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Creating Shared Value@Vet

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CREATING SHARED VALUE @VET

**BASELINE REPORT
of
Corporate Social Responsibility
Author: CSV-Team**

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1. PREFACE

Dear Reader,

the CSV - Reference Guide produced by **FA-Magdeburg** from Germany, **Institute Of Entrepreneurship Development (IED-GR)** from Greece, **Zavod Za Izobrazevanje In Kulturo Crnomelj Zik** from Slovenia, **For a Better World (DIDI-TR)** from Turkey, **Instituto de Tecnologias Avancadas para a Formaço Lda (ISTEC-PT)** from Portugal, **Liceul Tehnologic "Alexandru Domsa"**; (LTAD-RO) and **RoGePa SRL** from Romania, **Lodzka Izba Przemyslowo-Handlowa (LCIC-PL)** from Poland and **Zavod Za Izobrazevanje In Kulturo Crnomelj Zik (ZIK-SL)** from Slovenia as part of the „Creating Shared Value@Vet” Erasmus Plus Project, funded by the German National Agency, focuses on CSR (Corporate Social Responsibility) practices. The CSV - Reference Guide is based on a combination of desktop research and interviews conducted with companies and stakeholders in partners’ countries.

According to the EU definition, CSR involves companies integrating social and environmental concerns into their business operations and interactions with stakeholders on a voluntary basis. The definition emphasizes that CSR encompasses both social and environmental issues, should be integrated into business strategy and operations, and is a voluntary concept. Additionally, CSR involves how enterprises interact with their internal and external stakeholders, such as employees, customers, neighbours, non-governmental organizations, and public authorities.

This CSV - Reference Guide highlights the potentials of CSR/ CSV as a tool which could benefit the private sector besides creating the opportunity for sustainable development. By underlining the importance of Creating Shared Value in the attainment of sustainable development in related countries, this analysis could be used as a guide on CSR by several different actors ranging from private sector to government. It not only comprises of a big picture of CSR within the international standards but also deeply explains what CSR is about and what it is not. Information on the factors and conditions affecting the CSR practices and recommended future activities to shape the approach to CSR in related countries could also be found in this publication.

CSR has become such an important and popular concept along with the rise of the importance of sustainable development in the world. It has become clear to the business world that sustainable development is no longer only concern of governments and related NGOs, they should also immediately start concerning about the sustainability of resources and human development along with their financial sustainability. In this sense, establishment of multi-stakeholder dialogues and partnerships among all these actors has also become extremely important.

CSR and sustainable development could no longer be thought as two separate concepts anymore; it has become apparent that the latter could not be achieved without a proper CSR approach from the private sector.

This report can be useful for Companies, Organizations and Educational Institutions (mostly VET Providers), but also for freelancers, researchers, policy makers and other stakeholders interested in the topic.

We sincerely hope that you would find this piece of work beneficial and contributory to your perception of the relationship between CSR and sustainable development!

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2. INTRODUCTION

The „Creating Shared Value@Vet“ Erasmus Plus Project, has produced a report on CSR, based in local context of each partner. This report is intended to provide information on CSR practices in Germany, Slovenia, Turkey, Romania, Greece, Portugal and Poland, and it is based on the outputs from desktop research, interviews with companies and stakeholders.

Creating Shared Value (CSV) is a concept that was developed by Michael Porter and Mark Kramer. It emerged as a response to the limitations of traditional approaches to corporate social responsibility (CSR) that often viewed social and environmental initiatives as separate from core business activities. Porter and Kramer proposed a new perspective that integrates social impact with business strategy.

The concept of CSV was first introduced in an article titled "Creating Shared Value" published in the Harvard Business Review in 2011. In the article, Porter and Kramer argued that businesses should seek to create economic value in a way that also generates social value. They emphasized the importance of aligning business goals with societal needs, highlighting that addressing social challenges can lead to new market opportunities and long-term business success.

CSV suggests that businesses can simultaneously pursue profitability and social progress by identifying and addressing societal issues through their core business operations. By creating shared value, companies can contribute to the well-being of communities and address societal challenges while also driving their own economic growth.

There are three key principles of CSV:

- Re-defining the purpose of a company: A company should not just focus on maximizing shareholder value, but also aim to create social and environmental value.
- Focusing on the intersection of business and social needs: A company should identify the social and environmental challenges that are relevant to its business and develop strategies to address them in a way that creates economic value.
- Creating shared value through innovation: A company should use its core competencies and expertise to create innovative solutions that address social and environmental challenges, while also creating economic value.

However, the concept of corporate social responsibility refers to a company's obligation to operate ethically and sustainably, considering its social, ecological and economic impact on various interest groups. It is integrated beyond the legal requirements into a company's business processes and interactions with stakeholders. Its approach goes beyond a company's short-term profit goals and encourages it to actively contribute to the well-being of society and the planet. CSR initiatives can include responsible business practices, environmental stewardship, philanthropy, community engagement, employee wellbeing, ethical sourcing and more.

The specific scope and activities may vary from company to company, but the underlying principle is to balance commercial success with social and environmental responsibility.

According to the EU definition, CSR is defined as follows:

A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.

- The above EU definition of CSR highlights the important aspects of the concept that, despite the English term corporate social responsibility, CSR covers social and environmental issues.

CSR is not or should not be separate from business strategy and operations, but it is about integrating social and environmental concerns into business strategy and operations.

CSR is a voluntary concept.

Another important aspect of CSR is how enterprises interact with their internal and external stakeholders (employees, customers, neighbours, non- governmental organizations, public authorities, etc.).

In the CSV - Reference Guide, the CSR concept is primarily based on the management of, and response to, social, environmental, broader eco-nomic and ethical issues – and the extent to which businesses are responsive to stakeholder expectations on these issues.

Corporate Social Responsibility, or CSR for short, is about a company's responsibility for society in the sense of sustainable business practices. CSR refers to a company's responsibility for its impact on society. This includes social, environmental, and economic aspects, as for example outlined in the internationally recognized reference documents on CSR, chief among them the fundamental ILO declaration on multinational enterprises and social policy, the OECD Guidelines for Multinational enterprises, the UN Guiding Principles on Business and Human Rights, the UN Global Compact and ISO 26000. More specifically, CSR for example involves fair business practices, staff-oriented human resource management, economical use of natural resources, protection of the climate and environment, sincere commitment to the local community and also responsibility along the global supply chain.

Since its introduction, the concept of CSV has gained significant attention and has been applied in various industries and regions around the world. It has influenced the way businesses approach corporate social responsibility and has encouraged a shift towards more strategic and integrated approaches to social impact. The specific scope and activities may vary from company to company, but the underlying principle is to balance commercial success with social and environmental responsibility.

Here are some related themes and areas of focus (in Germany):

Sustainability: Germany places a strong emphasis on sustainable development and environmental responsibility. Companies in Germany often prioritize sustainability practices, such as reducing carbon emissions, promoting renewable energy, and implementing eco-friendly manufacturing processes.

Social Impact: German companies actively engage in social initiatives and contribute to the welfare of society. They support various causes such as education, healthcare, poverty alleviation, and promoting diversity and inclusion in the workplace.

Corporate Governance: Germany has a well-developed corporate governance framework that emphasizes transparency, accountability, and responsible business practices. Companies in Germany adhere to principles of good governance, including ethical conduct, shareholder rights, and effective board oversight.

Responsible Supply Chain: German companies place importance on ensuring responsible practices throughout their supply chains. This includes promoting fair labour practices, ensuring worker safety, and monitoring environmental impacts within their supply chains.

Stakeholder Engagement: German companies recognize the importance of engaging with stakeholders, including employees, customers, communities, and NGOs. They actively seek feedback and collaborate with stakeholders to address social and environmental issues effectively.

Social Entrepreneurship: Germany has a thriving social entrepreneurship sector, where businesses are driven by a social or environmental mission. These enterprises combine business principles with social objectives to create positive change in society.

Reporting and Transparency: German companies often publish sustainability reports to disclose their CSR activities and performance. These reports provide transparency and accountability, allowing stakeholders to assess a company's social and environmental impact.

Collaboration and Partnerships: Collaboration between businesses, NGOs, and government entities is common in Germany to address social and environmental challenges. Public-private partnerships and initiatives foster collective efforts to achieve sustainable development goals.

It is important to note that CSR practices can vary across companies and industries in every country. While some companies may have comprehensive CSR strategies, others may focus on specific areas based on their industry, values, and stakeholders' expectations.

3. BACKGROUND WITH ANALYSIS OF LOCAL CONTEXT

I. Germany

Over the past 70 years, Germany has undergone significant developments in the realm of Creating Shared Value (CSV). Here are some key aspects to consider:

Sustainable economic development: Germany has evolved into a leading economy while increasingly emphasizing sustainability and social responsibility. Numerous companies have adjusted their business models to incorporate social and environmental considerations.

Legal framework: The Federal Republic of Germany has introduced several laws and regulations to compel companies to integrate social and environmental factors into their business practices. These include the CSR Directive Implementation Act and the Sustainability and Diversity Enhancement Act.

Sustainable energy transition: Germany has set the goal of achieving a largely carbon-neutral energy supply by 2050. This has led to a strong focus on renewable energy and energy efficiency. Many companies have invested in this area and developed innovative solutions.

Corporate social responsibility: Over the years, German companies have become increasingly engaged in social issues. This is manifested through initiatives such as creating jobs for disadvantaged population groups, promoting educational programs, or supporting non-profit projects.

Sustainable business practices: German companies place increased emphasis on sustainable procurement, resource efficiency, and environmentally friendly production. Many companies have implemented environmental management systems and pursue comprehensive sustainability strategies.

Dialogue and collaboration: Germany has various platforms and initiatives that foster dialogue among businesses, government, and civil society. This collaboration helps promote the exchange of best practices and finding common solutions to societal challenges.

These developments demonstrate that Germany has made significant progress in Creating Shared Value over the past 70 years. Both on a legislative level and in business practices, a stronger awareness of social and environmental responsibility has been established. However, there are still challenges and room for further advancements to drive sustainable and socially responsible economic development.

In general, it can be seen that CSV awareness and practice is growing across Europe as a whole. Many European countries have created legal and cultural frameworks to encourage companies to take on social responsibility. Awareness of the importance of sustainability and social responsibility continues to grow, and there is a growing exchange of best practices and collaboration between countries.

The development of awareness of Creating Shared Value (CSV) has been particularly encouraged in Germany by the legislative framework. Compared to some other European countries, Germany has introduced very ambitious legal requirements for companies regarding CSR and sustainable business. The European

Union's CSR Directive was implemented swiftly in Germany and goes beyond the minimum requirements. This promotes a higher level of transparency and accountability in Germany.

In addition, there is a strong cultural awareness and tradition of social commitment and co-determination in Germany. The importance of social responsibility and sustainable action is highly valued in society and is thus particularly reflected in consumer attitudes and demand for sustainable products and services.

The corporate structure in Germany has a strong industrial base with a considerable number of medium-sized companies. These often have a long tradition and close ties to the community. Particularly in the SME sector, they are integrated into regional networks and thus have strong ties to their employees and the local environment. This can have a positive effect on the implementation of CSV as well as on the willingness to assume social responsibility.

German companies are generally very good at reporting their sustainability performance. This is reinforced by growing pressure from investors, customers and other stakeholders to provide information on social and environmental impacts. A diverse and independent press ensures the quality of sustainability reporting in Germany is often among the best in Europe.

Generally, Germany:

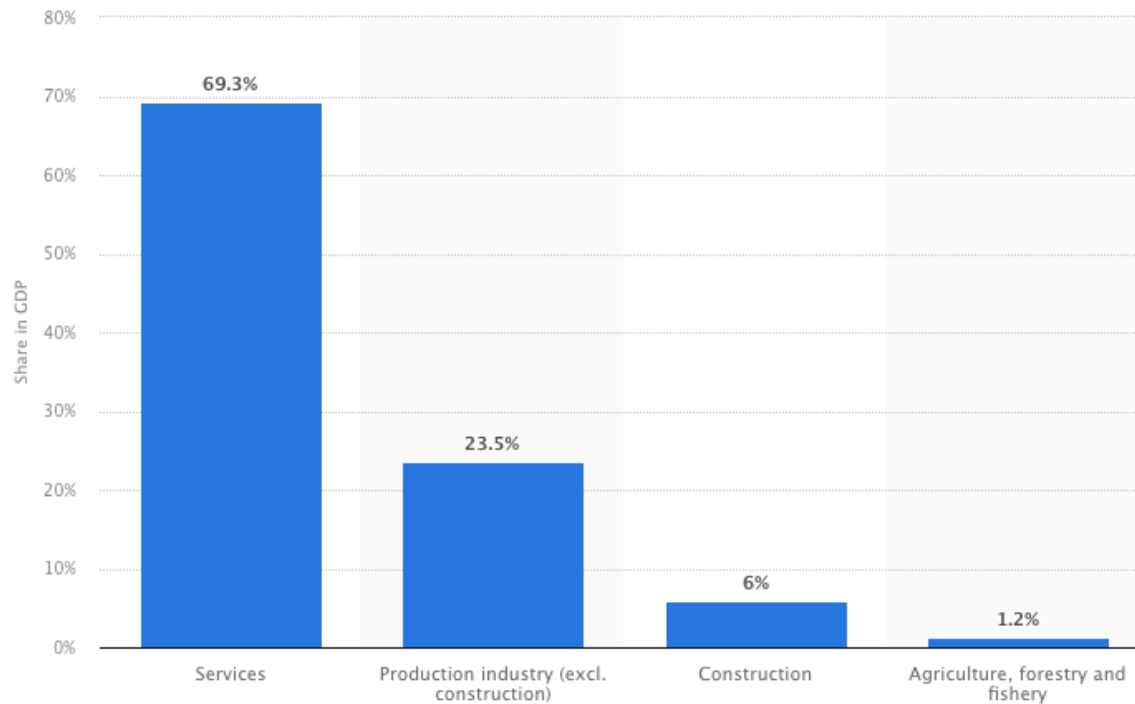
- **is known for its strong commitment to sustainability.** Topics related to sustainable business practices, renewable energy, circular economy, eco-friendly initiatives, and reducing carbon footprint are commonly discussed.
- **places importance on social issues such as diversity, inclusion, and social welfare.** Topics related to fair employment practices, gender equality, equal opportunities, social integration of marginalized groups, and corporate philanthropy are often explored.
- **emphasizes ethical behaviour and responsible business conduct.** Topics related to business ethics, anti-corruption measures, transparent governance, supply chain responsibility, and fair-trade practices are commonly addressed.
- **values stakeholder engagement and collaboration.** Topics related to engaging with employees, customers, communities, NGOs, and government entities for mutual benefit, as well as multi-stakeholder partnerships and dialogue, are often discussed.
- **emphasizes transparent reporting and disclosure of CSR efforts.** Topics related to sustainability reporting, non-financial reporting, CSR communication, and assurance of sustainability performance are of interest.
- **has a thriving social entrepreneurship ecosystem.** Topics related to social innovation, social enterprises, impact investing, and social entrepreneurship support initiatives are frequently explored.
- **recognizes the importance of sustainable supply chains.** Topics related to responsible sourcing, supplier engagement, traceability, labor rights, and environmental impact assessment in supply chains are discussed.
- **is active in promoting sustainable finance and responsible investment.** Topics related to green finance, sustainable investment strategies, ESG

(Environmental, Social, and Governance) integration, and impact measurement and reporting in finance are relevant.

Sector Overview

Germany generates its largest gross domestic product (GDP) in several areas significant to the concept of Creating Shared Value (CSV). Here are some of the most important:

- **Industry and manufacturing:** Germany has a strong industrial and manufacturing base, particularly in sectors such as automotive, mechanical engineering, chemicals, electrical engineering, and pharmaceuticals. These sectors contribute significantly to GDP (2022: 23,5% \approx 1,03 Billion €) and provide jobs and value along the supply chain.
- **Services:** The services sector also plays a significant role in the German economy (2022: GDP 69,3% \approx 2,43 Billion €). This includes areas such as financial services, management consulting, information technology, logistics, tourism and healthcare. Service companies help create value for customers, employees and society as a whole.
- **Construction:** This sector in the construction industry generates 6% of the gross value added in Germany. (2022: GDP 6%).
- **Research and development:** Germany has a strong culture of innovation and invests significantly in research and development (R&D). This includes areas such as new technologies, renewable energies, medicine, biotechnology and automation. R&D activities create new knowledge and technologies that have the potential to generate both economic and social benefits.
- **Environmental technology and renewable energies:** Germany has taken a leading role in the development and application of environmental technology and renewable energies. The expansion of renewable energies such as wind and solar power not only has a positive impact on the environment, but also creates jobs and economic opportunities.
- **Education and research:** The German education system has a strong focus on training and research. Colleges, universities, and research institutions play an important role in generating knowledge and training skilled workers who contribute to the country's economic development.



Source: <https://www.statista.com/>

BIP Germany 2022 3869,9 billion

| | |
|-------------------------------|------------------------|
| Automotive industry | €506.2 billion |
| Mechanical engineering | €221 billion |
| Chemical industry | €161.2 billion |
| Electronics industry | €52.3 billion |
| Food and nutrition | €218.57 billion |
| Textile industry | €12.8 billion |
| Plastics industry | €84.9 billion |
| Construction | €175 billion |

It is important to note that these areas should not be viewed in isolation. Rather, there are often reciprocal relationships and synergies between them. However, the mentioned sectors are important drivers of economic growth and have the potential to generate positive societal benefits through innovative approaches and consideration of CSV principles.

Historical Developments

There are historical reasons that contribute to Germany being particularly receptive to Creating Shared Value (CSV).

Some important factors are the establishment of the social market economy after World War II, the emphasis on corporate social responsibility and the balance between economic efficiency and social justice. Germany's unique system of corporate

co-determination allows for dialogue between employees and employers and takes social concerns into account. The strong environmental movement and civic engagement have created an awareness of ecological and social responsibility. In addition, German reunification had an impact on CSV awareness, as integrating the former GDR and addressing social and economic differences required increased cooperation and social responsibility.

These historical conditions have contributed to the concept of corporate social responsibility gaining wide acceptance in Germany.

II. Slovenia

Over the last few decades, Slovenian corporate responsibility has undergone significant transformations, reflecting the changing societal expectations and global trends. In the early years following Slovenia's independence in 1991, corporate responsibility was primarily focused on compliance with legal requirements and ensuring financial stability. However, as the country progressed and integrated into the European Union, Slovenian companies began to recognize the need to align their practices with international standards and best practices.

One notable change has been the increasing emphasis on sustainability and environmental responsibility. Slovenian companies have become more aware of the environmental impacts of their operations and have implemented measures to reduce their carbon footprint, promote energy efficiency, and adopt eco-friendly practices. Many companies have embraced renewable energy sources, implemented waste management systems, and invested in technologies that minimize their environmental impact.

Another significant shift has been the recognition of the importance of social responsibility. Slovenian companies have realized that their success is closely tied to the well-being of the communities they operate in. They have developed initiatives to support local communities, promote education, and contribute to social causes. Companies are actively engaging in philanthropic activities, volunteering programs, and partnerships with nonprofit organizations to address social issues such as poverty, education inequality, and healthcare accessibility.

