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Secretariat: SIS/ABNT

**Guidance on Social Responsibility —**

*Lignes directrices pour la responsabilité sociétale —*

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***Comments by 18 April 2006.***

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## 100 **Foreword**

101 ISO (the International Organization for Standardization) is a worldwide federation of national  
102 standards bodies (ISO member bodies). The work of preparing International Standards is normally  
103 carried out through ISO technical committees. Each member body interested in a subject for which a  
104 technical committee has been established has the right to be represented on that committee.  
105 International organizations, governmental and non-governmental, in liaison with ISO, also take part in  
106 the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all  
107 matters of electrotechnical standardization.

108 International Standards are drafted in accordance with the rules given in the ISO/IEC Directives,  
109 Part 2.

110 The main task of technical committees is to prepare International Standards. Draft International  
111 Standards adopted by the technical committees are circulated to the member bodies for voting.  
112 Publication as an International Standard requires approval by at least 75 % of the member bodies  
113 casting a vote.

114 Attention is drawn to the possibility that some of the elements of this document may be the subject of  
115 patent rights. ISO shall not be held responsible for identifying any or all such patent rights.

116 ISO 26000 was prepared by ISO/TMB Working Group on Social Responsibility.

117 **Note to reviewers**

118 This draft document contains material that is at various stages of development.

119 1. Some material is proposed draft text - this is marked as **PROPOSED DRAFT TEXT**. Within the  
120 proposed draft text there are sentences or phrases that are not yet agreed within the relevant task  
121 group. These are enclosed within square brackets ie **[bracketed text]**.

122 2. Some sections provide options for text - these show various ways a concept or issue may be  
123 presented. None of the options have been agreed upon - these sections are marked as  
124 **POSSIBLE OPTIONS FOR TEXT**. Within the POSSIBLE OPTIONS FOR TEXT sections there are  
125 places where the task group has identified two or more different ways to express an idea. These  
126 places are marked with square brackets **[bracketed text]**.

127 3. Some material discusses ideas or approaches that might be used in addressing an issue or  
128 presenting information. These sections are intended for the information of Task Group members.  
129 They are marked as **ISSUES TO BE DISCUSSED and are printed in italic type in a smaller**  
130 **size than other material** (*social responsibility*).

131

132 **Introduction**

133 *Not currently assigned to a Task Group; to be developed later.*

134



## 135 **Guidance on Social Responsibility —**

### 136 **1 Scope**

#### 137 **PROPOSED DRAFT TEXT**

138 **Option 1.** This International Standard provides guidance to organizations on:

- 139 • understanding the principles and core issues relating to social responsibility [and the contribution  
140 of the organization to sustainable development]
- 141 • implementing [and integrating] social responsibility [principles] throughout the organization [and its  
142 sphere of influence including its supply chain]
- 143 • [the relationship between the social responsibility principles and organizational governance  
144 frameworks]
- 145 • [contributing to the enhancement of social responsibility in the organization's sphere of influence]
- 146 • identifying, selecting and engaging with [relevant] stakeholders] [those affected by an  
147 organization's activities and those that can affect the organizations activities]
- 148 • communicating commitments and performance relating to social responsibility
- 149 • [creating effective partnerships between different types of organizations and/or stakeholders in  
150 order to contribute to solving issues of social responsibility in an appropriate manner]

151 [This International Guidance Standard promotes common terminology in the field of social  
152 responsibility by defining terms relating to social responsibility.]

#### 153 **Alternate wordings for Option 1, paragraph 3**

154 This International Guidance Standard is intended to provide guidance [some of which is]  
155 applicable to all types of organizations regardless of their sector, size, location and the nature of  
156 their activities [and where indicated also guidance that may be applicable only to certain types of  
157 organization]

158 *or*

159 This International Guidance Standard is intended to provide guidance that is applicable to all  
160 types of organizations. It may be tailored to suit the size and location of the organization, the  
161 sector in which it operates and the scope and nature of its operations

#### 162 **Alternate wordings for Options 1, paragraph 4**

163 This International Guidance Standard [applies] [might be used] regardless of the society, culture,  
164 [legal framework] and environment within the sphere of influence of which the organization  
165 carries out its activities

166 *or*

167 This International Guidance Standard respects cultural, societal, environmental and legal  
168 differences, as well as economic development conditions of the countries or regions where it is  
169 applied [except where these are in conflict with broadly accepted international norms of socially  
170 responsible behaviour]

171 *or*

172 This International Guidance Standard gives priority to the broadly accepted international norms  
173 concerning responsible behaviour where they are in conflict with cultural, societal, environmental  
174 and legal differences

175 This International Guidance Standard is not intended:

- 176 • to be a management system standard
- 177 • for conformity assessment or certification purposes
- 178 • [for contractual or regulatory use]
- 179 • [to alter government's authority to address the social responsibility of organizations [e.g. by  
180 ratifying international agreements]
- 181 • [to replace, reinterpret or redefine existing internationally recognised instruments (such as  
182 international treaties, codes and conventions) or voluntary initiatives based on these instruments]
- 183 • [to define social obligations or expectations]or

184 **Option 2.** This International Standard provides guidance on social responsibility, its principles and  
185 issues, and a framework to assist organizations to implement and integrate social responsibility. It  
186 offers a coherent approach to identifying and engaging with stakeholders and communicating an  
187 organization's commitments and performance on social responsibility.

