

Implementing a Corporate Social Responsibility Process: A Natural Evolution of SHE Excellence and Culture

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Introduction

Corporate Social Responsibility (CSR) is rapidly gaining visibility, importance and influence in society and business. Employees, community and financial investors are just a few of the many stakeholders that are examining and questioning the social, ethical and operational practices of corporations. CSR programs, actions and reporting are becoming a common expectation for companies. For corporations, CSR offers a specific path forward to guide a company's actions to achieve "win-win-win" results: good for society, for the company and for the environment. This winning trio is also known as the "people-profit-planet" triple bottom line.

Safety, health and environment (SHE) have a significant role within CSR and Sustainable Development (SD). At the most basic level, the safety and health of the employees is paramount in responsible companies. A safe and environmentally sound company is a reliable, responsible and sustainable company. As a business partner, SHE offers pro-active risk identification and resolution; and helps to ensure efficient, safe, sound and compliant operations and services. The ultimate SHE goals are to design all business processes and decisions to enable the organization to do the right things all the time and to meet business goals. These accomplishments and approach are embodied in a strong safety or SHE culture. By leveraging the approach and results of strong safety (or SHE) culture, rapid and significant progress can also be made in all three aspects of CSR. SHE becomes a partner and an enabler to a successful CSR initiative and ultimately to meeting SD goals.

This paper describes a logical and effective partnership approach between SHE and CSR, which will help to accomplish the goals of CSR and SD. First, the significant role and direct impact of SHE culture within CSR initiatives is described. Secondly, by using and leveraging the strategic approach of a successful safety culture, the deployment of a CSR initiative itself can be improved and results accelerated. Lastly, potential traps and challenges are identified, and the actions and skills needed to overcome them are outlined.

Defining CSR, SD and the Relationship with Safety, Health and Environment (SHE)

As a relatively new and evolving field, there are numerous definitions of CSR and SD. To facilitate the discussion of SHE culture linkages with CSR, all terms should be clearly defined. CSR and SD definitions will be offered, based on widely accepted guidance and authorities.

The 1987 United Nations World Commission on Environment and Development (Our Common Future Report) and the ISO 26000:2010 (November 2010) define SD as “development that meets the needs of the present, without compromising the ability of the future generations to meet their own needs.”^{1,2} Commentary adds that “SD is about integrating the goals of a high quality of life, health and prosperity with social justice and maintaining the earth’s capacity to support life in all its diversity. These social, economic and environmental goals are interdependent and mutually reinforcing. SD can be treated as a way of expressing the broader expectations of society as a whole.”

The European Commission defines CSR as “a concept whereby companies integrate social and environmental concerns in their business operations on a voluntary basis.”³

The ISO 26000:2010 defines Social Responsibility (SR) as the “responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behavior that:

- contributes to **sustainable development**, including the health and welfare of society;
- takes into account the expectations of stakeholders;
- is in compliance with applicable laws and consistent with international norms of behavior;
- is integrated throughout the organization and practiced in its relationships (and activities within its sphere of influence).²

Relationship of SD and CSR

CSR and SD are closely linked, but they are different concepts. SD is a widely accepted concept about the economic, social and environmental goals common to all people. As such, it can be used as a way of summing up broader expectations of society that need to be taken into account by organizations’ seeking to act responsibly. The guidance, principles and framework of the ISO 26,000 standard (for SR) can form the basis for an organization’s practical implementation of SR and its contribution to SD. The decisions and actions of a socially responsible organization can make a meaningful contribution to SD. Simply put, SD is “What to achieve” and CSR is “How to do it”.

¹ World Commission on Environment and Development. 1987. *Our Common Future, Report of the World Commission on Environment and Development*. Published as Annex to General Assembly document A/42/427, Development and International Co-operation: Environment

² International Organization for Standardization (ISO). 2010. *ISO 26000:2010E Guidance on Social Responsibility*. Geneva, Switzerland: ISO.

³ Commission of the European Communities. 2002. *Green Paper Promoting a European Framework for Corporate Social Responsibility*. COM (2002) 366. Brussels.

