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How Public Relations Firms Do PR for Themselves Through Corporate Social Responsibility

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How Public Relations Firms Do PR for Themselves
Through Corporate Social Responsibility

Melissa Elise Steckler

A thesis submitted to the faculty of
Brigham Young University
in partial fulfillment of the requirements for the degree of

Master of Arts

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ABSTRACT

How Public Relations Firms Do PR for Themselves Through Corporate Social Responsibility

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Corporate social responsibility has become an increasingly important topic within the workplace. This subject continues to garner further attention and scrutiny, especially with regards to public relations firms and their CSR-related engagements because of how practical motivations for charitable giving may blend with the nature of their business.

Public relations professionals were interviewed to uncover information regarding each firm's CSR programs and level of engagement, in addition to textual analysis that included the PR firms' websites, social media presence, and what the media has said about the firms' CSR efforts. Findings revealed five cross-company patterns with regard to CSR made by the following PR firms: Edelman, Weber Shandwick, and FleishmanHillard. These themes—Citizenship Initiatives, Corporate Engagement, Global Communities, Social Involvement, and Sustainable Investments—identify the concepts and ideas that form the foundation of these CSR programs, and shed light on the reasons why these firms participate in CSR, specifically as it relates to company image and employee relationships, and may suggest that these themes form both the reasoning for participating in CSR, and the aspects of CSR that attract employee attention.

Keywords: corporate social responsibility, CSR, public relations

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Introduction

Overview

Corporate social responsibility (CSR) has, since as early as the 1970s, become an increasingly important topic within the workplace. Described by Davis (1973) as “a firm’s acceptance of a social obligation beyond the requirements of the law” (p. 313), this subject continues to garner further attention and scrutiny, especially in recent years. Because of the interest devoted to CSR-related engagement, questions arise regarding companies’ pro bono efforts, such as: What are the effects of companies’ CSR-related engagements within their particular workplaces? And, are those effects cause *for* companies’ engagement with pro bono efforts, or are they simply a byproduct?

With this in mind, public relations firms and their CSR-related engagements are of particular interest because of how practical motivations for charitable giving may blend with the nature of their business: to generate a positive image and communicate messages with important publics.

Statement of Problem

A number of public relations agencies use various techniques to communicate messages with regard to CSR and their philanthropic efforts, including pro bono work, fundraisers, and financial donations. However, with the growing rate at which companies are embracing this need to act socially responsible, it beckons several questions with regard to their underlying motivations, for instance, about the cost-benefit analysis associated with such actions.

Studies that focus on the psychological effects of giving have found that contributing to charitable causes makes people happier, healthier, and gives them a more positive sense of self. Some have studied whether these effects apply to organizations as a whole as opposed to just

individuals, to better understand the motivations behind corporate philanthropy and its impact on employees.

Few researchers, however, have actually explored PR firms' participation in pro bono work; in fact, across multiple academic publications, only one academic study was published that considered the topic of pro bono work among PR practitioners. This void in the current research lends significance to the present study.

Purpose and Design

The purpose of this study is to explain the nature of public relations firms and how they do PR for themselves in terms of CSR through multiple case studies. The case study, according to Yin (2014), has been found to be "the preferred research method...because such questions deal with operational links needing to be traced over time rather than mere frequencies or incidence" (p. 10). The researcher used CSR as the guiding theory and begins by examining the relevance of using case studies as well as its continued acceptance in the field as a method of great significance. A look at overall organizational structures in terms of employee morale and internal communications is then undertaken as a means of providing a general understanding of the link between that and an organization's ability to successfully engage in CSR. The researcher's guiding theory (CSR) is analyzed both in terms of its cultivation, as well as its position within PR, and as a human resources tool. Finally, pro bono work in general is examined in order to more fully understand the science of giving, followed by an analysis of pro bono work in terms of its use within PR firms specifically.

After this preliminary investigation, the researcher conducted extensive textual analysis and exhaustive interviews in order to gather pertinent data related to the study (see Method

section) and in hopes of uncovering significant findings relevant to both academia and the private sector.

Significance of Research

This research is significant in a multitude of ways, among different groups of professionals. First, the findings may spur conversations about CSR within the workplace. Other benefits include the contribution to the scientific body of knowledge. Furthermore, results may have future applications in helping public relations firms, or corporations in general, regarding the use and implementation of their philanthropic efforts and initiatives (aiding in a more successful engagement in CSR programs and a better understanding of the ramifications of such involvement).

Delimitations

This study does not claim to be representative of all public relations firms (only three were examined), but rather serves as an exploratory foundation from which a general understanding of public relations firms' CSR-related involvement can be better understood. Both textual analysis and interviews were conducted in as similar a manner as possible in order to maintain study integrity.

Qualifications

The researcher holds a Bachelor of Arts degree in Communication from Tulane University and conducted the present study while enrolled in Brigham Young University's Department of Communication's Master's in Mass Communications program within the Department of Fine Arts. The researcher maintains a 4.0 graduate grade point average.

Literature Review

Organizational Structure

In order to more fully comprehend overall organizational structures to better understand the link between them and an organization's ability to successfully engage in CSR, it is necessary to review the present literature regarding employee morale and internal communications.

Employee Morale

Because morale is inextricably linked with employee attitudes and perceptions, it is imperative that employers work to generate an overall tone of genuine happiness in the workplace environment. In this way, employees are more likely to remain loyal to their company, and subsequently their overall positive attitudes affiliated with their employer will positively influence their customers.

There is much research and evidence to suggest that employee morale is heightened when employers engage in charitable giving. For the purposes of this study, "employee morale" will refer to the attitudes and perceptions employees have of their employers, the overall tone of the workplace environment, and the company's loyalty and retention of said employees.

An organization's willingness to participate in philanthropic efforts is nothing new; U.S. companies have, for a long time, recognized the value found in supporting local communities. Philanthropy, volunteerism, and other aspects of social responsibility are just a few ways that companies participate. Furthermore, and in today's global economy, companies are constantly striving to set themselves apart from their competition. One way to achieve this is by meeting "objective professional standards and ecological guidelines. Now there is another set of standards gaining acceptance in the international arena: Social Accountability SA8000" (Nakra, 2000).

As the notion of social accountability continues to grow, companies have eagerly jumped onboard. In fact, according to Porter and Kramer (2002), “most corporate giving programs have nothing to do with a company’s strategy. They are primarily aimed at generating goodwill and positive publicity and boosting employee morale” (p. 6). Though the argument might be made that choosing to engage in corporate giving *is* part of company strategy, it is noteworthy to see that the present literature does not consider it so, calling into question what PR practitioners subscribe to when it comes to their organizational giving, versus what academicians suppose. This discrepancy adds further weight to the purpose of this study.

It is interesting to note the two-fold motivation behind the act of giving: altruism (generating goodwill) and employee relations (internal morale). Though admirable that a sense of needing to help is one of their driving motivations, companies need be careful that the messages they disseminate through socially responsible actions do not reflect a selfish motivation (that of solely furthering company goals). According to Porter and Kramer (2002), “While these campaigns do provide much needed support to worthy causes, they are intended as much to increase company visibility and improve employee morale as to create social impact” (p. 5).

Another concern that employers need be aware of is that the attitudes employees have with regard to their workplace will inevitably influence their customer-base. This gives validity to the idea that not only should organizations engage in socially accountable activities in order to boost employee morale, but also that they need to do so in such a way that their motivation does not make employees feel that their altruistic actions are driven by an attitude of insincerity. According to Nakra (2000), “[If employee] attitudes are favorable, they contribute consciously or unconsciously to enhance the image and reputation of the company among their various

stakeholders, including the current and potential customers. If, on the other hand, the employees take a dim view of the company, this attitude will unconsciously rub off on customers and can easily nullify the arguments made in most elaborate advertising campaigns (p. 39).”

Internal Communications

An organization’s ability to communicate within itself is critical to the success of said organization. Said Grunig (1992), “Internal communication is so entwined with the process of organizing and with organizational structure, environment, power, and culture that many theorists of organizational communication argue that organization could not exist without communication” (p. 532). With organizations’ involvement in CSR increasing, companies (and specifically PR firms) would do well in knowing that their “internal communication is linked logically with the conditions that make excellent public relations possible—structure, environment, power, and culture” (Grunig, 1992, p. 532). Therefore, PR firms need be aware that, to an extent, their ability to successfully communicate with their publics depends largely on their ability to successfully communicate with professionals within their firms themselves.

Further, their successful internal communications translate to greater employee satisfaction. According to a 1989 Wyatt Communication Survey, “The objectives of internal communication are to inform employees about key job-related and business issues and, through that process, *gain their commitment to their work and the organization*” (Grunig, 1992, p. 534) (emphasis added). By gaining employee commitment (and subsequently a positive outlook from them) through the use of successful internal communications, organizations can more easily focus on other initiatives like CSR.

Guiding Theory: Corporate Social Responsibility

The literature on CSR describes its definitions, purposes, and history.

As early as the 1970s, CSR was described as “a firm’s acceptance of a social obligation beyond the requirements of the law” (Davis, 1973, p. 313), as well as a “tool used by managers to further their political or social agendas at the expense of their shareholders” (Friedman, 1970). Later, a number of researchers sought to provide a complete and more inclusive definition of the term. As one example, Wood (1991) wrote that CSR (which she referred to as corporate social performance, or CSP) was “the degree to which principles of social responsibility motivate actions taken on behalf of the company” (p. 693). Wood also expanded the definition to include “any social impact made by a firm’s actions, policies, and programs.” McWilliams and Siegel (2001) defined CSR as “actions that appear to further some social good, beyond the interests of the firm and that which is required by law” (p. 117), providing examples such as progressive human resource management, recycling, and supporting products that embody social attributes.

Some researchers addressed the history of CSR. Pratt (2006) stated that the concept came about in the 1940s when businesses started to consider their social responsibility. Clark (2000) pointed out that “the rise of CSR” took place in the late 1970s and the early 1980s (p. 364). During this time period, companies became more concerned about their image and had to start answering to the public’s demand for information. Clark also addressed the CSR models that then came about—most of which pointed out “that businesses had a responsibility to respond to societal needs and pressures” (p. 366). This responsibility is often emphasized by a company’s stakeholders.

McWilliams and Siegel (2001) outlined a supply-and-demand model of CSR and found that there was an appropriate, ideal level of CSR for any given company based on a cost-benefit analysis between maximizing profit and satisfying stakeholders. They stated that managers tend

to receive pressure from their stakeholders—including customers, suppliers, governments, and employees—to support CSR-related efforts.

Pratt (2006) discussed CSR as a theory that states companies recognize that they cannot be separated from the society that surrounds them, and that they have a responsibility to help and contribute to that society. Pratt considered CSR's four dimensions—return on investment, trustee management, self-interest, and CSP—as well as its criticisms, such as CSR hindering capitalism and free trade, or corporations adopting CSR in order to distract from their leaders' lack of ethical behavior. A list of benefits of CSR included a company's increased attractiveness and legitimacy, improved relationships with financial and government communities, human resources, risk management, enhanced brand loyalty, and better visibility of a company's values among its publics.

Campbell also discussed the theory behind CSR, asserting that “little theoretical attention [had] been paid to understanding why or why not corporations act in socially responsible ways” (Campbell, 2007, p. 946). He found that the conditions that would most likely lead a company to act in the name of social responsibility included private and public regulation and monitoring, organized dialogue between corporations and stakeholders, and institutionalized norms that dictate appropriate corporate behavior.

Corporate social responsibility theory is furthermore grounded in considering other ways in which corporations can exist apart from the sole goal of financial gain by using an ethical lens through which to make decisions. In this way, organizations are more like people, who are faced with daily moral dilemmas and responsibilities, and less like machines. By shifting from a money-centered perspective to a people-centered one, organizations can be held to both an economic *and* ethical higher standard. Of course, corporate social responsibility theory exists

under the assumption that the financial goal is being met—an organization that is struggling to make ends meet likely will not have the resources to devote time to volunteering if it were to impede on billable hours. This is another reason why both this theory and the three PR firms in question for this study are ideally suited for one another—each firm is *at least* four decades old, and each is a top three PR firm ranked according to revenue.

Knowing this, CSR theory helped guide the research questions for this study (see page 15) because of how practical and profitable motivations of the firms blend with their pro bono initiatives (despite the fact that these initiatives may not directly impact their bottom lines). Furthermore, stakeholders (especially employees) have a right to participate in and direct these initiatives given that they directly affect them, including in forming attitudes and perceptions of employers, in establishing the tone of the workplace environment, and in building company loyalty.

Regardless of its definitions, history, and theoretical foundation, CSR is an important tool for organizations. As stated by Grow, Hamm, and Lee (2005), “Companies have long paid lots of money—and lip service—to philanthropy and public service...Managers from all parts of American business are increasingly seeing social responsibility as a strategic imperative” (para. 3).

CSR and Public Relations

Another distinct area of CSR literature compares it to public relations practice. Clark (2000) stated that the processes behind CSR and PR were similar and “mirror one another” in content, evolution, and modern practice (p. 369). She pointed out their common objective—to improve relationships between an organization and its stakeholders—and argued that the two disciplines needed to acknowledge these similarities, and work together to build bridges between

PR and CSR. Kim and Reber (2008) analyzed PR's position within CSR and found five main roles played by PR practitioners with regard to CSR programs: significant management, philanthropic, value-driven, communication, and none.

This overlap between CSR and PR was also pointed out by the Council of Public Relations Firms. The Council's website ("Corporate Social Responsibility", 2013) cited Cone's Cause Evaluation Study, which found that 90% of consumers in the U.S. (more than 278 million) said that they wanted to hear what companies were doing to benefit a cause, and concluded that companies needed to talk more about the good things that they are doing. The communication of a company's good deeds to its stakeholders is a clear fit with the purposes and skills of PR professionals, though the Council also pointed out the need for PR firms to avoid "greenwashing" (disseminating disinformation so as to appear environmentally responsible) and to make sure that their CSR programs are designed to be truthful and ethical (para. 4).

CSR and Human Resources

Among the benefits of CSR programs is employee retention. Bhattacharya, Sen, and Korschun (2008) stated that a company's CSR activities are "a legitimate and compelling way to attract and retain good employees" (p. 37), and cited examples of companies that prioritize volunteer opportunities for their employees, including Delta Air Lines, Home Depot, General Electric, IBM, and Cisco Systems. They quoted Deloitte Touche Tohmatsu's former CEO, Jim Copeland, Jr., who stated that "the best professionals in the world... want to work for companies that exhibit good corporate citizenship" (p. 37). Bhattacharya et al. (2008) stated that CSR has an ability to differentiate and humanize an organization, depicting it as a contributor to society and revealing its values. They argued that CSR, when it is used properly, can involve employees in a larger corporate mission, thereby strengthening their engagement and motivating them to identify

with their employers. Through interviews, focus groups, and surveys, Bhattacharya et al. (2008) found that successful CSR programs were tailored to employees and that “CSR is most effective when employees are the actual enactors, with the company acting as an enabler” (p. 44).

Grow et al. (2005) pointed out that the new generation of employees in particular want more from their employers than their work hours and paychecks: “Burnishing an image as a socially responsible company helps to attract younger workers, at all levels” (para. 8). Even in 1997, Turban and Greening found that a company’s CSP was positively related to students’ perceptions of its reputation and attractiveness as an employer. They concluded that CSP “may provide a competitive advantage by attracting potential applicants” (p. 669). Similarly, Schoenberg (2007) asserted that CSR has a significant influence on employee morale and that when organizations decide to participate in CSR, employees are often a driving factor. Briggs and Verma (2006) also found that “employee morale-building and retention [were]... a key motivator for companies to engage in CSR activities” (p. 28), and Greco (1997) stated that some companies have positioned volunteer opportunities as an employee perk (p. 116).

Pro Bono Work

CSR programs may include pro bono work among its list of activities, solidifying an association between the two concepts (Bailey, 2012; Schoenberg, 2007). Kim and Reber (2008) stated that the philanthropic role of CSR—often played by PR practitioners—included volunteering and pro bono work for nonprofit organizations and charitable causes. Bayles (1981) suggested that pro bono work was one way for professionals, especially those in law and medicine, to serve the public good and display social leadership, though it did not necessarily guarantee that the public interest was being served.

A number of researchers have examined pro bono programs among advertising agencies. Waller (2010) stated that helping nonprofit organizations has benefited advertising agencies through motivating their staff and increasing their exposure, prestige, and client base. Pro bono campaigns have been known to allow their employees to “enhance skills, gain confidence, increase morale, and generally refresh them” as well as build their portfolios—leading to higher personal satisfaction in their work and better staff retention (Waller, 2010, p. 444). Motloung (2009) stated that, among other reasons, advertising agencies may take up pro bono work to “position themselves as responsible corporate citizens” and “to indulge in the kind of adventurous work paying clients might not approve” (para 4). These trends in results of advertising agencies’ pro bono work may be comparable to those of PR agencies.

Pro Bono Work and PR Firms

Few researchers have explored PR firms’ participation in pro bono work. Bivins (1993) stated that “the profession of public relations has done little to formalize the doctrine...of public service,” which leaves individual PR practitioners to decide for themselves how to fulfill their “tacit obligation to society” through their normal functions, pro bono work, or other activities (p. 126). Websites such as that of the Council of Public Relations Firms (“PR Firms Doing Good,” 2013) list examples of PR firms’ pro bono projects, including links to their respective corporate citizenship webpages. Cripps (2011), a writer for the Council, stated that corporate responsibility and pro bono work were hot topics among PR firms and quoted an executive at Deloitte who suggested that pro bono work may be the best way to carry out CSR: “Increasingly, corporate responsibility programs involve a more sophisticated commercial focus...The best businesses concentrate on what they do best, and deliver leadership in society through the core activities of

their business” (para. 2). Cripps predicted that PR firms would consider pro bono work of even greater strategic importance in the future.

Only one academic study was found that considered the topic of pro bono work among PR practitioners. Ferré (1993) examined attitudes toward pro bono work among members of the Public Relations Society of America (PRSA). He stated that “the literature on PR ethics details few consciously positive PR activities” and that “evidence of dedication to pro bono work on the part of PR counselors is scant and anecdotal” (p. 60). However, he pointed out that the existing evidence did confirm ongoing volunteer PR services among practitioners over a substantial period of time—and that this evidence needed to be assessed systematically in order to better understand pro bono PR.

Ferré carried out his own assessment through a questionnaire sent to PRSA members, including both independent and agency PR counselors, and pointed out that his results reflected the attitudes of those belonging to PRSA rather than the PR practice as a whole. The fifteen items on the questionnaire asked his 271 participants about their own experiences with pro bono work during 1990: the amounts and types of pro bono work completed, the positive and negative aspects of that work, why they accepted or rejected certain pro bono clients, and their pro bono-related policies. One respondent’s comment may offer an accurate summary of Ferré’s results: “You will probably be surprised at the volume and variety of pro bono operations in PRSA” (p. 61).

The study found that 87% of the PRSA members did pro bono work in 1990, which included clients who received PR services for free or on a discounted basis. Respondents reported serving a median of three pro bono clients that year, and stated that they received a median of five pro bono requests. They worked a median of 100 hours doing pro bono work,

which averages to 50 hours per practitioner and 33.3 hours per client. The number of pro bono hours were “unevenly distributed” and varied according to region of the U.S. (p. 62).

Ferré discovered a number of motivations for the respondents who did and did not participate in pro bono work. Those who did no pro bono work cited reasons such as not being approached for pro bono work, not being able to afford to donate their time, and denying requests because of policy. Those who did pro bono work gave reasons such as filling community needs, repaying their social debt, feeling satisfaction through social service, having opportunities to hone PR skills, and increasing exposure and business. One respondent stated that pro bono work served “as a relief from routine” and “as a diversion/alternative to our normal area of practice,” while another pointed out that it “broadens staff vistas” (p. 66).

Summary and Research Questions

The review of literature provides a firmer understanding of the imperative nature of positive employee morale and successful internal communications within an organizational structure, the nature of CSR and its relevance within the field of PR as well as its use as a human resources tool, and the motivations behind an organization’s (specifically a PR firm’s) engagement in pro bono work. The literature review also reveals two areas that are lacking in sufficient research.

