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Corporate Social Responsibility as key category for European employers, managers and stakeholders

ISQ

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COLOPHON

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Publishing organisation:
ISQ, PT

Managing editor & design:
A. Azevedo, ISQ (PT)

Technical editing:
C. Miranda, ISQ (PT)
J. Santos, ISQ (PT)

Coordinator:
A. Azevedo, ISQ (PT)
M. Segard, ISQ (PT)

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INTRODUCTION

While most CSR definitions mostly evolved around the concept that business can and should act in a manner that respects the legitimate goals and demands of all stakeholders, more recently the concept was enhanced to recognize and include social responsibility and sustainability as an integral part of the business model, fitting and tuned to the core business strategy and thus directly and effectively contributing to the long-term success of the enterprise.

The key challenge is to turn CSR into a true and powerful tool to a proactive cost-benefit calculus that factors in financial gains from productivity improvements (eg. resulting from enlightened human resource management or from higher energy or material efficiency) and ultimately becomes the basis for brand equity and the driver of organisational learning, innovation and technology management.

The new and simpler definition put forward by the European Commission refers to CSR as "the responsibility of enterprises for their impacts on society and outlines what an enterprise should do to meet that responsibility. The European Commission's new strategy on corporate social responsibility (CSR), part of a package of measures on responsible business, aims to help enterprises achieve their full potential in terms of creating wealth, jobs and innovative solutions to the many challenges Europe's society is currently facing.

This manual is designed to facilitate the integration and application of Corporate Social Responsibility (CSR) principles that facilitate the operationalization of a model and its implementation.

The tool allows users to monitor and measure the progress and performance of each step of the integration of the principles of Corporate Social Responsibility and Sustainability process.

These principles are translated by a set of requirements, guidelines and related indicators that allow us to understand which actions are undertaken by the organisation.

This Handbook is organized into four distinct parts in order to establish the guidelines for the operationalization of the CSR Model:

FRAMEWORK

Background of the major milestones that led to the beginning of CSR, starting with the concept of sustainable development, which objectives are intended to fit within the management of organizations.

MODEL

Presentation of an integrated framework with the goals and steps for a CSR model according to the PDCA cycle *(plan-do-check-act)*. Integrates a set of guiding requirements for the application of this model which aims to evaluate the processes involved in the implementation of the CSR principles in organizations.

GUIDE

Identification of CSR which can lead to the implementation of CSR practices in the management of organizations. Together with the requirements identified in each step of the model are given guidelines that explain what the organization should do so in each step of the process in order to guarantee that the CSR principles and requirements are effectively implemented. These guidelines are for actions and

initiatives within the organization and are complemented by indicators to monitor and measure progress and performance of the proposed requirements.

SELF-ASSESSMENT TOOLS

Operationalization of the CSR Model is performed through a tool that also allows the evaluation of the CSR Model implementation and monitor and measure progress and performance of each step in the process of integrating the CSR principles. These principles are translated by a set of requirements, guidelines and indicators, which allow us to understand the actions that need to be undertaken by the organizations. Answers have different scores and weights, allowing for an overall value for each organization.

SUSTAINABLE DEVELOPMENT OF SOCIAL RESPONSIBILITY: HISTORICAL BACKGROUND

The environmental degradation that characterizes contemporary societies since the second mid of the nineteenth century was accompanied by a growing awareness of different social and economic agents about the urgency of changing the high patterns of consumption of natural resources.

The urgency of change, heralded by political power, international agencies and later, the private sector and citizens movements, was translated among other facts, by formulating a set of studies aimed to understand and minimize the effects caused by high growth industrial and consumer society. In 1972, the Club of Rome, led by Dennis Meadows, publishes the popular report **"The Limits to Growth,"** which marks the origin of the debate on sustainable development. The mark left by this report, set as the first milestone of sustainability, it's related with the main conclusion: insufficient sustainability in the current economic model is a consequence the plundering of natural resources, predicting even the extinction of the human race in case, the different economic agents do not change their behavior in order to control pollution levels and high rates of consume, among other factors.

That same year, the history of sustainability is still marked by the **Stockholm Conference,** which introduced the agenda of international politics of environmental concerns.

In 1976, OECD publishes the **Guidelines for multinationals companies**[1] (revised in 2011), a set of businesses recommendations in the form of a manual of good business practices voluntary.

The social perspective of sustainability is addressed in later years, by the International Organization of Labour Office, which develops in the 1977 the **Tripartite Declaration** (revised in 2006). It establishes a set of recommendations of conduct for multinationals companies, employees and governments, focusing on issues such as promoting employment, equal opportunities, working conditions, health, safety and labor relations.

But was only in 1987 that the concept of Sustainable Development is defined in the report by the **Brundtland Commission** as "development that meets the needs of the present without compromising the ability of future future to meet their own needs ".

In 1992, the so-called **Earth Summit,** the concept of sustainable development is integrated in the world politics, being, however, stressed the economic and environmental dimension. Only in the **Social Summit in Copenhagen** (1995) is including the social dimension. Resulting from the Earth Summit arise two relevant documents, **Agenda 21** and **Rio Declaration,** which are guiding international county policies on these issues.

The assumption of the private sectors contribution to the achievement of the objectives of sustainable development is materialized in 1995 with the creation

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[1] OECD (2008): Guidelines for Multinational Enterprises; ISBN 978-92-64-05597-1

of the **World Business Council for Sustainable Development,** an institution that brings together hundreds of international companies from 30 countries with the aim of promoting discussion and sharing of experiences about the

change to the traditional management sustainable management model, i. e., the one who leads the company activity managing, in a balanced way, economic, environmental and social entrepreneurship aspects.

The European Union has played a role in promoting sustainable development, adopted in 1997 in the **Amsterdam Treaty.** An important year for the environmental sustainability of the Earth, considering that in this year was signed **the Kyoto Protocol,** an important milestone which has fixed goals to be achieved by industrialized countries as regards the reduction of emission of gases causing the greenhouse effect.

In March 2000, the **Summit of the European Commission,** known as the Lisbon Strategy, launched the appeal for the integration and consideration of social responsibility within business, in particular as regards the equality opportunities, lifelong learning, social inclusion and sustainable development.

In the same year is drafted and approved **the Millennium Declaration of the United Nations** for the Millennium Summit, reflecting the concern of 147 heads of state that signed the treaty in the largest gathering of world leaders of all times. The fight between the inequalities verified between the north and south, and the existents social imbalances are the foundation of the eight main targets identified and named as the development goals of the millennium, which should be achieved by the year 2015:

1. Eradicate extreme poverty and hunger;

2. Achieve universal primary education;

3. Promote gender equality and empower women;

4. Reduce child mortality;

5. Improve maternal health;

6. Fight the VHS / AIDS, malaria and other diseases;

7. Ensure environmental sustainability;

8. Develop a global partnership for development.

In 2001, **the Gothenburg Council** of the European Commission approves the Sustainable Development Strategy, based upon the pillars of economic, social and environmental. Thus, the European Commission portrays its concern about the liability of three key documents:

✓   2000 - **Social Policy Agenda,** due from the European Council conclusions from Nice;

✓   2001 - **Employment and social policies: a framework for investing in quality,** due from the European Councils of Nice, Lisbon and Stockholm;

✓   2001 - **Green Paper:** Promoting a European framework for corporate social responsibility

The **Green Paper** focuses mainly on promoting social responsibility in enterprises by the European Union. The European Commission "appeals to the business European community to demonstrate publicly their commitment to the sustainable development objectives, economic growth and more and better jobs, as well as to step up its commitment to CSR, including cooperation with other stakeholders". As a concept increasingly widespread within small

and medium enterprises (SME's) and large companies, the Green Paper reflects the urgency for the social responsibility be taken by micro enterprises.

The major options and policies of the European Union for the period 2007/2013 were defined in a Communication in 2004, **Building our Common Future,** where development sustainable emerges as a priority.

There have been some initiatives undertaken by the European Union under social responsibility, namely the creation on 2010 of the **European Multistakeholder Forum on CSR.** This forum aims to bring the business, organizations, unions and civil society to develop some recommendations by discussion and debating the issues related to social responsibility.

In 2011, the European Parliament implemented the **EU strategy 2011-2014 for Corporate Social Responsibility** (CSR). This strategy marked a further increase in government activity around corporate transparency, and an important milestone in the history of EU CSR policy.

In response to the European Union's Europe 2020 strategy, the **Enterprise 2020 initiative** addresses sustainability issues which are increasingly bringing into question our current patterns of living, working, learning, communicating, consuming and sharing resources. Since its launch in 2010, Enterprise 2020 has become the European movement for companies committed to developing innovative business practices and working together with their stakeholders to provide solutions to existing and emerging societal needs.

To enhance the visibility of successful CSR activities and to disseminate good practices the Commission alongside CSR Europe, launched in 2013 the **European CSR Award Scheme for CSR partnerships** between enterprises and other stakeholders.

CSR Europe has prioritized two European business campaigns for the 2013-2015 period: **Skills for Jobs and Sustainable Living in Cities**, as well as number of collaborative projects and sector initiatives which aim to improve corporate management performance.

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INITIATIVES FOR SUSTAINABLE DEVELOPMENT AND SOCIAL RESPONSIBILITY

1972 - Meadows Report on the growth limits

1972 - Stockholm Conference, the first joint analysis of the different States on the relationship between environmental protection and human development

1976 - OECD guidelines for multinational enterprises, signed by 37 countries in 2003

1977 - Tripartite Declaration on Multinational Enterprises and Social Policy

1987 - Brundtland Report, on the incompatibility between sustainable development and patterns of production and consumption current

1992 - General Assembly of the United Nations, from which it follows the adoption by the UN of the term 'Sustainable Development'

1992 – Rio Summit, known as the **Earth Summit,** where Agenda 21 was adopted, a comprehensive plan of action by all governments and three conventions (climate change, biodiversity and desertification)

1995 - Creation of the World Business Council for Sustainable Development

1995 - Copenhagen Summit, where it has been validated in an European scale the three pillars of sustainable development

1997 - Kyoto Conference on climate change

1999 - 10 Principles of the Global Compact in the area of human rights, labor and environment

2000 - Lisbon Summit, which was defined in the Lisbon strategy for strengthening social cohesion

2001 - Millennium Declaration of the United Nations, sets the foundation for sustainable development of people

2002 - Release by the European Commission's Green Paper to promote a European framework for social responsibility of organizations

Johannesburg Summit, where it was agreed a balanced and integrated treatment of three pillars of sustainable development

2004 - Building our Commom Future, communication where sustainable development emerges as a priority

2005 - Spring Council, where the Commission recognizes that CSR can contribute to sustainable development and strengthen the innovative potential and competitiveness of Europe

2007 - European Parliament resolution on Corporate Social Responsibility: a new partnership

2010 - Copenhagen Summit, which was defined in Europe 2020, which sets out three priorities for growth, smart, sustainable and inclusive.

2011 - EU Strategy for CSR, an important milestone in the history of EU CSR policy.

2012 - Enterprise 2020 initiative addresses sustainability issues which are increasingly bringing into question our current patterns of living, working, learning, communicating, consuming and sharing resources.

2013 - First **European CSR Awards Projects 2013**, the European CSR Award Scheme for CSR partnerships between enterprises and other stakeholders.

2015 – Skills for Jobs and Sustainable Living in Cities, aims to "Make Europe the Best Place to Work" by convening companies across Europe to provide a strong answer to compelling business risks related to skills and employability such as an ageing workforce, a growing skills gap and stagnating socio-economic development.

SUSTAINABLE DEVELOPMENT, SUSTAINABILITY AND SOCIAL RESPONSIBILITY OF THE ORGANIZATIONS

The concepts of sustainable development, sustainability and social responsibility are often confused. It, therefore, distinguish between them.

The concept of **sustainable development** was defined in 1987 by the **Brundtland Commission** as "the development that meets present needs without compromising the ability of future generations to meet their own needs."

Currently, there is an understanding that **sustainability** is a broader term and applied to all human activities.

On the other hand, the **corporate social responsibility (CSR)** is related to the voluntary contribution of organizations to achieve the sustainable development goals or sustainability. It manifests itself when organizations are concerned with developing its activity while promoting a fairer society and a cleaner environment. The contribution of organizations is often performed by adopting a policy of social liability and a set of management tools that allow the organization to be managed taking into account impacts of their economic, financial, social and environmental aspects. This new philosophy of organizations management requires an extension of the responsibilities traditionally focused on economic and financial aspects, and now extended to the social and environmental dimensions.

Understanding the concept of CSR requires understanding the two assumptions underlying it. The first concerns the **voluntary nature** of social responsibility, i.e., the absence of compulsory law for the adoption of a system of social

responsibility. In this context, organizations (e.g. companies, central government, regional and local NGO's, associations) who decide to integrate CSR into their practices management and in all their activities, they do so voluntarily, as a way of contribute to a fairer and more balanced society and for a management more suited to the requirements and risks that organizations are now exposed. The implementation of these practices often leads to the creation of economic capital gains for the organization itself, and may also be a focus of differentiation compared to other organizations, becoming therefore a competitive advantage. The second fundamental principle states that the responsibility **does not replace the law compliance,** it completes and develops it, i.e., is an addition to existing legal collection and therefore can never replaces it.

Social Responsibility in Portugal

As a state member of European Union, Portugal has been increasingly incorporate social responsibility. In addition, the integration in the public policies conducted by central and local power, private sector and civil society have also played an important role through various initiatives that have transformed social responsibility in a shared concept and lived for a growing number of Portuguese.

