



5 November 2009 | CBSR Summit

# Leveraging the Power of CSR for Engagement: Research Findings

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CBSR



Hewitt

# Hewitt Associates Annually Conducts The 50 Best Employers in Canada Study—2010 is our 11<sup>th</sup>

- Partnership with the Globe and Mail—the List is published every January in *Report on Business* [ROB] magazine
- Unique in Canada—a large national multi-organizational omnibus research Study that focuses on **employee feedback** to help organizations get better—and to select the 50 Best Employers
- Key Benefits of Participation

**National exposure and public recognition for those who make the list**

**Cost-effective, in-depth, actionable, measurement of engagement and factors impacting engagement**

**Access to extensive comparative data to benchmark your organization**

**Opportunity to participate in Special Topic Research—2010: Corporate Social Responsibility (CSR)**



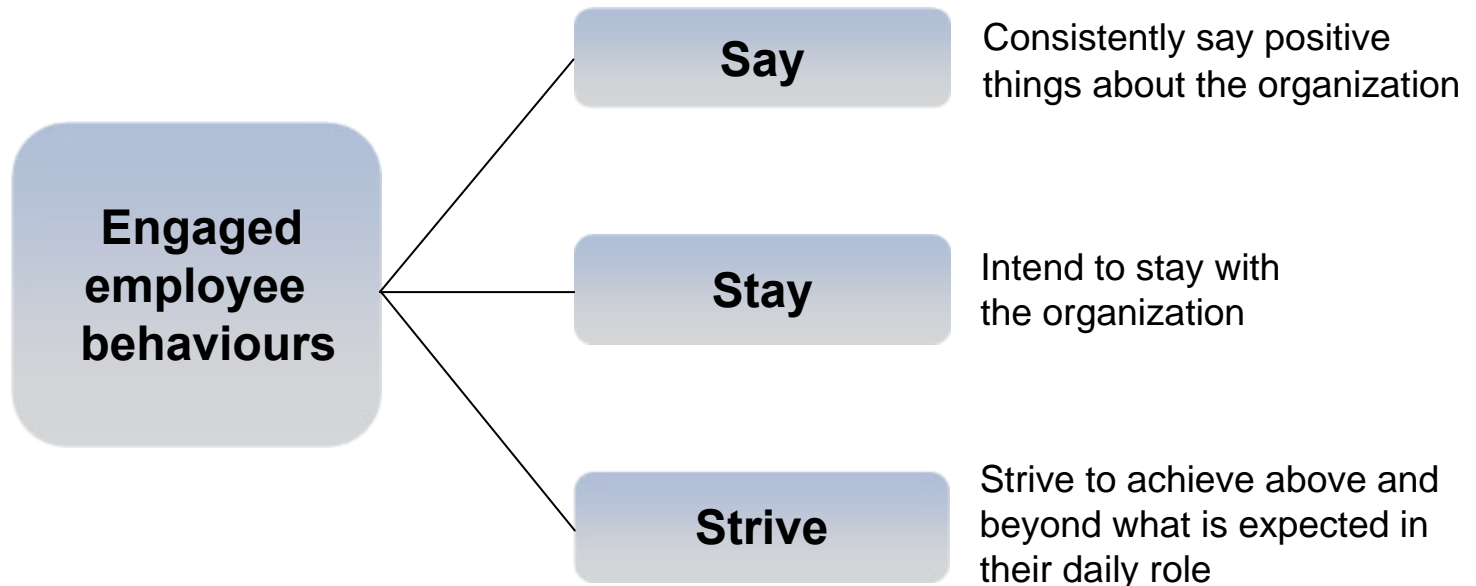
# 2010 Corporate Social Responsibility Research

<b>Research Partner</b>	Canadian Business for Social Responsibility 
<b>Goal</b>	Understand the relationships between corporate social responsibility perceptions, engagement and other work environment factors
<b>Key Components</b>	<p>Seven dimensions of Corporate Social Responsibility:</p> <ul style="list-style-type: none"> <li>▪ Community and Society</li> <li>▪ Corporate Governance</li> <li>▪ Customer Relationships</li> <li>▪ Employee Relations</li> <li>▪ Environment</li> <li>▪ Human Rights</li> <li>▪ Supplier Relations</li> </ul> <div data-bbox="1219 608 1599 979" style="border: 1px solid black; padding: 10px; margin-top: 20px;">  <p><b>CBSR and Hewitt gratefully acknowledge Jantzi Sustainalytics for providing the conceptual ideas to enable the development of this model</b></p> </div>
<b>Employee and Leader Opinions</b>	Gathered opinions from over 230 organizations with feedback from over 100,000 employees and over 2,000 leaders



## Key Metric: Hewitt Engagement Measure

- Engagement is the state of emotional and intellectual commitment to an organization—the degree to which you have captured the hearts and minds of your employees



