



REWIND TRAINING PLANS

Socially Responsible Businesses

REWIND

Relaunching Enterprises through Workers' Innovation
and New dynamics

December 2023



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Introduction to the Module

This module aims to give a thorough understanding of creation and distribution of a value through Corporate Social Responsibility (CSR) in EU and beyond through strategies, laws, and case studies and examine ways of growing a socially responsible business further.

In this module, we will focus on the following areas that will enhance CSR application in WBO processes.

1. Corporate Social Responsibility in and beyond EU
2. Becoming a Socially Responsible Business



Multimedia resources

Corporate Social Responsibility: [What is Corporate Social Responsibility \(CSR\)?](#) – Youtube Video

Learning Outcomes

At the end of the module, the learner will acquire the following knowledge, skills and responsibility/autonomy:

Description of the unit of learning outcomes: This module aims to improve learners' understanding of Corporate Social Responsibility concept and provide them with real examples of SMEs applying it to facilitate its implementation in own organisations for their retention.

LEARNING OUTCOMES

Actions/ achievements	Knowledge	Skills	Attitudes
1. Initiating community engagement 2. Find ways to operate sustainably	K1. Describe the concept of Corporate Social Responsibility (CSR)	S1. Analyze the positive impacts created by CSR practices in	A1. Develop an awareness of significance of CSR for own organization's future
	K2. Explain benefits of CSR	S2. Conduct an impact analysis to select and implement CSR activities in your business	A2. Manage CSR transition process of your business
	K3. Identify strategies of creating an impact on society and implementing CSR	S3. Design a CSR strategy for your business to create a social value	

Theoretical part

1. Corporate Social Responsibility (CSR) in the EU

1.1. What is CSR?

Corporate Social Responsibility (CSR) can be defined as an organization's commitment to behave in accordance with ethical principles, as well as its willingness to take actions that benefit society over profits. CSR approach encourages enterprises to make a positive impact on environment and stakeholders including different parties who have a stake in the performance and output of the enterprise such as employees, unions, suppliers, consumers, local/regional and national governments, and communities that might be affected by business activities such as construction, manufacturing, and pollution. However, this approach suggests that the goal is for companies not just to avoid causing harm but also actively contribute to create a positive impact on society.

CSR was originally developed in the US as a way for businesses to prove that they were good corporate citizen. As globalisation connects countries and economies, the concept of corporate social responsibility (CSR) has gained great popularity worldwide. Companies are no longer seen as profit-making machines alone, but also as entities that have a responsibility towards people, society, and the environment. The European Union has been particularly active in pushing CSR programs and strategies and requires all companies that do business within its borders to follow to certain CSR standards. To do so, The EU and many other countries have formulated CSR practices and strategies that are not just good for the company's image but also for their outcome.

1.2. Types of Corporate Social Responsibility

Corporate social responsibility (CSR) is a vital aspect of modern business. Companies today are realizing the importance of contributing to the advancement of society and the environment in addition to being profitable. CSR is generally divided in four main types and a company may choose to involve in any of these separately, and lack of contribution in one area does not necessarily exclude a company from being socially responsible.



Environmental Responsibility

Environmental responsibility refers to the companies' commitment to sustainability and environmentally friendly operations.

Over the years, there has been a growing trend towards incorporating sustainable practices in the business world. Companies are increasingly making commitments to consider their environmental impact at every stage of their operations. This may involve reducing the company's carbon

footprint or greenhouse gas emissions, adopting sustainable practices such as avoiding single-use plastics, and keeping environmental considerations at the core of all business processes.

Furthermore, taking responsibility for the environment can go beyond a mere commitment to sustainable development. When companies prioritize the protection of the environment, they demonstrate that they recognize the importance of preserving the planet for future generations. This also serves as a powerful signal to stakeholders, customers, and employees that the organization takes its social responsibility seriously and values sustainability as a key goal.

Ethical Responsibility

Ethical responsibility is a vital and fundamental aspect of a company's operations as it embodies the company's commitment to conduct its business in a principled and ethical manner that honours human rights. It is essential that companies obey to ethical principles that strive to promote fair treatment for all customers regardless of age, race, culture, equal pay, and the use and use of fair-trade practices to enhance business operations.

