

# **CSR Bibliography: Articles of Interest to the HR Function**

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## CSR Bibliography

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Albinger HS, Freeman SJ (2000), 'Corporate Performance and Attractiveness as an Employer to Different Job Seeking Populations', *Journal of Business Ethics*, Vol. 28, No. 3, 243-253

A study exploring the effect of organisational CSR practices on reputation and, in turn, on firm attractiveness to prospective job applicants. Research results supported the hypothesis that the relationship between an organisation's Corporate Social Performance (CSP) and job seekers' perceptions of its attractiveness as an employer would increase in strength as job-choice increased. 'These findings add new evidence to the growing body of research suggesting that CSP yields competitive advantage in the marketplace'.

Ball S (2003), 'Bonus Points', *People Management*, 18 December

This short article refers to recent research carried out by Cranfield School of Management, which asserts that without more rigorous evaluation frameworks, CSR could become 'an expensive exercise in compliance that has minimal impact'. Recent research by the Corporate Citizenship Company, which found that CSR results in enhanced retention of employees and reduced absenteeism, is also cited. HR departments are noted as developing CSR strategy.

Brown D (2003), 'From Cinderella to CSR', *People Management*, 7 August

An article referring to the key input HR can and must have in the development of CSR strategies within organisations. Drawing on research by the CIPD, the author asserts that 'great intentions and "big ideas" are worthless unless they are widely shared and embedded in an organisation's day-to-day routines'. Without HR, he argues, CSR is simply PR.

Business in the Community (2000), *Winning with Integrity: Summary*

Drawing on recent research, the authors of this report assert that CSR is an issue that cannot be ignored. For instance, a MORI survey conducted during 2000 found that well over 80% of UK SME managing directors agreed that CSR would become increasingly important to businesses over the coming five years. The Millennium Poll (1999), too, indicates that the development of a CSR strategy is fast-becoming a high priority for business, due to increased public attention to organisational CSR track records.

The authors argue that CSR activities build good business, a talented workforce and increased trust amongst stakeholders. A toolkit for starting up in the CSR arena is offered, including tips on reporting and a summary of performance indicators.

NB. Lots of useful information can be found at the BITC website: [www.bitc.org.uk](http://www.bitc.org.uk)

Business in the Community (2000), *Getting Everyone on Board: Workforce*

The advantages of engaging in employee-focused CSR practices, such as flexible working, training and development and workforce diversity are detailed in this paper. These include attracting talented staff, using workplace diversity to succeed in a global marketplace, strengthening business reputation, enhancing employee retention, reducing instances of work-related stress, and increasing motivation and productivity. An action plan for carrying out employee-focused CSR is outlined, along with a checklist of impact indicators and recommendations on reporting.

Business in the Community (2003), *Responsibility: Driving Innovation and Inspiring Employees – Fast Forward Research 2003*, BITC/ BUPA/ CIPD/ Future Work Institute

Findings from research conducted amongst 1,000 British workers, conclude, amongst other things, that 81% of employees consider responsible organisations to be more likely to be creative and innovative, and that commitment to ‘living the values’ of an organisation is important to employees. A strategic recruitment and retention model, which places employees’ concern to work for a responsible employer at the very centre, is described, incorporating ‘customer brand’ and ‘employer brand’. Data covering issues of diversity, the marketplace, and motivation are included. The researchers recommend that companies should ‘leverage better links between HR, Marketing and CSR professionals to help all employees see a coherent perspective of responsible business practice’.

Calladine P, Stewart C (2002), ‘Be Grateful to Enron’, *Ambassador*, December, 36-37

The authors of this article discuss the rise of CSR practice on the back of the scandal at Enron, a company which, prior to its collapse, was ‘the ultimate business in terms of corporate social responsibility’, particularly in respect of employee terms and conditions.

