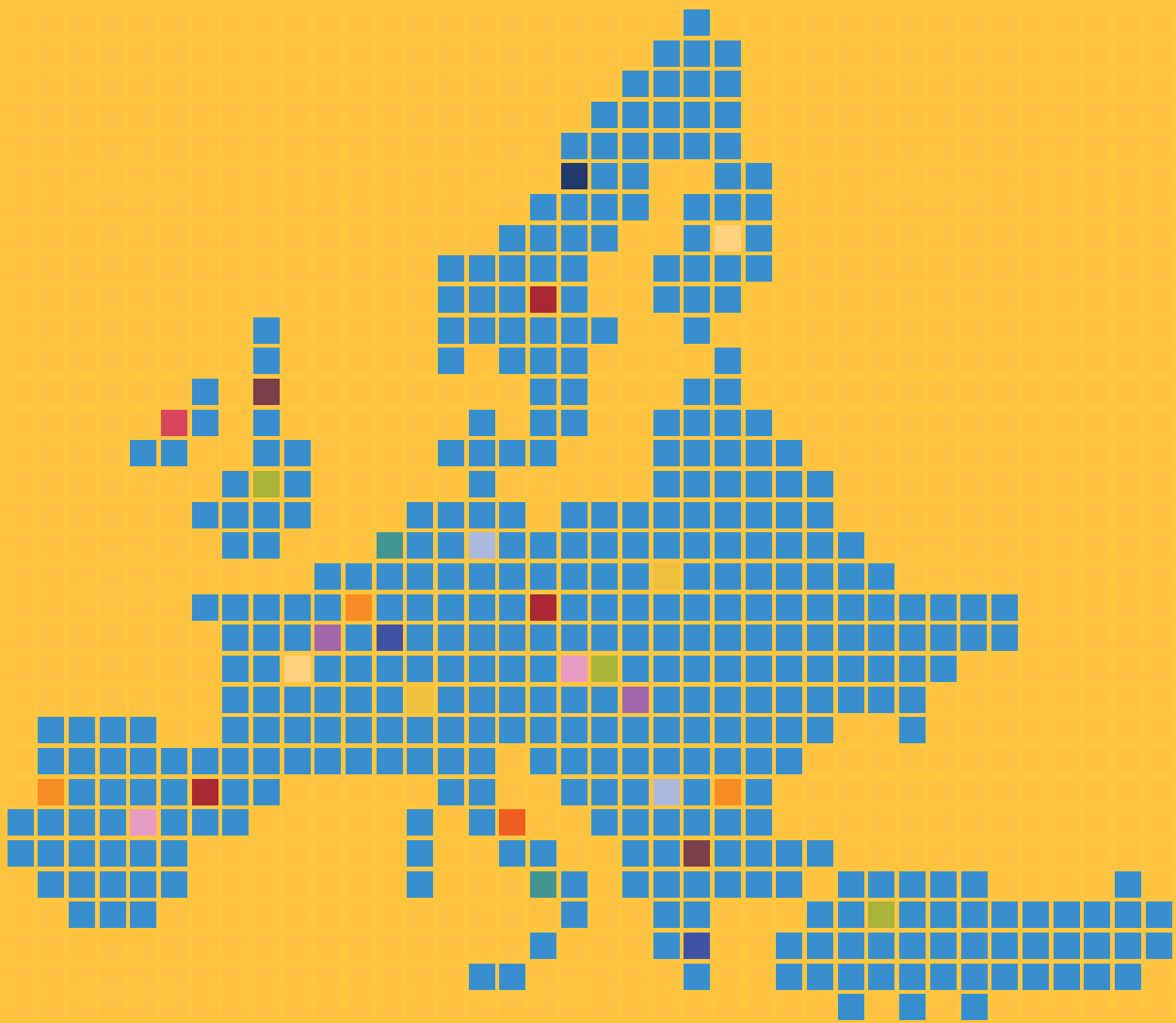


# A Guide to CSR in Europe

Country Insights by CSR  
Europe's National Partner  
Organisations

October 2009



## Contents

About this Guide .....	1
CSR Europe and its National Partners .....	1
CSR in Europe – An Overview.....	2
Austria .....	4
Belgium .....	7
Croatia.....	10
Czech Republic.....	13
France .....	16
Germany .....	19
The Netherlands .....	24
Hungary .....	27
Ireland .....	30
Italy.....	33
Luxembourg .....	36
Norway .....	37
Poland.....	39
Portugal .....	42
Slovakia.....	44
Spain.....	46
Sweden.....	49
Turkey .....	55
United Kingdom .....	58
Scotland .....	60

## About this Guide

### What?

The country insights included in this guide aim to provide a factual overview of the status, priorities and trends related to corporate social responsibility (CSR) in different European countries. There are numerous publications on the state of CSR in Europe and globally. The objective of this document is to provide a brief, yet informative factual overview of the context for CSR in each country. It can thus serve as a guide for companies looking to initiate operations in a given European country or for individuals looking for CSR information in general.

### Who?

The country insights are a collaborative project between CSR Europe and its National Partners' Network. The information in this document was provided by CSR Europe's National Partners based upon their areas of operations.

## CSR Europe and its National Partners

CSR Europe is the leading European business network for corporate social responsibility, with around 75 multinational corporations and 27 national partner organisations as members.

The Network of National Partner Organisations (NPOs) of CSR Europe works with companies and engages with key stakeholders across Europe to raise awareness, build capacity, promote and support the development and implementation of CSR practices. Through collaborative action and membership services, the network strives to lead a local, national and European movement to mainstream responsible and sustainable business.



Beatriz Berruga, [bb@csreurope.org](mailto:bb@csreurope.org), +32 (0)2 541 16 10, [www.csreurope.org](http://www.csreurope.org)

## CSR in Europe – An Overview

The interaction between business and society in Europe is shaped by the diversity of economic, political and cultural landscapes across the continent. The development of CSR in Europe has been driven both by proactive strategies adopted by pioneering businesses and by European institutions and national governments as well as by external pressures from other stakeholders such as the civil society or the investor community, among others.

The idea that companies contribute to societal wellbeing beyond their legal obligations has a long tradition in Europe, particularly within the Anglo-Saxon context. In Western Europe, the development of the welfare state system during the second half of the 20<sup>th</sup> century emphasized the role of the state as the primary provider of welfare, while companies were expected to fulfill their societal obligations mainly by complying with laws, paying taxes, and providing employment.<sup>1</sup>

Over the past decades, however, economic and socio-political factors in many Western European countries have led to a partial redefinition of the boundaries between the public and the private sector as well as their respective roles in the society. In this context, growing attention is being paid to the voluntary actions that companies take as part of their CSR strategies to manage their economic, social and environmental impacts and to contribute to the wider societal development.

In the post-communist Central and Eastern Europe, environmental and social concerns have long tended to receive less attention than the significant economic challenges associated with the transition to market economy. However, CSR awareness and implementation in the region are advancing rapidly. In contrast to Western Europe, it is mainly companies themselves – often foreign multinational corporations – and business organisations that are the main agents of change, whereas external pressure from the civil society, media and public authorities has so far been fairly low.<sup>2</sup>

In Europe, as well as in other parts of the world, the CSR movement has traditionally been led by large companies. Yet 99% of European companies are small and medium-sized enterprises (SMEs), and about two-thirds of jobs in the private sector are in SMEs.<sup>3</sup> Many small companies are by nature attuned to the values of their founder or owner as well as to the needs of their local communities, but today increasing attention is being paid to the implementation of a more structured CSR approach in European SMEs.

As a relatively wealthy, stable region with a developed economic and societal structure, the current CSR issues and challenges in Europe naturally differ to some extent from those faced by the less developed regions in the world. Many social and environmental responsibilities, which may fall under companies' voluntary CSR engagement elsewhere, are in Europe legally defined. However, the increasing interest in business opportunities associated with innovative CSR approaches, together with the growing stakeholder expectations for corporate accountability

---

<sup>1</sup> See e.g. Global Education Research Network (2009), *Corporate Citizenship Around the World: How local flavor seasons the global practice*,

[http://www.cccdeutschland.org/pics/medien/1\\_1224173416/GERN\\_for\\_web.pdf](http://www.cccdeutschland.org/pics/medien/1_1224173416/GERN_for_web.pdf)

<sup>2</sup> United Nations Development Programme (2007), *Baseline Study on CSR Practices in the New EU Member States and Candidate Countries*

<sup>3</sup> EIM (2009), *First Section of the Annual Report on EU Small and Medium-sized Enterprises*,

[http://ec.europa.eu/enterprise/entrepreneurship/craft/sme\\_perf\\_review/doc\\_08/spr08\\_annual\\_report.pdf](http://ec.europa.eu/enterprise/entrepreneurship/craft/sme_perf_review/doc_08/spr08_annual_report.pdf)

and responsible business practices both within and outside Europe, continue to push the CSR agenda forward.

Furthermore, as a result of the financial and economic crisis, the level of public trust in business has recently fallen significantly in many European countries.<sup>4</sup> In this context, it can be said that the credit crisis and the ensuing recession have highlighted the need for companies to contribute to rebuilding trust in business and shaping a more responsible and sustainable economy in Europe and globally.

---

<sup>4</sup> Edelman Trust Barometer 2009, <http://www.edelman.co.uk/files/trust-barometer-2009.pdf>



## Austria

Austria's 'social market economy' is a fertile ground for CSR. Labour issues and industrial relations have been addressed through Austria's political tradition of 'economic and social partnership' since the end of World War II. This partnership calls for employers and employees to be in constant dialogue on economic and social policy issues, resolving disputes and engaging in collective bargaining about income levels.

In government, the current grand coalition is led by Werner Faymann (SPO- Social Democrats) as chancellor and Josef Proll (OVP- Austrian People's Party) as vice-chancellor. A key priority for the government in the current economic downturn is to bolster domestic demand. The coalition has set plans to implement two packages aiming to boost consumer purchasing power. The government will focus on measures to strengthen the banking sector. Real GDP growth is forecast to average 0% in 2009-13, compared with growth of 2.8% in 2004-08. Private consumption will contract by an average of 0.4% in 2009-10, and investment will fall by 3.9% over the same period.

<http://www.economist.com/countries/austria/profile.cfm?folder=Profile%2DEconomic%20Data>

**CSR policies and legislation:** Austria is a highly regulated state. There are a number of environmental, labour and social protection laws setting minimum standards for business behaviour. Even the Companies Act dating back to 1966 states that a corporation must be managed in a way that benefits not only shareholders and employees but also public interest.

In 2002, the Austrian Government adopted a joint Sustainability Strategy with 20 goals to make Austria more sustainable and a set of indicators to reach these goals. The strategy targets a variety of stakeholders, including the public and shall now be extended to the provincial governments.

<http://www.bmwfi.gv.at/BMWA/Schwerpunkte/Wirtschaftspolitik/Nachhaltigkeit/02nachhaltigkeit.htm>

A CSR policy for public procurement is currently being developed. Several guidelines on responsible public procurement exist but due to their voluntary nature, they primarily act as awareness raising and information tools.

CSR reporting is recommended in the CSR Guiding Vision from 2003 but is not mandatory and hence not enforced. Currently only an estimated 30 Austrian companies produce regularly annual CSR or sustainability reports.

<http://respact.at/content/site/service/dokumente/article/2142.html>

**Key Drivers of CSR:** At the moment, eco-efficiency and sustainable consumption are the most important topics. As 99.7% of all Austrian companies are SMEs there is also a focus on mainstreaming CSR amongst them.

### Main CSR actors in the country:

- respACT – Austrian business council for sustainable development [www.respact.at](http://www.respact.at)
- Netzwerk Soziale Verantwortung (Social Responsibility Network) [www.nesove.at](http://www.nesove.at)
- Federation of Austrian Industries (Industriellenvereinigung) [www.iv-net.at/blm50](http://www.iv-net.at/blm50)
- Austrian Federal Economic Chamber (Wirtschaftskammer Österreich) [www.wko.at/awo/chamberinfo.htm](http://www.wko.at/awo/chamberinfo.htm)
- Center for Corporate Citizenship Austria [www.ccc-austria.at](http://www.ccc-austria.at)
- ICEP Institut zur Cooperation bei Entwicklungsprojekten [www.icep.at](http://www.icep.at)

**Degree of public awareness on CSR:** Consumer awareness of CSR is low and hence there is little pressure to act responsibly from consumers on companies. Only 18% of CSR leaders primarily serving domestic markets think that CSR matters to consumers, and 33% of Austrian companies overall regard this lack of consumer interest as a barrier to acting more responsibly (Ungericht, B., Raith, D., Korenjak, T. (2009). *CSR in Oesterreich*).

Consumer protection organisations, however, do demand public development of measurement and monitoring tools to guide consumers towards socially responsible businesses. Additionally, Austria is one of the fastest growing fair-trade markets and ranks fourth in terms of per capita turnover of fair-trade products.

**Involvement of the Media:** The concept of CSR has become more present over the last few years. While a search for 'Corporate Social Responsibility' in the Austrian Press Agency's database in 2002 would have revealed only six items mentioning CSR, this figure had increased to 42 in 2004 and to 119 in 2007.

#### **Environment:**

- **National action plan:** In 2002, the Federal Government adopted a Sustainability Strategy which targets a variety of stakeholders, including the general public.
- **Main environmental challenges:** Austria's biggest concerns are the high energy demand, which cannot be satisfied nationally and the high level of CO2 emissions.
- **Energy and eco-efficiency:** In recent years energy efficiency has become an important topic in media and society. Different types of subsidies for consumers and companies that are, for example, building in an energy efficient way, are now eligible.
- **Public awareness on environment:** There is no actual research but awareness is certainly rising as government and media are strongly pushing the issue.

**Supply Chain:** Companies are increasingly aware and involved in the supply chain issue although there is still uncertainty as how to deal with the topic properly.

**Human Rights:** Since 2006 respACT is the national focal point for the UN Global Compact, setting its focus in 2009 especially on the human rights issue. Some companies such as OMV [www.omv.at](http://www.omv.at), OeKB (Oesterreichische Kontrollbank) [www.oekb.at](http://www.oekb.at), BAWAG (Bank für Arbeit und Wirtschaft) [www.bawag.at](http://www.bawag.at) are taking the lead in pushing the topic in Austria. Business in Austria could generally be considered successful in this area; although there is still work to be done (e.g. human rights in third countries' supply chains).

**Equal Opportunities:** There are some measures by organisations, government or companies to foster equal gender opportunities. In Austria, women still earn considerably less (about 20%) in same positions. Furthermore when it comes to childcare Austria suffers some deficits. Recently a governmental discussion about how to practically ensure equal wages for equal work has started.

#### **Community Engagement:**

- **Perceived role of businesses in the local community:** Relationships between companies and local communities are widespread throughout most areas in Austria and also perceived as embedded within Austrian business culture.
- **Level of cooperation between local communities and businesses:** Local communities and NGOs often depend on local support from companies. Primarily SMEs are strongly embedded in regional structures. Usually the cooperation between local communities

and business does not consist in huge projects but in frequent support of local activities which is not formally integrated in the companies' strategies or communicated properly.

**Sustainable Products and Services:** Some innovative SMEs are focusing on the creation of sustainable products and services, trying to cover market niches (e.g. Zotter [www.zotter.at](http://www.zotter.at), Weltweitwandern [www.weltweitwandern.at](http://www.weltweitwandern.at), Gugler [www.gugler.at](http://www.gugler.at)). Other huge corporations have also realized the need to offer sustainable products to meet consumer demands (especially in the food sector, the retailers Spar [www.spar.at](http://www.spar.at) and REWE [www.rewe.at](http://www.rewe.at) established their own organic brands).

**Company Best Practices:** [www.respect.at/praxisbeispiele](http://www.respect.at/praxisbeispiele)

**Main Challenges on CSR:** Raising awareness amongst civil society for the contribution that companies are making to face social and ecological problems. Large companies are often faced with the challenge of how to engage their employees in CSR issues. SMEs primarily need to understand the benefits they could gain by acting strategically in terms of CSR.

**What is RespACT Austria doing to contribute to CSR in Austria?** respACT offers innovative concepts and projects concerning CSR and sustainability (e.g. guides and tools for companies to integrate CSR in their business strategies), a platform for companies to discuss ideas and experiences, dialogue with politics, civil society and media and the promotion of companies' successful sustainability/CSR projects.



Lisa Weber, [l.weber@respect.at](mailto:l.weber@respect.at), Tel; 0043/1 7101077-11, [www.respect.at](http://www.respect.at)





## Belgium

Belgium is a federal country with three regions. After several months of political negotiations, currently, the federal government is led by the Prime Minister, Herman Van Rompuy, and comprises the Flemish and francophone Centrists and Liberals and the francophone Socialists.

Belgium is a highly industrialized country with an important transportation infrastructure. Its economy is characterized by a highly productive and skilled work force, high GNP and high exports per capita. The economy is mainly composed by small and medium-sized enterprises, accounting for 70% of the country's GDP. Approximately 83% of Belgian companies have less than 10 employees and 97% of the companies' employ less than 50 people. Due to the economic recession, the government is focusing on stabilizing the banking sector and implementing an economic recovery package. The recovery package aims to stimulate the economy through measures such as increasing purchasing power, supporting public investment and providing export credit support.

<http://www.economist.com/countries/Belgium/profile.cfm?folder=Profile%2DEconomic%20Data>

**CSR policy and legislation:** Belgium is a complex country: initiatives on CSR are organised at both federal and regional level. At federal level, there is the law on "coordination of the federal policy for sustainable development" (1997). This law foresees a cycle of continuous improvement with a Federal Plan every four years and a Report every two years. The Plan defines the framework of the strategies to be followed with six priority areas translated in 31 actions – the 31<sup>st</sup> being CSR.

To implement this action the Federal Action Plan for CSR in Belgium has been developed in October 2006 to promote CSR in Belgium and stimulate companies to integrate it in their management. Most initiatives are based on recommendations and look to foster ethical investment, to increase transparency, stimulate the exchange of information and good practices on CSR and financially assist companies active in the social economy. More information: [http://www.cidd.be/FR/publications/plans\\_d\\_actions\\_spa\\_cifiques](http://www.cidd.be/FR/publications/plans_d_actions_spa_cifiques)

**Key Drivers of CSR:** Key CSR areas are non-discrimination, public procurement, international investment, SRI, fair trade, stakeholder dialogue, transparency and reporting.