Relationship of SHE Culture and CSR

The goal of SHE Culture is for all members of the organization to understand and accept their roles to do the right things in SHE, all the time. The ultimate goal is to achieve safe, healthy and environmentally-sound operations, workforce, business impact in the community, products and services, customers and supply chains.

To accomplish this goal, business's processes are built to facilitate, encourage, motivate and support the right actions and decisions, which result in a positive safety, health and environmental culture. Leaders provide the needed education, tools, processes and positive role-model behaviors. Employees are directly engaged to participate in meaningful improvement activities, moving the culture forward. Positive opportunities are sought beyond the direct operations to the organization's supply chain, customers and community, all to improve the overall SHE performance and positive impact of the organization. Supplementing and supporting these goals are fundamental principles of ethics, transparency, governance and respect. These principles add the dimensions of responsibility and accountability to the conduct of an organization's actions and form its culture.⁴

The goal of CSR is nearly the same as that of SHE culture: for an organization to understand its roles and to do the right things, all the time. With CSR, the ultimate goal is broad and encompasses the goals of a SHE culture. In addition, considerations are included within CSR for social and economic justice and rights, and the views of external stakeholders, beyond its employees, are actively sought and incorporated.

The approach of CSR is also like that used to accomplish a SHE culture:

- The entire organization is actively engaged and involved,
- CSR considerations and issues are incorporated into the business processes, decisions and performance expectations, and
- Decisions are objectively determined using multiple sources of feedback, system-based root cause analysis and well-established, formal processes.

This approach is described in detail in the ISO 26,000: 2010 framework.⁵

Both CSR and SHE culture have the same goal: all employees and leaders voluntarily doing the right things, all the time. Both CSR and SHE can accomplish this goal by using the same approach. If the goals and approach of both CSR and SHE culture are the same, then it is logical that these initiatives are mutually supportive in methods and results. SHE culture can both help to improve the CSR effectiveness and the SHE culture approach can be used to accelerate CSR results.

⁴Hansell, C. "Achieving Sustainable World Class Safety Performance and Culture." Proceedings of the ASSE PDC Conference. Orlando, Florida, 2007.

⁵ ISO 26,000:2010 (2010).

Defining the Linkages of CSR and SHE Culture

Where do you find the specific CSR and SHE culture linkages? There are two logical references to use to clarify the SHE culture linkages with CSR:

1. The Three Pillars of CSR and the Seven Core Subjects, both implicitly and explicitly.
2. Common Sustainability Metrics and Reporting Guidelines, both implicitly and explicitly.

Three Pillars of CSR and the Seven Core Subjects

The diagram below outlines the three pillars of CSR: environmental, social and economic. Within each pillar, there are specific requirements and actions to achieve responsible and sustainable results. The areas where two of the pillars intersect are also highlighted, because there are unique actions to be taken in those three intersection areas as well. At the intersection point of the six areas, CSR, Sustainable Development (SD) and SHE Culture are all achieved.

