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GÉNÉRALES DE  
FRANCE • BTP



# Corporate Social Responsibility of building companies in France

RECOMMENDATIONS FOR THE IMPLEMENTATION OF ISO 26 000



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# introduction

The implementation of CSR is now outlined in ISO 26000. This international standard lays down the generic principles of the voluntary set up of a social responsibility approach. It highlights the seven principles to be respected thus enabling the implementation of measures of improvement within any company. The interest but also the difficulty stems precisely from its «universal» character.

A pragmatic definition of CSR is thus essential for each sector of the economy so as to illustrate and develop these constants whilst taking into account the specificities of each framework of application. This work does not consist in detracting from but rather reinforcing the fundamentals of ISO 26 000 by ensuring the effective implementation by those involved in each sector.

The distinctiveness of the mobile activities of construction and public works is most certainly the essential feature that characterises our industry. It is not as much the geographic dispersion of our activity which is at issue but the fact of producing in different places single-use but lasting objects. The construction industry indeed is extremely varied whilst having a relatively long life cycle which distinguishes it for the time being from consumer goods or services.

To reach a version specific to the construction industry, EGF/BTP proposes to proceed in stages.



**The objective is thus to be able to measure the effects defined previously.**

To envisage the social responsibility of a building company is to question its role within the community.

There is no denying that a building company as part of the social structure plays a determining role in the local economy, an aspect which up until now has been underestimated. But this problem has been reinforced with the emergence of environmental issues. The company must therefore carry out a critical examination for each of its actions.

The result of the building activity thus depends on several parameters defined by a client and a context. In these conditions the reflection initiated by the company must deal with these two aspects:

What is the input for the principals and more generally the local economy?

As a result what modifications are made to the context?

**The objective of these questions is to define better the company's direct and indirect contributions.**

The analysis initiated must be followed by a forward-looking approach. Yet all the feedback resulting from the quality actions shows that to be able to coordinate improvements it is above all essential to be able to measure.

**The objective is thus to be able to measure the effects defined previously.**

This booklet is structured according to this operating procedure. The objective is to determine the essential principles and the resulting indicators.



# Corporate social responsibility as entities contributing to sustainable development:

*E*xcept for its individual form, every company is a group which itself is part of a social structure that some call «civil society». In terms of what some qualify as governance, several recommendations are possible which concern the behaviour of the «corporate entity».

# the principles



The company is more than the sum of its members; it plays a specific role in its environment.

The building company has a specific responsibility which goes beyond just its productive activity.



## 1.1

In relation to the community and its environment, the company brings advantages and generates disadvantages.

**It is important to define the components in a steady state but also according to the variations in context.**

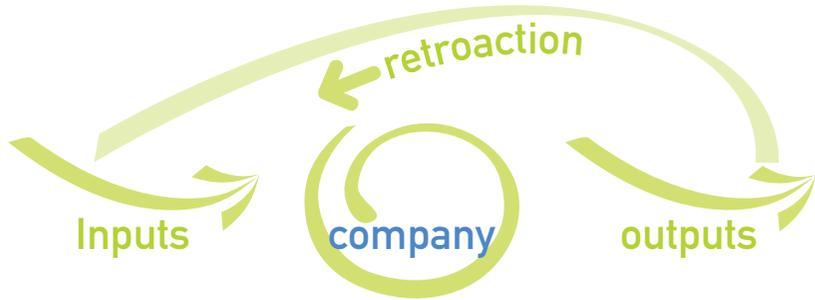
## 1.2

Its responsibility lies in its capacity to control these different interactions.

**The control entails measurements, a prerequisite for operations management.**



## A SYSTEMIC VISION



In such a perspective, the company is prompted to ask four questions to analyse its activities:

### **What resources are mobilised?**

Considering the rarity or at least the restriction of the resources, the company must reason the use and initiate reflection on economizing these means.

### **What results are produced?**

To strike a balance the company must determine the actual performances of what it produces.

### **What are the effects?**

Its production is nevertheless accompanied by the creation of various waste of which the impact must be taken into consideration.

### **What are the finalities?**

First and foremost this approach must lead to ensuring that the product delivered actually meets the initial expectations and this in the broadest sense, that is to say a positive contribution to local development.

## CONTROLLED BEHAVIOUR:



To answer the previous questions the lines of action are the following.

### **Measure all the flows.**

That is to say establish accounts as accurate as possible of the various resources mobilised.

### **Measure the deviations.**

The objective is to identify any possible deviations between the use of

the resources and the resulting product, that is to say determine the gradient introduced by the activity.

