



# How Corporate Social Responsibility can Trigger Innovative and Strategic Approaches for Promoting OSH

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## Overview

What is corporate social responsibility (CSR)

Why is CSR interesting for OSH (new perspectives)?

Examples of voluntary OSH initiatives related to CSR

Examples of CSR initiatives that trigger innovation, smart growth and better OSH



## What is CSR?

- › CSR is the integration of social and ecological concerns into business operations, and in the interactions with stakeholders
- › Going beyond legal obligations
- › Managing ethical dimensions of business operations
- › Managing People, Planet and Profit dimensions
- › Managing business opportunities as well as risks



## CSR and (OSH) legislation

The basis for CSR is = compliance (with the letter of the legislation)

But CSR is going beyond legislation

CSR is also acting according *the spirit* of the legislation

The ultimate level of CSR = acting ethically, beyond the spirit of the legislation



## Interactions with stakeholders

- › Traditional OSH stakeholders:  
workers' representatives, OHS services, governmental agencies and inspectorates
- › Other stakeholders:  
families and partners, insurers, social security agencies, (mental) health care organisations, etc.
- › Interaction means:  
being transparent, communication and dialogue, searching for synergies, developing partnerships



## Drivers for CSR

- › Managers that realise there is more than making money
- › New business opportunities (new markets, better company image)
- › Better control of business risks
- › License to operate
- › External pressure from NGO's and Media  
(e.g. accountancy scandals, anti-globalisation movement, critical consumers)



## Intervention strategies

- › Because we have to
  - › Power and force
  
- › Because it is logical
  - › Rational decision-making and convincing argumentation
  
- › Because it is the right thing to do
  - › Human and social values, norms
  
- › Because it is in our (or my) interest
  - › Stakes and interests (business cases)
  
- › Because some people are intrinsically motivated
  - › Stimulate already motivated people to develop initiatives



## OSH in a global perspective

- › To what extent are Western companies shifting their main problems to developing countries?
- › OSH is closely linked with other fundamental labour rights (i.e. child labour, forced labour, freedom of association)
- › How do companies select and support their suppliers and contractors world-wide?
- › Can it be justified when confronted with NGO's and mass media?
- › Is the global OSH impact of businesses transparent?





## **OSH in business to business (B2B) requirements**

Corporate responsibility does not stop at the fence

The OSH performance of business partners (contractors, suppliers, customers) is relevant, also across borders

In the REACH legislation (use of chemicals) the responsibility to communicate with business partners is included in EU law.

Another example is the Safety for Contractors Certificate (VCA) introduced by four large chemical companies in the Netherlands (in the nineties), and is now the informal Dutch standard and used significantly in a range of EU countries



## **Voluntary Certification of OSH Management Systems**

Companies with a certified OSH Management System are likely to have good OSH practices and a system of continuous improvement in place

End of 2009, 56,251 organisations in 116 countries had certified OSH Management systems (BSI, 2010).

In several countries OSH Management system certification is taken into account by the labour inspection as an element in their risk-based inspection strategies (exemption from proactive inspections)



## Codes for good and responsible craftsmanship

- › As part of a programme to promote craft economy the Dutch Agency for Crafts developed a series of codes for good craftsmanship (micro enterprises, now for 24 sectors)
- › Codes are concrete guidelines with do's and don'ts (hard copy or on-line) for Business, Quality, OSH, Environmental and legal issues for the craft.
- › Now they 'pilot' with a smart and lean certification system in three sectors (e.g. for road workers more than 70 % of the criteria address OSH items)



## Good work combines good OSH and good business

- › Good work promotes health and well-being, but also productivity
- › Increase the human and social capital of the organisation
- › Safety and health can be a business opportunity
- › See safety and health as an item to raise the profile of organisations at the labour market
- Make a direct link between OSH, human resource management and business strategy!



## Vision zero / Zero accidents

The zero accidents vision is increasingly adopted by companies that want to eliminate workplace accidents, because they feel their identity does not allow accidents.

This is not a 'risk control' strategy, but a 'safety commitment' strategy. It is an ambition the company commits it-self to.

While for traditional OSH, management commitment (known as a vital success factor) is often low, here it is the start.

