

Application of EFQM Framework for Corporate Social Responsibility

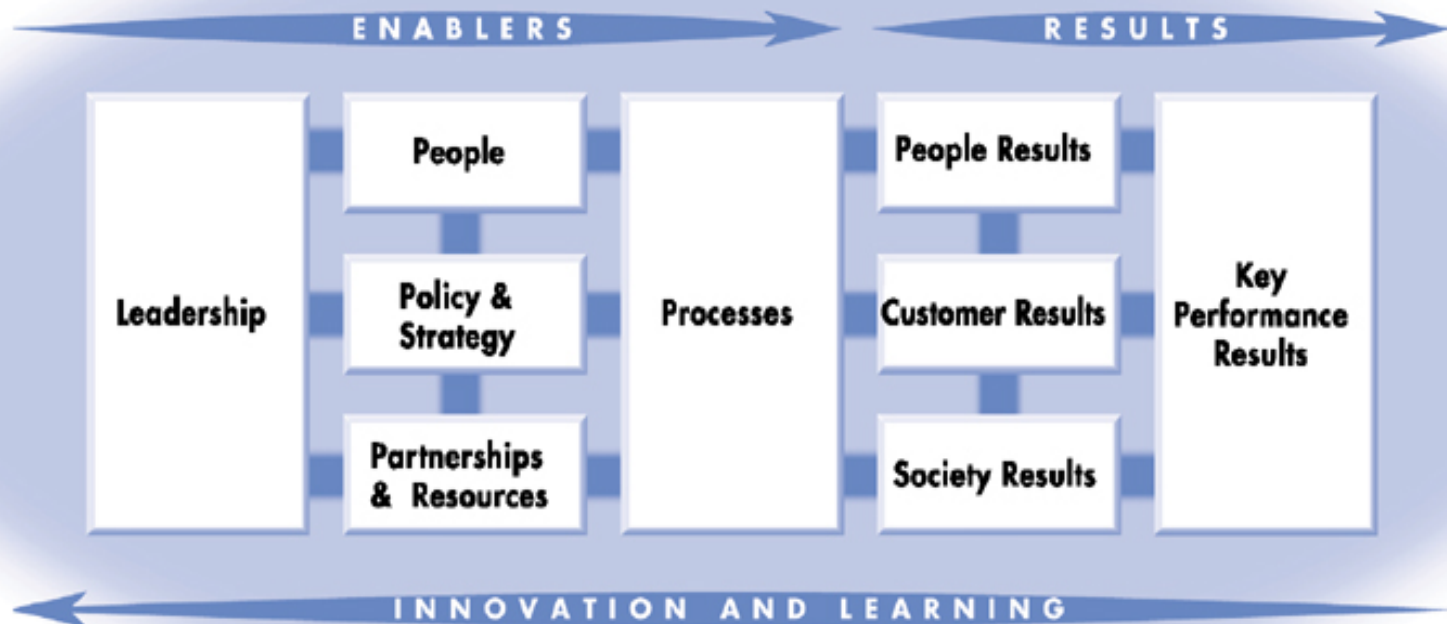
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- To explore the philosophy behind and the benefits of using the EFQM Framework for Corporate Social Responsibility (CSR)
 1. The EFQM Excellence Model
 2. The EFQM Framework for CSR
 3. Implementation

