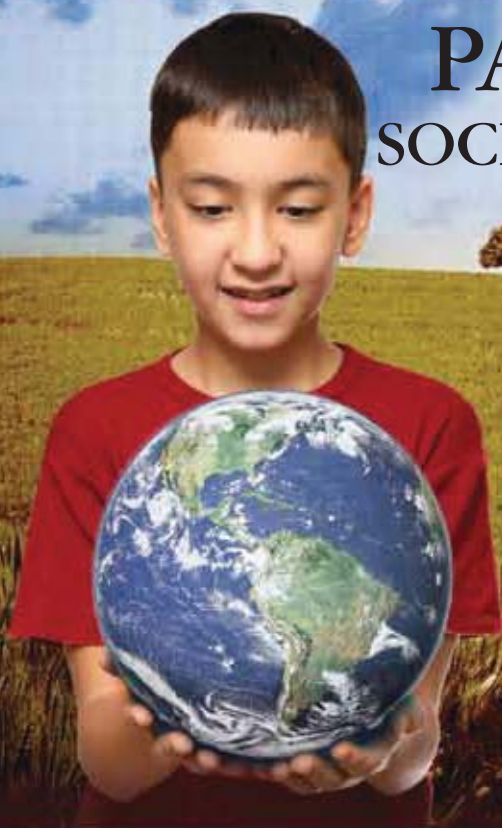




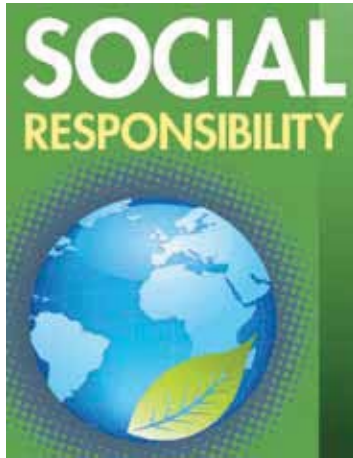
PATHWAYS TO SOCIAL RESPONSIBILITY 2011



Successful Practices for Sustaining the Future



The Global Voice of Quality



About ASQ and the SRO

At ASQ, the global voice of quality, we believe that to be **socially responsible**, people and organizations must behave ethically and with sensitivity toward social, cultural, economic, and environmental issues. We also believe quality can help governments, companies, and academia positively impact individuals living in the community.

In an effort to bring together a community of thought leaders to discuss social responsibility (SR) and identify emerging leaders, ASQ created **The SRO***, www.TheSRO.org. The SRO* is an international movement to share insights and expertise on, and examples of, the evolving area of SR, and to help define what it means to be a socially responsible organization. We invite you to visit www.TheSRO.org and join the community.

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With members in more than 42 countries, this free site offers an exciting opportunity for knowledge and thought process sharing on a global scale. We encourage use of this site as a forum to share you insights and post a comment on a discussion. Your invaluable input will make the site a better expression of what it means to be socially responsible, and it will provide the opportunity to learn how SR is being perceived in the United States and around the world. With you as a member, we can grow The SRO* into an SR information exchange global community.

ASQ is a global community of experts and the leading authority on quality in all fields, organizations, and industries.

- As a professional association, ASQ advances the professional development, credentials, knowledge and information services, membership community, and advocacy on behalf of its more than 80,000 members worldwide.
- As champions of the quality movement, ASQ members are driven by a sense of responsibility to enrich their lives, to improve their workplaces and communities, and to make the world a better place by applying quality tools, techniques, and systems.

Headquartered in Milwaukee, WI, ASQ supports membership services and business operations through **ASQ Global, ASQ China, and ASQ Mexico**; with ASQ WorldPartners® around the globe; and through its work with ANAB and RABQSA.

TheSRO*

*define the socially responsible organization



The Global Voice of Quality

PATHWAYS TO SOCIAL RESPONSIBILITY

Successful Practices for Sustaining the Future

The focus of this year's Pathways stories is on three of the seven core areas of the ISO 26000 Guidance Standard for Social Responsibility: Community Involvement and Development, Organizational Governance, and Environment.

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Dear Friends,

ASQ is pleased to present the third issue of *Pathways to Social Responsibility*. This publication highlights organizations that have merged quality and social responsibility (SR) in creative ways to make a difference in their communities and throughout the world while reinforcing their own missions.

In late 2010, we celebrated the release of the draft international standard on SR, ISO 26000. Experts from more than 90 countries discerned and developed this standard over six years. Because accountability, transparency, and ethics consistently have been a focus of quality, we were excited about the standard as it provides necessary guidance to these important ideologies.

In this edition of *Pathways*, we're proud to tell you about groundbreaking SR research. ASQ worked with Manpower Professional on a paper and webinar to examine key elements of the new ISO 26000 standard and its implications for quality professionals. Learn more and find out how to access the report on page 22. We also commissioned IBM to identify distinguishing characteristics and metrics that lead to successful SR programs. The full report is being released at the ASQ inaugural Social Responsibility Conference, June 16–17, 2011, in San Francisco, CA, where we will explore the issues in detail.

The ASQ family lost a true leader last year with the passing of former ASQ president Spencer Hutchens Jr. We've honored his legacy of community involvement with the Hutchens Medal for Social Responsibility, and you can read about this year's winner, John Elkington, on page 19. The father of the triple bottom line has spent decades exploring SR for both businesses and the organizations they serve.

ASQ's role in the SR movement is to provide quality tools and resources to individuals and organizations to help create sustainable programs that contribute to bottom-line results. We hope you enjoy reading about the organizations and companies featured in this issue. We know there are many more excellent organizations with stories to be told, and we hope you'll share them with us.



Ron Kingen



Paul Borawski, CAE

A handwritten signature in black ink that reads "Ronald G. Kingen".

Ron Kingen
Chair 2010-2012, SR Advisory Council

A handwritten signature in black ink that reads "Paul Borawski".

Paul Borawski, CAE
ASQ Chief Executive Officer



Can-Do Approach to Recycling

Overview

Alcoa is the world's leading producer of aluminum. In addition to inventing the modern-day aluminum industry, Alcoa innovation has been behind major milestones in the aerospace, automotive, packaging, building and construction, commercial transportation, consumer electronics, and industrial markets over the past 120 years. Sustainability is an integral part of Alcoa's operating practices and the product design and engineering it provides to customers.

Social Responsibility Challenge

Recycling aluminum is a key to Alcoa's business success. "We must have a consistent supply of materials at a reasonable price in order to keep manufacturing our products," says Kevin Anton, Alcoa's chief sustainability officer. "In addition, we want to keep unnecessary waste out of landfills to help the environment."

In the United States, recycling once was as high as 66 percent, but by 2008 it had slipped to 52 percent. The rewards to more recycling are great: If every American recycled just one more can per week, some 17 billion cans would be saved from landfills each year. The challenge is to change consumer behavior.

Solutions

Alcoa has an aggressive goal to raise the recycling rate of used beverage containers in North America to 75 percent by 2015. To do that, Alcoa and the Alcoa Foundation provide significant financial support to the activities of leading national groups such as the Pew Center and Keep America Beautiful. In addition, the company has invested \$24 million to expand its recycling capacity nearly 50 percent and increased recycling promotion using a variety of tactics, including social media and humor to educate the public on recycling's environmental advantages and economic benefits.

- A recycling website provides facts and tips for recycling at home, work, and play.
- An iPhone app called Aluminate gives users all the tools they need to keep track of the number of aluminum cans they've recycled and tells how much money the user may earn by taking them to the nearest recycling center.
- A humorous video, An InCANvenient Truth, went to the top of YouTube's "Most Popular Videos" list as Carl the Can Man spread the recycling message.
- Three festive Sustainable EverGREEN trees made from more than 1,800 cans caught the eyes of travelers during the holidays at Tennessee's McGhee-Tyson Airport.



Measurement/Results

The results are encouraging. So far:

- Overall recycling rates for aluminum in 2009 increased to 57.4 percent.
- An InCANvenient Truth was viewed 100,000 times in the first 36 hours of release, reaching YouTube's home page as no. 1 in the nonprofit category and no. 48 overall.

Other SR Involvement

Alcoa has been honored around the world for its sustainability and is listed on several socially responsible indexes.



