



Operations Management for Sustainability

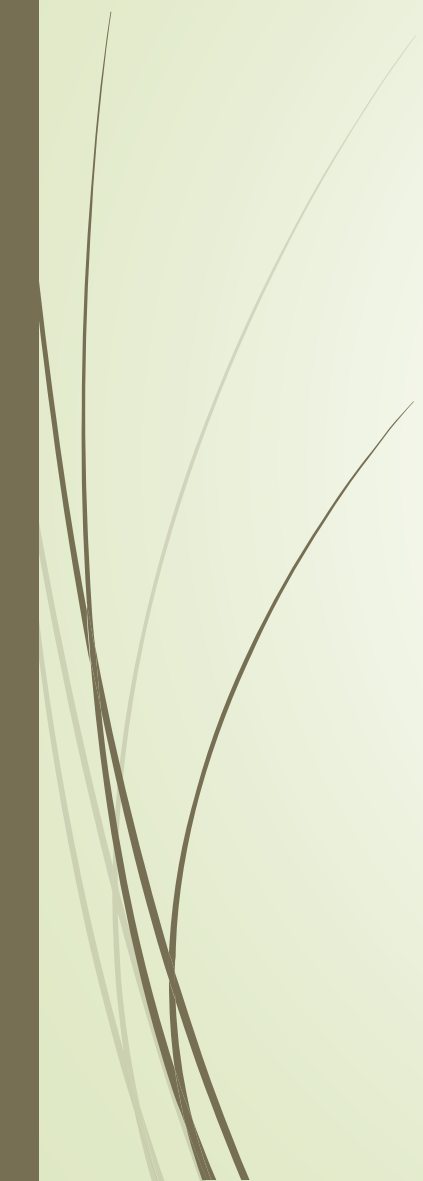
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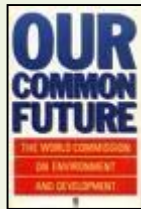
Topics

- Sustainability & Triple Bottom Line
 - ISO 26000: Social Responsibility
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Definitions of Sustainability

Sustainable Development (SD)

Meeting the needs of the present generation without compromising the ability of future generations



to meet their own needs

-- Brundtland Commission, 1987 --

(Eco-)Systems Thinking

Carrying capacity of the planet to absorb waste and support life

Life Cycle Management (LCM)

Life cycle thinking expands pollution prevention to include the complete product life cycle and sustainability. Source reduction in a product life cycle perspective is then equivalent to eco-design principles and what had been called the "6 RE philosophy":