Additionally, there has been a growing focus on ethical business practices and corporate governance. Slovenian companies have recognized the importance of transparency, accountability, and fair practices in building trust with stakeholders. They have adopted codes of conduct, implemented robust corporate governance frameworks, and established internal mechanisms to prevent corruption, bribery, and unethical behaviour. This shift has been supported by regulatory changes and the increasing awareness of the importance of ethical behaviour in the global business arena.

Furthermore, Slovenian companies have also made strides in promoting diversity, inclusion, and gender equality. They have embraced initiatives to create inclusive workplaces, promote equal opportunities, and eliminate discrimination. Efforts are being made to increase the representation of women in leadership positions and to bridge the gender pay gap. This focus on diversity and inclusion not only reflects

changing societal norms but also enhances creativity, innovation, and overall organizational performance.

Overall, Slovenian corporate responsibility has evolved from a compliance-driven approach to a more proactive and comprehensive strategy. Companies are increasingly integrating social, environmental, and ethical considerations into their core business practices. The shift towards sustainability, social engagement, ethical behaviour, and diversity and inclusion reflects the changing expectations of stakeholders and the recognition that responsible business practices are key to long-term success, resilience, and positive societal impact.

Creating shared value (CSV) in Slovenian companies has gained considerable importance as organizations recognize the intertwined nature of their success with the well-being of the society and environment, they operate in. Slovenian companies are increasingly embracing CSV as a strategic approach that aligns business goals with societal needs. By integrating social and environmental considerations into their core operations, Slovenian companies are actively seeking opportunities to generate economic value while simultaneously addressing societal challenges. These companies are adopting sustainable practices that prioritize resource efficiency, minimize waste and reduce their environmental footprint. Moreover, they are investing in local communities through initiatives that promote education, health, and social well-being. By actively engaging with stakeholders, including employees, customers, and communities, Slovenian companies are forging partnerships to co-create innovative solutions that drive social progress and economic growth, thus ensuring the long-term success and sustainable development of both their businesses and society at large.

SECTOR OVERVIEW

The Slovenian Gross Domestic Product (GDP) is composed of various sectors that contribute to the overall economic output of the country and are significant to the concept of Creating Shared Value (CSV). Here is an overview of some key sectors and their contributions:

- **Manufacturing:** Manufacturing plays a crucial role in Slovenia's economy, contributing significantly to GDP. The country has a strong industrial base, with sectors such as automotive, pharmaceuticals, machinery, and electrical equipment being prominent. Slovenian manufacturers are known for their high-quality products and competitiveness in international markets.
- **Services:** The services sector is a major contributor to Slovenia's GDP. It encompasses a wide range of activities, including tourism, finance, retail, transportation, and professional services. Slovenia's picturesque landscapes, historical sites, and cultural attractions have made it a popular tourist destination, driving growth in the hospitality and leisure sectors.
- **Agriculture and Forestry:** Although the agricultural sector's contribution to Slovenia's GDP has decreased over the years, it remains important, especially in rural areas. The country has favourable conditions for agricultural production, including fertile soil and a diverse climate. Agricultural activities include crop cultivation, livestock farming, and viticulture. The forestry sector also contributes to the economy through sustainable timber production.
- **Construction:** The construction sector in Slovenia has experienced fluctuations due to economic cycles. It contributes to GDP through residential,



commercial, and infrastructure projects. In recent years, there has been an emphasis on sustainable construction practices and energy-efficient buildings.

- **Information and Communication Technology (ICT):** The ICT sector has been growing steadily in Slovenia and has become an essential part of the economy. It includes software development, IT services, telecommunications, and e-commerce. Slovenian companies have been active in innovation and digital transformation, contributing to economic growth and job creation.
- **Energy:** The energy sector in Slovenia encompasses electricity generation, distribution, and renewable energy sources. The country has invested in renewable energy projects, such as hydroelectric power plants, wind farms, and solar energy installations. This focus on clean energy contributes to both GDP and environmental sustainability.

HISTORICAL DEVELOPMENTS

Historical developments that influenced Slovenian companies to consider corporate responsibility and creating shared value as important parts of their economy include:

- **Transition from Socialism:** Slovenia underwent a significant transition from socialism to a market economy in the early 1990s. This transition brought about a shift in the business mindset, emphasizing the need for companies to adapt to market demands and compete in a globalized world. As part of this transition, Slovenian companies recognized the importance of responsible business practices to gain a competitive edge and attract investment.
- **European Union Membership:** Slovenia became a member of the European Union in 2004. EU membership brought with it the adoption of EU regulations and directives, which included requirements related to environmental protection, labour standards, and corporate governance. Slovenian companies had to align their practices with these standards, leading to an increased focus on corporate responsibility.
- **Globalization and Internationalization:** The process of globalization and increased internationalization of business activities have exposed Slovenian companies to global markets and international competition. To succeed in this globalized environment, companies realized the need to meet international standards of corporate responsibility and sustainability. This enabled them to build trust with international partners, attract foreign investment, and access global supply chains.
- **Environmental Awareness:** Slovenia is known for its stunning natural landscapes and biodiversity. The country has a strong tradition of environmental awareness, which has influenced the mindset of businesses. Companies in Slovenia recognized the need to protect and preserve the environment, leading to the integration of sustainable practices and environmental responsibility into their operations.
- **Social and Cultural Values:** Slovenian society places importance on social cohesion, fairness, and solidarity. These values have influenced the business culture, encouraging companies to engage in socially responsible activities and contribute to the well-being of communities. The strong sense of social responsibility in Slovenian society has shaped the expectations of stakeholders,

including employees, customers, and the wider public, thereby driving companies to prioritize corporate responsibility.

- **Government Support and Policies:** The Slovenian government has played a role in promoting corporate responsibility through supportive policies and incentives. For instance, the government has implemented various programs and initiatives to encourage sustainable development, social entrepreneurship, and responsible business practices. This support has created an enabling environment for companies to integrate corporate responsibility into their strategies.

III. Turkyie

An overview of Turkish economy over the last three decades highlights high growth and industrialization along with financial market liberalization. Since the early 1980s, Türkiye made efforts for integrating its economy within the global framework and implemented several economic reforms through this end. In contrast to the economic policies of the earlier decades based on the substitution of imports, the 1980s witnessed a shift towards an export-oriented industrialization model with an increased reliance on the forces of market and declining dominance of public sector. Among the primary components of the reforms of 1980s, increasing exports, liberalizing regulations for imports and foreign capital investment, a flexible exchange rate policy, privatizing State Economic Enterprises and deregulation of financial markets might be listed (CBRT, 2002).

When the figures of the year 1980 and 2000 are compared, an impressive increase in the exports is observed such that the level of exports increased ten times and the share of exports to GNP increased from 4.2% to 19.8%. The EU is the main trading partner of Türkiye with 51% of total exports and 45% of imports. Türkiye's other main trading partners are the USA, Middle Eastern countries, Eastern Europe and the CIS nations. There is a change also on the composition of exports with a shift on favour of industrial products compared to agricultural products. In addition to traditional export goods such as textiles and clothing products, iron and steel, glass and ceramics, products such as colour TVs, electrical appliances, motor vehicles and spare parts have been part of exports. Overall, there has been a remarkable growth on the industrial production capacity of the country (DEIK, 2006).

In spite of the structural reforms undertaken on the 1980s, the integration of Turkish economy into the international system has not been fully realized and Türkiye could not fully benefit from this process. Among many factors behind this failure, short-term orientation of economic policies implemented by changing governments and delay of some structural reforms on areas of public finance and public management constitute the priority. Resultantly, huge public sector deficits resulted on a high-inflationary environment throughout the 1990s. From the other way around, external shocks brought about negative circumstances. Increased vulnerability to external shocks due to liberalization of capital accounts adversely affected Türkiye, as it affected other developing economies. The Gulf War in 1990-1991 and Russian Crisis in 1998, for example, resulted on sudden and massive reversals of short-term capital flows (CBRT, 2002).

The economic program that was implemented between December 1999 and February 2001 with IMF for controlling inflation and maintaining macroeconomic balances failed and brought about a significant devaluation on February 2001.

After the crisis of 2001, however, the implementation of a set of impressive structural reforms was initiated and high rates of annual growth were attained at the following

years. A GDP Growth rate of 7.6 was attained on year 2005. In terms of industrial production, the years following 2001 crisis have witnessed a steady increase on production and capacity utilization rates.

The commencement of full membership negotiations with the EU and IMF's consideration of Türkiye as a success story might be listed among those positive developments. Within this framework, for short and medium-term Türkiye is considered to be on the way of steady economic growth (Argüden, 2006).

SECTOR OVERVIEW

With appropriate land and climatic conditions, Türkiye is a main producer of many agricultural products and agriculture is an important sector in Türkiye both in social and economic terms. Although the relative importance of agriculture decreased over time, the sector's share in the Turkish economy and employment is still much greater than the EU average. The sector accounts for 11.6% of GNP in current prices in 2004 and approximately one third of the labour force is employed in the agriculture. As the share of industrial production and services increased in overall national income, the share of agriculture declined dramatically:

The share of agriculture on national income was 26% in 1980, 17% in 1990 and around 11% on 2005. The share in GDP is expected to decline further with an estimation of 10.2% on 2008 (DEIK, 2006).

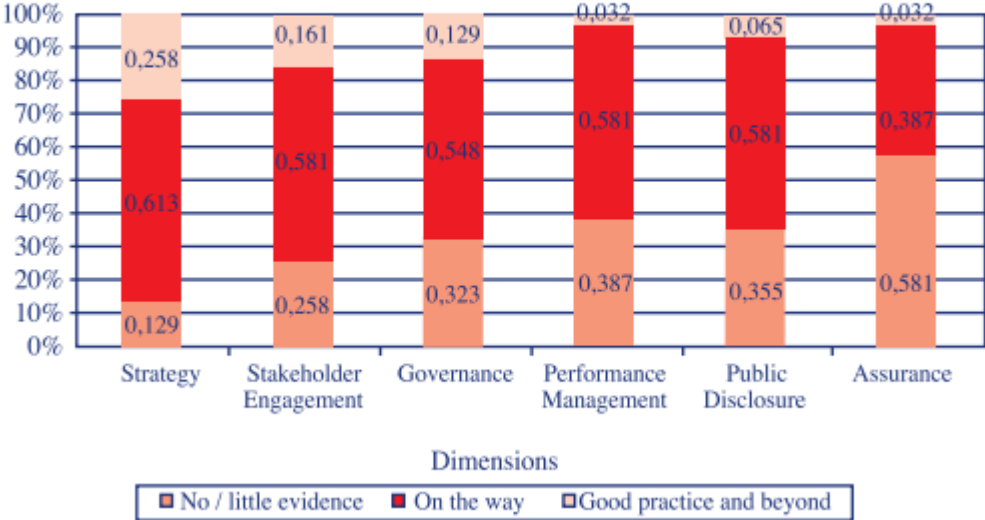
The textiles industry is a sector where Türkiye has a strong comparative advantage with low labour costs and abundant raw materials. The textiles industry is also one of the forerunner industries of the country and the sector especially developed during the 1980s due to export-oriented economic strategies of the era. Textile industry has high contribution to national income since the 1980s until today. According to Istanbul Textile and Apparel Exporters' Association 200 figures, the textiles and clothing industry accounts for 7.8 % of GDP and 19.9 % of industrial production. It is also important to note here that the sector is one of the most sensitive sectors to quality issues with majority of textile companies having ISO 2001 and ISO 9002 certificates and with measures taken to avoid harmful practices to human health in production. Telecommunications market has a total of 17.7 Billion USD in 2005. In 2005, the market witnessed an annual growth of 16%. This growth is the outcome of the new fixed line backbone companies and ADSL systems. Telecommunications market has a size of 21.5 million telephone lines and about 43 million mobile subscribers. The sector is currently exhibiting high growth and over the next decade there is potential for growth in almost all segments. Türkiye has one of the fastest growing IT markets of the world. (DEIK, 2006).

The last two decades have witnessed significant progress in terms of capital markets. Establishment of the Istanbul Stock Exchange in 1986 is one of the important developments which opened stock and bond markets to foreign investors without restriction as to the repatriation of capital and profit. The improvement of macroeconomic indicators after 2002 has brought about better performances for capital markets. There has been a tremendous increase on the value of Istanbul Stock Exchange (ISE) National 100 Index between the years 2002 and 2005, such that it increased to 39,776 from the year 2002 figure of 10,369. The market capitalization for all the companies listed in ISE went up from 33.8 billion USD at the end of 2002 to 163 billion USD at the end of 2005.

In Türkiye's economy, tourism is another considerably large sector. Over the past two decades, a significant growth has been observed within the tourism sector in Türkiye. In the world tourism market, Türkiye accounts for a share of 2.5% and with 15.9 USD billion tourism revenue, Türkiye ranks the eighth country in the world

in terms of biggest tourism revenue according to year 200 figures. Between the years 1983 and 1993, the number of tourists who visited Türkiye increased to 14 million from 1.6 million and the direct tourism revenues increased to 9.7 billion USD from 411 million USD for the same period. In the last few years, tourism sector achieved even better outcomes. Turkish tourism revenues were around 18.2 billion USD in 2005 reflecting an increase of 118% over the past three years (DEIK, 2006). Looking at the company side, it can be stated that CSR in Türkiye is developing in a slow but at a sustainable pace. From left to right, the below chart illustrates that there is a willingness or a desire for CSR implementation in Turkey without adequate tools such as performance management, public disclosure and assurance.

Chart 1 – CSR Engagement in Turkey:



Companies in Türkiye try to integrate CSR into their mainstream business strategy. Strategy section has provided the most position that match with the scores “on the way” and “good practice and beyond” (nearly 75% of the interview companies). 8 companies provided the necessary criteria of a specific strategy that addresses social and environmental issues. One example is a leading MNC working in dairy sector who defines its strategy as providing support for a healthy growing generation. In line with this goal, the company states its CSR activities as starting at the production level. Quality of the products, achieved by informational meetings and trainings for the milk suppliers along with the ever improving production techniques constitute the basic step. Followed by the projects for children -who are considered to be the very consumers of the products which cover education and health issues.

HISTORICAL DEVELOPMENTS

The experience of the philanthropic stage of CSR in Türkiye goes back to the Ottoman times. In the Ottoman era, the “waqf” (foundation) was the premier institutional mechanism for philanthropic provision of public services such as education, health and social security. Today, most family-owned conglomerates in Türkiye have an associated Waqf. In this sense, the public demand from the companies is shaped within the historical “waqf” philosophy and social responsibility becomes identical to donations and philanthropic actions of the companies. The assesment of total amount of donations, however, is not easy to identify (Bçkmen, 2003) and this puts a limitation on the measurement of impact.

Coming to the last 50 years of the political and economic structure; the military coups and an unstable economy with phases of high inflation, it ts possible to conclude that the economic and political background in Türkiye was not very supportive

to long-term planning and thus to concerns of sustainable development. For liberalizing the economy in the beginning of the 1980s, Türkiye took steps to integrate its economy with developed countries. However, this integration process brought new challenges such as competitiveness which certainly acted as an impediment for companies to set up CSR practices mainly due to the price pressure as well as the profitability. The economic role of state has been diminishing for the past 3 decades, but it is still high compared to other EU countries. Nevertheless, the stable inflation and growth rate in the last 5 years created an atmosphere for companies to be more involved with the social issues. Türkiye's increased integration with the international bodies, developments, events and campaigns has also been an important element for the country's consciousness on CSR and related issues. The United Nations Conference on Human Settlements (Habitat II) in Istanbul in 1996, played an important role in terms of enabling the citizens of Istanbul to observe people discussing issues of eradication of poverty and discrimination, promotion and protection of all human rights and fundamental freedoms for all, and provision of basic needs, such as education, nutrition and life-span health care services. This created an atmosphere for the issues related to sustainable development to be discussed and debated in Türkiye.

Followed by those positive developments comes another incident that affected most of the stakeholder groups; civil society organizations, businesses, government and others. The first is the 1999 Izmit earthquake killing over 17,000 people in north-western Türkiye which was heavily felt in the destroyed areas. Search and Rescue Association (AKUT), a small voluntary search and rescue association, became the most prominent element of this civic mobilization. In fact, it was pronounced as the second most trusted institution in the country, after the armed forces (Adaman and Şenatalar 2000). The earthquake, in this respect, had a crucial impact on values of volunteerism and participation among Turkish citizens, highlighting the need of activism for development.

The economic crisis of 2001 dropped the annual growth rate to -7.5 % and the GDP fell from 199.6 billion USD to 145.2 billion USD, leaving thousands of unemployed, especially in the banking sector, and causing the bankruptcy of many small and medium size enterprises. This outcome highlighted the need for elaboration on corporate governance issues and the need for further steps towards more transparency and accountability. In the recent years, the adjustments of Turkish Association Law to the European Union accelerated the change processes in the non-governmental organizations and created a better environment for civil participation. Consequently, both the international issues and the economic and social crises in Türkiye created an environment for the discussion of CSR where business had the major role to play and the civil society to monitor and benefit.

IV. Romania

In Romania, several companies are starting to adopt the concept of CSV and integrate it into their business strategies. These companies recognize the importance of creating long-term value for both shareholders and the community in which they operate. The CSV (Creating Shared Value) sector in Romania has been witnessing several developments in recent years but, it is important to note that the implementation of the CSV concept in Romania is still in its early stages, and the level of adoption may vary among different companies and sectors. However, there is an increasing interest among some companies to take on social responsibility and create long-term value for all stakeholders involved.

SECTOR OVERVIEW

In the first semester of 2022, economic activity intensified, with a GDP increase of 5.7% compared to the corresponding period of the previous year, following an increase of 6.4% in the first quarter and 5.1% in trimester II.

The main supporter of the advance of the economy was **the services sector** which, against the background of the return to normal of all economic activities, but also of the considerable performances recorded in areas with increased input of added value (such as those in **the IT sector**), registered an increase of 8.2%, which resulted in a contribution of 5.1 percentage points to the GDP dynamics, representing about 90% of the total economic growth.

In services, it is worth highlighting the special achievement of **the information and communications branch**, which continued the good developments of the last period and recorded an increase in gross added value by 24.1%, supporting economic growth by 1.6 percentage points.

Another branch that achieved a significant result is **the one that includes trade, transport, hotels and restaurants activities** with an increase in GVA of 8.8% and a support of real GDP growth of 1.8 percentage points. This evolution was favored by the lifting of restrictions in the HoReCa field, but also by the inclination towards consumption shown by the population.

The construction sector registered an increase in gross value added by 4%, the problems faced by this field as a result of the significant increase in the prices of materials leaving their mark on the volume of activity.

The activity in **the industry** continued to feel the accentuation of problems related to supply, but also the increase in the prices of energy products. Thus, in the first semester, the gross added value in industry contracted by 1%.

