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MISSING SOCIAL OUTCOMES IN CSR REPORTS OF AWARD WINNERS

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ABSTRACT

Consumers increasingly expect transparency from companies practicing Corporate Social Responsibility (CSR) and base their buying practices on what they see and hear about a company's CSR initiatives. Unfortunately, many CSR reports resemble marketing materials, rather than data that shows what the actions have accomplished for those targeted stakeholder groups. CSR reports need to prove that companies have achieved outcomes, not just established goals. Companies need to demonstrate that their CSR initiatives are not just greenwashing to keep their consumers happy. The purpose of this study was to evaluate the CSR/Sustainability Reports of twenty-one corporations that appear both in the CR Magazine's 2018 100 Best Corporate Citizens and the World's Most Reputable Companies for Corporate Social Responsibility for 2018 to see if they report outcome measures as well as goals. The study found that, although many of the corporations address the Ten Principles of the UN Global Compact and the UN 2013 Sustainable Development Goals in their reports, the initiatives that focus on the social elements have no data or outcomes for them, especially when they involve philanthropy to nonprofits. Only environmental goals had year-to-year data on progress toward goals.

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KEYWORDS: Corporate Social Responsibility, Sustainable Development Goals, Global Reporting Initiative, Ten Principles of the UN Global Compact

INTRODUCTION

Corporate Social Responsibility (CSR) is a voluntary model to meet or exceed stakeholder expectations by not only being profitable but integrating social and environmental goals into an organization's operating strategy (Jonker & de Witte, 2006; Keys, Malnight, & van der Graaff, 2009; Lindgreen, Swaen, & Johnston, 2009; Chandler, 2017)). That strategy results in increased brand reputation, loyalty, and affinity, but it also means that consumers expect transparency from companies practicing CSR and base their buying practices on what they see and hear about a company's CSR. Unfortunately, the CSR reports that many companies are producing demonstrate the finding of the 2015 Cone Communications/Ebiquity Global CSR Study that indicates that although consumers require data, they prefer infographics and videos on media platforms to long reports (p. 4). The reports resemble marketing materials with lists of social and environmental goals for the stakeholders who buy the companies' goods, showing what they are doing for other stakeholder groups like the poor, hungry, disenfranchised, rather than what the actions have accomplished for those targeted stakeholder groups.

CSR reports need to prove that companies have achieved outcomes not just established goals. They need to prove that their CSR initiatives are not just greenwashing to keep their consumers happy (Bazillier & Vauday, 2009; Lii & Lee, 2012). Providing 1,000 packages of food to a food-deprived community does not solve the hunger problem in that community; helping farmers produce more food might solve it, especially when the CSR site said the company was committed to helping reach the United Nations

Sustainable Development Goals (SDGs) (See Table 1).   Michael Porter (2013) said that government and nonprofits do not have the resources to solve global problems without business becoming a key player. In fact, Porter (2013) said that it is in business' best interest to solve social problems because it can reduce costs. For example, reducing pollution can reducing the amount of waste in the firm's manufacturing process, and insuring a safe work environment can reduce accidents, thus decreasing time away from work by employees, and the compensation paid to them by the company.

Most Americans consider themselves conscious consumers, and are more likely to buy from companies that treat the environment and its workers right. As advancements in technology give us the ability to become more aware of pressing social problems, consumers are beginning to feel more responsible about what they buy. However, CSR initiatives are not just to provide the conscious consumers something to feel good about; they are to solve problems in the society, whether at the local or global level. This requires that causes be identified and solutions must actually eliminate some of the causes.

Table 1: United Nations 2030 Sustainable Development Goals and Business Applications

Sdg 1 No Poverty	End Poverty in All Its Forms Everywhere
SDG 2 Zero Hunger	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
SDG 3 Good Health and Well-Being	Ensure healthy lives and promote well-being for all at all ages
SDG 4 Quality Education	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
SDG 5 Gender Equality	Achieve gender equality and empower all women and girls
SDG 6 Clean Water and Sanitation	Ensure availability and sustainable management of water and sanitation for all
SDG 7 Affordable and Clean Energy	Ensure access to affordable, reliable, sustainable and modern energy for all
SDG 8 Decent Work and Economic Growth	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
SDG 9 Industry, Innovation and Infrastructure	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
SDG 10 Reduced Inequalities	Reduce inequality within and among countries
SDG-11 Sustainable Cities and Communities	Make cities and human settlements inclusive, safe, resilient and sustainable
SDG 12 Responsible Consumption and Production	Ensure sustainable consumption and production patterns
SDG 13 Climate Action	Take urgent action to combat climate change and its impacts*
SDG 14 Life Below Water	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
SDG 15 Life on Land	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
SDG 16 Peace, Justice and Strong Institutions	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
SDG 17 Partnerships for the Goals	Strengthen the means of implementation and revitalize the global partnership for sustainable development

United Nations 2030 Sustainable Development Goals and Business Applications. (United Nations, 2015). The SDGs are being used by many global companies for their CSR goals because they address social and environment problems. SDG 17 Partnerships for the Goals provides a forum for companies to share best practices and develop partnerships. Retrieved from https://sustainabledevelopment.un.org/sdgs

As stakeholders require companies to be more transparent about their businesses, the problem of how to report environmental and social impact in a way that measures outcomes is becoming more apparent, especially since corporations who practice CSR adopt the United Nations 2030 Sustainable Development Goals (SDGs) (see Table 1), and many have joined the Partnership for the Goals. For example, using the icon for Zero Hunger to introduce reporting a donation to foodbanks or a food deprived community, or reporting volunteer hours by employees to programs that feed the poor, does not provide data on how these activities will help reach Zero Hunger. The people being fed today must be fed tomorrow. A business would never spend money on a new marketing campaign for a product without measuring if the marketing resulted in increased sales of the product. If 500 people in a food insecure area are provided enough food for one month, can they work for wages that allow them to feed themselves going forward? Does having food mean they have better health and can find better and continuous work? Does reducing inequality for

women by hiring more women lead to an increase in women in upper management positions? Inequality does not mean simply not representing 50% of the workforce, if that 50% is the bottom half.

Many global companies now use the UN Global Compact Toolbox (see Table 2) because it provides details on goals and reporting that allow the companies to work more easily with governments and non-government organizations (NGOs).

Table 2: The Ten Principles of the UN Global Compact: Key Mechanisms for a Company to Use

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and Assessing human rights impacts and Integration of human rights policies throughout a company

Taking action: The appropriate action for a company to take will vary depending on whether (a) the company has caused or contributed to an impact, or (b) it is directly linked to that impact through its business relationships.
Tracking performance: Monitoring and auditing processes permit a company to track ongoing developments.

Communicating/reporting on performance: Reporting is a driver for change, externally as well as internally.

Remediation: A company should have in place or participate in remediation processes.

https://www.unglobalcompact.org/what-is-gc/mission/principles/principle-1

Human Rights

Principle 2: Businesses should make sure that they are not complicit in human rights abuses;

Has the company made a human rights assessment of the situation in countries where it does, or intends to do, business so as to identify the risk of involvement in human rights abuses and the company's potential impact on the situation?
Does the company have explicit policies that protect the human rights of workers in its direct employment and throughout its supply chain?

Has the company established a monitoring/tracking system to ensure that its human rights policies are being implemented?

Does the company actively engage in open dialogue with stakeholder groups, including civil society organizations?