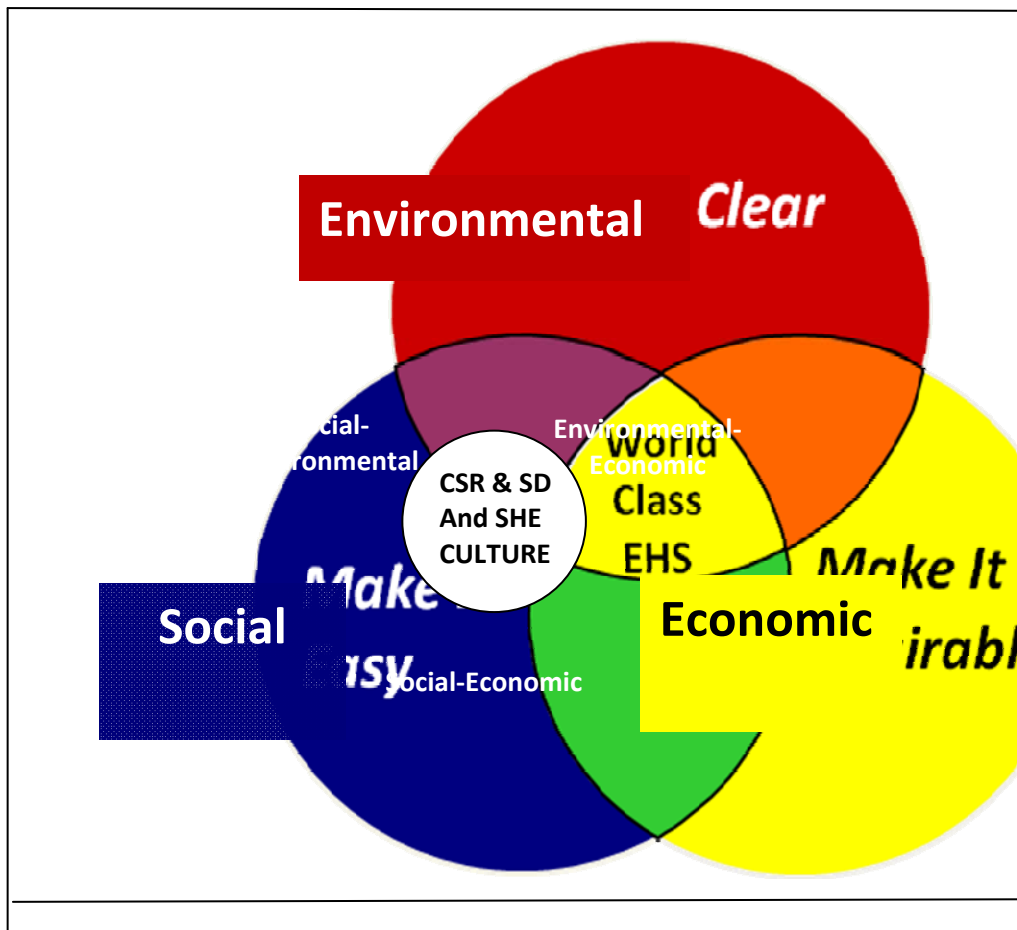


Exhibit 1. The Three Pillars of CSR, and the intersecting areas.

Examining the CSR Pillars: Step 1-Identify **Specific SHE-Related Activities** within Each CSR Pillar

In order to identify the specific linkage and alignment points of SHE culture and CSR, the detailed activities within each pillar and the intersecting areas need to be carefully examined. Critical issues or “core subjects”, as defined by ISO 26,000:2010⁶, are Human Rights, Labour Practices, Consumer Issues, Community Involvement/Society Development, Environment, Fair Operating Practices and the overall Organizational Governance. These seven core subjects provide topic areas, from which the most appropriate CSR activities can be identified. These topic areas are also broad and frequently span across the three pillars. Examples of the many SHE-related issues and activities which are included within those subject areas are outlined in Exhibit 2. Please note that the seven core subjects can span many pillars. These subject areas are deliberately broad and are intended to provoke many ideas and actions.

As the CSR pillars and core subjects are reviewed, they must also be considered broadly, in both the letter and the spirit of meaning and intent. There are abundant SHE issues and activities throughout the three CSR pillars. Environmental linkages tend to be more evident, as the area is represented by one entire CSR pillar. However, there are many safety and health issues and activities, both explicitly and implicitly. A careful and thoughtful examination of CSR background documents, and the ISO 26,000:2010 framework itself prove this point. It is also confirmed when the issues and activities are considered from a viewpoint of SHE culture. Given that there are 22 business processes at work, and that they all have some elements of Safety and Health, then the linkages of safety or SHE culture with CSR become quite evident (Exhibit 3). It is a logical conclusion when the ultimate goals and successful approaches to SHE culture and CSR are so similar, that they would be entwined and mutually supportive.