3Rs

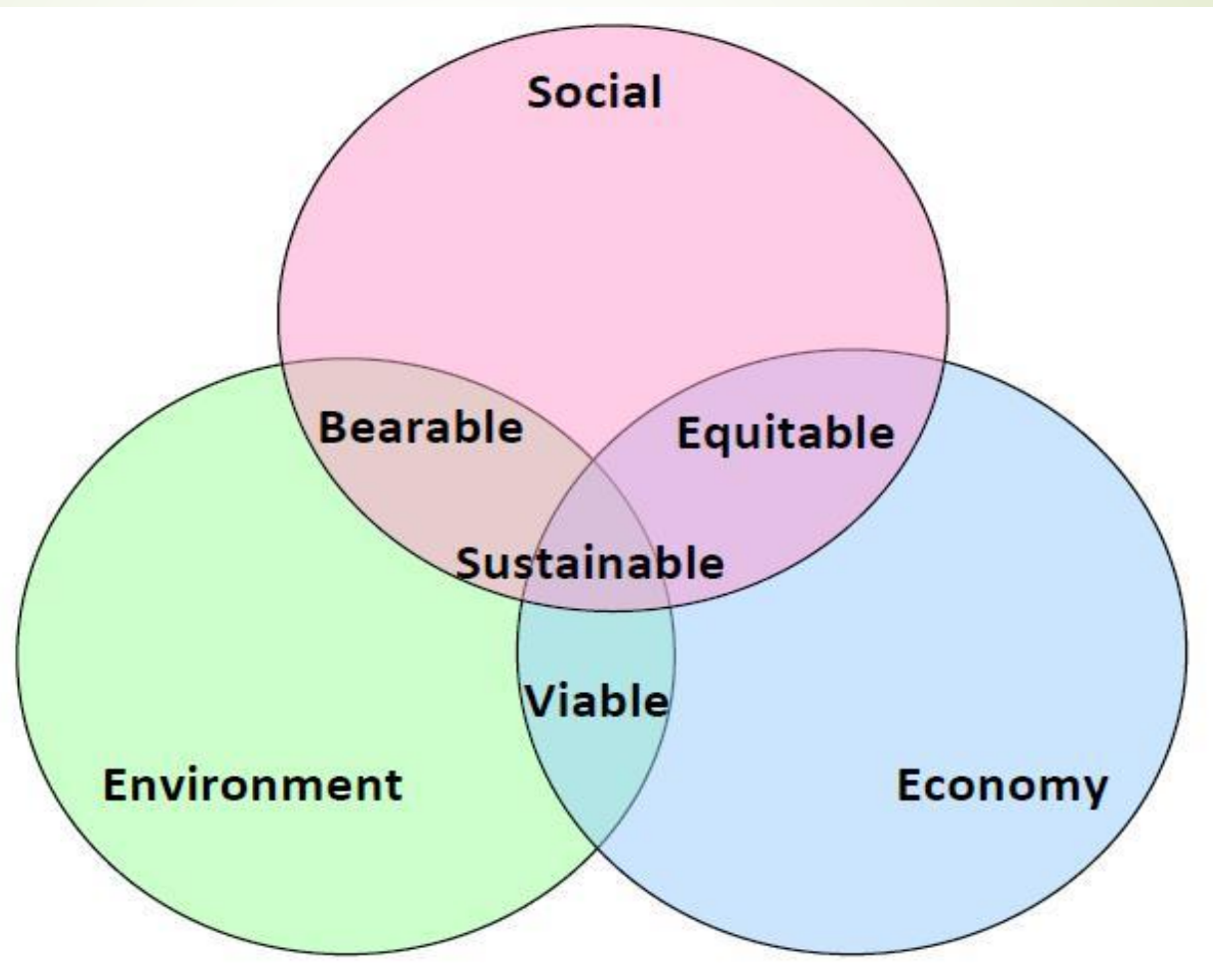
- Reduce
- Recycle
- Reuse



6Rs

- Rethink
- Reduce
- Replace
- Recycle
- Reuse
- Repair

The Triple Bottom Line is made up of
"Social, Economic and Environmental"
"People, Planet, Profit "



(Corporate) Social Responsibility

ISO 26000: Social responsibility

Social Responsibility (SR) is the responsibility of an organization for the impacts of its decisions and activities on the society and the environment through transparent and ethical behavior that:

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

ISO 26000: Social Responsibility

- ▶ International Standardization Organization (ISO) is the world's largest developer of voluntary International Standards, used by businesses and other organizations; its members are national standards bodies. Thai Industrial Standards Institute (TISI) represents Thailand in ISO.
- ▶ ISO 26000 is an International Standard giving guidance/recommendations about how any organization can improve its Social Responsibility and thus contribute to sustainable environmental, social and economic development.
- ▶ ISO 26000 is not certifiable, as it does not contain requirements. Its appeal is to those who, for whatever reasons, seek to improve their operating processes and impacts through socially responsible behavior.




What makes ISO 26000 important and credible?

- It is designed to work in all organizational and cultural contexts – in any country or region.
- It is flexible and the user decides how to use it.
- It was internationally negotiated through ISO's consensus method, using a multi-stakeholder approach, and balance to reflect global diversity.
- It incorporates the real-life experiences of its many contributors, and at the same time builds on international norms and agreements related to Social Responsibility.

Examples of linkages between International norms and ISO 26000





What does ISO 26000 offer to its users?