Does the company utilize its leverage over the actor committing the abuse? If the company does not have sufficient leverage, is there a way to increase this leverage (e.g. through capacity building or other incentives or by collaborating with other actors)?
Does the company have an explicit policy to ensure that its security arrangements do not contribute to human rights violations? This applies whether it provides its own security, contracts it to others or in the case where security is supplied by the State
Ramifications of ending a business relationship, given the potential adverse human rights impacts of doing so

https://www.unglobalcompact.org/what-is-gc/mission/principles/principle-2

Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Respect the right of all workers to form and join a trade union of their choice without fear of intimidation or reprisal, in accordance with national law;
Put in place non-discriminatory policies and procedures with respect to trade union organization, union membership and activity in such areas as applications for employment and decisions on advancement, dismissal or transfer;
Provide workers' representatives with appropriate facilities to assist in the development of effective collective agreement; and·

Do not interfere with the activities of worker representatives while they carry out their functions in ways that are not disruptive to regular company operations. Practices such as allowing the collection of union dues on company premises, posting of trade union notices, distribution of union documents, and provision of office space, have proven to help build good relations between management and workers, provided they are not used as a way for the company to exercise indirect control.
https://www.unglobalcompact.org/what-is-gc/mission/principles/principle-3

Labour

Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour;

Types of forced and compulsory labour:

Slavery (i.e. by birth/ descent into "slave" or bonded status)

Bonded labour or debt bondage, an ancient practice still used in some countries where both adults and children are obliged to work in slave-like conditions to repay debts of their own or their parents or relatives
Child labour in particularly abusive conditions where the child has no choice about whether to work

Physical abduction or kidnapping

Sale of a person into the ownership of another

Physical confinement in the work location (in prison or in private detention)

The work or service of prisoners if they are hired to or placed at the disposal of private individuals, companies or associations involuntarily and without supervision of public authorities
Labour for development purposes required by the authorities, for instance to assist in construction, agriculture, and other public works

Work required to punish opinion or expression of views ideologically opposed to the established political, social or economic system

Exploitative practices such as forced overtime

The lodging of deposits (financial or personal documents) for employment

Physical or psychological (including sexual) violence as a means of keeping someone in forced labour (direct or as a threat against worker, family, or close associates)
Full or partial restrictions on freedom of movement

Withholding and non-payment of wages (linked to manipulated debt payments, exploitation, and other forms of extortion)

Deprivation of food, shelter or other necessities

Deception or false promises about terms and types of work

Induced indebtedness (by falsification of accounts, charging inflated prices, reduced value of goods or services produced, excessive interest charges, etc.)
Threats to denounce workers in an irregular situation to the authorities

https://www.unglobalcompact.org/what-is-gc/mission/principles/principle-4

Labour

Principle 5: Businesses should uphold the effective abolition of child labour;

Be aware of countries, regions, sectors, economic activities where there is a greater likelihood of child labour and respond accordingly with policies and procedures
Adhere to minimum age provisions of national labour laws and regulations and, where national law is insufficient, take account of international standards.
Use adequate and verifiable mechanisms for age verification in recruitment procedures

Avoid having a blanket policy against hiring children under 18, as it will exclude those above the legal age for employment from decent work opportunities
When children below the legal working age are found in the workplace, take measures to remove them from work

Help to seek viable alternatives and access to adequate services for the children and their families

Exercise influence on subcontractors, suppliers and other business affiliates to combat child labour

Develop and implement mechanisms to detect child labour

Where wages are not determined collectively or by minimum wage regulation, take measures to ensure that wages paid to adults take into account the needs of both them and their families
https://www.unglobalcompact.org/what-is-gc/mission/principles/principle-5

Type of Work	Developed Countries	Developing Countries
Light Work	13 Years	12 Years
Regular Work	15 Years	14 Years
Hazardous Work	18 Years	18 Years

Labour

Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation;

Institute company policies and procedures which make qualifications, skill and experience the basis for the recruitment, placement, training and advancement of staff at all levels

Assign responsibility for equal employment issues at a high level, issue clear company-wide policies and procedures to guide equal employment practices, and link advancement to desired performance in this area

Work on a case by case basis to evaluate whether a distinction is an inherent requirement of a job, and avoid application of job requirements that would systematically disadvantage certain groups

Keep up-to-date records on recruitment, training and promotion that provide a transparent view of opportunities for employees and their progression within the organization

Conduct unconscious bias training

Where discrimination is identified, develop grievance procedures to address complaints, handle appeals and provide recourse for employees

Be aware of formal structures and informal cultural issues that can prevent employees from raising concerns and grievances

Provide staff training on non-discrimination policies and practices, including disability awareness. Reasonably adjust the physical environment to ensure health and safety for employees, customers and other visitors with disabilities.

Establish programs to promote access to skills development training and to particular occupations

https://www.unglobalcompact.org/what-is-gc/mission/principles/principle-6

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges.

Develop a code of conduct or practice for its operations and products that confirms commitment to care for health and the environment

Develop a company guideline on the consistent application of the approach throughout the company

Create a managerial committee or steering group that oversees the company application of precaution, in particular risk management in sensitive issue areas

Establish two-way communication with stakeholders, in a pro-active, early stage and transparent manner, to ensure effective communication of information about uncertainties and potential risks and to deal with related enquiries and complaints.

Use mechanisms such as multi-stakeholder meetings, workshop discussions, focus groups, public polls combined with use of website and printed media

Support scientific research, including independent and public research, on related issues, and work with national and international institutions concerned

Join industry-wide collaborative efforts to share knowledge and deal with the issue of precaution, in particular in regards to production processes and products around which high level of uncertainty, potential harm and sensitivity exist

https://www.unglobalcompact.org/what-is-gc/mission/principles/principle-7

Environment

Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility; and

Assessment or audit tools (such as environmental impact assessment, environmental risk assessment, technology assessment, life cycle assessment);

Management tools (such as environmental management systems and eco-design); and

Communication and reporting tools (such as corporate environmental foot printing and sustainability reporting).

https://www.unglobalcompact.org/what-is-gc/mission/principles/principle-8

Environment

Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.

At the basic factory site or unit level, improving technology may be achieved by:

changing the process or manufacturing technique;

changing input materials;·

making changes to the product design or components; and

Reusing materials on site.

https://www.unglobalcompact.org/what-is-gc/mission/principles/principle-9

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Internal: As a first and basic step, introduce anti-corruption policies and programmes within their organizations and their business operations;

External: Report on the work against corruption in the annual Communication on Progress; and share experiences and best practices through the submission of examples and case stories;

Collective Action: Join forces with industry peers and with other stakeholders to scale up anti-corruption efforts, level the playing field and create fair competition for all. Companies can use the Anti-Corruption Collective Action Hub to create a company profile, propose projects, find partners and on-going projects as well as resources on anti-corruption collective action;

Sign the "Anti-corruption Call to Action," which is a call from Business to Governments to address corruption and foster effective governance for a sustainable and inclusive global economy. Your company's participation in this Call to Action underscores your continued efforts to integrate anti-corruption into your strategies and operations

https://www.unglobalcompact.org/what-is-gc/mission/principles/principle-10

The Ten Principles of the UN Global Compact: Key mechanisms for a company to use. (United Nations, 1999) By incorporating the Principles into company goals, strategies, and policies, companies can know they are meeting their basic responsibilities to people and planet. Highlights from https://www.unglobalcompact.org/what-is-gc/mission/principles

Environmental goals are easier to measure because one can report a goal of decreasing energy use by 2020, and then report progress year by year. Water and energy consumption are measureable, and they have monetary value. Using less water saves a company money; installing solar panels has an upfront cost, but saves money over the long term. However, in terms of responsible Consumption and Production, and Climate Action, what is the result on the environment? How much has air quality increased for specific stakeholders? The paper will review literature on stakeholders and the growing importance of organizational reputation, and their influence on the current state of CSR reporting. It will explain the methodology used to identify the global companies used in the study, and then evaluate the quality of outcomes for environmental and social goals found in the CSR reports by those companies. It will conclude with recommendations for quality of outcomes that will address the stakeholder requirements for transparency.

