

# ENGAGE SECTORIAL CSR-KIT FOR EMPLOYERS, MANAGERS AND STAKEHOLDERS

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Economic sector **BUSINESS**



## KIT Overview



### ENGAGE CSR-KIT ON BUSINESS

- This kit, tailored to the BUSINESS economic sector, aims to provide robust, useful and practical training materials to help the development of knowledge about the various dimensions of CSR and, at the same time, promote a CSR approach, as well as to boost the learning about how to build, implement and use effectively CSR principles, policies and programmes inside own organisation.

- It contains practical hand-outs, such as informative contents, reflective questions, workouts, case studies, good practices, didactical resources, check list, key-messages, useful online resources, reading suggestions, European and country references.

### TARGET-GROUPS

- Employers.
- Employees.
- Managers.
- CSR practitioners.
- Stakeholders.
- Other professionals interested on CSR topics, including trainers, coaches, consultants.

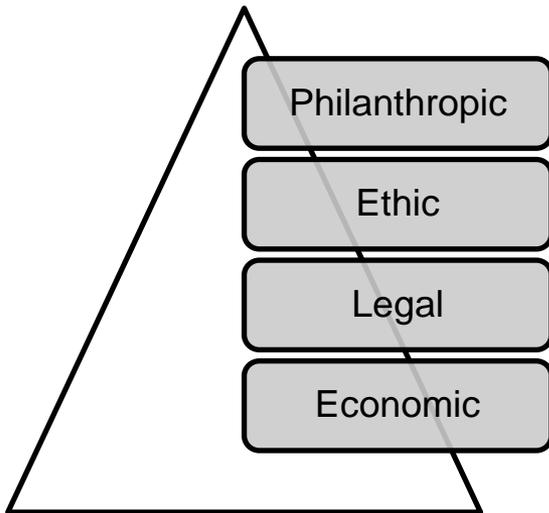
# KIT Overview

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# Introduction to CSR



*Carroll's CSR pyramid*

## Areas of CSR

•“Most definitions of corporate social responsibility describe it as a concept whereby organisations integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.”

<http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52001DC0366>

## Key-elements of CSR

- The “Key-elements of CSR” according to the European Sustainable Development Network (ESDN) include:
  - The integration of CSR is voluntarily. With CSR, BUSINESS organisations commit to act in according to overall goals of society.
  - CSR is developed (and therefore depends) on the relationship between BUSINESS activity and society. Its concept considers political, institutional, cultural and environmental aspects.
  - CSR includes organisations compliance to specific laws or regulations.
  - There is a controversy of profit and CSR, respectively regarding making profit out of CSR.

## Introduction to CSR

*Ted Talk on CSR:*

*Tony Prophet: Business social responsibility (TEDxSantaCatalinaSchool):*  
[www.youtube.com/watch?v=jeTvey8siH4](http://www.youtube.com/watch?v=jeTvey8siH4)

*Further link to EC CSR:*

[www.sd-network.eu/quarterly%20reports/report%20files/pdf/2011-December-The New Communication of the EU Commission on CSR and National CSR strategies.pdf](http://www.sd-network.eu/quarterly%20reports/report%20files/pdf/2011-December-The%20New%20Communication%20of%20the%20EU%20Commission%20on%20CSR%20and%20National%20CSR%20strategies.pdf)

## Definition of CSR by the European Commission

•The EC defines CSR as the responsibility of organisations for their impacts on society. The Commission encourages that organisations “should have in place a process to integrate social, environmental, ethical human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders”.

[http://ec.europa.eu/enterprise/policies/sustainable-business/corporate-social-responsibility/index\\_en.htm](http://ec.europa.eu/enterprise/policies/sustainable-business/corporate-social-responsibility/index_en.htm)

## Important references on CSR

- The United Nations Global Compact (2000).
- The Green paper for promoting a European framework for Corporate Social Responsibility by the EC (2001).
- OECD Guidelines for multinational enterprises (2008) (Recommendations of principles and standards for responsible business conduct).
- Communication. A new strategy of the EU 2011-14 on Corporate Social Responsibility (2011).

# Introduction to CSR

## Definition by the World Business Council For Sustainable Development

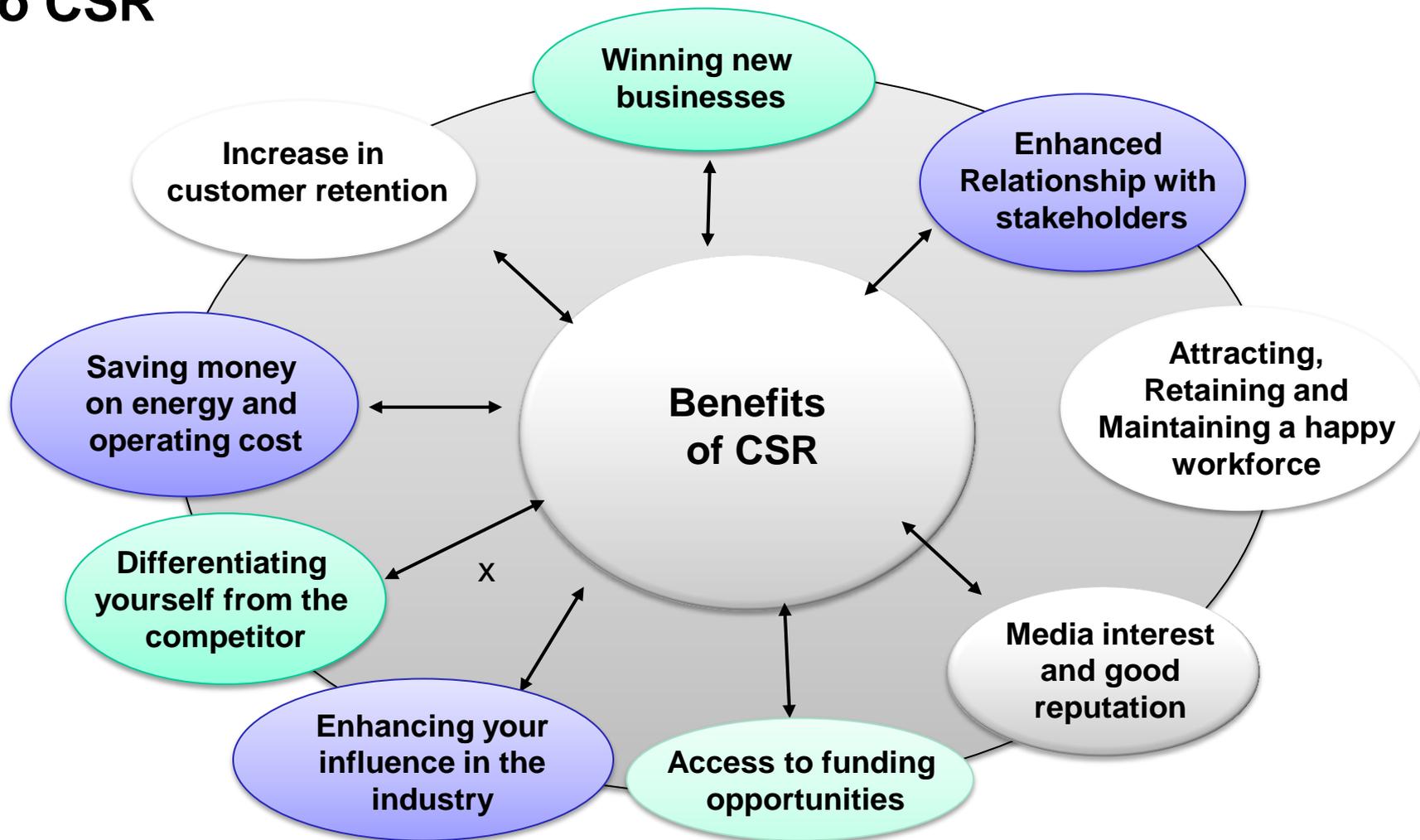
- Expectation of stakeholders that companies should behave ethically.
- Expectation that business should contribute to economic development.
- Expectation that business should improve the quality of life of its workforce and their families.
- Expectation that business should play active part in the improvement of the society.

