Social
Responsibility
Assessment
Framework

SPF P&O
DOP
Supervised by Jean-Marc Dochot

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Personeel en Organisatie

.be

Supervised by Jean-Marc Dochot

Collaborated in realising the SORAF:

Marie-Laurence Grégoire

Sabine Jennes

Philippe Thoul

Véronique Verstraete

Vincent Triest

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List of abbreviations:

CAF: Common Assessment Framework

SORAF: Social Responsibility Assessment Framework

EMAS: Eco-Management and Audit Scheme

GHG: Greenhouse Gas

GRI: Global Reporting Indicators

ISO: International Organisation for Standardisation

ILO: International Labour Organisation

NGO: Non-governmental Organisation

PDCA: Plan-Do-Check-Act (Deming cycle)

SR: Social Responsibility

SD: Sustainable Development

A self-assessment tool for the social responsibility of organisations

A self-assessment tool for the social responsibility of organisations (SRO) in the public sector: the Social Responsibility Assessment Framework (SORAF)

INTRODUCTION

The concept of social responsibility has its origins back during the second industrial revolution (1880-1920) when the private sector was concerned with taking into account the social needs of the public. The first actions linked to social responsibility often took on a philanthropic or patronage form, aiming to resolve the failings of the Anglo-Saxon capitalist economy.

Later the concept was subject to numerous international papers, such as the United Nations Global Compact in 1999 and the GRI (Global Reporting Initiative), which provides a framework with guidelines and performance indicators for the different aspects of sustainable development. Since 2010, ISO has published the 26000 norm defining the concept of social responsibility, the result of an international agreement.

There currently exist various ways to tackle the social responsibility of an organisation: social regulatory functions, power relationship, cultural product, socio-cognitive construct, or: "How companies and societies build together?"

One of the fundamental principles of organisations' social responsibility is accountability: this means that organisations have to take responsibility for their decisions and activities as well as taking into account their impact. Accountability contributes to transparency. Transparency does not have to be 100 percent complete, but has to be well supported.

Social responsibility within the CAF quality management tool.

Quality management tools such as EFQM and the Common Assessment Framework (CAF) have been specifically conceived for the public sector as they take into account social responsibility, going as far as dedicating a whole criterion to it (criterion 8).

For the public sector, social responsibility should be considered differently than in the private sector. Indeed, the main mission of a public sector organisation is always to meet the needs and expectations of society, which is not necessarily the case for private sector firms. Beyond that purpose, a public organisation has to adopt a responsible behaviour in order to contribute to the sustainable development of its economic, social and environmental components relating to the local, national and international community. This behaviour of the organisation may include approaches that contribute to the quality of life, environmental protection, preservation of natural resources, equal employment opportunities, ethical behaviour, community involvement, and contribution to local development.

The main feature of social responsibility reflects the organisational desire to integrate social and environmental aspects into the decision-making process on one hand, and on the other hand to be able to respond to the impact of its decisions and activities on society and the environment. Social responsibility should be an integral part of the organisations' strategy. The strategic objectives should be verified against social responsibility goals in order to avoid unexpected consequences.

An organisation's performance towards the community in which it operates (local, national or international), as well as its impact on the environment represents a crucial factor of the global performance measure. An organisation working on its social responsibility will have the willingness to: improve its reputation and image towards its citizens as a whole, improve its capacity to attract

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new staff, retain its current employees while maintaining the motivation and commitment of the team; strengthen its relationships with private companies, other public organisations, the media, suppliers, citizens/clients and the local community.

Definition of social responsibility according to ISO 26000

"The responsibility of an organisation in relation to the impacts of its decision and activities on society and the environment, leading to an ethical and transparent behaviour, which contributes to sustainable development, including health and well-being of society;

- takes into account the expectations of stakeholders;
- respects current law while being consistent with international standards of behaviour;
- is integrated throughout the whole of the organisation and implemented in its relationships;
- The activities include products, services and processes
- The relationships correspond to the organisation's activities within its sphere of influence."

The definition of social responsibility in the norm ISO 26000 is slightly more extensive than in the CAF. It includes ethical behaviour, citizens' well-being, the respect of international standards of behaviour in relation to the International Labour Organization (ILO), even for suppliers with their staff (sphere of influence).

Why a social responsibility assessment tool for the public sector
Social responsibility is a concern of the post-crisis growth strategy for Europe.
In this context of unprecedented crisis, a public consultation in 2010 on the "Europe 2020" strategy, led to a vision of intelligent, sustainable and inclusive growth for Europe based on five great goals:

1. To have at least 75% of people aged 20-64 in employment by 2020;
2. To invest 3% of GDP in research and development by 2020;
3. To cut greenhouse gas emissions by at least 20%, increase the share of renewables to 20% and improve energy efficiency by 20% by 2020;
4. To reduce school drop-out rates to below 10% and increase the share of young people with a third-level degree or diploma to at least 40% by 2020;
5. To ensure that 20 million fewer people are at risk of poverty or social exclusion by 2020.

Despite the effort to become a standard for all types of private or public organisations, the ISO 26000 standard is limited in its application in public organisations. This has been particularly demonstrated in pilot experiments recently performed in the Belgium federal administration.

That is why, we are proposing a social responsibility self-assessment tool for public organisations, inspired by the international standard ISO 26000, resulting in a social strategic action plan, which can be integrated into the management plan of the organisation.

The purpose of this self-assessment tool, SORAF for Social Responsibility Assessment Framework is to:

1. Extend the mission of public service administration to the different aspects of social responsibility, while taking into account the international standards used.
2. Integrate social responsibility into the strategy of public organisations.
3. Professionalise the implementation and the evaluation of social responsibility in the public sector.

4. Offer a simple instrument dedicated to public services, developed by the public sector (and free).
5. Make the public sector agents aware of the inclusion of social responsibility in public service missions and involve them in social responsibility actions.
6. Facilitate the social responsibility comparisons and best practice exchange between public organisations.
7. Intensify exchanges between public organisations and stakeholders when gathering of needs and expectations.
8. Integrate the principles of SR in the operation of public organisations: accountability, transparency, ethical behaviour, recognition of stakeholder interest, particularly during the presentation of reports to stakeholders.

Relation and complementarity between CAF and SORAF
Usually in the public sector, we use management tools developed originally by the private sector with varying levels of difficulty.

The Common Assessment Framework (CAF) is the first management tool entirely developed by the public sector for the public sector, with the main goal of diagnosing the functioning of the organisation while taking into account the sustainable excellence/quality as well as the production of an action plan for the organisational performance management centred on improvement areas.

The tool dedicated to the public sector, subject to this document, is the **Social Responsibility Assessment Framework** (SORAF). Its main role is to identify the impacts of the organisation on its stakeholders and its sphere of influence referring to the 7 themes of SR identified by ISO 26000, and the production of an action plan for the governance of the organisation focused on SR.

This instrument is a new self-assessment tool entirely dedicated to social responsibility. It is linked to the TQM approach and the CAF: most of the areas of the tool appear in all the CAF criteria, but are developed more in depth.

It is based on the ISO 26000 standard.

In fact, we try to identify and explore all the aspects of the organisation's operations that have an impact on society. Seven themes are examined: governance in relation to leadership (criterion 1) and the strategy and planning (criterion 2) of the CAF model, labour practices related to employees (criterion 3), human rights covering employees (criterion 3) and citizens (criterion 6), trustworthiness of practices, including corruption linked to directors and public markets, the environment is particularly taken into account in the design processes (criterion 5). Issues concerning citizens/clients are found in criterion 6. Community involvement and development are originally tackled in criterion 8 of the CAF model.

The Social Responsibility Assessment Framework (SORAF) and the Common Assessment Framework (CAF)
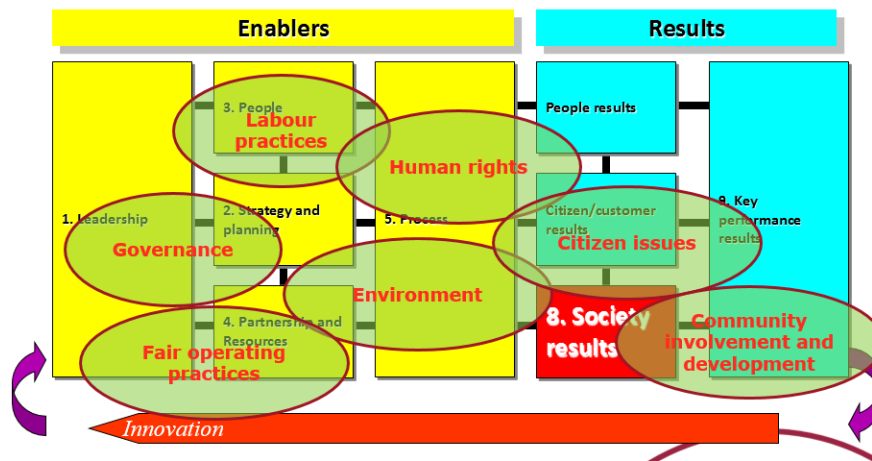
Another way to show the logic of the SORAF (Social Responsibility Assessment Framework) is to start with the macro processes of the organisation and its products (outputs) and its results (outcomes). The aim here is to identify their impacts on direct stakeholders, which we call 'stakeholders of level 1', as well as on the sphere of influence of the organisation, which we call 'stakeholders of level 2' and finally on society in general.

The sphere of influence refers to all types of stakeholders than can be influenced indirectly by the organisation, such as its suppliers during their relationships with their employees and in turn with their own suppliers (suppliers of suppliers) and for example respecting the prohibition of child labour by the suppliers of level 2.

In this way, the organisation's social impacts are examined following the seven themes: human rights, labour practice, the environment, fair operating practices, citizens' issues, community involvement and development. The diagnostic of the organisation governance allows the extent to which social responsibility is integrated into the operations of the public organisation to be verified.

The different categories of citizens concerned are also tackled through the different levels of stakeholders.
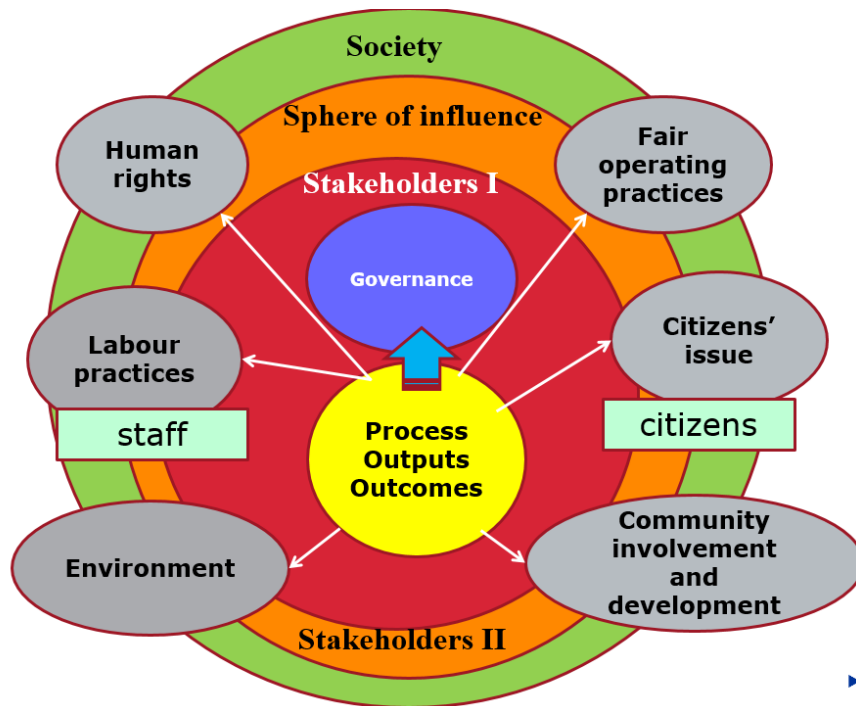
As with ISO 26000, SORAF deals with the following 7 core subjects:

1. Governance of the organisation: Is social responsibility integrated into the vision, strategy and planning, the key performance indicators of the organisation?

2. Human rights: To what extent does the organisation pay specific attention to risky situations such as social movements, asylum seekers, youth unemployment and low-income pensioners?

3. Labour practices: does the organisation provide the best working environment for their employees and what about the suppliers' employees?

4. Environment: what has the organisation done to reduce energy consumption and how can it improve?

5. Fair operating practices: what are the practices put in place to fight against corruption? How are common goods managed? Common goods are a new concept between public goods and private property. This can consist of natural goods, such as water and forests. This may also be abandoned buildings retrieved by public authorities and entrusted to a managing committee composed of civil society representatives and public authorities for social and cultural purposes.

6. Citizen's issues: one of the most famous aspects is free access to information for all, without forgetting those that do not have internet access.

7. Community involvement and development: encouraging local firms through development, for example short supply chains.

Each theme or core subject is subdivided into action domains totalling 42.

To conclude, SORAF deepens the diagnostic of social responsibility inclusion into the workings of the public organisation. SORAF does this particularly by extending the issues considered and the inclusion of the sphere of influence of the organisation.

How to use SORAF and CAF?

These two self-assessment instruments are conceived in order to be used independently and complementarily. They should not be considered as competing with each other.

A CAF diagnostic can lead to an action proposal linked to criterion 8, implementing SORAF if the organisation considers deepening this area. In a similar way it can consider implementing the ISO 9001 certification in relation to criterion 5.

The implementation of SORAF can first lead the organisation to use CAF, if it wishes to commit to the path of excellence and the participative approach, which we can only recommend.

The link between ISO 26000 (SORAF) and the GRI (Global Reporting Initiative)

The Global Reporting Initiative (GRI) is a non-governmental organisation working as a network, which aims to work for sustainable development and promote the development of environmental, social and governance reports. The GRI produces the most commonly used framework for sustainability reporting in the world, with the purpose of allowing progress towards greater transparency. This framework sets the principles and indicators that can be used by organisations to measure and register their economic, environmental and social performance. The ISO guiding principles dealing with social responsibility that are taken in the SORAF, underline the importance of creating public reports in relation to social responsibility performance towards internal and external stakeholders, and more precisely employees, local players, investors, and regulatory authorities. **This reflects how important reporting is on an international scale, as it falls in line with the information mission of the GRI on current practices of economic, environmental and social performance.** The ISO 26000, and in this case SORAF, does not provide recommendations concerning reports on social responsibility performance. That said, it covers a number of domains similar to the guiding principles of GRI on reporting. By doing so, the recommendations of the ISO or SORAF provide organisations with a structure, allowing them to organise their activities, which can facilitate the GRI reporting process.

J-M Dochot,
Conseiller général en gestion de l'organisation et des ressources humaines, FPS P&O,
CAF national correspondent
     Belgium – e-mail : jean-marc.dochot@p-o.belgium.be, Mobile Phone : +32-(0)477-329879

CORE SUBJECT N° 1: GOVERNANCE

1. DEFINITION

The governance of the public organisation is the system by which it contributes to public politics and applies them, makes decisions and applies those and offers accountability in order to achieve its goals.

In the public sector, governance is assumed by those directors/leaders that are responsible of managing relationships between all stakeholders involved, particularly with the political authorities.

2. GOVERNANCE AND SOCIAL RESPONSIBILITY

Governance of the organisation is an essential function because it allows to assume responsibility for the impact of its decisions and activities and to incorporate social responsibility in-house and in its relationships.

3. PRINCIPLES

Efficient governance is based on the integration of the principles of social responsibility in the decision-making and implementation process. Those principles are **accountability, transparency and ethical behaviour, acknowledging the interests of stakeholders, respect for the rule of law, respect for international norms of behaviour and respect for human rights.**

The role of the leaders is equally crucial in motivating staff in order to behave socially responsibly and to apply this within the organisation culture.

It is through governance that the logic of continued improvement of the organisation will be implemented: leadership, the capacity for deploying strategies, translating strategies into operational objectives, measuring and steering tools, benchmarking and improvement capacity.

4. OBJECTIVE

Organising the decision-making process and implementing procedures that facilitate the application of social responsibility principles and practices.

5. CONTENT

One may identify 9 issues or policy domains for developing governance of the organisation regarding social responsibility:

1. Mission, vision and values
2. Leadership
3. Strategy and planning the integration of social responsibility
4. Deploying social responsibility
5. Measuring performance
6. Improving the organisation
7. Applying the principle of accountability
8. Relationships with stakeholders
9. Respect for the rule of law

6. ISSUES

ISSUE 1: MISSION, VISION AND VALUES

1. Objectives
- Determine whether some shared values exist among all employees of the organisation and whether those values correspond with the general principles of social responsibility.
- Those values will have to be acknowledged by all levels of the organisation and translated in such a manner as to allow everyone to apply them while performing their functions.
- Leaders will serve as role models with regard to these values.

2. Questions
- How did the organisation identify its values? What are these values, and are they unanimously shared by all employees?
- Are these values in line with how public services function: citizenship (rights and duties), the principle of equality, attention to vulnerable members of the public, pursuit of general interest, long-term vision…?
- Are these values in line with the general principles of conduct as defined in ISO 26000 (accountability, transparency, ethical conduct, regarding the interests of stakeholders, respect for the rule of law, respect for international standards of behaviour, for human rights)?
- Are those values and the commitment of the organisation apparent to all stakeholders? Are there any means of measuring performance in place?
- To which level is the organisation committed to working towards sustainable development (general direction, services or departments, globally)?
- How will the organisation use its influence to promote the adoption of the principles of sustainability in its dealings with other contacts (sphere of influence)?

