



# Framework Conditions / Status Quo



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- National Strategy for Sustainable Development identifies (C)SR as a core objective
- National (governmental) CSR strategy missing (pending)
- CSR Guidance Standard adopted by Austrian Standards Institute (2004)
- Educational & information campaigns, a broad portfolio of CSR tool kits, CSR award schemes in place since several years
- 2 national SR platforms - one run by the business community ([www.respect.at](http://www.respect.at)), the other one by labour & NGO's ([www.netzwerksozialeverantwortung.at](http://www.netzwerksozialeverantwortung.at))
- Voluntary registration/accreditation scheme for CSR consultants operated by Federal Chamber of Commerce

# ÖNORM S 2502: „Consulting Service for Corporate Social Responsibility“



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- Adopted & published by Austrian Standards Institute after adoption in the Corporate Social Responsibility Committee / ON-K 251 (March 2009)
- Demand-driven, initiated by ON-K 251 to safeguard the quality and accountability of professional (C)SR consultancy and support services in a fast evolving market and to compliment the existing accreditation scheme for CSR consultants in Austria
- Used as a reference for Governmental funding schemes providing financial incentives for organisations (businesses) to develop SR/ Corporate Sustainability Strategies
- Providing guidance for planning and performing internal or external consultancy to raise the applicability of social responsibility within organisations
- Understanding & defining social responsibility as strategic management process aimed to integrate sustainability issues into an(y) organisation beyond regulatory and legislative requirements

# ÖNORM S 2502: Scope of the Standard



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- To lay down minimum requirements and further recommendations for consulting services on corporate social responsibility
- To address both organisations irrespective of their type, size or the current implementation level concerning social responsibility
- To address (C)SR consultancy, planning & implementation irrespective of whether it is undertaken by employees within an organisation or provided by external professionals
- To address the Social Responsibility of any organisation as a change process that is core to the organisation's strategy, hence not to be developed in parallel

# A Management System Approach to SR starting with a comprehensive Project Definition



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- Assess the feasibility of the project before commissioning (C)SR consultancy,
- Safeguard commitment and readiness of an organization,
- Specify and agree upon objectives, tasks, milestones, resources, deliverables, follow-up activities,
- Set the basic framework, in particular concerning integration of (internal & external) stakeholders and concerning feedback loops from the project into an organization's core activities and decision-making processes

# Project Implementation: Consulting Phase 1



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Analyse and document the *status quo*:

- Map your stakeholders
- Analyse the context and „market environment“ the organisation is operating in
- Conduct a SWOT analysis as regards the core elements of the 3 dimensions of SR
- Prepare & agree upon the project management plan for the consultancy itself

# Project Implementation: Consulting Phase 2



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- Prepare the individual working packages for the different phases of the project, defining contents, resources, deliverables, indicators;
- Apply recognised state of the art methodology as regards best-fitted project-specific tools (consulting, facilitation and intervention)
- Deliver regular status reports to the organisation's management and to internal employee representatives
- Establish (controlling) mechanisms to identify and manage discontinuities & deviations from the project plan,
- Provide continuous controlling throughout the project implementation phase, and foresee follow-up controlling means to monitor the implementation of the targets and measures set in the SR strategy;

# Deliverables: Project monitoring and Reporting



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- Project monitoring and reporting seen as indispensable part of the consulting process
- Internal and external reporting: be informative, credible, accountable
- Do not restrict reporting to the management level but inform all internal stakeholders in an appropriate way (appropriateness = serving the needs of the diff. stakeholders)
- Provide recommendations for further activities suggested to raise the social responsibility of the organisation
- Inform the external stakeholders involved in the consultancy project on the results achieved/the conclusions drawn

# Presenting the SR Strategy to a wider public: Guiding principles for Sustainability reporting



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- Be accountable, complete, up to date, relevant, make yourself comparable
- Promote credibility by involving the concerned internal and external stakeholders, and independent third parties
- Provide a balanced presentation: cover problem areas, cases of conflicts and the management of these conflicts
- Present the organisation's vision of social responsibility and the status and perspectives of the corresponding implementation cycle(s), including quantified objectives, measures, deadlines, indicators, responsibilities and resources
- Periodicity and mainstreaming of Sustainability Reporting: publish the SR report together with / as an integral part of/ the regular (business) report of the organisation

# The Austrian SR „landscape“: Forthcoming Challenges and Perspectives



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- Development of a Governmental (C)SR Strategy „*ante portas*“, Planning proces to be co-ordinated jointly by 3 Fed. Ministries (Environment, Social Affairs, Economic Affairs), and involving both Federal and Provincial Departments
- Elaboration of a national SR Standard under way (based on the ISO 26000 approach)
- Mean & procedures for 3rd party validation & certification processes under discussion (the management system, the business facility & operation, the products & services, SR reporting etc.)