

August 8, 2010

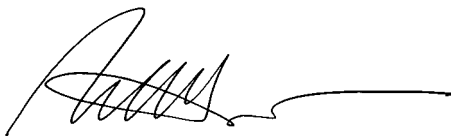
Communication on Progress: Sirota Survey Intelligence® 2010

Sirota Survey Intelligence® became a member of the Global Compact in September 2008. In August 2009, we submitted our first COP for the 2008-2009 timeframe. Much of the work summarized in that report continues today within our company, as our commitment to abiding by the ten principles of the Global Compact is ongoing and strong.

We are attaching a Communication on Progress for 2010 which outlines new initiatives Sirota has undertaken since our last report, as well as a complete report incorporating all our ongoing activities related to human rights, labour, environmental and anti-corruption policies.

Sirota is proud to be a member of the Global Compact, and hereby reaffirms our ongoing commitment to this initiative and its principles.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael I. Meltzer", followed by a long horizontal line.

Michael I. Meltzer
Chief Executive Officer

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Summary of Sirota Activities for Global Compact Communication on Progress 2010 Updates

RAND Center for Corporate Ethics and Governance, Washington, DC

We continued our focus on organizational ethics, participating in a round-table event titled "Directors as Guardians of Compliance and Ethics within the Corporate Citadel: What the Policy Community Should Know", Washington, DC; Abstract: A discussion about the role of corporate directors and their oversight responsibility for ethics and compliance matters. During the discussion we drew upon recent survey data which suggest that prevailing practices such as board reliance upon corporate counsel as the primary source of information and insight on matters of ethics and compliance may not be adequate in the face of greater expectations for corporate accountability.

National Organization on Disability, Washington, DC

We are in the process of entering into a research agreement with the National Organization of Disability to assist the NOD in expanding and delivering information on employment and workplace issues for people with disabilities, to increase the understanding of employment trends and gaps for people with disabilities within some of the nation's 'best' employers. In so doing, we will capture disability employment data from our existing client base to enhance NOD's knowledge on employment satisfaction and workplace trends for people with disabilities from a large cross-section of the nation's employers.

Co-Chair, Global Task Force for Humanitarian Work Psychology:

Contributed to the online global civil society consultation for the MDG+10 Summit (Theme 3: Proposals to Accelerate Progress). The executive summary of the consultation report was distributed as a conference room paper to all UN Member States who attended the Informal Interactive Hearings of the UN General Assembly with representatives of non-governmental organizations, civil society and the private sector, on June 14-15 in New York. The full report is available on:

www.un-ngls.org/mdgconsultation

Nominated for Roundtable participation at MDG+10 Summit Meeting, September 20-22, 2010 (Roundtable 1: Addressing the challenge of poverty, hunger and gender equality; Roundtable 4: Addressing emerging issues and evolving approaches; Roundtable 6: Widening and strengthening partnerships.)

Berry, Mary O'Neill, Reichman, W., MacLachlan, M., Klobas, J., Hui, H., and Carr, S.C. "Humanitarian Work Psychology: The Contributions of Organizational Psychology to Poverty Reduction," Journal of Economic Psychology, 2010.

Co-presenter at Executive Board Presentation, SIOP, April 2010, with Stuart C. Carr, Co-Chair: "The Global Task Force for Humanitarian Work Psychology."

The Lesotho Project (pro bono):

Assisted in the development and evaluation of a Girls' Empowerment Programme in Lesotho, Southern Africa; involved the coordination of multiple stakeholders (NGO and Government) in the design and support of the Programme; attendees were female school dropouts; focus was on HIV/AIDS prevention and risk reduction, along with income-generating activities; a follow-up training workshop ended with the opportunity to be voluntarily tested for HIV/AIDS – the vast majority of workshop attendees elected to be tested. Future similar Camps are in the planning stages.

