marketing 12, 64, 73–4, 211
 SMEs 209–27
- materiality concepts, GRI
 principles 115–17, 119–20
- media 20–1, 33, 137–41, 197
- merg. CSR employees 46–7, 51–2, 58–9
- Merger Consulting 196–7
- mergers and acquisitions 225–6
- meta-plan facilitation techniques 36–7
- methodological competence skills 80–1
- MFIs *see* microfinance institutions
- micro-insurances, PPPs 255–7
- microfinance 179–91, 255–7, 319–20
see also Credit Suisse
 business plans 184
 challenges 181–2
 definition 180–1
 due diligence 184–5
 future prospects 191
 historical background 180–1
 lessons learned 190–1
 loan officers 183–4
 NGOs 183–91
 performance evaluations 189–90
 poverty levels 181–91, 255–7, 319–20
 quality-of-life goals 189–90
 selection processes 184–9
 SMEs 188
 sources of finance 181–2
 statistics 181–2, 189–90
 target-setting processes 189–90
 training 184–6, 188, 189–90
 types 181
- microfinance institutions (MFIs) 182–91
- Millennium Ecosystem Assessment 313–14

- mindset/drivers dimension of CSR 2.0
292–4, 297–9, 305–9
- minutes of stakeholder dialogue meetings
29, 39–40
- MISs *see* management information systems
- mission 33–4, 38, 132, 144–7, 185, 190,
200, 327
- moderate assurance, AA1000AS assurance
standard 101–3
- motivation factors
- employees 61–2, 80–4, 86, 88–90, 94–6,
98–100, 134–5, 144–52, 172–8, 271,
284–7
 - sustainability definition 3, 5, 8
- multi-stakeholder initiatives 23–6, 317–27
- The Natural Step charity 6, 12, 13
- Neebe, Katherine 301–3
- needs assessments, stakeholders 94–6, 105,
113–17, 121–3, 127–8, 130, 134–41,
166–70, 213–27, 240, 296–309
- Nespresso's responsible sourcing
programme 246–8
- Nestlé 20
- networks 61–2, 155, 158–61, 221–2, 284–7,
317–27
- Betapharm 221–2
 - collaborative networks 317–27
 - IT equipment 155, 158–61
 - recruitment of CSR employees 61–2
- Nike 64, 73–5
- non-financial information *see* extra-financial
information
- non-governmental organisations (NGOs)
- 19–42, 46–7, 136–9, 173, 183–91,
197–8, 224, 231, 270, 273, 282–7
 - see also* stakeholders
 - CSR employees 46–7
 - dialogue opportunities/risks 26–35
 - due diligence 33–4, 184
 - importance 20–35, 197–8
 - language patterns 38–9
 - microfinance 183–91
 - selection criteria 29, 32–5, 184–9
 - stakeholder dialogues 21–42
 - statistics 20
- non-profit organisations, voluntary activities
78–90
- Novotel hotels 172, 177
- OECD *see* Organisation for Economic
Cooperation and Development
- 'On Demand Community', IBM 84–7
- online pull 'self-service' processes 165–6
- online shopping and home delivery 167–70
- open space facilitation techniques 36–7
- open-source approaches of Web 2.0 138–9,
294–5, 316–17
- opinion-makers, communications 137–41
- Opportunity International 187–9
- optional programmes, communications
132–3
- organic compounds, sustainability challenge
6–7, 11–12
- Organisation for Economic Cooperation and
Development (OECD) 198, 200
- organisational cultures 10, 64–6, 104,
110–12, 132–3, 163–5, 194–5, 196–8,
199–200, 201, 210–27, 292–309
- see also* stakeholders
 - Betapharm 210–27
 - CSR 2.0 323–7
 - CSR development drivers 196–8
 - Volkswagen 199–200
- out-of-the-box ideas 9, 14, 35–6, 41
- outsourcing trends 271–3
- packaging 31–5
- Packard, David 327
- palliative medicines 219–21
- paper reduction/recycling efforts 155–8,
162–4, 165–7
- Papilio 221–2, 227
- partnerships
- see also* supply chains
 - Betapharm 211–27
 - Credit Suisse 183–9
 - PPPs 206, 251–64
 - SSCM 240–50, 268–9, 271–6
 - stakeholders 23–8, 29–42, 85–90,
137–41, 173–4, 183–91, 206, 211–27,
251–64, 276, 301–3
- patience, virtues 14–15
- patient management, Betapharm 213–14
- Pehl, Christine 210, 215–16, 218, 222,
227
- pension funds 92, 181, 196–7
- see also* institutional investors
- perceptions
- actions 130–41
 - economics of perception 135–6
- performance evaluations 29, 41–2, 84–5,
86–8, 89, 91–106, 110–28, 145–6,
149–52, 173–4, 196–8, 202, 324–5
- audits 91–106, 110–28, 197–8
 - DJSI indices 202
 - events 145–6, 149–52
 - KPIs 86–7, 89, 113
 - microfinance 189–90
 - ratings/rankings 98, 126, 196–8, 201–2,
219–20, 324–5
 - voluntary activities 84–5, 86, 87–8, 89
- peripheral CSR failings 314–15
- persistent-organic-compounds sustainability
challenge 6–7, 11–12
- pesticides 268
- Pfizer 69
- pharmacists, Betapharm customers 213–27

- philanthropic activities 78–9, 87–8, 132–3, 180–91, 199–208, 267–76, 291–310, 312–13, 320–1
see also voluntary . . .