The most important milestones which show the route from Portugal to the process towards European and global development of internalization of sustainable development are mainly due to policy initiatives taken.

In 1976 the environment is enshrined in the original text of the **Portuguese Republic Constitution** (Article 66). For this via the environment is elevated to fundamental rights and duties of citizens. The State is thus responsible for their protection and defense.

In 1979 it created the **Commission for Equality in Labour and Employment,** consisting of government representatives and social partners (Portuguese Confederation of Trade and Services, Portuguese General Confederation of Workers; National Confederation of Portuguese Industry and the General Union of Workers).

In 1987 it adopted **the Law on Environment,** which indicates an "integrated development, harmonious and sustainable." A single document legislature where are gathered and systematized the main provisions on the protection of the environment.

After the Rio Summit in 1992, **Agenda 21** was adopted by the local power, along with the various sectors of the community. Thus, it is intended to achieve the Agenda 21 objectives at local level through the preparation and implementation action plan for the strategic, long-term, and targeted at local priorities in sustainable development process.

In 1995, with the resolution of the Council of Ministers (n. ° 38/95) on **the National Environmental Policy,** sustainable development is mentioned an objective. However, it is not implemented.

In 1997 sustainable development is enshrined in the **Review of the Portuguese Constitution** (Articles 66 and 81). The State is responsible for "promoting the increase in social welfare and economic and quality of life, especially the most disadvantaged in the context of a strategy sustainable development."

Also in 1997 it created the **National Council on Environment and Development Sustainable.** Its focus is on four major areas issues, the environment, spatial territory, sustainable development and participation in decision making.

To meet the commitments made at the Earth Summit in 2002 was defined the framework for developing and coordinating the **National Strategy for Sustainable Development** through the resolution of a Council of Ministers (n. ° 39/2002). This strategy and implementation plan were approved in 2007 by the Council of Ministers (Resolution n. 109/2007). The implementation plan of the strategy is "a strategic instrument direction to the horizon 2015, aims to guide the development process of the country and from the perspective of sustainability, in conjunction consistent with the other instruments, plans and

action programs in place or under preparation." The strategy also assumes mobilizing the plan "to become Portugal, in 2015, one of countries more competitive and attractive EU in a context of high level of economic development, social and environmental and social responsibility."

In compliance with the Integrated Product Policy of the European Commission in 2007 the state approved the **National Strategy for the Ecological Public Buys.** This strategy aims at the progressive integration of environmental criteria in public procurement procedures for procurement of goods, provision of services and contracts. Thus, is aimed at the identification and possible choice products or services with better environmental performance, ensuring the reduction environmental impacts associated with the consumption of goods and services by public entities.

INITIATIVES FOR CSR DEVELOPMENT IN PORTUGAL

1976 - Constitution of the Portuguese Republic

1979 - Commission for Equality in Labour and Employment

1987 - Law on the Environment

1992 – Creation of the National Environmental Policy

1995 - Goal Statement of Sustainable Development in the Portuguese Constitution

1997 - National Council on Environment and Sustainable Development

1997 - National Strategy for Sustainable Development

2007 - National Strategy for the GPP

2008 - Creation of the National Network for Social Responsibility| RSO PT

2010 - International Conference on Representation European Commission in Portugal Social Responsibility

SOCIAL RESPONSIBILITY IN AUSTRIA

Since 1995 Austria is a state member of the European Union. Programmes on the incorporation of social responsibility were carried out increasingly in the 1990s and 2000s and are obviously shaped by EU-regulations.

The discussion around Corporate Social Responsibility (CSR) is younger than the one on sustainable development, which can be dated in the late 1980s. Austrian CSR activities are based on a long-term tradition of collaboration between governmental institutions and social partners within the so called "social-partnership".

The most important milestones which show the route from Austria to the process towards European and global development of internalisation of sustainable development include political programmes and initiatives on society and the environment as well as specific CSR activities with private sector organisations.

In 1969 the **Vocational Training Act (BAG)** came into force, which is the legal basis of the current dual system of job-education & training. It can be identified as one of the first initiatives for the society. Furthermore 'dual qualification' programmes are an opportunity for workers to acquire qualifications in order to get access to tertiary education.

In 1978 a **referendum against nuclear power** was submitted. Since then the country follows a clear policy against nuclear power plants and takes a firm stand against genetically modified organisms (referendum against GMO in 1997).

In 1994 the **Federal Act on Environmental Impact Assessment and Citizens' Involvement (UVP Act)** came into effect. Citizens` involvement is expressed by the fact that the federal states (*Länder*) carry out precise approval procedure for the assessment of environmental impact in areas such as waste treatment plants, certain industrial plants or skiing areas.

In 1995 Austria adopted the first **national environmental plan (NUP).** With its aim to include environmental issues into all political levels of the society and the specification of required steps to be taken for this achievement, the plan is important for the discussion on sustainable development.

In the period between the UN Summits 1992 in Rio, 1997 in Kioto and 2002 in Johannesburg several initiatives were implemented in Austria, such as the **Austrian Institute for Sustainable Development** (1995). Together with the **Climatic Alliance Austria** the organisation aims to promote and implement the national process on sustainable development. In 2000 the forum **Austrian Business Council for Sustainable Development (ABCSD)** was founded by Austrian enterprises. Since 2002 the **Austrian Strategy for Sustainable Development** is coordinated by the Federal Ministry of the Environment including a council responsible for preparing the national situation regarding international activities for sustainable development.

Between 1999 and 2006 several specific initiatives on CSR were implemented by collaboration of governmental departments and scientific or social partners.

In 2001 a platform for **Socially Responsible Investments** was founded by the Austrian Society for Environment and Technology (OEGUT) together with the Ministry of Agriculture, Forestry, Environment and Water Management (BMLFUW). Within this network and information platform for national and

European activities expert strategies as well guidelines and so called "Green Funds" were developed for investment funds and mutual fund shares. From 2001 to 2006 the **Austrian Program on Technologies for Sustainable Development** has been introduced by the Austrian Federal Ministry of Transport, Innovation and Technology (BMVIT) to supports R&D projects in the area of sustainable development. It can be seen as a milestone for the development of sustainability issues and CSR processes.

In 2002 the **CSR Position Paper of the Federal Chamber of Labour** (*Bundesarbeiterkammer*) highlighted principles for the success of EU action framework for CSR including benchmarks for assessment and audit of CSR, minimum requirements for its adoption as well as control systems, PR and consolidation of current measures on high level.

Also in 2002 the **CSR Austria Initiative** fulfilled through its partnership the private sector`s contribution to the Austrian Sustainability Strategy and the national contribution to the Lisbon-Strategy and the CSR-debate on EU-level. It aims to make businesses` impact for the state and society transparent and to encourage entrepreneurs for stronger efforts and to open their performance to a broader public. The partnership developed guidelines for the national context based on international documents such as the Green Paper and the OECD Guidelines for Multinational Enterprises.

In 2004 the guidelines on **Guidance for the implementation of CSR** of the Austrian Standards Institute were developed based on reports of the CSR Austria Initiative. The publication conforms to international trends and includes principles, systems, tools and recommendations for enterprises, associations, public institutions and municipalities.

In 2007 **respACT** was developed as the main platform of the Austrian business council for sustainable development.

Since 2010 the **Austrian Strategy for Sustainable Development (ÖESTRAT)** exists and is supported the federal states and the federal government.

In 2011 the **Commission of the Economic Chamber of Austria (WKO)** created guidelines for implementing CSR in businesses. The guidelines are set on five step stones: Leadership, marketplace, working force, environment and society.

In 2011 the **Austrian Standard Institute** created a practical standard document with the ONR ISO 192500 for CSR in order to implement the ISO 26000 standard, the guidance on social responsibility as part of the strategy for corporate social responsibility of the European Commission. The document addresses NGOs and other non-profit organisations and gives appropriate certification in order to demonstrate compliance to a third party.

In 2013 **five new ÖSTRAT initiatives** have been added including "Days of Action Sustainability", "Art of Hosting", "BürgerInnenrat and Dynamic Facilitation", "Energy Partner Next Door" and the "Idea channel" initiative.

Until 2014 the **national action plan on CSR** is carried out by the department of Social Affairs (BMASK), the Ministry of Economy (BMWFW) and the Ministry of Agriculture, Forestry, Environment and Water Management (BMLFUW). This initiative is Austria`s reaction to a request from the European Commission on CSR in 2011.

INITIATIVES FOR CSR DEVELOPMENT IN AUSTRIA

1969 - Vocational Training Act (BAG) on dual system of job-education & training

1978 - Referendum against nuclear power in Austria

1994 - Federal Act on Environmental Impact Assessment and Citizens' Involvement

1995 - First national environmental plan (NUP)

1995 - Foundation of the Austrian Institute for Sustainable Development

2000 - Foundation of the Austrian Business Council for Sustainable Development (ABCSD)

2001 – Platform for Socially Responsible Investments by OEGUT and BMLFUW

2001 – 2006 - Austrian Program on Technologies for Sustainable Development by BMVIT

2002 – Austrian Strategy for Sustainable Development

2002 - CSR Position Paper of the Federal Chamber of Labour (*Bundesarbeiterkammer*)

2002 – Foundation of the CSR Austria Initiative of the Austrian Standard Institute

2004 - Guidance for the implementation of CSR

2007 - Austrian business council for sustainable development` platform respACT

2010 - Austrian Strategy for Sustainable Development (ÖESTRAT)

2011 – Guidelines for CSR by the WKO

2011 – Document with the ONR ISO 192500 for CSR by the Austrian Standard Institute

2013 – Extension of ÖSTRAT initiatives

2014 - National action plan on CSR

SOCIAL RESPONSIBILITY IN BULGARIA

The term "corporate social responsibility" (CSR) or "corporate responsibility" has not been incorporated yet in the Bulgarian national legislation.

However, recently the Bulgarian society has shown an increasing understanding of CSR as a mechanism that actively encourages sustainable development and significantly contributes to competitiveness of both companies and regions. This trend provides the opportunity for making a parallel between CSR and other national acts and documents as explained bellow.

During the pre-accession period (2000 - 2006) Bulgaria adopted many significant acts and documents to harmonise the national legislation with the EU regulations, where the **Environment Protection Law** adopted in 2002 defined the responsibilities of companies, institutions and citizens for protecting the natural resources.

In order to modernize the educational system in Bulgaria the National parliament accepted acts to guarantee close links between education and the economic life. As a result, the **National Agency for Vocational Education and Training** (NAVET) was launched in 1999. It is a specialized body to the Council of Ministers of the Republic of Bulgaria established under the **Vocational Education and Training Act**. NAVET is a key partner in the successfully functioning mechanism of stakeholders' activities coordination and concordance on a national level aiming at developing a system for vocational education and training meeting the labour market dynamic requirements and needs, providing Bulgarian citizens with flexible opportunities for lifelong

development of their employability. According to the NAVET register there are 972 licensed VET Centres currently (as of March 2015) on the list, as well as 29 Centres for Information and Professional Guidance.

National Action Plan for Employment. The first plan was approved in 2000. Since then Bulgaria has been developing a new plan each year. National Action Plan 2015 indicates CSR concept as one of the main mechanisms to solve employment issues regarding vulnerable groups and namely Roma population's problems. In the main objectives of the document the CSR concept (even not explicitly mentioned) is linked to the reduction of unemployment; support to business structures in order to stimulate employees demand; vocational services of high quality.

National Strategy for Continuing Education (2005-2010). The main goal of the document is to outline the national priorities for vocational training in the framework of lifelong learning. Later, Bulgaria adopted a **National Strategy for Lifelong Learning** (2008-2013).

National Reform Programme of the Republic of Bulgaria. It is the main strategic document on the national level. The first programme covered the period 2007 – 2009. The beginning of its implementation coincides with Bulgaria's accession to the EU in 2007. The programmes up to 2010 comply with the Lisbon Strategy. Further programmes are in line with the strategic document "Europe 2020".

Strategy on equal opportunities for people with disabilities 2008 – 2015 (updated). It gives a careful analysis of the situation in Bulgaria and outlines the main goals to be achieved by 2015: *Adaptation of the city environment to the needs of people with disabilities; Change of the child care model – from*

institutions to community/family based cares; Access to quality education for people with disabilities; Comprehensive medical and social rehabilitation; Expanding employment opportunities for people with disabilities and their inclusion in various programmes to provide suitable jobs; Alternative social community based services; Equal opportunities for sport, recreation, tourism and culture event; Awareness raised on problems and opportunities for disabled people; Change of public attitude for disabled people.

Many of the above mentioned goals, and namely, their implementation measures are closely connected to the concept of CSR, as well as cooperation between business structures, local authorities, social entities; interconnections of companies and local prosperity; lifelong learning philosophy and new business model; etc.

National Strategy for Gender Equality 2009-2015. The document considers the national policy to ensure equal opportunities for women and men to take active part in all spheres of social life and to prevent discrimination.

One of the biggest CSR initiatives all over the world is the UN Global Compact. Its official launch was given at the World Economic Forum in Davos, Switzerland in January 1999. The initiative asks companies to embrace ten universal principles in the areas of human rights, labour standards, environment and anti-corruption and integrated into their business CSR strategies. In 2003 the **National Global Compact** was launched in Bulgaria. This initiative has led to the establishment of a formal network of large private companies and SMEs, non-governmental organizations, academic and business associations that share the principles of corporate social responsibility. With the end of the UNDP Bulgaria Country Office assistance, the GC Network had to identify and formulate a sustainability strategy. As a

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result a new independent association named **Global Compact Network Bulgaria** was founded in 2010.