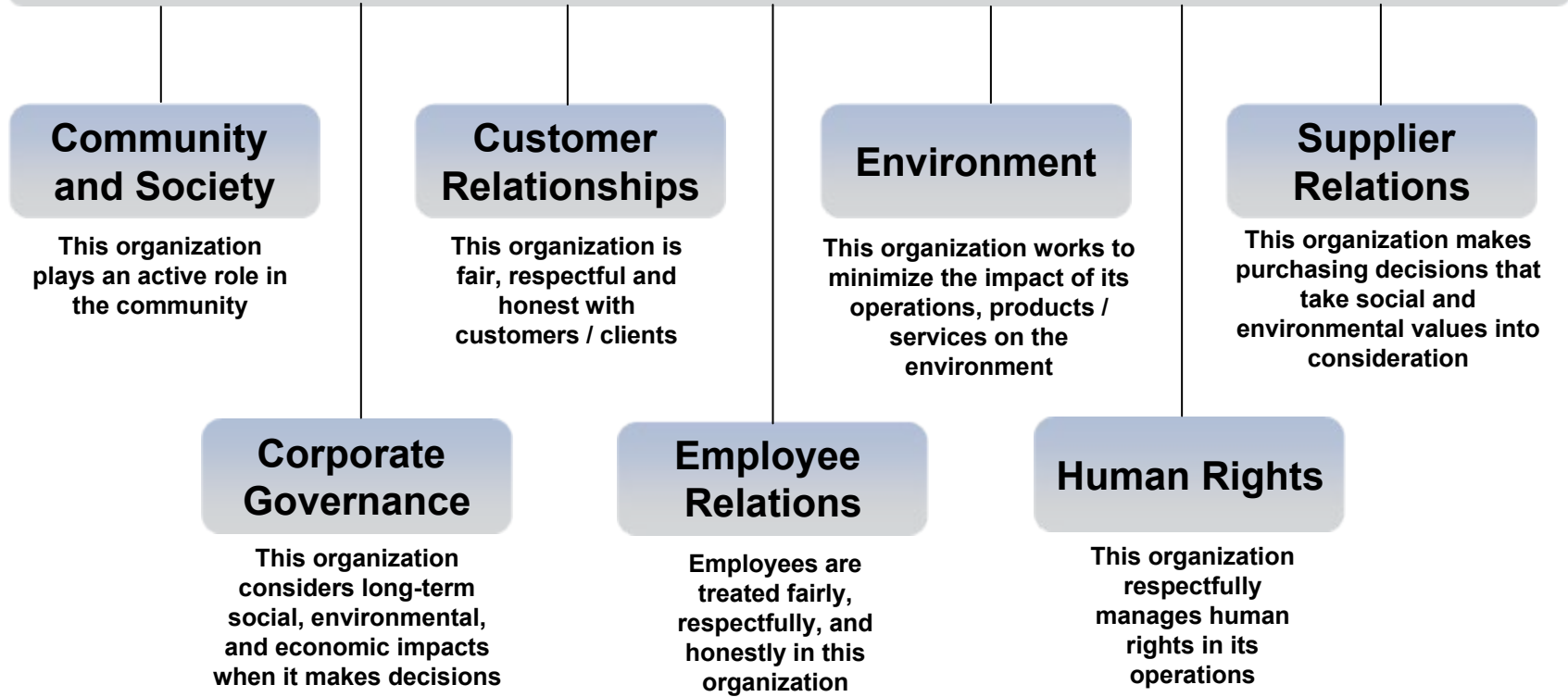
**76% of employees are engaged at a typical Best Employer**





# Corporate Social Responsibility Model—Seven Dimensions

This is a socially and environmentally responsible organization



## Personal Social Responsibility Commitment

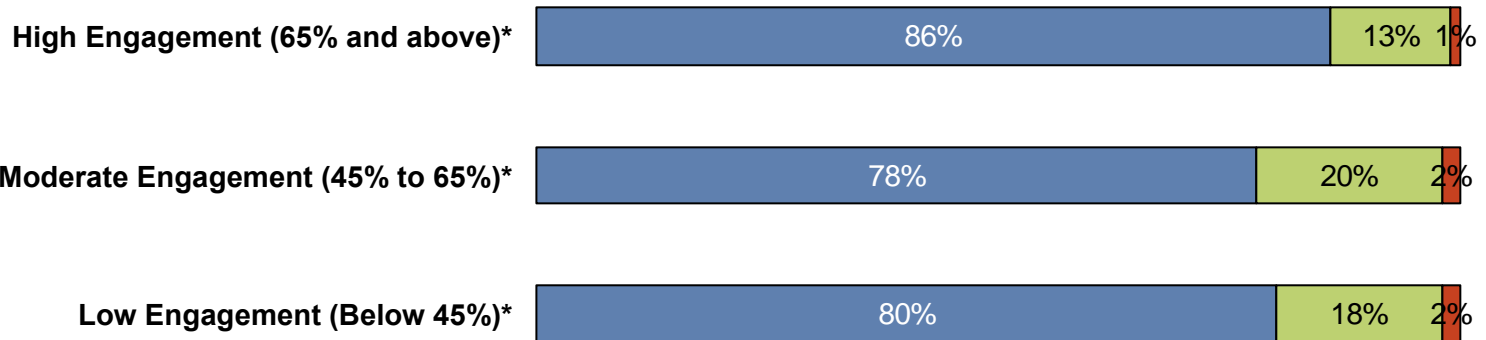
I donate to charity	I prefer to vote for socially and environmentally responsible politicians	I buy local products	I consider alternatives to driving a car	I buy 'green'
I invest in socially and environmentally responsible funds / investments	I volunteer my time	I try to minimize the impact of my lifestyle on the environment		I recycle



