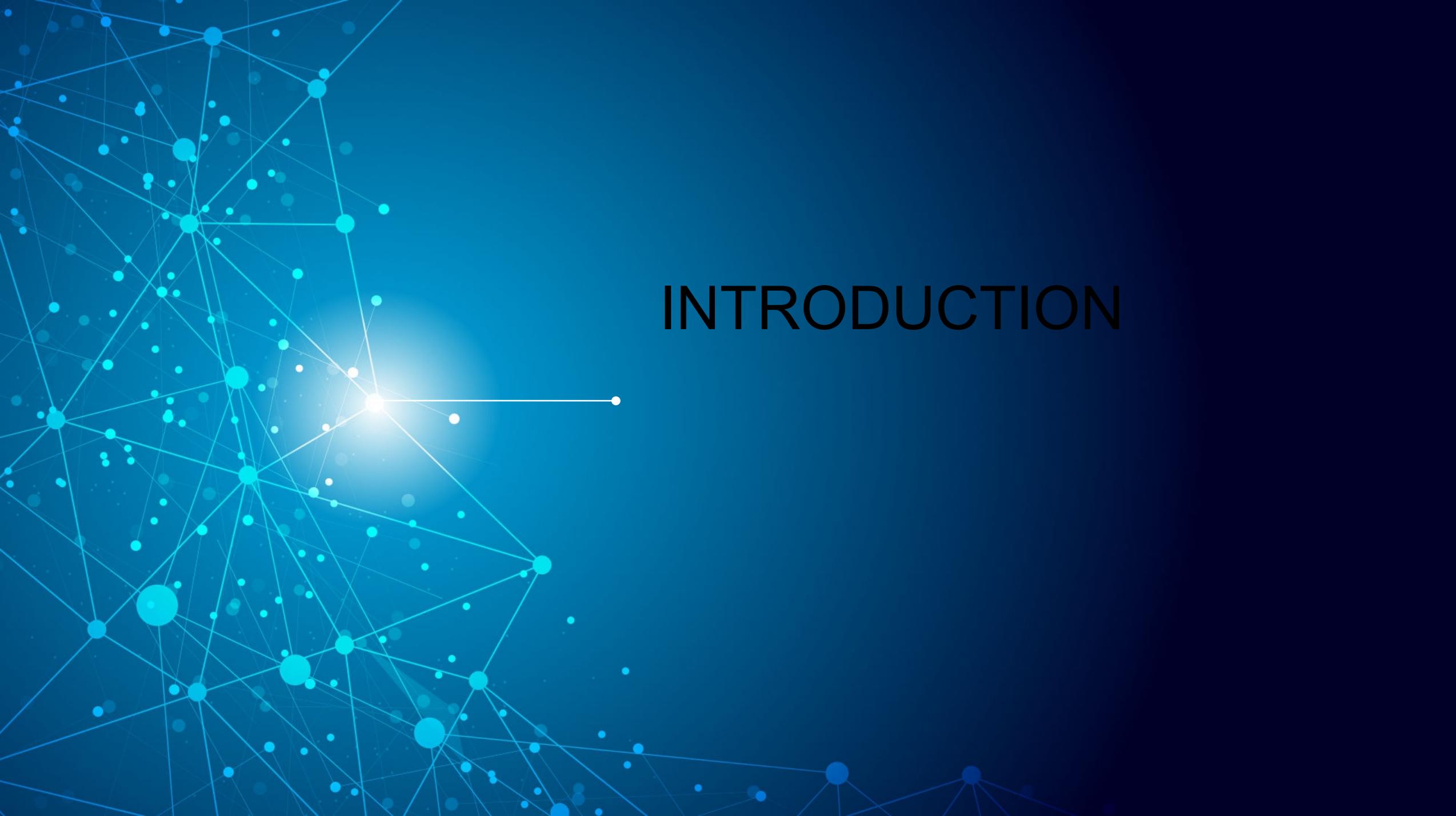


The background features a complex network of glowing blue nodes and connecting lines, creating a sense of digital connectivity. A bright white light source is positioned near the center, casting a glow across the network. The overall aesthetic is modern and technological.