188 This guidance is intended to be applied by all organizations of any size, sector and type.

189 The guidance is not for conformity assessment or certification purposes and does not specify  
190 performance criteria or explain the specific elements of social responsibility.

191 **Option 3.** ISO 26000 provides guidance to organizations on the principles, the core issues related to  
192 social responsibility, and the methods of implementing social responsibility principles in an  
193 organization's everyday activities, including stakeholder engagement activities. The methods of social  
194 responsibility implementation include specific examples of action. The organization may implement  
195 social responsibility suitable to itself by focusing on some elements in this standard, prioritizing the  
196 elements or excluding inapplicable elements.

197 ISO 26000 is applicable to organizations of all sizes and types no matter where they operate.

198 ISO 26000 is an International Guidance Standard for social responsibility and:

- 199 • does not provide general requirements for conformity assessment schemes
- 200 • is not a management standard
- 201 • is not intended for certification purposes or regulatory or contractual use

## 202 2 Normative references

203 *Not currently assigned to a Task Group; to be developed later.*

## 204 3 Terms and definitions

205 *Not currently assigned to a Task Group; to be developed later.*

206 For the purposes of this document, the following terms and definitions apply / the terms and  
207 definitions given in ... and the following apply.

## 208 ISSUES TO BE DISCUSSED

### 209 3.1 210 social responsibility

211 *The definition should seek to achieve the following objectives:*

212 To be objective and neutral, as far as possible using language that is clearly understood, that is not jargon  
213 and that excludes terms that may themselves be the subject of some debate or possible misinterpretation.

214 To open with a short over-arching statement that serves as a concise one-sentence definition; ideally this  
215 opening definition should include the words “social” and “responsibility”.

216 To follow this concise opening definition with additional information that further clarifies the concept. These  
217 clarifying statements should seek (amongst other things) to address the following key issues:

218 — *To clarify the nature of the relationship between social responsibility and legal compliance,*  
219 *including whether social responsibility is strictly a “voluntary” concept and/or whether it*  
220 *includes compliance with the law*

221 — *To clearly state whether or not social responsibility includes philanthropic activities*

222 — *To distinguish social responsibility as a set of activities that organisations do, from what*  
223 *society may expect organisations to do*

224 — *To provide a brief explanation or description of what is meant in practice by social*  
225 *responsibility*

226 *Provision should be made in the definition for the following key elements:*

227 Social responsibility is about the role of organizations in society and the expectations of society concerning  
228 organizations;

229 Social responsibility is about activities that assume or include compliance with the law, as well as socially  
230 beneficial activities that are beyond compliance with the law;

231 Social responsibility is concerned with the role of management and management initiatives, whereby  
232 organizations consider and manage economic, social and environmental issues within the organization’s  
233 activities;

234 Social responsibility includes a major focus on the impact of an organization’s activities and the results of  
235 those impacts, both positive and/or negative, on economies, society and the environment;

236 Social responsibility is about the ongoing or regular activities of an organization as defined by its purpose,  
237 and not unrelated philanthropic activities; unrelated philanthropic activities should not be considered as part  
238 of the social responsibility concept or as social responsibility activities;

239 Social responsibility is about monitoring and improving performance on social, environmental and  
240 economic dimensions and can contribute to furthering the goal of sustainable development;

241 Social responsibility is about identifying, engaging and communicating performance to those who are  
242 impacted by [and/or have an impact on] the activities of the organization [and its stakeholders];

243 Social responsibility is not a suitable means for addressing certain questions that can only be legitimately  
244 answered through democratic or representative political processes.

245

### 246 POSSIBLE OPTIONS FOR TEXT

247 **Option 1.** A form of ethics and related activities concerning [that concerns] the responsibility of  
248 organizations to take into account the impact of their activities on others in ways that are consistent  
249 with [their own interests and] the interests of society.

250 Social responsibility is primarily concerned with the role of the management and management actions  
251 that are voluntary [or market driven] [and beyond legally binding obligations]. [Where it is concerned  
252 about activities that fall within the scope of law, social responsibility assumes compliance with the law  
253 and can involve activities that are designed to ensure that the organization complies with the law, to  
254 demonstrate that it is in compliance, and/or to promote compliance by other organizations.] When  
255 relevant, social responsibility requires respect for universally recognised values. Social responsibility  
256 concerns the environmental and social impact of the normal activities of the organization, that is,  
257 activities related to the purpose of the organization, and not activities unrelated to this purpose such  
258 as philanthropy.

259 The implementation of social responsibility could include the identification of those impacted by the  
260 organization's activities, as well as the measuring and reporting of this impact and the related aspects  
261 of the organization's performance. [social responsibility can lead organizations to develop cooperative  
262 approaches with other organizations for some issues that it cannot address alone.] The  
263 implementation of social responsibility could also include the engagement of those impacted by its  
264 activities, as well as the changes in behaviour that are made to increase the beneficial effects of the  
265 organization's activities for society.