### Main CSR actors:

- SPF Sustainable Development  
<http://www.developpementdurable.be>
- Wallonia Ministry of Economy  
<http://rse.wallonie.be/apps/spip>
- Flanders Ministry of Employment  
<http://www.werk.be/beleid/mvo/overheid.htm>
- Kauri <http://www.kauri.be>
- Guberna <http://www.guberna.be>
- IEW <http://www.iewonline.be>
- IEB <http://www.ieb.be>
- BBL <http://www.bondbeterleefmilieu.be>
- Centre for equal opportunities and opposition to racism  
<http://www.diversiteit.be>
- FGTB-ABVV <http://www.fgtb.be>
- ACV-CSC <http://www.acv-online.be>
- ACLVB-CGSLB <http://www.aclvb.be>
- VBO-FEB <http://www.vbo-feb.be>
- UWE <http://www.uwe.be>
- UCM <http://www.ucm.be>
- UNIZO <http://www.unizo.be>
- VOKA <http://www.voka.be>
- BECI <http://www.beci.be>
- Belsif <http://www.belsif.be>
- Network Vlaanderen  
<http://www.netwerkvlaanderen.be>
- RFA <http://www.financite.be>
- OIVO-CRIOC <http://www.crioc.be>
- Test achat-Test Aankoop  
<http://www.test-aankoop>

**Environment:**

- **National action plan:** In January 2009, a Belgian climate law was introduced. Its main objective is to have more coordinated and efficient policies on climate in Belgium. The main environmental challenge in Belgium is to reduce the emissions of CO2 over time.  
<http://www.magnette.fgov.be>
- **Energy and eco-efficiency:** Two-thirds of Belgian companies report on environment in their annual reports and overall performance seems to be improving. Also, regional governments financially promote eco-efficiency investments such as energy saving installations and waste reduction initiatives.  
<http://www.vlerick.com/en/7097-VLK/version/default/part/AttachmentData/data/vlgms-wp-2007-34.pdf>
- **Public awareness on environment:** Citizens' awareness for environmental issues is increasing. Proof of this is the number of enterprises in the environmental sector, the leading position in Europe on recycling, and the decreasing amount of infractions against the environment in Belgium.  
[http://www.statbel.fgov.be/pub/d1/p140y2007\\_fr.pdf](http://www.statbel.fgov.be/pub/d1/p140y2007_fr.pdf)

**Supply Chain:** The federal government just adopted a plan to foster sustainable public procurement for 2009-2011 with the objective to reach 50% of sustainable public procurement by 2011. <http://www.guidedesachatsdurables.be>

The concept of sustainable private procurement is not as developed but is increasingly on the agenda. Belgian companies doing sustainable procurement are mainly using labels like ISO 14001 or the Entreprise Eco-Dynamique in the Brussels Region.  
<http://www.bruxellesenvironnement.be>

**Human Rights:** In Belgium the concepts of collective bargaining and freedom of association are mandatory and well integrated. Multinationals in the industry sector are active in this kind of issues but only a minority report on them. Less than 5% of annual reports touch on human rights aspects. The large number of SMEs in the service sector is not confronted regularly with issues associated with forced or child labour.  
<http://www.vlerick.com/en/7097-VLK/version/default/part/AttachmentData/data/vlgms-wp-2007-34.pdf>

**Equal Opportunities:** Diversity is an increasingly important issue in Belgium and discrimination is still a problem. Several studies show ethno stratification in the Belgian labour market. This means that the market is divided into different ethnic layers and while people of a European origin are over-represented in the top layers, people with non-European roots are more concentrated in bottom layers. Other types of discriminations based on age, sex, and handicap still exist. despite the anti-discrimination legislation.  
[http://statbel.fgov.be/studies/thesis\\_fr.asp?n=200](http://statbel.fgov.be/studies/thesis_fr.asp?n=200)  
<http://www.trends.be/fr/economie/politique-economique/12-1635-45749/discrimination--carton-jaune-pour-les-entreprises.html>

In 2008, a diversity label was created in Brussels giving subsidies to companies having a diversity plan.  
<http://www.cerexhe.irisnet.be/fr/competences-regionales/emploi-1/08-05-2009-accord-du-gouvernement-bruxellois-sur-le-label-diversite>

**Community Engagement:** Various initiatives are developed to integrate and improve cooperation between local communities and businesses. These include:

- **De Tijdbank** : De Tijdbank promotes and facilitates the voluntary collaboration between employees from businesses and social, cultural or ecological organisations  
[www.tijdbank.be](http://www.tijdbank.be)
- **Solidaritest** : Solidaritest is the annual survey into the actual efforts of Belgian companies, or the Belgian branches of international companies, in the field of social solidarity. Solidaritest brings business' efforts to promote social solidarity in the spotlight.  
[www.solidaritest.be](http://www.solidaritest.be)

**Sustainable Products and Services:** Over the past decade, the success of sustainable products and services has been increasing in Belgium. Environmental perspective is becoming essential for consumers. Currently 9 % of the annual budget of Belgian families is spent sustainably, and this percentage is increasing. Several Belgian companies, such as Ecover, have successfully based their business model on sustainability.

[http://www.statbel.fgov.be/studies/ac395\\_fr.pdf](http://www.statbel.fgov.be/studies/ac395_fr.pdf),

<http://www.befair.be/fr/articles/www-befair-be/2-ressources/commerce-equitable/quelques-etudes-et-rapports.cfm>

[http://fr.observ.be/article/4329-le\\_panier\\_de\\_la\\_menagere\\_plus\\_vert\\_.html](http://fr.observ.be/article/4329-le_panier_de_la_menagere_plus_vert_.html)

#### **Company Best Practices:**

- B&S Belgium <http://www.businessandsociety.be/fr/documents>
- MVO Vlaanderen <http://www.mvovlaanderen.be/zoeken>
- RSE Wallonie [http://rse.wallonie.be/apps/spip/rubrique.php3?id\\_rubrique=7](http://rse.wallonie.be/apps/spip/rubrique.php3?id_rubrique=7)

**Main CSR Challenges:** The main challenges include developing skills for employability, mainstreaming diversity, promoting entrepreneurship education, demographic change, eco-efficiency, stakeholder engagement, private procurement and transparency.

**What is Business & Society Belgium doing to promote CSR?** Business & Society Belgium is a business driven network and an inspiration to organisations striving to integrate CSR in their management and activities. With 50 members, including employers' federations, it promotes every aspect of CSR and creates new partnership opportunities and encourages dialogue with relevant actors.



Sabine Denis, [info@businessandsociety.be](mailto:info@businessandsociety.be), +32(0)25150975, [www.businessandsociety.be](http://www.businessandsociety.be)



## Croatia

Croatia currently has a centre-right government in place led by HDZ, the Croatian Democratic Union. The government is under EU pressure to speed up reforms in the areas of anti-corruption policy, the judiciary and the administration.

Partially due to the economic recession, but also as a result of bad management and high national debt, Croatia is facing significant decrease of GDP in 2009. The economy is forecast to grow at an annual average rate of 1.4% in 2009-13, compared with around 4% in 2004-08.

**CSR policies and legislation:** There is no CSR related legislation in Croatia neither in terms of procurement or tax measures. A Sustainable Development Strategy was recently launched and is due to be further developed through specific action plans.

There is no regulation regarding reporting on CSR. Reporting on issues of corporate governance is mandatory for companies listed on the Croatian stock exchange. Nevertheless, there is significant increase in CSR reporting due to the UN Global Compact requirements and presence in the country.

**Key CSR Drivers:** The major focus in Croatia has traditionally been environmental protection. It is very high on companies' priorities of CSR and companies often use ISO 14000 standards as a way to address their environmental impact. Croatia has very strong environmental regulation and all of the basic environmental impacts are regulated (such as waste, water and air discharges).

Recently, companies have started to address social issues such as labor and human rights. The focus on and reporting of issues like employee satisfaction, education and similar issues is increasing.

### Main CSR actors:

- HR PSOR [www.hrpsor.hr](http://www.hrpsor.hr)
- UN Global Compact <http://www.drustvena-odgovornost.undp.hr/show/jsp>
- Association for CSR in National Chamber of Economy  
<http://www.hgk.hr/wps/portal/ZajednicaZaDOP>

**Public awareness of CSR:** Recent research undertaken by the PULS agency shows that there is almost no public awareness of CSR in Croatia. [www.hrpsor.hr](http://www.hrpsor.hr)

**Involvement of the Media:** Media is not educated to support and report on CSR news. Journalists writing on CSR are generally not supported by their editors. Recently, however, there have been some improvements in media interest for CSR but reporting is usually limited to special edition of business magazines.

### Environment:

- **National action plan:** Croatia has recently launched a National Sustainable Development Strategy and will be further developed through specific action plans, although this are not yet available. Previously, there has been an active waste management strategy and some other environmental strategies. A national allocation plan for CO<sub>2</sub> emissions has also recently been developed. Companies pay fees for CO<sub>2</sub> and other emissions to a Fund for environmental protection and energy efficiency.

- **Major environmental challenges:** In Croatia, the main challenge is the lack of sufficient energy sources.
- **Energy and eco-efficiency:** There is major energy inefficiency can be found in large publicly-owned companies such as oil and energy companies. Nonetheless, many individual energy efficiency projects have been launched in the country recently and private companies operating in energy intensive sectors are working to invest in better technologies and energy sources. Yet, their initiatives are often not followed by legislation or governmental support.
- **Public awareness on environment:** There is no specific research available on environmental concerns of the public. However, typically an average Croatian citizen will claim to be environmentally friendly. Such claims are not backed by behavioral changes during consumption.

**Supply Chain:** There have not been many examples of CSR related requirements in the supply chain contracting. In fact, most of the requirements are related to the product quality and lawful practices.

**Human Rights:** Human rights are not considered a priority for Croatia. Being a former socialist country, human and social rights are very high. With the recent transition to market-oriented economy, some issues of human rights, like mobbing and increase of stress at work, have surfaced.

**Equal Opportunities:** The issue of equal opportunities is not very public in Croatia and governmental and corporate initiatives in this area are minimal. It is a norm that the best job positions are filled by male employees. On average, only 6% of the management positions in the country have been occupied by females in comparison to companies where CSR implementation is well integrated where this percentage tends to be over 25%.

#### **Community Engagement:**

- **Perceived role of business in local communities:** Companies are not expected to engage in the local activities although companies working in smaller communities are expected to financially support local sport clubs.
- **Level of cooperation between companies and local community:** Generally, there is very low level of cooperation between these two groups. Additionally, companies are satisfied with philanthropic donations and are rarely involved in projects with local communities or NGOs. NGOs and local communities, however, tend not to be opened to cooperation with companies. This leads to very low levels of multi-sectorial partnerships.

**Sustainable Products and Services:** Croatia does not have much to show in this area. In the recently launched Sustainable Development Strategy, there is a chapter on sustainable production and consumption. Nonetheless, an action plan on this has not yet been made publicly available. Currently, there is no public or private institution that promotes the development of sustainable products. There are some individual companies selling sustainable products yet these are undertaken if there is financial benefit for the company.

**Company Best Practices:** Individual best practices, [www.hrpsor.hr](http://www.hrpsor.hr), [www.holcim.hr](http://www.holcim.hr), [www.hartmann.hr](http://www.hartmann.hr)

**Main CSR Challenges:** The main challenge is the perception of the value and importance of CSR. Companies still struggle to implement and understand the benefits of CSR. An additional challenge is the lack of governmental support towards CSR. Also, customers are not sensitive to

CSR and research shows that the most important criteria for purchasing products are quality and price.

**What is the Croatian Business Council for Sustainable Development doing to promote CSR?**

HRPSOR is promoting CSR through publication, conferences, seminars and trainings. The organisation tries to work with the government to integrate CSR in policies and has recently we have applied for the CSR Platforms project through which a consortia of CSR organisations is expected to be strengthen in their capacity and ability to foster CSR in the country.



Hrvatski poslovni savjet za održivi razvoj  
Croatian Business Council for Sustainable Development

HRSPOR is also developing a CSR Index and will continue to work on the promotion and implementation of this project as it is an excellent educational tool for companies and a transparent information provider for customers.

Mirjana Matešić, [mirjana.matesic@hrpsor.hr](mailto:mirjana.matesic@hrpsor.hr), +38514836653, [www.hrpsor.hr](http://www.hrpsor.hr)



## Czech Republic

May of 2009 saw the establishment of a transitional government, with elections to take place in mid-October 2009. The current white-collar cabinet is led by Prime Minister Jan Fischer. The Czech Republic has been affected by the global economic downturn, especially as it affects the Euro Zone. The Czech economy's current inflation rate is around 4.1% and expected to increase. The unemployment rate is 5.8% and GDP at -3.4%.

<http://www.economist.com/countries/CzechRepublic/profile.cfm?folder=Profile%2DEconomic%20Data>

**CSR policies and legislation:** Most legislation related to CSR priorities is implemented nationally, the most important of which are the National Labour Code, Consumer Protection Law, and Law on general product safety and Environmental Law.

The Czech government adopted the National Quality Policy in 2000 which includes CSR as a priority. The coordination responsibility of this policy at the national level lays with the Council of the quality of Professional Section for CSR composed of representatives of organisations and government working to promote the concept of CSR in the Czech Republic.

The strategic objectives for 2013 are to create the basic prerequisites for the coordination of activities of major organisations around the promotion of CSR, participation in the implementation of the National Quality Prices (Price per CSR), cooperation in the implementation of professional activities on the issue of CSR towards the public and the creation of a discussion forum on terminology and content of social responsibility in the Czech Republic.

Neither legislation nor formal policies exist that oblige companies to report on their CSR activities. While there are a few certification bodies who can verify whether a CSR report is below GRI standards, this does not aid in promoting CSR reporting.

**Key Drivers of CSR:** According to surveys in the business sector, it appears that the main CSR-related priorities are the environment, well-being and philanthropy.

### Main CSR actors:

- Ministry of Human Rights and Minorities [www.vlada.cz](http://www.vlada.cz)
- Ministry of Labour and Social Affairs [www.mpsv.cz](http://www.mpsv.cz)
- Ministry of the Environment [www.mzp.cz](http://www.mzp.cz)
- Ministry of Industry and Trade [www.mpo.cz](http://www.mpo.cz)
- Business Leaders Forum [www.blf.cz](http://www.blf.cz);
- [www.csr-online.cz](http://www.csr-online.cz)
- Association of Fair Business [www.korektnipodnikani.cz](http://www.korektnipodnikani.cz)
- Czech Society for Quality <http://www.improvementandinnovation.com/directory/organisation-profile/czech-society-quality>

**Public awareness on CSR:** Awareness is widespread, but information is lacking as to specific CSR topics. Many CSR-related activities are of common public knowledge but they are understood as concepts in and of themselves and not within the CSR context. However, the broader concept of CSR is slowly taking root in educational institutions such as universities. It is often covered in courses on Corporate Governance, Business ethics and in some cases it exists as a separate course as well. The first of its kind accredited to the University of Economics in Prague.

**Involvement of the Media:** The role of the media is weak. There are occasional magazine/newspaper articles that make mention of CSR but offer little explanation.



### Environment:

- **National action plan:** The current policy on climate change is in the process of modification. An updated version is expected to be finished by the end of 2009. [http://www.mzp.cz/cz/narodni\\_program\\_zmirnovani\\_dopadu\\_zmeny\\_klimatu](http://www.mzp.cz/cz/narodni_program_zmirnovani_dopadu_zmeny_klimatu)
- **Main environmental challenges:** The main challenges in the Czech Republic include lowering emissions that exist as a results of transport, home heating and CO2 incinerated fixed sources, as well as incomplete construction of a sewage treatment plant, insufficient share of renewable energy in the consumption of primary energy sources, deforestation, increase in public waste and finally, the role of environmental pollutants in the broadest sense (e.g. tobacco smoke, exhaust fumes, food additives) that contribute to the increase in childhood allergies).
- **Energy and eco-efficiency:** The focus is currently decreasing energy intensity, increasing total consumption of primary sources and decreasing domestic solid fuel (price and availability).
- **Public awareness on environment:** Environmental awareness is largely promoted through the Czech Republic's National Cleaner Production Program. In addition, there are a number of educational programs that reach out to the younger generations, introducing them to important personal practices such as sorting waste. <http://www.mzp.cz/cz/evvo>, [http://www.cenia.cz/\\_C12572570032F2DB.nsf/\\$pid/MZPMSFIV6FVN](http://www.cenia.cz/_C12572570032F2DB.nsf/$pid/MZPMSFIV6FVN)

**Supply Chain:** Czech companies are often found within the supply chain of many multinational companies. The most common issues companies when dealing with suppliers in Czech Republic are ensuring suppliers are competent in their field, legal capacity and integration of statutory bodies, financial correctness related to the state administration bodies, data security and company transparency.

**Human Rights:** The responsibility for monitoring and addressing this issue lays within several government councils include the Council for Human Rights, for National Minorities, for Roma Community Affairs, for Health and Safety at Work, for People with Disability, among others. <http://www.vlada.cz/cz/pracovni-a-poradni-organy-vlady/rp/rp-uvod-17537/>, <http://www.vlada.cz/cz/pracovni-a-poradni-organy-vlady/rnm/historie-a-soucasnost-rady-15074/>, <http://www.vlada.cz/cz/pracovni-a-poradni-organy-vlady/zalezitosti-romske-komunity/uvod-5779/>

**Equal Opportunities:** The main trend is for companies to focus on opportunities in work-life balance, diversity in the workplace, and ensuring inclusion of employees in the 50+ range. The latest trend is to establish company kindergartens.

The Labour Code plays a strong role in this area as well as the pressure from the Czech-Moravian Confederation of Trade Unions. <http://www.cmkos.cz/homepage>

### Community Engagement:

- **Perceived role of businesses in the local community:** Czech businesses currently benefit from a positive image within local communities. This is largely due to the strict adherence of business to legal obligations.
- **Cooperation between local communities and businesses:** Business community involvement is generally not innovative. While normative projects and activities are carried out, ongoing dialogue and cooperation between businesses and communities is not common.



**Sustainable Products and Services:** The Czech Republic's National Trademark on Quality is given to products that meet certain standards regarding quality/sustainability. The program consists of approximately 20 trademarks, including several that focus solely on environmental impact of the product. <http://www.tmoftices.eu/czech/trademarks2.htm>

**Company Best Practices:** Business Leaders' Forum: [www.csr-online.cz](http://www.csr-online.cz)

**Main CSR challenges:** For large corporations, the main challenge is to ensure consistency between what is done in practice and what is written in theory in the form of CR strategy. CSR is still largely seen as a means to greater corporate reputation. Therefore, the real challenge lies in creating a deeper understanding of CSR. In regards to SMEs and the public sector, the greatest challenge, is to position CSR as a potential driver for business.

**What is Business Leaders' Forum doing to promote CSR?**

The Business Leaders Forum, currently, has collected and disseminated practical CSR tools and guidelines via its web portal, [www.csr-online.cz](http://www.csr-online.cz). Additionally, it regularly organises seminars and round tables on CSR, has developed an initiative for university students (the Manager Shadowing Program) and implements a corporate award scheme on Health and Safety and the Environment.



Tomas Nejedly, [nejedly@blf.cz](mailto:nejedly@blf.cz) or [blf@blf.cz](mailto:blf@blf.cz), +420 224 216 275, [www.blf.cz](http://www.blf.cz), [www.csr-online.cz](http://www.csr-online.cz)



## France

**CSR policy and legislation:** Laws regulating non-financial data in private bodies in France as early as 1977 with the Social Assessment Law (Bilan Social), which required listed companies to report on asset of social data. The *Nouvelles Regulations Economiques* (NRE) law passed in 2001, through article 116, makes reporting on social and environmental impacts mandatory for listed companies. A study, led by ORSE, OREE and EpE on its application showed that despite several imperfections, the NRE law has acted as an impulse for non-financial reporting. The combination of both volunteer and legal actions, and the necessity to give a global answer to all the stakeholders gave a great impetus these last five years to non-financial reporting and CSR policies. [http://www.orse.org/site2/maj/phototheque/photos/docs\\_an/critical\\_review....pdf](http://www.orse.org/site2/maj/phototheque/photos/docs_an/critical_review....pdf)

Following the Grenelle de l'environnement a nationwide multistakeholder consultation process, which recommended better integration of Environmental, Social and Governance criteria in asset management, the NRE Law will extend to public companies and non-listed companies of more than 500 employees, in addition to requiring reporting on data in relation to international perimeters.

<http://www.legrenelle-environnement.fr/spip.php?rubrique11>

Other regulatory initiatives include the update on regulation around corporate pension schemes through the Law of Modernisation of the economy, the signature of several French professional organisations in July 2009, sustainable investment and transparency guidelines and collective and individual labelling initiatives.

Diversity is also the object of regulations as a series of law recommended companies to negotiate agreements with trade unions on gender equality. In March 2006, a law propose to reduce the salary gap between men and women by 2010. In case of no respect of this engagement there should be some financial sanctions. Equally, a quota of 6% of disabled people should be respected in the staff of companies with more than 20 employees.

**Key drivers of CSR:** The emergence of CSR in France is the result of the consequences of globalization and the influence of foreign corporations as well as the successful development of the French socially responsible investment (SRI) market. According to Novethic's latest study in June 2009, the French SRI market amounted to 29.9 billion Euros in 2008; an increase of 37% compared to 2007.

<http://www.novethic.fr/novethic/investissement-responsable/developpement-durable/indice-isr/94601.jsp>

### Main CSR Actors:

- o ORSE [www.orse.org](http://www.orse.org)
- o IMS- Entreprendre pour le Cite [www.imsentreprendre.com](http://www.imsentreprendre.com)
- o Novethic [www.novethic.fr](http://www.novethic.fr)
- o EPE [www.epe-asso.org](http://www.epe-asso.org)
- o OREE [www.oree.org](http://www.oree.org)
- o Comité 21 [www.comite21.org](http://www.comite21.org)

**Public awareness on CSR:** Although many international summits, scientific reports and an increasing number of natural disasters mean that the public is becoming increasingly familiar with the concept of climate change, there is still work to be done to better raise the awareness of users, elected representatives, companies and consumers to the issues at stake. Concepts

such as Sustainable Development or CSR are subject to a lot of confusion and misunderstanding, even in large corporations and within the State's representatives.