- plan-do-check-act logic 113–17
- planning element of event project
 procedures 148–51
- policies/statements 64, 73–6, 130–41, 240–50, 321–7
- policy-formulation role of stakeholder panels 22–6, 27–8, 40–1, 104, 137–41, 274–5
- politics 195–6, 207–8, 231–7, 269–70
 social inequality issues 195–6, 207–8, 233–7
 sports 231–7
- pollution 30–5, 121–2, 215, 240–50, 268, 285–6, 320–1
- Porritt, Jonathon 4
- positive feedback loops 168
- poverty levels 181–2, 189–90, 313–9, 313–16, 319–20
 microfinance 181–91, 255–7, 319–20
 statistics 181–2, 189–90, 313–16
- power management options, IT equipment 155–6, 157–8, 159–60
- powers
 corporations 64–6, 194–5, 215–16, 225–6, 266–76, 318–19
 shareholders 269–70, 280–1, 318–19
- PPPs *see* public private partnerships
- practical implementation issues 290–310
- presentations 144, 176–7
see also events
- Prince of Wales's Corporate Leaders Group
 on Climate Change 320
- principles, reports 115–17
- Prius, Toyota 296–7, 319–20
- private equity funds 181
see also institutional investors
- procedural perspective, reports 112–20
- Procter & Gamble (P&G) 291, 297–9
- producer-driven supply chains 273–4, 276
see also supply chains
- professional services industry, CSR employees 46–7
- profitable sustainability 7, 10–11, 12, 145–7, 205–8, 220–7, 232, 289–310
- profits 7, 10–11, 12, 145–7, 205–8, 220–7, 232, 240, 253–4, 266–7, 270–2, 289–310, 312, 315–16, 327
see also economic . . . ; returns . . .
 CSR 2.0 290–310, 312, 316–27
 uneconomic CSR failings 315–16
- project management
 events 143–52
 PPPs 259–60
- public private partnerships (PPPs) 206, 251–64
- CDP 252, 263
- co-operation factors 257–8, 259–60
- complementarity requirements 253–4
- continuous reviews 261
- costs 253–4
 definition 252–3, 263
- develoPPPde scheme 252–64
- energy-efficient refrigerators in Brazil 254–5
- management issues 258–61
- micro-insurances in low-income countries 255–7
- objectives 252–7, 258–9
- project management needs 259–60
- requirements' criteria 253–61
- results chains 259–60
- strategy issues 258–61
- subsidiarity requirements 253–4
- success factors 257–61
- traffic light control systems 261–2
- Volkswagen 206
- public relations (PR) 3, 33, 40, 64, 110–11, 130, 134, 149–52, 197, 319
- PVC 2, 6–15
- qualifications of CSR employees 8, 46–7, 52–5
- qualitative evaluations 41–2, 117, 139
- quality definitions, *Sustainability Reporting Guidelines* (GRI 2006) 115–17
- quality-of-life goals, microfinance 189–90
- quantitative evaluations 41–2, 117
- questionnaires 118–20, 304–7
- Rainforest Alliance 243–8
- ratings/rankings, sustainability 98, 126, 196–8, 201–2, 219–20, 324–5
- re-engineering 166–70
- realisation element of event project
 procedures 148–50, 151
- reasonable assurance engagement, ISAE 3000 assurance standard 100–1, 102–3
- recruitment of CSR employees 43–62, 304
 benefits' packages 45–6, 48–51
 career-switchers 61–2
 competition factors 44–6
 contractors 48
 CVs 60–2
 experienced individuals 60, 61–2
 face-to-face meetings 62
 graduates 60–2