266 [Implementation of social responsibility means the integration of social responsibility principles into the  
267 relevant policies and procedures of any organization. Furthermore, the implementation of social  
268 responsibility should also include the importance of establishing incentive structures in the  
269 organization that foster behaviour based on social values. The implementation of social responsibility  
270 should acknowledge that the leadership of any organization and/or top management has to assume  
271 responsibility for continuously communicating the fundamental values and guidelines internally and  
272 externally, and for monitoring the implementation and application of social responsibility.]

273 Social responsibility requires willingness by the organization to be held accountable and to be  
274 transparent. [Social responsibility does not involve redefining values and expectations that are more  
275 authoritatively and legitimately defined elsewhere.] [Social responsibility is not a suitable means for  
276 addressing questions that can only legitimately be answered through democratic or representative  
277 political processes] [Social responsibility is the commitment of organizations to address the questions  
278 that have been answered legitimately through democratic or representative political processes]. [SR  
279 can develop means to reach targets and objectives fixed by democratic or representative political  
280 processes].

281 **Option 2.** Social responsibility refers to the attitude and behaviour of an organization directed to  
282 [contribute to] the maintenance of a balance between an empowered society, a sustainable  
283 environment and a viable economy.

284 An organization's aspirations to social responsibility are based on an acknowledgment of the mutual  
285 interdependence of all social, environmental and economic actors affected by the organization's  
286 activities, and an acknowledgment that all have a legitimate interest and stake in those activities.

287 Social responsibility assumes an attitude of "beyond compliance", [where observance of national and  
288 international laws and conventions is taken as a given] before the implementation of further socially  
289 responsible behaviour.

290 Social responsibility derives from the organization's commitment to minimize negative impacts and  
291 maximize positive ones due to its [typical] [regular] activities. *or*

292 Socially responsible behaviour can best be achieved by minimizing negative impacts and maximizing  
293 positive impacts.

294 To achieve these ends, social responsibility requires appropriate communication with stakeholders, as  
295 well as a commitment to maintain transparency and accountability.

296 **Option 3.** Social responsibility refers to the activities of an organization aimed at contributing to a  
297 sustainable society and environment, as well as maintaining the organization's continued existence,  
298 by minimizing negative impacts and maximizing positive impacts on the society and environment,  
299 through proactive stakeholder communications and engagement throughout the organization's sphere  
300 of influence. Social responsibility is about organizational initiatives that start with, but go beyond,  
301 meeting legal requirements and that contribute to social acceptance. An organization only obtains its  
302 social acceptance by observing national laws and applicable international agreements and by  
303 responding to an ever-changing society that has constantly changing expectations.

304

305 **3.2**  
306 **term**  
307 *text of the definition*

## 308 **4 The social responsibility context in which organizations operate**

### 309 **4.1 Historical and contemporary context**

#### 310 **4.1.1 Historical context**

#### 311 **ISSUES TO BE DISCUSSED**

312 *This section will:*

313 provide a brief review of the origins and evolution of the concept of social responsibility (due to the nature  
314 of this evolution, the review unavoidably will have a predominant, though not exclusive, focus on the  
315 experiences in implementing and/or not implementing social responsibility in the corporate context); and

316 seek to be concise, yet provide sufficient context to support understanding and provide guidance  
317 highlighting the social responsibility and sustainable development agendas, as well as identify (but not be  
318 limited to) milestone developments that may be seen to characterize different types or levels of approach to  
319 social responsibility.

320

#### 321 **4.1.2 Contemporary global trends and developments**

#### 322 **ISSUES TO BE DISCUSSED**

323 *This section will cover such trends as:*

324 The rise in significance of globalization, the increase in trade in goods and services across borders, the  
325 growth in importance and influence in particular of multinational enterprises, and the development of global  
326 supply chains;

327 The growing number of international instruments of inter-governmental bodies, such as the UN and the ILO,  
328 that articulate at a global level basic societal norms of acceptable conduct;

329 The increasingly significant role of [multinational corporations] [organizations] in investment and the  
330 exchange of goods and services;

331 The growing evidence that the increasing impact of globalization is having both desirable and undesirable  
332 consequences. These are all characterised by a growing impact of large corporations and market-driven  
333 practices that – especially in the case of undesirable effects – have not been effectively counterbalanced  
334 by new forms of social responsibility;

335 Increasing public disclosure by organizations on the economic, social and environmental aspects of their  
336 behaviour;

337 Evidence of growing pressure on the global environment, including concerns relating to climate change,  
338 pollution, the reduction of biodiversity and depletion of natural resources, and unsustainable consumption  
339 patterns;

340 The continuing need to address social concerns associated with poverty and inequality, as epitomised for  
341 example by the United Nations Millennium Development Goals;

342 The recognition that the capacity of governments to enforce laws is in many cases inadequate (even  
343 though citizens have high expectations of legal compliance) and as a result organizations are taking it upon  
344 themselves to demonstrate that they are meeting or exceeding legal standards of social and environmental  
345 behaviour;