*The World Business Council for Sustainable Development (WBCSD) is a CEO-led organization of forward-thinking companies that galvanizes the global business community to create a sustainable future for business, society and the environment.*

[www.wbcSD.org](http://www.wbcSD.org)

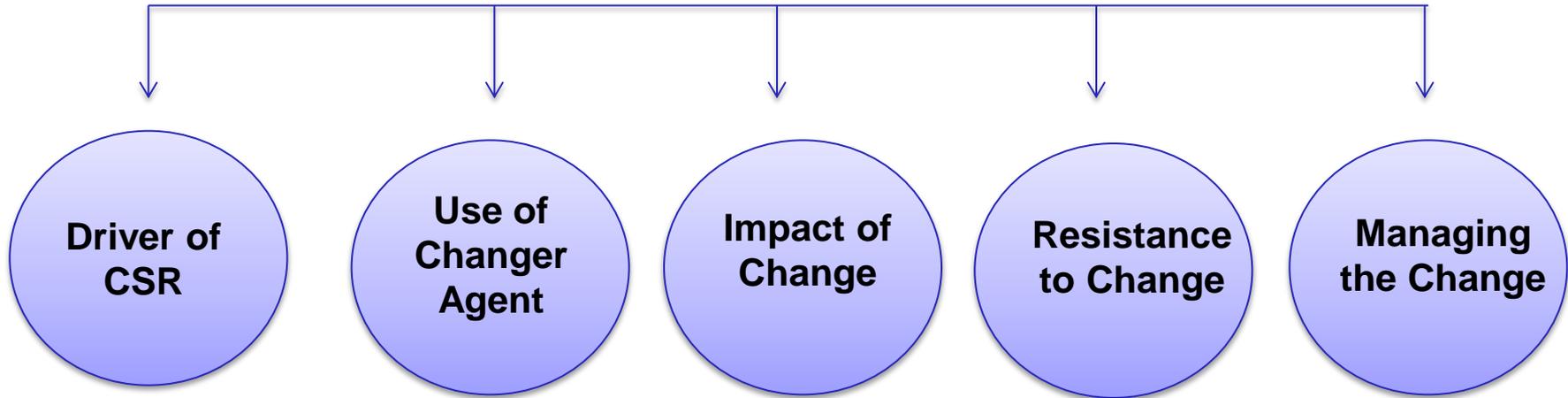
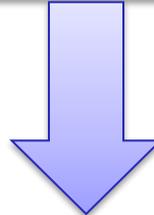
Benefits of CSR for Business

Introduction to CSR



# Introduction to CSR

## Guidelines and steps for implementing CSR



## Introduction to CSR

*To be taken into account:*

- ✓ *CSR is about corporate citizenship*
- ✓ *It is about giving back to the society*
- ✓ *It is about business sustainability*
- ✓ *It is about thriving in a competitive business environment*
- ✓ *A good CSR Policy must be result-driven*
- ✓ *Business assessment is important*

## Practical application of CSR

- 1) First, companies need to evaluate various aspects of your business and operations;
- 2) Evaluate the impact your business is having on your stakeholders;
- 3) Set realistic targets on how to improve your business operations and processes;
- 4) Draw up a result- driven CSR Policy;
- 5) Embed your CSR into your business strategy;
- 6) Appoint a driver for your CSR initiative;
- 7) Communicate your CSR efforts to all your stakeholders clearly and boldly;
- 8) Make your CSR initiative part of your business culture;
- 9) Set up CSR measuring indicators to monitor progress and possible deviations;
- 10) Be enthusiastic about your CSR initiative; be committed to it;
- 11) Report on your initiatives and measure progress/ impact made.

# Ethics and Transparency

*By adhering to the principles of ethics, honesty, mutual respect, trust, integrity, transparency in business, fighting the traffic of influence and offering or receiving bribes and corruption in public and private sphere. Promoting fair trade and privacy rights of the client.*

## Areas of business ethics

- According to the 10 principles of the United Nations Global Compact, businesses` guidelines and actions have to take into consideration the following areas in order to follow an ethic code in any sector of activity:
  - **Human rights:** businesses should adhere to (international declared) human rights.
  - **Labour:** businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining. They refuse all forms of forced and compulsory labour, as well as child labour and stand for anti-discrimination policy in respect of employment and occupation.
  - **Environment:** businesses should have a conscious approach with the environment by promoting eco-technologies and sustainable measures.
  - **Anti-corruption:** businesses should oppose against corruption in all its forms, including extortion and bribery.

# Ethics and Transparency

*“EU Lobbying, Ethics and Transparency: “Do”-s and “Don’t”-s” is a webinar of the European Training Academy:*

[www.eu-academy.eu/freeresources/eu-lobbying-ethics-and-transparency-do-s-and-dont-s/](http://www.eu-academy.eu/freeresources/eu-lobbying-ethics-and-transparency-do-s-and-dont-s/)

## Strategy to include ethics in BUSINESS sector

- First of all, to include a business ethics strategy, the business and its strategy have to observe and respect the law.
- Verify if it is possible to implement a business ethics strategy in the current organisational structure (otherwise the structures have to be modified).
- The strategy is built on business specific values. The strategy reflects the goal and mission statement of the business, its culture and everyday practice.
- The strategy reflects the business` value on internal and external level.
- It is based on principles and codes of conduct, which are internalised and respected, not on rules by which has to be played.
- Participation, encouragement and ethics training of employees are parts of the strategy.
- Transparency in form of reporting and communication with stakeholders reflects the external impact of the strategy.
- The strategy takes into consideration options of dealing with ethical issues.

# Ethics and Transparency

CSR Europe provides a self-assessment questionnaire, which is available at:

[www.csreurope.org/sites/default/files/CSR%20SAQ%20automotive%20sector.pdf](http://www.csreurope.org/sites/default/files/CSR%20SAQ%20automotive%20sector.pdf)

## Evaluation

• An evaluation can measure the quality and effectiveness of the organisation's business ethics strategy, its strengths and weaknesses as well as its impact. Experts suggest to implement a standard ethics performance evaluation at the end of every year and to create a strategic plan ethics checklist for the coming year. The ethics performance evaluation would look at the organisation's performance, e.g. regarding transparency, in view of its principles.

