

Tomorrow Today a future for business - Authentic Corporate Social Responsibility

an ebook September 2008

By Ian Berry CSP FAIM

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P O Box 2216 Keperra Queensland Australia 4054
www.remacue.com www.ianberry.au.com
email: ian.berry@remacue.com
Phone: +61 (0) 418 807 898

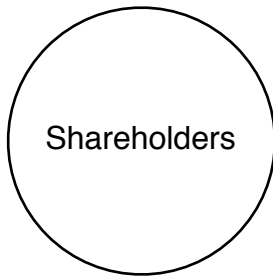
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This ebook explores a new way to do business

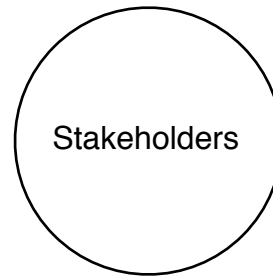
Old way



“Few trends could so thoroughly undermine the very foundations of our free society as the acceptance by corporate officials of a social responsibility other than to make as much money for their stockholders as possible.”

Milton Friedman, *Capitalism and Freedom, Chicago: University of Chicago Press, 1962*

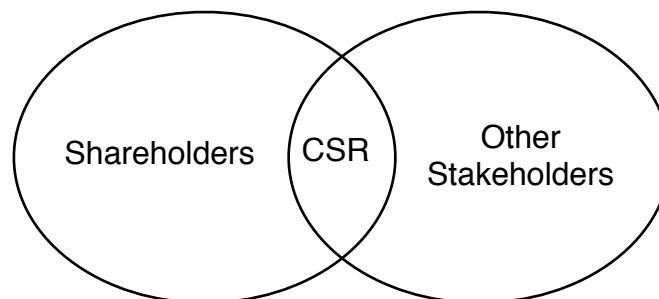
Another way



“I think many people assume, wrongly, that a company exists simply to make money. While this is an important result of a company’s existence, we have to go deeper and find the real reasons for our being.”

Dave Packard, Co-founder of Hewlett Packard company in 1939 as stated by Charles Handy, *What’s a Business For? Harvard Business Review, December 2002, p54*

New way



“CSR is a means of analyzing the inter-dependent relationships that exist between businesses and economic systems, and the communities within which they are based. CSR is a means of discussing the extent of any obligations a business has to its immediate society; a way of proposing policy ideas on how those obligations can be met; as well as a tool by which the benefits to a business for meeting those obligations can be identified.”

Ruth Lea, ‘*Corporate Social responsibility: IoD Member Opinion Survey,*’ *The Institute of Directors, UK, November, 2002, p10*

In my view authentic CSR is more than this, although the above is an excellent beginning.

Ian Berry speaks about people engagement, the key to achieving sustainability and corporate social responsibility. Why not invite him to speak at your next key meeting, conference or convention. For information on Ian’s presentation packages visit www.ianberry.au.com/presentations.html

5 shifts are essential to usher in a new world:

a move from competition to collaboration

a move from self-interest to shared interest

a move from dominance to diligence

a move from greed to greater good

a move from reaction to responsibility

Two possible keys to making these shifts

Human beings fully alive

Organisations achieving a five-fold bottom line

This ebook explores key happenings of the past 25 years that make these shifts possible, overviews the shifts, and the two possible keys to making them.

Significant happenings of the sustainability and corporate social responsibility movement by Ian Berry CSP FAIM www.ianberry.au.com and www.remacue.com

People see sustainability and CSR in a myriad of different ways: a dream; a trend; a ploy by greedy corporates to make more money; a fad that will pass; an ideal unlikely to become reality; a solution to our biggest threats; something we can't really do anything about; a fantasy being peddled by fanatics; the greatest challenge in history; something we can't ignore; something that is an imperative we must embrace.

Overall however my sense is that a majority of business people today want to build sustainable and responsible enterprises yet are overwhelmed by both the perceived and the real costs of doing so.

I don't see cost, I see investment. I also see what is happening as an unstoppable movement for the good of people and our planet. Investment in CSR that will provide a return is like all good investments, it is a long term project.

Below are some of the key happenings in the last 25 years from my perspective, and some of the key places for you to visit online to help you get a feel for yourself so that you can make your own mind up and your own decisions about what you can do to build a better world for yourself, your children, and your grandchildren.

Be remarkable
Ian
September 2008

"The purpose of a business....is not to make a profit, full stop. It is to make a profit so that the business can do something more or better. That "something" becomes the real justification for the business....It is a moral issue. To mistake the means for the end is to be turned in on oneself, which Saint Augustine called one of the greatest sins....It is salutary to ask about any organization, "If it did not exist, would we invent it?" "Only if it could do something better or more useful than anyone else" would have to be the answer, and profit would be the means to that larger end."

so said Charles Handy, 'What's a Business For?' *Harvard Business Review*, Vol. 80, No. 12, December 2002, pp. 49-55.

"The 21st century will be the century of the social sector organization. The more economy, money, and information become global, the more community will matter.

so said Peter F. Drucker, Founder of the Drucker Foundation (now the Leader to Leader Institute) and regarded by many as the father of modern management. Leader to Leader website, June, 2003.

Business in the community founded in 1983 www.bitc.org.uk

From their website: "*Business in the Community mobilises business for good. We are one of [The Prince's Charities](#) and we inspire, engage, support and challenge companies on responsible business, working through four areas: Community, Environment, Marketplace and Workplace. With more than 850 companies in membership, Business in the Community represents 1 in 5 of the UK private sector workforce and convenes a network of global partners.*

It's time to take action. There many ways to do this - have a browse round our five impact areas to find out what the key issues facing business are, how you can be involved, and what support and advice Business in the Community can offer your responsible business programme, sometimes referred to as Corporate Social Responsibility (CSR).

