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**Raising Awareness for CSR in EU Member States:  
Overview of government initiatives and selected cases**

**Final Report to the EU High-Level Group on CSR**

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## *Executive Summary*

### *Background information*

This report documents government initiatives at the national level that aim to raise awareness for Corporate Social Responsibility (CSR) in EU Member States. It supports a structured exchange among the members of the High-Level Group (HLG) on CSR. DG Employment and Social Affairs (Tender No VT/2005/063) commissioned the project that led to this report. It consists of the following *three analytical steps*:

- A survey among public administrators on EU Member State initiatives (part I of this report)
- An in-depth analysis of three good or interesting practice examples (part II)
- A synthesis of the survey and the case study results (part III)

### *Countries and initiatives surveyed: Some figures*

- We have conducted **24 telephone interviews with public administrators from 20 EU Member States** between August and October 2006 (those not covered were unable to be reached despite several attempts at making contact).
- The telephone survey revealed **85 CSR awareness raising initiatives** originating in the public sector.
- The average number of CSR awareness raising initiatives per country is 4.3. The range of initiatives is zero to nine.

### *Types of policy instruments*

- Generally speaking, **CSR policies** make use of the following four types of **instruments**:
  - Informational or endorsing instruments (e.g. campaigns, guidelines),
  - Partnering instruments (e.g. networks, partnerships),
  - Financial or economic instruments (e.g. incentives, like subsidies),
  - Mandating instruments (e.g. regulations, laws).
- The 85 initiatives we found in the survey are mostly informational (48.3 percent) and partnering instruments (15.4 percent). Almost 25 percent of the surveyed initiatives are hybrid tools or others (combining, for example, informational and partnering aspects) that do not fit into one of the four categories. Mandating instruments hardly exist in this context.

### *Characterising the most common instruments with selected examples*

#### **Informational or endorsing instruments**

- Education activities - Latvia: The Conference “Business and Society – Mutual Social Responsibility” brought together large and small companies to discuss quality management issues and CSR good practices.
- Government-sponsored guidelines - Austria: The Austrian Ministry of Economics and Labour, the Austrian Chamber of Commerce and “respACT” (the Austrian platform for CSR) developed 10 sector-specific CSR Guidelines for SMEs, to be disseminated among a planned target group of 120,000 companies in the course of 2007.

- Information resources - UK: Between 2002 and 2004, the UK government published numerous studies, reports and a variety of news on CSR and CSR policies (including legislation, projects and programmes) on the website [www.csr.gov.uk](http://www.csr.gov.uk).
- Information/awareness campaigns - Denmark: The campaign “Our Common Concern” informs companies about good practices in CSR. The campaign is accompanied by a long-term survey (1999-2009) on CSR company engagement.

### **Partnering instruments**

- Networks/partnerships/agreements - Sweden: “Globalt Ansvar” is a partnership for global responsibility that aims to encourage Swedish companies to adhere to OECD guidelines and the principles of the UN Global Compact.
- Multi-stakeholder fora - Hungary: A dialogue among various stakeholder groups is fostered in the form of different councils. The so-called “Reconciliation Council” negotiates labour rights and social issues among trade unions, employers’ federations and the government. The Social and Economic Council discusses social plans with trade unions, the academy of sciences and NGOs.

### **Financial or economic instruments**

- Prices and awards - Austria: Companies that try to combine economic success with an outstanding CSR practices are awarded annually with the “Trigos”. Since 2003, more than 150 Austrian companies have applied for the award, 19 of which received an award with considerable media attention.
- Economic incentives - Sweden: Swedish companies are confronted with CSR when they want to export or invest abroad. Export credits and state guarantees for foreign investments are provided only if companies sign an anti-corruption agreement. By linking foreign investments to CSR, the government raises awareness for CSR among companies that are usually hard to reach.

### **Hybrid tools and others**

- Action plans/programmes/strategies for CSR - Denmark: “People & Profit” is a broad programme that was initiated in 2004 and aims to enhance the competitiveness of Danish companies by providing them with the education and tools to work strategically with CSR.
- Platforms/centres/other institutions - Netherlands: The “Knowledge and Information Centre on CSR” aims to disseminate knowledge and good practices about CSR, promote dialogues between businesses and stakeholders, and it fosters partnerships with businesses

### ***Case study 1: Knowledge and Information Centre on CSR in the Netherlands***

In 2001, the Dutch government decided to set up an independent centre for CSR, focused on SMEs, in order to promote the transfer of knowledge and information about CSR. Due to changes of government and legal reasons, the “Knowledge and Information Centre on CSR”, however, did not start to operate until April 2004. The main objective of the Centre as established in 2004 was to disseminate knowledge on CSR to companies as well as to stimulate companies to initiate and implement CSR. The activities of the Centre are organised around four programme lines:

- To collaborate with the business sector trade organisation in order to have better access to companies and address their practical needs;
- To collaborate with regional institutions for entrepreneurs (e.g. chambers of commerce) in order to include CSR in all information material and activities of these institutions;

- To promote CSR activities with an international scope, like international trade relations of companies and international supply chain management;
- To distribute information about specific CSR topics, like transparency, CSR and marketing, human resource management, etc.

The Centre is managed by an organisation called CSR Netherlands (MVO Nederland). It was set up in order to guarantee independence from both, the government and different stakeholder groups. CSR Netherlands is managed by a director and consists of 15 staff members (12 full-time equivalents).

For the period 2005-08, the total budget of the Centre is €4.9 Mio, provided by the Ministry for Economic Affairs. If the Centre undertakes projects for other ministries or stakeholder groups, it allocates additional funding from these sources. From 2008 onwards, it has not yet been decided how the Centre will be financed. An evaluation in mid-2007 of the work of the Centre should help in deciding about its future.

### ***Case study 2: People & Profit in Denmark***

The programme “People & Profit” (P&P) started to operate in 2005 and it runs until May 2007. The main objective of the programme is to enhance the competitiveness of Danish companies, mainly SMEs, by providing them with the education and tools to integrate CSR strategically into their business activities. Although P&P is a ‘coordinating initiative’ which involves several activities, raising awareness and disseminating knowledge and information about CSR among SMEs is one of its major features. The project comprises the following activities:

- *Research*: generating knowledge about the link between CSR and practical business activities in SMEs;
- *Training*: developing a training and education programme for managers and employees of Danish SMEs, based on the findings of the research activities;
- *Dissemination/awareness raising*: widespread dissemination of information about CSR and the results of P&P research in order to inform various stakeholders and the public about the project.

P&P is managed by the Danish Commerce and Companies Agency (DCCA), which is part of and responsible to the Ministry of Economic and Business Affairs. The total budget of the project is €2.5 Mio, provided by the European Social Fund (ESF) and the Danish National Labour Market Authority Fund. P&P involves four full-time employees, one half-time employee and one special advisor.

### ***Case study 3: Globalt Ansvar in Sweden***

The Swedish Partnership for Global Responsibility, “Globalt Ansvar”, was launched in March 2002. It aims to improve the competitiveness of Swedish industry and to encourage international Swedish companies (mainly MNCs) to be ambassadors for human rights, decent labour conditions, anti-corruption and environmental protection. They are provided with information about CSR in the form of seminars, workshops, training programmes and awareness raising campaigns.

Companies can join the Globalt Ansvar partnership by expressing their will to adhere to the OECD Guidelines (<http://www.oecd.org/dataoecd/56/36/1922428.pdf>) and the UN Global Compact (<http://www.unglobalcompact.org/>), and by committing to describe an example of their

work on CSR. The company names are displayed prominently on the partnership's website. Currently, 18 Swedish companies are members of the Partnership for Global Responsibility.

Globalt Ansvar is managed by a team of five staff members from the International Trade Policy Department of the Ministry of Foreign Affairs. The operational budget of the partnership is of about €88,000 (SEK 800,000), not including personnel and office costs. The budget is negotiated on a yearly basis.

### *Synthesis and conclusions*

By synthesising the findings of the survey and the case studies, part III of the report draws the following conclusions:

- Institutionalising CSR awareness raising initiatives by establishing a CSR platform/centre helps to better coordinate and focus activities and to capture the attention of the media and companies more effectively.
- A truly cross-sectoral institutionalisation of CSR and SD policies and a better collaboration between the responsible ministries could trigger significant synergies in both policy fields.
- Awareness raising is an important, but overall rather soft CSR policy approach.
- The target groups of the surveyed CSR policy initiatives do not match with the general assessment of target groups. Future CSR awareness raising initiatives should take this mismatch into consideration.
- Awareness raising initiatives should always explore possibilities of involving the media, including business-specific channels of communication, such as magazines or newsletters of chambers of commerce, as well as trade and labour unions.
- CSR initiatives should focus on companies' needs. One way of providing relevant practical information to different companies is to tailor it to company size and sectors.
- If new institutions (such as CSR centres and platforms) are established, they should cooperate closely with existing institutions and structures (chambers of commerce and regional trade unions in the Dutch case; embassies in the Swedish case; or , trade and labour unions). The intermediaries know both the needs and challenges of companies; they help in disseminating information, and they can provide resources (such as meeting places).
- Tailoring international standards and general information on CSR according to the needs of different companies (small and large, from different sectors, average performers and CSR front-runners) is a challenging (and costly) task as it requires collaboration with a broad range of intermediaries and the systematic use of different instruments.
- Like other more traditional policy fields, CSR is a politically contested topic, and actual CSR policies are determined by the socio-political history of a country as well as by government majorities (and related ideologies).
- International and EU developments can have a strong influence on national CSR policies, given that political signals are both persistent and consistent.



## 1. Introduction

This report documents government initiatives at the national level that aim to raise awareness for Corporate Social Responsibility (CSR) in EU Member States. Its key purpose is to support a structured exchange among the members of the High-Level Group (HLG) on CSR. The research for this report was commissioned by DG Employment and Social Affairs (Tender No VT/2005/063), the chair of the HLG on CSR.

According to a decision taken at the meeting of the HLG on CSR on 30 May 2006, two other analyses will cover the topics Sustainable Public Procurement (SPP) and government initiatives regarding Socially Responsible Investing (SRI).

Based on the functions of the HLG on CSR and its objective of the exchange of experience, the CSR awareness raising initiatives in the EU 25 were analysed by using a **three-step policy study format**. The three steps and the structure of this report can be described as follows:

In the **first step** of this policy study on government initiatives on CSR awareness raising, we have conducted a systematic review of the Compendium on national public policies on CSR in the EU and the literature on the issue in question. Based on this review, we have conducted a telephone survey among public administrators from the EU 25 Member States dealing with CSR awareness raising. The survey was conducted between August and October 2006. The **key objectives of the survey** are

- To amend the information given in the Compendium,
- To characterise different policy instruments and approaches used in the Member States,
- To derive a typology of different policy approaches,
- To identify interesting or good practice cases and
- To get a first idea about success factors and challenges.

The general overview of CSR awareness raising initiatives in the EU 25 Member States is documented in part one of this report.

In a **second step**, we narrowed the research focus. Based on the survey results and in co-operation with the European Commission we selected three interesting or good practice cases from different Member States and analysed them in more depth. In the case studies documented in part two of this report, we have analysed relevant policy documents in English, and we have conducted telephone interviews with the responsible administrators and with key stakeholders of the initiative. The **key objectives** of documenting particularly interesting or **good practice cases** are

- To facilitate an in-depth discussion of different approaches,
- To facilitate the discussion on policy transfer and coherence among Member States, and
- To highlight relevant obstacles, drivers and success factors.

In the **third step** of the study, we briefly synthesised the results of the survey and the case studies with a view to drawing conclusions on CSR awareness raising, with a special focus on success factors and challenges of different CSR policies and policy instruments. The **key objectives** of the **synthesis** documented in part three of this report are:

- To facilitate an in-depth discussion by the CSR HLG and
- To lay down the path to subsequent in-depth analyses and assessments.

The advantage of this three-step study design is that it provides both a general overview on governmental CSR awareness raising initiatives in the EU 25, and in-depth information on selected cases. In order to make our work transparent and further analyses and assessments as easy as possible, we listed all the relevant sources used in the policy study (i.e. literature, policy documents in English, websites, interviews conducted, the survey questionnaires etc.) in the **Annexes**.

## Part I: Overview of awareness raising initiatives in Europe: the survey results

### 2. Methodology

The survey of governmental CSR awareness raising initiatives in the EU Member States is based on telephone interviews with public administrators that are experts on the topic. The project team at the Research Institute for Managing Sustainability received a list of contact persons from DG Employment and Social Affairs. This list mainly consisted of the national contact persons who regularly attend the meetings of the HLG on CSR. The project team approached these persons as first contacts in each of the EU Member States.<sup>1</sup> In the cases where these contact persons were not experts on CSR awareness raising, they provided us with contact details of other government experts in their country.

Thanks to the information provided by DG Employment and Social Affairs and our own findings, we were able to identify public administrators dealing with CSR awareness raising for most of the EU Member States. They were contacted and surveyed between August and October 2006 (for a summary of the survey methodology see table 1).

For the interviews with the identified public administrators, the project team developed a survey questionnaire. We developed the questionnaire based on the information provided in the Compendium on national public policies on CSR in the EU,<sup>2</sup> EU policy documents on CSR (European Commission 2001, 2002, 2006), as well as in research literature on CSR public policy-making.

|                         |   |
|-------------------------|---|
| <b>Topic</b>            | CSR awareness raising initiatives   |
| <b>Scope</b>            | Government initiatives in the 25 EU Member States at the federal/national level                 |
| <b>Surveyed persons</b> | Public administrators responsible for CSR awareness raising                                     |
| <b>Time</b>             | August – October 2006   |
| <b>Limitations</b>      | The survey gives a good but not complete account of CSR awareness raising initiatives in Europe |

*Table 1: Summary of the survey methodology*

Accordingly, the survey questionnaire has the following structure:

- CSR awareness raising initiatives as listed in the Compendium on national public policies on CSR in the European Union, including further information on the initiatives (initiator, contact person, website, other written documents, etc.); description of the process; description of success factors and obstacles; lessons learned and recommendations for other countries.

<sup>1</sup> If two contacts from the same ministry were provided in a country, only one person was randomly contacted. If contact persons of two different ministries per country were provided, representatives of both ministries were contacted.

<sup>2</sup> [http://ec.europa.eu/employment\\_social/emplweb/csr-matrix/csr\\_matrix\\_en.cfm](http://ec.europa.eu/employment_social/emplweb/csr-matrix/csr_matrix_en.cfm)



- Other public initiatives on CSR awareness raising, including basic information on the initiative; a description of success factors and obstacles; lessons learned and recommendations for other countries.
- General questions about CSR public policy-making, including questions about the steering role of the nation state; awareness raising as a public policy tool; target groups; interesting aspects regarding CSR awareness raising.