1. The EFQM Excellence Model

The EFQM Excellence Model

EFQM® 1999



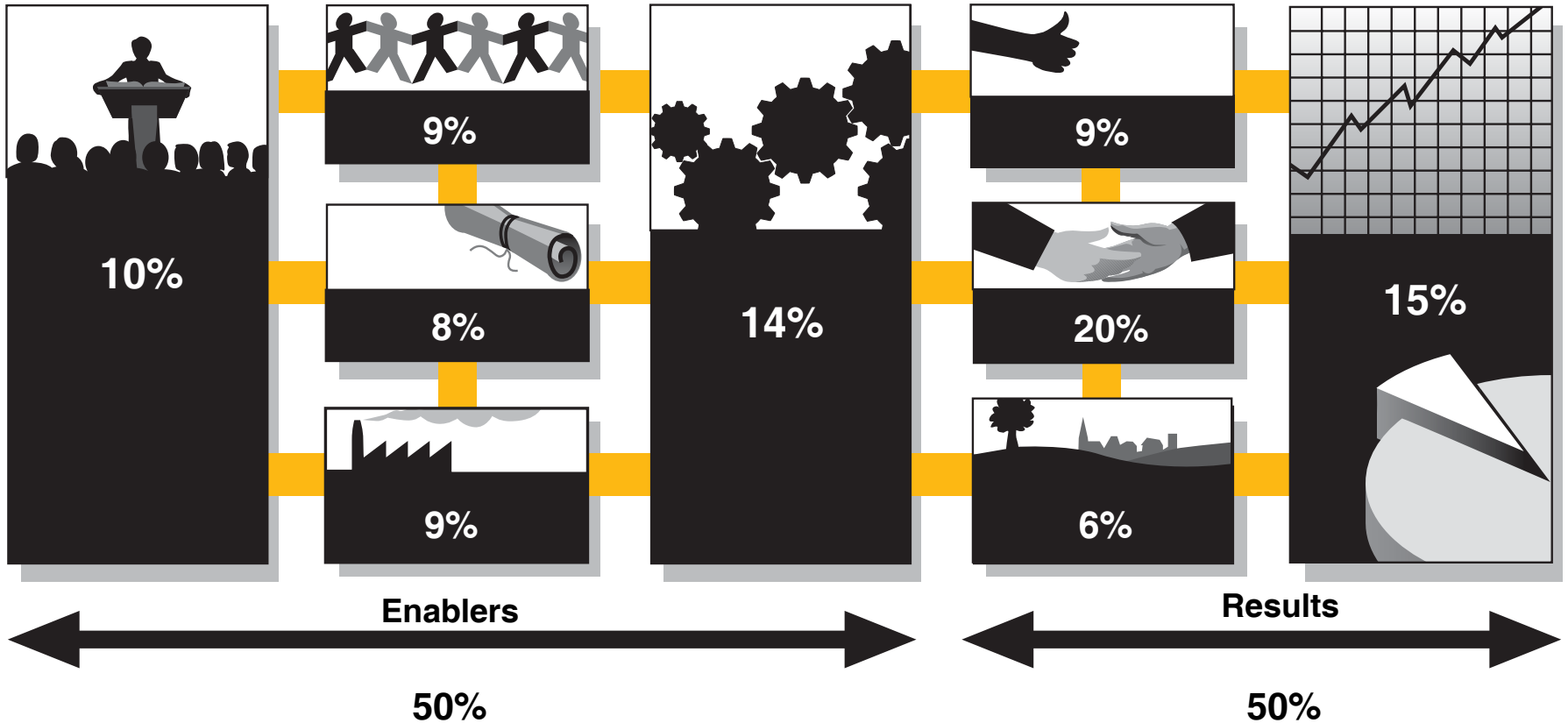
- 1988 - EFQM formed
- 1991 - EFQM Excellence Model launched
- 1995 - Public Sector version developed and launched
- 1996 - SME Model developed
- 1999 - Major review and improved Model launched
- 2001 - EFQM Excellence Model version for SME launched

Fundamental concepts

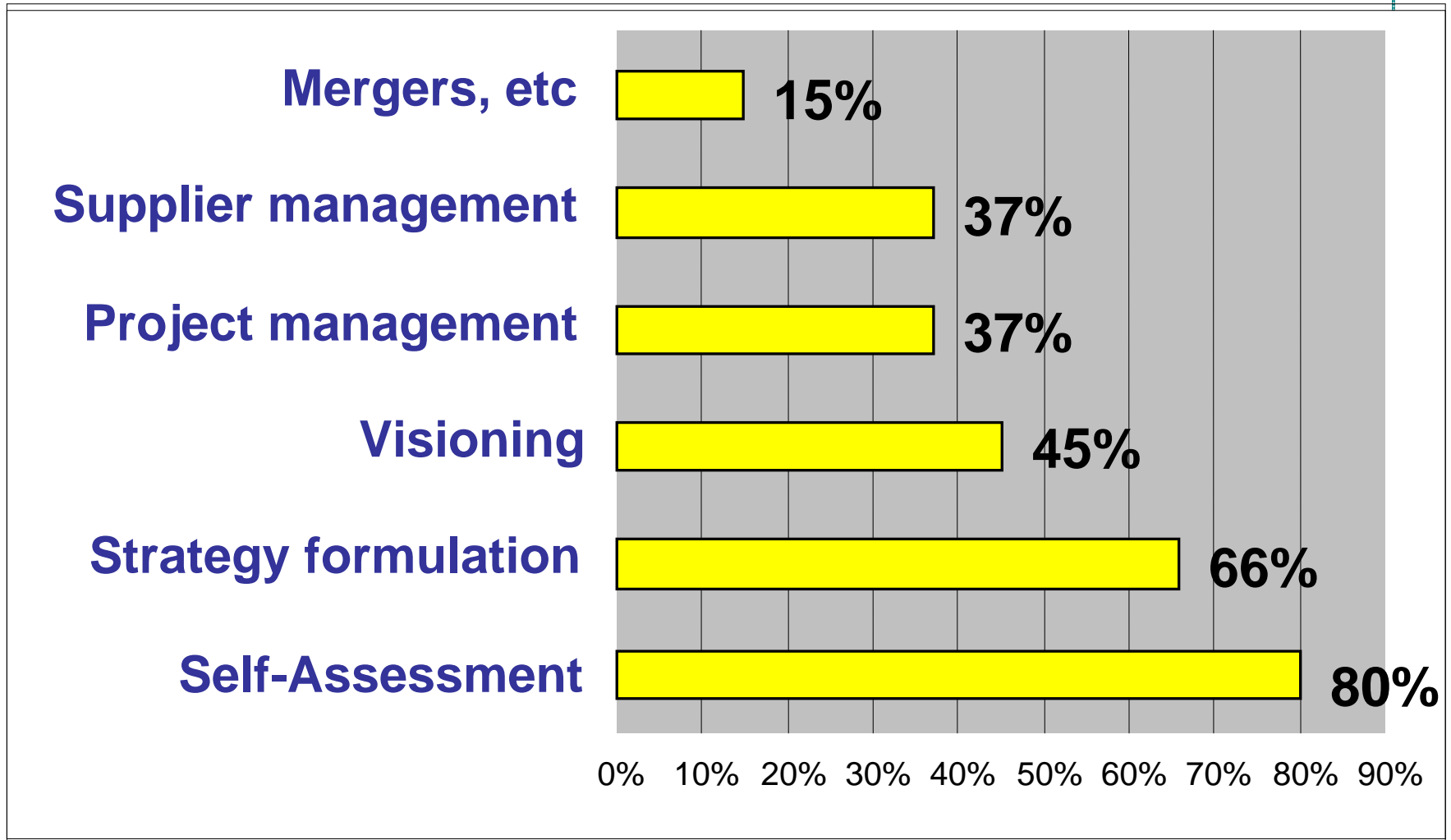
The eight fundamental concepts which underpin the model are:

- **Customer focus**
- **Partnership Development**
- **People development and involvement**
- **Management by Processes and facts**
- **Continuous learning, innovation and improvement**
- **Leadership and constancy of purpose**
- **Public responsibility**
- **Results orientation**

Allocation of percentages



What do you currently use the Excellence Model for?



Why do they use it?

- **To give a realistic view of how good they are.**
- **To identify where to focus improvement effort**
- **To bring initiatives together into a single framework**
- **To encourage the sharing of internal and external good practice**

Why do they use it? (2)

- **To understand the drivers behind business results**
- **To provide a common language**
- **To move from “or” to “and” in achieving results.**
- **To create a balance between different stakeholder groups**

- Meeting the needs of stakeholders without compromising the ability of future generations to meet their own needs
- Adopting CSR voluntarily, rather than as legal requirement
- Integrating social, environmental and economic policies in day-to-day business
- Accepting CSR as a core activity that is embedded into an organisation's management strategy

2. EFQM Framework for CSR

Three Dimensions of CSR

- Social
- Economic
- Environmental

Stakeholders relevant to CSR

- Citizens
- NGOs
- Government

Why do we use it?

- It is integrated to the EFQM Model
- Addresses all stakeholders and three dimensions of CSR
- Stand alone framework
- Positive impact on business excellence
- Identifies gaps in current implementation

Why do we use it?

- Benefits for
 - Employees
 - Customers
 - Investors
 - Society

Criterion 1: Leadership

- Reflection of the society responsible culture in MVV and ethics
- Role modeling of responsible behaviour
- Stakeholder engagement
- Involvement in organisational change

Criterion 2: Policy and Strategy

- Stakeholders' expectations
- Research on future trends affecting CSR
- Integration of CSR issues in strategic planning and objectives
- Communication with stakeholders

Criterion 3: People

- People management
- People knowledge and competencies
- Recognising and empowering people
- Human rights and fair terms of employment
- People benefits and services

Criterion 4: Partnerships and Resources

- Management of external partnerships
- Management of finance
- Management of buildings, equipment and material
- Management of technology

Criterion 5: Processes

- Process design and management
- Process improvement and stakeholder communication
- Product and service design and development
- Production, delivery and servicing of products and services
- Customer relationships and CSR

Criterion 6: Customer Results

- Perception Measures
 - Image
 - Products and services
 - Sales and after sales support
 - Loyalty
- Performance Indicators
 - Image
 - Sales and after sales support
 - Loyalty

Criterion 7: People Results

- Perception Measures
 - CSR linked motivation and involvement
 - Working conditions
- Performance Indicators
 - Achievements
 - CSR linked motivation and involvement
 - Working conditions

Criterion 8: Society

Results

- Perception Measures
 - Image
 - Involvement in society
 - Reporting
- Performance Indicators
 - Image
 - Involvement in society
 - Responsible use of resources

Criterion 9: Key Performance Results

- Key Performance Outcomes
 - Social
 - Environmental
 - Economic
- Key Performance Indicators
 - Social
 - Environmental
 - Economic

2. Implementation

Benefits of Implementation

- Provides structured and fact-based technique for finding and assessing the strengths and areas for improvement
- Integrates CSR into the organisation's P&S
- Educates people in the organisation on CSR
- Involves people in CSR programmes

Benefits of Implementation

- Helps identifying and shaering good practices
- Facilitates comparisons with other organisations
- Integrates the various CSR initiatives into normal operations
- Prepares the organisation to report in a systematic and integrated way to its stakeholders

Thank you
for
your attention