346 The risks to organizations associated with operating in countries where human rights are not respected or  
347 where the state does not permit human rights to be respected and the corresponding efforts by these  
348 organizations to avoid complicity in human rights abuses and to resolve ethical dilemmas arising from  
349 operating in such conditions;

350 Evidence of concerns associated with the perceived lack of an international framework to address the  
351 social dimension of globalization;

352 The increasing interdependence among all types of organizations – government, business, labour,  
353 consumer, NGOs etc – with each organization expected not only to operate in a socially responsible  
354 manner, but also to promote the idea of partnership and collaboration in order to contribute to solving social  
355 issues;

356 Concerns relating to working conditions including forced and child labour, within the organization's  
357 boundaries of responsibility;

358 Concerns regarding the balance between legal requirements and market-based voluntary approaches;

359 Increasing adoption of environmental and social issues as a consideration for market access;

360 The increasingly stringent requirements for organizational governance and the nexus between this and  
361 social responsibility;

362 The [perceived] growing power of business relative to that of government.

363

#### 364 4.1.3 Motivations for, and benefits of, implementing social responsibility

#### 365 ISSUES TO BE DISCUSSED

366 *This section will address the following sets of issues relating to the potential motivations for, and*  
367 *benefits of, implementing social responsibility:*

368 Ethical, philanthropic and altruistic motivations

- 369 The increasing recognition by organizations that voluntary or market-driven implementation of social and  
 370 environmental commitments developed with input from key stakeholders can result in positive benefits,  
 371 associated for example with:
- 372 — *improving risk management, integrity management and operational efficiency;*
  - 373 — *reducing the risk of commercial and other disruptions;*
  - 374 — *enhancing the intangible reputation-based assets of the organization;*
  - 375 — *strengthening relationships with the organization's stakeholders;*
  - 376 — *stimulating learning and innovation through consideration of opportunities identified by*  
 377 *engagement of stakeholders;*
  - 378 — *improving employee morale and enhancing ability to attract and retain qualified staff;*
  - 379 — *reducing social costs;*
  - 380 — *realising new commercial opportunities and market recognition for commercial organizations.*
- 381 [The increased sophistication of a wider group of stakeholders and the growing pressure these  
 382 stakeholders place on organisations to meet higher standards of social and environmental performance,  
 383 regardless of where organisations operate. This includes:
- 384 — *the development of a socially responsible investment community, including the shareholder*  
 385 *activism of pension funds and other institutional investors, and the consequential increase in*  
 386 *the number of, and support for, shareholder proposals on social responsibility issues;*
  - 387 — *the increased action of non-governmental organizations through a range of activities*  
 388 *including campaigns, certification initiatives and partnerships;*
  - 389 — *the growth of (though currently still limited) consumer demand for more responsible*  
 390 *consumption (as evidenced by fair trade programs, sustainable forestry and fishery*  
 391 *programs, and environmental labelling);*
  - 392 — *the increase in the number of calls by workers and trade union organizations to strengthen*  
 393 *legislation relating to labour issues and the accountability of organizations;*
  - 394 — *the existence of consumer concerns, particularly in developing countries, for more affordable*  
 395 *access to medicine and for more equitable trade regimes;*
  - 396 — *the emergence of consultants and enterprises offering social responsibility services to*  
 397 *organizations.]*
- 398 The strengthening of regulatory and policy interventions by governments for organizations to address  
 399 environmental, social, economic and governance issues.
- 400 The significant increase in voluntary social responsibility initiatives that have arisen to address increasingly  
 401 complex social responsibility concerns.
- 402

403 **4.2 The concept of social responsibility**

404 **4.2.1 Understanding the interface of the organization and society**

405 **ISSUES TO BE DISCUSSED**

406 *An important initial objective will be to distinguish between an organization's social responsibility as*  
407 *indicated in the principles set out in this International Standard and an organization's social*  
408 *responsibility as determined by the evolving and varying expectations of society. This section will also*  
409 *seek to make it clear that social responsibility is not a suitable means for addressing certain issues that*  
410 *can only legitimately be addressed through representative political processes.*

411 *This section will include consideration of the following issues:*

412                   The relationship between social responsibility and voluntary activities/legal requirements – noting that  
413                   social responsibility includes elements related to both legal obligations and voluntary actions;

414                   Guidance on how social responsibility could/should be related to the overall principle of sustainable  
415                   development in society.

416 *The section will outline the following issue in terms of defining the social responsibilities of*  
417 *organizations: The expectations of society with respect to the social responsibilities of organizations*  
418 *are demonstrated in both legal obligations and in non- legally binding ways. In most situations it is*  
419 *inappropriate for organizations to unilaterally define their own responsibilities. Organization's social*  
420 *responsibility activities should reflect the legitimate expectations of the broader society and be*  
421 *consistent with those universal values contained in the authoritative international agreed*  
422 *intergovernmental instruments.*

423 **4.2.2 Addressing stakeholder issues**

424 **ISSUES TO BE DISCUSSED**

425 *This section will:*

426                   Provide guidance on the different kinds of stakeholders, including networks of stakeholders;

427                   Review how the stakeholder concept became part of the social responsibility concept;

428                   Provide an overview of the different roles stakeholders may have in the context of social responsibility;

429                   Provide guidance on selecting the primary audience of stakeholders as well as on the potential problems  
430                   associated with "false stakeholders", "inappropriate stakeholders" and "surrogate stakeholders".