First, as shown above, the topic of CSR has been examined in many academic studies; however, its use by PR firms specifically has garnered very little attention from researchers. This is surprising considering that some have pointed out similarities and connections between CSR and PR (Clark, 2000; Kim & Reber, 2008; “Corporate Social Responsibility,” 2013), which could naturally lead into a study of CSR efforts made by PR professionals, including those who work for PR firms. Pro bono work has also been examined by many researchers as a general

topic, though few have studied the pro bono work done by PR firms. The lack of research on PR firms' CSR programs and pro bono work reveals a void in the literature that motivates the current study.

Second, as reviewed previously, a number of academic studies have explored CSR's positive impact on employee morale and other benefits for organizations in general, but not for PR firms specifically. Applying this concept to PR firms and their CSR programs would be especially interesting considering that those who work for PR firms are, at least in theory, experts in the art of PR—including the management of relationships, image, and perceptions for their clients. Since CSR is often considered to be one way to improve an organization's internal and external relationships, it follows that the CSR efforts made by PR firms (including the reasons behind those CSR efforts and their effect on employees and others) are worth exploring. Few academic studies have examined PR firms' CSR programs and their impact on employees, and the lack of these studies reveals another void in the literature that serves as motivation for this study.

These ideas led to the following research questions:

RQ1: Why do PR firms use their resources to create and disseminate messages concerning CSR and pro bono work, even though those communications may not directly impact their bottom lines? Do PR firms participate in charitable acts for purely altruistic reasons, or to improve their public perception and motivate and retain employees?

RQ2: Do PR firms use philanthropic programs as a PR tool to improve their company's image and relationships, both internally and externally? If so, how do PR firms' charitable acts affect employees—including their attitudes and perceptions of their employers, the tone of their workplace environments, and ultimately loyalty and retention?

Method

Research exploring the use of CSR by organizations such as PR firms could include quantitative methods when considering the percentage of firms that run CSR programs or the number of pro bono accounts served by each. However, measuring intangibles such as an organization's reasons for starting and continuing their CSR programs requires a more qualitative approach. By its nature, PR firms' use of CSR consists of performances and practices, and is understood through consideration of multiple perspectives and interests—all of which fit best with a qualitative method. Since CSR continues to hold significant and growing interest among those in academics and in the field (Lockett, Moon, & Visser, 2006; Lee, 2008; Pomeroy & Dolnicar, 2009), it is especially important to use research methods that allow for exploratory, explanatory, and descriptive results. Therefore, a qualitative research method was chosen for this study, which, in recent years, has emerged and established its importance within the field. A brief overview of qualitative research is discussed below.

Qualitative Research

According to Lindlof and Taylor (2010), “qualitative researchers study *the performances and practices of human communication*” (p.4). In other words, this qualitative study entails an examination of the search for meaning concerning human behavior, looking specifically for answers to the how and why humans do certain things. Findings conducted through qualitative means are also not generalizable to a population; rather, they are generalizable to theory. Furthermore, qualitative research is fundamentally an interpretive enterprise that is context-dependent. It is through the use of “these elements [that we] make the social construction of meaning” (Lindlof & Taylor, 2010, p.4).

Within the qualitative realm, the case study method was selected to answer the research questions listed above—in fact, three case studies were undertaken. This method—along with its

strengths and weaknesses—will be explained, followed by a discussion of bias control, data collection, and data analysis.

The Case Study

The case study has become an area of research gaining much prominence in the academic arena. By definition, the case study “is an empirical inquiry that investigates a contemporary phenomenon (the ‘case’) in depth and within its real-world context, especially when the boundaries between phenomenon and context may not be clearly evident” (Yin, 2014, p. 16). Though “case studies have traditionally been considered to be ‘soft’ research, possibly because researchers have not followed systematic procedures,” there are many ways in which five major areas of concern are being addressed (Yin, 2014, p. 23). These areas include a case study’s question of rigor, its confusion with case studies used in teaching, the inability to generalize from its findings, its unmanageable level of effort, and its unclear comparative advantage (Yin, 2014).

Gerring (2007) notes that “the case study research design is viewed by most methodologists with extreme circumspection” (p. 6). However, like most modes of inquiry in which research can be conducted, “the fact [remains] that these five common concerns can be allayed” (Yin, 2014, p. 22). Further, according to Gerring (2007) with regard to the case study, “Sometimes, in-depth knowledge of an individual example is more helpful than fleeting knowledge about a larger number of examples. We gain better understanding of the whole by focusing on a key part” (p. 1). In other words, by examining a specific case at a more “micro” level, there is much applicability to the larger population in question.

Because the question of when to use a case study in social science research depends largely on the research question(s), Yin (2014) stated the following:

The more that your questions seek to explain some present circumstance (e.g., ‘how’ or ‘why’ some social phenomenon works), the more that case study research will be relevant. The method also is relevant the more that your questions require an extensive and ‘in-depth’ description of some social phenomenon (p. 4).

It is for those reasons that several case studies will be employed for the present study. Not only are case studies the most appropriate means with which to conduct the present study, but also they lend themselves to the fact that “*we are* witnessing a movement in the social sciences away from a variable-centered approach to causality and toward a case-based approach” (Gerring, 2007, p. 3) (emphasis added).

Case studies allow for the retention of “a holistic and real-world perspective” (Yin, 2014, p. 4). One such way that this is accomplished is through the use of descriptive analysis, one general analytic strategy by which the case study can be employed. From “an initial review of [the] literature,” topics of interest were revealed that the researcher concluded to have need for further examination, and it is precisely the “descriptive approach [that will]...later help to identify the appropriate explanation to be analyzed” (Yin, 2014, p. 140).

Another reason for which case studies were chosen as the method of analysis, in addition to their ability to undergo descriptive analysis, is because they allow for pattern matching across multiple cases. This type of logic allows for a multiple-case study to pattern match “the events in each case with different theoretical predictions” (Yin, 2014, p. 146). Because the nature of this study calls for an examination of three PR firms, it is necessary to pattern match as a result of uncovering various amounts of descriptive data pertaining to each firm.

To provide a more thorough understanding of this choice of method, the strengths and weaknesses of the case study will be examined.

Strengths

Because case studies can be generalized to theory, they also provide the groundwork from which theory can be built. There are many strengths to this. One is that there is a strong “likelihood of generating novel theory” because it allows for the reframing of perceptions based on the newest and most relevant evidence presented (Eisenhardt, 1989, p. 546). According to Eisenhardt (1989), theory building “attempts to reconcile evidence across cases, types of data, and different investigators, and between cases and literature[,] increase[ing] the likelihood of creative reframing into a new theoretical vision” (p. 546).

Another strength of the case study “is that the emergent theory is likely to be testable with constructs that can be readily measured and hypotheses that can be proven false” (Eisenhardt, 1989, p. 547). This is because, through direct observation, direct evidence is generated that has “already undergone [the scrutiny of] repeated verification during the theory-building process” (Eisenhardt, 1989, p. 547).

Finally, “because the theory-building process is so intimately tied with evidence...it is very likely that the resultant theory will be consistent with empirical observation” (Eisenhardt, 1989, p. 547). Eisenhardt refers to this as an “intimate interaction with actual evidence” that often produces consistent results (p. 547).

Weaknesses

It is also important to consider the weaknesses of the case study method. As with all qualitative research methods, the results are subjective—although, this can be overcome by processes to show validity, authenticity, and trustworthiness. Case study results cannot be generalized to a population; however, they can be generalized to theory. Because case studies provide the groundwork from which theory can be built, it is important to consider also the weaknesses of doing so. One such weakness is that the newly-established theory can be “overly

complex” (Eisenhardt, 1989, p.547). This is because, according to Eisenhardt (1989), given the abundance and depth of data that can be gleaned from the case study, oftentimes the resulting theory might be lacking “the simplicity of overall perspective” (p. 547).

Another weakness in building theory based on the case study is that the theory “is about specific phenomena” and “that the theorist is unable to raise the level of generality of the theory” (Eisenhardt, 1989, p. 547). In other words, researchers run the risk of generating theory that is not applicable to case studies of similar circumstances, but rather have produced a theory that solely describes a single occurrence. Another particularly important weakness to consider is bias, which is addressed below.

Controlling for Bias

A number of techniques and tools can be used to reduce and control for bias in qualitative studies. Bias can affect the validity of a research study, making it an important consideration for qualitative researchers. In the current study, triangulation was used to help control bias. By examining multiple PR firms and using multiple sources of evidence (both archival data and interviews), the results could be triangulated and compared to find similarities and differences. Triangulation allowed the researcher to collect data on the topic in question and assure the validity of research, not only to cross-validate data, but also to capture different dimensions of the same anomaly. If a certain PR firm or source of evidence seemed particularly biased about some topic, it was noted during the comparison process with the other firms and sources that were included in the study.

In addition, the researcher’s commitment to be as unbiased as possible as the researcher collected, analyzed, and interpreted the case studies’ results also served to limit bias. However,

since not all bias can be eliminated in this type of qualitative study, this was taken into account during each phase of the research process, especially as conclusions were drawn.

Research Text and Data Collection

In order to answer the research questions listed above, the current case studies included a constant comparative analysis of three PR firms' CSR programs, all of which were analyzed separately for patterns and themes within themselves, and then further analyzed amongst each other in order to draw cross-company conclusions.

The PR Firms

The PR firms chosen for these case studies were selected based on a report by *The Holmes Report*, a credible news source for PR professionals. The report ("Global 250 Agency Ranking," 2013) included a comprehensive list of PR firms ranked according to their 2012 revenue numbers. The three firms with the highest total fee income in 2012 were listed as Edelman, Weber Shandwick, and FleishmanHillard.

The first PR firm examined in the current study was Edelman. "When transplanted New Yorker and former reporter Dan Edelman opened his eponymous public relations firm [in Chicago] in 1952, he had three employees and one client" (Channick, 2012, para. 4). Today, Edelman "is the world's largest public relations firm, with 67 offices and more than 4,800 employees worldwide, as well as affiliates in more than 30 cities" (Edelman website, 2013). According to its mission statement, Edelman works "to provide public relations counsel and strategic communications services which enable...[its] clients to build strong relationships, and to influence attitudes and behaviors in a complex world" (Edelman website, 2013). Edelman currently has an office presence in the United States, Europe and CIS, Asia Pacific, the Middle

East and Africa, Canada, and Latin America. According to the *O'Dwyer's* March 2013 Report, Edelman ranked first on the list of top PR firms according to net fee income.

The second firm that was examined was Weber Shandwick. According to its company website, Weber Shandwick is “a global company with offices in 81 countries...[that] offer the advantages of a big firm...[while maintaining] the spirit of the small company...[they] used to be” (Weber Shandwick website, 2013). In 2012, *The Holmes Report* ranked Weber Shandwick as the most creative agency, and additionally, in a 2013 report (again by *The Holmes Report*), they ranked second on the list of top PR firms and their 2012 revenue numbers.

The third firm that was examined was FleishmanHillard. Started in 1946 in St. Louis, Missouri, “at a time when public relations was still a new profession, Al Fleishman and Bob Hillard came together with a singular purpose: to shape the business model, values, and culture of what is today the world’s largest communications firm” (FleishmanHillard website, 2013). With that same purpose in mind, FleishmanHillard has recently undergone many changes. According to an April 2013 article in *The New York Times*,

[The company] will rebrand itself this week as FleishmanHillard, with elements that include a new logo and a new slogan, ‘The power of true’... Truth be told, the changes at FleishmanHillard—with worldwide revenue of more than \$500 million and 2,500 employees—are meant to signal how it is striving to become an integrated marketing communications agency that offers services like advertising and social media marketing in addition to public relations (Elliott, 2013, para. 2–3).

According to a 2013 report by *The Holmes Report*, FleishmanHillard ranked third on the list of top PR firms and their 2012 revenue numbers.

Sources of Evidence

The present case studies included four sources of evidence. First, the researcher analyzed the PR firms' websites with a particular emphasis on any webpages that were dedicated to CSR (e.g., Edelman's global citizenship page). The researcher also included any CSR-related press releases, blog posts, and other materials written by the companies themselves and displayed on their respective websites.

Second, the researcher examined the PR firms' social media presence. This consisted of any messages posted or tweeted by the companies themselves as well as any resulting dialogue with clients, employees, or other individuals who interacted with the firms through social media. This source of evidence was limited to the firms' main U.S.-based accounts on the three highest-ranked, text-based social networking websites, according to web analytics company Alexa ("Top Sites: Social Networking," 2013): Facebook, Twitter, and Google+.

Third, the researcher considered what the media has said about the PR firms' CSR efforts. This included news articles and other materials from news media sources that discussed any aspect of their CSR programs and/or clients. This process began with a comprehensive Google search of news articles that included both the name of one of the PR firms and a CSR-related keyword or phrase such as "social responsibility," "corporate citizenship," or "pro bono."

The text collected from each of these three sources comprised the research text for the case studies. The time frame for all sources was limited to one year (November 1, 2012, to October 31, 2013).

Finally, public relations professionals from each of the three firms were interviewed to uncover any information regarding their CSR programs and/or clients from an insider's perspective.

Participants

Of the six total participants who were interviewed, four were male and two were female. One was the CEO of one of the firms, two participants retain jobs involved with their firms' CSR initiatives, and three were employees removed from their respective firms' CSR initiatives. Five participants live in the Western United States and work at their respective firms located there, and one is in the Central region of the country. (Participants are not named so as to protect participant confidentiality; see Appendix C for interview transcripts).

The researcher conducted six interviews in total with individuals from each of the three PR firms in question. The interviews consisted of two individuals from each firm (one who is actively involved with the company's pro bono efforts, and one who is an "average" employee, distanced from the firm's CSR-related decisions. There was, however, an exception: only one interview was conducted with an employee from Weber Shandwick, and three interviews were conducted with Edelman employees). The aim was to discover the motivations behind the firms' CSR involvement, and the motivations for embracing such philanthropy, as well as its ramifications. Participants were volunteers and were not coerced into participation nor were they penalized for non-participation.

After the researcher received approval from the Institutional Review Board (IRB), the interviews were conducted, transcribed (using the NVivo computer software program for qualitative data analysis), and analyzed for patterns and themes.

This particular method of choice (the interview) from within the broader case studies was appropriate because discussion with public relations professionals aided in the data collection process in that stories, accounts, and other information gathering. A firm understanding grounded in the interviewee's experience and knowledge was achieved based upon the

conversation. As the interviews were conducted, analytical categories were uncovered regarding the overall subject matter, aiding the interviewer in the discovery of patterns and themes.

In order to control for bias, the researcher established an interview protocol (see Appendix B), allowing for the interviews to be conducted in as similar a manner as possible. Interviews were recorded and transcribed (as opposed to note taking) to make the interview itself available for future inquiry, and to ensure transcription accuracy. Interviews were conducted via mobile device. In order to prevent distraction, a set time was established with the interviewees. Finally, the interviewees were given a list of topics that would be discussed before the interview so as to prevent answers that were not well-thought-out or thorough. The researcher also controlled for bias by using a method known as triangulation (a process by which multiple sources of evidence are used).

Upon completion of the interviews, the interview transcriptions were compared to determine whether the same findings were discovered. If the transcripts differed in findings, the audio recordings were consulted to determine why the transcripts differed in their major patterns.

Data Analysis and Protocol

This study employed the use of descriptive, textual analysis in the hopes of identifying what PR firms are doing with regard to CSR and how they are employing it. After the data was compiled, the research text and interview transcripts were uploaded into the NVivo computer software program. The text was organized into five nodes or themes that were then analyzed. The researcher employed a constant-comparative method in order to discover new categories. The constant-comparative method has been developed and refined by a number of researchers over the years including Lindlof and Taylor (2011), who describe the basic concept of constant-comparative method as “categories [that] develop through an ongoing process of comparing units of data with each other” (p. 250). Key concepts and patterns were then pointed out in the data

analysis to indicate consistencies among the firms and sources of evidence, as well as conclusions regarding why they participate in CSR.

Based on the literature review, certain preliminary patterns were expected to appear, serving as the protocol for the current study. The literature points to the idea that organizations dedicate resources to CSR for a number of reasons, such as improving employee relations and public perception. Based on this, one would expect that the results would show evidence that the PR firms emphasize internal relationships within the organization when sharing messages regarding their CSR efforts. In addition, simply based on the CSR-related search terms, one would expect to find patterns related to keywords such as “citizenship” and “employee involvement.”

Limitations

In all interpretive and qualitative studies, biases can result. Some limitations that could have resulted from this data collection and analysis process include: web page text changes, inability to gather all pertinent data from each corporate website, and changing social media text. Other limitations include the one-year time frame, and the limitations in social media research (restricted to firms’ main U.S.-based Facebook, Twitter, and Google+ accounts).

In order to reduce some of these possible biases, the researcher used a constant comparative analysis technique in order to minimize the researcher’s own worldview from interfering with objectivity of the data. Both the textual analysis and interviews were conducted in as similar a manner as possible in order to maintain study integrity, including the use of an interview protocol (see Appendix B).

The following section will outline the results in an attempt to answer the research questions regarding both why PR firms disseminate messages concerning CSR and pro bono

work, and whether PR firms use philanthropic programs as a PR tool to improve their companies' images and relationships, particularly with their employees.

Results

As stated above, the research text was collected from four sources of evidence—the PR firms' websites, the PR firms' social media presence, what the media has said about the PR firms' CSR efforts, and interviews from public relations professionals from all three firms—Edelman, Weber Shandwick, and FleishmanHillard.

The following section is divided into four parts. First, each firm is analyzed for both initial textual findings (including the top 30 words that the word frequency charts revealed; see Appendix A), interview findings, and major patterns. Second, the data sets are compared based on of the five cross-company themes that emerged (including textual examples; see Table 1) in addition to further analysis of the themes. The third section contains word clouds that reveal major findings with regards to each firm's textual analysis (see Figures 1-3), followed by a summary.

Edelman

Edelman in particular places high emphasis on global citizenship. Not only do they have an entire section of their site devoted to this topic, but they also consider their firm (and its people) as “citizens of the world...who have an opportunity to help place...communities and sustainable practices at the top of the agenda, both through...client work and...conduct” (Edelman website, 2013). Words such as community, global, helps, support, citizenship, programs, organized, charts, grant, engagement, social, sustainable, world, volunteers, giving, provide, initiatives, development, and nonprofit were found within the top 30 words uncovered in the word frequency chart.

Interviews with Edelman personnel revealed that Edelman considers sustainability a high priority both in terms of sustainability strategies designed and presented to their clients, and policies and practices implemented to help with internal sustainability efforts. Additionally, Edelman encourages its employees to get involved on the community level. The company provides a framework from which employees can participate in various efforts in the community, and also supports them in volunteer efforts for which they feel a personal affinity through its matching program. Furthermore, Edelman feels strongly that, because of their value system, they are able to maintain long-term relationships with their clients. In fact, one employee stated, “people don’t come to us because of it; people stay with us because of it.”

Edelman prepares an annual CSR report that details its CSR-related engagements over the course of the year. Employees take notice, as well, of the company’s citizenship efforts—so much so that it contributes to retention rates. One Edelman employee stated, “I’ve stayed because they treat their employees well and they try to give back to their communities. Edelman [is a] a good company.”

Several anticipated patterns emerged when undergoing both interviews and textual analysis, including an emphasis in supporting employees in the communities where they live and work, a focus on allowing employees to volunteer their time doing the things they are passionate about, and the fact that corporate social responsibility is embedded in the Edelman DNA. One interviewee stated that Edelman is not “not trying to control them...[but rather] trying to encourage them to be who they are.” Another interviewee found it particularly encouraging that a member of the Edelman family (John, MD, Global Engagement and Corporate Responsibility) is leading the company’s citizenship efforts and doing things like encouraging senior leadership

to sit on boards of local organizations and offering a generous matching program, stating that “they put their money where their mouth is.”

Edelman employees believe that the availability of CSR efforts makes them happier. One employee stated that “employees have a choice where they want to work, and they want to work at a place where they feel that giving back and being able to support charities that...[they’re]... involved with is enabled and supported by the employer where they end up working, and [Edelman’s]... own research ...[indicated that] ...73% of ...[it’s] ...people...believe that Edelman having a citizenship program was an important reason for them to join Edelman.” Furthermore, Edelman employees believe that CSR-related involvement aids in the company’s bottom line. “It actually contributes to our business bottom line and top line...We truly believe that people that are happy are more productive...It’s not why we do it, but we absolutely believe that our business benefits from it.”