### **Make adjustments.**

This knowledge thus enables more precise management.

# the parameters of CSR

**1.1** To fulfil its social role, the company must give itself the means.  
**The company cannot exist independently of its environment.**

**1.1.1** The purpose of the company is the creation of collective wealth.  
**The company's contribution is in its vision of a particular horizon.**

**1.1.2** A company is not self-sufficient, it organises a cooperation network both upstream and downstream.  
**This vision structures the internal organisation of the company but also the external organisation through partnerships.**

**1.1.3** A company does not operate with a predetermined future but must face variations in context to which it must adapt.  
**In the face of a changing future, the company must define its means of foresight.**

If you can provide an answer to any of these questions, tick the corresponding box.

1.1.1 - VISION	1.1.2 - PARTENSHIP	1.1.3 - ADAPTATION
<input type="checkbox"/> What is the company's key contribution regarding civil society?	<input type="checkbox"/> What is the partnership policy regarding the principals? (Project Management and/or Contractor)	<input type="checkbox"/> Has my company anticipated the regulatory, normative or contextual evolutions linked to my activities?
<input type="checkbox"/> Who are the stakeholders directly involved with this vision?	<input type="checkbox"/> What is the partnership policy regarding subcontracting partners?	<input type="checkbox"/> Has my company identified new sectors, new professions? (skills)
<input type="checkbox"/> Are the resources available sized for this project?	<input type="checkbox"/> What is the partnership policy regarding suppliers and industrials?	<input type="checkbox"/> Has my company tested any innovative technical, process or management solutions?
<input type="checkbox"/> Is this vision differentiating with regard to other competitors?	<input type="checkbox"/> What is the partnership policy regarding the end users?	<input type="checkbox"/> Does my company have alternative solutions in order to be responsive and remain competitive?

# the measure / indicators

## 1.2

The company measures its contribution to real sustainable development according to three aspects.

The measure includes the perimeter of the actions pertaining to these permanent structures.

### 1.2.1

A responsible company is concerned about the consequences of its activities on the environment.

The territorial inscription of a company's resources is characterised by an environmental imprint.

### 1.2.2

A responsible company is concerned about the consequences of its activities on the local economy.

The economic insertion of a company contributes to the functioning of its territory.

### 1.2.3

A responsible company is concerned about the consequences of its activities on the social behaviour of the community.

The integration of a company enables it to make good use of collective synergies.

	INDICATORS		PROTOCOL
1.2.1 ENVIRONMENT	i1	Energy consumption relative to the company's workforce.	Grouping of electricity and fuel bills for fixed premises over a financial year.
	i2	Water consumption relative to the company's workforce.	Grouping of bills for fixed premises.
	i3	Contribution to GHG relative to the company's workforce.	Evaluation protocol: ADEME or similar method
1.2.2 ECONOMY	i4	% turnover made through general contracting / number of people.	According to annual statement
	i5	% turnover made through renovation work/number of people.	
	i6	Sum of Research Tax Credit (in % turnover).	
1.2.3 SOCIAL	i7	Turnover	Outflow of employees/total workforce
	i8	Accidents at work	French agreements concerning the frequency and seriousness.
	i9	Sum of partnership contracts (in % turnover)	Sum of obligations covered by framework procurement contracts, local subsidies distributed...
	i10	Proportion of employee-shareholders	





# 2 Corporate Social Responsibility with regard to on-site production:

*T*he nature of the construction industry is to obtain quite specific objects as they help enrich our living environment. From this angle, new recommendations can be retained within the scope of the different work sites operated by the company.

# the principles

# 2

The company's activity is to deliver structures which make up the living environment.

The product of the construction activity is a component of local development.



# 2.1

The company's contribution through its productive activity is at the heart of local sustainable development.

**It is important to define the different parameters for each operational context which present both strengths and weaknesses.**

# 2.2

Its responsibility lies in its capacity to control the consequences of each of its work sites.

**The control entails measurements, a prerequisite for effective management.**



## THE STRUCTURE IN OPERATION



### **Buildings as components of the «urban» system.**

If the company is part of the social structure its production is a contribution to the built environment which has a life cycle.

### **Mobilisation of resources (in the broad sense).**

The structures built require resources due to their construction but also mobilise resources through their use.

### **The operation induces impacts (in the broad sense).**

Over the duration of their life the company's products operate like thermodynamic machines which generate de facto impacts as they do not have a «perfect» yield which would lead to their neutrality.

## CONTROL OF EACH PHASE OF THE LIFE CYCLE



### **Taking into account the duration.**

With each project is associated an economic outlook corresponding to a given use. The construction covers a «long period» defined by the Contracting Authority.