- Guidance and recommendations on how to structure, evaluate, and improve their social responsibility, including stakeholder relationships and community impacts.
- Provides organizations with a set of societal expectations of what constitutes responsible behavior, based on authoritative international instruments

core content of ISO 26000

- Seven principles
- Seven core subjects and their related issues
- Stakeholder engagement

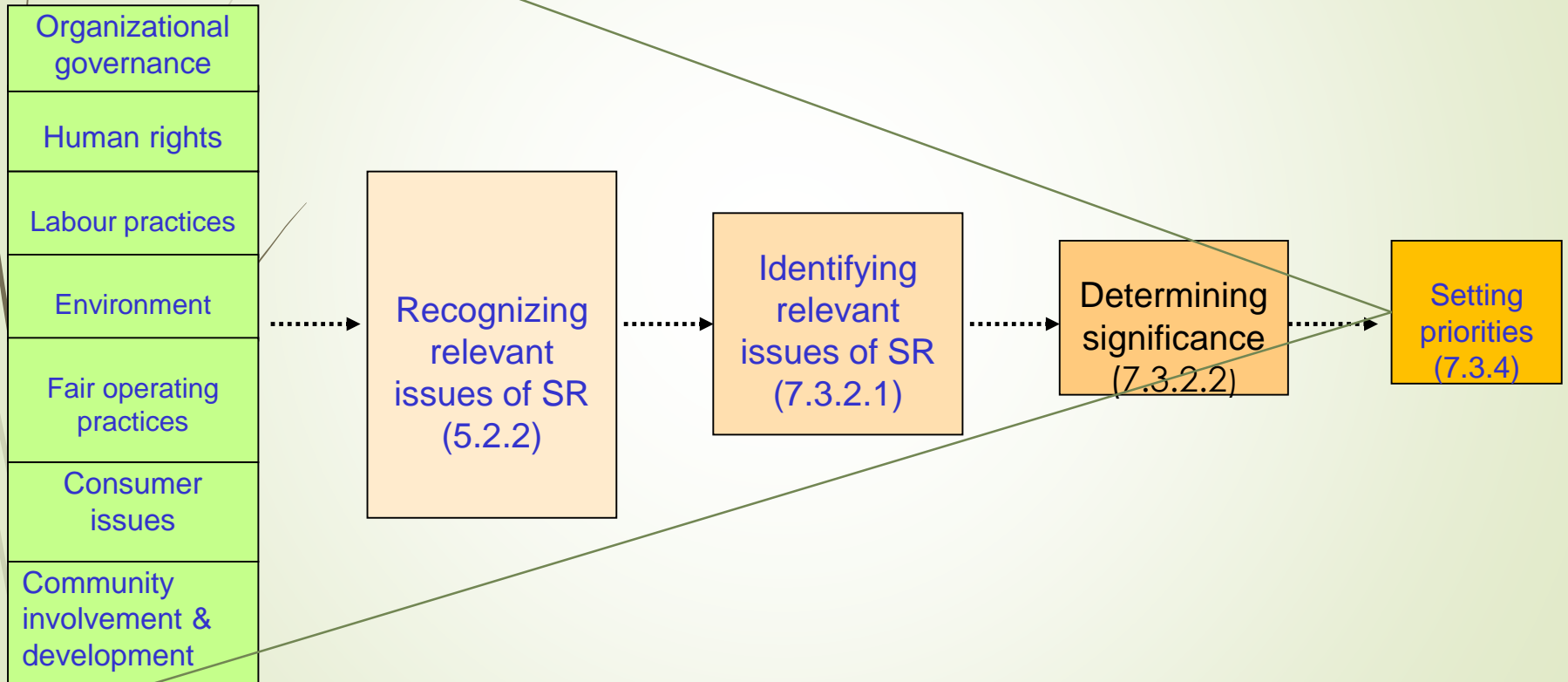
HOW TO USE ISO 26000

- ✓ Setting the direction from the top; building Social Responsibility into governance and procedures
- ✓ Determining relevance and significance; establishing priorities: matrix, mapping, gap analysis
- ✓ Assessing your responsibilities in your sphere of influence
- ✓ Performing “due diligence”
- ✓ Reporting and other communications with stakeholders

