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Corporate Social Responsibility Optimization for Satellite Operators

Michelle Mendes, BGS, ACIS

Supervisor: Professor Victor Billig

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Title:	Corporate Social Responsibility Optimization for Satellite Operators
Author:	Michelle Mendes BGS, ACIS
Supervisor:	Professor Victor Billig
Mentor:	Dennis Stone
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Signed statement of originality:

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ii. Abstract

Corporate Social Responsibility (CSR) Optimisation for Satellite Operators
By: Michelle Mendes BGS, ACIS
1 November 2010

Satellite operators have a tremendous duty to be responsible global citizens to manage the risk associated with the sensitivity of the equipment they have in orbit and on Earth for communications and national security purposes. CSR practices are the method that operators use to manage those risks.

According to a Globescan survey in 2003, the general public agrees that technology companies, both in the USA and Europe, are the most proactive in adopting CSR practices (p. 3, Hurst, 2004). Ironically, however, although the space industry is based upon technology, it has traditionally been the slowest industry to adopt CSR policies (p. 3, Hurst, 2004). The space industry should be leading the way in driving CSR given its innovation driven workforce. This paper will investigate how CSR has become the norm in corporate practice regardless of culture, geography or industry. CSR has also become a priority for governments, NGOs and industry associations and organizations. CSR has become a serious topic to be addressed at board level through corporate governance to manage all types of risk, whilst meeting its future sustainability objectives. This risk management technique works hand in hand with what regional, national, international, professional and corporate regulators recommend as a complete and robust risk mitigation strategy. It also provides for the long term business plan integral to satellite operators.

In this paper, the author will prove that CSR is not an option anymore and that companies are required to put in place their CSR practices to stay competitive. By analyzing the CSR initiatives of the SES Group and through a series of recommendations, the author hopes to provide not only a solution for SES to improve its CSR practices, and therefore to further improve its standing within the industry, but also provide SES as an example of how other satellite operators can implement CSR initiatives within their own companies. The author will show that such improvements are guaranteed to improve profitability and, indeed, survivability which has a proven business case in Appendix 1.

1. Introduction to the Study

1.1. Introduction to the Problem

CSR has long been on the agenda of many industry sectors and of recent times been moved to the forefront of management agenda. CSR is often referred to as the "Triple Bottom Line" – the financial account, the environmental account and the social account, (p. 75, Winston, 2002) similar to the financial bottom line that is telling of a company's health. The space industry has been one of the slowest to adapt itself to this change in global business culture (p. 3, Hurst, 2004) and must urgently make strides to keep up with the various changes occurring in other industries if it hopes to evolve into viable, sustainable business of the future. This lag in adaptation of CSR policies is not surprising given the aerospace industry's reputation on environmental impact (p. 32, Hurst 2004). But this reputation should be a catalyst for space industry to be a leader and distinguish itself from other industries in this arena. Refusing to integrate CSR into the business model could be a major stumbling block for the future of any space business causing increased cost in revenue and damage to reputation that may be irreparable or a setback that could affect space industry in general, moving it back decades. The uniqueness of the space industry is multi-fold because it requires an exceptionally educated workforce, has a low tolerance for mistakes, has high project costs, is often dealing with secret government projects and information and truly has a global impact on Earth and off-Earth activities.

1.2. Statement of the Problem

CSR is a method by which companies can mitigate their societal and environmental damage and indeed improve society and provide for its future business needs.

The space industry must adjust itself to mainstream business culture by adapting CSR policies as an integral part of its business strategy or it will not survive the new economy. CSR is not just a catchphrase or a trend in business-- it is here to stay and will continue to play a key role in the evolution of global business. Satellite operators, in particular, have a tremendous duty in this area

because an integral part of their business is reliant upon sufficient corporate governance. Satellites serve a fundamental purpose of communications which play an integral role in world security. A dedication to CSR process by satellite operators will provide governments and global citizens with enhanced trust with this enormous responsibility. In fact, the long term survival of the global society rests upon the proper fulfilment of these inherent satellite missions. Therefore satellite operators should be leaders in adopting and implementing CSR practices within their long term business strategy and corporate culture.

Satellites are integral to global security by promoting communications between nation-states and every economy world-wide is co-dependent on satellites communications. The financial investment in this process translates into important global economic rewards in the form of innovations in communications and also affects a variety of economic sectors. In 2005 the New York Stock Exchange halted trading early when communications difficulties wreaked havoc on the financial markets (http://www.bloomberg.com/apps/news?pid=newsarchive&sid=aB8GCyDBfJzI [accessed 15 August 2010]). Other sectors are just as dependent, and more so the world is becoming increasingly dependent on satellites. So not only is space important in its own right, for commercialization, exploration and science, but it has increasing knock-on effects to all other industries impacting the global economy.

Satellite operators have taken on added responsibility, directly and indirectly, in global security by maintaining the balance of power through space communications. Governments therefore have a vested interest in ensuring the survival of satellite operators.

In this context, the place of CSR within the space sector has an added dimension of importance that in the interest of global political stability, the company must become and stay successful. The more effort directed by companies to move towards sustainability, the less likely it will be for

governments to have to intervene to prop-up these companies. If sustainability in business should not occur, should government keep supporting them? Ask the citizens of the UK or the USA that same question about the banks, an integral part of the world economy, in the wake of the financial crisis. Bail outs for space industry are not the answer. If this happens it could stunt the growth of the space sector severely or worse in the case of satellite operators, become another springboard for terrorism. This sector must be controlled by responsible hands that embed corporate governance and CSR into their business culture and long term business strategy with gentle guidance by government. This means a move towards self-regulation or industry governance not government imposed governance. Industry has a vital role to play in voluntary implementation of these policies while working, hand-in-hand with government. If companies were to direct their profits back into to the industry the imminent shortage of qualified employees in the space industry could be subverted, or at least mitigated. To foster these ideas and implement these actions the increased level of corporate governance and CSR that would follow would become industry standard and the space sector could lead other sectors.

1.3. Statement of Purpose

The purpose of this dissertation is to provide proof that CSR policies are in the best interests of space companies by using SES Group, a satellite operator, as an example of how to turn bolt-on CSR tactics into strategies which are aligned with the long-term corporate strategy to improve its business model and its future success. According to Nathan Hurst, who did a study comparing USA versus European governance and social responsibility:

> CSR is now broadly accepted by business and companies must move to the next stage by embedding CSR into their activities not simply treating it as an add-on. At the start of the decade, CSR was often seen as an optional extra by business leaders and as an adjunct of public relations. But with a spate or corporate scandals rocking faith in business ethics, that position appears to have changed for good (p. 57, Hurst, 2004).

Klein (2000) also stated that the move to integrating CSR as a minimal commitment is a strategic necessity (quoted in "In Bed With CSR", 2009, p. 28).

By using a tangible example, hopefully other companies can adapt this model to their businesses and CSR can be positively propagated throughout the space industry. By providing a background in CSR which directly relates to the unique business of space the author hopes to induce a sense of urgency in space industry to institute CSR policies that not only benefit their business but also the space industry in general.

1.4. Rationale

The space industry is growing at an astronomical rate. Space development was no longer shrouded in secrecy with the end of the cold war and the space race was no longer limited to governments like Russia, the USA or China, opening up the opportunity for mainstream industry, such as technology and aerospace companies to enter a new market. The relatively recent onset of mainstream business into the space industry has made the A&D industry the slowest to adopt CSR policies because previously the transparency of such companies was not a requirement. With recent financial scandals and industrial developments, the transparency of these companies needed to be increased, thereby increasing the need for CSR initiatives and policies to diminish any environmental or societal damages these companies inflict.

1.5. Aims and Objective of Study

The aim of this study is to provide companies that operate within the space sector the understanding of how CSR applies to the space industry and how they can make CSR integral to their corporate strategies.

By using SES as an example, the author would like to establish a framework for other satellite operators to integrate CSR into their business models. Although SES has CSR policies in place, it by no means meets the criteria to be considered a CSR leader. The purpose of this paper is to provide a basis upon which others in the industry can build their CSR platforms, whilst also

providing tangible and actionable examples that SES can implement immediately and relatively inexpensively, and if followed, will cause SES to lead the way. The author will provide an outline for SES to establish an integrated CSR approach in their business model, coordinate their independent CSR contributions rather than random or non-strategic CSR contributions and coordinate CSR contributions amongst SES and multiple organizations as a part of a multi-organisation CSR strategy.

The author also hopes to reinforce the need for the above by demonstrating how large independent givers/investors might coordinate their efforts as part of their CSR policy to see a much faster and stronger return on their investments and a realization of their efforts. For example, Thales has a policy that requires all sub contractors to present their own CSR policies which must be compliant with that of Thales. If the suppliers do not, Thales will find other subcontractors and suppliers. Thales' leading by example and making policy decisions that do not solely take the bottom line into consideration, but also the triple bottom line. Given the variety of types of business within the space sector alone, there are many ways in which companies can chose, implement and integrate CSR policies and there is no one magical formula even amongst like-for-like companies.

1.6. Research Question

How can optimizing an integrated CSR strategy in a satellite company benefit the company and benefit the space industry in general?

1.7. Definition of Terms

There are a variety of definitions, acronyms and abbreviations which can be found in Appendix 2. Optimisation for the purposes of this paper is the process of systematic qualitative and quantitative outlays of company resources to maximize national and world benefits which in turn, strengthen the company's objectives. This makes business sustainable.

Often the term "Sustainable Business" is used interchangeably with CSR. But this is not the case. Sustainable business only forms one component of CSR, much like saying "a car is a wheel or a door", the wheel and the door make up only a part of the car, so as Sustainability of business to CSR.CSR is also known as Global Corporate Citizenship, Social Responsibility, Corporate Responsibility, "sustainability, governance, corporate responsibility, stakeholder engagement, corporate citizenship, and ESG performance" (http://www.ethicscentre.ca/EN/resources/faq.cfm#3 [accessed 2 September 2010]).

1.8. Research Method

Some of the aspects researched and investigated include comparing non-space industries' CSR contributions to that of the space industry, evaluating current CSR contributions quantitatively and qualitatively amongst space companies today and evaluating how SES can get maximum impact that will benefit the space industry.

The methods employed to understand and discuss this vast topic were scholarly articles and books on CSR, philanthropy and sustainable business as well as space industry specific works. As there were no space specific books or articles on CSR in the space industry, scholarly articles and books in the A&D industry were used. Personal interviews and online questionnaires were also utilized to gain information from noted authorities in CSR and within the space sector. The use of online searches for related company and industry generic websites to determine CSR policies disclosed was also utilized. Data from annual reports, where CSR policies and activities are usually published, were also used.

1.9. Assumptions and Limitations

Although the author had interviews and access to public data on SES, the long term company strategy was not disclosed to the author due to confidentiality reasons, and therefore a fully rounded CSR policy establishment was not able to be constructed within the context of the dissertation. The CSR program suggested herein assumes the willingness of SES to adopt such a

program. Because there are few space industry companies that disclose CSR initiatives, compared to other mainstream industries, the comparisons of various types of space industry companies CSR policies must be noted. For example, Lockheed Martin, based in the USA will have a variant policy and outlook on CSR than SES Group based in Luxembourg. Not only is there a concrete difference in the business of each, each has head offices on different continents where regulatory guidelines are different and CSR is viewed differently (Hurst, 2004). There are also limitations in the comparisons of space industry companies to mainstream businesses, such as finance and manufacturing. There are very few space industry examples and many mainstream business examples of CSR, therefore, mainstream cases have had to be adapted to fit the space industry's peculiarity.

1.10. Description of Thesis Organization

This dissertation has eight chapters. The first chapter provides an outline of the area of interest and outlines the problem investigated. In this chapter the background is presented, the research question, the objectives of the study and the limitations and methodology of the study is provided.

In the second chapter the literature review provides a comprehensive background of CSR and what it comprises.

The third chapter outlines governance aspects of CSR, its historical background and legal, quasi-legal frameworks and the actors involved.

The fourth chapter attempts to describe the space industry specifically in terms of CSR and applies both space industry and mainstream examples to the case for CSR.

The fifth chapter is a set of recommendations for SES group (or any other company) to adopt CSR as integral to its corporate strategy.

The sixth chapter is the conclusions drawn from the study and recommendations of areas of future study.

The remaining chapters are appendices and references.

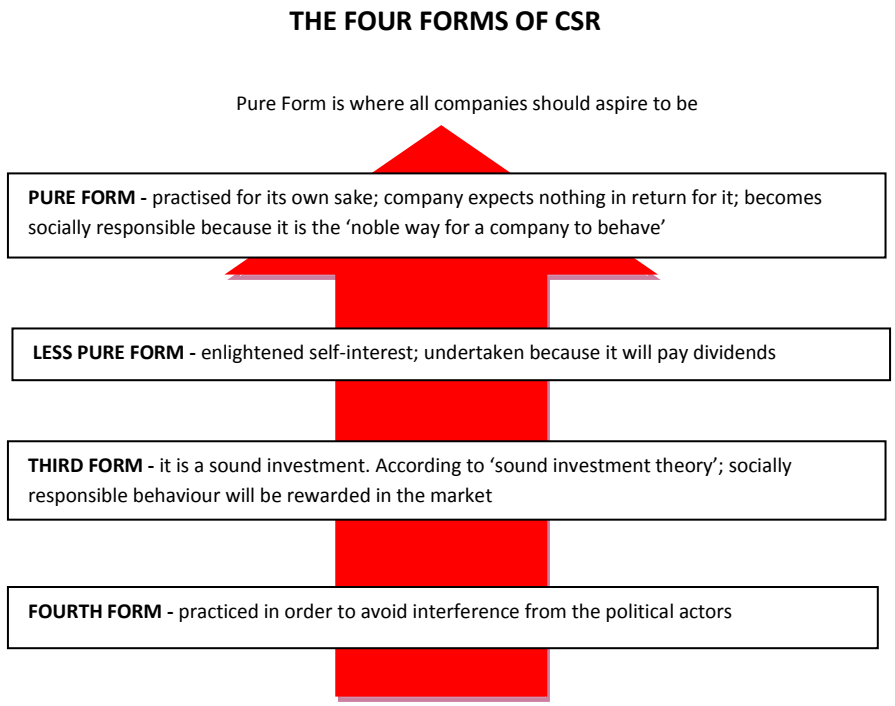
2. Literature Review

2.1. Literature Landscape

There is a multitude of literature available on CSR, however, there appears to be a lack of literature on CSR in the space industry specifically or exclusively. Much of the CSR literature available is in the form of framework documents published by NGOs, post graduate studies on CSR, trade publications and books which relate to a variety of industries. The rare mention of the space industry is usually within the aerospace industry in general which includes defence and airlines. The most abundant source of CSR writings is on the Internet where a variety of all of the above mentioned documents can be downloaded.