**Involvement of the Media:** Two main approaches based on direct and indirect impacts are to be distinguished. Direct impacts include ecological footprint and social responsibility. Indirect impacts include the responsibility of the media as content and information suppliers. Until now, efforts in the industry mainly focused on direct impacts. TF1 (a French media private group) tend to be more innovative by developing an indirect impacts approach.

#### **Environment:**

- **Main environmental challenges:** The reduction of CO2 Emissions in France is one of the main challenges. Emissions are expected to exceed the Kyoto objective by 10% in 2010, namely due to an increase in various areas of daily life (e.g. buildings, transport). The Climate Plan aims to devise a set of measures to save 54 million tonnes of CO2 equivalent yearly by 2010 to considerably reverse the current trend. The Climate plan is an action plan that will be operational as of 2010 to accelerate the reduction of emissions in all sectors. [http://www.gisclimat.fr/Doc/GB/index\\_GB.html](http://www.gisclimat.fr/Doc/GB/index_GB.html)
- **Energy and Eco-efficiency:** French energy policy has four main objectives. It aims to contribute to national fuel independence and secure supplies of energy sources, improve environmental protection, take further action to tackle greenhouse effects and guarantee competitive fuel prices. To do this, the government has devised the several initiatives including fiscal measures, such as the improved tax credit for efficient appliances, incorporating a building energy label compulsory as of 2006 to identify potential energy savings and several heating regulations.

**Supply Chain:** In March 2007, the government adopted a National Action Plan for Sustainable Public Procurement including an evaluation of the current situation with regard to sustainable public procurement from the perspective of regulation and guidance for public purchasers. [http://ec.europa.eu/employment\\_social/emplweb/csr-matrix/csr\\_topic\\_allcountries\\_en.cfm?field=14](http://ec.europa.eu/employment_social/emplweb/csr-matrix/csr_topic_allcountries_en.cfm?field=14)

Given the diversity of possible situations, there is no single CSR engagement strategy for suppliers and subcontractors.

**Human Rights:** In France, NGOs involved in Human Rights are very active. In 2006, 8 companies engaged in France and joined forces to found Entreprises pour les Droits de l'Homme (EDH). The aim of this initiative is to enrich the works lead by Business Leaders Initiative on Human Rights (BLIHR) since 2003 and to adapt them to French culture.

Some companies in France have developed interesting approach towards their suppliers. Since 2000, with the support of FIDH (International Federation for Human Rights), Carrefour has drawn up a Social Charter signed by all of its own brand product suppliers. See 2008 - Proactive Stakeholder Engagement Guide page 36 available on line at [www.orse.org](http://www.orse.org)

**Equal Opportunities:** Typical of France situation is a dialogue culture. Trade unions are very much involved in this issue. In spring 2009, ORSE published two reports to promote equal opportunity for men and women. The report "Men are the future of equal opportunity", a call for companies to involve men in equality issues, was published in French and English in partnership with CNIDFF (Centre National d'Information sur les Droits des Femmes et des Familles) and with the support of the Ministry of Labour and the 5 French trade union confederations. The "2009 Equal Opportunity Directory", available in French, is a call for companies to promote equal opportunity. This

directory has been designed as a practical toolkit towards all stakeholders within companies. Examples of the themes addressed in the directory include tools for implementing and monitoring an equality policy, recruitment tools, and work/life balance. Both documents are available online at [www.egaliteprofessionnelle.org](http://www.egaliteprofessionnelle.org). ORSE has also launched a working group to identify reporting indicators on diversity.

**Company Best Practices:** ORSE website section on "ORSE's work" [www.orse.org](http://www.orse.org)

**Main CSR Challenges:** The main CSR challenges in France are twofold: to find ways and tools to mainstreaming CSR amongst SMEs which still need to understand how to define CSR strategies and what they would gain from CSR and to involve everyone at each stage of the company (employees, managers, members of the board) and companies not matter of the size. The main issue is to make CSR concepts comprehensible for all stakeholders.

**What is ORSE doing to promote CSR?** As a think tank dedicated to CSR, ORSE aims to make CSR tools that will impact the operations of companies and of their stakeholders (investors, employees, NGOs, suppliers etc) more comprehensible. ORSE works together with its members and other stakeholders within targeted working groups to promote CSR and identify best practices.



Patricia Lavaud, [contact@orse.org](mailto:contact@orse.org), + 33 1 56 79 35 00, [www.orse.org](http://www.orse.org)



## Germany

Germany is currently governed by a coalition of the Christian Democratic Union (CDU/CSU) and the German Social-democratic Party (SPD). Elections to determine the next four years of governance will be held in autumn 2009. As a nation with an export-oriented economy, the recent economic crisis has left a significant negative impact on the economy which has led to a substantial loss of jobs with the threat of increased unemployment in the upcoming months.

<http://www.economist.com/countries/Germany/profile.cfm?folder=Profile%2DEconomic%20Data>

**CSR policies and legislation:** No German government, so far, has adopted specific pieces of legislation relating to CSR. The Ministry of Employment and Social Affairs has the responsibility for CSR. In Germany, however, CSR is seen as a voluntary instrument of business. Sustainability reporting is also of voluntary nature in Germany. The annual reports published by companies often include CSR issues.

**Key Drivers for CSR:** In Germany CSR evolved from a strong debate on ecological issues. Still today, the ecological arena is important but social issues have gained much ground.

### Main CSR Actors:

- o German Sustainability Council  
[www.nachhaltigkeitsrat.de](http://www.nachhaltigkeitsrat.de)
- o econsense—Forum for Sustainable Development of German Business  
<http://www.econsense.de/>
- o UPJ <http://www.upj.de/About-UPJ.17.0.html>
- o BDA [www.bda-online.de](http://www.bda-online.de)
- o German Chambers of Industry and Commerce [www.dihk.de](http://www.dihk.de)
- o Ministry of Employment and Social Affairs [www.bma.de](http://www.bma.de)
- o Greenpeace  
<http://www.greenpeace.de/>
- o Germanwatch  
<http://www.germanwatch.org/welcome.htm>
- o Transparency International  
[www.transparency.de](http://www.transparency.de)
- o Amnesty International  
<http://www.amnesty.de/>

**Public awareness on CSR:** The public has taken some interest in sustainability and CSR-related issues, yet no specific research is available.

**Involvement of the Media:** The print and internet media have taken up CSR quite intensely. Yet, other more traditional media, such as television and radio have not been as active.

### Environment:

- **National action plan:** Germany is very active in this area. In April 2002, the German government adopted the first national sustainability strategy which has since been reviewed and accompanied by a set of sustainability indicators. In 2009, Germany will perform a Peer Review of its sustainability policies. The Federal Government asked the German Council for Sustainable Development to organize this review process by international high profile peers. <http://www.nachhaltigkeitsrat.de/en/the-council/strategy/>
- **Main environmental challenges:** From a political, business and societal perspective, climate change is the most important environmental challenge.
- **Energy and eco-efficiency:** Energy efficiency is seen as a major cost cutting factor and as an effective means to fight climate change. This is true both for business and for politics. [http://www.bmu.de/english/energy\\_efficiency/aktuell/38275.php](http://www.bmu.de/english/energy_efficiency/aktuell/38275.php)
- **Public awareness on environment:** Today, the public is well aware of environmental issues and especially of climate change. A broad public discussion about future climate

scenarios as well as debates on climate mitigation and adaptation are taking place.  
<http://www.wirtschaftfuerklimaschutz.eu>  
<http://www.klimatech-atlas.de>  
<http://weltkarte-der-klimapolitik.econsense.de/>

**Supply Chain:** CSR-related questions in company supply chains have lead to many companies requiring specific data from their suppliers on their ecological and social impacts.

**Human Rights:** Human Rights have until now not been an important part of the German CSR debate, although they are, many times, mentioned in reporting procedures. Prospectively, it will become an essential issue especially as human rights are a key issue within the growing sustainable supply chain discussion.

**Equal Opportunities:** Germany has for many years followed business and governmental strategies to foster equal opportunities. This debate is older than the CSR debate and therefore has followed a rather individual path.

<http://www.total-e-quality.de/fileadmin/files/Downloads/Letztkorrektur.pdf> ,  
<http://www.bmfsfj.de/bmfsfj/generator/BMFSFJ/gleichstellung.html> ,

**Community Engagement:**

- **Role of businesses in the local community:** Community engagement is traditionally one of the most important areas of engagement of German companies.
- **Cooperation between local communities and businesses:** Local and regional engagement varies significantly depending on the specific situation.

**Sustainable Products and Services:** Sustainable products and services is an integral part of the German debate around consumer protection. This debate touches on a broad range of issues, including, for example, green products. The CSR debate is not closely connected to the consumer protection debate yet; many innovative companies in Germany now focus on sustainable products as important for future market development.

**Company Best Practices:**

- econsense database [www.econsense.de](http://www.econsense.de)
- Extensive best practice on climate change by econsense [www.klimatech-atlas.de](http://www.klimatech-atlas.de)
- Site by German business association [www.csrgermany.de](http://www.csrgermany.de)
- UPJ SME best practices [www.upj-online.de/index/66279](http://www.upj-online.de/index/66279)

**Main CSR Challenges:** SMEs are not very closely involved in the CSR debate.

**What is econsense doing to promote CSR?** econsense is working on a broad variety of topics including climate change, demographic change, supply chain management, business and biodiversity and ratings, ranking and reporting.

**econsense**  
Forum for Sustainable Development  
of German Business

Thomas Koenen, [t.koenen@econsense.de](mailto:t.koenen@econsense.de), +49 (030) 20281552, [www.econsense.de](http://www.econsense.de)



## Greece

Greece is currently governed by the New Democracy party (ND). The New Democracy government, led by the Prime Minister, Costas Karamanlis, has a tiny majority of 151 out of 300 seats in parliament. The country is subject to an excessive deficit procedure (EDP) as specified in the Stability and Growth Pact of the European Commission. The European Commission decided in April 2009 that Greece should correct its excessive deficit by 2010.

Recent local surveys have shown that economic activity has been slowing down since the beginning of 2008, resulting in an annual real GDP growth rate of 2.9%, down from 4% in 2007. The heightening uncertainty – especially in the second half of 2008 – has proven to be detrimental to both consumer and business confidence, undercutting economic activity and future prospects. Weakening private consumption and more importantly, declining investment, were the main reasons behind the recorded slowdown. Extremely pessimistic expectations for unemployment remain. The current unemployment rate is 9.1%.

<http://www.economist.com/countries/Greece/profile.cfm?folder=Profile%2DEconomic%20Data>

**CSR policies and legislation:** The wide spectrum of Greek legislation provides many laws related to basic CSR issues but that not specifically mentioned as such (e.g. laws on health and safety, human rights, equal opportunities and the right of collective agreement). It has been calculated that CSR issues are included in the responsibility framework of eight different Ministries. The only relevant law that recently been issued is Law No. 3525, published in January 2007 under the name “Cultural sponsorships.” It provides tax reductions to companies that support cultural events. The 2007 – 2013 plan of several Greek Ministries mentions several CSR related activities, but not in a clear and direct manner. Additionally, there is no legislation or policy on reporting.

**Key Drivers of CSR:** All issues related to CSR are used as a means of business strategy. There is no specific focus on single CSR issues. Addressing CSR as a means of business strategy mirrors societal expectations on the way business operates and behave, which are increasing.

### Main CSR Actors:

- HNCSR [www.csrhellas.org](http://www.csrhellas.org)
- Sustainable Development Department of Federation of Greek Enterprises and Industries <http://www.sev.org.gr/online/index.aspx?lang=en>
- Department in the Ministry of Economy <http://www.mnec.gr/en/>

**Public awareness on CSR:** There is a survey conducted by the Institute of Communication on how consumers understand CSR. These surveys are conducted with the cooperation and license of the GlobeScan Incorporated and are carried out in 24 countries. The HNCSR has been supporting all surveys carried out in Greece. Outcomes available at: [http://www.csrhellas.org/csr\\_last2/portal/en/misc/119oz\\_20071101119.php3](http://www.csrhellas.org/csr_last2/portal/en/misc/119oz_20071101119.php3)

**Involvement of the Media:** The media – with very few exceptions - shows an interest in CSR but not as positively and deeply as desired. While it is recognized as vital to good management of a company, the media is quick to criticize it. The HNCSR has made several attempts to increase awareness among journalists, which have had positive results. Yet, such results are still on a small individual scale. While it is true that most newspapers dedicate special inserts on CSR and cover major CSR events, this is primarily done to receive sponsorship from the companies implementing CSR, rather than a genuine interest.



One great exception is a television program on CSR which was recently launched by the state TV, which is broadcasted once a month.

#### **Environment:**

- **National action plan:** The Ministry of Environment has enacted a number of plans like the Special Framework for the Alternative Energy Sources, the National Plan for the Management and Protection of the Watery Sources or the National Plan of dealing with the pollution. These activities put Greece among the four European countries that are within the Kyoto protocol. <http://www.minenv.gr/anakyklosi/general/general.html> or <http://www.minenv.gr/4/41/e4100.html>
- **Main environmental challenges:** The environmental challenges include a lack of natural resources, water shortage due to lack of rain and pollution levels of the main cities.
- **Energy and eco-efficiency:** The issue of energy efficiency is being dealt with by the government through incentives offered to households for the purchase either of energy efficient air conditioners or refrigerators or by subsidizing insulation of old houses.
- **Public awareness on environment:** Environmental issues are of great concern in Greece. Several surveys have shown that the issue is among the first priorities of people, businesses and NGOs. [http://www.csrhellas.org/csr\\_last2/portal/en/misc/119oz\\_20071101119.php3](http://www.csrhellas.org/csr_last2/portal/en/misc/119oz_20071101119.php3)

**Supply Chain:** The most common issue on this respect is to provide basic training on CSR to supplier. This is due to increasing contractual requirements from buyers as they become more and more interested on the sustainable behavior of their supply chains.

**Human Rights:** Human Rights issues are not of primary concern for Greek business, as all basic rights defined in international conventions are covered under National Law. From a political point of view, some issues have emerged with the influx of illegal immigrants in the country.

**Equal Opportunities:** A special general secretariat on Equal Opportunities exists under the supervision of the Ministry of Interior. The secretariat promotes through several initiatives equal gender opportunities in the work place. The HNCSS has signed a Memorandum of Collaboration with them for the promotion of equal gender opportunities in the work place. To this respect, HNCSS has produced a self-diagnosis tool which allows businesses to identify their position regarding equal opportunities and gives solutions for improvement.

In general, businesses are expected to support social inclusion by employing persons belonging to several socially isolated people (drug addicts, persons discharged from prison, people with disabilities). There is a national law which obliges large businesses to cover 2% of their staff by this category but practically, only few do so.

#### **Community Engagement:**

- **Perceived role of businesses in the local community:** Businesses are perceived as active members of local communities.
- **Cooperation between local communities and businesses:** The cooperation between local communities and businesses is generally very good. Examples can be found here: [http://www.csrhellas.org/csr\\_last2/portal/en/misc/989oz\\_20071101989.php3](http://www.csrhellas.org/csr_last2/portal/en/misc/989oz_20071101989.php3).

**Sustainable Products and Services:** A recent survey carried out by the Institute of Communication has shown a number of very interesting outcomes regarding the views of consumers on responsible sectors and services.



[http://www.csrhellas.org/csr\\_last2/portal/en/misc/119oz\\_20071101119.php3](http://www.csrhellas.org/csr_last2/portal/en/misc/119oz_20071101119.php3)

**Company Best Practices:** HNCSR catalogues of good practice at [http://www.csrhellas.org/csr\\_last2/portal/en/misc/988oz\\_20071101988.php3](http://www.csrhellas.org/csr_last2/portal/en/misc/988oz_20071101988.php3)

**Main CSR challenges:** People are very sensitive on how companies operate and expectations for sustainable and responsible corporate behaviour are increasing.

**What is the Hellenic Network for CSR doing to promote CSR?** Through B2B alliances, awareness raising events, stakeholder dialogue, publications & e- newsletter, Research & Surveys, Internet portals, sharing best Practices, capacity building & training, political networking, the HNCSR is working for the wider promotion of CSR among businesses and especially SMEs.



Dimitris Papadopoulos, [diktio@csrhellas.gr](mailto:diktio@csrhellas.gr), +30 210 338 74 22, [www.csrhellas.gr](http://www.csrhellas.gr)



## The Netherlands

The current governing coalition is composed of the Christian Democratic Appeal (CDA), the Labour Party and the small Christian Union. The cabinet of Balkenende was formed in February 2007. The Dutch economy depends heavily on trade and export (mainly machines, materials, chemicals, fuels and food products). The main sectors in the Dutch economy are industry, trade sector and financial and service business. The general government budget recorded a surplus of 1% of GDP in 2008. The budget balance is forecast to drop strongly into deficit in 2009. Inflation dropped below 2% at end-2008, and with domestic price pressures weak in 2009-10, it is expected to average just 0.9% per year, dropping to around zero by end-2009.

<http://www.economist.com/countries/Netherlands/profile.cfm?folder=Profile%2DEconomic%20Data>

**CSR Policies and Legislation:** The Dutch government builds on the self-regulating and disciplining functioning of businesses when it comes to CSR. The vision includes a recommendations report, ([http://www.ser.nl/~media/Files/Internet/Talen/Engels/2000/2000\\_11.ashx](http://www.ser.nl/~media/Files/Internet/Talen/Engels/2000/2000_11.ashx)), a cabinet vision on CSR 2008-2011, (<http://www.oesorichtlijnen.nl/wp-content/uploads/Kenniscentrum/Kabinetsvisie%20ENGELS.doc>), and a normative framework ([http://www.ser.nl/~media/Files/Internet/Publicaties/Overige/2000\\_2010/2008/b27428/b27428.a.shx](http://www.ser.nl/~media/Files/Internet/Publicaties/Overige/2000_2010/2008/b27428/b27428.a.shx)).

The Netherlands also has several objectives concerning sustainable public procurement. The government has set itself a target to be 100% sustainable in its procurement processes by 2010. <http://www.senternovem.nl/duurzaaminkopen/index.asp>

There is no existing regulation making reporting mandatory in the Netherlands. There are, however, guidelines for social reporting available.

[http://www.rjnet.nl/Richtlijnen/Handreiking\\_MVO/index.asp](http://www.rjnet.nl/Richtlijnen/Handreiking_MVO/index.asp),  
<http://www.commissiecorporategovernance.nl/Information%20in%20English>

**Key Drivers of CSR:** The main issues of CSR are water and climate change, biodiversity and raw materials, supply chain responsibility and sustainable purchasing, sustainable building and agriculture, technological innovation, cradle to cradle, demographic change and labour force participation.

<http://www.cpb.nl/nl/pub/cpbreeksen/bijzonder/77/bijz77.pdf>,  
[http://cdadzb.timwiki.nl/index.php/Kabinetsbrede\\_Aanpak\\_Duurzame\\_Ontwikkeling](http://cdadzb.timwiki.nl/index.php/Kabinetsbrede_Aanpak_Duurzame_Ontwikkeling)

### Main CSR actors:

- BiD network  
<http://www.bidnetwork.org/>
- Trade organisations  
<http://www.mvonederland.nl/download/5844>
- Duurzaam Hoger Onderwijs  
<http://www.dho.nl/>
- Div, Landelijk Netwerk Diversiteitsmanagement  
<http://www.div-management.nl/>
- Energiecentrum  
<http://www.energiecentrum.nl/cms/publish/content/showpage.asp?themeid=90>
- Initiatief Duurzame Handel  
[http://www.duurzamehandel.com/page/Information\\_in\\_English](http://www.duurzamehandel.com/page/Information_in_English)
- Global Compact Nederland  
<http://www.unglobalcompact.org/NetworksAroundTheWorld/display.html?id=NL>

- Milieu Centraal  
<http://www.milieucentraal.nl/>
- Ministries <http://www.overheid.nl/>
- MVO Nederland  
<http://www.mvonederland.nl/>
- MVO Platform <http://mvoplatform.nl/>
- Netwerk Bedrijfsethiek Nederland  
<http://bedrijfsethiek.nl/>
- Nationaal Contact Punt  
<http://www.oesorichtlijnen.nl/english/ncp-national-contact-point/>
- Samenleving & Bedrijf  
<http://www.samen.nl/>
- SenterNovem  
<http://www.senternovem.nl/sn/index.asp>
- Social Venture Network  
<http://www.svn.org/>
- Urgenda <http://www.urgenda.nl/>
- VBDO <http://www.vbdo.nl/>

**Public awareness on CSR:** A publication developed by MVO Nederland on the state of the art of CSR in the Netherlands finds that the public is increasingly more and more aware of companies CSR. <http://www.mvonederland.nl/degrotemvobibliotheek/publicaties/8112>

For one-third of Dutch consumers, sustainability is an important criteria in purchase decisions. Approximately 16% of the Dutch population can be classified as Cultural Creative, characterized by their choice for products and services which do not cause ecological or social problems. [http://www.dossierduurzaam.nl/home/home\\_2146.aspx](http://www.dossierduurzaam.nl/home/home_2146.aspx)

**Involvement of the media:** There are several specialized CSR media in the Netherlands. Information from this specialized media is frequently taken over by regular media, generally through special sections.

