

# Measuring CSR Outcomes:

## Indexing, Comparing Efforts with Other Companies

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## ◆ Introduction

◆ Founded in 2005, SynTao is a private company with offices in Beijing and Washington D.C.

◆ Our Mission is to promote the development of Corporate Social Responsibility (CSR) and Socially Responsible Investment (SRI) in China.

◆ SynTao provides customized consulting, training, and research services to our clients at home and abroad.

◆ SynTao websites:

- 资讯information <http://www.syntao.com>
- 机构organization <http://www.ChinaCSRMap.org>
- 报告reporting <http://www.sustainabilityreport.cn>
- 商学院b-school <http://www.CasePlace.cn>



## ◆ Measuring CSR outcomes from various angles

<b>Positioning</b>	<b>Angle and purpose</b>
<b>Investors</b>	Whether the company outperforms than others on CSR management? Whether CSR can benefit corporate long-term strategy?
<b>CEO</b>	Whether CSR can increase soft-competitiveness?
<b>CSR manager</b>	What value CSR creates? Is the cost covered by the created value?

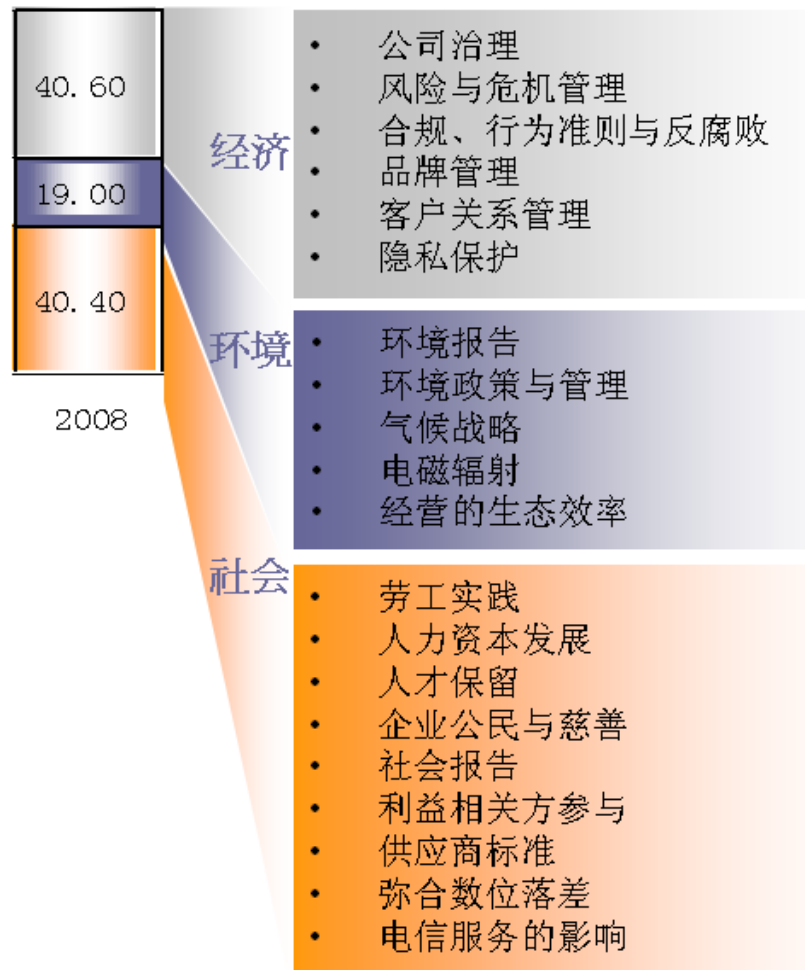


# ◆ Approaches measuring CSR outcomes

Approach	quantitative <-----> qualitative
Investors	 <p>Dow Jones Sustainability Indexes Member 2008/09</p> <p>FTSE4Good</p> <p>KLD/Innovest RiskMetrics</p> <p>Negative screening</p>
CEO	 <p>Barrett Values Centre</p> <p>Global Reporting Initiative™ SustainAbility</p>
CSR manager	<p>News monitoring</p>