LITERATURE REVIEW

Stakeholders and Reputation

The focus of many CSR reports on the consumer stakeholder group is a response to only one stakeholder group, the one that buys the products and says it will buy from companies with good CSR reputations. Freeman's (1994) stakeholder theory as developed by Donaldson and Preston (1995) holds that all stakeholders have worth, regardless of whether or not the stakeholder provides financial value to an organization. Carroll's (1991) pyramid explains how CSR creates a culture in which profit and social responsibility are connected to all stakeholders, not just stockholders. Thus, the stakeholder groups that represent the groups that are the subject of an organization's CSR initiatives must be center to its report (Peloza & Papania. 2008). Porter and Kramer (2006) state that "The notion of license to operate derives from the fact that every company needs tacit or explicit permission from governments, communities and numerous other stakeholders to do business" (p. 78). Reputation has been shown (Elkington, 1998; Fombrun, 1996; Fombrun & Van Riel, 1997; Gjølberg, 2009; Petryni, 2010; Porritt, 2005) to affect both short and long-term profitability. Stakeholder criticism, amplified by social media that damages reputation, can lead to loss of initial sales as well as repeat sales. This, if unchecked, can lead to long-term loss of market share, thus eroding growth and stability.

> *A corporate reputation is a collective representation of a firm's past actions and results that describes the firm's ability to deliver valued outcomes to multiple stakeholders. It gauges a firm's relative standing both internally with employees and externally with its stakeholders, in both its competitive and institutional environments. (Fombrun & Van Riel, 1997, p. 10)*

Consumers are paying attention to CSR (Foote, Gaffney, & Evans, 2010). Cone Communications (2017a) found American consumers have a more positive image (92% vs. 85% in 1993), are more likely to trust (87% vs. 66% in 1998), are more loyal (88%) to companies that support social and environmental issues, and would switch brands to one that is associated with a good cause, given similar price and quality (89% vs. 66 percent in 1993) (para. 14). Almost 90% said they "expect companies to do more than make a profit, but also address social and environmental issues," 87% would purchase a product if the company advocated for an issue they supported, and they would tell "friends and family about a company's CSR efforts" Cone Communications, 2017b, p. 23). Eighty-eight percent of respondents said they would stop buying produces from a company if it had deceptive business practices, and would refuse to purchase a product if they found out a company supported an issue contrary to their beliefs. In 2016, the survey showed 50% of respondents had "boycotted a company's product/services upon learning it had behaved irresponsibly" and 55% said they had "bought a product with a social and/or environmental benefit" (Cone Communications, 2017b, p. 24). Ninety-one percent said they do not expect a company to be perfect, as long as it is honest about efforts. Seventy-nine percent of consumers say they are more likely to believe a company's CSR commitments if they share their efforts along multiple channels (Cone Communications, 2017b). The 2015 Cone Communications/Ebiquity Global CSR Study found that

> *global consumers have officially embraced corporate social responsibility–not only as a universal expectation for companies but as a personal responsibility in their own lives. Consumers see their own power to make an impact in so many ways: the products they buy, the places they work and the sacrifices they are willing to make to address social and environmental issues. (Cone Communications, 2015, p. 4)*

The same study found that half of the global consumers need proof before they believe a company is socially responsible, and, although only 25% of global consumers say they do not read CSR reports, they still pay attention to the data from the reports on Websites and through social media. They pay attention to companies identified for poor CSR performance. Eighty-four percent consider CSR when deciding what to buy or where to shop, 82% consider it when recommending products and services to others, 84% consider it when determining which companies they want to see doing business in their communities, and 79% consider it when deciding where to work. (Cone Communications, 2015). It is also important to note that those surveyed for the 2017 Cone Communications Study also focused on other issues for business such as "Being a good employer (94%); Operating in a way that protects and benefits society and the environment (90%); Creating products and services that ensure individual wellbeing (89%); Investing in causes in local communities and around the globe (87%)" and "Standing up for important social justice issues (78%)" (Cone Communications, 2017b, p. 15). In another study, the 2016 Edelman TrustBarometer Global Report found that 80 percent of the 32,200 global respondents from the general public expect that businesses can both increase profits and improve economic and social conditions in the communities in which they operate. It found that 45% of respondents said that their trust in business has increased because it "Contributes to the greater good," 40% agreed that it "Allows me to be a productive member of society," and 50% agreed with the statement that trust in business has decreased because business "Fails to contribute to the greater good" (Edelman, 2016b, p. 35). Over 50% expect that a business leader "Exhibits highly ethical behaviors," "Takes responsible actions to address an issue or crisis," and "Behaves in a way that is transparent and open" (Edelman, 2016a, p. 37). Eighty percent of respondents said that CEOs should be transparent about their work on societal issues (Edelman, 2016a, p. 12).

Thus, companies today not only must have CSR goals in their reports, the reports must show that they are accomplishing their goals, and they must be transparent in their work through many media channels. Elkington's (1998) Triple Bottom Line accounting proposed a measurable way to include the social and environmental impact of an organization's activities in describing its economic performance.

The public is also responding positively to CEOs who believe they can fulfill the dual mandate of earning profits and providing benefits. In fact, trust in CEOs has risen substantially in the past five years to a global average of 49 percent. This is a vote in favor of the CEOs who have stepped forward on important issues, including Paul Polman of Unilever on the environment, Howard Schultz on youth employment, Cyrus Mistry of Tata on education and Jack Ma of Alibaba on inclusion. (Edelman, 2016a, p. 3)

CSR Reporting

The Global Reporting Initiative (GRI) Reporting Framework has been proposed as the major reporting organization for CSR (Wilburn & Wilburn, 2013; Macower, 2015). Its Sustainability Reporting Framework provides metrics and methods for measuring and "reporting sustainability-related impacts and performance" (Global Reporting Initiative, 2018a, para. 4) that enables all organizations to measure and report their sustainability performance. It is intended to serve as a generally accepted framework for reporting on an organization's economic, environmental, and social performance. Companies of any size as well as nonprofit and government organizations can assess their sustainability performance and disclose the results in a format that mirrors financial reporting and move toward more transparency. The guidelines are free and can be used by organizations to report and assess their own progress toward achieving their CSR and sustainability goals each year, including differentiating between what is required by external laws and codes, and what is voluntary. The guidelines can also be used to benchmark an organization's CSR and sustainability programs against other organizations' programs (Global Reporting Initiative, 2018c).

The guidelines establish the principles and performance indicators that organizations can use to measure and report their performance in six categories: Economic, Environment, Social, Human Rights, Society, and Product Responsibility. The Economic Category requires Economic Performance Market Presence and Indirect Economic Impacts. The Environment Category includes Materials; Energy; Water; Biodiversity; Emissions, Effluents, and Waste; Products and Services; Compliance; Transport; and Overall. The Social Category includes sustainability and the impacts an organization has on the social systems within which it operates, as well as labor practices and human rights based on internationally recognized universal standards such as the United Nations Universal Declaration of Human Rights and its Protocols (Global Reporting Initiative, 2018b). The Human Rights Category includes Investment and Procurement Practices, Nondiscrimination, Freedom of Association and Collective Bargaining, Abolition of Child Labor, Prevention of Forced and Compulsory Labor, Complaints and Grievance Practices, Security Practices, and Indigenous Rights. The Society Category addresses Community, Corruption, Public Policy, Anti-Competitive Behavior, and Compliance. The Product Responsibility Category includes Customer Health and Safety, Product and Service Labeling, Marketing Communications, Customer Privacy, and Compliance (Global Reporting Initiative, 2018b).

There are other proposed structures for measuring CSR (Skaerseth & Wettestad, 2009; Widiarto-Sutantoputra, 2009; Viehöver, Türk, & Vaseghi, 2010; Wilburn & Wilburn, 2014). There are also are other global organizations that have developed guidelines for measuring CSR and Sustainability such as International Integrated Reporting Council (IIRC), United Nations Global Compact (UNGC), OECD Guidelines for Multinational Enterprises. In addition there are other guidelines specific to industries or topic like ISO 26000, Carbon Disclosure Project (CDP), Greenhous Gas Protocol (GHG), Protocol Corporate Standard, Principles for Responsible Investment (PRI) Framework, Extractive Industries Transparency Initiative (EITI), International Labour Organization (ILO), Tripartite declaration of principles concentrating multinational enterprises and social policy, Core Labour Standards (CLS), and UN Guiding Principles on Business and Human Rights. There are also organizations that rank CRS/Sustainability/ESG such as Newsweek's Greenest Companies, CRO's 100 Best Corporate Citizens, Ethisphere's World's Most Ethical Companies, Dow Jones Sustainability World and North America Indexes®, and NASDAQ OMX CRD Global Sustainability Index, CRD Analytics' SPV Ratings®, and Carbon Disclosure Project score.