The following economic activities had positive contributions to GDP growth in the first semester of 2023 compared to the first semester of 2022:

- **Wholesale and retail trade; motor vehicle and motorcycle repair; transport and storage; hotels and restaurants** (+0.5%), with a weight of 21.3% in training GDP and whose volume of activity increased by 2.2%;
- **Information and communications** (+0.4%), with a weight of 7.5% in GDP formation and whose volume of activity increased by 5.8%;
- **Professional, scientific and technical activities; administrative services activities and support services activities** (+0.4%), with a weight of 7.0% in GDP formation and whose volume of activity increased by 5.4%;
- **Constructions** (+0.3%) with a weight of 4.1% in GDP formation and whose volume of activity increased by 6.8%;
- **Real estate transactions** (+0.2%) with a weight of 7.4% in GDP formation and whose volume of activity increased by 2.8%;
- **Performance, cultural and recreational activities; repairs of household products and other services** (+0.2%) with a weight of 3.3% in GDP formation and whose volume of activity increased by 6.7%;

- **Public administration and defense; social insurance from the public system; education; health and social assistance (+0.1%)** with a weight of 13.3% in GDP formation and whose volume of activity increased by 1.1%.

HISTORICAL DEVELOPMENTS

Here are some notable trends and developments:

- **Increased Corporate Social Responsibility (CSR) Efforts:** Companies across various sectors in Romania are recognizing the importance of CSR and integrating CSV principles into their business strategies. They are actively engaging in initiatives aimed at addressing social and environmental challenges, such as poverty alleviation, education, healthcare, environmental sustainability, and community development.
- **Collaboration with NGOs and Social Enterprises:** Companies are forging partnerships and collaborations with non-governmental organizations (NGOs) and social enterprises to amplify the impact of their CSV initiatives. This collaboration allows for sharing resources, expertise, and networks to tackle social issues effectively.
- **Focus on Sustainable Development Goals (SDGs):** The United Nations' Sustainable Development Goals have gained significant attention in Romania. Many companies are aligning their CSV efforts with the SDGs, recognizing that addressing these global challenges can contribute to both societal and business success.
- **Integration of CSV into Business Models:** Rather than treating CSV initiatives as separate philanthropic activities, companies in Romania are increasingly embedding CSV principles into their core business models. This integration ensures that societal and environmental considerations are inherent in their operations, supply chains, and value propositions.
- **Government Support and Regulations:** The Romanian government has been taking steps to encourage CSV initiatives. This includes providing incentives, grants, and tax benefits for companies that engage in sustainable and socially responsible practices. Additionally, regulations related to environmental protection, labour rights, and transparency have been reinforced, creating a conducive environment for CSV implementation.
- **Consumer Demand for Responsible Businesses:** Romanian consumers are becoming more conscious of the social and environmental impact of their purchasing decisions. They are increasingly favouring companies that demonstrate responsible business practices, including those with strong CSV initiatives. This consumer demand is driving companies to adopt and expand their CSV efforts.
- **Impact Measurement and Reporting:** To ensure accountability and transparency, there is a growing emphasis on measuring and reporting the social and environmental impact of CSV initiatives in Romania. Companies are employing various tools and frameworks to assess and communicate their contributions, allowing stakeholders to evaluate their performance and progress.

These developments indicate a positive shift towards a more sustainable and socially responsible business landscape in Romania, where CSV is increasingly recognized as a strategic approach for long-term success.

However, we begin to see a certain number of good initiatives among business, organizations and the government where CSV has gained a notable amount of recognition. Here are some notable aspects of CSV implementation in Romania:

- **Social Entrepreneurship:** The CSV approach has fuelled the growth of social entrepreneurship in Romania. Social enterprises focus on generating social and environmental value while running sustainable businesses. These enterprises address various societal challenges, such as unemployment, poverty, education, and community development.
- **Partnerships and Collaboration:** Collaboration between businesses, NGOs, government entities, and academic institutions is crucial for effective CSV implementation in Romania. Partnerships enable sharing of resources, expertise, and networks to address complex social and environmental problems collectively.
- **Education and Employment Initiatives:** Several CSV initiatives in Romania are centred around education and employment. Companies collaborate with educational institutions and NGOs to provide training, mentorship, and employment opportunities for vulnerable groups, including youth, women, and disadvantaged communities.
- **Environmental Sustainability:** Many Romanian companies are integrating environmental sustainability into their operations. They adopt measures to reduce waste, conserve resources, minimize carbon emissions, and promote renewable energy. Some businesses are actively involved in projects related to ecological conservation and the circular economy.
- **Philanthropic Initiatives:** While philanthropy is not the sole focus of CSV, many Romanian companies engage in philanthropic activities as part of their broader CSV strategies. They contribute to community development projects, support social causes, and provide financial assistance to NGOs and charitable organizations.
- **Government Support:** The Romanian government has recognized the importance of CSV and has introduced policies to support businesses in their CSV endeavours. This includes offering incentives, grants, and funding opportunities for projects that align with social and environmental goals.

These developments indicate a growing awareness and commitment to CSV principles in Romania. The integration of social and environmental considerations into business strategies is seen as a way to create sustainable value for both companies and society.

V. Greece

Corporate Social Responsibility (CSR) in Greece stems from a larger worldwide movement that began in the late twentieth century. However, institutional acknowledgment and promotion of CSR began to gain traction in Greece in the early 2000s.

Greek companies have recognised the importance of integrating social and environmental concerns into their activities. Here are some key aspects to consider:

Economic instability: Greece has faced huge economic challenges in recent years, including a severe economic crisis that started in 2009. The crisis led to austerity measures, rising unemployment and a reduction in government spending. These economic conditions have changed the priorities of organisations and their ability to engage in CSR activities.

Government regulations and support: The Greek government has promoted CSR through legislation and initiatives. The Sustainable Entrepreneurship and Corporate Social Responsibility Initiative (SECSR), created in 2013, provides organizations with guidance, tools and incentives to adopt CSR practices. However, enforcement and monitoring of CSR activities may differ.

Cultural heritage and environment: Greece is known for its rich cultural heritage as well as its natural beauty. The preservation and promotion of this history is an important part of CSR in Greece. Many businesses are involved in cultural preservation, sustainable tourism and environmental protection.

Small and medium-sized enterprises (SMEs): Greece has a significant number of SMEs, which represent a significant share of the country's economy. Due to limited resources and different organisational structures, CSR practices in SMEs may differ from those of larger enterprises. On the other hand, SMEs play an important role in local communities and can contribute to CSR through their interactions with employees and local stakeholders.

Social solidarity: Social solidarity have a long history in Greece, which is partly driven by cultural and religious ideals. These ideals are often at the heart of corporate philanthropy and social participation. Companies can contribute to social welfare by aligning their CSR initiatives with local social needs.

Stakeholder engagement: Greek society values close relationships and commitment of stakeholders. Effective CSR implementation often requires communication and engagement with employees, local communities, non-governmental organisations (NGOs) and other relevant stakeholders. Stakeholder engagement can help companies meet local demands and gain social approval.

Sustainable Development Goals (SDGs): Greece, like other countries, has made a commitment to achieve the United Nations' Sustainable Development Goals (SDGs). Aligning CSR initiatives with the SDGs gives companies a framework for contributing to national and international development agendas.

While CSR policies are becoming more widespread in Greece, there may be differences between organisations in terms of commitment and implementation. The breadth and depth of CSR initiatives may be influenced by factors such as industry sector, company size, geographical location and ownership structure.

Overall, the Greek CSR framework is characterised by the contribution of economic challenges, cultural heritage, government support, stakeholder engagement and a sense of social duty. CSR can play a critical role in promoting sustainable development and addressing social needs as the country recovers from economic problems.

Sector Overview

Greece's GDP is generated through a range of economic activities across various sectors significant to the concept of Creating Shared Value (CSV). Here are some of the most important:

Tourism: Greece is a popular destination for tourists due to its rich cultural legacy and natural beauty. Tourism is important to the Greek economy, contributing to GDP through hotels, travel agency, transportation, and associated industries. This sector contribute significantly to GDP (2021: 75% \approx 27 Billion €).

Services: Services: The services sector, which includes finance, insurance, real estate, telecommunications, retail, and professional services, is extremely important to the Greek economy. Financial transactions, business operations, and consumer spending all contribute to GDP. (2021: 68,15 %).

Manufacture: Manufacturing sectors in Greece contribute to GDP through manufacturing commodities for domestic consumption and export, such as food processing, textiles, chemicals, machinery, and electronics. (2021: 15,31%).

Agriculture: Although the agricultural sector's contribution to Greece's GDP has declined over time, it continues to play an important role, particularly in the production of crops such as olives, grapes, and dairy products. (2021: 3,87%).

HISTORICAL DEVELOPMENTS

In Greece, as in many other countries, the development of CSR has been influenced by various historical, economic, and social factors. Here are some key historical developments related to CSR in Greece:

Pre-2000s: Limited Emphasis on CSR. Prior to the 2000s, CSR was not a widely recognized or emphasized concept in Greece. Businesses focused primarily on their economic activities, and there was limited awareness of their broader social and environmental responsibilities.

Early 2000s: Awareness and Initial Steps. In the early 2000s, there was a growing global awareness of CSR, and this trend began to influence Greece as well. Some larger Greek companies started to adopt CSR practices, often under pressure from international stakeholders and to improve their corporate image.

Mid-2000s: Legislative Initiatives. The first notable step towards formalizing CSR in Greece was the adoption of Law 3588/2007, which required large companies to publish annual reports including information on their environmental and social activities. This law aimed to increase transparency and accountability among businesses regarding their CSR efforts.

Financial Crisis Impact. The global financial crisis that began in 2008 had a significant impact on Greece's economy and society. During this time, some businesses faced challenges that led them to reassess their responsibilities beyond profit. CSR practices, such as supporting local communities and addressing social issues, gained importance as a way to contribute to the country's recovery.

Growing Sustainability Awareness: As sustainability became a more prominent global concern, Greek companies started recognizing the importance of environmental and social responsibility. Sectors like tourism, which is crucial for the Greek

economy, began to adopt sustainable practices to attract environmentally conscious travellers.

EU Initiatives and Reporting Standards: Greece's membership in the European Union (EU) has also influenced CSR developments. EU directives on non-financial reporting have prompted Greek companies to improve their disclosure of CSR activities and impacts. These directives align with international reporting standards like the Global Reporting Initiative (GRI).

NGO and Civil Society Engagement: Non-governmental organizations (NGOs) and civil society groups have played a role in promoting CSR awareness and encouraging businesses to adopt responsible practices. Their advocacy and collaboration with companies have contributed to the advancement of CSR in Greece.

Education and Research: The integration of CSR into academic curricula and research programs in universities has contributed to raising awareness and understanding of the concept among future business leaders. This has facilitated the development of a new generation of professionals who are more attuned to social and environmental concerns.

Cultural and Ethical Considerations: Greece's cultural and historical heritage, which values community and shared responsibilities, has also influenced CSR discussions. Concepts like "filotimo" (a strong sense of honour, duty, and responsibility) resonate with the essence of CSR, reinforcing the idea of contributing positively to society.

It's important to note that CSR in Greece, like in other countries, is an evolving concept influenced by a complex interplay of factors. The trajectory of its development continues to be shaped by changes in the global business landscape, societal expectations, regulatory frameworks, and the ongoing pursuit of sustainable and responsible business practices.

VI. Portugal

In Portugal, the importance of CSR has been recognized as a means to contribute to sustainable development and social cohesion. Portugal has undergone significant economic, social, and environmental changes in recent years, with the global financial crisis of 2008 leading to a severe recession, high levels of unemployment, and social inequality. As a result, CSR has become increasingly important for Portuguese organizations to address the challenges they face in a sustainable way.

Furthermore, CSR has become more critical for Portuguese companies as they become more integrated into the global economy. Portugal's exports account for a significant portion of the country's GDP, and companies that operate in international markets must comply with international standards, such as the United Nations Global Compact and the OECD Guidelines for Multinational Enterprises.

Overall, this CSV - Reference Guide has highlighted that CSR is of vital importance to organizations operating in Portugal, and it has become increasingly important as a means to contribute to sustainable development and social cohesion.

Moreover, CSR has become more critical for Portuguese companies as they become more integrated into the global economy. Portugal's exports account for a significant

portion of the country's GDP, and companies that operate in international markets must comply with international standards, such as the United Nations Global Compact and the OECD Guidelines for Multinational Enterprises.

In this project, and more concretely in this CSV - Reference Guide we hope to show that CSR is of vital importance to organizations operating in Portugal, therefore we will explore the current state of CSR in Portugal and provide insights into how organizations can integrate CSR into their business practices to achieve long-term success.

The context and justification for creating shared value is rooted in the belief that businesses can and should play a role in addressing social and environmental problems. By embracing CSV, companies can create economic value while addressing societal challenges, enhancing competitiveness, improving stakeholder relations, and promoting long-term sustainability.

Over the last few decades, Portugal has made significant strides in promoting CSV, becoming a shining example of a country dedicated to achieving sustainable economic development while fostering a positive impact on society and the environment. Here are some examples of the noteworthy developments in Portugal's CSV journey, focusing on its legal framework, sustainable energy transition, business practices, and emphasis on dialogue and collaboration.

Sustainable economic development: Portugal has made remarkable strides in embracing Creating Shared Value (CSV) through sustainable economic development. The country's strong commitment to sustainability has led to the implementation of a robust legal framework that incentivizes businesses to integrate social and environmental considerations into their operations. Portugal's emphasis on sustainable energy transition, promoting renewable energy sources, and fostering eco-friendly industries such as eco-tourism and sustainable agriculture has significantly reduced its carbon footprint and preserved natural resources.

Legal Framework: As said before, one of the cornerstones of Portugal's progress in CSV is its robust legal framework. The Portuguese government has recognized the importance of aligning economic growth with social and environmental well-being. Legislation has been enacted to support businesses that prioritize CSV and demonstrate a commitment to sustainability. Tax incentives, grants, and funding opportunities have been made available to encourage companies to integrate social and environmental considerations into their operations, effectively driving their efforts towards creating shared value. One of the most effective measures is the Environmental Fund for companies and citizens created by legislation in 2016.

Sustainable Energy Transition: Portugal has made remarkable strides in transitioning towards sustainable energy sources. The country has invested significantly in renewable energy infrastructure, with a particular focus on wind, solar, and hydroelectric power. Notably, Portugal achieved a significant milestone in 2018 by running solely on renewable energy for a consecutive period of four days. This commitment to sustainable energy has not only reduced the country's carbon footprint but has also created opportunities for sustainable businesses and job growth in the renewable energy sector, contributing to shared value creation.

Sustainable Business Practices: Portuguese businesses have demonstrated a growing awareness of their social and environmental responsibilities. Many

companies have adopted sustainable business practices, integrating ethical considerations and environmental stewardship into their strategies. Emphasis on waste reduction, responsible sourcing, and social impact initiatives have become core components of various businesses' operations. By embracing sustainability, these companies not only contribute to the greater good of society but also enhance their reputation and competitiveness in the global market.

Dialogue and Collaboration: Creating Shared Value requires collaboration between businesses, government entities, and civil society. Portugal has fostered an environment that encourages open dialogue and partnerships among various stakeholders. Public-private collaborations have been established to address societal challenges like poverty, education, and healthcare. Moreover, the government has actively engaged with businesses to identify and address barriers to CSV implementation, enabling a smoother transition towards sustainable practices. By encouraging dialogue and collaboration, Portugal has built a strong foundation for promoting shared value creation across different sectors.

Sector Overview

The Portuguese economy has undergone several profound transformations, especially after the 1974 revolution. Therefore, in the last 50 or so years Portugal has opened to the international market and passed from an economy mostly based on Industry and Agriculture to a global economy mostly based on services (being the tourism one of the bigger triggers).

Therefore, the main sectors of activity in the last years in Portugal are:

Services: With around 75% of GDP, the services sector is the largest contributor to Portugal's economy, encompassing various sub-sectors such as **tourism, finance, retail, and information technology (IT)**. Tourism, in particular, plays a significant role, with Portugal's beautiful landscapes and cultural attractions, attracting millions of visitors each year. The financial services industry is also well-developed, providing banking, insurance, and other financial products to domestic and international markets. The IT sector has experienced significant growth and transformation in recent years, becoming a key driver of the country's economy. The sector encompasses a wide range of activities, including software development, IT services, telecommunications, and digital innovation. Portugal's strategic location, skilled workforce, and supportive government policies have attracted numerous multinational IT companies to establish their presence in the country. Additionally, Portugal has been fostering a startup-friendly environment, leading to the emergence of a vibrant tech startup ecosystem. The country's commitment to research and development has also contributed to advancements in emerging technologies such as artificial intelligence, data analytics, and cybersecurity. With a focus on digitalization and innovation, the IT sector in Portugal continues to play a crucial role in enhancing productivity across various industries and driving economic growth in the modern global economy.

Industry and Manufacturing: with around 18% of GDP and a focus on high-quality production and innovation, Portugal has established a strong presence in various

industries. The industrial sector in Portugal includes manufacturing, textiles, food and beverages, automotive, and electronics. The textile and clothing sector has been historically prominent, leveraging skilled craftsmanship to produce renowned fashion brands. Additionally, the automotive industry has seen substantial growth, attracting investments from global car manufacturers. Portugal's manufacturing capabilities extend to electronics, machinery, and food and beverages, where companies produce a wide range of products for both domestic consumption and international export. The government's support for research and development, coupled with favourable business conditions, has encouraged the growth of innovative manufacturing practices and sustainable production methods, positioning Portugal as a competitive player in the global manufacturing landscape.

Construction and Real Estate: with around 4% of GDP, the construction and real estate sector in Portugal has witnessed growth due to increasing demand for housing, infrastructure development, and tourism-related projects. This sector has experienced ups and downs in the past but remains an important part of the economy, especially with the country's focus on sustainable urban development and renewable energy projects. In the last years, sustained in the Portuguese Golden Visa system for investors, this sector became very important both economically and for the purpose of achieving the SDGs. Companies are increasingly embracing technology to efficiently handle properties, utilizing online platforms for lease management and property monitoring systems and sustainable property management is also gaining momentum, with innovative energy-efficient solutions, waste management, and the implementation of sustainable practices becoming more common in buildings. Moreover, there is a growing interest in alternative real estate investments, such as promoting investments in tourist properties and developing alternative housing solutions like co-living and co-working spaces. Furthermore, real estate management companies are collaborating with local authorities to develop innovative urban mobility solutions, including sustainable mobility projects like shared bicycles and electric cars.

Agriculture and Fisheries: although representing a relatively small portion of the economy with around 2% of GDP, agriculture and fisheries have cultural significance in Portugal. The agricultural sector produces a diverse range of products, including wine, olive oil, cork, fruits, and vegetables. Portugal's fertile land and favourable climate have made it conducive to agriculture, and traditional farming practices coexist with modern and sustainable techniques. Furthermore, the country has gained recognition for its high-quality wines, with several wine regions earning protected designation of origin (PDO) status. In the fisheries sector, Portugal boasts a vast coastline and a rich maritime tradition, supporting a thriving fishing industry. The sector provides a variety of seafood products, including sardines, cod, tuna, and octopus, both for local consumption and export. To ensure the sustainability of fisheries, the Portuguese government has implemented measures to protect marine ecosystems and promote responsible fishing practices, aligning with the principles of environmental conservation and resource management. The Agriculture and Fisheries sector remains a vital contributor to Portugal's economy and cultural identity, reflecting the country's strong connection to its land and sea resources. In fact, if we consider the sea as part of the territory, Portugal is the 3rd largest economic

zone in Europe and the 10th in the World, being 97% of the Portuguese territory composed by sea.

