



**Corporate Social Responsibility Tools:
The types of CSR tools available in the construction
sector in Wales**

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Introduction ¹

The objective of this report is to outline the types of CSR tools available specifically for use by construction businesses. A robust CSR strategy is deemed by many companies as an essential element in their competitive armoury, but many also regard it as their 'natural' contribution to society. As the report indicates a number of tools and guides have been developed to assist companies develop their CSR approach.

The Welsh Government has been developing a policy to require companies to pay more attention to what they deem as companies' social responsibilities, and have introduced the concept of Community Benefits (CB) to their procurement processes. This concept has been used as a guide for public procurers to state the type of social, community, and environmental impacts to expect from their spend. CB impacts often fit well with most conceptions of CSR for business.

The first part of this report (Section 1) focuses on definitions and on the treatment of CSR from public sources. Commercial tools are also available, but are essentially adaptations of the kind of approaches outlined by public procurers and public sector sources, as mainly discussed in Section 2.

An indication of costs is available for some tools, but this is more difficult to obtain for commercial toolkits given that they tailor their service to particular firms and contexts. Appendix A provides a collection of websites and descriptions of a sample of tools and approaches to CSR, whilst Appendix B provides a summary of some relevant case studies.

¹ Acknowledgement: This paper is based on an earlier version produced for Construction Futures Wales

Section 1

Definition of CSR, International Standards, and Public Sector Lead

There are variations in the way that CSR is defined and what issues are included, however, most definitions would regard Corporate Social Responsibility (CSR) as referring to companies taking responsibility for their impact on society. The European Commission (EC) believes that CSR is important for the sustainability, competitiveness, and innovation of EU enterprises and for the EU economy.² It argues that CSR brings benefits for risk management, cost savings, access to capital, customer relationships, and human resource management.

The EC defines CSR as:

- *'the responsibility of enterprises for their impact on society'*,
- and *"a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis"*.

Hence, CSR concerns actions by companies over and above their legal obligations towards society and the environment, and certain kinds of regulation make the business environment easier for businesses that voluntarily meet their social responsibility.

In 2006, the EC published a new policy whose centre-piece was strong support for a business-led initiative called the *European Alliance for CSR*. Through the Alliance, leading enterprises developed a series of practical tools on key issues.³ However, by 2011 only 15 out of 27 EU Member States had national policy frameworks to promote CSR.⁴

The World Bank⁵, meanwhile, considered that:

"CSR undertakings are the voluntary actions that business can undertake over and above compliance with legal requirements.... (to help toward) realisation of businesses contributing to Sustainable Development goals"

The voluntary actions referred to by the World Bank include:

- financial support (external organisations/ communities)
- technical and managerial expertise (e.g. via secondments)
- skills transfers and jobs
- access to markets and
- business linkages

² <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2011:0681:FIN:EN:PDF> (Accessed December, 2017). See also The International Association of Employers (IOE), which defines CSR as any company that voluntarily integrating behaviours and principles into its business model that meet or exceed stakeholder expectations in regards to society and the environment. (http://www.ioe-emp.org/fileadmin/ioe_documents/publications/Policy%20Areas/csr/EN/2014-03-31_PPP_on_What_is_CSR.pdf). See also a PhD thesis from Nottingham University: *Corporate Responsibility in the UK Construction Industry: A Study of Activities and Reporting*, available at: <https://www.nottingham.ac.uk/research/groups/ntec/documents/theses/jamesbrownsphdthesis2012.pdf>

³ For example: gender equality, responsible supply-chain management, and improving dialogue with investors on companies' non-financial performance. See www.csreurope.org/pages/en/toolbox.html

⁴ See: *"Corporate Social Responsibility: National Public Policies in the EU"*, European Commission, 2011

⁵ World Bank: *Beyond Corporate Social Responsibility* (Available at <http://documents.worldbank.org/curated/en/574351468176639573/pdf/686660BRI0P0986210Box369243B00PUBLIC0.pdf>)

According to the World Bank, two types of CSR help drive community involvement:

- *Social Investment*: where company funding is applied to investment or programmes to improve general welfare of the community
- *Economic Linkages*: where development initiatives are allied more closely with business drivers of the private sector including Job Support; Direct Employment; Technical Skills Training; Micro-finance; Capital Formation; New Supply Bases; and Supply Chain Linkages

The World Bank considers that Economic Linkage become part of the core business activities of a responsible company so that community engagement strategies are embedded in the corporate supply chain.