3. Examples
1. Define values in agreement within the organisation, integrating principles of sustainable development and share them with all levels of the organisation.
2. Integrate those values within policies in accordance with social responsibility and communicate those values with all stakeholders of the organisation.
3. Provide budget and means specifically for steps towards social responsibility.
4. Systematically analyse the impact of all decisions/actions of the organisation in view of the 7 main questions on social responsibility (governance, human rights, relationships and working conditions, environment, fair practices, questions regarding citizenship, community and local development).
5. Encourage stakeholders to engage in specific steps regarding social responsibility.
6. Make sure to involve the "weaker or absent actors" (vulnerable population, deprived, disabled, etc.) when defining the objectives of the organisation, in its culture and practices.

4. Risks in case of negligence
Values enforced top-down without internal consultation might be difficult for the employees to identify with.

5. Performance measures
- The values of the organisation have been defined: yes/no
- Percentage of staff aware of the values (using survey)
- Percentage of stakeholders aware of the values of the organisation (survey)

ISSUE 2: LEADERSHIP

1. Objectives
- Motivate and support staff to integrate the values of social responsibility in their everyday conduct.
- Establish the values of social responsibility within the system, the structure (systematic AND structural approach) and within the management style.

2. Questions
- How does management encourage staff to integrate the values of social responsibility in their everyday conduct?
- How does management show or intend to show its intent to favour sustainable development?
- How does management guarantee access to responsible jobs for minority groups (women, racial or ethnic groups…)?

3. Examples
1. Demonstrate the involvement and convictions of the management by means of visible exemplary actions.
2. Put into place economic or non-economic incentives in order to promote socially responsible behaviour among staff on a daily basis: reimbursing transport expenses for cyclists, allowing free time for blood donors…
3. Make sure diversity is represented in key functions.

4. Risks in case of negligence
In the absence of commitment among the management, social responsibility might be perceived by staff as the promotion of individual charity actions or as window-dressing activities to improve the image of the organisation in the eye of the general public.

5. Performance measures
- Amount of regulation favouring social responsibility within the organisation.
- Percentage of women, disabled people, staff from other nationalities or other types of diversity represented among staff.
- Results of a survey monitoring well-being.
- Composition of governing instances.

ISSUE 3: STRATEGIC APPROACH AND OBJECTIVES: PLANNING THE INTEGRATION AND DEPLOYMENT OF SOCIAL RESPONSIBILITY

1. Objective
Analyse the manner in which the organisation establishes mid and long-term strategy, and whether this strategy contains the information covering the 3 pillars of sustainable development: social, economic and environmental.

2. Questions
- How does the organisation define its mission and "vision for success"?
- How does the organisation identify its social responsibility: how do decisions and activities affect others and the environment and how does it respond to the expectations of society in the long term?
- How is the strategy of the organisation defined?
- In what way are the objectives and goals reflecting the commitment to social responsibility defined?
- Have the elements of social responsibility been prioritised according to relevance or importance?
- Have the more important or relevant items been incorporated when planning the strategy?

3. Examples
1. Make up a strategy for the organisation following an established procedure and incorporating a set timing/frequency, based on identifying the stakeholders and their expectations.
2. Define the key challenges for the organisation, particularly by analysing the prioritisation of the key questions and issues of CARS.
3. Integrate the most important or relevant elements of social responsibility within the strategy of the organisation.
4. Conduct research into the long-term return (20 years) on investment (ROI) of strategic decisions such as investments in training and health.
5. Provide the political authorities with studies informing on long-term public policies regarding social responsibility.
6. Gain as much information as possible regarding the perception of stakeholders.

4. Risks in case of negligence.
- Do not expand the collect of the needs to all stakeholders.

5. Performance measures
- Numbers of ROI in 20 years
- Number of contacts with stakeholders (meetings, surveys, telephone calls…) concerning social responsibility.
- Amount of study of the long-term impact of policies in place.

6.4. ISSUE 4: DEPLOYMENT OF SOCIAL RESPONSIBILITY

1. Objectives
- Identify how and to which extent strategy and planning are filtered down into services and operational procedures.
- Provide proof that the organisation has analysed its economic, social and environmental impact and that plans of action cover these areas (risk assessment and inventory of impact).

2. Questions
- How the impacts of the organization's activities on core subjects and issues are they listed?
- What are the reporting tools exist within the organisation to ensure efficient understanding and deployment of the strategy that integrates social responsibility?

3. Examples
1. Make up a strategy that integrates social responsibility, deploy it among operational units by setting targets and translate into multi-annual action plans covering the prioritised issues. Establish proof of the efficiency of said deployment (audits, evaluation, etc.).
2. Periodically re-assess the procedures and processes of the organisation in order to ensure that objectives regarding social responsibility are met.
3. At every level of the organisation, analyse every action/decision regarding its environmental, economic and social impact on all stakeholders involved.
4. Allow everyone in the organisation to exercise their capacity to influence inside the sphere of influence by creating the opportunity/allowing time to interact with stakeholders.

4. Risks in case of negligence
- Insufficient definition of targeted objectives and of the vision of success

- Maladjusted or non-existing translation of objectives within the organisation
- Partial or insufficient definition of starting position
- Absence of measuring or reporting tools regarding results that have been achieved
- Insufficient communication/creating awareness of teams regarding the key challenges in social responsibility leading to misunderstanding targeted objectives and rejecting actions that have been programmed.

5. Performance measures
- Existence of a strategy on social responsibility: yes/no.
- Number of audits on social responsibility.
- Number of proposals linked to social responsibility coming from the workforce.
- Number of publications on the follow-up of actions on social responsibility.

ISSUE 5: CONTROLLING PERFORMANCE

1. Objective
Ensure that the methods and tools deployed to ensure guidance of the activities allow visibility of the global performance in the matter of social responsibility.

2. Questions
- How does the organisation make sure that activities work according to plan, and how does it pinpoint crises or unusual events?
- What are the relevant tools to ensure guidance of the organisation and to predict evolutions (internal monitoring boards, analytic accounts by product, internal control…)?
- What are the indicators that seem relevant for long-term management of the organisation?
- Will these tools offer the ability to effectively use the means invested in economic, social and environmental planning and the long-term sustainability of the organisation?
- Have the results of the activities in terms of impact been measured?

3. Examples
1. Build a monitoring board based upon the 3 pillars of sustainable development systematically updating the essential data.
2. Use indicators in line with international reference standards (GRI[1]) and deduce good practices and weaknesses from those.
3. Share results with all personnel.
4. Proceed with comparative evaluations on a regular basis (benchmarking) regarding social responsibilities.
5. Include measuring and controlling instruments, regular assessment of stakeholders' opinions on the performance of the organisation in the matter social responsibilities.
6. Revise the monitoring boards on a regular basis after consultation with stakeholders and according to their expectations.

4. Risks in case of negligence
- Insufficient coverage of the key challenges in social responsibility by the indicators.
- Difficulty in finding relevant indicators for internal users and those indicators being sufficiently universally relevant to allow comparison outside the organisation.

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[1] GRI : Global Reporting Initiative (see glossary)

- Multiple indicators not being used or explored.
- Absence of communication strategy

6.5.5. Performance measures
- Number of benchmarks
- Amount of updated information on the monitoring board on social responsibility.

ISSUE 6: IMPROVING THE ORGANISATION

1. Objectives
- Determine whether the actions regarding social responsibilities are integrated in a continued dynamic improvement strategy of the PDCA* type.
- Verify the ability of the organisation to comply with Good Practices when dealing with other actors (benchmarking) and to implement them.

2. Questions
- To what extent does the organisation take steps towards improving its functioning?
- What is the role of the stakeholders in the performance review in the matter of social responsibilities?

3. Examples
1. Put into place periodical performance reviews that allow monitoring of progress accomplished in the matter of social responsibility and to pinpoint changes and improvements that can be made.
2. When writing those performance reviews, analyse the given data as such: changing regulations, changes in stakeholders' expectations, perception of stakeholders regarding social responsibility…)
3. Allow stakeholders to play an important role in the performance reviews of the organisation in the matter of social responsibility.
4. Establish a benchmark in different areas that offer challenges in the matter of social responsibility, analyse the results of those benchmarks on a regular basis and transform into actions to obtain higher levels in achieving Good Practices.

4. Risks in case of negligence
The major risk is that management may fail to see the major importance of these reviews for the organisation. It will be necessary to put these reviews punctually on the order of the agenda when discussing social responsibility.

5. Performance measures
- Existence of a list of indicators regarding the key challenges in social responsibility.
- Regular follow-up and analysis of the indicators of the key challenges in social responsibility.
- Benchmark the indicators that are being worked on in the field of social responsibility.

6.7. ISSUE 7: APPLYING THE PRINCIPLE OF ACCOUNTABILITY

1. Objectives
Define the ability of the organisation to communicate its performance results in the matter of social responsibility with the outside world in accordance with the principle of transparency. Accountability equally implies that the organisation should be able to answer for its decisions and activities when facing those that are affected by them.

2. Questions
- What is the importance attached by the organisation to the need of accounting towards its stakeholders?
- How does the organisation identify communication channels and the nature of communication when dealing with different types of stakeholders?
- Does the organisation adopt a policy of total transparency in the totality of its economic, social and environmental information? How does it share this information? In particular in its communication with outside contractors (suppliers): is the information transparent and comprehensive?
- How does the organisation evaluate the efficiency of its external communication?

3. Examples
1. Make sure that external communication covers the consequences of decisions and activities of the organisation, as well as the impact these might have on society and on the environment: the achievements and deficiencies in connection with social responsibilities and the ways of dealing with these deficiencies.
2. Define the information and the specific means of communication adapted to each group of stakeholders and ensuring that they have effectively taken notice of the information.
3. Making up and distributing a report on sustainable development compliant with international standards (ex: GRI*)
4. Proceeding with an assessment of practices and results in the matter of social responsibility by a third independent party (ex: the non-financial notation by an agency) and or by a team of stakeholders.

4. Risks in case of negligence
- Communicating partial results regarding the performance of the organisation or omitting results that might tarnish the reputation of the organisation.
- Reporting intended for a single type of stakeholders. All kinds of audiences have to be accounted for, multiplying information channels, reports on sustainable development, website, open days, installing a multi-stakeholder committee.
- Do some 'greenwashing".

5. Performance measures
- Existence of a report on sustainable development.
- Periodical distribution of the report on sustainable development by the organisation.
- Assessment of the practices regarding social responsibility by a third party.

ISSUE 8: RELATIONSHIPS WITH STAKEHOLDERS

1. Objectives
- Defining how the organisation identifies its stakeholders, methods implemented to dialogue with them and ways to learn about the interests and expectations of stakeholders.
- Verifying the coherence between those expectations and the strategy and planning by the organisation.

2. Questions
- Does the organisation make an effort to identify those actors who take an interest in its activities (directly or indirectly)? If so, how does this happen?
- How are relationships entertained with external partners who do not directly influence the activities of the organisation?

- Is the dialogue with the totality of stakeholders transparent and sincere? How are expectations defined?
- How is information regarding expectations of stakeholders dealt with? Is it prioritised?
- Are these expectations integrated in the strategy and planning of the organisation?
- Does the organisation encourage its stakeholders to engage in sustainable development?
- Does the organisation evaluate the opinion of external stakeholders on its activities? (for instance by means of surveys)

3. Examples
1. Identify the totality of stakeholders on the complete value chain and the sphere of influence and the means or channels to exercise this influence.
2. When working on this identification process, ensure that organisations or individuals that have been identified as stakeholders are the most representative of the interests that they take.
3. Put into place a monitoring system that is on the lookout to detect new stakeholders in order to anticipate on their expectations and requirements.
4. Establish a filing system of all stakeholders and make sure it is regularly kept up to date.
5. Ensure that the expectations of stakeholders and the strategy and planning of the organisation are complementary and coherent.
6. If not so/by default, install a 'stakeholder committee' and organise 'multi-stakeholder sessions' where several stakeholders are (re)united to discuss topics that cause diverging or even contradicting opinions and to define appropriate actions that can be taken.
7. When implementing plans of action in connection with steps towards social responsibility consulting or technical partnerships should be formed with those stakeholders familiar with the case at hand.
8. Encourage stakeholders in the organisation, including those of the sphere of influence, to get involved in sustainable development by way of creating awareness and/or sharing information: managers attending seminars, clubs, different exchange networks around social responsibility.

4. Risks in case of negligence
- Loss of image because of the failure to engage in dialogue.
- Delays in projects or even halting of projects caused by the failure to understand the impact of projects on stakeholders. For instance: the visual impact of wind turbines on neighbours, interfering mobile communication waves from penitentiary institutions disturbing the neighbours,…

5. Performance measures
- Existence of follow-up of stakeholders.
- Frequency of contact with stakeholders.
- Number of partnerships with stakeholders in social responsibility.

ISSUE 9: COMPLIANCE WITH LEGISLATION
1. Objectives
- Analyse the relevance of the processes monitoring legislation in all the areas of the organisation regarding social responsibilities.
- Assess the level up to which the organisation complies with the legislation that has been identified as applicable.

2. Questions
- How does the organisation guarantee that it complies with all the legal requirements and regulations regarding social responsibilities?

- How does the organisation guarantee that it complies with all international standards and regulations in the activities of its providers, subcontractors, etc.?
- How does the organisation influence its clients/partners in order to encourage them to adopt ethical standards, whether economic, social or environmental?

3. Examples

1. Implement structural monitoring tools (subscriptions, participation in divisional work groups,…)
2. Transcribe all necessary information regarding regulations and in-house requirements, making this info available and clearly accessible to all users within the organisation.
3. Anticipate on regulations (notably keeping track of European and international documents) and applying them.
4. Demand social audits with the providers in view of public contracts.

4. Risks in case of negligence

Loss of credibility: tarnished reputation in the public awareness as an organisation disrespectful of regulations.

5. Performance measures

- Timing of the transcription of regulations in clear terms for the benefit of staff.
- Percentage of providers that have been the subject of a social audit.

CORE SUBJECT N° 2: HUMAN RIGHTS

1. DEFINITION

Human rights are fundamental rights of all human beings, as defined in the Universal Declaration of the Human Rights of 1948 and the European Convention on Human Rights of 1950.

They include:
- Civil and political rights which include the right to life and freedom, equality under and freedom of expression.
- The economic, social and cultural rights such as the right to work, the right to food, the right to the best possible level of health, the right to education and the right to social security...
- The recognition and respect of human rights are inseparable from the constitutional state, democracy and social justice.

2. HUMAN RIGHTS AND SOCIAL RESPONSIBILITY

States have a duty to protect individuals and groups against any breach of human rights. They must implement them. The courts and tribunals shall ensure compliance with them. More broadly, each public organisation, each member of staff, must show respect for human rights, this for the benefit of all. This individual and collective responsibility is the best guarantor of the respect for human rights.

3. PRINCIPLES

Public organisations have to perform a due diligence to identify, prevent and treat the actual or potential impacts on human rights, arising from their own activities or carried out by those with whom they have relationships.

Organisations have the duty and the responsibility to respect all human rights. Human rights abuses include torture, violence, trafficking in human beings, the infringement of freedom of expression, deprivation of food and medical care, the infringement of the freedom of access to education, the absence of social protection, judgments and arbitrary arrests, abuses to privacy, to freedom of movement, the restriction of access to public service, the lack of social protection, the exclusion of work, leisure...

Extract from the Universal Declaration of Human Rights,

Aspects generally supported by the public administration:

"Everyone has right to an **adequate standard of living** for the health and well-being and those of his family, including food, clothing, housing, medical care and social services; he is entitled to security in the event of unemployment, disease, disability, widowhood, old age or in other cases of loss of his means of subsistence as a result of circumstances beyond his control. »

"**Maternity and childhood** are entitled to assistance and special care. "All children, whether born in or out of marriage, shall enjoy the same social protection."

"Everyone has the right to **education**. Education shall be free, at least with regard to basic and fundamental education. Elementary education is compulsory. Technical and professional education shall be made generally available and higher education shall be equally accessible to all on the basis of merit. "

"Everyone has the right to the protection of moral and material interests resulting from any scientific, literary or artistic production of which he is the author. »

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4. OBJECTIVE

Ensure that public organisation see to respect for human rights in its own functioning as well as in organisations belonging to its sphere of influence.

5. CONTENT

8 issues:
1. Duty of vigilance
2. Situations posing a risk to human rights
3. Prevention of complicity
4. Remediation for violations of human rights
5. Discrimination and vulnerable groups
6. Civil and political rights
7. Economic, social and cultural rights
8. Fundamental principles and rights at work

6. THE ISSUES

ISSUE 1: DUTY OF VIGILANCE WITH REGARD TO HUMAN RIGHTS

1. Objective

Identify, prevent impacts and risks arising from its own activities on the human rights, or those carried out by organisations belonging to its sphere of influence.

2. Questions

- What are the organisation's projects that are at risk with regard to human rights?
- Who are the national or international actors involved in the defence of human rights on the organisation's territory?
- What are the means made available to monitor compliance with human rights in the organisation and its partners?
- What are the values related to human rights which are set explicitly by the organisation (Charter, strategic vision, administration' contracts...)?
- How does the organisation ensure that all products and services that it provides and the way it provides them respects human rights for all citizens and other stakeholders?
- Which watch the organisation has set up to follow the evolutions of the texts on human rights?
- What are the corrective measures implemented following situations of violation of human rights?