Organization: Alcoa
Location:
Pittsburgh, Pennsylvania
Website: www.alcoa.com
Founded: 1888
Employees: 59,000

Photos: Through smart resource investments, Alcoa hopes to increase the recycling rate of used beverage containers in North America by 75 percent by 2015. (Alcoa image — used with permission.)



Overview

The Ethos Institute for Business and Social Responsibility (Instituto Ethos de Empresas e Responsabilidade Social) is a non-governmental organization in Brazil with the mission of mobilizing, encouraging, and helping companies manage their businesses in a socially responsible way, making them partners in the building of a sustainable and fair society.

Created in 1998 by a group of entrepreneurs and executives from the private sector, its more than 1,300 member companies represent several business sectors, have 1 million employees, and have an annual income representing about 33 percent of Brazilian GDP.

Social Responsibility Challenge

As a result of increased investment in socially responsible companies and the use of social and environmental criteria in the actions they perform, it's becoming more necessary to monitor the results and measure the extent to which the company's efforts are meeting the objective of contributing to sustainable development.

"People mistakenly believe that only big companies have social responsibility initiatives. It's just as important to train small and medium enterprises in best practices because often they'll have the most beneficial local impact," says João Gilberto Azevedo, development and advise, Instituto Ethos.

Solutions

Along with the Multilateral Investment Fund and the Inter-American Development Bank, the institute developed Program Loom—Weaving Sustainable Networks (Programa Tear—Tecendo Redes Sustentáveis) to increase the competitiveness, sustainability, and market opportunities for small and medium enterprises (SMEs).

Photos: Instituto Ethos effectively teams companies of all sizes to increase the competitiveness, sustainability, and growth of these organizations.

Big Results With Small and Medium Enterprises

The weaving process begins by identifying at least one large company with rich corporate SR experiences from several key sectors. Each company selects between 15 and 20 SMEs in their value chain, including both suppliers and customers, and helps incorporate responsible management for internal processes and in relationships with its stakeholders. The companies monitor, assess, and report progress through an online tool.

"By teaming large and small companies, we're exponentially expanding the reach of social responsibility because those smaller businesses can then share their practices with others," Azevedo says. "Best of all, by keeping metrics, we're able to demonstrate both financial and social success to multiple audiences."

The program now has the direct participation of nine large companies that act as anchors. The results are astounding, in terms of both SR and economic development. Since 2007, more than 100 SMEs in eight value chains have involved yet another 800 companies and 23,000 people in the process.

Measurement/Results

- SMEs found 130 new clients.
- Eight-seven percent of SMEs produced a sustainability report.
- Seventy-one percent of SMEs believed the relations within their value chain have improved.
- Thirty percent of SMEs declared that their income increased.
- Twenty-seven declared reduction of costs.

Other SR Involvement

The institute has several other initiatives, including an education branch called UniEthos that is teaching businesses about ISO 26000 guidance.



Organization: Instituto Ethos
Location: São Paulo, Brazil
Website: <http://ethos.org.br/>
Founded: 1998
Employees: 50

KOHLER®

Business Success Flows From Water Conservation

Overview

Kohler Co. is one of America's oldest and largest privately held companies. With more than 50 manufacturing locations world-wide, Kohler is a global leader in the manufacturing of kitchen and bath products, engines and power generation systems, cabinetry, and tile and home interiors, and an international host at its award-winning hospitality and world-class golf destinations.

In 2008, Kohler developed a three-part strategy to drive corporate sustainability and SR:

- **Environmental Footprint.** Reduce its carbon and solid waste footprint with a goal of being net zero, with offsets, by 2035.
- **Sustainable Products.** Drive new products and technologies that are more sustainable in use and method of manufacture.
- **Communication and Education.** Use its global presence to educate consumers, associates, and the trade on water conservation and sustainability.

Social Responsibility Challenge

Less than 1 percent of the world's water is available for the nearly 7 billion people, not to mention plants and animals. Kohler is involved in many efforts to help promote the conservation of this resource.

"Kohler has a large stake in the availability of clean, safe water. We understand the social and financial importance of educating everyone who is affected by water—from homeowners and students to plumbers and manufacturers," says Rob Zimmerman, manager of engineering, water conservation, and sustainability for Kohler Co.

Solutions

Working with a variety of partners, Kohler plans to educate many audiences about efficient use of water:

- Kohler Co.'s Save Water America campaign is aimed at increasing awareness around the world's water issues, arming consumers with water conservation information,

Organization: Kohler Co.
Location: Kohler, Wisconsin
Website: www.kohler.com
Founded: 1873
Employees: 30,000



Photos: (Top) Kohler's new high-efficiency EPA WaterSense-labeled Wellworth toilet helps save water in the home. (Above) Kohler is a three-time recipient of EPA WaterSense awards.



as well as acting as the company's water efficiency-focused outreach program. Its interactive website—savewater-america.com—helps consumers learn about water conservation and provides training for professionals.

- Through a partnership with the American Marketing Association, Kohler has hosted dozens of Save Water America educational and promotional events on college campuses and other areas.
- Kohler joined the National Energy Foundation and Johnson Controls in a national competition for kindergarten through 12th grade students to share ideas about wise energy and water choices.
- Kohler is a member of the Alliance for Sustainable Built Environments, a group of businesses that educates the marketplace and top management on the benefits of reducing the overall impact facilities have on the natural environment and on building occupants.

Measurement/Results

While Kohler encourages consumers to reduce water use in homes, the company also takes a forward-thinking approach to its own water reduction efforts. Kohler has established global teams to reduce water use at all global operations. In 2010, it added and expanded water reuse systems, installed more water efficient processes, and eliminated water use where possible. Taken together, these projects will reduce water use by more than 50 million gallons per year.

Other SR Involvement

During the past 15 years, Kohler Co. has provided more than 43,000 kitchen and bath products for Habitat for Humanity homes, many of which were water-conserving products. Kohler's charitable contributions program improves education, preservation, and charitable efforts in communities near Kohler Co. manufacturing locations. Kohler Co. participated in a 2010 Mother River Protection Program in preserving China's ecological environment. Kohler and its distributors have planted 330 acres of trees in three provinces of China, enough to absorb 990 metric tons of carbon dioxide per year.



FIFTH TOWN
ARTISAN CHEESE CO

Continuous Sustainable Practices Make Green Cheese

Overview

The Fifth Town Artisan Cheese Company is a privately owned producer of fine handmade cheeses using fresh, locally

produced goat and sheep milk. The 4,800-square-foot dairy processing, retail, and educational facility combines artisan cheese making with advanced sustainable design. Its goal is to successfully demonstrate the possibilities of small-scale dairying in Ontario as well as sustainable enterprise management.

Social Responsibility Challenge

Making its signature lemon thyme and cracked black pepper chevre is a relatively clean process, but it produces a great deal of whey, the liquid left after cheese is made. Whey is made up of 97 percent water, plus small amounts of lactose, whey proteins, and ash, which need to be digested before they are added to the waste stream. And that can cause waste management issues. Some large dairies use expensive drying equipment to extract the whey proteins, dry it, or use it to create energy. But the yields from the drying process are incredibly low. To harvest whey proteins or to even use it in a bio-digester, you have to be producing significant amounts of whey to make processing it worthwhile. Fifth Town does not produce enough whey to make this an economical choice.

Solutions

The solution was to create a bio-wetland located on the dairy property. The whey effluent is pumped through a three-cell filtering system. Each pond is filled with alternating layers of gravel, clear stone, recycled wood chips, and peat moss. The ponds are then planted with cattails, grasses, and wild flowers. The resulting physical, chemical, and biological processes combine in the wetland to remove contaminants and digest the whey. The system uses less than 20 cents of electricity per day and operates year-round.

"In deciding on the most [ecological] approach to disposing of whey byproduct, dairies really only have three options to consider and selection depends on location and commitment to environmentally friendly solutions. To us, none of these options were ideal. Finding a way to treat it on-site, in a cost-effective way, was very important to us," says founder and CEO Petra Cooper.

The project was part of Fifth Town's sustainable operations plan, which achieved Platinum LEED® certification—the highest level possible—in March 2009. It is Canada's only LEED certified dairy and was the first Platinum LEED manufacturing facility in Canada across all industries.

Measurement/Results

- Ninety-three percent of supplies used are local.
- Emissions were reduced by 29 tons per year.
- LEED Platinum building uses 67 percent less energy than a similar building.
- A wind turbine and solar panel array generates 800-1200 kWh of power per month.