[In the community »](#)

Recognising that how a company recruits, purchases and invests can create opportunities to build thriving communities as well as stronger businesses.

[In the environment »](#)

Companies can minimise their negative impacts and ensure protection of the environment is fundamental to all operations.

[In the marketplace »](#)

Achieving success in business by meeting social needs, treating customers and suppliers fairly and with respect and not irresponsibly exploiting market position.

In the workplace »

People are vital to performance in the competitive market. The workplace programmes aim to support business in creating value through building a positive internal culture.

On your responsible business strategy »

Business leaders who recognise the importance of responsible business, sometimes referred to as Corporate Social Responsibility (CSR), understand that a value-based company that operates with integrity does not inhibit growth or the creation of wealth and prosperity, but underpins it."

Business in the Community has been a key player in the development of The Corporate Responsibility Index model used in Australia, United Kingdom and elsewhere.

The model has a four component framework, Corporate Strategy, Integration, Management Practice, and Performance and Impact. Read an overview in Volume 1 of my special reports on CSR www.ianberry.au.com/docs/authenticcsrIanBerryVolone2008

For further information visit

www.corporate-responsibility.com.au

www.csr.gov.uk

www.csrwire.com

www.csreurope.org

www.csr-asia.com

1984 The term 'stakeholder' first used by Professor R Edward Freeman

From Wikipedia: "R. Edward Freeman (born [December 18, 1951](#)) is an [American philosopher](#) and [professor](#) of [business administration](#) at the [Darden School](#) of the [University of Virginia](#). He has also taught at the [University of Minnesota](#) and the [Wharton School](#). Freeman is particularly known for his work on [stakeholder theory](#) and on [business works](#). He has co-edited recent editions of such standard business textbooks as *The Portable MBA* and the *Blackwell's Handbook of Strategic Management*, and serves as the editor for the *Ruffin Series in Business Ethics* from [Oxford University Press](#). His latest book, *Managing for Stakeholders* with Jeffrey Harrison and Andrew C. Wicks, was published by Yale University Press on [October 17, 2007](#)."

We are in a new era. Business today is about defining the value that all our stakeholders demand, desire, and feel they deserve; and delivering such value. For more on defining and delivering value www.ianberry.au.com/docs/Remacuespecialreportdec07ppps.pdf

1987 John Elkington founded the consultancy firm SustainAbility
www.sustainability.com

From their website: "*SustainAbility advises clients on the risks and opportunities associated with corporate responsibility and sustainable development. Working at the interface between market forces and societal expectations, we seek solutions to social and environmental challenges that deliver long term value. We understand business and what society expects of it.*"

In 1997 Elkington published '*Cannibals with forks*' the first book to articulate the 'triple bottom line' concept.

Elkington's latest work co-authored with Pamela Hartigan, is [*The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World*](#), published in February 2008 by Harvard Business School Press.

1987 Dr Gro Harlem Brundtland defined sustainability in the United Nations report 'Our common future' as
"Development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

Brundland is one of the world's elders. See www.theelders.org

Nelson Mandela announced the formation of The Elders, July 18th, 2007 in Johannesburg South Africa on the occasion of his 89th birthday. Members of The Elders are: Kofi Annan, Ela Bhatt, Lakhdar Brahimi, Gro Harlem Brundtland, Fernando Henrique Cardoso, Jimmy Carter, Graça Machel, Mary Robinson, Desmond Tutu, and Muhammad Yunus.

See my August 2007 blog and links about Yunus, perhaps the greatest living example of a social enterpreneur, www.ianberry.au.com/ianberrysblog.html

Forum for the Future founded in 1996 www.forumforthefuture.org.uk
improved on Brundtland's definition in my view "*Sustainable development is a dynamic process which enables people to realise their potential and to improve their quality of life in ways which simultaneously protect and enhance the earth's life-support systems.*"

The above is a quote from an excellent book 'Capitalism as if the world matters' by the forum's Jonathon Porritt. I highly recommend his blog www.jonathonporritt.com

I also recommend that you check out Porritt's 5 capitals framework. The following summary is from The Forum's website

*"**Natural Capital** is any stock or flow of energy and material that produces goods and services. It includes:*

Resources - renewable and non-renewable materials

Sinks - that absorb, neutralise or recycle wastes

Processes - such as climate regulation

Natural capital is the basis not only of production but of life itself!

***Human Capital** consists of people's health, knowledge, skills and motivation. All these things are needed for productive work. Enhancing human capital through education and training is central to a flourishing economy.*

***Social Capital** concerns the institutions that help us maintain and develop human capital in partnership with others; e.g. families, communities, businesses, trade unions, schools, and voluntary organisations.*

***Manufactured Capital** comprises material goods or fixed assets which contribute to the production process rather than being the output itself – e.g. tools, machines and buildings.*

***Financial Capital** plays an important role in our economy, enabling the other types of Capital to be owned and traded. But unlike the other types, it has no real value itself but is representative of natural, human, social or manufactured capital; e.g. shares, bonds or banknotes.*

We are facing a sustainability crisis because we're consuming our stocks of natural, human and social capital faster than they are being produced. Unless we control the rate of this consumption, we can't sustain these vital stocks in the long-term.