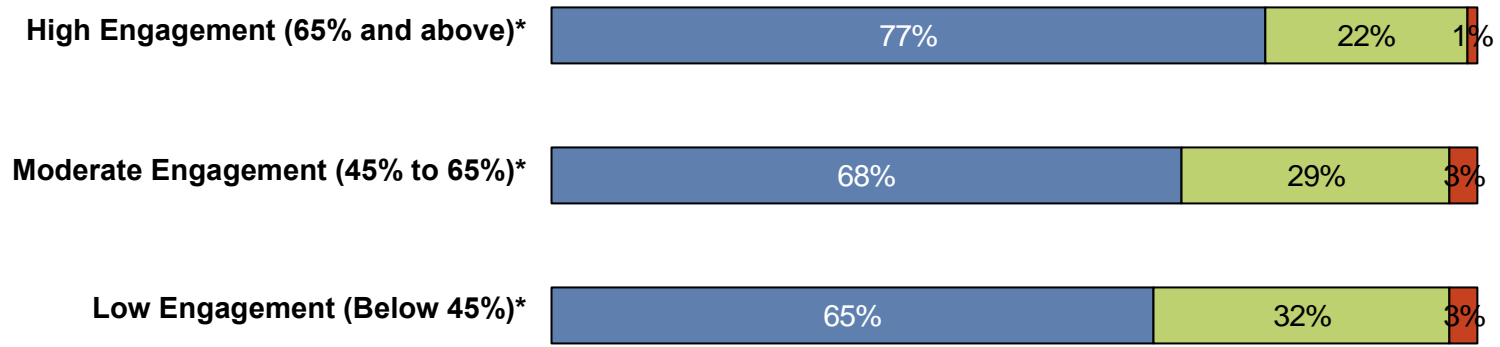
# Leadership Support for Corporate Social Responsibility

■ % Strongly Agree / Agree  
 ■ % Slightly Agree / Slightly Disagree  
 ■ % Disagree / Strongly Disagree