Examining the CSR Pillars: Step 2-**Target the SHE Programs and Culture Actions** to Accomplish the SHE-Related Activities

Once the SHE-related issues and activities are identified which support and help accomplish the objectives of the CSR pillar, then the specific SHE programs and culture aspects can be targeted. For each of the three CSR pillars, the relevant SHE programs and culture activities are outlined in Exhibits 4 (Social Pillar), 5 (Environmental Pillar) and 6 (Economic Pillar). In each pillar, the positive impact of SHE programs and culture are shown, as they address key SHE-related issues and activities.

It is not surprising that many of the usual pro-active SHE-related programs and SHE culture actions meet the expectations of several CSR issues and activities within a pillar, and even crossing into different pillars. This is the case for such SHE programs as risk minimization, incident prevention, compliance programs, audit and governance and SHE integration with operations, legal and engineering. The success of these programs is enhanced when they are implemented within a SHE culture, rather than just a functional program or procedure. A SHE culture approach reaches into many functions of the organization, including human resources, engineering, research and development, operations, procurement, risk management, communications and legal. SHE has a role to play in each of the 22 businesses processes, which are owned by these multiple business functions. SHE becomes a business partner.

⁶ ISO 26,000:2010 (2010)

CSR Pillar	Core Subjects (ISO 26,000:2010)	Additional Details and Sample SHE-Related Issues and Activities
Social	<ul style="list-style-type: none"> • Human Rights • Labor Practices • Community Involvement/ Social Development (CI/SD) • Fair Operating Practices 	<ul style="list-style-type: none"> • Workplace Safety and Health Programs • Workplace Conditions • Worker Training & Skills Development • Contractor Management • Accident Prevention • Product and Job Design (PtD principles) • S&H Education for Community • Risk Minimization and Management
Environmental	<ul style="list-style-type: none"> • Environment • Human Rights • Fair Operating Practices • CI/SD 	<ul style="list-style-type: none"> • Pollution Prevention (air, water , land, waste) • Natural Resource Conservation • Prevention of Global Warming • Sustainable Consumption of Land Use • Prevention Through Design (PtD)
Economic	<ul style="list-style-type: none"> • Labor Practices • Fair Operating Practices 	<ul style="list-style-type: none"> • Profits • Cost Savings and Productivity Gains • R&D, New Products & Services • Pro-active SHE risk resolution
Intersection Areas		
Social-Environmental	<ul style="list-style-type: none"> • Social & Environ. • Fair Operating Practices • CI/SD 	<ul style="list-style-type: none"> • Environmental Justice • Environmental Stewardship • Preservation and Restoration of Natural Habitats • Sustainable Consumption • Customer & Employee Ethics Hotline • Life cycle Analysis
Social-Economic	<ul style="list-style-type: none"> • Social • Fair Operating Practices • Consumer Issues • CI/SD 	<ul style="list-style-type: none"> • Safety and Health Culture • Fair Trade and Business Ethics • Product Stewardship • Product Literature, Warnings, MSDS • Prevention Through Design (PtD) • Product Recall Process • Customer & Employees Ethics Hotline Process
Environmental-Economic	<ul style="list-style-type: none"> • Environment 	<ul style="list-style-type: none"> • Energy Efficiency • Subsidies and Incentives for Pollution Prevention and Natural Resource Usage Reductions • Emissions Cap and Trade
OVERALL AREA	<ul style="list-style-type: none"> • Organizational governance 	<ul style="list-style-type: none"> • SHE Culture • Global SHE Requirements • Principles of Social Responsibility: Transparency, Accountability, Ethical Behavior, Respect for stakeholder interests, for laws, for international norms/ behaviors, and for human rights

Exhibit 2. Core Subjects and Sample SHE-Related Issues and Activities within each of the CSR Pillars.