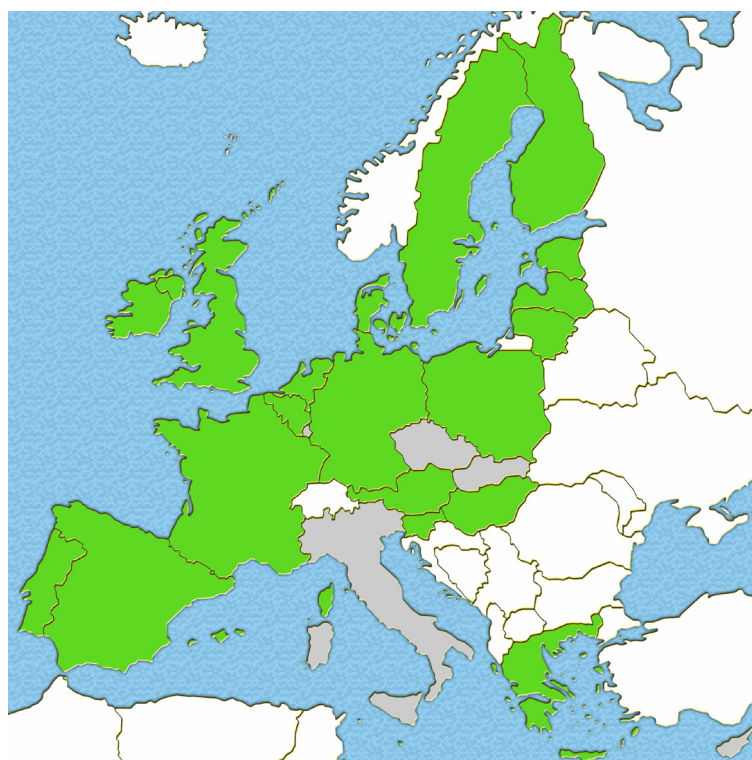
The full questionnaire is reproduced in Annex IIb to this report.

Overall, the survey provides a good but certainly not complete picture on CSR awareness raising initiatives in the EU 25 because we were not able to survey all Member States (see below) and the surveyed persons may have overlooked some initiatives in their country. In other words, the results of this part are only as complete as the information provided to us in the survey.

### ***3. The survey interviews***

Between August and October 2006, we have conducted 24 interviews with public administrators from 20 EU Member States that are experts on CSR awareness raising (for the full list of interviews conducted, see Annex IIa). Some of the surveyed experts provided the project team with additional information via email. We were not able to consider material we have received after the survey was completed and presented to the HLG on CSR on 23 October 2006.

Some countries are not included in the survey for various reasons: The representative of Luxembourg could not identify an expert on CSR awareness raising. The responsible person in the Czech Republic did not speak English, and the promised written information was not submitted via email. In the cases of Cyprus, Italy and Slovakia, no telephone interviews could be undertaken in spite of several attempts to reach the contact persons. Figure 1 shows the EU Member States that are covered in the survey of this study (in green) and the ones that are not included (in grey).



*Figure 1: EU Member States covered in the survey*

Figure 2 shows the institutional affiliation of the interview partners in the CSR awareness raising survey. It can be seen that general CSR issues such as awareness raising are mainly located either in Ministries of Labour and Social Security (54%), or in Ministries of Economy, Trade and Industry (25%).

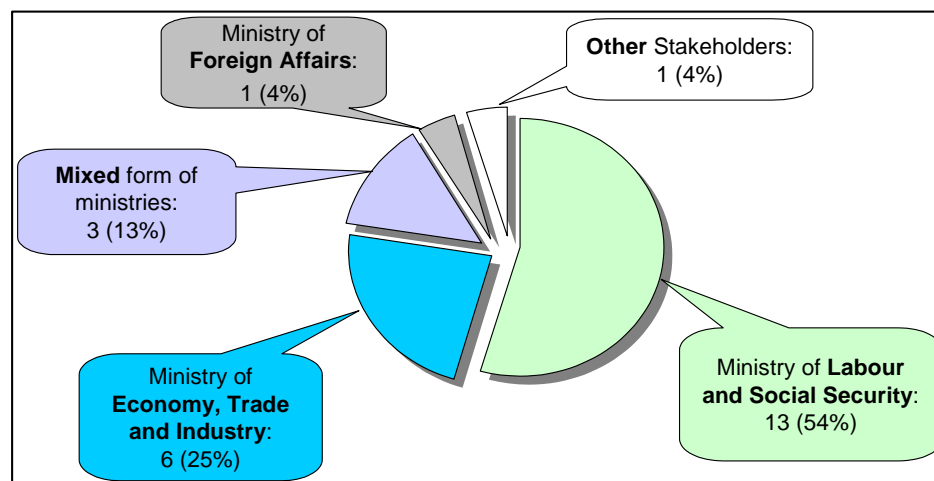


Figure 2: Institutional affiliation of interview partners in the survey.

#### 4. Survey results

This section provides an overview of the main results of the survey on governmental CSR awareness raising initiatives in EU Member States. As mentioned earlier, the survey focuses on national initiatives. Some countries, such as Portugal, Poland, have a number of CSR awareness raising initiatives in place, but since they were not initiated by a national government body, we were not able to include them.

The results of this survey reflect the knowledge of the persons interviewed and, therefore, provide a comprehensive, but not complete picture of governmental CSR awareness raising at the national level in EU Member States. Moreover, the project team did not investigate the quality and relevance of the individual initiatives because the focus was on a comprehensive overview of CSR awareness raising initiatives in the EU Member States (i.e. types of initiatives, target groups as well as success factors or obstacles in the implementation of the initiatives).

##### **4.1 Number of public CSR awareness raising initiatives**

In total, *the 24 interview partners from 20 countries mentioned 85 public CSR awareness raising initiatives*. This number comprises 65 new initiatives (76.5 percent) and 20 initiatives (23.5 percent) which were already mentioned in the Compendium on national public policies on CSR in the European Union (status October 2006).<sup>3</sup> An overview of the individual CSR awareness raising initiatives in the 20 EU Member States covered in this survey is provided in Annex III to this report.

On average, each surveyed country has 4.3 CSR awareness raising initiatives in place. However, the number of initiatives ranges from zero (Poland and Estonia) to nine (Spain and Ireland).

<sup>3</sup> [http://ec.europa.eu/employment\\_social/emplweb/csr-matrix/csr\\_matrix\\_en.cfm](http://ec.europa.eu/employment_social/emplweb/csr-matrix/csr_matrix_en.cfm). Please note that in summer 2006, the Compendium covered not all 25 EU Member States. Since the finalization of the survey, the Compendium has been updated so that its current version includes more countries and initiatives (for a separate update document on the Compendium website, see [http://ec.europa.eu/employment\\_social/soc-dial/csr/csr\\_compendium\\_csr\\_en.pdf](http://ec.europa.eu/employment_social/soc-dial/csr/csr_compendium_csr_en.pdf)).

## 4.2 Types of initiatives

Governments that address CSR make use of the following instruments (Fox, Ward and Howard, 2002):

- Informational or endorsing instruments (e.g. campaigns, guidelines, trainings),
- Partnering instruments (e.g. networks, partnerships, dialogues),
- Financial or economic instruments (e.g. economic incentives, subsidies, grants), and
- Mandating instruments (e.g. regulations, laws, and decrees).

As Figure 3 shows, these instruments of CSR policy-making range from a ‘soft-law approach’ (informational and partnering instruments) to more traditional, regulatory approaches (mandating instruments). With the emergence of complex and cross-sectoral challenges such as sustainable development, the focus has shifted increasingly from regulatory to soft-law instruments (Lehtonen, 2005; Jordan et al., 2003). Since most governments agree that CSR is a voluntary business approach, the dominance of the soft-law approach applies in particular to CSR policies. Thus, not surprisingly, mandating instruments are only marginally associated with CSR awareness raising initiatives.

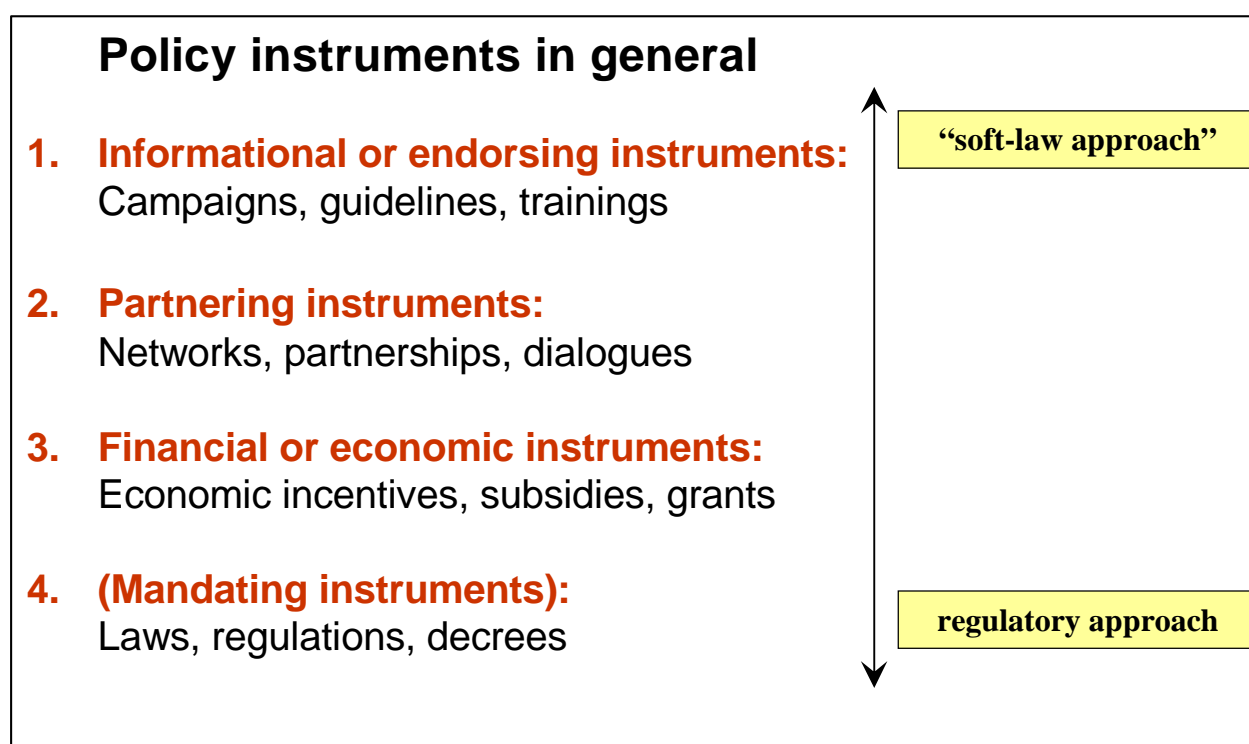


Figure 3: Overview of policy instruments

After collecting and reviewing the CSR awareness raising initiatives mentioned in the survey, we placed them in line with the four types of policy instruments mentioned above. As we found only a few mandating instruments, but several instruments that share the characteristics of more than one instrument type, we included ‘hybrid tools and others’ as a fourth category. A small number of initiatives (3.5 percent) could not be allocated to any type, mostly because the interviewees themselves did not know enough about the initiative.

The 85 initiatives can be categorised in the following types of CSR awareness raising instruments (for a graphical overview, see figure 4):

- **Informational or endorsing instruments:** **48.3 percent**
  1. Educational activities, e.g. conferences, seminars, trainings 17.7
  2. Government-sponsored guidelines 10.6
  3. Information resources, e.g. websites, studies, reports, etc. 10.6
  4. Information/awareness raising campaigns 9.4
- **Partnering instruments:** **15.4 percent**
  5. Networks/partnerships/agreements 10.6
  6. Multi-stakeholder fora 4.8
- **Financial or economic instruments:** **11.7 percent**
  7. Prices and awards, e.g. CSR audits, labels, etc. 8.2
  8. Economic incentives, e.g. loans, grants, subsidies, etc. 3.5
- **Hybrid tools and others:** **24.6 percent**
  9. Action plans/programmes/strategies for CSR 9.4
  10. Platforms/centres/institutions 8.2
  11. Others 7.0
    - Regulatory initiative (decree)
    - Trade mission (international trade relations)
    - Activities in the regions with national government involvement

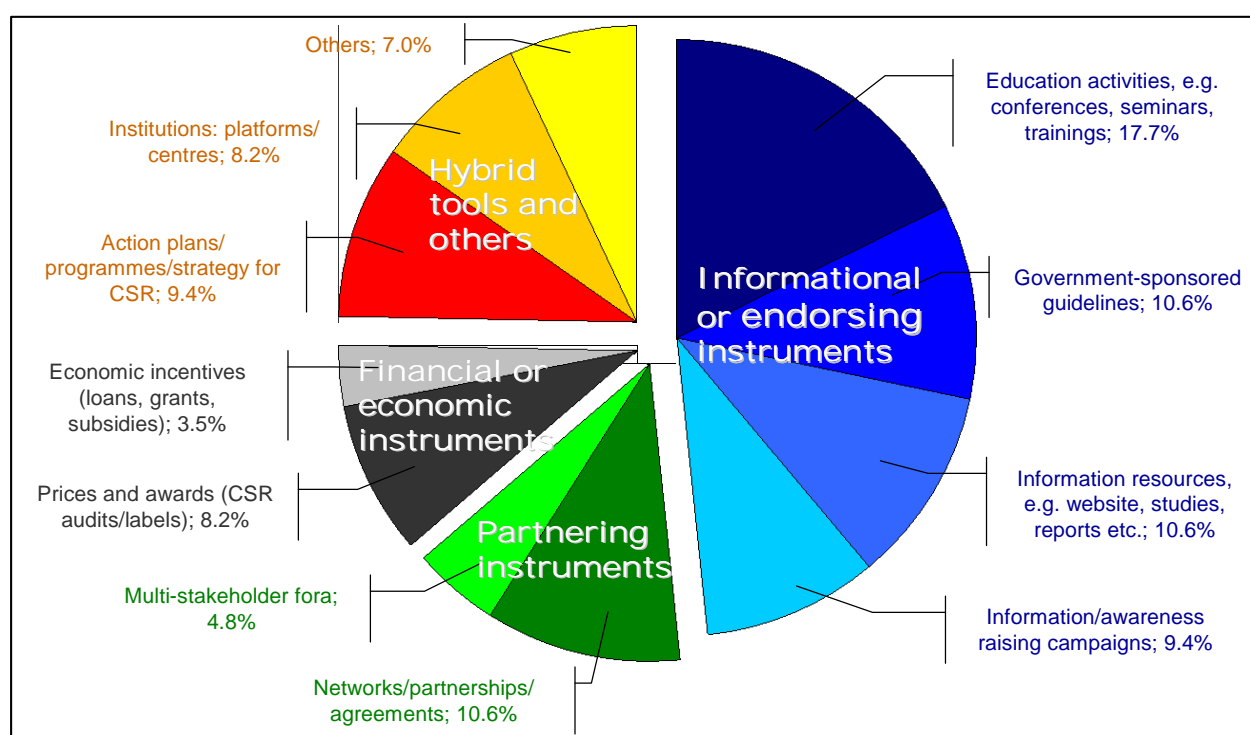


Figure 4: CSR awareness raising initiatives grouped along the different public policy instruments

#### 4.3 Examples of the different types of initiatives

This section illustrates the 10 types of CSR awareness raising initiatives distinguished above (excluding the type “others”) with a few practical examples from the survey.

Informational and endorsing instruments:

1. Educational activities, e.g. conferences, seminars, trainings:

**Latvia:** The conference “Business and Society – Mutual Social Responsibility” brings together small and large companies to discuss quality management issues on a regular basis. It also tries to promote the best practice examples of companies who foster CSR. The best enterprises are annually awarded a prize.