3. Examples

1. Integrate obligations of conduct that respect human rights (non-discrimination, duty of listening, of information,...) towards citizens/customer and colleagues into the individual objectives of the evaluation cycle.
2. Identify and prevent violations of the human rights by providers.
3. Act together with public and private partners through policies, actions and initiatives contributing to a collective strategy for the human rights.
4. Review periodically and systematically all decision-making and delivery processes of products and services under the "respect for human rights" point of view and potentially adapt them.
5. Identify, treat in consultation with instances of mediation, all complaints arising from the respect of human rights.

6. Review the general measures put in place as a result of physical violations at the workplace towards the citizen or the personnel.

4. Risks in case of negligence
- The violation of human rights due to lack of prevention.
- Complaint about infringement of human rights to the competent bodies.
- Conviction for infringement of human rights.
- These violations affect the image of the Organization, Government and State.

5. Performance measures
- Number of complaints concerning the respect for human rights and percentage thereof which have given rise to action.
- Number of proposals to strengthen the respect for human rights, whether in terms of development of texts and/or in terms of corrective measures.
- Percentage of providers and major subcontractors whose respect for human rights was the subject of control.

ISSUE 2: SITUATIONS PRESENTING A RISK FOR HUMAN RIGHTS

1. Objective
Grant greater vigilance to situations which are source of risk for human rights: violent social movements, hostile climate towards foreigners, homophobia, natural disasters, structural corruption, economic crisis endangering the citizens' welfare, the right to housing, to food, to health, education...

2. Questions
- What are events that could lead to provoking situations ideal for an infringement of human rights?
- What are the means to anticipate and reduce the risk of occurrence of such events?
- Of which means disposes the organisation to prevent violations of human rights during such events?
- What are the decision-making processes set up by the organisation to react to these events?

3. Examples
An increased vigilance should be applied in the following situations:
1. Social conflict, political instability, climate of exclusion (homophobia, xenophobia...) -disasters: rail, air accidents, floods, storms...
2. Critical economic situation of the country likely to affect the level of social protection of citizens, food, housing, access to health care, to education.
3. The increase of requests for reception of immigrant populations: paperless, refugee policies...
4. Emergence of authoritarian regimes
5. Terrorism
6. Contexts of corruption

All of these situations will require particular vigilance with regard to vulnerable audiences.

4. Risk linked with the issue
Increase of the failure to respect human rights and in particular for the vulnerable public.

5. Performance measures
- Existence of a watchdog group for the risks related to human rights
- Activities identified as having significant risk for incidents involving the work of children, forced or compulsory labour.
- Measures taken to contribute to prohibit this type of work.

ISSUE 3: PREVENTION OF COMPLICITY IN BREACH OF THE HUMAN RIGHTS

1. Objective
Avoid any complicity of the organisation in the failure to respect human rights.
The complicity can be located at 3 levels:
1. The active complicity: human rights are not respected by the organisation itself.
2. Passive: the organisation benefits from the infringement of human rights by other   organisations,
3. Silent: non-reporting by the organisation of human rights violations.

2. Questions
- Who are the actors with whom the organisation is associated and of whom we don't know the practices related to human rights?
- Which control tool can be put in place to check the behaviour of the partners?

3. Examples
1. Build a map of all of its partners: stakeholders and sphere of influence in order to verify the respect for the human rights by all partners.
2. Implement social audits with providers.
3. If applicable, inform the partner organisation of failure to respect the human rights and the incurred risks.
4. Stay vigilant for the behaviour of the police, for example in deportation measures, homeless controls...
5. Not establish a formal or informal partnership nor a contractual relationship with a partner who infringes human rights.
6. Make public statements highlighting the organisation's commitment and its exemplary in respect for the human rights (non-discrimination in employment, gender equality,...)
7. Avoid relationships with entities engaged in anti-social activities

4. Risk in case of negligence
Tarnish the image of the public organisation as an accomplice of other organisations that do not respect human rights.

5. Performance measures
- Percentage of providers who have had a social audit.
- Number of communications of the organisation in terms of human rights.

ISSUE 4: REMEDIATION FOR VIOLATIONS OF HUMAN RIGHTS

1. Objective
Offer to those involved the possibility to a dialogue with the leaders of the organisation or stakeholders in order to obtain the recognition of a human rights violation and if applicable to receive compensation.

2. Questions
- What are mechanisms for dialogue with employees and others and the organisation on human rights?
- Which is the knowledge of the employees on the issue of human rights?
- Are citizens informed of their rights and the means to enforce them?

3. Examples
1. Educate the staff members on the issue of human rights.
2. Implement procedures for complaints and denunciation.
3. Organise the dialogue with stakeholders (providers...).
4. Support colleagues faced with violations of human rights (mediation, trusted, social service...).
5. Communicate towards citizens about human rights and about the means to enforce their respect (poster campaign of the Centre for Equal Opportunities...).

4. Risks in case of negligence
- Loss of the dignity of the individual victim.
- Trivialisation of human rights violations.
- Destruction of the confidence climate within the organisation.
- Damage to the organisation's external image.

5. Performance measures
- Total hours of employee training on policies and procedures relating to the human rights that are applicable in their activity.
- The total number of hours of staff awareness to the theme of human rights.
- Percentage of trained employees.
- Results of psychosocial risks studies.
- Total number of incidents of discrimination and actions taken.

ISSUE 5: DISCRIMINATION AND VULNERABLE POPULATIONS

1. Objective

Identify and proscribe any form of discrimination[2] within the organisation throughout the chain of goods/services provided by the organisation as well as in relation to recipients of goods and services: race, colour, gender, language, assets, national ancestry, philosophical orientation, ethnic or social origin, caste, economic reasons, disability, pregnancy, indigenous, Union membership, political party, marital status, family, personal relationships, health...

2. Questions
- How is the organisation trying to proscribe discrimination in the context of its activities or those of its partners?
- What is the attention paid by the organisation to non-discrimination of vulnerable populations?
- How does the organisation adapt its services based on vulnerable populations?
- Equity and insert: which actions are put in place by the organisation to play its social and local role in the social inclusion process?

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[2] Discrimination involves a distinction, exclusion or preference which has the effect of obliterating any equality of opportunities or treatment

3. Examples

1. Participate in solidarity projects with associations/NGO of insertion, local development, support for the disabled.
2. Ensure access to its services and products to all categories of population: people not mastering the official language, individuals with disabilities, without internet access.
3. Use a language accessible to the greatest number (avoid legal and administrative jargon).

4. Risks in case of negligence

- Exclude certain vulnerable categories of the population from the access to certain public services.
- Lack of credibility of people engaged in a policy of positive discrimination.

5. Performance measures

- Number of solidarity projects.
- The result of surveys among vulnerable populations.
- Total number of incidents of discrimination and actions taken.

ISSUE 6: CIVIL AND POLITICAL RIGHTS

1. Definition

Civil and political rights are traditionally those who aim to protect individuals against the State. They impose on the State a duty of no interference related to these freedoms. Some rights, like the right to vote, are purely political, because they guarantee individuals the possibility to participate in the management of the public affairs of their country. Other rights are on the contrary are purely civilians, such as the right to marriage or citizenship. In fact, they are related to the marital status of a person. However, several of these rights belong to two categories.

Civil and political rights include amongst others:

- freedom of opinion, expression, information and the press
- freedom of thought, conscience and religion
- freedom of assembly, of association and of peaceful assembly
- the right to vote, eligibility and equal access to public services
- the right to a fair trial
- the prohibition of slavery
- the right to freedom of movement and security
- the right to privacy: the absence of arbitrary interference in the privacy, residence or correspondence
- the right to property
- the right to nationality
- the right to marriage
- protection against violations of honour and reputation
- the right of access to public services
- the right to the integrity of the person and to be protected against torture

The Council of Europe has developed the European Convention for the Protection of Human Rights and Fundamental Freedoms. Respect of the European Convention is ensured, inter alia, by the European Court of Human Rights whose decisions are binding.

2. Objective
1. Ensure the respect for fundamental civil and political rights of citizens in general as well as within its sphere of influence.
2. Identify and combat the risk of violations of these rights in reference to international conventions of the Council of Europe and United Nations.

3. Questions
- Do the activities of the organisation deprive individuals of their fundamental rights?
- Who are the stakeholders that present a risk?
- Who are the actors of the organisation's sphere of influence which could present risks?

4. Examples
1. For public organizations with a mission of security (police...): ensure a moderate use of force.
2. Avoid "arbitrary interference with the privacy, family, home or correspondence (emails, address book, etc.), of citizens.
3. Make sure not to say anything that could violate the honour or the reputation of agents or citizens.
4. Make sure that the access for all to public services is guaranteed.

5. Risk in case of negligence
Do not feel concerned by this issue, to the extent that the organisation operates in a national territory that is subject to a regulation that guarantees these rights.

6. Performance measures
- Number of measures in favour of accessibility.
- Number of complaints relating to the infringement of privacy
- Number of complaints relating to the use of violence
- Percentage of staff in charge of safety trained in the policies or procedures of the organisation relating to human rights that are applicable in their activities.

ISSUE 7: ECONOMIC, SOCIAL AND CULTURAL RIGHTS

1. Definition
Economic, social and cultural rights are rights which are intended to ensure a dignified standard of living and suitable for individuals. They cover different rights, such as:
- the right to work, to free choice of work and good working conditions.
- the right to strike and to form and join unions.
- the right to welfare protection (social security) in the event of unemployment, sickness, disability, widowhood, old age or any other loss of livelihood as a result of circumstances beyond its control
- the right to an adequate standard of living (including food, shelter, clothing, adequate medical and social services)
- the right to a family
- the right to health
- the right to education
- the right to cultural identity and to take part in cultural life.

The main difference between civil and political rights and economic, social and cultural rights is their nature. These are programmatic rights, which mean that governments must commit to gradually reaching their full implementation, using maximum available resources. Despite their differences, the

two generations of human rights are totally interdependent. Indeed, the right to privacy can for example hardly be exercised without the right to housing. Similarly, the freedom of expression and conscience would be much reduced if there was no right to education.

Belgium is stakeholder in the International Covenant on Economic, Social and Cultural Rights that affirms and protects these rights since 1966. This instrument establishes the possibility of introducing complaints with the Committee on economic, social and cultural rights, which is a breakthrough for the justifiability of these rights.

Respecting economic, social and cultural rights is a priority because they are designed to ensure the material welfare of every human being. The right to food, health or education are indeed the basis of all dignified human life. In Belgium, article 23 of the Constitution states that everyone has the right to lead a life consistent with human dignity. This provision lists some economic, social and cultural rights and establishes that they are guaranteed by the legislation. Equal attention must be given to these rights, as well as to other human rights, because they are all interdependent and indivisible.

2. Objective:
The organisation must ensure that everywhere where it operates, the economic, social and cultural fundamental rights of people are respected including within its sphere of influence in order to ensure a dignified and adequate standard of living for individuals.

3. Questions
- Do the organisation's activities deprive individuals of their economic, social and cultural rights?
- What are the geographical areas in which there is a risk of infringement of these fundamental rights?
- Who are the partners that might pose risks?
- Who are the actors of the organisation's sphere of influence who could present risks?
- Internal regulations or another regulation tool are intended to initiate a restorative procedure when an infringement of these rights is identified?

4. Examples
1. Make sure to maintain access to vital resources, such as water, in the public domain.
2. Ensure the efficient delivery of goods and essential services such as emergency phone call, the distribution of food, heating, housing...
3. Ensure the adequacy of remuneration with the minimum necessary for a decent life

5. Risk ion case of negligence
Infringe the image of the public service insofar as it would be in default to assume its organic social responsibility that goes beyond the protection of formal freedoms.

6. Performance measures
- Number of action in favour of the management of common goods (text and actions).
- Guarantee of the right to strike and to freedom of association in the organisations belonging to the sphere of influence.
- Existence of a social protection for employees (percentage) in the organisations belonging to the sphere of influence.
- Guarantee of health care and access to education for employees (percentage) of the organisations belonging to the sphere of influence.

CORE SUBJECT N° °3: Labour practices

1. Definition

The work relations and conditions of an organisation incorporate all policies and practices related to work within an organisation, by it or on its behalf, including in the event of subcontracting, such as recruitment, mobility, promotions, disciplinary proceedings, termination of employment, training and the development of skills, evaluation, diversity, health, safety and hygiene at work, working conditions (working time and remuneration,...), social dialogue and collective bargaining,...

2. Labour practices and social responsibility

Rewarding and productive work is an essential element of personal fulfilment. The standard of living is improved through full employment and the stability of employment. His absence is one of the main causes of social problems.

Work relations and conditions have a significant impact on the rule of law and the present sense of fairness in society: responsible work relations and conditions are essential to ensure social justice, stability and peace. Civil servants are citizens who work for citizens. The link between their profession and social responsibility is therefore particularly strong.

3. Principles

« Work is not merchandise »[3] . This means that workers should not be treated as a production factor and should not be submitted to the same market mechanisms as those applicable for merchandise.

The principles at stake include the right everybody as to earn a living by doing a job they have freely chosen and the right to have equitable and satisfying work conditions.

In the public administration, the employment stability guarantees the sustainable commitment towards the citizens and the general interest. Public organisations must adopt an exemplary behaviour with regard to work relations and conditions.

This can especially be done by:

- Compliance with current legislation compatible with the Universal Declaration of Human Rights and the ILO[4] labour standards and
- The guarantee that workers and organisations have access to justice to defend their rights and that all employees are treated fairly.

Work relations and conditions cover all employees of the organisation during the duration of their relationship as an individual as well as in devices of collective representation.

4. Objective

Create an environment favourable to the development of the personnel, starting with the consciousness of serving citizens: major factor of success and sustainability of the organisation.

5. Content

We can identify 5 issues to treat the relation between the employer and the employees, no matter what their status is:

1. Employment and employment relationship
2. Work conditions and social protection

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[3] Declaration of Philadelphia

[4] International Labour Organization

3. Participatory management
4. Health, security and well-being on the job
5. Development and commitment of the members of staff

ISSUE 1: EMPLOYMENT AND EMPLOYER-EMPLOYEE RELATIONS

1. Objectives

1. Ensure the following fundamental rights and freedoms acknowledged by the International labour Organisation:

- Freedom of association and the effective recognition of the right to collective negotiation.
- The elimination of all forms of forced or compulsory labour.
- The effective abolition of child labour.
- The elimination of discrimination in respect of employment and occupation.

2. Contribute to the improvement of the standard of living and to the stability of employment.

3. Arrange relationships defined and accepted by both parties in the form of statute or contract.

Obligations and recourses must be known. Employer/employee relationships confer rights and impose obligations both to employers and to employees, in the interest of the Organisation and society.

2. Questions
1. How is the organisation concerned about respecting the fundamental rights of work?
2. Does the organisation conduct impact assessments of its activities, products and services on fundamental rights at work?,
3. How does the policy of employment (recruitment, personal development and skills, assessment, promotion, career management, departures) ensure equality of opportunity and treatment?
4. How does the organisation ensure that its partners (providers, subcontractors, etc.) apply consistent employer-employee relationships with its own?
5. How does the organisation encourage its practices in organisations involved in its sphere of influence?
6. The Belgian legislation is respected in the same way everywhere where the organisation operates, including abroad (ex: cooperation and embassies)?
7. When it operates internationally, how does the organisation promote employment, professional development, promotion and advancement of local nationals? (e.g: local staff of embassies or technical cooperation)
8. Is there a device allowing the collaborator/witness to alert the highest level of the organisation and to trigger actions of repair in case of damage?

3. Examples
1. Ensure equal access to public employment with a relevant legal framework (status, contracts).
2. Identify and track legislation on employment, and ensure its implementation within the national territory and abroad (well-being at work, harassment...).
3. Examine the practices of the self-employed and subcontractors to ensure that they are consistent with those of the organisation.

4. Ensure equal opportunities and treatment for all workers and not to perform any act of discrimination, direct or indirect, in work relations and conditions, inter alia, based on race, colour, gender, sexual orientation, age, nationality or national ancestry, ethnic or social origin, marital status, philosophical or religious beliefs, or affiliation to a political party.
5. Develop and implement a human resources management policy based on the strategy and planning of the organisation, taking into account the necessary skills for the future, as well as social considerations (ex: flexibility of working time, paternity and maternity leave, sabbatical leave, equal opportunities, gender and cultural diversity, employment of people with a disability).
6. Pay particular attention to vulnerable audiences, consider situations of disability or state of health.
7. Pursue the quotas of positive discrimination (disability, multiculturalism, women,...)
8. Ensure a workload planning in order to allow employment stability, thus limiting the use of temporary labour.
9. Protect the personal data of employees and their private lives.
10. Relay the calls for nominations via associations of the sector concerned (handicaps, insertion...).
11. Tend to staff representing the population in its diversity.
12. To ensure the respect of civil and political fundamental rights of the organisation's personnel.
13. Make sure that the right to be heard is guaranteed before any disciplinary measure is taken internally.
14. Ensure that the disciplinary measure is proportionate to fault and avoid the mediatisation.
15. Guarantee the right of expression to public service officers within the limits laid down by the statute or code of conduct.
16. Ensure to not retaliate against people criticizing the organisation internally.
17. Encourage staff participation in human rights activities.
18. Protect prison labour and avoid its exploitation for purposes of unfair competition.
19. Ensure the respect for fundamental rights at work in the public markets.

4. Risks in case of negligence
- Deterioration of the organisation's image in the event of non-compliance with the labour rights and failure to comply in term by citizens and the government of the public body.
- Neglect some workstations because perceived as less critical to the organisation.
- Deterioration of the social climate.
- Becoming an accomplice, unwittingly, of conduct contrary to the fundamental principles carried out by subcontractors or independents.
- Exclude certain of the population's vulnerable categories of public sector jobs.
- Legal proceedings. The organisation is responsible for practices by its activities.