[http://www.duurzaam-ondernemen.nl/list\\_press.phtml?&orderby=date\\_start&sortorder=desc](http://www.duurzaam-ondernemen.nl/list_press.phtml?&orderby=date_start&sortorder=desc),  
<http://www.nuzakelijk.nl/category/groenzakelijk>

## Environment

- **National action plans:** there are various programs and policies concerning the environment. Most importantly, the Netherlands has an ambitious government plan for energy saving, sustainable energy and storage of CO<sub>2</sub> emission. The government, as aforementioned, also has several concrete objectives for their sustainable public procurement policy.  
<http://www.vrom.nl/pagina.html?id=32950>,  
<http://www.senternovem.nl/duurzaaminkopen/index.asp>  
Finally, the cabinet has two important policies relating to the environment and to contributing towards sustainable development.  
<http://www.vrom.nl/pagina.html?id=9331&ref=http://www.google.nl/search?hl=nl&q=%EF%80%AD%09Nationale+Milieubeleidsplan+4&meta>,  
[http://cdadzb.timwiki.nl/index.php/Kabinetsbrede\\_Aanpak\\_Duurzame\\_Ontwikkeling](http://cdadzb.timwiki.nl/index.php/Kabinetsbrede_Aanpak_Duurzame_Ontwikkeling)
- **Main environmental challenges:** The Main environmental challenges for The Netherlands include water and climate change, reduction and storage of CO<sub>2</sub> emission, energy saving and sustainable energy, biodiversity and raw materials.
- **Energy and eco-efficiency:** The attention to energy saving and CO<sub>2</sub>-reduction seems to have grown in the last year. There has been an increase of investments and use in sustainable energy and energy saving, an increase of the compensation of CO<sub>2</sub>-emissions and an increase of the offer of climate-neutral products and services.

**Supply Chain:** In the Netherlands, there are several frameworks and guidelines to support companies in tackling challenges in this area. The attention to supply chain responsibility increases in the business-to-business market, especially within large companies. 35% of the Dutch

SMEs also state sustainability-requirements to their subcontractors. Yet, the multiplicity of CSR labels makes sustainable purchasing hard for consumers.

[http://www.duurzamehandel.com/page/Information\\_in\\_English](http://www.duurzamehandel.com/page/Information_in_English),  
<http://www.oesorichtlijnen.nl/english/ncp-national-contact-point/>

**Human Rights:** The Dutch human rights policy focuses on abolition of the death penalty, prohibition of torture, promotion of women and children's rights, freedom of religion and preventing discrimination against homosexuals.

<http://www.buza.nl/dsresource?objectid=buzsabeheer:71200&type=org>

**Equal Opportunities:** In 2008, the employment rate of women was 59%. The employment rate of non-western immigrants was 56.5%. Action plans concerning equal opportunities:

[http://www.minocw.nl/documenten/emancipatienota\\_def\\_versi.pdf](http://www.minocw.nl/documenten/emancipatienota_def_versi.pdf),  
<http://www.ikan.nl/ikkan/sites/default/files/file/actieplan%20ledereen%20doet%20mee.pdf>

**Community Engagement:** In 2007, 66% of the Dutch companies gave and/or sponsored (in money, in kind and/or in manpower). In total, Dutch companies have spent 1,353 million Euros on grants and sponsoring.

[http://geveninnederland.nl/uploads/doc/Samenvatting\\_Geven\\_in\\_Nederland.pdf](http://geveninnederland.nl/uploads/doc/Samenvatting_Geven_in_Nederland.pdf)

**Sustainable Products and Services:** Most Dutch sustainable innovations are technological innovations. According to Braungart, The Netherlands are leading in adopting the concept 'Cradle to Cradle'.

**Company Best Practices:** MVO Nederland:

<http://www.mvonderland.nl/degrotemvobibliotheek/praktijkvoorbeelden/>

**Main CSR Challenges:** The main CSR challenges for the Netherlands include ageing, innovation, social cohesion, climate change, sustainable supply chain management, sustainable purchasing and measurement of sustainable activities and reporting.

### What is MVO Nederland doing to promote CSR?

MVO Nederland is a starting point and guide for entrepreneurs in the Netherlands in the area of CSR. The organisation brings all interested parties together to share knowledge and to carry out joint activities focusing mainly on implementing CSR in a way that both society and the company profit. MVO Nederland reaches business mainly by means of intermediate parties (for example: chamber of commerce, business associations, and trade organisations).



MVO Nederland, [contact@mvonderland.nl](mailto:contact@mvonderland.nl), +31 30 2363465, [www.mvonderland.nl](http://www.mvonderland.nl)



## Hungary

Hungarian Socialist Party (MSzP) forms the current Hungarian cabinet, but new elections will take place in May 2010. Other big parties include the Hungarian Civic Alliance (Fidesz), Hungarian Democratic Forum (MDF), Alliance of Free Democrats (SzDSz). Total government spending is high, so Hungary needs to reduce it and reform its economy in order to meet the 2012–2013 target dates for accession to the euro zone. The Hungarian economy depends heavily on trade and exports. Its main sectors are industry (29.32% of GDP in 2008) and agriculture (3% of GDP in 2008). Hungary's economy is set to shrink by 4 to 5 % in 2009. <http://www.kopint-tarki.hu/macrotable.pdf>

**CSR policies and legislation:** The Hungarian Government published the first CSR Decree in March 2006 which reinforces the social responsibility of employers and provides measures to stimulate such responsibility. In addition, there are several other policies like the Act on Equal Treatment and Promotion of Equal Opportunities, the Act in 2005 on Trading which contains a number of CSR provisions and the adaptation of Directive 2003/51/EK around accounting address specific topics within the realm of CSR. Of course, in terms of the Environment, the implementation of the UN Convention on Climate Change and Kyoto is the main priority and policy. <http://www.egyenlobanasmod.hu/data/SZMM094B.pdf>  
[http://www.gvh.hu/domain2/files/modules/module25/jogi/Act\\_CLXIV\\_of\\_2005.pdf](http://www.gvh.hu/domain2/files/modules/module25/jogi/Act_CLXIV_of_2005.pdf)  
[http://klima.kvvm.hu/documents/51/kioto\\_act200705\\_ENG.pdf](http://klima.kvvm.hu/documents/51/kioto_act200705_ENG.pdf)

**Key Drivers of CSR:** The main CSR drivers include the issues of sustainable energy and climate change, reporting, accountability and transparency as well as equality, social cohesion and sustainable purchasing.

### Main CSR actors:

- o American Chamber of Commerce in Hungary <http://www.amcham.hu/>
- o Hungarian Business Leaders Forum <http://www.hblf.org/index.php?lang=english>
- o Business Council for Sustainable Development in Hungary <http://www.bcsdh.hu/index.php?page=2&l=2>
- o KÖVET Association for Sustainable Economies <http://www.KOVET.hu/view/main/108.html>
- o Tudatos Vasarlok Egyesulete <http://www.tve.hu/contacts>
- o Clean Air Action Group <http://www.levego.hu/caag.htm>
- o Society of Protection <http://www.zpok.hu/vedegylet/go.php?144000000>
- o B&P CSR management Ltd. <http://www.bpcsr.hu/index.php?langcode=en>
- o Kurt Lewin Foundation <http://www.kla.hu/>
- o DEMOS Hungary Foundation [http://www.demos.hu/Tevekenysegi\\_Projektek/csr](http://www.demos.hu/Tevekenysegi_Projektek/csr)
- o United Way Hungary <http://www.unitedway.hu/>
- o Club of Budapest <http://www.clubofbudapest.org/>
- o Ministry for National Development and Economy <http://www.nfgm.gov.hu/en/>
- o National Council for Sustainable Development [http://www.nfft.hu/main\\_page/](http://www.nfft.hu/main_page/)
- o Hungarian PR Association <http://www.mprsz.hu>

**Degree of Public awareness and understanding on CSR:** Public awareness on CSR is still rather limited in Hungary. Although environmental awareness exists, there is a lack of understanding of the concept. Stakeholder dialogue is not a CSR tool that is frequently used in Hungary and tools like customer satisfaction surveys are the sole elements of dialogue with NGOs and customers.

<http://europeandcis.undp.org/home/cst/show/A0ACA451-F203-1EE9-B167B71953FE5CAZ>,  
<http://www.fidh.org/IMG/pdf/hu-report1309a.pdf>

**Involvement of the Media:** The role of the media in promoting CSR is not well developed. Yet, a few newspapers and magazines examine social and environmental aspects in more detail. CSR related news is frequently taken over from CSR related media actors by regular media.

#### **Environment:**

- **National action plan:** The National Sustainable Development Strategy of the Hungarian government is a long-term strategy document helping to lead the development of society and outlining a system of instruments and a reform framework corresponding to a positive and sustainable future vision with which all members of the society can identify. The strategy sets out the framework until 2025.  
[http://www.nfu.hu/download/1027/national\\_sustainable\\_development\\_strategy.pdf](http://www.nfu.hu/download/1027/national_sustainable_development_strategy.pdf)  
<http://www.kvvm.hu/cimg/documents/nes080214.pdf>  
In terms of public procurement there are a range of tools to implement environmental criteria in the public procurement process but are rarely used. The main problem is a lack of appropriate co-ordination. There are a lot of governmental institutions responsible for the legislation and execution of public procurement but no concrete coordinator.  
<http://www.greenlabelspurchase.net/en-procurement-standards-hungary.html>
- **Main environmental challenges:** The main environmental challenges in Hungary include the reduction of greenhouse gas emissions and storage of such, waste recycling and energy saving.
- **Energy and eco-efficiency:** Hungary developed its National Energy Efficiency Action Plan approved by the government in 2008. The plan looks to find the most cost-effective solutions for utilizing energy-saving potential, shape consumer awareness and influence the market to achieve long-term energy efficiency. The time frame of the Action Plan is until 2013. <http://zeus.iea.org/textbase/pm/?mode=pm&id=3686&action=detail>

**Public awareness on environment:** Several governmental and NGO initiatives have been implemented in order to raise awareness around the negative impacts of climate change and promote environmentally friendly lifestyles. In the Hungarian society there are positive attitudes on environmental issues but these do not reflect willingness of act.  
[http://www.euvonal.hu/kapcsoldki/kapcsold\\_ki.html](http://www.euvonal.hu/kapcsoldki/kapcsold_ki.html)

**Supply Chain:** In Hungary the issue of supply chain is important and regulated by the 2005 Act on Trading which states that a significant market force or position cannot be misused against suppliers. [http://www.gvh.hu/domain2/files/modules/module25/jogi/Act\\_CLXIV\\_of\\_2005.pdf](http://www.gvh.hu/domain2/files/modules/module25/jogi/Act_CLXIV_of_2005.pdf)

**Human Rights:** Hungarian laws, in general, respect ILO standards on human rights and working conditions. The rights of employees are described in the Law of Work Protection covering work safety, trainings and working conditions. There are also other important initiatives like the Hungarian Human Rights Foundation and the Minority and Human Rights foundation working in cooperation to promote the importance of human rights respect.  
[http://www.hhrf.org/hhrf/index\\_en.php](http://www.hhrf.org/hhrf/index_en.php). [http://www.keja.hu/english/a\\_index-1.html](http://www.keja.hu/english/a_index-1.html)

**Equal Opportunities:** The main emphasis in Hungary is laid on equal opportunities of women and men as well as Roma integration. The Hungarian government has an office specifically dedicated to this issue and regulation on this topic also exists since the 1990s. There is also a social label available to enterprises focusing on equal opportunities at the workplace.  
[http://www.soros.org/initiatives/women/articles\\_publications/publications/equal\\_20050502/eow\\_mhungary.pdf](http://www.soros.org/initiatives/women/articles_publications/publications/equal_20050502/eow_mhungary.pdf)

### Community Engagement:

- **Perceived role of businesses in local communities:** SMEs and corporations sponsor initiatives in local communities. There is not a general research on Hungarian businesses' philanthropic activities, but the number of cooperative businesses is growing.
- **Cooperation between businesses and local communities:** Company-community cooperation is still far away from Western-European best practices. There are several good initiatives like building playgrounds for the local community, painting the walls/fences of the local preschool, etc.

**Sustainable Products and Services:** According to a 2005 research of Euro barometer, Hungarians are more willing to change their consuming habits than give them up. For example, they would buy bio products but would not stop using their cars. Yet, they regard air pollution to be the biggest environmental problem. Hungarians are mostly willing to buy local products. Successful initiatives include:

- Pannon Local Product Cluster is an organisation that by means of promoting local products and innovation helps Hungarian providers to become sustainable. <http://www.pannonproduct.hu/>
- Zöld Iroda Ellátó (Green Office Supplier) was founded by KÖVET. This is an alternative entrepreneurship, with the main aim of providing Hungarian companies with sustainable office products. <http://www.zoldellato.hu/>

### Company Best Practices:

- Hungarian best practices on Diversity: [http://www.ilo.org/public/english/region/eurpro/budapest/download/socsec/workplace\\_diversity.pdf](http://www.ilo.org/public/english/region/eurpro/budapest/download/socsec/workplace_diversity.pdf)
- CSR best practice 2008 in SMEs: <http://www.inuitnetwork.net/bestpractice/demo/demo.html>

**Main CSR Challenges:** Most importantly, the main challenge is the formation of a civil society and democratic dialogue among business and social actors. Ability to cooperate is very weak in the Hungarian society. There is still a popular misconception that CSR is against profit and is costly for companies (as business actors often mistake it for sponsorship or PR). To prevent this misconception, the legal obstruction of communicating CSR needs to be removed and companies need to work towards increasing trust and transparency. <http://www.feem.it/NR/Feem/resources/CSRPapers/CSR2006-013.pdf>  
<http://mek.oszk.hu/06000/06005/06005.pdf>

**What is KÖVET doing to promote CSR?** The main activity of KÖVET is to promote CSR and preventive environmental solutions, and ensure information exchange primarily in the business sector. The organisation acts as a platform for ongoing information exchange, with the aim of promoting environmentally and socially aware business management, to find new ways for industry to reduce its environmental impacts and to integrate CSR tools as competitive advantage. Our main CSR activities are CSR awareness raising, stakeholder mapping, sector-specific researches and companies' sustainability/CSR report evaluation.



Monika Lontayne Gulyas, [gulyas@KOVET.hu](mailto:gulyas@KOVET.hu), +361-473-2290, [www.KOVET.hu](http://www.KOVET.hu)





## Ireland

Ireland is a parliamentary democracy led by a coalition government comprising the centre majority party Fianna Fáil and the minority Green Party. The Irish economy benefitted from steady growth in GDP and employment in the 1990s and the first half of this decade but since early 2008 there is serious fiscal deficit, increased unemployment and uncertainty on investment and economic growth. The economic recovery is being currently debated and the thinking is much aligned to economic development through environmental sustainability and a shift to a services based economy. The latest economic growth forecast indicates that the Irish economy will contract by 8.9% in 2009.

[http://www.esri.ie/UserFiles/publications/20090715170344/QEC2009Sum\\_ES.pdf](http://www.esri.ie/UserFiles/publications/20090715170344/QEC2009Sum_ES.pdf)

<http://www.economist.com/countries/Ireland/>

**CSR policies and legislation:** The Irish government views CSR as a voluntary approach of business. There is no specific set of legislation that refers to CSR reporting or CSR practices, with the exception of the Credit Institutions Act 2008 requiring those financial institutions supported by the government guarantee scheme to issue a CSR report of their activities through the Irish Banking Federation.

**Key Drivers for CSR:** The key drivers of CSR in Ireland are around community investment and employee engagement. Most recently, climate change and sustainable procurement have emerged. On a lesser level, marketplace innovation is a growing trend.

### Main CSR Actors:

- Department of Enterprise, Trade & Employment:  
<http://www.entemp.ie/employment/industrialrelations/index.htm>
- Department of Community, Rural & Gaeltacht Affairs:  
<http://www.pobail.ie/en/CommunityLocalDevelopmentProgrammes/>
- Office on Active Citizenship:  
<http://www.activecitizen.ie/index.asp>
- The Equality Authority:  
<http://www.equality.ie/>
- Health & Safety Authority:  
<http://www.hsa.ie/eng/>
- Department of the Environment, Heritage & Local Government:  
<http://www.environ.ie/en/>
- Department of Communications, Energy & Natural Resources:  
<http://www.dcenr.gov.ie/>
- Sustainable Energy Ireland:  
<http://www.sei.ie/>
- National Consumer Agency:  
<http://www.nca.ie/eng/>
- Financial Regulator:  
<http://www.financialregulator.ie/pro>
- [cesses/consumer-protection-code/Pages/default.aspx](http://www.consumer-protection-code/Pages/default.aspx)
- BITC Ireland: <http://www.bitc.ie/>
- Great Place to Work Institute:  
<http://www.greatplacetowork.ie/>
- Friends of the Earth:  
<http://www.foe.ie/>
- Irish Business Employers Confederation:  
<http://www.ibec.ie/IBEC/IBEC.nsf/vPages/Home?OpenDocument>
- Chambers Ireland CSR Policy Council:  
<http://www.chambers.ie/index.php?id=243>
- Association of Certified Chartered Accountants:  
<http://www.accaglobal.com/ireland/publicinterest/sustainability/>
- Irish Banking Federation:  
<http://www.ibf.ie/Default.asp>
- Irish Pharmaceutical Healthcare Association: <http://www.ipha.ie/>
- Marketing Institute of Ireland:  
<http://www.mii.ie/>
- Public Relations Institute of Ireland:  
<http://www.prii.ie/>



**Public awareness on CSR:** Public awareness on CSR has increased in the past few years, especially amongst consumers. The 2009 Survey of Consumer Attitudes highlights that when forming a decision to buy a product or service, 8 out of 10 people in Ireland say that an organisation's commitment to social and environmental responsibility is important yet almost 80% of consumers could not name one company which treats staff well, gives good customer service and are mindful of its impact on the environment. In addition, whilst 92% of consumers are taking individual actions to limit their own environment impacts, three out of four people (75%) could not name a company doing the same.

[http://www.bitc.ie/uploads/2009\\_Survey\\_Report.pdf](http://www.bitc.ie/uploads/2009_Survey_Report.pdf)

**Involvement of the Media:** The Irish media has played an active role in the corporate responsibility debate and although not very structured like in other European countries, there are several annual media supplements and features on corporate responsibility issues.

#### **Environment:**

- **National action plan:** The Irish government issued its second national climate change strategy in 2007 running until 2012. It is aligned to the targets agreed under the Kyoto Protocol and the European Emissions Trading Scheme (EU ETS). There is also a government policy on Sustainable Development published in 2002. Additionally, the Department of the Environment has established COMHAR, the Sustainable Development Council as a forum for national consultation and dialogue on all issues surrounding Ireland's pursuit of sustainable development. In relation to public procurement, there is no specific action plan or guidance strategy, although green public procurement is strongly recommended for public tendering.
- **Main environmental challenges:** The main challenges faced are access to energy and integration of renewable energy sources, efficient waste management and overall awareness on climate change and energy efficiency.

**Supply Chain:** The most common issues related to businesses working with suppliers relate to cost management on behalf of bigger buyers and the limited capacity of small suppliers to reduce costs. Local sourcing is an issue of growing concern and this has moved large retailers to stock local produce or specially labelled Irish products as a differentiation factor.