# CASINO MAGAZINE

The image features a complex network of glowing blue nodes and connecting lines on a dark blue background. A bright, white light source is positioned in the center-left, casting a glow and illuminating the surrounding network. The nodes vary in size, and the lines are thin and light blue. The overall aesthetic is futuristic and technological.

# INTRODUCTION



# CORPORATE RESPONSIBILITY

Prepared for Casino  
Magazine  
*Marketing in Gambling*  
– *Bucharest November*  
*5th 2019*

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The background features a complex network of glowing blue nodes and connecting lines, resembling a molecular or digital structure. A bright, white light source is positioned in the center-left, casting a glow and illuminating the surrounding network. The overall color palette is a gradient of dark blue to light blue.

# ORIGINS OF CSR

# ORIGINS OF CSR

At the beginning of the 20th century:

In Europe: paternalism of big business

- France: Michelin, Godin, etc.
- England and Germany: Cadbury's and Krupp provided housing, healthcare or education for workers

In the USA:

- Philanthropy (from Carnegie and Rockefeller in the 1900's to Warren Buffet and The Gates Foundation)
- The first ethical funds (religious communities)
- Better compensation for workers at the factories of Henry Ford (5\$/day)

# ORIGINS OF CSR

From the 1950s:

Civil Rights Movement – emancipation of the Black in the US

NGO activism – Greenpeace and Amnesty International's boycotting campaigns

Regulations resulting from industrial catastrophes (Bhopal, Seveso, BP, Exxon Valdez... )

Growing awareness of ecological issues – climate, biodiversity

The 'social divide' – precariousness, social exclusion

# THE LIFT-OFF

It is not only a fashionable phenomenon but in fact a profound movement which amplified in the 1990s and continues to grow

Trend of responsible consumption – see LOHAS

Market for conscious consumers in the US: \$300 billion

SRI market: \$3 trillion in assets i.e. 12% of funds (USSIF)

The most advanced companies have put in place structures, strategies, multi-annual plans of action and reporting tools

These participate in specialized networks to exchange 'good practices' throughout their supply chains => ripple effect

The image features a complex network of blue nodes and lines on a dark blue background. The nodes vary in size, with some being significantly larger than others. A bright, glowing light source is positioned in the center-left area, casting a soft glow and illuminating the surrounding network. The lines connecting the nodes are thin and light blue, creating a web-like structure. The overall aesthetic is clean, modern, and technological.

# DEFINITIONS

# MORE THAN ONE

Fragmented, heterogenous literature, no one size fits all

Different disciplinary lenses (BO, HRM, marketing, ops, etc.)

Different level of analysis (institutional, organizational, individual)

Different approaches (descriptive, normative, instrumental)

Various notions

**CSR**

CSP

**Business Ethics (BE)**

Corporate Sustainability

Corporate Citizenship

Triple Bottom Line (TBL or 3BL)

Corporate accountability

# ACADEMIC DEFINITION NO.1

Friedman (1962)

“There is one and only one social responsibility for business – to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud”

# ACADEMIC DEFINITION NO.2

Carroll (1979)

“The social responsibility of business encompasses the

1) Economic,

2) Legal

3) Ethical and

4) Discretionary (philanthropic)

expectations that society has of organizations at a given point in time”

# ACADEMIC DEFINITION NO.3

Porter & Kramer (2006)

« Strategy & Society: The Link Between Competitive Advantage and Corporate Social Responsibility », Harvard Business Review

The shared value model: idea that corporate success and social welfare are interdependent

- Businesses need an educated workforce, sustainable resources and a robust government to compete effectively, whereas
- Society needs profitable and competitive businesses to create jobs, income, tax revenues, and wealth for all

The “Creating Shared Value” approach (CSV) focuses on building a **social value proposition** into corporate strategy

# ACADEMIC DEFINITION NO.4

Aguinis (2011)

CSR consists of:

“Context-specific organizational actions and policies that take into account stakeholders’ expectations and the triple bottom line of economic, social and environmental performance”.