Cooper C (2003), ‘Hooked on Ethics’, *People Management*, 10 July

An article outlining the plethora of often overlapping guidelines surrounding CSR business practice and the implications of this for HR. The author suggests that HR professionals need to be aware of measures which affect other departments as well as their own, ‘since implementing most standards successfully requires employee buy-in’. Reference is made to the ABI Disclosure Guidelines on Social Responsibility, the FTSE4Good and the DJSI, the UN Global Compact, along with the UK pension fund’s legal disclosure obligations.

NB. The above is from a CSR special issue of *People Management* which contains other useful articles on the subject.

CSR Europe (2003), ‘CSR Magazine: June 2003’

An issue of the quarterly magazine which focuses on a number of European CSR-related issues. These include disability in the workplace and how companies have been assisting in breaking down barriers; the progress of the European Business Campaign on CSR; the initiation of the European Multi-Stakeholder Forum; plus various company profiles.

Diller J (1999), ‘A Social Conscience in the Global Marketplace? Labour Dimensions of Codes of Conduct, Social Labelling and Investor Initiatives’, *International Review of Labour*, Vol. 138, No. 2, 99-129

A paper which explores the social dimension of international trade, and the problems faced by international private-sector companies, namely those with international partners, in pursuing CSR practices. Various models of benchmark and standard in the

area of CSR are reviewed, including international and national law, company self-definition and investor initiative. Implementation of company policy and the internal and external policing of benchmarks is discussed. The effects of CSR and labour-improvement policies are explored, and found to incorporate both negative and positive elements, particularly for business partners in the developing world.

Emmott M (2002), *Perspectives: Corporate Social Responsibility*, CIPD

A very useful paper dealing with background and definitions, and with the role of HR in CSR issues: 'Managing risk and trust are key issues for HR practitioners. CSR can offer a framework for managing both'. Emphasises that CSR should be a strategy rather than just a marketing exercise. Makes links between HR and ethical underpinning of CSR ie HR oversees key structures and processes which relate to people management and can be involved in promoting positive behaviour and relationships in the workplace. Explores 'psychological contract' between employer and employee, that is, for employees to deliver, they must feel their employer is giving them a good deal and delivering on their part of the bargain. Warns that too much emphasis should not be put on 'performance indicators': 'the process is more important than the numbers'. Ultimately, 'HR practices provide the tools to change behaviour and make a reality of the slogans'.

Epstein MJ, Roy MJ (2001), 'Sustainability in Action: Identifying and Measuring the Key Performance Drivers', *Long Range Planning*, Vol. 34, 585-604

This paper outlines a framework of CSR drivers, the action managers can take to effect CSR, and the impact of these kinds of action on organisational social and financial performance. Focusing on managerial strategy and helpful for managers embarking on the CSR route.

Greening D, Turban D (2000), 'Corporate Social Performance as a Competitive Advantage in Attracting a Quality Workforce', *Business and Society*, Vol. 39, No. 3, 254-280

A US survey-based study conducted amongst 292 university business students. The survey found that job applicants 'will not only be attracted to firms with positive CSP reputations but that they will pursue jobs with such firms, will attempt to interview with such firms, and will have a higher probability of accepting a job offer from these firms'.

Johnson R (2003), 'A Fitting Role for HR', *People Management*, 7 August

A short article summarising the views of David Varney, chairman of mmO2, on the issue of HR and business ethics. HR's role should be three-pronged, and should include alerting organisations as to ethical considerations, delivering feedback on company policy and developing an independent whistle-blowing policy.

Local Government Information Unit (2003), *Steer Policy Briefing: Corporate Social Responsibility*

This briefing paper examines the CSR agenda currently being promoted by the Government. It explains the concepts involved in CSR, the benefits for both business and the community and the problems that are associated with effective delivery. Some key points for consideration, sources and useful websites are listed at the end of the briefing. In terms of employees, various points are mentioned, including the raising of staff morale and skill levels through volunteering opportunities; the development of a pool of well-qualified potential employees; and increased commercial awareness of employees involved with local/community enterprises. Work/life balance is also mentioned. The author notes that socially responsible behaviour has a number of positive outcomes in

this respect: 'employees enjoy their work, feel valued and a better-skilled workforce is more easily retained'.