Other SR Involvement

Fifth Town uses geothermal pumps to help heat and cool its facilities, packaging is made from recycled water bottles, and environmentally friendly diesel trucks transport products and supplies. The company is committed to building and fostering local sustainable food systems by certifying farmers and processors through Local Food Plus, an organization that brings farmers and consumers to the table to share in the benefits of environmentally and socially responsible food production.

Fifth Town has won numerous awards for its leadership in sustainability including the 2009 Premier's Agri-Food Innovation Award and the recent Guelph Food & Technology Centre's Leadership in Sustainability award.



Organization: Fifth Town Artisan Cheese Co.

Location: Ontario, Canada

Website: www.fifthtown.ca

Founded: 2003

Employees: 11-19

Photos: Fifth Town Artisan Cheese Co. produces handmade cheeses from fresh, locally made goat and sheep milk. The company's created a bio-wetland as an eco-friendly solution to the digestion of whey, a byproduct in cheese production.



UnitedHealth Group®

Giving Kids a Grant, and a Workout

Overview

UnitedHealth Group serves more than 75 million people worldwide, touching nearly every aspect of healthcare. Since its inception in 1974, UnitedHealth Group and its affiliated companies have led the marketplace through innovations that make healthcare services more accessible and affordable for customers, improve the quality and coordination of healthcare services, and help individuals and their physicians make more informed healthcare decisions.

Social Responsibility Challenge

According to the Centers for Disease Control, more than 30 percent of young people are overweight or obese, and a staggering 60 percent have at least one avoidable risk factor for heart disease. Among low-income and minority children, obesity rates are even higher than the national average.

“With UnitedHealth HEROES, we are helping young people take action to improve their overall health and quality of life in a way that’s not only educational, but beneficial for their communities. As people become more aware of health issues through health literacy and advocacy initiatives, they will make positive changes to live healthier lives,” said Kate Rubin, UnitedHealth Group vice president of social responsibility.

Solutions

UnitedHealth HEROES seeks to reverse these daunting statistics by encouraging young people to design creative solutions that will break unhealthy living patterns.

UnitedHealth Group, through a collaboration with Youth Service America, has awarded more than 700 grants of up to \$1,000 each to schools and community centers in 49 states and the District of Columbia. These HEROES projects must demonstrate a clear understanding of the health risks associated with pediatric obesity, propose creative solutions to fight obesity in their communities, and most important, be youth-led.

The hands-on, peer-to-peer service-learning format of HEROES grants helps kids retain new information and can lead to improved behaviors and better educational outcomes, says Rubin.

For example, 750 students in Maryland created an indoor greenhouse at their school to teach students about nutrition, food, and growing plants. And at the Greater Peoria YMCA in Illinois, 55 seventh graders led 350 younger kids in heart healthy games and conversations about why and how to choose healthy foods.



Measurement/Results

- During 2010, more than 20,000 children and youth logged more than 436,000 volunteer hours serving more than 100,000 people in their communities to help reduce childhood obesity.
- More than 330 additional grants were awarded for 2011 projects.
- In a recent survey, more than 99 percent of respondents agreed that UnitedHealth HEROES projects improved youth participant knowledge and awareness of childhood obesity, and helped students adopt healthier behaviors.
- In that same study, nearly 98 percent of respondents agreed that their UnitedHealth HEROES projects helped improve overall health and well-being, reduced the risk of childhood obesity in their communities, and enhanced student participant workforce and civic engagement skills.

Other SR Involvement

- Seventy-seven percent of employees and 95 percent of UnitedHealth Group executives volunteer each year.
- Employees surpassed an annual volunteer hours goal two months early, with a total of more than 200,000 hours logged in 2010, worth more than \$4 million.
- A partnership with Sesame Workshop, the nonprofit educational organization behind Sesame Street® was recently launched, creating a bilingual educational outreach program to help low-income families make food choices that are affordable, nutritional, and lay the foundation for lifelong healthy habits.

Organization: UnitedHealth Group
Location: Minnetonka, Minnesota
Website: www.unitedhealthgroup.com
Founded: 1974
Employees: 87,000



Photos: UnitedHealth HEROES grants help children gain hands-on nutritional education.



Continuous Improvement Guides Social Responsibility

Overview

The Tata Group comprises more than 90 operating companies in seven business sectors: communications and information-

technology, engineering, materials, services, energy, consumer products, and chemicals. The group has operations in more than 80 countries across six continents, its companies export products and services to 85 countries, and its total 2009 revenue was \$67.4 billion. The Tata name has been respected in India for 140 years for its governance values and business ethics. The 2009 annual Reputation Institute survey ranked Tata Group as the 11th most reputable company in the world.

Social Responsibility Challenge

With such an expansive global presence, Tata needed to develop a strategic approach to SR that aligned with its values, demonstrated its commitment to the community, and provided direction from the very top. Because quality and continuous improvement are major factors in Tata's success, it was clear that they needed to be integrated into the approach.

Solutions

The Tata Council for Community Initiatives was created to include CEOs of more than 50 major Tata companies and facilitates. The council worked with the United Nations Development Program to develop the Tata Index for Sustainable Human Development, which measures and improves the community work that Tata enterprises undertake. The index is built around the Tata Business Excellence Model, an open-ended framework that drives business excellence in Tata companies.

"Our contention was that business has a strong focus on process. We talk of efficiency, resource management, or continuous improvement. The second strength of business is delivery of effective outcomes or results. Tata's approach to SR includes both, and goes further to bring about 'impact' in terms of human well-being and enhancing the quality of life," says Anant G. Nadkarni, vice president of group corporate sustainability for the Tata Council for Community Initiatives.

Photos: Tata Group has implemented strategic initiatives to help marginalized and underprivileged people.

Measurement/Results

The Tata Index for Sustainable Human Development prescribes a process to measure and review community development projects so that they perform in a manner that matches their objectives. The corporate SR functions are divided into three areas: systems, people, and programs. Up to 1,000 points are scored in all three categories, so company leaders can annually benchmark an initiative, review its progress, and determine its effectiveness. Additionally, by creating shared value, the company ensures a healthy, educated workforce and sustainable resources in all its locations.

Tata companies have developed several initiatives to help marginalized and underprivileged people. For instance, Tata Global Beverages' large workforce—about 34,000 employees and their families drawn largely from the weaker sections of society—have not only become part of the working community, but now have stock-holdings in the tea gardens. Using such and other indices, it helps to identify and to work on projects that significantly contribute to social, cultural, and environmental development, such as welfare programs that offer free housing, healthcare, and community development facilities; and managing hospitals, an adult literacy center, and childcare centers. One can move toward understanding and measuring impact on human well-being.



Organization: Tata Group

Location: Mumbai, India

Website: www.tata.com

Founded: 1888

Employees: 395,000

Other SR Involvement

Major companies have done sustainability reports to meet GRI requirements, follow the United Nations Global Compact, and SA8000. Their officers represent on the boards of GRI, SAI, AccountAbility, and so on. ISO 26000 at the moment is a possibility for consideration.

Finding a 1% Solution to Nonprofit Needs

Overview

For more than 75 years, the architectural and design firm Perkins+Will has been dedicated to the philosophy that design has the power to transform and enhance the mission and business of its clients and improve society overall.

Since 2007, Perkins+Will has more explicitly served society by committing to donate 1 percent of its billable resources to support public interest work. It now contributes the equivalent of a 15-person firm working fulltime to provide pro bono services to organizations in its local communities.

Social Responsibility Challenge

Almost 95 percent of construction projects worldwide don't use an architect. But if architects could apply their design skills to help those who cannot afford an architect, they can make a difference.

Most nonprofits can articulate their vision for a project very well and are adept at raising funds for construction or renovation. Architects and designers can bridge the gap between the wish list and the groundbreaking.

"One of our big challenges was assembling full teams of design professionals—the engineers, specialty consultants, and contractors needed to help make a project succeed. We have been fortunate over the last three years to secure the participation of talented partners in these related fields," says Chris Sciarrone, SR coordinator for Perkins+Will's Atlanta office.

Solutions

In 2007, Perkins+Will partnered with Public Architecture, an organization that connects nonprofits with architecture and design firms. The company then signed on to Public Architecture's 1% Program, which challenges architecture and design firms nationwide to pledge a minimum of 1 percent of their time to pro bono service.