Reports studying CSR and Sustainability are published by Governance & Accountability Institute, Inc., the United Nations Global Compact/Accenture, and Cone Communications.

The Nasdaq CRD Global Sustainability Index tracks the performance of companies that are taking a leadership role in sustainability performance reporting. These companies have voluntarily disclosed their carbon footprint, energy usage, water consumption, hazardous and non-hazardous waste, employee safety, workforce diversity, management composition, and community investing (Nasdaq, 2019). Wang, Hsieh, and Sarkis (2018) found that, using Fog, Kincaid, and Flesch indices to measure the readability of CSR reports and ESG and KLD, both indexes for Socially Responsible Investing (SRI) index to measure social and environmental perspectives, on 331 CSR reports by U.S. companies there was a significant positive relationship between CSR performance and the readability of CSR reports. The analysis of the methodologies adopted by CSR rating agencies by Saadaoui and Soobaroyen (2018) found that they cover the same elements, with some differences such as transparent vs. confidential approach, industry-specific ratings, and different weights for each dimension. Others have evaluated the structure of CSR reports (Hopkins, 2005; Hess, 2014; Izza, 2015).

A growing number of companies are working with NGOs, especially those with operations on the ground and a commitment to getting things done. Both sides now see CSR as offering what Porter calls "shared value": benefits for both business and society (Porter & Kramer, 2011). George Kell, the director of the UN Global Compact, says that the case for engagement has changed from a moral to a business one. . . . In that report, more than 50% of the respondents agreed that corporate responsibility "is a necessary cost of doing business" and "gives us a distinctive position in the marketplace" (The next question: Does CSR work?, 2008, para. 1). Mendonca and Miller (2007) studied the social contract that is now required of business, while Perrini and Tencati (2006) showed how stakeholders are important to that social contract. Gitman, Chorn, and Fargo (2009) found increased interest in Environmental, Social and Governance (ESG) elements as drivers of financial returns from the pension fund and long-term investment managers, another important stakeholder group. The positive and negative impacts of CSR on financial health have also been addressed. (Sprinkle & Maines, 2010; Saeidi, Sofian, Saeidi, Saeidi, & Saaeidi, 2015)

DATA AND METHODOLOGY

The purpose of this paper is to evaluate the CSR/Sustainability Reports of firms that have been lauded for their excellent CSR to identify whether they report outcome measures as well as goals. Although reporting outcome measures requires additional time and resources (Ebrahim, 2013), they are essential to measuring progress on solving the global social problems to achieve the U.N. SDGs is necessary to see what works and what does not and to provide roadmaps others can follow. The twenty-one corporations that were chosen for evaluation appear on two lists of companies with exemplary CSR: CR Magazine's 2018 100 Best Corporate Citizens and the World's Most Reputable Companies for Corporate Social Responsibility for 2018, reported by Forbes and Bloomberg. These two were chosen because they represent different methodologies for collecting data and somewhat different measurements of CSR.

The Best Corporate Citizens list ranks companies on the Russell 1000 Index and does not use self-reporting. The annual evaluations are conducted by ISS Corporate Solutions and based on "260 ESG points of disclosure and performance measures—harvested from publically available information in seven categories: environment, climate change, employee relations, human rights, governance, finance, and Philanthropy & community support" (CSRwire, 2018, para. 4). The World's Most Reputable Companies for Corporate Social Responsibility list is created by RepTrak®, which tracks twenty-three observed variables that measure corporate reputation in seven dimensions:

> *Products & Services (high quality, value for money, stands behind products, meets customer needs), Innovation (innovative, first to market, adapts quickly), Workplace (offers equal*

opportunities, rewards employees fairly, employee well-being), Governance (fair in business, behaves ethically, open and transparent), Citizenship (environmentally responsible, positive influence on society, supports good causes), Leadership (well organized, appealing leader, excellent managers, clear vision for its future) and Performance (profitable, strong growth prospects, better results than expected) ranks. (Reputation Institute, 2016, p. 3)

Table 3: Overview of CSR Elements in CSR Reports of Global Companies Appearing in Both the 100 Best Corporate Citizens List and the World's Most Reputable Companies for Corporate Social Responsibility List

Name of Company	Name of Report	Covers Environment	Covers Social	Covers Governance	Includes Goals	Uses UN SDGs	Uses GRI	Uses Nasdaq CRD Global Sustainability Index
3M	Sustainability Report	YES	YES	YES	YES	YES	YES	YES
Accenture	Corp. Citizenship report	YES	YES	YES	YES	YES	YES	YES
Apple	Environment Responsibility Report	YES	NO	NO	YES	NO	NO	YES
Boeing	Environment Report	YES	YES	YES	YES	NO	NO	YES
Campbell Soup	Corporate Responsibility Report	YES	YES	YES	YES	YES	YES	YES
Cisco	CSR	YES	YES	YES	YES	YES	YES	YES
Colgate Palmolive	CSR and Sustainability Report	YES	YES	YES	YES	YES	YES	YES
Eli Lilly & Co	Integrated Summary Report	YES	YES	YES	YES	YES	NO	YES
FedEx	Global Citizenship Report	YES	YES	YES	YES	NO	YES	YES
HP	Living Progress Report	YES	YES	YES	YES	YES	NO	YES
IBM*	CSR	YES	YES	YES	YES	YES	YES	YES
Intel	CSR	YES	YES	YES	YES	YES	YES	YES
Johnson & Johnson	Health for Humanity	YES	YES	YES	YES	YES	YES	YES
Kellogg's	Corporate Responsibility Report	YES	YES	NO	YES	YES	YES	NO
Kimberly Clark	Sustainability Report	YES	YES	YES	YES	YES	YES	YES
Microsoft*	CSR	YES	YES	NO	YES	YES	YES	YES
PepsiCo*	Sustainability Report	YES	YES	YES	YES	YES	YES	YES
Proctor & Gamble	Citizenship Report	YES	YES	YES	YES	YES	YES	YES
Walt Disney	CSR	YES	YES	YES	YES	YES	YES	YES
Visa	Corporate Responsibility and Sustainability Report	YES	YES	YES	YES	YES	YES	NO
Xerox	CSR	YES	YES	YES	YES	NO	NO	NO

*Overview of CSR Elements in Individual CSR Reports for Identified Global Companies appearing in both The 100 Best Corporate Citizens list (http://www.csrwire.com/press_releases/41014-Corporate-Responsibility-Magazine-Announces-2018-100-Best-Corporate-Citizens) and The World's Most Reputable Companies for Corporate Social Responsibility list. These two lists were derived using different methodologies for gathering data and somewhat different measurements. (https://www.reputationinstitute.com/sites/default/files/pdfs/2016-SouthAfrica-RepTrak.pdf) *Companies also appear in Ethisphere's World's Most Ethical Companies List for 2018*

These were developed based on stakeholder interviews and focus groups between 1999 and 2006 (Ponzi, Fombrun, & Gardberg, 2011). According to Fombrun, Ponzi, and Newberry (2015) who validated the variables: "Building on the international Qualitative work already completed by the Reputation Institute to develop the RQ instrument, Reputation Institute expended the research by conducting a wide range of interviews with reputation mangers, senior communication managers and functional heads of HR, marketing and finance of global companies" (p. 5). Thus the companies that made both lists would have been strong in both having Environmental, Social, and Governance (ESG) performance measures and having met reputation requirements based on stakeholder input. The companies that made both lists are 3M, Accenture, Apple, Boeing, Cisco, Campbell Soup, Colgate Palmolive, Eli Lilly & Co, Fed Ex, HP, IBM, Intel, Johnson & Johnson, Kellogg's, Kimberly Clark, Microsoft, PepsiCo, Proctor & Gamble, Visa, Walt Disney, and Xerox. The latest available CSR reports (2017-2019) at the time of the study for each company were evaluated for CSR goals and for specific data on performance measures in environment, social, and governance areas. Because some global companies are now using the UN Sustainability Development Goals (SDG) and connecting them to the Ten Principles of the UN Global Compact, the goals were evaluated in the light of UN measurements. It was also noted if the company used the Global Reporting Initiative (GRI), which could indicate a more comprehensive evaluation of goals. However, this was not evaluated as part of this study unless the data was included in the company's CSR Report. Also noted was whether the company used the Nasdaq CRD Global Sustainability Index, which would indicate that it takes sustainability seriously.