**Denmark:** One module of the programme “People & Profit” includes a training scheme that aims at providing training for 12,000 managers and employees of Danish SMEs. The training covers tools for SMEs, training material, a handbook for CSR in 9 areas and courses for trainers.

2. Government-sponsored guidelines:

**Austria:** The Austrian Ministry of Economics and Labour, the Austrian Chamber of Commerce and “respACT Austria” (the Austrian platform for CSR) have recently developed 10 sector-specific guidelines for SMEs, e.g. for the wood-production industry. The guidelines will be distributed among the planned target group of 120,000 companies during 2007. The total funding for this initiative is approx. €100,000.

3. Information resources, e.g. websites, studies, reports, brochures:

**UK:** Between 2002 and 2004, the UK government published numerous reports, studies and a variety of news reports on CSR and CSR policies (including legislation, programmes and projects) on the website [www.csr.gov.uk](http://www.csr.gov.uk).

4. Information/awareness campaigns:

**Denmark:** The campaign “Our Common Concern” informs companies about good practices in CSR. The campaign is accompanied by a long-term survey (1999-2009) on CSR company engagement. Furthermore, interesting CSR initiatives are reported and distributed among companies.

Partnering instruments:

5. Networks/partnerships/agreements:

**Sweden:** “Globalt Ansvar” is a partnership for global responsibility that aims to encourage Swedish companies to adhere to OECD guidelines and the principles of the UN Global Compact. Companies that wish to show their support publicly are invited to join the partnership (for further details, see section 6.3).

6. Multi-stakeholder fora:

**Hungary:** A dialogue among various stakeholder groups is fostered in the form of councils. The “Reconciliation Council” negotiates labour rights and social issues among trade unions, employers’ federations and the government. The “Social and Economic Council” discusses important social plans with trade unions, the academy of sciences and NGOs.

Financial or economic instruments:

7. Prices and awards (CSR audits/labels):

**Austria:** Companies that try to combine economic success with outstanding CSR practices are annually awarded the “Trigos” award. Since 2003, over 150 Austrian companies have applied for the award, out of which 19 have received it for exceptional CSR projects with considerable media attention.

8. Economic incentives (loans, grants, subsidies):

**Sweden:** Swedish companies are confronted with CSR when they want to export or invest abroad. Export credits and state guarantees for foreign investments are provided only if companies sign an anti-corruption agreement. By linking foreign investments to CSR, the government raises awareness for CSR among companies usually hard to reach.

#### Hybrid tools:

#### 9. Action plans/programmes/strategy for CSR:

**Denmark:** “People & Profit” is a programme that was initiated in 2004. With a total budget of €2.5 Mio (co-funded by the ESF and Ministry of Employment), it aims to enhance the competitiveness of Danish companies by providing them with the education and tools to work strategically with CSR as a business case. These goals will be met through several types of activities: (a) research, (b) training, and (c) dissemination (for further details, see section 6.2).

#### 10. Platforms/centres/institutions:

**The Netherlands:** In April 2004, the Dutch government established the “Knowledge and Information Centre on CSR”. The Centre aims to disseminate knowledge and good practices about CSR, both nationally and internationally. Moreover, the Centre promotes dialogue between businesses, NGOs, (local) governments and citizens, and it aims to foster collaborative partnerships with businesses (for further details, see section 6.1).

### **4.4 Target groups of the initiatives and of CSR awareness raising in general**

In the survey, we also asked the interviewees for the target groups of specific initiatives, and of governmental CSR awareness raising initiatives in general. Figure 5 shows the target groups of the 85 initiatives surveyed. Among the most important target groups of governmental CSR awareness raising initiatives are companies of all sizes, followed by Small and Medium sized Enterprises (SMEs) and non-governmental organisations (NGOs). Surprisingly, consumers and the public were rarely mentioned as target groups for particular initiatives. Most initiatives address more than one target group (for the 85 initiatives, the interviewees mentioned the listed target groups 125 times).

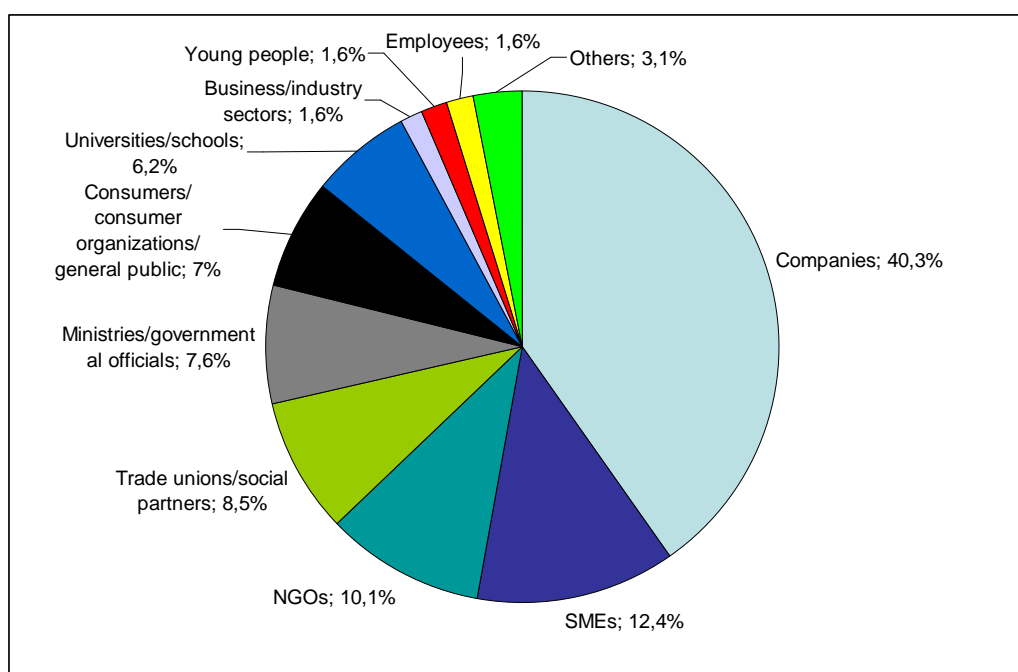


Figure 5: Target groups mentioned in the CSR awareness raising initiatives



In addition to this overall picture, we analysed how often the different targets groups were mentioned in association with a particular instrument type. The result of this analysis is summarised in Table 2. Interestingly, companies of all sizes are the most frequent target group for all instrument types except for the type “Action Plans and Programmes”, which focuses also strongly on SMEs and NGOs.

|                              | Education activities | Networks/partnerships | Guidelines | Information resources | Action Plans/Programmes | Info campaign | Prices/awards | Platform/centre/institution | Multi-stakeholder fora | Economic Incentives | Others | TOTAL |
|------------------------------|----------------------|-----------------------|------------|-----------------------|-------------------------|---------------|---------------|-----------------------------|------------------------|---------------------|--------|-------|
| <b>Companies</b>             | 8                    | 5                     | 6          | 6                     | 3                       | 5             | 6             | 6                           | 4                      | 2                   | 1      | 52    |
| <b>SMEs</b>                  | 3                    | 2                     | 2          | 2                     | 4                       | 0             | 1             | 1                           | 1                      | 0                   | 0      | 16    |
| <b>NGOs</b>                  | 5                    | 0                     | 0          | 0                     | 3                       | 0             | 0             | 1                           | 3                      | 0                   | 1      | 13    |
| <b>Trade unions</b>          | 3                    | 0                     | 1          | 1                     | 2                       | 0             | 0             | 0                           | 3                      | 0                   | 1      | 11    |
| <b>Ministries</b>            | 2                    | 1                     | 1          | 1                     | 0                       | 1             | 0             | 1                           | 1                      | 0                   | 2      | 10    |
| <b>Consumers</b>             | 1                    | 2                     | 1          | 1                     | 1                       | 2             | 0             | 0                           | 0                      | 1                   | 0      | 9     |
| <b>Universities /schools</b> | 4                    | 1                     | 0          | 0                     | 0                       | 0             | 1             | 0                           | 2                      | 0                   | 0      | 8     |
| <b>Business sectors</b>      | 0                    | 0                     | 0          | 0                     | 1                       | 0             | 0             | 1                           | 0                      | 0                   | 0      | 2     |
| <b>Youth</b>                 | 1                    | 0                     | 0          | 0                     | 0                       | 0             | 0             | 0                           | 0                      | 0                   | 1      | 2     |
| <b>Employees</b>             | 1                    | 0                     | 0          | 0                     | 1                       | 0             | 0             | 0                           | 0                      | 0                   | 0      | 2     |

Table 2: Target groups per type of initiative

Apart from asking the interviewees about the actual target groups of single CSR awareness raising initiatives, we also asked them for the most important target groups of governmental CSR awareness raising in general. The most interesting findings in this respect can be summarized as follows:

- The interview partners consider SMEs as the main target group of CSR awareness raising initiatives in general, followed by companies of all sizes, because SMEs comprise the bulk of companies in all countries, and they need to comply with international standards in order to stay competitive in an increasingly globalised market economy. This finding contrasts with the target group findings for the 85 initiatives described above, of which only 12.4 percent address specifically SMEs and 40.3 percent companies of all sizes.
- The next two major target groups of CSR awareness raising in general are the public/consumers as well as other ministries/public sector institutions. Also considered as important target groups are trade unions/social partners, NGOs, employees, educational institutions and the media. Regarding the public and the media, the general picture is, again, different to the instrument-specific target groups described above in which the public and the media play only a minor role.
- Some interview partners from the New Member States argued that SMEs are not an important target group because they are (a) difficult to attract and (b) not “efficient and essential” in their respective countries. Therefore, they regarded large and medium-sized companies as the main target group.

#### **4.5 Success factors and obstacles of CSR awareness raising initiatives**

In the survey, we also asked the interview partners to name the success factors and obstacles of particular CSR awareness raising initiatives in their countries. The answers to these two questions were very diverse and can be summarised as follows:

##### **Success factors:**

- CSR initiatives should focus on the needs of companies, i.e. they should have practical relevance for businesses. Companies need easily adaptable information for the introduction of CSR into their operations (mentioned by four interviewees).
- Two interviewees mentioned that CSR awareness raising is only successful when governments play an active role. Generally, governments should foster dialogues and studies on CSR in their country (mentioned by two interviewees).
- Governments should cooperate with companies. A close cooperation is to the benefit of both parties. Generally, companies do not want regulation, preferring voluntary measures that stimulate innovation (mentioned by two interviewees).
- Moreover, a close cooperation between different stakeholders and, if applicable (in federal countries), between different political levels was regarded as important by two interviewees.
- CSR initiatives should aim for a change of attitude in the companies so that they recognize that CSR can provide a competitive advantage (mentioned by two interviewees).
- A concentration of CSR issues in a specific government ministry can increase the visibility of CSR policies and make it easier for companies to identify the main contact point (mentioned by two interviewees).

Other issues that were also mentioned as success factors (by one interviewee only):

- The combination of different CSR initiatives is important;
- International standards (OECD, UN Global Compact, ILO) should be taken into account by national activities;

#### Obstacles:

- It is often difficult to motivate companies to take part in CSR initiatives (particularly with respect to SMEs) because of their time and resource constraints (mentioned by three interviewees).
- There is often a lack of personnel and financial resources for CSR initiatives in public authorities and companies alike (mentioned by two interviewees).
- Governments can only provide support for CSR, and companies have to implement programmes and initiatives. In this respect, governments often compete with NGOs and consultants (mentioned by two interviewees).
- It is difficult to foster cooperation for CSR between different ministries and to reach agreement about CSR policy approaches between different actors (mentioned by two interviewees).
- Some regard it as difficult to translate international or EU standards into practical guidelines for companies in a particular country (mentioned by two interviewees).

Other issues that were also mentioned as obstacles (by one interviewee only):

- Limited number of drivers for CSR initiatives;
- Little information on international experiences with CSR initiatives;
- Old communication tools need to be renewed in order to reach companies;
- CSR is a new approach in most New Member States, and further developments require political decisions;
- Building up structures for CSR initiatives is a time-consuming challenge.

#### **4.6 General aspects of CSR awareness raising**

At the end of the survey, we asked the interview partners to reflect upon more general issues of CSR awareness raising, such as the role of the nation state and the appropriateness of policy tools used.

##### Steering role of the nation state

The interview partners were asked if they think that CSR awareness raising should be actively fostered by government initiatives at the national level. The most interesting responses can be summarized as follows:

- Generally, a vast majority of the interviewees considers government initiatives at the national level as very important in order to foster CSR. Nation states should promote CSR, offer a framework for CSR initiatives, distribute information material, etc, but should not regulate CSR. Several interview partners mention other actors, which they regarded as equally important for CSR initiatives, like NGOs, trade unions/social partners and other political levels (especially the regional level in federal states).

- Several interview partners from the New Member States pointed out that the role of the state regarding CSR initiatives is disputed in their countries. Overall, they emphasised that CSR is a rather new topic that is tackled very differently by the New Member States. It was noted that the EU membership might help to foster governmental CSR initiatives.
- The connection of national CSR policies with international and EU CSR initiatives was mentioned as an important issue. States should adapt and translate international standards (OECD, UN Global Compact and ILO) and the EU policy approach to the circumstances of their country. Some interview partners emphasised in particular the importance of the EU as a driving force for CSR policies in all EU Member States (in particular in the new ones). Some have regretted that the latest EC Communication on CSR (European Commission 2006) marked a change in the EU CSR policy approach, which made it difficult to translate it to the national level.
- Some interviewees pointed out that governments should promote/raise awareness, but that ultimately companies are responsible for implementing CSR.

#### Awareness raising as policy tool

We also asked the interview partners whether they considered awareness raising initiatives as an appropriate tool to foster CSR in their country.

- Most of the interview partners considered awareness raising initiatives as an important/appropriate tool to foster CSR in their countries as they saw it is the best way to communicate the potential of the concept to the companies. Awareness raising meets the desire of companies to learn from good practices in other sectors and/or countries.
- Many interview partners from the New Member States said that awareness raising is an important policy tool, but that they would need more information about how to disseminate knowledge about CSR effectively, in particular because many companies are suspicious of 'state advice'.
- Some interview partners pointed out that the relationship (and possible tension) between awareness raising (as soft tool) and regulations/laws should be addressed more openly.
- Other interview partners mentioned the necessity to improve the institutionalisation of CSR policies, for example by establishing governmental coordination committees (intended in Greece) or national CSR forums (intended in Germany).

#### Interesting aspects of CSR awareness raising

Lastly, the interview partners were asked about particularly interesting experiences they had made with regard to CSR awareness raising in general.

- Many interview partners argued that they had experienced a growing interest in CSR among various stakeholder groups, especially young people and consumers.
- The interviewees frequently mentioned that as CSR is now firmly rooted in the business community and the public sector, it has become an essential part of a social-institutional framework. Nevertheless, it seemed to them important to come up with more concrete success stories of CSR.
- On the other hand, some interview partners argued that, although an increasing number of companies included CSR in their operations, many used CSR mainly for public relations

purposes. Other interview partners pointed out that many companies (including SMEs) would consider themselves as already ‘socially responsible’ without referring to CSR.

