

Resilience & Corporate Social Responsibility: some implications for the future of resilience in the workplace from a business perspective.

Line of argument

- progress 'resilience at work' depends on the credibility it gains
- credibility depends on capacity to deliver real improvements in the workplace
- capacity depends on factors: principles, international standards, depth of understanding, measurements and leadership
- comparative analysis with CSR & HIV/AIDS workplace initiatives

Resilience from a Management Perspective



- young but growing concept: Foresight, Layard, Black & the happiness agenda
- resilience as something that can be learned and influenced by external factors (interiority argument)
- low levels of academic and professional training: interdisciplinary, focus on behaviour and being positive
- stigma of 'madness'
- Climate of recession, debt and redundancies: magic solutions or problem solving "capitalist realism"
- How do we balance this reality with promoting resilience?



Corporate Social Responsibility



- Industry in its own right
- climate of consumer and shareholder action
- business case can be made in some industries (CIPD Resilience Conference: Nestle, Allianz, BT, British Gas)
- credibility: rights base, useable mechanisms, measuring and monitoring
- paradigm shifts and current state of decline (WEF)
- scale of the problems not addressed by a voluntary self-regulatory system (Climate Change)

Corporate Social Responsibility & HIV/AIDS



- Ten years of corporate practice concentrated in affected sectors
- Driven by key players: MNCs in the extractive industries, ILO, UNAIDS, employers associations and trade unions (global)
- Business case was made in the mining sector and food production
- Problem of exclusion: difficulties in reaching vulnerable groups

AngloAmerican Case Study

Croucher & Cotton (2009) *Global Unions Global Business*. London:MUP, Chapter 8



- One of the first companies to make a business case for provision of ARVs
- Focus on testing led to collaboration with trade unions, inclusion of HIV/AIDS into the collective bargaining agenda
- Confidentiality and anti-discrimination aspects to company policy
- Peer counselling and leadership (Senzeni Zokwana)
- Testing rates in AngloGold Ashanti went from 10% (2004) to 75% (2006), and 3772 AngloAmerican workers receiving ARVs in 2006.



Parallels between HIV/AIDS and Mental Illness



- Knowing your status: Low testing and assessments
- Confidentiality, anti-victimisation and anti-discrimination
- Role of managers
- Participatory methods and building agency



Lessons from HIV/AIDS workplace programmes



- Awareness
- Leadership
- Confidentiality
- Anti-victimisation and anti-discrimination
- Involvement of trade unions
- Cadres/Peer counselling
- Measuring
- Online information and support



Implications for resilience training



- Education as one part of a policy and rights framework
- Underpinned by a broad and empathic understanding of mental health (HRM/CBT parallels)
- Underpinned by an understanding of an employment relations framework and group dynamics
- Inclusion of trade unions in programmes at the level of leadership, peer counselling and collective bargaining
- Targeting managers for training and reviews
- Participatory methods and reflective practice (Friere, Vella)