HISTORICAL DEVELOPMENTS

Creating Shared Value have emerged as a pivotal concept in the global business landscape, reflecting a shift towards more sustainable and socially conscious practices. In the Portuguese context, the journey of CSV (and CSR) development is shaped by historical, cultural, and economic factors.

Portugal, with its rich history deeply intertwined with exploration and trade, witnessed the evolution of business practices over centuries. The concept of social responsibility began to gain prominence in the late 20th century as Portugal transitioned, as mentioned, from a dictatorship to a democratic nation in the 1970s. This shift in governance created an environment where businesses were increasingly expected to contribute positively to society.

The early stages of CSR in Portugal were marked by philanthropic efforts and community engagement by pioneering companies. In the 1980s and 1990s, Portuguese businesses started to acknowledge the importance of environmental sustainability and ethical business practices. CSR initiatives began to include aspects like employee welfare, environmental stewardship, and engagement with local communities.

As the global business landscape evolved, so did the concept of Creating Shared Value. Portuguese companies recognized the need to align business success with societal progress. CSV gained traction in the 21st century as a strategic approach that goes beyond traditional CSR, emphasizing the creation of economic value while addressing social challenges. This approach became particularly relevant in Portugal, where economic development was seen as intertwined with social well-being.

The Portuguese government played a significant role in promoting CSR and CSV through legislative measures and incentives. Policy frameworks were developed to encourage businesses to adopt responsible practices, reflecting a commitment to sustainability. This government support facilitated the integration of CSR and CSV into mainstream business strategies.

While Portuguese businesses have made strides in embracing CSR and CSV, challenges persist. Economic uncertainties, especially during the global financial crisis, posed obstacles to the widespread adoption of responsible business practices. However, in recent years, a growing number of Portuguese companies have demonstrated a commitment to sustainability, evidenced by increased transparency, ethical sourcing, and community engagement.

Portugal's commitment to sustainable economic development has been pivotal in its CSV journey. The country has shifted its focus from traditional growth models to ones that prioritize long-term sustainability and inclusivity. Embracing principles of circular economy and green innovation, Portugal has fostered economic growth while minimizing environmental impact.

- **Eco-tourism and sustainable agriculture:** One significant area of progress is the promotion of eco-friendly industries, such as eco-tourism and sustainable agriculture. The tourism sector, a vital contributor to Portugal's economy,

has been guided towards sustainable practices to preserve natural resources and protect cultural heritage. Additionally, sustainable agriculture practices have gained traction, reducing the use of harmful chemicals and promoting organic and locally sourced products.

- **Green technologies:** Furthermore, Portugal has actively invested in research and development of green technologies, positioning itself as a leader in renewable energy and smart infrastructure. By promoting clean technology and fostering innovation, Portugal has attracted international investments and collaborations, drove economic growth while mitigating climate change. Portugal was the first country¹ in the world to commit to carbon neutrality.

By aligning economic development with social and environmental values, Portugal has created a framework where businesses are encouraged to contribute to the well-being of communities and the environment. This holistic approach to sustainable economic development has not only improved the overall quality of life for citizens but has also enhanced Portugal's standing in the global economy as a responsible and forward-thinking nation.

Although having a very ambitious agenda and strategy, there is still a great way ahead in some areas, such as the green transition. According to the Oliver Wyman report (2023), Portugal stands in 18th place in the Green Transition Index (GTI) between 29 European Countries, aligned with the European average. The categories where Portugal is highly ranked are Buildings and Energy in which it appears in second and fifth place respectively, emphasizing the use of renewable energy for domestic heating.

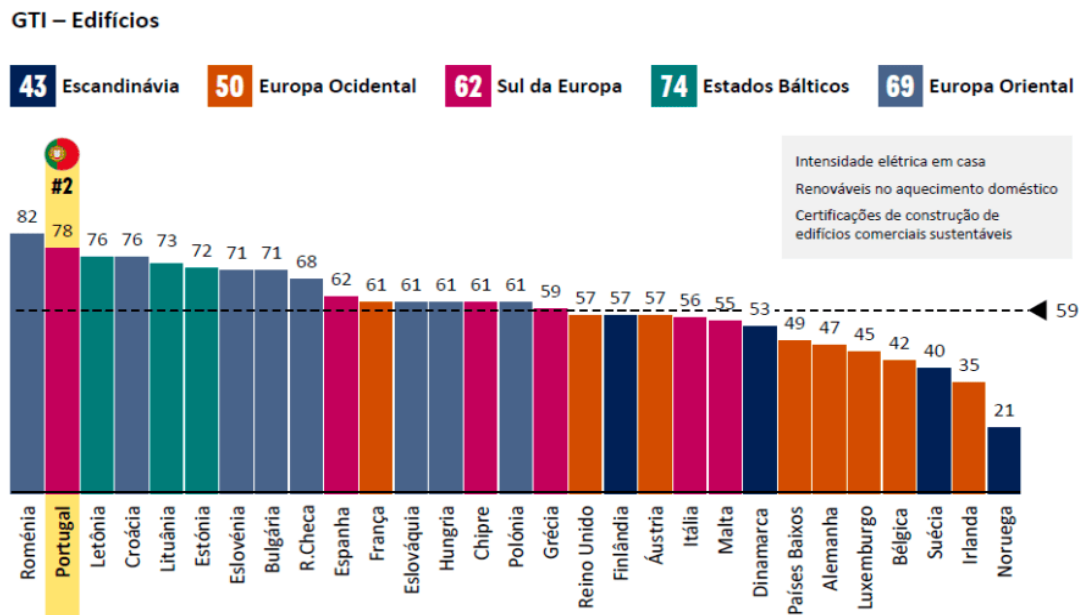


Figure 1 - Buildings category index according to the GTI, retrieved from “Líder Magazine”
<https://lidermagazine.sapo.pt/ranking-de-sustentabilidade-portugal-no-18o-lugar/>

¹ <https://www.portugal.gov.pt/pt/gc21/comunicacao/noticia?i=portugal-foi-o-primeiro-pais-no-mundo-a-afirmar-o-compromisso-da-neutralidade-carbonica>

On the other hand, regarding waste management category, Portugal stands in the 27th place, although in the last years some initiatives were taken in place, it still has a lot to be done.

Nevertheless, companies and organizations, as well as government entities are aware of these problematics and are committed with the United Nations 17 Sustainable Development Goals (SDGs) and the 2030 Agenda for Sustainable Development. The main difficulties faced by Portuguese companies (especially SMEs, which represent the vast majority of companies in Portugal) are related to resources (mainly human) and the knowledge on the subject (exactly what this project intends to overcome). According to the Sustainable Development Goals in the Portuguese Enterprises Observatory, a research project from Center for Responsible Business & Leadership in the Católica University in Lisbon, cited in *Jornal de Negócios* (2023), 95% of the large companies and 77,7% of the SMEs see the sustainability has a strategical opportunity, in a context where 90% of the large companies and 65% of the SMEs describe their company general strategy has a creation of value for all their stakeholders.

These companies also recognize some difficulties, where 1/3 considers that the lack of a business case is a barrier to the operationalization of the SDGs, being their deficit of knowledge and resources the main reasons for the handicap. They also acknowledge they are still behind where they wished to be at this moment. The new legal framework in Portugal, a more ambitious one, also poses a challenge (but as well a great opportunity) for these companies, especially for SMEs.

Even having some difficulties, there are some great examples of Portuguese companies with a high level of Sustainability.

VII. Poland

Poland's path to the development of corporate social responsibility (CSR) was born of three main roads: the road of eco-development, the road of non-governmental pressure and the road of business awareness. Although far less developed than in the West, these roads began to intersect in Poland in the late 1990s, shaping the concept of CSR.

The path of eco-development in Poland was primarily a reaction to the environmental threats of the second half of the 20th century. The implementation of sustainable development initially focused on environmental issues, which was understandable given the disastrous state of the environment in Poland after communism. Over time, companies began to invest in environmental protection and introduce eco-innovations. Responding to the standards introduced by the state, environmental fees and taxes, companies made investments in the area of environmental protection. At first, they mainly applied "end-of-pipe" solutions, then increased interest in voluntary environmental commitments (EU's EMAS standard of 1993 and the management standard ISO 14001 environmental management standard of 1996). Finally, companies began to introduce eco-innovations and eco-products (although this stage was preceded by a period of fairly widespread greenwashing).

The path of non-governmental pressure was different in Poland, due to the low level of civic activism and social capital. Instead of social movements, the development of CSR was supported by international and national organizations, as well as by individuals who contributed to the concept and its development. The international ones were World Bank, UNDP, International Business Leaders Forum, and indigenous ones Academy for the Development of Philanthropy was established in 1998, a year later the Centre for Business Ethics - CEBI, which is a joint initiative of Kozminski University and the Institute of Philosophy and Sociology Institute of the Polish Academy of Sciences, and finally, established in 2000. Forum for Responsible Business - FOB). An important role in supporting CSR in Poland was also played by prominent individuals (e.g. Boleslaw Rok, one of the founding members of FOB, for many years practically the only and irreplaceable Polish CSR guru), to whom we owe first and foremost the emergence and development of the idea, especially in the early days.

The path of business consciousness developed in Poland under the influence of increased environmental and consumer awareness, as well as corporate scandals. In the early days, corporate responsibility was associated primarily with strategic philanthropy, or charitable activities undertaken by business. Over time, companies became increasingly involved in creating positive relationships with the local community and increased their commitments to the community.

The Polish Road to CSR was heavily influenced by large transnational corporations, which introduced responsible solutions to Poland. Certainly, these activities were not as advanced as in the countries of the headquarters, only tailored to the needs and expectations of Polish society, who neither expected nor fully understood it, being suspicious of the motives driving the business.

The concept of corporate social responsibility travelled to Poland from Western Europe, like many other solutions it began to be implemented after 1989. In Poland one could observe a similar path leading to the birth of this idea, analogous stages of development and evolution of the approach to understanding corporate social responsibility business. Certainly, these processes were delayed and on a smaller scale, but the development of the concept in Poland would have been even slower, had we not joined the EU in 2004.

For this reason, the Polish understanding of CSR is closer to the European view, which places more emphasis on the social aspects of corporate responsibility enterprises, than the American one, which is limited primarily to issues related to business ethics and proper corporate governance. The understanding of the idea of CSR is constantly changing and evolving on Polish ground.

SECTOR OVERVIEW²

² <https://stat.gov.pl/obszary-tematyczne/roczniki-statystyczne/roczniki-statystyczne/rocznik-statystyczny-rzeczpospolitej-polskiej-2020,2,20.html>
<https://businessinsider.com.pl/gospodarka/sektory-gospodarki-w-polsce-oto-jej-podzial-i-definicja/hnvm0ml>

The dominant sectors of the economy in Poland in recent years have primarily been the broad services sector, the industrial sector, and the agricultural sector. In addition, important sectors generating Poland's GDP are the construction and IT sectors; however, due to the problem of assigning some activities to a specific sector, there is a higher percentage of statistical error in the construction and IT sectors.

Service Sector: This sector includes a variety of activities, such as trade, transportation, finance, insurance, education, healthcare, tourism and entertainment. This sector generates about 63.5% of Poland's GDP. The growth of the service sector is driven by technological advances, urbanization and changes in lifestyles and consumer preferences.

Industrial Sector: in Poland includes industries such as automotive, shipbuilding, chemicals, food, metals, energy and others. This sector generates about 31.2% of Poland's GDP.

Agricultural Sector: the agricultural sector, which includes agriculture, forestry and fishing, accounts for about 2.6% of Poland's GDP. Although its share of GDP is relatively small, agriculture plays a key role in Poland, providing food for the country and for export. Poland is one of the largest food producers in the European Union.

Construction Sector: The construction industry in Poland accounts for about 7.3% of GDP. This sector includes companies involved in the construction of infrastructure, residential and commercial buildings, as well as renovations and upgrades.

IT Sector: The information technology sector is a growing part of the Polish economy, although its direct contribution to GDP is difficult to estimate due to its broad impact on other sectors. Poland is known as an attractive destination for IT investment, with a strong talent base and a growing startup market.

HISTORICAL DEVELOPMENTS³

CSR in Poland has gone through several stages of development:

beginning with a complete lack of interest in 1997-2000,
the emergence of reluctance and opposition in 2000-2002,
the fashion for public declarations of ethics and social responsibility in 2002-2004,
the development of specific projects in 2004-2007,
and the search for new performance measures and the combination of CSR with social innovation since 2014.

Since 2014, one can observe combining CSR with social innovation and new phenomena in economics, such as sharing economy, collaborative economy, or social economy. The beginning of CSR in Poland is often considered to be the year 2000 when Forum Odpowiedzialnego Biznesu - Responsible Business Forum (FOB) was established. It is the oldest and best-known NGO, promoting the idea in a comprehensive manner. In the initial period, FOB was virtually the only source of knowledge about

³ This paragraph is based on E.Jastrzębska, Ewolucja Społecznej Odpowiedzialności biznesu w Polsce, Kwartalnik Kolegium Ekonomiczno-Społecznego Studia i Prace / Szkoła Główna Handlowa, Warszawa 2016

the new concept of corporate social responsibility and the various solutions adopted in this area in societies developed.

According to the FOB's definition, corporate responsibility is a management strategy that contributes to increasing a company's competitiveness and shaping favourable conditions for economic, social and environmentally friendly development.

In 2010, the ISO 26000 standard was introduced, which defines CSR as an organization's responsibility for the impact of its decisions and actions on society and the environment. The publication of the ISO 26000 standard contributed to the development of an international consensus on defining CSR. The concept of creating shared value (CSV) has also emerged, which emphasizes that social responsibility should be embedded in business strategy and benefit both the company and its stakeholders.

In the context of the new digital reality, Wayne Visser proposed the concept of CSR 2.0, which requires companies to take a much more interactive, co-creation-focused approach and include the aspect of social innovation as important factors in CSR.

4. ACTORS IN CSR PROMOTION

I. Germany

In Germany, CSR promotion involves various actors from governmental bodies, international organizations, civil society, and the private sector. Here are some key actors and their involvement in CSR promotion:

Governmental Bodies: The German government has been actively promoting CSR through policies, regulations, and initiatives. The Federal Ministry for Economic Cooperation and Development (BMZ) plays a significant role in promoting sustainable development, including CSR, both domestically and internationally. The German government has also established the German Global Compact Network, which supports companies in implementing the principles of the UN Global Compact.

International Organizations: Germany actively engages with international organizations working on CSR, such as the United Nations Global Compact and the Organisation for Economic Co-operation and Development (OECD). These organizations provide frameworks, guidelines, and platforms for promoting responsible business practices.

Civil Society: Civil society organizations in Germany play a crucial role in promoting CSR and advocating for responsible business conduct. NGOs like German watch, Oxfam Germany, and Transparency International Germany work on issues related to human rights, environmental sustainability, fair trade, and supply chain transparency. They often collaborate with companies, government institutions, and international organizations to drive CSR initiatives.

Private Sector: Many German companies have embraced CSR as an integral part of their business strategies. Some large corporations, such as Siemens, BMW, and Deutsche Bank, have established dedicated CSR departments or sustainability units. They implement sustainability initiatives, report on their social and environmental performance, and engage in responsible supply chain management. The German CSR Forum provides a platform for companies to exchange best practices and collaborate on CSR-related issues.

Sustainability Reporting: In Germany, there is a strong emphasis on sustainability reporting. The German Sustainability Code (DNK) provides guidelines for companies to disclose their sustainability performance. Many companies voluntarily publish sustainability reports following recognized international standards, such as the Global Reporting Initiative (GRI) framework.

Overall, Germany has a well-established CSR landscape with active involvement from governmental bodies, international organizations, civil society, and the private sector. The country places a strong emphasis on sustainability, responsible business conduct, and transparency in corporate practices.

II. Slovenia

In Slovenia, CSR promotion involves various actors from governmental bodies, international organizations, civil society, and the private sector. Here are some key actors and their involvement in CSR promotion:

1. Governmental Bodies:

- **Ministry of Economic Development and Technology:** The ministry is responsible for promoting sustainable development, including CSR, through policies, programs, and initiatives.
- **Ministry of Labor, Family, Social Affairs, and Equal Opportunities:** This ministry focuses on labour rights, social welfare, and equal opportunities, which are closely linked to CSR principles.
- **Slovenian Enterprise Fund:** The fund provides financial support and incentives for sustainable and socially responsible business practices.

2. International Organizations:

- **United Nations Development Programme (UNDP):** The UNDP supports CSR initiatives in Slovenia by promoting sustainable development, responsible business practices, and partnerships between the private sector and civil society.
- **European Commission:** As an EU member state, Slovenia aligns with the European Commission's CSR agenda and implements EU directives and initiatives related to CSR.

3. Civil Society Organizations:

- **Slovenian Business & Research Association (SBRA):** The SBRA promotes sustainable development, ethical business practices, and responsible entrepreneurship in Slovenia.
- **Slovenian Centre for Corporate Responsibility (SLO-CRO):** SLO-CRO is a non-governmental organization that works to promote CSR and supports companies in implementing responsible business practices.
- **NGOs and advocacy groups:** Various non-governmental organizations and advocacy groups in Slovenia focus on specific CSR-related issues, such as environmental protection, human rights, labour rights, and consumer rights.

4. Private Sector:

- **Slovenian Chamber of Commerce and Industry:** The chamber provides guidance, resources, and networking opportunities to businesses, promoting CSR and sustainable development principles.
- **Industry Associations:** Sector-specific associations, such as the Slovenian Association of Corporate Directors and the Slovenian Association for Corporate Social Responsibility, contribute to promoting CSR within their respective industries.
- **Companies and Business Networks:** Many Slovenian companies, both large and small, actively engage in CSR initiatives, implementing

responsible business practices, and collaborating with stakeholders to create shared value.

These actors collectively collaborate, advocate, and provide resources to raise awareness, build capacity, and encourage Slovenian companies to embrace CSR and integrate responsible business practices into their operations. Their combined efforts contribute to the overall promotion and advancement of CSR in Slovenia.