Overall, the major pattern that emerged when reviewing the Edelman text and interviews was global citizenship. This focus was first apparent when analyzing the word clouds, where “global” was the fourth most frequently used word, and “citizenship” was eighth. There was a considerable amount of coverage with regards to Edelman’s global citizenship initiatives, both as an organization, and with regards to the social good in which they engage their clients. According to the 2013 CSR Awards A-List, “For more than two decades, Edelman has been at the vanguard of helping leading brands and corporations create lasting connections between business and social issues...Edelman’s list of CSR accomplishments for clients is long. Just a few include successfully launching GE's Ecomagination corporate positioning campaign; giving women a reason to join forces in combating heart disease for American Heart Association's ‘Go Red for Women’; burnishing Walmart's image as America's leading retailer and helping it to

address important societal needs, from the environment to nutrition; and launching Starbucks' global Shared Planet concept.”

PRWeek praised Edelman, stating that the firm “took part in #GivingTuesday because its workforce and leadership recognize the duty and value in giving back to local causes. Dan Edelman opened the agency's doors in Chicago 60 years ago, and the firm's commitment to giving back locally remains a key part of Edelman's culture and citizenship.” A TriplePundit article, specifically focused on women and CSR, interviewed Edelman’s Executive Vice President Lisa Manley, who stated that “Edelman has a legacy of helping businesses and brands create lasting connections with social and environmental issues. As an independent, family-owned firm, we put our people, our clients and our values first. That may sound like spin, but it’s actually really important. We build relationships for the long term, which is especially important in the sustainability field.”

There was also a significant amount of text related to global citizenship on Edelman’s social media platforms. One Edelman Facebook post read, “John Edelman comments on corporate philanthropy and how our firm has put a greater focus on embedding it into our company's culture,” which then linked to a New York Times article. Other sources of evidence included prominent social media hashtags, such as #globalcitizenship, #sustainability, #volunteer, #volunteerism, #communityservice, #communityinvestment, and #fundraising. There was also a large number of hashtags that were more granular in meaning and focused specifically on the places where Edelman has volunteered as well as the causes they have been affiliated with, including #mooreoklahoma, #Cambodia, #centralpark, #earthday, #tornado, #americanredcross, #breastcancerawareness, #WorldOvarianCancerDay, #fightagainstcancer, and #fightinghunger.

Though global citizenship is certainly the most prominent pattern that emerged when analyzing the data, there were two key sub-patterns that surfaced during analysis: sustainability and employee engagement. According to the Edelman website, “Some call it corporate social responsibility. Others call it sustainability. To us, global citizenship resonates most as a term describing the larger responsibility business has to society.”

Thus, Edelman views “sustainability” itself as an initiative that falls under the greater umbrella of global citizenship as a whole, and there is also considerable evidence to suggest the validity of this pattern given John Edelman’s thoughts. According to an article authored and posted by John Edelman, “To make progress on building a sustainable world for future generations, all companies need to embrace sustainable business strategies and set meaningful goals to guide their performance. However, we must understand that there is no ‘one-size-fits-all’ approach to sustainable business strategy. Strategies and performance indicators need to be tailored to specific industries to truly make an impact.” Another article authored and posted by John Edelman, in speaking of World Environment Day, said, “Certainly, every company is at a different place along the sustainability journey. However, I encourage all companies whether small or large, public or private, to start focusing on its environmental impacts.”

Employee engagement was a secondary sub-pattern that emerged. Not only was “engagement” fourteenth on the word frequency chart, Edelman’s employees also stay personally engaged through the company’s employee grant program, which funds community initiatives about which they are passionate.” According to Edelman’s FY13 Citizenship Report, “The commitment of our people to citizenship is both impressive and humbling. For instance, the majority of our offices participated in our Summer of Service, which celebrated our firm’s 60th anniversary by having our 60+ global offices commit to 60 days of volunteerism and

fundraising.” The program continues to garner excitement among Edelman employees worldwide, who enjoy the opportunity to volunteer, and will resume yearly.

Overall, Edelman’s sense of corporate social responsibility can be found in the following statement: “Dan Edelman founded Edelman on the values of quality, integrity, respect, entrepreneurial spirit, and mutual benefits, and they remain at the core of our culture today. Citizenship was added as our sixth value in 2012, reflecting the importance of giving back to our global communities.”

Weber Shandwick

Weber Shandwick places heavy emphasis on the idea of engagement and focuses much of its efforts on advancing social good. Each office approaches its charitable efforts in its own way, and they do well to ensure that it is not made public for reasons beyond altruism. One employee stated, “Weber Shandwick doesn’t do them to be seen by the community—it really is just for the employees’ personal fulfillment and for the company’s overall doing good.” Words such as social, community, foundation, story, impact, team, sustainable, programs, organizers, support, global, development, engagement, CSR, world, create, help, change, and nations were found within the top 30 words uncovered in the word frequency chart during the textual analysis.

The interview with the Weber Shandwick employee revealed that the company culture (which includes CSR) is a major contributing factor to employee retention and employee morale (though there are many components to company culture beyond CSR that the interviewee mentioned), stating, “I think it’s a small piece of the whole pie that affects employee morale. Like I said, it’s a part of what makes Weber Shandwick’s culture so great, but there’s a lot of other things.” The interviewee also stated that “it definitely is a contributing factor to me staying...when a company cares about doing good in the community and giving you

opportunities to do service...it just says a lot about the company culture, and I feel like not only do they take care of the community, but they really take care of their employees, and it all just kind of goes hand-in-hand.”

The company, in addition to volunteer efforts in the community, also has many pro bono clients. “We have a lot of pro bono clients; so we do PR for non-profits for free, and that’s on an ongoing basis.” Furthermore, Weber Shandwick gives its employees \$250 each year to be donated to the charity of his or her choice.

One unexpected pattern that emerged was the interviewee’s belief that the company participates in CSR-related efforts solely for altruistic reasons, stating, “I think it’s altruistic,” when posed with the question of whether Weber Shandwick’s involvement stems from a purely altruistic mentality, a strategic one in terms of generating a positive image for themselves, or a combination of both.

Overall, however, the major pattern that emerged when reviewing the Weber Shandwick text and interviews was corporate citizenship. According to the Weber Shandwick’s Corporate Citizenship webpage, “We are steadfast in our commitment to be responsible citizens of the world—as individuals and as a company. From our corporate values to our strong code of conduct, from giving back to our communities to providing an earth-conscious work environment, we work hard every day to make a positive impact.” As evidenced by this statement, global environmental initiatives and environmental stewardship are a sub-pattern that emerged from within the organization’s corporate citizenship efforts. As part of the Interpublic Group, Weber Shandwick adheres to a stringent global environmental policy, where sustainability is a core component. Specifically, they encourage employees to reduce their

environmental impact through using energy more efficiently, instituting recycling programs, managing travel efficiently, and employing green building practices in real estate holdings.

In its 2012 CSR Report, Weber Shandwick stated, “We adhere to high ethical standards, operate under a strong code of conduct, give back to the communities in which we live and work, and provide a green and sustainable work environment. This approach is engrained in our culture and reflected in our new brand identity and positioning—‘engaging, always.’ Our Social Impact and Cleantech practices, for example, live and breathe this way of thinking and create opportunities for our clients to drive engagement and advance social good. Those experts, combined with our other 2,000+ employees around the world, understand our responsibility as a business to the communities in which we operate.”

Additional data revealed that the organization’s social impact and Cleantech initiatives are two core groups that have greatly contributed to their success as corporate citizens. The “Social Impact practice builds insight-driven communications and engagement programs to advance pressing social issues,” while they “define Cleantech as innovative products or services specifically designed to optimize the use of natural resources to achieve reduced environmental impact (and better financial results).”

Finally, another sub-pattern that emerged is involvement at the social level. The Social Impact blog, written by leaders of that practice, was “designed to help professionals navigate social media as well as stay current on the latest innovations in nonprofit and foundation communications. The team also maintains an active and engaged presence on Twitter (@wssocialimpact), where it shares its perspective on CSR and social good topics.” Furthermore, according to their Social Impact page, “We tell the stories—in creative ways, across media and

digital platforms—of organizations that are advancing innovative solutions to complex social issues.”

Weber Shandwick also made it onto the 2012 PR News CSR A-List, and was named as the “Top Corporate Responsibility Advisory Firm in Communications & Advertising” by CR Magazine.

FleishmanHillard

FleishmanHillard is committed to the idea of authenticity, so much so that they rebranded in May 2013 with the tagline, “The Power of True,” which, according to one interviewee, “really speaks to our brand values, specifically as it relates to integrity and high order of ethics.” Words that were found within the top 30 uncovered in the word frequency chart during the textual analysis include CSR, people, employees, clients, community, kind, programs, global, report, sustainability, well, good, and corporate.

Interviews with FleishmanHillard personnel revealed that most pro bono engagements are handled at the local level and are incredibly office specific. General managers and other senior leadership really encourage and champion employee participation in local involvement. Said one FleishmanHillard employee, “I think it’s really helped solidify those team bonds and [has made] us a more cohesive office, which I think leads to things like feeling like it’s a positive work environment, and that we’re all supported and engaged in the work that we do when we have stronger bonds with our coworkers.”

FleishmanHillard is furthermore eager to continue growing its CSR-related efforts. Said one employee, “I feel supported, especially that they’re willing to grow this because I think it can have greater effects, just even purely employee engagement in making people feel really awesome.”

One unexpected pattern that emerged was one interviewee's discussion on the internship program available at FleishmanHillard and how those individuals work on pro bono accounts. However, as the interviewee stated, "it hasn't been viewed as much on the pro bono sense as much as it has been on the talent development sense," giving rise to the idea that "there is inherently some altruistic value space" but also a need to perhaps "get more sophisticated and maybe more organized about our efforts (which might enable)...a case made for how that could eventually lead to a stronger reputation in the marketplace."

A second unexpected pattern that emerged (that reinforces the first) was FleishmanHillard's attitude concerning the "business of doing good." In a FleishmanHillard article by Kris Balderston, President of Global Public Affairs and Strategic Engagement, he stated, "But in almost every case, these contributions are actually investments, usually in untapped markets, that are apt to reap a return. Does that make the gifts less honorable? Hardly. It makes them more sustainable." He continued by saying, "By creating similar models for solving global problems, we are helping to make these often-overlooked consumer markets in the developing world more easily accessible and potentially productive to multinationals. This ultimately can translate into more investment and economic growth for the regions." Balderston even stated that "We opened a business, not a charity,"

Overall, the major pattern that emerged when reviewing the FleishmanHillard text and interviews was ethics as part of the FleishmanHillard culture. One way this was made evident was in the addition of CEO Dave Senay to the Board of Directors at the Advertising Council. The council, an American non-profit organization that produces, distributes, and promotes public service announcements on behalf of various sponsors, endeavors to improve the lives of all Americans through public service advertising. Furthermore, Senay stated, "Through this

program, we can help [our employees] create a cultural environment in which integrity and ethical behavior are not achieved through a list of rules, but through an innate mindset that permeates all levels of the organization.”

Another major pattern that emerged was a focus on authenticity, as the firm places heavy emphasis on its “high values and unique ability to guide clients through a world demanding unprecedented authenticity and transparency.” Additionally, a 2013 PRNews article stated, “FleishmanHillard practices what it preaches, taking steps to reduce resource consumption and greenhouse gas (GHG) emissions associated with its operations; recruiting and retaining a workforce that reflects the global community while striving to foster a diverse working environment; and reviewing and strengthening its business policies and practices to ensure that it upholds the highest standards of integrity and responsibility.”

Senay even talks about the firm’s adherence to authenticity, stating that the power of true mindset “represents our willingness to uncover and communicate our authentic selves, to be as transparent as we can in a world that tolerates nothing less. It also represents our willingness to guide our clients to do the same.”

Data Sets Compared

When comparing the data sets of each of the three firms, five themes emerged that were universal in each (albeit stronger in some firms than in others) and that were uncovered when using the NVivo software. The cross-company themes (or NVivo “nodes”) that emerged through the analysis of these sources were: Citizenship Initiatives, Corporate Engagement, Global Communities, Social Involvement, and Sustainable Investments. Though only three PR firms were studied, the data was substantive enough to allot for the large number of themes that were coded.

Based on the above analysis that emerged from the four sources of evidence, Edelman's major patterns (out of the five cross-company themes) were Citizenship Initiatives, Corporate Engagement, Global Communities, and Sustainable Investments. Whether the organization is encouraging its employees to get involved in their local communities, participating in corporate engagement opportunities at the global level, or making strides to ensure that sustainability is a factor in everything that they do, Edelman continues receiving high marks on the corporate social responsibility journey.

Weber Shandwick's major patterns (out of the five cross-company themes) were Citizenship Initiatives, Corporate Engagement, Social Involvement, and Sustainable Investments. The company both encourages and participates in volunteer efforts in the community, in addition to taking on many pro bono clients. Whether the organization is volunteering time, giving its employees \$250 each year to be donated to the charity of his or her choice, providing an earth-conscious work environment, redefining their brand identity to 'engaging, always,' or consistently posting to their Social Impact blog, Weber Shandwick is making strides to improve communities around the world.

Finally, based on the above analysis that emerged from the evidence, FleishmanHillard's major patterns were Corporate Engagement, Global Communities, and Sustainable Investments. Whether the PR firm is taking steps to reduce resource consumption and greenhouse gas emissions, recruiting and retaining a workforce that reflects the global community, or reviewing and strengthening its business policies and practices to ensure that it upholds the highest standards of integrity and responsibility, FleishmanHillard works to make CSR a reality—both for altruistic and practical reasons.

In order to more fully understand each theme or pattern that emerged from the sources of evidence, it is necessary to understand each in greater detail as discussed in the next section.

Citizenship Initiatives

This theme posits that PR firms are engaging in strategies and programs geared toward establishing a sense of resourcefulness among citizenries. All three firms have taken strong measures to increase awareness and involvement from within their employee pool.

Edelman added “citizenship” as its sixth foundational value in 2012, defining it as “acting with purpose in everything.” Data also suggests that the level of commitment from Edelman employees in terms of being involved is high. According to one Edelman interviewee, “[Citizenship is] part of our values. I don’t know how many other companies have citizenship as a core value, but at Edelman we do. And so I think we’re very committed to it, and we try to operate along those lines. And, as you’ve seen, we did close to \$4 million in community pro bono volunteerism and giving back to organizations around the world. So it’s very clear it’s in our values, and we try to operate everyday against those values.”

The citizenship initiatives theme was also a major pattern for Weber Shandwick, who “recognize[s] that creating shared value [and] matching...[their] skills with social needs can make a real difference.” One interviewee revealed that Weber Shandwick engages in programs specifically designed to foster stronger citizenry, saying “there's constantly opportunities to serve.”

Though evidence suggested that the citizenship initiatives theme was not a major pattern in the FleishmanHillard research, the organization still makes strides to enable its employees to get involved in volunteer programs. One FleishmanHillard interview revealed that “the success of our programs is really because our leadership talks about it and emphasizes the importance of

it,” whereas another employee revealed that, though pro bono work, it is “definitely much more of an account” in the way that it is treated. This lends to the idea that these initiatives are supported and in many cases originate from senior leadership, in addition to the fact that pro bono work is treated more like an account than a charitable effort, which further emphasizes the aforementioned FleishmanHillard attitude—that they opened a business and not a charity.

Corporate Engagement

Working to engage one’s organization in both the social responsibility dialogue as well as actually participating in the many programs made available was found to be an important subject as well as a major pattern according to the PR firms in question.

Edelman, for example, recognizes that “individuals no longer desire to be viewed as just ‘consumers,’ but as citizens; they want to engage with brands and corporations to address social issues. The most successful organizations now must be driven by purpose as much as by profit.”

Weber Shandwick’s own new brand identity and positioning is: “engaging, always.” They even go so far as to say that they “live and breathe this way of thinking and create opportunities for...clients to drive engagement and advance social good [and]...understand...[their] responsibility as a business to the communities in which...[they] operate.”

According to FleishmanHillard, “‘Ethics as Culture’ was created to support and promote that kind of business decision-making by providing the tools and resources our employees need to serve our clients in the most ethical manner possible. And its benefits can extend well beyond our own agency teams to the clients we counsel. Through this program, we can help them create a cultural environment in which integrity and ethical behavior are not achieved through a list of rules, but through an innate mindset that permeates all levels of the organization.”

Global Communities

Another theme identified in the data was that PR firms are looking to get involved on a global level and, in doing so, create a sense of worldwide unity.

As part of Edelman's four areas of global citizenship, their "communities make a difference through local, national, and global partnerships; community giving; volunteerism; and social advocacy, guided by a common set of principles and supports aimed at fostering active participation and collaboration throughout...[the] firm."

Weber Shandwick makes great strides to engage its employees and surrounding communities on the global level, and was even recognized for being on the 2013 CSR Awards "A-list," who referred to the firm as one with a CSR program that is "unique for its global perspective and reach."

FleishmanHillard was named *The Holmes Report's* 2012 Global "Public Affairs Agency of the Year." According to the company's website, "President and CEO Dave Senay discussed 'Ethics as Culture,' an initiative that builds a cultural environment based on enduring global principles of right and wrong, but, more important, shows dramatically that business models built on unethical behavior are unsustainable."

Social Involvement

This theme primarily focused on how the ever-increasing use of social media plays a pivotal role in PR firms' commitment to CSR.

For example, Edelman was engaged in what it referred to as the "#GivingTuesday" initiative in which a campaign was created and aimed at providing a national day of giving at the start of the annual holiday season. During the campaign a social media "war room" was established wherein "Edelman employees can engage with their personal networks to raise

awareness/funding and help gather all social media content being shared on #GivingTuesday.” Additionally, because a heavy emphasis was placed on proactive social media engagement, “Edelman employees will be provided social media tools to engage with their personal networks for fundraising and to raise awareness.”

Similarly, Weber Shandwick places significant weight on the power of social impact on social media:

[Weber Shandwick’s] Social Impact blog is written by leaders of...[its] Social Impact practice, designed to help professionals navigate social media as well as stay current on the latest innovations in nonprofit and foundation communications. The team also maintains an active and engaged presence on Twitter (@wssocialimpact), where it shares its perspective on CSR and social good topics.

FleishmanHillard also places strong emphasis on social media. For their organization, social media is a tool that helps them tell better stories to their clients’ customers. Said Becky Vollmer, co-chair of the firm’s global CSR and sustainability team, “As communicators, we’re known for telling our clients’ stories. But we do much more than that. We work with companies to shape their strategies so they have better stories to tell—and a stronger business as a result.”

Sustainable Investments

The final theme identified in the data was that of investing in sustainable solutions. All three firms consider sustainability to be a high priority when considering all aspects of a project.

According to Edelman,

We are measuring and working to reduce our impact on the environment, as described in our environmental policy. In 2011, we conducted a carbon footprint analysis for the second year to establish an accurate baseline and continue to lay the foundation for measuring and managing

future impacts. Some other successful initiatives include the formation of Green Teams (now in 60 percent of our offices), promoting public transportation (also in 60 percent of our offices), and the installation of video conference facilities in our largest offices.

In like manner, Weber Shandwick is “going green” as part of its Environmental Stewardship initiative: “Weber Shandwick has implemented a strong policy towards our own operational efficiency. By pursuing a long-term strategy to reduce the environmental footprint of our internal business units, we’ve also created a culture of sustainability with our employees.”

According to FleishmanHillard,

[The firm] has been recognized by *PR News* as one of the top 10 corporate social responsibility (CSR) agencies. The firm's recent inclusion on the publication's CSR A-List reflects its long track record of developing and managing successful CSR and sustainability strategies and programs for clients.

In addition to the above, Table 1 provides examples of the five thematic patterns in action identified during the research process, specifically from the firms’ presence on social media.