In Practice

CSR should be company led. Public authorities play a supporting role through a mix of voluntary policy measures and, where necessary, complementary regulation.

Companies can become socially responsible by following the law, and by integrating social, environmental, ethical, consumer, and human rights concerns into their business strategy and operations. For most small and medium-sized enterprises, especially micro-enterprises, the CSR process is likely to remain informal and intuitive.

To identify, prevent, and mitigate their possible adverse impacts, large enterprises, and enterprises at particular risk of having such impacts, are encouraged to carry out risk-based due diligence, including through their supply chains.

A company's CSR policy should, therefore, at least cover:

- human rights
- labour and employment practices (such as training, diversity, gender equality and employee health and well-being)
- environmental issues (such as biodiversity, climate change, resource efficiency, life-cycle assessment and pollution prevention)
- and combating bribery and corruption

Community involvement and development, the integration of disabled persons, and consumer interests, including privacy, are also part of the CSR agenda. The promotion of social and environmental responsibility through the supply-chain, and the disclosure of non-financial information, are recognized as important cross-cutting issues.

A CSR policy should include 'head office', satellite, and suppliers' premises and activities globally. Responsible companies pay extra attention to employee terms & conditions, not just locally, but also globally if applicable. These include:

- Health & Safety: working hours & conditions
- Employment of children and/or 'illegals'
- Pensions, loans & savings (avoidance of scandals)

A commitment to CSR requires attention to procurement, supply chains reporting and investment, such as:

- attention to political lobbying: is it contrary to CSR stance?
- all departments 'singing from same hymn sheet'
- due diligence (audit/reporting)
- conflicting financial interests of owners

- avoidance of share and trading financial scandals
- effect of activities on insurers/investors decisions

Micro businesses are also considered capable of socially beneficial action, globally as well as locally, by, for example, supporting 'Fairtrade' or local co-ops through purchasing, sponsoring a community volunteer, providing professional or technical advice *gratis* or supporting a charity e.g. Water Aid (see WG procurement policy below).

ISO Standards

An International Standard, ISO 26000, for CSR, which is written in terms of a guidance document rather than a set of requirements, is based on the seven key principles of accountability; transparency; ethical behaviour; respect for stakeholders; respect for rule of law; international norms of behaviour; and human rights and covers the:

- concepts, terms, and definitions related to social responsibility
- history, trends and characteristics of social responsibility
- principles and practices related to social responsibility
- basic matters and questions about social responsibility
- integration, implementation, and promotion of actions in corporate social responsibility in the organization through policies and practices and within their area of influence
- identification and commitment to participation by interest groups
- communication of the CSR: commitments, actions, reports, etc.

Hence, ISO 26000 is arranged around seven core subject areas:

- organisational governance
- human rights
- labour practices
- environment
- fair operating practices
- consumer issues
- community involvement and development

The ISO 26000 is supported by a Post Publication Organisation (PPO) that produced documents to support the implementation of the standard.⁶

Most of the principles and core subjects of the ISO 26000 are enshrined in UK law, but beyond this, ISO accreditation can enhance the reputation and assist in the marketing of a business in addition to tendering for publicly funded projects (see below further reference to Welsh Government procurement). If a company is part of the supply chains of major customers that already have CSR policies, which they monitor and publicly report as part of a reputable accreditation system (such as in accordance with ISO 26000), then that company will have the basis for its own accreditation and promotional activity.

⁶ See Appendix A for links

Self- Regulation

In parallel with the ISO work and guide on CSR, a set of principles for better self- and co-regulation (SRCR) have been developed by the EU,⁷ outlining evidence-based best practices for SRCR and guidance to help making voluntary actions more effective. They cover:

1. A wide set of participants
2. Openness
3. Good Faith in determining contributions
4. Clear Objectives
5. Legal compliance
6. Iterative improvements
7. Monitoring
8. Evaluation
9. Resolution of disagreements
10. Financing from participants

The principles stem from good practice examples and developed by open consultation and through a community of practice. They are free to use.