 job-seeking 45–6, 48–9, 51–5, 59–62, 82–3
 networking benefits 61–2
 research benefits 61–2
 steps 60–2
- recycling 3–4, 6–7, 11–12, 31–5, 41, 155–8, 162–4, 165–7, 203, 322–3

- regulatory compliance 6, 18–20, 64–76,
95–6, 110–11, 112, 117, 124–5, 133,
196–8, 199–208, 223–4, 269–70, 280–7
see also legal perspectives
anti-dumping measures 223–4
CSR development drivers 196–8, 269–70
stakeholders 18–20, 95–6, 110–11, 112,
117–20, 196–8
sustainability reporting 110–11, 112,
124–5
- relationships
Betapharm 213–27
corporations 64–6, 194–5, 197–8,
215–16, 225–6, 229–37, 251–64,
266–76, 292–6, 318–19
sports sponsors 229–37
SSCM 240–50, 268–9, 271–6
stakeholder dialogues 17–42, 117–20
sustainability managers 5, 13–14, 240–50
voluntary activities 78–90, 237
religions 24, 33, 267–8, 312
remote collaboration 164–5, 169
remuneration for employees 44–7, 48–51,
58–9, 73–5, 87
gender issues 47–55, 58–9, 73–5
statistics 48–55, 58–9
renewable energy sources 173–8, 194–5,
201–8, 284–5
reports 21–2, 40–2, 57–8, 91–106, 107–28,
136–41, 162–4, 197–8, 200–8, 313–14,
324–5
see also assurance . . .
annual financial merged reports 125–6,
136–7, 197–8, 202, 324–5
benchmarking 122–3
comparisons of figures 122–3
content/quality/boundary GRI definitions
115–17
disclosure aspects 121–8, 320–1
embedding within a strategy context
112–13
excellence programmes 120–1
failure disclosures 127–8
five-phases in the reporting process cycle
113–17
future trends 125–8
indicators 123–5
Internet considerations 118–20, 124–5,
126–8
IT uses 162–4
materiality concepts 115–17, 119–20
principles 115–17
regulatory compliance 110–11, 112,
124–5, 197–8
sector-specific GRI guidance 124–5
self-assessments 120–1, 124
sustainability 21–2, 40–2, 57–8, 91–106,
107–28, 136–41, 162–4, 197–8,
200–8, 313–14, 324–5
sustainability reporting 1.0 110, 112
sustainability reporting 2.0 110–28
Sustainability Reporting Guidelines (GRI
2006) 97, 100, 103–4, 108–28
Volkswagen 200–8
XBRL developments 126
reputations 26, 27–8, 30–5, 78–9, 81–4,
87–90, 98–100, 111–12, 130–41, 196–8,
199–208, 210–27, 231–7, 240–50, 271,
273–8, 283–4, 323–5
Betapharm 210–27
carbon offsetting benefits 283–4
sports sponsors 231–7
supply chain management 240–50, 273–8
voluntary activities 78–9, 81–4, 87–90,
237, 283–4
resources 10–15, 29, 34, 265–78, 322–3
respect 8, 29, 36–8, 41–2, 201, 268
responsibilities of/to stakeholders 19–20,
30–5, 56, 111–12, 113–17, 130–5,
139–41, 195–208, 231–7, 240, 325–7
see also corporate social . . . ; CSR 2.0
responsible brands,
communications 139–41
Responsible Care programme 318
responsiveness principle of CSR 2.0 318,
320–1, 326–7
results chains, PPP strategies 259–60
results of stakeholder dialogues,
communications 29, 40–2, 117–20
retail industry 12, 46–7, 147, 167–70
CSR employees 46–7
green marketing 12
online shopping 167–70
returns on investments (ROI) 7, 10–11, 12,
145–7, 149–52, 181–91, 205–8, 220–7,
232, 253–4, 266–7, 270–2, 327
see also profit . . .
rewards' packages for CSR employees *see*
benefits . . .