Table 1

Theme	Example
Citizenship Initiatives	<p>“Citizenship, is it important to your company? @markhass explains the importance of citizenship here at @EdelmanPR http://bit.ly/TkXv5A”</p> <p style="text-align: right;"><i>(Edelman, Twitter)</i></p>
Corporate Engagement	<p>“Three tips for boosting employee engagement through volunteerism. #employeeengagement #volunteerism #globalcitizenship”</p> <p style="text-align: right;"><i>(Edelman, Google+)</i></p>
Global Communities	<p>“This weekend’s @socialgood summit is leading a global conversation on the world’s greatest challenges. #cl #2030Now http://onforb.es/15b77eP”</p> <p style="text-align: right;"><i>(Weber Shandwick, Twitter)</i></p>
Social Involvement	<p>“What is shared value? Building common interest across sectors & co-creating global solutions for social good, FleishmanHillard @Fleishman”</p> <p style="text-align: right;"><i>(FleishmanHillard, Twitter)</i></p>
Sustainable Investments	<p>“In today's GreenBiz story ‘How She Leads,’ Weber Shandwick EVP Cindy Drucker discusses sustainability communications and our firm's Social Impact and CSR work.”</p> <p style="text-align: right;"><i>(Weber Shandwick, Google+)</i></p>

Though the study’s word frequency charts (and ensuing word clouds) are more quantitative in analysis because single and similar words are analyzed and displayed, they are

that Sustainable Investments, in addition to corporate social responsibility in general, is a major theme (or pattern) that was evidenced in the research.

The variance in word clouds is yet another factor that details, this time visually, the fact that, although all three firms participate in CSR-related endeavors, each is stronger in varying areas. Furthermore, each discusses different areas, more so than others, on both its social platforms and company websites.

Summary

The analysis of the research text revealed five specific patterns with regard to CSR-related efforts made by Edelman, Weber Shandwick, and FleishmanHillard. These themes—Citizenship Initiatives, Corporate Engagement, Global Communities, Social Involvement, and Sustainable Investments—identify the concepts and ideas that form the foundation of these CSR programs, and shed light on the reasons why these PR firms participate in CSR, specifically as it relates to company image and employee relationships. Their focus on citizenship, engagement, global efforts, social media, and sustainability may suggest that these themes form both the reasoning for participating in CSR, and the aspects of CSR that attract employee attention.

Discussion and Conclusion

Theoretical Implications

This study sheds light on the theoretical implications of CSR. Findings indicate that companies see CSR less as a “social obligation” (Davis, 1973, p. 313) and more as an opportunity to bring about social good, particularly at the more granular, community level. What at one time, what was considered to be “a tool used by managers to further their political or social agendas at the expense of their shareholders” (Friedman, 1970) is now respected both internally (employees) and externally (customers and stakeholders), and even contributes to employee morale and retention rates. The researcher’s guiding theory, CSR, as discussed by

Pratt, states that companies recognize they cannot be separated from the society that surrounds them, and they have a responsibility to help and contribute to that society (Pratt, 2006). This theory was only further evidenced in the present case studies, wherein the three firms in question all felt a certain amount of obligation to participate in socially responsible ways, and which gave rise to the five cross-company themes. Furthermore, as discussed by Campbell and further evidenced in the case studies, these PR firms created ideal conditions in which to act socially responsible, including monitoring, organized dialogue, and institutionalized norms that dictate appropriate corporate behavior. (Campbell, 2007).

However, findings do suggest that the theory could be adapted in that, though primarily altruistic, there is room to include the fact that the PR firms in question find that their CSR-related engagements and contributions are actually investments that are apt to reap a return, and that consequently, make the gifts more sustainable to business. Furthermore, the theory could be adapted to include the finding that PR firms as organizational, global entities feel a certain amount of obligation to work toward making the world better, and that they hope that their commitment to CSR will increase employee morale and goodwill toward the firms themselves.

Practical Implications

This study provides a greater understanding as to why PR firms engage in CSR, and the role it plays with respect to their employees. Through analysis of the four sources of evidence, it is readily apparent that PR firms' main reasons for such engagement are twofold: (1) PR firms as organizational, global entities feel a certain amount of obligation to work toward making the world better; (2) PR firms hope that their commitment to CSR will increase employee morale and goodwill toward the firm itself.

Based upon the researcher's first research question (*Why do PR firms use their resources to create and disseminate messages concerning CSR and pro bono work, even though those communications may not directly impact their bottom lines? Do PR firms participate in charitable acts for purely altruistic reasons, or to improve their public perception and motivate and retain employees?*), it is clear that these PR firms use their resources to create and disseminate messages concerning CSR and pro bono work for altruistic means. At no point in the analysis process was data uncovered that would suggest that these PR firms' participation in CSR was motivated by a need to improve public perception of the firm, though this certainly is a beneficial byproduct. One piece of evidence that supports this is the fact that the firms maintain internal intranets where CSR-related topics and engagements are discussed and encouraged. Had the firms had purely "profitable" motives (referring to the sole goal of positive PR ramifications), these topics would *only* be discussed on the frontend, client-facing and external level. Furthermore, the firms' matching programs are another source of evidence that suggests they have more altruistic motives at the internal level, as employees have the freedom to donate to causes and affiliations to which they feel a personal affinity (and about which the firms may not be outwardly enthusiastic). Finally, the fact that interviewees' shared their candid insights without running the risk of identification is the largest indicator of successful, internal altruistic motives. One interviewee stated that "you can't operate in this world of global citizenship and shared value without being authentic yourself. You can't really represent a client if you're not doing the work yourself," while another stated that "there is inherently some altruistic value space." Most noteworthy was one interviewee's comment with regards to altruistic motives for CSR-related engagement: "they do it and they don't feel like they need to make an advertisement about it."

Furthermore, CSR as theory can also be tied back to this question in that the three companies took action to contribute to the communities in which the firms' employees live and work. This is directly in support of one of the hallmarks of CSR theory as described by McWilliams and Siegel (2001), who said that CSR encompasses "actions that appear to further some social good, beyond the interests of the firm and that which is required by law" (p. 117). Whether through the firms' pro bono clients, their charitable matching programs, or even their green initiatives, each firm recognizes its responsibility to help and contribute to society, and boldly takes action (in support of this theory).

The only finding that was not anticipated was FleishmanHillard's attitude concerning the "business of doing good" in that, in addition to altruism, CSR-related engagements are actually *investments* that enable a return. Furthermore, CSR was found to be an influential tool for both motivating and retaining employees at each firm.

The researcher's second research question pertained specifically to how these firms' charitable acts affect their employees (*Do PR firms use philanthropic programs as a PR tool to improve their company's image and relationships, both internally and externally? If so, how do PR firms' charitable acts affect employees—including their attitudes and perceptions of their employers, the tone of their workplace environments, and ultimately loyalty and retention?*). It was found that employees' attitudes and perceptions of their employers are significantly enhanced when CSR work is applied. All three firms, through the use of their citizenship initiatives, looked to increase awareness and involvement from within their employee pool, which suggests that this is a common factor among firms in general. Of note is the lack of third-party news coverage of PR firms' CSR programs, even in publications written specifically for PR professionals. This fact seems to support the idea that CSR efforts were communicated and

shared through channels focused more on employees rather than the PR profession or the general public. Furthermore, it was found that the overall tone of the workplace environment and ultimately employees' loyalty to their employers was heightened through the use of corporate engagement with the hope of advancing social good.

CSR as theory can also be tied back to this question in that the three companies recognize that they cannot be separated from the society that surrounds them, and consequently engage in charitable acts—a beneficiary byproduct which is happier employees. The theory, which emphasizes the responsibility to act ethically while positively affecting community welfare, and based upon the five patterns as identified in the data (citizenship initiatives, corporate engagement, global communities, social involvement, sustainable investments), holds much validity in terms of applicability to its overall acceptance. By engaging in such pro bono actions, with the resulting patterns subsequently ensuing, CSR holds a very prominent role within the field of public relations.

Limitations

While this study does provide many insights into the direction of CSR and its role within the field of public relations, it does not claim to be generalizable to the field due to its qualitative nature (with the exception of the more quantitative word frequency charts and word clouds). While the sources of evidence were analyzed extensively by the researcher, the researcher may have been subject to researcher bias. Other limitations may include analyzing only three case studies—three PR firms, as opposed to more.

Future Research

Future research may wish to expand this study in a number of ways that would provide a greater understanding. First, researchers could increase the number of PR firms included in the

amount of case studies analyzed, offering multiple perspectives and stronger triangulation of cases. They could also increase the time period covered in the case studies, extending it beyond one year. Second, researchers could consider expanding the qualitative case studies by including sources of evidence outside of documentation—such as focus groups or participant observation—or even triangulating the case studies method with additional qualitative methods. Third, future researchers may want to include a quantitative component by using a survey that samples public relations professionals in addition to analyzing sources of evidence. On a broader level, very little research exists on PR firms in general, including that of their websites, social media presence, and other communications. Perhaps a qualitative or quantitative exploration of these materials would provide more context for the subject of CSR, especially when comparing the tone of the firms' social media posts, or discovering how large a portion of the firms' webpages are devoted to CSR or other topics. Finally, researchers could work to identify the specific, formulaic way in which organizations can uncover the “ideal level of CSR...based on a cost-benefit analysis between maximizing profit and satisfying stakeholders.” (McWilliams & Siegel, 2001). This is of particular interest in that organizations would do well in better understanding whether altruism at the internal level makes good business sense. As it is now, and as demonstrated in the present study, these organizations have altruistic motives that are complemented by beneficial byproducts. Though likely subjective to each firm, future research would do well in assessing the best way(s) in which neither social responsibility nor profits are sacrificed while in pursuit of CSR endeavors. In this way, organizations will actually be armed with the tools necessary to enable the best in both altruism and corporate strategy.

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Appendix A: Word Frequency Charts

Edelman: The 100 Most Frequently Used Words in the Research Text (excluding interviews)

<u>Word</u>	<u>Count</u>	<u>Similar Words</u>
edelman	370	@edelman, edelman
community	170	communicate, communicates, communicating, communication, communications, communities, community
employees'	145	#employees, employee, employees, employees'
global	124	global, globalization, globally
helps	114	help, helped, helpful, helping, helps
support	112	support, supported, supporters, supporting, supportive, supports
working	104	work, worked, working
citizenship	102	citizenship
programs	101	program, programs
organized	92	organization, organizations, organize, organized, organizing
year	90	year, yearly, years
company	89	companies, company
grant	87	grant, granted, grants
engagement	87	engage, engaged, engagement, engages, engaging
businesses	86	#business, business, businesses, busy
social	82	social, socially
sustainable	76	#sustainability, sustain, sustainability, sustainable, sustainably, sustaining
http	74	http
world	71	world, worlds

day	70	day, days
volunteers	68	#volunteer, volunteer, volunteered, volunteering, volunteers
giving	66	give, gives, giving
provide	66	provide, provided, providers, provides, providing
initiatives	62	initial, initially, initiate, initiative, initiatives
one	60	one, ones
development	59	develop, developed, developing, development, develops
corporate	59	corporate, corporation, corporations
nonprofit	59	nonprofit, nonprofits
building	58	build, building, builds
edl	57	edl
mn	57	mn
make	54	make, makes, making
sharing	52	share, shared, shares, sharing
create	52	create, created, creates, creating
service	52	service, services
team	50	team, teamed, teams
local	50	local, locally
offices	50	office, officer, offices
clients	49	#client, client, clients, clients'
women	49	women
time	49	time, timely, times

investment	48	invest, investment, investments
including	47	include, included, includes, including
cancer	47	cancer, cancers
part	47	part, parts
impact	46	impact, impactful, impacts
fundraising	44	#fundraising, fundraised, fundraiser, fundraisers, fundraising
responsible	43	response, responsibilities, responsibility, responsible, responsive
children	42	children
family	42	families, family
efforts	42	effort, efforts
opportunity	41	opportunities, opportunity
volunteerism	41	#volunteerism, volunteerism
new	40	new
way	40	way, ways
Chicago	39	Chicago
participation	39	participant, participants, participate, participated, participates, participating, participation, participative
people	38	people
using	38	use, used, uses, using
humanity	37	human, humanity
need	37	need, needed, needing, needs
also	36	also
brands	36	brand, branded, branding, brands

media	36	media
living	35	live, lives, living
campaign	35	campaign, campaigns
like	34	like, likely, likes
cause	34	cause, causes
continuously	34	continually, continue, continued, continues, continuing, continuity, continuous, continuously
environment	34	environment, environments
report	34	report, reported, reporting, reports
values	34	value, valued, values
important	33	importance, important, importantly
learn	33	learn, learned, learning, learnings
donations	33	donate, donated, donates, donating, donation, donations
first	33	first
hunger	33	hunger
school	33	school, schools
trust	33	trust, trusted
every	32	every
united	32	unit, united, unites, uniting
issues	31	issue, issues
percent	31	percent
success	31	success, successful, successfully
well	31	well, wellness

activities	31	activation, active, actively, activities, activity
CSR	30	#CSR, CSR
educational	30	educate, educated, education, educational
purpose	30	purpose, purposeful, purposes
raise	29	raise, raised, raising
000	29	000
life	29	life
partners	29	partner, partnered, partnering, partners
students	29	student, students, students'
taking	29	take, takes, taking
60	28	60
hours	28	hour, hours
two	28	two
leadership	27	leadership
change	26	change, changed, changing

Weber Shandwick: The 100 Most Frequently Used Words in the Research Text (excluding interviews)

<u>Word</u>	<u>Count</u>	<u>Similar Words</u>
social	179	social, socialize, socially
Weber	154	Weber
media	153	media
Shandwick	152	Shandwick
community	115	communicate, communicated, communicating, communication, communications, communicator, communicators, communities, community
works	97	work, worked, working, works
foundation	77	foundation, foundations
story	70	stories, story
impact	67	impact, impacts
team	65	team, teams
sustainable	64	sustain, sustainability, sustainable, sustainably
programs	64	program, programming, programs
organizers	63	organic, organization, organizations, organize, organized, organizers
support	63	support, supported, supporter, supporters, supporting, supportive, supports
global	62	global, globally
development	59	develop, developed, developers, developing, development, developments, develops
engagement	59	engage, engaged, engagement, engages, engaging

one	59	one, ones
CSR	57	#CSR, CSR
new	55	new
world	55	world, worlds
create	54	create, created, creates, creating
year	53	year, years
help	52	help, helped, helping, helps
including	52	include, included, includes, including
corporate	49	corporate, corporation, corporations
also	46	also
change	46	change, changed, changes, changing
nations	45	nation, national, nationals, nations
around	44	around
provide	43	provide, provided, provides, providing
campaign	43	campaign, campaigns
initiatives	43	initial, initiated, initiative, initiatives
across	42	across
making	42	make, makes, making, makings
partners	42	partner, partnered, partnering, partners
using	42	use, used, useful, uses, using
business	41	business, businesses, busy
educational	41	educate, educated, educating, education, educational

builds	41	build, building, buildings, builds
issues	41	issue, issues
day	40	day, days
responsible	39	response, responsibility, responsible, responsibly
times	39	time, times
public	38	public, publication, publicly
efforts	38	effort, efforts
living	38	live, lively, lives, living
2012	36	2012
content	36	content
events	36	event, events
awareness	35	awareness
leaders	35	leader, leaders
company	34	companies, company
driving	34	drive, drives, driving
key	34	key
clients	34	#client, client, clients, clients'
office	34	office, offices
online	33	online
share	33	share, shared, shares, sharing
women	33	women
conference	31	conference

environmental	31	environmental, environmentally
likes	31	like, likely, likes
people	31	people
digital	30	digital, digitally
local	30	local, locally
raise	30	raise, raised, raising
opportunities	29	opportunities, opportunity
brands	28	brand, branded, brands
launch	28	launch, launched, launches, launching
nonprofit	28	nonprofit, nonprofits
strategy	28	strategies, strategy
TEDxWomen	28	# TEDxWomen, TEDxWomen
employees	27	employee, employees
leading	27	lead, leading, leads
000	26	000
design	26	design, designed, designers, designing
innovation	26	innovation, innovations, innovative, innovators
marketing	26	market, marketers, marketing, markets
platform	26	platform, platforms
taking	26	take, taking
Twitter	26	Twitter
way	26	way, ways

well	26	well, welling, wellness
big	25	big
commitment	25	commitment, commitments, committed
country	25	countries, country
needs	25	need, needed, needs
action	24	action, actionable, actions
celebrate	24	celebrate, celebrated, celebration, celebrities, celebrity
consumers	24	consumer, consumers
experiences	24	experience, experiences
managing	24	manage, managed, management, manager, manages, managing
position	24	position, positioned, positioning, positive
agency	23	agencies, agency
centers	23	center, centered, centers
conversation	23	conversation, conversations
good	23	good, goods
learn	23	learn, learned, learning, learnings
practices	23	practicable, practical, practice, practices, practicing

FleishmanHillard: The 100 Most Frequently Used Words in the Research Text (excluding interviews)

<u>Word</u>	<u>Count</u>	<u>Similar Words</u>
know	347	know, knowing, knows
working	323	work, worked, working, works
like	265	like, likely
office	253	office, officer, officers, offices
think	245	think
company	232	companies, companies', company
just	231	just
people	222	people
CSR	197	#CSR, CSR
Edelman	172	Edelman, Edelmans
things	169	thing, things
really	163	really
year	150	year, yearly, years
employees	147	employee, employees
clients	144	client, clients, clients', clients'
community	140	communicate, communicated, communicating, communication, communications, communicators, communities, community
get	129	get, gets, getting
kind	129	kind, kinds
one	128	one, ones

programs	126	program, programs
also	122	also
global	116	global, globally
report	111	report, reported, reporting, reports
make	108	make, makes, making
going	102	going
sustainability	101	sustainability, sustainable
part	98	part, partly, parts
well	97	well
good	95	good
corporate	92	corporate, corporation, corporations
business	91	business, businesses, busy
bono	88	bono
pro	88	pro
actually	87	actual, actually
efforts	87	effort, efforts
Fleishman	87	#Fleishman, @Fleishman, Fleishman
help	85	help, helped, helpful, helping, helps
lot	85	lot, lots
social	82	social, socially
feel	81	feel, feeling, feels
something	81	something
FleishmanHillard	79	FleishmanHillard

involved	79	involved, involvement
giving	78	give, gives, giving
support	75	support, supported, supporting, supportive, supports
way	74	way, ways
trying	73	tried, try, trying
account	72	account, accountability, accountable, accounting, accounts, accounts'
see	72	see, seeing
values	72	value, value', values
organization	71	organization, organizations, organize, organized, organizing
citizenship	71	citizenship
time	70	time, times, times'
want	70	want, wanted
engagement	68	engage, engaged, engagement, engagements, engaging
yeah	68	yeah
looking	66	look, looked, looking
related	66	related, relates, relations
even	65	even
responsible	65	responsibilities, responsibility, responsible
talk	65	talk, talked, talking, talks
now	64	now
world	64	world
participation	64	participate, participated, participates, participating, participation

media	63	media
firm	62	firm, firmly, firms, firms'
back	61	back, backed
personally	61	person, personal, personalized, personally
specific	60	specific, specifically, specifics
around	59	around
team	59	team, teams
practices	58	practical, practicality, practice, practices
focus	58	focus, focused, focusing
internal	57	internal, internally, international, internationally, interns
day	57	day, days
coming	55	come, comes, coming
using	55	use, used, useful, uses, using
positive	54	position, positions, positive
every	53	every
local	53	local, locally
ethics	52	#ethics, ethical, ethically, ethics
encourage	51	encourage, encouraged, encourages, encouraging
public	50	public, publically, publication, publicized, publicly, publics
overall	50	overall
sort	50	sort
aware	49	aware, awareness

initiatives	49	initially, initiative, initiatives
new	49	new
cultures	48	cultural, culture, cultures
create	48	create, created, creating
means	48	mean, meaning, means
important	47	importance, important
right	46	right, rights
definitely	46	definitely
much	46	much
questions	46	question, questions
stay	46	stay, stayed, staying
terms	46	term, terms
need	45	need, needed, needs
differently	45	difference, differences, different, differently

Appendix B: Interview Guide for PR Firms' Personnel

1. What is your position at your PR firm, and what does that entail?
2. Please explain your company's participation in CSR-related efforts to the best of your knowledge.
3. Do you have/are you aware of any documentation stating your company's objectives for said involvement (i.e. is it part of the company mission statement)?
4. What types of CSR-related programs are made available to employees? Please describe in detail.
5. What has been your personal participation in those programs?
6. How are these programs made known to employees? To the public? To the media?
7. Was your employment in the company influenced by the firm's CSR-related involvement? Is it a contributing factor to your continued staying with the firm now?
8. Do you feel that your firm's CSR-related involvement (or lack thereof) is a contributing factor in overall employee morale? Employee loyalty and retention? The overall tone of the workplace environment? Why or why not?
9. Do you feel that your firm's CSR-related involvement (or lack thereof) is a contributing factor in attitudes and perceptions of your employer? If so, what are those attitudes and perceptions?
10. In your opinion, has your company's involvement in CSR-related efforts improved relationships internally? Externally? Why or why not?
11. Do you feel that your company actively encourages the following from its employees? Please elaborate on each in detail.
 - **Citizenship Initiatives** (firm's engagement in strategies and programs geared towards increasing awareness and involvement from employees)

- **Corporate Engagement** (firm's work towards engaging its organization in both the social responsibility dialogue as well as actually participating in the many programs made available)
- **Global Communities** (firm's efforts to get involved on a global level and create a sense of worldwide unity)
- **Social Involvement** (firm's use of social media as a tool and pivotal role in commitment to CSR)
- **Sustainable Investments** (firm's consideration of sustainability as a high priority when considering all aspects of a project)

12. In your opinion, why do you think your company uses its resources to create and disseminate messages concerning CSR and pro bono work even though they do not affect the bottom line? What is your company's overall objectives/motivation/rationale for participation in CSR-related efforts?
13. Overall, and based on your answer to #12, do you feel that your company's motivation for CSR-related involvement is purely altruistic, purely strategic in terms of generating a positive image to the public, or a combination of both? Or neither? Please explain in detail.

