CBSR Helps Companies Transform

Continuum of CSR Performance

- Compliance
- Operational
- Strategic
- Transformational

Source: Canadian Business for Social Responsibility
Continuum of CSR Performance

- **Compliance**: Jobs, profits and taxes; defensive; staff driven; legal requirements
- **Operational**: Philanthropy and responsible operations; license to operate; functional ownership; marketing or public relations focus
- **Strategic**: Sustainable and profitable; risk and opportunity; CSR executive/cross-functional team; public reporting of performance
- **Transformational**: Connected to global issues; CEO and key stakeholder led; values based; triple bottom line reporting; transparency

*Source: Canadian Business for Social Responsibility*
<table>
<thead>
<tr>
<th>Commitment to CSR</th>
<th>Leadership Mindset</th>
<th>Compliance</th>
<th>Operational</th>
<th>Strategic</th>
<th>Transformational</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision</td>
<td>Jobs, profits, taxes</td>
<td>Defensive</td>
<td>License to operate</td>
<td>Risk &amp; opportunity</td>
<td>Inspirational values based</td>
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<tr>
<td>CSR Champion</td>
<td>Staff driven</td>
<td></td>
<td>Functional ownership</td>
<td>CSR Executive, Cross Functional Team</td>
<td>Triple bottom line beyond org long term</td>
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<tr>
<td>Engagement approach</td>
<td>Inform</td>
<td></td>
<td>Consult</td>
<td>Involve</td>
<td>Partner/Empower</td>
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<tr>
<th>Integration of CSR</th>
<th>Commitment</th>
<th>Action</th>
<th>Evaluation</th>
<th>Reporting</th>
</tr>
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<tbody>
<tr>
<td>Commitment</td>
<td>Minimal</td>
<td>Random programs</td>
<td>Minimal</td>
<td>Legal requirements</td>
</tr>
<tr>
<td>By project or function</td>
<td>Siloed programs</td>
<td>Internal audit</td>
<td>Public relations focus</td>
<td></td>
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<tr>
<td>Strategic Plan</td>
<td>Coordinated program</td>
<td>Programs central to business mission</td>
<td></td>
<td></td>
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<tr>
<td>CSR metrics drive performance assessment</td>
<td>3rd party assurance</td>
<td>Stakeholder assessment</td>
<td></td>
<td></td>
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<tr>
<td>Transparency</td>
<td>Public reporting</td>
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Source: Canadian Business for Social Responsibility
CBSR Supports Continuum Progress

Membership

- Build Relationship, ID Continuum Stage
- Use Tools, Research, Learning Events
- Customized Support to Advance
- Profile Wins, Collaborate

Advisory Services

- Assessment, Benchmarking
- Apply Tools, Experience, Best Practice
- Engage Internal, External Stakeholders
- Build Capacity

Source: Canadian Business for Social Responsibility
What is different about Transformational Firms?

Transformational Approach

Better Business
Better World

Personal Inspiration & Mindset
- Will & commitment
- Values based leadership
- Long term horizon
- Expansive (beyond org.)
- Access untapped potential (eg. Interface, Cooperators)

Sustainable Strategy & Action
- Current & desired state
- Priorities & targets
- Plans & programs
- Performance mgmt.
- Governance
- Metrics & evaluation
- Reporting (eg. Walmart, Telus)

Collaboration & Change Plan
- Org. & stakeholder readiness
- Vision & goals
- Education & communication
- Engagement
- Culture and action (eg. Fairmont, Enbridge)

Source: Canadian Business for Social Responsibility