## Key-aspects for planning a business ethics strategy

- The strategy includes a clear definition of the purpose.
- The strategy is adapted to new legal regulations.
- The strategy takes into consideration new or different elements.
- The strategy considers ethical differences in work with other organisations.
- The strategy assures appropriate rewards structures.
- The strategy includes required changes in particular parts of the organisation (e.g. structure, staff development)
- The strategy includes different kinds of measurements.

# Ethics and Transparency

*The Ready-to-Report SME-booklet provides useful information and checklists on how to create a sustainability report:*

[www.globalreporting.org/resources/ourcelibrary/Ready-to-Report-SME-booklet-online.pdf](http://www.globalreporting.org/resources/ourcelibrary/Ready-to-Report-SME-booklet-online.pdf)

## Reporting

- **Planning:** the first step of the reporting process. In this phase, a reporting team is selected to consider appropriate topics and criteria for the report. The team agrees on how this information should be transformed (sustainability report as part of annual report or individual report). To guarantee internal transparency, the employees are informed.
- **Stakeholder engagement:** to collect add valuable information by giving their feedback on the relevance of the internal agreed topics of the report.
- **Review and assessment:** the process of the first selection of topics, the consultation of stakeholders and review of the reporting team result in a definition of relevant topics on sustainability. For these the reporting team assesses the related impacts, which may occur within and/or outside the organisation (e.g. suppliers, distributors or emissions).
- **Collection:** in this phase, relevant information is gathered and analysed for the content and performance of the report.

# Ethics and Transparency

*The documentary „a decent factory“ from 2004 is about a CSR representative of NOKIA discovering grievances at a Chinese supplier:*

*Trailer:*

[www.youtube.com/watch?v=JPenUV55f90](http://www.youtube.com/watch?v=JPenUV55f90)

## Transparency rules on social responsibility

- In 2013, the directive 2013/34/EU was developed and incorporates measures that are aimed at strengthening the organisation's transparency and accountability, while limiting any undue administrative burden, and ensuring a level playing field across the EU. The directive has to be implemented into national law by the member states in 2017.
- The directive targets “public entities” such as banks, insurance companies or other entities that are of public interest due to their type or size of organisation. The directive targets organisations with over 500 employees, there for SME are not concerned by these regulations.
- The directive regarding aspects such as age, gender, educational and professional background. The diversity policy addresses administrative, management and supervisory bodies and has to be added in the corporate governance statement.
- For 2018 a country reporting system on taxes is planned for each member state and third country in which they operate. The reports will contain information on profits made, taxes paid on profits and public subsidies received. The report will take into account developments to increase transparency in financial reporting carried out at international level.

# Fundamental Human Rights

*Fully respecting the protection of fundamental human rights based on the Universal Declaration of Human Rights and incorporating into their practices, the principles of the Fundamental Conventions of the International Labour Organisations.*

## Why should organisations care about human rights?

•“The responsibility to respect human rights requires that organisations (a) avoid causing or contributing to adverse human rights impacts through their own activities, and address such impacts when they occur; and (b) seek to prevent or mitigate adverse human rights impacts that are directly linked to their operations, products or services by their business relationships, even if they have not contributed to those impacts.”

[www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR\\_EN.pdf](http://www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR_EN.pdf)

- Organisations may be involved with adverse human rights impacts either through their own activities or as a result of their business relationships with other parties.
- Not respecting human rights poses a number of risks and costs for business including putting the organisation’s social license to operate at risk, reputational damage, consumer boycotts, exposure to legal liability and adverse government action, adverse action by investors and business partners, reduced productivity and morale of employees.

# Fundamental Human Rights

*How to Develop a Human Rights Policy?*  
[www.unglobalcompact.org/docs/issues\\_doc/human\\_rights/Resources/HR\\_Policy\\_Guide\\_2nd\\_Edition.pdf](http://www.unglobalcompact.org/docs/issues_doc/human_rights/Resources/HR_Policy_Guide_2nd_Edition.pdf)



## Towards a human rights policy?

- Organisations are advised by international United Nations regulations to develop a human rights policy internally. The human rights policy sets out how the organisation respects human rights by having policies and processes in place to identify, prevent, mitigate and account for how it addresses its adverse human rights impacts, specially:
  - To provide a basis for embedding the responsibility to respect through all business functions.
  - To respond to relevant stakeholder expectations.
  - To identify policy gaps and initiate a process that alerts the company to new areas of human rights risk.
  - To elaborate on the company's commitment to support human rights.
  - To build increased trust with external stakeholders and to start to understand and address their concerns.
  - To foster the development of in-house learning, management capacity and leadership on human rights issues.
  - To demonstrate international good business practice.

# Fundamental Human Rights

*Human Rights Translated - A Business Reference Guide, developed by Office of the High Commissioner for Human Rights:*

[www.unglobalcompact.org/docs/news\\_events/8.1/human\\_rights\\_translated.pdf](http://www.unglobalcompact.org/docs/news_events/8.1/human_rights_translated.pdf)

*Corporate Responsibility for Human Rights: A critical analysis of the OECD Guidelines for Multinational Companies:*

[https://mneguidelines.oecd.org/MNEguidelines\\_RBCmatters.pdf](https://mneguidelines.oecd.org/MNEguidelines_RBCmatters.pdf)

## Global standards and benchmarks on human rights dimension

- After launching the 10 principles of the United National Global Compact on July 2000, CSR stakeholders started to describe human rights issue by using the following principles:
  - **Principle 1:** Organisations should support and respect the protection of internationally proclaimed human rights.
  - **Principle 2:** make sure that they are not complicit in human rights abuses.
  
- Human rights is also part of ISO26000 and it concerns the following areas:
  - Due diligence.
  - Human rights risk situations.
  - Avoidance of complicity.
  - Resolving grievances.
  - Discrimination and vulnerable groups.
  - Civil and political rights.
  - Economic.
  - Social and cultural rights.
  - Fundamental principles and rights at work.

## Dialogue with Stakeholders

*Ensuring an open, transparent and trust with the various stakeholders, establishing channels of consultation and integration of their concerns. Reporting a credible and objective way the social, environmental and economic results. Promoting dialogue for further cooperation with new stakeholders.*

### General information on how to approach stakeholders

- Do you want to engage with stakeholders or not? This is no longer the question. Currently the question is “how”? The answers for successful engagement in a nutshell:
  - Start with identifying the major categories of stakeholders with which the organisation relates - employees, trainees, customers, suppliers, partners; educative institutions, local authorities; trainers’ and students associations, community, NGOs; shareholders, investors, financial institutions, etc.
  - Rate the stakeholders according to the impact they can have on the organisation and the degree of its impact.
  - Elaborate strategies based on previous steps and implement those mechanisms that enable to meet the expectations and know the opinion of stakeholders about the organisation.
  - Last but not least, report before the stakeholders, using appropriate language and communication channels.