In his book "International Corporate Social Responsibility…" Ramon Mullerat quotes Saifan Wan Jan and H. Mintzberg when he describes the "Four Forms of CSR":

Figure 1

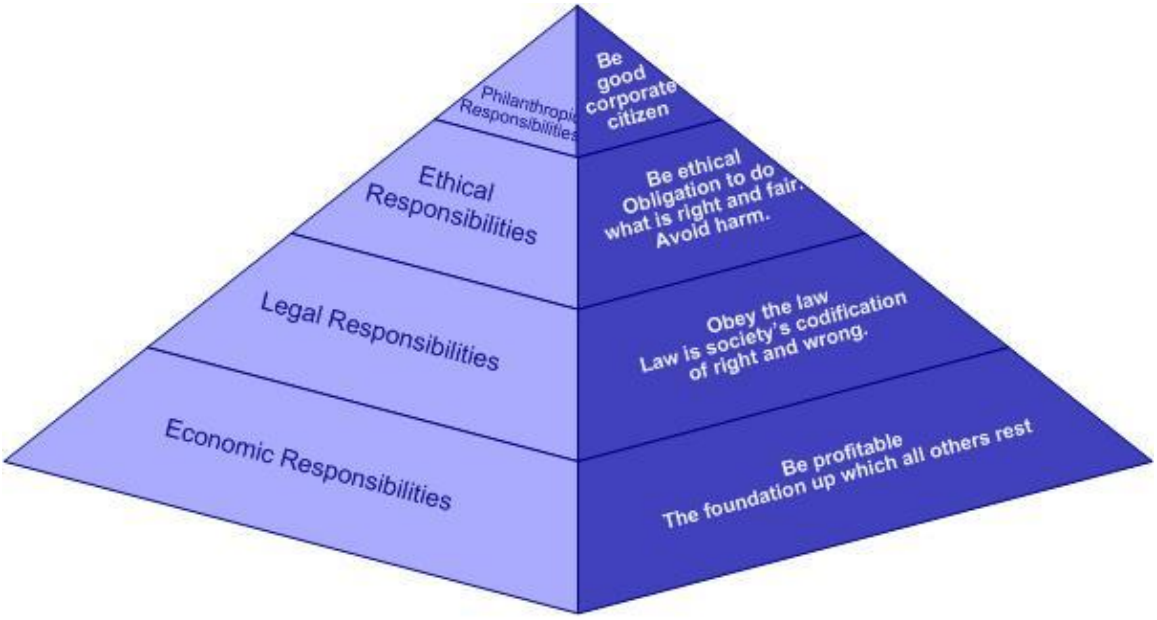


(p. 6, International CSR, Mullerat [accessed 31 July 2010]).

In Hoskins's CSR Handbook, a method of rating "How Hot is your CSR" (Figure 8) provides a thermometer approach using 10 different attributes of CSR to gauge how "Hot" a company's CSR is (p. 71, 2008, Hoskins).

Mullerat also describes the well known CSR pyramid by Archie Carroll (1979) who describes the Four Faces of CSR where a company must address the economic, legal, ethical and philanthropic obligations to society. There has since been an addition of the spiritual face of CSR (p. 6, International CSR, Mullerat [accessed 31 July 2010]).

Figure 2



Carroll's CSR Pyramid

(http://www.csrquest.net/default.aspx?articleID=12770&heading= [accessed 19 September 2010]).

The pyramid rests upon the Economic face of the company to "deliver good-quality products at a fair price" (p. 6, International CSR, Mullerat [accessed 31 July 2010]). The company also has a legal face because the law is the basis upon which human society is based (pp. 6-7, International CSR, Mullerat [accessed 31 July 2010]). The company also has an ethical face which are un-codified moral obligations that all, including individuals and corporations, have when they operate within a society (p. 7, International CSR, Mullerat [accessed 31 July 2010]). Philanthropic face is the responsibility to give back to the society(ies) in which organizations operate (p. 7, International CSR, Mullerat [accessed 31 July 2010]). Finally the spiritual face, which was later added and described by Martin Israel as "the spiritual quest is a continuous act of faith" (p. 7, International CSR, Mullerat [accessed 31 July 2010]) and the CSR activities are undertaken for social objectives of the company (p. 7, International CSR, Mullerat [accessed 31 July 2010]).

2.2. What is Corporate Social Responsibility?

CSR is often defined in terms of the "triple bottom line" which refers to People, Planet and Profit. Global corporate citizenship is often a company's method of social engagement with those within the societies in which it operates. Social responsibility of corporate and individuals have increased due to gaps, inefficiencies and insufficiencies of government social contribution of public services such as libraries, education and health. This form of social entrepreneurship is a way in which companies can increase their social credibility while improving their triple bottom line. CSR strategy should be aligned to commercial strategy but should not be a bolt-on initiative or the company could be seen to be greenwashing[1] and bluewashing[2] itself (p. 78, Winston, 2002).

2.3. History of CSR and the Social Contract

Thomas Hobbes' Leviathan published in 1651 outlined a social contract where individuals would relinquish some individual rights so that others would do the same. The acceptance of being governed was the establishment of society to prevent anarchy. Following John Locke's Second Treatise of Government (Encyclopaedia Britannica [accessed 20 September 2010]) where the social contract elements were the same, he argued for a more liberal government being ruled by the common good while Hobbes argued for a more absolute government. Jean-Jacques Rousseau (Encyclopaedia Britannica) published his famous work the Social Contract in 1762 where he argued that those being governed should be instrumental in establishing the rules of the land in which they live, thus creating the establishment of democracy and a precursor to capitalism. Twelve years later Adam Smith published the Wealth of Nations which explains the concept of "the invisible hand". This concept revolutionized economics and stated that a free-market system was self regulating (Encyclopaedia Britannica [accessed 20 September 2010]). Adam Smith wrote about how "it is not through the benevolence of the butcher, the brewer or the baker that we

[1] Green washing is the act of engaging in environmentally friendly initiatives to cover up the real environmental impact of corporate activities.
[2] Bluewashing is the act of participating in NGO CSR activities to conceal the contrary corporate activities to those NGO initiatives.

expect our dinner, but through their own self interest" (International CSR: The Role of the Corporation in… p5). This alludes to the profitability of CSR which we will come to in section 2.6.4. These philosophers and economists set the stage for the evolution of CSR as we know it today.

All of these concepts are integrally important to CSR where society gives up its rights to be governed according to the social good. The social contract extends to companies and those who possess the wealth of the nations. A burden is upon government and those with ample resources to provide for the citizens of society. Society, in this context, is not limited by national borders, but to the global society. In a paper published by Morton Winston entitled NGO Strategies for Promoting Corporate Social Responsibility, NGOs believe that multinational corporations hold more power than many governments in terms of influence on CSR (2002). In the paper he states "the most important factor is the perception that political and economic power has shifted away from governments and toward corporations, in particular MNCs" (p. 72, Winston, 2002). He goes further to state "In the South, large Northern based MNCs ... have more economic power than governments , and nominally democratic crony-capitalist oligarchies continue to control access to most of the valuable natural resources while maintaining power over impoverished populations by force (p. 72, Winston, 2002)."

This therefore implies that the social contract extends to companies where the world is no longer solely ruled by nations, but by MNCs which are responsible for the well-being of all its global citizens. And with the increasing globalization of the market economy, everyone everywhere is a potential customer and stakeholder.

2.4. Arguments Against CSR

There are arguments against CSR which are well documented. Those against CSR are of the opinion that a company's primary objective is to earn profits for its shareholders and that CSR initiatives detract from that goal.

The Neo-Liberal approach to CSR views the adoption of CSR practices as initiated and driven by the company only for the purposes of its own social responsibility – to use its resources to increase the profits of the company. It predominantly sees the corporation as having to engage in CSR activities to save itself from shame (International CSR: The Role of the Corporation in… p5).

The Neo-Keynesian approach to CSR views the adoption of CSR activities as induced by the company but more actively involves its various stakeholders without regulation by the state or the stakeholders. The distinction between the Neo-Keynesian and Neo-Liberal approach is in the recognition that companies can sometimes have a negative impact on society and that external sources, such as the state, can produce useful guidelines to mitigate these impacts (International CSR: The Role of the Corporation in… p5).

The radical political economy approach takes a more critical view of CSR. It believes that corporations often pursue courses of business that are in their own self-interest and have a negative effect on society and environment. It believes that corporations form CSR policies that are self serving in that they deflect the external regulatory forces and disguise their true impact on society and the environment (International CSR: The Role of the Corporation in… p5).

As NGOs try to activate corporations toward CSR critics warn them of making MNCs levers of change and political agents because the corporate will always have profits at the forefront of policy and not act in the best interest of global citizens, politically or morally. (p. 74, Winston, 2002)

2.5. Arguments For CSR

With the onset of the global village, CSR is a must-have for most industries today. Some of the reasons are broader shareholder ownership, globalization, political influence, corporate mismanagement, evolving world politics, the internet, and public opinion on climate change

(Hoskins, 2008). With the free flow of information globally and the new transparency rules for reporting, both financial and non-financial, the general public is more aware and more opinionated about the practices of companies world-wide. There is ample choice for consumers to buy products from socially responsible companies, versus a socially irresponsible company. Simply put, companies cannot afford not to have a CSR policy in place for the sake of increased cost because of potential lost revenue (Appendix 1).

CSR is nothing new. It has been taken up by many in various forms for more than 100 years. Philanthropic businessmen like Robert Owen, Sir Titus Salt and the Cadbury family forged the way for socially responsible business (Hoskins, 2008). However, in the wake of the financial crisis and corporate scandals like Enron in the 1990's and Lockheed in the 1970's, corporate mismanagement and governance has been moved to the forefront of the regulatory agenda. CSR initiatives are an integral method of business sustainability, risk mitigation and reputation management because it involves companies reducing or diminishing its negative impact on society. Through these methods companies can not only manage all of these aspects, but they can increase their profitability in the long term (p. 30- 31, In Bed With CSR, 2009). None of these are mutually exclusive and sustainability, risk management and reputation management all overlap with one another. In fact the Federal Government of Canada publishes a free online guide to implement CSR and Figure 3 demonstrates the financial reasons to implement CSR:

Figure 3

10 Financial Benefits to Implementing CSR

1. Better anticipation and management of an ever-expanding spectrum of risk
2. Improved reputation management
3. Enhanced ability to recruit, develop and retain staff
4. Improved competitiveness and market positioning
5. Enhanced operational efficiencies and cost savings
6. Improved ability to attract and build effective and efficient supply chain relationships
7. Enhanced ability to address change
8. More robust "social licence" to operate in the community
9. Access to capital (Financial institutions are increasingly incorporating social and environmental criteria into their assessment of projects.)
10. Improved relations with regulators

(Canadian Entrepreneur Website http://canentrepreneur.blogspot.com/2006/07/csr-canada.html [accessed 31 July 2010]).

The growth that CSR provides a company is a good dichotomy and pairing with the benefit and growth CSR initiatives provide for national and international social structures.

2.6. Aspects of CSR

The elements of CSR are many and apply to a wide variety of business functions. They are typically community, environment, workplace and marketplace (p. 3, Hoskins, 2008). This all relates to business sustainability, impact on the environment, the supply chain, human rights and human resources.

2.6.1. Sustainability

Sustainability is the key to any business's success and so much more so in the space industry. A satellite company has to prove itself to be sustainable if it is to garner new clients and retain its existing client base. It is also the key factor in NGO initiatives that are outlined to ensure that its business does not impact detrimentally on the society in which it operates or its environment. Because space industry impacts on the entire Earth, this is much more relevant:

> A sustainability report is more comprehensive than an environmental and/or a social report, first because it includes the economic impact of the organizations, and second because not only does it assess the enterprise's impact on society and compare its performance over the years, but also it assesses the sustainability of the enterprise's operations and products in relation to the development of society (p.11, UNCTAD, Company Impact on Society, 2010).

"Sustainability, versus profitability, displays an impedance-like character having natural economic cycles" (25 October 2010 Personal Communication). Sustainability will ensure survival into the very distant future, where profitability cannot, simply because of economic cycles.

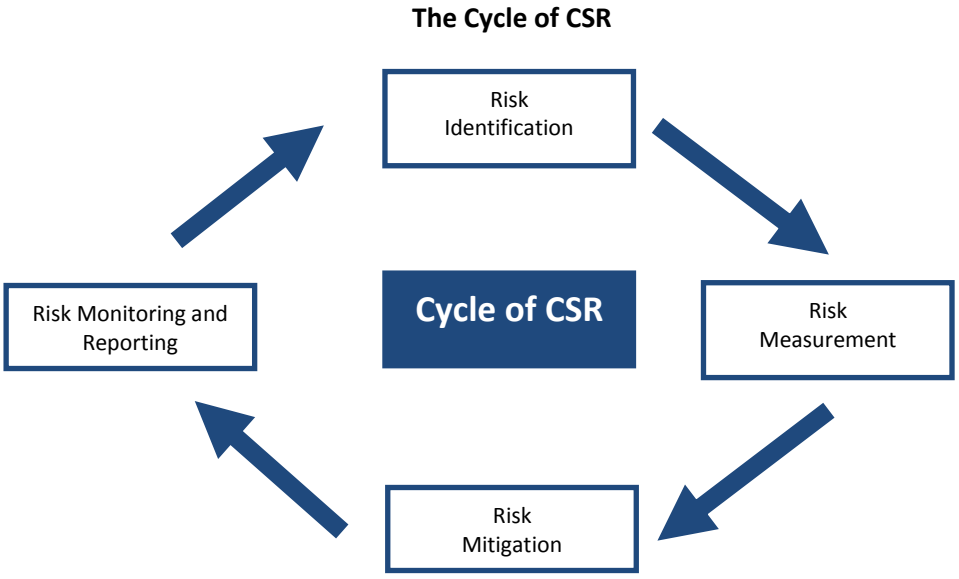
2.6.2. Risk Management

Space industry risk practices are crucial to manage the company bottom line and promote sustainability. Space businesses have enormous risk issues (Appendix 11) that impact on the entire globe. For example, a satellite company must provide for mitigating environmental damage when launching a satellite or maintaining its orbit to provide the services through the lifecycle of the satellite. The Outer Space Treaty prohibits the contamination of outer space so satellite companies must have provisions in place to de-orbit satellites or move them to a graveyard orbit to minimize the environmental impact on Earth or in space. According to the UK FSA, risk assessment is an important factor for all firms because individual firms influence the approach of the regulators, any risk mitigation program by the regulators is driven by the assessment of risk, and further, a high degree of responsibility is placed on senior management to address risk issues with risk assessment being a major responsibility of the firm (http://www.fsa.gov.uk/pubs/policy/bnr_firm-framework.pdf [accessed 28 august 2010]). Good CSR practices are borne out of sound business practices.

Financial services and the space industry are subject to risk based regulation. This approach involves the identification of the main risks to the FSA objectives as they arise, measurement of

the importance of those risks, risk mitigation where justified and monitoring and reporting on the progress of risk management by companies which can be represented in Figure 4:

Figure 4



Reproduced from the FSA' paper: "The FSA's Risk Assessment Framework" http://www.fsa.gov.uk/pubs/policy/bnr_firm-framework.pdf [accessed 28 August 2010].

This ongoing cycle demonstrated in Figure 4 should always be at the forefront of board members' minds. CSR practices can help all aspects of this cycle, to improve identification of risks, improve measurement of risks, help mitigate risk and provide comprehensive monitoring and reporting methods.

2.6.3. Reputation Management

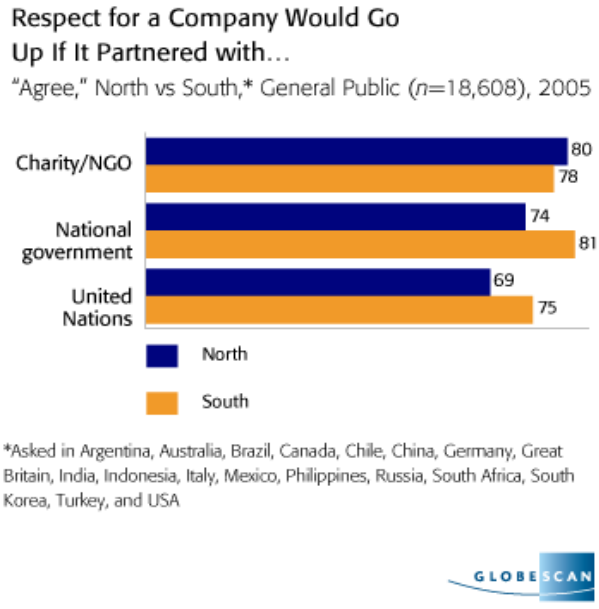
In the space industry as with any industry, reputation management is important in maintaining sustainability. Banks undertake this by instituting AML and compliance regulatory provisions. Satellite companies also must engage in this type of reputation management when it agrees to provide services to customers. For example, a satellite company must be very careful to not provide military strategic advantages through satellites, like GPS, to potentially hostile nations or it could lose its major client base in a country which perceives this threat.