Based on a 40-hour workweek, 1 percent represents a modest 20 hours per year, per person. Perkins+Will's services, including zoning analysis, urban planning, and bricks-and-mortar built projects, are advancing causes for organizations that will have profound impact in their communities.

Local offices seek to address basic human needs: food, shelter, health, education, and empowerment. The dozens of projects they undertake each year include family health clinics, arts centers, domestic abuse shelters, and more.



Measurement/Results

Perkins+Will produces an annual report that highlights its pro bono projects and provides ideas for others who may be seeking their help. Employees report their time electronically, so that progress against an hourly budget can be tracked. All pro bono design projects are subject to the same in-house design and quality assurance reviews as for-profit projects. In 2009, Perkins+Will donated 17,848 hours of professional services, serving on boards and contributing to community outreach.

Other SR Involvement

Perkins+Will's environmental conscience also involves membership in the U.S. Green Building Council (USGBC) and is demonstrated by its commitment to upholding the standards set by USGBC's Leadership in Energy and Environmental Design (LEED) Green Building Rating System® in its own buildings and those of its clients. The firm has more than 1,000 LEED accredited professionals, more than any other similar-sized architecture firm.

Organization: Perkins+Will
Location: Chicago, Illinois and 23 office worldwide
Website: www.perkinswill.com
Founded: 1935
Employees: 1,500

Photos: (Top) Perkins+Will donates 1 percent of its time to pro bono projects, providing necessary design skills to nonprofits and other organizations in need. (Left) Hamu Mukasa Library in Mukono, Uganda.



Selling Locally Made Goods

“One of our core business practices is engaging with domestic suppliers to support national economies,” says Raúl Argüelles, senior vice president of corporate affairs for Walmart de México y Centroamérica. “By offering beautiful, high-quality products, we are pleasing our customers and providing access to a higher income for those who make the items.”

Measurement/Results

- Walmart de México y Centroamérica’s Commercialization Program has sold more than \$585,000 since 2005.
- The company increased the income of its beneficiaries 13 percent through support for production projects.
- It commercializes products from nine states of the country, generating sales of more than \$167,000 in 2010.

Other SR Involvement

The program currently supports some 73 communities with the help of nine NGOs in nine states. In one community, profits went toward the construction of a comprehensive irrigation system and greenhouses, assuring the community the means to harvest their own food throughout the entire calendar year. In another more traditional community, a barter center was restored, where handicrafts can be exchanged for basic food items.

Overview

Walmart de México y Centroamérica is a Mexican company, 68 percent of which is owned by Wal-Mart Stores Inc. It operates more than 2,300 stores, restaurants, and supermarkets under a variety of names throughout Mexico and Centroamérica. The Walmart de México Foundation was established in 2003 with the mission of fostering sustainable solutions to food insecurity and economic development in poor communities to improve income and quality of life. Since its founding, it has channeled more than \$167 million, benefiting 14.7 million people. In 2010 alone, the foundation contributed \$39.9 million to 260 charitable institutions, benefiting 2.3 million people who suffer from extreme food poverty throughout the country.

Social Responsibility Challenge

In Mexico, poverty rates are high—18 percent live in conditions of food poverty and more than 47 percent are considered poor. More than 20 million people live in extreme poverty and suffer from malnutrition. Many Mexicans—especially women—survive by selling the products they make. But finding a market for their goods can be a challenge, and getting them there from remote villages can be even more difficult.

Solutions

The Walmart de México Foundation developed the Indigenous Product Commercialization Program, which offers training and funding to boost production processes of marginalized communities and indigenous groups living in isolated regions to improve their income and quality of life. Communities that meet the foundation’s requirements to merchandise their products are provided with transportation, logistical, and distribution support, as well as preferential space at Walmart de México stores, so the public can purchase their products. Participating producers receive 100 percent of sales, including profits. In keeping with Walmart de México’s gender equality and inclusion principle, the program directly benefits indigenous women who are producers of baskets, garments, and jams.



Organization: Walmart de México y Centroamérica
Location: Mexico City, Mexico
Website: www.walmartmexico.com.mx
Founded: 1958
Employees: 219,000

Photos: Wal-Mart de México offers indigent women the training and opportunity to sell handmade products and receive 100 percent of sales, including profits.



FOR TEEN GIRLS INC.

Helping Teen Girls Become Community Jewels

Overview

PEARLS for Teen Girls Inc. is a dynamic and innovative nonprofit leadership development organization serving at-risk, primarily African American and Latina girls, ages 10 to 19 in Milwaukee, WI. The PEARLS organization helps girls achieve in school, avoid teen pregnancy, and use their personal power to achieve their goals and dreams.

PEARLS programs are girls-only gatherings that meet after school, during school, or on Saturdays at local schools and youth-serving organizations. A typical PEARLS session features 20 to 25 girls in a guided conversation led by a trained adult program coordinator and an assisting teen facilitator on topics such as school, relationships, careers, and health. PEARLS is on track to serve 800 girls by the end of 2010, up from 179 in 2006.

"I am inspired by the girls we serve because they serve as powerful reflections of what is possible when a collective group of people engage based on mutual trust, respect, and expectations of each other to bring our best selves," says Danae Davis, CEO of PEARLS for Teen Girls, and a former executive at MillerCoors.

Social Responsibility Challenge

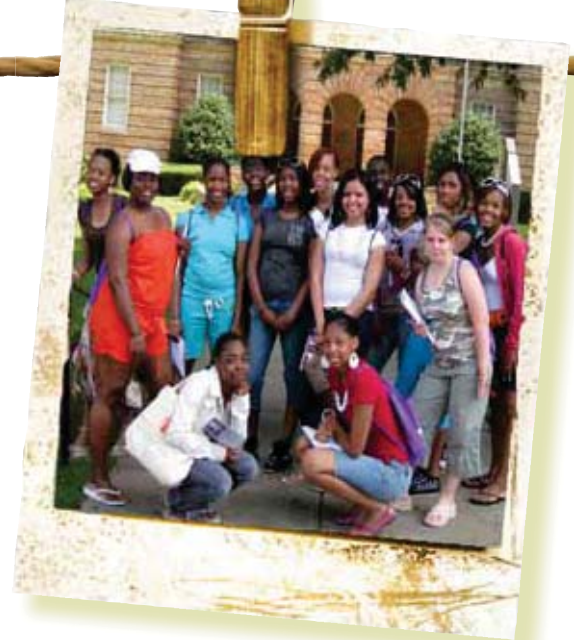
Milwaukee has one of the highest teen birthrates in the country, with 44 births per 1,000 girls ages 15 to 17 in 2008. PEARLS is working toward the goal of the United Way of Greater Milwaukee to reduce pregnancy rates to 30 births per 1,000 teens by 2015.

Solutions

Using the PEARLS attributes—personal responsibility, empathy, awareness, respect, leadership, and support—the program offers a custom curriculum that focuses on helping girls build leadership skills such as self-reflection, critical thinking, goal setting, and personal accountability.

"The PEARLS program is dedicated to teaching girls that they are unique, precious, powerful, and capable of reaching their own self-determined goals and dreams," Davis says.

According to Michae, one of the girls involved in PEARLS, "Looking at people that came from the same background as me doing things that I thought I couldn't do, made me come to an understanding that I shouldn't doubt myself. Before I came to PEARLS, I didn't know who I was. But as my stay in PEARLS began to get longer, I noticed that I began to think highly of myself, and now I know that I am a leader."



Parents are equally pleased. "Three of my daughters are PEARLS girls. I have watched the attitudes of my daughters change and their self-esteem grow," says a single mother.

Measurement/Results

- 100 percent (791) of PEARLS girls avoided teen pregnancy in 2010.
- 97 percent (32 of 33) of PEARLS seniors graduated from high school in 2010.
- 97 percent (31 of 32) of PEARLS 2010 graduates were accepted to at least one college.
- 87 percent of girls served in the spring semester set and actively worked toward at least one goal.
- In the spring semester, 72 percent of girls who set a goal achieved it. Those who did not achieve goals had opportunities to work with adult program coordinators to reflect on their process and results.

Other SR Involvement

The PEARLS Board of Directors has commissioned a committee to determine whether, under what circumstances, and in what timeframe the PEARLS program could be authentically expanded to serve a significantly larger number of girls in the Milwaukee community.

Photos: College tours help encourage PEARLS participants envision a world of future possibilities.