<p><u>Human Resources Processes</u></p> <ol style="list-style-type: none">1. New employee hiring2. New/transferred employee orientation (at all levels)3. Third party employee selection, retention and management4. Discipline5. Recognition and reward6. Leadership skill development (business, plants, sites, team leaders/supervisors) and employees7. Leadership personal performance reviews8. Labor management, negotiation and agreements9. Organizational design10. Health benefits and wellness11. Communications <p><u>Other Business Processes</u></p> <ol style="list-style-type: none">12. Critical raw material and supplier selection and retention13. Operations14. New product development and changes15. New processes and changes16. Six sigma/lean/quality processes, projects and training17. Sales and Marketing18. Facilities/work environment management19. Contractor selection, retention and management20. Business Development and Mergers/Acquisitions21. Risk Management22. Security
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Exhibit 3. Twenty-two Business Processes which are Appropriate for Pro-Active SHE Alignment and Integration.

A strong SHE culture promotes and supports SHE integration into the business processes, to provide a “win-win” of mutual benefits. It extends the execution of the right actions beyond SHE to the functional owners of the business processes and to the employees. All aspects of a business and everyone in an organization have a role in driving SHE in a SHE culture. Likewise, all aspects of a business and everyone in an organization can have a positive impact on CSR results. What is the result? Improved, accelerated and lasting performance.

SHE Programs and Culture	SAMPLES OF CSR SOCIAL PILLAR ISSUES AND ACTIVITIES					
	Safety & Health at Work	Labor Rights & Relations	Working Conditions	Training & Skills Development	Consumer Issues	Product & Work Process Designs (PtD)*
Overall SHE Culture	X	X	X	X	X	X
Accident Prevention	X	X	X	X	X	X
Risk Min. & Management	X	X	X	X	X	X
Compliance Programs	X	X	X	X	X	X
Audit and Governance	X	X	X	X	X	X
Risk Min & Management	X		X	X	X	X
Life Cycle Analysis	X		X	X	X	X
SHE Integration with Human Resources	X	X	X	X		
SHE Integration with Operations, Legal and Engineering	X	X	X	X	X	X
Product Stewardship	X		X	X	X	X
Employee Engagement	X	X	X	X	X	X

*Prevention through Design

Exhibit 4. Examples of SHE Programs and Culture Aspects that Support Select CSR Social Pillar Issues and Activities.

SHE Programs and Culture	SAMPLES OF CSR ENVIRONMENTAL PILLAR ISSUES AND ACTIVITIES					
	Pollution Prevent.	Energy Conserv. and Efficiency	GHG-CO2 Emission Reduction	Land Use and Natural Resource Conserv.	Waste Minimization	Product & Work Process Designs (PtD)*
Overall SHE Culture	X	X	X	X	X	X
Incident Prevention	X		X	X		X
Risk Min. & Management	X	X	X	X	X	X
Compliance Programs	X	X	X		X	X
Audit and Governance	X	X	X	X	X	X
Life Cycle Analysis	X	X	X	X	X	X
SHE Integration with Operations, Legal and Engineering	X	X	X	X	X	X
Environ. Stewardship	X	X	X	X	X	X
Employee Engagement	X	X	X	X	X	X

*Prevention through Design

Exhibit 5. Examples of SHE Programs and Culture Aspects that Support Select CSR Environmental Pillar Issues and Activities.

SHE Programs and Culture	SAMPLES OF CSR ECONOMIC PILLAR ISSUES AND ACTIVITIES					
	Operating Costs	Compliance Fines, Penalties and Remedial Actions	Community Investment, Resources	R&D for New Products, Services, Processes, Energy Sources	Public, pro-bono Engagement	Program Incentives

Overall SHE Culture	X	X	X	X	X	X
SHE Incident Prevention	X	X		X		X
Risk Min. & Management	X	X	X	X	X	X
Compliance Programs	X	X	X		X	X
Audit and Governance	X	X	X	X	X	X
SHE Integration with Operations, Legal and Engineering	X	X		X		X
Employee Engagement	X	X	X	X	X	X

Exhibit 6. Examples of SHE Programs and Culture Aspects that Support Select CSR Economic Pillar Issues and Activities.

Global Reporting Initiative (GRI) Sustainability Reporting Guideline

The second source to identify where SHE programs and culture have an impact is by examining a widely-accepted performance indicator—the Global Reporting Initiative (GRI) Sustainability Reporting Guideline.⁷ The GRI provides six categories of topics areas, very similar to the seven core subjects of ISO 26,000:2010. Within each category, specific actions or “aspects” are identified which are assessed for an overall judgment of the effectiveness of the company’s sustainability program.