## 431 **5 Social responsibility principles relevant to organizations**

### 432 **ISSUES TO BE DISCUSSED**

433 *For the purposes of guiding the discussion and drafting process only (and not necessarily for inclusion*  
434 *within the final Standard), it is proposed that a principle be defined as:*

435 *“A general law or rule adopted or professed as a guide to action that should animate or inform an*  
436 *organization’s decision-making and conduct” (Oxford Dictionary and ITG5).*

437 *The Principles section remains a contentious portion of the draft. It is suggested that this issue will*  
438 *require further decisions from TG4 experts and/or the social responsibility WG before drafting work can*  
439 *meaningfully commence. Following is a list of areas on which key decisions are required:*

440 *Some areas on which discussion and decisions are needed are:*

- 441 a) The nature of the principles
- 442 b) The form these principles should take
- 443 c) Inclusion of principles in a separate section

444

#### 445 **The nature of the principles**

446 *There is currently no agreement on what is meant by the term “principles”. Two qualitatively different*  
447 *kinds of principles are identified: “substantive” and “process/attitude”. A decision is needed as to*  
448 *whether reference should be made to one or both of these kinds of principles.*

449 *“Substantive principles” are related to norms or expectations concerning the values or interests of*  
450 *society. International instruments have been cited as embodying substantive principles that should be*  
451 *contained in a section on principles. This however raises another set of questions. Should the section*  
452 *be limited to “authoritative intergovernmental instruments”?*

453 *Another question concerns the way in which the underlying principles of international instruments*  
454 *usually intended to address the behaviour of states can be adapted to provide guidance for a wide*  
455 *range of organizations. This question is crucial because the adaptation would likely involve the*  
456 *reinterpretation of established standards/ norms beyond the competency of the ISO.*

457 *Process/attitude principles are related to the kind of guidance that might be provided to organizations in*  
458 *implementing social responsibility programmes or carrying out social responsibility activities. Choosing*  
459 *these principles will raise other questions. One question will be whether the ISO WGSR should be*  
460 *setting process guidance that may have already been developed in other initiatives or otherwise be*  
461 *outside the scope of this International Standard.*

#### 462 **The form these principles should take**

463 *Many of the “principles” suggested have not been in a form that can provide information or guidance. A*  
464 *decision is required about whether the principles should be in the form of principles as this term is*  
465 *understood.*

#### 466 **Inclusion of principles in a separate section**

467 *Some have questioned the need for a separate section where principles of any kind are listed or*  
468 *described. They suggest that instruments and substantive principles could be described/named in the*

469 *parts of the International Standard that consider various subjects/issues such as “human rights” or*  
470 *“environmental responsibility.” Such an approach would also address the need of deciding upon the*  
471 *themes around which to organize the principles. Process principles could be added in the section*  
472 *where guidance with respect to social responsibility implementation was considered.*

## 473 **6 Guidance on core social responsibility subjects/issues**

### 474 **ISSUES TO BE DISCUSSED**

#### 475 **a) Provisional list of headings**

476 *To allow drafting of guidance understandable by a non-specialist, there is a need to classify core*  
477 *issues into a limited number of categories. In this draft, these categories are called “headings.”. Each*  
478 *heading will include a range of core subjects/issues with a common background that can be addressed*  
479 *together.*

480 *Possible headings are listed below. The headings “environment” and “human rights” are accepted by*  
481 *all, others are still under discussion. Text under the headings is not yet developed.*

### 482 **PROPOSED DRAFT TEXT**

#### 483 **6.1 Environment**

##### 484 **6.1.1 Background on environment issues**

##### 485 **6.1.2 Environment issue 1**

- 486 • Challenges, opportunities and difficulties
- 487 • Trends
- 488 • Existing initiatives
- 489 • Stakeholder relationships
- 490 • References

##### 491 **6.1.3 Environment issue 2**

- 492 • Challenges, opportunities and difficulties
- 493 • Trends
- 494 • Existing initiatives
- 495 • Stakeholder relationships
- 496 • References

##### 497 **6.1.4 Environment issue 3**

- 498 • Challenges, opportunities and difficulties

- 499 • Trends
- 500 • Existing initiatives
- 501 • Stakeholder relationships
- 502 • References
- 503 etc.
- 504 **6.2 Human rights**
- 505 **6.2.1 Background on human rights issues**
- 506 **6.2.2 Human rights issue 1**
- 507 • Challenges, opportunities and difficulties
- 508 • Trends
- 509 • Existing initiatives
- 510 • Stakeholder relationships
- 511 • References
- 512 **6.2.3 Human rights issue 2**
- 513 • Challenges, opportunities and difficulties
- 514 • Trends
- 515 • Existing initiatives
- 516 • Stakeholder relationships
- 517 • References
- 518 etc.
- 519 **6.3 Labour practices**
- 520 **Possible alternative wordings:**
- 521 **[Labour issues**
- 522 **Labour standards and labour relations**
- 523 **Labour])**
- 524 **6.3.1 Background on labour practices**
- 525 **6.3.2 Labour practices issue 1**
- 526 • Challenges, opportunities and difficulties