⁷ <https://ec.europa.eu/digital-single-market/en/principles-better-self-and-co-regulation> and <https://ec.europa.eu/digital-single-market/sites/digital-agenda/files/CoP%20-%20Principles%20for%20better%20self-%20and%20co-regulation.pdf> (accessed December, 2017)

Section 2

Driving Demand for CSR: Selling to the Welsh Government

In Wales, the Welsh Government (WG) plays a major role in driving the integration of CSR into public sector organisations and business through its £6bn annual public procurement spend. During the last year, the WG introduced the *Code of Practice for Ethical Employment in Supply Chains in Wales*,⁸ which aims to improve the wellbeing of workers involved in public sector supply chains in Wales and in suppliers located across the world. It also intends to set up a 'Fair Work Board'⁹ that, as its first task, will explore how the WG can further leverage fair work outcomes from public spending and procurement practice in Wales.¹⁰

To develop future years' procurement spend in Wales and the right conditions to support sustainable jobs and growth, ethical employment practices, and social value, the National Procurement Service for Wales (NPS) and Value Wales are being refocused in collaboration with the WG's public sector partners. This will allow the WG to take advantage of any changes in procurement rules that will follow Brexit, and the WG is looking to improve its processes to allow more Welsh SMEs to win (tier one) contracts.

In the last couple of years, the proportion of public procurement expenditure won by businesses in Wales has increased from 34% to 50%. The Wales Procurement Policy Statement WPPS, issued in June 2015, sets out the procurement practices and the specific actions required of all public sector organisations in Wales. It sets out 10 principles and how they will be achieved. In carrying out procurement activity public sector organisations in Wales are required to adopt policy principles that include the following:

- *Value for Money* - should be considered as the optimum combination of whole-of-life costs in terms of not only generating efficiency savings and good quality outcomes for the organisation, but also benefit to society, the economy, and the environment, both now and in the future.
- *Community Benefits* - delivery of social, economic and environmental benefit through effective application of Community Benefits policy must be an integral consideration in procurement.
- *Supplier Engagement and Innovation* - dialogue with suppliers should be improved to help get the best response from the market place, to inform and educate suppliers, and to deliver optimum value for money.
- *Policy Development and Implementation* - deployment of policy which supports the achievement of the seven well-being goals for Wales as set out in the Well-being of Future Generations (Wales) Act (2015)
- *Measurement and Impact* - in accordance with good management practice, procurement performance and outcomes should be monitored to support continuous improvement, and examples of good and poor practice openly shared.

Community benefits or 'social' requirements have increasingly been built into WG public sector procurement, and are intended to ensure that wider social and economic issues are considered

⁸ Available at: <http://gov.wales/topics/improvingservices/better/vfm/code-of-practice/?lang=en>

⁹ See <http://gov.wales/about/cabinet/cabinetstatements/2017/fairworkfutureforwales/?lang=en>

¹⁰ Procurement is defined by the WG as:

"the process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment".

when delivering construction, service or supplies contracts. In this respect, they encourage companies to adopt CSR policies and strategies.

The Community Benefits approach

The WG 'Programme for Government' has a specific policy commitment to deliver community benefits from public sector procurements, viewing procurement as a key driver for delivering its sustainable development commitments for Wales. This policy focuses on delivering outcomes that help build stronger communities, reduce social exclusion and poverty and encourage the development of the economy.

In an assessment of the effects of the Community Benefits policy, a CEW report¹¹ found that:

- The presence of 'social clauses' has little or no impact on contractors' willingness to bid for work. In fact, for many the impact is positive. However, concerns were expressed by many over how clients evaluate this element of a tender submission.
- All those who responded (to a survey) are involved in community benefit activities to varying degrees. Sometimes this is prompted by the client, but such involvement is increasingly seen as a normal business activity that a contractor will undertake even if not requested by the client, so long as it adds value.
- There is a need for greater awareness of the role of Value Wales in providing a single source of clarity on community benefit requirements for suppliers and clients/procurers.
- All contractors were strongly in favour of the need for best practice case studies to demonstrate how successful outcomes could be achieved, and many felt that case studies could form part of a learning process for the industry. A number of contractors are already actively preparing their own case studies for internal learning, but felt that an independent scheme would help to spread a more consistent message across the industry.