⁷ Global Reporting Initiative-Sustainability Reporting Guidelines, Version 3.0.
www.globalreporting.org.

GRI Category	Pertinent GRI Aspect for SHE-Related Issues
Profile-Strategy and Analysis	Sustainability vision, strategy and priorities
	Sustainability Key impacts, risks and opportunities
	Performance Targets
	Governance mechanisms
Profile-Report Parameters	Report scope
Profile-Governance, Commitments and Engagement	Governance, Commitments to External initiatives, Stakeholder Engagement
Category	
Environment	Materials, Water, Biodiversity, Emissions, Effluent, Waste
Human rights	Investment and Procurement, Freedom of Assoc and Collective Bargaining, Security Practices
Labor Practices & Decent Work	Employment, Labor-Mgmt Relations, Occupational Health and Safety, Training and Education
Society	Community, Corruption, Public policy, Compliance
Product Responsibility	Customer Health and Safety, Product and Service Labeling, Marketing Communications, Compliance
Economic	Economic Performance, Market Presence

Exhibit 7. GRI Categories and Aspect Having SHE-Related Issues

Similar to the CSR requirements and its SHE-related issues and activities, the GRI offers abundant opportunity for highlighting the role of SHE, if the GRI is examined from a broad view of SHE culture. The GRI identifies categories (i.e. Issues), both explicitly and implicitly, then aspects (of those categories) and then core and optional indicators, all of which have SHE-related issues (Exhibit 7) associated with them.

From a safety and health perspective, every one of the aspects in the above table (Exhibit 7), require reporting of pertinent safety and health information, if you think broadly in terms of S&H culture. Both explicit and implicit core indicators require reporting of such safety and health processes as risk reductions, risk management, prioritizing S&H topics, compliance with international regulations and voluntary standards, stakeholder engagement, employee engagement, safety committees, supplier screening, life cycle analysis, incident tracking and root cause analysis, training, performance compensation, community involvement, metrics-leading, lagging and injury rates, fines and penalties.

By thinking beyond mere SHE functions to a SHE culture, many opportunities exist to meaningfully contribute to the company CSR activities and results through safety and health, as well environmental activities.

Current State Assessment and Gap Analysis

The first action is to identify the broad array of CSR activities that are important to your organization, and which functional organization has the primary responsibility for those activities. Then, identify the possible alignment and linkage points of SHE with those activities. Think broadly in terms of culture, rather than basic SHE functions. Use the information presented earlier, in Exhibits 2-7, to identify CSR and SHE linkages, as well as referring to the ISO 26,000:2010 framework and GRI reporting guidelines for additional ideas.

Current State Assessment

Once the possible SHE culture linkage and alignment points with CSR are understood, an organizational assessment of the current state of the SHE programs and culture is needed, as it relates to CSR. The key question is how well are SHE programs and overall SHE culture having a role in the company CSR initiative and activities?

The best assessments are done by a team of SHE professionals, working with the other employees of such functions as human resources, operations, engineering, legal, procurement, risk management, communications and the CSR/sustainability departments, if such a specific group or leader is in place. Employees must be a part of the assessment process, as they have a significant role in the successful SHE culture, and in a successful CSR program and culture. If the CSR program is already well established, input can also be sought from key external stakeholders, critical suppliers, customers and contractors. Their views as to the role that SHE has in the company operational and CSR programs and practices will provide unique insights and information.