It should be noted that Microsoft, IBM, PepsiCo, and Visa were also on Ethisphere's list for World's Most Ethical Companies, for which companies are evaluated on Ethics and Compliance Program, Culture of Ethics, Corporate Citizenship and Responsibility, Governance, and Leadership and Reputation identified by answers to an Ethics Quotient® questionnaire. (Ethisphere, 2019).

RESULTS

The twenty-one companies have much in common. Seventeen of the companies use specific UN Sustainability Development Goals in their reports. A few, like Apply and Boeing, focus almost exclusively on environmental goals. Some have data, but many rely on pictures and statements of what they have done with no connection to goals or year-to-year progress. 3M has a 2018 Sustainability Report that includes the UN Compact Report and GRI Index with data accessible for each of the elements in each report, such as Regional and Global Lost Time Incident rate for various regions from 2013-2017. The chart for Females in Management has no goals for 2025 but show the number to have risen from 25% in 2013 to 29% in 2017. The Environment is a significant section of the report. 3M also has goals for 2025 such as to provide training to 5 million people on worker and patient safety; however, the measurement will be the number of trainings completed, not the results of that training on a decrease in worker or patient injuries (3M, 2018).

Accenture is a consulting firm and has a Corporate Citizen Report 2017. It uses SDGs 4, 5, 10, 13, 16. It has 2025 goals for a gender-balanced workplace with 41% in 2017 and 36% in 2016. The 2020 goal is to provide more than 2.2 million people with workplace skills; in 2017, Accenture had placed more than 1,000 participants into employment opportunities. It will expand this training to over 20,000 people at eight U.S. military installations. There is not follow-up data for those who had been employed, nor is there data on whether those who were not employed found employment. Use of virtual training has decreased the use of CO_2 and provided savings not only to Accenture but to the companies they supply. There is a Performance Data Table showing Community Impact, Environment, and Supply Chain goals and progress from 2013-2017 (Accenture, 2017). Although Apple does have a page on its Website listing the GRI Index topics that it addresses, it does not include this in its Environmental Responsibility Report 2018, nor does it address SDGs. Its focus is on its own use of energy, which as of 2018 comes from renewable sources for all of its facilities. The report also says it is helping suppliers switch to renewable energy. It does have key

performance indicators (KPIs) listed by goal and data each year from 2012-2017. One such KPI is its savings through energy efficiency of over $40 million, and in plastics and fiber packaging (Apple, 2018).

Boeing does not use the GRI Index or address SDGs. It too focuses on the environment. Its 2018 Environment Report includes use of repurposed treated water for irrigation, and has goals for 2025 for greenhouse gas emissions, water, and solid and hazardous waste. However, it does not have year-to-year data on any environmental goal. Its report mentions employee volunteer hours, but they focus on Earth Day and World Environment Day (Boeing, 2018). Campbell's 2019 Corporate Responsibility Report has targets in Agriculture, such as reduce water use per pound of U.S. tomatoes by 20% by the end of 2020 as compared to 2012 and shows 16% reduction by 2019. Others are Sourced Packaging and Responsible Sources, Produced Climate, Water, and Waste, and Shared Safety. One target is to reduce water use by 20% by 2025 as compared to 2017, but 2019's progress is 0.2%. Campbell has commitments for all the SDGs it uses: For example, #2 Zero Hunger it is investing in food innovations that enable consumer health and well-being, and enabling access to affordable and healthy food, and #10 Reduce Inequalities by enforcing the Code of Business Conduct and Ethics and Responsible Supplier Code to identify and eliminate labor violations. The Appendix is the GRI Content Index which has data like Cage-Free Eggs: 16%, "No Antibiotics Ever" Chicken: 98% and Crate-Free Pork 57% for products meeting recognized responsible production standards (Campbell Soup Company, 2018).

Cisco has a 2017 Corporate Social Responsibility Report: Accelerating Global Problem Solving. It focuses on People, Society, and Planet. For example, Society is defined as scaling inclusive social and economic impact globally and has one goal to positively impact one billion people by 2025. The 2017 progress is on the impact the nonprofit partners report as a result of the cash grants Cisco gave them. Most of Cisco's programs involve education. The report addresses the GRI Index standards and all SDGs, but many do not have programs listed but only the partners and grantees to which Cisco donates. There goals are on blogs and difficult to find: Five-year goal to reduce total Cisco Scope 1 and 2 GHG emissions worldwide by 60% absolute by 2022, and use electricity generated from renewable sources for at least 85% of global electricity by 2022 from the 2007 baseline. However, progress on the goals is not identified, although the money to be spent on them. One interesting program Cisco is developing is one that will track human movement around nature preserves to identify poachers (Cisco, 2018).

The Colgate Corporate Social Responsibility and Sustainability Report 2016 is organized by Key Issues, Risks, and Opportunities. The key Sustainability Issues are Oral Health, Responsible Sourcing and Human Rights, Product Stewardship, Sustainable Packaging, Climate Change, Deforestation, and Water Stewardship. The 2015-2020 Strategy lists Goals and Highlights some with data but not by date on Helping Colgate People and Their Families Live Better, Contributing to the Communities Where We Live and Work, Brands that Delight Consumers and Sustain Our World, Making Every Drop of Water Count, and Reducing Our Impact on Climate and the Environment. The last section is on performance that reports Non-GAAP financial measures and activities such as responsible sourcing of palm oils, promoting water conservation awareness, with only one or two using data such as 100% of personal care manufacturing plants have achieved U.S. EPA Energy Star Challenge for Industry. It has a chart of 5% for the Planet donations for 2011-2016. The report is text that describes programs like Bright Smiles to support oral health education and treatment for children, a program in handwashing and its support for a mobile facility to provide medical and dental. It reports charitable donations for 2001, 2002 and 2003 (Colgate, 2018).

Eli Lilly has a 2018 Integrated Report and opens its report by discussing its medicines and people that they have helped. It organizes its Report by diseases with videos and photos of employees who help and people helped. The Environment 2020 goals include a 20% improvement in waste efficiency while increasing recycling about 70% and decreasing waste to landfill below 10% of total waste. There are goals and progress numbers through 2017 for Greenhouse Gas Emissions Intensity Reduction, Energy and Waste Efficiency improvement, as well as Phosphorus Emissions in Wastewater. Environmental performance has

data for the years 2012-2017. There are numbers for 2017 on U.S. workforce ethnic and gender diversity but no goals. The goal for Improving Global Health is to reach 30 million people in resource-limited settings by 2030 with 5 million reached in 2017, by discovering current and shelved medicines for people in those areas and building partnerships to increase access to medicines. However, there is no explanation about how these will achieve the goal or outcomes that this will accomplish. It has numbers for contributions of cash and products for 2018 but no goals or outcomes; the same is true of the one day of volunteer service that all employees give. The Results section has financials and a list of global brands for various medical areas. Lilly does produce a 2017 UNGC Communication on Progress that has results of UNGC principles. The report is organized in sections for Human Rights; Labor; Health, Safety, and Environment; and Anti-Corruption, and identifies SDGs for each including 2, 5, 7, 12, 13, 14, and 16, and has some year-to-year data (Lilly, 2017).