III. Türkiye

In Türkiye civil society is not a new term, even during Ottoman times, Vakf – civil society existed and collaborated with the public sector and private sector. In Islam, there is an understanding of “Fitre”⁵ which means at the end of Ramadan⁶, people who believe donate money to people in need. So, Both Civil Society and donations are part of Türkiye and the majority’s religion and practice historically. However, CSR does not only mean donations and civil society, CSR concept means the process of how the private sector is socially, environmentally, ethically and transparently responsible to society and the world with their action plans and strategies. That is the actions and decisions made by companies matters to define CSR activities of the private sector. In order to understand CSR and sustainability in Türkiye, we have interviews with private sector companies that are both national and international operating in Türkiye, development agencies, public sector, and civil society actors that are active in overall Turkey to draw the picture where CSR and sustainability stand in practice. 99.8% of all enterprises in Turkey consist of SMEs and provides 76.7% of total employment in these enterprises.⁷ We mainly interviewed some of the top companies working in Türkiye which is in 0.2% of total enterprises. That is our data illustrate more about how big scaled companies consider CSR and sustainability. The fact that the CSR concept is not fully understood in Türkiye, some of the SMEs also participate in social responsibility projects but they might not have clear strategies regarding CSR.

- **Corporate Sector:** Corporate social responsibility (CSR) has been one of the most dynamic concepts of business literature. It evolves over time and significantly varies across contexts. The joint effect of these two dimensions requires analysing the notion of social responsibility more frequently than most concepts. The current study attempts to contribute to the literature by focusing on the current practices of CSR in Turkey. In addition to the large-scale effect of global industrial trends and technological advancements, Turkey has also experienced a highly complex political, economic, and social transition during the 2000s. Considering the impact of dynamic and competing institutional logics, the study tries to provide a deeper understanding on how CSR perception and practices have evolved in Turkish business context to date. The study reveals that philanthropic component of CSR has been strengthened as a phenomenon in the nexus of family, religion, community, and market logics. Whereas, the ethical and environmental components are not fully integrated into the CSR agenda of Turkish business organizations. CSR has been also polarized during the 2000s in line with the overall political climate of country. Under the politics of government party, which has been in the office since 2002, business

organizations are highly cautious on which issues they should address or whom they should work with.

- **Non-Governmental Organizations (NGOs):** the institutions such as NGOs and PR companies supply this demand with their expertise - meaning people, concepts and media campaigns - to sustain themselves financially, matching the CSR definition with projects related to social issues. An example of this process is the "Turkcell's Kardelenler" project. Turkcell, a leading mobile networking and telecommunications company, has been conducting the "Kardelenler" (Snowdrops) project jointly with the Association in Support of Contemporary Living (CYDD) since the year 2000. The project serves to provide scholarships every year to support the education of female students having difficulties going to school because of financial hardship. Growing in size and diversity with the addition of new subprojects each year, the "Kardelenler" project hitherto provided scholarships to 12,300 students and put 6,300 Snowdrops through high school of which 950 made *öt* to universities and 67 managed to get a university degree. The project became widely known in Türkiye by Ayşe Kulin's 200 book entitled *Kardelenler* in which she told about the changes the project brought about in the girls' lives and pop diva Sezen Aksu's 2005 album *Kardelen* with the associated string of concerts wherein she extended the call, "Let's give our girls an education; our girls are our future." The project is an ongoing project with new stakeholders engaging through education and mentoring to the scholars. Because of the great success, with the support of media campaign and the good reputation of CYDD, the project became the most prominent benchmark CSR activity for many companies, promoting them to organize scholarship schemes for students and supporting education.

Government and Public Institutions: Over the last three years, the Turkish Ministry of Education has built up a good record of launching educational campaigns supported by the private sector and local communities, such as 100% Support for Education; Girls, Let's Go to School; and Support Computer-Based Education. The success of these campaigns, which have raised large amounts of supplementary funds for the education system in Türkiye, largely derives from the fact that Turkish society sees education as a priority for its children and also related with the tax incentives which are stated at Revenue Tax Law No. 193 article 89 that provides tax incentives for their charitable contributions and donations on the field of education. Therefore, society's expectation meeting government's incentives helped companies to act in the issue through donations. The United Nations is actively involved with the CSR issues in Türkiye. UNDP Türkiye's aim is to find practical solutions to Türkiye's development challenges and it implemented over 80 programs across the country since 1986. UNDP's strategy for 2006-2010, formulated with and agreed by the Turkish Government, highlights three core areas, through which UNDP will support the implementation of Türkiye's development agenda through project implementation and policy advice. These are: 1) capacity building for democratic governance; 2) action and advocacy for poverty reduction; and 3) environment and sustainable development. In addition to these core areas, UNDP

Türkiye is emphasizing the role of women, private sector, capacity development and information and communication technology in its policies and programs.

All these efforts created an atmosphere of CSR that it is trying to find a place for itself between its philanthropic nature and a business case. From philanthropic nature to development initiatives, community awareness of the broader economic and social role that companies can play on development by reinforcing positive dynamics increased.

Business Associations and Chambers of Commerce:

Philanthropists like Vehbi Koç (Founder of Koç Group, the first Turkish company at Fortune 500), Sakıp Sabancı (Founder of Sabancı Group, 50,000 employees and 10.6 billion USD turn over on 2005), İzzet Baysal and Kadir Has had active involvement in community development programs through donations to hospitals, schools and museums etc. However, on the last decade more businessmen have actively involved in efforts for the eradication of social problems. The TEMA Foundation (The Turkish Foundation for Combating Soil Erosion, for Reforestation and the Protection of Natural Habitats) was founded by two prominent Turkish businessmen Hayrettin Karaca and Nihat Gökyiğit. TOG Foundation (Community Volunteers Foundation) was founded by İbrahim Betil, a retired bank CEO. Ali Koç (President of Koç Group) recently leded Global Compact initiative in Türkiye by a media campaign. So, it is possible to claim that business society in Türkiye is shifting from passive philanthropy to active involvement with society.

- Events have played a vital tool for sharing information and creating awareness. The International Sponsorships Conference organized by Arya Sponsorships and Communications can be given as an important theme to reflect CSR in Türkiye. The agenda and the speakers represent the perception of CSR which is largely shaped within sponsorships. As the society demands the support of companies through donations and sponsorships – with the resemblance of the waqf philosophy,
- **Academic Institutions:** Many universities throw a good record of launching educational campaigns supported by the private sector and local communities, such as 100% Support environment and human capacities issues. They organize programs and courses about CSR, sustainability, and business ethics, equipping future business leaders with the knowledge and skills necessary to adapt CSR into their professional careers. Academic institutions also hold research and collaborate with businesses and NGOs to develop innovative CSR solutions.

Media and Communication: Corporate Social Responsibility (CSR) is a widespread concept associated with the contribution of the business world in social progress and welfare in Türkiye. It is considered as an important component of reputation management in the business hence communication on CSR; especially media relations is perceived as crucial. The uptrend in CSR initiatives in Türkiye attracts increasing attention of academic research, however, more from the business or society perspective rather than the media aspect.

IV. Romania

In Romania, various sectors play important roles in promoting Corporate Social Responsibility (CSR) initiatives. Here are some key sectors actively involved in CSR promotion:

- **Corporate Sector:** The corporate sector itself plays a significant role in promoting CSR in Romania. Many companies, both large and small, have established CSR departments or dedicated teams responsible for developing and implementing CSR strategies. These companies actively engage in initiatives related to environmental sustainability, community development, employee well-being, and ethical business practices.
- **Non-Governmental Organizations (NGOs):** NGOs in Romania are instrumental in promoting and advocating for CSR practices. They work closely with companies to develop CSR programs, provide guidance on best practices, and monitor the implementation of CSR initiatives. NGOs also play a vital role in raising awareness about social and environmental issues and encouraging businesses to take responsibility for their impacts.
- **Government and Public Institutions:** The Romanian government plays a crucial role in promoting CSR through policies, regulations, and initiatives. Government institutions provide guidance and support to businesses, encourage the adoption of CSR practices, and offer incentives for companies engaged in socially responsible activities. Public institutions, such as universities and research centres, also contribute by conducting studies, providing training programs, and fostering dialogue on CSR-related topics.
- **Business Associations and Chambers of Commerce:** Business associations and chambers of commerce in Romania actively promote CSR principles among their member companies. They organize workshops, conferences, and training sessions to raise awareness about CSR, share best practices, and facilitate collaboration between businesses. These organizations also advocate for CSR-friendly policies and represent the interests of their members in the context of sustainability and responsible business practices.
- **Academic Institutions:** Universities and educational institutions in Romania play a crucial role in promoting CSR. They offer programs and courses on CSR, sustainability, and business ethics, equipping future business leaders with the knowledge and skills necessary to integrate CSR into their professional careers. Academic institutions also conduct research and collaborate with businesses and NGOs to develop innovative CSR solutions.
- **Media and Communication:** Media outlets, including newspapers, magazines, online platforms, and television stations, play a vital role in raising awareness about CSR initiatives and promoting responsible business practices. They highlight CSR success stories, conduct interviews with CSR leaders, and report on sustainability-related topics, thereby shaping public opinion and encouraging businesses to embrace CSR.

Collectively, these sectors work together to promote CSR practices in Romania, fostering a culture of responsible business conduct and sustainability. Their collaborative efforts contribute to the development of a more socially and environmentally conscious business environment in the country.

V. Greece

CSR is encouraged in Greece through a variety of programs and mechanisms. In Greece, CSR is promoted through a combination of government activities, industry groups, non-profit organizations, and company engagement. Here are a few examples of how CSR is being fostered in Greece:

- **Sustainable Entrepreneurship and Corporate Social Responsibility Initiative:** In 2013, the Greek government launched the Sustainable Entrepreneurship and Corporate Social Responsibility Initiative (SECSR), which provides companies with standards, tools, and incentives to encourage them to use responsible business practices. It provides assistance in CSR strategy formulation, stakeholder engagement, sustainability reporting and financing options.
- **Greek Network for Corporate Social Responsibility (CSR Hellas):** CSR Hellas is a non-profit association founded in 2001 to promote CSR in Greece. It plays a key role in raising awareness, providing guidance and promoting cooperation between businesses, government agencies and civil society organisations. CSR Hellas organises events, training programmes and initiatives to exchange best practices, facilitate knowledge sharing and advocate responsible business behaviour.
- **Industry Associations and Business Networks:** In Greece, various industrial organisations and corporate networks actively promote CSR among its members. These organizations provide platforms for sharing experiences, organize workshops and conferences, and provide information and tools to assist firms in incorporating CSR into their operations. Examples include the Hellenic-German Chamber of Commerce and Industry (Hellenic-German Chamber of Commerce and Industry), the Association of Greek Food and Beverage Industries (SEVT), and the Association of Greek Chemical Industries (SEVE).
- **Reporting and Certification Schemes:** Companies can use reporting and certification schemes to measure, report, and certify their CSR practices by following frameworks and rules. Global Reporting Initiative (GRI) and ISO 26000 methods, for example, are widely utilized in Greece to improve openness and accountability. They encourage businesses to declare their ESG performance and to align their operations with international standards.
- **Public-Private Partnerships:** Collaboration between the public and commercial sectors is critical to the promotion of CSR in Greece. PPPs are public-private partnerships developed to address specific social and environmental concerns. These collaborations make use of both sectors' resources, skills, and networks to accomplish sustainable development projects, benefit local communities, and achieve joint goals.
- **Education and Research:** Courses, programs, and research projects on CSR and sustainability are available at Greek academic institutions. These educational programs attempt to develop awareness among future company leaders, encourage responsible management practices, and foster a culture of sustainability.

Overall, the government, industry associations, non-profit organizations, and businesses are all working together to create an enabling environment, provide guidance and resources, and drive the adoption of responsible business practices in Greece.

VI. Portugal

In Portugal, Corporate Social Responsibility (CSR) is promoted by various actors, each playing a distinct role in advancing sustainable business practices. These actors include the government, non-governmental organizations (NGOs), business associations, individual companies, and educational institutions.

- **Governmental Bodies:** The Portuguese government plays a significant role in promoting CSR through policy development, legislation, and incentives. Government bodies, such as the Ministry of Economy, Ministry of Environment and Climate Action, and the Directorate-General for Economic Activities, are involved in formulating national strategies and initiatives that encourage businesses to adopt sustainable practices. They may offer tax incentives, grants, and support programs to companies implementing CSR projects, contributing to the country's overall sustainable development goals. The legal framework is also being reformulated in the last years, both by incorporating European directives such as the action plan: "Financing Sustainable Growth", published in March 2018, and a New Sustainable Financing Strategy, adopted in July 2021.
- **Non-governmental Organizations:** Several NGOs in Portugal actively work towards promoting CSR and sustainable development. Organizations like the Portuguese Business Council for Sustainable Development (BCSD Portugal) and the Portuguese Association for Corporate Responsibility (APCOR) collaborate with companies and other stakeholders to advocate for sustainable business practices. These NGOs often provide guidance, best practices, and resources to help businesses integrate CSR into their strategies, fostering a culture of social and environmental responsibility.
- **Business Associations:** these associations as well as the chambers of commerce also play a role in promoting CSR among their member companies. For instance, the Portuguese Business Confederation (CIP) and the Portuguese Association of Travel and Tourism Agencies (APAVT) encourage responsible practices in their respective industries. These associations organize events, workshops, and campaigns to raise awareness about CSR and to share knowledge on sustainable business approaches.
- **Individual Companies:** Companies themselves are pivotal actors in promoting CSR in Portugal. Many businesses, both large corporations and small and medium-sized enterprises (SMEs), have recognized the importance of integrating social and environmental considerations into their operations. They engage in various CSR activities, such as community development projects, environmental protection initiatives, and responsible supply chain management. Some companies publish sustainability reports to transparently communicate their CSR efforts to stakeholders and the public. Later in this report we'll share some Good Practices among Portuguese companies.

- **Educational Institutions and Research Centers:** Academic institutions and research centers in Portugal also contribute to CSR promotion by conducting studies, research, and educational programs focused on sustainability and responsible business practices. These institutions help disseminate knowledge about CSR and train future leaders to prioritize social and environmental responsibility in their careers.

Through the combined efforts of all these actors, Portugal is making progress in fostering a culture of sustainability and shared value creation, ensuring that businesses contribute positively to society and the environment.

VII. Poland

In Poland, CSR promotion involves various actors from governmental bodies, international organizations, civil society, and the private sector. Here are some key actors and their involvement in CSR promotion:

- **Governmental Bodies⁴:** Although the idea of CSR is most often associated with business, according to ISO 26000, these issues apply to all types of organizations. Public administration has a role to play in the implementation of social responsibility - it creates laws and system frameworks for the development of the area, as well as promotes responsible attitudes and behaviour among citizens, business entities and its own administrative structures. The activities of the Polish administration in the area of CSR date back to 2006, since when various bodies were established, Their task was to create a space for a forum for consultation on CSR and the implementation of this idea in Poland. The first such body was the informal Inter-Ministerial Working Group on CSR established in 2006 at the Ministry of Labor and Social Policy (MPiPS). The Group included representatives of the Ministry of Economy, Ministry of the Environment, Ministry of Regional Development, Ministry of Finance. Subsequently, the MPiPS made efforts to establish a CSR Commission at the Council of Ministers, the purpose of which was to develop a Polish CSR strategy and would be an intermediate step towards the establishment of a National CSR Forum.
- **CSR Team at the Prime Minister's Office:** As a result of these activities, on May 8, 2009, the Prime Minister appointed the Corporate Social Responsibility (CSR) Team as a subsidiary body of the Prime Minister. The function of Chairman of the Team was held by a representative of the minister responsible for economic affairs, and the Vice-Chairman was a representative of the minister responsible for labour and social security. The task of the Team was to develop recommendations for the government administration in promoting and implementing the principles of Corporate Social Responsibility. The CSR Team was abolished in 2013.
- **CSR Team to the Minister of Economy:** In 2014, The Corporate Social Responsibility Team was reactivated as a subsidiary body of the Minister of Economy. It was assumed that the actions of the Team would allow, in particular, the continuation of dialogue between public administration and business in the field of corporate social responsibility. The tasks of the Team were to develop recommendations on the direction of implementation of the principles of Corporate Social Responsibility in the process of development of the country's economic policy. Within the Team, the following working groups were established to deal with: implementation of CSR principles,

⁴ This part is based on: <https://www.gov.pl/web/dialog/spoleczna-odpowiedzialnosc-przedsiębiorstw--csr>

sustainable consumption and production, monitoring of CSR trends, and education and dissemination of CSR⁵.

- **Team for Sustainable Development and Corporate Social Responsibility at the Minister of Development:** The Team for Sustainable Development and Corporate Social Responsibility, reactivated in 2016, included representatives of public institutions, employers' organizations, NGOs, economic self-government, entrepreneurs, experts in sustainable development and CSR, and representatives of the scientific community, invited by the Minister of Development. The purpose of the team's work was to develop recommendations on the directions of implementation of the principles of corporate social responsibility in relation to the Strategy for Responsible Development. The team also dealt with issues of dialogue, exchange of experience between public administration, business, social partners and NGOs and scientific and research institutions in the field of sustainable development and corporate social responsibility, as well as the dissemination of the principle of social solidarity and responsible business.
- **Team for Sustainable Development and Corporate Social Responsibility at the Minister of Funds and Regional Policy:** It is composed of representatives of the government administration, the social side, employers' organizations, trade unions, industry and sector associations, the scientific and academic community and non-governmental organizations. The thematic areas for the work of the Team result from the most current socio-economic challenges of Poland and also from the current directions of key public policies. The tasks of the Team are carried out within the framework of specialized working groups. The aim of the Working Groups is to develop proposals for specific market instruments and tools to support companies and other organizations in implementing social responsibility practices and due diligence policies in the conduct of daily business operations.
- **International Organizations:** European Commission: As an EU member state, Poland applies European Commission's CSR agenda and implements EU directives and initiatives related to CSR.
- **Civil Society Organizations:** Responsible Business Forum - Forum Odpowiedzialnego Biznesu (FOB). Created in 2000, association, a think-and-do-tank organization that deals with the concept of corporate social responsibility (CSR) in a comprehensive way. NGOs and advocacy groups: Various non-governmental organizations and advocacy groups in Poland focus on specific CSR-related issues, such as environmental protection, human rights, labour rights, and consumer rights.
- **Private Sector:** Enterprises, both private and state-owned are active in the field of CSR – the most active ones are partners to FOB, with which they try to create synergies and new dimension of CSR in Poland. According to annual reports prepared by FOB, more than two-thirds of managers of Poland's largest companies are familiar with the concept of responsible business. For most of them, its foundation is the observance of ethical standards in the

⁵ Ibidem

company's operations and regular and fair remuneration of employees. An increasing number of companies express their belief in the need to improve their management systems, in the direction of forming mutually beneficial relations with all stakeholders.

It is also important to mention that, not only big companies or corporations are active in CSR field. Small businesses often have a local origin, operating where their owners and employees live and reside, so they are close to local issues. What is more, small companies are involved in solving local problems concerning, for example, education or labour market support, without defining this assistance as CSR. Moreover, CSR can be implemented using different tools and means depending on the needs, preferences or size of the company.

FOB runs "The Partnership Program" with companies, which consists of two levels of cooperation, depending on the company's advancement in responsible business projects and the degree of commitment to cooperate with the Forum. Companies that can boast a certain track record in corporate social responsibility and want to share their experience with others, and by joining the ranks of the Forum's Strategic Partners, pledge to provide long-term support for the development of this idea in Poland. Supporting Partners, in turn, are companies and institutions that, by sharing their knowledge and tools with the Forum, support it in the professional and efficient management of the association⁶.