Research suggests that investors view "corporate performance in social and environmental areas almost as important…as performance in financial areas" (p.61, Hurst, 2004). In fact, Globescan revealed, in its 2009 Survey "Impact of Partnership Reputations" where it surveyed 32,000 interviews in 32 counties, that:

> Eight in ten people overall agree that their respect for a company would go up if they were to partner with NGOs or charities to solve social problems. Compared to 2003 when the question was first asked, people in Chile, Mexico, China, Indonesia, and Italy are increasingly likely to say that such a partnership would increase their respect for a company. Another eight in ten people overall say that partnerships with their country's national government would positively impact their view of a company. Over seven in ten (73%) say a partnership with the UN would increase the respect they have for a company (http://www.globescan.com/rf_csr_partner_01.htm, Impact of Partnerships on Reputations [accessed July 17, 2010]).

The results of the survey are shown in Figure 5:

Figure 5



Stakeholders will identify key CSR successes and failures with company brands so it is extremely important for companies to align their CSR strategies with their brands (p. 28, In Bed With CSR, 2009). When companies spend so much of their revenues to establish their brands they cannot afford to have "CSR related issues…erode the firm's legitimacy and destroy the brand…upon which market value is built"(p. 28, In Bed With CSR, 2009).

2.6.4. Profitability

Studies show that CSR initiatives improve profitability. One study conducted by the Institute for Employment Studies shows a positive correlation between employee and customer attitudes and changes in sales. The research demonstrated that CSR employee commitment and satisfaction increased and ultimately resulted in an increase in customer revenue (p.80 Hoskins, 2008). A further study showed that profit growth for manufacturing companies were twice as likely to occur in companies with a CSR focus versus those without. It also showed that firms with integrated CSR practices in business and service sectors were twice as likely to increase their market share as compared to those without a CSR focus (p. 81-82, Hoskins, 2008). CSR also provides a safety-net for companies to stave-off the effects of oscillations of the economy through time. It is therefore detrimental for companies to ignore CSR or to have bolt-on CSR practices (p. 82, Hoskins, 2008). A positive correlation with CSR activities and increased revenue has been identified in a recent paper which gave evidence that companies that rated highly in CSR "significantly" outperformed companies that did not (Appendix 1). The study concluded that 1) investors value CSR within the companies they invest; 2) CSR promotes sustainability which matches investors' objectives; and 3) there was significant positive impact on company reputation due to CSR (p. 30-31, In Bed With CSR, 2009). This evidence confirms that space companies should be incorporating CSR activities into their integrated corporate strategy as a method to strengthen their bottom line.

2.6.5. Community

By positively contributing to a community, the investment a company makes propagates a positive reputation by investing in the workforce of tomorrow. This refers to both activities within the communities in which they operate and the investment a company makes into a community (p 3, Hoskins, 2008). The intention here is for the company to give back to the community which actually perpetuates sustainability. This crucial aspect of CSR is particularly important in developing nations where rules and regulations may not be as strict as in the home country of the company. It is important for companies to set the highest possible standard and not submit to the "race to the bottom" (p. 73, Winston, 2002), which could impact its global operations negatively.

Satellite operators in particular should reinforce their privacy policies within their CSR initiatives to protect the privacy rights of global citizens. This is due to the perceived intrusion satellites pose on the personal lives of citizens, creating a "big brother" reputation. Recently in an article published in Ascend it was reported that London expanded its number plate tracking system through satellites (http://www.ascendspacetrak.com/download/SINSample.pdf?utm_campaign=SIN_27-08-10&utm_medium=email&utm_source=Eloqua [accessed 28 August 2010]). Without privacy policies within a CSR initiative, sensitive personal and public data could be leaked, with potential risk to both individual and national security.

Peter Drucker, quoted by Businessweek as "The Man Who Invented Management" (http://www.businessweek.com/magazine/content/05_48/b3961001.htm [accessed 21 September 2010]), classified two types of social responsibilities companies have: 1) social impacts **TO** society and 2) social impacts **FOR** society (http://knowledge.insead.edu/csr-peter-drucker-100127.cfm?vid=371 [accessed 26 July 2010]). Drucker's advice was that "once identified, social impacts are best eliminated…identify and address" and eliminate if possible

(http://knowledge.insead.edu/csr-peter-drucker-100127.cfm?vid=371 [accessed 26 July 2010]). He viewed social problems as opportunities and warned that businesses have a responsibility regarding social problems, but there are limits (http://knowledge.insead.edu/csr-peter-drucker-100127.cfm?vid=371 [accessed 26 July 2010]).

2.6.6. Environmental

This applies to climate change and global warming, recycling, use of and disposal of hazardous materials, water consumption and biodiversity. This is an extremely topical issue that has many influences on business sustainability, risk and reputation. The space industry must be careful to ensure that it takes environmental factors into consideration and communicates its positive influence in this arena. With the use of hazardous propellants to launch satellites, launch companies have to be seen to be maintaining the highest safety standards and risk mitigation activities to prevent negative impacts on the environment. In a November 2009 article by Trevor Williams published on GreenMuze the environmental impact of space tourism was calculated. It stated "spaceflight will be over almost 6 times more polluting than flying in a plane on a transatlantic flight, 11 times more than driving the car. The rate at which the CO^2 is emitted is almost 8000 higher than for flying" (http://www.greenmuze.com/blogs/eco-geek/1794-space-tourism-impact-.html [accessed 28 August 2010]).

2.6.7. Workplace

This includes employees of the company and prospective employees (p. 3, Hoskins, 2008). The company must be seen to be maintaining a safe workplace and fostering a positive environment for employees to grow with the company. This is crucially important in the space industry where there is a major gap in qualified professionals to fill the future vacancies within the business.

Professional bodies recognize the value of CSR initiatives to business and their professionals so are increasingly recognizing front-runners in CSR through various means. For example, AccountAbility has a Corporate Responsibility Special Category Award by recognizing

companies “who actively integrate Corporate Responsibility into the organisation so that it is ingrained into their culture. It commends companies that not only take an active interest in maintaining a high standard in managing and reporting on their environmental, social and economic impact, but also those using innovative ways of ensuring it actually happens” (http://www.greatplacetowork.co.uk/best/social-partnerships.php [accessed 21 August 2010]). The workforce in the space industry is something that has to be nurtured decades in advance. SES Group and other space companies must invest now for their workforce of tomorrow. But even if SES invests in education heavily now, they must ensure that they are the employer of choice for highly educated professionals in the present and in the future. There are many publicly available surveys that rate the desirability of workplaces (http://www.ft.com/reports/bestworkplaces2008 [21 August 2010]). The methodology for such ratings can vary, but many incorporate an aspect of rating how integral and effective the CSR policy of the company is. The more integral and effective a CSR policy in the organization the higher the rating received, indicating a positive correlation between workplace satisfaction and the company CSR policy (Appendix 3) (http://www.bestcompanies.co.uk//Methodology.aspx [accessed 21 August 2010]). According to Great Places To Work “58% of Best Workplaces include sustainability in performance management, 74% of Best Workplaces discuss sustainability at board level and 60% of Best Workplaces have an holistic approach to corporate responsibility...and 96% of Gen[eration] Y employees desire an environmentally-friendly workplace (http://www.greatplacetowork.co.uk/best/social-partnerships.php[21 August 2010]).

2.6.8. Marketplace

The marketplace includes all suppliers and customers (p. 3, Hoskins, 2008). The supply chain is of great interest in recent CSR initiatives. We see many high profile companies like Starbucks (http://www.environmentalleader.com/2010/03/18/whole-foods-starbucks-top-sustainable-retail-design-awards/ [accessed 31 August 2010]) and McDonalds (http://www.sustainable-sourcing.com/2010/02/23/sustainable-sourcing-tops-menu-at-mcdonalds/ [accessed 31 August

2010]) all sourcing sustainable supply chains. As recently as July 2010 the OECD held its 10th roundtable discussion to update the UN Global Compact's Guidelines for Multinational Enterprises, this focused on responsible supply chain management (www.oecd.org [accessed 26 June 2010]). It is also important for satellite operators to have a high standard of supply chain management to avert any future ramifications from illegal or corrupt practices of their suppliers to provide comfort to their customers. Because satellites are considered to be dual use technology - peaceful and military - the satellite companies must be wary of end-uses of their satellites as potential weapons. World security is reliant on satellite technology and the satellite operators have a tremendous responsibility to ensure that their governance and CSR practices support this. In fact, Thales will only engage with sub-contractors if they comply with the 10 principles of the Global Compact (Thales Group CSR Report 2009). This is especially important to the space sector given its propensity and need to rely on subcontractors to fulfil its contractual obligations.

2.7. Philanthropy vs. Charity

According to the Cambridge Online Dictionary Charity is defined as "a system of giving money, food or help free to those who are in need because they are ill, poor or have no home, or any organization which has the purpose of providing money or helping in this way" (http://dictionary.cambridge.org/dictionary/british/charity_1 [accessed 15 September 2010]). Philanthropy is defined as "help[ing] the poor, especially by giving them money" (http://dictionary.cambridge.org/dictionary/british/philanthropist [accessed 15 September 2010]). These may seem like the same definition but the distinction is that in charity a one-time versus ongoing philanthropic gift. These are very important distinctions to companies who do not want to be seen sporadically throwing money at a problem but becoming continually involved in an issue by taking a particular issue under its wing. Such is the case with SES and Lockheed Martin's social responsibility initiatives where they contribute significantly to education initiatives.

2.8. Philanthrocapitalism

Philanthrocapitalism is a relatively new term which Matthew Bishop and Michael Green wrote in detail about in their 2008 book entitled "Philanthrocapitalism". It is defined in the book as "philanthropists…trying to apply the secrets behind their money-making success to their giving" (p. 2 Philanthrocapitalism, 2008). Philanthropists, such as Bill Gates and Warren Buffet, are examined in great detail as to how they apply their business acumen to the business of giving. Business models and philosophies are applied to philanthropy, making Philanthrocapitalism a new way forward for CSR. In the application of these models to the space industry, in particular, space companies can not only improve and advance the space industry, but they can improve their businesses and the societies and environments in which they operate. Philanthrocapitalism can act as a hyper-agent for space industry providing much needed technological advancements to the industry itself and provide the workforce of tomorrow.

Through this specialization the demands of the space industry can be much improved, the workforce of tomorrow can be provided for and international regulation can be a cooperative effort instead of a burden. This method of value investing, into the future, can provide phenomenal rewards for those that contribute by advancement of technology, regulatory guidelines and workforce investment. Although the value of CSR investment cannot always be quantified, like a ROI on a balance sheet, the value investments made through philanthrocapitalist efforts can be seen world-wide. For example, the betterment of human rights in developing nations can provide for future business opportunities where today there may be none.

By engaging capital markets in social change, the objectives of CSR are met while increasing market opportunity and thereby increasing market share. This is what Drucker meant about seeing "opportunity". The capital markets are the catalyst in perpetuating social change through their engagement with regulatory guidelines, industry knowledge and workplace satisfaction.

The philanthropic investment should work for the investee/donor just as invested capital works for business. In business it is not just the funds invested that provide the ROI, it is also the time and policies invested that will generate a favourable return.

Major Financial service providers are recognizing that philanthrocapitalism is moving very quickly to the forefront of wealth management. In 2009 Barclays Bank in cooperation with Ledbury Research wrote a paper entitled "Tomorrow's Philanthropist" that stated that "philanthropists, using more market-based mechanisms; social investments, social businesses… One's already beginning to see a broader range of methods of support for charity investments… and all sorts of mechanisms emerging as an alternative to just making gifts" (p. 17, Tomorrow's Philanthropist, 2009). It also reinforced what was stated in the book Philanthrocapitalism:

> The key skills that many learned whilst building their wealth in the commercial sector are now being applied in the not-for-profit world. Just as they do in business, entrepreneurs are applying the same business acumen and innovative approach when engaging in philanthropy. Whilst money is by far the most common way all donors give... entrepreneurs are more likely than other groups to state that they are providing business expertise (1.3 times more likely), networking (1.4 times) and fundraising (1.2 times) to help the causes they support (p. 19, Tomorrow's Philanthropist, 2009).

According to the Barclays, Ledbury publication the economic downturn has resulted in **increased** donations to bridge the gap that charities face during this time (p. 14 Tomorrow's Philanthropist, 2009).

In fact, on 4 August 2010, Larry Ellison, the Chairman of Oracle Corp. and billionaire joined George Lucas and 38 other American billionaires to pledge the majority of their wealth to charity. This extraordinary event followed a call by Bill and Melinda Gates and Warren Buffet to America's wealthiest to pledge their wealth to charity (Wall Street Journal Online

http://online.wsj.com/article/BT-CO-20100804-712388.html [accessed 4 august 2010]). This call to pledge is based on the premise that charities and non-profit organizations cannot function without committed funds. By operating a non- profit business like a for-profit business, these organizations can increase their presence and make a difference.

2.9. Defining CSR

To properly explore a subject, it is important to define the subject. However, as Tony Hoskins points out in his book, a major challenge of CSR is that it has no agreed upon definition or terminology (p. 3, Hoskins, 2008). According to "International Corporate Social Responsibility: The Role of Corporations", the reasons that CSR is not precisely defined are:

1) CSR is a relatively novel phenomenon;
2) CSR is rapidly evolving;
3) It has many faces;
4) Companies that adopt CSR are quite varied;
5) Companies who adopt CSR have varied goals in doing so;
6) There is a lack of consensus if CSR is a set of non-binding ethical rules versus legally binding prosecutable guidelines; and
7) CSR tends to be a 'catch-all' for policy and more elements are continually added to it. (p.13, Mullerlat, 2010)

An important precursor to a discussion on CSR is to recognize that corporations are granted permission to operate by the very societies in which they conduct business. Though international treaties, agreements and conventions exist, modern business practices must be ethical to ensure the sustainability of business. (http://unctad.org/en/docs/iteteb20037_en.pdf p 15 [accessed 7 September 2010]). Most definitions incorporate the notion of society with business policy and practices, which often incorporates "environmental, economic and social concerns." (http://unctad.org/en/docs/iteteb20037_en.pdf p 15 [accessed 7 September 2010]).

The most often quoted definition of CSR by the European Commission defines: "a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis" (http://europa.eu/rapid/pressReleasesAction.do?reference=MEMO/09/109&format=HTML&aged=0&language=EN&guiLanguage=en accessed 1 September 2010).

It is therefore useful to look to NGOs where CSR frameworks emerge and from industry where CSR originated.

3. Governance

It is key to understand the legal and quasi-legal regulatory (Hoskins, 2008) CSR frameworks that exist nationally and internationally because they set out the attributes that must be addressed in CSR policy world-wide. These are the legal and quasi-regulatory bodies that make up the framework for CSR, such as Governments, NGOs and other industry players. Below is a brief description of organisational frameworks and is by no means exhaustive.