## Part II: Case studies on CSR awareness raising initiatives

### 5. Methodology

Among the 85 governmental CSR awareness raising initiatives mentioned by the interviewees and listed in Annex IIb, six were selected by the research team as potential case studies. Out of these six initiatives, the research team, in collaboration with DG Employment, selected three for an in-depth investigation. Section 6 presents the results of the three selected case studies. The following section 7 presents a short overview of those initiatives which were not selected as case studies.

The analysis of the initiatives selected as CSR awareness raising case studies is based on a document analysis about the initiatives and, more importantly, telephone interviews. In the document analysis, we considered websites, information material, reports and other background material about the respective initiative in English. The telephone interviews were conducted with the person managing the initiative and selected stakeholders who were suggested by the interviewed manager. Our initial aim was to interview one representative of the management unit and two stakeholders for each case study. Although we tried intensively to establish contacts with the suggested stakeholders, we were able to interview only one stakeholder per initiative. Unfortunately, it proved particularly difficult to get in contact with representatives of the business community (companies or business associations). In total, six interviews were undertaken for the three case studies (three directors/managers of the initiatives and three stakeholders; for the list of interviews conducted for the case studies, see Annex IVa).

In order to obtain comparable results for the three case studies, the research team developed an interview guide for the interviews with the managers/directors of the initiatives and a separate one for the stakeholder interviews. The interview guides focus on procedural and administrative issues of the initiative, target groups/stakeholders, the activities undertaken, related success factors and obstacles, and on framework conditions (e.g. political system, administrative and legal framework, business sector, etc.). The development of the interview guides was influenced by the logic model method, which links the initial objectives and the results of a particular intervention. Both interview guides are listed in Annex IVb.



## 6. Case studies: Selected CSR awareness raising initiatives

### **6.1 Case study 1: Knowledge and Information Centre on CSR in the Netherlands**

#### Overview

|                               |   |
|-------------------------------|---|
| <b>Name</b>                   | “Knowledge and Information Centre on CSR”   |
| <b>Country</b>                | Netherlands   |
| <b>Type</b>                   | Hybrid instrument: independent centre that combines informational and partnering instruments  |
| <b>Key activities</b>         | <ul style="list-style-type: none"> <li>• CSR conferences (SMEs, social partners, NGOs)</li> <li>• Reports on CSR in NL</li> <li>• Offering practical advice (toolkit) etc.</li> </ul> |
| <b>Running time</b>           | 2004-2008   |
| <b>Budget</b>                 | €1.2 Mio annually (2005-2008) by Min of Econ Affairs  |
| <b>Operating organization</b> | CSR Netherlands   |
| <b>Contact</b>                | Willem Lageweg, Director, CSR Netherlands   |
| <b>Website</b>                | <a href="http://www.mvonderland.nl">www.mvonderland.nl</a>  |

#### Purpose and objectives

In 2000, the discussion about CSR gained momentum in the Netherlands. The Dutch Parliament discussed the issue and asked the government to stimulate CSR in the country. Moreover, the Social and Economic Council (SER), the main advisory body to the Dutch Government and Parliament on social and economic policies, advised the government to set up an independent centre for CSR. Three issues were considered important:

- The need to centralise the then emerging governmental CSR initiatives and to further develop CSR in the Netherlands;
- To establish an independent institution for CSR awareness raising that is not directly linked to the government or the business community;
- To foster collaboration between the different stakeholder groups on CSR issues.

As the interviews revealed, the main driver for establishing the Centre was the government, but businesses as well as NGOs were involved in the discussion.

At the end of 2001, the Dutch government decided to set up and finance a centre on CSR. However, due to political reasons (change of government) and the legal status of the Centre (requirements to establish the Centre as a foundation), it was not until April 2004 that the Centre could start to operate. The aim of the independent status was to safeguard equidistance to the government and other stakeholder groups.

The main objective of the Centre is to disseminate knowledge and information to companies as well as to stimulate companies to integrate CSR strategically into their management. Although the main target group of the Centre are SMEs, it is considered equally as important to initiate collaborations with business associations, chambers of commerce, trade unions, consultancies,

NGOs, as well as regional and local communities. Therefore, the Centre was set up as a multi-stakeholder initiative with the aim to link the different parties and their various interests.

Currently, about 275 organisations are partners of the Centre. Among them are 20 major companies, 75 SMEs, approximately 60 CSR consultancies, 25 trade organisations, 20 NGOs and a few government bodies and other stakeholder groups. The idea behind the creation of the Centre was that different stakeholders would become partners and thus cooperate closely within it. On the one hand, they receive up-to-date information on CSR. On the other hand, the partners are willing to share their knowledge and experience with the Centre through workshops, for example. As the director of CSR Netherlands argued, “this has been one of the success factors of the Centre, because through these partners you can create your own friends”. However, he also admitted that the Centre could offer more to its partners and is planning further activities in the future.

On a strategic level, the Centre mostly works with intermediary institutions, i.e. trade organisations, chambers of commerce, local communities, etc. The intermediaries are in contact with SMEs and other companies. As the director of CSR Netherlands pointed out, “the idea is to use already existing infrastructure to get in contact with the SMEs”. The trade organisations and chambers of commerce are the two main cooperation partners in two programme lines of the Centre (see details under key programmes). Additionally, the Centre has recently started to work with local governments in order to make local councillors aware of CSR. In this context, the Centre will prepare a communication plan for local councils and the local departments of economy.

### Management issues

As mentioned above, the “Knowledge and Information Centre on CSR” is organised as a foundation and, as a representative of the Ministry of Economic Affairs pointed out during an interview, the Centre is legally independent (from both government and businesses) and privately organised. This independence is considered crucial. However, as a formal requirement for the budget provided by the government, the Centre must develop an annual work plan, which is then presented to the Ministry.

The Centre is managed by a director and involves 15 staff members (12 full-time equivalents). Staff members include four programme managers, a communication manager, a number of young graduates who support the programme managers, office management staff, and a secretariat. Additionally, the Centre has a Board of Directors that consists of three independent members: a former Minister of the Environment, a former professor of business ethics and an entrepreneur (who is also chairperson of a regional chamber of commerce), well known for being a front-runner on CSR issues. The director of CSR Netherlands pointed out that the Board may in the future be expanded by one or two people who represent “mainstream SME issues”.

The funding for the Centre was of €1 Mio in the first year (2004). For the period of 2005-08, the total budget of the Centre is set at €4.9 Mio, provided by the Ministry of Economic Affairs. The director of the Centre explained that on top of the regular budget, the Centre raises approx. € 300,000 – 400,000 through projects undertaken for other ministries and companies.

The Ministry of Economic Affairs has guaranteed budget provision only until the end of 2008. The interviews revealed that there is a clear desire for the Centre to continue its work. However, uncertainty remained as to how the budget would be provided. Meanwhile, the Centre is working on a plan where it outlines its future activities. Moreover, in 2007, there will be an evaluation of the work of the Centre and the value it has added to the CSR scene. The representative of the Ministry of Economic Affairs argued that: “a longer budget provision from the Ministry will depend on the new government. For a small institution, it is very difficult to receive funding from other sources because it needs time to build up reputation. The Centre is doing a good job and it

would be a pity should its work come to a halt". The director of CSR Netherlands pointed out that plans for the future of the Centre will not only be discussed by the Board of Directors, but that stakeholders will also have a say. He considered another budget provision from the government as a possibility, but stated that the business sector could also get involved in financing the Centre. The growing number of projects financed by companies already seems to point in this direction.

The Centre has a website ([www.mvonederland.nl](http://www.mvonederland.nl)), which constitutes one of its main communication channels, providing ample information on CSR issues. However, the director of the Centre considered it: "not so user-friendly for entrepreneurs" and added that: "Therefore, we are going to amend the website to make it more accessible". Currently, the website is only available in Dutch, but the director of CSR Netherlands said, "This interview reminds us to provide content also in English".

### Key programmes and activities

The main strategic approach of the Centre is to collaborate with established institutions and organisations that maintain relations with entrepreneurs and companies. The main reason behind this approach is that the Centre can therefore use existing infrastructure when getting in contact with SMEs. Without the help of existing organisations, this would be extremely time-consuming and virtually impossible. Additionally, it is an important objective of the Centre to design the programmes and activities as demand-driven as possible.

The Centre has four programme lines in place:

- Collaboration with *trade organisations*: The Centre uses the different trade organisations in the country to get in contact with companies in different business sectors and to better disseminate knowledge and information on CSR. The focus on trade organisations started in December 2005 and needs time to grow. The goal is to achieve an active relationship with 40 trade organisations in order to introduce CSR programmes adapted to different business sectors by the end of 2008. At the present stage, a relationship has been established with 17 trade organisations, and 10 sectoral CSR programmes have been put in place. The Centre cannot oblige the trade organisations to collaborate; however, it offers knowledge, information, potential partners, infrastructure for meetings, and an environment which makes collaboration attractive. The director of CSR Netherlands said that, although the Centre had hardly organized any acquisition activities so far, they had been approached by many trade organisations during 2006. Most trade organisations heard about the activities of the Centre through discussions in the business community. The director of CSR Netherlands argued: "Without any effort from our side, we are already talking to 17 trade organisations. Therefore, I am quite confident that we will reach the targeted goal of 40 trade organisations by the end of 2008".

An important characteristic of the collaboration with the trade organisations is that most of them ask for an individual approach to CSR. Therefore, the Centre is keen to offer demand-driven, tailor-made approaches and solutions. The director of CSR Netherlands pointed out: "the situation in each trade organisation is different. The starting point for us is the situation and level of awareness in the different business sectors. Generally, one needs to find an approach that is suitable for the respective trade organisation". In order to foster exchange between the different trade organisations, the Centre organises three meetings per year. In these meetings, the trade organisations discuss how they approach the various aspects of CSR and how they meet demands put forward to them by the government (e.g. the new objective of the government to include sustainability criteria in all

public procurement contracts by 2010 and the challenges this creates for the different business sectors).

- *Collaboration with regional organisations:* For the Centre, regionally organised chambers of commerce and local governments play an important role in distributing knowledge and information to entrepreneurs and companies. As the director of CSR Netherlands underlined, the chambers of commerce provide a huge amount of services and information to the companies. The objective is to include CSR in all information material and activities of the chambers of commerce. “This is a huge task, but strategically very important,” the director argued.
- *International issues:* The Centre is also concerned with promoting CSR activities with an international scope, for instance, international trade relations of companies and international supply chain management. The target group of this programme line are companies that have international trade relations.
- *Information on various CSR topics:* The Centre regularly publishes information on CSR topics, such as transparency, CSR and marketing, CSR and human resource management, CSR and supply chain management. They work together with a national publisher to distribute the information. Additionally, information on these topics is also available on the Centre’s internet website.

Along these programme lines, various activities are undertaken by the Centre. According to the interview partners, three of them are particularly important.

- *CSR conferences:* The Centre organises big conferences in order to promote CSR, disseminate information, create networking opportunities and foster an individual exchange of experiences between the participants. The target groups of the conferences are SMEs and other companies, business associations, chambers of commerce, trade unions, NGOs and representatives of national, regional and local governments. Conferences of this kind were held in November 2004 and 2005. As outlined by the representative of the Ministry of Economic Affairs (financer and stakeholder of the Centre), “these events were different from all other events in this field. They used different formats, like a ‘market’ where companies could display their sustainable products. Moreover, participants could arrange face-to-face meetings with business leaders to discuss opportunities of CSR and sustainable development”. Due to its innovative approach, the 2005 conference won the national award for best business-to-business event. The next conference will be held in June 2007. It will be similar to the previous events; however, it will focus more on the needs of ‘mainstream’ SMEs than on the best practices of front-runners. The Centre expects about 1,000 participants, half of which are predicted to be small business entrepreneurs. In order to attract SMEs that are not so familiar with CSR, the Centre works together with the regional chambers of commerce.
- *CSR reports:* The Centre publishes reports about the situation of CSR in the Netherlands, also covering institutions and themes connected to CSR. The Centre itself undertakes the research for these reports. The reports, which are only available in Dutch, are disseminated among businesses and stakeholders in the Netherlands.
- *CSR toolkit:* In 2005, the Centre contributed to the toolkit “CSR in emerging markets” which offered practical advice on CSR issues to Dutch companies that planned to expand their operations to China, Brazil, South Africa, Russia or Indonesia. The toolkit was financed by three Dutch Ministries, and it was based on the OECD Guidelines for Multinational Enterprises (<http://www.oecd.org/dataoecd/56/36/1922428.pdf>).

### Success factors and challenges

The interview partners mentioned several factors that contributed to the *success* of the Centre. The Ministry of Economic Affairs considered it as one of the main success factors that the Centre helped to centralise and coordinate the various activities on CSR in the Netherlands. As the representative of the ministry mentioned, this is particularly important, as CSR has become a competitive field with a considerable amount of information available to companies: “With the Centre, there is now more structured information available for a dialogue about CSR with the companies.”

Furthermore, the collaborative approach of the Centre turned out to be effective. Working with trade organisations and chambers of commerce made it easier for the Centre to approach SMEs through organisations they were already familiar with. As the director of CSR Netherlands argued, “it is nearly impossible to invite entrepreneurs to your place. They are always busy. You have to approach them in those places where they already meet. Therefore, we use already existing infrastructure.”

Another important success factor for the Centre is that it tries to link CSR to the practical work of businesses in a sector-specific way. This implies that CSR is related to issues that businesses are already concerned with (marketing, human resource management, financing, production, communication). The director of the Centre pointed out that this helps deliver the message about CSR in a very practical and understandable way to the companies. This issue is also very important for the Ministry of Economic Affairs. Moreover, the Centre uses best practice examples, showing that CSR is profitable (at least in the mid- to long-term).

There are also several challenges that the Centre faces. One of the most critical concerns the continuation of the Centre after the current budget provision from the Ministry of Economic Affairs, which finishes at the end of 2008. The Centre is currently drawing up a work plan on its future management. As the financing Ministry of Economic Affairs acknowledges, it will take some time for the Centre to build up a reputation and create a network around its activities. The representative of the Ministry argued that it was particularly difficult at the beginning to convince the companies and stakeholders of the value added by the Centre. With the evaluation in 2007, the aim is to take stock of the activities of the Centre.

Generally, the Centre faces the difficulty that its resources (personnel, budget) are increasingly difficult to match with the demands it faces, especially regarding the collaboration with the trade organisations. As the director of the Centre pointed out, “the CSR issue will grow in the future and trade organisations have a growing demand for tailor-made approaches for their companies. Therefore, lack of resources is one of my managerial concerns at the moment”.

For the director of the Centre it is also a major challenge to combine CSR awareness raising for average companies with providing valuable help to front-runners. He argued that average companies are approached with very practical help and information, and that the latter would need more specific and in-depth support. Therefore, the director mentioned the necessity “to split our activities. My personal opinion is that we do not provide enough added-value for the frontrunners”.

### Framework conditions and recommendations for other EU Member States

For any policy issue, strategy or initiative, the socio-political and socio-economic framework conditions are very important in order to understand why certain approaches work in one country but work differently in another. Therefore, we also explored important framework conditions in the case study interviews.