We believe that by maintaining and trying to increase stocks of these capital assets, we can live off the income without reducing the capital itself. But for this to happen, it is the responsibility of every organisation, business or otherwise, to manage these capital assets sustainably.

Sustainable development is the best way to manage these capital assets in the long-term. It is a dynamic process through which organisations can begin to achieve a balance between their environmental, social and economic activities."

Also from Forum for the future website: "We believe that humanity faces an immense challenge. We can no longer treat the planet without any thought for the future.

So we're working with over 120 leading businesses and organisations to bring about change.

We are a charity committed to sustainable development.

This means developing an enriching and enjoyable way of life that does not threaten the global environment or rob future generations of resources.

We want to see businesses and communities thriving in a future that's environmentally sustainable and socially just.

It can be done. In fact it's the only way businesses and communities will prosper in the long run. But we need bold action, now.

We play our part by:

Showing organisations what a sustainable future could look like and challenging them to make a difference

Delivering practical solutions to help organisations change

Training leaders to bring about change, and educating the leaders of tomorrow

Communicating success stories"

Social Venture Network founded in 1987 www.svn.org

From their website: "Social Venture Network is unlike other business associations. SVN is made up of nearly 500 of the brightest and most innovative engaging socially-conscious business leaders in North America. And SVN members typically join our network with something to give—rather than simply something to get.

For the overwhelming majority of our members, SVN has proven to be a source of new friends, business contacts, personal insights, critical information, and new opportunities. Most importantly, SVN is uniquely positioned at this time to make a positive impact in the world and in your role as a leader.

Founded in 1987, SVN is a community of leaders— company founders, private investors, social entrepreneurs and key influencers—who share a commitment to building a just and sustainable world through business. The relationships and initiatives born within our network have ranged from lasting friendships to investment deals to founding organizations.

Through our network—its events, programs and technology—individual change —makers are able to deepen relationships and to work together with greater social impact. SVN inspires and supports action at three inter-related levels: individual, organizational and societal.

- **Individual** — *SVN cultivates personal development by encouraging the expression of values through work and moving beyond leadership as traditional heroism or domination.*
- **Organizational** — *SVN fosters business partnerships that forge new models for social-purpose enterprise, particularly those that generate profitable opportunities in disenfranchised communities.*
- **Societal** — *SVN encourages public service and social action by leveraging the voices of business leaders to bring about positive social change.”*

1992 World Business Council for Sustainable Development formed www.wbcasd.org

From their website "The World Business Council for Sustainable Development (WBCSD) is a CEO-led, global association of some 200 companies dealing exclusively with business and sustainable development. The Council provides a platform for companies to explore sustainable development, share knowledge, experiences and best practices, and to advocate business positions on these issues in a variety of forums, working with governments, non-governmental and intergovernmental organizations. Members are drawn from more than 35 countries and 20 major industrial sectors. The Council also benefits from a global network of about 55 national and regional business councils and regional partners.

The WBCSD was founded on the eve of the [1992 Rio Earth Summit](#) to involve business in sustainability issues and give it a voice in the forum.

The WBCSD was the brainchild of the Swiss industrialist, [Stephan Schmidheiny](#), who had long had the foresight to realize that business had an inescapable role to play in the search for sustainable development.

He believed that business could act as a catalyst for change toward the achievement of sustainable development; at the same time, business needs sustainable development in order to fulfill its potential.

The Secretary General of the Rio summit, Maurice Strong, invited Mr. Schmidheiny to coordinate the business participation in the meeting. This participation was a success and led to a book, [Changing Course: A global business perspective on development and the environment](#).

Following the summit, Schmidheiny and his fellow business partners concluded that to keep up the momentum that had been created, it was necessary to keep the cooperation alive.

In 1995, the Council merged with the World Industry Council on the Environment and opened its secretariat in Geneva (Switzerland); a second office in Washinton, D.C.(United States), was opened in 2007. The WBCSD was born."

I highly recommend Bjorn Stigson's blog www.president.wbcds.org

Stigson has been President of WBCSD since 1995.

His statement "*Businesses cannot survive in societies that fail*" is one of the most profound of our time.

Stigson serves on the boards of or on committees advising the Chinese government, the [Dow Jones Sustainability Indexes](#), the [Kennedy School of Government at Harvard University](#), the [Clinton Global Initiative](#) and the Global Reporting Initiative (see below).

Business for Social Responsibility founded in 1992 www.bsr.org

From BSR website: "Business for Social Responsibility (BSR) provides socially responsible business solutions to many of the world's leading corporations. Headquartered in San Francisco and with offices in Europe and China, BSR is a nonprofit business association that serves its 250 member companies and other Global 1000 enterprises. Through advisory services, convenings and research, BSR works with corporations and concerned stakeholders of all types to create a more just and sustainable global economy.

Since 1992, Business for Social Responsibility (BSR) has helped companies of all sizes and sectors to achieve success in ways that demonstrate respect for ethical values, people, communities and the environment. A leading global resource for the business community and thought leaders around the world, BSR equips its member companies with the expertise to design and implement successful, socially responsible business policies, practices and processes. As a non-profit business association, BSR is uniquely positioned to promote cross-sector collaboration in ways that contribute to the advancement of corporate social responsibility and business success."