A summary of the Project is posted by the UN Foundation and Better World Campaign on UN Wire, July 7, 2010: www.smartbrief.com

An article about the Camp appeared on PR Newswire:

www.prnewswire.com/news-releases

Membership Surveys (pro bono):

The National Association of Social Workers (Westchester Chapter) and Teatown Lake Reservation (an ecology and education center in Westchester County).

Psychology Day at the United Nations, 2011:

Co-Chair of the Planning Committee and Chair of the Program Committee for this event.

International Association of Applied Psychology (IAAP):

Continuing as NGO Representative to the United Nations for this professional association.

World Trade Centers Association (WTCA) (a Not-for-Profit Organization):

Continued expansion of the Service Quality Certification Program for the Committee on Quality and Standards, originally developed by Sirota in the mid-90's; currently over 100 World Trade Centers have been certified in up to eight service categories: Trade Information Services, Business Services, Trade Education Services, WTC Club, Tenant Services, Conference Facilities and Services, Display and Exhibit Services, and Group Trade Missions (Inbound and Outbound). The Self-Assessment Guidelines, on which the certification is based, are periodically revised and updated. Training workshops on the certification process are regularly delivered.

General Mills Ethical Culture Survey, Minneapolis, MN

Sirota worked with General Mills' to conduct a global Ethical Culture survey in support of the company's programs and efforts to assure that all employees understand and act according to the highest ethical standards. The survey assesses views on the overall ethical culture (e.g., leadership's commitment to ethical business, consistency of actions with standards) ethics resources and support (e.g., training, Ethics Line, Law Department), and the perspective of those who sought advice or reported concerns. The feedback and follow-up process is geared to identifying any pockets of concern and where improvements in understanding ethics and compliance issues and resources are needed.

Communication on Progress: Sirota Survey Intelligence® 2008-2010

a. Statement of Continued Support

Sirota does not issue a formal Annual Report, therefore, we will commence by providing a statement of continued support for the Global Compact, and again renewing our ongoing commitment to the initiative and its principles, in the words of our CEO, Michael I. Meltzer:

"Sirota Survey Intelligence (Sirota) is a New York-based international survey research and consulting firm which conducts employee satisfaction and other kinds of multi-constituency organizational surveys; based on these surveys, we provide feedback and consultation regarding improving the well-being of employees and other stakeholders, while enhancing the success of the organization.

Sirota's philosophy and methodology is drawn from the discipline of organizational psychology and successful management practices, and is congruent with the Ten Principles of the Global Compact. Ours is a partnership culture, both internally and in regard to our various stakeholders. It forms the basis of how we advise our clients; how we market our professional services; how we relate to our employees in our home office in the USA, our employees in the United Kingdom, and in our affiliate organizations around the world. Our client work includes an emphasis on the importance of adherence to basic human rights in order to ensure an engaged, committed work force. Research from our own archives shows that a high level of employee satisfaction goes hand in hand with greater financial success. The Ten Principles also underlie the way we partner with our vendors, the way we interact with the community at large, and our efforts to contribute to the effectiveness of the United Nations in its achievement of the Millennium Development Goals (MDGs).

Our range of surveys includes employee opinion/attitude surveys, ethics, accountability, and corporate social responsibility (CSR). Our definition of CSR is the equitable treatment of customers, employees, vendors, owners/investors, and the community: one group does not prosper at the expense of another group. Figure 1 displays our model. Our CSR surveys show organizations where they stand on a number of CSR measures, how they compare to other organizations, and advise them on how to improve their standing.

Sirota is a professional organization which prides itself on its thought leadership and research which we endeavor to actively disseminate to our colleagues in business and in psychology. To this end we have published presentations in newspapers, journals, on our web site and in professional conferences.

Sirota's admiration for the United Nations, the pre-eminent organization supporting Human Rights, has been demonstrated by our endorsement (through financing and time) of one of our senior employees: Dr. Mary O'Neill Berry, an NGO representative to the United Nations Economic and Social Council (ECOSOC) from the International Association of Applied Psychology (IAAP). Recently, Dr. Berry has presented at a symposium for the 2010 Congress of IAAP on the UN's work in poverty reduction and on the contributions of organizational psychology to the work of the UN.