**Focusing on socially and environmentally responsible practices will help us improve our overall success:**

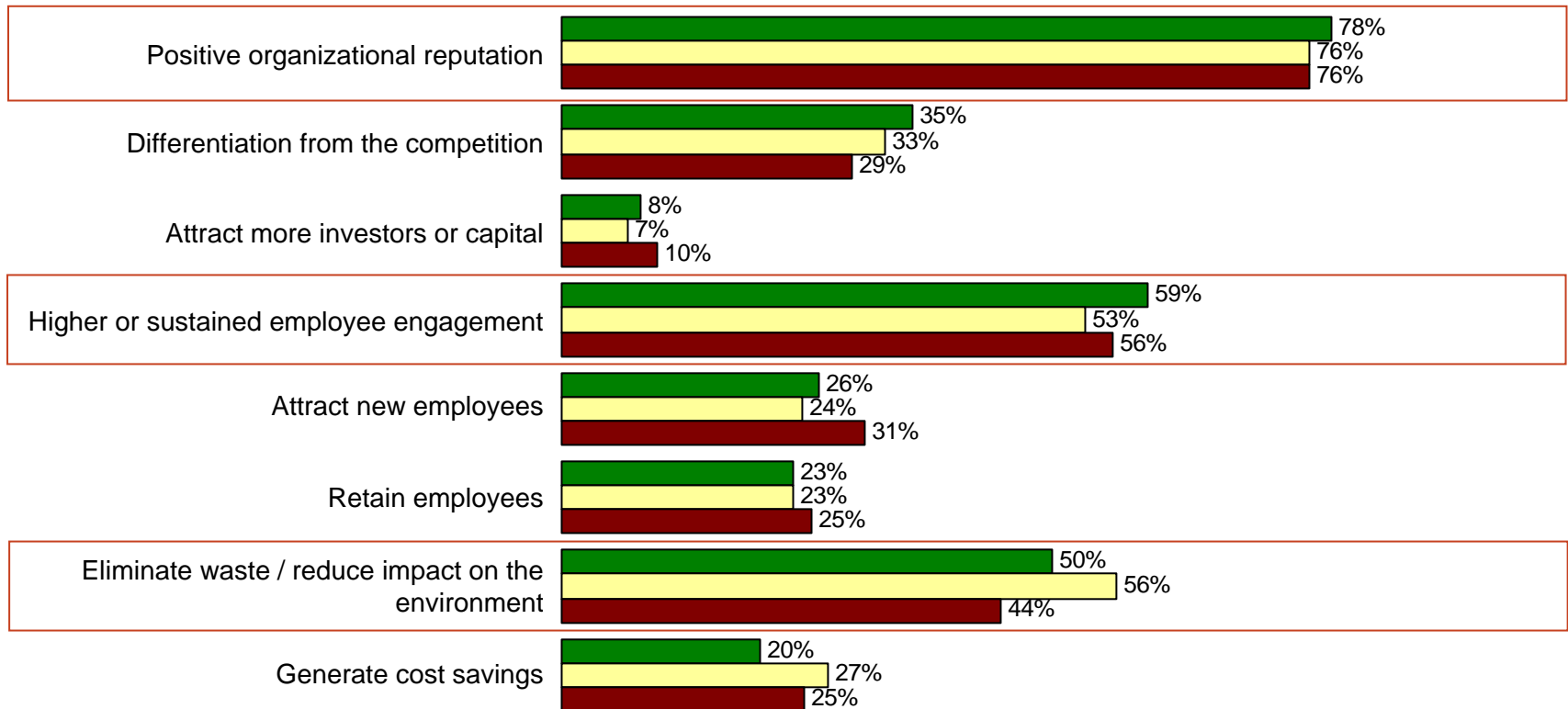


**Return on investment in socially and environmentally responsible practices justifies our expenditures:**



# Leaders – Potential Benefits of Investing in / Pursuing Socially and Environmentally Responsible Practices

**% of leaders who ranked potential benefit in top 3**



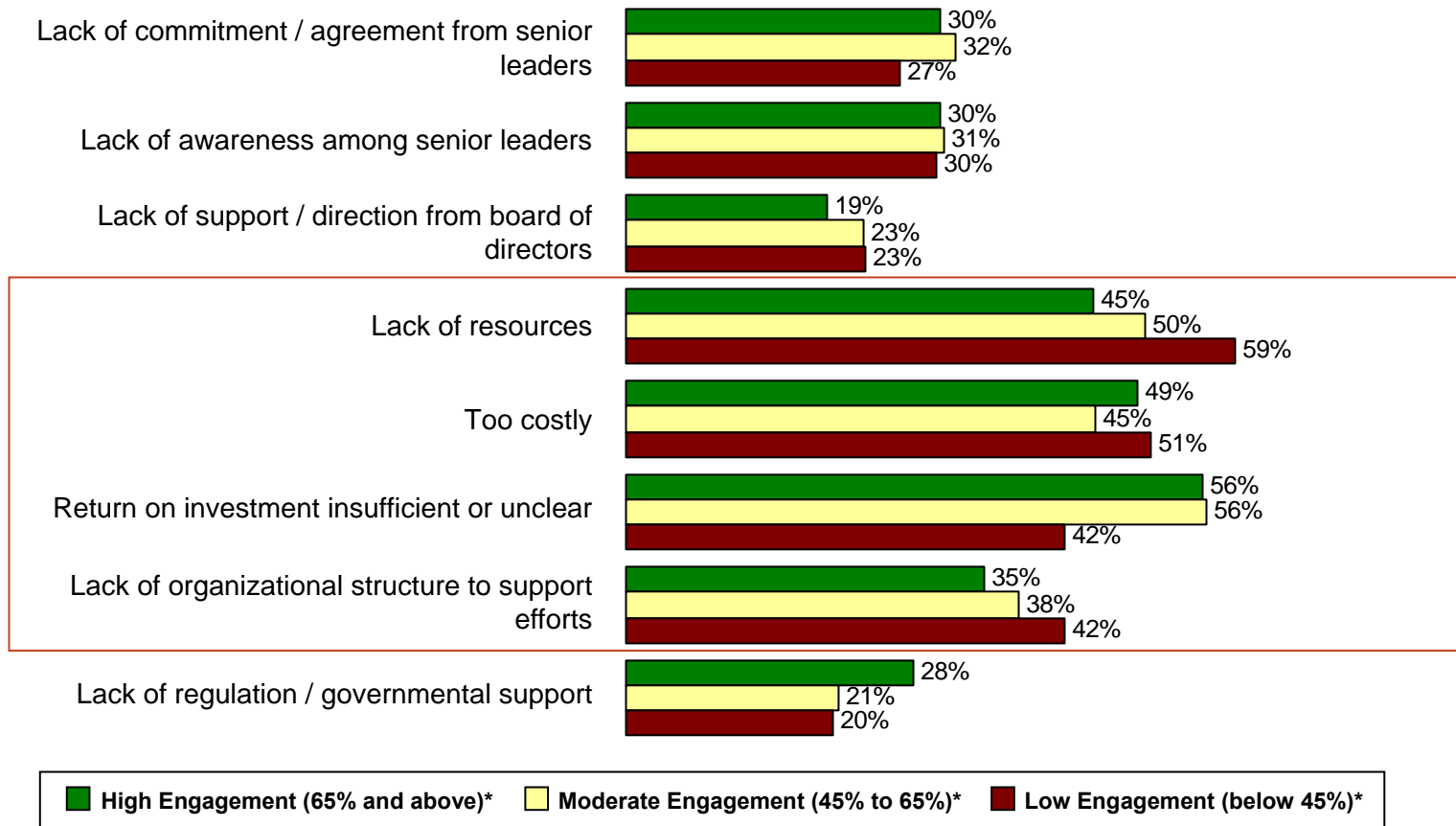
■ High Engagement (65% and above)\* 
 ■ Moderate Engagement (45% to 65%)\* 
 ■ Low Engagement (below 45%)\*



\* Source: Hewitt Associates Best Employers Database (2010)