# Dialogue with Stakeholders

*R. Edward Freeman is an American Philosopher and professor of business administration at the University of Virginia, particularly known for his work on stakeholder theory.*

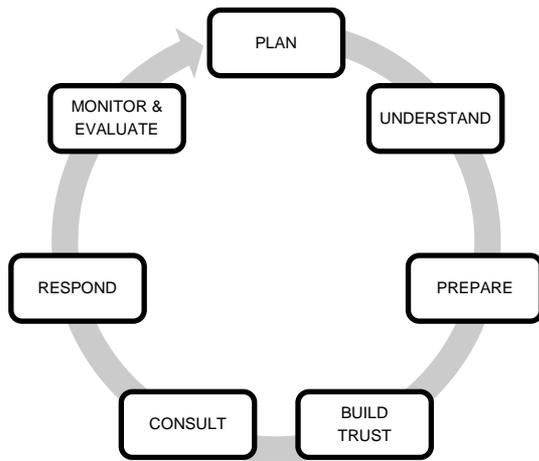
*Watch one of his lectures concerning dialogue with stakeholders on:*

[www.youtube.com/watch?v=x9cOBad9sWA](http://www.youtube.com/watch?v=x9cOBad9sWA)

## Still hesitating who are your stakeholders?

- Some descriptions to help identifying your stakeholders:
  - Anyone who affects or is affected by your organisation.
  - Those groups or persons who have a stake, a claim, or an interest in the operations and decisions of the organisation.
  - They supply resources that are critical to the success of the organisation or institution.
  - Stakeholders place something of value “at risk”, i.e. their own welfare is directly affected by your organisation.
  - Stakeholders have sufficient power to affect the performance of the organisation, either favourably or unfavourably.

# Dialogue with Stakeholders



*Neil Jeffery, Doughty Centre, Cranfield School of Management*

## Dialogue with stakeholders in 7 steps

1. **Plan:** planning the objectives and issues to address.
2. **Understand:** become aware of the stakeholders, get to know their interests, their wants and needs, what motivates them.
3. **Prepare:** preparing the organisation, its resources, its knowledge and capacity to work with the stakeholders.
4. **Build trust:** achieving a different level of trust with various stakeholders, knowledge of each sub-group and acceptance.
5. **Consult:** the most important and the most difficult one; the communication with the stakeholders must be open, honest, responsive, flexible.
6. **Respond:** responding to and implementing measures concerning the issues that have been discussed with stakeholders.
7. **Monitor and Evaluate:** the socially responsible organization periodically reports before stakeholders on the results.

# Dialogue with Stakeholders

AA1000 Stakeholder  
Engagement Standard  
[www.accountability21.net](http://www.accountability21.net)

Dow Jones Sustainability  
Index  
[www.sustainabilityindexes.com](http://www.sustainabilityindexes.com)

FTSE4Good Index Series  
[www.ftse.com/Indices/FTSE4Good  
Index\\_Series/index.jsp](http://www.ftse.com/Indices/FTSE4Good_Index_Series/index.jsp)

GRI  
[www.globalreporting.org](http://www.globalreporting.org)

OECD – Guidelines  
[www.oecd.org](http://www.oecd.org)

SA 1000

## International standards for stakeholder engagement

- **AA1000 Stakeholder Engagement Standard:** managed by the NGO Accountability, an open-source framework.
- **Dow Jones Sustainability Index:** sets standards for corporate governance and stakeholder engagement.
- **FTSE4Good Index Series:** a series of benchmark and indices for socially responsible investors.
- **Global Reporting Initiative (GRI):** a set of social, economic, environmental, and governance indicators, including stakeholders engagement.
- **Organisation for Economic Cooperation and Development (OECD) Guidelines:** promotes consultation with employees and with the communities.
- **SA 1000:** a voluntary third-party certification standard developed by Social Accountability International (SAI).
- **UN Global Compact:** commits companies to support and respect internationally recognised human rights, labour and environmental standards.

# Value Creation

*Promoting a high level of management quality of products and services and processes by integrating environmental and social aspects in planning and decision making; and investing in research, development and innovation.*

## The added value of CSR

- There are some understandings on how CSR plays as a modern approach for value creation.
- CSR and value creation are not diametrically opposed, it is rather unclear how the demands and expectations of different stakeholders can be included in organisational decisions. For this to be clarified one must have some insight in the economical consequences, or, in terms of value-based management: one needs to obtain insight into the value creating potential of CSR.
- Visible CSR activities enhance the organisation's reputation, which is a specially important intangible asset in educational institutions in general, including BUSINESS organisations.
- Increased reputation not only will attract potential learners, but also high skilled trainers/teachers and other educational staff.
- It also provides leverage for managing stakeholders and creates a significant competitive advantage.

# Value Creation

## A comparison of traditional CSR, strategic CSR and traditional strategy

STRATEGIC DIMENSIONS	Traditional CSR	Traditional strategy	Strategic CSR
<b>Visibility</b>	Irrelevant: doing good is its own reward and is profitable in the long run.	Build customer awareness of product/service and brand.	Building customer and stakeholder awareness of product/service with CSR value added.
<b>Appropriability</b>	Irrelevant: doing good is its own reward and is profitable in the long run.	Manage supplier, customer and competitor relations to capture value added.	Manage stakeholder relations to capture value added.
<b>Voluntarism</b>	Participate in social action beyond that demanded by interests and law.	Organisation's innovation based on ability to learn.	Participate in social action beyond that demanded by law.
<b>Centrality</b>	Irrelevant: doing good is tied to social need and not to core business mission.	Create value via product/service innovation.	Create value via product/service innovation linked to social issues.
<b>Proactivity</b>	Anticipate changes in social issues.	First-mover advantage.	Anticipate changes in social issues that present market opportunities.

*CSR can act as a source of good and a wellspring of innovation, competitive advantage and value creation*

*But how can organisations unleash this innovative potential?*

*Are there specific ways to ensure that CSR aligns with organisation's strategy and creates value?*

*Bryan Husted & David Allen  
Social Responsibility and Value Creation*



# Value Creation



## Approaches to the value creation

- **Community-based development:** focuses on local communities that organisations can better work with them. Flower Valley in the South Africa, established by Shell Foundation, is a sample of this approach –they launched an Early Learning Centre to help to train the community's children and likewise to grow new skills for the adults.
- **Integrating CSR into the organisational strategy:** it creates a fair trade for players of the business field such as buyers and suppliers. For example, procure of Fair Trade tea and coffee has been selected through different organisations including the multinational KPMG.
- **Creating share value (CSV):** the basis of this approach is an idea that organisation's success and social welfare are interdependent. According to it, some factors such as healthy educated workforce, sustainable tangible and intangible resources and adept government are needed to compete effectively.

# Human Resource Management

*Reinforcing management systems to ensure health, safety and welfare of employees. Promoting the development of individual skills. Rewarding excellence and merit. Rejecting abusive and discriminatory practices. Committing to assured equal opportunities.*

## Why implementing a CSR strategy on human resources?

- From the point of view of the social impacts it contributes to:
  - The compliance with Human Rights.
  - Equal opportunities assurance.
  - Fair, safe and comfortable working environments.
  - Increased employability of workers.
  - Engaged and empowered workforce.
  - Balanced personal and family /work life for employees.
- From the point of view of business benefits, a responsible HR management :
  - Avoids losing talented employees or candidates due to discrimination, prejudice or lack of adaptation to personal circumstances.
  - Increases organizations' reputation and gains strong brand supporters and prescribers on its employees.
  - Gains a well trained and motivated workforce adapted to the organisation needs.
  - Boosts the employees commitment with CSR values.