3.1. NGO and Industry Guidance

There are a variety of NGO and industry organizations that drive CSR (Appendix 4). Perhaps the most important is the UN Global Compact. The UN has been an instrumental governing body in establishing the global guidelines for CSR. The UN has many parts of its organization that address the individual aspects of CSR like human rights, labour, environment and anti-corruption. It does not define CSR but sets out 10 Principles (Appendix 5) upon which CSR frameworks can be constructed. This is typically thought to only effect those organizations that operate predominantly internationally, which is why it is thought there are few subscribers amongst companies with large internal markets, such as USA companies (Hoskins, 2008). Other important UN organizations are the UNCTAD and the ILO. The ILO works to promote labour opportunities world-wide while UNCTAD focuses on providing a forum, research and technical assistance to

integrate transnational policy in developing nations. Space operators are moving into developed and developing nations to provide global coverage and the ILO and UNCTAD could prove to be a useful resource for them.

Two important economic entities to CSR are the IMF and the OECD. The IMF does not define CSR and uses the terminology ‘sustainable development’ which it also does not define. However, it does put out regulatory guidelines and evaluates nations on financial reporting and economic development. The OECD does not define CSR instead it has published “The OECD Guidelines for Multinational Enterprises” which sets out a framework through which governments can establish their own national legislation and guidelines on CSR. Eleven of its major principles are outlined within the document in Appendix 6. It is important to note that the principles are deliberately generalist and without a CSR definition so it may apply to the widest variety of industries and perhaps to ensure that as many countries were accepting of these guidelines.

There are many other important industry, national and international organizations which provide leadership in CSR. The WBCSD is a CEO led organization to promote sustainable development and share CSR best practices. In the USA CSR consulting is becoming more prevalent as across industries the norm moves towards sustainability and companies, such as BSR, a leading consulting company in the field, become more important in directing the CSR path. The SEC is known for its regulatory guidance for publically traded companies that reside world-wide. In fact, the US has taken CSR much more seriously of late and in 1998, the DJSI was established. The DJSI has made an important contribution to CSR by setting high SRI standards, which companies are using as policy guidelines, not only to become listed there, but also to bring their company practices and strategy into line with what is now becoming a global standard. Notwithstanding, there are many Canadian organizations that are leaders in the CSR guidance arena to which the USA looks to for guidance such as The Ethics Centre and the CBSR.

Publicizing CSR initiatives is key in its success, as we will see further on in this paper, and there are a number of specific newswires and publications such as the SBSD and the CSRN. By publishing on these mediums companies can significantly increase their profile in the arena of CSR.

3.2. European Union

In 1996, the European Parliament initiated proceedings to implement a human rights code of conduct for all corporations that operate in developing nations. The EU established a multi-nation, multi-stakeholder conference to discuss CSR practices and the result was an EU Green Paper that put forward the EU CSR framework and appointment of an EU Commissioner to lead CSR. This progressive CSR initiative put forward by the EU was stalled when a White Paper that would put in place mandatory CSR guidelines on companies from member countries. The EU Parliament was unsure about imposing regulation in terms of CSR (P.36-37Hurst, 2004). The public, however, has expressed its opinion that CSR is, in fact, relevant to all aspects of business, from consumer, investment and social permission to operate (http://www.globescan.com/rf_csr_partner_01.htm, Impact of Partnerships on Reputations [accessed July 17, 2010]).

In 2004, the UK took the lead in the CSR movements where the EU Commission and the USA have stalled. The then UK CSR minister Stephen Timms had drafted recommendations to make UK embassies and foreign offices to promote CSR principles abroad (p.38-39, Hurst, 2004). Although Timms had a number of initiatives promoting CSR both nationally and internationally, the recent Coalition Government in the UK has not filled the CSR ministers post and it is doubtful that it will be filled (http://www.fabianpattberg.com/2010/06/csr-minister-post-disappears-devaluation-uk-leadership-responsible-business-practice/ [accessed 9 October 2010]). This does not mean the current UK government does not hold CSR in high esteem. In fact, one of the main objectives of the government is to institute the “Big Society” plan (Appendix 7). This

plan hopes to tackle some of the major social problems and community issues that exist in the UK by fostering social responsibility, helping charities and developing more integrated community involvement (http://www.conservatives.com/News/News_stories/2010/03/Plans_announced_to_help_build_a_Big_Society.aspx [accessed 9 October 2010]). In fact, in 2001, the London Stock Exchange created a centralized database which documents the social and environmental performance of companies, the FTSE4Good index that assessed companies' ethical performance (p. 29, Hoskins, 2008).

France enacted the New Economic Regulation law in 2001, now called Vigeo, which obliges companies to report on social and environmental impacts of business activities (Hoskins, 2008). The law outlines a whole host of information which must be reported relating to the workplace and the environment (Appendix 8) (Hoskins, 2008). As advanced and detailed as these reporting requirements seemed to be at the time, it actually results in the "dumbing down" of company reporting and there are no sanctions or auditing provisions (p. 45, Hoskins, 2008). "Private policy at a large enough scale can have an impact similar to, or greater than, public policy. As a result, CSR has emerged as an important area of soft law self-regulation" (UNCTAD, Investment and Enterprise Responsibility Review, 2010, http://unctad.org/Templates/WebFlyer.asp?intItemID=5593&lang=1 [accessed 7 September 2010]). This statement by UNCTAD reinforces the premise that companies often have more power than governments as mentioned above in the Winston paper.

UNCTAD goes further to state "In a world where transnational corporations' economic power compares with that of countries, Governments sometimes find it difficult to balance the need to protect their citizens with the need to attract foreign direct investment" (p. 15, UNCTAD, http://unctad.org/en/docs/iteteb20037_en.pdf p. 15 [accessed 7 September 2010]).

Many EU countries have instituted CSR reporting related legislation relating to environment, pension fund matters and their stance on how social and environmental factors influence their investment decisions (p. 46, Hoskins, 2008). However, EU countries vary greatly on their CSR approaches. For example, Belgian companies over a 3-year period must report on their social impact and performance while at the forefront, the Netherlands issues an annual benchmark which ranks companies on the basis of their CSR reporting (p. 46, Hoskins, 2008).

3.3. NGOs and Industry Players

The discussion of the NGOs, industry players and space industry is an important one because many space companies operate internationally. For example a satellite to service in Africa can be built in Germany, purchased by an American company and launched from a Russian site. The inter-jurisdictional compliance issues can be numerous. The need for space companies to ensure a well rounded CSR program is definite. The idea that the globalization of companies provides for new applications for human rights movements to improve the daily lives of citizens globally, especially in developing nations (Winston, 2002). As there is no international standard of CSR, particularly labour, environment and human rights, organizations like the WTO, which have enforcement powers, such as sanctions, can be instrumental in the governance of CSR policies on an international scale. This prevents "jurisdiction shopping" where companies may engage in the "race to the bottom" (p. 74, Winston, 2002) where they move operations to regions with fewer human rights or environmental obligations with which to comply. CSR initiatives have been moved to the forefront of company governance by some anti-corporate activism as seen at some WTO meetings worldwide. NGOs have focused more on engaging companies to CSR rather than confrontational methods by allowing for voluntary CSR initiatives to stave off enforcement methods and to try and find allies within MNCs.

3.4. Guidelines and Soft Law

Many of the guidelines that exist relating to CSR have mainly to do with the reporting of CSR. Not all aspects of the CSR reporting are legislatively driven and the consensus among many of the players, political and otherwise, has been that of a voluntary system (p. 40, Hoskins 2008). The fact that CSR is not regulated and any infractions cannot be remedied or punished with by any person with legal binding force causes this to be a soft law area. Areas such as environmental or human rights infractions can have binding legal consequences, but these are not under any CSR laws, they are under environmental law and human rights laws that exist nationally and internationally. The enforcement of CSR contraventions is fractious, at best.

The main issue with regulation and compliance in this area is that there are various policy options and reporting guidelines that companies must consider when communicating their CSR. There are methods of harmonizing this, such as through legislation and stock exchange listing requirements, but for the most part these are un-synthesized among jurisdictions, making it cumbersome for TNCs to comply (UNCTAD, Investment and Enterprise Responsibility Review, 2010, http://unctad.org/Templates/WebFlyer.asp?intItemID=5593&lang=1 [accessed 7 September 2010]).

Regulatory bodies can help to strengthen SRI by companies by enforcing "mechanisms through which institutional shareholders" may invest whilst providing guidelines on reporting practices (UNCTAD, Investment and Enterprise Responsibility Review, 2010, http://unctad.org/Templates/WebFlyer.asp?intItemID=5593&lang=1 [accessed 7 September 2010]). However inconsistencies in reporting make it difficult for policy makers and investors to compare information to make informed decisions (UNCTAD, Investment and Enterprise Responsibility Review, 2010, http://unctad.org/Templates/WebFlyer.asp?intItemID=5593&lang=1 [accessed 7 September 2010]). Universally agreed principles to harmonize reporting and provision of benchmarking are

being led by voluntary CSR initiatives (UNCTAD, Investment and Enterprise Responsibility Review, 2010, http://unctad.org/Templates/WebFlyer.asp?intItemID=5593&lang=1 [accessed 7 September 2010]).

Although CSR reporting is stakeholder driven, and external pressure to report comes from regulatory authorities and from socially responsible funds, less than 1% of TNCs produced an environmental, social or sustainability report in the last 5 years (p. 12 UNCTAD, Company Impact on Society, 2010). Of these reports, less than 30% of these were verified by a third party (p. 13 UNCTAD, Company Impact on Society, 2010).

3.5. Reporting Structures

The GRI is an international non-profit organization based in the Netherlands that provides a framework to report sustainability performance amongst companies world-wide. It uses the G3 Guidelines to report which encompass content, quality and boundaries of reporting. These are considered to be the core principles that are applicable to all enterprises and material to all stakeholders (p. 14, UNCTAD Disclosure of the Impact of Corporations on Society). There are also standard disclosures in which companies must outline their strategy and profile, management approach and performance indicators. It was started by Ceres in Boston, an environmental sustainability group in the USA then in 1999 it partnered with UNEP and in that same year companies started reporting based on the GRI. It has seen approximately a 51% increase from 2007 – 2009 in GRI reporting and 29% increase since 2008 (http://www.globalreporting.org/AboutGRI/FactSheet.htm). This trend shows that increasingly companies are voluntarily joining this initiative to report their sustainability activities in a manner which is easily measurable across sectors.

Non-financial reporting methods are becoming increasingly important to professionals who work within organizations. Professional bodies like the Law Societies, ICSA and Accounting bodies such as the IASB have increasingly been issuing policy notes on how to deal with and report

these important aspects of corporate governance. This is extremely important to the professionals within the organizations which they work to maintain their professional designations. It is especially important to companies that are quoted and traded on public exchanges because they are regulated by securities regulators. Additionally the UK in its company's legislation, through its OFR, has included CSR reporting into its company law (p 48-49, Hoskins, 2008).

3.6. Philosophy of CSR

The North American definitions of CSR are different than those of international NGOs and the Europeans'. Corporate Governance is more the focus of North American CSR models than that of their European counterparts (p. 75 Hoskins, 2008). The USA perspective toward CSR as modelled upon philanthropy (http://www.mallenbaker.net/csr/definition.php (accessed 26 July 2010)), while Europeans have welfare philosophies embedded in its social infrastructure and therefore philanthropy is less prevalent (p. 75, Hoskins, 2008). As early as 2004 the Securities and Exchange Commission of the USA gave a report to Congress outlining efforts to study "(1) the definition of CSR and global CSR, (2) the role, if any, that federal agencies have in promoting or monitoring global CSR, and (3) whether federal programs or policies either promote or undermine USA company global CSR efforts." (http://www.sec.gov/about/oig/audit/semiapr05.pdf [accessed 2 September 2010]). But "According to *Ethical Corporation*, a study by USA market research firm Echo Research Inc. finds that U.S. investment firms give less attention to SRI criteria than their counterparts in Australia, Europe and South Africa" (p. 60-61, Hurst, 2004).

4. Overview of the Space Industry

4.1. Introduction

It is important to understand what is currently in place within the space industry in terms of CSR to give some context into which to place the recommendations set out below.

4.2. Current Landscape

CSR has been adopted more slowly in the space industry than in any other industry (p. 32, Hurst, 2004). This could be because of the trickledown effect on consumer influence on the prioritization of CSR within industry. Businesses that have direct consumer contact tend to adopt CSR initiatives much more quickly. Consumers are extremely selective about their choices today and can actively select a company that is socially responsible over another that is not (p.13, Hurst, 2004.). Consumers would more often choose a lesser service if they knew a company was socially responsible versus choosing a better service from a supplier that is not socially responsible (p. 13, Hurst, 2004). Companies that have business-to-consumer relationships, such as travel agents, coffee shops, supermarkets and auto manufacturers have more active CSR policies than companies that are traditionally business-to-business. The trickledown effect takes place, where companies must become increasingly transparent because of corporate governance initiative world-wide where consumers can now see businesses they source from are being socially responsible in their supply chain as well. This is where we see companies such as McDonalds' sourcing sustainable coffee (http://www.sustainable-sourcing.com/2010/02/23/sustainable-sourcing-tops-menu-at-mcdonalds/ [accessed 31 August 2010])) or Nike refusing to use sweatshop labour in Eurasia (p. 79, Winston, 2002). Although these initiatives may cost more at the outset, the long term effect of sustainability proves to be profitable to companies (p. 30, In Bed With CSR, 2002).

One of the major issues with the space industry is its ambiguity to the general public. Most people are unaware of the daily uses that the space industry provides us, from GPS to the weather channel, disaster relief, television, radio to offshoots of technologies that are integrated into daily life which were developed for the space program. The general population does not know, or understand, enough about the space industry to know its impact on their daily lives or the reality of its impact on Earth. For example, the environmental impact of launches is generally seen to be detrimental to the environment, but what many do not realize is that the "smoke" plumes emitted

from the launches are predominantly water vapour (http://www.environmentalgraffiti.com/featured/space-launches-as-never-seen-before/10574 [accessed 3 August 2010]). According to Trevor Williams, above, the toxic chemical propellants pose minimal risk and damage to the environment in comparison to the other emissions generated annually.

4.3. Contributions of Other Space Industry Players

As outlined above CSR is not generally regulated, nor are there accepted industry practices of how to report or how to quantify CSR practices and companies are not required to report on their activities. It is therefore difficult to have a direct comparison between space industry players from a data perspective and as there are many variant types of space companies a direct comparison is difficult.

Boeing earned gross revenues of $68.3 billion and $1.312 billion net revenues in 2009 (Boeing annual report 2009) and made $141 million of charitable contributions equating to 0.21% of gross revenues and 11% of net revenues in charitable contributions (http://www.boeing.com/companyoffices/aboutus/community/2009_report/defined.html Company Overview p 15 [accessed July 28 2010]).

Lockheed Martin reported gross revenues of $45.189 billion and $3.024 billion net revenues (Lockheed Martin Annual Report 2009) and made $46 million in charitable contributions equating to 0.10% of gross revenues and 2% of net revenues in charitable contributions (http://www.lockheedmartin.com/aboutus/culture/csr.html [accessed 22 September 2010]).

EADS earned €42.822 billion in gross revenues and a net loss of €(380) billion (EADS Annual Report 2009) and made €23.5 million in charitable contributions to its foundation representing 0.05% of gross revenues and 618% of net losses of charitable contributions.

It should be noted that Boeing and Lockheed both have headquarters in the USA and EADS in Europe. The differing philosophies of USA and European philanthropy most definitely had an influence here.

The companies mentioned here are A&D companies, and they were chosen because they have the most available public information. Although the business of A&D and satellite operators are very different and revenues in A&D are higher than satellite operators, it should be noted that they are not far behind and that the path the A&D have carved should be an indicator of how SES can follow a well-trodden path. (http://www.spacenews.com/resource-center/sn_pdfs/SPN_20090323_Mar_2009.pdf p.1 [accessed 30 July 2010]).