There are various actions undertaken by FOB to promote the idea of CSR among companies and they include⁷:

1. The Diversity Charter is an international initiative, implemented in 24 countries of the European Union. The Charter is a written declaration, signed by organizations, companies and institutions that pledge to prohibit discrimination in the workplace and take measures to create and promote diversity, and express their readiness to involve all employees and business and social partners in these activities. Organizations that decide to implement this tool, work for social cohesion and equality. In Poland, the coordinator of the Charter is the Responsible Business Forum. The Polish edition of the Charter was inaugurated in February 2012. Any employer, regardless of legal form, can join the Charter.
2. The Sustainability Reports Competition is an initiative to promote the ideas of responsible business (CSR), sustainable development, environmental protection and social engagement. It is aimed at companies and organizations publishing reports on their activities in these areas. Applications may be submitted by institutions based in Poland, whose reports have been published in the Polish language and concern activities carried out in the

⁶ <https://odpowiedzialnybiznes.pl/wspolpraca-z-biznesem/>

⁷ This part is based on <https://odpowiedzialnybiznes.pl/wspolpraca-z-biznesem/> and <https://odpowiedzialnybiznes.pl/ranking-odpowiedzialnych-firm/>

country. The competition has been held since 2007, and its organizers in Poland are: Responsible Business Forum and Deloitte.

3. The CSR Fair is an event that periodically, once every two years, promotes the best good practices of Corporate Social Responsibility in Poland. Exhibitors include not only large companies, but also small, innovative start-ups, social economy entities and NGOs. They attract exhibitors from all over Poland, becoming one of the most important CSR events in our country.
4. Responsible Companies Ranking. This is a compilation of the largest companies in Poland evaluated in terms of the quality of their corporate social responsibility (CSR) management. The questionnaire sent out to companies is modified annually, taking into account changes in the market, the increase in the number of companies in particular industries advanced in the process of implementing corporate responsibility solutions, as well as comments and suggestions expressed by participants in previous editions of the Ranking. An appropriate number of points is assigned to each answer, depending on the importance of the question. A maximum of 100 points can be earned in each area, which also means that the weight assigned to each area is equal.
5. Vision of Sustainable Development for Polish Business 2050 (Vision 2050)⁸ There are no official Polish acts that would implement CSR in companies on a general scale. However, there is an initiative that could act as one – still being a voluntary action. It is a project conducted in 2015 by the Ministry of Economy, the Responsible Business Forum and the consulting firm Deloitte. The initiative's program document is the Declaration of Polish Business for Sustainable Development, which identifies 10 key challenges within which business should engage to support social and economic change. There are currently 99⁹ companies among the signatories of the Declaration of Polish Business for Sustainable Development.

Vision 2050 was created to integrate business around the idea of sustainable development, identify challenges in this area, and strengthen the dialogue between administration and business for the realization of Poland's development goals. The Ministry of Economy, the Responsible Business Forum and the Deloitte Sustainability Consulting Central Europe team provide substantive support for the work of the four working groups established under Vision 2050, which operate in the following areas: sustainable production and consumption, renewable energy sources and energy efficiency, social innovation, small and medium-sized enterprises.

The Vision 2050 working groups are a space for dialogue and exchange of experience between representatives of Polish business and other entities, including the Ministry of Economy. The companies involved in their work take a direct part in the consultation processes of important government documents concerning the areas of interest of the respective groups. On April 24, 2015 saw the inauguration of the fourth stage of Vision 2050, with 18 companies joining the existing

⁸ <https://odpowiedzialnybiznes.pl/wizja-zrownowazonego-rozwoju-dla-polskiego-biznesu-2050/>

⁹ As of 2023

signatories. At the same time, companies that are signatories to the Declaration of Polish Business for Sustainable Development have committed to implementing specific projects in the area of sustainable development.

5. GOOD PRACTICE EXAMPLES

I. Germany

Germany is known for its strong commitment to Corporate Social Responsibility (CSR). Here are some examples of German companies that are leaders in implementing CSR practices in their corporate profile:

Allianz is involved in various areas such as climate protection, renewable energies and social responsibility. It has set itself the goal of making its business activities sustainable and supports initiatives to promote environmental and social standards.

The chemical and pharmaceutical company **Merck** has a comprehensive sustainability strategy and is pursuing the goal of reducing the ecological footprint and assuming social responsibility. The company invests in research and development of environmentally friendly technologies and is involved in education and health programs.

The telecommunications company **Telefonica Deutschland** has various sustainability initiatives such as the expansion of renewable energies in its business premises and the promotion of digital education. The company strives to achieve positive effects on society and the environment and also pursues social goals.

As a reinsurance company, **Hannover Rück** has established sustainability as a core component of its business strategy. It supports risk prevention initiatives, promotes renewable energies and is involved in climate protection and environmental protection projects.

The household and commercial appliance manufacturer **Miele** has a long tradition in terms of sustainability and pursues the goal of conserving resources and manufacturing environmentally friendly products. The company is committed to the circular economy and energy efficiency and is increasingly involved in social projects.

Talanx is an insurance group that has integrated sustainability into its business practices. It promotes renewable energies, supports sustainable infrastructure projects and is involved in education and health programs.

MAN is a company in the commercial vehicle and mechanical engineering industry and is committed to sustainable development. The company works on the development of environmentally friendly drive technologies and promotes energy efficiency in its products.

SMA Solar Technology is a leading manufacturer of solar inverters and energy storage systems. The company contributes to the promotion of renewable energies and enables the use of solar energy in private and commercial applications.

BMW is a major automaker that has made sustainability a key priority. The company is actively working to reduce its environmental impact by promoting e-mobility, sustainable production processes and responsible supply chain management. In addition, BMW supports various social projects and initiatives with a focus on education, culture and social affairs.

The sporting goods manufacturer **Puma** has set itself the goal of becoming climate-neutral by 2030 and is pursuing a circular economy strategy. Puma is also committed to fair working conditions in the supply chain and to social projects.

Aixtron is a technology company specializing in the manufacture of semiconductor equipment. The company pursues a sustainable corporate strategy and has set itself the goal of developing energy-efficient solutions. Aixtron also supports social projects in education and science.

Beiersdorf is a leading company in the cosmetics industry and is committed to sustainable management. The company aims to make all packaging recyclable, reusable or compostable by 2025. Beiersdorf is also involved in social initiatives such as education and community work.

DekaBank is one of the largest asset managers in Germany. The company pursues a sustainable investment strategy, taking environmental, social and governance aspects into account. It also offers sustainable investment products and is involved in various social projects.

Stratec is a company specializing in the development and production of analysis systems for medical diagnostics. The company has a comprehensive sustainability strategy and aims to offer environmentally friendly solutions. Stratec is also committed to ethical business practices and employee engagement.

Deutsche Telekom is one of the largest telecommunications companies in Germany. The company has a sustainability strategy with a focus on environmental protection, digital inclusion and social responsibility. Deutsche Telekom invests in renewable energies, promotes digital education and is involved in various charitable projects.

REWE is one of the largest supermarket chains in Germany. The company relies on sustainable procurement, the expansion of ecological products and social commitment. REWE promotes the use of renewable energies, the protection of biodiversity and supports non-profit organizations.

Hugo Boss is a well-known fashion company with a focus on high-quality clothing. The company has a sustainability strategy that focuses on green production, ethical supply chains and social engagement. Hugo Boss is committed to transparency and responsibility in the fashion industry.

SA is a global software company headquartered in Germany, is known for its comprehensive CSR initiatives. The company focuses on promoting sustainability, diversity and inclusion, and social entrepreneurship. SAP's CSR activities include initiatives to reduce greenhouse gas emissions, promote digital inclusion, support social enterprises, and empower underrepresented groups in the workforce.

Deutsche Bank has established itself as a leader in CSR among financial institutions. The bank has set ambitious sustainability goals and is actively working to reduce its carbon footprint and promote sustainable finance. Deutsche Bank also supports various social initiatives, including financial literacy programs, education projects, and social entrepreneurship.

Siemens is a multinational conglomerate, has made sustainability a core part of its business strategy. The company focuses on developing innovative solutions for sustainable infrastructure, energy efficiency, and renewable energy. Siemens

also emphasizes responsible business practices and ethical behaviour in its operations worldwide.

BASF is a leading chemical company, is committed to sustainable development and responsible business practices. The company aims to contribute to a sustainable future through its products, processes, and collaborations. BASF focuses on areas such as climate protection, resource efficiency, and social engagement. It actively engages with stakeholders and partners to drive sustainability initiatives.

Volkswagen (VW) has a major role in implementing Creating Shared Value (CSV) in Germany. As one of the leading companies in the automotive industry, VW presents a prominent example of how a company can combine economic success with social responsibility and environmental awareness.

Volkswagen in Details

Volkswagen, one of the largest automobile manufacturers in the world, has made significant efforts to engage in corporate social responsibility (CSR). Here are some key aspects of Volkswagen's CSR initiatives:

- 1. Sustainability and Environmental Stewardship:** Volkswagen has placed a strong emphasis on sustainability and environmental protection. The company has made commitments to reduce its carbon footprint and has set targets for carbon neutrality by 2050. It has invested in electric vehicle technology, aiming to become a leading provider of electric mobility.
- 2. Responsible Supply Chain:** Volkswagen has implemented measures to promote responsible sourcing and supply chain management. The company has developed guidelines for suppliers, emphasizing compliance with labour and environmental standards, and actively works to ensure that its supply chain partners adhere to these standards.
- 3. Diversity and Inclusion:** Volkswagen has recognized the importance of diversity and inclusion within its workforce. The company has implemented initiatives to promote gender equality and has set targets for increasing the number of women in leadership positions. Additionally, Volkswagen strives to create a work environment that values diversity and respects the rights of all employees.
- 4. Social Engagement:** Volkswagen has been involved in various social engagement activities. The company has supported educational initiatives, particularly in the areas of science, technology, engineering, and mathematics (STEM), aiming to inspire and develop future talent. Volkswagen has also been engaged in community projects and disaster relief efforts, demonstrating its commitment to social welfare.
- 5. Ethical Conduct and Compliance:** Volkswagen has taken steps to enhance ethical conduct and compliance within the organization. Following the emissions scandal in 2015, the company has implemented stricter compliance measures and strengthened its internal control systems. Volkswagen has also established measures to ensure transparency and integrity in its business practices.

These examples showcase the diverse range of CSR practices implemented by German companies. They demonstrate a commitment to sustainability, social impact, and responsible business conduct, aligning with Germany's strong emphasis on corporate responsibility.

*more detailed information: link: [VW Corporated Social Responsibility Report 2022](#)

NEW AUTO Group strategy and positioning ourselves for the future (VW)

Focus topics

Decarbonization: The Volkswagen Group wants to become a net carbon-neutral company by 2050. We have set an intermediate goal for ourselves along the way: by 2030, Volkswagen Group wants to reduce the carbon footprint of its passenger cars and light commercial vehicles by 30% per vehicle (compared with 2018). We want to achieve this goal purely through our electric offensive, reduction measures and switching to renewable energies.

Circular economy: The finite nature of natural resources and the social and environmental consequences of mining raw materials make the development of a circular economy key sustainability topics. One important driver of the circular economy is the ongoing decarbonization of the Volkswagen Group: The growing use of secondary materials and the establishment of closed material loops is helping to significantly reduce our CO₂ emissions.

People in the transformation: The Volkswagen Group is undergoing radical change and its workforce with it. Our aim is a successful and socially responsible transition of employees to the new era of sustainable mobility. We want to continue to employ as many employees as possible in attractive, promising professional fields, to pay them good salaries, and to provide secure jobs.

Diversity: We want to create a working environment in which talent of any age or gender, irrespective of origin and cultural background, can optimally contribute skills and viewpoints. The basis for this is an open, positive and partnership-based culture, a high level of diversity in the workforce and exemplary and inspiring leadership. Diversity, respect, tolerance and equality of opportunity are critical success factors for an open corporate culture.

Integrity: For us, integrity means doing the right thing in a professional context based on our own convictions. This includes steadfastness in adhering to these principles. In addition to personal integrity, organizational integrity matters to us too. It is based on anchoring integrity in the Group's processes and decisions. In a third dimension, we understand integrity as an intangible corporate asset: It strengthens our stakeholders' trust and makes us more attractive for investors, customers and employees.

Supply chain and human rights: The Volkswagen Group pursues the vision of enabling sustainable mobility for generations to come. This includes living up to our legal, social and environmental responsibility not just in our own Group but also in our supply chains.

Additional ESG Topics

Biodiversity in our GotoZero Strategy: Biodiversity safeguards the basis for our continued existence: healthy food, clean water, fertile soils and a balanced climate. The manufacturing industry, which includes the automotive sector, has a largely indirect effect on biodiversity. For a business to identify its own impact and dependency, it must analyse in detail its entire value chain. The influencing factors and resulting action areas include, among others, the mining of mineral resources and rare earths. This mining often takes place in countries with diverse ecosystems

and lax standards – often involving serious destruction of nature and the environment. Further influences result from the use of natural resources through the cultivation of natural rubber for tire production and of oil-bearing plants for fuel production. Cultivating these raw materials takes up a lot of land and displaces biodiversity, frequently due to degradation of forest ecosystems. Also, the industrial cattle farming, which provides the leather for steering wheels and seats, has an influence on biodiversity.

Our Biodiversity Commitment: In our Biodiversity Commitment, we have committed to the three objectives of the international Convention on Biological Diversity (CBD):

- Conservation of biological diversity
- Sustainable use of its components
- Fair and equitable sharing of the benefits arising out of the utilisation of genetic resources

We pursue these objectives in 6 action areas:

- Commitment to the Paris Climate Agreement and therefore to becoming net carbon neutral by 2050.
- Assessment of risks and opportunities related to our business activities with impacts on biodiversity and ecosystem services.
- Integration of biodiversity into the environmental compliance management system.
- Implementation of projects for the protection and promotion of biological diversity.
- Increasing biodiversity at the production sites and introduction of a biodiversity indicator.
- Reduction of the use of natural resources along the supply chain.

Our contribution to other environmental aspects with an impact on biodiversity: In our „Group Environmental Mission Statement“, we commit to the Paris Climate Agreement and the 1.5° goal. By decarbonising the Group, we are targeting net carbon neutral business practices by 2050 to protect the climate and therefore also biodiversity.

Our activities for protecting biodiversity: In the countries where we operate, we support biodiversity projects in the form of collaboration with partners and local initiatives. You can read about the biodiversity projects currently underway on our sustainability pages.

The following projects provide examples of the various activities at the Volkswagen Group's sites.

Volkswagen de México has been supporting nature-conservation and reforestation projects to preserve ecosystems since 2008. The measures create habitat for wild animals and help to develop biodiversity.

Reforestation measures inhibit the erosion of soil through erosion processes and facilitate groundwater storage. Creating trenches also supports the infiltration of rainwater. This will protect the soil again and encourage groundwater formation, for example on the slopes of the Popocatepetl and Iztaccíhuatl volcanoes, where open areas have been created by years of deforestation, farming livestock and fires.

With partners including UNESCO and Seabird Life, we support projects for sustainable mobility and the elimination of storm damage in UNESCO biosphere reserves in Spain and other projects to protect and restore moors in reserves in Poland and Germany.

Volkswagen Group China together with the Volkswagen, Audi and ŠKODA brands have launched the "Green Belt" reforestation project to protect habitats and for sustainable development. By 2030, more than 8.5 million trees will have been planted in 10 environmentally sensitive regions in the North of China on more than 40 million m² of land. The reforestation acts as a carbon sink, supports biodiversity and contributes to preventing wind erosion and soil loss./

Sustainable & transparent water management: The Volkswagen Group has set itself the objective of further improving its resource efficiency and promoting reuse and recycling approaches in the areas of materials and water. Around 49% of total freshwater consumption is attributable to sites in areas of high water stress. These regions are identified by Maplecroft. A closed cycle or the recycling of cooling and process water significantly reduces freshwater consumption and the amount of wastewater, ensuring responsible use of the resource of water. In 2022, the Group needed 39.34 million m³ of freshwater, and Volkswagen AG used 3.56 million m³ of it. This data is collected annually. As part of our „goTO-zero“ strategy, our sustainable water management concentrates on the following action areas:

- Reduction of freshwater consumption and water-use efficiency, particularly in areas of water stress
- Minimisation of pollutant load inputs and no degradation of the environmental and chemical condition in the receiving water (effluent management)

Representation of Interests: The Volkswagen Group and its brands operate in a complex and tightly regulated environment. We regard it as our responsibility to actively help shape the framework for our economic activity and its impact on society and the environment in dialogue with our stakeholders.

Principles and Guidelines for public Affairs | Role

Public Affairs introduce the Group's positions into political decision-making processes by providing truthful and comprehensive information as well as reliable and competent advice. They can also contribute ideas for innovation strategies or for future-oriented regulatory approaches. Information about the Group's key positions is published yearly.

Principles and Guidelines for public Affairs | Networks

Public Affairs are represented on Group level, at the Group's sites and in various capital cities around the world. Their tasks in dialogue with politics and stakeholders can also be taken on by Public Affairs employees in brands and companies.

Principles and Guidelines for public Affairs | Transparency

Public Affairs act in accordance with the principles of integrity, openness and verifiability. Information about structures and resources is published yearly.

Principles and Guidelines for public Affairs | Contact with politics

Compliance with international conventions and the laws and regulations of all the countries in which the Volkswagen Group operates is a matter of course for Public Affairs. All contacts with politics comply strictly with the applicable laws and regulations and the corresponding Codes of Conduct, measures to prevent corruption, and competition and antitrust law.

Principles and Guidelines for public Affairs | Events

Public Affairs engage in dialogue with politics in various communication formats. Information on regular formats is published yearly.

Principles and Guidelines for public Affairs | Sponsorship and donations

The political system of the Federal Republic of Germany relies on a functional party system. The Basic Law of the Federal Republic of Germany sets out principles for financing political parties that require the parties to generate their own revenues beyond the reimbursement of election campaign costs by the state.

Responsible Marketing

As a global player, the Volkswagen Group and its brands are committed to sustainable, transparent, and responsible management. This applies in particular to internal and external communications. Our employees, our customers, our stakeholders, and the public rightfully deserve communication with respect, integrity and sincerity. Thus, every business partner involved in communicating on behalf of the Volkswagen Group has the responsibility to ensure that in our communication and advertising, both online and offline, human beings, animals and the environment are treated with utmost respect. We are always aware, it is not only about our intention, but how the message is perceived in the consumer's mindset. The expectations that Volkswagen Group has for its business partners with regards to the provision of advertising and communication services for the Volkswagen Group and its brands are specified in the Communication and Advertising Principles for the Volkswagen Group.

IT Security

A series of unavoidable changes are emerging today as a result of digitalization, the growing number of functions connected with the internet and the use of modern IT to manage business, logistical and technical business processes on the internet. These changes have to be actively controlled in order to succeed in global competition. At the same time, however, increasing digitalization also offers cyber criminals' significant scope for attack and gives rise to new risks for the company and its customers.