<http://www.independent.ie/business/small-business/big-supermarkets-putting-squeeze-on-their-suppliers-1504209.html>

**Human Rights:** There is a very limited awareness of the role of business in the promotion and protection of human rights.

**Equal Opportunities:** The main dimensions of equal opportunities that have been the attention of business in recent years are: gender balance, people with disabilities and nationality, although age and sexual orientation have also been referenced. <http://www.theabilityawards.com/>

#### **Community Engagement:**

- **Perceived role of businesses in local communities:** Community engagement is a key element of most companies' CSR programmes. There is an expectation for businesses of all sizes and sectors to be actively involved in local communities and making an impact on key social issues like obesity or drink driving.
- **Cooperation between business and local communities:** Over the past years, large companies have engaged in more strategic community engagement programmes

combining philanthropic donations with employee volunteering programmes and cause related marketing campaigns.

**Sustainable Products and Services:** The incorporation of environmental and social dimensions to products development is a growing trend in Ireland with a wide range of products and services launched including sustainable and fair-trade products, preferential mortgages for environmentally friendly houses and buildings, energy efficient car fuel or healthy and nutritious options in food menus. For many businesses this is a key area of sales growth and development and in some cases such as fair trade products, these are becoming the norm as opposed to the exception.

**Company Best Practices:** BITC Ireland database: [http://www.bitc.ie/case\\_studies/index.html](http://www.bitc.ie/case_studies/index.html)

**Main CSR Challenges:** One of the main challenges in CSR is around reporting and communications of responsible business practices and the overall integration of CR into business strategies.

#### **What is BITC Ireland doing to promote CSR?**

Business in the Community Ireland specialises in advice and guidance to business on all aspects related to CSR strategy, policy and practice development and implementation, performance measurement and communications. The organisations' approach is based on a holistic concept of responsible business practice across the key areas of workplace, marketplace, community, environment and CR management & communications. Additionally, Business in the Community Ireland is developing Ireland's first Corporate Responsibility Standard, an award scheme to recognise businesses that excel in their approach to responsible business practice.



Tomás Sercovich, [tsercovich@bitc.ie](mailto:tsercovich@bitc.ie), + 353 1 874 3811, [www.bitc.ie](http://www.bitc.ie)



## Italy

Italy's current Parliament represents five major political parties (as of 2008 elections). The centre-right wing majority are supporters of Prime Minister Berlusconi by a wide margin. Centre-left wing parties like the PD-Democratic Party and the Italy of Values are in opposition. Left-wing parties (Unreformed Communists and Greens) are no longer represented in the Parliament.

While Italy is relatively less affected by the financial crisis, it is nevertheless suffering from the free fall in many products/markets as it is an export-led manufacturing economy. The country is also facing severe productivity problems and growth rate lower than European average. GDP contracted by 1% in 2008 and further contractions of 4.6% in 2009 and of 0.6% in 2010 are expected, according to the Economist Economic Forecast.

<http://www.economist.com/countries/Italy/profile.cfm?folder=Profile%2DEconomic%20Data>

**CSR policies and legislation:** After the Italian Multi-Stakeholder Forum launched by the Labour Minister Maroni in 2004-2005, there were no longer high level CSR initiatives by the national Government or Parliament. The following Minister for Social Affairs, Ferrero, proposed a broad approach to CSR involving all the stakeholders in four working groups ( governance, supply chain, public tools and policies, health and safety), but the political crisis interrupted the process. The Directive 2003-51 on company accounts introducing social and environmental issues in management reports were adopted late (DL 2007-32).

**Key Drivers of CSR:** The key CSR drivers in Italy currently are climate change and safety in the workplace.

### Main CSR actors:

- Fondazione Sodalitas [www.sodalitas.it](http://www.sodalitas.it)
- Impronta Etica [www.improntaetica.org](http://www.improntaetica.org)
- Forum Finanza Sostenibile <http://www.finanzasostenibile.it/finanza/>
- Confindustria  
<http://www.confindustria.it/Conf2007/DbDoc2009ENG.nsf/tuttiDoc/299833665FC8FA07C12575990052F146>
- ABI <http://www.abi.it/>
- Bocconi <http://alumni.sdabocconi.it/classes/22>
- Cattolica/Altis <http://altis.unicatt.it/>
- EconomEtica [www.econometica.it](http://www.econometica.it)

**Degree of Public awareness on CSR:** Public awareness is growing, but understanding still relatively limited.

**Involvement of the Media:** There is increasing coverage in media, especially financial press (e.g. Sole 24 Ore).

### Environment:

- **National Action Plan:** Italy, as an EU country, signed the Kyoto Protocol in 2001 and it also now belongs to the EU ETS schemes.
- **Main environmental challenges:** Key challenges include the dominance of oil/gas as energy supplies, inefficient waste management and water scarcity in several regions.
- **Energy and eco-efficiency:** Companies and sectors (such as glass, ceramic and cement industries) which are expected to reduce their gas emissions have been identified and their reduction targets assigned. However, in recent years, the progress in achieving

Kyoto objectives has been slow at national level, due to reluctance by businesses and government due to their claim that it could be damaging for an economy still relying heavily on manufacturing.

- **Public awareness on environment:** Regional and local levels demonstrate greater awareness than at national level and carry out successful initiatives. There are different forms of incentives for private citizens and for companies: Green and White Certificates, "Energy Account" and deduction from taxes. Consumers are becoming greener, but this is still a relatively recent phenomenon.

**Supply Chain:** There are no national programs or partnerships related to supply chain control, while management systems are widespread with Italy ranking number one worldwide in SA8000 certification. Several suppliers of big companies are involved in the control process. Additionally, many Tuscan SMEs are certified through the regional Fabbrica Etica process. Requirements on control on environmental aspects are also becoming increasingly important.

**Human Rights:** Italian laws, in general, respect ILO standards on human rights and working conditions. The rights of employees are described in the Law of Work Protection covering work safety, trainings and working conditions.

**Equal Opportunities:** Gender equality is an especially important issue in Italy, as women's activity rate is considerably behind the rest of Europe. Commitment by companies to diversity and development of such policies and practices is limited. A big step forward should be the launch in October 2009 of the Italian Diversity Charter (*Carta per le pari opportunità e l'uguaglianza sul lavoro*) by leading business networks and the Ministries of Employment and Equal Opportunities. Conversely, integration of immigrants and foreign workers is well developed in some companies, especially those with a high percentage of foreign employees.

**Community Engagement:**

- **Perceived role of businesses in the local community:** Italy has a long tradition of company philanthropy, evolved in time from paternalism to partnering with NGOs.
- **Cooperation between local communities and businesses:** There is an encouraging growth in Corporate Foundations, established also by SMEs, to enhance effectiveness of philanthropic programs. Employee volunteering, first adopted by multinationals, is gaining ground.

**Sustainable Products and Services:** The number of SMEs working on sustainable products is growing, especially in the mass market. There are also some good examples of innovation in the service sector (especially for waste management and green energy). The new Sustainable Products and Services Program of the Ministry for Environment is promoting Green Public Procurement and local programs to increase green consumer policies. In this respect, a working group between different level and department of Government, Control Bodies, NGOs and best practices companies was recently established.

**Company Best Practices:** Fondazione Sodalitas database, [www.sodalitas.socialsolution.it](http://www.sodalitas.socialsolution.it)

**Main CSR Challenges:** The main CSR challenges in Italy are engaging public authorities in the CSR debate and enforcing a strategic approach towards CSR involving the organisation as a whole, especially the products and sales departments.

## What are Impronta Etica and Sodalitas doing to promote CSR?

Fondazione Sodalitas has since 1995 supported its corporate members (currently 71) in adopting and practicing sustainable and responsible behaviours, contributing to the diffusion of the CSR culture in the business world and beyond. The main thrust is now on governance and transparency.



Ruggero Bodo, [csr@sodalitas.it](mailto:csr@sodalitas.it), +39 02 86 46 08 42, [www.sodalitas.it](http://www.sodalitas.it)

Impronta Etica is a non-profit association established in 2001 working with its corporate members (25 companies and cooperatives) for the promotion and development of CSR. Its mission is to promote sustainable development by creating a network between companies and organisations willing to share their experiences and experiment innovative CSR practices, to implement criteria, methods and systems for evaluating the correct behavior in the economic and administrative environment, to facilitate the collaboration and the exchange of information between members and local communities and to promote the dissemination of knowledge on the issues of accountability, organizing activities and events and publishing studies and reports.



Marisa Parmigiani, [info@improntaetica.org](mailto:info@improntaetica.org), +39 051/31.60.311, [www.improntaetica.org](http://www.improntaetica.org)



## Luxembourg

Luxembourg is a parliamentary-representative democracy headed by a constitutional monarch, the Grand Duke. It is the world's only remaining sovereign Grand Duchy. The country has a highly developed economy, with the highest Gross Domestic Product per capita in the world as per the International Monetary Fund and World Bank. Its unemployment rate is also relatively low at 5.5%. <https://www.cia.gov/library/publications/the-world-factbook/geos/lu.html>

**CSR policies and legislation:** A skeleton law for sustainable development (dated from the 25th of June 2004) establishes precise institutional structures and a range of legislative instruments. The instruments include the National Plan for Sustainable Development and the National Report on the Implementation of the Sustainable Development Policy.

### Main CSR Actors:

- Ministry of Environment [www.environnement.public.lu](http://www.environnement.public.lu)
- IMS Luxembourg (Institut pour le Mouvement Sociétal) [www.imslux.lu](http://www.imslux.lu)
- INDR (Institut National pour le Développement Durable et la Responsabilité Sociale des Entreprises) Institut National pour le Développement Durable et la Responsabilité Sociale des Entreprises <http://www.hannus.lu>

**Public awareness on CSR:** In a 2008 study, only 21% of the interviewed Luxembourgish firms knew the concept and meaning of CSR. <http://www.ifsblu.fr/telechargement.php?id=12>

### Environment:

- **National action plan:** The Environment Ministry has published a list of 27 indicators in order to respect the Agenda 21 concerning the action program that was passed in Rio in 1992. Among these 27 indicators, nine are relate to the social field, nine to the economic field and nine to the environmental field.
- **Main environmental challenges:** the main challenges include protection and restoration of the biodiversity, sustainable protection of the environment and climate and solid waste management and control.
- **Energy and eco-efficiency:** An "Energy Law" (22.02.04) supports energy-reducing measures and encourages the use of renewable energies.

**Equal Opportunities:** Measures that have been implemented on equal opportunities between men and women include various advertisement campaigns to raise awareness, a Luxembourgish "Girls' Day" and the creation of an institute for women entrepreneurs.

**Main CSR Challenges:** The main CSR related challenges in Luxembourg include ensuring a competitive economy and jobs for all, improvement of the valorization of human capital, fostering the development and use of the public transportation services to the detriment of individual transportation, fighting against climate change and the deterioration of natural resources and ensuring a more efficient and smarter urban and regional planning.

**What is IMS Luxembourg doing to promote CSR?** IMS Luxembourg organizes monthly conferences on various CSR topics. There are also three different kinds of workshops that members can attend depending on their size/focus interests; diversity, SME or big business workshops. The aim of the workshops is an in-depth analyze of specific CSR subjects. Field experts come and dispense practical advice or do case studies with the participants.



Noémie Jolivet, [Noemie.Jolivet@imslux.lu](mailto:Noemie.Jolivet@imslux.lu), +35 226 25 80 13, [www.imslux.lu](http://www.imslux.lu)



## Norway

The centre-left majority coalition of the Labour Party, the Socialist Left Party (SV) and the Centre Party are currently in power and general elections will take place in September 2009. Although the Norwegian economy is expected to contract in 2009 – for the first time in almost three decades – the recession is expected to be shallower than in many other European countries. This is mainly thanks to demand for petroleum and increased public consumption financed by petroleum exports.

**CSR policies and regulations:** In 2007, the Norwegian Ministry of Foreign affairs hosted an international conference on CSR. Most notably this conference led to the Norwegian government's white paper on CSR. This white paper sets CSR firmly in the context of global sustainability challenges and the competitiveness of Norwegian business in the global economy. The importance of ethical frameworks and transparency are key elements throughout the document. Furthermore, the Norwegian government's position is that CSR means companies integrating social and environmental concerns into their day-to-day operations, as well as in their dealings with stakeholders. The white paper also describes both roles and responsibilities of the state and public sphere as well as the role of the corporate sector.

**Key Drivers of CSR:** According to the Government's White Paper, the key drivers for CSR in Norway are the respect for human rights, upholding core labour standards and ensuring decent working conditions, taking environmental concerns into account, combating corruption and maximizing transparency.

### Main CSR actors:

- Confederation of Norwegian Enterprises <http://www.nho.no/english/>
- Federation of Norwegian Commercial and Services Enterprises <http://www.hsh-org.no/eway/default.aspx?pid=273>
- The Norwegian Confederation of Trade Unions <http://www.lo.no/language/English/?tabid=894>
- Green Business Network Norway [www.gbnn.org](http://www.gbnn.org)
- KOMpakt [http://www.prosus.uio.no/susnord/norway/business\\_sector/](http://www.prosus.uio.no/susnord/norway/business_sector/)

**Public awareness on CSR:** A survey conducted in 2008 amongst 11 Norwegian Business schools disclosed that business ethics and CSR is not yet prioritized enough within curriculums.

### Environment:

- **National action plan:** The Norwegian government's White Paper on Climate Policy was launched in 2007 and contains proposals for concrete and new measures to reduce CO<sub>2</sub> and greenhouse emissions. Not only did the government propose important cuts in emissions within the country, but also abroad. Other important legislation linked to CSR and to environment specifically includes the Pollution control act, the Product control act and the Greenhouse Gas Emission Trading Act.
- **Main environmental challenges:** Reduction of emission of greenhouse gases is the most difficult challenge due to both political and social implications and the close link to the humanity's standard of living.
- **Energy and eco-efficiency:** Within the government's White Paper on Climate Policy, action has been proposed to increase energy-efficiency and use of renewable energy, in addition to the provision of tax measures for the promotion of green products. Nonetheless, Norway is very advanced in this area. After hydropower, which presently



accounts for more than 99% of the electricity production, bio-energy is the most significant contributor to current renewable energy supply (RES) in Norway. <http://www.agores.org/Publications/EnR/Norway-2000.pdf>

**Supply Chain:** Supply Chain issues are of key importance in Norway. The government will devise requirements for its own suppliers. Similarly, the government expects that the private sector follow their own guidelines in the supply chain, by setting requirements, implementing control procedures and building capacity.

**Human Rights:** Already in 1998, the Norwegian Confederation for Enterprises developed a checklist in human rights issues, intended to be a tool for companies looking to deal with human rights in accordance with internationally recognized human rights standards. The Norwegian government expects that Norwegian enterprises with international operations respect fundamental human rights and include children's, women's and indigenous peoples' rights according to international standards and conventions.

**Equal Opportunities:** The issue of Equal opportunities is not a major topic in Norway, as women's integration is at the head of Europe. Norway was at least the first country in the world to appoint a special Gender Equality Ombud. Since the 1980s, Norway's changing governments have always been almost 50 percent women. <http://explore north.com/library/weekly/aa053101a.htm>

**Community Engagement:** The Norwegian government in its White Paper on CSR highlights that companies and communities have common interests.

**Company best practices:**

- KLP <http://www.klp.no/web/klpno.nsf/pages/aboutklp.html>
- Telenor <http://www.telenor.com/en/corporate-responsibility/strategy-for-responsibility/>
- Vinmonopolet <http://www.vinmonopolet.no>

**What is the Green Business Network Norway doing to promote CSR?**

GBNN is the leading Norwegian CSR organisation whose members include companies, ministries, universities and civil society organisations. The organisation's organizes conference and seminars on climate change and renewable energy, CSR and CSR-related issues as well as providing consultancy services on issues relating to the environment and climate in Norway and abroad.



Inge Aarhus, [inge.aarhus@lillehammermiljo.no](mailto:inge.aarhus@lillehammermiljo.no), +47 61 26 44 80, [www.gbnn.org](http://www.gbnn.org)





## Poland

The Republic of Poland is one of the largest countries in Central Europe. At the very outset of the political and economic transformation process, Poland focuses its efforts on two major goals: economic integration with the European Community and NATO membership.

The economic integration process aimed at re-establishing Poland as an integral part of the European economy. The dismantling of all central economy planning mechanisms and the introduction of a market economy was quick to produce effects. Inflation, running at three digits in 1990, fell to double digits in 1991-1998. In 2005 it reached 2.1%.

Developed countries dominate in both Polish exports and imports, and their share of Poland's foreign trade amounts to 83.6% and 73.3% respectively. Poland's main trading partner is Germany and the EU as a whole has a 77.2% share in Poland's exports and 65.6% in its imports. Foreign direct investment (FDI) is one of the key factors contributing to the long-term economic development. <http://www.economist.com/countries/Poland/>

**CSR policies and legislation:** Since 2004, representatives of the government have actively participated in the work of many EU bodies related to CSR and started activities to increase awareness of CSR. The Ministry of Labour and Social Policy is the leading body within the government administration in regards to CSR. Furthermore, a representative for the High Level Group on CSR in the European Commission (HLG CSR) has been appointed. Also, a national expert has been nominated to take part in the work of the "Mainstreaming CSR among SMEs" expert group in the European Commission.

In order to accelerate CSR implementation by the government, in 2006, the Ministry of Labour and Social Policy initiated an informal "Interdisciplinary Workgroup for CSR". The Ministry of Labour and Social Policy is preparing a guidebook, "CSR Implementation Guide; Non-legislative Options for the Polish Government" to support the government administration in developing the basis for public policy on CSR. The initiative was joined by the World Bank, the Office of Competition and Consumer Protection as well as the Ministry of Economy. [http://ec.europa.eu/employment\\_social/soc-dial/csr/country/nationalprofiles.htm](http://ec.europa.eu/employment_social/soc-dial/csr/country/nationalprofiles.htm).  
<http://siteresources.worldbank.org/EXTDEVCOMSUSDEVT/Resources/CSRImplementationGuideNovember2006.pdf>

**Key Drivers of CSR:** At the moment, eco-efficiency, sustainable development and corporate social responsibility as a general concept are the main topics of the CSR debate in Poland.

### Main CSR actors:

- o Forum for Responsible Business [www.fob.org.pl](http://www.fob.org.pl)
- o Ministry of Labor and Social Policy [www.mps.gov.pl](http://www.mps.gov.pl)
- o Ministry of Economy [www.mg.gov.pl](http://www.mg.gov.pl)
- o Polish Confederation of Private Employers Lewiatan [www.pkpplewiatan.pl](http://www.pkpplewiatan.pl)
- o Business Ethics Center [www.cebi.pl](http://www.cebi.pl)
- o World Wildlife Fund [www.wwf.pl](http://www.wwf.pl)
- o Academy of Development of Philanthropy in Poland [www.filantropia.org.pl](http://www.filantropia.org.pl)
- o Institute for Sustainable Development [www.ine-isd.org.pl](http://www.ine-isd.org.pl)

**Public awareness on CSR:** Awareness of Polish consumers has been the single weakest element of the CSR development process. Yet, Polish consumers' sensitivity to companies' image is increasing. Social engagement and Polish origin of a product are factors that induce positive attitude towards the company and – to certain extent – influence consumers' choices. Poland

has already experienced consumer boycotts. Compared to Western societies, boycotts of company's products when it fails to follow the standards of ethics and law are relatively rare. The main obstacle for consumer awareness around CSR is the lack of appropriate knowledge available.

**Involvement of the Media:** The media is getting increasingly engaged in CSR promotion, but they do not play a significant enough role. The number of articles on CSR-related issues keeps growing. However, the media is reluctant to bring up CSR-related issues.