Global Reporting Initiative founded by CERES (see below) in partnership with the United Nations Environment Program (UNEP) in **1997** provides other frameworks (environment, economic, human rights, labour practices and decent work, product responsibility, society) for reporting sustainability and CSR performance. www.globalreporting.org

From their website: *"The Global Reporting Initiative (GRI) is a large multi-stakeholder network of thousands of experts, in dozens of countries worldwide, who participate in GRI's working groups and governance bodies, use the GRI Guidelines to report, access information in GRI-based reports, or contribute to develop the Reporting Framework in other ways – both formally and informally. [Meet others](#) in the GRI network, or connect with those in [your stakeholder group](#).*

Representing the institutional side of GRI are a series of multi-stakeholder governance bodies that coordinate the formal components of the GRI network. GRI's governance bodies consist of:

[Board of Directors](#) 16 members who maintain ultimate fiduciary, financial and legal responsibility for GRI, including organizational strategy and final authority on Reporting Framework development. Take strategic and policy advice from the Stakeholder Council, and technical advice from the Technical Advisory Committee;

[Stakeholder Council](#) 46 constituency - and geographically - diverse individuals who debate and deliberate key strategic and policy issues as GRI's formal stakeholder policy forum. Provide policy and strategic advice to the Board;

[Technical Advisory Committee](#) 12 international experts who assist in maintaining the overall quality and coherence of the Reporting Framework by providing recommendations on its broad architecture and high level technical advice and expertise to the Board of Directors and to the broader GRI network;

Organizational Stakeholders the many hundred (and growing!) organizations and individuals that form the foundation of the governance structure, help maintain the integrity of the GRI Guidelines and play an integral part in the GRI network. Consider joining us as an OS; and

A Secretariat of approximately 36 staff, based in Amsterdam, The Netherlands, that executes the work plans developed by the Board, including engaging and building the network and coordinating working group processes that grow and improve the reporting framework.”

From ceres website www.ceres.org

“Ceres (pronounced “series”) is a national network of investors, environmental organizations and other public interest groups working with companies and investors to address sustainability challenges such as global climate change.

Mission: Integrating sustainability into capital markets for the health of the planet and its people.

Accomplishments: At its founding in 1989, Ceres introduced a bold new vision to the business community. That vision is of a world in which business and capital markets promote the well being of human society and the protection of the earth’s biological systems and resources. Ceres advances its vision by bringing investors, environmental groups and other stakeholders together to encourage companies and capital markets to incorporate environmental and social challenges into their day-to-day decision-making. By leveraging the collective power of investors and other key stakeholders, Ceres has achieved dramatic results, among those:

- Recipient of numerous awards including the 2006 Skoll Award for Social Entrepreneurship and the Fast Company/Monitor Group Social Capitalist award, and was named one of the 100 most influential players in the corporate governance movement by Directorship Magazine.
- Launched the Global Reporting Initiative (GRI), now the de-facto international standard used by over 1200 companies for corporate reporting on environmental, social and economic performance.
- Joined with Yale University and insurance firm, Marsh, to create the Sustainable Governance Forum on Climate Risk, a unique leadership development program designed to help corporate leaders address the problem of climate risk.
- Spearheaded dozens of breakthrough achievements with companies, such as Nike becoming the first global apparel company to disclose the names and locations of its 700-plus contract factories worldwide in 2005, Dell Computer agreeing in June 2006 to support national legislation to require electronic product recycling and “takeback” programs, and Bank of America announcing a \$20 billion initiative in March 2007 to support

the growth of environmentally sustainable business activity to address global climate change.

- *Brought together 500 investor, Wall Street and corporate leaders at the United Nations in 2005 to address the growing financial risks and opportunities posed by climate change. The ground-breaking meeting included 28 U.S. and European investors approving a 10-point action plan seeking stronger analysis, disclosure and action from companies, Wall Street and regulators on climate change. Another investor summit will be held in February 2008.*
- *Launched and directs the [Investor Network on Climate Risk \(INCR\)](#), a group of more than 60 leading institutional investors with collective assets of \$5 trillion.*
- *Published cutting-edge research reports to help investors better understand the implications of global warming. Among those: a January 2007 report, [Climate Risk Disclosure by the S&P 500](#), an August 2006 report, [From Risk to Opportunity: How Insurers Can Proactively and Profitably Manage Climate Change](#), and a March 2006 report, [Corporate Governance and Climate Change: Making the Connection](#), which analyzed how 100 of the world's largest companies are addressing the business challenges from climate change."*

I subscribe to www.reportalert.info and automatically receive notification of the latest CSR reports by companies. The ReportAlert service is managed by CorporateRegister.com Limited, the world's largest online directory of CSR Sustainability reports. I sometimes scan reports and sometimes read them in full. All are food for thought and provide insight that helps me to stay informed and to make my own decisions.

The last time I looked there were 17543 CSR reports across 4468 companies, so clearly CSR has some momentum.

Al Gore's movie An Inconvenient Truth released in 2006 woke up the world and has dramatically increased momentum and awareness of the environmental aspects of CSR.

If you still haven't seen this academy award winning documentary do so as soon as possible. It maybe the catalyst to get you started or to build your own momentum.

For more on Al Gore visit www.algore.com

You may also find the following websites of value.

www.innovestgroup.com

www.corporateknightsforum.com

www.endpoverty2015.org for finding out about the 8 goals of the United Nations; end hunger, universal education, gender equity, child health, maternal health, combat HIV/AIDS, environmental sustainability, global partnership.

www.global100.org

www.schwabfound.org

If you are still not sure what will be your legacy after considering all of the above read the following books and see what ideas strike you as doable.