Rio Declaration 108
Rio Tinto 319
Rio+5 conference in 1997 108
risk management 114–15, 122–3, 196–8,
199–208, 280–1, 312
road maps, communications 132–41
ROI *see* returns on investments
Royal Bank of Scotland 299–300
Royal Dutch/Shell 119–20
rules and principles, sustainability managers
2–3
SA8000 322
Saenz, German 299
SAM 202
scalability principle of CSR 2.0 318,
319–20, 326–7
scenario workshop facilitation
techniques 36–7

- self-competence skills 80–4, 88–90
- selling points, CSR
communications 139–41
- shareholder value 71–2, 266–7, 270–1,
292–310, 315, 318–19, 327
see also business . . .
- shareholders 18–42, 71–6, 92–3, 95–6, 197,
232, 266–7, 315, 318–19
see also investors; stakeholders
- activism 269–70, 280–1, 317–27
- assurance reports 96
- needs assessments 95–6, 105
- powers 269–70, 280–1, 318–19
- sports sponsors 232
- short-termism 315, 327
- Siemens 81
- ‘silo thinking’ 111–12
- skills/competencies 3, 5, 8, 29, 38–9, 80–4,
88–90, 146–52, 172–8, 199–208
- listening skills 29, 38–9, 80–1
- motivation/influencing skills 3, 5, 8,
172–8
- self-competence skills 80–4, 88–90
- social competence skills 29, 38–9, 80–1,
146–52
- sustainability managers 3, 5, 8, 172–8
- small and medium enterprises (SMEs) 188,
209–27, 249, 258–64
- Betapharm story 209–27
- microfinance 188
- supply chains 249
- smart meters, utility companies 165
- smart urban transport systems 285–6
- SMEs *see* small and medium enterprises
- social commitment tradition, Volkswagen
205–7
- social competence skills 29, 38–9, 80–1,
146–52
- social enterprises 324–5
- social footprints 4, 302–4, 313–14
- social inequality issues 195–6, 233–7
- social placements 80–90
- Social Responsibilities of the Businessman*
(Bowen) 312
- societal issues 3, 4, 27–35, 64, 95–6,
115–17, 119–20, 121–7, 144–52, 177–8,
194–208, 211–27, 230–7, 240–50, 281,
290–310, 313–27
- CSR 2.0 290–310, 312, 316–27
- CSR definition 3, 64, 115–17, 144, 283
- developing countries 266–76
- PPPs 252–64
- sports sponsors 233–7
- SSCM 240–50, 268–9, 271–6
- voluntary activities 78–84, 237
- Web 2.0 138–9, 294–5, 316–17
- sourcing programmes, supply chains 243–8
- species decline statistics 313–14, 315–16
- sponsors 220–1, 229–37
- sports sponsors 229–37
- SSCM *see* sustainable supply chain
management
- staff *see* employees
- stakeholder-relationships dimension of CSR
2.0 293–4, 301–3, 305–9
- stakeholders 3, 17–42, 92–106, 109–28,
130–41, 196–208, 231–7, 269–70,
274–6, 298–309
see also customers; dialogues . . . ;
employees; local communities;
shareholders; suppliers
- activism 269–70, 280–1, 317–27
- assurance reports 92–106, 109–28
- automotive industry 194–208, 276
- conflicting objectives 18–20, 32–5,
117–20, 136–7
- CSR 3, 21–6, 27–8, 40–2, 117–20, 196–8,
317–27
- CSR 2.0 317–27
- definition 117–20, 197
- feedback 13, 25–8, 41, 118–20, 139–41,
168
- four-phase process stakeholder dialogue
model 29–42
- habits 136–7
- importance 20–8
- multi-stakeholder initiatives 23–6, 317–27
- needs assessments 94–6, 105, 113–17,
121–3, 127–8, 130, 134–41, 166–70,
213–27, 240, 296–309
- NGOs 19–42, 136–7, 197–8, 224, 231,
273, 282–7
- panels 22–6, 31–5, 104, 118–20, 137–41,
274–5, 325
- partnerships 23–8, 29–42, 85–90,
137–41, 173–4, 183–91, 206, 211–27,
251–64, 276, 301–3
- perceptions 130–41
- policy-formulation roles 22–6, 27–8,
40–1, 94–6
- powers 20–1, 240, 269–70, 280–1, 318–19
- regulatory compliance 18–20, 95–6,
110–11, 112, 117–20, 196–8
- responsibilities 19–20, 30–5, 56, 111–12,
113–17, 130–5, 139–41, 195–208,
231–7, 240, 325–7
- risks/opportunities of NGO dialogues
26–35, 122–3, 127–8, 137–41
- sports sponsors 231–7
- surveys 13, 25–8, 118–20,
- traditional model 19–21