Marsden C, Mohan A (2003), 'I Whistle all the Way to Work and all the Way Home', CSR Europe

This paper details recent work carried out by the European Business Network for Social Cohesion (EBNSC), in which data was gathered on 505 different activities being undertaken by 340 European companies in the promotion of CSR. 74% in total were involved in both internal and external employment-related CSR and 69% regarded CSR activities as integrated into mainstream business. The vast majority (94%) identified business benefits to their CSR practices. Although scoring highly for involvement in external community activities, the UK companies surveyed were the least likely of all to have a strong focus on internal employability issues or direct HR involvement in CSR.

Maxwell G, Beattie R (2003), *Developing an Ethical Framework for In-Company Ethnography: Human Resource Professionals as Practitioners and Researchers*, Division of HRM and Development, Glasgow Caledonian University

Given the context of highly publicised demise of organisations such as Enron and WorldCom, the authors emphasise the importance of an awareness of and sensitivity to human resource management issues. The advantages and problems associated with in-company ethnographical approaches to research are discussed

Norwegian Ministry of Foreign Affairs (2000), 'Socially Responsible Companies: What? Why? How?', *A Memorandum from a Working Group under KOMpakt (the Consultative Body on Human Rights and Norwegian Economic Involvement Abroad)*

This paper attempts to develop a common understanding of what CSR is and explores the roles of various stakeholders in relation to social issues and Norwegian companies operating abroad. Various CSR-related expressions are defined, including corporate citizenship, social accountability, triple bottom line and sustainability. The paper differentiates between the kind of CSR practice which encompasses more generally a company's environmental and public contribution and that which deals more directly with employees and their activities. The authors note the difficulty in measuring the benefits of CSR

PriceWaterhouseCoopers (2002), *Global Human Capital Survey 2002/3*, PWC

Using data from the Global Human Capital Survey 2002, which represents the views of over 1,000 organisations in 47 countries, this paper finds a powerful linkage between good people management and a range of positive effects, such as reduced absenteeism and improved profitability. The extensive advantages of developing and delivering a documented HR strategy are cited, and the authors speculate that the planning and consultation which goes into such a strategy 'helps the organisation, line management and the HR function to identify priorities and new ways of doing things'.

Scott-Parker S, Handley K (2003), 'Is Disability a CSR Issue or a Matter of Diversity?', *People Management*, 20 November

Referring to the 'Global Inclusion Benchmark' scheme carried out by the Employers' Forum on Disability, Scott-Parker explains that the compilation of social reports can function as a 'lever for change' in the area of employment and disability. She argues that issues of disability should be firmly embedded in the CSR agenda, as recommended by BITC. Handley, on the other hand, argues that positioning disability as a CSR issue can cause problems, such as marginalising an important issue, and producing competition



between different interest groups. He asserts that diversity issues should be included in general human capital reporting.

Segal JP, Sobczak A, Triomphe CE (2003), *Corporate Social Responsibility and Working Conditions*, European Foundation for the Improvement of Living and Working Conditions

This report, based on case-study research amongst companies within the EU, explores the development by businesses of best-practice models related to working and employment conditions. Whether or not this was described as CSR within the twelve respective case-study organisations, the authors sought to establish the views of key stakeholders as to current achievements and future plans in the area. Conclusions were drawn as to the overall contribution of CSR to issues of employment and working conditions the extent to which good CSR practices are disseminated throughout a given organisation, and the nature of communication between key-players. Themes such as restructuring, sub-contracting, corporate governance, company size, and trade union involvement are addressed. Companies from the UK were included in the case-study research, along with organisations from Hungary, France and Germany. A chapter relating specifically to CSR in the UK provides useful contextual details for case-studies conducted within Corus plc and Tesco.