Some suppliers are utilising the Value Wales Community Benefits Measurement tool to measure their current performance.¹² Community initiatives offer opportunities for contractors to meet their own CSR objectives, and the CEW report notes that it is important to ensure that financial benefits are accompanied by a description and record of impacts on individuals and the community. The Community Benefits Measurement Tool is designed to record this detail.

Community Benefits fall into six categories. The two primary focuses of Community Benefits policy are Workforce Initiatives (WI) and Supply chain initiatives (SCI):

- WI cover Targeted Recruitment & Training (TR&T) – including Retention and Training for the existing workforce. TR&T focuses on employment and training opportunities for disadvantaged people and target groups e.g. the short and long term unemployed; workless households.
- SCI objectives focus on initiatives to maximise the opportunities for smaller and more local suppliers and contractors to compete for tenders or sub-contract or supply chain opportunities and measures to ensure prompt and fair payment terms.

Value Wales has also established a *Community Benefits – Community of Practice*, which meets on a regular basis to discuss practical issues relating the implementation of Community Benefits. The membership of the group is open to anyone with an interest in Community Benefits

¹¹ CEW Community Benefits Report; WG-Community-benefit-report-2014.pdf.; commissioned by Value Wales, provides a construction suppliers' view on the impact of the Welsh Government's policy

¹² The Community Benefits Measurement Tool can be found on the Procurement Route Planner website in the Policy and Resources Toolkit www.prp.wales.gov.uk/toolkit/ See also Appendix A.

To support the construction sector to achieve its Community Benefits commitments, particularly with respect to Workforce Initiatives, the CITB have developed a number of products to support the client and contractor including the **Shared Apprenticeship Schemes (SAS)**.¹³

CITB is working with clients and contractors on SAS that support project-based Community Benefits. These schemes include making it easier for a contractor to give work experience to an apprentice without the commitment and bureaucracy associated with taking on a permanent member of staff. Construction projects can target investment into jobs, skills and training, supporting local firms, and a community legacy. Projects which gain **National Skills Academy for Construction** status help to make these benefits a reality, and the Academy provides readymade model for contractors and clients to adopt in seeking to maximise both the economic and social returns on their investment.

The CITB Client-Based Approach (CBA) to developing and implementing an Employment and Skills Strategy on construction projects in Wales integrates skills development with major construction projects.¹⁴ It can be used in conjunction with the WG's guidance notes: *Community Benefits – Delivering Maximum Value for the Welsh Pound*.¹⁵ The guidance includes all the necessary components to deliver apprenticeships, employment and training opportunities on any type and size of construction project, including model documentation, benchmarks, case studies and practical commentary.

The guide includes:

- good practice information on the use of an Employment and Skills Strategy
- legal, policy and process advice on procurement of contracts, planning policy and development control
- template benchmarks for relating to a range of employment and skills areas for 16 categories of construction in 13 value bands from £1,000 to £100 million
- a National Skills Academy for Construction case study on the development and implementation of ESPs
- guidance as to the inclusion of small and medium enterprises (SMEs) and supply chain diversity
- advice on early contractor procurement, reengineering the supply chain under long-term contracts, inclusion of small and medium enterprises (SMEs) and supply chain diversity

It also contains a number of appendices, including: a template ESP; a summary of the employment and skills areas and potential issues surrounding them; template procurement, contract, and Section 106 Agreement clauses.

Labour Forecasting Tool

The Labour Forecasting Tool (LFT) may be useful as part of the CSR commitment to identify the shape of the labour profile (Workforce Initiatives), which can be tailored to client needs and updated as a project progresses. It allows users to predict the labour demand on projects including maintenance, repair and refurbishment given only the project type, it's a value or gross floor area, and its start and end dates. Forecasts are produced on a month by month and trade by trade basis.

¹³ See Appendix A

¹⁴ This is based on the National Skills Academy for Construction programme, started in 2007, which involves over 40 major construction projects throughout the UK. It requires the delivery of an Employment and Skills Plan (ESP) which is developed to reflect the profile of each individual construction project or development.

¹⁵ Available at: <http://gov.wales/topics/improvingservices/bettervfm/publications/community-benefits-2014/?lang=en>

The forecasts are based on statistically verified historical data and can be used on projects of any size or value, and to aggregate the labour demand across any number of projects.