Among the entities that have had a positive impact on the CSR development in Bulgaria the names of the following organisations have to be mentioned: **Bulgarian Charity Aid Foundation, Bulgarian Network for CSR, Bulgarian Human Resources Development Association, Bulgarian Business Leaders Forum, Bulgarian Chamber of Commerce and Industry, Confederation of Employers and Industrialists in Bulgaria**, etc.

INITIATIVES FOR CSR DEVELOPMENT IN BULGARIA

1999 - Created National VET Agency (NAVET)

2000 - National Strategy for Environment

2000 – National Policy on Gender Equality

2001 – Law on Non-profit Legal Entities

2004 – National Council on Gender Equality

2002 - Law for Environment

2008 – National Programme for Action on Environment and Health

2009 - National Strategy for Corporate Social Responsibility

2013 - National Development Programme: Bulgaria 2020

2015 – Draft Law for Volunteering

SOCIAL RESPONSIBILITY IN TURKEY

Basis for the interaction between the Turkish state and philanthropies was the **Ahilik system** established in Anatolia by Turks in **1205**. Ahilik was a special guild system in Anatolia. More than being a guild for artisans and craftsmen, the system of Ahilik provided shelter for poor people and foreign travelers, systematic education and health services for the settled population, and even provided a security force against enemies. Under this system, the prominent people from Ahilik could manage the governance of the cities. Therefore, Ahilik was responsible for all public and special responsibilities of the population. The Ottoman State directly supported the system of Ahilik throughout the centuries.

All these vicinities for philanthropy created double results for the concept of CSR in contemporary Turkey. On the one hand, philanthropies constitute a fruitful starting point to modernize the concept of CSR for the modern business world; on the other hand, the established understanding about philanthropy creates misunderstanding by equalizing CSR as the 'modern name' for philanthropy.

Unfortunately there is not any clear written source to determine the state's vision of CSR, just because as a term, 'CSR' has not been cited within any official documents. However, according to State Planning Organization officials, the most related subject about CSR appeared in the **9. Development Plan: Article 519: Sustainability of growth** was ensured by considering the consistency of the industrial and environmental policies **in 2006**. In industry, production will be in compliance with human health and environmental rules and importance will be given to social responsibility standards.

Officials from the State Planning Organization argue that there should not be any deterministic official view of state about CSR. Since CSR is meaningful because of its voluntary nature, state regulation would render CSR meaningless. According to them, it is the private sector where CSR has to be developed.

Furthermore State Planning Organization officials found the idea of CSR law for Turkey to be ineffective, and possibly even harmful. For them, if a law appear regarding CSR, CSR will become just another section of the Ministry of Labor and Social Security.

On the other hand, Ministry of Labor and Social Security officials accept the problems of insufficient applications of CSR in Turkey.

According to these officials, in order to understand this insufficiency, the reasons for the incompatibility of the Turkish economy with Western standards must be analyzed.

To analyze the reasons for this incompatibility, officials emphasize these factors below:
• Marginal sector in Turkey
• High rates of unregistered employment
• The notion of 'housewives'
• Incommodity family labor
• Turkish apprentice system

According to estimates, 80% of the whole Turkish population is closely related with at least one of the factors listed above. Ministry officials consider these

notions to be obstacles for the harmonization of Turkish and European standards.

For them, Turkey experiences problems with explaining its economic realities and ongoing circulation because of these factors.

Therefore, they are emphasizing a need for an authentic definition of CSR for Turkey, since the current system is incapable to evaluating the existence of CSR in Turkey according to European standards

Turkey's increased integration in international treaties, participation to campaigns and activities of the events has been raising awareness on CSR issues.

In 1996, the Habitat II Conference was held in Istanbul. It has created a possibility for those living in Turkey especially in Istanbul to observe the platform discussing social issues like protecting human rights, poverty, reducing discrimination, freedom, education, health, nutrition and basic needs.

This conference has pioneered the creation of the necessary environment for the discussion of issues related to sustainable development in Turkey.

Following these positive developments, another event occurred affecting the state, business world, civil society and other social stakeholders

17.000 people living in highly industrialized and population concentrated regions were died according to official records in the **1999 earthquakes which was first occurred in Izmit.**

Failure of the government's interventions after the earthquake and inadequacy of the government in providing the necessary assistance caused to formation and mobilization of both individual and corporate volunteers.

After earthquake, many NGOs and voluntary groups have played active roles on rescue operations as well as the reconstruction of the destroyed regions and rehabilitation services.

During these studies, AKUT as a search and rescue community has been one of the most prominent party of this civic movement. So, AKUT became the most trusted institution in the country after the Armed Forces. (Adama, Çarkoğlu, and Senate are 2000).

For this reason, the 1999 earthquake has a very significant impact to disseminate the values like volunteerism and participation and emphasize the need of activism for development in the country. After 1999 in Turkey, Many big education campaigns as "%100 Support to Education" and "Let's Girls to School" of MoNE and "Kardelenler" of Turkcell have been initialized. The success of campaigns can be based upon children education considered as priority issue by

Turkish society and the advantages of donations in education according to Article 89 of Income Tax Law

As a result, the expectations of society and state incentives, the company has been directed to deal with CRS through donations.

The United Nations is actively involved with the CSR issues in Turkey. UNDP's main objective is to find practical solutions to the challenges faced by Turkey

in its development path and UNDP has carried out 80 programs in Turkey throughout the country since **1986.** UNDP also gives a particular importance in their policies and programs: the role of women in the private sector, capacity building and information and communication technologies.

Generating positive dynamics for playing broader economic and social roles on CSR by companies should be ensured

Considering the developments in terms of priority helpful structure to force the company to generate positive dynamics of the broader economic and social roles in.

Society expects from companies to spend more efforts on CSR issues especially in education, health, environment and domestic violence according to the research prepared in 2007 by GFK and Capital Business Maganize.

Unemployment, ethical behavious, social and health isssues are also considered important by the companies as well as education being the top issue of CSR agenda.

Although no laws specifically designed for CSR in Turkey, there are several laws related to CSR.
There are some laws to encourage the participation of company to CSR Practice.

Tax Incentives related to CSR related X are described in the Income Tax Act numbered 193.

Article 89 of the same law in 2004, charitable contributions to be made in education and donations of companies indicate that they will get the right to benefit from the tax incentives in return.

In this article, Participation of companies to the campaigns as "100% Support to Education" and "Let's Girls to School" conducted by the Ministry of Education and UNICEF had been increased.

Tax exemption is also applied to donations made to organizations operating in designated areas where the public interest.

"Carrying out public benefit activity" status to institutions given by the government and this status only includes education, health, scientific research, arts and culture.

About 200 of the 3,500 private foundations have "Carrying out the public benefit activity" status currently.

Tax exemption is only valid for philanthropic donations.

International conventions and agreements to which Turkey has signed are the other pillar of the legal framework of CSR.

Some of these contracts and agreements are: the Universal Declaration of Human Rights, the Convention on the Rights of the Child, OECD Guidelines for Multinational Enterprises General Principles of the ILO Equal Remuneration Convention (1951), Discrimination (Employment and Occupation) Convention (1958), Prohibition of Child Labor in Poor Conditions Agreement (1999), Right of Organization and Collective Bargaining Convention (1949).

In particular, the conventions about rights of workers and basic rights of child labor sets the standards for companies adopting responsible behaviors.

The rights described in these conventions are important on creating the base of CSR policy of company define the scope of rights of a company in Turkey is important in terms of creating the base of the CSR policy.

Labor and Social Security Ministry has been carrying out the studies to reduce the use of child labor within ILO / IPEC (International Programme on the Elimination of Child Labor), cooperation and "Strengthening the Working Women's Status and Support the Struggle against Child Labor" since 1991.

EU membership debates have played an important role for the development of CSR in Turkey.

The subject of NGOs' sharing opinions on EU acquis brought the agenda with the incoming call by EU General Secretariat in 21 March 2007.

The lack of CSR policies in Turkey is reflected in the understanding of CSR management of the company and there are no positions related to CSR management in structure of the company.

CSR is represented at ministerial level by different ministries because of the laws related to different CSR issues. Ministry of Agriculture and Forestry and Environmental Industry and Trade Ministry deals with standards and the Ministry of Labour and Social Security Standards deals with working conditions

Capital Markets Board (SPK) has the power to regulate stock market and supervisory powers. SPK has conducted extensive regulations to organize the markets and improve and develop instruments and institutions of capital markets.

SPK with the basic aim to ensure fair and orderly functioning of the markets and protect the rights of investors has a wide area of responsibility. However, SPK's activities mainly are to take the necessary measures for the

development of capital markets and ensure effective distributions of financial resources in the country accordingly.

In this regard, SPK is the regulatory body for corporate governance issues.

The Regional Development Administration of Southeastern Anatolia Project (GAP) aims to ensure sustainable development in Turkey's Southeast Anatolia. GAP carries out many sustainable development studies with the international organizations such as UNDP.

In Conclusion, creating a CSR policy of the state is needed to be involved in the process to ensure CSR's sustainability through determining integrated strategy

Throughout recent history, developments in technology and the entire process of urbanization have started to threaten the natural stability of the environment. Awareness about this has generated a new fashionable term called "sustainable development". In the business world, the target of profitability is gradually being replaced by sustainable development. However the contextual shift towards sustainable development has some inherent controversies for international politics, because new political outlooks towards environmentally-friendly development may be considered as unfair by developing countries.

The development of the Turkish economy has increased environmental pollution accordingly. Statistics show that in 1990 total greenhouse gas emissions were 170.76 million tons of CO_2; however, in 2007 this rate significantly increased to 372.64 million tons of CO_2; however in 2007 this rate significantly increased to 372.64 million tones CO_2.

Ministry of Environment and Forestry officials state that according to the Intergovernmental Panel for Climate Change, the Eastern Mediterranean basin creates dangerous levels of greenhouse gas emissions. Although Turkey officially started to **measure greenhouse gas emissions in 1992**, officials argue that Turkey has not been able to impose preventive actions, because these precautions are very expensive and Turkey is still in the adaptation stage.

Since **2005**, the year that **Kyoto Protocol** entered into force, environmentalists in Turkey supported the protocol and encouraged the Turkish parliament to sign the agreement. Finally, the Grand National Assembly of **Turkey** signed **the agreement** in February **2009**.

First sanctions towards environmental protection and reducing the effects of global warming may appear after **2013** as the official decisions of Turkish Government. On the other hand, Ministry of Environment and Forestry and Ministry of Labor and Social Security posed no sanctions to corporations, related to environmental protection; other than ongoing implementations of current standards about work areas and protection. Therefore evaluating the outlook of related departments of state, it can be argued that CSR is not located in the governmental actions yet.

INITIATIVES FOR CSR DEVELOPMENT IN TURKEY

1986 – UNDP initialized programs including the issues CSR in Turkey

1992 - Official measures and preventive actions against greenhouse gas emissions

1996 - Habitat II Conference was held in Istanbul

1999 - Large Scale Earthquakes occurred in Turkey. After earthquakes, values like volunteerism and participation have been disseminated in whole Turkey.

2004 - Article 89 of Income Tax Act on Charitable Contributions and Donations of Companies

2005 - Environmentalists force Turkish Parliament to Sign Kyoto Protocol

2006 - Article 519 of 9th Development Plan on Sustainability of growth published by State Planning Organization

2007 - The subject of NGOs' sharing opinions on EU acquis brought the agenda with the incoming call by EU General Secretariat

2009 - Turkey signed the agreement on Kyoto Protocol

2013 - First Sanctions of Turkish Government for environmental protection

SOCIAL RESPONSIBILITY IN ROMANIA

In Romania, the corporate social responsibility has started to draw more and more attention from both policy makers and the companies.

In this period, the major challenge is to fit in the major CSR initiatives started by SMEs and multinationals with public policies, giving them a proper framework to develop their CSR activities.

Clear policies should be in place, since, recently it has shown an important shift from seeing CSR as a branding tool to an engine that refers to sustainable development and has impact into the business core.

There were some major milestones when talking about the development of CSR in Romania.

After the fall of the communist regime in '89, many international organizations and foundation came in Romania to support the society by investing in education and social cohesion. Even though these actions were in the first years purely philanthropic, they contributed to the ecosystem in general, encouraging the founding of national and local NGOs.

Also, in mid `90s multinationals companies started to invest in Romania and settle their businesses here. Firstly, they have started to support local NGOs and after that they have started their own campaigns, most of them being launched by the international headquarters. These seasonal actions evolved in integrated campaign, with clear strategic objectives related to the business objectives.

In the last years, the number of NGOs increased significantly. *In Romania from a legal point of view, there are three types of non-governmental organizations: associations, foundations and federations. Associations correspond to organizations founded by at least three persons who are contributing with material resources or through their intellectual background. As opposing to basic structure of associations, the foundation*

can be established by one or more individuals who, under a legal document signed by living individuals or dictated by someone's will, set up a patrimony permanently and irrevocably assigned to achieving a general interest or a specific group's interests. Federations possess a structure which resembles the joint stock profile and it can be defined as a group of two or more legal entities. The federation can be conceived either from two or more associations or from two or more foundations, on the assumption that each of them will keep its legal personality.