Berry, Ian; **Increasing Profits Without Hurting People**, 2002

Flannery, Tim; **The Weather Makers**, Text Publishing, 2005

Francis, Nic; **The End of Charity**, Allen & Unwin, 2008

Friedman, Thomas; **The World is Flat**, Penguin, 2006

Gore, Al; **The Assault on Reason**, Bloomsbury, 2007

Porritt, Jonathon; **Capitalism as if the World Matters**, Earthscan, 2005

Sachs, Jeffrey; **Common Wealth**, Allen Lane an imprint of Penguin Books, 2008

Savitz, Andrew, W; **The Triple Bottom Line**, Jossey Bass, 2006

Stiglitz, Joseph; **Making Globalization Work**, Allen Lane, Penguin Group, 2006

For me my exploration of all of the above and my work with my clients has lead me to believe we are about to usher in a new world.

The birth of a new world

The move by thousands of company's around the globe in the past 10 years or so to embrace 'corporate social responsibility' or 'the triple bottom line' is the most refreshing phenomena to happen in the history of business. It will not be enough however to meet the biggest challenge facing humanity. To meet the challenge **I propose a five-fold bottom line** adding *universal harmony* and *spiritual validity* to the triple of economic prosperity, social responsibility and environmental sustainability.

The biggest challenge facing humanity is to learn to live in harmony with each other and our planet. I cannot contemplate failure to meet this challenge. I have a seven year old grandson and failure to meet this challenge most likely means Hamish will not have the opportunity to live the life he was meant to live.

A few years back I was privileged to present to members of the board of Oxfam Trading Australia. While waiting in their boardroom I copied down the words of a poster on the wall by Community Aid Abroad. It was headed 'Basic human rights for all' and was created long before the idea of corporate social responsibility came to life. It read

enough to eat
 clean water
 a livelihood
 a home
 an education
 health care
 a safe environment
 protection from violence
 equality of opportunity
 a say in the future

Tears welled in my eyes as I read these words for they capture what I stand for and explain why I got up this morning and every morning and go out into the world to influence leaders in whatever you do to be doing it for the good of people and our planet.

There is simply no reason why every human cannot have these basic rights fulfilled. We do not lack the skill. We presently, as a collective, lack the will; however there is cause for hope.

Five major shifts are occurring in our world. Together they are acting as a midwife for the birth of a new world that is desperately waiting to be born. Enlightened business leaders play a critical role. Business is the dominant social institution of our time; business leaders therefore play a critical role, they are like the doctor attending the birth. Unique expertise and experience are vital for a healthy birth because there are complications and potential dire consequences of an unsafe birth – the destruction of our home (earth) and even our elimination as human beings.

In the old world that is dying an often painful death, fundamentalists rule. Fundamentalists are folk, often with good intentions, who believe their way is the only way and refuse to honour ways that are different to theirs. Religious, political, and business fundamentalists dominate our existence and permeate our lives usually without our permission.

The **first major shift** that is occurring is a move from competition to collaboration. The World Wide Web plays a major role in this shift because it means unprecedented collaboration is possible as people can work on projects together in real time regardless of where we live on our planet.

NGO's (non government organisations) also play a major role. Many NGO's (they numbered some 30000 last time I searched Google) have moved from adversarial and often aggressive activists to one of working with other organisations, especially businesses, to achieve shared goals. The collaborative approach taken by Greenpeace, perhaps the most well known NGO, with Shell to solve problems in Nigeria is but one example of many.

In my view the only competitor I must be concerned with is the man I shaved this morning. Everyone else I seek to cooperate with. Practicing cooperation or collaboration leads to honouring other people's ways of finding meaning in their lives even when different to ours. The dialogue that results from such honouring leads to discovering a shared purpose and ways of working together to achieve it. This process I call **spiritual validity**. There is a future for faith; however such a future must be free from direct and indirect association with violence and other destructive and often devious means to convince people that there is only one way to find meaning in our lives.

The **second major shift** that is occurring is a move from self interest to shared interests. This shift demonstrates the principle of the oneness and interconnectedness of life rather than the separateness and disconnect that is portrayed by those seeking to feather their own nests at the expense of other people tending theirs.

There is no greater example of this than the move in business from shareholders being paramount to all stakeholders having equal importance.

Although corporations in most countries still have a fiduciary responsibility to shareholders; the overwhelming real life reality is that businesses primarily focused on delivering value to shareholders and not all stakeholders, are making less profits than those who are seeking to deliver value to all stakeholders. This trend was arguably begun in the 1940's by Johnson and Johnson, one of the world's largest and most respected companies. It is a shame so many have taken so long to catch on. Nevertheless the rise of the CSR (corporate social responsibility) movement gives reason for great hope. In the last 10 years thousands of companies in more than 90 countries have begun to report their performance against accepted social and environmental as well as economic standards. See Reportalerts above.

I passionately present in my presentatons and writings that social responsibility, environmental responsibility, and economic prosperity, the so-called triple bottom line, originated by John Elkington in the mid 90's, are a consequence of spiritual validity. I know from my many interactions with 100's of business leaders that most no longer see profit or shareholder wealth as a reason for being in business; rather these are a result of being good at business. We live in an abundant world where there is enough for everyone and no one country or company needs to put their interests above those of others.

The **third major shift** follows close on the heels of the second shift; it is a move from dominance to diligence. There is no doubt in the minds of wise people that America or any other country can no longer dominate everyone else and get away with it. I say this with respect to many great Americans who are my friends and to the many mentors I was blessed with in my corporate life where I worked for American companies for much of my career. International trade and economic "laws" favour America because they as a collective have influenced the lawmakers. It would not be unfair to say, they have bullied the lawmakers. People no longer accept the unfairness that has resulted.