Appendix C: Interview Transcriptions

Interview with John Edelman:

(Introduction)

J: Have you read our CSR reports?

M: Yes, I have. In fact, I have your Global Citizenship page up right now, just going over that again. Yeah, I've got a lot of data and I've looked at your reports.

J: So we've done three in a row. So we've had FY13 and FY12. So you've looked at all three? Ok, so you see the trajectory we're on. So you feel like you've got a pretty good handle on what we're doing in terms of our programs and our dashboard and our citizenship commitments and things like that. So you're pretty familiar with that. Ok.

M: So really, I have kind of an interview questionnaire that I've been asking to employees who obviously aren't as familiar with the programs, so I'm kind of hesitant to ask you the same questions because obviously, I even know the answer to some, (you know it's part of your mission statement, it's very something that you're passionate about...). So I'm happy to ask you some of these questions, or if you kind of just want to give me some details, some insight, maybe why you personally feel that this is something that's important that Edelman does and kind of what's the motivation there? If it's in some way part of your business model to help generate positive PR in addition to being an incredibly altruistic thing to do? Maybe it's a combination of both? What your thoughts are.

J: Ok, well did you ask...the questions are the same for everybody you've interviewed? Ok, you want to compare apples to apples. I can expand on the answers. You got a sense, citizenship's our sixth value. It's something that we've done for 61 years now. It's deep, embedded into my father's establishment of Edelman. It's something he always did for 61 years. So that's pretty clear from citizenship being our sixth value and everything you've caught up on

in terms of our video and honoring our heritage, building a shared future. So you see how deep it is in our roots. It's really embedded into who we are, what we do, and how we operate globally. So you probably have a good context for that based on what you've read. So I'm happy to answer questions because it's for your thesis and you want to sort of use the same questions that you use with everybody so I'm happy to respond.

1. Ok, well I really appreciate that. So the first question I ask everyone is just what their position is and what does that entail. So, at Edelman, what exactly is your title?

I'm Managing Director of Global Engagement and Corporate Responsibility. So I'm like the Chief Sustainability/Corporate Responsibility Officer for the company. And it's a role, as you saw from our history, it's just a new role that's been around for four years, and it's been of growing in importance in terms of how we operate, what we do outside in the world, what we deal with every day. And it's everything from our pro bono commitments, our volunteerism, our environmental policies and practices, our carbon footprint, the anti-corruption (I work with our Compliance Officer in that) but it's anti-corruption training, all the things that are required as being members of the United Nations Global Compact (its policies, practices, and employee engagement around these issues), and then of course we report on them as you've seen through the three years, and we've done various things over each of the years so you have a trajectory of where we've been, where we're going, how we're doing. We do our carbon footprint every year and we report our carbon footprint. And then we, as you've seen from our report, we monitor it, and we make new goals and we, you know, we put those five greenhouse gas goals into effect this last year. We'll report on them in our report this year which will be coming out again in October. So it's very integrated into everything around corporate responsibility, sustainability,

and employee engagement as comparable to a Chief Sustainability Officer at any other company that you'd be familiar with.

2. Absolutely, yes thank you. And then you kind of answered my next question, so if you could explain your participation in CSR. I know you mentioned a lot of what Edelman does—are those kind of global company initiatives or is it office-specific?

You answered the question, because every company is along various places on the sustainability journey. In our case at Edelman, sustainability and corporate responsibility—I'm the one oversight for all of it—I work in conjunction with all our other functions and departments and offices around the world. But I would be comparable to a Chief Sustainability Officer at a consumer company. In a lot of companies, it's very siloed in that environment reports up to someone, sustainability reports up to someone, you know, so it varies as you've probably seen getting your sense of the field, it varies based on the company and where they are on the journey. It could be under one person, or it could be under different departments, and that's the ongoing challenge of corporate responsibility is how you sort of activate around all these important functions about the sustainability of the company because the sustainability of the company is everything that we report on: our governance, our social commitments, our environmental commitments, building a sustainable company by working with all these areas, giving back to the communities where we operate, having training initiatives to help our employees be more productive, global diversity is part of my area that I work on in conjunction with the global Human Resources department. So in our case, though, it is one function. It would be comparable as you look in the field to a Chief Sustainability Officer, and I'm sort of the leader for that, but I work in conjunction through the various departments. You know its global diversity, I work with HR, if it's compliance I work with our Finance and Legal. Environmental

is another area that I oversee in conjunction with an individual that reports in the Finance. But I got to keep involved in all pieces because, as you've seen from our report, we have a very holistic approach, and the initiatives we undertake we try to be very global, you know, creating frameworks and guidance but having execution locally.

3. Are you aware of any documentation that states Edelman's objectives for your involvement? So, for example, is it part of your mission statement? And I know in 2012 you added that as a sixth value. Can you talk about that?

Right, it's part of our values. I don't know how many other companies have citizenship as a core value, but at Edelman we do. And so I think we're very committed to it, and we try to operate along those lines. And, as you've seen, we did close to \$4 million in community pro bono volunteerism and giving back to organizations around the world. So it's very clear it's in our values, and we try to operate everyday against those values and so citizenship is very much embedded into what we do. And the dashboard that you saw globally in our FY13 report, every single office has their local office dashboard. So then that's further documentation, and then we're going to use their local dashboards to aggregate our results for FY14 and we'll report again what our global results are against these indicators and metrics around citizenship. So that's further commitment in action of citizenship being a core value. We have KPIs and metrics that we report on globally and that we hold offices, you know, the managing directors have their own dashboards and we're holding them accountable to make progress in those ten or eleven things that you see in the dashboard that you're familiar with from looking at our report.

4. Ok, then as a side question, what are some of those metrics? How are you measuring that?

Well, it's a combination of all our data systems. But to be able to do your carbon footprint, we have software where each office enters their information on electricity, water, business, air, travel, and paper. So every office locally has been trained on the software, and so it has algorithms in there that quantify the carbon footprint. So four of those indicators are directly related to what appears on our carbon footprint report. The volunteerism where we talk about number of hours per employee and level of participation, we pull that from...every office has to submit monthly the volunteerism that they're doing, and then we calculate it as part of our report. So that's how we get the participation rates and the hours. And we've now incorporated codes this year into our global financial system that track the volunteerism and that should help us moving forward. So the other piece, you know, the volunteerism you see listed and moving forward, we've had manual spreadsheets based on a spreadsheet that we provide to them, but now moving forward, this year we've created codes for volunteerism. So every office has access to the same codes, and they just enter what they're doing in terms of the volunteerism. And we have two categories. We have professional volunteerism, which is where you're leveraging your skills that clients would have to pay for otherwise. You know, it's like doing a social media website, for an IT person it would be helping them set up a network, for a finance person it might be helping an NGO do a budget, for an account team it might be helping them develop a media relations strategy or a master narrative. And then we have general volunteerism which is hands-on where you're painting a house or you're tutoring, what have you. But there is a code now for all of these areas that, when someone completes their volunteerism, they can enter the time sheets, which people have to submit every week as an ongoing expectation, and that's how we drive the payroll based on time sheets. So it's very integrated into our financial systems now, which is, you know, now we're going into our fifth year. So, as you learn from, getting familiar

with these areas, people are along various parts in the journey, but a key success factor is being able to embed it through practices, policies, and systems which we've been able to do over these past four years or so.

5. Yeah, and that's something I've been most impressed with as you've talked a little bit about this holistic mind frame: work-life balance, giving back to the community, and that definitely sounds like something that you guys have perfected.

So we have the five greenhouse gas...we have the five reduction goals. As you'll probably hear from your other services firms, the larger offices tend to have the largest carbon footprint, so we've linked carbon reduction targets to our largest offices around the world, which you saw in our report. And you'll hear the similar story from other large firms I would envision, cause that's, you know, in our case, and I think in the report, probably 70% or so of our footprint is our largest offices. So if we can make progress there we can make progress globally. But we're also reporting other things there as well. You know, if all the offices do 50% paper, if all the offices do double-sided copying, if all the offices achieve the video conferencing—that all contributes to reducing the carbon footprint. And then we have the other information, the things that I shared initially, the greenhouse gas reduction targets and the volunteer hours, we pull from the local offices. And the other systems—the anti-corruption training, the women in leadership—those are things that we just pull from our human resources information systems. And the anti-corruption training—we do a lot of online training as our report indicates—and so, in the online training, you do a quiz and it records that you've completed the training, so that's how we track that. That goes to the HRIS system, so that's how we get the other information. We get the anti-corruption training and the training hours and the women in leadership from the HRIS systems. So that's helpful that it's very simple in that we rely on the local offices to give us the local

specific information around their volunteerism and their greenhouse gas reductions, and then we pull the other KPIs from our own IT/HRIS systems to fill out the rest of that dashboard.

6. How are the programs made known to employees, to the public, to the media? Is it strictly through intranet? Do you put out press releases? What's your protocol there?

Ok, well obviously we do a report every year and that's one way. We also, as you've seen from our report, we sort of have a very top-down and bottom-up governing structure where at the policy/strategy level we have a Global Citizenship Advisory Committee and that's made up of regional senior leaders from functions and regions—everything from HR to IT to Finance to Compliance, as well as regional offices. And then we also have a bottom-up where every office has designated a lead person to run a citizenship network which is a local team that's working both against volunteerism efforts and green efforts. And then we have monthly calls with both groups, you know they're both for up and down communication information sharing, you know, where we need to ask them to help us gather information, such as the data on greenhouse gas emissions or what have you. But also, at the same time, we get good information from the bottom-up. Like, another program we're really proud about, as you saw in our report, was our community grants program. Over the three years of the program we've given over \$500,000 to organizations around the world and this was a very interesting listening experience because we initially, as you looked at the early reports, it was very restricted. You had to do eight hours a month. But now we sort of opened up based on feedback we got from employees where they indicated that that's too restrictive because, "we're a small office, we're unable to do it." So we've opened it up, and if you're very active in something, like if you do like, in Chicago in the Midwest area there's a bike ride to raise money for AIDS between Minneapolis and Chicago—that's an active engaged volunteer activity. So an employee that rides in that can get money from

the center to support his efforts. We do the Diabetes Walk every year, so if you're actively engaged in something, not just sitting by at a table, where you're actually doing something on behalf of your organization, you can qualify for this money from the center. But it changed over time because people said, "It's too restrictive, can you open it up a little bit?" And so, like last year, we had the most successful year, where we gave out 122 grants, you know, in total of \$150,000. So it's been a very successful program.

7. Absolutely, and that was one thing that I loved in your report and actually with the two individuals that I interviewed already from Edelman. Both of them are very much involved in their communities in their locations and had nothing but wonderful things to say about the matching program because they felt it was enabling them to not only do volunteer work but something that they personally were passionate about. So they loved that Edelman backed them up on it, if that makes sense.

That's exactly why we set it up, you hit the nail on the head. As large a size as we are, you know, we want to provide opportunities for all employees to get funding. So we created this program to allow that. So yeah, it's been a very successful program because an office, no matter how well you're doing, financially or what have you, any employee, you know, if you're here over three months could qualify. And they just submit a grant, and I'm glad to hear that people were positive about it because it's really been one of the, for a small amount of money it's really gone a long way in terms of...you know, and that's the great thing about citizenship, you never know when you start out a program what it's going to mean or how it's going to do, but like this was a tremendous success story and we continue to fund it every year because it's such a great way to get engagement and support. Then as you probably heard or you saw in our report, once you get a grant we want you to write a blog about it. So we're also walking the talk, you know,

telling the stories about people winning the grant. So that's another reflection of being consistent. You know, you can't do one thing externally and not do it internally. So, like we're storytellers for our clients, we're storytellers for ourselves. So we ask if you get a grant that you do a blog about your experience, and where the money went, and how it went, what it was used for. And that appears on our citizenship.com site. So it's a way to reinforce what we do every day as well.

8. And I think, and this is just my own personal opinion, but I think people want to tell those stories. They want that to be heard because it's something that they're passionate about. And so, I think that's a great way of, in some ways keeping them accountable for their own personal mission, but also pulling you guys into it as well.

I think you're exactly right, it's reflected in our trust barometer. You know, people like yourselves are the most credible people. So we love that when our employees write blogs about their experience and how they use the money and where they use the money because then they can tell ten of their friends or their followers about it. Which is great, because that just sort of spreads the good word about what we're doing and how we're reinforcing it with these grants. And that's sort of a great way to reach out to potential Edelman employees who may not know of Edelman but they have this friend who won a grant. And it's a great way to sort of do what we do. The employees are doing it, but it sort of reflects our own research. You know, people like yourselves are the most trusted so it's a great way to sort of build, going to the point of your thesis, it's a great way to build credibility and trust in the marketplace, having the employees write about their experience and their winning a grant. And it's been a very successful program this year.

9. So I asked employees whether they felt the firm that they worked for—whether their CSR involvement is a contributing factor in overall employee morale, employee

loyalty, the overall tone of the workplace environment—what their opinion was. So in your opinion, is Edelman, you know this global, excellence-in-the-balance, getting involved in the community, doing pro bono work—do you see whether or not that’s having a positive effect on whether employees are happy in the office, if maybe they’re staying longer, is that something they really cherish about Edelman?

They definitely cherish it about Edelman because, you know, as you read in our report, we do a detailed stakeholder engagement. Again, everything we do for ourselves we do for our clients. So in order to write a report we do a comprehensive stakeholder engagement where we do our global employee survey. We interview our senior leaders who are in the field working on behalf of clients in the marketplace and then we interview academics, NGO’s, clients about what they expect from their business partners and the corporations that they... so we do this comprehensive analysis where we’re asking these academics, NGO’s, clients what they see as responsible corporate citizenship, what they would like to see from Edelman as a partner, what they expect of Edelman as a corporate citizenship, you know, as their partner, what they expect from us in terms of corporate citizenship and how...so we do that every year, we do this detailed assessment. And as part of that is our own employee survey. So the first year, I think it’s in our report, we had 73% of our employees who responded to the survey said Edelman having a citizenship program was an important factor for them to join Edelman. So clearly it resonates very well with people who are looking to work, where they would like to work. And you’ve probably seen it in your own research, you probably see it from your own friends that, more and more, employees have a choice where they want to work. And they want to work at a place where they feel that giving back and being able to support charities that you’re involved with is enabled and supported by the employer where they end up working. And our own research, as I

just suggested, reflects that truly. That 73% of our people, and we sent it all around the world, believe that Edelman having a citizenship program was an important reason for them to join Edelman. So I think that demonstrates how important citizenship is to employees. And just sort of a sidebar on that, as you looked at my bio, for 15 years I was Global Human Resources Director of Edelman, and now I'm sort of the Global Corporate Responsibility Sustainability Officer for Edelman. But when I was doing the global HR, the important thing to join Edelman was training and development. Now the important thing that I hear from our HR team and our recruiters when I talk with them is, "what are you doing to give back? Is Edelman supportive of giving back to the community and working in the community?" And, you know, 100% of our recruiters and our people in HR can say to prospective employees, "Absolutely. Citizenship is our sixth value. We have the community grants program. Here's our report." It's very credible to be able to talk about that to people looking when they're deciding to work some place. Having a company that's giving back and focused on giving back and oriented around purpose. Doing well and doing good is very important to people today as they're looking for a place to work.

10. In your opinion, working as an Edelman and kind of the nature of your position but also the nature of the business, why do you feel that you work so tirelessly to disseminate messages concerning CSR and engage in pro bono work even though at the end of the day it doesn't affect the bottom line in the sense that you're not making a profit on it? What do you feel is the overall objective for doing this? So if there was a scale and on one side it was completely altruistic and on the other side it was completely strategic and actually generates positive PR for Edelman itself, where do you fall?

I think it's been embedded in our DNA for so many years. In general, you know, we're a global company. We're the largest public relations firm in the world. Stakeholder expectations

are extremely high. Our trust barometer, as you saw, this was a great change in the four years that... we've had the trust barometer for 15 years or so, but this year was really a breakthrough year as you saw. Purpose was now foundational. It's expected that companies are working in purposeful ways in support of their communities, on behalf of clients. So it's really a strategic imperative for companies to be working in this area. Going back to how my position was started in the first place, a main reason was we were getting more and more questions from clients and prospects about, "tell us what your environmental goals are," "tell us what your policies and practices are," "tell us how you're reducing greenhouse gas emissions." And, you know, just a basic one, and I think this is in our report, we didn't have a supplier code of conduct for our business partners when I took on this role four years ago. And then two years ago I think it was we put it out as a document that we developed in conjunction with our compliance and our legal because on every IRP there was a question, "do you have a supplier code of conduct for your business partners?" So, you can't operate in this world of global citizenship and shared value without being authentic yourself. You can't really represent a client if you're not doing the work yourself. So I think it's very important as a corporate citizen but also as a trusted advisor, you know if we're advising clients on any of these issues, the first question is, "tell us what Edelman is doing on these issues." So you have to have your outside reflect your inside and your inside has to reflect the outside. As you saw from our report, it's a journey. You have to be transparent about what you're doing. You know you saw our GHG emissions were higher last year. As a result of that we put five global policies—mandatory—in our commitments moving forward. So yes, we acknowledge our greenhouse gas emissions are up, but at the same time we have five global policies that we didn't have before that are reemphasizing the importance of greenhouse gas reductions. So you have to be transparent. You may not hit your goals, but you have to

acknowledge that you don't hit your goals. And then you have to have strategies to try to achieve your goals. I think it's just core to who we are, what we do, and core to being just a responsible global company in this global world. You know, in addition to the client requirements, being in the field now and studying, you're probably seeing legislative requirements are coming down. And that's another thing. One of the five things we have in there is we have an IT acid disposal service called Cloud Blue which we didn't have before because, by 2016, there's something called the European Waste Electronics Directive—something like that—it's a legislative directive, but in general it says by 2016, all the companies that operate in Europe, the countries are supposed to report how they're disposing of their e-waste, how they're disposing of 85% of their e-waste. So knowing that was down the road, we sort of said, "ok let's just put our policies and practices in right now." So as you saw in our report, it's now a policy that every office that has extra computers, extra phones, extra personal digital devices, Samsungs, what have you, that it gets disposed of through this IT acid disposal service. So that assures two things. It assures that the devices are erased so there's no information on there, and it also assures that the devices and the computers and the electronics don't end up in the municipal waste dumps. And that's a legislative directive by 2016 in Europe. So as you operate globally, you also have to be cognizant of what's happening globally because, if you're a global company as we are and as many companies are, you have to operate globally. Which means you have to be accountable to whatever is happening, whether it's stakeholders from clients saying tell us your environmental goals and tell us about your supplier code of conduct or whether it's a legislative directive such as this EU waste directive which is requiring by 2016 to be able to track e-waste country by country, which means country by country they're going to want the employers who operate in those countries to be able to account for what they're doing with their e-waste. So it's moved in

the four years in my role here to be sort of core to a business. Our trust barometer talked about it, and you read it every day in the newspaper, whatever you're reading, whether it's the awareness about the increased 95% certainty that humans are the cause of climate change or whether it's the national climate assessment impact that said if we don't make serious efforts to reduce greenhouse gas emissions by 6% and we're unable to keep it to no more than 2% a year, by 2050 you'll have cities like Miami and New York being close to being in the water. Because already you've probably seen, being in the field, you're much more conscious of what's happening when you see the glaciers melting, when you see the extremes of temperatures, when you see the drought in California, Hurricane Katrina, Hurricane Sandy... I mean, our office is at 250 Hudson in New York, which is pretty close to the Stock Exchange, it was probably no more than six feet to how close the water had risen before it was going to seep through the New York Stock Exchange and Wall Street. So that's just the consciousness about climate change and all these other issues. So it's incumbent that global companies be responsible global citizens for not only for the future of the world and the future of children and grandchildren but also in general, people have to work on trying to, and it's not just environmental but it's also policies, the lack of people trying to do shortcuts... What was it Thailand or something or Cambodia where they had that factory fall down and a thousand people were dead? They just cut back on safety and people had warned, "there's overloading here. Oh, we're just trying to cut costs." They didn't reinforce the building. And so there you have 1,000 people dead. Or whether it's not paying wages to... employing kids, not paying them equal wages. The ethical issues are key too, you know, scandals, financial malfeasance, you know, so and in everything ethics has been the core of what Edelman is all about for 62 years now. It's just sort of an ongoing reinforcement of who we are, what we are, as I started the conversation. Ethics is now broader in terms of all corporate social

responsibility issues. You know, you have friends; they love to give back to the community. So a company that's sort of ignoring that, they're not going to bring on future people to be leaders of the company. People just want that opportunity to give back and make a difference. It's all about operating consistently, who you are. As I said, it's been in our heritage for these 61 years, but it's just continuing it. So it's really just, it's being credible and trusted. You have to be credible and trusted. Whatever you do, whoever you are and whatever you do, and if a company is not serious about these issues, you know it's going to be secretly seen. You know your 24/7 media, anybody can talk about these issues, you know people just have to be proactive and address these issues proactively or else they're going to lose customers, they're going to lose talented employees, they're going to lose money in a sense because if people should cut back on safety. I think British Petroleum, you know, for a number of years they lost the opportunity to bid on government leases because of what they did. So they lost a lot of money. And I think they are re-able to do it now. But also you can also save money. You know, like an ongoing challenge in a lot of companies—especially services firms—is the business travel. But, you know, if you can get more video conferencing, then you can definitely save money from hotel costs and airfare. That's an ongoing opportunity and that's an ongoing challenge. But again, like you said, we do our best to try to curb... We have the 10% goal on use of the video conferencing, but you still, even if, we're just doing our assessment for this year's report, but we're still going to implement other things to help... as you say, it's part of the journey, have to keep on doing things to try make progress against the greenhouse gas reductions however you need to do it.