- 527 • Trends
- 528 • Existing initiatives
- 529 • Stakeholder relationships
- 530 • References
- 531 **6.3.3 Labour practices issue 2**
- 532 • Challenges, opportunities and difficulties
- 533 • Trends
- 534 • Existing initiatives
- 535 • Stakeholder relationships
- 536 • References
- 537 etc.
- 538 **6.4 Organizational governance**
- 539 **6.4.1 Background on organizational governance**
- 540 **6.4.2 Organizational governance issue 1**
- 541 • Challenges, opportunities and difficulties
- 542 • Trends
- 543 • Existing initiatives
- 544 • Stakeholder relationships
- 545 • References
- 546 **6.4.3 Organizational governance issue 2**
- 547 • Challenges, opportunities and difficulties
- 548 • Trends
- 549 • Existing initiatives
- 550 • Stakeholder relationships
- 551 • References
- 552 etc.

- 553 **6.5 Fair business practices/market rules**
- 554 **Possible alternative wordings:**
- 555 **[Fair service provision**
- 556 **Operational transparency and fairness**
- 557 **Ethics and anti-corruption issues]**
- 558 **6.5.1 Background on fair business practices/market rules**
- 559 **6.5.2 Fair business practices/market rules issue 1**
- 560 • Challenges, opportunities and difficulties
- 561 • Trends
- 562 • Existing initiatives
- 563 • Stakeholder relationships
- 564 • References
- 565 **6.5.3 Fair business practices/market rules issue 2**
- 566 • Challenges, opportunities and difficulties
- 567 • Trends
- 568 • Existing initiatives
- 569 • Stakeholder relationships
- 570 • References
- 571 etc/
- 572 **6.6 Community involvement**
- 573 **Possible alternative wordings:**
- 574 **[Community and society development**
- 575 **Stakeholder consultation – communication**
- 576 **Community development issues**
- 577 **Community development**
- 578 **Community]**
- 579 **6.6.1 Background on community involvement**
- 580 **6.6.2 Community involvement issue 1**
- 581 • Challenges, opportunities and difficulties
- 582 • Trends
- 583 • Existing initiatives
- 584 • Stakeholder relationships

585 • References

586 **6.6.3 Community involvement issue 2**

587 • Challenges, opportunities and difficulties

588 • Trends

589 • Existing initiatives

590 • Stakeholder relationships

591 • References

592 etc.

593 **6.7 Consumer issues/product responsibility**

594 **Possible alternative wordings:**

595 **[Consumer issues-product responsibility - marketing rules**

596 **Achieving responsible organizational output**

597 **Services/products issues**

598 **Consumer and user issues]**

599 **6.7.1 Background on consumer issues/product responsibility**

600 **6.7.2 Consumer issues/product responsibility issue 1**

601 • Challenges, opportunities and difficulties

602 • Trends

603 • Existing initiatives

604 • Stakeholder relationships

605 • References

606 **6.7.3 Consumer issues/product responsibility issue 2**

607 • Challenges, opportunities and difficulties

608 • Trends

609 • Existing initiatives

610 • Stakeholder relationships

611 • References

612 etc.

613 *The order of headings does not indicate priority.*

614 *The list above is currently considered to be a working list. It is envisaged that this list will have to be*  
 615 *modified once all core issues to be covered have been identified and allocated to the current headings.*  
 616 *The future adaptation of the list may involve text changes or additional headings. Hence, a detailed*  
 617 *discussion on the wording of the headings does not seem to be useful at this stage. The purpose of the*  
 618 *proposed list is to cover in principle all relevant areas without leaving gaps.*

619 *Some experts consider that it is necessary to deal with “health and safety” as a separate heading. At*  
 620 *this stage, it is not clear whether all the core issues related to “health and safety” can be allocated to*  
 621 *other headings, so the issue is open for the time being. This will be considered again when the issues*  
 622 *under all headings are developed.*

623 *Some, but not all, experts support the addition of a heading addressing “specific issues” (this heading*  
 624 *has been defined as “a range of issues specific to a type of organization or even to a single*  
 625 *organization, if any”). This issue remains open.*

626 **b) Identifying social responsibility core issues:**

627 *Issues that have arisen within the discussion of identification of social responsibility core issues*  
 628 *include:*

629 Gaps and overlaps: Overlaps appear to be acceptable and even unavoidable, as social responsibility core  
 630 issues are, in essence, interconnected. Gaps appear to be unacceptable and all identified social  
 631 responsibility core issues within the scope of ISO 26000 shall be addressed.