The representative of the Ministry of Economic Affairs pointed out that the close collaboration between the Centre and the different stakeholder groups is fostered by the consensus-based political culture in the Netherlands. The director of CSR Netherlands also stated that the political system was fundamental for the practical work of the Centre. He mentioned that the Dutch Government chose a voluntary approach for CSR, and that the Centre played an important part in communicating this approach.

Another important context issue that is important for the work of the Centre is a change in attitude of the Dutch business community towards CSR. Several years ago, the traditional views of some employers' associations and trade organisations led to rather restrained approaches to CSR. The director of the Centre argued that "the attitude towards CSR has been changing very rapidly in the last one or two years. A more positive view on CSR helps us, also in the years to come".

Regarding recommendations for other EU Member States, both interview partners pointed out that it was important to consider early on where a CSR information centre should be located. Locating it within the government structure implies that the government can control it closely. On the other hand, an independent body may have advantages regarding its perception among businesses. As the director of the Centre pointed out, "from the beginning, such a centre should be independent and able to develop a reputation. There is the danger that the traditional business community kills CSR activities too soon, before they can think them through."

The representative from the Ministry pointed to another crucial issue: The budget provision and duration need to be such that the institution can build up a reputation. Therefore, funding this kind of centre is a mid- to long-term investment for the government. A short-term budget provision bears the problem that the institution concentrates on seeking other funding sources rather than creating awareness of CSR.

## **6.2 Case study 2: People & Profit in Denmark**

### Overview

|                               |   |
|-------------------------------|---|
| <b>Name</b>                   | "People & Profit"   |
| <b>Country</b>                | Denmark   |
| <b>Type</b>                   | Hybrid instrument: programme/project that combines informational and partnering instruments   |
| <b>Key activities</b>         | <ul style="list-style-type: none"> <li>• Studies on international and national CSR activities</li> <li>• Train managers, employees, teachers</li> <li>• Dissemination through SME networks</li> </ul> |
| <b>Running time</b>           | 2005-2007   |
| <b>Budget</b>                 | €2.5 Mio in total (50% by European Social Fund, 50% by Danish National Labour Market Authority)   |
| <b>Operating organization</b> | Danish Commerce and Companies Agency (DCCA)   |
| <b>Contact</b>                | Dia Wolffhechel, Chief Consultant CSR Secretariat, DCCA   |
| <b>Website</b>                | <a href="http://www.eogs.dk/sw26505.asp">http://www.eogs.dk/sw26505.asp</a>   |



### Purpose and objectives

The project P&P targets Danish SMEs to help them integrate CSR strategically into their business activities. The goal is to enhance the competitiveness of the companies by providing them with information, knowledge and education about CSR as a business case. P&P is a 'coordinating initiative' that includes several activities under one umbrella: research, training and dissemination/awareness raising. The project is managed by the Danish Commerce and Companies Agency (DCCA), which is part of the Ministry of Economic and Business Affairs.

The main target group of P&P are Danish SMEs. Besides, the stakeholder from the Copenhagen Business School, who we interviewed for this case study, pointed out that policy-makers are another important target group: "It is very important to create awareness among policy-makers because the basic question refers to society as a whole: How do we want to live in the future?" P&P also involves a reference group of 12 organisations that represent the interests of employers (chambers of commerce, business associations) and employees (trade unions). The representative of DCCA explained that the reference group has a "bridging role" in P&P, helping the project to meet the needs and interests of the companies. The interviewed stakeholder pointed out that "what has been outstanding was how DCCA managed to get the trade unions to join the reference group. The trade unions were very sceptical about CSR, but they went to the reference group meetings and became interested in how to integrate CSR thinking into their own work".

### Management issues

P&P was launched by the DCCA in January 2005 and it runs until 1 May 2007 (originally, the project was scheduled to run until the end of 2006, but it was extended for a period of five months). At the end of the project's running time, there will be an evaluation of the impacts of the P&P activities. The representative of DCCA pointed out that "hopefully the results obtained, the tools developed, and the networks established through the initiative will continue after the project period". Additionally, the stakeholder from the Copenhagen Business School argued, "the project has been managed very well. P&P really made a difference here in Denmark".

The total budget of P&P is €2.5 Mio, provided by the European Social Fund (ESF) and the Danish National Labour Market Authority Fund (50:50 match-funding).

DCCA, the organisation that manages P&P, is also responsible for the registration of Danish businesses. DCCA also administers legislation that regulates businesses. In total, DCCA has about 275 staff members. On average, DCCA manages 30-40 projects. P&P is one of these projects and involves four full-time staff members, one half-time employee and one special advisor. Additionally, the Chief of Division as well as the Deputy Director General of DCCA contribute to P&P as part of their general job descriptions.

The homepage of the DCCA at <http://www.eogs.dk/sw21252.asp> includes a section on CSR in which basic information about P&P and studies are provided for download. The evaluation that will be conducted at the end of the project's running time should also be available in English.

### Key programmes and activities

P&P consists of three types of activities, namely research, training and dissemination/awareness raising. In the following part of this section, each type is described in more detail.

- *Research:* This activity includes the provision of knowledge about the link between CSR and business activities. Between January and October 2005, three studies were carried out in English by independent research organisations in order to provide an overview of international and national CSR activities.

The first study was carried out by a consultancy and Harvard University. It tried to identify measurable economic and competitive benefits triggered by CSR in 50 Danish SMEs (Kramer et al 2005). The study identified four areas of CSR activities with potential economic or competitive value: innovation, workforce development, environmental conservation and “contextual investment” (voluntary social investments).

The second study by the Ashridge Centre (2005) provided a broad overview of practical activities that mainly US and European companies undertake within the realm of CSR. The report looked into leadership, vision and values, marketplace activities, workforce activities, supply chain activities, stakeholder engagement, community activities and environmental activities.

The third study by TNS Gallup (2005) was a mapping exercise of CSR activities among Danish SMEs. The survey included 1,071 companies and showed interesting outcomes:

- ¾ of Danish SMEs have implemented CSR activities, mainly regarding workplace and environmental issues;
- 36 percent of the companies believe that CSR activities have a positive financial impact. When asked about specific activity areas (such as workplace conditions), the number is considerably higher, and only 4 percent believe CSR activities have a negative financial impact;
- 26 percent of the companies have developed CSR-oriented products or services of which six out of ten believe that this has had a positive financial impact;
- The need for further information on CSR among SMEs was identified.

For both interview partners, these results offered an important empirical insight into the link between CSR and business practices. For the representative of DCCA, the research “showed us that there was a huge interest to learn more about CSR. It also showed that certain areas were more interesting to companies than others were. In this sense, the study has guided us”. The stakeholder from Copenhagen Business School pointed to the practical link between CSR and innovation: “Many SMEs have some CSR-related product development or innovation in general. This seems to suggest that the reason for engaging in CSR is not only that companies want to improve their image, but also because they want to be innovative.”

Also part of this activity is the funding that DCCA provided for the National Research Panel on CSR and SMEs, a group of 15 researchers from different Danish universities. The panel was established in December 2005 and funding was guaranteed for one year. The stakeholder from Copenhagen Business School is the chair of the panel. The panel still meets every two months in order to discuss the results of P&P research, and to give advice to the project management. As part of its involvement in P&P, the panel organized a conference in Denmark about CSR and SMEs with 130 participants from 19 European countries. The aim of the conference was to present P&P and to discuss CSR issues more generally. Moreover, the panel intends to publish a book about CSR in SMEs for company managers.

- *Training:* Between October 2005 and March 2006, the DCCA and Ramboll Management (a Danish consulting company) developed CSR training materials, including guidelines and a 200-page working book. The book is the basis for a large-scale CSR training programme.

P&P set out to train 12,000 managers, employees and CSR teachers from vocational schools (“train the trainers”). In March 2006, a pilot training sequence with managers and employees of 53 companies was organised in order to test and improve the training ap-

proach. The actual training programme was launched in April 2006, during which several thousand managers and employees spent one day with a trainer who taught them how to integrate CSR more strategically into business activities.

- *Dissemination:* Information about the different activities of P&P is distributed throughout the country, mainly through SME networks, SME in-house training, event strategies, vocational schools, the reference group and regional channels. The representative of DCCA pointed out that “choosing a regional approach also means to use regional knowledge about the companies, establishing contacts. Organising information distribution in this way means that P&P becomes more accessible for the companies.” P&P also gave input to three 30-minute TV programmes that reached about 300,000 people, and triggered numerous publications in newspapers and magazines.

### Success factors and challenges

Generally, both interview partners considered the awareness raising part of P&P as one of the main success factors of the project. The representative of the Copenhagen Business School pointed out that “with a big initiative like this, with the media coverage and the large number of SMEs that were approached, there is an increased attention in SMEs to CSR in how they can strategically integrate it into their business development. In the past, many companies have worked towards CSR out of ethical reasons, but now there seems to be much more awareness that CSR should systematically be integrated into the management of the whole business”.

The representative of DCCA mentioned that the anchoring of P&P in the regional and local network seemed to have worked well. As outlined above, it was considered important to approach companies regionally in order to offer a more responsive and accessible way of cooperating with SMEs.

Moreover, the development of practical CSR management tools used by SMEs, an increased marketing and branding effect together with the ability to identify growth potentials for Danish SMEs were highlighted as success factors of P&P.

Concerning problems and challenges faced by P&P, both interview partners mentioned that since companies are doing well economically, it becomes increasingly difficult to recruit them for the CSR trainings because of the lack of time. As the representative of Copenhagen Business School argued: “it was very ambitious to set out a high number of managers and employees for the training sessions, thus they [the organisers] have created a strategic challenge for themselves”. Although the target of training 12,000 managers and employees is very ambitious, the DCCA representative is convinced that it will be reached within the running time of the project.

In addition, both interview partners believe that one has to also look at the long-term impacts when assessing the success of P&P. The representative of DCCA highlighted, for instance, the networks and further CSR activities that have been developed by public and private actors and the widespread media coverage about the project and CSR in general.

### Framework conditions and recommendations for other EU Member States

Traditionally, Danish CSR policy has focused on social exclusion and a more inclusive labour market, with the Ministry of Employment taking the lead. In 2005, the Danish government had included CSR as one of the six priority topics in its annual review of economic growth. As the representative of DCCA pointed out, the latest review refers to the importance of CSR as a driver for growth and competitiveness in Danish companies in a global market. The stakeholder from the Copenhagen Business School argued that a very important issue in fostering P&P was the

fruitful cooperation between DCCA, the Minister of Economic and Business Affairs, and later also the Prime Minister. In other words, the political environment is favourable for P&P.

As pointed out by the representative of DCCA, Denmark has a very open, inclusive and cooperative approach towards policy-making. Regarding P&P, he mentioned “the involvement of a broad variety of stakeholders fostered the work of P&P. Generally, the CSR concept as such and the ambitious programme of P&P as a coordinating project were integrative factors for all the stakeholders”.

Out of the experiences with P&P, the interview partners mentioned three issues which they considered should be taken into account in the development of a CSR awareness raising and coordination project:

- It is important to consider the needs of companies, thus to have a real bottom-up approach.
- The project should have a realistic timeframe and achievable objectives.
- The involvement of stakeholders is crucial; in particular, the collaboration with intermediary organisations (e.g. business associations, chambers of commerce, trade unions) is an important success factor for a broad CSR initiative like P&P.

### **6.3 Case Study 3: Globalt Ansvar in Sweden**

#### **Overview**

|                               |   |
|-------------------------------|---|
| <b>Name</b>                   | “Globalt Ansvar”  |
| <b>Country</b>                | Sweden  |
| <b>Type</b>                   | Partnering instrument: partnership that fosters CSR in a global context   |
| <b>Key activities</b>         | <ul style="list-style-type: none"> <li>• Seminars and workshops (open and closed) for companies, NGOs etc</li> <li>• Train diplomatic personnel</li> <li>• Website</li> </ul> |
| <b>Running time</b>           | Since 2002  |
| <b>Budget</b>                 | €88,000 annually, plus 5 staff members  |
| <b>Operating organization</b> | International Trade Policy Department of the Ministry of Foreign Affairs  |
| <b>Contact</b>                | Elisabeth Dahlin, Ambassador of Globalt Ansvar, Ministry of Foreign Affairs   |
| <b>Website</b>                | <a href="http://www.regeringen.se/sb/d/2657">http://www.regeringen.se/sb/d/2657</a>   |

#### **Purpose and objectives**

Globalt Ansvar stands for “global responsibility”. Several years ago, there was concern in Sweden about the ever-increasing trends of globalisation and the coherence between trade policy, aid policy and foreign policy. This concern fostered an investigation into these issues by the Swedish Parliament called “Our Common Responsibility”. The results of the investigation were presented to the public in 2000. An offspring of this development was to include the private sector, espe-

cially Swedish multi-national companies, into strategies for greater social responsibility in a global context. Consequently, Globalt Ansvar was launched in March 2002 by four ministries (foreign affairs, trade, development cooperation and environment) in order to foster CSR in a global context.

The main goals of Globalt Ansvar are threefold:

- Swedish companies should be made familiar with the OECD Guidelines and the UN Global Compact;
- Swedish companies should be won as ambassadors of human rights, decent labour conditions, environmental protection and anti-corruption security.
- The inclusion of CSR in business activities should enhance the competitiveness of Swedish industry.

The partnership is also the national contact point for the OECD Guidelines and plays an active role regarding the UN Global Compact.

Until now, 18 major international Swedish companies have joined the partnership. The signatories must adhere to the OECD Guidelines and the UN Global Compact and describe an example of their work on CSR. The trade union representative interviewed for this study had hoped that more companies would join the partnership, particularly as many of the current signatories are state-owned companies. The representative of Globalt Ansvar admitted that they had not actively recruited companies for the last three years as they continuously work with many large companies and an increasing number of SMEs who do not belong to the partnership but have signed the Global Compact. SMEs come to the Globalt Ansvar office with questions on importing from different parts of the world and show concern for supply chain issues. According to the partnership representative, supply chain issues generally increase in importance: “We are currently very much involved in this issue today, also because a lot of small importers are involved.”

Another change has occurred over the years, namely that Globalt Ansvar has developed from an awareness raising initiative into a company advisor: “We are still an awareness raising initiative, but we do not have to convince companies any more that they have to deal with CSR. In the five years since the partnership is operating, it is now not so much about the ‘if’ but the ‘how’ of CSR. We are more and more responding to the ‘how’ in our work,” so the representative of the initiative.

Although the main target groups of Globalt Ansvar are companies, other stakeholders, such as business associations, trade unions and NGOs, are also involved in various activities of the partnership. Additionally, the partnership has established a research platform in which it cooperates with universities on research and curriculum development.

The cooperation with the trade unions is characterised by a pragmatic economic orientation by the unions. The trade union representative argued, “CSR is everything the trade unions are about – making enterprises responsible for their employees and societal issues, e.g. trade union rights, collective rights on working conditions, etc. We have a pragmatic view on CSR. For us, CSR is about reaching agreements with the business associations and trying to influence Swedish and international policy-making in a favourable direction”.

### Management issues

The secretariat of Globalt Ansvar is located in the International Trade Policy Department of the Ministry of Foreign Affairs and consists of five staff members, including the Swedish national contact point for the OECD Guidelines. The representative of the partnership pointed out that the



secretariat works closely with other ministries and has established a network on CSR issues in the Government Office.