Concept of Triple Bottom Line introduced by J. Elkington in his book *Cannibals With Forks: The triple bottom line of the 21st century* (1997)

# INSTITUTIONAL DEFINITIONS

## European Commission

CSR is “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis” (MEMO/09/109)

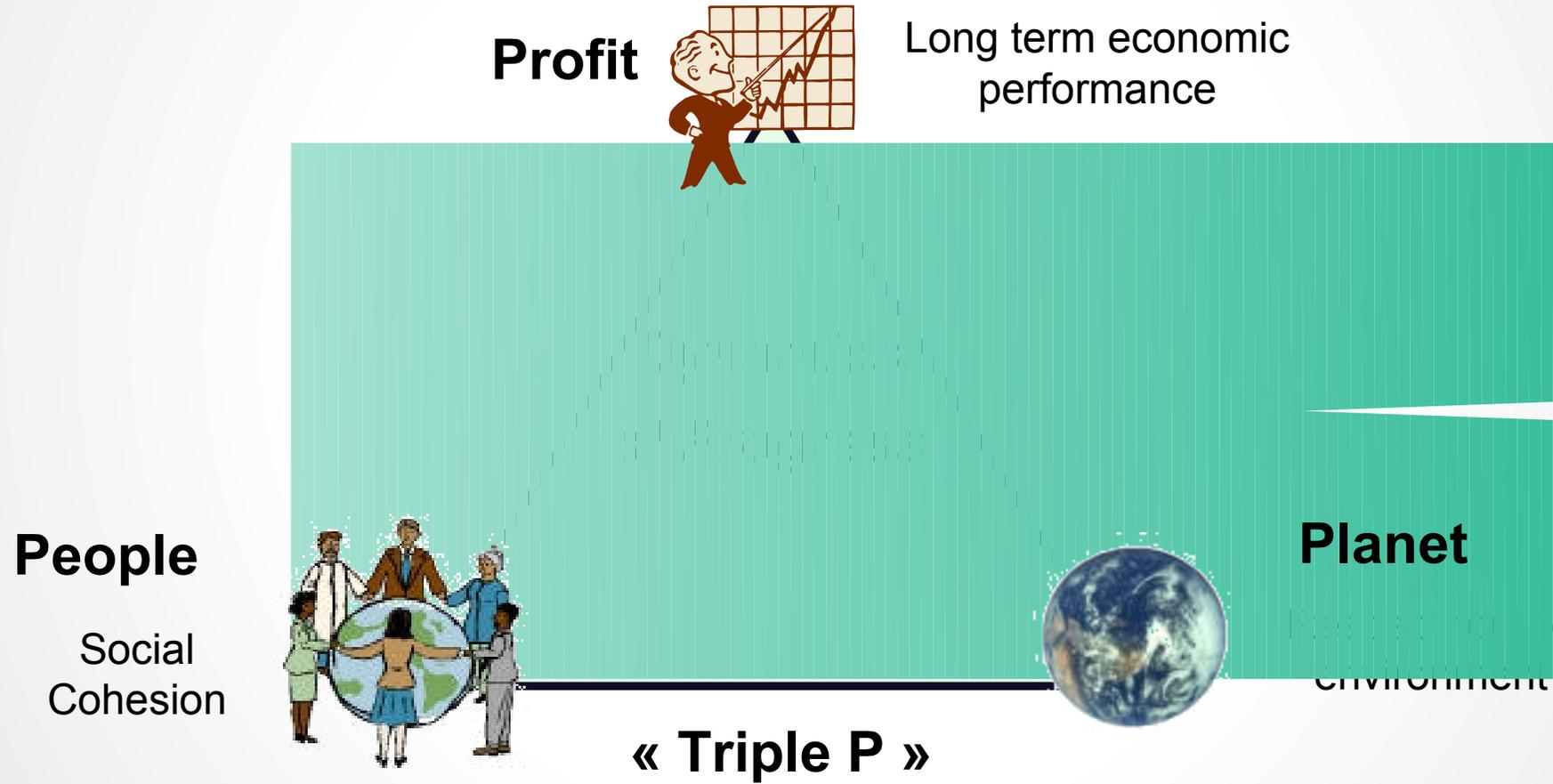
## World Bank (WB)