11. Well, any other final thoughts or advice?

I think I may have said it, but I guess I think, I would just say that I would think this, you're doing the right thing, pursuing opportunities and interests in this career in corporate

responsibility and sustainability because I think it's really more and more going to become more and more important to companies and the future of the world that people get focused on these issues and that we make progress against these issues. And I guess, as I said before, when I started four years ago, people would say, "it's nice to do." But I would now say, "it's a must do." And as our, it's a real opportunity for companies to, you know, and our trust barometer indicates, it's a real opportunity to take leadership in this area because people want to see companies stepping up and doing and taking on these issues and trying to help make a better world for everybody. CSR and corporate responsibility is a must do now; it's not a "nice to have." And it will continue to grow in importance and significance to companies, whatever they may be doing. And companies, like ours, who do work on behalf of them because more and more things are going to be pushed through corporate responsibility. And expectations of the stakeholders will still continue to be high. I mean, you're probably sort of sensing it from the work you're doing and who you're talking to about how much CSR has really become a major expectation of all companies as they operate—wherever they are or whatever they're doing. And it's global, too. You can't say, "We'll do one thing in one country" and not do it in another country. You have to be consistent, wherever you operate, in doing all these things around the world. Like our, we provide global guidance, but our policies about greenhouse gas reductions are locally executed and we use the dashboard. And that's going to be a progress on how a manager is doing so that will be considered as part of a manager's review.

Interview with contact at Edelman with CSR focus:**1. What is your position at Edelman and what does that entail?**

I'm the (position removed so as to protect interviewee confidentiality). We focus on sustainability. So I have two roles really: one is help clients develop sustainability strategies and communicate that to whoever their key stakeholders are whether that's consumers, customers, regulators, etc. And then my other part is to help our practice focus on sustainability.

2. And then you started talking about this...can you explain Edelman's participation in CSR-related efforts...so what Edelman does specifically?

Yeah, we do two things. One for our clients, we develop sustainability strategies. So that would be anything from developing strategies on how they can improve their impact on the environment whether that's energy use, water, waste, climate change, etc. to human rights policies, source and guidelines, and also how do you communicate that to the customer and the consumer. So we create cause campaigns, communication strategies. So we, on the one hand, help both practices and policies put on sustainability, and then how that's communicated as well. That's the one part of what Edelman does and how we help our clients. On the other hand, of course internally we also have strategies in place to reduce our own impact and maximize the positive effect we can have. So that's everything from reducing environmental impact and that's dealing with travel, etc. and also how do we maximize the resources we have and the best resources we have—human resources—we don't manufacture that we can focus our attention around a product, so we have to focus on the human resources that we have. So we focus a lot on how we can help our employees volunteer and support them in community work that they do. Not just in the community but whatever their passions might be. We have different ways that people can do something that matters to them from the value side.

3. Do you have or are you aware of any documentation that states Edelman's objectives for their CSR involvement? So, for example, is it part of the company mission statement to get involved?

Yeah, so if you, there's a few things there. Part of, if you look at our mission and our purpose, you'll see the values embedded in there. But then there's also very specific things on the policy side and documentation that adds more weight to that because if it's just in the mission statement, it's great, but how do you know that actually plays out on the practical side? So the way we report on that is not only through our supplier guidelines that we have, our own commitments to diversity, how our organization has a goal to be at least 50% female in all of our executive leadership positions by 2015, those kinds of things. So we have those very hard-set goals that we then report against as well through our sustainability report that we publish once a year. So yes, it's partly embedded in our mission statement but it's also part of the reporting that we have and goal setting that we have as an organization.

4. What types of CSR-related programs are made available to employees? So I know you said obviously you work with clients to help them make sustainable efforts and then even just internally volunteer efforts...does Edelman pledge to a specific charity? Or is it kind of just office-specific?

We try and be as flexible as possible to give a framework for those in here but also for those who would like to do their own thing to also support them in different ways. So we have, yes, as a large company platform we focus on how we can help alleviate poverty, disadvantaged communities, etc. So we focus our corporate identity and we try and create programs that support that. But, we also allow each office in each region and each location to develop their own focus areas because it's very different. It's easy to say, "Oh we want to be focused on the

environment.” But if you are in a place like say, Malawi, in southern Africa, the environment is not going to be a major concern when people are starving and when there is a poverty problem. So those are priority issues, so we allow and encourage our local officers and regional officers, wherever the offices are located, to develop their own strategy and volunteering matching schemes that Edelman can support, and we take that even further down to add a very specific individual level to have different incentives to give people an opportunity to go and do their own thing even. So one, we have a large corporate platform, two we encourage our offices to do their own. And there are citizenship teams in each office that develop their own plans that is reported up to the national level as well. Then we have a decency intercept that target certain individuals. So, a few that I can mention. One is, we have each year, a grant that we give to I think ten people identified that pitch ideas and say, “I would like to do whatever.” This is their passion. We pay for it. We give them the time off. And we support them to go and do that. It needs to be something that not just they can benefit from but that the world can benefit from—whether that’s within the community or the environment, etc. So we support them in that way. Also, we encourage our people to transfer between offices all across the world so that they can learn about different cultures, etc. And we have a specific program again to encourage especially our younger people to move around and experience the world and be part of different communities. We also have if you work five years with Edelman, we give people more time off, and if you work for ten years with Edelman we give you a month off to go and do whatever you want to do. So there’s different ways that we let our large corporate platforms ride to how can we encourage individuals and support individuals to do what they’re passionate about.

5. What has been your personal participation in those programs? So I know obviously your job entails kind of uncovering a lot of those, bringing them to the attention of the employees...have you been able to participate in those programs as well?

Yes, well one is the volunteering that we have around the offices. Especially around the holiday seasons that we have and we see how we can support specific families in need. So volunteer around those. But then, what I've been focusing on is how do I make my skills available for organizations that need those specific skills? So I do pro bono work for a number of organizations that work in sustainability fields. I help, for example, work with GreenBiz and a bunch of other charities and NGO's in providing my skills where they don't have strengths. So they're not necessarily organizations in need but they need our specific skills and experiences. So that's where I tend to focus my attention.

6. And then my next question: how are these programs made known to employees and the public and the media? Is it strictly through an internal intranet? How do you all generate that so people are aware of them?

We have...there are many ways. So we tend not to go to the outside world. We tend to be focused very much on the inside world when it comes to this. But we have local teams, so local citizenship teams that coordinate activities. They will set up communication systems specifically for each office. So that will be via email, newsletters, volunteering. For example, in San Francisco, it's Friday, often around 3:00 we host and there will be snacks and drinks and we'll just get people together and we talk about whatever somebody is passionate about and the whole office participates in that. So it's a nice, easy way to end the week and also to learn something new that people are doing and what they're passionate about. But that's San Francisco, and each office is encouraged to find a way that best works with their groups. There are some standard

things that they do by email, newsletter, etc. And then from a global level as well, Richard (as the CEO), you know, the culture really reflects his values as well. So he's very involved in communicating and encouraging us to take those steps to be involved in the community, etc. So we constantly have emails from our leadership as well to remind people of these opportunities. We have very specific moments in the year where we encourage people to come and take up their...for people to come do their own thing where we support them. There's a starting date and a closing date. So we use as much as we can—we have our own blog, Richard blogs regularly (that's internal) that people share. We have a weekly newsletter that goes out to everyone—Edelman Talk—that goes out to people. So we tend to focus more internally. And of course we report when we send our report out. But communicating to people we use as many channels as we can because we are a communications agency and not everyone is going to engage in the same way.

7. Was your employment at Edelman influenced by its CSR-related involvement or is it a contributing factor for your staying with the firm now?

I would answer differently and say that I absolutely stay because of the culture that we have. And the one thing that you will find when you speak to Edelman people is the culture. Now that is partly to do with all the citizenship efforts, but it's actually mostly purely the efforts of what we do in the community and the volunteerism. It actually speaks to the values of the company. The citizenship is just a fraction of how we live out those values. But the values of Edelman itself is the major part that sets our culture. We're privately held. We are not a publically-listed company. We have no responsibility outside of our clients. We don't have to look at shareholders; we don't have to report to them. We only have to really report to our clients. So our clients really drive our attention. So that sets a very different set of values because

we don't have to worry about the things that companies that are listed have. So that sets our values. And the fact that we're privately held, you know Dan Edelman until he passed away a few months ago, he set up the company. His son Richard, runs it and he's not only an inspiration for us as a company, but an inspiration within the industry because he is a true thought leader...We give people a lot of freedom to do their own thing. We believe in the individuals, and those individuals inform our culture. It goes deeper than citizenship. The reason why people stay, and why people leave and come back, we call it "boomerang Edelman." So often people leave and then they come back because the values have just...the way we are is so different. I'll tell you a story that will give you an idea. When I first joined Edelman, I was there for a couple of months, and we were pitching a major multi-million dollar company pitch—it was worth at least 8 million dollars for us. I was part of the pitch. It went great; client loved it. So we go through to the final round. At the final round the client would make the decision if we would get it or if someone else would get it. My girls were going to ballet, and I raised it in a conversation with someone and their immediate answer was "Of course you're going to go to ballet. Clients come and go, families don't." So that captures the essence of who we are as a company. As much as we can, it's always remember you are people—you aren't just numbers. Richard firmly believes that if you're happy at home, you're happy at work. And not the other way around.

8. Do you feel that Edelman's CSR involvement is a contributing factor in things like, a couple of our preliminary research that we're looking at: employee morale, employee loyalty and retention, and kind of just the overall tone of the workplace environment, I know you talked about the Edelman culture and this boomerang effect—is CSR part of that?

Yes, absolutely. The toughest part of actually getting into Edelman is not your qualifications. We assume that by the time you've gone through HR that you have the skills to work with us. The biggest question is whether there's a culture fit because we are different in who we service and who we report to. That concept is extremely important, but that's also why people stay. It's absolutely a keep part in why people stay as long, why we encourage people, celebrate people who stay with Edelman long.

9. And then, you've talked about this, CSR and the Edelman culture is definitely a contributing factor in attitudes and perceptions of individuals who work there of their employer—of Edelman—so what are those perceptions and attitudes? It sounds like it's very favorable.

Yeah, we are, if you look at "Best Places to Work," we are constantly—well, always the highest-ranked agency—that says a lot. That's not us, that's our people that say that. Richard is—I think he was ranked the #3 most admired CEO in the U.S. Now we're talking about all large companies out there, every single one of them, and Richard was the third-most loved one. More than, you know, and I don't want to call out because a lot of them are clients, but more than the CEOs that you read about each and every day. Why? Because our people stay long. Our people admire what they do. So it's absolutely part of the culture and every indicator that ups to "does this play out?" Most admired CEO, best place to work at—absolutely. No matter where you are you'll always see us rank high up both globally and also locally in best places to work at.

10. And do you think Edelman's CSR efforts have improved both internal and external relations? So, other companies are seeing what you guys are doing and kind of looking at you guys as a model?

From a client side, yes. We don't really look at what competitors are doing. We don't see competitors. We try not to be defined by what anybody else is doing. We're the largest in the industry, so we're not really going to look over our shoulders to see what people behind us are doing. But from a client side, absolutely. Not only are we one of the few if not the only agency that actually writes a CSR Report; we as much as we can actually participate in our clients' as well and encourage them to participate in our events as well. So we make citizenship absolutely part of the relationship that we have with our clients, and they appreciate that. If you look at our largest clients, they've been with us for many many many years—we're talking 15, 20 years for clients to be with one single agency. So the reason why they do it is not just because we deliver a good service, but it's because they trust us and they value us and they share our values.

11. In terms of social media, does Edelman actively use social media as a tool for encouraging CSR? I know you mentioned you guys have a blog.

Yes, we encourage people to use social media. We have guidelines for them to use it. It's not very strict guidelines, it'll be very basic things like "hey, if you mention a client you have to say that the client..." But we absolutely, I mean I'm very active on social media, we have a blog that people contribute to. We are very much a digital agency. We have a very, very, very large digital part of our business. The social media is how we encourage people to, because we're not trying to control them, we're trying to encourage them to be who they are—that's what clients pay for, they pay for our brains. And we can't control the brain. We've got to give people the freedom to explore what they do, we support them and encourage them; of course, all within law. But we don't try and control where they can and cannot go on social media sites.

12. In your opinion, why do you think Edelman uses its resources to create and disseminate messages concerning pro bono work and CSR even though they don't affect

the bottom line? So, you're obviously not making a profit on that. So kind of just, what would you say is Edelman's overall objectives or motivations for participating in all of these pro bono efforts?

We would argue that it actually contributes to our business bottom line and top line. It's not something that we do because of that. We do it because we believe that we are a member of society, and society has expectations for all of us to contribute for a better society. For that reason, we as a company need to embrace that responsibility and show that we are a valuable member of society. Because if we are not, there would be no reason why people would want us to be part of their society. We have to earn their respect and their trust. And this is how we do it—through actions, not through just words. But we also truly believe that this is good for our business. Why? Because we have proven that because of our value system, companies stay with us. They remain long-term relations with us because they see that we share their values and we learn those same values. So it actually contributes, what we would say, people don't come to us because of it; people stay with us because of it. It's the same reason why some people will buy Levi jeans because of what Levi jeans stand for. They don't buy...they're people going back because of it. We believe that those values are like a gifted purchase—people like working with us because they love what we do but that's not the reason why they're triggered. We also believe that it helps our bottom line because we truly believe that people that are happy are more productive. It brings in our people, and gives people the ways to be happier and do what they want to do in life. And they're going to come back to work sharp, invigorated, passionate about what they do. And they're going to give us and our clients the best possible brain sets available out there. So, yes, it's not why we do it, but we absolutely believe that our business benefits from it.

13. Absolutely, and I think you probably answered my last question, kind of in going along with Edelman's motivations, is it purely altruistic? Is it purely strategic in terms of generating this positive image? Or a combination of both? And it sounds like it's definitely, and correct me if I'm wrong, both of it?

Yes, absolutely. Yes, absolutely both of it.

Interview with contact at Edelman without CSR focus:**1. What is your position at the PR firm, and what does that entail? So, your actual title?**

I'm the (position removed so as to protect interviewee confidentiality). I'm also a (position removed so as to protect interviewee confidentiality). What that basically means is that I run the (position removed so as to protect interviewee confidentiality) for Edelman in (location removed so as to protect interviewee confidentiality). So our office here, and basically I have responsibilities for not the whole (location removed so as to protect interviewee confidentiality), we have an office down in (location removed so as to protect interviewee confidentiality), but (location removed so as to protect interviewee confidentiality) proper and then many areas in the (location removed so as to protect interviewee confidentiality). So I lead a team of, I guess if you include our interns, 22 people.

2. Just to the best of your knowledge, can you explain your company's participation in CSR-related efforts?

Yeah, I have to say, Edelman is very...so listen here's the story. I spent the first 20 years of my career working in New York City and I worked at a small boutique. We went from four people to 50 and then I joined another firm with the idea of moving back to the Pacific Northwest and I was with them for...they were based in Silicon Valley...and they had me work in the New York office for a year, and just as I was getting ready to move, they were acquired by Edelman and I had never intended to work for Edelman. I just thought it was a big bureaucracy and didn't think I wanted to be a part of that and you know, that was almost 9 years ago and I have stayed because the company—it's family owned—that's a big deal to me. So I've spent my whole career working for agencies. I have never been on the corporate side. So I've worked for a

small, medium, and large agency and all of them have been privately held. It's my personal opinion that privately-held companies that are family owned can take the right long-term view for clients and I've kind of voted with where I've stayed. I've tried to be with family-owned businesses because they can act in the client's best interest. They don't have somebody on Wall Street saying, "Oh gee, your numbers aren't good this quarter. You've got to cut expenses." I really believe in that. Along those lines, Edelman was founded in...I think it was 1954? 1952? '52 or '54. And family values come out. The company...I've been very impressed. They try very hard to be a good corporate citizen. And some parts of me say, "Well, gee that is pretty self-serving." But on the other hand, they try to give back to the communities in which they operate. And I have been very impressed with what it is that they do and getting involved in CSR efforts. Now listen, the lines get a little blurry, too, because we have a CSR practice. Now I don't sit in the practice; I don't know a lot about it. But we're advising clients...in fact, I was in a presentation yesterday with the American Lung Society. And we've lowered our rates. We have this big initiative going on throughout North America in trying to raise awareness of lung cancer. So you say, "Well, gee that benefits you." Well, "Gee, we're making a big donation too because we believe in it." So I would just say that it's my personal opinion after having spent my whole life working in New York and then on the West Coast that Edelman's pretty enlightened when it comes to CSR-related efforts.

3. Do you have or are you aware of any documentation stating your company's objectives. So is it actually part of their mission statement?

So yes, we have a...I think it's a, by memory we have a Citizenship page on our website, on Edelman's website, and the best way I know how to say that the guy that runs all these programs...Now, they're community programs, they're citizenship programs. So you're calling

them CSR and everybody defines this differently. So I'm not quite exactly sure how you're defining it. I'm looking at it as more as good corporate citizenship—CSR fitting under that umbrella. But the best thing I can say is one of the Edelman's personally runs it. We're a family-owned business and John Edelman leads this. You know, Richard Edelman's the CEO, but his brother leads this effort. I don't know how to put a bigger statement on that than a member of the family is leading our citizenship efforts.