In 2008 and 2009 the top satellite operators reported earnings as follows:

Figure 6

Revenues of Top Satellite Operators World-Wide
Expressed in millions

Gross Revenues

SES Group		Eutelsat**		Intelsat***		Telesat****	
2008	**2009**	**2009**	**2010**	**2008**	**2009**	**2008**	**2009**
€1,630.3	€1,701.6	€940.5	€1,047.2	$608.8	$620.8	$711.4	$787.2

Net Revenues (EBITDA)

SES Group*		Eutelsat**		Intelsat***		Telesat****	
2008	**2009**	**2008**	**2009**	**2008**	**2009**	**2008**	**2009**
€476.5	€565.7	€742.1	€827.8	$917.8	$1,391.9	$987.3	$419

* SES's fiscal year is 31 December (http://www.ses.com/ses/PDFs/MediaRoom/Financial/SES_Report_2009_ENGLISH.PDF)

** Eutelsat's fiscal year is 30 June (http://www.eutelsat.com/news/compress/en/2010/pdf/PR3510-Annual-Results-2009-2010.pdf)

*** Intelsat's fiscal year end is 31 December. It moved its operations mid 2009 to Luxembourg but has reported in US dollars (http://www.intelsat.com/_files/investors/financial/2009/Q42009.pdf)

**** Telesat's fiscal year end is 31 December. It reports in Canadian dollars. (Telesat Annual Report 2009).

These gross and net revenues demonstrate that even if SES or any of the other top satellite operators were to take their cue from A&D companies to contribute 11%, 2% or some amount even when a net loss is incurred, significant social contributions could be made. This can be achieved by setting a contribution budget annually.

4.4. Contributions of SES

> SES believes it has a responsibility to support projects that contribute to the development of a communications-based society and a knowledge-based economy. We believe that progress in this area should help develop more resilient and flexible economic structures, contribute to enhance social mobility development, and should also contribute to the emergence of more sustainable economic development models (http://www.ses.com/ses/siteSections/group/csr/index.php [accessed 31 July 2010]).

This statement reinforces CSR frameworks world-wide and should be capitalised upon.

The projects that SES supported and reported on in their 2009 annual report were in the areas of Education, Memberships, Events, Community, Innovation and Environmental initiatives (Appendix 9).

SES does not disclose the financial amount that was contributed to all of these initiatives and indeed some of them cannot be quantified monetarily. For instance, since the year end 2009 the Luxembourg staff have spawned a number of social projects to which they donate their time, such as employees undertaking improvement projects within the community. Although this type of community involvement is relatively new in Luxembourg it has been evident in other locations of SES Global (personal communication, 1 September 2010).

These efforts put forward by SES are by no means paltry, but through coordinated efforts, SES could lead the way in CSR activity and also provide more reward for effort.

5. Recommendation Action Plans

5.1. Introduction

By providing an integral CSR action plan, SES Group can set itself apart from other satellite operators and be a leader in CSR practices in the space industry. The integral company strategy was not disclosed to the author, therefore the basis upon which these recommendations are made are not exhaustive and are formed on publicly available information. The CSR Policy at SES Group can be considered to be good, but with very little effort and expense, SES could distinguish itself from other satellite operators, and indeed many other space industry companies, to become a leader in business and CSR practices. Although the A&D companies outshine SES in CSR reporting and activities, SES is deemed to be better than its satellite operator counterparts, as the others make no mention of any CSR activities on their websites. SES has an opportunity to move itself from complacency in this area to raising the standard significantly and show itself to be a leader in CSR.

5.2. SES CSR Charter

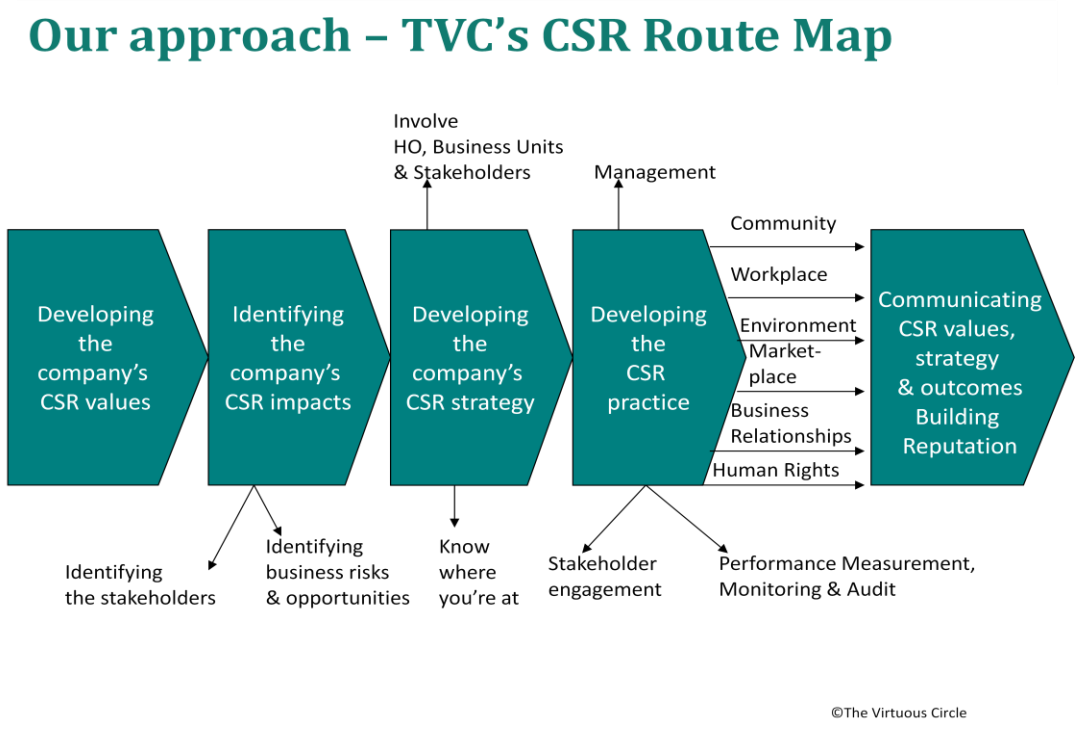
In 2006 SES signed the CSR Charter (Appendix 9) which the Luxembourg government encourages businesses to sign and institute as part of their business strategy (http://ec.europa.eu/youreurope/business/doing-business-responsibly/taking-sustainability-further/luxembourg/index_en.htm [accessed 21 September 2010]). This CSR Charter is segregated into four distinct dimensions: The Economic Dimension, The Social Dimension, The Environmental Dimension and the Community Dimension. Each of these areas specifies aspects that are outlined in EU guidelines, the UN's Multinational Company Guidelines and others, yet most certainly reflects Carroll's CSR Pyramid (Figure 2). However this Charter is a cursory approach to CSR. With all the good intentions of the Luxembourg government, this CSR Charter really represents a "bolt-on" method that allows companies the luxury of purporting to have a CSR policy in place, when, in fact they have a cursory policy that has become a box-checking exercise. The CSR Policy in place at SES is a broad stroke of CSR policy, however, in defence of

the SES Policy a company must be careful not to have such a detailed CSR policy in place that it may exclude other features of CSR initiatives. With broad stroke policies in place that embody the general corporate and social policies of the company, business units worldwide must be careful to adhere to the general interpretations of that policy.

5.3. The CSR Route Map

The following diagram which is outlined in the ICSA CSR Handbook and provided by the Virtuous Circle Ltd. concisely defines how a CSR Program can be instituted within SES' primary business strategy:

Figure 7



Reproduced with permission from *The ICSA Corporate Social Responsibility Handbook* P. 66, by Tony Hoskins, © ICSA Information & Training Ltd., 2008.

5.4. The Method to Planning the CSR Strategy

5.4.1. Development of the Company's CSR Values

In developing the CSR values of SES it is important to identify ethical considerations of the company otherwise the CSR strategy cannot be embedded into the company's culture which is a crucial factor in any business strategy (p. 66-67, Hoskins, 2008). In 2008 SES introduced a group wide Code of Conduct and Ethics (http://www.ses.com/ses/PDFs/CorpGov/SES_Code_of_Conduct_and_Ethics_July_2008_for_Internet.pdf [accessed 31 July 2010]) which outlines its core values as Integrity, Excellence, Partnership, Leadership and Innovation. In 2009, all employees were provided a mandatory 'refresher' course (SES personal correspondence, 1 September 2010).

It is a safe assumption that the company strategy is a long-term one, given the lifecycle of business of SES. The strategic plan must be between 15 -25 years in advance given its business of procuring satellites and satellite services in the long term. This long term perspective works very well with CSR integration into the business culture to see the long term benefits of the value investing in CSR (p. 85, Hoskins, 2008).

5.4.2. Identify the Company's CSR Impacts

Identifying CSR impacts requires those who understand the entire business to take an external perspective to identify and have an objective discussion on how the various company impacts (p. 67, Hoskins, 2008). Identifying the company stakeholders, their priorities and identification of the various markets in which they operate is crucial. The major risks and opportunities of the company must then be identified.

5.4.3. Identify the Stakeholders

The stakeholders of SES are, but are not limited to, its employees, its shareholders, its financial institutions, suppliers, partners, the societies in which it operates, the governments for which it provides services (militarily and otherwise), its customers and the organizations which SES may support. In fact, some companies, such as Dell have gone so far as to publish certain stakeholders

with whom they have active CSR engagement practices (http://content.dell.com/us/en/corp/d/corp-comm/cr-ca-list-stakeholders.aspx [accessed 20 September 2010]). SES could do this if they were to engage in the same supply chain CSR checks which Thales undergoes, should they wish to disclose their supply-chain.

5.4.4. Identify the Business Risks and Opportunities

Regardless of industry businesses have certain risks. The risks associated with operating satellites have tremendous impacts, not just financially but environmentally, socially and politically (Appendix 11).

Risk is a major concern which greatly influences CSR strategies and practices. In addition to the risks in Appendix 11, there are in orbit risks to its satellites, such as Coronal Mass Ejections which can have a massive impact on Earth's electrical infrastructure and on satellites themselves (http://www.ascendspacetrak.com/download/SINSample.pdf?utm_campaign=SIN_27-08-10&utm_medium=email&utm_source=Eloqua [accessed 28 august 2010]).

Especially in recently published statements by SES that it is still eager to move into other markets, notably the developing nations, (http://www.spacenews.com/satellite_telecom/100730-ses-still-hungry.html [accessed 19 September 2010]) SES must take the human rights and human resource risks into account.

5.4.5. Develop the Company CSR Strategy

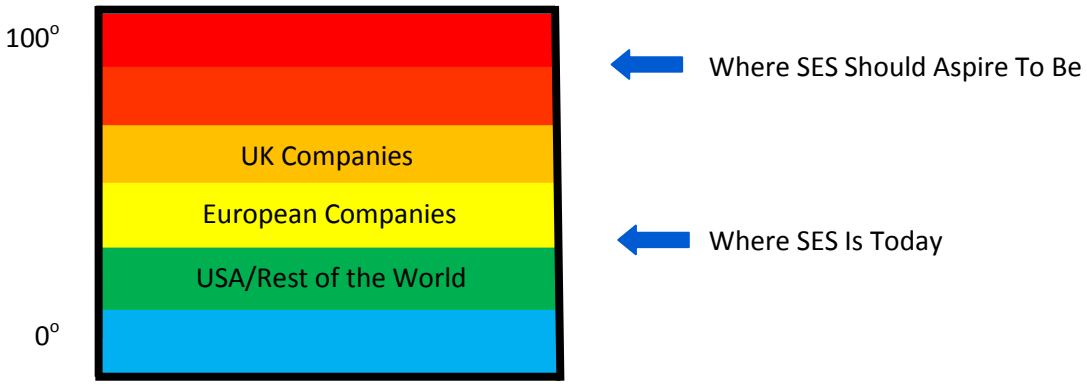
The first step is to recognize what the company is doing already in terms of CSR (p. 67, Hoskins, 2008). There are many worthwhile initiatives in place at SES already and the purpose here is to provide recommendations to improve CSR strategy within the company. The initiatives in place should not be abandoned but could be reinforced and validated with a more focussed CSR strategy in place. It is important to note that developing the CSR strategy and policies is an ongoing process reinforced by the CSR Cycle (Figure 4) and the perfection in this will never be achieved, because it is an iterative process. Perfection is the enemy of excellence...as you strive

for perfection, excellence is diminished because the fact that excellence is constantly changing is excluded (paraphrased from Mike Simpson, personal communication 27 Sept 2010). SES should strive for excellence in developing its CSR strategy and policies.

Based on the four forms of CSR noted above, by Mullerat, it is evident to the outsider that SES is practicing the fourth form of CSR (Figure 1). SES should be aspiring to move toward the pure form of CSR in an effort to achieve CSR excellence. Gauging "How Hot the CSR" of SES (Figure 8) would be impossible without insider disclosure. However, externally an assessment would be that SES has lukewarm thermometer for CSR yet it is warmer than its counterpart satellite operators which could be rated at best tepid or cool. SES should be aspiring toward a hot thermometer.

Figure 8

The Radar Thermometer: How hot is your CSR?



Reproduced with permission from Hoskins, p. 74. Radar Analysis from the Virtuous Circle Ltd.

It is important to not treat CSR as a marketing exercise. Many companies hide their CSR activities in marketing account codes instead of accounting for them separately. For example, when SES employees take time during the working day for community projects (SES personal communication, 1 September 2010) the wages paid to employees that day, could be allotted as CSR contributions. By reviewing SES financial statements, CSR activities are undisclosed and do

not truly account for its CSR contribution. Many companies refrain from accounting financially for CSR activities because they are fearful that the board may rethink CSR activities impacts on the bottom line (p. 213, Hoskins, 2008).

It is imperative to involve stakeholder in a case such as SES where many subcontractors, suppliers and transnational corporate operations. It is important to identify the stakeholders so SES can engage them and use its influence to promote its own CSR activities.

5.4.6. Develop the Company's CSR Practice

SES must ensure that CSR practice includes all of the key elements mentioned above. There must be a communication method both internally and externally to ensure effective implementation. The CSR strategy should flow from the top of management (the board) down to each business unit. Implementation, performance measurements, monitoring and auditing of the performance are crucial. Currently SES's board is not involved in the CSR practices of the company and they are managed at an executive level (SES personal communication 1 September 2010). In fact the CSR Charter is not signed by a member of the board, but by its legal counsel. A factor of success of integrating CSR within the corporate strategy and culture must come from the board level. One of the major recommendations would be to have a dedicated CSR Officer and establish a CSR committee on the SES Group board to establish CSR practices throughout the organization.

5.4.7. Inclusive Approach

In establishing a CSR practice SES should use an inclusive approach as set out below, which SES must take into consideration.

5.4.7.1. Community

SES takes its commitment to the community very seriously. Within the government mandated CSR Charter there is a Community Dimension that encourages companies to "play a responsible role in society by promoting social cohesion" (SES CSR Charter). The community aspect of the Charter applies to all regions in which the company operates and encourages contribution to local

development, humanitarian efforts and cultures. This is a good example of how head-office CSR initiatives have to be communicated to the SES business units that exist globally. Each area will have various cultural, human rights, industrial and other factors which they will have to consider.

5.4.7.2. Employment

In the SES CSR Charter, employment is considered in both the Economic Dimension and the Social Dimension. The Economic Dimension sets out value for stakeholders and economic continuity. Employees are stakeholders who through their own economic success contribute back into the economies and societies in which they live and work. The Social Dimension addresses issues of Employment Codes, professional development, well-being and healthy lifestyle. This dimension allows the company to contribute back to society though its employees. Their success, economic and otherwise, feed back into society creating a positive CSR loop.

EADS has highlighted in it CS&R report 2009 that "more than 9,000 individuals have been trained in ethics and compliance issues during 2009" (p.41). SES should also publish their 2009 Code of Ethics training.