According to the National Register for Associations and Foundations at 25.03.2015[2], the situation was the following:

- ✓ *A number of 72.099 associations*
- ✓ *A number of 18.280 foundations*
- ✓ *A number of 1.059 federations*
- ✓ *A number of 715 unions*

The number of NGOs and also the SMEs and multinationals influenced the framework in which CSR has evolved.

Another very important milestone was the pre-EU accession period when Romania adopted laws and acts in order to prepare itself for the EU accession in 2007. Some of the regulations that were adopted in order to respect the EU regulations were in close connection to the areas that are impacted by CSR, such as environment, sustainable development, labour, etc.

Environmental legislation is more extensive since negotiations for EU integration have started. Main legislation refers to climate change, pollution control, air quality, noise prevention, waste management, soil, dangerous substances, nature protection (biodiversity and genetically modified organisms), water management, forests. Incentives are given to stimulate

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[2] http://www.just.ro/MinisterulJusti%C8%9Biei/RegistrulNa%C5%A3ionalONG/tabid/91/Default.aspx

environmental protection to companies investing in renewable energy sources to support the creation of "green jobs" or to people who set up alternative energy sources (i.e. solar panels, heat pumps) for their homes to replace traditional energy sources (Green House Program). Also, an extensive legislation has also been increasingly implemented following EU integration to ensure the health and safety of employees in the workplace, as well as their professional development, reduce discrimination and promote equal opportunities.

There are some important organizations that shaped how the CSR is perceived during the time and had the role of both educating on and promoting CSR. Below, we will mention only some of them that contributed to the CSR ecosystem.

ResponsabilitateSociala.ro is the first CSR portal in Romania, founded in April 2006 in order to persuade and help our country companies to invest in the development of society and the communities in which they are present .

CSR Romania is a project of Forum for International Communications , a foundation that organizes the 2003 competition Romanian PR Award and events Romanian PR Week, imposed as the most important events of recognizing excellence in business communication in Romania. In April 2009, the Foundation launched PR resource portal Romania, shortly after launch became a reference resource for all those interested in public relations.

CSR Media Network is a rapidly growing platform that aims to inform and promote civic values and actions of Corporate Social Responsibility (CSR) in the general public. The project was born from the need for a space dedicated professional journalistic actions of corporate social responsibility in Romania and beyond. Strengths of the network are the two sites news about CSR actions

or website CSRmedia.ro in Romanian and European edition, in English, CSRmedia.eu

INITIATIVES FOR CSR DEVELOPMENT IN ROMANIA

- On labour

  2003 - The Romanian Labor Code is the most relevant document regulating the relationship employer - employee

- On volunteering:
  - Law on volunteering no 195 of 2001, updated, regulates the promotion and facilitation of engagement of citizens in volunteering activities organized by public or private entities;
  - Government decision 1317 of 27 October 2005 supporting volunteering activities in the field of home care for the elderly;
  - Oder 439 of 21 May 2002 on approval of environmental volunteering activities.

- On transparency and anticorruption:
  - - Law no 544 of 2001 on free access to public information refers to the ways in which citizens can demand from public institutions and authorities information of public interest;
  - - Law no 52 of 2003 on transparency of decision making in public administrations gives citizens the possibility to make suggestions and actively participate in decisions.

- On associations and foundations: Law 246 of 18 July 2005 for the approval of Government Order 26 of 2000

- Law for social economy (2015)

SOCIAL RESPONSIBILITY IN SPAIN

In Spain, several articles from the **1978 Constitution** provide a framework and a backing for the later development of policies for boosting CSR. Especially with regard to environmental protection, promotion of social dialogue and workers' participation, the right to effective equality and no-discrimination, and Human Rights protection. These principles, which call to action public institutions and bind business in a certain degree, have been later developed, usually following European directives and/or international conventions signed by Spain.

Thus, in **2006 the law about Strategic Environmental Assessment** (EAE) was passed, regarding the Environmental Impact Assessment (EIA) in environmental plans, policies and programs. Also the **Law 27/2006** was passed, which promotes the **public access to information and public participation** in those plans and programs. Finally, in **2007**, the law on **Environmental Responsibility** fixes the mechanisms to repair, with no limit, the damage caused to the environment by business and professional activities.

As labour rights and conditions are concerned, the **Worker's Statute** was passed in 1995, and so was the **Regulation on Labour Risks Prevention**. In the field of equal opportunities and work/life balance, it must be mentioned the **1999 Law for the Balancing of the Workers' Professional and Family Life**. In 2007 was passed the law on **Effective Equality among Men and Women**, which was devoted explicitly and integrally to the fight against gender inequality. Equal opportunities for disabled workers have been for the first time protected in the 1982's **Law for the Social Integration of the Disabled**, modified on 2000. Later on, in 2003, it was passed the **Law on Equal Opportunities, Non-**

discrimination and Universal Accessibility for People with Disabilities, which was updated in 2013.

First initiatives promoting CSR in Spain, however, didn't come from the State, but from the Civil Society. On the 90's, three tendencies have been identified as the starting point for CSR; on the one hand, the launching of **ethical financial products** (investment funds, mostly), promoted by social entities, which required
 transparency about the companies' behaviour; secondly, the dense **network of labour cooperatives**, who were promoting responsible business practices; and finally, the **internationalization of Spanish companies**, which had put them in contact with current CSR practices ongoing in the international market, and allowed them to start its implementation.

Consequently, initial milestones came from the private sector: in **1999 Foretica was created**, a network of more than 140 companies and plus than 100 professionals, aimed to promote a culture of Ethical Management and to reach a sustainable and competitive business model. The entity creates in **2000 the first specific management regulation** aimed to promote this area of company management. In 2009 another entity, **AENOR** (Spanish Association of Normalization), also developed its own regulation, the **UNE 165010EX** regulation. **Corresponsables Fundation**, born in **2010**, together with the **Lluís Vives Fundation**, which publishes a review on CSR since **2009**, are also relevant non-profit, non-state organizations on CSR promotion.

Considering international inputs, the creation of the **UN Global Compact** was a strong catalyst, and 140 companies were associated to the Compact in 2002. The "Spanish Asociation for the Global Compact" (ASEPAN) was formally

constituted in 2004, to become later the "**Spanish Network for the UN Global Compact**" (Red Española del Pacto Mundial de Naciones Unidas)

In **2004** a new milestone is reached, when the **CSR Observatory** was created by the Civil Society. Its aim is to promote CSR taking as starting point research, awareness rising, and public policy monitoring. Trade Unions, Employers' associations, consumers' associations and other non-profit entities are partner members of the Observatory.

CSR appeared at the institutional level in **2002**, when a **Technical Commission on CSR** was created linked to the Ministry of Labour and Social Issues. Since 2004, the work to define a CSR public policy has taken a *multistakeholder* dimension. It is articulated through three spaces of debate, progressively created: the Parliamentary Sub-commission for the study of CSR in Spain (2004), the Experts Forum (2005) and the Social Dialogue Committee (2007)

The **Parliamentary Sub-commission** has prepared, at the end of 2006, a report known as "White Book" **(Libro Blanco**), after 59 appearances of stakeholders from the public administrations, social entities, consultancies, supranational organisms, regulatory organisms, academic institutions and companies. Works made by the **Experts Forum**, were concluded in 2007 with the approval of the document "**Public Policies for the promotion and development of CSR in Spain**". The **Social Dialogue Committee**, where Labour and Employers' Unions participate, discussed the role of these agents in the promotion of CSR, and laid the ground for collaboration among social interlocutors and stakeholders.

As a result of the conclusions from these three spaces, the **State Council for the CSR (CERSE)** was created on **2008** . It is a counselling organism reporting to the Ministry of Labour, with a permanent nature, and composed by 56 members representing public administration, business organizations, labour

unions, and other entities with a well-known prestige in the RSC area. CERSE's aim is to identify and promote best practices and to propose CSR policies to the government.

In 2014, CERSE passed the **Spanish Strategy for CSR** (2014-2020), based on 10 principles: voluntarism, shared creation of value, competitiveness, social cohesion, Transparency and sustainability. The Strategy gather together the legal developments from previous years, specially the **Sustainable Economy Law** (2011), the **Transparency Law** (2013), laws regarding M**easures to Support the Entrepreneur** and **Incentives for Grow and Job Creation** (2013) and also the **Strategy for Youth Employment and Entrepreneurship** (2013)

INITIATIVES FOR CSR DEVELOPMENT IN SPAIN

1978 Spanish Constitution

1982 Ley 13/1982 for the Social Integration of the Disabled, (LISMI**)**

1995 RDL 1/1995 Workers' Statute

Ley 31/1995 on Labour Risks Prevention

1999 Forética was created

LO 39/1999, on the Balancing of the Workers' Professional and Family Life

2000 Forética launched the SGE 21 Regulation

2002 UN Global Compact on Responsibility

Technical Experts Commission in the CSR field was constituted.

2003 Ley 51/2003 on Equal Opportunities for People with Disabilities (LIONDAU).

2004 Spain subscribes the Aarhus Convention

Creation of the Parliamentary Sub-commission on CSR in Spain

ASEPAN and CSR Observatory were created.

2005 Experts Forum on CSR was created**.**

2006 Publication of the White Book (Libro Blanco)

Ley 9/2006 Strategic Environmental Assessment (EAE)

Ley 27/2006, on public access to environmental information and participation

2007 The Social Dialogue Committee was constituted.

Ley 26/2007 on Environmental Responsibility

LO 3/2007 for the Effective Equality among Men and Women

2008 State Council for the Corporate Social Responsibility (CERSE)

2009 Norma UNE 165010 EX de AENOR

Luis Vives Fundation's CSR Review was launched

2010 Fundación Corresponsables was constituted.

2011 Ley 2/2011 on Sustainable Economy.

2013 Ley 19/2013 on Transparency

Youth Strategy, Measures for supporting Entrepreneurs.

RDL 1/2013, General Law for the rights of the people with disabilities.

2014 Spanish Strategy on CSR 2014-2020

BENEFITS OF SOCIAL RESPONSIBILITY

A socially responsible organization has the ability to acquire a differentiation from its competition, which can be translated into benefits for the organization. It can on the one hand, lead to greater customer loyalty and attract new segments. Moreover, and due to the management of social and environmental risks including sustainability, contribute to increase the attractiveness of the capital of the organization to new investors.

In organizational terms, the benefits are focused on the potential for improving the organizational climate, increasing the levels of satisfaction and motivation of employees and reducing absenteeism. Consequently, the organization will see improved their productivity levels, and become more attractive to potential new employees, in addition to hold a greater ability to retain talented professionals.

The **European Alliance for CSR** also stresses the importance of responsibility towards the non-financial stakeholders such as community or third sector organizations, which will strengthen with the organization responsible for the license to operate.

In environmental terms, "the reduction in consumption of resources or reducing polluting emissions in the production of waste can reduce environmental impact. This may also be advantageous for companies, as it allows a reduction of energy costs and waste disposal, as well as the costs of raw materials and pollution".

By stating their social responsibility and voluntarily taking on commitments which go beyond common regulatory and conventional requirements, these

organizations are showing signs of betting on social development, environmental protection, respect for fundamental rights, a new comprehensive approach to quality and sustainable development.

Similar to what is already happening with quality management, social responsibility will also be a "distinctive mark" for organizations to adopt.

Thus, the economic impact of social responsibility can manifest itself in:

° Better work environment;

° Increase of productivity and loyalty by employees;

° Preference as an employer;

° More efficient management of available resources;

° Brand image with greater credibility;

° Products or services more competitively;

° Increased confidence passed on to investors;

° New business opportunities;

° Establishment of favorable contacts with the local community;

° Registration on stock ethical values indexes, which improve their quote face to financial institutions.

DEFINITION OF CSR

It is therefore, a brief reflection on what we understand as CSR concept, in order to delimit the different matters related there to.

A socially responsible organization is the one, that in addition to fully comply with all applicable legislation (i.e. general and specific), also includes in its daily management, activities, philosophy and strategy, the founding principles of social responsibility in the ethical, social, economic and environmental aspects, and in his relationship with his employees, suppliers and customers, or with those who, directly or indirectly are affected by the activities of the organization or rely to a greater or lesser degree.

The social responsibility does not constitute a mere legal obligation of the organization and does not interfere with the economic objectives of same. It rests, rather, a set of actions and observable and measurable processes that put a similar level of importance in the interests of its shareholders and people and the social, community and environmental interests. The ultimate objective of the CSR is conferring dignity and social relevance to organizational actions, integrating it into a broader national and international movement which does not sees the development as an economic obstacle to social and environmental development, but prefers to search, through specific observable and controllable practices, the development of societies that can be carried out through advanced forms of management where stakeholders (e.g. shareholders, colleagues, unions, municipalities, local communities, suppliers) have an irreplaceable role.

WHY CSR?

The term social responsibility can mean the social responsibility is only usable in business. The CSR Model starts as an idea of inclusion, i.e. it advocates social responsibility not as an exclusive of companies, but all the, public or private organizations, whether corporate or association.

With **Corporate Social Responsibility (CSR),** it intend to extend the array of corporate social responsibility to other entities such as public administration, associations, NGO's, unions, organized local communities. Being overarching objectives, would make no sense include only companies.

In this sense, the CSR concept is an inclusive concept, because does not marginalizes any organization or entity for responsibilities that are from ALL!

The CSR Model therefore incorporates a set of tools: a model, a manual and a self-assessment tool, whose content take into account the analysis of a set of initiatives, benchmarks and standards to assist organizations in implementation of management systems, including social responsibility. The list of the various benchmarks and objectives, standards and international instruments can be found in the glossary.