The success of the Grameen Bank in Bangladesh and other such initiatives are proving that as Rock Star Bono has so eloquently put it "where we live should not dictate if we live." Of course the emergence of China and India as economic powerhouses who will soon dwarf America is also creating a more level playing field.

Sustainability is the latest new buzz word however it will out live the buzz and become a maxim. Dominance of the few over the many has no place in sustainability. Diligence means we all have a responsibility to each other and our planet and therefore must stop living in unsustainable ways, a hallmark of which is dominance over people and planet.

In addition to spiritual validity **I put forward universal harmony as a bottom line.** Globalization has meant dominance. Corporations have a major role to play because many are larger economically than most countries. Many of the leaders of these giants now understand that philanthropy is but a pimple on the behind of an elephant in their obligation to corporate social responsibility and are taking actions that will lead to every human being afforded basic human rights

enough to eat
 clean water
 a livelihood
 a home
 an education
 health care
 a safe environment
 protection from violence
 equality of opportunity
 a say in the future

The **fourth major shift** that is occurring is a move from greed to greater good. I often ask business leaders how much wealth they would have without customers. It seems like a stupid question. I ask it because many folk forget there is no wealth unless ordinary human beings are buying our products and services. Perception of exploitation and actual exploitation of human beings always results in a backlash. And that is what is happening to many companies in our world today.

Bill Gates and Warren Buffet, the world's two richest individuals at one time, have indicated and are beginning to demonstrate that no individual needs such wealth and are prudently giving back what they earned from their commercial success.

Many highly successful business people I speak with have come to the conclusion there is a key question in life; how much is enough? Many are answering the question with a lot less than they would have ever imagined.

Recently my wife and I drove through the neighbourhoods we grew up in. On seeing the homes, much as they were 50 years ago and more, my wife remarked "remember when that was enough." We have become a consume all, at any cost, society. In fact one commentator referring to Australia said "we have become an economy instead of a society."

I see an end to the era of greed. We are coming to our senses, realizing that how much we have has nothing to do with our happiness and that there is a greater good we can all contribute to.

The **fifth major shift** that is occurring is a move from reaction to responsibility. The right claimed by the American government of 2001 - 2008 and some others to make so-called pre-emptive strikes is the downside of this shift. On the upside there are many positive and productive examples with the major push around the world to do things real and relevant concerning climate change perhaps the best example. We have known since the beginning of time that prevention is better than cure, however only recently have we begun as a human race to adopt this philosophy as a part of our daily lives.

You only have to catch a plane today to further see this shift in action. The changes in security procedures particularly for international flights were first a reaction. I was in Heathrow Airport the day of a major security scare in 2006 and will never forget the chaos and the massive delays that followed. I was back there again recently and witnessed a place where most people now accept security measures as responsible and proactive things to do, and a part of life. Interestingly I got through this major airport both in and out, very smoothly last time and wondered to myself what all the fuss was about just two years ago.

Even politicians, often perennial reactors after the horse has bolted, are showing positive signs by taking responsible actions that are for the long term yet have immediate and short term effect.

This trend to move from reaction to responsibility is of course mostly common sense which is a hallmark of our new world. In our old world common sense was sadly the uncommon thing. We are moving to a time where common sense will be the common thing.

Summary

A client of mine recently heard me speak for the fifth time. He came up to me afterwards and commented "I didn't learn anything new." He then paused and said with a smile on his face, "but you reminded me of a hell of a lot."

I trust this special report reminds you of a hell of a lot. More I trust you will become more of who you are capable of becoming which Robert Louis Stevenson once remarked is the only purpose in life. Doing this will mean you will do more common sense things as you play your part in the life of our new world as she grows up.

After 54 years of life I have come to some conclusions about life. One is that the solutions to complex problems and challenges are generally simple and that the solutions to simple problems and challenges are often complex.

Authentic sustainability and corporate social responsibility are in the main about the simple solutions, the common sense things, the little things that can

make the big difference. What is required is the will to turn rhetoric into reality.

Above all I have learnt in my life that will more than skill is the essential ingredient for success.

The five major shifts we are making

a move from competition to collaboration
 a move from self interest to shared interests
 a move from dominance to diligence
 a move from greed to greater good
 a move from reaction to responsibility

are mostly are matter of will. Will we or won't we? The matter is in our intentions, and our hearts, minds and actions.

Building a sustainable world is complex and often confusing. Still not sure where you can begin to play your part? Pick a cause below and do whatever you can to make the one you choose a reality.

enough to eat
 clean water
 a livelihood
 a home
 an education
 health care
 a safe environment
 protection from violence
 equality of opportunity
 a say in the future

If any of these causes are out of reach for you then maybe one of the actions suggested on pages 22 through 28 is more appropriate.

To achieve a five-fold bottom line requires a majority of human beings within the organisation to be fully alive. The key attributes of such a human being are overviewed on the next page.

Universally aware - feeling connected

1° relationships, active social networks, awake, enlightened self-interest, peacemaker, personally cares for environment, understanding universal law and lore

Spiritually Alive - feeling valued

Capitalises on gifts/talents in the service of others, Character, Commitment, Courage, Honesty, Integrity, Persistent

Emotionally Healthy - feeling at peace

Caring, Joyful, Kind, Open, Patient, Passionate, Trustworthy

Mentally Alert - feeling clear

Attitude of gratitude, Focused, Insightful, Inspired, Meditates, Optimistic self-talk, Visualises

Physically active - feeling well

Accountable, Competent, Energetic, Fit, Fulfilling our promises, Healthy, Innovative

I am sure you will agree we are all capable of being the above. When we are we can fully engage in our work.