Globalt Ansvar's operational budget is negotiated annually. For the year 2006, the budget amounted to about €88,000 (SEK 800,000) and covered all operational activities of the partnership, such as seminars, workshops, travel, printing etc. All other costs, particularly for personnel and office infrastructure, are covered by the general budget of the Ministry of Foreign Affairs. Overall, the budget of the partnership has been largely the same since its establishment in 2002.

The homepage of Globalt Ansvar (<http://www.regeringen.se/sb/d/2657>) provides information for target groups and stakeholders (in Swedish). The representative of the partnership mentioned that information will soon be available in English. Some background material, like a study on CSR in Sweden (Globalt Ansvar, 2005) and a report about competitiveness in a globalised world (Globalt Ansvar, 2006) are already available in English.

### Key programmes and activities

Globalt Ansvar undertakes several activities, which can be summarised into three main categories, namely (a) seminars and workshops, (b) training and education, and (c) awareness raising and dissemination:

- *Seminars and workshops:* Over the last four years, Globalt Ansvar has co-organised – together with companies, academic institutions or UN organisations – some 50 seminars and workshops on various CSR issues. The “open seminars” usually attract between 100-130 participants, roughly half of them from companies, and the other half being academics, journalists and NGO staff. These seminars are not organised according to a specific schedule and take place every six weeks on average. There are also regional seminars, like for instance, on the new version of the OECD Guidelines.

As companies are increasingly asking for tailored help for the challenges they themselves are facing, Globalt Ansvar began to organise “closed workshops” for company executives. Sometimes open seminars and closed workshops are held on the same topic (such as “integrating human rights into the business process”). The partnership representative argued, “this will be the model that we will be using more often in the future”.

- *Training and education:* Globalt Ansvar organises on a regular basis inter-governmental training sessions for (new) diplomatic personnel. Furthermore, the partnership also tends bi-lateral development co-operations and trade promotion programmes with China, South Africa and Vietnam. In doing so, Globalt Ansvar works together with Swedish embassies, which function as intermediaries to foreign markets.

The interviewed trade union representative, for example, participated in two bi-lateral meetings in China where she informed Chinese and Swedish companies about the trade unions' view on CSR. She emphasised: “networking is very important - meeting people from both sides, companies and government representatives. I would definitely participate again in such a meeting.”

- In terms of *awareness raising*, Globalt Ansvar is undertaking several activities: (i) Awareness raising plays an important role in the seminars, workshops and trainings described above. (ii) The partnership's website at <http://www.regeringen.se/sb/d/2657> is updated weekly and experience has shown that companies appreciate the interactive tools offered on this site. (iii) CSR awareness raising also plays a role in the bi-lateral collaborations through the Swedish embassies.



### Success factors and challenges

Both interview partners pointed out that Globalt Ansvar is particularly important for CSR awareness raising, i.e. for delivering information to companies and contributing to the international debate on CSR.

From the perspective of the Globalt Ansvar secretariat, the following issues contribute to the success of the partnership:

- The partnership has a ‘non-discriminatory’ approach. This means that it works not only with companies that have signed up to Globalt Ansvar, but also with other companies (including SMEs) that are interested in CSR issues.
- Globalt Ansvar benefits from possessing a common view on CSR with the Swedish Government. It acts as the national focal point for CSR and, therefore, attracts all related issues. The representative of the partnership argued, in this context: “Through this, we have been able to work on all issues, i.e. awareness raising, training and education as well as contributing to policy development for CSR within the government.”
- The combination of open seminars and closed workshops has proved effective. Approaching important topics with different formats guarantees both, broad discussion and information distribution on the one hand, and in-depth and confidential discussions on sensitive issues on the other.

The trade union representative pointed to two main success factors, namely that Globalt Ansvar provides a forum for companies and stakeholders to exchange experiences and views, and that the partnership offers high quality training and education on CSR.

However, the trade union representative also mentioned several challenges for the public policy field of CSR in general, and for Globalt Ansvar in particular:

- Regarding the partnership in particular, trade unions had hoped that more Swedish companies would sign up to the initiative. This could have created a platform for discussion on framework agreements between the enterprises and the trade unions. However, the partnership was not able to fulfil this role, partly due to the fact that the Confederation of Swedish Enterprises did not join Globalt Ansvar.
- Although Globalt Ansvar is efficient in involving companies and showing them the benefits of CSR as a business case, it shows weaknesses regarding monitoring, which is particularly important with regard to implementing international standards, such as the OECD Guidelines. Globalt Ansvar has contributed a lot to the discussion about CSR, but CSR is also about the implementation in the companies. Therefore, guidelines and monitoring mechanisms are important tools.
- Generally, the trade union representative pointed out that although Globalt Ansvar is doing all it can within its scope, more needs to be done to achieve a broad uptake of CSR in the companies. The European Commission, for example, could play a more active role in encouraging companies to implement CSR. In addition, more (national) regulation for CSR would help to level the playing field for companies: “It is now time to go further and talk about regulation. This would also help to create equal opportunities for companies in market competition. If competitors do not care about CSR, companies that do may have a difficult time on the market. It is easy to say CSR is rewarding, but we need to help companies that want to be socially responsible.”

### Framework conditions and recommendations for other EU Member States

Both interview partners agreed that the circumstances in Sweden were favourable to Globalt Ansvar. The Swedish political culture is characterised by a strong consensus-orientation and a generally successful collaboration between business associations and trade unions. The representative of the partnership mentioned that: “Sweden has a very informal attitude towards official ranks. We are a small country; stakeholders meet in all kinds of different fora”. What’s more, the fact that Globalt Ansvar is the national focal point for the OECD Guidelines creates an additional platform for stakeholder exchange and networking.

The representative of Globalt Ansvar made some recommendations she would give to other countries interested in establishing a similar initiative:

- First, it is important to pull resources together in order to have a single organisation in the country that is the focus of public CSR activities.
- Second, she suggested that national CSR activities should be based on international instruments and standards. She argued that: “another European standard would not add much value, when there are already many global processes going on. That is why we decided early on to use the UN Global Compact and the OECD Guidelines which are either government-initiated or government-endorsed, and that gives them credibility”.
- Third, national public policy-makers should have a good overview of what is going on in other countries in Europe and worldwide before they launch a major CSR initiative.

## ***7. Interesting initiatives not selected as case studies***

This section briefly summarises three good practices on CSR awareness raising which were considered but not selected as case studies (one from Austria, one from the UK and one from Finland). It complements the overview of CSR awareness raising instruments given in this report.

### CSR Guidelines for SMEs in Austria

**Type:** Guidelines/SMEs (informational instrument)

**Short description:** The initiative “CSR Guidelines for SMEs” was initiated by the Austrian Ministry of Economics and Labour and the Austrian Chamber of Commerce in cooperation with “respACT”, the Austrian platform for CSR (<http://www.respact.at/>). Since companies have approached “respACT” for more concrete information about how to implement CSR in their sector, the three organisations decided to develop 10 sector-specific CSR guidelines. So far, six sector guidelines have been developed (for the German versions, see <http://www.respact.at/content/respact/plattform/projekte/kmu/article/2182.html>). These guidelines contain best practice examples and do-it-yourself instructions. Starting in 2007, the organisers hope to reach 120,000 SMEs through this initiative. The total funding of the initiative is approximately €100,000. It is the largest single project of the “respACT” platform so far, and in 2006, it obtained the CSR Europe award.

**Success factors:** The CSR Guidelines for SMEs will be promoted regionally through events and collaborations with the regional chambers of commerce.

**Obstacles:** The key challenge is to find a balance between universal international standards and customised, sector-specific guidelines which are meaningful to SMEs from different sectors. The guidelines should also be easy to understand and use.

**Business in the Community (BITC) in the UK**

**Type:** Centre/network for businesses (hybrid instrument)

**Short description:** Business in the Community (BITC) is an independent, business led charity. It started 20 years ago, with governmental support, and has grown organically over the years. Currently, about 700 companies are members of BITC (including 71 of the FTSE 100). The companies pay a monthly fee for regular updates on CSR issues and partnership work. In addition, BITC still receives support from different government departments to initiate particular projects (such as the development of the Corporate Responsibility Index with which companies assess their CSR performance).

**Success factors:**

- BITC is good in recognising current CSR trends on the market ;
- Companies value the services of BITC as it offers up-to-date information;
- BITC is also a good access point for government departments to business communities.

**Obstacles:** BITC depends on the support of different government departments which can have different agendas.

**Network “Business & Society” in Finland**

**Type:** Network of companies, in particular of SMEs (partnering instrument)

**Short description:**

Seven companies and the National Research and Development Centre for Welfare and Health (STAKES) established the Finnish Business & Society network in spring 2000, triggered by the CSR Europe discussion. The coordination unit of the network is located at STAKES. The network is funded by the European Social Fund (ESF) and the Ministry of Trade and Industry. It is open to all companies and interest groups seeking to promote socially and economically sustainable development. One of its key aims is to create a partnership between the private, the public and the NGO sector. The main activities of the network are the following:

- Promoting and maintaining a dialogue between companies in order to identify and disseminate good practice examples;
- Supporting companies in defining and developing CSR;
- Providing companies and other partners with information on CSR and
- Promoting CSR and good practices at all levels of society.

**Success factors:** About 50-60 big companies are in the network (as sort of CSR pioneers). The network works together with public administrators

**Obstacles:** No indication.

## Part III: Synthesis and conclusions

This section synthesises some significant findings of the survey (part I) and the case studies (part II) in order to

- Facilitate an in-depth discussion by the HLG on CSR and
- Give a direction to subsequent in-depth analyses and assessments of CSR policies

The following synthesis touches on the following points: (i) conceptual and institutional aspects of CSR policies, (ii) the CSR instruments applied, (iii) CSR awareness raising target groups, (iv) the media as a target group (v) success factors, (vi) obstacles, (vii) national political circumstances and (viii) international and European drivers.

### i) Conceptual and institutional aspects of CSR policies

EU Member States organise CSR awareness raising initiatives in very different ways. While in many countries several actors pursue a variety of initiatives in a decentralized way, some countries (such as have created a CSR platform/centre that bundles or coordinates different activities. All three case studies in part II are examples of the institutionalised approach, and they suggest the following conclusion.



Institutionalising CSR awareness raising initiatives by establishing a CSR platform/centre helps to better coordinate and focus activities and to capture the attention of the media and companies more effectively.

Although the concepts of sustainable development (SD) and CSR both aim to better integrate economic, social and environmental issues, the underlying triple bottom line principle still faces sectoral and institutional barriers. While the SD agenda is often dominated by environmental issues, CSR policies have a strong emphasis on social issues. This is also reflected in the two concepts' institutional backgrounds. Indeed, while SD issues tend to be mostly handled by Environment Ministries, we found that the expertise on CSR awareness raising is mainly located in Ministries of Labour and Social Security, and that the co-operation between ministries is rather weak.



Conclusion: A truly cross-sectoral institutionalisation of CSR and SD policies and a better collaboration between the responsible ministries could trigger significant synergies in both policy fields.

### ii) CSR instruments applied

As section 4.2 showed, policy makers can choose from a broad spectrum of CSR policy instruments (from informational to mandatory instruments). The survey has shown that many countries do apply a range of CSR awareness raising instruments. However, informational and partnering instruments clearly dominate (80%), followed by economic incentives (11.7%). Although most interview partners agreed that CSR awareness raising is an important political task, and that a mix of instruments should be applied, some interviewees emphasised that CSR policy making is more than this.

➡ Conclusion: Awareness raising is an important, but overall rather soft CSR policy approach.

### iii) CSR awareness raising target groups

On the one hand, the survey showed that only 12.4 percent of the 85 awareness raising initiatives specifically address SMEs, whereas 40.3 percent are aimed at companies of all sizes. On the other hand, when asked generally, the interview partners considered SMEs as the most important target group of CSR awareness raising initiatives.

➡ Conclusion: The target groups of the surveyed CSR policy initiatives do not match with the general assessment of target groups. Future CSR awareness raising initiatives should take this mismatch into consideration.

### iv) The media as a target group

Although the media is regarded as an important target group for CSR awareness raising in general terms, only very few initiatives (such as the Austrian CSR guideline initiative for SMEs and the Danish programme “People & Profit”) target it explicitly.

➡ Conclusion: Awareness raising initiatives should always explore possibilities of involving the media, including business-specific channels of communication such as magazines or newsletters of chambers of commerce, as well as trade and labour unions.

### v) Success factors

In section 4.5, we listed several success factors for effective CSR awareness raising initiatives, mentioned by interviewees in the survey. The success factors mentioned were diverse, and only the following one was mentioned by more than two interviewees:

➡ CSR initiatives should focus on companies’ needs. One way of providing relevant practical information to different companies is to tailor it to company size and sectors.

While the conclusion mentioned above emerged in the survey and the case studies, the following one is from the three case studies only:

➡ If new institutions (such as CSR centres and platforms) are established, they should cooperate closely with existing institutions and structures (chambers of commerce and regional trade unions in the Dutch case; embassies in the Swedish case; or , trade and labour unions). The intermediaries know both the needs and challenges of companies; they help in disseminating information, and they can provide resources (such as meeting places).

### vi) Obstacles

The obstacles listed in section 4.5 were also rather diverse, and only one, namely resource constraints in governments and businesses, has been mentioned by more than two interviewees. However, the case studies showed that the key obstacles are closely linked to one of the success factors mentioned above.

➡ Conclusion: Tailoring international standards and general information on CSR according to the needs of different companies (small and large, from different sectors, average performers and CSR front-runners) is a challenging (and costly) task as it requires collaboration with a broad range of intermediaries and the systematic use of different instruments.

#### vii) National political circumstances

Although most EU Member States agree on the voluntary character of CSR initiatives, the political scope governments have with regard to CSR is considerable.

➡ Conclusion: Like other more traditional policy fields, CSR is a politically contested topic, and actual CSR policies are determined by the socio-political history of a country as well as by government majorities (and related ideologies).

Interestingly, all three case studies are drawn from relatively small countries known for their consensus-oriented political culture. They seemed to offer favourable conditions for voluntary collaboration among social partners and stakeholders. In contrast, the new CEE EU Member States seemed to struggle with the CSR policy agenda.

#### viii) International and European drivers

International initiatives (like the OECD Guidelines for MNCs or the UN Global Compact) and EU CSR policy initiatives (in particular the CSR Europe initiative and the CSR communications of the European Commission) can prove to be important drivers for CSR policies in EU Member States, in particular in countries that struggle with this relatively new policy field. However, the change of direction at the EU level initiated by the new CSR communication (European Commission 2006) also had some disturbing effects.

➡ Conclusion: International and EU developments can have a strong influence on national CSR policies, given that political signals are both persistent and consistent.