INTRODUCTION TO CSR MODEL

The CSR Model aims to present an integrated framework of goals and steps of a CSR model according to PDCA - Plan, Do, Check, Act. This integrates a set of requirements guiding to the application of a CSR model.

It has been identified baseline levels (minimum criteria) that organizations must meet, and other criteria that should be evaluated and continuous improved.

It is also recognized that small and medium-sized organizations (smaller organizations whose number of employees, size or turnover are below certain limits), although more limited in areas that require greater investments, are generally more flexible in terms of management organization, are closer to the communities in which they operate and their top decision makers have a more immediate influence on the organization's activities.

The integration of social responsibility in small and medium organizations can be put into practice more easily and efficiently without the need to be complex or expensive. The smaller size of these organizations and the potential for flexibility and innovation, often allow to these organizations the possibility of having very good opportunities to develop social responsibility initiatives.

Thus the application of the CSR Model must be adapted to the size of the Organization, which was designed by an appropriate tool to each situation.

CSR PRINCIPLES AND COMMITMENTS

The CSR Model has based on a set of commitments that organizations should respect and seek to ensure:

1. **Ethics and Transparency**

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

2. **Fundamental human rights**

   Fully respecting the protection of fundamental human rights based on the Universal Declaration of Human Rights and incorporating into their practices, the principles of the Fundamental Conventions of the International Labour Organizations. Recognizing the right of all employees to form trade unions and representative bodies and to join these organizations and respecting the effective right to collective bargaining. Condemning and pledging not to resort to forced or compulsory labor and child labor.

3. **Dialogue with Stakeholders**

   Trust in the dialogue as the only legitimate mean of achieving persuasion, resolving disagreements and conflict resolution. Ensuring an open, transparent and trust with the various stakeholders. Establishing channels of consultation with stakeholders and integration of their concerns. Reporting a credible and objective way the economic,

environmental and social performance. Promoting, further dialogue and cooperation with other entities, associations and relevant movements.

4. **Value Creation**

Promoting a high level of management quality of products and services and processes by integrating environmental and social aspects in planning and decision making. Promoting investment in research and development, and incorporating innovation into their products, services and processes. Management of the economic impact, environmental and social relations with suppliers of high dependence.

5. **Human Resource Management**

Reinforcing management systems to ensure health, safety and welfare of employees. Promoting the development of individual skills through training programs and continuous development of skills and qualifications. Rewarding excellence and merit. Rejecting abusive and discriminatory practices. Committing to assured equal opportunities in employment and respecting the principle of equal pay and benefits.

6. **Diversity and Equality**

Respecting and valuing differences as a fundamental condition for the existence of an ethical relationship and the development of humanity, trying to stimulate the promotion of cultural diversity, social and ethnic difference as a positive development of the organization mission, not tolerating discrimination under any pretext. Valuing equality of treatment and gender equality. Promoting positive discrimination to promote equal opportunities and treatment. Promoting the development of accessibility conditions for people with disabilities.

7.   Environmental Protection and Management

Promoting projects and initiatives that contribute to the preservation of the environment. Investing in technologies and sustainable products and appreciate the ecological dimension. Expanding the use of environmental criteria to the entire value chain. Preventing and minimizing the risk of environmental impact of all activities that are developed through the adoption of sustainable behavior in relation to the policies, management systems, products, services and other activities. Monitoring indicators and adopting environmental management.

8.   Development of Local Communities

Supporting initiatives of social, economic and cultural promotion, based on transparent criteria for evaluation to community. Promoting participation and involvement in volunteer work. Developing strategies for cohesion and/or local territorial areas as technology transfer, technical support, logistics, training and human resources training, among others.

9.   Socially Responsible Marketing

Directing marketing policy and communication strategy of respect for truth, transparency, consistency and statements integrity, i.e. providing complete information that meets the interests of its stakeholders, factually correct and balanced without omission of negative information, and thus reflecting the values of the organization. Stimulating ethical and responsible markets behavior for environmental, social and economically sustainable questions.
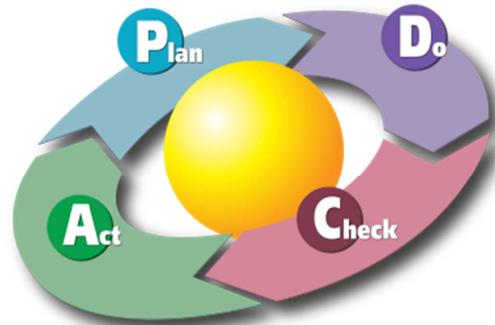
10. Good Governance

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

To the remaining phases of the model (according to PDCA cycle) requirements are common to any management system: diagnosis, goal setting, analysis, evaluation, review and reporting of results.

STAGES OF CSR MODEL

Any organization, regardless of their size or nature of activities, has decision-making processes affecting their structure as a whole.

The formulation of strategic organizational journey down the broad guidelines that allow the organization to define, modify, improve or strengthen their position and organize the contributions of various functional areas, as well as the form and execution times.

The model of social responsibility in the CSR Model adopts an approach based on the PDCA (Plan – Do – Check – Act) cycle, which aims to implement and continuously improve the efficacy and efficiency social responsibility management system, through a participatory style that involves all stakeholders in the decisions taken, resulting in an increase in their satisfaction.

The development criteria of the processes production leading to the creation of value are also evaluated, the applicability of social responsibility criteria is also checked.

The **Diagnosis** exists in the area of personnel management, trough the existence of good practices like the existence of transparency in the skills profiles, in the selection and recruitment processes, clear methodologies for performance evaluation to the learning development of employees through training, the existence of a wage policy, a clear hygiene and safety system at

work, a career management analysis, employability mechanisms and actions of social support.

The **Check** is applied to gender equal opportunities and non-existence of any form of discrimination. In respect for the planet, a search for investment activities in environmental technologies is made, implementation and compliance with the 3 R's program (reduce, reuse, recycle), in account the environment impact of production activities and the management of emergency systems.

The **Evaluation** is focus on the availability of the organization to interact with the local communities regardless of their activities productive, including through active partnerships, actions social solidarity and volunteerism within their working hours.

In addition to the marketing communication of its social responsibility, it seeks to also assess whether the organization has a social responsible behavior in the marketing area, making sure that the information about the products and services is clear and is consistent with ethical practices and CSR attitude, making sure that their customers are aware of global issues of social responsibility, analyzing the existence of a marketing communication strategy respectful for ethical values of consumers.

PLAN (P)	ESTABLISH THE AXIS OF GUIDANCE AND THE NECESSARY PROCEDURES REQUIRED TO PRESENT RESULTS ACCORDING TO THE COMMITMENT ASSUMED BY THE ORGANIZATION AND ACCORDING TO THE STAKEHOLDERS REQUIREMENTS.
	For an organization to get unified results, it is necessary first to define its purpose, mission and objectives, based on shared

	responsibilities.
	The planning phase is generally in the formulation of the expectations of the organization, in forecasting methodologies and processes in establishing mechanisms for the measurement and tabulation of data needed to describe its performance, in setting priorities and developing action plans, identifying needs of stakeholders.
DO (D)	IMPLEMENT SET PROCESSES, ACTIVITIES, METHODOLOGIES AND SPECIFIC CSR REQUIREMENTS
	After the defining strategy process, this is operated. Begins the stage at which the resources management necessary to the organizational processes as set out in the management system, appropriate training is given, ideas are tested and changes proposed, data where collect for later evaluation and prepare the contingencies, i. e. activity takes place.
	This phase starts by verifying the existence of a code of ethics and its consistency with the most relevant aspects of planning, with stakeholders and with respect for privacy. Will be analyze the performance of full respect for the Universal Declaration of Human Rights, the existence of a system of fair and transparent governance for key stakeholders, while allowing an open dialogue with them on an integrated management of the organization.
	It is also evaluating the criteria for development of processes leading to the creation of value by checking the applicability criteria of social responsibility and downstream.
	Diagnoses in the area of personnel management, existence of good practices from the existence of skills profiles,

	transparency of selection procedures and recruitment, since the methods of performance evaluation to the development of learning through the training of workers, existence of a wage policy clear to the work hygiene and safety system, through analysis of career management, mechanisms of employability and social support activities.
	There are equal opportunities and gender, non-existence of any form of discrimination. In compliance with the planet, it seek measures of investment in environmental technologies, implementation and enforcement of the program 3 R's (reduce, reuse, recycle), taking into account the environment impacts of productive activities and emergency management systems.
	Assesses the availability of the organization to interact with local communities regardless of their productive activities, including through active partnerships, charitable activities and volunteering within their times of operation.
	Apart from the marketing communication of their social responsibility, it aims to also assess whether the organization has a marketing socially responsible behavior by checking whether the information they provide about their products and services is clear and is consistent with unethical practices and CSR attitude, making sure their customers are aware of global issues of social responsibility, analyzing the existence of a marketing communication strategy that respects the ethical values of consumers.
CHECK (C)	MONITOR AND MEASURE PROCESSES AND THEIR RESULTS IN COMPARISON WITH OTHER ORGANIZATION COMMITMENTS, TARGETS AND REQUIREMENTS AND REPORT RESULTS

	Once you start the implementation phase, you need to go making control on its evolution and check if the degree of achievement of objectives and diversion meet the established standards. The functional units must be prepared to make the necessary adjustments to the plan, if they see that are justified in order to achieve its objectives, towards correcting and improving throughout the strategic process.
	In short, this phase, which focuses on monitoring and evaluation processes to ensure that everything works properly, collect the data processes, evaluate the results and discharged to their impacts.
ACT (A)	ACTIONS TAKEN TO CONTINUOUSLY IMPROVE THE PROCEDURES PERFORMANCE
	At this stage, results and deviations from the previously planned are calculated, these are reported to stakeholders in order to be subject to analysis and evaluation.
	The conclusions that the analysis of results provides are incorporated into the management system and the axes of improvement are defined beginning again the all cycle, with the re-planning.

ACT (A)	PLAN (P)
A.01 Review of CSR management system **A.02** Communication of results to stakeholders and their involvement in the review process	**P.01** Diagnosis **P.02** Establishment of institutional commitments
CHECK (C)	**DO (D)**
C.01 Analysis and Evaluation	**D.01** Ethics and Transparency **D.02** Fundamental Human rights **D.03** Good Governance **D.04** Dialogue with stakeholders **D.05** Value Creation **D.06** Human Resources **D.07** Equality and Diversity **D.08** Environmental protection and management **D.09** Development of local communities **D.10** Socially Responsible Marketing

PLAN (P) - STEP 01 - DIAGNOSIS

REQUIREMENT	HOW TO	INDICATORS
P.01.01 Identification of relevant aspects of the organization which can be controlled and influence related with CSR principles.	✓ Trace the chain value of your product and/or service. After identified the different phases, list the major environmental, social and economic impacts trough each step of the process. Differentiate the impact you can control and those you can influence.	✓ Number of indicators created by the organization to monitor the impacts identified that the organization can control: - Water and energy consumption, amount of waste produced. - Indoor environmental quality. ✓ Indicators created by the organization to monitor the impacts identified that the organization can influence: - Energy use from renewable sources. - Products and ecological raw materials purchased.
P.01.02 Identification and evaluation of significant impacts and/or actual or potential risks for all CSR principles	✓ Rank the risks by level of importance and occurrence probability, to obtain a hierarchy. The risk that have a greater impact on the organization and have a higher occurrence probability	✓ Development of the risk matrix (environmental, social, security, economic) ✓ Identification of processes mitigation and monitoring ✓ The risk is expressed by the probability of a given

	will be those that the organization should seek to manage in the first instance	event occurs versus the damage produced or expected. The matrix presents the relation between these factors, identifying classes of probability of occurrence versus damage classes.
P.01.03 Stakeholders identification	✓ Identify the major categories of stakeholders with which the organization relates (eg. employees, customers, shareholders, venture capital investors, financial institutions, suppliers, consumer business partners, community). ✓ Rate stakeholders according to the level of impact they can have on the organization and the degree to which may impact the organization. ✓ Relate stakeholders with previous identified impact.	✓ Evidence from the survey and stakeholders identification.
P.01.04	✓ Identify a set of	✓ Evidence from the surveys

Identification of business opportunities and competitive advantages that CSR can bring	competing organizations. Identify, through published information, the way these organizations communicate the management of identified impacts. The aspects that are not being administered, or are considered by a small number of organizations, may potentially turn out to be competitive advantages for your organization. ✓ Try to also identify the benefits that may be created for your organization, suppliers and/or arising from the management of identified impacts. These factors may be instituted as likely to generate new business opportunities along certain segments customers.	and business opportunities identification.

PLANNING (P) - STEP P.02 - GOOD GOVERNANCE AND ESTABLISHMENT OF INSTICUTIONAL COMMITMENT(S)

REQUIREMENT	HOW TO	INDICATORS
P.02.01 Identifying strategic objectives and related indicators and goals (referring the economic, social and environmental aspects)	✓ Establish for each previously identified impact and/or environmental and social aspects entailed in CSR policy, objectives and performance targets. ✓ To ensure performance towards sustainability, setting objectives and strategic goals of the organization should take into account: - The current and future needs of the organization, the markets it serves and its stakeholders, including the community in which it operates. - Learning made as a result of the previously management reviews, *benchmarking* processes	✓ *Tableaus de bord*, matrix management indicators and/or objectives and targets, *balanced scorecards*, among others, containing: - Strategic CSR objectives and its indicators and targets. - Environmental strategic objectives and their indicators and goals. - Evolution of social and environmental performance indicators created to implement and monitor CSR policy.

	and opportunities for improvement analysis.	
	- Results of previous performance.	
	- Necessary technological means and the related financial aspects.	
	- Objectives can be measured in terms of quality, quantity, cost, added value, time and be monitored as to their efficiency, effectiveness or achievement of an activity. The objectives should be:	
	o Measurable	
	o Relevant	
	o Supported in policy / strategy	
	o Participated Ambitious but achievable within the scope of action and control	
P.02.02 CSR policy definition or commitments integrated	✓ Develop a CSR policy organization or integrate the CSR commitments in	✓ CSR management policy approved. ✓ Integrated

| into the institutional policy of the organization | the institutional policy (ies). Any of them should include:

- The formal commitment of the organization for their actions according to CSR principles.