[CSR is] “the commitment of business to contribute to sustainable economic development, working with:

- employees and their families,
- the local community and
- society at large

to improve quality of life in ways that are both good for business and good for development”

# A TERNARY CONCEPT



The image features a complex network of glowing blue nodes and connecting lines on a dark blue background. A bright, white light source is positioned in the center-left, casting a glow and illuminating the surrounding network. The word "DRIVERS" is written in a bold, black, sans-serif font on the right side of the image.

DRIVERS

Legitimacy

License to operate

Image / Reputation

Workplace issues

Risk reduction

Cost reduction / Revenue growth

The image features a complex network of glowing blue nodes and lines on a dark blue background. The nodes vary in size and brightness, with a prominent bright white light source in the center. The lines connect the nodes, creating a web-like structure. The overall aesthetic is futuristic and technological.

# THREE DIMENSIONS

# 1. INTERNAL SOCIAL

Working conditions: hygiene, health, safety, ergonomics...

Compensation policy: participation to the benefits, agreements between unions and management for fair salaries for employees...

Social dialogue in companies: annual interviews, consultation with internal stakeholders...

Employee morale, motivation, loyalty: reduce turnover, less absenteeism, more involvement

# 1. INTERANL SOCIAL (CONT'D)

Management of employee competencies: training, employability...

Work-life balance: employee welfare, working hours, chosen part-time, distance working

Integration of precarious categories: disabled, minorities, “working poor”, marginalized persons

Principle of non-discrimination: age, gender, ethnic origins – or the contrary, positive discrimination for disadvantaged categories (USA, South Africa)

Gender equality: wages, careers, glass ceiling for women

## 2. SOCIETAL

Respect for human rights

Responsible enjoyment

Involvement in the life of local communities: donations, funds, urban rehabilitation, school support

External stakeholders: dialogue, engagement, taking into consideration their expectations...

Participation in the fight against exclusion: poverty, combating illiteracy...

## 2. SOCIETAL (CONT'D)

Supporting local economic development: capital inflow, support to the third sector...

Inter-organizational relationships with other actors: associations, NGOs, partnerships...

“Social” value added to products and services: target “conscious consumers” (who act as conscious and responsible citizens when buying products)

# 3. ENVIRONMENTAL

Eco-design: taking into consideration the ecological impact of products and services during their life cycle

Limitation of energy and primary resources consumption: electricity, water, packaging