**Environment:**

- **National action plan:** The Ministry of Economy and the Ministry of Labour are currently trying to define and possibly include social considerations around sustainable public procurement. Since 2005, the Ministry of Environment has conducted promotion and information development activities concerning the Eco- Management and Audit Scheme (EMAS). The Ministry of Environment with the Polish ISO 14000 Forum regularly organizes conferences for business people to popularize EMAS-related issues and exchange experience.
- **Main environmental challenges:** Poland's main environmental issues are high CO<sub>2</sub> emissions, low eco-efficiency and the need to modernize the industry and energy sectors in order to adapt them to the requirements of sustainable development.
- **Energy and eco-efficiency:** The Polish energy sector is undergoing serious transformations, including privatization and restructuring. Polish energy sector is strongly coal-dependent. Recently, alternative solutions, like wind power stations, are being considered. Due to EU legislation, Poland is obliged to increase its eco-efficiency. Government institutions, like the Energy Regulatory Office, are preparing the relevant regulations. [www.ure.gov.pl](http://www.ure.gov.pl)
- **Public awareness on environment:** Public awareness on environment has increased in recent years. However, it remains low in comparison to other EU countries. Polish citizens are aware of climate change but lack knowledge on how to take preventive measures. This issue is monitored by the Ministry of Environment and NGOs such as the Institute for Sustainable Development. [www.ms.gov.pl](http://www.ms.gov.pl)

**Supply Chain:** Since the concept of CSR is not yet fully adopted in Poland, the issue of responsible supply chain management is scarcely discussed, especially amongst SMEs. For now the debate on this topic revolves around compliance with EU regulations and quality standards. Fair Trade and sustainable products remains a niche. International companies are taking the lead in initiating the debate on CSR in supply chain and there is still a need for wider education among entrepreneurs.

**Human Rights:** In Poland, Human rights are guaranteed by law and Poland is part of all important international agreements relevant to human rights. Polish employers are obliged to comply with the Labor Code. This issue is part of the Polish CSR debate in the context of employee relations and workplace conditions.

**Equal Opportunities:** The main emphasis in Poland is around gender equality. Poland has a relatively low indicator of women employment. Yet, salary gap is one of the smallest in Europe (7.5%). A special focus is being put on working parents with programs around flexible working hours and mother-friendly office spaces are developing amongst larger companies.

**Community Engagement:**

- **Perceived role of businesses in the local community:** Corporate community engagement is often implemented by large enterprises, Polish and foreign. Such initiatives are used to build trust and a positive image among local communities.
- **Cooperation between local communities and businesses:** Community engagement programs are hardly ever coordinated. The majority of large enterprises appreciate the importance of company and employee engagement in the local community and the number of initiatives in this area is growing. Yet, many companies become involved in too many philanthropic actions, which are not coordinated with an overall strategy. Strategic partnerships with NGOs are increasing in popularity.

**Sustainable Products and Services:** Consumers are becoming increasingly sensitive to the intangible features of products and services. They are more willing to engage in social campaigns and choose products connected with cause-related marketing.

**Company Best Practices:** CSR Best Practice in the Workplace <http://fob.org.pl/workplace-1884186.htm>, in the Community <http://fob.org.pl/community-1884187.htm> and Management Best Practices <http://fob.org.pl/managment-1884188.htm> \

**Main CSR Challenges:** One of the main challenges relating to CSR in Poland is the need to promote and foster the use of innovative management systems like codes of conduct and the integration of European or global CSR standards in companies. Additionally, to increase the credibility of CSR, independent and third party assurances or audits must be integrated in the way CSR is communicated. There is also a considerable need for the business sector to engage more in the social dialogue. Social dialogue should be based on cooperation between the interested parties. Especially at the local level, business and NGOs need to play an important role in promoting partnership with companies to further societal needs. Private enterprises, on the other hand, need to measure and monitor the social added value, which is created by the private sector at the local level.

**What is the Responsible Business Forum doing to promote CSR?**

Responsible Business Forum is the first nongovernmental organisation in Poland to provide in-depth focus on the concept of CSR established in Warsaw in 2000 as an initiative of Polish businesspeople, academics and NGOs. Today, it cooperates with 19 strategic partners to disseminate the concept of responsible business as a standard in Poland. The overall aim is to improve companies' competitiveness, public satisfaction and the state of the natural environment. To achieve these goals, the Forum assists companies in the development of their social responsibility, builds a coalition of companies to solve social problems, creates a community of socially engaged companies, creates a forum where managers, government administration and NGOs can exchange experience, seeks CSR solutions adequate to the needs and capabilities of companies in Poland and cooperates with stakeholders to create social and political climate conducive of the growth of CSR.



Aleksandra Stanek, [aleksandrastanek@fob.org.pl](mailto:aleksandrastanek@fob.org.pl), +48 22 621 18 71, [www.fob.org.pl](http://www.fob.org.pl)



## Portugal

Portugal, since 2005, is being governed by the Socialist Party (PS) led by the Prime Minister Jose Socrates. The next general elections are due to take place in September of 2009. The country, as most of the European Union, is suffering the consequences of the global financial crisis. This has had a major impact on the business's activity accompanied by an exponential increase in the unemployment rate.  
<http://www.economist.com/countries/Portugal/profile.cfm?folder=Profile%2DEconomic%20Data>

**CSR policies and legislation:** Today there is no legislation on CSR and due to the proximity of the upcoming elections there are no clear ideas as to the policies of the next government.

**Key Drivers of CSR:** CSR in Portugal is mainly focused on fighting exclusion and poverty and also focusing on corporate community involvement. Environmental issues and concerns are becoming increasingly important.

**Main CSR actors:**

- o RSE Portugal [www.rseportugal.org](http://www.rseportugal.org)
- o BCSD Portugal [www.bcsdportugal.org/](http://www.bcsdportugal.org/)

**Public awareness on CSR:** Due to a lack of publicity, media involvement and CSR regulations, the Portuguese public is still relatively unaware of CSR. Most people that are familiar with the issue either work in companies where CSR is a focal point in management systems or because their own personal interest.

**Involvement of the Media:** The role of the media regarding CSR issues is still very weak. Coverage is limited to community activities and linked to national, cultural and seasonal context (e.g. Christmas). A public debate around CSR issues does not exist.

**Environment:**

- **National action plan:** There is a National Strategy for Sustainable Development addressing the most significant environmental issues and challenges.
- **Environmental Challenges:** The most important environmental challenges include a lack of natural resources.
- **Energy and eco-efficiency:** Portugal is leading on renewable energy and although some activities or initiatives to address this issue have been undertaken by companies, the government and individual NGOs, this has been done in a very individual and uncoordinated manner.
- **Public awareness on environment:** The general public has become more aware of the environmental challenges we are facing and there are some initiatives being developed to continue the raise awareness and attain universal public support.

**Supply Chain:** Regarding the supply chain, and especially in some key sectors like textile, companies try to apply some contractual requirements to local suppliers. Most of the multinational companies working with local suppliers develop social audits in order to guarantee suppliers' compliance in social and environmental issues.

**Human Rights:** Human Rights are an issue which generally, Portuguese companies operating in developing countries put a special emphasis on. This is usually in Portuguese speaking countries like Brazil.

**Equal Opportunities:** Equal Opportunities are a very central issue in companies' agendas focusing specifically on the issue of gender equality. Recently, the Commission on Gender equality, a government organisation, has published three guides on equal opportunities to be applied by public companies, central administration and local authorities.

**Community Engagement:**

- **Perceived role of businesses in the local community:** Albeit it is clearly one of the more developed CSR dimensions in Portugal, there is still a long way to go in terms of the role of businesses in Portuguese society. Synergies in terms of interests and benefits need to be further explored and understood.
- **Level of cooperation between local community and business:** A significant number of the companies located in Portugal are involved in their local community through specific programs or through sponsorships or donations.

**Sustainable Products and Services:** Sustainable products and sustainable consumption are still relatively unknown concepts to the Portuguese society. Developments have been attained in the past years as companies start to look at this topic as a competitive advantage

**Company Best Practices:** RSE Portugal MarketPlace best practices:

<http://www.rseportugal.eu/marketplace>

**Main CSR Challenges:** The acknowledgement of CSR by the government as a powerful instrument to tackle social exclusion and to promote more transparency in companies' activities is necessary. There is also a clear need for a stronger commitment from businesses in addressing the most relevant social and environmental issues for Portugal. Lastly, there is a need to raise awareness amongst civil society in Portugal around CSR and CSR activities by companies.

**What is RSE Portugal doing to promote CSR?** RSE Portugal is focused primarily in helping their company members to develop their own CSR strategies, being at the same time an active member in several partnerships at European, national and local levels. The organisation works to raise awareness to the relevance and importance of CSR.



RSE Portugal has been developing in the last years several CSR training programs and activities and participated in some studies in the areas of corporate volunteering and the impact of CSR in Portuguese-speaking countries.

Joelma Remane, [joelma.remane@rseportugal.org](mailto:joelma.remane@rseportugal.org), +351 213529101, [www.rseportugal.org](http://www.rseportugal.org)



## Slovakia

The current coalition of social democrats has a comfortable majority in parliament. With the majority of the workforce concentrated in industry and construction and a population of over five million people, Slovakia is the newest members of the Euro zone as of January 2009. Unemployment figures from May 2009 highlight an 11.4% jobless rate and economic activity, according to the Economist, is expected to be very subdued in 2009- 2010, with a recovery expected in the latter year.

<http://www.economist.com/countries/Slovakia/profile.cfm?folder=Profile%2DEconomic%20Data>  
<http://portal.statistics.sk/showdoc.do?docid=12551>

**CSR policies and legislation:** The Slovakian government is quite inactive in regards to CSR. There is no department or any position within any ministry in Slovakia directly responsible towards CSR promotion or implementation. Nonetheless, some minor initiatives around issues closely related to CSR, such as work-life balance do exist. Every year, for example, the Ministry of Labor, Social Affairs and Family issues a “family-friendly employer award”. Additionally, the Slovak Ministry of the Environment fosters ISO certification and eco-labeling.

<http://www.employment.gov.sk/index.php?SMC=1&id=795>  
<http://www.sazp.sk/public/index/go.php?id=1345&lang=en>

**Key Drivers of CSR:** According to the European Cartography on CSR done with Business Leaders' Forum members, issues such as communications and transparency, environmental protection, stakeholder dialogue and equal opportunities are key issues in Slovakia.

### Main CSR actors:

- o Slovak Business Leaders' Forum [www.blf.sk](http://www.blf.sk)
- o Pontis Foundation [www.nadaciapontis.sk](http://www.nadaciapontis.sk)
- o UNDP [www.undp.sk](http://www.undp.sk)
- o Integra Group [www.integra.sk](http://www.integra.sk)
- o Panet [www.panet.sk](http://www.panet.sk), [www.partnerstva.sk](http://www.partnerstva.sk)
- o Donors Forum, [www.donorsforum.sk](http://www.donorsforum.sk)
- o American Chamber of Commerce [www.amcham.sk](http://www.amcham.sk)
- o The Faculty of Social and Economic Sciences at Comenius University in Bratislava [http://www.uniba.sk/fileadmin/user\\_upload/editors/omv/UK\\_knizka\\_mail.pdf](http://www.uniba.sk/fileadmin/user_upload/editors/omv/UK_knizka_mail.pdf)
- o Faculty of Management at Economical University in Bratislava [www.euba.sk](http://www.euba.sk)

**Public awareness on CSR:** According to a 2006 study by Pontis Foundation, more than a half of Slovak citizens have not heard about CSR. <http://www.blf.sk/prieskumy>

**Involvement of the Media:** The media has been identified as one of the biggest weaknesses in terms of CSR in Slovakia. These findings are confirmed by The Pontis Foundation annual survey about the perception of CSR in Slovakia. The survey consistently demonstrates low public awareness of CSR. This is primarily due to low media coverage of CSR.

### Environment:

- **National action plan:** There is no national action plan for the Climate Change in Slovakia. Nonetheless, the government passed in 2007 a three year plan for national green public



procurement.

<http://www.rokovania.sk/appl/material.nsf/0/7DF24577A9EDC16AC1257384003D2738?OpenDocument>

- **Main environmental challenges:** The Main environmental challenges include toxic waste dumps (e.g. pesticides at stock in old bankrupted agricultural cooperatives existing during socialism), cyanide exposure due to gold mining, lowering dependency on nuclear power (56% of all energy produced in Slovakia)
- **Energy and eco-efficiency:** The Slovak Republic has achieved substantial progress in the introduction of medium to long-term energy efficiency strategies. Specifically, Slovakia has adopted a concrete action plan. On an aggregate level, progress in energy efficiency was quite significant throughout 2000-2007. While the economy grew by about 50% over this period, final energy consumption increased by only 3%, and primary energy consumption by only 2%. <http://www.encharter.org/index.php?id=176>

**Supply Chain:** Supply chain issues are not a high priority in Slovakia and therefore are not monitored.

**Human Rights:** The Human rights debate in Slovakia refers mainly to Roma people, who tend to suffer higher levels of unemployment and discrimination in accessing employment. Many employers are unwilling to employ Roma workers because of unfavourable subjective assessments of their productivity and work ethic. Research on long-term and chronic unemployment shows that Roma unemployment rates are between 40 and 50 percent. <http://roma.undp.sk/>

**Equal Opportunities:** As for the law regarding discrimination and equal opportunities, Slovakia has reached European standards, yet improvements are still possible in terms of compliance with standards. There are active NGOs in this area working to improve the situations in different groups of society. <http://www.diskriminacia.sk/>

#### **Community Engagement:**

- **Perceived role of businesses in the local community:** Ten out of nine businesses are supporting the community through the Social Law which allows for business to donate 2% of their yearly tax payments to NGOs. This is a unique approach to Slovakia as typically in other countries, such a donation is only allowed towards individual tax payers. There is a growing trend of time and in-kind donations.
- **Cooperation between local communities and businesses:** The model of corporate employee's engagement is a growing trend. There are 15 companies which share their experience in the ENGAGE network and around 60 companies where involved in the volunteering city project such as Our Bratislava, [www.nasabratislava.sk](http://www.nasabratislava.sk),

**Company Best Practices:** CSR Best Practices 2007-2008 <http://www.blf.sk/10892>

**Main CSR Challenges:** The main CSR challenges in Slovakia relate to the government. There is a need to develop and ratify a national CSR strategy and for the government to take leadership in giving CSR credibility as well as creating incentive mechanisms. Additionally, governance structures need to be adjusted accordingly and environmental protection further developed.

**What is Slovak Business Leaders' Forum doing to promote CSR?** Slovak Business Leaders' Forum is the leading CSR organisation in Slovakia. It engages with the media and provides trainings to journalists as a way further promote the uptake of CSR by the public and companies. In addition, Slovak BLF organizes general CSR trainings and events which also look to foster corporate volunteering schemes and benchmark community engagement activities.



Jana Ruziska, [pontis@nadaciapontis.sk](mailto:pontis@nadaciapontis.sk), +421 2 5710 8111, [www.blf.sk](http://www.blf.sk), [www.nadaciapontis.sk](http://www.nadaciapontis.sk)



## Spain

Spain is a constitutional parliamentary monarchy. The current government is headed by Prime Minister is Mr. Rodriguez Zapatero, from the left-wing party, PSOE. Next elections will take place in 2012. Since 2008, there has been a reversal of the pace of economic growth and this is expected to continue in 2009 and 2010. GDP is expected to decline by 2.9% in 2009 and real GDP growth is predicted to recover only modestly as of the second half of 2010 onwards. Raising unemployment rate, one of the highest in the EU, with 17.36% unemployment rate and more than four million people unemployed, combined with the deterioration of Public Accounts draw a very difficult perspective for Spain.

**CSR policies and legislation:** Spain's national government has been gaining prominence in the field of CSR. Laws regarding employment and responsibility of employers have existed since the 1980s. For example, the law for the social integration of handicapped people obliges companies to hire a quota of 2% of people with disabilities in companies with over 50 employees. The last four years, however, have seen the development of important key laws around CSR. In 2007, for example, the government passed a law which looks to guarantee effective equality between women and men within all fields, especially in terms of employment. Similarly, there has been legislation passed on sustainable and green public procurement, in addition to the establishment of a multi-stakeholder advisory body for the State government regarding CSR.

**Key Drivers of CSR:** According to the five working groups created in the State Council, there are five key areas important for Spain. These priorities include diversity management and social cohesion, the contribution to a productive economy, transparency and communication, socially responsible investment and the integration of CSR in education.

### Main CSR actors:

- Ministry of Labor and Immigration [www.mtas.es/](http://www.mtas.es/)
- Spanish regions—e.g. Islas Baleares [http://www.rsebalears.org/index\\_cast.html](http://www.rsebalears.org/index_cast.html)
- Forética [www.foretica.es](http://www.foretica.es)
- Club de Excelencia en Sostenibilidad [www.club sostenibilidad.org](http://www.club sostenibilidad.org)
- Asepam [www.pactomundial.org](http://www.pactomundial.org)

**Public awareness on CSR:** According to Informe Forética 2008, 90% of big companies know about CSR but only 49.3% of small companies do it. On the other hand only 48.3% of Spanish consumers could define CSR. [www.foretica.es/es/index.asp?MP=33&MS=85&MN=1&TR=A&IDR=28&idCat=5](http://www.foretica.es/es/index.asp?MP=33&MS=85&MN=1&TR=A&IDR=28&idCat=5)

**Involvement of Media:** Specialist media on CSR has been developing in recent years, especially on the web. Broader media are just starting to cover CSR (normally within special reports). Economic crisis has reinforced media interest on CSR as its seen as a way out to it.

### Environment:

- **National action plan:** The Spanish government, 2007, developed the *Spanish Climate Change and Clean Energy Strategy* which defines ongoing actions and establishes objectives with a follow-up, assessment and verification plan.



[http://www.mma.es/secciones/cambio\\_climatico/documentacion\\_cc/estrategia\\_cc/pdf/cle\\_ene\\_pla\\_urg\\_mea.pdf](http://www.mma.es/secciones/cambio_climatico/documentacion_cc/estrategia_cc/pdf/cle_ene_pla_urg_mea.pdf)

As aforementioned, there has been legislation passed in relation to green public procurement. Finally, there is also a Green paper on Urban Environment and a strategy on Sustainable Mobility.

- **Environmental Challenges:** Among the Main environmental challenges is the reduction of greenhouse gas emissions, water availability, as well as unsustainable urban development.
- **Energy and eco-efficiency:** In the National Climate Change and Clean Energy Strategy there is one chapter dedicated to Energy Efficiency, with objectives, measures and indicators (see p. 44 of the publication below)  
[http://www.mma.es/secciones/cambio\\_climatico/documentacion\\_cc/estrategia\\_cc/pdf/cle\\_ene\\_pla\\_urg\\_mea.pdf](http://www.mma.es/secciones/cambio_climatico/documentacion_cc/estrategia_cc/pdf/cle_ene_pla_urg_mea.pdf)
- **Public awareness on environment:** Foretica's 2008 report highlights that more than 80% of the people interviewed knew what it is and agreed that was produced by human activities together with natural phenomenon.

**Supply Chain:** Supply chain issues in Spain are still rather immature. Some Spanish companies are part of international framework agreement on this issue, however, according to Informe Forética 2008 Spanish companies are aware of the importance of comply with Human Rights in their Supply Chain and also employees. It appears that consumers do too and it is one of the top issues when considering which companies are socially responsible. Nonetheless, only 12% of companies develop any kind of social or environmental audits to their suppliers to control if they are working on it.

**Human Rights:** There are no major problems in relation to human rights abuses in companies operating in Spain. Yet, there is a medium risk in relation to immigrant workers, especially in construction sector. Multinational companies are working on and tackling these issues abroad, especially in relation to their supply chains.

**Equal Opportunities:** Although a strong public involvement and a proactive development of public initiatives, like the Diversity Charter or Organic law, do exist, this issue is still one of the main issues to address in Spain. Companies, especially large ones, are developing equality programs and joint initiatives, but Spain is still one of the European countries with large differences in terms of salary, integration, and employment participation among others.

#### **Community Engagement:**

- **Perceived role of business in local communities:** Community Engagement has an extensive development in Spain especially thanks to Savings Banks and their social programs, and to the Foundations created by big companies which work hard in this area.
- **Cooperation between businesses and local communities:** Although community engagement has developed extensively, the Spanish community has a more negative view towards large companies in comparison to SMEs. Only 17% think big companies take care of their employees and the quality of life of communities where they operate.

**Sustainable Products and Services:** According to Foretica's report, nearly 40% of Spanish consumers have given up buying products produced by irresponsible companies. Around 55% declared that they would pay more for a product from a responsible company if they could be 100% sure about it.