Identification of SR Issues

Every core subject, but not necessarily each issue, has some relevance for every organization. (ISO 26000, 5.2.2)

The seven core subjects



Complete list of Issues for all of the 7 Core Subjects

Each issue has a definition and description, followed by a list of related actions and expectations

Organizational governance

- Issue 1: Decision-making processes and structure

Human rights

- Issue 1: Due diligence
- Issue 2: Human rights risk situations
- Issue 3: Avoidance of complicity
- Issue 4: Resolving grievances
- Issue 5: Discrimination and vulnerable groups
- Issue 6: Civil and political rights
- Issue 7: Economic, social and cultural rights
- Issue 8: Fundamental principles and rights at work

Labour practices

- Issue 1: Employment and employment relationships
- Issue 2: Conditions of work and social protection
- Issue 3: Social dialogue
- Issue 4: Health and safety at work
- Issue 5: Human development and training in the workplace

The environment

- Issue 1: Prevention of pollution
- Issue 2: Sustainable resource use
- Issue 3: Climate change mitigation and adaptation
- Issue 4: Protection of the environment, biodiversity and restoration of natural habitats

Complete list of Issues for all of the 7 Core Subjects, continued

Fair operating practices

- Issue 1: Anti-corruption
- Issue 2: Responsible political involvement
- Issue 3: Fair competition
- Issue 4: Promoting social responsibility in the value chain
- Issue 5: Respect for property rights

Consumer issues

- Issue 1: Fair marketing, factual and unbiased information and fair contractual practices
- Issue 2: Protecting consumers' health and safety
- Issue 3: Sustainable consumption
- Issue 4: Consumer service, support, and complaint and dispute resolution

Consumer issues, continued

- Issue 5: Consumer data protection and privacy
- Issue 6: Access to essential services
- Issue 7: Education and awareness

Community involvement and development

- Issue 1: Community involvement
- Issue 2: Education and culture
- Issue 3: Employment creation and skills development
- Issue 4: Technology development and access
- Issue 5: Wealth and income creation
- Issue 6: Health
- Issue 7: Social investment

Communicating about your Social Responsibility

- Communicate activities on relevant issues within each of the Seven Core Subjects
- Use communicating and reporting as part of a continuing dialogue; be honest when you have fallen short on some of your goals
- Communicate to different audiences of stakeholders in appropriate and understandable ways
- Consider involving third parties in commenting on progress and goals

Examples of SR guidance materials

<Authoritative International Instruments>

These express widely accepted international norms of behavior, and encourage actions based on those principles

- ▶ U.N. Global Compact
- ▶ U.N. Universal Declaration of Human Rights
- ▶ U.N. Guiding Principles on Business and Human Rights
- ▶ ILO Conventions and Recommendations
- ▶ U.N. Agenda 2030 (Sustainable Development Goals)

<Initiatives>

ISO Standards

- ▶ ISO 14000 Family – Environmental management system
- ▶ ISO 9000 Family – Quality management system
- ▶ ISO 45001 – Occupational health and safety management systems -- Requirements with guidance for use
- ▶ ISO 20400 – Sustainable procurement -- Guidance
- ▶ ISO 37001 – Anti-bribery management systems – Requirements with guidance for use

Other Guidelines

- ▶ GRI – Global Reporting Initiative
- ▶ OECD Guidelines for multi-national enterprises

Claims of using ISO 26000

Examples of accurate communication about using the ISO standard (remember, there is no “certification”):

- “We have **used/applied** ISO 26000 as a **guide/framework/basis** to **integrate/implement** social responsibility into our values and practices.”

OR

- “We recognize ISO 26000 as a reference document that provides guidance for integration/implementation of social responsibility / socially responsible behavior.”

Source: ISO 26000 PPO SAG N 15 rev 1