Much like the obligation to the environment, there are various pathways companies can involve themselves in to achieve ethical responsibility. One way is by encouraging dialogue and collaboration with industry peers and regulators to explore and establish feasible ethical business practices.

Philanthropic Responsibility

Corporate social responsibility is a fundamental element of the business world, and philanthropic responsibility stands as a vital pillar of this framework. Philanthropic responsibility poses a significant challenge to companies, as it requires examining and reconsidering their actions and contributions to society. At its core, philanthropic responsibility refers to how a company uses its resources to improve the world. This can involve a range of activities, such as donating profits to charities, supporting causes that

align with the company's values, or only engaging with suppliers and vendors who align with the company's philanthropic objectives. Embracing philanthropic responsibility serves as a defining characteristic of socially responsible companies and a demonstration of their commitment to making a meaningful impact on the world.

Economic Responsibility

Economic responsibility forms an integral component of the corporate social responsibility framework, linking the three key areas above. While companies may formulate strategies to enhance their social and environmental impact, putting these plans into action requires a significant commitment of financial resources. This includes investment in research and development aimed at creating sustainable and environmentally friendly products, as well as attracting and retaining a diverse and talented workforce. In addition, companies that prioritize economic responsibility typically allocate resources towards community engagement initiatives, philanthropic donations, and other programs that reflect their commitment to delivering positive social outcomes. By prioritizing economic responsibility, companies can build a strong foundation for their CSR efforts and ensure that their positive impact is sustainable over the long term.

1.3. CSR in Practice: Experience in the EU

The EU has played a significant role in promoting CSR practices and strategies. As early as 2001, the European Commission proposed a definition of CSR, which was later elaborated on in the 2011 EU Strategy for Corporate Social Responsibility. CSR is important for the sustainability, competitiveness, and innovation of EU enterprises and the EU economy. It brings benefits for risk management, cost savings, access to capital, customer relationships, and human resource management.

The European Commission promotes CSR in the EU and encourages companies to follow the international guidelines and principles. Relevant EU policy is built on an agenda for action aiming at:

- enhancing the visibility of CSR and disseminating good practices;
- improving and tracking levels of trust in business;
- improving self and co-regulation processes;
- enhancing market rewards for CSR;
- improving company disclosure of social and environmental information;
- further integrating CSR into education, training, and research;
- emphasising the importance of national and sub-national CSR policies;
- better aligning European and global approaches to CSR.

This strategy emphasised that CSR is a core part of businesses that should go beyond what law requires to achieve social and environmental objectives in their daily business activities.

Over the last years, the Commission has put a lot of efforts to endorse CSR or Responsible Business Conduct (RBC)¹ and to implement the UN Guiding Principles on Business and Human Rights (UNGPs) thus having paved the way for a wider work on supporting the implementation of UN Agenda for 2030 for Sustainable Development and Sustainable Development Goals (SDGs). As a response to the 2030 Agenda, the EU adopted the new European Consensus on Development in 2017 based on the 5 Ps of the 2030 Agenda: People, Planet, Prosperity, Peace and Partnership and it promotes

¹ an alternative term introduced by the OECD in close cooperation with business, trade unions and non-governmental organisations.

integration of CSR in practice with employers and workers to ensure responsible, sustainable, and effective strategies and approaches.

Since 2011, The EU and its Member States have led promotion of CSR through actions both in EU and globally. More than half of the Member States have put in place comprehensive national action plans and strategies for the implementation of CSR/RBC and Business and Human Rights as seen in the table below:

Practice	Level of practice	Scope
The European Foundation for the Improvement of Living and Working Conditions (EUROFOUND)	European	The EU Agency for the improvement of living and working conditions, which focuses on issues where it can draw on its core expertise in the areas of working conditions, industrial relations, employment and living conditions, to support its stakeholders, by providing evidence that can assist their policy action.
The European Agency for Safety and Health at Work (EU-OSHA)	European	European Union information agency for occupational safety and health trying to make European workplaces safer, healthier and more productive – for the benefit of businesses, employees and governments.
The European Training Foundation (ETF)	European	helps transition and developing countries to harness the potential of their human capital through the reform of education, training and labour market systems in the

		context of the EU's external relations policy.
Grenelle Act	France	Makes corporate sustainability reporting mandatory for companies exceeding size thresholds.
THE FOUNDATIONS OF THE ITALIAN ACTION PLAN ON THE UNITED NATIONS "GUIDING PRINCIPLES ON BUSINESS AND HUMAN RIGHTS	Italy	
Spanish Strategy for Corporate Social Responsibility	Spain	Promotes actions to strengthen the commitment of businesses to meet the needs and concerns of Spanish society including business creation, strengthen the sustainable management models, and promote corporate responsibility programmes.
CSR Hellas	Greece	Provides know-how, tools, and makes initiatives to disseminate CSR practices for economic development and value creation that benefits society at large, showing consideration for the needs of future communities.

Table 1. CSR experience in the EU

2. Becoming a Socially Responsible Business

Not all companies approach CSR in the same way. Their approach depends on their resources, assets, and company culture. In addition, some companies perceive more benefit from one type of CSR than another. The personal beliefs and priorities of owner can also impact the company's approach to social responsibility. With the growing concern about the environment and social equity, customers, investors, and stakeholders now demand that businesses not only operate profitably but also make a significant positive impact on the communities they serve. Developing a CSR strategy and approach is one way an organization can ensure alignment between its values and the impact it has on the environment and society.

2.1. What does CSR mean to small businesses?

The Commission encourages Member States to adopt a purposefully “strategic” approach to CSR, with the aim of merging the requirements of competitiveness and social responsibility. However, in France, barely a quarter of businesses with 9 employees stated that they are truly involved in responsible approaches and CSR is not a new concept for SMEs but 60.4% of them stated that they do not know the notion of CSR².

In most regions of the world, a great majority of the businesses are classified as “small and medium sized enterprises” (SMEs). Whether micro-one-person businesses or firms with around 200 employees, SMEs are also the largest employers. While individually their contributions and impacts on surrounding communities and the environment may be small, collectively these impacts are large, and the support of the community around small firms is usually more essential for their success than it is for large businesses.

² Taken from the Entreprises et Développement Durable (Businesses & Sustainable Development) survey (EDD, end of 2011, INSEE).

Any business owner, particularly small to medium enterprises (SMEs), will know one of the crucial keys to success is being able to adapt business to the times. Just like adapting to changes in technology, businesses need to adapt their CSR strategies, it was revealed that 76% of the millennials research whether a company is being responsible for their stand on their environmental or social issues, which got many small businesses and corporations into gear.

For a small business, no one expects to implement the same policies, procedures, governance, and long sustainability reports as a large corporate. However, stakeholders and shareholders are expecting to see evidence that the business is operating responsibly.

This includes:

An understanding of the business' key impacts and risks

Evidence: a brief comment either on the website (e.g., a 'sustainability' or 'responsible business' section) or in response to relevant tender questions outlining the business' activities and relevant environmental and social impacts

A commitment to manage those risks and act in accordance with sustainability and ethical principles

Evidence: a general commitment on the website or individual policy documents for relevant aspects

Actions (controls and initiatives) to manage impacts and improve performance

Evidence: description of specific actions such as training program for staff, replacing equipment with energy efficient or low-pollution technology, management systems such as environmental management system (EMS) and health & safety management system (HSMS), and certifications (e.g. ISO 14001, ISO 18001 / ASNZS 4801, Fairtrade, FSC, etc)

Reporting on performance

Evidence: data compiled on two or three key impact areas such as energy use, greenhouse gas emissions, water use, workplace injury rates, volunteering hours, etc.

Depending on who stakeholders are, these expectations might be more formal and more vigorous. Large corporate buyers increasingly require suppliers to complete detailed supplier questionnaires and audits. Meanwhile others may simply look through business website or social media accounts and consider recommendations and reviews from others.