5. Performance measures
- Percentage of temporary jobs vs statutory jobs.
- The percentage of people living with disability.
- Number of actions in favour of equal opportunities.
- Activities identified in which the right to freedom of association and collective bargaining may be threatened: measures taken to ensure this right.
- Turnover of personnel in number of employees and percentages by age group, gender and geographical area.

1. Definition

Work conditions relate to salaries and other forms of compensation, working time, rest periods, holidays, disciplinary practices and redundancies, protection of motherhood and welfare issues, social (restoration, rest room, areas smokers, etc.), telework opportunities, work at home, work environment (landscape or individual office, dynamic office,...), the temperature of the premises, the work on screen, the work-life – private life balance...

Working conditions have a very significant influence on the quality of life of the members of staff and their families as well as on the socio-economic and environmental development.

2. Objective

Ensure the establishment of appropriate work conditions to ensure the quality of life for the members of staff and their family.

3. Questions

- How does the organisation ensure that work conditions are in line with the legislation? (ex: existence of responsible safety/hygiene)
- How does the Organization ensure that it has trained individuals and procedures to react to accidents (fire, etc.)?
- What are the measures put in place to organise teleworking? Working from home?
- Are catering facilities foreseen? Spaces of relaxation?
- Are sports or leisure activities organised?
- Make sure that the conditions are met to allow a balance between professional life and privacy for the agents (ex: possibility to adjust his working hours)
- Make sure that equality of treatment is guaranteed for the part-time agents or those on maternity / paternity leave (access to information, involvement in projects and training).

4. Examples

1. Identify and monitor the regulations with regard to work conditions.
2. Examine the possibilities for improvement of the work conditions in cooperation with the unions.
3. Optimize the work conditions for each employee in terms of environment, tools, methods, etc.
4. Ensure a workload planning allowing optimised employment stability by limiting the use of temporary workers and a balance private life / professional life.
5. Define adapted programs and methods to reward the members of staff with non-financial benefits (ex: by providing and reviewing the benefits of the staff and by organising social, sporting and cultural activities focused on the health and well-being of the people).
6. Avoid the arbitrary interference in the private life, family, residence or correspondence (Emails, address book, etc.) of employees.

5. Risk in case of negligence

- Attacks on the quality of the services.
- Financial and social impact for the organisation of diseases, injuries and deaths of professional origin.
- Deterioration of the social climate.
- High turnover.
- Increase in absenteeism: Burnout, depression, accidents at work...
- Deterioration of work conditions

6. Performance measures
- Number of actions in favour of the balance private life / professional life.
- Measurement of the workload and its evolution.
- Number of people trained and procedures to react to accidents (fire, etc.).
- Number of hours devoted to leisure activities or sports.

ISSUE 3: PARTICIPATIVE MANAGEMENT

1. Definition
Participative management includes all types of consultation, exchange of information and negotiation between employers and employees. It also includes the social dialogue. This requires the independence of the representations put in place, in particular through elections. The quality and the richness of participative management and social dialogue can allow the improvement of various performances of the organisation, as well as a reduction in the risk of social conflicts which are always harmful for the performances of the organisation.
Social dialogue can limit the negative social impacts of changes in the activities of the organisations.

2. Objectives
- Guarantee freedom of association and the effective recognition of the right to collective negotiation recognized by the International Labour Organisation
- Involve the members of staff in decisions concerning the functioning of the Organisation, including through the social dialogue.

3. Questions
- How is the organisation's staff involved in the determination of the strategy and planning of the policy and the general objectives of the organisation?
- What are the official representative bodies or result local initiatives of the staff?
- How does the organisation facilitate social dialogue, particularly in the functioning of the representative bodies of the members of staff: listening to employees, access to internal and external information, offices and dedicated material...?
- Do the members of staff participate in the decision-making concerning the points of Social Responsibility?
- What means of the organisation has it implemented to inform, motivate and involve the staff members?
- In which way is the position of staff members, via representative bodies, taken into account in the final decisions?

4. Examples
1. Identify and monitor legislation on social dialogue (trade union status).
2. Ensure the representatives of employee's access to workstations and to the employees they represent as well as to the space required to allow them to play their role.
3. Ensure the representatives of employees access to management information (financial budget, personnel plan,...) in order to have a correct image of the organisation's activities.
4. Ensure the systematic organisation of meetings of consultations, dialogue and exchange with the social partners, respecting the union status.
5. In a calm period, use the exchange time to approach the basic subject of the more distant future with a larger acknowledgment of the expectations.
6. Guarantee the right to strike and demonstrate.
7. Involve staff members with the analysis of the present and future needs in human resources.

8. Regularly conduct surveys among members of staff, giving feedback and publish the results, summaries, interpretations and improvement measures.
9. Involve agents and their representatives (ex: unions) in the development of plans, strategies and objectives, the configuration of processes and the identification and implementation of improvement actions.
10. Involve members of staff in reflections and decisions relating to work conditions, beyond the legal requirements, prior to alternatives of: material, work places, evolution of the organisation (team structure, schedules, allocation of tasks...).
11. Use various approaches to involve members of staff in decisions relating to work conditions: internal meetings, meetings with providers and/or service providers, visits other public or private organizations, visit fairs, working groups or of consultation, groups tests...
12. Search for agreements/consensus between managers and staff members on objectives and the means to measure whether they are touched.
13. Make sure that agents have the opportunity to give their feedback on the quality of the coaching they receive (managers) and improvement measures.
14. Promote a culture of openness, communication and dialogue and encourage teamwork.
15. Create a proactive environment to collect the ideas and suggestions of employees and put in place arrangements for this purpose (for example: system of collaborators'suggestions, working groups, brainstorming sessions).

6.3.5. Risks in case of negligence
- Deterioration of social climate.
- High turnover.
- Increase of the absenteeism: burn out, depressions, work accidents…

6.3.6.. Performance measure
- Results of staff survey.
- Number of actions resulting from the staff's proposals.
- Number of meetings with the personnel concerning the management of the organisation.

ISSUE 4: HEALTH, SECURITY AND WELL-BEING ON THE JOB

1. Definition
The legislation in Belgium is very developed in this area and must address "the promotion and the maintenance of the degree of physical, mental and social well-being of workers as well as the prevention of negative effects on health related to work conditions." It also concerns the protection of workers against health hazards and the adaptation of the working environment to the physiological and psychological needs of workers. "(ISO 26000)
The act of 4 August 1996 concerning the welfare of workers during the performance of their work emphasizes that well-being is sought by measures that relate to:

1° the safety of the work;
2° the protection of the health of workers at work;
3° the psychosocial burden caused by labour, of which, in particular, violence and moral or sexual harassment in the workplace;
4° ergonomics;
5° the work hygiene;
6° the embellishment of the workplaces;
7° the measures taken by the company on the environment, with regard to their influence on points 1 ° to 6 °.

The new legislation (2014) relating to the psycho-social risks in the workplace strengthens the employer's liability with regard to prevention, including burnout at work.

2. Objectives
- Promote and maintain the highest degree of physical, mental and social well-being for the members of staff
- Prevent the negative effects on health related to work conditions.
- Adapt the working environment to the physiological and psychological needs of workers.

3. Questions
- How does the organisation perform analysis of the hygiene, health and safety hazards of its operations?
- What actions are carried out by the organisation to meet the requirements of well-being at work, within the meaning of the law on well-being at work: security, health, psycho-social support, ergonomics, hygiene, embellishment of the workplace and the environment?
- How access is provided to medical services for staff members?
- How does the organisation associate and inform employees on actions?
- How to regulate and anticipate situations of harassment or violence at work?
- Does the organisation regularly carry out audits of the ventilation systems (particulate, pollution...)?

4. Examples
1. Identify and monitor legislation on well-being at work (the well-being at work code).
2. Develop risk analyses in a preventive logic.
3. Have a multidisciplinary instance to find and examine opportunities for improvement, such as the internal Department for Prevention and Protection at work.
4. Provide training and information to all categories of personnel, at all levels.
5. Understand and apply the principles of management of well-being at work, including the hierarchy of protection, namely, elimination, substitution, technical solutions, administrative controls, work organisation and individual protection.
6. Reduce psycho-social risks in the workplace, which can cause stress and diseases or can provoke them.
7. Ensure the safety of employees at and close to the work place (ex: insecurity in the neighborhood)).

5. Risks in case of negligence
- Accidents at work
- Absenteeism
- Burn out
- Loss of attractiveness of the organisation.
- Deterioration of the image in the media
- Unmanaged harassments
- Turn over
- Strikes

6. Performance measures
- Number of accidents per year and its evolution.
- Number of assessments of psycho-social risks.

- Number of actions in favour of the well-being at work.
- Absence rate, number of days of strike,
- % of total workforce represented in joint management-employee committees of hygiene and safety at work to monitor and give advice on health and safety programs in the workplace.

ISSUE 5: DEVELOPMENT AND COMMITMENT OF THE MEMBERS OF STAFF

1. Definition

Public organisations integrate the dimension of Social responsibility in the development of the staff to support governance in the deployment of social responsibility in the organisation by dealing with important social issues such as the fight against discrimination and the diversification of their staff.

They develop the skills of the staff in order to promote their employability. Employability concerns the experience, skills and qualifications which increase a person's abilities to obtain and keep a decent job.

2. Objectives
- Integrate social responsibility in the development of the skills of the staff.
- Increase the employability of staff.
- Encourage its members to participate in local civil life to enrich the development of each.

3. Questions
- How does the organisation promote the appropriation of aspects of social responsibility and sustainable development to its staff in order to develop this culture?
- What does the organisation do to develop the employability of employees?
- How to design citizen commitment and the neutrality of the civil servant in the exercise of his functions?

4. Examples
1. Sensitise the employees for a better understanding of the aspects of social responsibility, including its principles, key issues and issues, including via the processes of supervisory services.
2. Take account of the criteria of social responsibility in training: distance of the location,   possible means of transport, conditions and duration of accommodation, schedules...
3. Organise information and reflection sessions on important social issues such as the fight   against discrimination, the balance between family life and professional responsibilities, the promotion of health and well-being and diversity of their staff.
4. Implement internal networks of correspondents for social responsibility.
5. Develop mixed programs staff/direction for the promotion of health and well-being.
6. In accordance with the strategy, develop, implement and review training plans by integrating the dimension of social responsibility and in particular ensuring that they are accessible to part-time agents as well as to persons on maternity or paternity leave.
7. Enhance the experience acquired otherwise than by a school curriculum.
8. Recall the framework of leave for mission, social holidays, political leave,... granted by law to engage in civic activities.
9. Identify acceptable possible functions in accumulation with the position of official and/or contractual (ex: union representative, president of CPAS, situation of conflicts of interest,...).

5. Risks in case of negligence
- Lack of understanding of the issue of social responsibility by the staff.
- Loss of employability of personnel

- Contradictions in social responsibility discourses and the organisation of training sessions that do not take into account social responsibility criteria, with as result a loss of credibility in the commitment to social responsibility by the organisation.
- Exclusion of certain categories of staff in training programs of social responsibility: part-time workers, persons on maternity or paternity leave...

6. Performance measures
- Number of awareness campaigns for social responsibility among the staff.
- Existence of a Social responsibility network.
- Total hours of employee training on policies and procedures relating to the applicable human rights in their activities.
- Percentage of agents benefiting from periodic assessment and career development discussions.
- Percentage of trained agents.

1. DEFINITION

The concept of environment includes, the human impacts and of his activities on the environment and the measures undertaken to reduce them[5].

The decisions and activities of organisations inevitably have an impact on the environment, regardless of the implantation site of these organisations. These impacts can be linked to the use of resources by the organisation, the location of the organisation's activities, the production of pollution and waste and the impacts of its activities (for example on natural habitats).

To reduce their impacts on the environment, it should be that organisations adopt an integrated approach that takes into account the direct and indirect implications including within its sphere of influence, their decisions and their activities from an environmental point of view.

2. LINK WITH SOCIAL RESPONSIBILITY

The society is facing many environmental challenges, including the depletion of natural resources, pollution, climate change, habitat destruction, the disappearance of species and ecosystems, as well as deterioration of human urban and rural implantation sites.

As the population increases and the consumption increases, these changes become more and more a threat to the human security as well as for the health, the well-being of society and future generations. It is necessary to identify options to reduce and eliminate unsustainable patterns of production and consumption and volumes and to ensure that the consumption of resources per person becomes sustainable.

Environmental responsibility is a prerequisite for the survival and prosperity of human beings and society. It is therefore an important aspect of the social responsibility of any organisation and primarily for organizations with a public services mission.

3. PRINCIPLES

Public bodies or State organisations have the same responsibilities and obligations with regard to the environment as other organisations.

Beyond his duty to respect the compatible legislation in force with the international and national agreements, it is appropriate that a public organisation meets and promotes the following environmental principle[6]:

- **The organisation's environmental responsibility:** limit the impact of its activities (and the impact of activities within its sphere of influence) on the environment.
- **The precautionary principle:** prevent the degradation of the environment or harm to human health in the absence of knowledge about the consequences of actions taken.
- **The management of the risk to the environment:** take into account systematically the sustainability to assess, prevent, and reduce potential impacts on the environment linked to the organisation's activities and its sphere of influence and also before starting a new activity or a new project.
- **The polluter pays principle** : support costs related to the negative environmental impact of the organisation and prefer prevention to limit the consequences of its activities

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[5] Source: wikipedia
[6] Source: ISO26000

4. OBJECTIVE

Ensure the sustainability of the planet, of the species and of the company in a sustainable environment, dealing with the negative environmental consequences of its activities, products and services, by conducting a policy of prevention, information and by implementing actions that have a positive impact on the environment.

5. CONTENT
We can identify 5 action fields linked to the social responsibility of an organisation on the core subject of the environment
1. the prevention of pollution
2. sustainable use of resources
3. climate change mitigation and adaptation
4. the protection of the environment, biodiversity and rehabilitation of natural habitats
5. responsible purchasing

6. ISSUES

ISSUE 1: THE PREVENTION OF POLLUTION
1. Definition
It does not only concern the consequences of direct activities but also the indirect consequences on the long-term, uses of products in particular at the end of life[7]. This concerns the air and water pollution (emissions), waste production, use and disposal of toxic and hazardous chemicals, and other types of pollution (noise, odours, degradation of the landscape, the light pollution, vibrations, electromagnetic emissions, radiation, infectious agents...).

2. Objectives
- Determine the sources of the different emissions that its activities, products and services can generate and limit their negative impacts.
- Assess the environmental impact before starting a new activity or a new project and exploit the results of this assessment in the decision-making process.

3. Questions
- What are the environmental impacts of the organisation's activities, products and services on the environment?
- How to measure the consequences of the organisation's activities on the environment?
- What are the means available to the organisation to limit the negative consequences of its activities, products, services on the environment?

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[7] The **life cycle** approach aims primarily at reducing the environmental impacts of products and services and improves their socio-economic performance throughout their life cycle, from the extraction of raw materials and the production of energy until the disposal or recovery at the end of life, through manufacturing and use. An organisation must focus on innovations, and not only on respecting the law, and work on the continuous improvement of its environmental performance

4. Examples

1. Implement a system of environmental management and audit (scheme EMAS) and publish rigorous and verified reports independently on the organisation's performance from the environment point of view.
2. Practice selective waste sorting.
3. Note the different sources of pollution of all of the organisation's activities, products and services
4. Limit and prevent the impacts of identified pollution (choice of raw materials, filters, water...)
5. Ensure a follow-up by setting up main indicators of the organisation's emissions
6. Dialogue with communities regarding the emissions and waste pollution, actual or potential, the risks to health and the mitigation measures taken or proposed
7. Reduce the activities direct or indirect pollution that it controls or on which it has an influence, in particular through the development and promotion of products and greener services
8. Publicly disclose the amounts and types of significant toxic and hazardous materials used and released, including the known risks posed by these substances to human health and the environment, as part of normal activities or accidental releases
9. Systematically identify and avoid the use of chemicals that pose a risk for health or the environment
10. Seeking to prevent the use of these chemicals by organisations engaged in its sphere of influence

5. Risks in case of negligence

- Devaluation of the organisation's image.
- Need to resort to palliative measures that are costly for the organisation or society because of the lack of anticipation of the risks linked to the deterioration of the environment.
- Degradation of the population's health.
- Poor understanding with the neighbourhood.
- Lack of communication with all stakeholders on actions that can affect each actor.

6. Performance measures

- Follow-up of the most polluting consumption indicators.
- Number of actions to reduce waste
- Existence of an environmental management plan (EMAS).
- Total weight of waste by type and by processing method.
- Significant environmental impacts of transporting products, other goods and materials used by the organisation in its activity and the transportation of members of his staff.

1. Definition

To sustain the availability of resources in the future, it is necessary to take into account their ability of natural recovery or by human intervention. In the case of non-renewable resources (such as fossil fuels, metals and minerals), it is necessary to limit their use and replace them, wherever possible, by renewable resources.

The three key areas of improvement in the use of resources are the following:

1. Energetic efficiency :

- Implementation of energy efficiency programs to reduce energy demand for buildings, transportation, production processes, devices and other electronic equipment, for services or for other benefits.
- Sustainable use of renewable resources such as solar energy, geothermal energy, hydropower, tidal energy, wind energy and biomass

2. Conservation and use of water and access to water:

To ensure sustainable access to safe drinking water, to conserve water, reduce consumption and organise the reuse in the context of its own activities, and stimulating water conservation in its sphere of influence

3. Reduction of the needs of raw materials and improving the efficiency in their use for a product or service:

Implementation of optimisation and reduction programs of the use of the raw material to reduce the impact on the environment as part of its activities or when its providing services as well as in the organisation's sphere of influence.