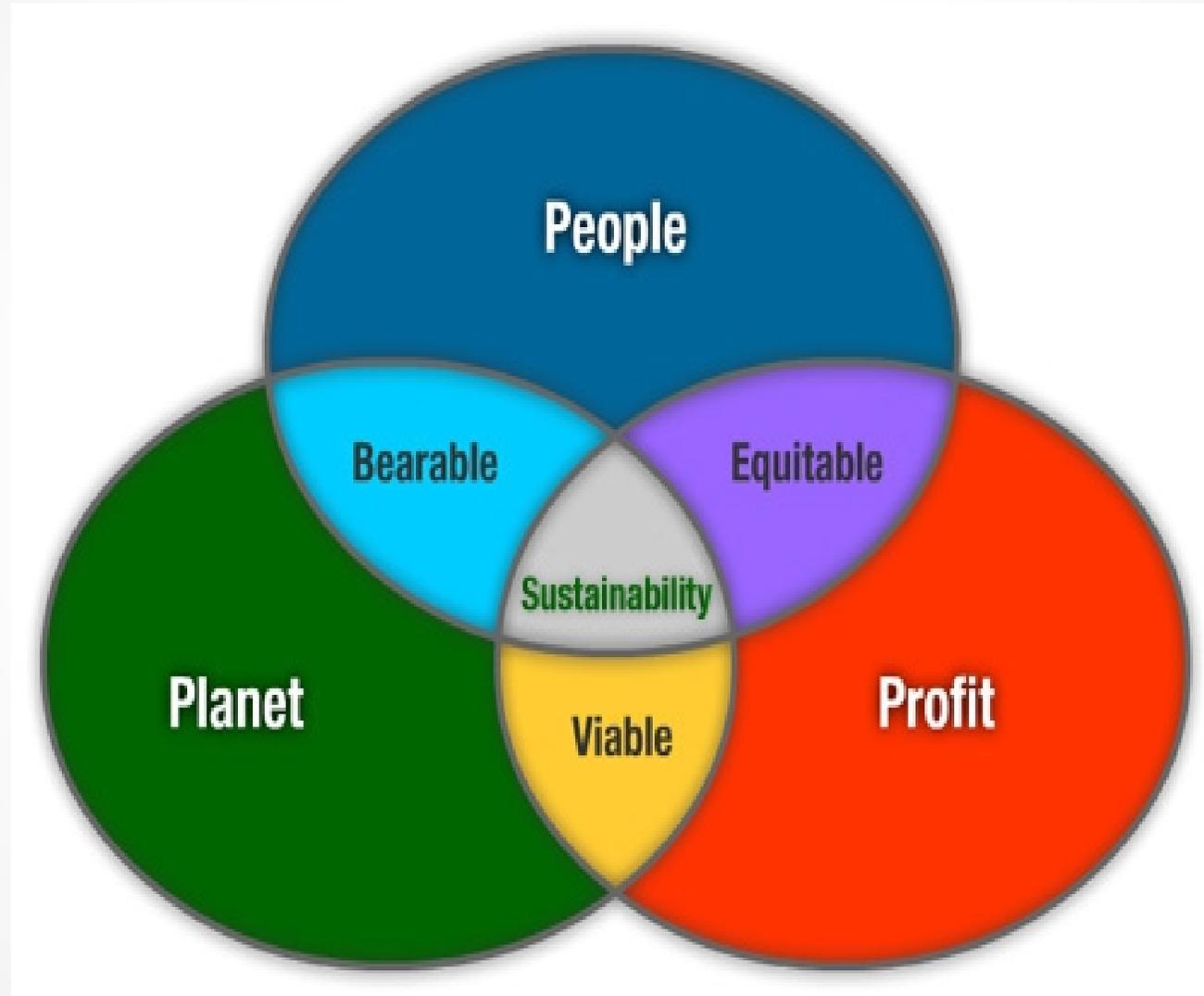
Recycling of office supplies and used products

Waste management

Curbing pollution: reducing emissions into the atmosphere, water and soil

Programs to reduce the use of transport logistics: optimization, relocation employees: car sharing, telecommuting ...