# Human Resource Management



## Transparent, fair and non-discriminatory recruiting

• Recruiting is the first step to build up the BUSINESS organisation's workforce. In order to choose the best candidate and guarantee equal opportunities, recruiting processes have to be transparent, widely disseminated, preventing any type of discrimination and respectful to candidates. Some clues for each phase of the process:

- **Job position description:** once a vacant is found, a clear description of functions and skills required will make the process transparent and reliable.
- **Recruiting process definition:** the process can not be let to improvisation or intuition. Clear definition avoids recruitment based on topics and/or prejudices. All candidates know what to expect and follow the same steps.
- **Neutral job offer:** the language used should not suggest exclusion of candidates for reasons other than qualifications, skills and/or experience (e.g. gender, age). An equality statement could be added.
- **Recruiting process and hiring:** according to the planning, with respect of individual rights, giving transparent information and feedback to candidates.

# Human Resource Management

*Linda Wirth argued in her now classical essay (2001) that women systematically crash against a “grass ceiling”, a set of invisible limitations that prevent women to continue their career development beyond a certain point; obstacles that are still remaining in modern societies after more evident discrimination barriers have been overcome.*

## Equitable, fair and transparent wage policies

- The organisation’s retributory system is “the set of procedures that tend to establish or maintain equitable and fair salary structures” (Chiavenato, 2000).
- Organisations must give an individual value to each position and balance salaries according to both other positions inside the organisation (internal equity) and the same positions in other organisations (external equity).
- Very often salary discrimination is hidden behind unfair and unequal supplementary benefits. Clear rules in this field help to address the issue.
- Disclosure of internal salaries may led to increased motivation; when unknown, colleagues’/managers’ salary is usually guessed greater than actually is.

## Career management

- As for salary, clear and well established mechanisms for internal promotion may encourage career progression, motivation and equal opportunities. Conditions for professional development should take into account work/life balance, and take steps against the “glass ceiling” for women.

# Human Resource Management

*This well-known quote among the business sector reflects perfectly the importance of training inside organisations:*

*Two managers are talking about training their employees. The first one asks, "Yeah, but what if we train them, and they just leave?" The second responds, "What if we don't train them, and they stay?"*

## Training for development of skills and employability

- In order to grow and being competitive and profitable, organisations need to establish training plans, consistent and in appropriate to how its environment is evolving.
- Also employees need training, in order to maintain its job position, being able to achieve higher job positions –the possibility of doing it just because of long service has virtually disappeared- and because it is necessary for being effective and is an exigency from the environment.

## Work/life balance

Employees have responsibilities other than work, such as taking care of dependant family members (e.g. children, elder), management of the house (e.g. housework, reparations), among others. Furthermore, they need personal time to take care of themselves, engage in their community and/or achieve personal projects (e.g. studying, sports, community service). Some of these responsibilities can not fit in strict time schedules, usually marked arbitrarily by the employer. Responsible organisations can help their employees by allowing, for example, flexible work time .

# Human Resource Management

*Preventing and  
addressing sexual  
harassment in  
companies:*

<https://youtu.be/EAXu68ZIQwQ>

## Fair, safe, healthy, comfortable work environment

- Health, safety and environment (HSE) policy in work places can be guaranteed by respecting the legal requirements, and further measures, in order to identify risks implied in the work activities, the necessary prevention and protection measures, promote the engagement of employers on HSE policies and assure training for employees. Also HSE representatives should be elected or chosen, with enough credit hours.

- Comfortable work environment goes further hygienic or ergonomic measures. Psychological and social risks need to be addressed. Some of the important directions that are necessary to prevent these risks are:

- Employees motivation and engagement procedures.
- Well trained managers that have gained relevant skills for team management, such as motivate workers, solve conflicts, etc.
- Clear, well implemented and disseminated protocols for preventing and acting against any type of harassment, including sexual harassment, gender based or based on sexual orientation.

# Diversity and Equality

*Respecting and valuing differences as a fundamental condition for the existence of an ethical relationship and the development of humanity, trying to stimulate the promotion of cultural diversity, social and ethnic difference as a positive development of the organisation mission, not tolerating discrimination.*

## Diversity management and non-discrimination

- Diversity management comprises equal treatment, integration and corporate non-discrimination guidelines. Its purpose is to emphasise the individual diversity of the employees in a positive way and to utilise it for added value and competitive advantages within an institution.
- Thus, diversity management supports the thesis that a diverse workforce is more successful than employees with a homogeneous background.
- With respect to discrimination at the workplace, organisations in the European Union can also be legally prosecuted.
- In the practice, diversity management is considered an organisational-internal characteristic of CSR, mainly in larger organisations.

# Diversity and Equality

## Diversity management to create equal opportunities

- But the purpose of diversity management is not only to prevent discrimination within the organisation and to create equal opportunities.
- Companies also use diversity management strategically to generate economic advantages.
- In terms of sales markets and customer relationships, the diversity of the workforce can make it possible to address specifically new customer groups with a migratory background (ethno-marketing) or represent competitive advantages thanks to the retention of customers by providing a range of multilingual services.



# Diversity and Equality



## Diversity management to prevent conflicts

- Within the organisation, diversity management also helps resolve and prevent conflicts which may have a positive impact on the corporate climate.
- Workplace conflict is bound to happen in a diverse workplace. Conflict is bound to occur, simply based on differences based on culture, generation, personality and work style. Whether conflict occurs between employees or between employees and their supervisor, it must be resolved to preserve working relationships as well as the organisation's productivity and profitability.
- Proactive measures alone aren't enough to handle diversity conflict in the workplace. Implementing a combination of preventive measures and reactive steps will ensure that you cover all bases whenever diversity conflict occurs. Train your staff to respect differences throughout the workforce and use conflict resolution techniques once you discover incidents likely caused by workplace diversity.

# Environmental Protection and Management

*Promoting initiatives that contribute to the environment. Investing in technologies and sustainable products and appreciate the ecological dimension. Expanding the use of environmental criteria. Preventing and minimizing the risk of environmental impact. Monitoring indicators.*

## The environmental aspect of CSR

- Traditionally, environmental protection has been considered to be “in the public interest” and external to private life. Governments have assumed principal responsibility for assuring environmental management, and have focused on creating and preserving a safe environment. They have directed the private sector to adopt environmentally sound behaviour through regulations, sanctions and occasionally, incentives.
- However, the roles of sectors have been changing, with the private sector becoming an active partner in environmental protection. Many governments and organisations have been realising that environmental protection and economic growth are not always in conflict.
- The environmental aspect of CSR is defined as the duty to cover the environmental implications of the organisation’s operations, products and facilities; eliminate waste and emissions; maximize the efficiency and productivity of its resources; and minimize practices that might adversely affect the enjoyment of the resources by future generations.

# Environmental Protection and Management



## Steps to manage the impact on the environment

• Whatever the nature of the commitment, most organisations follow a similar series of steps when addressing their impact on the environment:

1. **Corporate environmental policy:** organisations committed to reducing their environmental impact usually create a set of environmental principles and standards, often including formal goals. At minimum, most such statements express an organisation's intentions to respect the environment in the design, production and distribution of its products and services; to commit the organisation to be in full compliance with all laws and go beyond compliance whenever possible; and establish an open-book policy whereby employees, community members and others can be informed of any potentially adverse effects the organisation might have on the environment.

