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Information Technologies and CSR

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thanks to the support of Total.**IN BRIEF**→ AREVA and SHERPA create
a health observation system

AREVA, together with the associations SHERPA and Médecins Du Monde (World Doctors) have concluded an agreement to set up health observatories for mining sites exploited by the group, in France and abroad.

In cases where illnesses are discovered that are attributable to professional activity (whether, among workers or the local population), the corresponding health care will be covered by AREVA to the same extent as French medical cover.

FIGURE OF THE MONTH

466

the number of elected members of the French lower house of Parliament who adopted the draft environmental "Grenelle I" Law on second reading, against only 5 "no" votes

EDITORIAL**Information Technologies
and CSR**

Our study, entitled, "The Use of Information and Communication Technologies (ICT) and CSR: new social practices in major companies", launched on 9 July 2009 in partnership with the CIGREF (the computer club of major French companies), is of particular importance for two reasons:

- it shows the usefulness for ORSE to conduct studies in partnership with other professional associations when the subject justifies it;
- it underlines the richness of the CSR concept, where issues must be treated differently depending on the sector of activity.

Indeed, we should remember that, when the first SRI funds were set up in the United States, they tended to penalize traditional industrial sectors linked to heavy industry and energy (because they generate a lot of pollution) as compared with new technology companies.

Now the ICT sector has started to reflect on its own inherent issues, especially in relation to the environment (electricity consumption, waste management...). It has launched positive action, leading to talk of "green IT" or "green data centres", in characterizing these new "green" technologies.

The next step needed is deeper commitment to the social issues linked to the development of ICT. It is, of course, a question of responsibility for the entire ICT sector.

But it is also a responsibility issue for all enterprises, especially for information systems Directors (ISD). This leads to what we believe to be a fundamental point: today, every corporate function (HR, quality, communication, accountancy, marketing, legal...) are both subjects of and players in CSR.



Daniel Lebègue President of ORSE

Without dwelling on the conclusions and recommendations of the report, which are presented in this ORSE Newsletter, I would like to insist on the importance of constantly linking the environmental and social dimensions of sustainable development.

ICT can generate important progress in the sphere of combating climate change (video-conferences, telework...), but it is important to remember that there can be no technological innovation without corresponding social and societal innovation.

Companies will thus have to seize the opportunities offered by these technologies to imagine new work plans that are less hierarchical, more collaborative and more inclusive (insertion of paraplegics, for example...). They will also have to reply to the expectations of their younger colleagues, those we call "digital natives" (people who have grown up in a numerical environment: computers, Internet, mobile telephones...), and allow them to access the tools they use constantly, such as social networks, instant messaging, etc...

In conclusion, although the technology is already available, companies must learn to use it better. Our study already proposes a certain number of directions for improvement, but the problem is so widespread that it will take the mobilisation all stakeholders (ISDs, HR directors, trade unions) to find the right answers.

Daniel Lebègue, President of ORSE



Rethinking the digital enterprise

The Forum des droits sur l'internet (Forum on internet rights - FDI) is an independent co-regulation body associating the State, the private sector and civil society, the aim of which is to better understand the challenges of the networked world, identify its core issues and find effective responses. Isabelle Falque-Pierrotin, its General Manager, has commented on the results of the study on the use of ICT and CSR and offers her point of view on the social and managerial issues for enterprises...



Isabelle Falque-Pierrotin
General Manager

→ **As early as September 2002, the Forum on Internet rights published a report on the relations between work and the Internet". The new**

study, produced by ORSE and the CIGREF, on the use of ICT and CSR, arriving 7 years later, is an "eternity" in terms of ICT. What is the main evolution you see during this period?

The Internet is now unavoidable for companies. The use of electronic messaging has become so widespread that it is now the principal means of communication between co-workers in the tertiary sector.

Furthermore, telework, which has developed rapidly to attain 7% of all workers in 2004 (exclusive study by DARES for the FDI), has become more closely controlled following the recommendations by the FDI, which were generally incorporated into the national inter-professional agreement on telework, dated 19 July 2005, and current discussions amongst French lawmakers.

Finally, since 2002 new technologies have appeared that disrupt the means of communication between wage earners: collaborative work implementation, instant messaging, social networks...

These new tools require in depth revision of corporate social organization and culture.

→ **What do you feel are the greatest challenges for companies from the current evolution in ICT in workplace organization, practices and social relations?**

It is not because technology evolves that practices evolve: there is a clear training deficit, which tends to exclude some sectors, such as older workers or people with weaker access to the technology of information systems and corporate communication networks.

Every company wishing to install new working tools must, therefore, simultaneously reflect on the accessibility of these tools for its employees and increase its training efforts.

→ **What challenges do the use of new tools such as the wiki, social networks, instant messaging, blogs, etc create for enterprises and what mutations are they likely to entail in corporate management?**

All these new technologies, called "2.0" or "collaborative work" aim to facilitate teamwork on common projects.