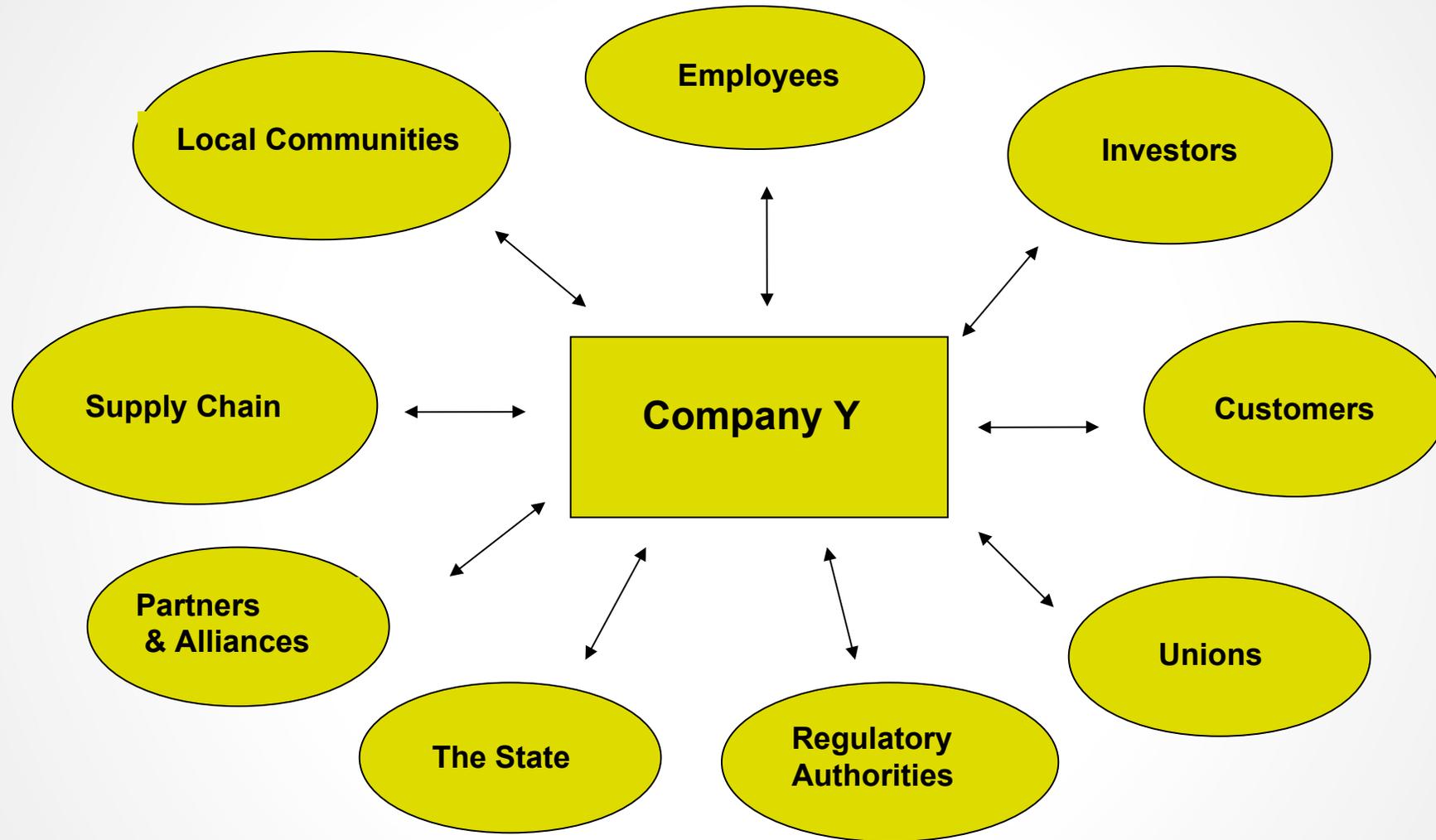
# A TERNARY CONCEPT



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# STAKEHOLDERS

<b>Shareholders</b>	Institutional investors, business leaders, managers...
<b>Internal stakeholders</b>	Employees, collaborators, partners, unions...
<b>Operations partners</b>	Clients, suppliers, sub-contractors, insurance companies, banks, (competitors)...
<b>Social Community</b>	Public sector, the media, NGOs, environmental associations, civil society, future generations...
<b>The natural environment</b>	More a stake than an actor...



The image features a complex network of glowing blue nodes and lines on a dark blue background. The nodes vary in size and brightness, with a prominent bright white-yellow light source at the center of the network. The lines connect the nodes, creating a web-like structure that extends across the frame. The overall aesthetic is futuristic and technological.

