

## Make it Personal

**A**fter a slow start, the concept of corporate social responsibility (CSR) has finally taken off on a grand scale. The pressure for corporations to become more accountable has grown steadily, fueled in part by public disgust over corporate malpractice. The explosive growth of the Internet has had a profound impact, too: It's becoming harder than ever for companies to keep their actions secret.

The impact of CSR can be felt on every level of a business. If they are to claim to operate ethically, businesses must consider the welfare of their employees and of the communities in which they operate, their relationships with investors, customers and suppliers and their impact on the environment.

Part of the reason for the growth of CSR is that there is no longer any doubt that operating in a responsible way is good for business. In a commercial world where image and brand are increasingly important, appearing to be a 'good' company can be priceless. It can lead to higher sales, more interest from the socially responsible investment funds, less attention from pressure groups and activists. Acting responsibly is also a highly effective risk-control tool. If a company is consciously managing its environmental impact, for example, it is far less likely to end up saddled with a bill for a huge clean-up operation in the future.

Sadly, unethical behavior can still pay off handsomely, too. But the chances of getting caught—and the penalties or sanctions applied to corporate wrongdoers—are getting greater all the time.

How do companies become more responsible? While we often view corporations as homogeneous organizations, they are, nonetheless, made up of individuals. When a company makes a decision, it is really people making decisions, and it is the choices those people make that define a company's behavior. Before there can be meaningful corporate social responsibility, there must be personal accountability: individuals taking responsibility for their own actions. It's the people who stick their necks out, who make a stand for something they believe in, who make the difference.

As you will read in our cover story, critics and supporters of big business agree on at least one thing: It's a company's leaders who shape the way it does business. If those leaders are serious about corporate responsibility, the message to them is clear: It's time to make it personal.

*Dan Keeler*

Dan Keeler  
dan@gfmag.com

## GLOBAL FINANCE

**EDITOR IN CHIEF AND CHAIRMAN:** PAO LO PANERAI

**PUBLISHER AND PRESIDENT:** JOSEPH D. GIARRAPUTO

**ACTING EDITOR:** DAN KEELER

**REPORTER:** BENJAMIN BEASLEY-MURRAY

**CONTRIBUTING WRITERS:**

ADAM ROMBEL, GORDON W. PLATT, JR.,  
PAULA L. GREEN, GRAHAM FIELD, BO GLASGOW

**PRODUCTION MANAGEMENT (MILAN):** GIULIANO CASTAGNETO

**ART DIRECTION:** ER CREATIVITY/ENRICO REDAELLI,  
CLARA CIOCCINI

**ASSISTANT ART DIRECTOR:** SANDY WONG

**COPY EDITOR:** TINA ARIDAS

**VICE PRESIDENTS, SALES:** SEBASTIAN CAZEIRO,  
DANIEL COHEN, LEWIS GALATI, JONATHAN HODDER,  
**SALES MANAGER, EUROPE,** GRAEME McQUEEN,  
**SALES DIRECTOR, EUROPE AND ASIA**

**MKT'G COORD, SPECIAL PROJECTS/EVENTS:** NATASHA TRAJKOVA

**PUBLISHING ASSOCIATE:**  
MARIA ROSARIA DE SANTIS

**MANAGING DIRECTOR, OPERATIONS:** CHRISTOPHER GIARRAPUTO

**ACCOUNTING MANAGER:** YAWO GBEGNEDJI

**ADVERTISING OFFICES**

LONDON 44-207-583-7588

NEW YORK 1-646-742-2013

RIO DE JANEIRO 55-21-2274-3099

**ADVERTISING REPRESENTATIVES:** **Bulgaria:** Elka Koleva, Adia-Young & Rubicam, Sofia. **Hong Kong, Malaysia, and Singapore:** Godfrey Wu, MHI Ltd. **India:** Fareedoon Kuka, Ronny Mistry Assoc Pvt Ltd, Bombay. **Indonesia:** Rita Jayadi, PT Mediarep Bangsa-Bangsa. **Japan:** Yasunari Ibe, Mediahouse, Tokyo. **Philippines:** Abdel S. Teodoro, Manila. **South Korea:** Heinz Kim, Heinz Communications Inc, Seoul. **Taiwan:** Keith Lee, Advance Media Services Ltd, Taipei. **Thailand:** Nartnittha Jirayapong, N.J. International Media Company Ltd, Bangkok.

**GLOBAL FINANCE MEDIA INC**

**CHAIRMAN:** P. PANERAI

**VICE CHAIRMAN:** A. BASODAN

**DIRECTORS:** G. CAPOLINO, J. GIARRAPUTO,  
A. MATTEI, I. MAJEED, V. TERRENGHI

**SECRETARY:** L. PANERAI

**FOUNDING EDITOR:** CARL G. BURGEN

July/August 2003, Volume 17, Number 7. Global Finance (ISSN 0896-4181/USPS 006-578) is published monthly except a combined July/August issue in July by Global Finance Media Inc, 411 Fifth Avenue, New York, NY 10016. Telephone: 1-212-447-7900. Fax: 1-212-447-7750. E-mail: mailbox@gfmag.com. London editorial office: The Associated Press Building, 12 Norwich Street, London EC4A 10U, UK. Telephone: (44-207) 436-1356; Fax: (44-207) 436-1568. Periodicals postage paid at New York, NY, and additional mailing offices. Postmaster: Please send address changes to Global Finance, PO Box 2028, Langhorne, PA 19047, USA. Copyright © 2003 by Global Finance Media Inc. All rights reserved. Reproduction in whole or part without permission is prohibited. Microfilm and article copies are available from UMI. Telephone (313) 761-4700. Subscription: one year, US \$350. Single copies: US and Canada \$30.00 each prepaid; \$33.00 outside US prepaid. Customer Service: (212) 447-7900 ext. 227. Reprints available. Contact: PARS International Corp. Telephone: (212) 221-9595. Fax: (212) 221-9195. Printed in the United States.

**Web Site:** www.gfmag.com