### Company Best Practices:

- Best Practice Catalogue Club de Excelencia  
[http://www.responsabilidadimas.org/download/best\\_practice\\_catalogue\\_in\\_corporate\\_responsibility.pdf](http://www.responsabilidadimas.org/download/best_practice_catalogue_in_corporate_responsibility.pdf)
- Best practices from 2007 CSR Spanish Marketplace by Forética  
<http://www.marketplace.foretica.es/es/index.asp?MP=35&MS=76&MN=2>

**Main CSR challenges:** The main challenges are the integration of CSR within SMEs, and consumer awareness. Specific CSR issues to be further addresses are equal opportunities and the relation between the economic crisis and CSR.

### What are Club de Excelencia en Sostenibilidad and Forética doing to promote CSR?

Club de Excelencia en Sostenibilidad is involved in many areas within CSR. The organisation is leading a working group focused on environmental issues and provides executive trainings in one of the most prestigious business schools in the country, *Instituto de Empresa*, for example. Club de Excelencia en Sostenibilidad thinks that access to knowledge is essential and therefore have developed a collection of thematic websites that will be available each day through RI+ newsletter. [www.responsabilidadimas.org](http://www.responsabilidadimas.org)



Isabel Castillo, +34 91 782 08 58, [isabel.castillo@clubsostenibilidad.org](mailto:isabel.castillo@clubsostenibilidad.org),  
[www.clubsostenibilidad.org](http://www.clubsostenibilidad.org)

Forética works on a global approach to CSR as a non-profit multistakeholder forum which brings together the main CSR agents and facilitates dialogue and exchange of best practices amongst members. As an association focused on the development of knowledge based on management tools, Forética offers to its members a strong technical support in their strategic reflection and CSR integration. Forética promotes and implements the certification system for ethical management, SG21, [www.sge21.foretica.es](http://www.sge21.foretica.es). As a knowledge-sharing forum, Forética organizes a great number of seminars and different publications, as well as the Spanish CSR MarketPlace, which gives members the opportunity to strengthen their value enhancement strategy based on CSR management. As a think tank focused on research, Forética work to keeps its members updated to be in the vanguard of CSR management. Informe Forética, the CSR Market Research for consumers and companies, leaders in Spain, and RSEarch, a quarterly publication on CSR trends, are the main tools that help Forética's members to be updated.



Germán Granda, [foretica@foretica.es](mailto:foretica@foretica.es), +34 91 245 90 13, [www.foretica.es](http://www.foretica.es)



## Sweden

Sweden is a parliamentary democracy where the four Alliance parties — the Moderates (formerly Conservatives), Liberals, Center (formerly Agrarians) and Christian Democrats — form a government since the 2006 elections. The prime minister is Fredrik Reinfeldt. Sweden has a history of strong political involvement by ordinary people through its "popular movements". Election turnout in Sweden has always been very high and therefore, any decline in participation rates is often portrayed as a democratic problem. In recent decades, voter turnout has fallen, though only to 80 percent.

The Swedish economy is currently being affected by the general global economic downturn. A number of Swedish banks are heavily exposed to the ailing Baltic economies, where loan losses are rising sharply. The general government budget balance is expected to go into deficit from 2009. Public debt will also rise.

**CSR policies and legislation:** In Sweden, the conviction is – and has always been – that the public sector must take the lead. It has to set an example for companies and the public and accelerate developments. One action taken by the government is to tighten the requirements for the share of environmental cars in public procurement and leasing of cars by the central government from 75 per cent to 85 per cent. The boards of the state-owned companies are responsible for issues such as ethics, the environment, human rights, gender equality and diversity. The government is now making clearer demands for reporting and accounting in these guidelines. State-owned companies shall – since 2008 – present sustainability reports in accordance with GRI guidelines which, together with other financial reports such as the annual report, interim reports and the corporate guidance report, will make up an integrated basis for assessment and follow-up. [www.sweden.gov.se](http://www.sweden.gov.se)

**Key Drivers of CSR:** Sweden has a tradition of being in the forefront in CSR related issues. As a country Sweden has often been high ranked when it comes to responsible performance etc. Representatives of Sweden often bring up this distinguishing feature with a clear sense of pride. It doesn't necessarily mean that Swedish companies are always among the best when it comes to CSR practice, even though there are some – HM, Ikea, ABB to mention a few – that often get credits for their work in this field. In Sweden, similarly to Norway, the main issues have revolved around human rights and Swedish companies' behavior abroad. In recent years, the climate crisis has dominated the agenda more and more. Adding to this, matters related to the labour market have gained importance lately, among businesses, politicians, NGOs and civil society. More focus is directed towards issues as employability and integration, and companies' HR departments participate more frequently in the CSR debate.

### Main CSR actors:

- o Globalt Ansvar, [www.regeringen.se/sb/d/2657/a/14557](http://www.regeringen.se/sb/d/2657/a/14557)
- o Swedish Jobs and Society, [www.jobs-society.se/](http://www.jobs-society.se/)
- o CSR Sweden, [www.csrsweden.se/](http://www.csrsweden.se/)
- o Mistra, [www.mistra.org/english](http://www.mistra.org/english)
- o SuRe Sustainability Research Group, [www.hhs.se/CMDID/Research/SuRe/Pages/default.aspx](http://www.hhs.se/CMDID/Research/SuRe/Pages/default.aspx)
- o CEBERG- The Corporate Social Responsibility and Business Ethics Research Group, [www.fek.uu.se/forskning/index.asp?page=CEBERG](http://www.fek.uu.se/forskning/index.asp?page=CEBERG)

- The Swedish Institute, <http://www.si.se/English/Navigation/Scholarships-and-exchanges/Leadership-programs/The-Management-Program/Corporate-social-responsibility/>
- Amnesty, [www.amnesty.se/](http://www.amnesty.se/)
- The Swedish Trade Federation, [www.svenskhandel.se/Om-Svensk-Handel/Swedish-Trade-Federation---Svensk-Handel-/](http://www.svenskhandel.se/Om-Svensk-Handel/Swedish-Trade-Federation---Svensk-Handel-/)

**Public awareness on CSR:** The public awareness is increasing on CSR all the time. However, the "man on the street" may not call it CSR. Heavy media reporting in recent years on topics such as the environment, top executive remuneration, irresponsible lay offs etc has triggered this increase in awareness. Also, many universities offer courses on CSR, which has created a high awareness among students in Sweden.

**Involvement of the Media:** Media plays an important role in Sweden. Even though the media landscape has significantly changed compared to 15 years ago when there were two TV channels and nothing more, few journalists want to look at CSR from a more complex perspective. Swedish Radio and Swedish Television (both state-owned) are those who tend to be more serious than others. Among newspapers, Svenska Dagbladet, offers the most balanced reporting. The weekly magazine Veckans Affärer gives out an award on a yearly basis called the Socialist Capital Award. CSR i Praktiken (a blog turned into a web magazine) is popular among CSR professionals for its commitment to focus on positive and constructive CSR activities.

#### **Environment:**

- **National action plan:** The climate issue is a top priority of the Swedish Government's environmental work. The government is investing almost SEK five billion in reducing climate impact and adaptation to climate change between 2009 and 2011. Their policy is characterised by a strong international commitment and close cooperation with all parts of Swedish society; from consumers and researchers to businesses and environmental organisations. Sweden is to be a leading international model of a modern society that is environmentally sound and based on sustainable resources.
- **Environmental Challenges:** The main issues are the global climate change, the Baltic Sea (which is more heavily polluted than many have imagined), energy efficiency and transportation.
- **Energy and eco-efficiency:** Sweden has made a radical change from oil to nonfossil based energy sources including biofuels, which has led to a reduction of its greenhouse gas emissions by more than 40 per cent since the mid-1970s. Between 1990 and 2006, emissions fell by almost 9 percent. At the same time, GDP increased by 44 per cent. In this field, the Government is investing SEK 420 million in energy efficiency measures over the same period. These measures will be implemented in policies related to environment, forestry, agriculture and energy. Investment and initiatives will take place in areas like climate research, energy efficiency measures, pilot project on second-generation biofuels, developing networks for wind power and a program for sustainable cities.
- **Public awareness on the environment:** The general Swede is very environmentally aware. He/she has access to clean water and landscapes that are vast and in many ways untouched. Something called the "Right of common access" gives Swedes the right to spend time across private properties, given that discretion is showed. Sales of eco-friendly products increase continuously.

**Supply Chain:** With big multinationals like Ikea and H&M the supply chain issues have a fairly high priority on companies' agendas, not least in the textile industry.

**Human Rights:** By and large one can state that human rights are not violated in Sweden. The UN Human Rights Convention is supported to a 100 per cent in all layers of society. The CSR conference in 2009 arranged by Globalt Ansvar (The Swedish Partnership for Global Responsibility, the government's "CSR department") has its starting-point in John Ruggies report "Protect, Respect and Remedy: a Framework for Business and Human Rights".

**Equal Opportunities:** Gender equality is a cornerstone of Swedish society and Sweden is one of the world leaders in equality according to the Global Gender Gap Report 2008. The government's gender equality policy is twofold: to ensure power and resources are fairly distributed between the sexes, and to create the conditions that give women and men the same power and opportunities. In this light, the Discrimination Ombudsman was established in 2009 the various existing Ombudsman dealing with specific equal opportunities issues. New provisions were introduced prohibiting discrimination due to age and transgender identity or expression. Additionally, the minister of Industry provides support for women's advancement in employment and in starting their own enterprises. [www.weforum.org/en/](http://www.weforum.org/en/)

**Community Engagement:**

- **Perceived role of businesses in the local community:** According to the "Swedish model" the role of business in the society is complex and Swedish people are very much engaged in the society." [http://hdr.undp.org/docs/publications/ocational\\_papers/oc26a.htm](http://hdr.undp.org/docs/publications/ocational_papers/oc26a.htm)
- **Cooperation between local communities and businesses:** Traditionally, in the Swedish view, the private and the public sectors should not integrate too often and too intimately. This, however, is slowly changing and both parties tend to see the synergies instead of the obstacles. For example: the private sector is nowadays, to some extent, allowed into education and healthcare collaborations/projects, which is a fairly new phenomenon. In a way, we are moving towards a pre-Swedish Model mentality. About a century ago, companies were heavily involved in their surrounding communities; daycare, healthcare, education etc.

**Sustainable Products and Services:** The range of sustainable products and services increases all the time. Organic or fair-trade coffee is served everywhere. Water is supposed to come from the tap. More textile producers offer organic cotton. The percentage of eco-friendly cars increases every day.

**Company Best Practices:** CSR Sweden's website [www.csrsweden.se](http://www.csrsweden.se)

**Main CSR Challenges:** The main CSR challenges include the climate change, integration into the labour market, work life balance, demographic change, mental health and the need for innovation and entrepreneurship.

**What is CSR Sweden doing to promote CSR?** CSR Sweden's main purpose is to inspire companies to create and improve CSR activities, to build a network for Swedish companies, to promote use of CSR practices and to offer practical solutions.



CSR Sweden does this by arranging meetings, events, conferences and hearings in the fields of B2B (exchange of experience), Think Tank (close dialogue with CSR researchers), Showroom (external promotion of our members' CSR activities), Dialogue (close contact with/knowledge of everyone who's anyone in CSR in Sweden) and Mainstreaming (spreading CSR within our member companies' organisations)

Marianne Bogle, [marianne.bogle@csrsweden.se](mailto:marianne.bogle@csrsweden.se), +46 (0)8-14 44 00, [www.csrsweden.se](http://www.csrsweden.se)



## Switzerland

Switzerland has a unique political structure as it is a highly decentralized federal state with most legislative competencies given to the cantons. The federal government consists of seven federal counselors representing most of the important political parties. Currently, the federal counselor in charge of Economy is Hans-Rudolf Merz.

The government's main objectives are to demonstrate to the European Union and the United States that Switzerland remains a financially reliable state, as well as working towards mitigating the negative impact of bank secrecy on the Swiss economy. Real GDP is forecasted to significantly decrease in 2009, by 3.5% and, according to the Economist, growth is not expected to return until after 2010.

<http://www.economist.com/countries/Switzerland/profile.cfm?folder=Profile%2DEconomic%20Data>

**CSR policies and Legislation:** In Switzerland there is no specific CSR legislation or strategy. From a general point of view, there are very few major pieces of legislation related to CSR in Switzerland except on the environment pillar as it is not yet a priority on the federal agenda. The Confederation has developed a sustainability strategy with an action plan for 2008-2011 divided in 11 main topics ( Climate change, energy, transport development, economy, production and consumption, use of natural resources, social cohesion and demography, public health, sport and promotion of physical activities, support to developing countries, training, research, and innovation, culture) .

The federal Counsellor has given the responsibility to the ARE and an inter-departmental Committee for sustainability (CIDD) to support the action plan. This structure has created a stakeholder dialogue initiative in order to consult stakeholders on the strategy. [www.are.admin.ch/themen/nachhaltig](http://www.are.admin.ch/themen/nachhaltig) Different Federal Offices are in charge of different topics related to CSR. For instance, the Secretariat of Economic Affairs is in charge of the OECD guidelines and addresses issues such as work-life balance and support to SMEs. The Secretariat for Foreign Affairs participated in the UN Global Compact initiative in the country and is pushing the Human Right agenda. Since 2000, it is also coordinating initiatives related to Sustainability. At regional level, there are functions related to sustainability with the aim to implement Agenda 21.

In regards to communication and reporting, companies that are on the stock exchange are legally obliged to report on CSR and sustainability issues.

**Key Drivers of CSR:** The key drivers for CSR in Switzerland include youth unemployment, working poor, equal salary between men and women, responsible consumption, fair trade and sustainability

### Main CSR actors:

- o Economie Suisse [www.economiesuisse.ch/](http://www.economiesuisse.ch/)
- o FER Genève and Centre Patronal [www.centrepatronal.ch](http://www.centrepatronal.ch)
- o Philias [www.philias.org](http://www.philias.org)
- o Déclaration de Berne [www.evb.ch/](http://www.evb.ch/)
- o Amnesty International [www.amnesty.ch](http://www.amnesty.ch)
- o Covalence [www.covalence.ch](http://www.covalence.ch)



- Obü [www.oebu.ch](http://www.oebu.ch)
- The Sustainability Forum Zurich [www.sustainability-zurich.org](http://www.sustainability-zurich.org)
- Sustainable finance Geneva [www.sfgeneva.org/](http://www.sfgeneva.org/)
- Transparency International [www.transparency.ch](http://www.transparency.ch)
- Corvo [www.corvo.ch](http://www.corvo.ch)

**Public awareness on CSR:** There are no formal figures based on a CSR recent survey. However, according to Philias, the Swiss public is increasingly aware of CSR-related issues.

**Involvement of the Media:** There is a significant difference between the French-speaking media and the German speaking media. In the French speaking part of Switzerland, the media (including the business media) communicate CSR information on a regular basis. It is, however, more difficult to motivate the media in the German-speaking part to invest in CSR-focused publications.

#### **Environment:**

- **National action plan:** The national action plan for 2008-2011 consists of 30 measures in 11 thematic action areas. The corresponding Federal administration departments are responsible for implementation. The Interdepartmental Sustainable Development Committee (ISDC) is composed of members of the various departments and coordinates the implementation of all measures. The action plan of the Sustainable Development Strategy is derived from action areas defined as priorities. These priorities include tackling global warming and overcoming natural hazards, boosting economic productivity in combination with a decoupling from resource and energy consumption, sustainable use of natural resources and minimizing environmental impact, ensuring fair access to social and economic resources and improving the integration of all population groups and increasing the effectiveness of the global fight against poverty and building peace.
- **Main environmental challenges:** Forest protection, CO2 emission, traffic regulation
- **Energy and eco-efficiency:** In regards to energy, the only mandatory regulation is the CO2 tax. The basis of the Swiss legislative framework is the "CO2-Act", in force since May 2000. It focuses on energy-related CO2 emissions, and provides the principal legal basis for compliance with Switzerland's Kyoto commitments. In lowering fossil fuel consumption, priority is to be given to voluntary action. However, if voluntary and other CO2-related measures do not suffice, the Federal Council is authorized to resort to an incentive tax. The tax rates depend on the shortfalls in the sectoral targets, requiring the approval of Parliament. The need for a CO2 tax is determined by means of energy projection models.
- **Public awareness on environmental:** various initiative are being develop such as Nature Congress, WWF and Pro Natura public campaign as well as private sectors initiatives to support environmental awareness toward their employees.

**Supply Chain:** Switzerland has historically been a pioneer in the development of the supply chain concept. For instance, the Business Social Compliance Initiative was developed and adapted based on the Migros' model. Moreover, Switzerland is very much involved in the Clean Clothes Campaign. The respect code is another Swiss initiative in this area, offering information on production chain of goods in terms of respect to human being and the environment. <http://www.respect-code.org>

**Human Rights:** Switzerland has a long tradition in supporting Human rights, with the creation of the CICR; various institutions promoting dialogue for peace such as Center for Humanitarian Dialogue as well as the Federal department of Foreign affairs have also developed. Switzerland

concentrates on areas in which it can make a special contribution by virtue of its experience and obligations. Global defense and promotion of basic human rights are key issues especially in combating torture and abolishing the death penalty. Switzerland also seeks to take account of the growing importance of economic, social and cultural rights and protection of especially vulnerable groups

**Equal Opportunities:** Equal opportunity is unfortunately not a priority on the business agenda and diversity is not specifically addressed by Swiss companies. However, some initiatives are arising such as the Equal Salary Certificate for Equality between Men and Women, and a national initiative for promoting work-life balance launched by the Secretariat for Economic Affairs. At regional level, there are equality offices pushing the agenda, but the focus is general on salary. <http://www.equal-salary.ch/>

**Community Engagement:**

- **Perceived role of businesses in the local community:** For the past five years, a positive perception of business has been growing in local communities. Philanthropic initiatives of businesses are beginning to actively involve employees, as opposed to simply donating money to local organizations. Business strategy is becoming increasingly linked with community engagement.
- **Cooperation between local communities and businesses:** Cooperation is growing. Philias has developed a marketplace for business and NGOs entitled Humagora. Furthermore, community days, mentoring programs as well as NGO days organized by companies themselves are becoming more and more common.

**Sustainable Products and Services:** Sustainable trade is a key component of CSR in Switzerland. The Swiss population is known to be in Europe amongst the most sensitive towards such issues. Sustainable products like Max Havelaar are popular and companies like Migros or Coop have developed special organic lines and promote specific labels for different products which highlight the traceability within the supply chain.

**Company Best Practices:**

- Humagora catalogue in English at [www.philias.org](http://www.philias.org)
- SMEs in German at [www.proofit.ch](http://www.proofit.ch)

**Main CSR challenges:** The main challenge is to put CSR on the political agenda and to increase cooperation between all actors involved in order to strengthen efforts already being made. One key weakness is assessment and measurement of the impact of business activities. Social issues such as youth unemployment and demographic change remain important topics and have to be addressed in an innovative way.

**What is Philias doing to promote CSR?** Philias works to provide its company members with a number of services, including general information on CSR, CSR tools for implementation and best practice exchange through the business network. Their core expertise is in community investment (creation of tailor-made partnerships, PP partnerships and social reporting) and strategy and implementation of stakeholder engagement. The organization also acts as a broker for specific issues such as diversity and environment, and put their members in contact with the most relevant experts.



Bettina Ferdman Guerrier, Tel: +41 22 308 46 50, [Bettina.ferdman@philias.org](mailto:Bettina.ferdman@philias.org), [www.philias.org](http://www.philias.org)





## Turkey

The Justice and Development Party (AKP) is in government since 2003 led by Prime Minister Recep Tayyip Erdogan. The economy turned around with the implementation of economic reforms, and 2004 GDP growth reached 9%, followed by roughly 5% annual growth from 2005-07. Annual growth is estimated to have fallen to 1.5% in 2008. The Turkish economy is negatively affected in 2009 because of the result of the global economic slowdown. Exports and imports decreased at least by 30 %. Coincidentally, balance of payment improved. Unemployment rate rose to above 15 %. The government is considering to have a stand-by agreement with the IMF, but it is not clear how and when they may reach a conclusion.

**CSR policies and legislation:** There is no direct CSR-related positions in the administration. And although there is no specific law on CSR in Turkey, there are issues that are addressed mainly through two sources. The first source is through legal frameworks such as international treaties and convention. The second source are national laws on issued related to CSR. The constitution ensure the protection of consumers and the labour law number 4587, which ensure the employment of disabled people. Other laws include the public procurement law, environmental law (see environment section), and laws regulating banking and renewable energy.