2. Objectives

- Implement energy efficiency and sustainable use of renewable resources programs.
- Reduce water consumption and reuse.
- Reduce the consumption of raw materials.

3. Questions

- What consumption measurement tools exist within the organisation?
- Do they analyse the positions of heavy consumption?
- Have means been implemented to optimize and reduce consumption?
- How to sensitize all concerned stakeholders?
- What are the organisation's sources of fossil energy?
- What means or energy sources allow replacing them?

4. Examples

1. Identify and measure the consumption of energy, water, raw materials to follow-up and encourage a better return
2. Ensure an adequate maintenance of the facilities to ensure an optimal return
3. Replace in due course the high energy consuming facilities by more powerful systems (ex: heating system of buildings)
4. Prefer the use of recycled materials or the reuse (ex: recycled paper, use of green waste,...)
5. Carry out energy diagnostics to improve the performances of the organisation
6. Raise awareness of all the actors on the energy consumption of the technologies used (ex: standby mode of electronic devices...)

7. Reduce the use of fossil fuels
8. Implement a system of environmental management and audit (scheme EMAS) and publish rigorous and independently audited reports on the performances of the organisation from the environmental point of view or sustainable development.
9. Use efficient, effective and sustainable transport (vehicles, carpool, bike...).
10. Develop an integrated policy management of equipment (computers, centralised and leased printer...), including their recycling or disposal without danger.

5. Risks in case of negligence
- Wastage of energy and resources such as water that could damage the role model of the public organisation.
- Important cost of the energy and resources consumption having an effect on the efficiency of the organisation and thus on the costs for the community.
- Shutdown of the premises' heating systems because of the budget overruns of the « energy » posts.

6. Performance measures
- Follow-up of the consumption (water, electricity, fuel,…).
- Number of actions to decrease consumption.
- Number of decisions in favour of durable use (recycled paper, encourage public transport...).
- Consumption of materials in weight or volume.
- Percentage of consumed materials originating from recycled materials.
- Consumption of energy segmented by primary energy source.
- Saved energy thanks to energetic efficiency.
- Initiatives to deliver products and services based on renewable energy sources or at an improved return, obtained reductions of energetic needs as a result of these initiatives.
- Percentage and total volume of recycled and reused water.

ISSUE 3: THE MITIGATION OF CLIMATE CHANGES AND THE ADAPTATION TO THESE CHANGES

1. Objectives
Each organisation is (directly or indirectly) responsible for certain greenhouse gas emissions (GHG), one of the recognised causes of global climate changes that could affect them. An organisation that commits itself in terms of social responsibility must limit the impact of its own emissions, but must also take account of the consequences of climate changes on its activities.

2. Questions
- What are the methods of measurement of GHG emitted by the activities, products, and services of the organisation (ex: carbon footprint...)?
- What methods to put in place to limit GHG emissions?
- What is the implantation policy of the organisation's buildings (ex: accessibility by public transport...)?
- What transport policies exist within the organisation: personnel transport, movement of beneficiaries...
- What is the importance of the emitted GHG in the choices the organisation makes: building management, purchase / leasing of equipment,...

3. Examples
1. Identify and reduce the direct and indirect emission sources of GHG and define the limits of its liability (ex: travel by car and plane, heating...)
2. Implement an organisation travel plan, encourage carpooling and encourage the use of means of transport with limited GHG (bike...)
3. Sensitize staff members to the consequences of climate change on their daily lives (ex: floods, storms, impact on the price of farming food...).
4. Implement measures to ensure the continuation of activities in case of climate disruption (implantation on flood-proof locations, insulation to compensate for temperature variations...)
5. Achieve, if possible, economies of energy within the organisation, focusing on energy efficiency of purchased or leased property and the developed products and services (ex: install solar filters, install efficient boilers, and insulate buildings...)
6. Ensure carbon neutrality by implementing measures to compensate the remaining GHG emissions, either for example by carbon capture (ex: organisation of tree planting...), either by supporting emission reduction programs (ex: aware of the individual carbon footprint, promote short supply systems, bio- methanation...)
7. Take into account climate, global and local, forecasts in order to identify risks and integrate the adaptation to climate changes into its decision-making process (ex: civil protection, fire and emergency services, the disaster fund, the use of the armed forces,...)

4. Risks in case of negligence
- Endangering the lives and property of the citizens due to lack of foresight to events due to global warming.
- Cessation of the organisation's activities due to lack of foresight to events due to global warming. (example: flood of the premises, temperature of inadequate premises...)

5. Performance measures
- Number of actions taken to reduce GHG emissions.
- Existence of plans to deal with situations related to climate change (floods, drought,...)
- Emissions of NOx, SOx and other significant air emissions by type and weight.

ISSUE 4: THE PROTECTION OF THE ENVIRONMENT, THE BIODIVERSITY AND THE REHABILITATION OF NATURAL HABITATS

1. Definition
Since the 1960's, human activity has altered ecosystems more rapidly and more deeply than during any comparable period in history. The demand for natural resources becoming greater everyday has resulted in considerable and often irreversible loss of habitat and diversity of life on earth. Large (both urban and rural) areas have been transformed by the action of man.

An organisation can become more responsible by acting in favour of the protection of the environment and the rehabilitation of natural habitats and of various functions and services that provide the ecosystems (food and water, climate regulation, formation of the soils and recreation, for example).

2. Objectives
- enhance and protect biodiversity
- enhance, protect, and rehabilitate the functions ensured by the ecosystems
- use soil and natural resources in a sustainable manner

- move in the sense of a healthy urban and rural development from an environmental point of view.

3. Questions
- What is the environmental situation of the organisation's territory (urban, residential, industrial...)?
- Is the organisation aware of the impact of its activities, products and services on the flora and fauna?

4. Examples
- Take into account the impact of the public buildings on the flora and fauna (buildings, roads, waterways, windmill areas on land or in the sea...).
- Assess the impact of maintenance activities such as lawns, pruning, weed control, varmint...on the fauna and flora.
- Create partnerships with organisations engaged in the protection of fauna and flora.
- Sensitize the organisation's actors to the need to defend biodiversity.

5. Risks in case of negligence

Destruction of fauna or flora in areas identified under the responsibility of the organisation and its sphere of influence.

6. Performance measures
- Number of actions for biodiversity.
- Number of partnerships for biodiversity.
- Identification, size, protection status and value of biodiversity of supply sources of water and of their related ecosystems significantly affected by the evacuation and the organisation's water runoff.

ISSUE 5: THE RESPONSIBLE PURCHASES

1. Definition

A public organisation can influence other organisation by taking procurement and purchasing decisions in procurement contracts. It can stimulate the production and the demand of more responsible products and services.

1. Objectives
- When taking these purchasing decisions (procurement contracts procedures, …) taking into account the environmental, social and ethical performances of acquired products or services, throughout their life-cycle
- Favour products and services that limit as much as possible the impacts, by referring to trusted and efficient labelling programs, independently verified, or to other verification programs as there are the Eco label or audit activities.

2. Questions
- How does the organisation take into account the environmental impact in its procurement policy?
- How can the organisation include environmental dispositions in its procurement contract s while respecting the rules and the law on procurement contracts?

- Which are the mandatory legal possibilities in procurement contracts destined to stimulate the social responsibility of providers of goods and services?
- To which degree does the organisation encourage the demand and production of responsible services?

3. Examples

1. Encourage the purchase of durable materials and/or materials with an Eco label
2. Encourage a sustainable nutrition for the members of staff and the beneficiaries (short circuit, seasonal products,…) through a policy of responsible purchases
3. Include maintenance and recycling costs in their requirement specifications of a procurement contract (example : photocopier, cartridges …)
4. Establish a procurement policy based on the criteria of social responsibility: ethical, social, equality criteria …
5. Demand the Belgian social label in the award criteria for procurement contracts.
6. Organise mutually beneficial relations with its partners: technically or financially support partner organisations wishing to implement solutions that are more respectful for the environment, social factors, etc..
7. Sensitise its partners to social responsibility: open house days, seminars, etc..
8. Carry out audits and controls of partners to verify their commitment and help them to improve themselves in their approach.
9. Promote responsible consumption behaviour within the organisation as well as in whole of the society : nutrition, transport, food wastage

4. Risks in case of negligence

- Encourage the use and the production of products not respecting the environment because of the absence of environmental dispositions in the procurement contracts.
- Guarantee indirectly the use of products not respecting the environment.
- Award contracts to subcontractors who have a negative impact on the environment.

5. Performance measures

- Percentage of durable purchase in relation to all of the purchases
- Percentage of procurement contracts with social responsibility dispositions.

CORE SUBJECT N°5: FAIRNESS OF PRACTICES

1. DEFINITION
The fairness of practices concerns the ethical conduct (integrity, honesty, transparency) of the relations between an organisation and other organisations or individuals : partners, providers, subcontractors, clients, associations of which it is a member.

2. LINK WITH SOCIAL RESPONSIBILITY
In the domain of social responsibility, the fairness of practices concerns the way an organisation uses its relations with other organisations to favour the achievement of positive results. These positive results can be achieved by ensuring an exemplary position and by encouraging a broader adoption of the social responsibility in the whole of the organisation's sphere of influence.

3. PRINCIPLE
An ethical behaviour is fundamental to establish and maintain legitimate and constructive relations between the organisations.

4. OBJECTIVE:
To adopt an ethical behaviour in all of its relations with other organisations as well as with the citizen in order to guarantee durable and efficient partnerships.

5. CONTENT
3 issues deal with major issues which have to be respected between organisations
1. Battle against corruption
2. Fair competition
3. Access to common goods

6. THE ISSUES

ISSUE 1: FIGHT AGAINST CORRUPTION

1. Definition
Corruption is an abuse of power in order to obtain a personal advantage. We distinguish corruption (solicitation, offer or accept a bribe, in cash or in kind), conflicts of interest, fraud, money laundering, embezzlement, concealment, obstruction of justice and influence peddling.

2. Objective
Adopt an exemplary ethical behaviour in its relations with the citizen and the other organisations.

3. Questions
- Which are the risks for corruption within the organisation: activity areas and sensible functions ?
- What are the implemented practices to battle corruption?
- What is the behaviour of the management to prove his commitment in the battle against corruption?
- What does the organisation do within its sphere of influence to convince the other organisations to act in the same way?

4. Examples

1. Identify the sensible areas and functions: public procurement, allocation of subsidies or funding in general, issuance of authorisations, permits of all kind.
2. Implement a policy and practices that battle corruption and extortion (implement a code of ethics, chart, workshop for resolving ethical dilemmas, person of reference).
3. Ensure a fair and adapted retribution to avoid the risks of corruption.
4. Refuse promotional « gifts » of potential subcontractors of procurement contracts.
5. Encourage the workers to report violations of the regulations in terms of corruption without having to fear retaliatory measures: anonymity, awareness, etc… (cf. Belgian law on the whistle-blower protection).
6. Install an ethics committee or an ethical responsible guaranteeing the deployment of the code of conduct.
7. Inform (for instance through the intranet) on the areas of attention of the code of conduct and on the procedure to follow in case indelicate behaviour has been established.
8. Make sure that the direction sets an example for the battle against corruption and assure commitment, supervision and implementation of policies for the battle against corruption.
9. Sensitise, help and train its employees in their efforts to eradicate all forms of corruption and foresee incentives to progress.
10. Encourage the other organisations with whom the organisation has relations to act in the same way.

5. Risks in case of negligence

- Serious damage to the public service's reputation.
- Non-respect of the principle of equal treatment of the public service.
- Loss of efficiency and effectiveness and therefore, increase of the cost of the service to the public.
- Becoming an accomplice, unwittingly, to behaviours contrary to fundamental principles by subcontractors or independents.
- Violation of human rights.
- Erosion, deterioration of democratic political processes.
- Impoverishment of companies.
- Inequality in the repartition of wealth.
- Negative impact on the economic growth.

6. Performance measures

- Percentage and total number of strategic action fields submitted to risk analyses with regard to corruption.
- Percentage of workers trained in the organisation's anti-corruption policies and procedures.
- Measures taken in response to corruption incidents.

ISSUE 2: FAIR COMPETITION

1. Definition

Compared to commercial organisations, public organisations are not often in competition. However some public sectors may experience situations of competition according to the political organisation of the country. Thus the education and care sector are often in a situation of competition between institutions. Operating subsidies are often linked to the attendance of the institution, their survival and the quality of services provided may be threatened.

2. Objective

In a competitive situation, conducting its activities in respect of other organisations and cooperate if necessary to ensure the general interest and avoid the waste of public resources.

3. Question

Is the organisation in a competitive situation ? Do other public or private organisations ensure the same mission?

4. Examples

1. Ensure that educational institutions provide different and complementary training courses within the same geographical area.
1. Ensure by authority transport of patients in an emergency situation to the nearest suitable hospital.
2. Taking into account the context of competition with private organisations, maintain the ability to provide quality service at a price accessible to all, ex: meals at home, courses for children, the elderly home, payment of allowances, banking services, insurance disease...
4. Ensure the transparency of the costs of services between municipalities.

5. Risks in case of negligence

- Loss of efficiency and effectiveness and therefore increase the cost of the service to the public.
- Impoverishment of companies
- Harm to the reputation of the public service.

6. Performance measures

- Results of the analyses of cost comparison between municipalities for identical products and services.
- Number of partnerships established to provide a range of complementary products (school sectors, communal services...)

ISSUE 3: ACCESS TO COMMON GOODS

1. Definition

Two characteristics are essential to qualify the public goods and the common goods :

The non-exclusivity: this concerns the access for all to these goods.

The rivalry: a good is a said rival when its consumption leads to a decrease of its resources. It is considered as non-rival when its consumption does not change its resources.
A public good is in principle non-exclusive and non-rival. Indeed, public lighting, national defence, public safety, local roads, institutions dedicated to compulsory education must be accessible to all and their use deprives in no way other citizens. A public good is still funded by the State, in other words by the tax, the constraint imposed on the citizens to benefit from the good, even if its production is outsourced.

A common good will also be exclusive but sometimes rival or non-rival. The common goods can be vital, for example, water is a rival good, consumption reduces it resource but is not exclusive because vital. Same for air, a vital non-exclusive and non-rival common good: everyone must breathe and its individual consumption does nothing to damage the others. However the quality of the air may become a rival common good insofar as the deterioration of the quality of air may adversely affect

certain categories of urban population and industrial areas. Other vital common goods: capital bioethics, forest, sunlight, energy which should be recognised as global common goods. Some goods may acquire the quality of common good after a collective decision, for example, access to knowledge, art, culture, free software,...

Given the multiplicity of stakeholders involved in the provision of common goods, it is best to entrust their management to an authority that brings together the implicated stakeholders, under the supervision of the State.

2. Objectives
1. Distinguish the public goods from the common goods.
2. Associate the stakeholders to the identification of the common goods.
3. Support the implementation of structures to manage the common goods associating the stakeholders.

3. Questions
- What are the initiatives implemented to identify common goods?
- What are the access guarantees for everyone to common goods?
- What are the existing management structures of common goods?

4. Examples
1. Organise meetings of stakeholders in order to identify common assets that might be found in the areas of competence of the administration.
2. Ensure the role of relay with the political authority in order to obtain the recognition of common goods identified by stakeholders.
3. Initiate management structures composed of representatives of the various stakeholders to be able to support the management of identified common goods: land trusts for the protection of the environment: forests, waters, protected species.
4. Promote the sharing of knowledge on the internet.
5. Create an equitable context of transformation of a private good into a common good: public provision of a patented revolutionary procedure for the production of low-cost energy.

4. Risks in case of negligence
- Weaken the already fragile populations (pricing)
- Make some common and public goods inaccessible due to a lack of collective management and a depletion of resources.

5. Performance measures
- Number of meetings held with stakeholders to identify the common goods likely to be found in the competence areas of the administration.
- Number of common goods acknowledged by the political authority and taken in charge by a public management.
- Number of private goods transformed in common goods (ex: patent).

CORE SUBJECT N°6: RELATIONS WITH CITIZENS

1. DEFINITION
The citizen is a person or a group using services resulting from the decisions and activities of the organisation. Public organisations were especially designed to offer goods and services and to provide information ensuring consumption and sustainable development by taking into account vulnerable people. There are many issues covered: social protection, security, labour, education, sustainable production and consumption...

2. LINK WITH SOCIAL RESPONSIBILITY
Social responsibility is in close contact with issues relating to sustainable consumption, to the management of complaints, to the protection of health, the protection of data and privacy, access to goods and essential services to the satisfaction of the needs of vulnerable and disadvantaged citizens and education which are aspects treated in this area.

3. PRINCIPLES
The principles which should guide practices in relation to the legitimate needs of citizens, include the satisfaction of basic needs and the right of everyone to an adequate standard of living, including food, clothing and housing, continuous improvement in living conditions and the availability of essential products and services, including financial ones. They also include the right to promote a correct, equitable and sustainable economic and social development, as well as the protection of the environment. These legitimate requirements refer to: security, the fact to be informed, making choices, the fact to be heard, the existence of remedies, education, clean environment and also the respect of the right to privacy, the precautionary principle, the promotion of equality between men and women and the empowerment of women, the promotion of a universal conception of goods and services.
it is essential that each organisation is sensitized to the impact of its activities on the ability of individuals to meet these needs. It is also appropriate that it avoids all actions that would compromise this ability.