# Environmental Protection and Management

*ISO 14000 provides practical tools for organisations of all kinds looking to manage their environmental responsibilities.*



## Steps to manage the impact on the environment

2. **Environmental audit:** before an organisation attempts to reduce its impact on the environment, it is essential that it first gains a full understanding of it. For most organisations, this usually involves some kind of environmental audit. The goal of audits is to understand the type and amount of resources used by an organisation, product line or facility, and the types of waste and emissions generated. Some organisations also try to quantify this data in monetary terms to understand the bottom-line impact. This also helps to set priorities as to how an organisation can get the greatest return on its efforts.
  
2. **Employee involvement:** an environmental policy needs to be embraced by employees throughout the organisation, not just those whose work is related to the environment. To do that, organisations engage in a variety of activities, especially education, to help employees understand the environmental impact of their jobs and to support their efforts to make positive changes.

# Environmental Protection and Management

## Steps to manage the impact on the environment

- 4. Green procurement:** to help ensure that their products/services and processes are environmentally responsible, many organisations seek to buy greener materials from their suppliers. Some organisations participate in buyers' groups in which they leverage their collective buying clout to push suppliers to consider alternative materials or processes.
- 5. Green products/services:** products/services themselves may be made more environmentally friendly, with regard to, for example, the control of emissions, noise, reduced health and safety risks, and reduced energy requirements.



## Development of Local Communities

*Supporting initiatives of social, economic and cultural promotion, based on transparent criteria for evaluation to community. Promoting participation and involvement in volunteer work. Developing strategies for cohesion and/or local territorial areas.*

### Standards for community involvement

- While the internal CSR dimension includes human resources management, health and safety at work, management of environmental impacts and natural resources, the external dimension is based on development of local communities.
- According to the International Corporation Performance Standards, organisations should have comprehensive guidance for the lifecycle of initiatives, hence to ensure responsible and sustainable performance by protecting local communities.
- Community involvement and development is an important element of ISO 26000 and it implies the following CSR directions: community involvement, education and culture, employment creation and skills development, health, income creation and social investment

## Development of Local Communities

Thomas Antonio, *The rise of social cooperatives in Italy:*  
<http://staging.community-wealth.org/sites/clone.community-wealth.org/files/downloads/article-thomas.pdf>

### Does the goal of community service require a particular ownership?

- Some organisations, particularly from the third-sector, tend to promote collective benefits as they are managed by stakeholders who are not only investors. While investors focus on the return on capital, these organisations promote other types of goals such as the return on work accomplished, the quality of goods produced and the community accessibility to these goods.
- Recent analyses that rely on the concept of “multiple stakeholder organisations” have suggested that a heterogeneous ownership to be a suitable method to achieve development of local communities. For example, social cooperatives have an advantage, since they can resort more easily to financial markets, have their roots in the territory and can thereby offer products/services more suited to the expectations of local population, can turn readily to more qualified human resources, possess greater working flexibility, and have a higher inclination for innovating services owing to competition from other types of organisations.



## Development of Local Communities

### Involve your organisation with the local community

- Working with your local community brings a wide range of benefits. For many businesses, local customers are an important source of sales. By improving your reputation, you may find it easier to recruit employees. A good relationship with local authorities can also make your business easier.

- There are many ways to get involved. Some businesses choose to support a local charity, or sponsor a local event. It makes commercial sense to get involved in an activity related to your product/service. This lets you use your expertise as well as showing the human face of your business. Look for opportunities that will directly benefit your business.

- Many businesses involve their employees in working with the local community, others encourage employees to volunteer for community activities and also give them paid time off for this. As well as improving your community relations, this can help motivate employees and can help develop their interpersonal and team participation skills.



# Socially Responsible Marketing

*Directing marketing policy and communication strategy of respect for truth, transparency, consistency and statements integrity.*

*Stimulating ethical and responsible markets behaviour for environmental, social and economically sustainable questions.*

## Social responsible marketing in BUSINESS sector

- For the integration of socially responsible actions in marketing, there are aspects to consider regarding the structure of the organisation, its type and nature.
- The undertaken marketing activities are meaningful and sustainable and have positive effects on stakeholders and further, for society and environment.
- The CSR policy and actions are set in view of the organisation's strengths and resources. The organisation's marketing reflects its actions with appropriate strategies.
- The marketing principles, strategies and actions reflect the CSR programme of the organisation. It promotes stakeholder engagement and public attention. The marketing strategy intends to build strong and long-term customer relationships.
- As a part of the organisation's CSR programme, the socially responsible marketing follows its guidelines and principles in view of environmental and social goals.

# Socially Responsible Marketing

CONSUMERS' NEEDS	SUSTAINABLE MARKETING CONCEPT	SUSTAINABLE MARKETING CONCEPT
	SUSTAINABLE MARKETING CONCEPT	SUSTAINABLE MARKETING CONCEPT
	NOW	FUTURE
BUSINESS' NEEDS		

*Kotler and Armstrong describe sustainable marketing as a concept that meets the present and the future needs of both, consumer and organisation.*

## Sustainable marketing concept

• A properly working sustainable marketing system needs cooperation of all relevant actors (organisation, employees, consumer, policy makers and other stakeholders) and considers all marketing actions.

## Societal marketing

- **Consumer-oriented marketing:** focus lies on the view of the customer.
- **Customer-value marketing:** goes beyond consumer orientation by creating long-term relationship and value for customers and profiting from mutuality.
- **Innovative marketing:** permanent searching for new ideas and improvement to gain customers.
- **Sense-of-mission marketing:** establishment of a (long-term) social mission instead of building on (narrow) product/services terms.
- **Societal marketing:** focus on consumers needs, organisation's requirements, long term consumers and society's benefits.

# Socially Responsible Marketing

*The European business network for CSR offers a wide range of useful resources, including literature regarding CSR such as best practice reports, blogs and webinars.*

Read more:

[www.csreurope.org](http://www.csreurope.org)

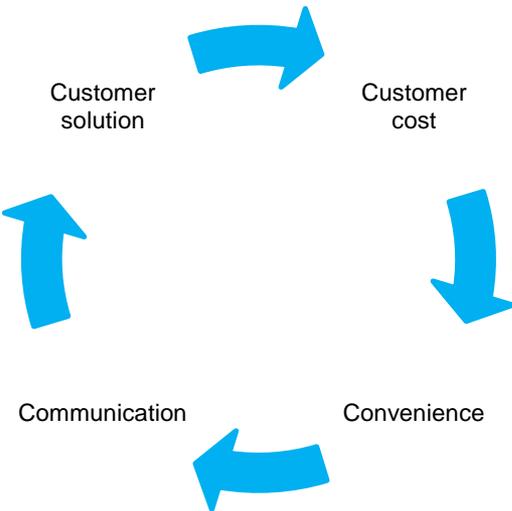
## Types of responsible business actions

• Six types of social responsible business actions are categorised and established: 1) corporate social marketing; 2) cause marketing; 3) cause related marketing; 4) corporate philanthropy; 5) community volunteering; and 6) responsible business practices. Three of them concern the area of marketing.