Product Quality & Safety

Automotive Security

The automotive industry is facing new challenges. With increasing digitalization, such as connectivity, autonomous driving and shared mobility, the value chain is changing and is offering a wide range of opportunities for cyber-attacks.

In order to protect vehicles even better against cyber-attacks and enable secure software updates, Volkswagen has implemented a cyber security management system (CSMS).

The aim of the CSMS is to guarantee and maintain automotive cyber security over the entire product life cycle of a vehicle and specifies in terms of guidelines and control measures how automotive cyber security should be established and maintained to also ensure security against unauthorized access to board electronics.

The Kraftfahrtbundesamt (KBA) has confirmed the effectiveness of the CSMS with the respective certification. This was preceded by an audit in which TÜV Nord checked for the new UNECE regulation 155.

Functional Safety



Besides ensuring security of electronic systems, Volkswagen is also committed to guarantee their functional safety. Therefore, Volkswagen has adopted ISO 26262, a global standard for functional safety in the automotive industry. This standard outlines the requirements for designing, developing, and testing automotive systems.

Compliance with the standard is documented and subject to regular internal and external audits. By adhering to the ISO 26262 standard, we ensure that our vehicles are designed and built with a systematic approach to safety.

This includes identifying potential hazards, assessing the risks associated with those hazards, and implementing appropriate safety measures to mitigate those risks. The safety of customers is one of the top priorities for Volkswagen.

Link: <https://www.volkswagen-group.com>

Corporate Governance & Financing Institutions

In Germany, corporate governance and financing institutions play a vital role in promoting and advancing corporate social responsibility (CSR) practices. Here's an overview of how CSR is integrated into corporate governance and financing institutions in Germany:

Corporate Governance Codes: Germany has a well-established system of corporate governance codes that provide guidelines and recommendations for companies to ensure responsible and sustainable business practices. The most prominent code is the German Corporate Governance Code, which emphasizes the importance of CSR and encourages companies to integrate social and environmental concerns into their business strategies.

Shareholder Engagement: Institutional investors and shareholders in Germany increasingly consider CSR factors when making investment decisions. Shareholder engagement initiatives and proxy voting guidelines encourage investors to actively engage with companies on CSR issues, such as climate change, labour standards, and corporate ethics. This engagement helps promote responsible practices and holds companies accountable for their social and environmental impact.

Sustainability Reporting: Many German companies voluntarily publish sustainability reports that provide detailed information on their CSR activities, goals, and performance indicators. These reports follow internationally recognized frameworks such as the Global Reporting Initiative (GRI) guidelines or the Sustainability Code, which was developed specifically for German companies. By disclosing their CSR efforts, companies enhance transparency and allow stakeholders to assess their sustainability performance.

Financing Institutions: Banks and financial institutions in Germany also play a role in promoting CSR. They integrate environmental, social, and governance (ESG) factors into their risk assessment and lending criteria. Banks may require borrowers to meet certain CSR standards, such as complying with environmental regulations or maintaining labour rights, before providing financing. Moreover, sustainable finance initiatives, such as green bonds and impact investing, are gaining traction, enabling companies to raise funds specifically for environmentally and socially responsible projects.

Stakeholder Engagement: Corporate governance and financing institutions in Germany recognize the importance of engaging stakeholders in decision-making processes. This includes consulting with employees, customers, suppliers, and local communities to understand their concerns and expectations regarding CSR. Stakeholder dialogue platforms and sustainability committees are established to foster collaboration and ensure that different perspectives are considered in decision-making processes.

Regulation and Compliance: German corporate governance and financing institutions adhere to national laws and regulations that encompass CSR-related issues. For example, companies are required to comply with labour laws, environmental regulations, and anti-corruption legislation. Additionally, initiatives such as the Sustainable Finance Committee have been established to provide guidance and recommendations on incorporating sustainability into financial sector regulations.

Overall, CSR is integrated into corporate governance and financing institutions in Germany through codes, shareholder engagement, sustainability reporting, financing practices, stakeholder engagement, and compliance with relevant regulations. These efforts aim to promote responsible business practices, enhance transparency, and drive sustainable development within the corporate sector.

Regulatory Bodies for CSR

In Germany, there are several regulatory bodies and institutions that oversee and promote corporate social responsibility (CSR) practices. These bodies provide guidance, set standards, and monitor compliance with CSR-related regulations. Here are some important regulatory bodies for CSR:

Federal Ministry for Economic Cooperation and Development (BMZ): The BMZ is responsible for Germany's international development policy, which includes promoting sustainable development, responsible business practices, and CSR in the context of global supply chains. The ministry provides guidance and supports initiatives aimed at enhancing CSR practices, particularly in relation to human rights, labor standards, and environmental protection.

German Corporate Governance Code (DCGK): Although not a regulatory body, the DCGK plays a significant role in promoting CSR in corporate governance. The code provides guidelines and recommendations for corporate governance practices in Germany, including transparency, accountability, and stakeholder engagement. It emphasizes the importance of CSR and encourages companies to integrate social and environmental concerns into their business strategies.

Financial Reporting Enforcement Panel (FREP): The FREP is an independent body that monitors and enforces financial reporting in Germany. While its primary focus is on financial reporting, it also pays attention to non-financial reporting, including CSR disclosures. FREP ensures compliance with reporting requirements, including sustainability reporting, and takes action against companies that fail to meet the reporting standards.

German Sustainability Code (DNK): The DNK is a voluntary reporting framework specifically designed for German companies to disclose their sustainability performance. It provides guidelines and indicators for reporting on environmental, social, and governance aspects. The DNK aims to enhance transparency and



comparability of sustainability reports and is supported by various stakeholders, including governmental bodies, businesses, and civil society organizations.

German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU): The BMU is responsible for environmental policies and regulations in Germany. It promotes sustainable development and supports initiatives related to environmental protection and resource efficiency. The ministry plays a role in shaping CSR practices by setting environmental standards, regulating emissions, and promoting sustainable business practices.

Federal Office for Economic Affairs and Export Control (BAFA): The BAFA is an authority under the German Federal Ministry for Economic Affairs and Energy. It administers various programs and initiatives related to sustainability and energy efficiency. The BAFA provides support and incentives for businesses to adopt sustainable practices, including funding schemes for energy-efficient investments and renewable energy projects.

These regulatory bodies, among others, contribute to the promotion of CSR in Germany by providing guidance, monitoring compliance, and supporting initiatives aimed at sustainable development, responsible business practices, and transparency. While some regulations are voluntary, others may be legally binding, ensuring that companies adhere to CSR principles and fulfil their social and environmental responsibilities.

Civil Society Organizations

In Germany, civil society organizations (CSOs) play a significant role in promoting and advancing corporate social responsibility (CSR) initiatives. These organizations engage with businesses, government bodies, and other stakeholders to advocate for responsible business practices and sustainable development.

Here are some notable CSOs in Germany that are actively involved in CSR:

Germanwatch: is a non-profit organization that focuses on global equity and sustainable development. It works on various issues, including climate change, trade justice, and corporate accountability. Germanwatch engages with businesses to promote CSR practices and holds them accountable for their environmental and social impacts.

Website: <https://germanwatch.org/>

Transparency International Germany: is a global movement working against corruption. Transparency International Germany advocates for transparency, integrity, and responsible governance in the business sector. It promotes anti-corruption measures and encourages businesses to adopt ethical practices and transparency standards.

Website: <https://www.transparency.de/>

Forum Nachhaltige Geldanlagen (FNG): is a non-profit association that promotes sustainable investment and responsible finance. It provides guidelines and standards for sustainable investment products and engages with financial

institutions to integrate environmental, social, and governance (ESG) criteria into their investment strategies.

Website: <https://www.forum-ng.org/>

Bundesverband Deutscher Stiftungen (Association of German Foundations):

The Association of German Foundations represents more than 4,000 foundations in Germany. It supports and promotes philanthropy and CSR initiatives among foundations. The association encourages foundations to actively engage in sustainable development and social impact projects.

Website: <https://www.stiftungen.org/>

Verbraucherzentrale Bundesverband (Federation of German Consumer Organizations): The Federation of German Consumer Organizations represents consumer interests in Germany. It advocates for responsible business practices and consumer rights. The organization raises awareness about CSR issues and engages with businesses to ensure fair and ethical treatment of consumers.

Website: <https://www.vzbv.de/>

These are just a few examples of CSOs in Germany that actively promote CSR and contribute to sustainable development. Many other organizations and networks exist at the local, regional, and national levels, working towards similar objectives.

Media

The media plays a significant role in shaping public opinion and influencing corporate social responsibility (CSR) practices in Germany. E.g.:

Awareness and Information: Media outlets, including newspapers, television, radio, and online platforms, contribute to raising awareness about CSR issues and initiatives. They report on environmental and social concerns, corporate misconduct, and responsible business practices, thereby informing the public and creating a sense of urgency for companies to address these issues.

Exposure and Accountability: Media coverage can expose unethical or irresponsible corporate behaviour, putting pressure on companies to improve their CSR practices. Negative media attention can harm a company's reputation and lead to financial and legal consequences. As a result, companies are more likely to proactively engage in CSR to maintain a positive image and avoid public scrutiny.

Advocacy and Campaigns: Media outlets often serve as advocates for CSR causes by reporting on social and environmental issues and supporting campaigns for change. They provide platforms for stakeholders, including CSOs and experts, to voice their opinions and push for responsible business practices. Media campaigns can mobilize public support and encourage companies to adopt more sustainable and ethical approaches.

Reporting and Transparency: Media outlets play a role in holding companies accountable by demanding transparency and reporting on their CSR performance. They may investigate and publish articles, interviews, and documentaries

on companies' environmental impacts, labour conditions, supply chain practices, and community engagement. This reporting encourages companies to be more transparent and improve their CSR reporting and disclosure practices.

Public Opinion and Consumer Behaviour: Media coverage can shape public opinion on CSR issues, influencing consumer behaviour and preferences. Consumers increasingly consider a company's CSR practices when making purchasing decisions. Positive media coverage of responsible companies can enhance their reputation and attract socially conscious consumers, while negative coverage can lead to boycotts or decreased sales.

Dialogues and Debates: Media platforms provide spaces for dialogues and debates on CSR-related topics. They organize panel discussions, interviews, and opinion pieces that bring together various stakeholders, including business leaders, experts, CSOs, and policymakers, to discuss and exchange ideas on CSR challenges and opportunities. These discussions can foster collaboration and encourage companies to adopt more sustainable practices.

Overall, the media's influence on CSR in Germany is significant. Through their reporting, advocacy, accountability, and shaping of public opinion, media outlets play a crucial role in promoting responsible business practices, encouraging transparency, and driving positive change in corporate behaviour.

Various media play an important role in developing and spreading awareness of the importance of Creating Shared Value (CSV), although their respective importance and influence varies.

These include **business media** such as **newspapers, magazines, business blogs, and television stations** focused on business news play a central role in reporting on CSV. By publishing articles, analyses, and interviews, they can inform businesses, entrepreneurs, and the general public about the benefits and principles of CSV.

Importantly, **companies regularly publish sustainability and corporate reports** detailing their CSV initiatives, actions, and results. These reports are often published online and can be an important source of information for stakeholders and the media to gain insight into a company's CSV practices.

In addition, **social media** is playing an increasingly important role in disseminating information about CSV through platforms such as Facebook®, Twitter®, LinkedIn®, and Instagram. Through social media channels, companies and organizations can share their CSV initiatives directly with their audiences, disseminating information and creating specific awareness and attention. Influencers and opinion leaders can report on CSV and stimulate discussion.

Scholarly publications and research in academic journals and scientific publications contribute to the development of knowledge and understanding of CSV. Research papers and studies can provide new insights into and advance discussion about the effectiveness of CSV practices.

Non-governmental organizations and civil society organizations working on social and environmental issues play an important role in promoting CSV. They

can raise awareness of CSV through campaigns, events, reports, and advocacy, test the veracity, and act in a regulatory manner to encourage companies to adopt responsible business initiatives.

II. Slovenia

Here are some good practices in CSR in Slovenia:

Krka PLC: Krka, a leading Slovenian pharmaceutical company, is known for its strong commitment to corporate social responsibility (CSR) and creating shared value. It upholds the highest ethical standards in its business operations. The company ensures transparency, integrity, and compliance with legal and regulatory requirements. Krka prioritizes environmental sustainability and resource efficiency. The company has implemented numerous measures to reduce its environmental impact, such as investing in energy-efficient technologies, optimizing water consumption, and managing waste and emissions responsibly. Krka recognizes the importance of its employees and invests in their well-being and professional development. The company provides a safe and inclusive work environment, offers training and development programs, and promotes work-life balance.

Lek PLC: Lek is committed to improving access to quality healthcare in Slovenia and beyond. The company works closely with healthcare professionals, patient organizations, and policymakers to develop innovative and affordable medicines that address unmet medical needs. The company adheres to strict quality standards and regulatory requirements throughout the entire drug development and manufacturing process. Lek actively engages with local communities and supports social initiatives. The company participates in community development programs, sponsors educational initiatives, and collaborates with non-profit organizations to address societal challenges. The company strives to positively impact patients, employees, communities, and the environment while maintaining sustainable and responsible business operations in Slovenia and globally.

Akrapovič PLC: Akrapovič places great importance on sustainable manufacturing practices. The company continuously invests in technologies and processes that minimize its environmental impact. Akrapovič focuses on energy efficiency, waste reduction, and responsible resource management throughout its production cycle. It actively works to minimize its carbon footprint and environmental impact. The company seeks innovative solutions to reduce emissions, conserve energy, and implement eco-friendly initiatives. It prioritizes sustainable material sourcing and supports recycling and waste management programs. Akrapovič collaborates with various stakeholders, including suppliers, customers, and academic institutions. Through these partnerships, the company fosters innovation, knowledge exchange, and sustainable practices.

Alples PLC: Alples, a prominent Slovenian furniture manufacturer, is dedicated to promoting corporate social responsibility (CSR) and creating shared value. The company implements various initiatives to contribute to societal well-being and sustainability. Alples focuses on responsible manufacturing practices by prioritizing the use of sustainable materials, optimizing energy efficiency in production processes, and reducing waste. Moreover, Alples actively engages in community

development, supporting local projects, and partnering with non-profit organizations to address social challenges.

Javno podjetje Ljubljanski potniški promet, public enterprise: LPP actively works towards sustainable mobility solutions by providing efficient and environmentally friendly public transportation services. The company invests in a modern fleet of buses and trams, incorporating technologies that reduce emissions and improve energy efficiency. LPP also focuses on accessibility, ensuring that its services are inclusive and available to all members of the community. Additionally, LPP engages in community outreach by collaborating with local organizations and initiatives that promote social welfare, education, and cultural development. By prioritizing sustainable practices, accessibility, and community engagement, LPP not only enhances the quality of transportation services but also contributes to the well-being and livability of Ljubljana, creating shared value for both the company and the community it serves.

In Slovenia, there are several companies that serve as examples of good practices in the field of responsible business. Some of these companies have received Horus certificates and recognitions, which are national awards for sustainable business. Here are some examples:

Telekom Slovenije: Telekom Slovenije is the leading telecommunications company in Slovenia. It has received the Horus certificate for social responsibility and sustainable development. The company focuses on innovative solutions that contribute to the development of a digital society. Telekom Slovenije works towards reducing its carbon footprint, promoting the development of digital skills, and supporting local projects and events.

Lidl Slovenija: Lidl Slovenija is a discount supermarket chain that is committed to responsible business practices. The company has received the Horus certificate for social responsibility and sustainable development. Lidl Slovenija strives to reduce its environmental impact, promotes local sourcing, and supports numerous charitable and sustainable projects.

These examples represent just a few companies in Slovenia that have received Horus certificates and recognitions and are dedicated to responsible business practices and sustainable development. There are many other companies in the country that pursue similar goals and serve as examples of good practices.

Adria Home Ltd: Adria Home Črnomelj manufactures and sells mobile homes and high-quality glamping tents. The company produces innovative products that make living in the outdoors comfortable and safe. This is achieved, among other things, through a range of manufacturing, design, marketing and service activities that broadly ensure a healthy working environment and high-tech design, and care for nature by using environmentally friendly raw materials.

They are the recipients of the 2022 Red Dot Best of the Best award for the XLine mobile home range. They care about the well-being and development of their employees and develop and create products through the philosophy of "Closer to nature" and ultimately closer to people. The organisation is fully certified as a Family Friendly Company.

Comark Ltd: Comark is a well-established family-owned specialised transport and packaging company. Some of the company's strengths in the area of corporate social responsibility include: Environmental sustainability: Comark is committed to reducing its impact on the environment. Comark actively engages with the local communities in which it operates. They sponsor and support local projects, charities and contribute to community development. In doing so, they build strong relationships with the community and contribute to its progress. Comark encourages innovation in its services and processes to improve the efficiency of logistics operations while reducing negative environmental impacts. In doing so, they create social benefit and adapt to the rapidly changing needs of the market.

Smithers-Oasis Adria Ltd: Smithers-Oasis Adria produces floricultural sponges for fresh and dried flower arranging, as well as sponges for underplanting. The OASIS® brand is the most recognised brand in the floriculture industry worldwide today. A network of companies around the world enables it to offer products and services suitable for every market, regardless of different cultures and customs. All local companies share the same goal - to offer products, solutions, education and techniques and inspiration to florists and designers through long-term partnerships and collaborations. In doing so, they care for the environment and the development of their employees.

Dom starejših občanov Črnomelj (DSO Črnomelj):The Črnomelj Senior Citizens' Home is a public institution established by the Government of the Republic of Slovenia to provide social and health care services to older and younger persons who are unable to work and need assistance in performing the functions of life and who live in the area where the Home is located. In addition, the activities of the home include the preparation of the environment for old age and the provision of home help services, and all other services aimed at the needs and wishes of older people and intergenerational coexistence. The organisation is fully certified as a Family Friendly Company and Health Friendly Company. Over the years, DSO has been expanding and upgrading its network of stakeholders, as "Learning Base", participates in vocational rehabilitation, cooperates with the Probation Board, regularly participates in projects at local and national level. The institution is a certified socially responsible employer.

III. Turkiye

CSR leaves effect on social transformation with activities like benevolence, sponsorship and campaigns and the subjects such as education, health, culture-art, sports, environment, social entrepreneurship that has been attempted to draw a big, dynamic picture of the CSR approach in Turkiye. For Example;

Eczacıbaşı – İpek Kağıt According to the Turkish Ministry of Health, over the last decade approximately 589,000 people in Turkey have been subject to diseases caused by excretion which could have been prevented by the use of toilet paper and correct personal hygiene methods. On the other hand, the average annual consumption of toilet paper per capita in Turkey is 580 grams, approximately 8% the European average of 6.9 kg. Within this context, Ipek Kağıt organized personal hygiene

courses for children aged 7-11 in the last 6 years to nearly 4.3 million students. The mission of the Solo Primary School Personal Hygiene Education Project aimed to contribute to the achievement of better health and higher living standards by teaching primary school students throughout the country the fundamentals of personal hygiene. Apart from improving health, increasing awareness and knowledge of hygiene principles should lead to raising toilet paper consumption in Turkey and thus contribute to the long-term sustainability of Ipek Kağıt, the market leader. In this way, the project provides mutual benefit for all parties, making a business case for social development.