However, employers must take care to ensure respect for their employees' private life, since some tools (especially social networks and instant messaging) appear particularly intrusive.

There is a real danger of confusing the professional and personal spheres and the confidence of employees in their enterprise now requires the elaboration of transparent rules on the use of the Internet within the company. In reality, it becomes a fully fledged digital universe which, in order to be sustainable, has to define its means of interaction/interconnection with employees, clients and the competition.

FEATURE

"ICT disrupts traditional hierarchical circuits and requires a management rethink. It also leads companies to revise the way they produce innovation, especially with their suppliers. The network culture is invading companies and affecting their future performance".

→ **recruitment agencies are divided on the anonymous CV**

One out of every two recruitment agencies is favourable to the implementation of anonymous CVs: this is the result of the study conducted in May by the association "at equal competence" with 39 of its members, presented in a report on the anonymous CV handed to Yazid Sabeg, French commissioner for diversity and equal opportunities, on 11 June.

According to the study, 56% of agencies opposing the anonymous CV argue difficulties in the implementing process, whereas 44% mention the cost.

Despite clearly divided opinions, the majority of those polled declared themselves for the suppression of some references in CVs, such as age (89%), date of birth (81%), photos (78%), family situation

(75%), nationality (64%) or sex (52%).

The report (in French):
<http://alaingavand.typepad.com/files/rapport-cv-anonyme-a-compétence-egale-10-juin-2009.pdf>.

The use of information and communication technologies and CSR: new social practices in major companies

Although several reports have already been devoted to the environmental impact of ICT, there has never been a study of the social challenges involved in the use of ICT in major companies, until the report by the CIGREF (computer club for major French companies) and ORSE, presented on 9 July 2009...

The increasing use of ICT in companies over the last three decades has completely changed the organization of work by revealing and accelerating the spread of new practices and social relations.

Nevertheless, companies often continue to see ICT from a technical viewpoint rather than from the human organisational angle, which is often seen as a secondary consideration.

After an analysis of current corporate practices, the CIGREF/ORSE working group proposes, in its report, some keys for understanding the social appropriation of ICT. Following is a succinct summary:

1. ICT at the centre of mutation

- a new social and managerial logic since the introduction of ICT, a new form of work organization has emerged, focusing more on collaborative activities, which involves a major cultural rupture.

- The technical illusion
ICT projects are often situated at the technical level, with the danger of too much delegation of the project to the computer implementation level.

- The danger of corporate fragmentation
By promoting delocalisation (telework, telecommuting...) and "de-temporalisation" (work in the evening or on the weekend), ICT accelerates corporate fragmentation: division into groups and networks that no longer share the same time, place or corporate culture.

2. New uses but what added value?

- The paradox of ICT: inflation that endangers efficiency
The increase in information flows takes precious time needed to process the data. Thus a paradoxical situation develops where interpersonal communication produces isolation and over-information reduces the pertinence of communication.

The study group brought together twenty Information Services Directors, DHR, trade union representatives, members of the CIGREF and ORSE. François Silva, Professor at the ESCEM Tours/Poitiers school, associate of the CNAM, and Stéphane Hugon, GRETECH-SORBONNE, were the organizer-coordinators and editors of the report.

- The impact of ICT on the health of wage-earners physical impact on the body (RSI, visual...) and especially, psychological impact (stress, burn-out): "technological stress" is especially prevalent amongst executives...

- A factor for the integration of handicapped persons?

Information technologies allow development in the ergonomics of work posts that promote the integration of handicapped persons within companies. Nevertheless, this potential remains under-exploited.

- Resistance to change

Collaborative work is hard to reconcile with traditional hierarchical organization, since basic activity is conducted through informal systems. Yet corporate management is still impregnated with this pyramidal culture. Accordingly, the use of ICT remains essentially individual.

- Young wage-earners are out of step technologically

New recruits are often required to use outdated tools and forbidden, or strictly limited in the use of social networking tools and instant messaging which, if not controlled and limited, present major risks, especially in terms of security.

- The border between work / non-work becomes unclear
Taking work home becomes necessary if one is to respect

timetables, finalise a file or a presentation, or even in order to isolate oneself... a results-based logic develops that is disconnected from physical presence at work, that has ambiguous repercussions.

- A largely unexploited relational potential

The increase in capacity of equipment and software has led to important productivity gains, but tools based on the quality of interpersonal relations are still rare in companies. When they are available, they are under-used or saturated by improper utilization.

- The challenges of eco-ICT

One of the major challenges focuses on the capacity to exploit the potential of "eco-ICT" to help all sectors of activity to revise their business processes and, more generally, to accompany economic and ecological evolution.