FedEx has a 2018 Global Citizenship Report that uses the GRI Index and covers the company, including financials, and goals and progress for Environment and People. The focus was on the environment, with 2020 goals on aircraft emissions, vehicle fuel efficiency, CO_2 reductions, and reduction of energy use in facilities, as well as obtaining jet fuel from alternative fuels by 2030. The report does report annual progress starting with 2005. FedEx also will invest $200 million in 200 communities worldwide through cash donations as well as in-kind shipping and giving. It has an education program that has reached more than 1 million children, but there is no purpose described or outcomes provided (FedEx, 2018). HP uses SDGs 4, 5, 8, 10, 11, 12 and 13 in its 2017 Sustainable Impact Report on Planet, People, and Community. The report includes a mixture of 2022 goals and 2017 accomplishments including a few with 2016 numbers, for example, an increase in women in leadership from 21.7% in 2015 to 28.2% in 2017, although there is no goal listed for women in leadership for Goal 5, Gender equality. It uses the GRI for its materiality assessment. HP has goals to decrease the carbon footprint and water use of its supplier as well as its own company, and has data showing the environmental impact of its supply chain from 2013-2017. It also measures its circular economy by gathering data on materials recovery and reuse. One 2025 goal is to enable better learning outcomes for 100 million people in digital literacy and quality; there are progress numbers since 2015, but no outcome measures in terms of what those who have been educated have done as a result (Hewlett Packard Enterprises, 2018).

IBM's 2017 Corporate Responsibility Report covers Trust and transparency, Education and skills and Inclusion, and The IBMer, Supply chain, Governance; each is a downloadable section. It has a performance summary that has data for key performance indicators from 2013-2017. That includes energy conservation, where the goal is to achieve annual savings equal to 3.5 of total use, which it achieved in 2017. It has goals for renewable energy procurement and for CO_2 emissions. It reported 1,496 employee volunteer hours in 2013, which dropped to 1,205 in 2017, but there was no information on the purpose of the goal of employee volunteering. It also reported corporate contributions of over $300 million, but no purpose or results were included. It reported that over 100,000 individuals received job preparation education, and 35,000 were moved directly into jobs, although there is no follow-up data on how long or how successful those individuals were. IBM uses both the GRI and the SDGs but not in its report (IBM, 2017).

Intel has a Corporate Social Responsibility Report for 2017 that focuses on Environmental Sustainability, Supply Chain Responsibility, Diversity and Inclusion, and Social Impact. Since 2008, it has linked a portion of executive and employee annual performance bonus to achieving financial as well as corporate responsibility goals. In the environment area, it has achieved 75% hybrid vehicle use and has a goal of 85% of its ground fleet being 'green' by 2020. Using an Intel grant for construction materials and tools, Intel volunteers are building transitional homes for more than 25 people in Jalisco, Mexico. It has an Intel She Will Connect Program that has a goal to reach 5 million women in Sub-Saharan Africa by 2020 through expanding connection to Facebook; by 2017, it had reached 3.3 million women. There is no explanation of the purpose or goals of this program in terms of how it will affect the women's lives; thus, there is nothing to evaluate once the 5 million number is reached (Intel, 2018).

Johnson & Johnson's 2017 Health for Humanity Report has goals for 2020 and 2050 on design of products, reducing impact on climate and water resources, including with suppliers with a note on progress made. It also includes a SDG Progress Scorecard 2017 that started with data from 2016, and covers Health Workforce, Women's and Children's Health, Essential Surgery, Global Disease Challenges, and Environmental Health. These areas are linked to the GRI sections. There is a chart on the Global Workplace by gender showing women at 45.4% in 2015 and 46.5% in 2017. It has goals for 2020 for donating medications such as Deliver HIV/AIDS therapy and for donating doses of medications to a cumulative 130,000 adults and 5,000 children. It also has goals for providing support and tools to enable a healthy future to 60 million women. However, there are no indications of collecting data that show the results of such donations. There are environmental goals like reduce absolute carbon emissions by 20% (Johnson & Johnson, 2018).

Kellogg's 2018/2019 Corporate Responsibility Report has four sections. The first is Nourishing With Our Foods, which includes food quality and safety with SDGs 2, 3, 13, and 17; responsible marketing with SDGs 3, 5, 12, 14 and 17; and wellbeing (physical, emotional, and social) with SDGs 2 ,3, 5, 13, 14, 15, and 17. The second is Feeding People in Need, which includes food security with SDGs 2, 3, 5, 13, 14, 15, and 17. The third is Nurturing Our Planet, which includes climate change with SDGs1, 2, 9, 13, 15, and 17; Food loss and waste with SDGs 2, 12, 13, 14, 15, and 17; Natural resource conservation with SDGs 2, 6, 7, 9, 13, 14 and 17; and Sustainable agriculture with SDGs 1, 2, 4, 5, 6, 15, and 17. The fourth is Living Our Founder' Values, which includes Business ethics and compliance with SDGs 2, 3, 4, 5, 8, 12, 13, 17 and 17; Diversity and inclusion with SDGs 5, 8, 10, and 17; and Human rights with SDGs 2, 3, 4, 5, 8 and 17. Kellogg's has goals for packaging and responsible sourcing and charts from 2015 to 2020 goal for total food waste, water use per metric ton of food produced, energy use, and CHG emissions. On the social side is a 2017 diversity chart by category of employees but with no goals, and there are goals for the amount of money spent on initiatives to donate food to people in need and provide education to children and farmers, but there are no data or outcomes (Kellogg's, 2019).

Kimberly-Clark's 2017 Sustainability Report Our Sustainability to Delver Essentials for a Better Life focuses on five areas: Social Impact (Improve the well-being of 25 Million People in need), Forests & Fiber (Innovate tissue products to reduce their natural forest footprint by 50% by 2025), Waste & Recycling (Extend zero waste mindset), Energy & Climate (20% reduction in greenhouse gases), and Supply Chain (Uphold commitment to human rights, worker safety, anti-corruption and Environmental Protection). In 2017, the progress for Social Impact exceeded 4.3 million lives through social programs with total global donations and community investments of $26 million. For Forests & Fiber it was using 89% environmentally preferred fiber in tissue products, and an increased amount of FSC® certified virgin fiber in tissue products from 7% in 2006 to 84%. For Waste & Recycling it diverted 95% of manufacturing waste from landfills. For Energy & Climate it received the fifth consecutive EPA Smartway Transportation Award and reduced absolute GHG emissions by 18% from 2005 baseline. For Supply Chain, it had a global total reportable incident rate of 0.19, and it initiated a watershed analysis at five of 12 water-stressed operations. The Report has financial business data, charts for each Environment category that show progress from 2010 to 2017, and one chart for Social Compliance Audit results for 2014 to 2017. It has a GRI Index with answers and cross-references for the items. The 2020 Social Goal is to improve the well-being of 25 million people in need through social and community investments that increase access to sanitation, help children thrive and empower women and girls. However, the impact is measured by aligning programs to its brands and there is no measurement of what the philanthropy or products do to change the lives of individuals. (Kimberly-Clark, 2018)

Microsoft's 2018 Corporate Social Responsibility Report has goals that focus on the environment, some of which, such as having 100% carbon neutral operations and sourcing 50% of the electricity used by datacenters from renewable energy sources have been achieved. Other goals involve reduction in CO_2 emissions and product packaging weight. Working with non-profits, Microsoft has committed $50 million

to provide cloud and AI tools to those solving global environmental challenges, but there are no goals or processes for how this money will be spent, which means there are no outcomes for measuring success. Microsoft also has multiple education programs for schools, but no results based on how many students who attend the programs use it to further their careers (Microsoft, 2018).