Organization: PEARLS for Teen Girls
Location: Milwaukee, Wisconsin
Website: <http://pearlsforteengirls.com/>
Founded: 1993
Employees: Eight full-time, 12 part-time



CENTER FOR
RESPONSIBLE
BUSINESS
Haas School of Business at UC Berkeley

University of California–Berkeley: Leaders of Tomorrow Learning Sustainability Today

Overview

One of the top universities in the country with almost 36,000 students, the University of California–Berkeley makes key contributions to the economic

and social well-being of the San Francisco Bay area, the nation, and the world. The university’s Haas School of Business Center for Responsible Business (CRB) was founded in 2003 to bring students, companies, and faculty together to explore issues of corporate responsibility and sustainability and inspire leaders who redefine good business by integrating responsible and sustainable practices into business strategies and operations.

Social Responsibility Challenge

In the wake of recent financial, environmental, and social crises comes a loss of confidence in businesses to lead and operate responsibly. In the past, business schools focused on the financial portion of the equation alone, often leaving students unprepared to face growing challenges such as addressing climate change and local social development. But the CRB believes it has both an opportunity and obligation to teach, practice, and research finance differently.

“We want to graduate leaders that will redefine how business gets done, incorporating sustainable and socially responsible practices into their work, companies, and communities,” says Haas School of Business Dean Rich Lyon.

Solutions

The CRB uses an integrated approach that provides:

- Knowledge that enables students to lead corporate responsibility efforts for their companies.
- Practical experience that helps students to develop strong careers in an emerging field.
- Awareness that can make students effective change agents for positive social impact.

Since 2007, the Sustainable Products & Solutions Program has funded dozens of projects that are developing usable, scalable, and sustainable solutions to global challenges. Students can research sustainable solutions, including renewables, clean water, energy savings, and more; or consumer products, including research on consumer product packaging and sustainable waste processing.

Additionally, through its popular corporate responsibility and sustainability consulting course, Strategic CSR & Projects, offered at both the MBA and undergraduate levels, students have an opportunity to influence corporate responsibility strategy and implementation within a major company. For instance, undergraduate students helped Disney Consumer Products understand options for reducing the environmental impact of paper in its products, packaging, and office use. The students conducted primary research, including interviews with environmentally responsible paper vendors, certification programs, relevant NGOs, and competitors. A team of Disney execs came from southern California to hear the final presentation.

Local, national, and global companies benefit by submitting consulting and research projects for students to undertake. They also can send their own business professionals to the Center for workshops to strategize, develop, and deliver a corporate responsibility implementation plan.



Organization: University of California–Berkeley

Location: Berkeley, California

Website: www.berkeley.edu

Founded: 1868

Employees: 24,700 (UC Berkeley as a whole),
Center for Responsible Business: 4

Measurement/Results

- Since 2003, CRB has worked with 80 companies on almost 200 projects.
- As part of the Sustainable Finance program, MBA and MFE students manage the first ever \$1M+ socially responsible investment fund—an opportunity to adapt traditional financial models to generate both business and social value.

Other SR Involvement

Through its Sustainable Products & Solutions Program, the Center hosted “Clean Water Solutions for the Developing World,” a solutions-oriented roundtable that brought together corporations, NGOs, academics, and foundations interested in an action-oriented, solutions-based approach to marrying water purification technology with sustainable business models.

Photo: Kristin Richmond and Kristen Tobey are co-founders of Revolution Foods and Haas graduates.

Marking Change at Marks & Spencer

Overview

Marks & Spencer (M&S) is one of the United Kingdom's leading retailers with more than 21 million customers visiting the stores every week. The stores sell 2.7 billion articles of clothing, home products, and food, and everything is sourced responsibly from 2,000 suppliers around the world. The company was founded on five core values of quality, value, service, innovation, and trust.

"Sustainability is becoming an increasingly important value driver for business—enhancing trust with customers and employees, helping reduce the cost base, opening up new markets, creating resilience in supply chains," said Mike Barry, head of sustainable business at M&S. It's this thinking that prompted the implementation of Plan A—an approach that incorporated SR into its operations with not only staff, but customers and suppliers.

Social Responsibility Challenge

M&S faced the challenge of how to build disparate single issue CSR activities into a communicable, comprehensive sustainability plan that is fully embedded in business day-to-day operations.

Solutions

M&S went beyond its internal organization in 2007 and developed an approach to integrate SR not just within its walls, but also to customers and suppliers. The company introduced Plan A ("because there's no Plan B"), which included commitments to make products and services to help customers live more sustainably.

In just three years, M&S made outstanding progress in the initial five Plan A pillars (climate change, waste, natural resources, fair partner, and health/well-being), achieving 62 of its original 100 commitments while generating \$80 million in additional profit.

In March 2010, M&S unveiled an expanded, more demanding Plan A, setting out 80 new commitments for the next five years and its ambition to become the world's most sustainable major retailer by 2015.

Louise Nicholls, head of responsible sourcing, says the company is going beyond integrating Plan A qualities into its products by helping customers develop their own plans and demonstrating the skills, tools, and motivation required to make a difference. An active website with videos and games helps people learn about sustainability and have fun, but it also clearly points out where the company is progressing and falling short in its commitments.

Photos: Marks & Spencer is the UK's largest retailer of fair trade certified cotton clothing—one of its many ongoing sustainability efforts.



Measurement/Results

Since 2007 M&S has:

- Cut carbon emissions from operations by 8 percent—and improved store energy efficiency by 19 percent (after weather adjustment).
- Reduced the amount of waste sent to landfill by 33 percent.
- Reduced the average weight of non-glass packaging on general merchandise by 36 percent and food by 20 percent per item—and used 400 million fewer carrier bags than in 2006-07.
- Helped customers and employees raise money for community initiatives, including \$4.3 million for local charities through its 125th anniversary fundraising.
- Become the UK's largest retailer of fair trade certified cotton clothing and helped suppliers set up 10 ethical model factories.
- Built on leading sustainable raw material position, for example:
 - Since 2002, only sold free-range eggs and only used free-range eggs in its baked goods and processed products.
 - Since 2006, all tea and coffee sold in M&S cafés and shops is fair trade certified.
 - In 2009, became the first UK retailer to switch all tuna sold in its products to 100-percent pole and line.
 - Also in 2009, became the first UK retailer to purchase GreenPalm certificates to cover entire palm oil usage.

Other SR Involvement

One of its signature projects is the Oxfam Clothes Exchange. Customers have donated more than \$3 million in clothes to Oxfam in exchange for M&S coupons.

Organization: Marks & Spencer

Location: London, England

Website: www.marksandspencer.com

Founded: 1884

Employees: 75,000

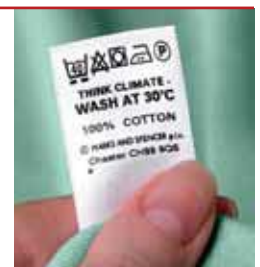




Photo: WWBIC helps small businesses, such as Tigerbite, start up and achieve success.

Overview

The Wisconsin Women’s Business Initiative Corporation (WWBIC) works to promote economic development by providing access to capital including direct lending, one-on-one individualized business assistance, business education, and asset building financial awareness education programming, with an emphasis on women, people of color, and people of lower wealth and incomes.

Social Responsibility Challenge

Global attention was brought to the concept of microenterprise (businesses with one to five employees) lending when Muhammad Yunus won the 2006 Nobel Peace Prize for his work helping women in Bangladesh and throughout Asia find funding for their enterprises via access to microcredit. But many women and minorities thousands of miles away in urban Milwaukee and rural Wisconsin also face the challenge of a lack of quality education about business and financing.

“WWBIC does not just rent money. We impact lives through quality business education and access to fair credit,” says Wendy K. Baumann, WWBIC president and chief visionary officer.

Solutions

In 2010 alone, WWBIC held more than 425 educational workshops and seminars designed to educate, motivate, and assist participants in starting or expanding a business. Many will also create a spending and savings plan for themselves.

“Start Smart Business Planning” provides in-depth learning for starting and running a small business, including:

- Drafting a business plan.
- Developing business financing, operations, and management plans.
- Determining marketing strategies.

“Make Your Money Talk” financial education helps participants



Providing Solutions for Small Enterprises

learn to:

- Determine needs vs. wants.
- Read a credit report as well as improve credit scores.
- Be a good consumer.
- Avoid predatory lending.
- Advance their skills for asset building.