- types 18–21, 33, 94–6, 117–20, 136–41,
196–8, 231
- voluntary activities 78–90
- standards 19–21, 24–5, 30–5, 36, 65–76,
92, 97, 100–4, 108–28, 132–3, 177,
197–8, 200–8, 240–50, 254–64, 268–76,
283–4, 313–17, 323–7

- carbon offsetting 283–4
- certification schemes 177, 243–8, 273–6, 319
- critique 313–17, 323–7
- ISAE 3000 assurance standard 92, 97, 100–3, 124
- ISO 9001 standard 314
- ISO 14000 standard 198, 313
- ISO 14001 standard 314, 325
- ISO 26000 standard 198
- labour standards 19–21, 24–5, 30–5, 36, 65–76, 132–3, 198, 200–8, 240–50, 254–64, 268–76
- reports 92, 97, 100–4, 108–28, 197–8, 313–14
- SSCM 240–50, 268–9, 271–6
- standby options, IT 155–6
- Starbucks Coffee 23, 243–5, 246
- statements, CSR 2.0 292–5
- Stern Review* (2007) 195
- strategic alliances, PPPs 261–3
- strategy issues
 - see also* business plans
 - carbon offsetting 279–88
 - emission-reduction measures 281–2
 - IT roles 153–70
 - plan-do-check-act logic 113–17
 - PPPs 258–61
 - SMEs 209–27
 - sustainability 3–4, 5, 108–28, 131–41, 199–208, 209–27, 240–50, 297–9, 325–7
 - voluntary activities 77–90
- subsidiarity PPP requirements 253–4
- suppliers 4, 7, 8–9, 12–14, 18–42, 95–6, 198, 204–5, 231, 239–50, 274–6, 305–9
 - assurance reports 95–6, 244
 - information 242–3, 248–50, 274–6
 - needs assessments 95–6
- supply chains 4, 7, 8–9, 12–14, 30–5, 73–5, 114–28, 133, 158, 194–208, 224, 239–50, 252, 258–64, 266, 268–70, 271–6, 319–20
 - see also* customers; partnerships
 - agri-food industry 240–50, 286
 - automotive industry 194–208, 276
 - buyer-driven supply chains 273–6
 - certification schemes 177, 243–8, 268–9, 273–6, 319
 - developing countries 266, 268–70, 271–6
 - extended CSR programmes 241–2
 - Fairfood International 244
 - five-step sustainability management guide 240–50
 - GRI 248–50
 - information about suppliers 242–3, 248–50, 274–6
 - internal sustainability/CSR programme 241, 248–50
 - IT equipment 158, 276
 - labour standards 73–5, 198, 200–8, 240–50, 268–9
 - Nespresso's responsible sourcing programme 246–8
 - policies 240–50
 - producer-driven supply chains 273–4, 276
 - sourcing programmes 243–8
 - sphere of engagement 242–3
 - SSCM 240–50, 268–9, 271–6
 - standards 240–50, 268–9, 271–6
 - Starbucks Coffee 23, 243–5, 246
 - sustainability challenges 7, 12–14, 30–5, 114–28, 239–50, 268–9, 271–6, 319–20
 - tertiary suppliers 243, 248–50
 - transparency/traceability needs 245, 248–50, 273–8, 320–1
 - Utz Certified traceability tool 245, 248
 - Volkswagen 204–5
- surveys of stakeholders 13, 25–8, 118–20, sustainability 2–15, 23, 30–5, 57, 91–106, 107–20, 174–8, 193–208, 239–50, 282–7, 297–9, 325–7
- audits 91–106, 110–28, 197–8
- automotive industry 194–208, 276
- business models 121–2, 127, 131–41, 154–70
- carbon offsetting 282–7
- challenges 6–7, 8–11, 12–14, 30–5, 108–28, 176–8, 194–208, 239–50, 317–27
- commitment issues 3–4, 7, 9–10, 35–7, 94–6, 133–5, 298–9
- costs 7, 98–100, 125–6, 195, 315–16
- CSR contrasts 3, 325–7
- definition 3, 4, 5, 6–7
- future trends 125–8
- initiation steps 5–7, 8–10, 14–15
- IT roles 153–70
- lessons learned 14–15
- profitable sustainability 7, 10–11, 12, 145–7, 205–8, 220–7, 232, 289–310
- ratings/rankings 98, 126, 196–8, 201–2, 219–20, 324–5
- reports 21–2, 40–2, 57–8, 91–106, 107–28, 136–41, 162–4, 197–8, 200–8, 313–14, 324–5
- SSCM 240–50, 268–9, 271–6
- strategy issues 3–4, 5, 108–28, 131–41, 199–208, 209–27, 240–50, 297–9, 325–7
- supply chains 4, 7, 8–9, 12–14, 30–5, 73–5, 114–28, 133, 158, 194–208, 224, 239–50, 268–9, 319–20
- training 9–10, 98–100, 122–3, 205–7
- verification 91–106, 107–28
- sustainability footprints 4, 154–7, 313–14
- see also* carbon . . .