### **The phases of the life cycle under consideration.**

Results in the obligation to examine each of the phases of the construc-

tion (production of components, production on site, use and deconstruction).

### **How to coordinate over an extended horizon?**

In these conditions the building company is prompted to think about the upstream and downstream parts of each of its operations.

# the parameters of CSR

2.1

Each construction is built in a particular context.

Each construction project complements / modifies a pre-existing living environment.

2.1.1

A responsible building project must firstly meet the expectations of the different stakeholders.

Each project is only justified by the added value it brings to the end user and the other stakeholders.

2.1.2

A building project is part of an existing environment with which it must interact constructively.

Each project depends on an eco-design to analyse its environmental interaction.

2.1.3

Each construction project must be implemented in a community in a reasoned manner.

Each project must be carried out responsibly with regard to the rest of the community not linked contractually.

If you are capable of providing an answer to any of these questions, tick the corresponding box.

2.1.1 CHARACTERISE THE FUNCTIONAL CONTRIBUTION	2.1.2 CHARACTERISE THE ECO-DESIGN	2.1.3 CHARACTERISE THE SOCIAL COMPATIBILITY
<input type="checkbox"/> Was there a critical reading of the project to optimise the contract review?	<input type="checkbox"/> Were variants envisaged to reduce the imprint of the project?	<input type="checkbox"/> Are the working conditions on-site optimised? (hardship, confinement...).
<input type="checkbox"/> Was an analysis of the context situating the project undertaken?	<input type="checkbox"/> Was the project carried out in compliance with the requirements of the work site itself?	<input type="checkbox"/> What share of the turnover was allocated to the local economy?
<input type="checkbox"/> Is there a functional programme defining the uses and the corresponding performances?	<input type="checkbox"/> Have awareness-raising actions and training been scheduled?	<input type="checkbox"/> Has a social insertion recruitment programme for staff on the work site been organised?
<input type="checkbox"/> What are the validation conditions of the actual performances?	<input type="checkbox"/> Has a life cycle analysis been carried out?	<input type="checkbox"/> Has eco-compatible information been provided regarding 1) the residents, 2) the end users?

## 2.2

For each financial year, the company records the sum of the effects of its projects portfolio.

To account for its mobile activity, a responsible company sets up a representative method specific to this multiplicity of production sites.

### 2.2.1

Each site initiates environmental flows in the short and long term.

The objective is to have a significant image of all the dispersed activities.

## the measure / indicators

### 2.2.2

Through its activity each site mobilises a network of economic partners.

In order to measure the progress made from one year to the next...

### 2.2.3

Each site is accompanied with social consequences relating to the volume of hours worked.

The importance is to attain data credibility.

	INDICATEURS		PROTOCOLE DE MESURE
2.2.1 ENVIRONMENT	i1	GHG contribution	Annual extrapolation using a representative sample of the different activities treated according to a calculation protocol concerning all the phases of the life cycle or supporting documentation of the corresponding bills.
	i2	Depletion of resources	
	i3	Energy consumption	
	i4	Water consumption	
	i5	Volume of waste	
	i6	Impermeability of the ground	
2.2.2 ECONOMY	i7	Average performance of plan (net floor area/ area built)	Annual extrapolation using a representative sample of the different activities treated according to a calculation protocol concerning all the phases of the life cycle or supporting documentation of the corresponding bills.
	i8	Average duration of work sites	
	i9	Economic horizon adopted by the Contracting Authority	
2.2.3 SOCIAL	i10	Number of end users addressed	Annual extrapolation using a representative sample of the different activities treated according to a calculation protocol concerning all the phases of the life cycle or supporting documentation of the corresponding bills.
	i11	% turnover made by these premises	
	i12	REACH indicator (number of chemicals on work site)	
	i13	Volume of insertion	



# bibliography

## **Normative documents:**

AFNOR: SD 21000 (French contribution to ISO for launch of 26 000) ISO 26000 (Corporate Social Responsibility)

CEN: TC 350 (sustainability of construction works)

PREN 15978 and 15804

## **Methodology reporting:**

GRI (version in progress for the real estate sector and the construction industry)

AFNOR 1000 NR (evaluation of CSR)

CAP 26000 (VERITAS)

SBA reports on the convergence of monitoring indicators

SUPERBUILDING (European project to develop indicators according to benchmarks)

## **General documents:**

SYNTEC: sustainable development log book

ASSOCIATION OF ARCHITECTS

MEDDTL (Ministry of Ecology, Sustainable Development, Transport and Housing)

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