LEADERSHIP



A great leader chooses the path others will follow



**LEADERSHIP**

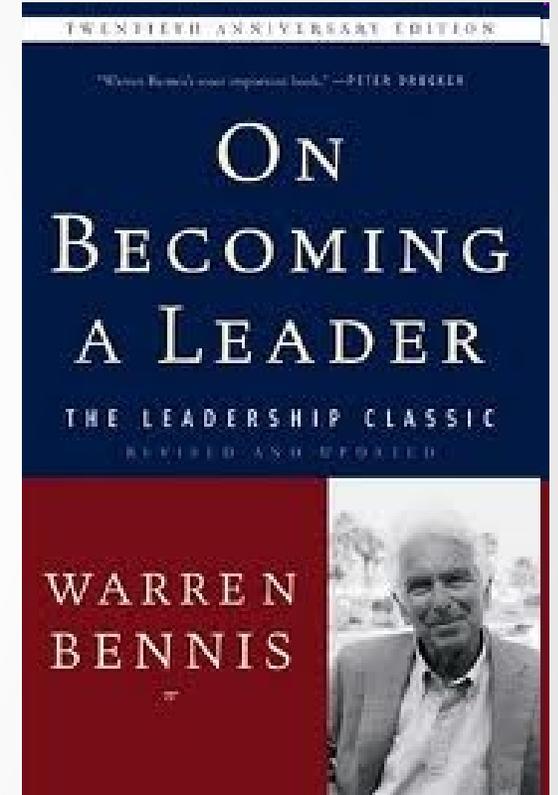
A GREAT LEADER CHOOSES THE PATH OTHERS WILL FOLLOW.



Leadership is about  
who we are  
and not just  
what we do

# Observed qualities of leaders

- Has a vision.
- Communicates it.
- Perseveres in pursuit of the vision.
  - High level of energy and emotional intelligence
- Has strong self-awareness:
  - Optimizes strengths
  - Relies on team to complement weaknesses



# RESPONSIBLE LEADER

"...how you deliver results has a profound impact on the long-term health of the enterprise."

John Wells, president of IMD Business School, Lausanne

"...responsible leaders build "sustainable relationships with stakeholders...to achieve mutually shared objectives based on a vision of business as a force for good"