5.4.7.3. Environment

The Environmental Dimension of the CSR Charter charges companies to "oversee the respect of the environment and its protection" (SES CSR Charter). It calls for companies to minimize its environmental impact, exercise supply chain management in accordance with this and encourage this environmental philosophy amongst its employees.

In 2009 SES had a third party auditor do an environmental assessment on the group wide carbon footprint. As a result, SES is in the process of refitting its head office with energy efficient and clean energy programs. Also as a result, SES also began an incentive program to encourage energy efficiency amongst its employees (SES Annual Report 2009).

5.4.7.4. Marketplace

The Marketplace is identified in the Economic Dimension of the CSR Charter. The supply of quality goods and services, provide added value, and promote client satisfaction. SES has demonstrated its added value to the marketplace which can be seen in its market-share.

5.4.7.5. Business Relationships

The Economic, Environmental and Social Dimension of the CSR Charter address business relationships in terms of CSR. It addresses maintaining mutually beneficial and fair relations with suppliers, selection of partners, suppliers and sub contractors according to social criteria, selecting partners, sub contractors and partners according to environmental criteria.

Although no CSR considerations were taken when deliberating the decision, the investment that SES has made in 03b, is a good commercial investment and also a CSR investment (personal communication 1 September 2010). 03b is a network of satellites that will provide "connectivity to lesser developed areas of the world" (personal communication 1 September 2010).

5.4.7.6. Human Rights

The Economic and Social Dimension provide for the preservation of human rights though compliance with business laws, its anti-abusive practices and anti-corruption, compliance with Employment Codes, combat of discrimination, encouragement of work-life and private-life balance. This also applies to the more extreme geographic areas that suffer human rights abuses in its basest form. In November 2009 the Bar Human Rights Committee of England and Wales sent a delegation of 13 international lawyers to conduct an independent audit of the human rights situation in Mexico as it applies to law and justice. A very telling recommendation that Mexico must "…invest in improved forms of communication methods for threatened human rights defenders who live in communities without telephones…" (p. 51. BHRC Mexico Report 2010) shows how satellite operators must prioritize the availability of transponder capacity in these areas just to establish the most basic human rights that first world countries tend to take for granted. For example, the most heinous of crimes are not reported because of the prolific

corruption that abounds through every level of law enforcement in Mexico, makes reporters of crime targets (p. 42. BHRC Mexico Report 2010). In the majority of cases, the alleged perpetrator is the military and the police, and reporting an incident of abuse to the persons suspected of committing the infraction is simply not an option for the victims. Providing the victims with adequate telecommunications infrastructure so that they can, for example, submit confidential reports of human rights abuses to independent third parties, such as the UN by Internet, would be a practical and effective means of beginning to combat human rights abuse. If communications could be accessible, secure and confidential through satellite coverage, Mexico might be able to establish a legal system that sufficiently provides access to justice to the victims of human rights abuses.

5.5. Internal Initiatives

5.5.1. Foundation

A foundation as a legal entity or arrangement can offer a variety of benefits to an organization such as SES. For donations and other charitable objectives, a foundation carries a positive image, being well known in the commercial world as vehicle that is used for, and which is, associated with philanthropic objectives. For example, Women in Aerospace, a professional society dedicated to expanding women's leadership opportunities and visibility in the aerospace industry, set up a foundation to benefit young women who want to study engineering and who will become the future of Women in Aerospace (http://www.womeninaerospace.org/foundation/ [accessed 30 September 2010]). Additionally, in 2004 EADS created their corporate foundation (p. 32, 82, EADS CS&R 2009) so they could make a strategic and managed contribution in the philanthropic and charitable arenas. Engaging in such activities through the use of a foundation can enhance an organization's socially responsible image in its industry sector and generally, on a global scale.

There may also be significant tax and other fiscal benefits for SES to explore, by implementing a focused philanthropic agenda through the use of a foundation. Donated revenue, in general, and

depending on the tax (country) location of the donor company within the SES organization, can be deducted from certain profit revenue streams, thereby leading to a tax reduction in terms of the amount of tax being due to the a national fiscal authority. For example, the SES organization might decide to utilize funds from the group towards a specific philanthropic goal. A foundation as an entity can be established (at low cost) located in a variety of jurisdictions which offer foundation legislation. If for example a foundation were established in Liechtenstein, funds could be transferred from an SES subsidiary company (for example, a company located in Luxembourg). The transfer of funds from the Luxembourg SES company would reduce the profits in the accounts of the Luxembourg SES company, and thereby reduce the amount of revenue subject to corporate tax in Luxembourg.

The above example is a very basic outline of how tax and other fiscal benefits might possibly be achieved. Further information would be required on the internal organizational structure, tax and accounting policies of the SES organization after which viable and practical solutions can be recommended. Moreover, any utilization of a foundation for charitable aims can be used to encourage partner cooperation and aligned to the long term Group goals of SES (over a 15-25 year span), bringing both image, fiscal and social benefits on an enduring basis.

5.5.2. Employee Involvement Program

SES has an employee involvement program where they allow employees to provide charitable services on company time. SES should account for these within their organization as CSR and not hide these in other areas of their chart of accounts, such as overhead or marketing initiatives. SES should also provide a donation matching program, to a limit, for its employees who choose to donate to recognized charities. This is a good way of integrating CSR activities within the business culture. SES should also start a CSR committee at employee level within the organization to spearhead initiatives that relate to all areas of CSR. This could drive the CSR initiatives from the bottom up thereby strengthening the validity of the program amongst the

employees. This committee would work with the board CSR committee so initiatives are aligned with corporate strategy giving the board an opportunity to work with the employees.

5.6. External Initiatives

5.6.1. The UN Global Compact

By joining the UN Global Compact SES Group could significantly increase its standing in the global community. In joining the Compact a letter is written by the CEO (Appendix 12) committing to integrate the practices into its organization to uphold the human rights, labour, the environment and anti-corruption principles as outlined by the Compact. The company would then complete the online Compact registration form.

The costs for joining the Compact are relatively negligible and based on annual revenues of the company. Based on SES 2009 annual revenues the current fees would be USD$10,000 per annum. Others in the industry have done this, for example EADS joined the Compact in 2003 and published within its 2009 CSR Report it outlines the ten principles to which it adheres and how it implements them within their corporate culture (p. 32, EADS CS&R 2009). After joining the company would be expected to adhere to a number of principles and activities which would positively contribute to SES' CSR initiatives and have access to a number of associated benefits and resources (Appendix 13).

5.6.2. The GRI

SES should join the GRI which has a nominal annual fee, a very simple online registration process and would provide resources to produce the sustainability report recommended below. It would also put SES in a class above most other satellite operators. Some of the most prestigious companies of the world are members. There are several benefits, including access to a global networks, support and discounts on publications and events.

5.6.3. Corporate Communications

The communication of CSR values, strategies and outcomes will help build the reputation and the relationships of SES. The value in CSR is communicating what the company is doing and what the results are. Good CSR starts with good internal and external communication. But it is important to not look at CSR as a marketing exercise. CSR has real value that needs to be communicated to its stakeholders and the public at large.

5.6.3.1. Press Release Communications

By increasing its corporate communications to include CSR successes in its news releases, SES could greatly improve its profile in the corporate community as an active proponent of CSR. For example, on 9 September 2010 SES issued a press release that agreement to provide Services Sound and Vision Corporation, a charitable organization who provide television and radio services to troops world-wide (http://www.ses.com/ses/siteSections/newsroom/Latest_News/index.php?pressRelease=/pressReleases/pressReleaseList/10-09-09/index.php [accessed 30 September 2010]). Nowhere in the press release is the CSR aspects of this service mentioned. If SES is providing this service at a discount, then that might be mentioned as well as part of support of the troops. It is as simple as putting some or all of the words "Corporate Social Responsibility" in the press release so that if a search is conducted on these terms, the SES press releases surface. SES could also "spin" this and initiatives like O3b as CSR endeavours alongside the commercial investment.

By publishing these types of news releases on CSRN, SES could put itself on the radar of those who watch CSR globally.

5.6.3.2. Corporate Sustainability Report

SES should also publish a sustainability report annually. Companies are often rated for their adoption of CSR and compliance by the very fact that they publish a sustainability report. Publishing of a separate report gains a higher rating than those who merely mention CSR initiatives in their annual reports and receive a lower rating if very little is mentioned and an even

worse rating if it is not mentioned at all. All though, it bears mention that few companies fail to mention CSR in annual reports as this has become an increasingly important topic and there are many regulatory guidelines with which they must comply, for both private and public companies, depending on jurisdiction.

The costs involved in publishing a Report can be considerable given the amount of research, tracking, governance and production costs. By joining the GRI a number of resources can be made available which would prevent SES from re-inventing the wheel. The initial cost of implementing tracking is worth mentioning in terms of training or perhaps in reorganizing the chart of accounts. The costs of initial set up and ongoing reporting do not outweigh the benefits garnered from producing such a report.

EADS, one of SES' major suppliers of satellites, produced a CSR Report and produced a separate Responsibility and Sustainability report which was very detailed that, in 2008, earned it a place on the DJSI (p. 33, EADS CS&R 2009). They do this because as EADS states "Governments have rewarded us by placing their trust in us as a responsible partner… responsibility and sustainability determine how we balance short-term and long-term objectives…they influence how we conduct and transform our businesses" (p.23, 2009 EADS Corporate Responsibility and Sustainability Report). Within that report are numerous data – the report is 98 pages – and it was independently audited by KPMG. Thales publishes a very detailed sustainability report that reflects its compliance and promotion of the ten principles of the Compact.

5.6.4. Venture Philanthropy

In an effort to promote its own business of transporting satellites into orbit to provide service, SES should invest in sustainable and green launch technology innovation and developments. Through the SES foundation mentioned above, they could partner with their launch providers to reduce CO2 emissions or develop lower cost launch solutions for the future.

5.6.5. Support an International Space Sector Charity

By visibly supporting a reputable organization that propagates education and international cooperation SES could meet its future human capital needs. A good example of this is WSWA, a non-government, non-profit, international organization, based in the USA with National Coordinators world-wide. Founded in 1981 it is one of the world's oldest space education organisations and the proud partner of the UN in the global coordination of World Space Week – the largest public space event on Earth and is under the guidance of the COPUOS and the UNOOSA based in Vienna, Austria. Since its declaration by the UN in 1999, World Space Week takes place every year on 4-10 October and celebrates at the international level "the contributions of space science and technology to the betterment of the human condition" (UNGA). WSWA has a number of sponsorship initiatives that promote world-wide STEM education initiatives all year long (Appendix 14).

An organization such as this, with minimal support from a company such as SES, could benefit from sustained support that could positively affect multitudes of children worldwide and provide SES with an employee pool for the future. The prestige associated with an organization such as this is also a tremendous boon to the contributing company as there are many benefits associated with sponsorship, including industry introductions and segues into new markets, particularly developing nations.

Organizations such as these struggle a great deal to sustain themselves, especially during periods of financial turmoil. The commitment by companies like SES to support these organizations, regardless of financial cycles, is crucial to their survival. It also says much for the industry itself when space related charitable organizations can sustain themselves with support from its own industry through financial crisis.

5.6.6. Partnerships with Other Industry Players

The space industry has its basis in cooperation. SES's entire business plan rests upon the cooperation with its satellite manufacturers and launch providers.

One of the major issues of our time, aside from hunger and poverty, are the whitespaces[3] in areas where one would expect to be connected to the grid for telecommunications and broadband. Areas throughout Europe, Africa, Asia, North and South America encounter this problem due to mountainous regions and other obscure, thinly populated places (personal communication Professor Victor Billig, 30 June 2010). Profitable companies do not invest in these areas, but governments are concerned about this because the populations in these areas are being discriminated against on the basis of their geography, by not having access to the same communication standards as those in well populated areas. By eradicating these whitespaces a great problem could be solved providing access to all citizens. The problem is not mere inconvenience of lack of broadband coverage in areas, but more severe problems like health and access to education. These solutions that could provide crucial services such as tele-medical services and education to areas in Africa where there are none and rescue efforts in mountainous regions like the European Alps could be aided by wall to wall satellite coverage.

However, SES warns that selling services to some and giving them away to others cannibalizes the market, which is of no benefit to the sustainability and bottom line of the business and would therefore negate any CSR efforts made. "Eradicating white space should be a public policy objective that satellite operators can support as part of their CSR programmes" (personal communication, SES, 1 September 2010).

On 4 June 2010 the French Space Agency, CNES, earmarked $900 million for a next-generation rocket, two Earth observation satellites and satellite-delivered broadband. This MegaSat project, which would provide for clearing whitespace in France, had $325 million of the $900 million set

[3] [3] White Space is considered to be unreachable areas for broadband and mobile phone usage.

aside allocated to it. (http://www.sbv.spacenews.com/civil/100604-french-bond-fund-projects.html [accessed 30 July 2010]). It is important to note that this is not tax money, but investment by equity firms and backed by the French government. But by 29 July 2010 the French Government made a u-turn and stated that the $325 million "may be redirected toward locally managed subsidies for broadband terminals". They attributed this change of direction to the difficulty in selling the story to the appropriate government officials (http://www.spacenews.com/satellite_telecom/france-rethinking-investment-megasat-satellite.html [accessed 30 July 2010]). This point reinforces how ill-informed the general public is about what space does for us on a daily basis. The bureaucrats are going to be reluctant to allocate funds to a project which does not have any perceivable value to the general public. This has been the case in the USA for decades. In a personal interview with Mike Gold of Bigelow Aerospace, he outlined the difficulty with having government funded projects because "The primary focus of Congress is not to get people into space. Historically you had the Iron triangle – political influence, where certain districts benefited and led to inefficient aerospace development. Obama's new policy is a shift in procurement practices (fixed price) to promote efficiency" (Personal Communication, Mike Gold, 1 August 2010). This is where the argument between the public good versus the public consensus starts. The public wants certain services and infrastructure in place, but especially in light of the financial crisis, the public is not willing to pay to have these services. So, SES is correct in saying that it cannot simply give its services away or the market becomes irreversibly diluted, diminished and devalued to the point where there would be no business case for carrying on business in the first place. Companies must establish where to draw the line, as Drucker mentions, where their CSR practices can actually diminish their business. Companies should not sacrifice their bottom line for the triple bottom line.

Instead of investing all of this into the MegaSat satellite, the French government will now put a significant portion of this bond issue into upgrading its ground stations to work with the KaSat[4] to be launched 6 December 2010 by Eutelsat that will be able to address some of this whitespace issue in the short term without having to wait in the long term for the MegaSat to be built and launched (http://www.latribune.fr/entreprises-finance/industrie/aeronautique-defense/20101003trib000555066/les-ambitions-de-valerie-pecresse-pour-l-industrie-spatiale-francaise.html [accessed 10 October 2010]). This initiative, if deployed world-wide, could provide a significant improvement to world security because not only does it address white zones, but it moves towards more efficient communications (personal communication Professor Victor Billig, 30 September 2010). Here we see Eutelsat involved in a CSR initiative backed by the French government that provides real benefits to the general public.

Outside of the space industry complementary and competitor cooperation initiatives are already prevalent. As an example, Petra Solar in New Jersey is working with New Jersey Electricity to install solar panels on electricity poles where some of the electricity required by customers is derived from solar, reducing the impact on the environment. This is a clear example of CSR initiatives working in energy industry and the satellite operators should follow their lead. Although New Jersey Electricity is foregoing revenue it might otherwise reap from not cooperating with Petra Solar, it is now seen as an industry leader in this regard (Cnnmoney.com Petra Solar news story seen on World Business Today CNN at on 15 August 2010 15:45 GMT +2 [television]).