- Strategy alignment for the organization and concern that the commitments provide the framework for the establishment and revision of the objectives and goals of the organization (defined for all the relevant functions and organizational levels).

- Consistency with the nature of the activities and/or products and/or services of the organization as well as the scale of their impact s and/or risks associated.

- Consistency with the degree of development of | management policy, including CSR commitments, environmental, health and safety

✓ Departmental policies or rules with CSR commitments, environmental, health security. |

	people within the organization and the expected degree of satisfaction, needs and expectations of stakeholders - A p reoccupation of the RSO commitments are documented, implemented and maintained (including its revision at regular intervals, to ensure the suitability and for continuous improvement)	

P.02.03
 Setting the action plan including measures related with CSR aspects
	✓ Identify the initiatives that must be implemented to meet the objectives and targets set.
	 ✓ Identify for each of them:
	     - Responsible person
	     - Working group
	     - Execution time
	     - Necessary resources (e.g. budget, technology).
	 ✓ Monitoring performance indicators.
		✓ Strategic action plan, contemplates actions related with CSR aspects (and including responsibilities, means and timeframe realization).

	✓ Action plan must be approved by the management.	
P.02.04 Definition of the team and CSR management representatives (individual / team)	✓ The organization may decide for various options. In any case the organization should give responsibilities to the highest management body for compliance with the objectives and action plan: a) Identify a responsible for CSR management: - Identify further coordinators for each of the quality measures that the organization will implement. - Determine frequent communication periods with performance indicators for each of the actions, either from the top management and strategic stakeholders. parts b) Organization can choose to create a functional area	✓ Time allowed for representing CSR when this function is together with others.

	devoted exclusively to CSR activities evolving partners and stakeholders, both internally and externally.	

DO (D) - STEP D.01 - ETHIC AND TRANSPARENCY

REQUIREMENT	HOW TO	INDICATORS
D.01.01 Code of ethics	✓ Draw up the code of ethics based on internal and external consultations. Developing the document note the main risks identified in the Planning phase.	✓ Code of ethics. ✓ Evaluation of the code applicability (surveys, audits, complaints).
D.01.02 Dissemination of Code of Ethics	✓ Identify key stakeholders inside and outside the organization.	✓ Code knowledge by employees and other stakeholders. ✓ Check the code practical implementation within stakeholders.
D.01.03 Respect and privacy of customer rights	✓ Establish a set of practices and procedures that ensure respect for customer privacy, including not using insider trading and confidential information. These practices include: - Do not disclose information provided by customers. - Do not sell or divest the databases containing information on customers.	✓ Number of customer complaints related to breach of privacy.

	- Do not use customer information for promotion products and/or services without their authorization.	

DO (D) - STEP D.02 - FUNDAMENTAL HUMAN RIGHTS

REQUIREMENT	HOW TO	INDICATORS
D.02.01 Implementing mechanisms of Human Rights	✓ Assess the risk level of human rights defaults in countries where the organization is active. ✓ Proceed to risk identification in situations involving abuse of human rights. ✓ Develop a formal and explicit policy protection of human rights for all employees (can be part of the code of ethics). ✓ Establish a contract or clause linking all elements of its value chain - suppliers and customers - the commitment not to heed in their activities against human rights and respect fully the Universal Declaration of Human Rights. ✓ Integrate in the organization training plan modules of	✓ Employees average age. ✓ Number of employees under 18 years. ✓ Activity area of employees under 18 years ✓ Training hours on human rights subjects. ✓ Number of contracts with terms on human rights.

	sensitizing and training on human rights.	
	✓ Guaranteeing compliance with the criteria for rights human even in host countries where such principles do not also prevail.	
	✓ Create monitoring mechanisms for more relevant factors.	
D.02.02 Encouraging collective bargaining and promoting ongoing dialogue with trade unions	✓ Promote, with confidentiality, the creation and/or facilitation of communication channels among employees and trade unions, allowing internet use.	✓ Frequent to contact with unions.
		✓ Response time to meeting requests or complaints from employees.
		✓ Existence of structures or working groups for collective bargaining.
	✓ Create a specific location for unions operation despite the organization size (legislation only sets the right facility for companies with more than 150 workers).	✓ Application of a collective labor regulation instrument.
	✓ Create an ongoing dialogue between the organization and trade unions in relation	

	to different fields, notably for discussion and follow-up of training plans, economic and or social organization situation, HSE, etc. ✓ Create working groups for monitoring the implementation of certain matters of collective agreement.	
D.02.03 Encouraging employees associations	✓ Create a space conducive to access to and operation of trade unions ✓ Provide information and documentation, on time, the collective representation structures for workers. ✓ Allow employees access to trade union training, e.g. anticipation of the leaving time. ✓ Disseminate the applicable collective agreement, the grantors unions and membership mechanisms.	✓ Utility ratio of hours for the development of associative activities.

DO (D) - STEP D.03 – GOOD GOVERNANCE

REQUIREMENT	HOW TO	INDICATORS
D.03.01 Mechanisms to ensure equity of shareholders' rights, in particular the participation of small shareholders	✓ Identify the form and frequency of small shareholders to participate in the assemblies ✓ Determine and communicate the guarantee of the CEO to receive in a meeting and/or respond to all small shareholders who request this in writing.	✓ Percentage of small shareholders present in meetings (compared to total number of shareholders). ✓ Percentage of meetings between the CEO and the small shareholders (compared to total requests of small shareholders) ✓ Number of requests for information and/or suggestions sent to the organization by small shareholders
D.03.02 Governance structure and mechanisms to promote the transfer, clarity and knowledge of rules, procedures, processes and creation of communication	✓ Publish and disseminate the processes and rules that drive the performance of employees internally and externally. ✓ Develop tools and formal or informal communication forms of voluntary and proactive reporting.	✓ Number of runs and/or mailings ✓ Disclosure site (e.g. intranet, internet, newsletter, panel).

mechanisms relating with CSR		
D.03.03 Top management responsibility to comply with requirements, standards, defined documents and policies	✓ Identify a senior management responsible for CSR ✓ Establish a connection between the additional incentives to pay the highest office management and environmental and social objectives. ✓ Identify specific responsibilities for senior management in accordance with the objectives and established action plan.	✓ Value prizes awarded according to the fulfillment of the objectives set for the integrated performance of the organization.
D.03.04 Management of changing situations and/or organizational restructuring (requirements, risk management, support structures) and set policies	✓ Disclose transparently the objectives and effects of the changing process. ✓ Develop a space for answering questions.	✓ Interviews with responsible persons. ✓ Meetings with departments. ✓ Minimum reporting period to employees related with operational changes, including those that are specific to work agreements.
D.03.05	✓ Establish procedures to	✓ Available information on

Management of economic, environmental and social impact in relation to high dependence on suppliers	manage in a responsible way, the relationship with suppliers. ✓ Conduct training and awareness to suppliers to help them mitigate social and environmental risks. ✓ Comply with the agreements made, particularly in relation to the payment terms.	investment and on revenue distribution.

DO (D) - STEP D.04 - DIALOGUE WITH STAKEHOLDERS

REQUIREMENT	HOW TO	INDICATORS
D.04.01 Involvement with stakeholders	✓ Implement mechanisms that will enable to listen expectations and know the opinion of stakeholders about the organization.	✓ Number of surveys. ✓ Diagnosis actions. ✓ Transposition of the relevant factors, identified as by stakeholders, to the management indicators.
D.04.02 Incorporation of stakeholders needs	✓ Evaluate engagement results. ✓ Incorporate in the objectives and goals of the integrated management, the most relevant aspects mentioned by the stakeholders.	✓ Number of indicators created from the results of the dialogue with stakeholders analysis.

DO (D) - STEP D.05 - VALUE CREATION

REQUIREMENT	HOW TO	INDICATORS
D.05.01 Research and development promotion	✓ Promote internal and external debate to identify suggestions and alternatives for the existing processes and forms of goods and/or services production. ✓ Rewards viable and useful ideas.	✓ Existing channels for debate and collect suggestions ✓ Number of changes implemented as a result of the suggestions made. ✓ Suggestions register. ✓ Value of innovation prizes.
D.05.02 Selection and evaluation of suppliers products and/or services based on CSR requirement practices	✓ Include in the selection and evaluation process suppliers, requirements such as: - Code of conduct / suppliers principles. - Respect for Human rights warranty - Other social responsible practices.	✓ Number of contracts with CSR requirements. ✓ Number suppliers evaluations (which include CSR principles).
D.05.03 Measures to ensure clarity and political criteria investment and distribution	✓ Identify a set of CSR criteria for its policy Investment.	✓ Available information on investment held and on distribution revenues.

DO (D) - STEP D.06 - HUMAN RESOURCES

REQUIREMENT	HOW TO	INDICATORS
D.06 .01 Recruitment and selection of employees non-discriminatory, transparent and with appropriate standards	✓ Develop and distribute a skills profile for each job level. ✓ Previously disclose the selection and recruitment criteria. ✓ Disclose job openings by providing all the information necessary on the application and the selection process interested workers. ✓ Provide the results of recruiting to all candidates. ✓ Full respect for personal rights.	✓ Number of men/women by professional category. ✓ Number of employed persons: - Coming from ethnic minorities. - With disability. - Older. - Long term unemployed.
D.06.02 Wage clear policies, transparent and socially fair (salaries and benefits)	✓ Enable access to pay slips of all the organization. ✓ Establish clear rules in the allocation of supplementary benefits to basic payment, including participation profit sharing, annual bonus and allowances. ✓ Proceed to correct wage discrimination that may exist	✓ Salaries by category. ✓ Benefits by category.

	with order to bridge the gender payment gap. ✓ Demonstrate the link between wage policy and performance ratings. ✓ Equal payment for men and women.	
D.06.03 Career management	✓ Disclose, in the employee admission, the rise career possibilities and form of professional development. ✓ Establishment of mechanisms to gauging employee's expectations regarding its career progression. ✓ Job creation in areas where men and women are represented. ✓ Avoid female preference for part-time work. ✓ Ensure the continued career after long absences (e.g. motherhood, caring for family members). ✓ Ensure women's access to authority bodies. ✓ Avoid horizontal (different	✓ Percentage of employees promoted by year (by automatic mechanisms and performance evaluations). ✓ Percentage of men and women in management positions of high responsibility. ✓ Percentage of men and women in the organization boards. ✓ Number and percentage of employees who left the organization voluntarily or by dismissal. ✓ Existence of questionnaires addressed to employees in order to gauge the satisfaction with career progression.

	professions) and vertical (different sectors) segregation.	
D.06.04 Development of skills, qualifications and training throughout life	✓ Establish annual or multi-annual training plans covering more than 10% of employees, according to the skills that the organization needs to strengthen its competitiveness. ✓ Provide to employees an opportunity to submit thematic training proposals. ✓ Accomplish partnerships with training organizations, schools and universities, for cost reduction. ✓ Encourage employees to participate in congresses, seminars, workshops, etc. (minimum number required by law).	✓ Number of training hours per employee. ✓ Percentage of employees who received training in the year. ✓ Number of training hours per professional category. ✓ Number of training hours per subject area. ✓ Existence of vocational training plans.
D.06.05 Supplementary mechanisms of social protection	✓ Set supplements for sick pay. ✓ Establish professional sick pay supplements or work accident. ✓ Establish pension supplements for disability or	✓ Number and mount of benefits granted by organization, which are not required by law. ✓ Percentage of employees who are given these benefits. ✓ Organization's annual

	old age. ✓ Establish survivor's pension supplements.	investment in benefits.
D.06.06 Measures to ensure employability and job security	✓ Implement continuous training actions for skills updating. ✓ Promote turnover and versatility. ✓ Accreditation prior learning practices.	✓ Number of targeted training for low-skilled employees. ✓ Existence of internal learning accreditation systems. ✓ Volume of training given to employees no connected directly to functional contents.
D.06.07 Measures to ensure health protection, hygiene and security in work (HSE).	✓ Identify for all activities, the associated risks. ✓ Identify prevention and protection measures necessary to minimize the effects of possible accidents. ✓ Promote the participation of employees HSE policy. ✓ Assure your employees training in HSE beyond the legally defined. ✓ Elect representatives of employees for HSE, granting them higher credit hours to legally establish for the	✓ Number of accidents ✓ Number of leaves by occupational accidents. ✓ Number of participants and training hours. ✓ Number of hours and participants in actions sham.