Sirota is proud to be a member of the Global Compact, and hereby reaffirms our ongoing commitment to this initiative and its principles."

b. Description of Actions

This section addresses activities and, if applicable, policies, which reflect Sirota's continued implementation of at least two of the four issue areas (human rights, labour, environment, anti-corruption) related to the principles.

1. Labour

- i. Sirota companies continue to comply with all relevant laws and regulations mandated by the relevant local authorities, including the Occupational Health & Safety Administration (OSHA) in the United States, and the Health & Safety Executive in the UK.
- ii. Each new employee receives briefing and training about office HSE programs within their first week, and are advised of Sirota's overall Health, Safety and Environmental protection programs. Sirota's HSE programs are reviewed on an annual basis and updated accordingly.
- iii. Sirota provides a safe working environment for employees. Regular fire drills and fire alarm testing

procedures are conducted in all Sirota locations, and all office buildings are inspected regularly and adhere to all building and construction Codes.

iv. Sirota has a strong interest in creating and maintaining benefit programs that improve and enhance the quality of life of all its employees and that help make Sirota an employer of choice. Benefits include healthcare coverage for applicable employees and their families, and supplemental programs for vision care, preventative care, dependent care programs, wellness and fitness programs, life and long-term disability programs. Sirota also contributes to the retirement pensions of employees.

v. Sirota conducts an annual Employee Opinion Survey, which is an opportunity for all employees to make their views known in an unfiltered manner to all levels of management in the firm. This has been an effective means of upward communication for almost 12 years now, and the firm has a good record of addressing issues which surface in the survey results.

vi. Sirota has a flexible workplace policy. Several employees work virtually from their homes in other states, or countries, besides our HQ state of New York, and many more work at home one or more days each week, at the discretion of their supervisor. Many employees work hours other than the traditional 9 to 5, again, at the discretion of their supervisors.

vii. Sirota supports the annual "Take Your Child To Work" day.

viii. Sirota provides an annual Employee Holiday Party, held off-site.

ix. Although current economic conditions made it impossible in 2008 and 2009, prior to that, Sirota awarded annual bonuses to all employees who merited them.

x. Sirota is an equal opportunity employer, and numbers among its workforce not only African-American and Hispanic individuals, but also many nationalities, including British, Chinese, Indian, and Irish.

2. Environment

i. Sirota has an appointed ECO officer and has convened a group of employees who meet as the "Green Team" or "Corporate Social Responsibility Team". They have been responsible for spearheading a company-wide effort regarding conservation of paper (encouraging paperless output and providing options to reduce paper usage such as toner recycling, double-sided paper use, etc.). Sirota also continues to practice reduced energy consumption by ensuring that employees turn off lights, computers and printers when not in use.

ii. This team also identified numerous tips for healthy living, which are regularly published in the firm's weekly online newsletter, and sponsored regular potluck lunches for all employees featuring healthy foods.

iii. Sirota recently renovated its office space in the US to include 100% recycled carpet and ceiling tiles. Further, in 2010 facilities in the lavatories throughout the space were fitted with energy and water-saving automatic faucets, soap dispensers and flushers.

iv. Sirota has eliminated paper products (cups, paper towels, etc.) and replaced them with reusable products and energy-saving appliances.

v. Sirota employees are encouraged to support their local farming communities by participating in Community Supported Agriculture (CSA) programs.

vi. Sirota continues to contribute (on behalf of our clients in lieu of holiday cards) to "Trees for the Future", an organization that has, since 1989, helped communities around the world plant trees.

vii. Sirota's Corporate Social Responsibility/Community Service activities include the following:

- a. Encouraging employees to volunteer help and assistance to their own communities
- b. Collecting toys for needy children at holiday time
- c. Participating in the community Blood drive
- d. Sponsoring company-funded flu-shot clinics
- e. Donating to funds for catastrophic events (we received a Certificate of Recognition from Feed the Children for our contributions to the victims of Hurricane Katrina, and most recently have held a pot-luck luncheon and donated all proceeds to the victims of the earthquake in Haiti)
- f. Donating to employee-sponsored causes, e.g., breast cancer research and the USO
- g. Discounting work to not-for-profit organizations by 20%
- h. Conducting pro bono projects for not-for-profit organizations such as the United Nations Department of Public Information (DPI), Action Against Hunger – USA, the National Park Foundation, and the Institute for Social Research, University of Michigan, and, most recently, the National Organization on Disability (NOD) which promotes full and equal participation of America's men, women and children with disabilities. NOD seeks to brand and expand its information delivery on employment and workplace issues for people with disabilities, to increase the understanding of employment trends and gaps for people with disabilities within some of the nation's 'best' employers, and, to do so, will partner with Sirota to capture disability employment data from our existing client base to enhance NOD's knowledge on employment satisfaction and workplace trends for people with disabilities from a large cross-section of the nation's employers.

3. Anti-Corruption

- i. One of Sirota's products is an Ethics Survey, which assesses the culture of integrity in an organization. In addition, most of our broad-based employee opinion surveys include items measuring employees' views of their own organization's performance on such critical areas as "being ethical in its business dealings."
- ii. Sirota includes on its website prominent mention of the Global Compact and our support for its principles.
- iii. Sirota passes the strictest global requirements regarding the protection of human subjects in our survey work, and the privacy of the information we gather. We continue to hold "Safe Harbor" status in the European Union (EU) and reaffirm our commitment to the EU principles annually.

4. Partnerships

- i. Since 2005, two of Sirota's senior staff, Drs. Walter Reichman (until 2009) and Mary O'Neill Berry, have been NGO representatives to the United Nations Economic and Social Council (ECOSOC) for the International Association of Applied Psychology (IAAP). In this capacity, in 2006 they conducted a pro bono survey of NGO representatives on the topic of "Working Relationships between NGO Representatives and the United Nations", the results of which were presented in a Department of Public Information (DPI) Communications Workshop at the UN in November 2006.
- ii. Drs. Reichman and Berry also presented Brown Bag lunches at UNDP, covering topics such as dealing with bureaucracy, teambuilding, overcoming resistance to collaboration and gaining acceptance for new ideas, implementing/operationalizing projects, and effective communications.
- iii. They are members of the Planning Committee of the annual Psychology Day at the United Nations, and have co-chaired speaker panels each year.
- iv. They have interviewed (and subsequently published those interviews) Georg Kell, Executive Director of the Global Compact, and Djankou Ndjonkou, then Director of the New York Office of the International Labour Organization (ILO).
- v. They have offered Sirota's services to Dr. Manuel Escudero, head of the Global Compact Research Institute, to contribute research and/or presentations on CSR to Global Compact members with outstanding COPs.
- vi. They are members of the Global Task Force on Organisational Psychology for Poverty Reduction, founded at the 2008 meeting of the Society of Industrial/Organizational Psychology (SIOP).
- vii. Several Sirota staff have attended Global Compact meetings in New York and Boston.
- viii. Several Sirota staff have attended conferences organized by the Corporate Responsibility Officer (CRO).
- ix. Sirota has established a network of affiliates around the world, who assist in securing and implementing client projects.

c. Measurement of Outcomes

1. Labour.

- a. Executive Summary of Sirota Employee Survey:
Sirota fully believes in "practicing what we preach" and we survey our employees on an annual basis, using a customized version of the survey items we provide to our clients. The Sirota internal survey results are substantially above the benchmark for engagement. We disaggregate the company data to team leaders and insist on extensive review and action plans at the team level. The Management Committee regularly reviews progress on these plans and conducts 'pulse' surveys when necessary to check actual progress. Our philosophy is to continuously strive to improve the results.
- b. Sirota's most recent filing of its EEOC Certificate of Compliance was 13 August 2009.