2.1.1. Why should small businesses embrace CSR?

Socially responsible businesses perform better than their counterparts, attract customers, and keep their employees engaged at work. Small and mid-sized enterprises can use CSR to address relevant social causes and issues that matter to their stakeholders and communities in which they operate. Here are a few ways CSR can benefit your SME:



Figure 1: [Image Source](#)

Employee recruitment and retention

Employee motivation is a crucial factor for employers to consider when managing their teams. Despite its importance, motivating individuals solely through monthly remuneration may not be sufficient. Research shows that young people aged 18–35 from 186 countries consider sense of purpose and impact as one of the most important factors when considering a career opportunity. A significant 55% of employees prioritize working for socially responsible companies, indicating that salary may not be the only consideration.

In addition to providing competitive compensation, businesses must also cultivate a culture that emphasises employee engagement, recognition, development, and meaningful work. By doing so, organisations can boost productivity and employee satisfaction while also strengthening their brand image and reputation. Employers who embrace these principles stand to benefit from a motivated workforce, higher retention rates, and a more committed and inspired team.

Improves public image.

Authenticity is an essential aspect that every business should prioritise in their operations. As a business, it is vital to ensure that your approach towards social responsibility is honest and transparent.

Small businesses can learn from their network to create social responsibility initiatives that are genuine and sincere. Businesses should take an active role in addressing societal challenges and ensure that their efforts are authentic and not just for publicity. Authenticity is key, and when combined with corporate social responsibility, it fosters a positive reputation, enhances customer loyalty, and increases profitability.

Increases Sales

Incorporating a well-structured and effective Corporate Social Responsibility (CSR) strategy has proven to significantly boost sales for businesses. Although this may be considered an indirect influence, it is still considered a noteworthy impact. As consumers are increasingly becoming more sensitive about the businesses they support, enterprises that have established strong CSR frameworks are typically favoured over competitors that lack such initiatives or have campaigns perceived as inauthentic. This ultimately leads to customers selecting and engaging with the brand that aligns with their values and priorities. The incorporation of CSR into the operational framework of a company is an integral component of today's business landscape, allowing enterprises to not only maximise sales but to foster a positive reputation and corporate image in the eyes of the public.

Improves Customer Loyalty

In today's business landscape, adopting a strong Corporate Social Responsibility (CSR) strategy is not only a moral obligation, but also a sound business decision that can generate considerable benefits. By embracing this approach, business owners can expect to experience a marked increase in customer and employee loyalty. To this end, it is important for owners/employees to regularly seek and evaluate their employees' perspectives on the organization's CSR practices. It is equally imperative for shareholders and stakeholders to observe a company's social responsibility policies and recognize their positive impact on society. By doing so, businesses can enhance their reputation among the wider public, demonstrating a commitment to creating a better world. Such a stance can significantly contribute to customer retention as individuals are motivated to remain loyal to companies that display philanthropic leanings. It is worth noting that customers are more likely to remain loyal to companies that prioritize CSR over other firms offering similar products or services but without such a commitment to social responsibility. As such, leaders must

ensure that their organization's CSR focus remains a top priority if they wish to retain and attract the loyalty of customers and employees alike.

Leaves a Green Footprint

Taking CSR seriously is crucial for businesses to showcase their commitment not only to their stakeholders, but also to the environment and communities they serve. It's no secret that a few major corporations are responsible for significant levels of carbon pollution. In fact, research indicates that five major corporations have contributed to 12.5% of all carbon pollution since 1854. This alarming stat highlights the need for businesses, regardless of their size, to be attentive in minimizing their carbon footprints.

Small and medium-sized enterprises (SMEs) also need to take CSR seriously, as it sets a positive example for future entrepreneurs to follow. Every business, regardless of its size, has a responsibility to act in reducing their impact on the environment. Incorporating sustainable practices into business operations not only helps the environment, but also promotes a positive brand image and can even result in new business opportunities and partnerships.

Businesses can take simple yet effective steps towards becoming more sustainable, such as reducing their energy consumption, using recyclable materials, and partnering with local organizations to give back to the community. By taking practical measures towards CSR, businesses can demonstrate their commitment to creating a more sustainable future for all.

2.2. How to Adapt Your Business

A CSR program that is executed effectively can generate benefits such as increased sales, motivated employees, and an improved brand positioning.