	development of its activities.	
	✓ Create a health insurance for employees, which could be extended to the household.	
	✓ Perform exercises in firefighting and evacuation employees on an annual or biannual basis.	
	✓ Perform sensitization and awareness actions for prevention and correct use of equipment, personal protection, lifting loads, postures work, use of equipment and machinery.	
	✓ Encourage physical activities, by creating partnerships with gyms and making lunch time flexible.	
	✓ Promote stress management and individual relaxation programs and support adequate food programs.	
	✓ Support programs to quit smoking.	
	✓ Promote the holding of regular medical examinations and other screenings beyond	

	those provided legally. ✓ Create a work environment that takes into account ergonomic issues (e.g. illumination, ventilation, equipment and what are legal requirement, material handling, arrangement physical workplaces, labor requirements and repetition factors such as, vibration, force and static posture).	
D.06.08 Measures that promotes employees accountability, motivation, creativity, innovation, valuing their contributions	✓ Create one formal program of suggestions and ideas to improve organization performance, rewarding the best ideas actually implemented.	✓ Number of received ideas. ✓ Number of implemented ideas.
D.06.09 Subcontractors precarious control	✓ Promote appropriate contractual relationships with the performed functions. ✓ Verify compliance with the	✓ Number of precarious contracts turned into indefinite employment. ✓ Percentage of employees

	formal commitment of the subcontractor entities with CSR requirements (ensure compliance).	and independent contractors. ✓ Percentage of fixed-term contracts and average duration of the same.
D.06.10 Clear policy on standards and flexible work schedules	✓ Set clear criteria for working hours, and in the case these changes involve increased expenses for employees, reward -the economically (e.g. food, transportation, childcare, leisure activities). ✓ Organize a collective system of flexible working, admitting several arrangements for working hours. ✓ Provide the employee the option of one or more hour's arrangements. ✓ Organize working time basis monthly, six-monthly or yearly, within the limits of negotiation process with the employees.	✓ Number of times of change orders by employees satisfied by the organization ✓ Existence of mechanisms and consultation procedures to reviewers. ✓ Average number of days of advance notice for time change. ✓ Percentage of employees with alternating schedules by gender. ✓ Survey on employee satisfaction / on the working hours.
D.06.11 Creating support structures for collaboration under	✓ Try to adopt forms of restructuring that do not involve reduction staff, taking into account the interests of	✓ Number of created support structures. ✓ Number of training hours given.

legitimate processes of restructuring and redundancy	all stakeholders in restructuring and dismissal.	✓ Number of former employees.
	✓ Participation of all affected members through an open consultation process.	✓ Number of hours granted for seeking a new job.
	✓ Adopting measures to ensure the inclusion employees.	✓ Number of meetings with employees and trade unions.
	✓ Survey of the situation of employees and their needs for their social and professional reintegration.	
	✓ Definition of multiple responses implementing the research of employment programs, own businesses and active retirement.	
	✓ Development of vocational training addressed to employees, sponsored by the organization for the retraining contributing for the enrichment of its competitiveness in the labor market.	
	✓ Establish partnerships with public employment agencies, and/or involvement in local employment partnerships	

	and/or inclusion. ✓ Promote the involvement and participation of employees and their representatives in all stage of the restructuring process. ✓ Create actions to promote the development of skills employability, according to specific needs of each employee.	
D.06.12 Promoting ways to balance work and family life	✓ Set flexible working hours for different positions and possible functions. ✓ Promotes flexible schedules to guarantee the fulfillment of the objectives and tasks. ✓ Licenses and other measures to support parenting. ✓ Organization of activities for families of workers. ✓ Develop structures with valences of nurseries, kindergartens, schools or extracurricular activities for children of employees (free or subsidized). ✓ Create services to support	✓ Number of benefits given to employees. ✓ Daycare and/or kindergarten in the workplace. ✓ Reimbursement percentage in the payment of educational expenses of children of employees.

	family life (e.g. affordable dining hall, transport).	
D.06.13 Link between the annual premiums and environmental and social objectives of each employee	✓ Create premiums for all employees indexed to environmental and social objectives.	✓ Volume of allocated premiums of environmental and social nature (total premium volume).

DO (D) - STEP D.07 - EQUALITY AND DIVERSITY

REQUIREMENT	HOW TO	INDICATORS
D.07.01 Diversity management	✓ Set procedures to facilitate and promote diversity: - Allow the exchange religious holidays according to different religions. - Allow the use of tailored clothing with the local culture, ethnicity, etc. - Enable access to cultural events (e.g. local festivities). - Ensure the same rights to homosexual to heterosexual families (e.g. support for family sickness, vacation).	✓ Number of granted or exchanged days for celebration of cultural or religious holidays. ✓ Number of homosexual couples with the same rights as heterosexual couples.
D.07.02 Implementing measures to ensure that the organization fighting and does not engage in any form of discrimination	✓ Develop a human resources policy that determines the absence of any form of discrimination in all actions related to employees life. ✓ Prohibit any references or advertising to support the perpetuation of stereotypes and promote discrimination. ✓ Set active policies to fight gender stereotypes and	✓ Drawing up of plans career enabling professional mobility. ✓ Training on diversity.

	discrimination. ✓ Establish objective criteria for recruitment, internal mobility and career advancement in the organization.	
D.07.03 Integration of disadvantaged groups	✓ Identify goals for integrate employees coming from disadvantaged groups.	✓ Percentage of people with disabilities. ✓ Percentage of ex-offenders in organization.

DO (D) - STEP D.08 - PROTECTION AND ENVIRONMENTAL MANAGEMENT

REQUIREMENT	HOW TO	INDICATORS
D.08.01 Investment in sustainable technologies	✓ Investments related to the rational management of energy consumption (e.g. use of renewable energy, smart lighting, environmentally construction techniques that avoid dissipation of unnecessary energy, solar panels for water heating, development of techniques associated to eco-efficiency and energy autonomy). ✓ Investments related to the rational management of water use (e.g. installation of accessories and devices for optimal use of water faucets, automatic irrigation systems, diaphragms installed in cisterns to reduce the amount of water discharged).	✓ Environmental investments made. ✓ Environmental and economic gains resulting from the implementation of sustainable technologies. ✓ Indicators of infrastructure that say about the repercussions caused by environmental facilities of the organization and the logistic production. The use of these indicators has the following objectives: - The efficient use of the production facilities. - The improvement of visual equipment to age and technical installations. -The optimization of transport and associated costs. - The control of local environmental repercussions.

	✓ Investments related to the minimization of emissions of gas effect (e.g. use and maintain a fleet of green vehicles).	
D.08.02 Promotion of environmental projects	✓ Implement measures for the rational management of water consumption (e.g. regular checking routines, location and repair of water leaks, reducing water consumption in the external areas). ✓ Implement measures for the rational management of energy consumption (e.g. incentive initiatives so that the employees turn off the lights and equipment when are not being used, purchase of equipment with eco-label and/or efficiency energy, efficient maintenance of the air conditioning system). ✓ Implement measures to reduce paper consumption	✓ Water consumption evolution per m². ✓ Evolution of consumption water per employee. ✓ Evolution of energy consumption per m². ✓ Evolution of energy consumption per employee. ✓ Evolution of paper consumption per employee. ✓ Evolution of greenhouse gases emissions (GHG). ✓ Waste volume produced by sales and employees. ✓ Destination of waste produced. ✓ Number of substituted raw materials.

	(e.g. print with ecological concerns).	
	✓ Reduction measures of emissions of greenhouse gases(e.g. maintaining a fleet with ecological concerns, incentives for the use of alternative transportation).	
	✓ Implement separation systems, separate collection, recycling and/or recovery, ensuring the elimination of waste in a safe manner.	
	✓ Replace the usual raw materials and resources, with the potential of pollution, with more ecological (e.g. use of recycled or renewable raw materials, use of products that generate less waste).	
	✓ Replace the usual raw materials and resources, with the potential pollution by other low or zero toxicity	

	potential and/or hazardous (e.g. clean using the product high biodegradability rates products, low abrasiveness and flammability). ✓ Reduce the amount of raw materials with pollution potential, used in the supply of products and/or services (e.g. in production processes and/or products and/or services, use the production surpluses for the manufacture of other, whenever possible). ✓ Insert practices and/or technologies in the processes that allow the reduction of the pollution potential at the source (e.g. supply of easy to transport products, in order to monetize the movement of vehicles and reduce eventual emissions of exhaust gases, concern	

	about durability in product development in order to maximize their lifespan and postponing their waste generation).	
D.08.03 Concern for the development of products and/or services that enhance the environmental dimension	✓ Design and develop products and/or services: - Satisfy real needs, rather than respond to ephemeral needs dictated by the market or for fashion. - Promote performance of the products and/or services in order to increase their longevity and to postpone the repair and maintenance needs, by reducing waste arising. - Reduce the consumption of natural resources, including energy and water, and enhances the renewable energy resources to the detriment of non-renewable energy schemes (fossil fuels). - Allow the separation	✓ Number and quality of projects designed from a perspective environmental improvement of products and/or services

	of components from material or product at the end of his life, allowing the reuse and recycling those materials or components (e.g. design for reuse and interoperability action, recovery and recycling). - Exclude at any stage of the product life cycle, the use of materials and/or hazardous products. - Use of cleaner technologies production. - Allow modularity (this way, consumers can carry sequenced acquisitions and adapt products to the needs and can more easily repair modules). - Include environmental information and relevant security, clear, transparent, with regard to products and/or services to organisation designs and/or develops (e.g. user	

	manuals, environmental recommendations, seals and eco-labels, product identification organic).	

D.08.04
 Management of possible situations of environmental emergency
	✓ The analysis of the potential causes of accidents and potential situations of emergency should lead to the preparation of the responsiveness of the organization, which is based on the likelihood of failure or of its causes, the probability of detection, severity of effects, the means available and their effectiveness.
	
	 ✓ The preparation the responsiveness of the organization may include:
	
	   - Preparation of emergency and/or contingency plans.
	
	   - Preparation and posting of evacuation plans and/or meeting points.
	
	   - Organization's
		✓ Drills reports.
		 ✓ Training emergency sessions.
		 ✓ Documentation related to the preparation against possible emergencies.
		 ✓ Response means to emergencies.

	functional structure and resources for emergency (e.g. definition of specific responsibilities, like coordination with internal and external security services). - Preparation of identification procedures, prevention and mitigation of emergency situations related with environmental aspects (measures to be taken in case of an accident and the appropriate means to be used, such as the control strokes, shapes cleaning, firefighting). - Development of methodologies and procedures with responsibilities for assessing the associate impact and restoration of normal conditions, as well as the register of situations	

	occurred and any needs of change of the emergency response capabilities. - Conducting periodic tests of preparation and response to emergencies (simulacrum). - Conducting periodic trainings on emergency actions to employees/ staff. - Good information and signaling situations with danger potential and/or the mitigation means (e.g. identification of storage sites for hazardous materials, with local pressure vessels, with local electrical hazard, extinguishers and kits with absorbent materials for containment of spills).	
D.08.05 Management of the organization's activities and compensation of their impact on climate	✓ Quantify the emissions produced (e.g. associated with travels by plane, car, train, bus, associated with energy consumption).	✓ Plan for reducing GHG emissions. ✓ Impact of the action plan of actions to reduce GHG emissions.

change	✓ Establish a plan to reduce GHG emissions, identifying actions to be implemented.	✓ Number of offset GHG emissions.
	✓ Identify the compensation plan for unavoidable emissions, nullifying their effect on the climate (of all or part of its activities, events such as conferences, concerts or sporting events, products and services), by:	
	- Reforestation of new areas.	
	- Future technological projects.	
	- Direct access to the market (cancellation of licenses and/or reduction certificates through the European Trade Emissions - EU ETS).	
D.08.06 Involvement of workers in environmental issues	✓ Develop awareness and training actions on environmental aspects. ✓ Implement	✓ Number of awareness actions promoted. ✓ Number of participants in actions.

	environmental initiatives, involving the local community, with the active participation of employees. ✓ Establish partnerships with other community organizations, always involving the employees.	✓ Local people involved.

DO (D) - STEP D.09 - DEVELOPMENT OF LOCAL COMMUNITIES

REQUIREMENT	HOW TO	INDICATORS
D.09.01 Promotion and establishing partnerships with local entities	✓ Give organization facilities for the promotion of non-profit organizations or activities of community programs. ✓ Provide structures for the support of local communities (e.g. kindergartens, schools, training). ✓ Promote relations with local entities with the aim of environmental practices and family support. ✓ Establish partnerships with local organizations to provide services to employees and their families (e.g. kindergartens, schools, gyms, supermarkets).	✓ Number of partnerships that the organization has established. ✓ Areas of established partnerships. ✓ Number of actions.
D.09.02 Patronage and donation of products and/or services	✓ Make monetary donations from the organization and employees. ✓ Doe products and/or services for the project and/or nonprofit programs.	✓ Value donated by the organization and/or profit ✓ Number of donation initiatives among the employees. ✓ Volume and type of

	✓ Encourage the employees to conduct food donations, used clothing, furniture, among others.	donated goods and/or services. ✓ Volume and type of products and/or services donated by the employees.
D.09.03 Availability of staff for volunteering	✓ Define a human resource management policy that enables the dispensing of employees to perform volunteer work. ✓ Set financial support to stimulate voluntary work (e.g. donations to specific projects). ✓ Publicly acknowledge of the employees on the voluntary work accomplished. ✓ Promote voluntary corporate actions, giving employees the organizations to develop projects within their sector of activity and/or function. ✓ Involve senior managers, encouraging them to offer their professional and/or personal skills to carry out	✓ Number of employees who participated in volunteering. ✓ Number of employees in voluntary actions by category. ✓ Number of volunteer hours.

	work volunteer during business hours. ✓ Establish partnerships for develop volunteering projects. ✓ Promote volunteer work providing lists of organizations to employees.	