Hence, it may also provide estimates of end-user labour, and can be used by local authorities, developers and housing associations negotiating Community Benefits, including section 106 agreements and determining targeted recruitment and training levels.

Further relevant WG policy and actions

So called 'Fitness Check' reports have provided organisations with a clear benchmark which they can use to move forward with WG support, and policies on Community Benefits play a key role in the delivery of wider WG objectives.¹⁶

The WG expects to see public and private sector organisations acknowledging the economic benefit that procurement policy will deliver, and recognise its importance at Board level. It also perceives an opportunity to break down more barriers for business and to develop practices that continue to standardise and simplify processes, and that encourage third sector organisations, including cooperatives and 'mutuals' to engage with the public sector.

The Well-being of Future Generations (Wales) Act (2015) is seen as a new opportunity to advance the principles of public procurement in Wales, building on the work so far to help achieve the seven well-being goals for Wales set out in the Act. A Procurement Board has been established with the responsibility for monitoring adoption of the WPPS and overseeing how the annual spend through procurement delivers for Wales. The WG will monitor progress closely and introduce regulation as and when needed.

Alongside the health and education benefits that good quality housing provides for children and families, building homes of all tenures will have a significant positive impact on the Welsh economy and communities. Outcomes from a successful CSR initiative might include:

- measurable cuts in fuel bills
- reductions in carbon emissions
- improved energy security
- increased support for jobs in the green economy
- growth in construction SMEs

Housing and regeneration is a key focus for action and through its Innovative Housing Programme (IHP) the WG is looking for new ideas and new ways of doing things.

¹⁶ see Procurement Route Planner at <http://prp.gov.wales/fitnesschecks2014/>

Appendix A: CSR and Community Benefits Tools/ Papers/ Examples

Note that most commercially available tools are tailored to specific customers and do not publish generic prices.

Organisation	Description	Web address and tools
The CSR Group PO Box 5001 Austin Texas USA	An example of a globally available commercial service: a strategic advisory services firm who works with businesses of all sizes to assess, develop and implement pragmatic solutions, improve performance and, where and when appropriate, communicate about corporate social responsibility (CSR) and sustainable practices. Costs not available	http://www.thecsrgroup.com/index.php/tools-products/tools Tools: Self-Assessment; Benchmarking; Stakeholder-Mapping; CSRG GeoRisk (guidance on supply chain responsibility); Supply-Chain Responsibility
SimplyCSR, Brighton, East Sussex, UK	An UK-based commercial bespoke service to companies to create and manage their CSR	http://simplycsr.co.uk/corporate_social_responsibility_toolkit.pdf (for toolkit basic guide)
European Business Network for CSR Brussels (an EU organisation)	A network of <u>48 corporate members</u> and <u>42 National CSR organisations</u> Over 10,000 companies Acts as a platform for businesses looking to enhance sustainable growth and positively contribute to society Cooperates with CSR organisations in other regions across the world. NB: CSR Europe will only roll-out a tool if at least five companies are interested. Companies can also request that CSR Europe assesses their affiliates. The service of one assessment using a tool is included in CSR Europe's membership fee. Additional assessment €4.000 for CSR Europe members and €8.000 for non-members; Tax responsibility tool starts from €3,500	www.csreurope.org/pages/en/toolbox.html and https://www.csreurope.org/csr-europe-assessment-tools#.WjEp64XXKUK Tools: MIA: Maturity and Integration Assessment - non-financial performance management and the level to which it is integrated into business operations LEA: Lifelong Employability Assessment - readiness of company in adapting a life-long perspective to all HR processes STEM π: STEM Programme Impact Assessment - potential for impact of company science, technology, engineering and maths (STEM) activities MOC-A: Management of Complaints Assessment - effectiveness of company processes for addressing human rights complaints from employees and/or communities. Tax Transparency and Responsibility Assessment – Self Assessment: to foster cooperation between CSR and Tax Managers with the purpose of integrating sustainability into companies' tax policies. QIA-A Tool: Quality Internship and Apprenticeships Assessment - the quality of a companies' internship and/or apprenticeship schemes and to identify areas for improvement
Responsible Med CSR Project (EU financed)	Responsible Med has developed an evaluation tool thought for small and Medium-sized enterprises to measure and check the economic impact of CSR approach within their businesses. The	http://responsible-med.eu/data/uploads/manuali/tool_manual_eng.pdf