It is crucial to maintain authenticity when representing your company's purpose and values in CSR initiatives to gain long-term benefits. Implementing an effective CSR program entails several key factors that must be considered. Here are a few tips to assist in the successful implementation of a CSR program that aligns with business values and goals.

1. Start small and build up every year

It is integral for businesses to begin their CSR journey by starting small and gradually building each year. The initial step is setting clear and achievable goals aligned with the core values of the business. Thereafter, it is crucial to seek feedback from all relevant stakeholders, including customers, employees, and partners. Through this evaluation process, organizations can identify their internal capacity for implementing CSR initiatives effectively.

Once a primary idea has been identified, an implementation plan must be formulated, taking into consideration potential challenges and barriers. It is recommended to focus on one program initially and execute it with excellence, ensuring it aligns with the company's core values and mission. Consequently, assessing the effectiveness of this initial program is critical, and this can be done by measuring social impact, employee engagement, return on investment (ROI), and other relevant metrics. Ultimately, with each year's progress, businesses can expand their CSR efforts while maintaining authenticity and building strong credibility among all stakeholders.

2. Create a position for CSR

In order to showcase your organization's commitment towards sustainable business practices and social impact, it is advisable to either appoint a new employee or promote a current employee as a CSR coordinator. This individual is responsible for developing well-thought-out and inclusive

strategies geared towards nurturing relationships between your company and the society, while highlighting your organization's dedication towards sustainable business practices and social contribution.

3. Prioritize Diversity, Equality, Inclusion (DEI)

The integration of diversity, equity, and inclusion (DEI) is an essential aspect of any CSR program. Incorporating these elements into CSR initiatives can reinforce a positive brand image and foster engagement from communities that align with your core values. Apart from this, DEI also plays a fundamental role in enhancing employee morale by reinforcing their sense of belonging in the workplace. As a result, companies that prioritize DEI demonstrate a commitment to creating an inclusive work environment that promotes diversity and drives equitable outcomes for all individuals involved. In light of this, it is recommended that companies prioritize DEI in their CSR programs to advance their social responsibility goals and create a positive impact on society.

4. Work with the Local Community

Developing partnerships with local authorities and supporting non-profits are another great way to adapt your business to a CSR approach. You can start by outreaching to community leaders to create a strong relationship and begin your efforts to be more involved. Not only does this boost your company profile, but it also helps residents to see that you're having a positive impact on their local community.

You could also sign up for sponsorship deals and fundraisers, whether it be for the local town fair or school play. For example, the business could donate a small percentage of sales to a fundraising project by a local organization.

Short Summary

In conclusion, the concept of CSR has become an integral part of doing business in the EU. With a growing number of companies recognizing the importance of corporate social responsibility.

There are many ways in which companies can engage in CSR, from donating money to charities to implementing environmentally sustainable practices. Regardless of the approach taken, the goal should always be to create a positive impact on society and the environment. As we move forward, it is imperative that companies continue to embrace the CSR concept and look for ways to make their operations more socially and environmentally responsible.

Through its years of experience in CSR, the EU has shown that companies can achieve sustainable growth and success by incorporating ethical and socially responsible business practices. By taking responsibility for the impact of their actions, businesses in the EU have demonstrated a commitment not just to their bottom line, but to the communities they operate in and the world at large. The concept of CSR is here to stay, and small business owners have a crucial role to play in its implementation. By adhering to CSR practices, small businesses can also contribute to the greater good of society while also obtaining numerous benefits for themselves. As a society, we need more businesses to embrace CSR to create a better world for ourselves and future generations.

Tips

- Keep it local – local/regional uptake of CSR rather than international examples will facilitate authenticity of the CSR concept and its implementation.
- Help learners to develop an insight towards regional/national practices.
- Start with small steps – there is no rush to learn everything at once.

Training Activities

Activity 1

Duration: 30 minutes

1. Watch [this](#) video or listen the [podcast](#) from Benevity on types of CSR.
2. After watching the video, read the two case studies below and analyse the actions taken by the businesses from the CSR perspective and find out which type of CSR is integrated.

Case Study 1

Reynaldi SRL: Italian family business in the cosmetics industry aims for 360° sustainability.