Corporate Governance Codes published by the Capital Markets Board of Turkey in 2003 do include a small chapter on CSR, where it is stated that companies should act in accordance with a company's ethical rules and respect the environment, consumer and the public health. <http://www.spk.gov.tr/indexcont.aspx?action=showpage&menuid=10&pid=2>

In terms of reporting, the process is underdeveloped. Therefore, assurance systems are far from being complete and functioning.

**Key Drivers of CSR:** The key driver in Turkey include community development programs (through donations to hospitals and schools) sponsorship activities and social projects organized with NGOs.

### Main CSR Actors:

- The Turkish Society for Quality (KALDER) [www.kalder.org](http://www.kalder.org)
- Regional Environment Center (REC) [www.rec.org.tr](http://www.rec.org.tr)
- The Business Council for Sustainable Development Turkey [www.tbcsd.org](http://www.tbcsd.org)
- Corporate Governance Association of Turkey [www.tkyd.org/](http://www.tkyd.org/)
- Education Volunteers Foundation of Turkey (TEGV) [www.tegv.org](http://www.tegv.org)
- CSR Turkey [www.kssd.org.tr](http://www.kssd.org.tr)
- Association in Support of Contemporary Living (CYDD) [www.cydd.org.tr](http://www.cydd.org.tr)
- Community Volunteers Foundation (TOG) [www.tog.org.tr](http://www.tog.org.tr)
- The Turkish Foundation for Combating Soil Erosion, for Reforestation and the Protection of Natural Habitats (TEMA) [www.tema.org.tr](http://www.tema.org.tr)
- Turkish Industrialists' and Businessmen's Association (TUSIAD) [www.tusiad.org](http://www.tusiad.org)
- Union of Chambers and Commodity Exchanges of Turkey (TOBB) [www.tobb.org.tr](http://www.tobb.org.tr)
- Confederation of Turkish Trade Unions (TÜRK-İŞ) [www.turkis.org.tr](http://www.turkis.org.tr)

- Turkish Trade Union Confederation (TISK) [www.tisk.org.tr](http://www.tisk.org.tr)
- Ministry of Environment and Forestry (on Environment) [www.cevreorman.gov.tr](http://www.cevreorman.gov.tr)
- Ministry of Trade and Industry (on Standards) [www.sanayi.gov.tr](http://www.sanayi.gov.tr)
- Ministry of Labour and Social Security (on Labor issues) [www.calisma.gov.tr](http://www.calisma.gov.tr)
- Ministry of Education (on Children's Education) [www.meb.gov.tr/](http://www.meb.gov.tr/)
- Capital Market Board (agency) [www.cmb.gov.tr](http://www.cmb.gov.tr)

**Public awareness on CSR:** Research conducted in 2009 in partnership with GfK and Capital Business Magazine has indicated that 65% of the society thinks that companies should have CSR activities (understood mainly as community development projects). Education is seen as one of the biggest concerns and society expects support from companies. Other important issues for Turkish society include health, environment, violence in family and women's rights. [http://www.capital.com.tr/haber.aspx?HBR\\_KOD=5271](http://www.capital.com.tr/haber.aspx?HBR_KOD=5271)

**Involvement of the Media:** A total of 3,687 news were found under the keyword "Social Responsibility" between 2005 and 2006. A sharp increase in the number of news in 2006 compared to 2005 should be noted. The number of published news in year 2006 is 2,272 whereas it was 1,415 in 2005.

#### **Environment:**

- **National action plan:** Turkey's National Climate Change Action Plan and 'Improving the capacity of Climate Change Negotiations' have been implemented with TÜSİAD, a private sector umbrella organisation. All private sector representatives were invited to participate in the development of the Climate Change Strategy from February to May 2009. The State Planning Agency has recently started to determine the cost analysis for the action plan after 2012.
- **Environmental Challenges:** The most important environmental issues are top soil erosion, air and water pollution and also industrial pollution in some areas. Another challenge deals with decreasing waste and recycling. Currently, the National Forestation and the Mobilization of the soil Erosion Control Project is being implemented with the re-forestation of 2.3 million hectares planned by 2012.
- **Energy and eco-efficiency:** For the energy sector, the Renewable Energy Law enacted in 2005 makes significant progress toward hydro-electric and wind energy use. Hydro-electric energy has a 30 % share in the total electricity production while Solar and wind energy generation are in a very early stage. By 2020, 75 million ton of CO2 emission is estimated to be prevented with such conservation efforts. Additionally, a comprehensive study of the legislations and applications for the control of greenhouse gas emissions in relation to all economic sectors is being undertaken. Increasing energy efficiency initially in cement, iron and steel industry, use of high quality and alternative fuels are being debated and could be the first results.
- **Public awareness on Environment:** Public concern on environmental issues has slightly increased in recent years due mostly to the environmental challenges affecting daily lives and the threat of climate change. Experiences of water scarcity and draught in some parts of the country have contributed to the development of nationwide public awareness.

**Supply Chain:** Supply chain issues, especially in the textile industry, are important and Turkish companies work towards on the application of international labor standards. Nonetheless, the activities of local branches lag behind their headquarters and any initiative are usually project-based without being integrated into an overall strategy.

**Human Rights:** The issue of human rights is understood in relation to torture and violence. Therefore, society expects that companies should focus on projects about violence in the family and women rights.

**Equal Opportunities:** The Turkish Society for Quality has developed, in cooperation with the business world, a declaration entitled 'Women's Right to Management'. This declaration, prepared with the participation of all relevant parties in March 2009, is based on Principle six of the Global Compact.

**Community Engagement:**

- **Perceived role of businesses in the local community :**Local community expects from companies to give full weight to education, health, environment through donations.
- **Cooperation between local communities and businesses:** In the last decade more businessmen have actively involved in efforts for the eradication of social problems. The sponsorship activities as well as social projects organized with NGOs are among those efforts.

**Sustainable Products and Services:** Sustainable Products and Services as still rare in Turkey yet the first examples of companies moving towards such products is emerging. This is highlighted by large companies like Arcelik whom have a high commitment to making Class-A appliances with less environmental impact.

**Company Best Practices:**

- Koç Holding [http://www.koc.com.tr/en-us/Corporate\\_Social\\_Responsibility/Pages/CSR.aspx](http://www.koc.com.tr/en-us/Corporate_Social_Responsibility/Pages/CSR.aspx)
- Hey Tekstil <http://www.heytekstil.com/>
- Milliyet <http://www.doganholding.com.tr/en/corporate-social-responsibility/daddy-send-me-to-school.aspx>

**Main CSR Challenges:** Stakeholder engagement is restricted with partnerships or joint projects with NGOs. Engagement in issues like employee participation or even legal compliance around workers' rights needs to be developed. Finally, public awareness needs to be increased and for this, as well as for a holistic strategy for CSR, government interaction and engagement is crucial

**What is CSR Turkey doing to promote CSR?** CSR Turkey aims to promote the ideas of CSR not only in business world but also to other stakeholder groups such as government and NGOs. The organisation promotes CSR through publications, conferences and roundtables on issues like private-public partnerships and development.



Feride Dogan, [feride.dogan@kssd.org](mailto:feride.dogan@kssd.org), +90 312 285 31 00, [www.kssd.org](http://www.kssd.org)



## United Kingdom

The present government belongs to the Labour Party. The government, led by Gordon Brown, has demonstrated strong commitment to the market economy, to privatization of public services and to a light touch where financial regulation is concerned. The current economy is in recession, in part due to this light touch and to the excesses of the financial markets, and at the next election, in 2010, Labor is forecast to be replaced by the Conservative Party under D Cameron. One exposure of this situation is that manufacturing has been in decline in the UK since the 70s, with the exception of the armaments industry and high value automobiles. <http://www.economist.com/countries/Britain/profile.cfm?folder=Profile%2DEconomic%20Data>

**CSR policies and legislation:** Since the deregulation of the finance industry and the privatization of public utilities in the early 1980s, business has not tended to look to the government to set the framework for responsible business practice beyond existing legal requirements. However, the government has appointed a Minister for CSR, and his role is to provide guidance and to support best practice. The expectations are therefore on business to lead and to engage in best practice. This is the same for locally owned companies as well as for foreign owned companies. Indeed many overseas companies have demonstrated excellent practice across the key areas of practice, and achieved significant UK awards.

**Main CSR drivers:** The concept of CSR in the United Kingdom originated in the ethical approach to business of a number of prominent firms, which ran their business in an ethical manner, in particular looking to the welfare of their employees. This philanthropic approach laid the foundations for the situation today where the need for companies to manage in a responsible manner across the various sectors of their activity is generally, if not universally, understood.

**Main CSR actors:**

- o Business in the Community [www.bitc.org.uk](http://www.bitc.org.uk)
- o Caux Initiatives for Business [www.cib.iofc.org](http://www.cib.iofc.org)
- o LEAD International [www.lead.org](http://www.lead.org)
- o Accountability [www.accountability.org.uk](http://www.accountability.org.uk)
- o Ethical Corporation [www.ethicalcorp.com](http://www.ethicalcorp.com)
- o London Benchmarking Group [www.lbg-online.net](http://www.lbg-online.net)
- o Corporate Citizenship [www.corporate-citizenship.com](http://www.corporate-citizenship.com)

**Public awareness on CSR:** The UK public is becoming more aware of the concept of CSR as companies are marketing their ethical business programmes more effectively. There has also been an increase of consumer awareness in recent years as companies are becoming more accountable for their business practices. For example, research in 2005, by Mori said that, "78% of the general public wants to hear about companies' responsibilities to their customers, employees, communities and the environment."

**Involvement of the Media:** In general, the media is less critical of business than other European countries. This may be due to media being owned by business conglomerates, but in general the approach is an educated one.

### Environment:

- **National action plan:** The Secretary for the Environment has set out an ambitious plan over time to reduce the UK carbon footprint and to develop alternative sources of energy.
- **Environmental Challenges:** The Main environmental challenges in the UK are future exposure to water shortages, reduction of the national carbon footprint and to flooding in the case of rising sea levels.
- **Energy and eco-efficiency:** The government and energy companies in the UK encourage the public to reduce their carbon footprint by highlighting the cost benefits of using less energy. They mainly focus home insulation, the importance of 'switching off' and energy saving light bulbs.
- **Public awareness on environment:** Public awareness on environmental issues is reasonably high, but not universal. There is still a significant body of climate change skepticism.

**Supply Chain:** In the UK, many companies are struggling with how to develop and use policies, questionnaires and audit processes for their entire supply chains. There is a concern, however, that these processes do not always get the root of the problem and improve labour standards or reduce carbon. Some leading companies are recognizing the need to look at more innovative methods to truly improve outcomes and raise standards. Some have entered into collaborative projects with other private sector actors, governments or local NGOs to take advantage of shared learning and areas of expertise.

**Human Rights:** Business is increasingly accepting its obligation to respect human rights. Many companies now have corporate policies committing to respecting human rights referring directly to recognized international standards. The Joint Parliamentary Committee on Human Rights is currently looking at the issue of business and human rights and is likely to report their findings later this year. British business is expected to be observant of all human rights wherever they have operations, particularly in the supply chain.

[www.parliament.uk/parliamentary\\_committees/joint\\_committee\\_on\\_human\\_rights.cfm](http://www.parliament.uk/parliamentary_committees/joint_committee_on_human_rights.cfm)

**Equal Opportunities:** Equality legislation exists for age, race, gender, disability, religion and belief, sexual orientation. The current UK government has recently proposed new equality legislation; part of this includes a potential requirement for employers to report on their gender pay gap, promotion of positive action, use of procurement to promote diversity in employment and the extension of public sector duties to promote equality. The government is keen to ensure the profile of the UK workforce better represents the profile of the working age population.

### Community Engagement:

- **Perceived role of businesses in local communities:** Dating back to the origins of CSR in the UK, businesses have positioned themselves as key actors within local communities. Additionally, in the UK, employee volunteering schemes are very common and widespread. For example, Cares, the BITC employee volunteering programmes involves more than 350 companies' in 32 locations in the UK. In 2006, over 25,000 employees volunteered through Cares.
- **Cooperation between local communities and business:** The government and business have agreed on different priorities for action in regards to local community engagement. These include raising the achievement of young people and improving basic skills for employability; to remove barriers to work and help disadvantage individuals and groups

find employment and engaging in deprived or impoverished areas through cooperation with local actors to tackle serious issues

**Sustainable Products and Services:** Sustainable Products and Services take into account their social and environmental impact. A market for such products is well developed in the UK compared to other European countries. There are corporate examples in the UK, such as those from this year's "Responsible Marketing and Innovation Award", where companies have developed more sustainable products and services as they recognized the competitive advantage that this can bring. (For concrete best practices please refer to link in best practice category).

**Company Best Practices:** BITC's best practice database  
[http://www.bitc.org.uk/resources/case\\_studies/index.html](http://www.bitc.org.uk/resources/case_studies/index.html)

**Main CSR Challenges:** Several CSR challenges still remain. These include achieving understanding in the business world that the focus is responsible business practice and not philanthropy and reaching beyond the 850 companies which are members of BITC to the many thousands which are not and to the SME segment which employs 75% of the UK workforce. In the current context, the main challenge is to ensure that in the recession, business commitment to responsible business practice is not set aside in the struggle for survival.

**What is BITC doing to promote CSR?** Founded in 1982 as a response by business to serious inner city riots, BITC aims to inspire, challenge, engage and support business in continually improving its positive impact on society. It does this by focusing its activity on specific issue based campaigns across the four impact areas of Workplace, Environment, Marketplace and Community, and in building local delivery partnerships that extend its reach and impact. Its members commit to action and to the continual improvement of their company's impact on society.



Through research, events and awards the campaign aims to support, challenge and engage companies. It looks at both physical and mental health, and refers to all the measures that a company can influence in and through the work environment, accepting the basic premise that improving and maximizing good health promotes productivity and employee retention.

Jennifer Fox, [information@bitc.org.uk](mailto:information@bitc.org.uk), +44 (0)207 566 86 50, [www.bitc.org.uk](http://www.bitc.org.uk)



## Scotland

The devolved government for Scotland in the United Kingdom is responsible for most of the issues of day-to-day concern to the people of Scotland, including health, education, justice, rural affairs, and transport. The Government was known as the Scottish Executive when it was first established in 1999. Since then it has been called the Scottish Government.

The current administration is the Scottish National Party and is led by First Minister Alex Salmond. For 2009 the core purpose as a government is to promote higher levels of sustainable economic growth, with other key areas including environmental leadership, strengthening the education, health and social justice systems, and continuing a National Conversation on constitutional reform. <http://www.scotland.gov.uk/About/scotPerforms/performance>



Like the rest of the United Kingdom, the Scottish economy is in recession. New government initiatives, in partnership with the UK, to stimulate growth are being introduced. The Scottish Government announced an Economic Recovery Program in January 2009 and set out five strategic priorities to drive economic growth: infrastructure and place, learning, skills and well-being, a supportive business environment and effective government.

<http://www.scotland.gov.uk/Topics/Economy/economic-situation>

**CSR policies and legislation:** The Sustainable Development plan for Scotland is the umbrella plan for CSR. Additionally, the public procurement reform program encourages public sector procurement that takes account of the economic, social, and environmental and equality impacts of their purchasing activities, and provides support for purchasers and suppliers. The Scottish National Food and Drink Policy is currently under development. Nonetheless, it states that food businesses should be encouraged to use the agreed sustainable food charter as a means of reporting their performance in CSR, and that they should report on their performance publicly.

In other areas, Scotland is covered by UK legislation. Please refer to the appropriate factsheet.

<http://www.scotland.gov.uk/Publications/2008/12/23151017/11>

**Main CSR Actors:**

- o Scottish Business in the Community [www.sbcscot.com](http://www.sbcscot.com)
- o Business Environment Partnership [www.smallbusinessjourney.com](http://www.smallbusinessjourney.com)

**Involvement of the Media:** Scotland has two main quality daily newspapers – The Scotsman and The Herald, both have coverage on CSR, though this is more on the individual component topics and not on CSR in general. They do not position themselves as protagonists or supporters of CSR, however SBC are working with them, and other media like the BBC Scotland, to develop communication partnerships that aim to harness their power for positive communication and change.

**Environment:**

- **National action plan:** The Scottish Government and their agencies have established robust mechanisms and procedures for tackling climate change. The Climate change delivery plan recently launched by the Scottish Government contains a range of transformational aims sported by 5 sector themes. Each theme contains milestones and objectives to reach the 2020 targets of 42% reduction in greenhouse gas emissions. <http://www.scotland.gov.uk/Publications/2009/06/18103720/0>
- **Environmental Challenges:** CO2 emissions reduction and Reduction, evaluation and monitoring of environmental impacts through supply chain
- **Energy and eco-efficiency:** Scotland is uniquely placed to lead the developed world in renewable technologies. Our geographic location and the fact we are a peninsula means we can tap the natural resources of wind, wave and water power. Scotland can also lead the way in new and innovative technologies including Carbon capture and storage.
- **Public awareness on environment:** The Scottish Environmental Attitudes and Behaviours Survey (SEABS), shows that awareness of environmental issues is high and that some greener behaviors are becoming commonplace. But there is still some way to go to tackle stubborn issues like travel habits and to make people realize that their own behavior can make the world a greener place.  
<http://www.scotland.gov.uk/News/Releases/2009/03/06122455>

**Supply Chain:** The main supply chain pressures are environmental, and come mainly from both the government and larger businesses. Private sector businesses are increasingly requiring

suppliers to have accreditations such as ISO 14001, and the Scottish Government has new procurement guidelines in place. Supply chain is increasingly being identified by businesses as an area of risk in CSR yet it remains the toughest area to tackle.

**Human Rights:** This agenda in Scotland is most often expressed as social justice and social inclusion. Wealth distribution, housing, education, access to jobs, environmental justice, are all topical issues that would come under this banner, however are more widely addressed as single issues. Scotland traditionally has a global role in the democratic and social rights arena.

**Equal Opportunities:** In Scotland, this agenda is often linked with Human Rights and driven by established and innovative new legislation, overseen by the Equality and Human Rights Commission for the UK and Scotland. Current projects and campaigns of the Commission include the stalling of sex equality in the workplace, homophobia, Public Sector Duties, and independent living for the disabled. Businesses in Scotland work actively on campaigns and initiative their own schemes to promote equal opportunities, with training, on this area widespread in companies. <http://www.equalityhumanrights.com/scotland/about-the-equality-and-human-rights-commission-in-scotland/>

**Community Engagement:**

- **Perceived role of business in local communities:** Scottish businesses have a tradition of supporting the communities in which they operate. This has become more organized and sophisticated over the past decade, with the private sector engaging in innovative, active and sustainable partnerships with the government and third sector organisations.
- **Cooperation between business and local communities:** Education and community regeneration continue to be key areas for cooperation, and CSR provides shared aims and frameworks to maximize success. Aggregate measurement and evaluation of this activity is not strong, and perhaps represents the next stage to move this agenda forward.

**Sustainable Products and Services:** There is activity by the Scottish government, universities, NGOs and businesses to develop more sustainable products and services. Sustainable Consumption and Production is a key theme in the Sustainable Development plans of both Scotland and the UK. Renewable energy, tourism and waste management are key areas of activity for Scotland

**Company Best Practices:** SBC [www.sbcscot.com](http://www.sbcscot.com)

**Main CSR challenges:** Scotland traditionally is a country that has for centuries led the world in social, scientific and political innovation. That reputation is intact today, despite the challenges of the current economic problems, and CSR has a huge role to play. However, CSR itself faces a reputation problem, and companies must better demonstrate that it is core to their products and services. Also, government sustainability and business CSR agendas must converge better, so they can strive to lead the world together in a 'new and better way of doing business.'

**What is Scottish Business in the Community doing to promote CSR?** SBC address many areas of CSR in Scotland, through Membership and Training and Development Services. This includes climate change through the Prince's May Day Network, social inclusion and skills through Scotland's Got Talent campaign and volunteering, SME development through work with Scottish Enterprise, people and organisational development through the Leonardo supported Train4CSR project.



Karen Davidson, [karen.davidson@sbcsco.com](mailto:karen.davidson@sbcsco.com), +44 131 451 11 00, [www.sbcscot.com](http://www.sbcscot.com)



# CSR Europe's National Partner Organisations



# CSR Europe's Corporate Members



CSR Europe  
www.csreurope.org