2. Environment.

- a. Samples of suggestions for conservation efforts included in weekly online newsletter "This Week At Sirota":
 - i. Use cloth...Everything. Convert to cloth napkins and rags instead of disposable napkins and paper towels. And if you have to use disposable paper products, like toilet paper, there are "green" brands that offer more environmental products.
 - ii. Sign up for Electronic Bank Statements and E-bills: A great way to avoid wasting paper
 - iii. Help with the Gulf Oil Clean Up!! Send your hair and old nylons to "Matter of Trust" or get your beautician and barber to send in their customers' discarded hair. Any hair

and any nylons will do when it comes to making oil containment booms to absorb the oil - including pet hair. Hair absorbs oil - even the kind of oil flowing through the Gulf. Hair salons and pet-grooming businesses are encouraged to contact Matter of Trust in order to receive information on how to help. Why throw all those locks away, when you can be helping to save fish and animals - and possibly the jobs of thousands of people who depend on those habitats for their livelihood (such as shrimpers). Even if you don't have enough hair to cut off, you can get involved by sending old pantyhose too

- iv. Teach your kids to love and respect the earth. Good habits start now and the best way to perpetuate environmentalism, is to start teaching your kids to make environmentally-friendly choices at an early age.
 - v. Hang Your Clothes Out To Dry. Hanging your clothes out to dry is less abrasive for your clothes (so you have to replace them less often) and also saves on costly electric bills.
- b. Certificate of Recognition presented by "Feed The Children" for emergency relief following Hurricane Katrina: 2005
 - c. Donation of proceeds (with match from Company) from employee "Hearts for Haiti" luncheon: 2010
 - d. Samples of healthy potluck lunch dishes shared with Sirota Staff:
 - i. Summer Cobb Salad
 - ii. Fat-free Yogurt and Granola parfait
 - iii. 7 layer bean dip and whole grain pita chips
 - iv. Vegetarian lasagna
 - e. Membership surveys (pro-bono) for the National Association of Social Workers (Westchester Chapter) and Teatown Lake Reservation (an ecology and education center in Westchester County).

3. CSR

- a. Examples of Sirota CSR Survey Items:
 - i. Rate XYZ on having a genuine interest in the well-being of its employees
 - ii. Rate XYZ on taking a genuine interest in the welfare of the community in which it does business (being a good "corporate citizen").
 - iii. Rate XYZ on having a genuine concern about protecting the environment.
 - iv. Rate your awareness of/familiarity with XYZ's various CSR programs/activities.
 - v. Rate the effectiveness of XYZ's various CSR programs/activities.
- b. CSR Grid (see below).
- c. CSR Project: Montefiore Medical Center 2009 Sustainability Survey
- d. Attendance at Global Compact-related Meetings:
 - i. UN Global Compact US Network Meeting: "Water in the 21st Century: Managing the Business Risks and Opportunities;" 3 November 2008, New York City.
 - ii. UN Global Compact US Network Meeting: "Business and Human Rights;" 28 April 2008, Boston, MA.
- e. Attendance at CSR-Related Meetings:
 - i. Corporate Responsibility Officer (CRO) Conference, 10 May 2007, New York City.
 - ii. CRO Conference, 12 September 2007, Chicago, IL.
- f. Presentations on CSR:
 - i. CRO Conference, 26 March 2008, New York City: "Attitudes of Corporate Responsibility Practitioners and Providers" – Joint Sirota/CRO research – presented by Doug Klein, President, Sirota Survey Intelligence.
 - ii. CRO Conference, 18 June 2008, San Francisco: "Top 10 Trends in CSR," presented by Doug Klein, President, Sirota Survey Intelligence.

iii. Australian Psychological Association Conference, 26 June 2009, Sydney, Australia: "Business Sustainability as a Function of Corporate Social Responsibility," Poster Session presented by Walter Reichman, Vice President, Sirota Survey Intelligence.

g. Press Releases on CSR:

- i. "Workers Satisfied with Company's Social Responsibility Are More Engaged and Positive, Study Shows," 2 May 2007
- ii. "Corporate Social Responsibility Contributes to Bottom Line, Improves Worker Engagement and Customer Loyalty, Says Sirota Survey," 18 June 2007
- iii. "Workers' Perceptions of Companies' Environmental Policies is Key Factor in Employee Engagement," 5 September 2007
- iv. "Corporate Social Responsibility in Uncertain Times Requires Reaching Out to Many Affected Groups," 29 October 2007
- v. "New Study Finds Big Differences in Perceptions of the Success of Corporate Responsibility Efforts," 22 April 2008

h. Publication: "A Field Guide to Corporate Social Responsibility," Michael I. Meltzer, CEO of Sirota, ACC Docket, April 2008

4. Anti-Corruption.

a. Examples of Items from Sirota's Ethics Survey:

- i. Rate XYZ on being ethical in its business dealings.
- ii. XYZ has created an environment which provides protection against unlawful harassment and discrimination.
- iii. I can report financial irregularities without fear of reprisal.
- iv. The leaders of XYZ show strong commitment to ethical business decisions and conduct.
- v. The people I work with act with integrity.

b. Presentation on Ethics: "Directors as Guardians of Compliance and Ethics within the Corporate Citadel: What the Policy Community Should Know" made by Michael I. Meltzer, CEO of Sirota, to the RAND Center for Corporate Ethics and Governance, Washington, DC, 12 May 2010. Abstract: A discussion about the role of corporate directors and their oversight responsibility for ethics and compliance matters. The paper draws upon recent survey data which suggests that prevailing practices such as board reliance upon corporate counsel as the primary source of information and insight on matters of ethics and compliance may not be adequate in the face of greater expectations for corporate accountability.

c. Presentation on Ethics: "Leadership's Commitment to Ethical Business; Consistency of Actions with Standards" made by Dr. John Sherman, VP of Sirota, to General Mills leadership, Minnesota, 1 August 2010. Sirota conducted General Mills' annual global Ethical Culture survey in support of the company's programs and efforts to assure that all employees understand and act according to the highest ethical standards. The survey assesses views on the overall ethical culture (e.g., leadership's commitment to ethical business, consistency of actions with standards) ethics resources and support (e.g., training, Ethics Line, Law Department), and the perspective of those who sought advice or reported concerns. The feedback and follow-up process is geared to identifying any pockets of concern and where improvements in understanding ethics and compliance issues and resources are needed.

d. Presentation: "Assessing and Shaping a Culture of Ethical Conduct" made by Michael I. Meltzer, CEO of Sirota, to ACCGNY, New York City, 14 April 2009

c. Newspaper Article: "Where Businesses Fall Short," by Michael I. Meltzer, CEO of Sirota, The Philadelphia Inquirer, 14 October 2008.

5. Human Rights.

a. Examples of Sirota Survey Items with Human Rights Connotations:

- i. Rate the extent to which management treats employees with respect and dignity.
 - ii. How do you feel about the amount XYZ has done to provide opportunities for women/for minorities?
 - iii. Where I work, reasonable accommodations are made for persons with disabilities.
 - iv. My manager/supervisor is sensitive to the need for balance between my work life and my personal life.
 - v. Employees where I work can usually get a fair hearing for their complaints.
- b. Presentation: "Assessing and Shaping a Culture of Corporate Responsibility" made by Michael I. Meltzer, CEO of Sirota, to Business Leaders Initiative on Human Rights, Stockholm, Sweden, 19 June 2008
- c. Co-presenter (Dr. M. Berry) at Executive Board Presentation, SIOP, April 2010, with Stuart C. Carr, Co-Chair: "The Global Task Force for Humanitarian Work Psychology."
- d. Co-Chair, Global Task Force for Humanitarian Work Psychology: Contributed to the online global civil society consultation for the MDG+10 Summit (Theme 3: Proposals to Accelerate Progress). The executive summary of the consultation report was distributed as a conference room paper to all UN Member States who attended the Informal Interactive Hearings of the UN General Assembly with representatives of non-governmental organizations, civil society and the private sector, on June 14-15 in New York. The full report is available on: www.un-ngls.org/mdgconsultation
- e. Nominated for Roundtable participation at MDG+10 Summit Meeting, September 20- 22, 2010 (Roundtable 1: Addressing the challenge of poverty, hunger and gender equality; Roundtable 4: Addressing emerging issues and evolving approaches; Roundtable 6: Widening and strengthening partnerships.)
- f. Publication: Berry, Mary O'Neill, Reichman, W., MacLachlan, M., Klobas, J., Hui, H., and Carr, S.C. "Humanitarian Work Psychology: The Contributions of Organizational Psychology to Poverty Reduction," Journal of Economic Psychology, 2010.