Reynaldi SRL is a medium-sized contract manufacturer based in Turin that offers formulation, production, and packaging services of natural cosmetics.

Reynaldi SRL offers a range of third-party manufacturing services for well-known international cosmetics brands, as well as local and organic labels. The company's business model is not limited to production based on pre-specified formulas – It seeks to stay one step ahead and offers their own formulation services for developing new lines of various skin care products, fragrances, and other cosmetic preparations. Over the years, sustainability and social responsibility have become a part of the company's business model by means of following actions:

1. **Development of a small female business in Burkina Faso.** The region was highly populated with shea trees but locals only used to pluck and sell the fruit rather than process it into higher added-value shea butter. The latter is widely used in cosmetics, therefore, Dr Reynaldi had decided to support the women by helping them develop a business related to the extraction of shea butter.

- 2. Providing work opportunities to marginalised youth.** Since 2019, Reynaldi buys natural ingredients that were cultivated by members of the San Patrignano recovery community, which seeks to help young people suffering from drug addiction and marginalisation.
- 3. Installation of a water recovery plant.** In 2016, the company installed a water recovery plant that allows to reduce water consumption in the production process. The innovative closed-circuit system allows to save an average of 350 tonnes of water per year, which also results in economic benefits of saving of approx. 1 500 EUR.
- 4. Care for employees and profit-sharing.** Since 2020, a profit distribution policy was introduced – a third of profits are dedicated to shareholders, another third is re-invested in the company (e.g. to upgrade the facilities), and the last third is distributed to employees in the form of a company bonus

Case Study 2

Clio Muse Tours: a Greek digital platform that connects tourism and culture industries, and empowers professionals

Clio Muse Tours is an award-winning company that creates and distributes self-guided digital tours and virtual tour experiences. Founded in 2014, it has produced over 350 digital tours in 15 countries promoting sustainable practices in tourism. The tours span a wide range of themes such as history, art, architecture and “dark tourism.” Some of them are used for educational purposes and are distributed for free. What distinguishes this company from its counterparts is that the tours’ content is based on an award-winning methodology, which among others mitigates over-tourism. Finally, the paramount element of Clio Muse Tours’ business model is that it has also developed cutting-edge technology tools that enable third-party creators such as cultural institutions and experts of the tourism industry to become content creators and digitize their businesses.

- 1. Enabling professionals and beginners in the tourism industry to become tour content creators.** Clio Muse Tours enables workers of the culture and tourism sectors to create self-guided tours via the company's authoring tool CREATE. The company then sells these tours on the Clio Muse Tours app and website and distributes them via major online tourism agencies (OTAs). Third-party partners create their tours based on Clio Muse Tours' methodology and they can enrich them with the visual and written content of their choice. This scalable technology solution empowers professionals who, for example, lost their jobs during the pandemic and helps them earn an additional income by dedicating commissions of 30% of the tour's price to the contributors.
- 2. Constantly improving services for persons with disabilities.** The team of Clio Muse Tours believes that physical impairments should not be a barrier to a quality tourist experience. Therefore, the company is constantly improving its services to adapt to the needs of persons with disabilities. For example, they upgraded the Clio Muse Tours platform for browsers Tour Experience in a way that allows people with visual impairment to adjust the contrast, the way the text and images are displayed as well as highlight certain parts of the text.
- 3. Minimising the negative effects of tourism in popular destinations.** Clio Muse Tours plans the tours' routes in such a way that encourages users to visit both legendary heritage sites and lesser-known places as well as go off the beaten track. The company often cooperates with less-popular museums, as well as municipalities and public utility companies.