PepsiCo's Sustainability Report 2017 reports on SDGs 2, 3, 5, 6, 8, 12, and 13. For number 3, it reports that almost half of its beverage portfolio contains no more than 100 calories from added sugars per 12-ounce serving. The CSR report has data charts for 2016 and 2017 on Products, Planet, and People with goals and progress such as a goal of providing 16 million people with access to safe water: it provided safe water access to 9 million in 2015, 11 million in 2016, and 16 million in 2017. In 2017, PepsiCo covered additional plant sites in India to increase water recharge. It also one page on GRI Materiality Topics Assessments with a clink to the GRI Index and to a site A-Z Topics that PepsiCo has created to list their websites for programs on Climate Change, Deforestation, Diversity and Engagement, Saturated Fat, Sugar, that identify the goals for each and then allow a download for more information. For example, on Saturated Fat the goal is that by 2025, at least three fourths of global foods portfolio volume will not exceed 1.1 grams of saturated fat per 100 Calories. In 2017, 66% of foods in 78% of the global market volume met that goal. It also provides a free recycling program for K-12 schools in the United States that provides incentives for students to recycle; nearly 6,000 schools have participated from 2010-2017 to collect 130 million plastic bottles and aluminum cans (PepsiCo, 2018).

Proctor and Gamble's 2018 Citizenship Report website comes up as a series of websites that have photos and comments stating accomplishments like providing more than 14 billion liters of clean drinking water since 2004, or donating $50 million worth of products in partnership with In Kind Direct since 2002. There is a button to click for the 160-page document, which has financials and products first and then sections on Ethics & Corporate Responsibility, Community Impact, Diversify & Inclusion, Gender Equality, and Environmental Sustainability, which have information with stories a click away. Tide Loads of Hope are mobile laundry units that go into disaster zones to wash clothing. In 2017, $100 million was committed to women-owned businesses outside the United States, and although there are stories about presentations, there is no data about how the money was spent or on the success of the women-owned businesses. As is the norm, there is only data and year-to-year charts about the environmental initiatives such as decreasing manufacturing waste going to landfills and recycling waste (P&G, 2018).

Walt Disney focuses on 2020 targets for improving the environment and reports 2017 numbers for environment (emissions, waste, and water), Volunteer Hours (VoluntEAR hours), and Healthy Living (Licensed wholesale good sales, and Global advertising), all of which show they are on track, with 2020 goals identified an 2017 accomplishments, such as reducing net emissions by 50% from 2012 levels, with 41% reduction by 2017. There is a Data Table for Environmental Stewardship, Strategic Philanthropy, Workplaces, Supply Chain, and Healthy Living with data from 2015, 2016, and 2017, as well as a GRI Index with Disney policies. Two goals for Healthy Living are that 85% of globally licensed food sales and 100% of food and beverages advertised on Disney-controlled platforms for children will meet global nutrition guidelines. Philanthropy and volunteer hours are highlighted; there are 2020 goals for volunteer hours but not for philanthropy; neither have outcomes. Pixar in a Box is a partnership between Pixar Animation Studios and Khan Academy, sponsored by Disney that shows how Pixar artists bring stories to life. 1.8 million learners were reached and 20 million minutes of learning time with videos and hands-on activities produced, but there were no outcomes for any of these, nor were their purposes discussed (The Walt Disney Company, 2017).

Visa published 2017 Corporate Responsibility & Sustainability Report that addresses SDG 1, 5, 8, 10, 13, 16, and 17. For SDG 5, one goal is expand first-time access to digital payment accounts to 500 million underserved people by 2020, which is the only goal with a date for accomplishment. For SDG13, there are three goals: 100% renewable electricity, LEED or other green-building certification, and Disclose energy

use and GHG emissions. The report says Visa is on track to meet its commitment to provide first-time payments to 500 million unbanked and underserved consumers in support of the World Bank's broader goal by 2020. In the Environmental area, there are graphs that cover 2014-207. Donations and volunteerism have numbers but no purpose or results. The report ends with the GRI Index with references back to the 2016 CSR Report (Visa, 2018).

Xerox's 2018 Corporate Social Responsibility Report is organized using the SDGs 3, 5, 6, 7, 9, 10, 11, 12, 13, but it focuses on sustainability and labor. For example, it has a goal of 100% landfill avoidance by 2020 and says it was at 93% in 2017. It also has goals for a balanced workforce diversity such as having 36% women managers by 2020 and reports 32% in 2017. The report uses GRI descriptions that have pictures and numbers, but the reader can click on those to reach descriptive text. The only data is in the CSR Progress Summary. Xerox provided more than $4 million to non-profits for education of youth and workforce preparedness as well as for disaster relief, but there is no data showing how the money was used or the benefits experienced by those who received education and workforce training (Xerox, 2018).

Table 4: Sample of Environmental Goals, Social Goals, and Examples for Researched Companies' CSR Reports

Name of Company	Year of Report	Environmental Goals	Social Goals	Examples
3M	2018	Excellent data on Environment results	Goals for training and worker and patient safety, but no results	Females in Management increased from 25% in 2013 to 29% in 2017 but there are no goals
Accenture	2017	No goals or data	2025 goals for gender-balanced workplace with 26% in 2016 and 31% in 2017	Performance Data Table for Community Impact, Environment, and Supply Chain goals and progress
Apple	2018	Data showing all facilities powered by renewable sources	Not addressed	Helping suppliers switch to renewable energy. Has key performance indicators and data for energy and packaging from 2012-2017
Boeing	2018	Focus is on goals for greenhouse gas emissions and hazardous waste but no data	Employee volunteer hours are noted for working on Earth Day and World Environment Day	Repurposed treated water for irrigation is a new goal for 2025
Campbell Soup	2019	Water use per pound of tomatoes decreased by 16% in 2019 from 2017 with goal of 20% by 2025	Goals on Zero Hunger and Reduce Inequalities	Goals and data from GRI such as Cage-Free Eggs at 16% and chicken with no antibiotics at 98%
Cisco	2017	Has goals but no data	One goal to positively impact one billion people by 2025 but no data	Most CSR is done by giving money to non-profit partners
Colgate Palmolive	2016	Has goals for deforestation and water stewardship and some data	Goals for helping people live better and brands that delight customers, but no data	Reports 5% to the planet donations for last 5 years
Eli Lilly & Co	2018	Goals and progress numbers for Greenhouse Gas Emissions and other environmental areas from 2012-2017	Reaching 30 million resource-limited people by 2030 with 5 million reached in 2017 through providing medicines	Numbers for U.S. workforce ethnic and gender diversity but no goals
FedEx	2018	Aircraft emissions, vehicle fuel efficiency goals and annual progress from 2005	Cash donations of $200 million to 200 communities but no results	Education program that has reached 1 million children but no purpose or outcomes are stated
HP	2017	Goals to decrease carbon footprint and recovery and reuse of materials	Increase in women in leadership from 21% in 2015 to 28% in 2017 but no goals	Has data measuring environmental impact of supply chain from 2013-2017
IBM	2017	Summary of key performance indicators like energy consumption from 2013-2017 with new goals	Employee volunteer hours are counted but no goals or purpose for volunteering	Contributions of over $300 million but no purpose or results
Intel	2017	75% hybrid vehicle use achieved and 80% goal for 2020	Linked employee performance bonus to CSR goal achievement as well as financial	Has program to expand Facebook connection to 5 million women in Sub-Saharan Africa by 2020; it reached 3.3 million by 2017. No explanation of purpose