4. In terms of what actual types of programs are made available, are you aware of what those are?

Well, so again, I'll call them citizenship programs, so that's how I define this. Does that sync up with what you're after? You know, everybody defines this a little bit differently and I want to make sure that I'm defining it the way...But, we get involved in Movember which is men's prostate cancer, we get involved in Go Red, we get involved in the American Lung Association, and then each little co-office is expected to pick some community program to get involved with. And here in Seattle it's called Treehouse and that's basically a program for foster kids, and every year we're always trying to donate presents. And I think I've donated to that—I can't remember over the years. It's to be involved. It's to be a good corporate citizen. And to give back to the community. And then, they also encourage our senior leadership to sit on local boards of local organizations. And then for every employee I think they give four days a year to get involved with some community initiative. And then they have a matching program where twice a year you can apply for a grant—I think it's like \$2500—but that's across North...I don't know what they're doing internationally...but that's just here in North America. So, I've just touched on a few of the things. But yeah, they put their money where their mouth is.

5. You had also mentioned this but if I could have you talk a little bit about it again, what your personal experience has been; I know you're incredibly busy and active through your church organization...?

I have to say I put my priority for this church responsibility where I answer to Salt Lake Public Affairs and then I report to the area Seventies, or apostles, but typically its donating money or donating something...some donation. I remember when we were in the depths of the recession we had a Christmas party and the admission was "bring food" and then it was donated to a local food bank. There have been several times when there's been a big tornado or a hurricane—we have a matching program where whatever the employees will donate the Edelmans will match out of their own pockets, and so I'm trying to remember and I can't remember exact specifics but I think it's like the employees here in North America raised \$25,000 and I think it was for the tornado victims...I can't remember for sure...the Edelmans matched it, so we donated \$50,000. They do a lot of good things like that.

6. How are the programs made known to employees? I know you had mentioned that each particular office does work in their local community...do you actually have someone in each office that spearheads that?

Yeah, they do. They have a person, and like, this Treehouse, she sends out emails and they have little gatherings and they're always trying to raise the profile, the whole office...I see these things, especially around Christmas time, you see these things come around...“here's what we need to do.” Just very impressed by the, and you know, I think for many people who don't have a church connection...we have about 150 people in the office and this is one way to give back. So a number of people will get involved. I just saw a picture...we have a big screen TV...there's some of my colleagues... it looked like they were doing something for Habitat for

Humanity, and so I think that what will happen is there'll be a call: "do you want to get involved with this?" and the people that do raise their hands and away they go. And then on a company-wide basis, regularly I'll get emails from John Edelman saying, "Hey, we have these community grants." They'll encourage us to get involved in boards.

7. I know you've been working for Edelman, I think you said nine years? Was your employment at all influenced by what you knew about its CSR-related involvement? I know you said you really appreciated that it's a family business.

Yeah, I mean the truth is they acquired the company I worked for, and you know, I didn't know anything about their CSR. I've learned about it as being part of the company. And, you know, as I say I've stayed, and I've stayed because they treat their employees well and they try to give back to their communities. Edelman's a good company.

8. Kind of following up to what you had just said, do you feel that Edelman's CSR involvement is a contributing factor in overall employee morale and loyalty and retention?

I would say it's a factor but in terms of whether or not people stay or leave I wouldn't say that that would be an important factor. But I do know people like the fact that Edelman gets involved. You know, they give back. They don't have to do this. They're a privately-held business. And so, you know, when you're doing something to give back, it's good to know that you've got your employer supporting that. And gosh, you know I think that to say that you have four days a year to get involved in something—it's pretty generous. And then also some matching programs and then also, you know, I talked about the American Lung Association, just in kind donations. I think people feel good about that. I think it does affect morale. I wouldn't say, I mean if somebody is coming to you and offering you a lot more money you wouldn't say, "Well gee," you know—money talks, right? So I would say people stay here because Edelman

treats their employees right. And that's not about money. So that's why people stay. And I would say their CSR efforts are a factor, but there are many factors.

9. Gotcha. I think you've actually pretty much answered these next few questions about attitudes and perceptions of your employer...it sounds like most people are happy working for Edelman...?

Yeah, here's the thing Melissa: no job is perfect. And every place has its issues, including my company. I've worked at three agencies, and by and large Edelman does a good job. Are there things that I might want to change? Sure! But I think...that's why they call it work, right? I mean, the company's got to make a profit. You know, if they make a profit, then they give some of these things back. So, I would say that they're probably more enlightened than most firms. And a lot of that comes right from the top.

10. Yeah, wonderful. And then kind of just following up to what you had just said, based on their, you know, how much good will they do and all their pro bono work, has it in your opinion improved internal relationships? External relationships? Do your publics appreciate that and like hiring a company that is out there doing good as well?

You know, I don't know how much we actually market that is the truth. We may or we may not—I don't have a lot of visibility into that. I know that employees feel good about being involved. I sat in on a presentation yesterday, and part of the reason I sat in is knowing that we were going to have this conversation. With the American Lung Association, we're doing, trying to raise lung cancer awareness. I learned things I didn't know, that in the last ten years, men's lung cancer has gone down by 21% and women's, it's gone up by 116%. And we're saying, "Hey, we need to raise awareness. We need to raise funds for this." And it just made me feel good to know that my company was, you know,...they've retained us, but we are making in-kind

donations. Things we wouldn't normally do for a regular business. You feel good about that. And you say, you know we're doing some good in the world.

11. Yeah, absolutely. Thank you. This next question, number eleven, I don't know if you have it on your computer. Basically I have five bullet points that, based on the preliminary research that I've done and my literature review that, these are patterns that we just anticipate seeing in the firms that we're interviewing. So we don't have to go into a ton of detail on each but, for example, "citizenship initiative," so a firm's engagement in strategies and programs geared towards raising awareness from their employees...?

Oh yeah, oh yeah, I mean, there's a big initiative. There's a lot of communication around, you know, they'd say "Hey, we're going to do this. We're going to be involved with this." And there's ongoing communication.

12. Ok, and then they're is that second one in terms of corporate engagement, so do you feel Edelman does a good job promoting the social responsibility dialogue? It sounds like it's definitely a hallmark of the company.

Oh yeah, yes.

13. Ok, and then just, are you aware...

I don't, so I think that this is our stand to get involved in these communities. I don't know what we're doing on a global basis. The ones I know of cause I stayed in North America... I see what we're doing with the American Lung Association, it's Movember, it's Go Red...most of those are...but I'm guessing that we have similar efforts in Europe and in Asia and around the world, I just don't know what they are.

14. Ok. That's not a problem, thank you! And then also, actually this is kind of a big one because I'm looking also at how firms use their social media as a tool to further CSR, I know you guys do a lot of blogging...are you aware of that? Or involved in that at all?

Just, you know, like I know that Richard, Richard Edelman has a 6 am blog, right? But beyond that I don't have a lot of visibility, but I'm guessing we probably do. Edelman was one of the early pioneers in social media, and you know, working with clients, we have some of the world-renowned experts on our team. I'd be surprised if we haven't, but I don't have a lot of visibility beyond what I've just shared with you.

15. Ok. That's not a problem, thank you! And then finally, that last one, "sustainable investments," so I know you had mentioned a lot of work helping actual people through Habitat or the American Lung Association...as far as kind of a "going greener" initiative, does Edelman work to have more sustainable efforts? Whether it's just in their offices...that you're aware of?

Yeah, we have some. You know, it's funny, my client is Adobe. Those guys, you know put in, you know, I'm down in Lehi, you know, a couple of times a year, and that building is very green.

I know. I work in Thanksgiving Point.

Oh so you know, that building, you know, everything from the bathrooms--they're trying to conserve water, they're trying to, you know, they've got a big initiative on this. And so I wouldn't say it's to that scale. But, I mean, we compost, and they want you to "Gee, don't throw this away. Let's put this tea bag in here." I think it kind of smells. But I mean, yes, we do have sustainable investments that the company is making. I can't say that it's on the scale and scope

that Adobe is doing. But it's on the agenda. You know, one of the things I've also learned...you can't be all things to all people.

16. Gotcha. No, absolutely. Absolutely. Thank you. Ok, moving right along. Just two more questions. So these are kind of just an overall, in your opinion kind of thing. But do you think Edelman uses its resources to create and disseminate messages concerning CSR even though they don't affect the bottom line? So even though you're obviously not making a profit from doing pro bono work.

Well, so, I would say just the opposite. It does affect the bottom line. Edelman's matching. They're a family-owned business. That's coming right out of their pocket. And, so it does affect the bottom line, and they do it because they believe in it.

17. Ok. And then also, overall what do you think Edelman's overall objectives and motivations are for participating? Is it purely altruistic because they feel a need to be socially responsible? Is it because they actually garner good PR for themselves? Maybe a little bit of both?

Well, it's hard for me to say because I don't make those decisions. I would like to believe that they just want to be good corporate citizens. And I think it makes sense. We advise our clients to do this. I think they are kind of leading by example. They're trying to give back to the communities in which we operate in. You know, we're not perfect. But I think that if you're advising your clients about this you kind of have to walk the walk yourself.

Interview with contact at Weber Shandwick without CSR focus:

1. What is your position at Weber and what does that entail?

I'm a (position removed so as to protect interviewee confidentiality), and I work mainly with our (position removed so as to protect interviewee confidentiality), so I work with technology and gaming companies to do product launches and media outreach.

2. Please explain your company's participation in CSR-related efforts to the best of your knowledge.

Weber Shandwick as a whole does CSR efforts out of each individual office. I know that each office is given a budget for, cause we're all billable, so every hour that I spend working I charge to the client. So Weber has an allotted hour for each company, which equates to dollars. So basically we're allowed a certain amount of hours or a certain amount of money each year to spend on CSR efforts. So each office operates differently. I know the Chicago office once a year has a mandatory office closure and they all go out and work in the community for that day, but San Francisco doesn't do that. What we do is we have a specific team dedicated to CSR efforts and then each quarter or twice a year or however often these opportunities come up we will get the opportunity to go do service in the community. So like last month, they did like, restoring a park or something, so they went and gardened; opportunities like that come up. But then also we have a lot of pro bono clients so we do PR for non-profits for free and that's on an ongoing basis.

3. Are you aware of any sort of documentation that states Weber's objectives for pro bono work? So is it something that's in their mission statement, or why do they do it?

I don't know...I know it is in our mission statement. So our mission statement is "Engaging Always." And I know, like doing CSR work, they are real big believers about engaging in your community. So I think that is basically what it goes hand-in-hand with.

4. And then...you talked a little bit about this...what types of CSR programs are available? It sounds like they are kind of office specific. Would that be a fair statement?

Yes, that is correct.

5. And are there any more global ones that you are aware of? Or do you really kind of just follow the initiatives of the geographic location that you're in?

Yeah, you follow the initiatives of the geographical locations. And each office gets to weigh in on what they think and what opportunities they want to pursue. So our office got together and people proposed ideas for what we wanted to do. Like some people wanted to do a youth soccer program or things like that. But basically, each office can come together and decide what they want to do. But then we also have this program that's ongoing and it's called "Mind, Body, Spirit," and then for each individual they will give \$250 per year to the charity of their choice. So it doesn't come out of your paycheck or anything, it's basically just Weber Shandwick donating on your behalf to a charity of your choice.

6. What has been your personal participation in the programs that are made available?

So, what I have done so far is a few of the sponsored days of service. And then I'm actually Young Women's president so I do that like 80 bazillion hours a week so I haven't actually participated with Weber as much as I could because I've spent so much time doing Young Women's. But that's another thing, so like I volunteer personally, and when I got asked to be the president, like usually people work at least until 6:00, but doing Mutual means that I have to leave earlier, so I worked it out with my manager where every Tuesday I leave right at 5:00, like no penalties or anything like that, so they're also very flexible on if you want to go pursue your own acts of service, they'll give you the time to do that.

7. So, just kind of the programs at least in the San Francisco office—how are they made known to you as employees, and then even to the public or to the media? Do you do that via intranet, do you send out press releases, how do you even find out about that?

So we have an internal email system, so they'll be announced and then you have to sign up internally. And they're very well publicized within our office. But we actually don't really make it known to the public that we are doing a lot of CSR efforts. Weber Shandwick doesn't do them to be seen by the community—it really is just for the employees' personal fulfillment and for the company's overall doing good.

8. Was your joining the Weber team at all influenced by what you knew about their CSR-related involvement or is it perhaps a contributing factor for your staying with the firm now?

So I wouldn't say it was a contributing factor to me joining but it definitely is a contributing factor to me staying. Just the company culture is one that...I mean, when a company cares about doing good in the community and giving you opportunities to do service and stuff it just says a lot about the company culture and I feel like not only do they take care of the community but they really take care of their employees and it all just kind of goes hand-in-hand and it's a really good company culture.

9. And following up to that, do you feel that their CSR-related involvement is a contributing factor in things like the overall employee morale? Employee loyalty and retention? Maybe the tone of the workplace environment? Why or why not does it affect that you think?

No, my honest answer is no, I don't think it affects, well, I think it's a small piece of the whole pie that affects employee morale. Like I said, it's a part of what makes Weber

Shandwick's culture so great, but there's a lot of other things, like it's a really flexible company, things like that. But I will say that Weber often puts out internal surveys to see what employees would like more of or what makes them happy or things like that, and in those internal surveys they put a lot of emphasis on like our CSR efforts. So I know that they are constantly on the lookout like "are we doing enough?," "are we not doing enough?," "would you like it more?," "would you like it less?" like in your overall job happiness. So I know Weber really cares about that but from what I can see I think it's just a small piece.

10. Following up with that question, do you feel that Weber's CSR work is at all a contributing factor in attitudes and perceptions of your employer?

Oh yeah, I definitely do. I think that doing CSR work contributes to the ethical-ness of your company and I find Weber to be a very ethical company; they seem very altruistic.

11. In your opinion, have their efforts improved relationships internally or externally? Why or why not?

Internally, definitely, I think when you work together on a service project it brings people together. Externally, since Weber doesn't really promote the work that they do, I think that the people who are served definitely have a better opinion of it, but I don't know how many people are very aware.

12. Do you feel that Weber actively encourages the following from its employees?

-Citizenship Initiatives:

I think they have a lot of opportunities, there's constantly opportunities to serve. So, yeah I think they do a good job.

-Corporate Engagement:

Yeah, definitely.

-Social Media:

I'm not aware.

-Sustainability:

Yes, we are...we have a Green Team, and most of our offices, if not all, are whatever that certification is that you get when you're maintaining some sort of green standard, meaning we're not supposed to print our emails, and we compost, and recycle, and all that stuff.

13. In your opinion, why do you think Weber uses its resources to create and disseminate messages concerning CSR even though they don't affect the bottom line?

What's their overall objective in your opinion for their participating?

I think just to create a better company and a better working environment and a better community.

14. Do you feel that overall they're working to create a better company culture and also a better community? Does it stem from a purely altruistic mentality? Is it strategic in terms of kind of generating a positive image for themselves? Or is it maybe a combination of both? Or even neither.

I think it's altruistic.

Interview with contact at FleishmanHillard with CSR focus:

Interviewee: I am definitely going to be sharing the perspective from...I've been with the firm for about almost a year-and-a-half. I work in the San Francisco office. I can speak lightly to the broader FleishmanHillard organization and network, but I will say that a majority of my point of view is going to be coming from what we do here in the San Francisco office.

M: And that's totally fine. In fact, several of the people I have interviewed it's kind of office-specific, and so it's just something that I'm making sure to include in the data.

Interviewee: Yeah, I was going to say, that's an interesting insight right there.

M: Absolutely. Because it is a qualitative study you can't really generalize to larger populations. But it is still good to know on a smaller-scale.

1. What's your position at Fleishman and what does that entail?

I am an (position removed so as to protect interviewee confidentiality). This is part of our broader reputation practice at FleishmanHillard. And my job entails...we primarily work with companies to help them either establish, evolve, or engage around their Corporate Social Responsibility efforts. And we use Corporate Social Responsibility broadly, that can include social initiatives, it could include advocacy, it could include foundation work, it could include sustainability and environmental work as well.

2. Can you explain your company's participation in CSR-related efforts to the best of your knowledge? So, what you guys do specifically in terms of CSR.

I would say, and again I'm going to be speaking from the perspective of what I know, I haven't really done the asking around or research. A majority of the CSR-related efforts are on an office-by-office basis. For example, in (location removed so as to protect interviewee confidentiality), we have certain sustainability initiatives such as composting and recycling and

waste separation that I don't necessarily think is available in all of our locations. But it's something that we definitely have which is just, I would say more of an influence on the (location removed so as to protect interviewee confidentiality) area versus FleishmanHillard as an organization. And our office also, as part of our internship program, we work on a pro bono basis with clients which often include non-profit or small grassroots organizations. So, for example, we've done engagements and projects with Kiva.org, with Net Impact, and then some local organizations as well such as Coaching Corps which is a sports mentorship program and then most recently the Yellow Bike Initiative which is a local initiative to get young people informed and interested in biking.

3. Are you aware of any documentation that states your company's objectives for being involved? So is it part of the company mission statement? Or is it really someone in the San Francisco office kind of just feels it's important to do that kind of thing?

It is not explicitly mentioned in any documentation on our company level. However, I would say that FleishmanHillard rebranded last year with the tag line "The Power of True" which really speaks to our brand values specifically as it relates to integrity and high order of ethics which I think, if you're to think of CSR in a broad sense, I think that really falls in. But it's been on more of an office basis of how they express that. So in our office we do ongoing engagements through our internship program. We also recently in our office established a new program that we hope to grow which is a pro bono engagement on a kind of like a hack day or pro bono marathon style where we really dedicate staff time for a 12-hour day to one organization which obviously goes outside of those borders in terms of time but it's a really concentrated piece of time where we focus on...in our first case, it was really creating a fundraising campaign for an organization that we were supporting. In addition, I know some of

our other offices such as the Boston office has just announced a commitment to...actually I'm going to forget, I'm going to say it wrong because it's like the Big Brother Big Sister I think or, I'm going to get it wrong when I try to read it back, what is it...the Big Sister Association, so that's the local chapter in Boston for that broader group, and they just formally announced a 1-year commitment to that organization. I also know that the San Diego office works for several years with the local Make a Wish chapter in establishing their Season of Wishes and actually implementing that each year. So there are pockets of time, and again my knowledge is pretty limited, I've been about a year-and-a-half into the organization, but it's all expressed at a local level.

4. In terms of what types of programs are made available, it sounds like a lot of it is office-specific, is there any company-wide programs, like do you ever do something all dedicated to the same charity, for example, or is it really the San Francisco office, the Boston office?

The best example that I have for you during my tenure here has been our CEO Dave Senay sent out a letter during the Philippines disaster last year and prompted us that they had committed to doing a payroll deduction for any donations employees wanted to direct towards World Vision for relief efforts in the Philippines. So that was the one moment in time that I really took note, and you know, I think that's not atypical for any type of company to really take a moment in time like a disaster to really provide a call-to-action to employees and we did that through a payroll deduction to World Vision specifically.

5. What has been your personal participation? So, maybe outside the scope of your actual job description. Do you get involved with a lot of the programs? I know a lot of

people I've interviewed with, you know, it's a matter of time, so they would rather just donate money than go out and do stuff when they have volunteer days.

Yeah. So I think given my position in the agency, we have probably the highest concentration of Corporate Social Responsibility & Sustainability work. We have a team of people here who are really personally invested in what it takes to do it as well, so to that end, my personal participation, I actually as I came in as a new employee last year put together a proposal for how our office could start doing more regular engagements. And I'm a fan of skills-based volunteering in particular. Just so you know, on the background information, I came to FleishmanHillard from the non-profit organization volunteermatch.org which runs a website but also helps support companies in their employee volunteerism efforts. So it's a personal interest of mine and something that I feel very strongly about. So I came together with a proposal of, I didn't think that a day of service was the right fit for our organization, but I did see potential, I saw some of our employees in their personal time supporting different organizations that they were passionate about. There's a...I'm going to forget the name of it...but there's a fashion institute locally that a couple of our folks are actually board members of, you know people are members of boards, they participate on a personal basis. One of the teams decided to do a team outing and go to a food shelf, but I was seeing it on an ad hoc basis so I put together a plan that would really bring our office together. And that's what I was mentioning about that kind of pro bono marathon event which we got enthusiastic sign-up for. Our office is about 85 employees, and we got 35 folks to sign up to participate which was, blew me away, in terms of, we work in an agency account structure. It's very hard to dedicate an entire day, and I think the real success of it was the support from leadership on this. It was really our general manager who really championed this, who talked about it at staff meetings, and was like "you know, I really want to

encourage everyone to be doing this.” Inevitably there were some people who had to cancel last minute because they had client travel, or something big happened, or a crisis happened, but we had about 35 people participate that day which to me was a great success. And that’s something that we did just in mid-April, so we’re actually still helping the organization actually roll out the campaign that we put together for them which is a fundraising campaign around, kind of activated around the graduation time. So I think everyone felt like it was a really great success, and we’re hoping to do it again in the future.