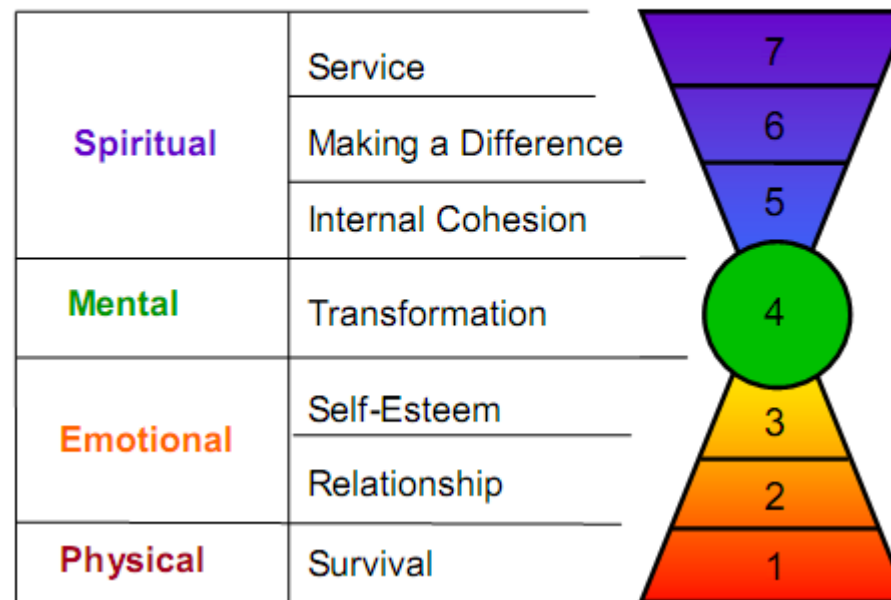
# ◆ Case: DJSI indicators on telecommunication sector



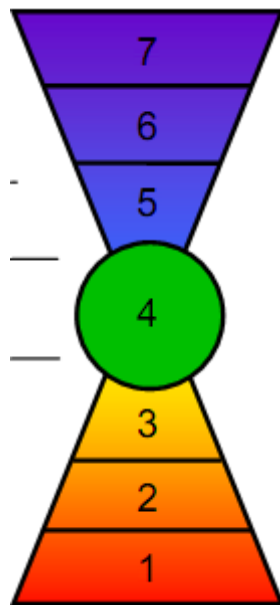
## ◆ Case: Cultural Transformation Tool

### Seven Levels of Consciousness

Human Needs Human Motivations



# Case: Cultural Transformation Tool



	2000	2001	2002
1.	cost reduction	cost reduction	cost reduction
2.	profit	shareholder value	shareholder value
3.	shareholder value	accountability	<b>customer focus</b>
4.	results orientation	<b>customer focus</b>	shareholder value
5.	accountability	profit	accountability
6.	continuous improvement	results orientation	continuous improvement
7.	<b>customer focus</b>	continuous improvement	profit
8.	<b>bureaucracy</b>	achievement	results orientation
9.	achievement	<b>bureaucracy</b>	achievement
10.	goals orientation	being the best	<b>community involvement</b>
11.	<b>hierarchical</b>	<b>customer satisfaction</b>	<b>customer satisfaction</b>
12.	short term focus	goals orientation	teamwork
13.	<b>long hours</b>	brand image	being the best
14.	commitment	organisational growth	organisational growth
15.	risk aversion	<b>long hours</b>	<b>bureaucracy</b>
16.		teamwork	balance (home/work)
17.		control	<b>long hours</b>
18.		<b>hierarchical</b>	productivity
19.		commitment	brand image
20.		<b>community involvement</b>	<b>hierarchical</b>
			can do approach
			commitment