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## Annex IIa: The survey interviews

| Country | Name                            | Institution   | Date              | Additional (email) Conversation  |
|---------|---------------------------------|---|-------------------|--|
| Austria | Manfred Schekulin               | Federal Ministry for Economic Affairs and Labour                | 17 August 2006    |  |
| Belgium | Ria Schoofs                     | Ministry of Employment and Social Cohesion                      | 28 September 2006 | Dieter Vander Beke, ICSD working group on CSR; Solange Gysen, Ministry of Employment and Social Cohesion |
| Denmark | Niels Højensgård                | Ministry of Employment  | 22 August 2006    |  |
| Denmark | Sofie Pedersen                  | Ministry of Economy and Business Affairs                        | 17 August 2006    |  |
| Estonia | Egle Käärats                    | Ministry of Social Affairs, Working Life Development Department | 13 September 2006 |  |
| Finland | Jorma Immonen                   | Ministry of Trade and Industry                                  | 16 August 2006    | Maija-Lena Uimonen, Ministry of Labour   |
| France  | Marianne Forejt / Maurice Mezel | Ministry of Employment and Social Cohesion                      | 3 October 2006    |  |
| Germany | Udo Pretschker                  | Ministry of Employment and Social Cohesion                      | 28 August 2006    |  |
| Greece  | Despina Michailidou             | Ministry of Employment and Social Cohesion                      | 22 September 2006 |  |

|             |   |  |                          |   |
|-------------|---|--|--------------------------|---|
| Hungary     | Ágnes Simonyi                           | National Family and Social Policy Institute, (formerly: Ministry of Employment and Labour) | 12 September 2006        | Judit Székely, Ministry of Employment and Labour                |
| Ireland     | Frances Gaynor                          | Department of Enterprise, Trade and Employment   | 16 August 2006           |   |
| Latvia      | Agrita Groza                            | Ministry of Welfare  | 21 August 2006           |   |
| Lithuania   | Robertas Lukasevicius                   | Ministry of Social Security and Labour   | 8 September 2006         |   |
| Malta       | Roderick Mizzi                          | Department of Industrial and Employment relations  | 10 August 2006           |   |
| Netherlands | Bea J. Hoogheid / Ineke Hoving-Nienhuis | Ministry of Economic Affairs   | 22 September 2006        | Cynthia van der Louw, Ministry of Social Affairs and Employment |
| Poland      | Boleslav Rok                            | Responsible Business Forum   | 18 September 2006        | Marcin Palutko, Ministry of Labour and Social Policy            |
| Portugal    | António Oliveira                        | Ministry of Economy and Innovation/Directorate General for Enterprise                      | 13 and 27 September 2006 |   |
| Slovenia    | Metka Štoka Debevec                     | Ministry of Labour, Family and Social Affairs  | 29 August 2006           |   |
| Spain       | Juan José Barrera Cerezal               | Ministry of Labour and Social Affairs  | 15 September 2006        |   |
| Sweden      | Elisabeth Dahlin                        | Ministry of Foreign Affairs  | 25 August 2006           |   |
| UK          | Helen Griffiths                         | Department of Trade and Industry   | 21 August 2006           |   |

## Annex IIb: Questionnaire of the survey

- I. The “**Compendium on national public policies on CSR in the European Union**”, compiled by DG Employment, **lists the following initiatives for your country**. We would like to ask you some questions about these initiatives?
  - Initiative:
  - Basic information:
    - i. Initiator:
    - ii. Contact person:
    - iii. Website:
    - iv. Other written documentation:
    - v. Further information:
  - Description of the process of the initiative:
  - Success factors – what worked well:
  - Obstacles – what did not work so well:
  - Lessons learned and recommendations for other countries:
- II. Do you know **other initiatives on CSR awareness raising** in your country?
  - If no,

- Are there no other initiatives?
    - Do you know other contact person(s)/institution(s)?
    - Is there any information available on the internet?
  - If yes,
    - Initiative (title & type):
    - Basic information:
      - § Initiator/commissioning agent/organization:
      - § Contact person & website:
      - § Timing/duration:
      - § Purpose:
      - § Target group:
      - § Important/budget:
    - Description of the process of the initiative:
    - Success factors – what worked well:
    - Obstacles – what did not work so well:
    - Lessons learned and recommendations for other countries
- III. Concluding questions** – general aspects of CSR public policy-making
- Steering role of the nation state: Do you think awareness raising is an issue for governmental initiatives at the national level?
  - Policy tools: Do you consider awareness raising as an appropriate tool to foster CSR in your country? If yes, why?
  - Target groups: Which are the most important target groups of CSR awareness raising in your country? Is CSR awareness raising for SMEs an issue in your country?
  - Interesting aspects: What do you find particularly interesting with regard to CSR awareness raising? What interesting experiences with CSR awareness raising were made in your country?
  - Do you have any comments or concluding remarks?

### Annex III: Details on the surveyed Member States

Below is the list of CSR awareness raising initiatives per country that were collected during the survey (August until October 2006). Countries we were not able to survey for reasons explained in Part I or which have no CSR awareness raising initiatives started yet according to the experts surveyed are not included in this Annex. Information added after the survey was completed upon request (indicated with footnotes) was not included in the analysis of the survey results in Part I of this paper.

In the second column, “Compendium” refers to initiatives that were already included in the Compendium on national public policies on CSR in the European Union from 2003 ([http://ec.europa.eu/employment\\_social/emplweb/csr-matrix/csr\\_matrix\\_en.cfm](http://ec.europa.eu/employment_social/emplweb/csr-matrix/csr_matrix_en.cfm)), “new” refers to initiatives that were not included in this Compendium. The fourth column about the “type of initiative” refers to the classification developed on pages 11 and 12 of this report.

**Austria**

| Name of initiative   | “Compendium” or “new” | Initiator(s)   | Type of initiative            | Target Group(s)                   |
|--|-----------------------|--|-------------------------------|-----------------------------------|
| CSR Austria  | Compendium            | <ul style="list-style-type: none"> <li>Ministry of Economic and Labour,</li> <li>Federation of Austrian Industry</li> <li>Chamber of Commerce</li> </ul> | Guidelines/<br>guiding vision | Companies                         |
| ‘respACT’  | Compendium            | <ul style="list-style-type: none"> <li>Several ministries,</li> <li>Austrian Control Bank</li> </ul>   | Institution                   | Companies                         |
| CSR Concept for SMEs   | New                   | <ul style="list-style-type: none"> <li>Ministry of Economics and Labour,</li> <li>Chamber of Commerce</li> </ul>   | Guidelines                    | SMEs                              |
| 72 hours   | New                   | <ul style="list-style-type: none"> <li>Ministry of Economics and Labour</li> </ul>   | Seminar/training              | Youth                             |
| Activities in the Austrian regions (e.g. ‘Social Responsibility – The Success Factor for Companies’) | New                   | <ul style="list-style-type: none"> <li>Austrian regions (e.g. Regional government in Upper Austria)</li> </ul>   | Activities in the regions     | (not identified)                  |
| Trigos   | New                   | <ul style="list-style-type: none"> <li>Ministry of Economics and Labour</li> </ul>   | Award                         | Companies                         |
| ‘Brückenschlag’ (engl. Bridging)   | New                   | <ul style="list-style-type: none"> <li>Ministry of Economics and Labour</li> </ul>   | Seminar                       | Top management of companies, NGOs |

**Belgium**

| Name of initiative                                   | “Compendium” or “new” | Initiator(s)   | Type of initiative      | Target Group(s)   |
|--|-----------------------|--|-------------------------|---|
| European Conference on CSR                           | Compendium            | <ul style="list-style-type: none"> <li>Government (Presidency of Council of the EU)</li> </ul>                             | Conference              | Broad stakeholder group (companies, NGOs, etc)                |
| ‘Trivisi Process’                                    | Compendium            | <ul style="list-style-type: none"> <li>Flemish Government</li> </ul>   | Multi-stakeholder forum | Companies, trade unions, NGOs, academics, governmental bodies |
| Federal Plan for Sustainable Development (incl. CSR) | New                   | <ul style="list-style-type: none"> <li>Federal Government</li> </ul>   | Action plan             | Companies, SMEs, NGOs, consumers                              |
| Forum on CSR in Belgium                              | New                   | <ul style="list-style-type: none"> <li>Working Group in Interdepartmental Commission on Sustainable Development</li> </ul> | Conference              | Companies, governmental bodies, NGOs, trade unions            |

**Cyprus<sup>4</sup>**

| Name of initiative             | “Compendium” or “new” | Initiator(s)  | Type of initiative       | Target Group(s)          |
|--------------------------------|-----------------------|---|--------------------------|--------------------------|
| “Save Energy”                  | New                   | <ul style="list-style-type: none"> <li>Ministry of Commerce and Industry</li> </ul>                           | Annual exhibition        | Businesses and consumers |
| Various educational activities | New                   | <ul style="list-style-type: none"> <li>Government of Cyprus</li> <li>Euro chambers</li> <li>UEAPME</li> </ul> | Seminars and conferences | (not identified)         |

**Denmark**

| Name of initiative            | “Compendium” or “new” | Initiator(s)  | Type of initiative      | Target Group(s)  |
|-------------------------------|-----------------------|---|-------------------------|------------------|
| European Conference on CSR    | Compendium            | <ul style="list-style-type: none"> <li>Ministry of Social Affairs, European Commission</li> </ul> | Conference              | Social partners  |
| Report on Business and Ethics | Compendium            | <ul style="list-style-type: none"> <li>Ministry of Economy and Business Affairs</li> </ul>        | Report                  | (not identified) |
| ‘People and Profit’           | New                   | <ul style="list-style-type: none"> <li>Ministry of Economy and Business Affairs</li> </ul>        | Programme               | SMEs             |
| ‘Our Common Concern’          | New                   | <ul style="list-style-type: none"> <li>Ministry of Employment</li> </ul>                          | Information campaign    | Companies        |
| ‘Social Index’                | New                   | <ul style="list-style-type: none"> <li>Ministry of Employment</li> </ul>                          | Education tool/training | Companies        |
| Official webportal for CSR    | New                   | <ul style="list-style-type: none"> <li>Ministry of Employment</li> </ul>                          | Website                 | SMEs             |

**Finland**

| Name of initiative    | “Compendium” or “new” | Initiator(s)  | Type of initiative      | Target Group(s)   |
|-----------------------|-----------------------|---|-------------------------|---|
| Finnish Ethical Forum | Compendium            | <ul style="list-style-type: none"> <li>Ministry of Foreign Affairs &amp; Ministry of Trade and Industry</li> </ul>  | Multi-stakeholder forum | Companies, consumers, other stakeholders (NGOs, trade unions) |
| Responsible Finland   | New                   | <ul style="list-style-type: none"> <li>Ministry of Trade and Industry</li> </ul>                                    | Programme               | SMEs, other stakeholders (NGOs, trade unions)                 |
| Business and Society  | New                   | <ul style="list-style-type: none"> <li>Originally Ministry of Health, now Ministry of Trade and Industry</li> </ul> | Network                 | Companies   |

<sup>4</sup> Since we were not able to survey a public administrator from Cyprus on CSR awareness raising, the following initiatives were added to the Annex on request after the survey was completed, but they were not included in the survey analysis in Part II of this report.



**France**

| Name of initiative   | “Compendium” or “new” | Initiator(s)                                 | Type of initiative | Target Group(s)        |
|--|-----------------------|--|--------------------|------------------------|
| Government initiative on Sustainable Development (incl. CSR) | New                   | • National government & various ministries   | Action plan        | Societal stakeholders  |
| Label on Gender Equality                                     | New                   | • Secretary of State, Ministry of Employment | Label              | Companies (incl. SMEs) |
| ISO Working Group  | New                   | • Several ministries                         | Guidelines         | Companies              |

**Germany**

| Name of initiative                                 | “Compendium” or “new” | Initiator(s)         | Type of initiative                               | Target Group(s)              |
|--|-----------------------|----------------------|--|------------------------------|
| Government support of UN Global Compact initiative | Compendium            | • Federal Government | Multi-stakeholder dialogue and learning platform | Companies, government bodies |
| ‘Fair Feels Good’                                  | Compendium            | • Federal Government | Information campaign                             | Consumers                    |
| Training Campaign                                  | Compendium            | • Federal Government | Information campaign                             | Companies                    |
| Federal Civic Participation Network                | New                   | • Federal Government | Network  | Civil society                |
| Initiative ‘Companies: partners of youth’          | New                   | • Federal Government | Network  | SMEs                         |

**Greece**

| Name of initiative  | “Compendium” or “new” | Initiator(s)   | Type of initiative      | Target Group(s)                  |
|---|-----------------------|--|-------------------------|----------------------------------|
| Collaboration aiming at the promotion of gender equality in enterprises | New                   | • General Secretariat for Gender Equality (Ministry of the Interior, Public Administration and Decentralisation) | Multi-stakeholder forum | Companies, public administration |

**Hungary**

| Name of initiative  | “Compendium” or “new” | Initiator(s)  | Type of initiative    | Target Group(s)              |
|---|-----------------------|---|-----------------------|------------------------------|
| Government decree on CSR                                      | New                   | • Government  | Decree                | Social and public actors     |
| Family-friendly Workplace Award                               | New                   | • Ministry of Labour and Social Affairs                             | Award                 | Companies                    |
| Founding session of the Global Compact, ‘ILO-Council Meeting’ | New                   | • Ministry of Youth, Family, Social Affairs and Equal Opportunities | Conference            | Public sector, companies     |
| Employment Act  | New                   | • Ministry of Labour and Social Affairs                             | Regulatory initiative | Companies, NGOs, chambers of |

|  |     |   |                         |                                  |
|--|-----|---|-------------------------|----------------------------------|
|  |     |   |                         | commerce                         |
| Reconciliation Council                       | New | • Ministry of Labour and Social Affairs | Multi-stakeholder forum | Trade unions, universities, NGOs |
| Harmonisation of work and family obligations | New | • Ministry of Labour and Social Affairs | Training                | Companies                        |

### *Ireland*

| Name of initiative                            | “Compendium” or “new” | Initiator(s)   | Type of initiative             | Target Group(s)                  |
|---|-----------------------|--|--------------------------------|----------------------------------|
| Envirocentre                                  | New                   | • Enterprise Ireland (government agency)   | Website                        | Companies                        |
| ‘Environmentally superior products’ programme | New                   | • Enterprise Ireland (government agency)   | Programme                      | SMEs in production sector        |
| ‘Environmental management system’ initiative  | New                   | • Enterprise Ireland (government agency)   | Programme                      | SMEs                             |
| Environmental awareness campaign              | New                   | • Department of Environment and Local Government                                 | Information campaign           | Public; companies                |
| Sustainable Energy Initiative                 | New                   | • Sustainable Energy Ireland (Department of Environment and Local Government)    | Agreement                      | General public; companies        |
| Study on consumer awareness of CSR issues     | New                   | • Business and Community Ireland; Department of Enterprise, Trade and Employment | Study                          | Consumers                        |
| Brochure on CSR awareness raising             | New                   | • Department of Community, Rural and Gael-tacht Affairs                          | Brochure, information resource | Companies                        |
| President’s Award                             | New                   | • Department of Community, Rural and Gael-tacht Affairs                          | Award                          | Companies                        |
| Voluntary Community Initiatives               | New                   | • Department of Community, Rural and Gael-tacht Affairs                          | Grant                          | Public (especially young people) |

### *Italy*<sup>5</sup>

| Name of initiative                               | “Compendium” or “new” | Initiator(s)                                  | Type of initiative | Target Group(s)              |
|--|-----------------------|---|--------------------|------------------------------|
| Third European Conference on CSR (November 2003) | Compendium            | • Italian government<br>• European Commission | Conference         | Policy makers, stakeholders, |