	Responsible Med tool helps to develop a strategic plan for CSR and to promote a better use of the available funds and opportunities. This tool can help SMEs to evaluate their performance in terms of CSR activities and to identify potential areas of improvement, thus reinforcing their competitiveness.	
CSRHub (Global)	A CSR and sustainability ratings and information database	https://www.csrhub.com/csrhub-meets-your-sustainability-needs/
ISO 26000 BS ISO	Launched in 2010 and provides guidance rather than requirements.	https://www.iso.org/iso-26000-social-responsibility.html Also links to further training materials e.g. ISO_26000_basic_training_material_annexslides_2017 [Read-Only]; and at http://iso26000.info/ ; http://iso26000.info/training/ . See also British Standard: BS ISO 26000:2010, Guidance on social responsibility ; and the BS ISO 14000 series on environmental management at: https://www.iso.org/iso-14001-environmental-management.html
Self- and Co-regulation guides (EU)	Free to use they aim to make voluntary actions in support of CSR more effective.	https://ec.europa.eu/digital-single-market/en/principles-better-self-and-co-regulation and https://ec.europa.eu/digital-single-market/sites/digital-agenda/files/CoP%20-%20Principles%20for%20better%20self-%20and%20co-regulation.pdf
Considerate Constructors Scheme (CCS)	Commits sites, companies, suppliers to care about appearance, respect the community, protect the environment, secure safety and value workforce	https://ccsbestpractice.org.uk/ https://www.ccscheme.org.uk/2016-monitors-checklist-launches-1-february/
Supply Chain Sustainability School (UK and co funded by the CITB)	A collaboration between clients, contractors and 1 st Tier suppliers with a mutual interest in building skills in their supply chain – they pay for the school and training is free. Training in Sustainability, Management, and Offsite Manufacture, gain CPD points, get a bespoke action plan, e-modules etc	https://www.supplychainschool.co.uk/uk/default-home-main.aspx
Constructing Excellence	Paper and wide range of tools	http://constructingexcellence.org.uk/wp-content/uploads/2015/03/social_responsibility.pdf Tools e.g. Business in the Community Movement: www.bitc.org.uk Corporate Management – The SIGMA Project : www.projectsigma.com Sustainability reporting guidelines – www.globalreporting.org Stakeholder engagement Enquiry by Design www.princes-foundation.org Construction procurement Client’s charter – www.clientsuccess.org.uk ENGAGE. How to deliver socially responsible construction - a client's guide (C627), CIRIA 2004

CITB	A Community Benefits supporting scheme, <i>Y Prentis</i> covers all costs including recruitment, management, payroll and mentoring	Shared Apprenticeship Scheme (Y Prentis): http://www.yprentis.co.uk/
Build UK	Paper on Social Value	https://builduk.org/ https://builduk-newsline.org.uk/other-news-article.aspx?NewsArticleId=300
NBS	Paper describing CSR with some links	https://www.thenbs.com/knowledge/social-responsibility-and-the-construction-industry
ACCA	Exams/ Study modules	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p1/technical-articles/csr.html
World Bank	A CSR toolkit	https://openknowledge.worldbank.org/bitstream/handle/10986/26033/112174-WP-ESMS-Toolkit-General-PUBLIC.pdf?sequence=1&isAllowed=y
World Bank	A set of papers on CSR is available	<p>Firms Behaving Nicely: Incentives and Commitment https://openknowledge.worldbank.org/handle/10986/19037</p> <p>The Moral Compass of Companies: Business Ethics and Corporate Governance as Anti-Corruption Tools https://openknowledge.worldbank.org/handle/10986/23980</p> <p>Good Practices for Construction Regulation and Enforcement Reform: Guidelines for Reformers https://openknowledge.worldbank.org/handle/10986/16612</p> <p>Responsible Boards: Action Plan for a Sustainable Future https://openknowledge.worldbank.org/handle/10986/21700</p> <p>Firms Doing Good: How Do We Know? Measurement of Social and Environmental Results https://openknowledge.worldbank.org/handle/10986/18357</p> <p>Promoting Networks for Institutes of Directors: Why and How? https://openknowledge.worldbank.org/handle/10986/26444</p> <p>Redefining Value: The Future of Corporate Sustainability Ratings. https://openknowledge.worldbank.org/handle/10986/17040</p> <p>Environmental and Social Management System Implementation Handbook: Construction https://openknowledge.worldbank.org/handle/10986/20821</p> <p>Environmental and Social Management System Implementation Handbook : General https://openknowledge.worldbank.org/handle/10986/22784</p> <p>Full 10986 document</p>