DO (D) - STEP D.10 - SOCIALLY RESPONSIBLE MARKETING

REQUIREMENT	HOW TO	INDICATORS
D.10.01 Measures to ensure that all references made to commercial products and/or services are clear, specific and accurate	✓ Develop documents and information relating to the safety, performance and effectiveness of products and/or services (certification). ✓ Respect the customer, publicizing proven and correct information. ✓ Prohibit the practice of unethical marketing techniques, such as sales by excessive pressure, hype on the product potential and/or service and its performance. ✓ Communicate easily noticeable characteristics of products and services. ✓ Communicate the social and environmental causes by donating a portion or all of the final profit of sales of a product for a period of time.	✓ Number of fines for irregularities in connection with the dissemination of misinformation. ✓ Number of customer complaints by use of the dangerous product. ✓ Number of products with safety information (protection and prevention) in relation to the total number of products. ✓ Number of campaigns related to the security in relation to the total number of campaigns.
D.10.02 Client awareness on	✓ Include environmental information (protection and	✓ Number of promoted campaigns.

issues related to social, issues environmental and safety	prevention) as well as the social conditions in which the product and/or service was developed. ✓ Incorporate on products and/or services advertising information that promotes environmental education. ✓ Promote educational environmental campaigns.	✓ Number of environmental, social and related to integrated security product and/or service informations.
D.10.03 Existence of a marketing communication strategy	✓ Set a marketing communications strategy that demonstrates evidence of concern and respect for consumers in their cultural, socio-economic and demographic dimensions, able to motivate key stakeholders for CSR principles and respecting their interests.	✓ Number of marketing communications examples aligned with the CSR planning set. ✓ Number of integrated marketing communication messages of good CSR practices.
D.10.04 Ethical values of the CSR in the Communication	✓ Check for references to some of CSR principles in corporate communication. ✓ Verify that references to some of CSR principles RSO in product communication and/or organizational services. ✓ Ensure that communication	✓ Number of references to CSR principles in the organization's communication. ✓ Number of messages with stakeholders with reference to CSR principles.

	with stakeholders demonstrates ethical practices of socially responsible marketing, especially to tell the truth, keep their word and respect to CSR principles.	

CHECK (C) - STEP C.01 - ANALYSIS AND EVALUATION

REQUIREMENT	HOW TO	INDICATORS
C.01.01 Implementation of methodologies to monitor, assess compliance with CSR principles against the objectives and their action plans	✓ Define methodologies for complete the action plan ✓ Create systems for assessing the performance of their processes and subsequent measurement if the results are going to meet the objectives and targets set. Can include: - Performance evaluation systems of the processes of the organization (e.g. KPI Matrix - Key Performance Indicators, Tableaus de Bord, Balanced Scorecards) internal and external. - Should establish evaluation indicators for each of the activities identified in the action plan.	✓ Performance evaluation systems of the processes: key performance indicators presenting, for example, a number, could this be a percentage, a fee or a pure number. Examples: - Cost evaluation results and/or social benefit. - Results of the practices and proportion of spending on local suppliers, the relevant operating sites. - Monitoring results of water consumption, energy and raw materials. - Performance evaluation results of employees using, for example, 360 ° System Alignment Skills and feedback.
C.01.02 Assessment and/or audit, evaluation and correction, with	✓ Create methodologies for evaluation and correction of CSR practices, for example the implementation processes of	✓ Program with scheduled audits according to the importance of CSR practices and the results of previous

regard to commitments made under CSR	the internal audit, performed: - With appropriate frequency to the nature of activities (including subcontractors), their significant aspects of CSR and the results of previous monitoring (it is expected that a higher frequency of falls audits of activities most critical or whose performance has proved less positive). - By elements with the appropriate skills, belonging to different functional areas, ensuring independence. ✓ Methodologies and responsibilities for assessment, evaluation and correction of CSR practices can be documented in written procedure.	audits. ✓ Evidence (records) conducting periodic internal audits and monitoring of the results (e.g. defined, implemented and evaluated corrective action, senior management communication) ✓ Documented procedure that describes the audit process and the responsibilities associated with it and the qualifications required for the audit team.

ACT (A) - STAGE A.01 - SYSTEM REVIEW RSO MANAGEMENT

REQUIREMENT	HOW TO	INDICATORS
A.01.01 Review of CSR management system	✓ The review should include: - Communications with stakeholders, including complaints. - Results of audits and evaluations in compliance with the requisites that the organization subscribes. - Performance of the organization and the degree of compliance with the objectives and goals (including environmental, economic, health, hygiene and CSR). - Determination of cause (s) of established deviations, implementation of appropriate actions to the magnitude of the problems identified and monitoring of its impact in order to assess their effectiveness. - Assessment of improvement opportunities. - Need for changes to the	✓ Minutes and/or revision report prepared by management.

	management system, including the commitments, objectives and developments in the requirements.	

ACT (A) – STAGE A.02 – COMMUNICATION OF RESULTS WITH THE INTERESTED PARTIES AND HIS INVOLVEMENT IN REVIEW PROCESS

REQUIREMENT	HOW TO	INDICATORS
A.02.01 Adoption and maintenance of methodologies to communicate regularly to all stakeholders, data and other information related with performance against the requirements	✓ Feedback systems in relation to the evaluation results of employees performance, serving as support in the implementation of its duties and/or responsibilities in the development of activities and achievement of established criteria, as well as viewing and correcting any discrepancies. ✓ Communication reporting to stakeholders. ✓ Social report. ✓ Feedback systems in relation to the performance evaluation results of suppliers and their request for initiation of corrective actions, if applicable.	✓ Publication of CSR reports. ✓ Publication of results of consultations with stakeholders in the organization's website. ✓ Feedback on performance of suppliers.

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GLOSSARY

3 R's – Recycle: Recycling is a process of transformation waste products or raw materials into something new.

3 R's - Reduce: The first rule is to reduce the quantity of waste produced through the purchase of a pick-resistant materials and packaging for which there is a package tour of recycling. Organisations should produce less waste, making packaging smaller, with less expenditure of energy and natural resources.

3 R's – Reuse: Reuse means to use more than once a particular product.

Accountability 1000: Standard to improve accountability, and thus the performance, created in 1999 by the Institute of Social and Ethical Accountability. It is based on dialogue with stakeholders and promotes the quality of the responsibility and social ethics, auditing and communication of CSR.

Balanced Scorecard: Strategic management instrument for the organizations to adopt methodologies to check its performance, to create an integral vision of the organization and its current situation. Within the scope of this instrument it's the search for balance between the different organization perspectives: financial, from customer, internal processes and employees.

Benchmarking: Systematic process of comparing products and services with the competitors. The aim is to know, and if possible, to incorporate what others are doing better.

Certification: Numeric expression or qualitative, which measures the results of assessments. In general is provided in the form of reports issued by specialized institutions.

Code of Conduct: Code used to guide the attitude of employees internally and externally to guide the actions of subcontractors/suppliers.

Code of Ethics: Formal code that sets unique and general objectives that the organization intends to achieve and pursue internally and externally, taking into account the various stakeholders. It comprises the system of values and commitments of the organization and by its members.

Consumer: Person or organization that acquires a product or service for own use.

Corporate Governance: System to manage, direct and control actions. Intends to promote transparency, fairness and organizational responsibility.

Customer: Person or organization that is affected by the process, namely who acquires or uses a product or service. One of the basic methods for identifying customers is to follow the product to see who is affected by it.

Eco-Efficiency: Process of producing economically competitive goods that bring quality of life and the satisfy human needs reducing the environmental impact along its life cycle, to a level compatible with the capabilities of earth regeneration, e.g. creates more value with less negative impact.

Ecology: Branch of life sciences that studies the relationships of living organisms between itself and its physical environment.

Environmental Audit: Regular and systematic assessment for the purpose of verifying if the organization has implemented effectively its environmental

management system, and it satisfies with the statutory provisions and allows to achieve the environmental objectives set by the organization.

Environmental Management: Part of the management system of the organization that includes organizational structure, planning activities, responsibilities, practices, procedures, processes and resources for developing, implementing, achieving, analyzing critically and to maintain its environment policy, based on the ISO 14001 standard.

Ethics: Set of principles and values that guide the action of an individual or organization. Ethics is the basis of Corporate Social Responsibility expressing itself through the principles and values adopted by the organization.

External Customer: Person or organization that receives or buy and use a product or service and is not part of the team of that organization.

Globalization: Global integration of all organizational activities. It is a more advanced stage of internationalization, in which processes are organized on a global scale.

Green Book: Promotes a broader public debate, about how the EU should promote CSR at European and international level.

GRI (Global Reporting Initiative): International initiative in which a number of participating companies, NGO's, consultancies and universities are interested in developing a framework of rules for organizations concerned with development sustainable. Its purpose is to define guidelines for the organizations to develop sustainability reports where economic, social and environmental performance activities, products and services are communicated.

Guidelines: General rules of a permanent nature that guide decision making in several aspects of the organization, determining priorities and focus efforts in major importance projects.

Internal Customer: Person or work unit, which receives the product or service supplier within the organization.

International Labor Organization: Created in 1919 to defend workers' rights and improve their quality of work life. Part of the United Nations and currently has more than 150 associated nations. Responsible for the International Labor Law holds conventions, binding and ratification by its members, as the Fundamental Principles and Rights at Work.

ISO (International Organization for Standardization): Entity responsible for international standards in all technical fields, with the exception of electricity and electronics.

ISO 14000: Set of rules that require the creation of an environmental management system which monitors permanently the environmental impact of its activities.

ISO 9000: Set of international quality standards on appropriate management and quality assurance.

KPI Matrix (Key Performance Indicators): Performance indicators matrix to measure the organizational strategic objectives. Whatever the indicators defined they must reflect the organization's objectives correspond to the success key points and be measurable.

Medium Organization: Has less than 250 employees, a turnover less than or equal to 50 million euros and a balance (or the total asset value) less than or equal to 43 million euros.

Micro Enterprise: Has less than 10 employee, a turnover equal to or less than 2 million euros and a balance (or the total asset value) equal to or less than 2 million euros.

Mission: Organization's commitment and duty to society. The reason for its existence.

NGO (Non-Governmental Organization): Nonprofit association devoted to various activities (e.g. social solidarity, cooperation and development, heritage conservation, environmental protection). In the area of social responsibility, NGO's take on increasing weight in the international scene, mobilizing public opinion.

OHSAS 18000: Guide to implement safety and occupational hygiene management systems.

Organization: General term used to describe, for example, an entity, company or institution.

Partners: People or organizations with a special relationship and narrow.

Patronage: Financial incentive given by individuals through donations, to public or private organizations that develop relevant actions in several areas (e.g. social, cultural, environmental, scientific).

Principles: Values and beliefs representative of what is believed to be correct and fair.

Process: Set of distinctive tasks, interconnected in order to fulfill a mission. A gathering process is defined, grouping all tasks sequentially in order to obtain a result, good or service. That is to say a process consists of people, equipment,

procedures or methods, information on the process or action, environmental conditions, combined to generate a product (or service).

Provider: Person or organization that provides resources to a process.

Renewable Energy: Energy produced by sources that are not depleted (e.g. solar, wind, tides, geothermal).

Risk Management: Coordination and risk analysis process inherent in to organizational activities.

SA 8000: First standard aimed at improving working conditions, covering the labor rights and certifying compliance with these by independent auditors. The standard follows the ISO 9000 and ISO 14000, which eases deployment for organizations already familiar with this system.

Small Business: Has less than 50 employees, a turnover less than or equal to 10 million euros and a balance (or the total asset value) less than or equal to 10 million euros.

Social Audit: Systematic assessment of the social impact of an organization in relation your expectations or standards such as compliance with international standards work.

Social Report: Tool that allows you to diagnose key performance indicators regarding social, economic and environmental performance of the organization. Promotes transparency and enhances dialogue with all stakeholders (e.g. employees, customers, shareholders, community suppliers, government, society in general).

Social Responsibility Report: Compilation of information from financial, environmental and social issued, normally each year, which has

become an increasingly common practice among organizations, by measuring the same comparative indicators.

Social Responsibility: Voluntary donation from the organizations to achieve the objectives of a sustainable development.

Socially Responsible Investment: Integration of social, ethical and environmental factors within investment decisions.

Stakeholder: English name used to describe all stakeholders, i.e. any individual or group that may affect the organization through actions and/or opinions and that is affected by it. They are all "Actors" (e.g. employees, customers, suppliers, shareholders, directors) and "observers" (e.g. state, trade unions, media) and civil society (e.g. local, regional associations).

Standard: Document that formalizes a set of usage rules, related to the characteristics of a product or a method, compiled in order to standardize and ensure its operation and safety. What is established as a basis for the implementation or evaluation. Same as principle, rule or law.

Strategy: Set of general policies to achieve predefined hierarchical objectives, interconnected and coordinated throughout the time, in a medium or long term period.

Sustainability: Broad term for all human activities aimed at enforcing the needs fulfillment of the present generation without affecting the ability of future generations to meet theirs.

Sustainable Consumption: Efficient use of resources that does not compromise the natural capital for future generations.

Sustainable Development: Generic term which implies a broad development and that should be applied only to the development activities.

Values: Ethics and conduct concepts adopted by individuals and organizations.

Volunteering: Intention of one or more individuals to do something to help others, without any economic return.