4. OBJECTIVE:
- Respect the regulations in force.
- Defend the respect of present and future citizens.
- Ensure everyone, including the most vulnerable populations, an access to products and services by adapting them to the needs, without risking to question the health and well-being of citizens.

5. CONTENT
We can identify 5 issues to defend the citizens' respect linked with the responsibility :
1. Access to information and services.
2. Protection of the health and safety of the citizens.
3. Management of complaints, assistance and resolution of claims and litigations for the citizens.
4. Protection of data and the private life of citizens.
5. Education and awareness.

1. Definition
External communication and promotion of services is a means of ensuring transparency, the information on goods and services but also on the organisation and the staff that produce them. The citizen will be able to choose according to its needs and also depending on the characteristics of the services.
Each organisation must guarantee the access and the use of the services to everyone.

2. Objectives
- Meet the expectations of citizens, while respecting the law and contributing to the preservation of the environment.
- Promote a larger social equality.
- Allow a wide accessibility of proposed goods and services.

3. Questions
- Are all categories of potential citizens known? (stakeholder analysis)
- Are goods and services known to all potential users?
- Which means of communication are used to inform citizens?
- Do all citizens have easy access to goods and services produced?
- What is the follow-up of claims/complaints?
- How is the citizens' access to services organised?

4. Examples
1. Use different means of communication to inform the public of the products and services: internet, mobile, contracts, meetings, associations...
2. Ensure transparency on each product and/or service as well as on the resources used to achieve services.
3. Guarantee access to public services for all categories of population: produce booklet printed for people with no access to the internet, take into account the place of residence of persons: areas with high crime, rural remote areas, ...
4. Disseminate information by the police zones to reduce robberies in homes and vehicles.
5. Inform about free software to allow access at all.
6. Adapt the cost of services to the socio-economic situation of citizens (unemployed, asylum seekers...)
7. Provide custom counters to help users to follow up their consumption and to adapt their consumption to the best track their intake and to adapt their practices to best tariff bands.

5. Risks in case of negligence
- Certain categories of the population could be denied of public services to which they are entitled because they do not have the necessary technology (internet) or technological knowledge or because they reside in geographic areas that are not served by public services.
- Deterioration of the organisation's image.
- Increase of complaints.

6. Performance measures
- Number of actions to be taken to communicate to citizens
- Number of different channels in order to reach the entire population (internet, paper, radio, TV...)
- Number of actions to be taken to ensure access to all (any surfer, documents in braille,...)

ISSUE 2: PROTECTION OF THE CITIZENS' HEALTH AND SAFETY

1. Objectives

Inform citizens in order to ensure their safety and health in the best possible way.

2. Questions:
- What are the risks resulting from the lack of protection measures for safety and health?
- What is the public concerned by the services?
- What is the information tailored to different user profiles?
- What are the possibilities of claims and remedies?

3. Examples:
- Display the health checks in restaurants in a visible way.
- Develop an analysis of risks incurred by sensitive populations and inform about these risks and their prevention.
- Only use recognised non-hazardous and non-harmful chemicals for humans and the environment (maintenance of green spaces).

4. Risks in case of negligence
Endanger the health and safety of citizens:
- By lack of information or
- By a non-adapted information.
- Resulting from the use of dangerous chemicals for the health of citizens.

5. Performance measures
Number of actions to be taken to improve the health and/or safety of citizens.

ISSUE3: COMPLAINTS MANAGEMENT, ASSISTANCE AND RESOLUTION OF CLAIMS AND LITIGATIONS FOR CITIZENS

1. Objective:

Offer the citizens the possibility to submit a claim in case of dissatisfaction.

2. Questions:
- What are the means made available to the organisation to ensure high quality services for the citizens after a complaint?
- Which recourses does the organisation offer to these services ?

3. Examples:
- Use new communication methods to inform the citizens about different services at their disposal guaranteeing a larger assistance and a better use.
- Ensure the access of its support.
- Implement a complaints management to improve the services.

4. Risks in case of negligence
- Increase of the litigations with the stakeholders.
- Increase of the dissatisfaction of citizens and broadcasting in the media.
- Image of the deteriorated organisation.

5. Performance measures
- Existence of a complaints management.
- Existence of a client chart.
- Results of citizens' satisfaction surveys.
- Total number of incidents of non-conformity with regulations and voluntary codes with regard to marketing communication.

ISSUE 4: PROTECTION OF DATA AND THE PRIVATE LIVES OF CITIZENS

1. Objective:
- Limit the search for information to the data needed to improve the services and do not interact with the privacy of citizens.
- Restrict access to the private sector of private data held by public bodies.

2. Questions:
- What information does the organisation require for his services?
- What guarantees of protection do the database systems offer to users?
- What identified rules allow the respect for privacy?

3. Examples:
- Organise meetings that bring together panels of citizens to select information which is essential for the services.
- Initiate statistical studies on citizens using recognised authorities.
- Make sure that there's no useless and prohibited communication from the organisation of citizens' data.
- Inform citizens about the dissemination of the data that will be used and provide guarantees to prevent improper disclosure.
- Implement a device that allows each citizen/client to easily require its withdrawal from the databases.
- Ensure the security of its databases.
- Monitor to follow-up, anticipate the measures aiming at limiting the incurred risks regarding the security of private data, to the use of social networks...

4. Risks in case of negligence
Divulgation of private data for commercial or fraudulent purposes.

5. Performance measures
- Number of actions in favour of the data safety.
- Existence of an audit of the safety of data and systems.
- Number of complaints with regard to the data and the privacy.

1. Objectives:
- Allow users to understand the issues of social responsibility and to know the qualities and uses of goods and services they consume in order to encourage durable and responsible consumption.
- Adapt the information to the socio-cultural community of the population to spread a message that is adapted and understandable for everyone.

2. Questions:
- Which populations are concerned by these services?
- Which information must be transmitted?
- Which communication channels must be used?

3. Examples:
1. Publish articles in specialised journals.
2. Perform surveys to check on the good use of goods and sensitise for new behaviours.
3. Inform the citizens to allow them to make a choice in full transparency with regard to products based on a responsible consumption and their own expectations.
4. Propose games, tests, instructive simulations that sensitise the citizens for a good use of goods and services.

4. Risks in case of negligence
- Increase the infringements to the environment and to the citizens' health due to a lack of information on the qualities and uses of the goods and services they consume.
- Induce the supplementary costs for the protection of the environment and of the population's health.
- Increase the cost of waste management.
- Encourage an unhealthy nutrition.

5. Performance measures
- Existence of a tool allowing knowing and using the services in the best way.
- Frequency of use of the tool.
- Follow-up of the populations who use the services the least.
- Number of actions favouring the education of citizens.

CORE SUBJECT N°7: COMMUNITIES AND LOCAL DEVELOPMENT

1. DEFINITION

Any public organisation's main mission is to respond to a set of needs of the society where it operates, on local, national or international level. However, a public organisation is a physical entity located in a specific geographical location with an identifiable social neighbourhood. The term 'Community' refers to the geographic area whit a residential implantation or any other human implantation near to the sites or areas of impact of the organisation. However, in general, the term 'Community' can also refer to a group of people physically remote where action can positively affect the reputation of the organisation.

2. LINK WITH SOCIAL RESPONSIBILITY

Involvement with communities strengthens social ties and contributes to the well-being and quality of life of each. Organisations that interact respectfully with the community and its institutions reflect the democratic and civic values and reinforce them.

3. PRINCIPLES

The organisation must be considered as an integral part of the community and not as a separate one when she plans to get involved in the community and to contribute to local development.
When drafting of the action plans for the communities, the organisation will seek opportunities for dialogue with a wide range of stakeholders. In addition, it is important to identify and consult with vulnerable, marginalised, discriminated or underrepresented groups and, if possible, provide them with support.

4. OBJECTIVE:

Develop a responsible relationship with the communities in which it operates based on:
- The recognition of the value of the community;
- Awareness of the reciprocal enrichment which may operate;
- The knowledge of the specific issues of these territories and communities;
- Identification and assessment, impacts of the organisation;
- The desire to contribute to the development of these territories and communities, on social, political, economic and cultural level;
- The definition of investments it wants do in order to participate in the creation of wealth and income;
- Desire to create and/or participate in the emergence of projects favourable to the development of the territories and communities.

5. CONTENT

Can be identified 7 issues of local development:
1. The implication within communities
2. Education and culture
3. The creation of jobs and skills development
4. The technology development and access to technology
5. The creation of wealth and income
6. Health
7. Investment in social projects

6. ISSUES

ISSUE 1: THE IMPLICATION WITHIN COMMUNITIES

1. Objective
Be rooted in its territory by his actions, his involvement and his behaviour towards the community.

2. Questions
1. How does the organisation measure the economic, social and environmental impacts, negative and positive, of its activity on the territory?
2. What resources of the territory does the organisation use specifically? How does it manage them?
3. What kind of relationship does the organisation maintain with stakeholders in its territory of implantation, and in particular the communities?
4. How is the organisation involved in responses to the issues facing its territory of implementation?
5. Should we implement the organisation today, would we implement it here, and why?

3. Examples
- Evaluate the impacts of the organisation on the territories where it operates by gathering the internal data or by interrogation the stakeholders. For instance :
- The location of their providers and contractors.
- The location of its clients.
- The volume of the generated transport traffic.
- The direct implication of the organisation within the local authorities.
- The location of its collaborators' residence.
- Their mode of transport.
- Their implication in community life.
- The impact of trainees and their apprenticeship.
- Consult the representative groups in the community to determine priorities for investment in society and community development activities.
- Be present, if possible and if needed, in local associations with the objective to contribute to the public good and the development of the objectives of the communities.
- Maintain transparent relations with local authorities and political representatives.
- Encourage people to volunteer in the service of the community and give them support.
- Participate in the implementation of development programs.
- Gather the opinion of the community on the openness, transparency and ethical behaviour of the organisation (strict observance of the principles or values of public services such as equality, continuity, etc.).
- Evaluate the perception of the institution with regard to the media coverage related to her responsibility.
- Exchange knowledge and information with third parties (conferences, interventions in national and international symposia, research and development partnership).
- Promote the democratic participation of citizens at local, regional, national or international level (ex: public lectures, consultation process or process of decision-making on the potential impact of the organisation on safety or mobility).
- Support the civic commitment of citizens, stakeholders and collaborators.

4. Risks in case of negligence
- Not accessing the impacts of the organisation at their correct value
- Not being recognised as an actor of the territory and therefore be considered as a public organisation cut off from the realities and impersonal.
- Harming the image of the public organisation with regard to its primary mission.

5. Performance measures
- Existence of measures of impacts on its environment (traffic, noise...).
- Number of actions in favour of the local community (providing of premises, green spaces...).
- Number of contacts with local associations.

ISSUE 2: EDUCATION AND CULTURE

1. Objective
Education and culture are the foundations of economic and social development and are part of the identity of the community. The preservation and promotion of culture as well as a promotion of the education that is compatible with the respect for human rights have a positive impact on social cohesion and social development.

2. Questions
- How is the organisation involved in the promotion of education as well as in the promotion and preservation of culture on its territory of implementation?
- What measures are put in place by the organisation to raise awareness and encourage colleagues to respect its territory and its environment?

3. Examples
1. Identify specific problems of its territories and communities with regard to education and culture.
2. Identify local partners, bearers of projects.
3. Carry out or participate in actions or projects to promote education and cultural activities (organisation of open doors and visits, participation in juries).
4. Maintain relationships, proactively, with educational institutions and the dissemination of culture agencies.
5. Develop the involvement of members of the organisation in local authorities, networks of groups and individuals related to education and cultural activities.
6. Encourage and facilitate the participation of employees in education and cultural activities.
7. Raise awareness with the public on the impact of the organisation on the quality of life of citizens (ex: health education, support of sports and cultural activities, participation in humanitarian operations, specific measures for disadvantaged persons, cultural activities open to the public, etc.).
8. Put premises at the disposal for cultural expression or the exhibition of works by artists.
9. Participate in the maintenance and/or rehabilitation of cultural heritage and, where appropriate, promote the use of knowledge and technologies of indigenous communities.
10. Facilitate the Access of its employees to cultural activities by time arrangements, financial participations to reduce access costs, provision of equipment or locations,...

4. Risks in case of negligence
- Not being recognised as an actor of the territory and thus being considered as a public organisation cut off from the realities and impersonal.
- Harm the public organisation's image with regard to its primary mission.

5. Performance measures
- Number of partnerships with the local actors in terms of education and culture.
- Number of activities encouraging the education and culture (expositions, link with educational institutions, …)

ISSUE 3: EMPLOYMENT CREATION AND COMPETENCE DEVELOPMENT

1. Objectives
- Support employment creation in a direct and indirect way (ex : short circuits of providers.
- Support the development of competences linked to the employability of the local population.

2. Questions
- How does the organisation participation in the job creation and in the development of competences on its territory?
- How does it take into account the impact of its activities and choices on employment and on the development of competences?

3. Examples
1. Integrate data relating to employment and skills development in the strategic thinking of the organisation, including for the investment and development decisions, technological choices, the potential outsourcing and workload control.
2. Analyse the "employment area" and integrate local workers by training them for its trades.
3. Identify local partners, bearers of projects.
4. Carry out or participate in actions or projects to develop employment and skills.
5. Maintain proactive relationships with actors dedicated to the job and skills.
6. Evaluate the economic impact on society at local, regional, national and international level (ex: creation/attractiveness of activities of small businesses in the vicinity, road construction or establishment of public transport also useful for existing economic actors).

4. Risks in case of negligence
- Not being recognised as an actor of the territory and thus being considered as a public organisation cut off from the realities and impersonal.
- Harm the public organisation's image with regard to its primary mission.

5. Measures de performance
- Number of partnerships with local actors encouraging employment and the acquisition of competences
- Procedures of local hiring and proportion of senior executives locally hired on the main operational sites.

1. Definition

The communities and their members need, amongst other things, to have free and secure access to modern technology.

The access to information is the key allowing to overcome the differences that exist between the countries, the regions, generations, sexes, etc.

2. Objectives

- Contribute to the development of communities, in particular the vulnerable populations, in order to maintain the social cohesion and the interpersonal links by reducing the digital divide.
- Contribute to the improvement of the access to technologies by information, partnerships and other actions.

3. Question

> How does the organisation contribute to the development of the territory on which it operates in a way that it promotes the acquisition of the population's technical know-how , the access to technologies and their development ?

4. Examples

1. Define the organisation's impacts, on the territories and on the communities in which it operates, relating to the acquisition of the technical knowledge by the population and the access to technology: computer initiation for the elderly, financial assistance for the acquisition of computer hardware, limited access points to free internet...
2. Define the organisation's impacts, on the territories and on the communities in which it operates, relating to the development of technologies: electronic identity card, geo-positioning satellite (Galileo), dissemination of new technologies based on development in the weather, space domain,…
3. Study the contribution of the organisation to the development of low cost technologies with a social character, easy to reproduce with a societal impact on the improvement of the living conditions of vulnerable populations: support to initiatives of gardening in urban areas, sale of retired public equipment and support for the purchase of technologies adapted to persons with disabilities...
4. Put in place partnerships with organisations such as universities or research laboratories in order to improve the scientific and technological development for the benefit of the population.
5. Identify specific problems of its territories and communities with regard to access to technologies and promote the dissemination of technologies, on request.
6. Maintain relationships, proactively, with educational institutions and the dissemination of technological culture agencies.

5. Risks in case of negligence

- Contribute to accentuate the digital divide among the population and thus promote the exclusion of a category of the population.
- Harming the image of the public organisation with regard to its primary mission.
- Reduce the initiative for technological innovation for mainly commercial reasons.

6. Performance measures
- Measurement of the organisation's impact in terms of technological advancement.
- Number of actions and partnerships to improve the dissemination of technology and accessibility for all.

ISSUE 5: CREATION OF WEALTH AND INCOME

1. Definition
Businesses and competitive and diversified cooperatives are an essential asset for the creation of wealth within any community. Moreover, in helping to create wealth and income locally and by promoting a balanced distribution of the benefits of economic activity amongst the community members, organisations can play an important role in the reduction of poverty.
Governments rely on organisations complying with their obligation to pay taxes in order to provide a spread of the economic activity profits.

2. Objectives
- Support the creation of businesses and local non-commercial organisations, providers of jobs.
- Promote the local economy via the purchasing policy.

3. Questions
- How does the organisation contribute to the creation of wealth on its territory ?
- Which initiatives does the organisation take to support the creation of enterprises and local non-commercial organisations?
- Has the organisation identified potential local providers
- To what does the organisation allocates its potential income ?

4. Examples
1. Define the socio-economic impact of its membership of a community.
2. Identify the specific problems of its territories and communities with regard to the creation of wealth and income.
3. Identify the local partners with whom actions and/or devices of creation of wealth and income can be elaborated and deployed.
4. Develop the attractiveness of the region by establishing if needed, partnerships with other public or private organisations. For instance, a public transport stop near to an educational institution, …

5. Risks in case of negligence
- Not being recognised as an actor of the territory and thus being considered as a public organisation cut off from the realities and impersonal.
- Harm the public organisation's image with regard to its primary mission.

6. Performance measures
- Existence of impact measures of an organisation's presence.
- Knowledge of the importance of the organisation in terms of employment in its geographical zone (percentage of direct and indirect employment).
- Policy, practices and share of realised expenditure with the local providers on the main operational sites.