- sustainability managers 2–15, 57–8,
94–106, 172–8, 193–208, 239–50,
290–310
activities 2–15, 57–8
assurance reports 94–6, 108–28, 197–8,
244
automotive industry 193–208, 276
bigger picture 10–15
definition 3
motivation/influencing skills 3, 5, 8,
172–8
needs assessments 94–6, 105, 113–17,
121–3
objectives 1–15, 57–8
relationships 5, 13–14, 240–50
roles 2–15, 57–60, 94–6, 172–8
rules and principles 2–3
SSCM 240–50
- sustainability reporting 1.0 110, 112
sustainability reporting 2.0 110–28
see also assurance . . . ; reports
Sustainability Reporting Guidelines (GRI 2006)
97, 100, 103–4, 108–28
- sustainable development 3, 4, 5, 6,
196–208, 252–64, 283–7
definition 4, 5, 6
- sustainable sourcing 243–8
- sustainable supply chain management
(SSCM) 240–50, 268–9, 271–6
- Swisscontact 187–9
- synergies, assurance providers 104
- tangible/intangible benefits of assurance
reports 97–100
- Tata's Nano 319–20
- tax administrations 165–6
- TCCC *see* The Coca-Cola Company
- teams 10, 14–15, 36–7, 52, 80–4, 146–52,
173–8, 201–8, 225–7, 241–50
see also employees
statistics 55–6
structure 55–6
- ten golden rules for successful voluntary
activities 88–9
- ten rules for successful CSR
communications 129–41
- tenders 223–7
- terminology issues 56–7, 252, 290–1, 325–7
- terrorism 68–9, 72, 195, 320
- tertiary suppliers, SSCM 243, 248–50
- Tesco Nature's Choice 246
- Tool for the Assessment of Sustainable
Quality (TASQ) 247
- Top 200: The Rise of Corporate Global Power*
(Anderson & Cavanagh) 65
- top managers
commitment issues 3–4, 5, 7, 9–10,
35–7, 88–90, 94–6, 98–100, 110–12,
121–2, 133–4, 176–7, 274–6, 314–15
gender issues 46–7, 51–2
voluntary activities 88–90
- total quality management (TQM) 314
- Toyota 296–7, 319–20
- TQM *see* total quality management
- traceability/transparency needs, supply
chains 248–50, 273–8, 320–1
- trade organisations 20–1
- trade shows 144
see also events
- trade unions 19–42, 197, 200
see also stakeholders
- training
Betapharm 217–19
CDP 252, 263
CSR awareness 22–3, 25, 98–100, 122–3,
155, 173–8, 217–19, 273
microfinance 184–6, 188, 189–90
sustainability 9–10, 98–100, 122–3, 205–7
- TransFair USA 23
- transparency needs 20–1, 34, 110–28,
134–41, 166, 230–7, 248–50, 259–60,
273–8, 287, 307–9, 320–1
- PPPs 259–60
supply chains 248–50, 273–8, 320–1
- transport industry 46–7, 194–208, 285–6
- travel 161–2, 194–208, 285–6
see also automotive industry
- IT uses 161–2,
smart urban transport systems 285–6
- Trovan drug trial 69
- trust 8, 29, 36–8, 41–2, 92–6, 98–100,
111–12, 116–20, 212, 218–27, 230–7,
248, 268
- tuberculosis 174–5
- UK
Companies Act 2006 71–3, 75–6
emissions' legislation 160
House of Lords 70–1
legal perspectives 69–73, 75–6
Prince of Wales's Corporate Leaders
Group on Climate Change 320
- Ulysses programme 81
- UN *see* United Nations
- UniCredit Group's charitable goals 233–4
- Unidea 'migration programme',
HypoVereinsbank 233–4
- United Nations