		https://openknowledge.worldbank.org/bitstream/handle/10986/11072/661030BRI0Box365730B00PUBLIC00PSO0240CSR.pdf?sequence=1&isAllowed=y Corporate Social Responsibility: Private Self-Regulation is Not Enough An update https://openknowledge.worldbank.org/handle/10986/11072 WB report 37379 https://openknowledge.worldbank.org/discover?scope=%2F&query=37379&submit= Full 37379 document https://openknowledge.worldbank.org/bitstream/handle/10986/8240/373790ESW0Whit00Beyond0CSR0CDD02006.pdf?sequence=1&isAllowed=y
Value Wales: Community Benefits Measurement Tool	An Excel spreadsheet, developed in 2011 to capture the full range of Community Benefits outcomes not just those aspects that can be easily monetised and to provide a consistent way of measuring Community Benefit objectives. Built around the concept of the local economic multiplier and uses the outcomes of the range of Community Benefits selected on a procurement project to generate a Welsh Local Multiplier. Designed to draw only on information readily available to contractors and suppliers in their finance and HR/ Personnel records plus metrics or outcomes required by the contracting authority for the specific community benefit objectives set for the contract e.g. numbers of apprenticeships; hours spent supporting educational activities etc. The CBMT is made up of a number of worksheets and further support is available from Value Wales.	www.prp.wales.gov.uk/toolkit/
Welsh Government guidance notes : Community Benefits	<i>'Community Benefits – Delivering Maximum Value for the Welsh Pound'</i>	http://gov.wales/topics/improvingservices/better/vfm/publications/community-benefits-2014/?lang=en
Chartered Institute of Housing (CIH) 'Can do Toolkit'	Directed at how to implement the Community Benefits process in the Housing Sector, It is made up of three parts: Resource 1: Introductory guide – this is an introductory guide Resource 2: Comprehensive guide – this is a comprehensive guide containing detailed information on legal and policy matters	http://www.cih.org/i2i/publications and http://gov.wales/topics/housing-and-regeneration/publications/smecando/?lang=en

	and supply-side support available for downloading on the i2i website www.cih.org/i2i/publications in a PDF format; Resource 3: Model materials – this contains model materials to use in the contracting process, including a menu for wider Community Benefits.	
Social Engagement Planning Tool (SEP)	Referenced in the CEW Demonstration case study for the Taff Ely Learning Campus the SEP tool developed by Laing O’Rourke construction to support their CB proposal. From a public sector client perspective the SEP can be adapted to help structure Community Benefits proposals around the areas of interest to the public body by using it as a template to help prospective bidders with their Community Benefits proposals.	
The Reputation Index	Observers rate firms on their social dimensions, impact on the environment, and a series of other criteria. There can be biases in the way data is collected and analysed. Such measures look at input (how much a company spends on CSR) while the impact comes later and is often not observed. The rating is based on investment allocated to CSR with less regard for the real impact of each initiative. Used mainly for large firms.	
Content Analysis	Study of a firm’s annual reports, for example, to see how many times they refer to CSR; used as a proxy for the level of CSR “embedded” in the organisation. But, firms are expected to mention their CSR strategy in reports, and companies can “game” the system and push themselves up an index simply by using various keywords. Mainly applicable for large firms.	
Other sources	www.bsr.org/ Business for Social responsibility; www.iblf.org/ International Business leaders’ Forum; www.wbcsd.org/ World Business Council on sustainable Development ; www.accountability.org/ for an earlier advisory standard: AAA; www.globalreporting.org/ Global Reporting Initiative; www.weforum.org/ World Economic forum	