Within the space industry we are seeing examples of this as well. Bigelow Aerospace is collaborating with Boeing using $18 million that NASA has provided for preliminary design of a commercial crew capsule (personal communication 1 August 2010 and

[4] This KaSat is a multi-beam technology that, with the appropriate ground station, can address the white zones and blind spots that are prolific in many areas of France due to the terrain.

http://www.nytimes.com/2010/06/08/science/space/08space.html?pagewanted=3&_r=1 [accessed 1 August 2010]).

In addition, the Satellite Data Centre, of which SES is a partner is a partnership between SES, Inmarsat and Intelsat that provides satellite tracking which has generated economic benefits and efficiencies, reduced risk, and in doing so have a good CSR practice in place (http://space-data.org/sda/index.php [accessed 15 August 2010]).

SES can also leverage its investment in 03b, mentioned above, to enhance its CSR image. By communicating social good of the 03b investment by no means diminishes its financial viability. It can provide a reputation boost for the company or something which it can report as a socially responsible consideration.

6. Conclusion

The evidence that CSR is a sound business principle is indisputable. The argument that CSR is not in the best interest of shareholders is no longer valid because it has been proven that optimization of the bottom line is dependent on the optimization of the triple bottom line. It is a practice that if satellite operators, and in fact any other company that operates in the space industry, must adopt as an integral part of their business strategy if they hope to survive. But adopting these policies must be more than just a marketing exercise or having superfluous activities that are not embedded within the long term corporate strategy.

If SES chooses to incorporate the recommendations set out above it can set itself apart from other satellite operators in the realm of CSR and be a beacon to others who want to implement these policies within their organizations. Not only can SES be a CSR leader but it can guarantee its survival in the world-wide communications arena by strengthening its triple bottom line and therefore its financial bottom line. There are a number of recommendations that would be very easy to implement at very little cost, while others will take more time, financial commitment and

resources. This spectrum of recommendations provides SES the option to implement recommendations at their own pace and as they see fit to integrate into their business culture.

SES can also be instrumental in setting the standard for corporate governance because of its enormous responsibility to global communications and world security. The importance of this cannot be underscored enough. The stability of world governments and economies can be strengthened through the rigorous implementation of corporate governance and CSR at the board level. Global citizens and governments alike place their trust in companies like SES every day through communications and military means. The reliance the world places on space is immense, even if the public at large does not fully understand all of its impacts. Nonetheless, the trustworthiness and example of companies like SES must remain higher than traditional modes of business. Because the types of services provided by satellite operators impacts all industries and the economic co-dependency of the world on these services, it is that much more important that SES be a beacon of CSR activities to enhance its image and credibility and ensure its own survival.

The scope of this paper was not able to encompass all the successes and failings of CSR within the space sector, however, it did present the evidence that CSR with the space sector is a necessity and not an optional add-on to business strategy. A possible area to explore in greater detail for future research would be investigation of what areas of venture philanthropy would have the greatest impact on the space industry so companies could hone their CSR investments accordingly. Another area for future investigation would be to investigate more ways in which satellite operators could work together to further CSR initiatives globally. A further area for investigation would also be to provide a comprehensive comparison between satellite operators' CSR initiatives. Of course this would require full disclosure from all companies examined something which was not provided for within the scope of this paper.

7. Appendices

Appendix 1
2.6.4 - CSR and Profitability Correlations

(In Bed With CSR, 2009)

"More evidence of the mentioned link between CSR and competitiveness is seen in a study of company stock prices from 1995 to 2003 (Derwall et al., 2005). This study showed that companies that were highly rated in social responsibility, significantly outperformed companies who had a lower relation. Their study eliminated or adjusted for factors that could influence stock prices. The factors they controlled were volatility/market risk, size, value versus growth companies, and momentum effects (Derwall et al., 2005). A couple of things were concluded from this study. First, investors value companies that are highly rated in social responsibility issues. When investors do not value a company, that company's stock price will fall and the stock will not perform well, i.e. stock performance is a good, albeit not perfect, measure of company value. Investors are typically interested in stocks that will perform well over a period of time, say five to ten years or longer, so the results of the aforementioned study tell us that investors think that stocks of socially responsible companies will outperform companies that are not socially responsible. The second conclusion was that the financial advantage from a stock performance perspective, of being socially responsible is sustainable, since the study covered an eight-year period. A third conclusion that was reached was that reputation is a sustainable competitive advantage because the reputation of a socially responsible company has a significant positive impact on the stock performance (Smith, 2007)" (p. 30-31, In Bed With CSR, 2009).

Appendix 2

Acronyms, Abbreviations and Definitions

A&D	Aerospace and Defence
AML	Anti-money laundering guidelines
BSR	Business for Social Responsibility
CBSR	Canadian Business for Social Responsibility
CEO	Chief Executive Officer
COPUOS	United Nations Committee on the Peaceful Uses of Outer Space
CR	Corporate Responsibility
CSR	Corporate Social Responsibility
CSRN	Corporate Social Responsibility Newswire
DJSI	Dow Jones Sustainability Index
ESG	Environmental, Social and Governance
EU	European Union
FSA	Financial Services Authority (UK)
GPS	Global Positioning Satellite
GRI	Global Reporting Initiative
IASB	International Accounting Standards Board
ICSA	Institute of Chartered Secretaries and Administrators
ILO	International Labour Organization
IMF	International Monetary Fund
MNC	Multinational Corporations
NASA	National Aeronautics and Space Administration
NGO	Non-Government Organisations
OECD	Organisation for Economic Cooperation and Development
OFR	Operating and Financial Review
ROI	Return on Investment
SBSD	Social Business for Sustainable Development Global
SEC	Securities and Exchange Commission
SRI	Socially Responsible Investment
STEM	Science, Technology, Engineering & Mathematics
Thales	Thales Alenia Group
TNC	Transnational Corporations
UK	United Kingdom
UN	United Nations
UNCTAD	United Nations Conference for Trade and Development
UNEP	United Nations Environmental Protection
UNGA	United Nations General Assembly
UNOOSA	United Nations Office for Outer Space Affairs
USA	United States of America
WBCSD	World Business Council for Sustainable Development
WSWA	World Space Week Association
WTO	World Trade Organization

Appendix 3
2.6.7 - Best Companies Methodology to determining best places to work

http://www.bestcompanies.co.uk//Methodology.aspx [accessed 21 August 2010]

- Leadership
- How employees feel about the head of the organisation, senior managers, and the organisations values and principles
- My Manager
- How employees feel about and communicate with their direct manager
- Personal Growth
- What employees feel about training and their future prospects
- Wellbeing
- How employees feel about stress, pressure at work, and work life balance
- My Team
- Employees feelings towards their immediate colleagues and how well they work together
- Giving Something Back
- The extent to which employees feel their organisation has a positive impact on society
- My Company
- The level of engagement employees have for their job and organisation
- Fair Deal
- How happy employees are with their pay and benefits

Appendix 4
3.1 - NGO and Industry Guidelines

The Compact - "is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption. By doing so, business, as a primary agent driving globalization, can help ensure that markets, commerce, technology and finance advance in ways that benefit economies and societies everywhere. Today it stands as the largest corporate citizenship and sustainability initiative in the world — with over 7700 corporate participants and stakeholders from over 130 countries. It has two objectives: 1.Mainstream the ten principles in business activities around the world; 2.Catalyze actions in support of broader UN goals, including the Millennium Development Goals (MDGs) " Does not define CSR but does set out 10 Principles. (http://www.unglobalcompact.org/AboutTheGC/TheTenPrinciples/index.html [accessed 2 September 2010]).

UNCTAD - "Established in 1964, UNCTAD promotes the development-friendly integration of developing countries into the world economy. UNCTAD has progressively evolved into an authoritative knowledge-based institution whose work aims to help shape current policy debates and thinking on development, with a particular focus on ensuring that domestic policies and international action are mutually supportive in bringing about sustainable development. Its three key functions are 1) functions as a forum for intergovernmental deliberations, supported by discussions with experts and exchanges of experience, aimed at consensus building; 2) It undertakes research, policy analysis and data collection for the debates of government representatives and experts; 3) It provides technical assistance tailored to the specific requirements of developing countries, with special attention to the needs of the least developed countries and of economies in transition. When appropriate, UNCTAD cooperates with other organizations and donor countries in the delivery of technical assistance." UNCTAD does not define CSR but its key initiatives fall directly in line with CSR elements globally (http://www.unctad.org/Templates/Page.asp?intItemID=1530&lang=1 [accessed 2 September 2010]).

ILO - "is devoted to advancing opportunities for women and men to obtain decent and productive work in conditions of freedom, equity, security and human dignity. Its main aims are to promote rights at work, encourage decent employment opportunities, enhance social protection and strengthen dialogue in handling work-related issues." In its publication the ILO and CSR, defines it as "a way in which enterprises give considerations to the impact of their operations on society and affirm their principles and values both in their own internal methods and processes and in their interaction with other actors. CSR is a voluntary, enterprise-driven initiative and refers to activities that are considered to exceed compliance with the law." (http://www.ilo.org/empent/Whatwedo/Publications/lang--en/docName--WCMS_116336/index.htm [accessed 2 September 2010]).

IMF - "The IMF is an organization of 187 countries, working to foster global monetary cooperation, secure financial stability, facilitate international trade, promote high employment and sustainable economic growth, and reduce poverty around the world" (http://www.imf.org/external/about.htm [accessed 2 September 2010]).

OECD -The "OECD brings together the governments of countries committed to democracy and the market economy from around the world to Support sustainable economic growth, Boost employment, Raise living standards, Maintain financial stability, Assist other countries' economic development, and Contribute to growth in world trade. The Organisation provides a setting where governments compare policy experiences, seek answers to common problems, identify good practice and coordinate domestic and international policies." (http://www.oecd.org/document/28/0,3343,en_2649_34889_2397532_1_1_1_1,00.html [accessed 20 July 2010]).

WBCSD -"is a CEO-led, global association of some 200 companies dealing exclusively with business and sustainable development. The Council provides a platform for companies to explore sustainable development, share knowledge, experiences and best practices, and to advocate business positions on these issues in a variety of forums, working with governments, non-governmental and intergovernmental organizations. Members are drawn from more than 30 countries and 20 major industrial sectors. The Council also benefits from a global network of some 60 national and regional business councils and regional partners. The Council's objectives are to be a leading business advocate on sustainable development; Participate in policy development to create the right framework conditions for business to make an effective contribution to sustainable human progress; Develop and promote the business case for sustainable development; Demonstrate the business contribution to sustainable development solutions and share leading edge practices among members; Contribute to a sustainable future for developing nations and nations in transition. In order to achieve this, the Council focuses on four key areas: Energy and Climate, Development, The Business Role, Ecosystems." In its publication "CSR: Meeting Changing Expectations" defines CSR as "Corporate social responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large" (Holme and Watts http://www.wbcsd.org/templates/TemplateWBCSD5/layout.asp?type=p&MenuId=MTE0OQ [accessed 2 September 2010]).

SEC – "The mission of the U.S. SEC is to protect investors, maintain fair, orderly, and efficient markets, and facilitate capital formation." The SEC describes CSR as "CSR can be broadly defined as addressing the interests of all company stakeholders, which include not only shareholders but also customers, employees, suppliers, and the surrounding community on issues such as environmental protection, worker safety, and ethical conduct." (http://www.gao.gov/new.items/d05744.pdf [accessed 1 September 2010]).

DJSI – Currently an $11 Billion index, was formed which is "first global indexes tracking the financial performance of the leading sustainability-driven companies worldwide" (http://www.sustainability-index.com/ [accessed 7 July 2010]).

BSR - "is the world leader in CSR research and consulting." BSR (2001) speaks of CSR in the following terms: "Socially responsible business practices strengthen corporate accountability, respecting ethical values in the interests of all stakeholders. Responsible business practices respect and preserve the natural environment. Helping to improve the quality and opportunities of life, they empower people and invest in communities where a business operates." (quoted in Hurst, 2004).

The Ethics Centre - "We are dedicated to promoting and maintaining an ethical orientation and culture in Canadian organizations. Our mission is to champion the application of ethical values in the decision-making process of business and other organizations. We operate in a non-judgmental and inclusive way to explore and promote the positive role of ethical decision making. We serve as a forum and catalyst for constructive discussion and debate. " The Ethics Centre defines CSR as "…conduct of an organization…[as it relates]…specifically to relationships with external stakeholders such as representatives of the community and environment and often relates to businesses role in society." (http://www.ethicscentre.ca/EN/resources/faq.cfm#3 [accessed 2 September 2010]).

CBSR - "Founded in 1995, CBSR is a non-profit, member-led organization that mobilizes Canadian companies to make powerful business decisions that improve performance and contribute to a better world. The globally recognized source for corporate social responsibility in Canada, CBSR is the Canadian representative in a world-wide network committed to CSR." The CBSR defines CSR as "Corporate Social Responsibility is defined as a company's environmental, social and economic performance and the impacts of the company on its internal and external stakeholders. Some companies use other terms for CSR such as corporate responsibility, corporate sustainability and "triple bottom line". Other companies prefer to treat each CSR item separately, such as environmental management and community or employee relations, etc." (http://www.cbsr.ca/sites/default/files/file/CBSR%20CSR%20Governance%20Guidelines_29Jun_10%282%29.pdf [accessed 2 September 2010]) and as "a company's commitment to operating in an economically, socially and environmentally sustainable manner, while recognizing the interests of its stakeholders, including investors, customers, employees, business partners, local communities, the environment and society at large." (http://www.cbsr.ca/resources/faqs [accessed 2 September 2010]).

CSRN - " is the leading source of corporate social responsibility and sustainability, press releases, reports and information. CSR wire members are companies and NGOs, agencies and organizations interested in communicating their corporate citizenship, sustainability, and socially responsible initiatives to a global audience through CSR wire's syndication network and weekly News Alerts." CSRN defines CSR as "CSR aligns business operations with social values. CSR integrates the interests of stakeholders—all of those affected by a company's conduct—into the

company's business policies and actions. CSR focuses on the social, environmental, and financial success of a company—the triple bottom line, with the goal being to positively impact society while achieving business success." (http://www.csrwire.com/pdf/WhatIsCSR.pdf [accessed 2 September 2010]).

SBSD - is a publication and online resource "For the business community, sustainability is more than mere window-dressing. By adopting sustainable practices, companies can gain competitive edge, increase their market share, and boost shareholder value. It explains the strategies and tools that companies can use to translate an aspiration for sustainability into practical, effective solutions. Case studies from around the world are provided." SBSD defines CSR as "Corporate social responsibility (CSR) promotes a vision of business accountability to a wide range of stakeholders, besides shareholders and investors. Key areas of concern are environmental protection and the wellbeing of employees, the community and civil society in general, both now and in the future." (http://www.iisd.org/business/issues/sr.aspx [accessed 2 September 2010]).

Appendix 5
3.1 - UN Global Compact 10 Principles

(http://www.unglobalcompact.org/aboutthegc/thetenprinciples/index.html [accessed 20 July 2010])

The UN Global Compact's ten principles in the areas of human rights, labour, the environment and anti-corruption enjoy universal consensus and are derived from:

- The Universal Declaration of Human Rights
- The International Labour Organization's Declaration on Fundamental Principles and Rights at Work
- The Rio Declaration on Environment and Development
- The United Nations Convention Against Corruption

The UN Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment and anti-corruption:

Human Rights

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: make sure that they are not complicit in human rights abuses.