1. Definition

Health is an essential element of social life and it is recognised as one of the human rights. Threats to public health can have serious consequences for the communities and can hinder their development.

All organisations may consider contributing to healthy communities.

A healthy community limits the burden on the public sector and contributes to the well-being of the population.

2. Objectives

- Respect the right to health and contribute to the promotion of health, the prevention of threats to the health and diseases and to the mitigation of potential damage for the community.
- Contribute to the improvement of access to health services.

3. Questions

- How does the organisation ensure to reduce the harmful consequences for the health of its activities?
- How does the organisation contribute to the promotion of health by preventing or, if necessary, by mitigating the damage on its territories?
- Does it contribute to the improvement of access to health services?

4. Examples

1. Define the organisation's impacts on health.
2. Study the contribution that the organisation can perform to healthy communities.
3. Identify specific problems of its territories and communities on health and access to health services.
4. Identify local partners with whom actions and/or programs contributing to the good health of the communities and/or facilitating access to health services are developed and deployed.
5. Prevent the health risks and citizens' and officers' accidents (prevention, assistance in the battle against smoking, eating, education programs...)

5. Risks in case of negligence

Contribute to the deterioration of the public's health.

6. Performance measures

- Existence of health measures in the geographical zone.
- Number of prevention programmes towards the personnel and/or towards the citizens.

ISSUE 7: INVESTMENT IN SOCIAL PROJECTS

1. Definition

Investment in society occurs when organisations invest their resources in the initiatives and programs aimed at improving the social aspects of the life of the community.

Investments in society should be done to favour projects that are viable in the long term and contribute to sustainable development.

Information sharing, consultation and negotiation with local stakeholders allow a participatory approach of the identification and implementation of investments in society.

2. Objectives

- Contribute to the needs and the social priorities of the communities in which it operates, taking into account the priorities set by the national and local decision-makers.
- Encourage the involvement of communities in the design and implementation of projects as it helps the projects to survive and prosper when the organisation is more involved.

3. Questions

- How does the organisation take into account the social needs of the local community and how does it respond to that?
- How does the organisation assess the environmental, social and economic performance of each of its investment projects?
- How does it ensure the perennial nature of its intangible and tangible investments and their ability to reduce the dependence of the community towards the organisation?

4. Examples

1. Promote listening of the stakeholders to assess the needs and priorities of the territory and the community
2. Identify local partners with social projects.
3. Provide financial support or other, by organising social and cultural events...
4. Support socially disadvantaged citizens (for example, access for the local vulnerable population to the restaurant of the public organisation).
5. Identify the level of dependency of the community towards the organisation to take into account the perennial nature of the projects through the empowerment of the community.
6. Support international development projects.

5. Risks in case of negligence

Harm the public organisation's image with regard to its primary mission to encourage the social cohesion and to contribute to the improvement of the community's quality of life.

6. Performance measures

- Amount of investments in social projects.
- Number of investments in social projects.

Guidelines for the implementation of CARS

A public organisation must put in place a number of practices to adopt a strategy integrating social responsibility (SR):

- Assess the impact of its activities on society and the environment;
- Prioritise within the core subject the priority issues;
- Identify the expectations of its stakeholders;
- Identify its sphere of influence;
- Identify relationships between actors: between itself and society, between itself and its stakeholders, between its stakeholders and society;
- Put in place an action plan;
- Establish a system of communication and dialogue with all of its stakeholders to identify their expectations and make account of his actions.
- These practices will be detailed in 18 steps divided into 5 phases to facilitate the introduction of a SR approach in a public organisation.

PHASE 1: THE PREPARATION OF THE SOCIAL RESPONSIBILITY APPROACH

STEP 1: FORM THE GROUP OF AUTO-EVALUATION OF THE SR

It is advisable to involve all of the management team in the implementation of the SR approach.
In addition, it will be the case to identify resources that care about SR in the organisation and willing to get involved in the process. It may be the SR manager already in place, the coordinator of the cell «Sustainable development», the HR manager, the prevention advisor, the logistics manager, the manager of sustainable development tools already implemented (EMAS, ISO 14000,...) or any other collaborator anxious to engage in such an approach. An appeal may be launched throughout the organisation through the description of a profile (see Appendix A). A group bringing together in a balanced way leaders and staff is an ideal response.

STEP 2: DEFINE THE SCOPE OF THE APPROACH

Social responsibility must relate to the entire organization on a site. For public organisations with more than one decentralised implementations, it is possible to implement a global SR approach or one for each site. It will probably be useful to distinguish the common actions that affect the organisation as a whole from those that concern some implementations in particular.
However, it is not recommended to apply the approach to a process of the organisation or an activity, which would make the approach not very credible in the eyes of its stakeholders.

STEP 3: IDENTIFY THE DIRECTION'S MOTIVATIONS FOR THIS COMMITMENT

A reflection on the motivations of the leaders in the commitment in this approach can be useful. Motivations of the direction will depend on the sizing of the approach, the ambition and the nature of the actions that will be carried out. One can identify different types of motivations without claiming to be exhaustive:

- The leaders are aware that social responsibility is an integral part of the organisation's mission of public service and that it would be advisable to extend this concern to the organisation's activities unrelated to its primary mission (e.g. the environment, the social clauses in public procurement...).
- The leaders are aware that the organisation's image is not good in the eyes of a large number of stakeholders and should burnish that image quickly.

- The degraded socio-economic climate strengthens the role of public services in the maintenance of the quality of life of citizens.

STEP 4: IDENTIFY THE KEY SUCCESS FACTORS OF A SOCIAL RESPONSIBILITY APPROACHES IN THE ORGANISATION

Definition:

The essential elements to be taken into account to succeed the integration process of the SR in the strategy of the organization. This can both be existing elements on which to rely as elements that are not yet under control.

Examples:

The key success factors include:
- Motivation expressed by many collaborators.
- A habit of the organisation to operate in the mode of cross-cutting project.
- The availability of budgetary resources or other resources.
- The establishment of a quality approach with the CAF (Common Assessment Framework) (the SR in public organizations awareness).
- The ability to interact with key stakeholders.

STEP 5: IDENTIFY THE RISKS ASSOCIATED WITH A SR APPROACH

The risks can be considered as obstacles that might make it difficult, curb or derail the integration process of the SR in the organisation's strategy.

The risks can be:
- The difficulty to sensitise employees to the SR approach.
- The risk of encroaching on the primary mission of another public organisation.
- The drift towards purely philanthropic or charitable actions

One or more risks estimated as important or very important may be the object of a specific action in the societal action plan in order to ensure the success.

PHASE 2: THE STAKEHOLDERS: IDENTIFICATION, WEIGHT AND EXPECTATIONS.

The profound knowledge of the stakeholders is one of the essential axes of an SR approach.

This phase will consist of their identification in a rather exhaustive manner and to prioritise them. Taking into account their expectations will also contribute to the pertinence of future societal actions.

6. STEP 6: IDENTIFY THE MISSIONS, THE KEY ACTIVITIES (OR MACRO-PROCESS) AND THE CORE SUBJECT REGARDED BY THE SOCIAL IMPACT OF THESE KEY ACTIVITIES AS WELL AS THE SOCIAL IMPACT OUTSIDE THE PRIMARY MISSIONS OF THE ORGANISATION.

1. Identify the organisation's missions -
2. Identify the key activities (or macro-process) of the organisation, by adopting a support activity for the internal services.
3. Identify the activities linked to the **social impact (1) outside the primary missions of the organisation**. The social impact of the organisation outside its primary missions is linked to core subject 7: « Community and local development ».
4. Identify the core subject (from 2 to 7) which is primarily concerned by the social impact of the key activity (or macro-process). Core subject 1 Governance will be treated in the last phase of the methodology, during the evaluation.

Table 1: Missions, activities of the organisation and concerned core subject.

Mission(s)	Key activities or macro-process	Core subject concerned by the social impact of the key activities
SUPPORT		
Social impact outside primary mission(s)		

STEP 7: IDENTIFY STAKEHOLDERS

It concerns the determination of the actors who meet the definition of a stakeholder:
"The Stakeholders are individuals, groups of individuals or organisations that have an impact on the activities, products and services of an organisation, and/or who may be affected by them"
Source: standard AA1000SES (stakeholders commitment standard 2011)
A public organisation typically identifies the major categories of following stakeholders:
- Political authority;
- Citizens/clients (individuals, groups of individuals or organisation)
- The staff of the organisation;
- Partners;
- Providers;
- The society.
It will be about the classification of stakeholders according to the impact of the organisation on this stakeholder or the impact of the stakeholder on the organisation. The category of stakeholders 'Society' will be analysed separately in order to maintain the relevance and the importance in this SR approach.

Examples of questions to ask to identify its stakeholders	
Category of stakeholders	Questions
Authority	- Who has an injunction power on my organisation? - To whom must I report?
The citizens/clients (of 1st level)	- Who are the recipients of my products and services? - These citizens/clients, can they have a positive or negative impact on my organisation?
The staff of the organisation	- Must we distinguish different categories of personnel who require a different treatment? - Do the unions or personnel associations play a particular role? - Can these associations have a positive or negative impact on my organisation?
The partners	- Who are our partners with whom we work together to achieve common objectives by withdrawing mutual advantages from them? - Who can help the organisation to treat a particular impact? - Do these partners have a positive or negative impact on my organisation?
The providers of 1st level	- Which are the individuals or organisations providing products or services to my organisation? - Do these providers have a positive or negative impact on my organisation?
The providers of 2nd level (providers of providers) and the ultimate clients (of 2nd level)	- Where do my providers get their supplies? - Are my citizens/clients organisations that have clients of their own? - Do my partners have (citizens)/clients of their own? And who are they?

Examples of questions to ask to identify social stakeholders affected by the activities of the organisation or affecting them.
The SR issue is, by definition, to identify categories of citizens or organisations that are not direct customers of the products or services of the organisation, providers, or partners of the organisation. On the other hand, they can benefit or suffer from the effects of the activities of the organisation.
Ex: small eating establishments near schools.
These stakeholders will always have little impact on the organisation's activities although

they may undergo relatively impact on the part of the organisation. Ex: consequences of the closure of the school on small eating establishments. It will always be difficult to grant them a significant strategic weight that is why it is necessary to grant them special attention on pain of ignoring them.	
Society	• Can we identify categories of citizens (neighbourhood, nearby traders, public transport, international contacts…) who have expectations towards the organisation? • Which categories of citizens are affected by my organisation? Are these impacts beneficiary or negative for these citizens? • Can these categories of citizens have a positive or negative impact on my organisation?

To complete table 2:

1. Rank the stakeholders per category (column 1) :
- Authority
- The citizens/clients (of 1st rang)
- The ultimate clients (of 2nd rang)
- The staff of the organisation
- The partners
- The providers of 1st rang
- The providers of 2nd rang

2. Evaluate the measure in which the stakeholder is affected by the organisation's activity :
High or **low** (column 2)

3. Evaluate the measure in which the stakeholder affects the organisation's activity:
High or **low** (column 3)

4. Attribute a global strategic importance (column 4) to the stakeholder taking into account his affected and affecting character high or low:

- both answers are « High » → privileged stakeholder → weight 1
- one answer is « high », the other « low » → standard or normal stakeholder → weight 2
- both answers are « low » → « remote » stakeholder → weight 3

5. Choose the most important stakeholder in each category.

Option : Only that stakeholder will be mentioned in the following chart.

Table 2 : Strategic importance of the stakeholders (example)

Category of stakeholder	Column 1 Stakeholder	Column 2 Impact of the organisation on the stakeholders	Column 3 Impact of the stakeholders on the organisation	Column 4 Strategic importance (degree) (4)
Authority	Political supervision	High	High	1
	cabinet			
The citizens/clients of 1st rang	Citizen A	High	High	1
	Citizen B	High	Low	2
The ultimate clients (of 2nd rang)	Citizen C	Low	Low	3
The staff of the organisation				
The partners	Organisation C	Low	Low	3
	Organisation A	High	High	1
The providers of 1st rang				
The providers of 2nd rang				
society	neighbourhood	Low	Low	3
	Nearby traders	High	Low	2
	Public transport	High	High	2

Option : Report on the target the stakeholders that were withheld according to their strategic importance.

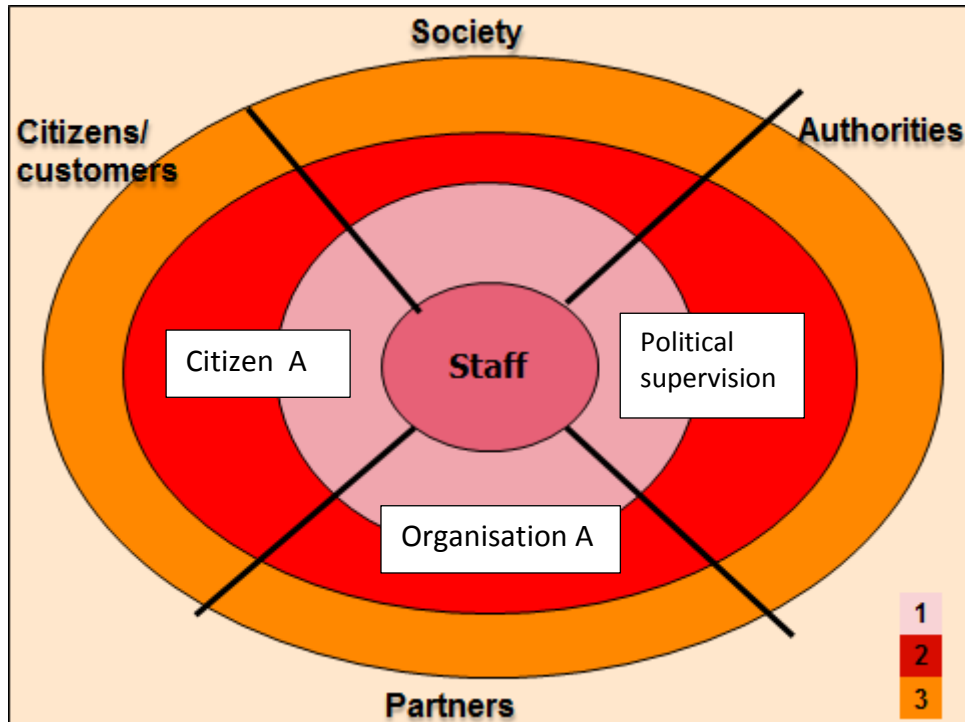Table 3: Graphic representation of the stakeholders' importance

Table 4: Ranking of the societal stakeholders

	Ranking of the societal stakeholders according to their importance
1	
2	
3	

STEP 8: EVALUATE THE SPHERE OF INFLUENCE OF THE ORGANISATION

In the context of SR, there is a concept which is of particular importance and which has been developed by the ISO 26000, it is that of the «**sphere of influence** ". It is a form of extended responsibility of the organisation. Indeed, a SR approach cannot be limited to the doors of the organisation and its activities alone. The organisation necessarily has a share of responsibility on the impacts generated by the activities of its stakeholders.

Thus, for example, in the case of public procurement, the lack of social clauses could allow national providers to supply themselves in countries where the prohibition of child labour would not be respected.

On this type of providers, the public organisation must exercise, if it can, a "duty of influence" to encourage them to implement good practices in the field of the international regulation of labour. It has a duty of pedagogy. Sometimes, the circumstances or context are that the organisation's ability to influence is more or less reduced (multinational, political dimension,...). The organisation must determine among its stakeholders, those who may be subject to educational measures and who are able to be influenced, for example by accompanying them, training them, sharing information with them, by investing alongside them.

The identification of the sphere of influence will take its meaning later when we talk about distinguishing the actions to be taken:

- those dealing with **direct impacts** of the organisation, i.e. those produced directly by the organisation and which will require operational actions;
- Those aimed at reducing **the indirect impacts** i.e. those generated by a stakeholder in the chain of services. In this case, the organisation will instead implement lobbying actions or actions of education and awareness, information sharing with actors it wishes to influence, to reduce these impacts on which the organisation itself has no control.

To complete table 5

Examples of questions to ask to identify the sphere of influence

- Among all identified stakeholders, who are those which the organisation can influence? (Column 2)
- Can we assess the degree of influence that the organisation may exercise on these stakeholders? (Column 3). Assign a score from 1 to 3.

Table 5: Sphere of influence of the organisation and degree of influence

	Column 1	Column 2	Column 3
Category of stakeholder	Stakeholder	Sphere of influence of the organisation (O/N)	Degree of influence of the organisation on the organisation's stakeholder
Authority	Political supervision		
	cabinet		
The initial citizens/clients	Citizen A		
	Citizen B		
The ultimate clients (of 2nd rang)	Citizen C		
The staff of the organisation			
The partners	Organisation		
The providers of 1st rang			
The providers of 2nd rang			

Take up the stakeholders that are the most impressionable by the organisation in the following table (degree of influence 3)

Table 6: the stakeholders that are the most impressionable by the organisation

THE STAKEHOLDERS THAT ARE THE MOST IMPRESSIONABLE BY THE ORGANISATION (DEGREE OF INFLUENCE 3)	
1	
2	
3	
4	
5	
…	
…	

Thus a stakeholder could be the object of an operational action, of an action of persuasion or both.

Example:

	Provider A of 1st rang	provider B of 2nd rang
Operational action	Include social clauses in public procurement	
Action of persuasion	Convince the provider to respect an environmental standard (EMAS, ISO 14000,…)	Convince the provider's subcontractor, in an emerging country, to respect the prohibition of child labour.