Appendix B: Summaries of recent Case Studies and Programmes

Case	Description
Construction Youth Trust Cymru, Budding Brunels ¹⁷	The 'Budding Brunels' scheme is a 3-day course which is aimed at those in Year 12 and 13 who are interested in finding out more about working in the construction professions
<u>Budding Builders with Willmott Dixon Forecast SROI Report Summary Sheet</u>	Presents a forecast Social Return on Investment (SROI) case study of a Practical Project at the Summerfield Community Centre between Construction Youth Trust and Willmott Dixon that received financial support from the Willmott Dixon Foundation. Supported by a detailed report, each Summary Sheet clearly presents forecast SROI values for our partners and stakeholders
ARC Academy UK in partnership with Construction Youth Trust The Wallich, Welsh charity that supports homeless people	A course for ex-offenders at their training centre in Rhondda Cynon Taff - the first pilot of the BAM Nuttall CITB funded " Clean Slate Cymru " project that aims to delineate a clear pathway for ex-offenders into construction training and employment in Wales. 9 learners who, despite the significant barriers they faced, all bonded well with the team and had a great enthusiasm for the training. Participants completed an Asbestos Awareness accreditation, OCN Health & Safety course, CSCS preparation as well as a workshop on disclosing criminal offences. The team worked with the learners to improve their interview skills and organised live interviews with Acorn Recruitment and Morgan Sindall.
Supported by volunteers from Network Rail, BAM and ABC Electrification.	Young people (aged 17-18 years old) attended the first course in Newport/Cardiff. The course consisted of an introduction to the OCN handbook; taking part in activities that gave an insight into the various professions and processes within the construction industry; developing understanding of the complexity of planning and delivering a construction project and the variety of roles involved. A tour of the hosting university's (The University of Cardiff and University of South Wales) Engineering facilities and to give future career advice and guidance as to what steps the students could take after their current studies were complete.
Tesco Supermarket	Provided an £8,000 grant in partnership with Newydd Housing Association to build a sensory garden in Barry Community Garden. Local young people learn carpentry skills and construct a seating area for the garden. They achieve a Health & Safety Award and gain a CSCS Card which is a minimum requirement to work on most construction sites.
Mears run workshops were run in both Caerphilly and Nottingham with United Welsh and Nottingham City Homes	The aim was to provide a practical, inspiring and safe learning experience for women who wish to 'have a go' at a trade before deciding on whether to pursue a career in building maintenance. The taster sessions consisted of practical training work in several trade skills like plumbing, joinery, and painting and decorating led by a qualified trades trainer in a construction skills mobile classroom. The learners were also informed of career opportunities in the Repairs & Maintenance sector and the progression and support systems open to them.

¹⁷ <http://www.constructionyouth.org.uk/budding-brunels>; <http://www.constructionyouth.org.uk/cymru> and http://www.constructionyouth.org.uk/sites/default/files/u122/notjustforboys_women_in_construction_report.pdf

<p>South West Wales Regional Shared Apprenticeship Ltd (SWWRSAL) – Cyfle Building Skills</p>	<p>Overseen by the three Independent Construction Industry Training Groups that reside in the South West Wales Region, namely: Carmarthenshire Construction Training Association Ltd “CCTAL”; Swansea Bay Construction Support Group “SBCSG”; Construction Industry Business Development Group “CIBDG”.</p> <p>The scheme will provide a service which supports young adults into sustainable employment within the construction industry offering opportunities to gain NVQ level 2 & 3. Employers who may otherwise be unable to offer a full term apprenticeship benefit from the scheme by having the opportunity to support the development of skills and careers in the construction sector by offering work experience opportunities when they can.</p>
<p>Y Prentis</p>	<p>Y Prentis is sponsored by Construction Skills and Welsh Government to deliver shared apprenticeships in South East Wales. The company was set up in October 2012 and is owned by Melin Homes and CMC2. Shared apprenticeships programmes aim to increase the numbers of companies supporting apprenticeships and the percentage of young people completing them. Y Prentis employs apprentices and rotates them through hosted placements with construction companies.</p> <p>Placements are for a minimum of 12 weeks and maximum of two years.</p>
<p>North Wales Shared Apprenticeship Scheme</p>	<p>A shared apprenticeship scheme established to support the North Wales 21st Century Schools and public buildings awarded in 2014, supported by CITB.</p>