## Types of socially responsible marketing

- Corporate social marketing: with focus on campaigns, which intend to lead to a change in behaviour in order to promote environmental or societal goals.
- Cause-related marketing: with cause-related marketing, the organisation commits to give a percentage of revenues to a special cause based on product sales or other consumer activity.
- Cause marketing: businesses choose the type of cause marketing in relation of promoting environmental or social events through sponsoring or similar support.

# Socially Responsible Marketing



**Peattie and Belz (2010)**  
*adapted the “traditional” 4P marketing tool to sustainable requirements.*  
 Product → Customer solution  
 Price → Customer cost  
 Place → Convenience  
 Promotion → Communication

## Advantages and challenges

- Sustainability is an environmental and societal demand, which leads to a competitive advantage, if it’s fulfilled by the organisation.
- There can be a divergence between achieving CSR goals and economic/marketing actions.
- For an organisation, which has used “traditional” methods so far, new solutions must be found.
- With the integration of new sustainable measures costs arise, but are saved in the long term.
- An increase of costs/additional costs can be a challenge for SMEs.
- Sustainable measures can save money in the short and/or long term, specially when they apply to consumption reduction: but sometimes additional costs and/or investments may arise costs in the short term.

## Good Governance

*Organisational commitment to the practices integrated into the social, environmental and economic leadership in the organisation, seeking to reduce exposure to risks arising from economic, environmental and social activities, implemented requirements, standards and documents, to ensure its continuity.*

### Organisational governance

• Organisational governance is the framework of rules, relationships, systems and processes within and by which authority is exercised and controlled in organisations. It encompasses the mechanisms by which organisations are held to account. It influences how the objectives of the organisation are set and achieved, how risk is monitored and assessed, and how performance is optimised. Its main principles are:

- **Leadership:** every organisation should be headed by an effective board which is collectively responsible.
- **Effectiveness:** the board and its committees should have the appropriate balance of independence and knowledge.
- **Accountability:** the board should present a fair, balanced and understandable assessment of the organisation's position and prospects.
- **Remuneration:** a significant proportion of top managers' remuneration should be structured so as to link rewards to corporate and individual performance
- **Relations with shareholders:** there should be a dialogue based on the mutual understanding of objectives.

# Good Governance

- ❑ *Board performance*
- ❑ *Sustainable Business*
- ❑ *Corporate Citizenship*
- ❑ *Socially responsible Investment (SRI)*
- ❑ *Corporate Social Responsibility (CSR)*

## Good governance and sustainability

- CSR is a new tool for organisations and their managers' account for society. The fundamental concept of this tool is the mutual dependence between business and society. The mutual dependence, in turn, can create sustainable value for both business and society.
- CSR through design the elements of organisation such as strategy, resource and process, business propositions, and stakeholder interactions create value for organisation and society and also can represent excellence image in both internal and external environment. Each of these elements is measurable.
- By investing in CSR, organisations naturally expect some tangible benefit from good governance, such as:
  - Increasing the organisation's market value.
  - Increasing competitive power.
  - Enhancing flexible condition from financial institutions.
  - More or higher credibility and access to financing.
  - Attracting better personnel/employees.
  - Reaching new markets/clients.

# Good Governance

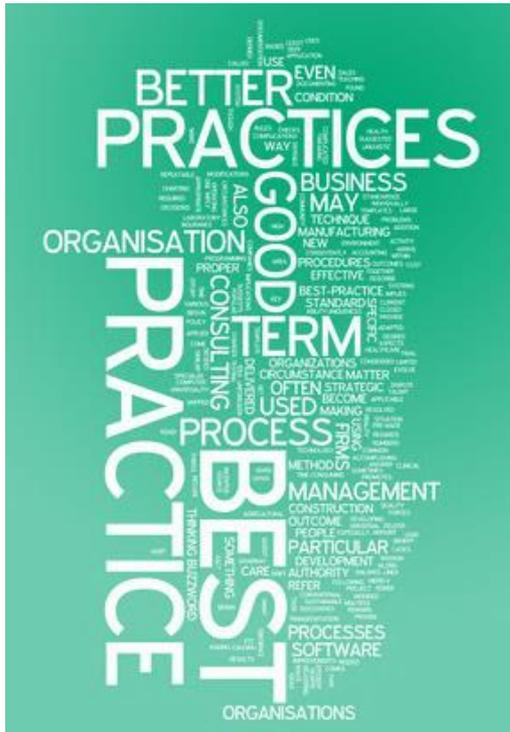


## Increasing CSR in good governance practices

STAGE OF DEVELOPMENT	Stages of maturity of CSR	Typical activity	Examples
1	Window dressing	Redesigning corporate reporting	Changed wording and sections to reflect CSR language
2	Cost containment	Re-engineering business processes	Energy efficiency programmes
3	Stakeholder engagement	Balanced scorecard development	Customer/employee satisfaction surveys
4	Measurement and reporting	Sophisticated tailored measures	CSR reports
5	Sustainability	Defining sustainability: re-engineering processes	Sustainability reporting
6	Transparency	Concern for the supply chain: requiring CSR from suppliers	Human rights enforcement
7	Accountability	Reconfiguration of the value chain	Relocating high value added activity in developing business

*Adapted from Crowther (2006)*

## Good Practice 1



### ALPHA KOUKOUTARIS

**Thematic:** Good governance

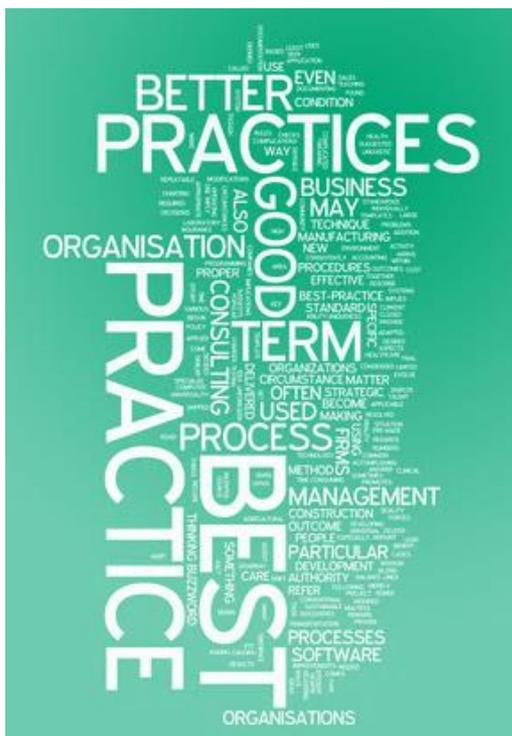
**Country:** Greece

**Website:** [www.alfapastry.com](http://www.alfapastry.com)

### Organisation

- Alpha is a family business founded in mid-1950 by making and selling handmade pies. Today Alpha holds the leading position in the Greek food market and its exports grow quickly and expand to Europe, the USA, Canada and Australia.
- Currently Alfa employs 220 people and emphasises in training seminars, specialisation, information on new techniques and methods concerning production, supply, distribution, sales and service.
- They have mainly local producers so they help actively to the community development, by keeping among others a very good price/quality ratio.