Your number one obligation as a leadermanager™ in my view is to inspire and influence your people to be fully alive.

I would very much welcome the opportunity to work with you and your people to make this happen. If I am not the right person for you then I am confident someone in my community is. Please email or telephone me today.

Please take action today. The world may well depend on it.

Be Remarkable
Ian

+61 (0) 418 897 898
ian.berry@remacue.com

Hewlett Packard

"We design HP products to be more easily recycled, using common fasteners and snap-in features and avoiding the use of glues, adhesives and welds where feasible. This makes it easier to dismantle products and to separate and identify different plastics.

The material we choose can also enhance recyclability. For example, in 2007 we introduced several notebook PC models with LED technology, eliminating mercury fluorescent tubes and making the display screens easier to manage at end-of-life. Overall, HP notebook PC products are now more than 90 percent recyclable or recoverable by weight.

Our printing and imaging products are typically 70 percent to 85 percent recyclable or recoverable by weight. And as of 2007, we require all materials used in our packaging to be recyclable.

Our use of recycled materials is also on the rise. HP used more than 5 million pounds (2,300 tonnes) of recycled plastic in its original HP inkjet cartridges in 2007, and the company is committed to using twice as much in 2008."

How well do you design your products to be good for the environment?

How much do you recycle at work and at home?

HSBC Bank

"HSBC is committed to the development of an engaged and high-performing workforce, which enables us to take advantage of our scale, to join up our business, and to maximise the return on investment made in our people. In our new people strategy, we outline a programme that will enable HSBC to develop a sustainable culture that is meritocratic, performance-driven, progressive, global and underpinned by integrity. HSBC will continue to engage with employees, develop the quality of our leadership, upgrade the capability of our people, and continuously improve how we manage our colleagues, and reward their performance.

Employee engagement

HSBC has regularly surveyed its employees on a regional and business basis. In 2007, the importance of measuring employee engagement was emphasised in our business agenda and, as a result, HSBC's first Global People Survey was introduced to all permanent employees across the Group. Around 88 per cent or 290,000 of our employees shared their feedback with us to help build 'the best place to work'.

The Global People Survey enables the Group to: measure consistently employee engagement levels across countries and businesses; understand what actions are needed to increase business performance through employee engagement; benchmark HSBC both internally and externally; measure and reward our senior leaders against engagement scores ...

In 2007, we delivered 43 hours of learning and development to each individual employee. Delivery through e-learning has grown to 27 per cent, allowing employees more flexibility in planning their own development. Plans for the next two years include a further significant increase in the use of e-learning Group-wide, including utilising our global learning network to improve the effectiveness of e-learning. E-learning also facilitates the global sharing of ideas, knowledge and best practice.

Training plays a crucial role in changing the attitudes of employees and clients to help embed sustainability as the way we do business. Sustainability training is integrated into a number of HSBC's global leadership and specific risk management training courses, from the Group Chairman's Strategic Forum to our entry level Group Graduate Development Programme. A future priority will be to ensure that an appropriate knowledge of sustainability is integrated throughout the regional and business learning curricula ...

The Next Generation Development Programme is aimed at 'emerging talent' falling between a graduate entry programme and a business talent pool. Phase 1 of the six-month programme uses Corporate Sustainability as the driver for leadership development training. Participants act as consultants and project

Ian Berry speaks about people engagement, the key to achieving sustainability and corporate social responsibility.

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managers to NGOs to put them in real leadership scenarios. Projects range from developing a marketing plan for a remote rainforest and natural park, to completing a business plan to improve the product distribution and profitability of a sustainable sugar farm.”

When was the last time you did an employee engagement survey?

How many hours were your employees allowed for learning and development in the past year?

Are you embracing the latest learning and development methodologies such as elearning?

L'oréal

"2007 has been a year of progress on the three objectives we set to ensure that L'oréal is among the most exemplary companies of the 21st century.

The first essential and indispensable objective is economic success. This is of course our top priority, one that is shared by all our employees, and to which they devote their talents, energy and commitment. It is not, however, our sole aim.

Our second objective is to make L'oréal a company where all employees thrive both personally and professionally. If the company is to succeed today and in the future, we must, more than ever before and more than anyone else, attract and retain the most talented individuals.

The third and final objective is to ensure that as a company, L'oréal is seen as a "global citizen". At the dawn of the 21st century, the world's leading beauty company needs to be an authentic example in terms of sustainable development. Therefore we were very pleased to be rated as one of the 100 most sustainable companies in the world by Innovest and Corporate Knights in January 2008. This survey evaluates large corporations according to how effectively they manage environmental, social and governance risks and opportunities, relative to their industry peers. We were also named as one of the world's most ethical companies by Ethisphere Magazine."

Where would your organisation sit on the world ethical and sustainability ladders?

Do the stakeholders of your organisation see you as a responsible global citizen?

News Limited

The following is the text of an advertisement that appeared in The Weekend Australian May 31 -June1 2008 under the headline "One degree of difference."

"In the next three years, News Limited will become carbon neutral, that is, a company that no longer contributes to global warming.

To achieve this we will reduce our carbon footprint by 20% through efficiency and the use of renewable energy, and invest in carbon credits to help fund alternative energy sources and offset what we can't eliminate."

Find out how News Limited is addressing climate change at www.1degree.com.au

What is your business doing to combat climate change?

Shell

From Shell website "TWO FUTURE ENERGY SCENARIOS"

So, how will the world respond to the energy challenge? Shell's latest Strategic Energy Scenarios – "Scramble" and "Blueprints" – describe two plausible routes between now and 2050.