PHASE 3: THE PRIMARY ISSUES OF SOCIAL RESPONSIBILITY FOR THE ORGANISATION

STEP 9: IDENTIFY THE POTENTIAL ISSUES (I) OF SOCIAL RESPONSIBILITY FOR THE ORGANISATION

The objective of this step is to identify the pertinent issues of SR faced by the organisation in its activities.

Complete table 7 (Mission - activities - concerned stakeholders - potential issues of social responsibility) as follows:

1. As from table 1, resume missions and key activities (or macro-process) of the organisation and the core subject mainly concerned by the societal impact of these key activities.
2. Distribute cards of issue of the identified core subjects (support: card game of issue) randomly between the groups
   Option «: consult the files core subjects and issues «at the end of the brochure (annex 2)
3. Identify max. 10 societal issue which relate to the identified core subject and which could mobilize the identified stakeholders.
4. Take over the number of issues with respect to the activity and stakeholders.
   Or
   Place the cards on a paper or magnetic chart
5. Attribute a score of 1-4 for the importance assigned by the organisation to the issues.
6. Identify amongst the stakeholders that have been selected (see table 7) those who are affected by each key activity.

Table 7 : Mission – Activities – Stakeholders- Potential action field of social responsibility

Mission	Key activities (or macro-process)	Main Question	Potential issue of social responsibility	Importance of the issue for the organisation (1 to 4)	Concerned stakeholders (1st or 2nd rank)
SUPPORT					
Social impact outside primary mission					

PHASE 4: SOCIETAL ACTION PLAN

STEP 10: DEFINE THE OPERATIONAL SOCIETAL ACTIONS FOR THE PRIMARY ISSUES

1. Select the 10 primary issues.

2. Define an action of societal responsibility for each primary issue by mentioning the main stakeholder concerned.

3. Allocate the actions to define between the subgroups.

Table 8: Societal action plan

	The primary societal action fields for the organisation	The operational societal actions	Concerned stakeholders
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

STEP 11: DEFINE THE SOCIETAL ACTIONS OF PERSUASION FOR THE STAKEHOLDERS WITHIN THE ORGANISATION'S SPHERE OF INFLUENCE WITH AN ELEVATED DEGREE OF INFLUENCE (3)

1. Take back table 11 (the stakeholders that are the most impressionable by the organisation) (column 1)

2. Define the actions of persuasion

Table 9: Societal action plan of persuasion

Column 1	Column 2
Impressionable stakeholders	**Action of persuasion**

STEP 12: ELABORATE THE SOCIETAL ACTION PLAN TO BE INTEGRATED IN THE ORGANISATION'S STRATEGIC PLAN

Take back the defined operational societal actions (table 7) as well as the societal actions of persuasion (table 18) and integrate them in a societal action plan that must be implemented within 2 years.

Take back one or more possible actions for the management of the risks identified in step 5.

STEP 13: VALIDATE THE SOCIETAL ACTION PLAN WITH THE CONCERNED STAKEHOLDERS, INCLUDING THE PERSONNEL (OPTIONAL)

According to the resources the organisation has, it is recommended to have the action plan validated by the stakeholders. This involves:
1. Validating the identified Issue, their importance and adapting the list where needed.
2. Validating the action plan and adapting it where needed.

To do so, the stakeholders will meet in panel and/or will be consulted in writing.

STEP 14: PRESENT THE COMPLETE SOCIETAL ACTION PLAN (OPERATIONAL AND PERSUASIVE) TO ALL OF THE PERSONNEL.

STEP 15: IMPLEMENT THE ACTION PLAN

The action plan will be implemented within the next 2 years and the follow-up of the implementation of the actions will be assured by the organisation.

The project files for the actions will be formulated in the body of the brochure, taking into account performance indicators suggested for each Issue.

PHASE 5: EVALUATE THE IMPLEMENTATION OF THE ACTION PLAN AND THE GOVERNANCE OF THE ORGANISATION IN RELATION TO THE SOCIAL STAKES.

STEP 16: ESTABLISH THE ORGANISATION'S DIAGNOSTICS WITH REGARD TO GOVERNANCE RELATED TO THE SOCIAL RESPONSIBILITY.

Question: How did the implementation of the societal action plan and its integration in the organisation's governance go?

Have the « governance evaluation chart » completed by the auto-evaluation of SR group
1. Identify the organisation's strong points and fields where there is room for improvement in relation to 9 governance issues:
1. Mission, vision and values
2. Leadership
3. Strategy and planning of the integration of the social responsibility.
4. Deployment of the social responsibility
5. Performance measures
6. Improvement of the organisation
7. Application of the accountability principle
8. Relations with the stakeholders
9. Respect for the laws

2. Define the improvement actions to improve the integration of the social responsibility in the organisation's governance

Table 10: Governance evaluation chart

GOVERNANCE	
Issue	Questions
1. Principles, vision, values	- How has the organisation identified its values ? Are they in accordance with the main principles of the social responsibility? - Are they shared by all colleagues? Which are they? - Are they known by the stakeholders? - Do the leaders have an exemplary role with respect to these values? - Do these values integrate the action logic of the public services: citizenship (rights and obligations), equality principle, attention for vulnerable groups, pursuit of the general interest, vision at long term … ? - Do these values take into account the main behaviour principles of the ISO 26000 (accountability, transparency, ethical behaviour, acknowledgment of the stakeholders' interests, respect for the equality principle, take into account international standards, and respect for human rights)? - Are the values and the commitment of the organisation visible for all stakeholders? Do performance indicators exist to measure it? - On which level is the organisation committed to a durable development approach (general management, services or departments, globally)? - How does the organisation contemplate to act within its sphere of influence to promote the adoption of durable development principles?
	Strong points	Areas of improvement
	Actions
2. Leadership	- What does the management do to encourage the staff to integrate social responsibility values in their daily behaviour? - How does the management show or contemplates to show its commitment in favour of durable development? - What does the management do to guarantee the access for underrepresented groups (women, racial or ethnical groups,) to

	positions of responsibility?	
	Strong points	Areas of improvement
	Actions	
3. Strategy and planning of the integration of social responsibility.	• In which way has the organisation identified its social responsibility: the way in which its decisions and activities have an impact on the others and on the environment and the way in which it apprehends the expectations of the society in the long term. • Are the elements of social responsibility ranked depending on their relevance and importance? • Have the most important and relevant ones been taken into account in the development of the strategy ? • How are the objectives and goals reflecting the commitment in the social responsibility defined?	
	Strong points	Areas of improvement
	Actions	

4. The deployment of social responsibility	• In which way are the impacts of the organisation's activities on the main questions and action fields classified? • Which classification tool exists within the organisation to ensure the efficiency of the comprehension and the deployment of the strategy that integrates social responsibility?	
	Strong points	Areas of improvement
	Actions	
5. Performance control	• How does the organisation ensure itself that the activities elapse according to plan, and how does it identify crises and abnormal events? • Which are the relevant tools to ensure the organisation's management and foresee its evolution (internal scorecards, cost accounting per product, internal control…). • Which indicators seem relevant for a perennial management of the organisation? • Do these tools allow ensuring a resources mastering implemented on the economic, social and environmental levels and of the organisation's	

	• continuity? • Are the results of the activities in terms of impact measured?	
	Strong points	Areas of improvement
	Actions	
6. Improvement of the organisation	• How does the organisation set up an improvement approach for its functioning? • What is the role of the stakeholders in the review of the organisation's performances with regard to social responsibility?	
	Strong points	Areas of improvement
	Actions	
7. Application of the accountability principle	• What importance does the organisation grant to the necessity to the reporting to its stakeholders? • How does the organisation identify the communication channels and the nature of the information according to different stakeholders? • Does the organisation follow a policy of total transparency on all of its economic, social and environmental data that concern it? How does it transmit this information? In particular, is the communication related to contractual processes (providers) transparent and complete? • How does the organisation evaluate the efficiency of its external communication?	
	Strong points	Areas of improvement
	Actions	
8. Relations with the stakeholders	• Does the organisation seek to identify the actors who are interested in its activities (directly or indirectly)? If so, how? • How are the relations with the external partners that do not influence directly its activity organised? • Is the dialogue with all stakeholders transparent and sincere? In which way are the expectations determined? • How is the information with regard to the expectations of the stakeholders treated? Do they get priority? • Are these expectations integrated in the strategy and planning of the organisation? • Does the organisation encourage its stakeholders to	

	commit in durable development? • Does the organisation evaluate the point of view of its external stakeholders on its activities (for instance through surveys).
	Strong points ⎸ **Areas of improvement**
	Actions
9. Respect of the laws	• How does the organisation ensure that it is in conformity with the legal requirements and regulations with regard to social responsibility? • How does the organisation ensure the respect of international standards and regulations with regard to the activities of its providers, subcontractors, etc.? • How does the organisation seek to influence its stakeholders to get them to adopt ethical principles, whether it is on economic, social or environmental level?
	Strong points ⎸ **Areas of improvement**
	Actions

STEP 17: DEVELOP AN ACTION PLAN OF THE ORGANISATION'S GOVERNANCE FOR A BETTER INTEGRATION OF SOCIETAL ACTIONS

1. Establish an evaluation survey for the stakeholders and the personnel recapturing the following rating scale applicable for each action.

Table 11: rating scale of the organisation's social performance

Phase	Rating scale of the organisation's social performance	Note
	No action has been taken in this domain. We have no, if not very little information.	0
PLAN (PLAN)	We have developed an action plan.	1
DO (DEVELOP)	We have implemented/executed an action plan.	2
CHECK (INSPECT)	We inspect if we do the right things the right way	3
ACT (ADAPT)	Based on the inspections done, we adapt if necessary.	4
PDCA	Each action is planned, implemented, inspected and adapted regularly. We learn from others. We are in a continuous improvement cycle in that area.	5

2. An explanatory comment of the allocated evaluation will also be requested.
3. Collect and synthetize the answers.
4. Present the results during a meeting with the personnel and the stakeholders.
 Note: the method of privileged dialogue identified by the stakeholder(s) will be taken into account.

ACCOUNTABILITY
Consisting state, for an organisation, to be able to respond from its decisions and activities to its governing bodies, its established authorities and, more broadly, to its stakeholders.

BENCHMARK
Result of an excellent level (sometimes referred to as "best of class", see 'Benchmarking'), measurement standard to make comparisons with the level of performance recognised as the standard of excellence for a specific process.

DIALOGUE WITH STAKEHOLDERS
Activity undertaken to create opportunities for dialogue between the organisation and one or more of its **stakeholders**, in order to clarify the decisions of the organisation.

DUE DILIGENCE
Global proactive approach of identification, aiming to prevent and mitigate the negative social, environmental and economic, actual and potential impacts, as a result of the decisions and activities of an organisation over the cycle of life of one of its projects or activities.

EFQM (EUROPEAN FOUNDATION FOR QUALITY MANAGEMENT)
The European Foundation for Quality Management EFQM ® (in French Fondation européenne pour la gestion de la qualité) is a European foundation based in Brussels.
It was founded in 1988 by 14 European companies, with the support of the European Commission.
The purpose of this non-profit organisation is to promote a methodological framework to enable its members to assess their level of quality and to improve. Its model of self-assessment is based on 9 principles that do not all have the same weight.
The 2013 version of the model EFQM ® offers a management framework that meets the expectations of organisations seeking sustainable development and who wishes to structure their responsible approach according to the recommendations of the ISO 26000 standard.
With a focus on the anticipation, innovation and foresight, strategy, ethics and social responsibility, this model claims the diversity of approaches to achieve a sustainable excellence in all aspects of performance.

EMAS (ECO-MANAGEMENT AND AUDIT SCHEME)
The Eco-Management and Audit Scheme (EMAS) is a tool of environmental management for businesses. Its purpose is to assess and continuously improve the performance of businesses on the environment.
Formerly reserved for the industrial sector, in 2001 EMAS has been opened to all economic sectors of private or public services.

EMPLOYEE
Individual placed in a relationship recognised as a 'working relationship', in practice or in the national legislation. The term 'agent' is also used as an "agent of the state".

ENVIRONMENT
Natural environment in which an organisation operates consisting of the air, water, soil, natural resources, flora, fauna, human beings, outer space, including their interactions. In this context, the environment stretches from inside the organization to the global scale.

ETHICAL BEHAVIOUR

Behaviour in accordance with the accepted principles of fair or good conduct in the context of a specific situation, and consistent with the **standards of behaviour**. (See: international standards of behaviour)

GOVERNANCE OF THE ORGANISATION

System through which an **organisation** takes and enforces decisions in order to achieve its objectives.

GRI (GLOBAL REPORTING INITIATIVE)

The Global Reporting Initiative (GRI) was established in the late 1997 with the mission to develop guidelines worldwide in the field of sustainable development as well as to report economic, environmental and social performances, initially for companies and later on, subsequently, for any governmental or non-governmental organisation. Collected by the coalition for economies environmentally responsible (CERES) in association with the United Nations' environment programme (UNEP), the GRI incorporates the active participation of companies, of NGOs , of accounting bodies , associations of businessmen , and other stakeholders from around the world. The current GRI version in force (from 2013) is called G4. It is called upon to progressively replace the G3 and G3.1 guidelines.

IMPACT OF THE ORGANISATION

Positive or negative change suffered by society, the economy or the **environment**, resulting wholly or partly from the past and present decisions and activities of an organisation.

INTERNATIONAL STANDARDS OF BEHAVIOUR

Expectations towards the behaviour of an organisation on corporate social responsibility, coming from customary international law, generally accepted international or agreements law principles or from universally or almost universally recognised intergovernmental agreements, ex: human rights, the ILO convention,...

MAN WOMAN EQUALITY

Equal treatment of women and men. It concerns an equal treatment or, in some cases, a different treatment but considered to be equivalent in terms of rights, benefits, obligations and opportunities.

PDCA (PLAN-DO-CHECK-ACT)

The Deming wheel is an illustration of the method of quality management known as the PDCA (Plan-Do-Check-Act). The Deming wheel is a mnemonic way to simply identify the steps to follow to improve the quality in an organisation .

The method contains four steps, each resulting in the other, and aims to establish a virtuous circle . Its implementation must allow to continuously improve the quality of a product, project, service, etc.

Plan: Prepare, plan (what we are going to achieve);

Do: Develop, carry out, implement (most often, it begins with a test phase);

Check: Check, check;

Act (or Adjust): action, adjust, respond (if it has tested in step Do, it deploys during the Act phase).

R.O.I (RETURN ON INVESTMENT)

ROI is an acronym used for the English term Return On Investment. The concept of ROI is very present for measuring the profitability of marketing activities to bring together campaign costs and generated business. The ROI is often expressed by using the generated turnover (e.g. € 1 invested has reported €5 of turnover).

In the public sector, it can be very useful to measure the ROI of the actions of the public administration. For example, what are the savings made in matters of public health resulting from the vaccination campaigns or increased control of the restaurants.

SOCIAL DIALOGUE

Negotiation, consultation or simply exchange of information between the representatives of the governments, the employers and workers on issues of common interest relating to economic and social policy

SOCIAL RESPONSIBILITY

Responsibility of an **organisation** for the **impacts** of its decisions and activities on the society and the **environment**, resulting in an **ethical** and transparent **behaviour** that contributes to **sustainable development**, including the health and the welfare of the society;
- take into account the expectations of the **stakeholders**;
- comply with the laws in force while being consistent with the **standards of behaviour** ;
- is integrated throughout the **organisation** and implemented in its relations
- Activities include products, services and processes;
- The relations correspond to the activities of the organisation within its sphere of influence.

SPHERE OF INFLUENCE

Scope/extent of political, contractual, economic or other relations through which an **organisation** (has the ability to influence decisions or activities of persons or other organisations.

SUSTAINABLE DEVELOPMENT

Development that meets the current needs without compromising the ability of future generations to meet them.

Sustainable development aims to combine the objectives of a high quality of life, health and prosperity with social justice, while maintaining the capacity of the Earth to support life in all its diversity. These social, economic and environmental objectives are interdependent and mutually reinforcing. Sustainable development can be considered as a way of expressing the broader expectations of society in general.

STAKEHOLDER

Individual or group with an interest in the decisions or activities of an **organisation.**

The parties involved (or Stakeholders) are individuals, groups of individuals or organisations that have an impact on the activities, products and services of an organisation, and/or who may be affected by them.

TQM (TOTAL QUALITY MANAGEMENT)

The permanent mobilisation of all resources to continuously improve:
- the quality of products and services
- the satisfaction of its stakeholders
- all aspects of the functioning of the organisation
- its integration in the environment

TRANSPARENCY
Accessibility of information relating to decisions and activities having an impact on society, the economy and the **environment**, and commitment to a clear, accurate, timely, honest and complete communication

VULNERABLE GROUP
Group of individuals who share one or more characteristics that form the basis of a discrimination or of adverse circumstances in social, economic, cultural, political or health matters, and which prevent the individuals in question to have the means to apply their rights or furthermore, to benefit from equal opportunities.

VULNERABLE POPULATION
Individuals at risk for social exclusion as a result of a process based on **factors**
on individual level:
- poor educational level ;
- job insecurity and lack of employment;
- isolation ;
- an insufficient degree of social protection;
- bad living conditions;
- deterioration of the sanitary state;
- etc.
On contextual and macro-social level:
- the industrial restructurings;
- the transformation of the production activity
The phenomenon of exclusion involves the progressive accumulation of five factors of which the last one is the granting of social benefits. The process of disintegration consists of three phases:
-the weakening,
-public assistance,
-the non-standard implementation.