Pless and Mack, 2011

# RESPONSIBLE LEADERS

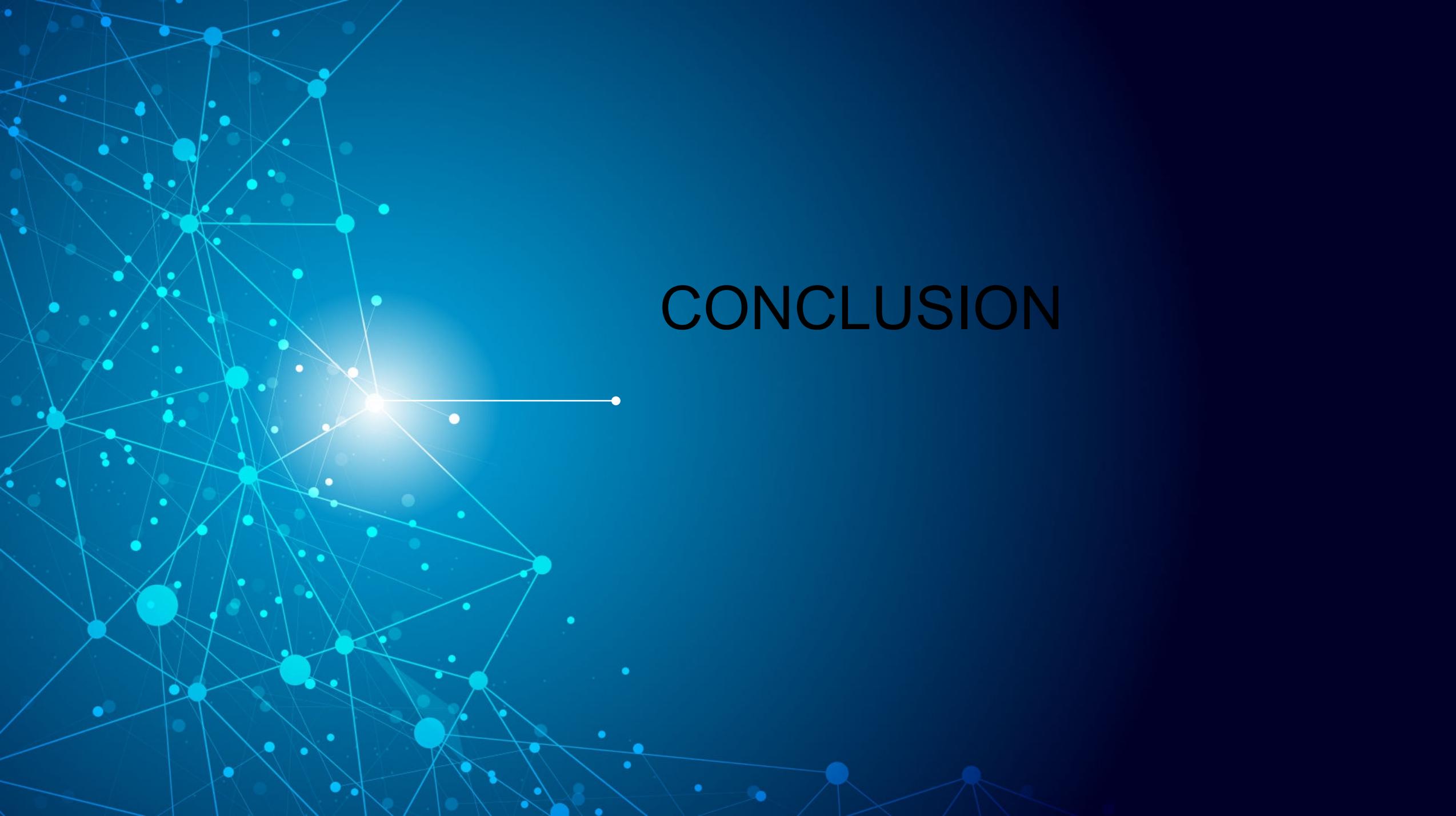
Develop **long-term stakeholder relationships** for the common good.

Take into account social and environmental consequences in decision making.

**Serve** the organization and they're passionate about people.

Demonstrate **integrity** and **character**

Inspire through **authenticity** → walks the talk

A network diagram with blue nodes and lines on a dark blue background. The nodes are of various sizes and are connected by thin lines, forming a complex web. A bright light source is located in the center-left area, casting a glow and illuminating the surrounding nodes. The word "CONCLUSION" is written in a bold, black, sans-serif font on the right side of the image.

CONCLUSION

# Conclusions

CSR calls for personal reflection and mind opening and usually it may require a shift in mentality

CSR is but one of the fields where our industry should unite

# WHAT ABOUT US?

Company overall purpose and is sustainability part of its strategy and culture?

How do we address the three areas: social, societal & environmental?

Who are the company stakeholders? How does the company engage them?

What role does company leadership play in promoting sustainability? What values does the CEO and/or company communicate on?

What structure and processes has the company developed to make sustainability operational?

Is sustainability present in the company's management and international operations?

How does the company measure the progress it is making in sustainability? Which metrics does it use?

Does it cooperate with competitors to develop industry-wide sustainability practices?

The image features a dark blue background with a complex network of glowing blue nodes and lines. The nodes vary in size and brightness, with a prominent bright white light source at the center of the network. The lines connect the nodes, creating a web-like structure. The overall aesthetic is futuristic and technological.

THANK YOU.