When clients are eligible, WWBIC itself actually provides the loans. It has funded projects such as restaurants, construction companies, and small manufacturers. Representative clients include: Fair Trade for All, a specialty retail firm and Rock-a-Thigh Baby, a woman-owned designer and distributor of children thigh-length socks that are USA-made and eco-friendly.

“WWBIC centers its mission on providing hope and opportunity—and balancing money and mission while adding to that double bottom line...social and economic,” says WWBIC Chair William Coleman.

WWBIC is helping small businesses achieve results that help business owners and the community.

Measurement/Results

For 2010 alone:

- One hundred and three people have started or expanded their businesses via a WWBIC loan.
- One thousand six hundred and twenty jobs were created or retained via WWBIC’s lending impact.
- Ninety-three percent of annual survey respondents agreed or strongly agreed that WWBIC helped them improve their ability to operate a business.
- Ninety-seven percent would recommend WWBIC.
- Ninety-six percent rated WWBIC as effective.

Other SR Involvement

WWBIC owns and operates “Coffee With a Conscience,” two coffee shops that brew cups of quality, organic fairly-traded coffee daily and serve fresh bakery and confection products made by WWBIC’s entrepreneurial clients.

Organization: Wisconsin Women’s Business Initiative Corporation (WWBIC)

Locations: Milwaukee, Madison, Kenosha, and Racine, Wisconsin

Website: <http://wwbic.com>

Founded: 1987 | **Employees:** 35

Changing the Way We Work

Overview

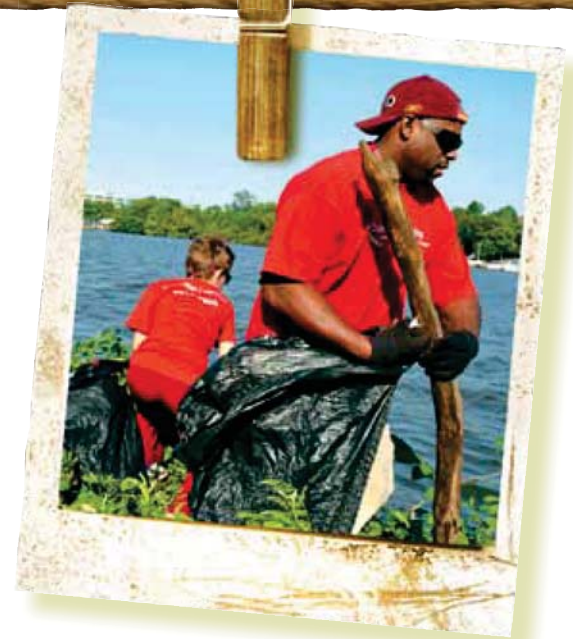
For close to a century, Booz Allen Hamilton has been providing consulting services to major government and commercial clients. While the company focuses on helping clients succeed, it never loses sight of how its work can make the world a better place—starting with its own operations and organization.

“Booz Allen’s sustainability practices and services begin with making green choices for our own enterprise and extend well beyond the firm’s walls—through our people, our work with clients, and our spirit of service,” says Executive Vice President Horacio Rozanski.



Social Responsibility Challenge

For years, many Booz Allen employees in the Washington, DC, area faced a long, daily commute to corporate headquarters in McLean, VA. Commuting in this congested area caused personal headaches for employees, made it harder to attract new staff, and contributed to the amount of car emissions released in the area. Realizing something had to change, the firm’s leadership took a fresh look at the firm’s facilities, occupants, and options. They noticed how offices often were unoccupied for hours or days as staff met with clients at their offices or traveled for business. They plotted on maps where staff reside, where clients are, what clients require in terms of proximity, and what could be done differently.



Solutions

Booz Allen’s new, multi-year, “Way We Work” initiative is changing the way its employees work. It’s about working where staff need to, when they need to—a flexible framework that leverages advances in technology and includes remote delivery, teleworking, “hoteling,” internal job transfers, and other work arrangements to connect talent with opportunity in ways that benefit clients and staff, support the environment, and promote work-life integration. Booz Allen is moving many staff around the Washington, DC, area into offices that are closer to their homes and redistributing office space previously consolidated at the firm’s headquarters.

The firm’s Sustainability Steering Committee—made up of senior leaders—ensures that sustainable concepts are fully incorporated into facilities infrastructure, policies, and practices.

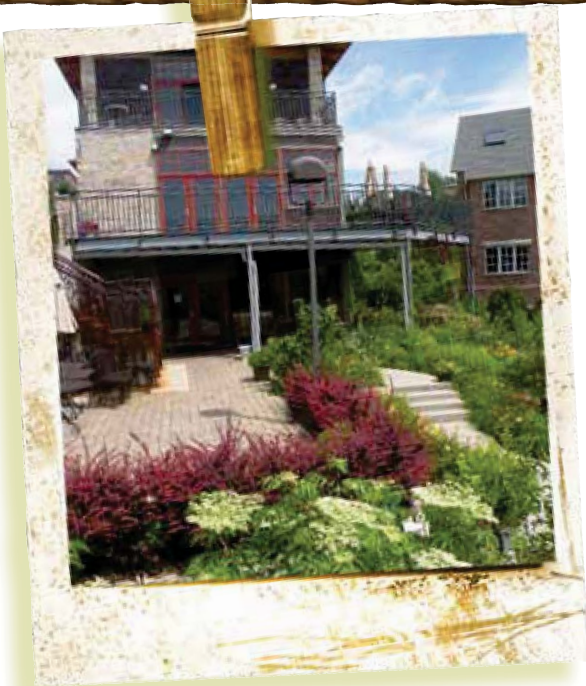
Measurement/Results

Booz Allen has won several awards in the Washington, DC, area for its recycling and commuting programs. As a result of the new approach, employees’ average commute to one facility in the Washington, DC, network decreased by 1 hour (30 minutes each way), every day. The changes in driving patterns and leased space have been calculated to reduce more than 500 metric tons of CO₂ emissions in the region per year.

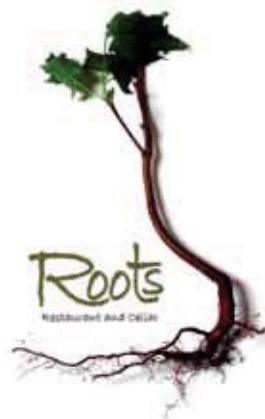
Other SR Involvement

Booz Allen applies lessons learned through its internal sustainability practices to many initiatives. Examples include its award-winning partnership to help the Wolf Trap Foundation for the Performing Arts adopt environmental practices; its staff’s volunteer efforts with environmentally focused organizations like the Ocean Conservancy’s International Coastal Cleanup; and its work with clients, such as collaborating with the U.S. Green Building Council on the “Green Jobs Study.”

Photos: More than 200 Booz Allen staff volunteer annually for the International Coastal Cleanup at more than a dozen sites across the country.



Photos: Milwaukee's Roots Restaurant and Cellar is part of the city's emerging local food/healthy food movement.



Practice What You Eat

His work with Roots extends throughout the area to both promote the restaurant and to provide help to others. For example:

- Wisconsin Humane Society: Roots participates in "Feasting for Fido," a vegetarian fundraising event for sheltered and rescued animals.
- Campus Kitchen at Marquette University: Raymond works with student, faculty, and community members to prepare meals on campus and deliver them to agencies and needy individuals.
- Wisconsin Network for Peace and Justice: This coalition of social activist groups and citizens of conscience relies on Roots for education and tasty food at its conferences.
- Our Milwaukee: Roots supports this business alliance that advocates for locally owned businesses.

Overview

Founded on a passion for the art of food, Roots Restaurant and Cellar, Milwaukee's only farmer-chef owned restaurant, offers quality fare, exceptional service, and a focus on social responsibility.

Since the restaurant's 2004 opening, chef John Raymond has been committed to offering fresh, local cuisine, often from food grown just north of Milwaukee, WI, at Cedar Creek Farms. Raymond orchestrates menus celebrating the changing flavors and textures of the seasons, paired with the freshest possible naturally raised meats and sashimi-grade fish.

In addition to offering high-quality, healthy foods to customers, Roots is part of an emerging local food/healthy food movement in Milwaukee. Raymond and his staff work with several organizations to prepare and serve samples of Roots' healthy food, provide education about the value of local farmers, and encourage others to spread the word.