6. Partnerships.

- a. The Lesotho Project (pro-bono): Assisted in the development and evaluation of a Girls' Empowerment Programme in Lesotho, Southern Africa; involved the coordination of multiple stakeholders (NGO and Government) in the design and support of the Programme; attendees were female school dropouts; focus was on HIV/AIDS prevention and risk reduction, along with income-generating activities; a follow-up training workshop ended with the opportunity to be voluntarily tested for HIV/AIDS – the vast majority of workshop attendees elected to be tested. Future similar Camps are in the planning stages.

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- b. Psychology Day at the United Nations, 2011:
Co-Chair of the Planning Committee and Chair of the Program Committee for this event.
- c. International Association of Applied Psychology (IAAP):
Dr. Mary Berry continuing as NGO Representative to the United Nations for this professional association.
- d. World Trade Centers Association (WTCA) (a Not-for-Profit Organization):
Continued expansion of the Service Quality Certification Program for the Committee on Quality and Standards, originally developed by Sirota in the mid-90's; currently over 100 World Trade Centers have been certified in up to eight service categories:

Trade Information Services, Business Services, Trade Education Services, WTC Club, Tenant Services, Conference Facilities and Services, Display and Exhibit Services, and Group Trade Missions (Inbound and Outbound). The Self-Assessment Guidelines, on which the certification is based, are periodically revised and updated. Training workshops on the certification process are regularly delivered.

**Figure 1:
CSR GRID:**

Measurement Dimension	Main Themes	Notes	Level 1 - Baseline	Level 2 - Maturing
Activity in CSR	Integration of CSR in Business		There are few if any CSR activities underway. Decisions about CSR activities are made separately from other business decisions.	CSR activities are among those important to the organization but are decided upon and handled in ways distinct from the major business operations.
Activity in CSR	Extent of CSR Activities in Organization		CSR activities are non-existent or limited to one or two and/ or are of a short duration	The organization is involved in a limited number of CSR activities above those that are purely philanthropic.
Compliance	Communication/Awareness of compliance		There is little to no communication about legal and ethical practices.	Descriptions of relevant legal and ethical practices and focus points are distributed at least once, and then again each time they change.
Compliance	Degree of compliance efforts		Legal and ethical operations are outlined in handbooks and other documents, but training is not provided except in special cases.	Training on legal and ethical behavior is part of the standard on-boarding and the professional development process. (There is no formal system of accountability for employees)

Economic Performance - CSR Alignment	Company Performance & Evaluation	Level 2- should we include CSR linked to initial company eval	CSR accomplishments are not counted among the assets of the company. They are considered secondary to core business operations and are perceived as adding little to the financial value to the company.	CSR activities are included in the discussions about the overall standing of the company in the community. (CSR activities receive minimal or no weight when evaluating the success of the organization)
Economic Performance - CSR Alignment	Acknowledgement of Contribution		CSR activities are not seen as contributing to the success of the organization.	The potential for CSR activities to contribute to organizational success is acknowledged within the company.
Economic Performance - CSR Alignment	CSR Focus	Measurement DIM correct? Scope of CSR?	The CSR focus of the organization is primarily philanthropic.	The CSR focus of the organization is extended to include local activities or partnership with an established national philanthropic endeavor.
Economic Performance - Innovation	Development of Products and Services		CSR is not considered when developing company products and services.	CSR is acknowledged when developing products and services.
Environmental Performance - CSR Alignment	Environmental Consideration		Consideration of environmental impact is limited to activities such as recycling and energy efficiency in organizational practices.	Environmental impact beyond internal practices is considered when planning organizational operations (i.e., environmental footprint, pollution, etc.).
Environmental Performance - Innovation	Risk Taking Behavior		The organization does not encourage stakeholder groups to take risks to find ways of operating that reduce negative effects on the environment.	The organization encourages stakeholder groups to take risks to find ways of operating that reduce negative effects on the environment.