In the Scramble scenario, countries rush to secure more energy for themselves. Political responses to the energy squeeze and to climate change are often knee-jerk and severe, leading to price spikes, periods of economic slowdown and increasing turbulence. By 2050, GHGs are heading towards concentration levels in the atmosphere far above the levels that scientists indicate are safe.

In the Blueprints scenario is disorderly at first, as local initiatives result in a patchwork of different policies and approaches. But a global policy framework emerges – and with it a global cost for emitting GHGs – that spurs innovation, increases energy efficiency and helps maintain steady economic growth. By 2050, GHG levels in "Blueprints" are on track to stabilise at levels far lower than in "Scramble".

In both scenarios, energy use grows rapidly, though quicker in "Scramble". More of everything is needed and fossil fuels continue to provide more than half our global energy, though far less than the more than 80% they represent today.

WORKING FOR A BLUEPRINTS WORLD

We have been using scenarios for 30 years to test our business strategy, without expressing a preference for one over another. But the need to help manage climate risk for our investors and our descendants, and to live by our commitment to contribute to sustainable development, means we strongly prefer the approach described in "Blueprints" to the one laid out in a "Scramble" world. We are advocating the policies the "Blueprints" scenario describes and working on a number of the technology improvements needed."

Is your approach to sustainable growth "scramble" or "blueprint"?

Starbucks

From a letter by Howard Schultz chairman, president and chief executive officer

"My journey with Starbucks began when I walked into our first store in Seattle's Pike Place Market more than 25 years ago. Inside was extraordinary coffee from around the world, roasted with care and shared by people who were passionate about coffee. Another transformational moment came a few years later. On a business trip to Italy, I discovered the romance of espresso and the coffeehouse experience that would define today's Starbucks.

And in the past year, I had a life-changing visit to a coffee cooperative in Rwanda, where I was met by thousands of coffee farmers and their families. It was an emotional experience for me to see the positive impact Starbucks is making in this community. I reflected on the tremendous responsibility we have as a company to ensure that we are building an enduring company – not just for ourselves, but also for families in coffee-growing communities around the world who rely on us for their livelihoods.

Our company is in the midst of a transformation – one that will reinvigorate our business by renewing our focus on coffee and the customer experience. These three profound experiences are helping inform our future direction. We are dedicated to embracing our rich coffee heritage, reigniting the customer experience in our stores, and reaffirming our commitment to being a deeply responsible company.

I believe that Starbucks commitment to ethically sourcing and roasting our coffee differentiates us as a leader in our industry. In fiscal 2007, 65 percent of our coffee was purchased from C.A.F.E. (Coffee and Farmer Equity) Practices-approved suppliers who are integrating our rigorous standards for sustainability throughout the coffee supply chain. Our goal is to be purchasing 80 percent of our coffee through C.A.F.E. Practices by 2013, and extending the program's reach to areas in Africa and Asia.

Another priority is to develop and implement a global environmental strategy for our business. The changes we will make will focus on decreasing our carbon footprint as we grow. We are also working to strengthen the connections with the communities we serve by engaging with our neighbors and stakeholders."

How well are you connected to the communities in which your business operates?

What is your carbon footprint?

About Ian Berry CSP FAIM

Strategic advisor to difference makers; professional speaker

Ian Berry is the CEO of Remacue® a global community of advisors with unique expertise in the art and science of employee engagement that guarantees productivity improvements and profit increases.



The author of two books and a contributing author to three more, Ian is a leading authority on the journey from information to insight to inspiration to ideas to innovation.

Ian holds the CSP (Certified Professional Speaker) designation, the highest level available to professional speakers internationally. He is also a Fellow of the Australian Institute of Management.

Ian talks about

The significance of a simple yet profound strategy - why strategic planning is an oxymoron, what has replaced it, and how to guarantee strategy gets executed.

What real leaders do and fake ones don't - why self leadership and management precede successful leading and managing for others, how to lead and manage both self and for others at the same time.

No more people problems - why appraisals don't work and what to do instead, how to performance lead and manage on the go, how to create simple systems that fully support people in performing at their best on a consistent basis.

Tomorrow today, the future for business - why corporate social responsibility is not a fad or just philanthropy, and how to achieve a five-fold bottom line that can guarantee profitable sustainability.

The remarkable rewards of resilience - drawing on his experience of recovering from life threatening illness, Ian explores the least most talked about talent of the modern leadermanager, resilience, and how to be resilient in all facets of life.

"We spoke about your presentation afterwards and the overwhelming view is that it was the best presentation, in terms of style and content, that we have ever had for our group."

Craig Walden, CEO, Australian Public Service Benevolent Society Ltd and Member The CEO Institute

"Ian Berry is a First Class speaker. I would highly recommend him. He speaks about appraisals, job descriptions and how to dispense with them, and other things that really motivate people."

Brian Churnett, Founder and Chairman, Academy for Chief Executives, United Kingdom

"We have had some great presentations at our breakfasts, and your presentation was one of the very best ever."

Malcolm White, Managing Director, Communicat

Ian Berry's career as a strategic advisor and professional speaker began in 1990 and followed a highly successful career in financial services. His unique presentation packages and strategic advice challenge the mind, stir the heart, and inspire you to feel, think, be, and do like you never have before. Ian is regarded by many as Australia's most engaging and inspiring business speaker.

Ian Berry speaks about people engagement, the key to achieving sustainability and corporate social responsibility. Why not invite him to speak at your next key meeting, conference or convention.

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