## Good Practice 1



### Mission

- To establish control measures to guarantee production process quality.

### Undertaken initiatives

- Commitment to the highest international quality and safety standards ISO 9001:2008 HACCP, IFS, BRC.
- Reinforcement of local market by using only local products.
- Continuous commitment to quality, safety and innovation.
- Internal chemical and microbiological laboratories that have the latest and most advanced tools for analysis and control of raw materials and production samples.
- Demand of certain requirements relating to different aspects (including requirements on CSR) that suppliers must meet to join the list of approved suppliers.
- Collecting customer complaints as a tool for improvement.

### Results

- Quality control of organisation's production processes and / or service provision based on any standard.
- Establishment of purchasing requirements to suppliers.

## Good Practice 2



### BARTEC VARNOST

**Thematic:** Human resources

**Country:** Slovenia

**Website:** [www.bartec.si](http://www.bartec.si)

### Organisation

- The company Bartec Varnost is one of the leading European companies in the field of development and production of explosion protected electrical devices.
- Their CSR is shown by protecting people and the environment through safety components, systems and plants. All of their products and activities meet the required European standards.
- They provide products and services to companies in the petrochemical, chemical and pharmaceutical sectors, mining industry and machinery and equipment manufacturers.

# Good Practice 2



## Mission

- Improve safety and health of employees.

## Undertaken initiatives

- The company has implemented a system OHSAS 18001 Occupational Health and Safety Management, certified by the international organization Bureau Veritas, recently renewed until 2015.
- The company also has certified a Quality and Environment Management System, according to ISO 9001 and ISO 14001 standards.

## Results

- With their own development and innovative solutions they continuously improve their products and meet new market requirements.

## Good Practice 3



## LUMAG

**Thematic:** Local community

**Country:** Poland

**Website:** [www.lumag.pl](http://www.lumag.pl)

### Organisation

- LUMAG was founded in 1988. The company started as a producer of friction linings.
- Today, LUMAG is the domestic market leader in the production of linings and pads for commercial vehicles and one of the leading producers of pads for automobiles.
- LUMAG has a responsible management team, keen on environmental concerns. The company not only acquired ISO 9001 and ISO 1400 certifications but also ISO/TS 16949 certification, specifically designed for the automotive industry. The company has been awarded several times for its innovations, quality products, and environmental commitments.

## Good Practice 3



### Mission

- The added value of our CSR engagement is the improvement of our reputation in the region and in the automotive branch.

### Undertaken initiatives

- LUMAG supports orphanages in the region to enhance the children's living conditions. The company also sponsors school materials and clothing as well as Christmas gifts and finances summer holiday trips for the children during summer vacations.
- Furthermore, the company funds the local foundation, "For Europe's Children," committed to supporting the local middle school with financial and in-kind transfers. The purpose is to improve education and to promote cultural and sports activities at school.

### Results

- Improve conditions in its community.
- Gain reputation and publicity.



# Case Study 1

Further information:

Dettoni, P. and Vilanova, M.  
(2011): *Sustainable Innovation Strategies*. ESADE, Barcelona  
(p. 60)

[http://itemsweb.esade.es/wi/research/iis/publicacions/2011-03\\_SustainableInnovationStrategies.pdf](http://itemsweb.esade.es/wi/research/iis/publicacions/2011-03_SustainableInnovationStrategies.pdf)

Organisation's website:  
[www.tecnol.es](http://www.tecnol.es)

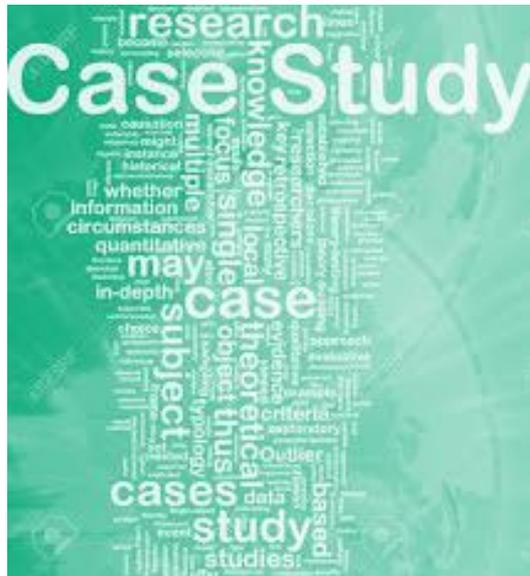
## Key initiatives undertaken

- Financial assistance for kindergarten.
- Increasing maternity leave established by law.
- Holiday flexibility for parents.
- Free medical and legal advice.
- Co-financing employees training (90% of work-related and 60% of non-work related training as music, dance, or drawing lessons)

## Critical Questions

- What do you think about the suggested link between CSR practices in HR and talent attraction and retention, drop of the staff turnover and higher productivity?
- Could other type of CSR policies promote talent attraction and retention?
- Could this practice bring other positive consequences for the organisation's economical bottom line? Any negative ones?
- Which positive social impacts could bring this practice? Any negative ones?
- Do you think this kind of practice can be transferred into any BUSINESS organisations? Would it be pertinent? Why?

## Case Study 2



### CSR IN OCCUPATIONAL SAFETY AND HEALTH (OSH) – THE CASE OF ÖZBAL ÇELİK BORU

- Özbal Çelik Boru San. Tic. Ltd.Şti.is a medium sized company established in 2003 in Mersin, Turkey.
- The core business activities are production of steel pipes and related parts and insulation materials.
- The organisation has focused on creating a system for safe and healthy working environment in line with company’s philosophy “respect to human beings” that has been adopted by all employees as the corporate culture.
- The occupational health and safety policy of the organisation has been effective since 2003. It’s approach in OSH:
  - To consider and remove any hazards with the participation of all employees.
  - To prevent occupational accidents and illnesses.
  - To train employees and third parties in OSH.
  - To encourage healthy lifestyles.
  - To review periodically activities for continuous development aligned with the objectives.

## Case Study 2

*Further information:*

Özbal Çelik Boru San. Tic.  
Ltd.Şti.; Corporate  
Governance Principles

[http://ozbal.com/default.aspx?  
gy=10&vt=19&id=132&dil=2](http://ozbal.com/default.aspx?gy=10&vt=19&id=132&dil=2)

*Organisation's website:*

[www.ozbal.com](http://www.ozbal.com)

### Key initiatives undertaken

- Risk management under the OHSAS 18001 Occupational Health and Safety Management System.
- Promotion of a quality work life in a safe working environment.
- Employees engagement initiatives.
- Customer satisfaction activities.

### Critical Questions

- What are the benefits of implementing OSH principles, for Özbal Çelik Boru? And for the employees?
- How can this principles be applied in different BUSINESS organisations?
- In what way can a BUSINESS organisation certification in OSH increase employees' motivation?
- What is the possible negative impact for both BUSINESS organisations and employees in cases of lack of respect to OSH requirements and poor risk management?
- Is training in safety and health at work necessary? Do you know of any specific training courses focused in OSH?

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- ENGAGE Benchmarking Compendium Report on CSR Practices
- ENGAGE Self-assessment tool
- ENGAGE Handbook

In: <http://www.engage4csr.eu/oe>

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