Leadership Excellence - Values	Integration with mission, statement, and goals		CSR is not included in the organization's formal statements of mission, values, and goals presented to stakeholders.	CSR is broadly addressed in the organization's mission, values, and goals presented to stakeholders.
Leadership Excellence - Values	Civility, Trust, and Respect for Human Rights		Civility, trust, and respect for human rights is a value of the organization but not actively promoted within organizational activities.	Civility, trust, and respect for human rights is a value and is actively promoted within organizational activities such as special programs.
Measurement - Audit	Incorporation into the Business		Financial and human resource expenditures in CSR activities are not assessed in terms of ROI.	Some financial and human resource expenditures in CSR activities are assessed in terms of ROI.
Measurement - Survey	Opinion Survey		Opinions regarding the organization's CSR activities and overall reputation are not assessed formally or informally.	Opinions regarding the organization's CSR activities and overall reputation are assessed, but informally or from a nonrepresentative sample.
Process Excellence - Communication (Outward)			CSR results are either not reported or are reported informally to shareholders, financiers, or the Board of Directors.	CSR results are reported to shareholders, financiers, and the Board of Directors through the annual report, most often among philanthropic activities distinct from business activities.
Process Excellence - Onboarding	Onboarding		The importance of CSR is not communicated to new employees in onboarding or other socialization processes.	The importance of CSR is communicated to new employees during onboarding procedures.
Process Excellence - Organizational Design	Formal Presence within Organization		CSR responsibilities are carried out as an additional duty of an individual and is not formally represented in his or her job description.	CSR is a formal responsibility specified in an individual's job description.

Process Excellence - Recognition & Rewards	Rewards & Recognition	Level 3 criteria to high?	Little or no rewards are given for employee contributions that enhance an organization's CSR performance.	Employee contributions that enhance an organization's CSR performance are both encouraged and recognized.
Social Performance - Innovation	Customer Incentives		The organization does not explicitly encourage or provide incentives to customers for participation in environmental or social responsibility activities.	The organization encourages customers to participate in environmental or social responsibility activities through advertisements and campaigns.
Social Performance - Treatment of Stakeholders	Equitable Treatment	Review Level 2	Ensuring equitable treatment of stakeholders is not an explicit part of strategic planning.	The equitable treatment of stakeholders is taken into consideration in strategic planning but not necessarily followed.
Process Excellence - Communication (Horizontal)	Interaction with Suppliers		Suppliers' CSR activities are not considered in business dealings.	Suppliers are made aware of the organization's CSR standards and activities.
Social Performance - Treatment of Stakeholders	Treatment of foreign subsidiaries		There is little knowledge and no involvement with the manner in which employees in foreign subsidiaries are treated.	There is a concern for employees in foreign subsidiaries but the local culture is the major determinant of equitable treatment.

LIST OF THE GLOBAL COMPACT PRINCIPLES

Human Rights

1. Businesses should support and respect the protection of internationally proclaimed human rights, and
2. Make sure that they are not complicit in human rights abuses.

Labour

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining,
4. the elimination of all forms of forced and compulsory labour,
5. the effective abolition of child labour, and
6. The elimination of discrimination in respect of employment and occupation.

Environment

7. Businesses should support a precautionary approach to environmental challenges,
8. undertake initiatives to promote greater environmental responsibility, and
9. Encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

10. Business should work against corruption in all its forms, including extortion and bribery.