An active zero accidents forum in Finland

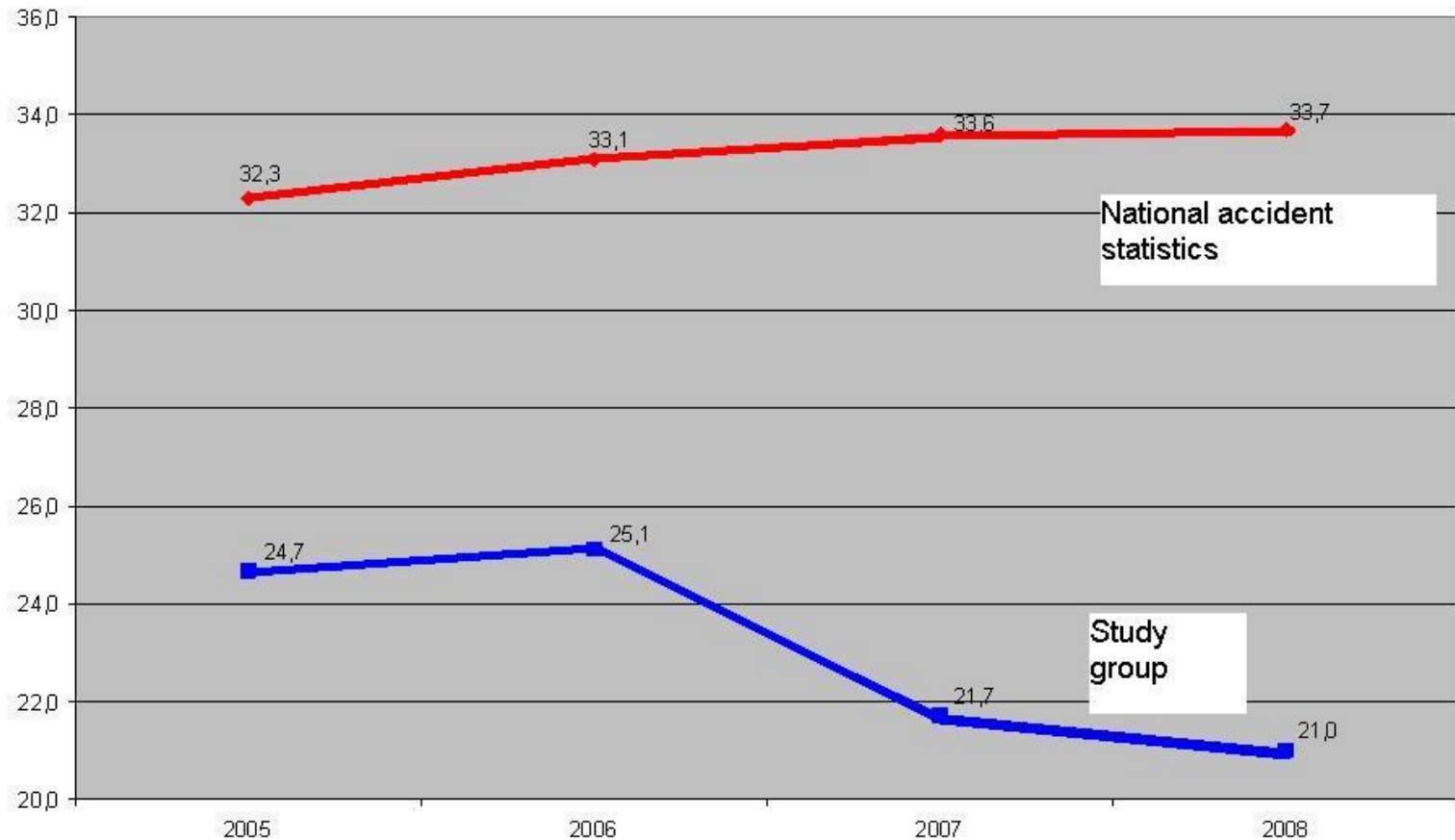


Zero-Accident  
**F o r u m**

Prioritizing  
Occupational Safety



## Finnish Zero Accident Forum: Accident rates (per million working hours): members compared with the national accident statistics 2005-2008





## The Responsible Care Programme

- › The Responsible Care initiative was launched in 1985 by the Canadian Chemical Industry.
- › It is a global programme, run in 52 countries since 2006
- › Interesting is what happened in the Netherlands after a disaster in a small chemical trade company (2010): The Dutch Chemical Industry used its power to set up a 10 points action plan to improve safety in four sectors associated with the trade of chemicals





## The Dow Jones Sustainability Index

The Dow Jones Sustainability Index (DJSI) is a selection of best in class industries (stock market rated) in sustainability (including OSH)

Many multinationals want to be rated by DJSI

In several companies the management pay (bonuses) is related to the rating on DJSI. This triggers companies to improve their performance.

E.g. a large multinational recently started a world wide workplace health promotion programme because they want to upgrade their DJSI status.





## The Global Reporting Initiative

The Global Reporting Initiative (GRI) created the global standard for sustainability reporting (simplified version for SMEs)

ILO was keen to have several 'labour issues' included (including OSH).

This helps to create transparency on OSH performance, for external stakeholders and the media

It also allows a kind of benchmarking, triggering improvements in several companies



## Conclusion

Corporate Social Responsibility offers innovative perspectives on doing business that are relevant for occupational safety and health

Promising voluntary initiatives in OSH are often related to CSR

A range of CSR initiatives triggers the improvement of OSH performance (beyond legal obligations)

In this way CSR triggers Innovation, smart growth and better OSH.



## Thanks for your attention

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