Name of Company	Year of Report	Environmental Goals	Social Goals	Examples
Johnson & Johnson	2017	Health for Humanity goals for 2020 and 2050 in reducing climate and water resources with note on progress	SDG Progress Scorecard 2017 focuses on women's and children's health, global disease, essential surgery with goals but no results	Has goals for 2020 for donating medications such as Deliver HIV/AIDS therapy and for donating doses of medications to a cumulative 130,000 adults and 5,000 children, but there are no outcomes
Kellogg	2018	Has data for packaging and responsible sourcing and goals and progress on goals for total food waste, water use per metric ton of food produced, energy use, CHG emissions	Goals for the amount of money spent on initiatives to donate food to people in need and provide education to children and farmers, but no data or outcomes	Has examples of initiatives but they lack goals and outcomes.
Kimberly Clark	2017	Has results for use of environmentally preferred fibers, divert waste from landfills, reduce GHG emissions with data	Social Impact has progress of impacting 4.3 million lives through social programs and community investments but no measurement	Chart shows progress in environmental areas from 2010 to 2017 and progress in Social Compliance Audit from 2014-2017
Microsoft	2018	Focus is on the environment like goal of having 100% carbon neutral operations and reduction in CO2 emissions	Only social area is education programs for schools but no purpose or results	Committed $50 million for cloud and AI tools to solve environmental challenges but no goals or processes
PepsiCo	2017	Provides access to safe water to 16 million people which has increased from 9 million in 2015	Uses SDGs and has goals to decrease amount of sugar and for saturated fat in products by 2025; in 2017 66% of foods in 78% of global market volume met the saturated fat goal, which helps increase health	Provides free recycling for schools
Proctor & Gamble	2018	Donations of clean drinking water Year to year data on decreasing manufacturing waste going to landfills and recycling waste	Tide Loads of Hope are mobile launder units that go to disaster zones to wash clothing, but no data	Many stories about the $100 donated to women-own businesses but no data
Walt Disney	2017	Reducing net emissions by 41% from 2012 with goal of 50% by 2020	2020 goals for Volunteer hours and Healthy Living wholesale goods sales are on track with progress since 2017	Have Pixar in a Box to demonstrate how to bring stores to life, but no outcomes, only data that shows 1.8 million learners and 20 million minutes of learning time
Visa	2017	100% renewable electricity, green-building certification, disclosure of energy use, but no dates	Digital payment to underserved people by 2020 but this is the only goal with a date to accomplish	References back to 2016 report to find numbers to compare 2017
Xerox	2018	Uses SDGs but focuses on sustainability like 100% landfill avoidance by 2020 with 2017 being at 93%	Balanced workforce diversity by 2020 with 36% women managers; has 32% in 2017	Provided $4 million to non-profits for education of youth but no data on how the money was spent

Sample of Environmental Goals, Social Goals, and Examples for Researched Companies' CSR Reports. This is selected information from global companies in the research group on environmental goals and social goals, and the presence or lack of data on outcomes. Examples from the reports of specific goals are included.

DISCUSSION

Accomplishment of CSR goals is not only to satisfy the conscious consumers' requirement for goals in social and environmental areas, but they should lead to solving problems in the society, whether at the local or global level. This is especially for global companies that use the UN Sustainable Development Goals (See Table 1) and the Ten Principles of the UN Global Compact (see Table 2) in their reports as guidance for their CSR initiatives. In these cases, causes for those problems must be identified and CSR goals must be at least partial solutions that actually eliminate at least a percentage of the problem. For example, it is not enough to provide information to millions of youth; you must measure the success of that education by having an outcome that says that a certain percentage of those youth are using that information a year later. Providing a million women with one of your products for no cost is not an outcome. What are those women

doing with the product, and what is the outcome for them that make them healthier or able to secure a job? As Unilever discovered, giving a million children soap does not result in fewer infections if the children do not know how to wash their hands. Once Unilever partnered with UNICEF to create a song that told children how to wash their hands and a video that showed them how, UNICEF was able to document fewer infections in children. As stakeholders require companies to be more transparent about their businesses, the problem of how to report environmental and social impact in a way that measures outcomes is becoming more apparent, especially since corporations who practice CSR adopt the United Nations 2030 Sustainable Development Goals (SDGs) (see Table 1). The outcomes must show how the SDGs of Zero Hunger or of Good Health and Well-Being were partially met. Feeding people for a day does not move the needle toward Zero Hunger, but feeding them for 90 days so that they can use their money for healthcare and they can find jobs that will allow them to feed themselves can move the needle. This requires a focus on a local population, not a philanthropic gesture across a continent.

The reason business can accomplish more to achieve the 2030 SDGs is that history has shown that philanthropy, whether directly from a corporation or through a nonprofit, simply addresses symptoms, not problems. Philanthropy does not require accountability or transparency, just statements that say $x million was given to poor people. Business must adapt its financial acumen to measuring the goals of CSR, especially social ones, so that it is obvious that a CSR program made a measureable difference that was long lasting and thus had a return on the investment of time and money. Volunteer hours make a difference if they result in a house through Habitat for Humanity, or a water well that brings water to a community that did not have clean water, or training that results in 95% of those who completed it finding a job that they still have a year later. Business does not spend money making a new product without expecting results of profit for sales. Business should use the same thinking when it creates CSR goals and initiatives. Only then can long term progress happen on the global problems that business says they want their CSR programs to address.

CONCLUSION

Although the 2015 Cone Communications/Ebiquity Global CSR Study showed that only 25% of global citizens, especially in developing countries, are reading traditional corporate CSR reports, and prefer summaries, infographics, and videos via social media and emerging technologies to communicate CSR, they still require data (p. 4). CSR reports need to prove that companies have achieved outcomes not just set goals. Measures of outcomes would show that their CSR initiatives were not just greenwashing. The purpose of this paper was to identify outcomes in CSR reports for a representative sample of global companies that are recognized for their accomplishments. The representative sample was taken from the 2018 lists of CR Magazine's 2018 100 Best Corporate Citizens and of the Forbes and Bloomberg's World's Most Reputable Companies for Corporate Social Responsibility for 2018. The CR Magazine used data on over two hundred performance elements of ESG in "environment, climate change, employee relations, human rights, governance, finance, and Philanthropy & community support" (CSRwire, 2018, para. 4). Forbes and Bloomberg tracked "twenty-three observed variables in Products & Services, Innovation, Workplace, Governance, Citizenship, Leadership, and Performance" (Reputation Institute, 2016, p. 3) that were developed from stakeholder interviews (Ponzi, Fombrun, & Gardberg, 2011). Thus, the two reports measured different variables. The twenty-one companies that were listed by both organizations were chosen for the study. A review of the latest CSR reports of the twenty-one companies was conducted. The review found year-by-year data on goals, progress, and outcomes prevalent in the Environmental sections of the CSR reports. However, the Social sections, in most cases, simply had statements of activities or sometimes goals, but little data and few outcomes.

It is easier to track environmental activities such as energy and water use, and since companies can see financial savings from decreases in energy and water use, for example, there is greater reason to set goals, track progress, and measure achievement. Environmental goals are easily written as a percentage, such as

percentage of increase in electricity from renewable sources. The cost benefit can be included in financial reports. However, this data could be used for measuring social goals, if, for example, as PepsiCo does, some of the goals focus on recycling water in a factory in an area that lacks water. Then the goal could be to increase the water for use by citizens in the area, which is easily measured, as would a goal of providing farmers more water for crops that could help achieve a percentage of decrease in food scarcity.

The lack of data and specific outcomes in the Social sections of the CSR report is influenced by the difficulty in establishing goals that can be measured and capturing the data that shows progress towards accomplishing those goals. Social goals that are internal to the company can certainly be measured. Xerox has data on its goal of workforce diversity Accenture has data on its goal to have a gender-balanced workplace. HP has data on the increase in women in leadership, although it has no goal for that. Many companies have social goals such as Intel's goal to expand Facebook connections in Africa, but there is no explanation of why it has the goal, so measuring an outcome for it is impossible. The other problem identified in the CSR reports is that many companies use philanthropy and donations for social initiatives. The goal of giving $300 million dollars to non-profits can be measured, but what is achieved with the money is not addressed. Further research must be done to find companies that are establishing social goals and then tracking progress towards achieving the goals. These could be used as examples for other companies. Using another list like the CRO's 100 Best Corporate Citizens or Ethisphere's World's Most Ethical Companies might identify companies that have CSR reports that have measurable outcomes for social goals and report on progress toward achieving them.

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