632 Universality of headings: Headings will be worded in a way that is applicable to all kinds of organizations.

633 *Headings need not be equally relevant for all types of organizations. If some headings are not relevant*  
 634 *for an organization, the organization will have to explain why.*

635 *Balance needs to be found to avoid diluting issues applicable to “business” while trying to make them*  
 636 *applicable to any organization.*

637 Supply chain: Some experts have expressed the view that, where relevant, supply chain issues should be  
 638 taken into account in the discussion of core issues, even if supply chain issues are further developed in the  
 639 Implementation clause of ISO 26000.

640 **c) Other issues**

641 Exclusion/inclusion of financial viability within the scope of social responsibility: The question of whether  
 642 the scope of ISO 26000 includes financial viability needs further discussion.

643 Connected social responsibility Issues: The question of how to deal with issues that are not within the  
 644 scope of ISO 26000 but are related to social responsibility in some way has been discussed. A majority of  
 645 experts suggested that connected issues should be dealt with in the Social Responsibility Context clauses  
 646 of ISO 26000.

647 Should the Definitions include the term issues, with a definition as follows: Specific items that can be acted  
 648 upon, that have measurable and/or identifiable outcomes?

649

650

651

652 **7 Guidance for organizations on implementing social responsibility**

653 **7.1 Definition of the environment in which the organization operates**

654 **PROPOSED DRAFT TEXT**

655 The organization should define the social, ecological and economic environment in which it operates,  
656 especially as this relates to its core business processes as well as its products and services and the  
657 value chain of which the organization forms a part.

658 This can be done best by the (senior) management of the organization. There are a number of  
659 different approaches that can be used to define the organization's operating environment, and  
660 maximum flexibility should be provided in selecting approaches, so as to determine the ones that best  
661 fit the particular position and situation of the organization.

662 The key approaches are:

- 663 • Value chain
- 664 • Principles and values
- 665 • Knowledge about the organization's core processes and/or core activities
- 666 • Detailed knowledge about practices and programs throughout the organization

667 Methodology for analysis:

- 668 • Risk/opportunity/impact/degree of influence, SWOT, FMEA or similar analysis – from different  
669 angles
- 670 • Stakeholder analysis, dialogue and engagement

671 **7.2 Consideration of principles**

672 **PROPOSED DRAFT TEXT**

673 The organization needs to consider acknowledged substantive principles on social responsibility (e.g.  
674 those mentioned in the UN Global Compact), international conventions (such as the UN Declaration  
675 on Human Rights and other UN treaties and ILO conventions), regulations (legal requirements related  
676 to economic, social and environmental practices), as well as social responsibility issues (either  
677 derived from those principles, conventions and regulations, or identified as such).

678 **7.3 Development of a vision statement and code of conduct**

679 **PROPOSED DRAFT TEXT**

680 The organization should develop its social responsibility vision statement, based on its analysis of its  
681 operating environment and the issues the organization mainly has to or wants to deal with. This  
682 should be followed up with a code of conduct.

683 The organization should develop and issue a clear statement, outlining its vision, objectives and  
684 policies on social responsibility, in accordance with social responsibility principles. This vision should  
685 state the commitment of the organization, and should give stakeholders (internal and external) a  
686 sense of direction as to where the organization is heading in social responsibility issues. It should also  
687 provide the framework for the objectives to be achieved by the organization.

## 688 **7.4 Working with stakeholders**

### 689 **7.4.1 Stakeholder identification**

#### 690 **PROPOSED DRAFT TEXT**

691 The organization should identify stakeholders, including those within the organization, those external  
692 to it and those within the value chain.

693 When addressing social responsibility, existing relationships can act as a starting point, but new  
694 methods for establishing relationships will be adopted (consultation, engagement, dialogue, etc.), and  
695 new subjects will be addressed (social responsibility issues, values, expectations, etc.).

696 Special attention needs to be paid to stakeholders within the value chain and stakeholders with whom  
697 the organization does not yet have (formal) relationships, such as citizens, NGOs, media, etc. First,  
698 these stakeholders need to be identified and prioritized, then ways of interaction established. This  
699 should be followed by a process of consultation on social responsibility related issues and further  
700 engagement in the process.

### 701 **7.4.2 Stakeholder engagement**

#### 702 **PROPOSED DRAFT TEXT**

703 Stakeholder engagement is the key to increasing the effectiveness of social responsibility activities  
704 and developing future steps for the organization to take to improve its social responsibility  
705 performance.

706 During the implementation process, dialogue should be maintained with the relevant internal and  
707 external stakeholders. They may also be involved or engaged in the organization's activities related to  
708 social responsibility.

## 709 **7.5 Strategy development**

#### 710 **PROPOSED DRAFT TEXT**

711 Strategy development involves making (short and long term) strategic choices, establishing policies,  
712 objectives and programs. It includes the allocation of resources, capacity building within the  
713 organization and awareness raising.

714 Taking into account the identified principles/issues, the organization will determine its own  
715 commitments and policy for social responsibility. The organization will establish objectives and  
716 programs to implement its policy to meet its commitments.