6. How are the programs made known to employees, to the public, to the media? Because obviously a lot of this has been covered, I’ve looked through your website and your social media presence and seen a lot of this. So is it something that just the general manager of each office kind of reaches out through an internal intranet? How does everybody kind of get onboard and find out about this stuff?

Well I’ll be interested to hear if you actually found anything outside of our intranet or office walls that people know about specifically. Generally, so in this example of some of the office efforts that we’ve done, it again came from the general manager of the office and supported by other senior leadership to really encourage people to sign up to participate and them themselves participating in the full day. We mentioned it at staff meetings, we sent email reminders. You know, the folks who said “hey, I’m interested,” we sent them even more information about here’s the schedule and what the day will look like, here’s the meeting that you need to schedule in advance—so we did that via email. And then after, we have an intranet that’s network-wide, that goes across our global offices, and we posted...it actually hasn’t gone up yet...but we’re posting a blog post on that. And then we actually have a separate blog that’s just for our West region, so it’s our California, and most of our California offices. I’m trying to

think if there's any outside of California that are on that, but it's like Sacramento, San Diego, LA, San Francisco, that we kind of share as like a get-to-know-you to create broader connections through the region. But we posted a blog post there and photos about what we did. And then, more generally, about some of the other efforts that I do know about. I know, for example, with the Boston office just recently announcing their pro bono commitment, they actually did that in the form of a press release, so I know that went over PR Newswire. So they decided to be more public about that commitment. And I actually spoke with the team there because I was curious about how they had set it up and such-and-such. And they had had that relationship for quite some time, it's just that their general manager then decided to formalize it and so they chose to announce it more on a regional basis to make sure that people were aware. And then of course they announced it through our intranet as well and our global intranet.

7. Coming from the job that you had before, was your employment in the company at all influenced by their CSR-related involvement and is it a contributing factor now? Cause it sounds like something you're very passionate about and obviously it's what you do for Fleishman?

Well, it's a little bit unique given that I work on a very CSR-specific team. So that is to say that our practice group and our business in the CSR space is what has attracted me here. I wouldn't be working for FleishmanHillard if they didn't have a CSR practice because I consider myself a CSR practitioner more than just a communications person. So them even having that practice and doing that work with their clients is what attracted me to the firm. And generally I would say, the fact, because of the role that I have and the fact that I basically get to live out my CSR passions every day because that's what I do for work I would say that the enthusiasm that's been behind me bringing my ideas to the table and being empowered to engage my office-mates

in them has had a positive impact on my feeling as an employee here. But that's not to say that I wouldn't be working here anymore because I obviously get to do this every day with my client work but I would say it definitely personally has an impact. Like if I feel supported, especially that they're willing to grow this because I think it can have greater effects, just even purely employee engagement in making people feel really awesome who don't get to work on the type of accounts that I get to work on every day.

8. Do you feel that the firm's CSR-related involvement is a contributing factor to overall employee morale? So kind of my preliminary research is such that we're looking at employee morale, loyalty and retention, the overall tone of the workplace environment and how that may or may not be connected to the availability of CSR.

Yep, well I think I'm going to come at this from the perspective that I know that there's other data out there that talks about the actual impacts on employee loyalty and retention and morale and things like that. And so, on a smaller scale since we haven't really had a full measurement in place for this, I would say that again the folks who aren't getting to do this work on a day-to-day basis, when they came together for our pro bono marathon and took part in the day, there was overwhelming positive sentiment. Not only by the fact that they felt awesome that the company was willing to encourage us to take part, like take a day off from client work essentially and dedicate ourselves to this and do it as a team. And I think also another added benefit was really about teamwork and working together. Myself personally, even though I was part of organizing this, I got to work with folks that I don't normally get to work with, and I suddenly had these epiphanies about how we should be working more together. And I have found myself reaching out to them and collaborating with them more on ideas on my day-to-day work than I would have otherwise. So I think it's really helped solidify those team bonds and

make us a more cohesive office which I think leads to things like feeling like it's a positive work environment and that we're all supported and engaged in the work that we do when we have stronger bonds with our coworkers.

9. And kind of just to follow up with that, you talked about creating a team environment and getting to know your colleagues better through pro bono work, does it seem like it affects attitudes or perceptions of Fleishman itself? So are people just kind of really enthused about where it is they're working and kind of excited to participate and see their company as doing good? Or is it more just we really get to bond with each other?

No, it's definitely on both levels for sure. I think even the folks who weren't able to participate in the day have continued to hear about the progress that we've made. And I guess the one other thing I would mention is that, one of the real selling points for our team being willing to do this is the fact that a lot of our junior team members were getting exposure to different tasks and work that they wouldn't normally be engaged in. So they were getting to do a lot of writing and ideating on a more strategic level that they oftentimes don't have a window into in their day-to-day account structure. And similarly there was the senior leadership there that was collaborating and pulling from junior staff that they've maybe never seen the potential in. So I think that kind of skill refinement is also something that, also when we think about the ongoing internship program that we have that is also on a pro bono basis, the purpose of that is to make sure that our interns have exposure to the full set of work that they'll be required to do in their professional lives. So it's not just having them build media lists and write tickets and cold call, it's really also about them doing the client management and really getting that hands-on experience.

10. Has Fleishman's involvement with CSR efforts improved relationships internally or externally?

You know, I can't speak to the external because we in this office haven't actively communicated outside our walls. I like to think, though, that the internal sentiment bleeds outward into the community because we're talking to our friends about what we feel like about our workplace and if the company's great and if anybody is like me I have a lot of friends who are also in the communications world and we all eventually, you know everyone knows everybody, I was saying that at the beginning, I probably even know the friends that you have at Edelman who probably work in that practice group as well because they are former colleagues of mine, so it really just happens and, I think that's the hope but I can't really speak to it at this point. However, I will say that on the internship side, our pro bono engagement with Kiva.org led to the relationship that we built with Net Impact. And there are times where those relationships turn into business relationships, whether it's a half paid, half pro bono or things like that. So, although in the end it's not necessarily our bread and butter about how we're doing lead gen, it is important for us building our reputation locally. But again I'm speaking from more of a theoretical versus, that I have hard feedback in that because again I've only been here a year-and-a-half so I haven't had feedback.

11. On each of these, I'm curious whether or not Fleishman encourages each one of them? Or if maybe they focus on one over the other? What do you see as the biggest pattern or theme in terms of Fleishman's CSR?

I'm just reading through them too cause I do have the questions in front of me. And I'm just looking at the nuance between them because I think part of the CSR space is often the subgroups blur together. I would say, I'm going to speak to the middle one, so the global

community thing, I would say again I have only a limited number of examples to draw from, but when we did, when our CEO did the outreach regarding the Philippines relief efforts and the payroll deduction option to World Vision, on our intranet there's sort of a social feed if you will where I can just post a random update and talk about what I'm working on. We saw a lot of positive enthusiasm from our office, we have an office in the Philippines, and the team there just felt really wonderfully supported and grateful to the entire network for the outflow of support that happened given that opportunity from corporate. So I think on that global community level, you know as a global organization can often feel disconnected, and I think Fleishman as a whole outside of CSR is doing a really good job—we actually work together. It isn't just global in theory, it's actually global in practice. And I think the fact that we were able to make a really close connection with the office in the Philippines—I mean, those are folks that I've worked with before on certain accounts, and they felt just really grateful and supported by that. So I think that was a good demonstration of kind of creating that unity across our businesses, or across our offices.

I mean I would say, I think we're light on the social tools because I think we haven't done a lot of promotion, even self-promotion through this. I mean I was tweeting, we had like a hashtag for our pro bono events, and a few of us were posting photos but it wasn't coming from a corporate handle or anything. So it was more again that office-specific, program-specific grassroots effort. And we're blogging about it and we're actually looking to do a more broad, network-wide call to action. But we haven't put it in place yet, so I hope that becomes a bigger part of our program since I think specifically even with the Philippines example we saw that people take note of it so it's a good channel for us to communicate through.

And then more generally, we don't have formalized strategies or programs to date for either citizenship or corporate engagement. It's really again, I said the success of our programs is really because our leadership talks about it and emphasizes the importance of it. So aside from our, you know our internship program has been there for a long time and it's so core to how we develop talent and how we make sure that our interns are getting a great work experience that it hasn't been viewed as much on the pro bono sense as much as it has been on the talent development sense. So that's really how it's looked at. And I think that the more formal pro bono that we design only as pro bono versus our talent development is still emerging. And hopefully becomes a formal thing that we say, commit to quarterly, but it remains to be seen.

12. In your opinion, why do you think Fleishman uses its resources to create and disseminate these messages concerning pro bono work and participating in it even though many would say that ultimately it doesn't affect the bottom line? So you're obviously not making a profit off of them. So what do you think are the overall objectives or the motivation, rational for participating? Ultimately that's what we're trying to glean from companies.

Yeah, so I would say from our perspective, talent development bubbles up to the top. And I think again because our one longstanding one has been that internship program. And then also that's been a piece of our pro bono event as well is really that talent development. What's the right word to use...I want to say teamwork...you know, it's not on an individual level, like my personal skill development, but it's about how I work with my colleagues, like really strengthening those bonds that happen and the relationship that we have internally which helps us be more effective in all of our work. I think is also an important thing. I think we would like it to be a driver of our reputation, specifically in the local markets. I think whichever city you are

in you'll feel like it's a small community and everyone knows everybody and that non-profit that we help might have somebody on the board who works for a big company who might then feel like they want to hire us. I mean that's kind of a long string, but I think we hope that it helps build our reputation in that way down the line. It's definitely not a cost savings measure. We're not doing probably...sustainability is really something that comes naturally to the Bay Area. So it hasn't been an above and beyond thing. It's just part of the culture that we fit into. So I think that's more so, like, why do we have composting? It's because municipal composting is available and everyone even has it at their homes and it would be weird if we didn't. So it's not an above the line thing, it's really just something that everyone does. But I think if you were to look on a national basis it would seem unique in some way.

13. Overall, do you think Fleishman's motivation for doing all this pro bono work, be it the Philippines or encouraging people to bike and be more sustainable and go greener, is it grounded in this idea of altruism--that we just have this inherent need to do good and give back to the community and the environment? Is it strategic maybe in terms of generating a positive image for the company as part of their business model? Or maybe is it a combination of both? Or even neither?

I would be surprised if anybody said it wasn't a combination of both honestly. The way I would articulate it is, going back to the business values in general, I think there are tight lines to, you know it's not just that one GM felt like this was a good idea. You know, you see it across multiple offices and it's really ingrained into the value system of the organization as a whole and I think it supports it even though headquarters doesn't drive it. But it supports it and it makes it possible for us to do our local programs. So I do think that there is inherently some altruistic value space like we feel like, you know, again our tagline, "The Power of True," and really how

that ties to doing good work for our companies and playing a role in society is really important. I think as we get more sophisticated and maybe more organized about our efforts I think there could be a case made for how that could eventually lead to a stronger reputation in the marketplace.

Interview with contact at FleishmanHillard without CSR focus:

1. What is your position at your PR firm and what does that entail? Your title and what those responsibilities are.

I'm actually transitioning into a (position removed so as to protect interviewee confidentiality) position. My title is in the process of changing as we speak. My title is (position removed so as to protect interviewee confidentiality). Most of my work is media relations on behalf of our accounts. I spend 90% of my time working on our consumer and corporate accounts' media relations activities: pitching, and monitoring, that kind of thing.

2. Please explain your company's participation in CSR-related efforts to the best of your knowledge. So how they make it available, whether or not they actually have those types of programs?

From my perspective, I don't see a lot of things that Fleishman is doing for *itself* CSR-related. The only thing that I can point to that they do firm-wide is provide pro bono work periodically. So I've worked in our Los Angeles and San Diego offices and a little bit in Orange County, and these offices don't seem to do much CSR that I can see. I know there are some accounts that we do pro bono; I haven't worked on any of those, and I haven't been very closely related. From my perspective there's not much going on CSR-wise. I know we do a lot of good with our clients as far as great work they're doing, and I know that there was, like for example, a gift given on behalf of our clients over the holidays to benefit the Japan tsunami disaster. But that's the only sort of thing that I've seen in my time there that I would even classify as CSR-related.

3. In following along with that, are you aware of any documentation stating your company's objectives for that type of involvement? So, for example, is it part of their

mission statement to do those types of things, act socially responsible, or pledge to a charity, that you're aware of?

Yeah, I was just looking at our company philosophy and they have it on all of our desks, and there's nothing in there to me that sticks out as...they talk about being ethical and ethically responsible, but nothing that I would designate as a CSR category.

4. I know we've kind of talked about this a little bit but you said that they seem to do some CSR if only through the clients. Are there programs that you're aware of that are made available to employees, so do y'all ever do volunteer days or work...I know some firms work with the American Lung Association or stuff like that?

From my experience we haven't had anything like that take place through the offices I've worked in. I do some work with our San Francisco office and I know they did, off the top of my head, I don't even know what the name of the organization was, I feel like it was something to do with autism, but they did like a 12-hour...they donated...everyone in the office worked on that entire day to put together a project in 12 hours for that group. And that's the only thing I've even heard about close by.

5. So it sounds like maybe its office specific?

Oh, no *for sure*. It's definitely, *definitely* office specific as far as the pro bono work that's done. It totally varies from office to office. And each office it sounds like is responsible for handling their own pro bono accounts: finding one, staffing it, all of that. It totally varies from office to office.

6. I guess you kind of hit upon that but I was just curious, how those programs are made known to employees? Does it seem like every office maybe has someone who is more-or-less in charge of whether or not the office participates?

Yeah, so each office I know has someone that acts as sort of the account manager for the pro bono accounts. And another thing I know that's done here with our, cause there's so many offices...they have a hard time, you know doing...there's like a company intranet that they can post some of those things on. So that's where I see some of the pro bono work that gets done. The other is, there's a blog that's just for the West Coast offices, just internal that people post about their account work and a lot of times that's when I hear about the pro bono work in the West Coast offices.

7. Was your employment at all influenced by Fleishman's CSR-related involvement or is it perhaps a contributing factor with your staying with the firm now?

You know, I would say no. It was definitely not something I was looking at before. And now, I think, I mean it's not like a strong reason that I would stay. I'm not as...you know I haven't volunteered to go out of my way to do any of the pro bono work or any CSR activities at our office. It definitely hasn't been a killer or a focus from my perspective at all.

8. Just in terms of overall employee morale or loyalty and retention, do you feel that Fleishman's making programs available if only from each specific office helps with that? Does it help set the overall tone of the workplace environment? I know it seems like maybe at your particular office it's not as big?

Yeah, I wouldn't say that it has a huge impact. I know that those that have worked on the pro bono accounts they've had really really like it a lot, and they're sad when they get too busy with other accounts and they have to move off it. They had a pro bono account that was related to helping homeless animals. I know there was two people that got put on that account that really really loved it and when their time was ended they were...it definitely, they loved coming to work on the account. But for me personally, it hasn't affected my, you know, I don't feel any

better or worse if they took on a bunch more extra work. I wouldn't love them anymore. It doesn't have a big impact on me personally.

9. From the standpoint of some of the employees that have participated in pro bono work and enjoy it, is that a contributing factor in attitudes or perceptions of Fleishman itself? Does that perhaps make them think more highly of Fleishman?

I feel like they kind of treat it like it's another account. I think they like the opportunity to be doing good at work, feeling like they're making a difference, but it doesn't seem to be a strong, especially compared to other factors in the workplace, it seems like it's pretty low on everybody's scale, which is probably why it's not more of a focus in our office.

10. Do you feel that your company actively encourages the following from its employees?

-Citizenship initiatives

So, overall, the firm's engagement in different programs geared towards raising awareness. And again I know you mentioned it's more of on a by-office basis. So maybe the ones that do a little bit more pro bono, do they really kind of get onboard with it? Or is it more of like you said kind of another account that they're working on?

Yeah, I would say the latter. It's definitely much more of an account; it's not like some sort of big bonus we call special attention to very much.

11. You think the same would hold for this idea of "corporate engagement." So, kind of the idea that Fleishman, I know you said one of its hallmarks is ethics. So kind of encouraging a social responsibility dialogue at all? Or again that's not something that you think is an overarching part of the company?

Yeah, it doesn't seem like a focus. I mean, it seems to me, from my perspective, like it's more of a token thing. We have pro bono accounts because we probably should. From my perspective, I haven't seen anything more significant than that.

12. Social media—and I think you had said that you guys have a blog and oftentimes that deals with individual accounts related to CSR—is that being used more as a tool to help further or at least inform employees about CSR that they're participating in?

Yeah, it's totally internal. That would be just employees telling employees about what's going on. As far as telling it publicly, as far as what's going on—none. As far as social media—nothing whatsoever.

Really, that's interesting. So no tweeting or Facebooking about all of the good that you guys are doing?

Yeah, and this surprised me. This donation that was being made, which was the only thing I've really seen since I've been here that was more on a corporate, you know, overall all offices combined geared towards something good we're doing, as opposed to just individual office work. The donation for Japan over the holidays last year. The only, I don't know how much it was, I don't know how it worked, the only reason I knew what happened is because we received an e-card that we could pass on to our clients that said "we made a donation in your name." I haven't seen any social posts, they definitely don't seem to be going out of their way to talk about it from my perspective at all.

13. And kind of just this last one, this idea of sustainability. Do you see at all in the office Fleishman kind of working towards being more sustainable, going greener? Or is that not really even on the radar?

Well, I feel like there's... I'm trying to think this through... No. No, there's not. They tell us to turn the lights off. You know, but I've seen, you know, there's not, none of that. I haven't seen any sort of green initiative thing for employees at all.

14. Ok, then kind of my last two questions are kind of lengthy and they're kind of just overall. So essentially, in your opinion, why do you think Fleishman uses some of its resources to disseminate messages concerning pro bono work even if they don't affect their bottom line? So, for example, their having made this donation for the tsunami efforts, what do you think the objective or the rationale behind that is? They're obviously not making a profit on it. What is their overall motivation for doing that? Cause it seems like they don't put a lot of it in the news, so why would they even be doing it in the first place?

Yeah, that's a great question. I think there's a couple of things. From my experience with the agency as a whole, they seem to have very very good motives. Like, just as far as honesty and practice and their accountability to clients, you know, what they're billing them for and what they're not, and how clear they are in their accounting practices and all of that just seems so, they're trying completely to be honest and open. I feel like they, if they were to start treating that like a self-promotional thing, it would kind of take the focus off the great work they're doing and put it more into "look at us." Right? So I feel like, from my perspective, that's what they're doing. By doing good work, and doing the right thing because it is the right thing, that kind of speaks for itself more powerfully than buying ad space that says "FleishmanHillard is the Greenest Company" or "FleishmanHillard is Doing These Wonderful Things for Free for These Organizations." That's in my perspective.

15. And then kind of my last one, which I think you kind of already answered, but going off of that last question, so the motivation behind engaging in CSR-related events and

projects. Do you think, is it purely altruistic? Is it strategic in terms of generating positive PR for the actual firm? Or perhaps a combination of both, in your opinion?

Well, yeah, I think they haven't tried to use it as any sort of new business tool. From seeing the fact that they're doing work without getting paid and they're not proactively trying to talk about it, you know, they're not going out of their way to make, to share that, it seems like that inherently means to me that it is a little more altruistic than often what we're doing on behalf of clients. You know, we do so much of that for our client work where we are touting other businesses for what great thing they're doing that it would seem insincere for us to do that for ourselves I think. So for me, altruistic does seem like the word. And, yeah I think that's great, the fact that they do it that way, from my employee perspective, it does make me, you know I guess before I was saying that it didn't really matter to me, but I do appreciate the fact that they do it and they don't feel like they need to make an advertisement about it.