Notes for differentiation in the instruction/implementation:

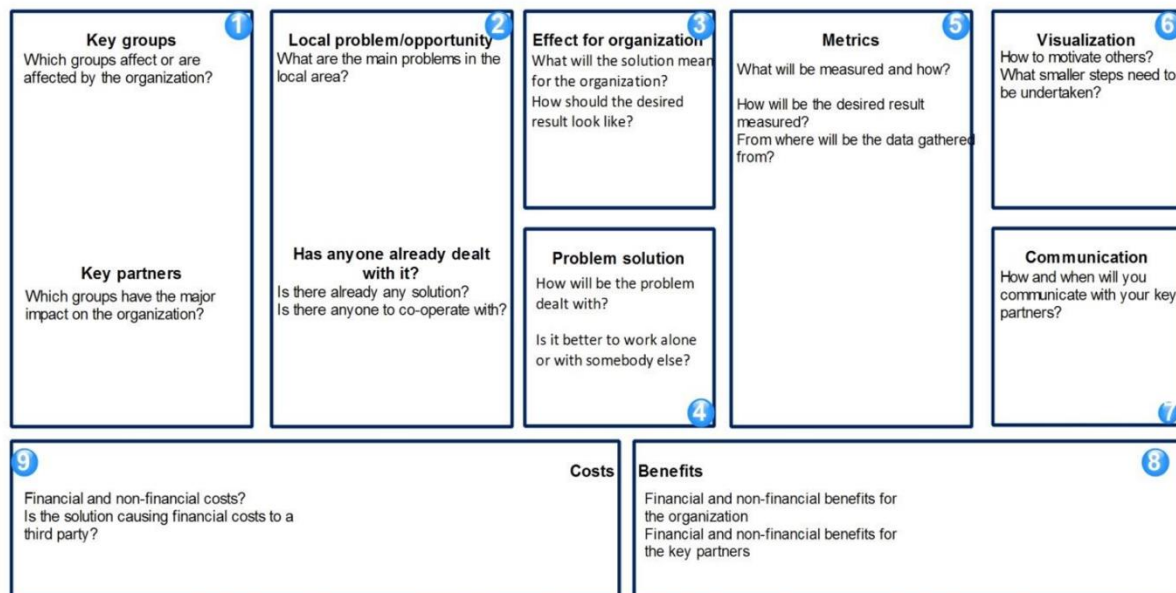
- You can replace these case studies according to your goal e.g. international case studies.
- You can find more case studies here
<file:///Users/arge/Desktop/E+/SCOP/Rewind/WPs/WP2/uptake%20of%20corporate%20social%20responsibility%20csr%20by%20european-EA0921514ENN.pdf>
- As a follow up, the learners can be asked to search a business in their region which integrates CSR into their daily business activities and to present it to become familiar with the local/regional experience.

Activity 2

Duration: 60 – 90 minutes

Implementing a CSR approach for a business regardless of the size as soon as possible is the best way to reduce environmental impact and create the most ultimately effective business models. However, there is no-size-fits-all method for a CSR approach as each business has unique values. Before making any informed decisions about moving ahead for a CSR approach in the business, a proper CSR assessment can help identify gaps and opportunities and thereby improve business decision making.

Fig. 1 CSR Canvas



[Source](#)

1. Print or rewrite the model on a paper or create it in electronic form (e.g. Excel).
2. You can use self-adhesive piece of papers. It is easy to work with them and forces you to be concise.
3. Start to fill in the boxes in the order from 1 to 9. What you do not know now, you can skip and then to come back. The core part is the identification of key partners, their problems and finding ways to either fix them or alleviate its effects. Therefore, give these field maximum attention. For these activities to be effective, they must be very precisely targeted.
4. Search for continuity and relationships between different fields.
5. It is important write down the idea so when you read it oud loud, it still makes sense. The fields are small on purpose, forcing you to write clearly and concisely.
6. After completion of the first attempt, try to focus on areas that proved to be problematic.
7. Create a separate model for each group for which you have found the problem or opportunity and extend it in detail.
8. Evaluate what you think is the best option and begin with implementation.

Self-evaluation exercises

Please include 3 exercises for evaluation in multiple choice or true/false format.

1. In what terms businesses can make an impact through CSR?

- a. Economical
- b. Philanthropic
- c. Community
- d. Ethical
- e. Environmental

2. Which one of the below can be an example of Ethical Responsibility?

- a. Reducing single use plastics
- b. Making donations
- c. Attract a diverse workforce
- d. Equal pay
- e. Supporting local vendors

3. Which one of the below is not a benefit of CSR to small businesses?

- a. Employee motivation
- b. Customer loyalty
- c. Improved financials
- d. Community involvement
- e. Green footprint

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