Stainer A (2002), 'Business Performance and Corporate Social Responsibility', *Management Services*, Vol. 46, No. 7, 36-37

An article exploring the work of the International Centre for Business Performance and Corporate Responsibility at Middlesex, a centre which aims to raise awareness of CSR strategies and to assist companies in their application. The author highlights the link between social and financial performance, asserting that reputation and knowledge networks can provide increasing market value and competitive advantage. The importance of embedding CSR into overall business strategy is discussed.

Tuffrey, M (2003), 'Good Companies, Better Employees: How Community Involvement and Good Corporate Citizenship can Enhance Employee Morale, Motivation, Commitment and Performance', *The Corporate Citizenship Company*

In this paper, the importance of improved strategic planning in the area of CSR is explored. In the search for 'the business case' for CSR, companies have tended to impose a post hoc 'accidental' justification on their HR practices, rather than developing a rigorous CSR strategy from the bottom up. In an environment of decreasing employee commitment and contentment, HR departments are challenged to address the issue of workplace CSR. The author outlines ways in which HR can develop a CSR policy, and draws upon evidence from a MORI survey conducted amongst 975 full-time UK employees and case-study research at Centrica. The paper concludes with a step-by-step guide to evaluating employee morale, motivation, commitment and performance.

[www.csrwire.com](http://www.csrwire.com) (2003) 'Corporate Social Responsibility – What Does it Mean?'

A great deal of useful information relating to CSR definitions and elements can be found at this site.

[www.hrgateway.co.uk](http://www.hrgateway.co.uk) (2002), 'HR's Role is to "Make CSR Practical"'

Argues that HR has 'a pivotal role in changing organisations into value-based entities' run according to CSR principles. Details recent research into HR and CSR carried out by the Article 13 consultancy, which contains recruitment and retention pointers for HR professionals.

[www.hrgateway.co.uk](http://www.hrgateway.co.uk) (2002), 'Firms Losing Staff and Image through Poor CSR'

Discusses recent Work Foundation and Future Foundation research, in which good business ethics are found to be an important determinant of employee loyalty and that one in ten of the workforce could be described as an 'ethical enthusiast'.

[www.hrgateway.co.uk](http://www.hrgateway.co.uk) (2002), Recruitment and Retention is 'Corporate Reputation'

Asserts that the failure to link responsible business practice with recruitment and retention could be an expensive mistake on the part of companies. Graduates in particular are noted as being increasingly interested in a company's CSR record. Recommendations contained within a recent IRS report show that 'CSR is all about going beyond what is legally asked of you if you are to attract talent'.

[www.hrgateway.co.uk](http://www.hrgateway.co.uk) (2002), 'CBI President: "CSR not a Threat but an Opportunity"'

Reports from the CBI conference, citing words of Sir John Egan, former chairman of Jaguar plc: 'I embrace the principles of corporate social responsibility because I've experienced their practical value. I've learned from experience that a stakeholder approach encourages loyalty from all the players who can influence a company's success'. The speaker also urged that CSR must not be 'a passing trend' or a 'public relations gimmick'.

[www.hrgateway.co.uk](http://www.hrgateway.co.uk) (2002), 'CSR is for "all Employees not just Unions"'

Details TUC's campaign for increased CSR and the importance of health and safety within this debate. Lists Article 13 action points for development and delivery of CSR.

[www.hrgateway.co.uk](http://www.hrgateway.co.uk) (2002), 'HR Warned to be Ready for CSR Responsibility'

Notes warning of Article 13's Fiona Cuming that HR departments need to prepare for increasing pressure, for example from the EU, to embed CSR within their practices.

[www.hrgateway.co.uk](http://www.hrgateway.co.uk) (2002), 'BBC Staff Become Teachers for an Hour a Day'

Describes BBC initiative which aims to develop employees through the teaching of underprivileged children in local London areas. Success of scheme summed up by a BBC participant: 'In my job I need to be able to motivate and build rapport with people. The mentoring scheme allows me to develop all these skills in an incredibly rewarding way'.