Declaration of Human Rights 18
Development Programme (UNDP)
313–14
Environment Programme (UNEP) 108,
174
Global Compact 24, 31–2, 182, 198
Intergovernmental Panel on Climate
Change 280
Millennium Development Goals 182
Population Fund 286

INDEX

- Unocal Corporation 67–8
- upgrading considerations, IT 155, 157–8
- US
- ATCA 66–7, 75–6
 - District Court 68–9
 - legal perspectives 66–9
 - Ninth Circuit Court of Appeals 67–8
 - Second Circuit Court of Appeals 69
 - Supreme Court 73–5
- user-generated content of Web 2.0 138–9, 294–5, 316–17
- utility companies, smart meters 165
- value-chain analysis 30–5, 117
- Veras, Betapharm 218–19
- virtual servers 160
- vision 10, 33–4, 319, 325–7
- Vodafone 25
- Volkswagen 195–208
- see also* automotive industry
 - CSR approach 199–208
 - democratisation of technology/innovations 204
 - education provisions 205–6
 - environmental protection and sustainability 200
 - ESG factors 201–2, 207–8
 - EU Social Charter 200
 - group values 201
 - integration of CSR on a daily basis 204
 - mission statement 200
 - organisational culture 199–200, 201
 - performance evaluations 202
 - products 202–4
 - social commitment tradition 205–7
 - steering committee 201
 - supply chain management 204–5
 - sustainability objectives 202–3
- voluntary activities 3, 6–7, 64–5, 77–90, 132–3, 144, 206–7, 237, 282–7, 293
- see also* events
 - benefits to the company 78–84, 87–90, 237
 - bottom-up designs 84–8
 - carbon offsetting 282–7
 - change management processes 80–1, 87–90
 - communications 84–5, 86, 87–90, 132–3, 237
 - CSR definition 3, 144
 - definition 78
 - employees 78–90, 132–3, 206–7, 237, 293
 - guidelines 78–90
 - how-to five-step strategy/implementation guide 79, 84–8
 - intranets 86, 89
 - KPIs 86, 87, 89
 - long-term/short-term perspectives 78–9, 88–90
 - performance evaluations 84–5, 86, 87–8, 89
 - reputations 78–9, 81–4, 87–90, 237, 283–4
 - societal issues 78–84, 237
 - sports sponsors 237
 - strategy issues 77–90
 - ten golden rules for success 88–9
 - Vinyl 2010 6
- Voluntary Offset Standard (VOS) 283
- Walter, Peter 210, 217, 225, 226–7
- Waste Electrical and Electronic Equipment Directive (WEEE) 158
- waste management 11–15, 30–5, 41, 121–2, 158, 175–8, 240–50, 320–1, 322–3
- water-saving measures 173–8, 195, 301–3, 322–3
- WBCSD *see* World Business Council for Sustainable Development
- Web 2.0 138–9, 294–5, 316–17, 325
- White, Peter 297–9
- WHO 219–20
- Wikis 118–20, 127–8
- Wolfsburg 206
- women
- CSR employees 46–7, 51–5, 58–9, 182
 - Nike labour standards 73–5
 - women's groups 20–1
- word-of-mouth recommendations 82
- works councils 200, 201
- workshops 13, 36–7, 86, 118–20, World Bank 181
- World Business Council for Sustainable Development (WBCSD) 283, 320–1
- World Conservation Union 319
- World Future Council 285
- World Wildlife Fund for Nature (WWF) 34, 165–6, 168, 301–3, 313–14
- WWF *see* World Wildlife Fund for Nature

Index compiled by Terry Halliday