The full report (in French) is at: [www.orse.org, "actualité"](http://www.orse.org, 'actualité')

→ "The Happy Families of sustainable development"

Scientists, members of associations, intellectuals, politicians, entrepreneurs, financiers, consultant-counsellors: 56 players spoke to Florence Leray and Alain Chauveau of their commitment to the major challenges of sustainable development in a new book published by Editions Presse Entreprise, with the support of ADEME.

Meticulous observers of the state of the planet, optimists or "not despairing" pessimists, all of these players are now convinced that it is necessary to change our way of life, our manner of consuming, reconsider our means of production, build a new growth model based on wealth sharing.

→ "A checklist for trade unions: what unions should know about the GRI G3 reporting framework"

This 12 page brochure, published by TUAC (the OECD Trade Union Advisory Committee), for trade union representatives, provides them with 11 points to ask the right questions when supervising the corporate reporting process under the GRI G3 guidelines, understand the minimum reporting requirements and link them with responsible investment...

To download the brochure: http://www.tuac.org/en/public/e-docs/00/00/04/A2/document_doc.phtml

The recommendations of the working group on "Uses of information and communication technologies and CSR"



There is no generic, globally applicable method to establish new forms of work organization with respect to ICT.

Nevertheless, the study by the CIGREF and ORSE has identified some good practices that companies may implement to accompany and facilitate the appropriation of ICT by wage-earners.

1 Establish annual statements on ICT usage

An annual statement for each activity and support function is indispensable in order to develop more precise, up-to-date knowledge of uses (potential, impact, benefits generated, difficulties, limits), oversee them better and define training programs adapted to needs.

2 Endow the company with a charter on ICT use

A charter laying down the rules and principles of ICT use

(rights and obligations of users) helps corporate stakeholders take responsibility for the use they make of the tools at their disposal.

3 Strengthen the role of the Computing and Freedoms Correspondent

In France, employee control systems based on the use of ICT tools must be limited as set out in the recommendations of the CNIL (national commission on data-processing and freedoms).

4 Accompany users better

The accompaniment and training of users in their daily practice should translate into training plans adapted to user profiles.

5 Push suppliers concerning the accessibility of tools

The integration of handicapped persons into companies is slowed by the lack of offers

adapted to the needs of this group.

6 Develop a common culture of usage

It is up to the management (immediate overseers and Executive Director) to bring ICT usage within common corporate culture.

7 Allow managers to appropriate ICT

Through developing their own knowledge and mastery of these tools, managers will be better equipped to determine the extent of available practices, and sources of new added value.

8 Bring together the Human Resources (HR) and Information Systems (IS) offices

The integration of ICT into corporate activities may necessitate modifications in employment contracts and

work organization, as well as an accompaniment of users that involves the entire company.

To this end, the HR and IS offices must work together to promote internal dialogue and concerted activity, as well as dialogue with personnel representative bodies, before technological negotiations.

9 Maintain the diversity of information channels

Not all wage-earners have access to electronic information. This is especially true of labourers and employees.

Thus, companies must ensure they maintain traditional forms of communication (hard copy newsletters, collective meetings), at the same time as imagining new forms of communication based on ICT (provision of an internet post per team, for example).

Verbatim

During the presentation of the CIGREF/ORSE report on social transformations linked to the use of ICT in major companies, "Transformations sociales liées à l'usage des TIC dans les grandes entreprises", on 9 July 2009 at the Museum of the Postal Service in Paris, a number of strong opinions were expressed. Here are some chosen extracts...

François Silva, Professor at ESCM Tours/Poitiers, associate of the CNAM, and Stéphane Hugon, GRETECH-SORBONNE:
"Most people do not fully use their tools: our tools are "mis-used"... We are all left in a no-man's land, without training..."

Michel Delattre, DIS for "La Poste" Group:
"We currently have three approaches to ICT. The first is "green IT" (reduced consumption, reorientation of wastes...). The second is accessibility for paraplegics and the third is the introduction of Web 2.0 (wiki, social networks...). How can these tools be used effectively in the Postal Service? What are the consequences in terms of management, or the border between private and professional life?"

Philippe Lemoine, President of LaSer Cofinoga:
"I see this report as part of the current economic crisis. It echoes the thoughts I put forward in the book I am going to publish in September, entitled "Towards another economic world". Especially as regards the crisis of corporate values the evaluation of which currently oscillates between shareholder value and stakeholder value (immaterial assets). Thus, for ICT projects, it is no longer sufficient to only measure the ROI, but also the social profitability of the investment".

ORSE

EVENTS

DIARY

→ Conference organized by ORSE on "CSR and social dialogue",

Wednesday, 9 September 2009 from 9h to 13h at the CESE, Place d'Iéna, Paris

Round tables will cover the following themes:

- Integrating CSR and sustainable development in the field of social dialogue and negotiation
- Creating the conditions for innovative social dialogue

→ The "morning meetings" of the IFA

15 September 2009 from 8h30 to 10h (joint conference with ORSE and EPWN)

"How to accelerate women's access to boards of directors"

Registration: www.ifa-asso.com