[www.hrgateway.co.uk](http://www.hrgateway.co.uk) (2002), 'Family Friendliness not "Ethical Employment" Issue'

Refers to recent IRS research pointing to the fact that half of companies driving forward a socially responsible agenda do not regard family friendly policies as a necessary part of employee-focused CSR. Although health and safety, training and development, and equal opportunities were found to be important, family friendliness was less so.

[www.hrgateway.co.uk](http://www.hrgateway.co.uk) (2003), 'Communication Confusion over CSR'

Notes the lack of clarity around what is expected of companies in the area of CSR, and refers to recent criticism of the government in communicating adequately on this issue.

[www.hrgateway.co.uk](http://www.hrgateway.co.uk) (2003), 'Tesco Secures 94% Retention Rate through Regeneration'

Details Tesco's efforts to tackle social exclusion and notes the impact this has had on internal HR issues. Following the opening of various 'partnership' stores across the country, an 'HR evolution' has occurred within the company via the re-entry of excluded people into the workplace.

[www.hrgateway.co.uk](http://www.hrgateway.co.uk) (2003), 'CSR is a Matter of High Standards'

Discusses the issue of benchmarking and reporting within the field of CSR, quoting Mirza Baig of ABI: 'Investors need assurance that companies take on board the environment in which they operate, particularly society's demands affecting the business' "licence to operate". A number of key standard holders were interviewed about the process, including Will Oulton of FTSE and Mike Pierce of AccountAbility. Interviewees referred to a number of areas, which the innovative business of the future should be looking towards, including capacity-building, training and education, and increased consultation and co-operation between stakeholders.

[www.hrgateway.co.uk](http://www.hrgateway.co.uk) (2003), 'CSR is a Strategic Matter Needing HR Involvement'

Draws on CIPD and BITC reports arguing for the necessary embedding of CSR into overall corporate and HR strategy. Refers to the BITC's first ever CSR index, 'comprising organisations that have chosen to have their CSR programmes revealed, warts and all, in a bid to learn where they can improve'.

[www.hrgateway.co.uk](http://www.hrgateway.co.uk) (2003), 'CSR as PR could be Encouraging Sign for UK plc'

Refers to research by the Work Foundation, which found that 58% of UK organisations do not have a CSR strategy, and over eight out of ten locate CSR as a PR responsibility. Neela Bettridge of Article 13 notes that, often, CSR moves from PR to HR with time, and that at least these figures show that the majority of companies are engaging with the issue of CSR. Various other findings are listed.

[www.hrgateway.co.uk](http://www.hrgateway.co.uk) (2003), 'Ethics and the City'

Suggests that although HR departments should be instrumental in encouraging and managing CSR change within organisations, two thirds of city firms have no CSR initiatives and those who have do not regard CSR as an HR responsibility. The author refers to the paucity of initiatives in the City which foster business ethics, and suggests City businesses have much to learn about the potential for HR in the field of CSR. CSR activities are increasingly being linked to 'improved profitability, investment and a way to partially insure against soiled reputations, poor morale and the inevitable affect on retention rates. This is an issue HR departments ignore at their peril'.

[www.hrgateway.co.uk](http://www.hrgateway.co.uk) (2003), 'Managers Long to Discuss "Spirituality" at Work'

Cites annual Roffey Park research amongst 372 managers, and notes that nearly nine out of ten wanted CSR to be higher up the agenda within their organisations. Recent research by the Work Foundation reveals that over half of employees who work for employers with poor CSR records plan to move on to more socially responsible firms, and that assumptions that wages are at the root of poor retention are often mistaken.

[www.strategis.ic.gc.ca](http://www.strategis.ic.gc.ca) (2003) 'Business Case for CSR'

The various benefits of business adoption of CSR practices are explored, including stronger financial performance, improved relations with key stakeholders including employees, stronger relationships with local communities, and improved reputation and branding.