Social Responsibility Challenge

With one foot in rural farm fields and the other in urban Milwaukee—home to an increasingly obese population—Raymond is looking for ways to reach untapped audiences with a health message.

Solutions

Raymond and his staff support more than 100 local and national charities through advocacy, involvement, and of course, exceptional food.

"Our pledge is to serve only whole foods, grown sustainably, and as local as possible, and that is clear to everyone who chooses to eat here," Raymond says. "People come to the restaurant not just because of the outstanding meals, but because we are living examples of healthy eating and healthy communities."

Measurement/Results

- Roots helps raise \$10,000 annually in donations alone to local charities.
- Staff commit to SR, so employee satisfaction is great and turnover is minimal.

Other SR Involvement

Roots takes part in national organizations such as Slow Food Southeastern Wisconsin, which supports family farms and co-operatives, promotion of locally grown food, support for school gardens, conservation of regional culinary traditions, and the maintenance of biodiversity; and Chefs Collaborative, a national chef network that's changing the sustainable food landscape using the power of connections, education, and responsible buying decisions.



Organization: Roots Restaurant and Cellar

Location: Milwaukee, Wisconsin

Website: www.rootsmilwaukee.com

Founded: 2004

Employees: 30-40

2010 Spencer Hutchens Jr. Medal for Social Responsibility

John Elkington
Co-Founder and Executive Chairman, Volans
Co-founder, SustainAbility

Perhaps best known for coining the term “triple bottom line” in 1994, John Elkington is a world authority on corporate responsibility and sustainable development. With Volans, launched in April 2008, Elkington works globally with entrepreneurs, businesses, investors, and governments to develop and scale innovative solutions to financial, social, and environmental challenges.

As chair of SustainAbility, founded in 1987, Elkington advised clients on the risks and opportunities associated with corporate responsibility and sustainable development. With offices in London, Zurich, New York, and Washington, DC, and team members representing more than 10 nationalities, he worked with leading companies, NGOs, and influencers around the world. Clients have included ABN Amro, BP, Coca-Cola, Dow Chemical, Ford, Hewlett-Packard, Johnson and Johnson, McDonalds, Microsoft, Nestlé, Nike, Norwich Union, Shell, Starbucks, Swiss Re, Unilever, and Wal-Mart.

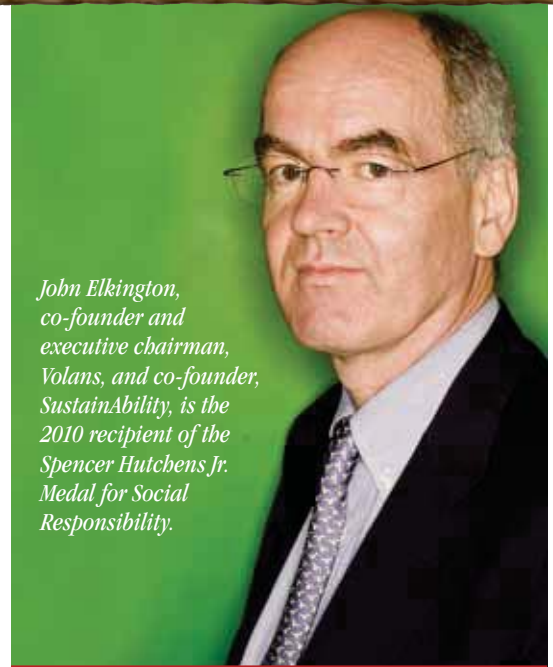
Elkington has authored or co-authored 17 books and hundreds of articles for newspapers, magazines, and journals. His latest book is *The Power of Unreasonable People*, which he co-authored with Pamela Hartigan. For seven years he was a faculty member of the World Economic Forum. He teaches at universities and business schools, among other things serving as a visiting professor at the Doughty Centre for Corporate Responsibility at the Cranfield University School of Management. Many organizations count him as a board member or adviser, including Bayer, the Global Reporting Initiative, the International Integrated Reporting Committee, Instituto Ethos, Nestlé, Recyclebank, and World Wildlife Fund.

About Spencer Hutchens Jr.

Spencer Hutchens Jr. served as ASQ president from 1988–89. A 50-year ASQ member, Hutchens was a tireless quality professional and advocate. In recent years, he had become a champion for SR, which led to ASQ naming its newest medal after him. Hutchens had been honored with the ASQ Distinguished Service Medal (2002) and the Lancaster Medal (2009), in part for his vigorous support of the global quality community, which recognized him as “the world’s finest goodwill ambassador.” Hutchens also was a past chairman of the International Academy of Quality. He passed away October 12, 2010, at the age of 88.

Previous Recipients

2009 — Joanne Adrienne Vincenten
European Child Safety Alliance



John Elkington, co-founder and executive chairman, Volans, and co-founder, SustainAbility, is the 2010 recipient of the Spencer Hutchens Jr. Medal for Social Responsibility.

About the Award

The ASQ Spencer Hutchens Jr. Medal for Social Responsibility recognizes the achievements of an individual who demonstrates outstanding leadership as an individual, business leader, and cause advocate for social responsibility, primarily focusing on the marketplace, environment, workplace, and community. The medal, which will be presented to Elkington at the 2011 ASQ World Conference on Quality and Improvement, seeks to showcase how an individual’s impactful results have led to societal change.



For nomination forms and criteria, visit <http://www.asq.org/about-asq/awards>.



San Francisco: City of Social Responsibility

Whether you're going there to wear flowers in your hair or you left your heart there, San Francisco, CA, has captured the imagination of many generations. With its progressive approach to social and environmental issues—while keeping an eye on the financial bottom line—the city and county of San Francisco encourages SR from its businesses, residents, and even visitors.

Named one of the top-10 “green cities” in America by The Green Guide and the second greenest U.S. city according to *Popular Science* in 2010, the city took an additional step when outgoing Mayor Gavin Newsom (now California lieutenant governor) launched an initiative aimed at providing 100 percent of the city's electricity through renewables within a decade.

Current Mayor Edwin M. Lee is following through by requiring all buildings 10,000 square feet or larger to have regular energy audits and encouraging businesses, homeowners, and nonprofits to take advantage of financial incentives that promote renewable energy.



San Francisco Mayor Edwin M. Lee

Cities Drive Innovation

“Once they're more energy efficient, the buildings will need less energy to power them, and if the energy comes from renewable sources we can create jobs and reduce the need for power plants and their harmful emissions,” says Lee. “Cities can drive innovation. It's important that we practice social responsibility, model good behavior, and demonstrate sound paybacks.”

A former human rights commissioner and city administrator, Lee spearheaded SR and government efficiency measures, such as a move to cleaner vehicles, infrastructure to support electric vehicles, and a food services waste reduction ordinance that reduced the size and cost of government. The city's sustainability plan was drafted in 1993 by a community collaboration in which city staff contributed on equal footing with more than nearly 400 members of other sectors of the community. The

Department of the Environment has an advisory commission that develops policies and programs in recycling, toxics reduction, environmental justice, energy efficiency, commute alternatives, climate change, and the city's urban forest.



Photo: One of many ongoing “green” efforts in San Francisco, Mayor Lee promotes the use of electric vehicles for city use.

All Jobs Green Jobs

“When fully realized, the San Francisco of the future will be a place where words like ‘green’ and ‘sustainable’ are meaningless, because it will simply be understood that any action includes best practices for the environment. There will be no ‘green building,’ because all buildings will be green. There will be no ‘clean air transportation’ because all transportation will be low or zero emission. And all jobs will be green jobs,” said Melanie Nutter, director of the San Francisco Department of Environment, in a TED interview.

San Francisco visitors know they will be in “green” hands, as the city is the lead U.S. city to partner with the United Nations Global Sustainable Tourism Criteria Partnership, a coalition of more than 40 international conservation, development, and travel industry organizations to implement sustainable tourism principles.

Pathways to Social Responsibility Conference:

Creating the Framework for a Better Tomorrow

June 16–17, 2011

San Francisco Marriott Marquis, San Francisco, CA

Communities and organizations around the globe are creating the framework for a better tomorrow. As we grow a more socially responsible culture, we look to quality tools and methodologies to show us the way. The 2011 Pathways to Social Responsibility Conference offers an interactive learning environment to share insights and ideas.