Key: ■ strengthened values ■ weakened values

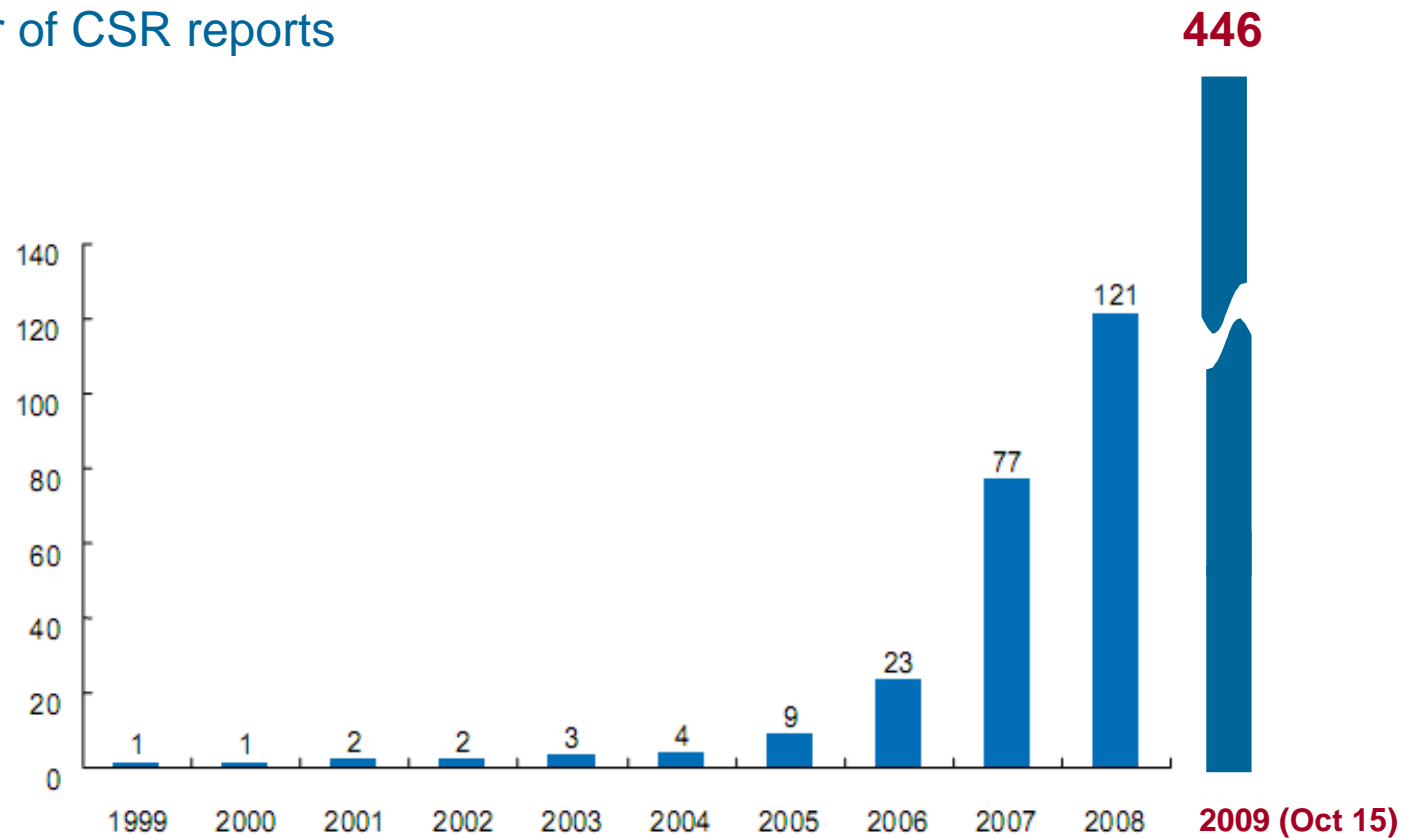


## ◆ CSR reporting



## ◆ CSR reporting

### Number of CSR reports



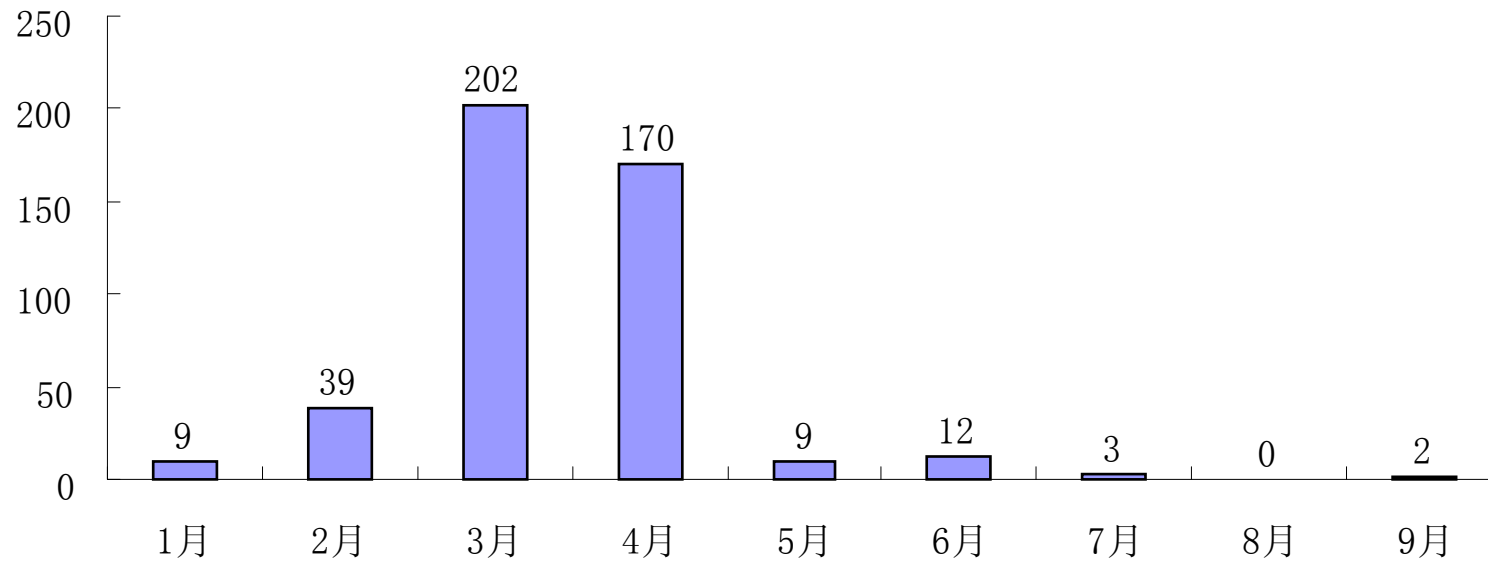
注:(i) 由于报告搜集工作的改进,此统计的报告数量与《价值发现之旅 2007》稍有不同,请以此为淮;  
(ii) 数据仅根据公开可获得资料统计,仍可能存在遗漏;(iii) 母子公司均发布报告的,分别统计;  