<sup>5</sup> Since we were not able to survey a public administrator from the Italian government on CSR awareness raising, the following initiatives were added to the Annex on request after the survey was completed, but they were not included in the survey analysis in Part II of this report.

|                                      |            |  |                      |                |
|--------------------------------------|------------|--|----------------------|----------------|
|                                      |            |  |                      | companies      |
| CSR-SC information point             | Compendium | <ul style="list-style-type: none"> <li>Italian Minister of Labour and Social Affairs</li> <li>Unioncamere</li> </ul> | Programme            | Companies      |
| Institutional Communication Campaign | Compendium | <ul style="list-style-type: none"> <li>Ministry of Labour and Social Affairs</li> </ul>                              | Information Campaign | General public |

### Latvia

| Name of initiative   | “Compendium” or “new” | Initiator(s)  | Type of initiative | Target Group(s)        |
|--|-----------------------|---|--------------------|------------------------|
| Conference ‘Business and Society – Mutual Social Responsibility’ | Compendium            | <ul style="list-style-type: none"> <li>Ministry of Economics</li> </ul> | Conference         | Companies (incl. SMEs) |

### Lithuania

| Name of initiative  | “Compendium” or “new” | Initiator(s)   | Type of initiative | Target Group(s)                                 |
|---|-----------------------|--|--------------------|---|
| Measures to encourage the development of CSR in Lithuania 2006-08 | New                   | <ul style="list-style-type: none"> <li>Ministry of Social Security and Labour</li> </ul> | Action plan        | Companies                                       |
| Guide on CSR  | New                   | <ul style="list-style-type: none"> <li>Ministry of Social Security and Labour</li> </ul> | Guidelines         | Companies, trade unions, consumer organizations |

### Malta

| Name of initiative                                | “Compendium” or “new” | Initiator(s)   | Type of initiative        | Target Group(s) |
|---|-----------------------|--|---------------------------|-----------------|
| Green Leaders                                     | New                   | <ul style="list-style-type: none"> <li>Government</li> </ul>   | (could not be identified) | Ministries      |
| Restoration projects (Valetta, Cottonera, Indina) | New                   | <ul style="list-style-type: none"> <li>Ministry of Resources and Infrastructure</li> </ul>                     | Partnership               | Companies       |
| Building Industry Consultative Council            | New                   | <ul style="list-style-type: none"> <li>Ministry of Resources and Infrastructure</li> </ul>                     | Institution               | Business sector |
| Guidelines to develop CSR in companies            | New                   | <ul style="list-style-type: none"> <li>Ministry for Investment, Industry and Information Technology</li> </ul> | Guidelines                | Companies       |
| Best Human Resource Initiative                    | New                   | <ul style="list-style-type: none"> <li>Foundation for Human Resources Development</li> </ul>                   | Award                     | Companies       |

*Netherlands*

| Name of initiative                         | “Compendium” or “new” | Initiator(s)  | Type of initiative  | Target Group(s)                   |
|--|-----------------------|---|---------------------|-----------------------------------|
| Knowledge and Information Centre on CSR    | Compendium            | • Ministry of Economic Affairs (together with other ministries) | Centre              | Companies                         |
| Benchmark on Transparency                  | New                   | • Ministry of Economic Affairs                                  | Report              | Companies                         |
| National Contact Point for OECS Guidelines | New                   | • Ministry of Economic Affairs                                  | Institution         | (not identified)                  |
| Subsidies for export and investment        | New                   | • Ministry of Economic Affairs                                  | Subsidies           | Companies                         |
| CSR as part of trade missions              | New                   | • Ministry of Economic Affairs                                  | Trade mission       | Companies, high-level politicians |
| Information distribution                   | New                   | • Ministry of Economic Affairs                                  | Information toolkit | Companies                         |

*Poland<sup>6</sup>*

| Name of initiative                                       | “Compendium” or “new” | Initiator(s)   | Type of initiative | Target Group(s)                         |
|--|-----------------------|--|--------------------|---|
| Study on “Public Expectations toward CSR in Poland”      | New                   | • Polish Office for Competition and Consumers' Protection (OCCP)                 | Study              | Public                                  |
| Awareness raising seminars on CSR                        | New                   | • Polish Office for Competition and Consumers' Protection (OCCP)<br>• World Bank | Seminars           | Companies, NGOs, consumer organizations |
| Awareness raising campaign and sectoral codes of conduct | New                   | • Polish Office for Competition and Consumers' Protection (OCCP)                 | Guidelines         | Companies                               |

*Portugal<sup>7</sup>*

| Name of initiative | “Compendium” or “new” | Initiator(s)                      | Type of initiative | Target Group(s)  |
|--------------------|-----------------------|-----------------------------------|--------------------|------------------|
| Forum on CSR       | New                   | • Public and private institutions | Network            | Companies        |
| Week of CSR        | New                   | • Government                      | Conference         | (not identified) |

<sup>6</sup> In the course of the two survey interviews on Poland, we found no CSR awareness raising initiative launched by a government authority. After the survey was completed in early October 2006, Piotr A. Mazurkiewicz provided us with information on CSR awareness raising launched by the Polish government by email. The initiatives listed here have not been included in the survey analysis in Part II of this report. More information on Polish business initiatives on CSR awareness raising can be found on [http://ec.europa.eu/employment\\_social/social/csr/country/poland.htm](http://ec.europa.eu/employment_social/social/csr/country/poland.htm).

<sup>7</sup> The last six initiatives have been provided to us by António Oliveira via email in December 2006. Since we have closed the survey in October 2006, we list the initiatives here, but we were not able to include them in the survey analysis in Part II of this report.

|   |     |   |                           |   |
|---|-----|---|---------------------------|---|
| CSR-HSE Award                                   | New | • Ministry of Health and Work   | Award                     | (not identified)  |
| SME initiative                                  | New | • Ministry, Association for Business Ethics and Association for Quality | (could not be identified) | SMEs  |
| Responsible SMEs                                | New | • Ministries  | (could not be identified) | (not identified)  |
| CSR self-evaluation questionnaire               | New | • Portuguese Labor Inspectorate (government agency)                     | Information resource      | Companies, SMEs, public services, NGOs, social partners         |
| Seminar “Corporate Social Responsibility”       | New | • Ministry of Social Security and Labour                                | Seminars                  | Companies, public authorities, social partners, academics, NGOs |
| Práticas RS                                     | New | • Ministry of Economy and Innovation                                    | Programme                 | SMEs  |
| “Training program on CSR for labour inspectors” | New | • Ministry of Labour and Social Solidarity                              | Training program          | Labour inspectors   |
| Prize “Prevenir Mais Viver Melhor no Trabalho”  | New | • Ministry of Labour and Social Solidarity                              | Award                     | Companies, other organisations                                  |

### Slovenia

| Name of initiative   | “Compendium” or “new” | Initiator(s)                                    | Type of initiative           | Target Group(s)  |
|--|-----------------------|---|------------------------------|------------------|
| Development partnership young mothers/family-friendly employment | New                   | • Ministry of Labour, Family and Social Affairs | Information campaign & label | Companies        |
| ‘CSR and the Challenges of the Time’                             | New                   | • President of Slovenia (patronage)             | Conference                   | (not identified) |
| Quality Award  | New                   | • Ministry of Economics                         | Award                        | Companies        |

### Spain

| Name of initiative                         | “Compendium” or “new” | Initiator(s)                            | Type of initiative | Target Group(s)             |
|--|-----------------------|---|--------------------|-----------------------------|
| Committee/Forum of Experts on CSR          | Compendium            | • Ministry of Labour and Social Affairs | Institution        | Companies, NGOs, ministries |
| Training Module of Environmental Awareness | Compendium            | • Ministry of Labour and Social Affairs | Training module    | (not identified)            |
| Training courses in the workplace          | Compendium            | • Ministry of Labour and Social Affairs | Training courses   | Employees                   |
| Supporting CSR prac-                       | New                   | • Ministry of Labour and                | Conferences,       | Companies,                  |

|  |     |   |                      |                                |
|--|-----|---|----------------------|--------------------------------|
| tices  |     | Social Affairs                          | seminars             | NGOs, consumers                |
| Plan Concilia                                | New | • Ministry of Public Administration     | Plan                 | Employees in the public sector |
| Good Government Code                         | New | • Ministry of Public Administration     | Guidelines           | Members of government          |
| Promoting CSR in the public sector           | New | • Ministry of Labour and Social Affairs | Information campaign | Public sector                  |
| Unified Good Governance Code for Enterprises | New | • Ministry of Labour and Social Affairs | Information campaign | Companies                      |

### *Sweden*

| Name of initiative                     | “Compendium” or “new” | Initiator(s)   | Type of initiative          | Target Group(s)                             |
|--|-----------------------|--|-----------------------------|---|
| ‘Globalt Ansvar’                       | Compendium            | • Prime minister and several ministries                      | Partnership                 | Companies                                   |
| ‘Globalt Ansvar’ secretaria            | Compendium            | • Ministry of Foreign Affairs                                | Secretariat for partnership | Companies                                   |
| SCA Training Materials                 | Compendium            | • Swedish Consumer Agency (government agency)                | Training material           | Public, incl. municipalities, schools, NGOs |
| Guidelines for state-owned enterprises | New                   | • Ministry of Industry (department of state-owned companies) | Guidelines                  | Companies                                   |
| Government guarantees for soft loans   | New                   | • Ministry for Foreign Affairs (agency for export credits)   | Loans                       | Companies                                   |

### *United Kingdom*

| Name of initiative                                     | “Compendium” or “new” | Initiator(s)  | Type of initiative | Target Group(s)             |
|--|-----------------------|---|--------------------|-----------------------------|
| Government report on CSR                               | Compendium            | • Department of Trade and Industry, in partnership with first UK CSR minister who was appointed in 2001 | Report             | Companies, including SMEs   |
| ‘Business in the Community’ (BITC)                     | Compendium            | • Business and community leaders, UK government seed funding  | Centre/Network     | Companies, including SMEs   |
| ‘Extractive Industries Transparency Initiative’ (EITI) | New                   | • Department for International Development  | Guidelines         | Companies                   |
| Ethical Trading Initiative                             | New                   | • Department for International Development  | Guidelines         | Companies                   |
| CSR Academy  | New                   | • Department for International Development  | Network            | Companies, SMEs, ministries |



### Annex IVa: Case study interviews

| Initiative  | Name of interviewees     | Institution  | Initiative management or stakeholder | Date            |
|---|--------------------------|--|--------------------------------------|-----------------|
| “Knowledge and Information Centre on CSR” – the Netherlands | Willem Lageweg           | CSR Netherlands  | Initiative Management                | 15 January 2007 |
|   | Ineke Hoving-Nienhuis    | Dutch Ministry of Economic Affairs   | Stakeholder                          | 1 December 2006 |
| “People & Profit” – Denmark                                 | Torben Jensen            | Danish Commerce and Companies Agency (DCCA)                                | Initiative Management                | 1 December 2006 |
|   | Mette Morsing            | Centre for Corporate Values and Responsibility, Copenhagen Business School | Stakeholder                          | 30 January 2007 |
| “Globalt Ansvar” – Sweden                                   | Elisabeth Dahlin         | Ambassador Globalt Ansvar, Ministry of Foreign Affairs                     | Initiative Management                | 4 December 2006 |
|   | Susanne Lindberg-Elmgren | Industrial Policy Department, Swedish Trade Union Confederation (LO)       | Stakeholder                          | 9 February 2007 |

### Annex IVb: Interview guides used in the case studies

#### Interview guide for project managers of the initiatives

##### **Description of the process of the initiative:**

- Could you please provide us with an overall description of the initiative? What is it about?
- What are the main objectives of the initiative? What are you generally aiming at with the initiative?
- Is CSR awareness raising the main objective or is the initiative a ‘coordinating initiative’ of different types of activities?
- Why did you introduce the initiative? What was the reason/motivation to launch the initiative? Which institutions/actors were the main drivers for launching the initiative?

##### **Administrative issues of the initiative:**

- Which institution(s) initiated the programme/initiative?

- Which institution(s) operates/implements the initiative?
- What was the start date of the initiative and how long will it run?
- What is the total budget of the initiative? Where does the budget come from (national, regional, EU, match-funding)? How many staff members are involved in the initiative (full-time, half-time, as part of their general job description, on a voluntary basis)?
- Who is the main contact person(s) for the initiative?
- Does the initiative have an English website? If yes, what is web-address?
- Are there any written documents/reports about the initiative?

#### **Target Groups/Stakeholders:**

- What are the target groups of the initiative?
- Are there any other stakeholders involved in the initiative? If yes, what experiences did you make in cooperating with them?

#### **Analysis of activities of the initiative:**

- How many activities are undertaken within the initiative? Could you give us an overview of these activities (type, significance, duration)?
- For each activity (or, if more than five, for the five most important ones):
  - Could you describe the problem you want to solve with this activity? What are the main objectives of the activity?
  - Which are the specific target groups of this activity?
  - What are the benefits for the target groups of this activity?
  - Do these benefits correspond with the initial plans?
  - What are the main success factors of this activity? What worked well and why?
  - What are the major obstacles of this activity? What are the main problems and why did they emerge?

#### **Concluding questions:**

- In how far did the whole initiative raise awareness for CSR?
- What are the main success factors for the initiative? What worked well and why?
- What are the major obstacles of the initiative? What are the main problems and why did they emerge?
- What contextual issues/framework conditions (political system, administrative issues, legal framework, business sectors, etc) fostered and/or hindered the uptake of the initiative?
- What preconditions would need to be fulfilled to introduce the initiative in another EU Member State? What would you recommend another Member State that wants to introduce a similar initiative?

#### **Interview guide for stakeholders of the initiatives**

##### **Introduction:**

- Could you shortly describe your institution/company?
  - What business sector/branch is your institution/company part of?
  - How many staff members does your institution/company have?
- What are your personal responsibilities?

##### **Involvement in CSR initiative:**

- How did you learn about the initiative?
- Since when are you involved in the initiative?
- What was your motivation(s) to participate in the initiative?

- What do you think are the main target groups of the initiative?
- Are you satisfied with how the initiative is managed (contact, availability, provision/exchange of information by means of website, brochures, best practice guides, networking, etc)?

**Activities of CSR initiative:**

- In which activities of the initiatives do you participate?
- In addition to the activities you participate in, the initiative carries out the following additional activities [to be complemented for each initiative]. Did you participate also in one of them?
- For each activity in which you participate:
  - What is your main interest?
  - What are important benefits that you experienced in the activity?
  - Were/are there any issues that you were not satisfied with? What could be improved?
- Will you likely participate in further activities of the initiative in the future?

**Concluding questions:**

- Generally, what would you consider as the main success factors of the initiative?
- What were/are the problems/challenges of the initiative in the past/future?
- What contextual issues/framework conditions (political/administrative system, legal framework, business sectors, etc.) fostered and/or hindered the work of the initiative?
- What is your overall impression of the focus and scope of the initiative?
  - Do you regard it as an important contribution to CSR in your country? Why?
  - Are there other, perhaps more relevant (government) initiatives on CSR in place in your country?
- Would you recommend others [respective stakeholder group] to participate in the initiative? Why?