Information can be obtained through site visits, interviews, surveys. Possible questions to seek out the current practices in a company are:

- What is the current role of SHE?
- What are current roles, responsibilities and personal actions and behaviors to drive SHE?
- What education, tools, processes and coaching are in place to drive the understanding and accomplishment of the roles which drive SHE culture and performance?
- Describe any business successes where SHE was pro-actively involved or informed of the business activity or change?
- Describe any business problems caused from SHE being involved or informed too late in the business activity or change?
- What is the overall current company culture and business situation that influences peoples' actions regarding SHE? Examples can be their personal motivations or "what's in it for me" ("WIIFM)", comfort zones, company culture, normal roles, geographic culture, market pressures and customer quality challenges, importance of learning in the organization, and current basis for recognition.
- Is SHE considered a relevant or important element of the company CSR program?
- Does SHE personnel directly participate in CSR-related projects and activities?
- What lagging and leading indicators and metrics are in place to track progress with SHE integration and alignment with the business CSR program and activities?

Gap Analysis

A gap analysis can now be done by comparing the possible role of SHE programs and culture in a company's CSR program, compared to the current state. Gaps need to be assessed for relevance, significance and within an organization's sphere of influence. The priorities can be

set, based on meeting the organization's goal of CSR, the status of SHE culture maturity and involvement with the CSR process.

Closing the Gaps

Is Your Organization Ready?

You now have a clear view of what “can be” and the current “as is” state, the differences or gaps in business processes, organizational mindset, maturity and role of SHE culture with the CSR processes. The gaps have been prioritized to align with the company goals of CSR process and results.

Does your organization understand the real value of SHE culture, as it is entwined and incorporated into the actions to drive CSR? If the SHE culture is strong, business and functional leaders already understand their role, and see how SHE partners with the business to support the business. If the SHE culture is not strong, then you must educate the business leadership and functional leaders to see the value of SHE, as a pro-active partner. Start with those leaders of the business processes where a significant CSR impact can occur, if SHE was incorporated with the business.

An additional path can be to leverage the SHE culture process for change, to accelerate CSR programs and results. A hallmark of a strong SHE culture is the integration of SHE considerations into the business processes. SHE becomes seamless and woven into the business processes, rather than something separate to do. A successful SHE culture is accomplished by clearly defining roles and responsibilities of all employees, leaders actively engaged themselves, pro-active incorporation of SHE issues into the business processes, tools and decisions; employees actively engaged and data-based decisions. This is precisely the path to create a CSR culture. It is logical to leverage a successful SHE culture approach when the ultimate goals and base approach of SHE and CSR are the same.

Are you ready?

SHE is not different than any other aspect of running a business. Treat it that way, by defining and communicating a clear strategy for culture and its role within CSR, partnering with the business, and developing strategic multi-year plans, annual operating plans, clear business and personal goals and expectations, leading metrics, budgets, tools to help the organization be accountable and successful.

Today, the most effective and expected role of a safety professional is one of a motivating leader, change agent and business partner. Compliance and incident prevention is accomplished through developing a SHE culture of prevention, employee engagement and integration with business processes. In this case, to progressively help the business make the most significant strides in CSR, SHE issues need to be incorporated with the business and CSR activities, teams, training and performance requirements.

This leadership role of SHE professionals requires a particular skill set and mind-set. Guiding, motivating and influencing the leaders are critical to accomplish these tasks. So, influencing, motivating, negotiating and communicating skills become paramount to leading and guiding others to your view and for helping them to take the needed actions. Business acumen is

also helpful to understand the business and CSR drivers and issues, to jointly find the “win-win” solutions.

One additional personal attribute must be highlighted... passion. A true passion for what you do is the ultimate motivator for yourself and others. With a genuine commitment, you will make a stand, take a risk, and do what it takes to change your world for the better. Your passion will generate energy and enthusiasm in others too, along with your new great ideas, stretch goals, exciting challenges and a compelling vision for the future. Others will be motivated to step away from their comfort zones and old paradigms to take new steps and generate new ideas.

Finalize and communicate the plan for SHE Culture Integration with CSR

As a business partner, it is not “your” plan. It is the “business” plan for CSR results, by incorporating SHE culture with the business processes. The plan should be developed jointly with SHE and the business and functions, as appropriate.