Labour

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

Environment

- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

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

Appendix 6
3.1 - OECD Multinational Enterprises General Policies

(OECD Guidelines for Multinational Enterprises 2008)

Enterprises should take fully into account established policies in the countries in which they operate, and consider the views of other stakeholders. In this regard, enterprises should:

1. Contribute to economic, social and environmental progress with a view to achieving sustainable development.
2. Respect the human rights of those affected by their activities consistent with the host government's international obligations and commitments.
3. Encourage local capacity building through close co-operation with the local community, including business interests, as well as developing the enterprise's activities in domestic and foreign markets, consistent with the need for sound commercial practice.
4. Encourage human capital formation, in particular by creating employment opportunities and facilitating training opportunities for employees.
5. Refrain from seeking or accepting exemptions not contemplated in the statutory or regulatory framework related to environmental, health, safety, labour, taxation, financial incentives, or other issues.
6. Support and uphold good corporate governance principles and develop and apply good corporate governance practices.
7. Develop and apply effective self-regulatory practices and management systems that foster a relationship of confidence and mutual trust between enterprises and the societies in which they operate.
8. Promote employee awareness of, and compliance with, company policies through appropriate dissemination of these policies, including through training programmes.
9. Refrain from discriminatory or disciplinary action against employees who make bona fide reports to management or, as appropriate, to the competent public authorities, on practices that contravene the law, the Guidelines or the enterprise's policies.
10. Encourage, where practicable, business partners, including suppliers and sub-contractors, to apply principles of corporate conduct compatible with the Guidelines.
11. Abstain from any improper involvement in local political activities.

(http://www.conservatives.com/News/News_stories/2010/03/Plans_announced_to_help_build_a_Big_Society.aspx [accessed 9 October 2010]).

- Establish a new Big Society Bank, using money from unclaimed bank accounts to leverage hundreds of millions of pounds of extra finance for neighbourhood groups, charities and social enterprises;
- Introduce a National Citizen Service, a new volunteering programme to help 16 year olds develop their skills, mix with people from different backgrounds and get involved in improving their communities;
- Promote the delivery of public services by social enterprises, charities and voluntary groups, encouraging them to get involved in running things like Sure Start;
- Introduce a fair deal on grants so charities and voluntary organisations can make a competitive return when providing public services, just as private businesses already do;
- Fund the training of an army of independent community organisers to help people establish and run neighbourhood groups;
- Launch an annual Big Society Day to celebrate the work of neighbourhood groups and encourage more people to take part in social action;
- Lead by example, transforming the civil service into a 'civic service' by encouraging civil servants to volunteer and participate in social action projects;
- Cut the bureaucracy and paperwork which currently stifles charities, including reforming the criminal records checks system and making Gift Aid easier to use
- Develop a new measure of well-being that encapsulates the social value of state action;
- Empower communities to come together to address local issues; including enabling parents to open new schools, letting neighbours take over local amenities like parks and libraries that are under threat, giving the public greater control of the planning system, and enabling residents to hold the police to account in neighbourhood beat meetings;
- Use the latest insights from behavioural economics to encourage people to donate more time and money to charity; and
- Restore the National Lottery to its original purpose, cut down on administration costs and make sure more money goes to good causes instead of Ministers' pet projects.

(Hoskins, 2008).

"The Workplace: Information was required regarding:

- Total workforce;
- Working hours for full and part time employees;
- Earnings and welfare costs;
- Absenteeism and its grounds;
- Recruitment with distinction between fixed term contracts and permanent contracts;
- Analysis of possible difficulties with recruitment;
- Lay-offs and their grounds;
- Overtime;
- Labour from outside the company;
- Plans for staff cuts;
- Protection of employment;
- Efforts of redeployment, re-employment and attendant measures;
- Assessment of collective agreements;
- Health and safety;
- Training; and
- Gender profiles and the employment and the integration of disabled workers.

The Environment: The company's annual report must include the following environmental information:

- Consumption of water resources, raw materials, energy;
- Measures taken to improve energy efficiency including used of renewable energy sources;
- Emissions – air, water and soil;
- Pollution – noise and olfactory;
- Waste;
- Biodiversity – measures taken to reduce damage to biological equilibrium, natural ecosystems, protected animal and plant species;
- The company's course of action for certification of environmental issues;
- Environmental expenditure incurred;
- Environmental management, training and information given to the employees;
- Provisions and guarantees allocated to environmental risks; and
- Fines and compensation relating to environmental issues."

Companies must also show the "territorial impact of its activities as far as employment and regional development are concerned" and "describe its relationships…with education institutions, associations for the protection of the environment, consumer's association and populations living near the company's operations" (pp. 44 – 45, Hoskins, 2008)

Appendix 9
4.4 - SES Group's CSR Contributions

(SES Annual Report 2009)

Education:

- Scholarship program with the International Space University (ISU) in Strasbourg, France.
- Scholarship through the International Institute of Space Commerce (IISC for the Executive MBA program at ISU benefitting students from the Isle of Man.
- Scholarship program of the 'Society of Satellite Professionals International' (SSPI), a U.S.-based non-profit organisation focusing on the skills and career development of satellite industry professionals worldwide.
- Supported the 2009 edition of the St. Gallen Symposium, an academic and networking event for representatives of business, politics, and students at the University of St. Gallen, Switzerland.
- The U.S. offices of SES sponsored science and engineering programmes in four public schools in the U.S.A. These grants funded a variety of activities, such as the 'Project Lead the Way' which prepares students for a successful curriculum in postsecondary engineering studies.

Memberships:

- SES is a member of the IDATE Foundation, based in Montpellier, France, which provides assistance in strategic decision-making to the telecommunications, internet and media industries.
- SES is a member of the International Astronautical Federation, a global organisation that promotes awareness of space activities worldwide.

Events:

- In Luxembourg, SES was a main sponsor of the activities organized in the context of the International Year of Astronomy 2009, a global celebration of astronomy and its contributions to society and culture, aimed at stimulating worldwide interest, especially among young people, in astronomy and science.
- In 2009, SES was a member of Luxembourg's 'Groupement d'intérêt économique Shanghai 2010' whose mission is to implement Luxembourg's representation at the World Exhibition in Shanghai in 2010.

Community:

- SES made a donation to the Institut St. Joseph in Betzdorf, Luxembourg, a home for mentally handicapped persons.
- SES continued its financial support to 'Musek am Syrdal', a local music festival in Luxembourg, and also supported a Luxembourg based theatre production.
- In 2009, SES made a financial contribution to the Steichen Foundation, named after the photographer Edward Steichen. SES' support goes toward a scholarship which is awarded every second year and which enables an artist from the 'Greater Luxembourg' region (including Luxembourg and the neighbouring areas of Belgium, France and Germany) to temporarily live and work in the city of New York.

- Through its SES WORLD SKIES division, SES made corporate donations to the Juliana Children's Hospital in The Hague, to the World Wildlife Fund and to Doctors Without Borders.
- In the U.S., SES also supported social initiatives such as the Trenton Soup Kitchen.

Innovation:

- In 2009, SES supported the development of Belgium's new scientific research station in Antarctica. SES is contributing satellite bandwidth and technical support, in order to help keep the facility connected. The mission of the 'Princess Elisabeth Antarctica Station' located in Dronning Maud Land in East Antarctica, is to conduct research on climate change issues. The facility is designed with the aim of generating zero emissions and operates on renewable energy sources.
- SES made a financial contribution to the project 'Business Initiative 123 – GO' aiming to advance and support the development of innovative business projects.

CHARTER OF COMPANIES IN FAVOUR OF SOCIAL RESPONSIBILITY AND SUSTAINABLE DEVELOPMENT

The companies signatory to the present charter undertake to follow and promote corporate social responsibility (CSR). Beyond the observance of legislation, this commitment covers every activity and every area that may provide society as a whole with added value. It flls within the logic of sustainable development.

In order to meet the requirements and expectaions of all stakeholders (legislator, employees, clients, shareholders, suppliers, neighbours, etc.), the companies signatory to the present Charter shall incorporate the four aspects of CSR described below in their management practices.

The Economic Dimension

In the conduct of its business, the socially responsible company shall attempt to create value for all its stakeholders. By ensuring the continuity of its economic activity, by supplying quality goods and services, and by abiding by the rules of professional ethics and good governance, it contributes to the sustainable development of society.

The company undertakes to:

- Abide by business laws and combat any abusive practices and any form of corruption;
- Propose an offer of goods and services that provides society with substantial added value (eco-technology, support for the local economy, development of local services, research and innovations, etc.);
- Manage its activity with the aim of creating, preserving and developing employment and its human capital in the long term;
- Promote client satisfaction and remain open to clients' expectations and comments with the desire to constantly improve;
- Set up and maintain mutually beneficial and fair relations with its suppliers.

The Social Dimension

The signatory company shall oversee the respect of individuals and their social environment. It shall ensure proper respect of the Employment Code and shall be attentive to its partners, suppliers and subcontractors, complying with national and international social standards (in terms of human rights, child labour, etc.)

The company undertakes to:

- Abide by the rules laid down in t Employment Code in terms of hygiene, health, safety and working conditions;
- Promote the careers of its employees throughout their working lives and further their skills and development;

- Combat all forms of discrimination in terms of recruitment, pay and professional development in respect of its employees;
- Promote well-being in the workplace;
- Bring to employees' attention the importance of a healthy lifestyle (smoking, nutrition, sport, etc.);
- Promote and facilitate the work life / private life balance;
- Promote cohesion within the company by creating and maintaining social dialogue;
- Select its partners, suppliers and sub-contractors according to social criteria also, such as those put forward by the fair trade movement.

The Environmental Dimension

The signatory company shall oversee the respect of the environment and its protection.

The company undertakes to:

- Minimize the impact of its activities on the environment by controlling its usage of water, power and raw materials, by limiting its waste production and by promoting recycling;
- Select its partners, suppliers and subcontractors according to ecological criteria also (good environmental practices and/or offer of goods and services that are beneficial to the environment);
- Encourage its employees to travel to work by means of transport that limits damage to the environment (public transport, car pooling, bicycle, coach, etc.)

The Community Dimension

The signatory company shall play a responsible role in society by supporting and promoting social cohesion.

The company undertakes to:

- Show respect for the culture of the country and religions in which it operates;
- Contribute to local development, in particular by getting involved in action schemes for solidarity, sponsorship or providing material support, either in the form of people or know-how
- Promote the participation of its employees in humanitarian schemes and schemes in support of society;
- Preserve, support and promote the country's cultural historic linguistic and artistic heritage.

Appendix 11
5.4.4 - Risks to Satellite Operators

- In orbit satellites may fail to operate as expected due to operational anomalies with adverse affects on revenues profitability and liquidity.
- Design life of satellites may be shorter than expected.
- Insurance will not protect against all satellite related loses and ability to obtain insurance on new satellites or renew insurance is not guaranteed
- Delayed launch of satellites could result in adverse effects on contractual commitments and future revenues
- Significant and intensifying competition which can have an adverse effect on revenues
- ITU regulation and the rights to spectrum are crucial to future revenues and cannot be guaranteed
- Derivation of significant portion of revenues from few clients and are based on few key sales distributors
- Demand for new technologies may render existing satellite technologies obsolete
- Highly capital intensive industry which may prevent companies from meeting financial obligations
- Exchange rate risks
- Ability to replace satellites
- Failure of ground operations or interference which could have adverse impact on revenues
- Operate in a highly regulated industry
- Reliance on outside contractors
- Intellectual property rights which could be infringed upon or impaired
- Employee retention and recruitment
- Enforcement rights of senior debt
- Fixed cost contracts
- In orbit acceptance

(http://www.unglobalcompact.org/docs/how_to_participate_doc/Business_Commitment_Letter.pdf [accessed 21 September 2010])

Sample Entry Letter for COMPANIES Only

[Company letter-head]
[Date]

H.E. Ban Ki-moon
Secretary-General
United Nations
New York, NY 10017
USA

Dear Mr. Secretary-General,
I am pleased to confirm that *[name of company]* supports the ten principles of the Global Compact with respect to human rights, labour, environment and anti-corruption. With this communication, we express our intent to advance those principles within our sphere of influence. We are committed to making the Global Compact and its principles part of the strategy, culture and day-to-day operations of our company, and to engaging in collaborative projects which advance the broader development goals of the United Nations, particularly the Millennium Development Goals. *[Name of company]* will make a clear statement of this commitment to our stakeholders and the general public.
We recognize that a key requirement for participation in the Global Compact is the annual submission of a Communication on Progress (COP) that describes our company's efforts to implement the ten principles. We support public accountability and transparency, and therefore commit to report on progress within *one year* of joining the Global Compact, and *annually* thereafter according to the Global Compact COP policy.

Sincerely yours,
[Signature]
[Name Mr. /Ms. _____]
[Title CEO/Managing Director]*
** The letter must be signed by the highest executive in the company and submitted using the Organization Information Form online.*

Appendix 13
5.6.1 - Expectations and Benefits of UN Global Compact

(http://www.unglobalcompact.org/howtoparticipate/Business_Participation/index.html [accessed 21 September 2010])

- Make the Global Compact and its principles an integral part of business strategy, day-to-day operations and organizational culture;
- Incorporate the Global Compact and its principles in the decision-making processes of the highest-level governance body (i.e. Board);
- Contribute to broad development objectives (including the Millennium Development Goals) through partnerships;
- Integrate in its annual report (or in a similar public document, such as a sustainability report) a description of the ways in which it implements the principles and supports broader development objectives (also known as the Communication on Progress); and
- Advance the Global Compact and the case for responsible business practices through advocacy and active outreach to peers, partners, clients, consumers and the public at large.

The major benefits of joining would be:

- Adopting an established and globally recognized policy framework for the development, implementation, and disclosure of environmental, social and governance policies and practices.
- A platform to share and exchange best and emerging practices to advance practical solutions and strategies to common challenges.
- The opportunity to advance sustainability solutions in partnership with a range of stakeholders, including UN agencies, governments, civil society, labour, and other non-business interests.
- The opportunity to link business units and subsidiaries across the value chain with Global Compact Local Networks around the world — many of these in developing and emerging markets.
- Access to the UN's extensive knowledge of and experience with sustainability and development issues.
- Utilizing Global Compact management tools and resources, and the opportunity to engage in specialized work streams in the environmental, social and governance realms.

Appendix 14
5.6.3.4 - WSWA Programs:

(www.worldspaceweek.org.)

- Sponsor Program: this is an annual donation to support the goals of WSWA and provide annual financial support to WSWA. Sponsors can reach decision makers behind WSWA, including the UN, government space agencies and industry leaders. Because of World Space Week's extensive international presence, WSWA Sponsors are also able to reach the public, youth, and media around the world.
- Youth Inspiration Program: WSWA flies students from around the globe in zero-gravity during WSW and the next flight is due to take place on World Space Week 2011. Their flight will be an international media event to inspire students globally. WSWA is open to media and program sponsors.
- Posters: The annual World Space Week poster is used globally to help promote and celebrate World Space Week. The poster reflects the annual theme, has the event name and dates in the six official United Nations languages, and includes a list of WSWA sponsors.
- Distribution of teacher's materials sponsorship: World Space Week is the ideal time for teachers to use space in the classroom to excite students about learning. WSWA offers sponsors the opportunity to provide materials to teachers that will both enlighten and inspire students world-wide.

WSWA also promotes a number of world-wide activities during World Space Week, such as:

- World Space Week Events: WSWA encourages organizations to hold events to promote STEM education during World Space Week (October 4-10). To encourage events during WSW, the WSWA website provides a number of suggested activities, and any activities held during WSW can be added to the events calendar on the WSWA website.
- National Coordination and Promotion: WSWA has a network of National Coordinators who voluntarily act as local contacts and coordinators for WSW events. WSWA has National Coordinators in over 60 countries.
- Education Committee: The WSWA Education Committee coordinates teaching initiatives world-wide to provide support and materials to teachers.

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