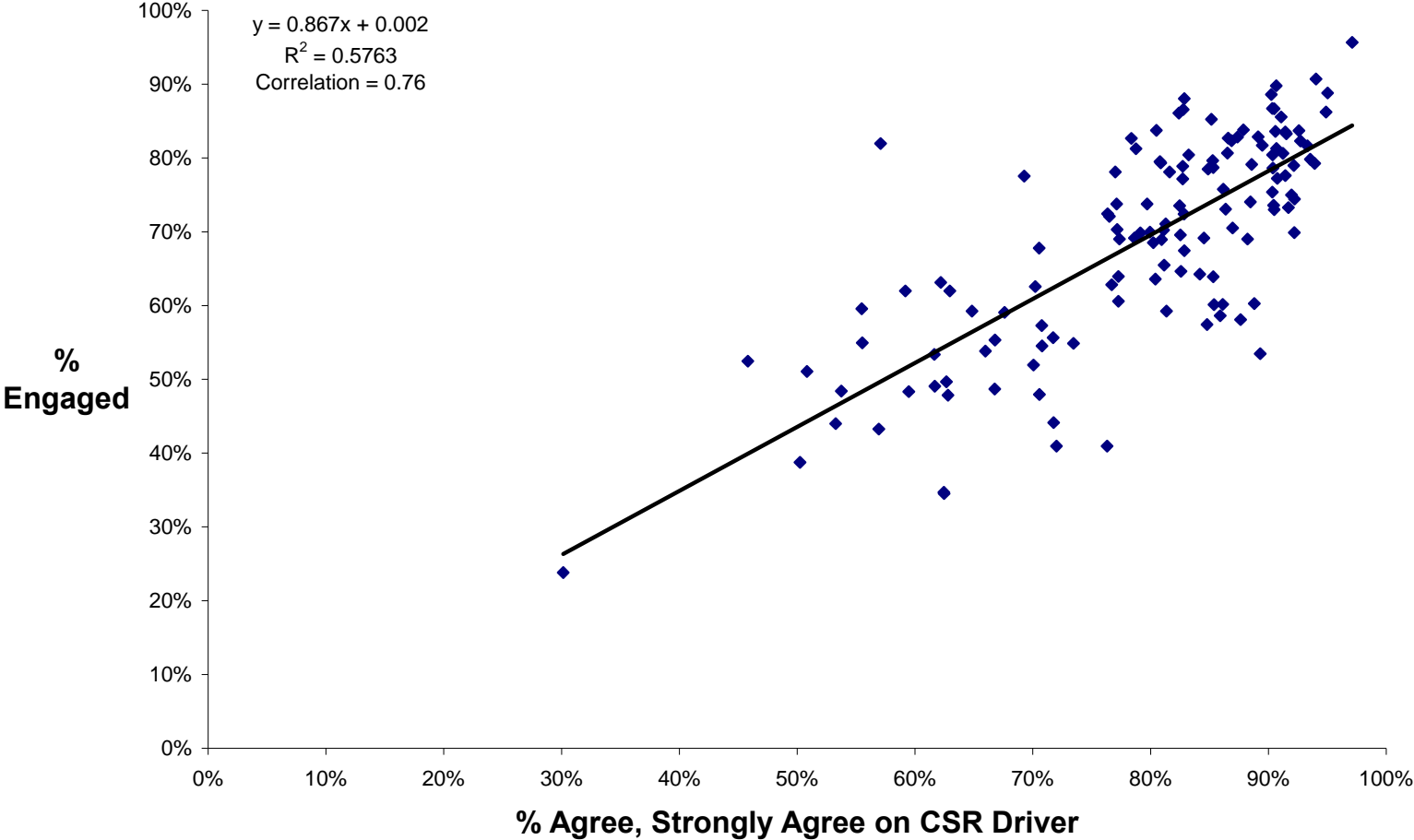
# Leaders – Potential Obstacles to Investing in / Pursuing Socially and Environmentally Responsible Practices

**% of leaders who ranked potential obstacle in top 3**



# Corporate Social Responsibility and Engagement are Highly Correlated

## Engagement vs. Corporate Social Responsibility Driver

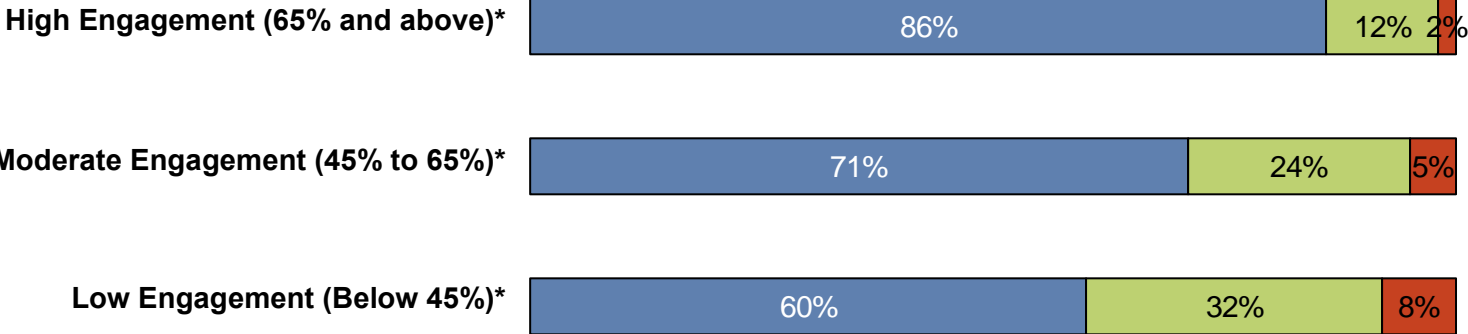


\* Source: Hewitt Associates Best Employers Database (2010)

# Corporate Social Responsibility and Engagement are Highly Correlated

■ % Strongly Agree / Agree   
 ■ % Slightly Agree / Slightly Disagree   
 ■ % Disagree / Strongly Disagree

This is a socially and environmentally responsible organization:

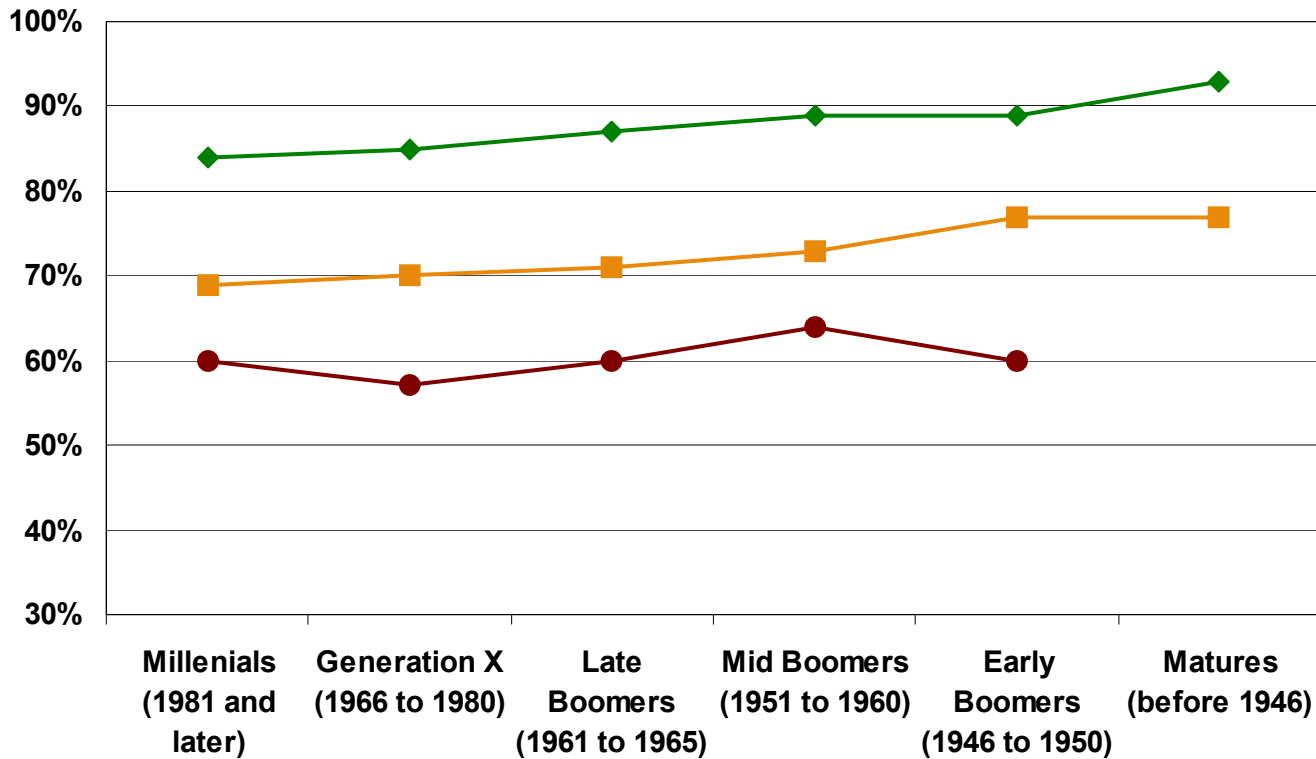


\* Source: Hewitt Associates Best Employers Database (2010)

# Positive Perceptions of Corporate Social Responsibility Tends to Increase with Age...

This is a socially and environmentally responsible organization:

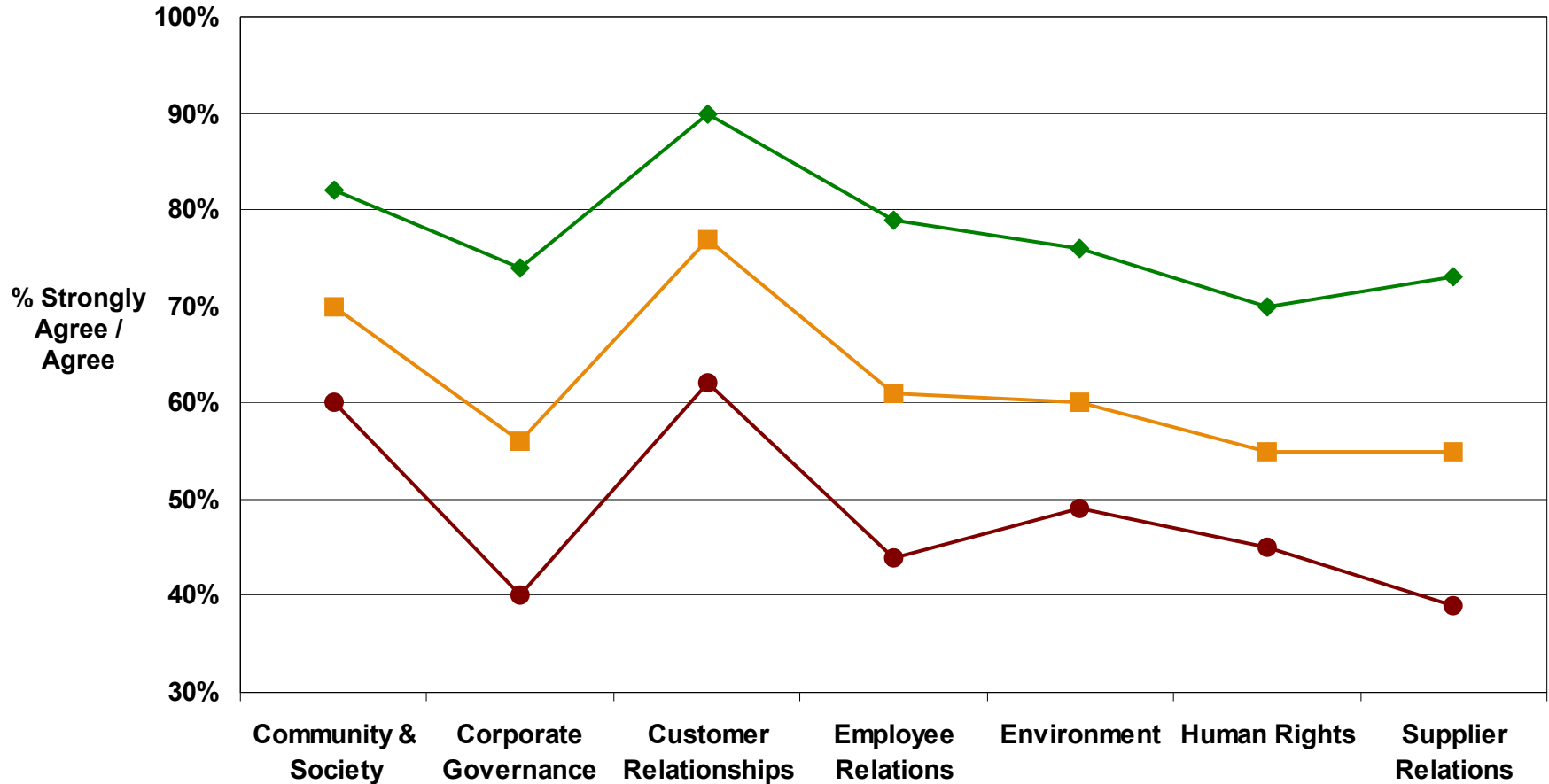
% Strongly Agree / Agree



◆ High Engagement (65% and above)\*    ■ Moderate Engagement (45% to 65%)\*    ● Low Engagement (Below 45%)\*



# Positive Perceptions of CSR Dimensions Also Vary by Level of Engagement

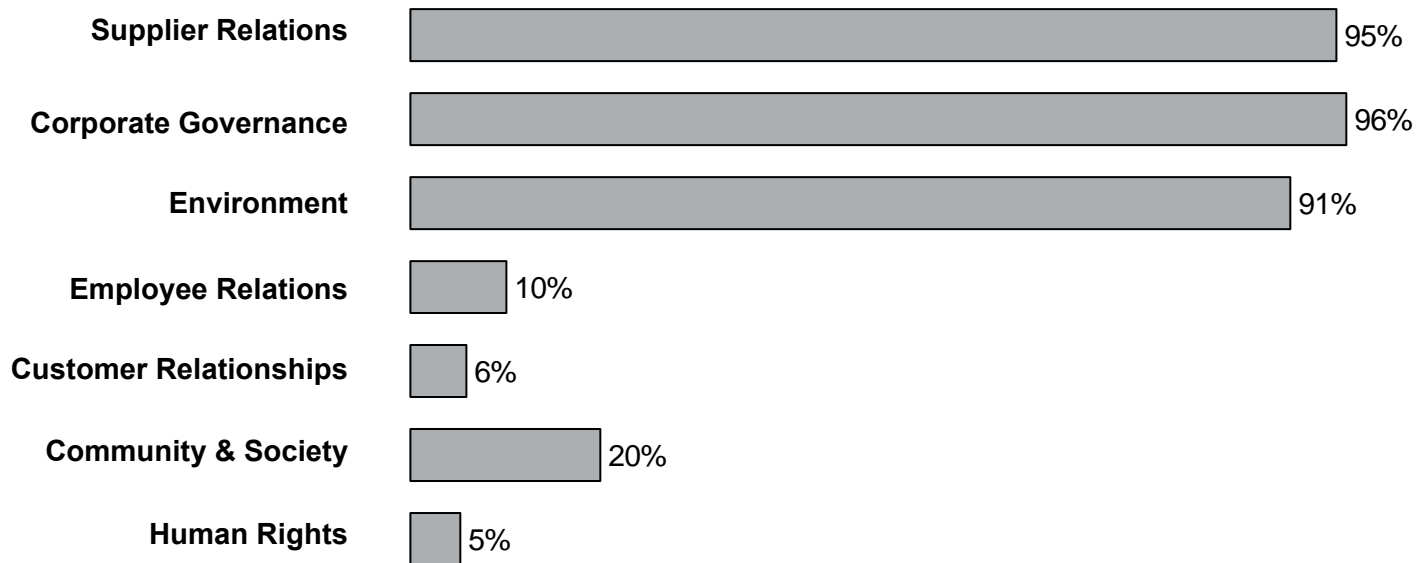


◆ High Engagement (65% and above)\*    ■ Moderate Engagement (45% to 65%)\*    ● Low Engagement (Below 45%)\*



# Key Drivers to Improve Overall CSR Perceptions are Supplier Relations, Corporate Governance & Environment

**% of time each of the seven dimensions are top 3 drivers of Corporate Social Responsibility:**

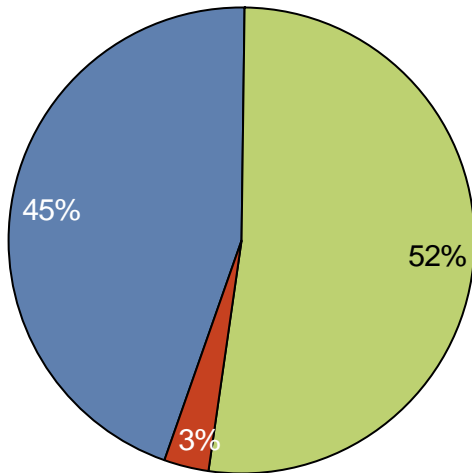


# Personal Social Responsibility (PSR) Commitment Index

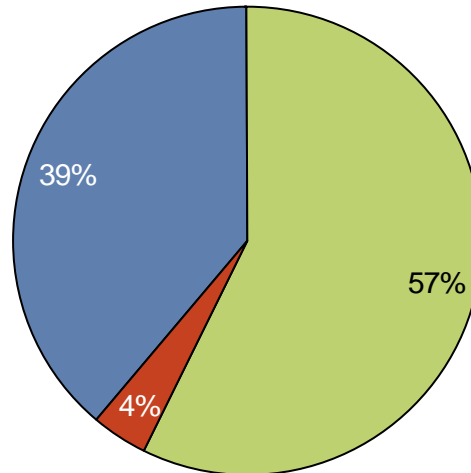
PSR Commitment levels are determined based on employees' answers to:

I donate to charity	I prefer to vote for socially and environmentally responsible politicians	I buy local products	I consider alternatives to driving a car	I buy 'green'
I invest in socially and environmentally responsible funds / investments	I volunteer my time	I try to minimize the impact of my lifestyle on the environment		I recycle

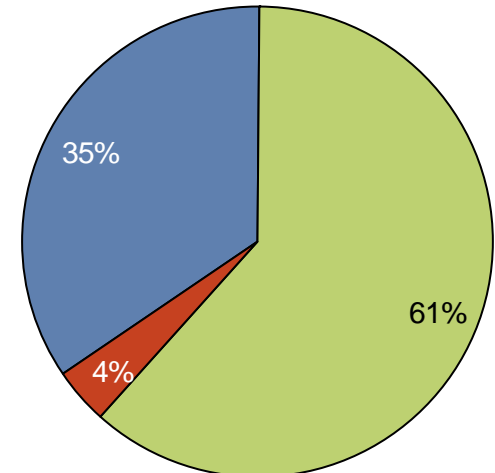
High Engagement  
(65% and above)\*



Moderate Engagement  
(45% to 65%)\*



Low Engagement  
(Below 45%)\*

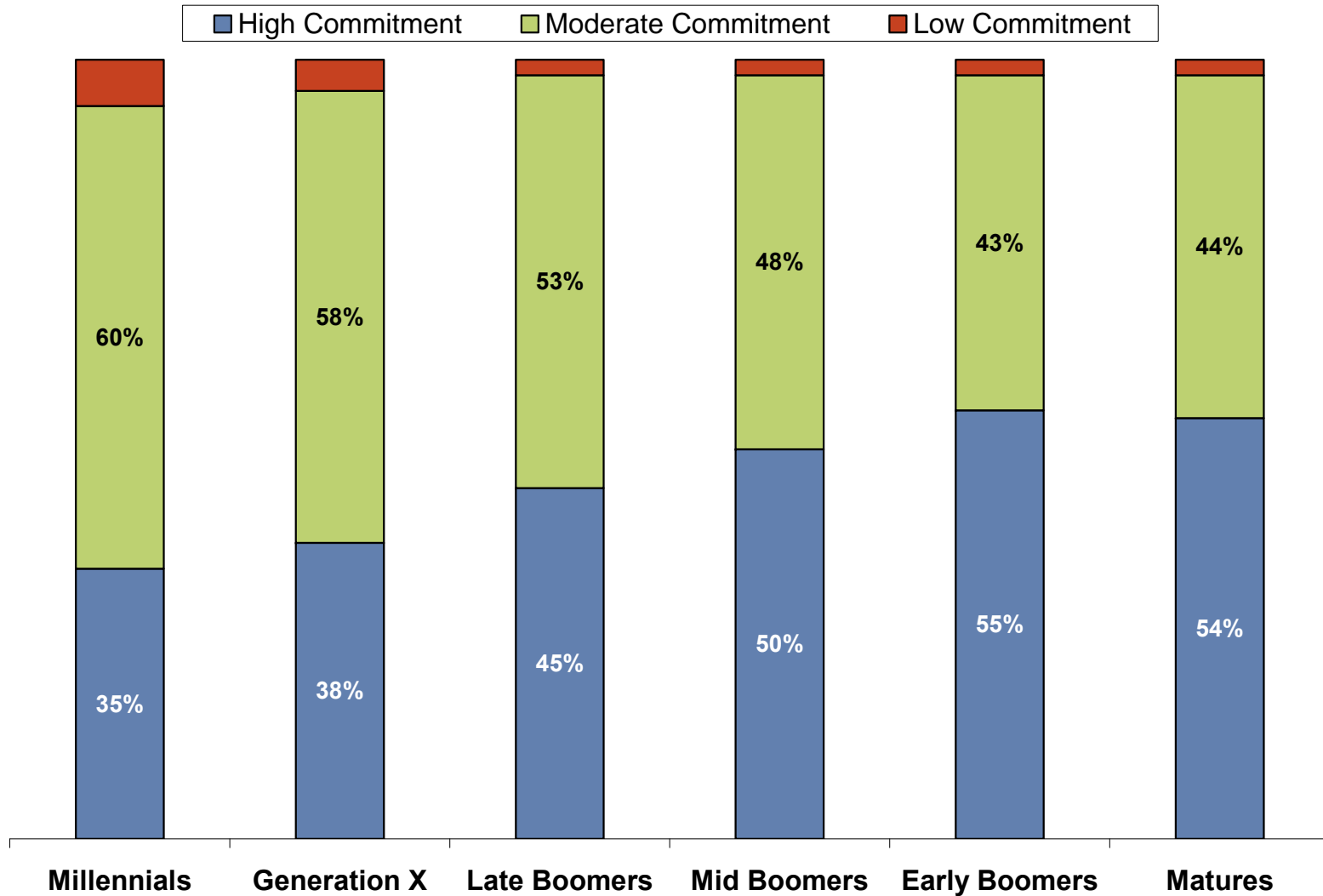


■ **High PSR Commitment** = on average, % responding 'Most of the time' and 'Always'  
■ **Moderate PSR Commitment** = on average, % responding 'Sometimes'  
■ **Low PSR Commitment** = on average, % responding 'Never' and 'Hardly Ever'

\* Source: Hewitt Associates Best Employers Database (2010)



# PSR Commitment Levels Lowest Among Millennials



# Gaps in CSR Perceptions by PSR Commitment Level Greatest Amongst Mid / Late Boomers

This is a socially and environmentally responsible organization:

% Strongly Agree / Agree