To support these integration targets, pertinent base business processes may need to be modified to incorporate the new expectations to drive SHE culture as it relates to the CSR target areas. It is unfair and unrealistic to demand new actions, decisions and behaviors of the organization, if the base processes do not support, and may in fact conflict, with the new expectations. To successfully integrate and align SHE with these supporting processes, partnerships must be formed with the functional owners of these processes. Again, seek out “win-win” solutions for mutual benefits.

Traps and Challenges

It all sounds very straight-forward, and it is. But plans can go awry. Below are two potential traps or challenges and recommended actions to address them.

1. The environmental linkage of SHE and CSR is reasonably clear, due to the environmental CSR pillar, and a long and popular history of environmental “green” issues. The linkages of S&H and CSR may not be clearly understood or evident. The SHE professionals and/or the businesses do not see the full potential of S&H with CSR. S&H may be viewed narrowly, by only looking for obvious or explicit S&H references or requirements. This may also indicate the existence of a weaker safety culture in the company.

Recommendation: SHE needs to be considered and discussed in its broadest terms, that of SHE culture. When considered in those terms, it embraces the S&H aspects of 22 business processes. People need to be educated in this broader view, with examples provided of the most influential integration points and tools provided (by you) to make the SHE incorporation as clear and easy, as possible. For CSR, some potential issues where SHE culture can greatly improve the CSR results are: selection and retention decisions of key contractors and suppliers based on S&H programs and performance; wellness programs for employees, their families and local communities; S&H considerations incorporated into final decisions on work process changes, product changes and equipment selection; global S&H requirement globally, even if they are more stringent than the local requirements. Examples can be compiled where the full SHE culture approach provided value to the business of terms of increased employee productivity, teamwork

and morale; cost reductions, positive customer feedback, positive community response and results; mitigation of potential harm to employees, customers and communities.

2. The company is not ready to embrace CSR in its fullest sense. Easy, short-term actions are being taken, simply for the appearance of being sustainable or for meeting the less onerous CSR reporting requirements.

Recommendation: This is more of a company ethical and business issue for CSR, than a SHE culture issue. However, if there is a strong SHE culture, the foundation would already be established for more meaningful CSR actions. The organization would be more attuned and ready to thinking broadly and doing the right things for the right reasons.

Fight the temptation of multiple, other issues and priorities that seem to be more pressing in the near term. CSR is a growing, global demand on businesses, across all industry sectors. It is here now and will only increase in visibility and requirements. Many significant SHE issues processes, like GHG reductions, pollution prevention, safety culture, ergonomics and material substitutions in products and processes all started as voluntary initiatives. They became more onerous and demanding, some staying as voluntary initiatives, and some evolving into regulations. CSR is quickly evolving to be a requirement from consumers, customers, employees, NGO's, governments and the public. Begin to build your SHE culture role and alignment with CSR now.

Conclusions

The SHE function has an important role in advancing the CSR initiatives in organizations. By examining the three CSR pillars and existing guidance, such as the ISO 26,000: 2010 framework, and existing reporting guidelines, such as the GRI, important opportunities are evident for the SHE function to support and advance CSR results. Linkages points exist for safety, health and environmental functional areas, both explicitly and implicitly.

Those linkage opportunities increases significantly if SHE is considered as a business partner and the functional SHE view is expanded to a cultural SHE view. SHE culture expands basic SHE function to enable broader reach, increased role and enhanced value to the organization. This partnership requires integration and alignment of SHE considerations with business processes, goals and decisions. In order for this partnership to be successful, three things are needed:

1. An organization which understands and embraces its role to help drive both SHE and CSR culturally, by incorporating SHE considerations into the business functions and operations.
2. SHE talent and professionals that view themselves as partners and seek “win-win” solutions to help drive both SHE and business CSR results.
3. A sense of urgency to act now. CSR is a growing and evolving field. Expectations are increasing and the time to being addressing CSR is now. In fact, CSR may benefit from a strong SHE culture. By leveraging the successful approach used to build a sustainable SHE culture, the CSR initiatives can evolve much quicker and experience accelerated results.

The goal of both SHE and CSR cultures is to promote and support people to make the right choices all the time. These goals are entwined and mutually positive and supportive. This is good for people—the planet—and profit.