(iv) 有部分报告因发布年份不详,未被纳入统计,因此实际报告数量比图中标示数据要高



## ◆ CSR reporting

企业可持续发展报告资源中心  
China Sustainability Reporting Resource Center

### CSR reports released by months in 2009

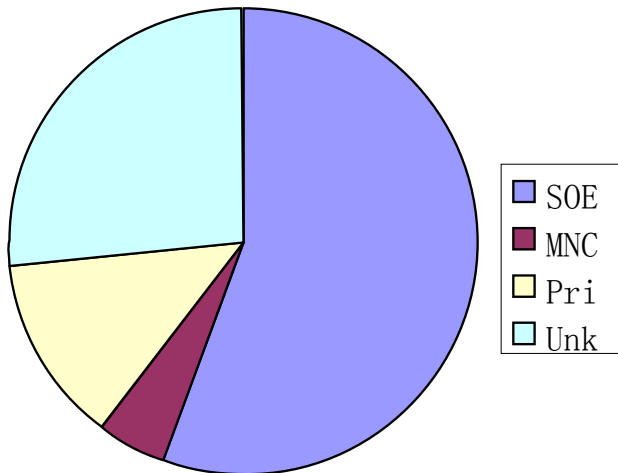


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# ◆ CSR reporting

## Ownership of reporters

2009



2008