717 Defining a short term and long term strategy can be very helpful to increase the likelihood of success.

## 718 **7.6 Program implementation**

#### 719 **PROPOSED DRAFT TEXT**

720 Organizations have their own internal management frameworks. These may be, but are not  
721 necessarily, ISO standards.

722 Integrating social responsibility into the existing (core) processes and (management) systems or  
723 frameworks is essential for achieving the chosen policies and objectives.

724 The organization should define process and result performance indicators for the main processes into  
725 which social responsibility will be integrated.

726 It is important to pay attention to country-specific implementation requirements of social responsibility,  
727 within organizational boundaries. There is a need to establish specific procedures and supporting  
728 documentation.

729 Stakeholders should be involved in this process to ensure the organization meets not only its own  
730 expectations but also those of the involved stakeholders.

## 731 **7.7 Monitoring, performance assessment and continual improvement**

### 732 **PROPOSED DRAFT TEXT**

733 The organization should monitor its social responsibility activities and review its progress and direction.  
734 It should work on continual improvement. This should be a very transparent process so as to enhance  
735 the credibility of the organization. It should be oriented not only towards external stakeholders but also  
736 very strongly towards internal stakeholder such as employees.

737 Processes and activities should be monitored and results assessed and reviewed.

738 Harmonization of the performance indicators that are measured/monitored will be helpful for  
739 transparent communication.

740 Where applicable, continual improvement should be defined as a crucial step or phase in all the main  
741 processes and performance indicators.

742 Progress on processes, activities and plans for social responsibility should be integrated into the  
743 organization's management framework and (quality) management systems.

744 People and departments should be given responsibility and authority to implement social  
745 responsibility. Recognition of social responsibility should be included in existing HR systems.

## 746 **7.8 Reporting**

### 747 **PROPOSED DRAFT TEXT**

748 Communication is a means of providing transparency to stakeholders and is therefore a key part of all  
749 social responsibility activities. Communication also takes the form of reporting. Image and reputation  
750 issues are a part of this communication process.

751 There is a need for transparency, accountability and preferably standardization in reporting and other  
752 communication with internal and external stakeholders.

753 Standardization in 'terminology' applied by corporate communication can be very helpful, although  
754 specific organizations or countries might require communication tailored to their particular needs.

755 The commitment of (senior) management should be visible.

756

757

758 **7.9 Practical help**

759 **ISSUES TO BE DISCUSSED**

760 *This section will contain practical help tools, addressing different issues mentioned above.*

761 *It is necessary to demonstrate the content of clauses 7.1 to 7.9 through examples of possible actions.*

762 *These could also be included into each clause.*

763  
764  
765  
766

## Annex A (informative)

### Social Responsibility Agreements and Institutions

#### 767 ISSUES TO BE DISCUSSED

768 *The following issues will guide the identification and drafting of the text of this Annex:*

769 Provision will be made for reference to “authoritative intergovernmental instruments” as well as private  
770 instruments;

771 The distinction between these two types of instruments will be highlighted.

772 A possible approach for describing and differentiating these instruments is by social responsibility theme. It  
773 is suggested that these themes should correspond to the themes/issues that are currently being identified  
774 in TG5.

775 The following is presented for illustrative purposes only (it is envisaged that these will reflect the themes in  
776 Section 6, and that in each instance a distinction be made between authoritative intergovernmental  
777 instruments and other instruments).

#### 778 A.1 General social responsibility / Sustainability

##### 779 ISSUES TO BE DISCUSSED

780 *(the following instruments are not exhaustive):*

781 Authoritative intergovernmental instruments

782 — *UN Earth Summit Rio de Janeiro 1992*

783 — *Johannesburg Declaration on Sustainable Development and Plan of Implementation of the*  
784 *World Summit on Sustainable Development 2002*

785 — *OECD Guidelines for Multinational Enterprises*

786 — *UN Global Compact*

787 Other instruments (possibly subdivided by issue/theme type)

788 — *The Global Reporting Initiative (GRI)*

#### 789 A.2 Labour and Social

##### 790 ISSUES TO BE DISCUSSED

791 *(the following instruments are not exhaustive):*

792 Authoritative intergovernmental instruments

793 — *ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy*

794 — *ILO Declaration on Fundamental Principles and Rights at Work*

### 795 **A.3 Human Rights**

#### 796 **ISSUES TO BE DISCUSSED**

797 *(the following instruments are not exhaustive):*

798 Authoritative intergovernmental instruments

799 — *UN Declaration on Human Rights and its Covenants on Civil and Political, and Economic,*  
800 *Social and Cultural Rights*

### 801 **A.4 Environment**

#### 802 **ISSUES TO BE DISCUSSED**

803 *(the following instruments are not exhaustive):*

804 Authoritative intergovernmental instruments

805 — *The UN Framework Convention on Climate Change (including the Kyoto Protocol to this*  
806 *Convention)*

807 Other instruments

808 — *ISO 14000 series of environmental management standards*

809 *It is proposed that any guidance to organizations on the choice and implementation of the various*  
810 *social responsibility instruments be provided in Section 7 (Implementing social responsibility).*

811 **Bibliography**

812 *[Not currently assigned to a Task Group; to be developed later]*