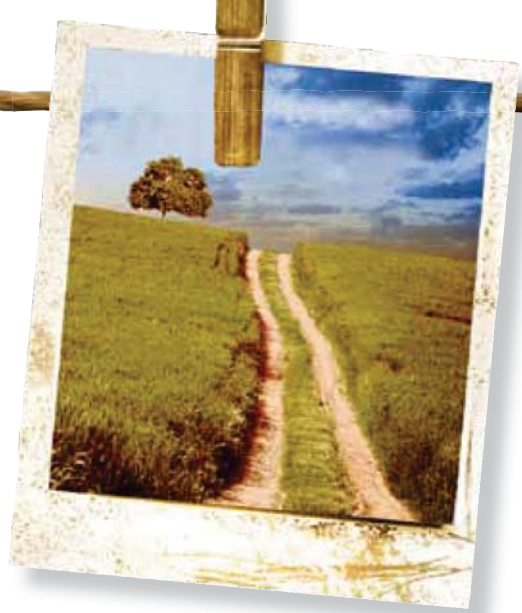
Focus Areas

Social Responsibility (An Overview)

Learn what social responsibility is, how it relates to your business or organization, how to put SR into action, how to demonstrate ROI, and how it can change the culture in your community.

ISO 26000

Take an in-depth look at the new internationally recognized ISO 26000 standard and see how it provides guidance for action within your organization. Presenters will discuss key issues, including human rights labor practices, fair operating practices, consumer issues, organizational governance, the environment, and community development.



SR and the Link to Quality

SR is an ideology that is given a framework through ISO 26000. The standard provides the framework, and quality provides the methodology to take actions. Presentations will demonstrate the role that quality can play in the pursuit of SR.

Speakers include:

- **Aron Cramer** – President and CEO, Business for Social Responsibility
- **John Elkington** – Founding Partner and Executive Chairman, Volans
- **Kathy Mulvany** – Senior Director of Corporate Affairs, Cisco

Join us in San Francisco, CA, as we travel the pathways to social responsibility. See <http://asq.org/conferences/social-responsibility/index.html>.



Research: The Business Case for Social Responsibility

In November 2009, ASQ convened a think tank of thought leaders to engage in strategic dialogue about ASQ, social responsibility, and the role of quality. The desire was to facilitate an international discussion on the lasting contribution quality can make to the SR movement, identify potential collaborations, and provide direction and scope to the ASQ SR agenda. The think tank was one of a series of events in a three-year time frame aimed at developing and deploying ASQ's SR efforts. After extensive sharing of ideas, the participants identified three areas of direction for ASQ:

- Research
- Measures
- Collaborations

Since the think tank, ASQ commissioned IBM and collaborated with Manpower Professional on additional research and has developed a consortium to allow other companies and organizations to further engage.

ASQ and IBM: SR Benchmarking Study

This unprecedented research involving more than 1,000 respondents benchmarks how SR investments create value, improve returns, and increase cost savings—redefining how organizations approach and do business. In the most comprehensive report on SR to date, the study was designed to systematically identify distinguishing characteristics and metrics that lead to successful SR programs and build a business case based upon the research findings. This study is unique because it:

- Uncovers specific, operational practices linked to SR success.
- Explores the link between SR and quality, which has never been explored before.
- Allows a research network of SR stakeholders to communicate and share fact-based and data-driven information to achieve sustainable business results.

The study is being released at the Pathways to Social Responsibility Conference: Creating a Framework for a Better Tomorrow in San Francisco, CA, June 16–17, 2011. To register for the conference, visit <http://asq.org/conferences/social-responsibility/index.html>.

Photo: ASQ Social Responsibility think tank participants.

ASQ and Manpower Professional: SR and the Role of the Quality Professional

The new standard ISO 26000: Guidance on Social Responsibility offers a definition of what it means to be a socially responsible organization and why it is important that companies adopt the approach.

Because of their roles and expertise, quality

professionals can be of great assistance in advancing a corporate strategy that is both socially focused and provides financial benefits. A new paper developed with Manpower Professional, *Social Responsibility and the Quality Professional: The Implications of ISO 26000*, reviews key elements of the new standard and explores its implications for quality professionals. ASQ and Manpower Professional held a webinar to introduce and discuss the research. For a copy of the paper, visit the Social Responsibility Hot Topic page on www.asq.org or go to <http://bit.ly/srmanpower>.



SR Research Consortium

To facilitate the application of SR research, ASQ has formed a Social Responsibility Research Consortium to help organizations committed to SR strategize about what is considered to be socially responsible on an organizational level; how SR can drive revenue, increase brand differentiation, and improve customer satisfaction; and most importantly, how to measure its return on investment. The benefits include:

- Access to a network of people deeply engaged in aligning SR and quality to drive business results.
- Participation in and access to advanced research, best practices, and benchmarking reports.
- An ASQ Associate membership that provides electronic access to a broad body of knowledge and resources, including quality methodologies and tools, which can help your organization advance your SR program.

To join or learn more about the SR Research Consortium, please e-mail sro@asq.org.



ISO 26000 Guidance on Social Responsibility Available Now

Published in late 2010, ISO 26000 provides guidance on the underlying principles of social responsibility, recognizing SR and engaging stakeholders, the core subjects and issues pertaining to SR, and ways to integrate socially responsible behavior into the organization. This international standard emphasizes the importance of results and improvements in performance on SR.

ISO 26000 defines SR as the responsibility of an organization for the impacts of its decisions and activities on society and the environment through transparent and ethical behavior that:

- Contributes to sustainable development, including health and the welfare of society.
- Takes into account the expectations of stakeholders.
- Is in compliance with applicable law and consistent with international norms of behavior.
- Is integrated throughout the organization and practiced in its relationships.

The seven core areas of the standard are organizational governance, community involvement and development, environment, fair operating practices, consumer issues, human rights, and labor practices.



For more information on ISO 26000, visit
<http://asq.org/social-responsibility-standard/>.
To get involved in ASQ's SR activities, visit
www.TheSRO.org or e-mail sro@asq.org.

To purchase ISO 26000, visit
<http://asq.org/social-responsibility-standard/>.

2011 Acknowledgments

Social Responsibility Advisory Council

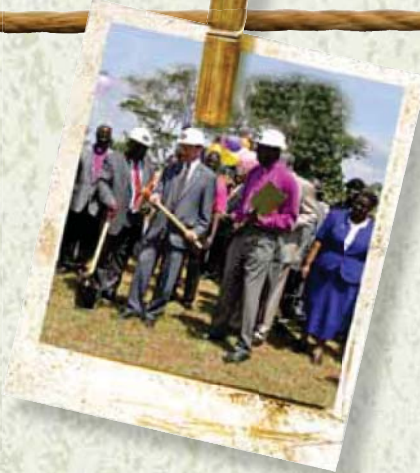
- Ron Kingen, Past President, ASQ (1998-1999) and Chair, ASQ Social Responsibility Advisory Council (2010-2012)
- Ron Atkinson, Past President, ASQ (2006-2007)
- Thomas Mosgaller, Past President, ASQ (2001-2002)
- Roberto Saco, Past President, ASQ (2008-2009))
- Dorothy P. Bowers, Past Chair, US TAG to ISO WG on Social Responsibility; Retired VP, Environment, Merck & Co. Inc.
- Daniel Aronson, IBM
- Rick Perlman, Bayer Healthcare
- Marc Kelemen, NanoSynopsis LLC
- Paul Borawski, ASQ CEO
- Michelle Mason, ASQ Managing Director

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- Alcoa
- Boeing
- Grace Duffy, ASQ Member
- IBM
- Manpower Professional



Pathways to Social Responsibility

Share the journey your organization has taken to become more socially responsible. *Pathways to Social Responsibility*, ASQ's monograph, will select inspirational stories to be highlighted in its next edition and to be posted on the TheSRO.org, a platform for interactive SR discussions.

Tell us how you:

- Are socially responsible within your organization.
- Use quality in your sustainability efforts.
- Measure your successes.

Share your story at <http://TheSRO.org/share-your-sro-story>.

TheSRO*

*define the socially responsible organization

Join the community at www.theSRO.org.

ASQ's Vision: *By making quality a global priority, an organizational imperative, and a personal ethic, ASQ becomes the community for everyone who seeks quality concepts, technology, and tools to improve themselves and their world.*



The Global Voice of Quality