Sunjut (Drawn from Desktop Research) Sunjut is a textile factory which is in Istanbul-Turkey and mainly produces technical textiles since 1968. To strengthen their position in the domestic and international market, the management decided to produce some part of their electrical energy by wind. The wind turbine project at SUNJUT was awarded by EUROSOLAR on the category of “Owner of installation using renewables” as being the first privately owned wind power installed for use in an industrial firm. The 1.2 MW wind power installed provides for most of the power requirements of the production plant. As this is the first wind farm built in a factory area, Sunjut played a key role in solving also the manifold bureaucratic obstacles. For other companies that want to follow this path, the realization has now become less difficult.

Aygaz The company established under Koç Holding operates in energy sector mainly in LPG production and distribution with around 1400 blue collar and 500 white collar employees. Aygaz defines itself as being the closest company to society inline with Koç Group’s own corporate strategy. The concept in CSR activities also evolves around the same concept and the concerns are mainly categorized as education, health and culture and arts. Aygaz manages its communication with its stakeholders mainly with the help of its dealer net all around Turkey. It receives opinions as well as feedbacks from the communities and retailers. There is also a call centre where people can share their opinions and complaints either about the products or activities of Aygaz in the particular province. Aygaz also sees children as a stakeholder in the sense that they will be the future customers who need to be well informed. With that in mind “Cautious Kid” Campaign 2002 and it targets to inform and educate the elementary school-level students on fires, earthquakes, traffic, first aid, and domestic and school accidents. “Ateşböceği Learning Units Project”, “Aygaz Alerts for Indoor Accidents” Campaigns are some other CSR projects that Aygaz has been implementing to build awareness. Aygaz’s financial reports along with the CSR reports are completely disclosed to the public. Moreover, the impact of all of Aygaz projects are evaluated by well known universities and feedback evaluation reports are being formed. Aygaz takes it very serious to measure the effects and outcomes of its projects..

Drivers of CSR in country context can be classified by different stakeholders groups. For this reason, the section below tries to analyze the possible drivers and their capacities of CSR in Turkey. The possible drivers are as follows:

1. Corporate Governance and Financing Institutions
2. Multinational Companies
3. Regulatory Bodies for CSR: Government – International Recognized Treaties
4. Civil Society Organizations
5. Media

Corporate Governance & Financing Institutions: Ownership of Turkish companies is highly concentrated with the families or individuals being the dominant shareholder. Demirağ and Serter (2003) indicated that Turkish companies do not have the structure of unlimited shareholders but limited shareholders, which is dominated by family members. Therefore, drivers of CSR in Anglo-Saxon

corporate environment such as institutional investors or investor activism are not valid in Turkey. Other drivers of CSR in Continental Europe like the banks are also not valid in Turkish corporate environment because most of the local private banks are under the control of the same wealthy companies (Demirağ and Serter, 2003). Therefore, the operations of these banks are concentrated on the companies of the family.

| Name of the Group | Name of the Bank |
|-------------------|---|
| Koç Group | Yapı Kredi Bank |
| Sabancı Group | Akbank |
| Doğuş Group | Garanti Bank |
| Zorlu Group | Sold its shares to Dexia – Previously Denizbank |
| Doğan Group | Sold its shares to Fortis – Previously Disbank |

Multinational Companies: MNCs have more influence on the CSR agenda in Türkiye compared to any other driver such as governmental agencies and regulations, corporate governance structure or culture. MNCs mostly have group wide strategies for CSR, as the drivers such as corporate governance structures, investors and NGOs are putting more pressure on MNCs. Therefore, with greater scrutiny over them, the CSR practices as well as the experiences are often more advanced and more deeply integrated into the core business. By providing new practices and developing strategies for partnerships with stakeholders and joint ventures with locals, a transfer of CSR practices to the local partners has started. Activities related to children’s education and health, volunteerism, sponsoring NGO activities and partnerships with governmental agencies can be named as the key CSR activities of MNCs in Türkiye. These activities aim at supporting the brand name and reputation of the MNC, while facilitating and contributing to the development of society. However, some of them only remained in direct sponsorships level or were supported by public relations consultancies rather than any part of stakeholder groups. Mainstream CSR practices come with the pressure from international buyers with the issues of environmental and social standards. The pressure is especially high in the textile sector, when issues like child labour and “sweatshops” in developing countries got more attention. A lot of awareness raising has been taking place in the sector, from the buyers’ side as well as from international organizations and local NGOs. In this sense, efforts of the Joint Initiative to improve conditions and observance of labour rights for garment workers and their families in a specified number of Turkish garment producing facilities is an important activity. Other than such volunteer actions, legal framework of the international bodies has also been an important driver of CSR. The Restriction of Hazardous Substances Directive (RoHS) 2002/95/EC, restricts the use of six hazardous materials in the manufacture of various types of electronic and electrical equipment. It is closely linked with the Waste Electrical and Electronic Equipment Directive (WEEE) 2002/96/EC which sets collection, recycling and recovery targets for electrical goods and is part of a legislative initiative to solve the problem of huge amounts of toxic e-waste. White goods exports of Turkey have to follow this directive as they are also important actors exporting to the European markets through original equipment manufacturer as well as with their own brands. This case clearly exemplifies the importance of the pressure from the side of international buyers. Thus, MNCs do play an important role for both creating opportunities and monitoring the CSR issues in Türkiye.

Regulatory Bodies for CSR: Government – International Recognized Treaties: In the discussion of implementation of CSR, Volunteer vs. Regulatory framework has been an important debate subject that creates a fruitful discussion. To identify the elements of discussion in Turkish setting, a verb search on both official gazette and Turkish Grand National Assembly (TGNA) website was conducted. The results stated that there is no law that has the Turkish translations of Corporate Social Responsibility, “Kurumsal Sosyal Sorumluluk” or “Şirketlerin Sosyal Sorumluluğu” wording in it. Although there

is no specific law on CSR in Turkey, there are issues that found a space in two sources. The first source is the national laws that are related to CSR. Odaman (2004) states that the constitution 172 states confirms the protection of consumers law number 4077 and the labour law number 4587 forces companies to employ disabled people that represents the positive discrimination. The others are as follows: 1. Public Procurement Law No.4734 2. Environment Law No.2872 3. Union Law No.2821 4. Declaration of Wealth, to combat against Bribery and Corruption Law No.3628 5. The Banking Law No.5411 6. Renewable Energy Law No. 5346 The Law No.4077 governs the protection of consumers in Turkey. Although the law does not incorporate any provision directly related to corporate social responsibility, some provisions facilitate the procedures for the consumers to be compensated for the losses they had to bear due to purchasing faulty goods and services. The law envisages the formation of Consumer Courts where consumers can file any company for faulty goods sales or services provision without any dues and fees. The law also gives way to the closure of goods producers and services providers if their goods and/or services are found to be faulty. Compensation for consumers are also dictated in the law. In the Public Procurement Law No. 4734 dated January 22, 2002 followed by seven amendments, it is clearly stated that those companies with proven tax debts and social premium debts could not participate in any of the public procurement tenders. Furthermore, in the Public Procurement Contracts Law No 4735 dated January 22, 2002 followed by one amendment, it is stated that it is the responsibility of the contractor (the company) to take every precaution to guarantee the safety of third persons during the supply of the commodity to the related public administration. Declaration of Wealth, combating against Bribery and Corruption Law No.3628 aims to have supportive tool to fight against bribery and corruption by forcing individuals related to public work – including the owners of media, presidents of organisations whose activities are considered to be benefiting the public – to represent their lists of assets and properties. The Banking Law No.5411 dated November 1, 2005, includes provisions regarding corporate management principles. These principles are mostly concerned with the management of the banks and formations of relevant bodies. However, the law refers to Board of Capital Markets and dictates that the corporate management principles shall be defined in cooperation with the Board.

Civil Society Organizations: As the examples of Greenpeace vs. Shell at the Brent Spar Case, Baby Milk Action group vs. Nestle, Amnesty International vs. Blood Diamonds show Civil Society Organizations (CSOs) are big pressure groups for companies to be socially responsible at the international level. Turkish legal system defines two kinds of CSOs, Associations and Foundations which are under the authority of two institutional bodies. According to the data of Department of Associations, there are around 75,000 active NGOs in Turkey and foundations are not included in these figures. All CSOs (foundations and associations) have undertaken many initiatives to reinforce their own capacity building on administrative, legal and financial skills.⁶ There are only two associations in Turkey dealing exclusively with CSR and sustainable development. These are the CSR Association of Turkey and the Turkish Business Council for Sustainable Development. All other foundations have the topic CSR/sustainability as a subordinated topic on their agenda. Business Association for Sustainable Development represents Turkey at the international level as a member of the World Business Council for Sustainable Development (WBCSD). Business Association for Sustainable Development pays great attention to its relations with the official organizations and local administrations in communicating and adopting the Sustainable Development approach on individual and social basis. Within this respect, the association supports all the activities of the official organisations and local administrations connected with the issue and will make initiations to increase the leading role of the government. CSR Association in Turkey established in 2005 with the mission to create tools, resources and methodologies for business to behave socially responsible on social, economic and environmental issues so that business can have a positive impact on the development of the society. Their activities involve research, conferences, and promotion of CSR. There are many other NGOs that are effectively

working on the related areas of CSR. Some of the most influential ones are as follows: Corporate Governance Association of Turkey (TKYD) is a NGO in the field of Corporate Governance. Its mission is to establish, develop and assist the Corporate Governance Best Practices in Turkey, both in private and public institutions. TKYD leads corporate governance initiatives in Turkey through promoting the culture and assisting the implementation of best practices and has 350 members representing the business. Effective Governance in Boardrooms training program aims at promoting good governance among Turkish businesses. Besides, TKYD provides Turkish businesses with valuable research data and useful guides for implementing good governance effectively. Research project “Corporate Governance Map of Turkey” was completed in 2005 in cooperation with Boston Consulting Group. OECD Revised Principles of Corporate Governance and the forthcoming governance research conducted with Istanbul Bilgi University are among other TKYD publications.

TEDMER’s (Turkey’s Ethical Values Centre) mission is to develop projects in institutions and to improve the relationships between institutions, regardless in which sector, to offer support and services to institutions and organizations, to define corporate ethical codes, and to create benchmarks and standards. In line with such works, TEDMER’s mission is to contribute to economic, cultural and social life in Turkey, thereby causing the social life quality to rise to the standards of developed countries. Some of the activities involves conducting research in the area of ethics in all sectors, launching an “Ethics Barometer”, a research tool to monitor and measure ethical awareness and improvements in the private sector on a quarterly basis, collecting data on problem areas and critical issues regarding ethical decision making and sharing these with the public, providing “Ethics Programs”, focusing on pre-selected sectors, for both the small and the medium size enterprises and also large businesses in Turkey, organizing an “Ethics Summit” on an annual basis, giving “Ethical Conduct” awards to key decision makers within the framework of the “Ethics Summit”, conducting “Ethics Training Programmes” for ethics officers, ethics consultants and ethics trainers on semi-annual basis. The following organizations are not dedicated to CSR however are important actors promoting CSR issues. Private Sector Volunteers Foundation (OSGD) is another organization which is conducting activities related to CSR. It is established in July 2002 to promote volunteerism within the corporate world in Turkey by creating a dynamic relation between society and the private sector. Their projects can be named under the community involvement activities of CSR. Their main activity is to link corporations with NGOs. TÜSEV’s (Third Sector Foundation of Turkey) mission is to strengthen the legal, fiscal and operational infrastructure of the third sector in Turkey and the foundation which runs programs and projects with a combination of funding from endowment returns, annual funding from local network partners (Turkish foundations and associations), and international partners. Cross-sectoral communication (to facilitate NGO-government and NGO-private sector partnerships) is one of the goals of TUSEV. On 6 July 2004, TUSEV with support from the Charities Aid Foundation, and in partnership with the Corporate Volunteer Council organized a conference for private sector representatives on Corporate Community Investment. This is a unique example that shows that CSR is only part of the activities that NGOs do. There is no common definition, language and knowledge on CSR, which affects the CSR practices. Turkish Society for Quality (KalDer) has the mission to motivate and prepare an appropriate environment for all organisations public, private or non-profit, in which these organisations can reach world-class quality level and increase their competitiveness. As quality management cycle involves CSR it is expected that Turkish Society for Quality will be willing to working with us. Meanwhile, it must be noted that the concept of CSR have been discussed in their National Quality Conferences in last two years. The most important activity of KalDer is to organize National Quality Congress that focuses on quality and trends of management. KalDer’s establishment was strongly supported by TÜSİAD (Turkish Industrialists and Businessmen’s Association) which dedicated itself to development of Turkey. TÜSİAD is a non-governmental voluntary association composed of individual members and structured in compliance with the Turkish Law on Associations. As of October 2005, it

has 541 members. Its members have generated 47.2% of Turkish exports and 18.2% of Turkish imports in goods and services. Additionally, the volume of exports and imports generated by TÜSİAD members is 13 billion USD and 9.9 billion USD respectively. TÜSİAD sees CSR as an important topic for Turkey in which they have reports [Handbook on Business Ethics (1992)].

The Union of Chambers and Commodity Exchanges of Turkey (TOBB) is the highest legal entity in Turkey representing the private sector and has 364 members in the form of local chambers of commerce, industry, commerce and industry, maritime commerce and commodity exchanges. TOBB aims, parallel to the developments elsewhere in the world and in its capacity of the highest level representative of the Turkish private sector, at ensuring unity and solidarity between chambers and commodity exchanges, enhancing development of the professions in conformance with general interest, facilitating professional work of members, promoting honesty and confidence in the relations of members with one another and with the general public, and preserving professional discipline and ethics. TOBB organized events as part of the information campaign on CSR for SMEs (Small and Medium Sized Enterprises) in 2005 with the support of European Commission Directory of Trade and Industry.

These organizations have succeeded a lot in creating a better atmosphere for the development of CSR. Ararat (2003) stated that “After experiencing 3 military coup d’états in 20 years, Turkey has been deprived of strong civil society initiatives and many of the existing NGOs are serving as social clubs rather than fulfilling their roles as development agents of the society.” which created an space for the development of NGOs as it is still slow and inadequate in Türkiye.

Media : In many countries, the media can be a strong driver drawing public awareness to misbehaviour and thus forming the public opinion. In Turkey, increasing monopolisation has brought critiques to press independence, as a few large media groups dominate the press, radio, internet and more importantly television. Moreover, some groups of the media are also involved in other economic sectors, thus not having an incentive to criticise businesses. During the desktop research the NET conducted a small analysis of the media. For doing that, the keywords “Social Responsibility” were searched and all the news covering the keywords for the years 2005-2006 were brought together under a database. The News/Columns which were included in the analyses were obtained through the source of Mediaprof7 media monitoring database of PRNet Inc

Table 1 gives cumulative number of news/columns over selected 5 newspapers and the whole number of news/columns for the 2 years period. The number of news/articles containing “Social Responsibility” keywords is 751 within the 5 newspapers limitation.

Table 1 The Number of Social Responsibility News by Selected Newspaper by Years 2005 and 2006

| Newspaper | Years | | Ranking acc.to news # |
|------------|-------|------|-----------------------|
| | 2005 | 2006 | |
| Dünya | 105 | 162 | 267 |
| Hürriyet | 55 | 110 | 165 |
| Sabah | 60 | 54 | 114 |
| Zaman | 56 | 52 | 108 |
| Cumhuriyet | 41 | 56 | 97 |
| TOPLAM | 317 | 434 | 751 |

When the distribution of the news/columns by years is analysed, newspaper which is at the top in publishing the news/ columns about social responsibility issues are Dünya in 2005 and 2006 with 105 and 162. Dünya is followed by Hürriyet (165 news), Sabah (114 news), Zaman (108 news) and Cumhuriyet (97 news). These results showed that Dünya newspaper which has the content about business world in Turkey is at the top in giving CSR news/articles. In Hürriyet, there was a significant increase in the number of news/articles in 2006 compare to the previous year. It was also observed that left and right oriented newspapers – Cumhuriyet and Zaman- are less concerned about the CSR issues. The 751 news of the selected newspapers are categorized according to the topic of the news. Looking to the number of news/articles by subjects; it was observed that ‘education’ subjects related to the CSR got the highest share among others with 37.7%. This was followed by ‘environment’ (18.2%), ‘health’ (12.3%), ‘art & culture’ (11.4%) and ‘development’ (7.4%) issues. The rest was shared by the issues about social responsibility news/articles for disabled people, sports facilities, women projects and the activity announcements.

IV. Romania

There are several Romanian-owned companies that have embraced Creating Shared Value (CSV) principles and have implemented initiatives that contribute to societal well-being while driving business growth. They demonstrate that CSV is a versatile and adaptable approach that can be incorporated into various industries and business models. By aligning their operations with societal needs and environmental concerns, these companies not only make positive contributions to their communities but also create sustainable value for their businesses. Here are some examples:

Farmec Cluj, Women Empowerment and Sustainable Sourcing: Farmec Cluj, a Romanian cosmetics company, is committed to women empowerment and sustainable sourcing of ingredients. The company supports local women's organizations and initiatives that promote gender equality and provide vocational training for women. Additionally, Farmec sources natural ingredients from local farmers, contributing to rural development and supporting environmentally friendly practices.

Ursus Breweries, Water Stewardship and Community Engagement: Ursus Breweries, a Romanian beer manufacturer, has focused on water stewardship and community engagement. The company invests in water conservation efforts to minimize its water footprint and collaborates with local communities on water-related projects. Ursus Breweries also supports community development programs, including education and health initiatives, in the regions where it operates.

Dedeman, Responsible Retailing and Local Supplier Support: Dedeman, a Romanian-owned home improvement retailer, practices responsible retailing and supports local suppliers. The company has implemented energy-efficient measures in its stores and distribution centres, reducing its environmental impact. Dedeman also sources a significant portion of its products from local manufacturers and artisans, contributing to local economic development and job creation.

Banca Transilvania, Financial Inclusion and Social Investments: Banca Transilvania, a Romanian bank, is dedicated to financial inclusion and social investments. The bank provides banking services to underserved communities and supports micro and small businesses through accessible credit options. Additionally, Banca Transilvania engages in social investments, funding projects that address social challenges, such as education, healthcare, and environmental sustainability.

ROMATSA, Aviation Safety and Air Traffic Management Training: ROMATSA (Romanian Air Traffic Services Administration) is a Romanian state-owned company responsible for air traffic management. The organization prioritizes aviation safety and invests in training programs for air traffic controllers and aviation personnel. By ensuring safe and efficient air traffic management, ROMATSA contributes to the well-being of passengers and the aviation industry.

Petrom, Community Development and Environmental Initiatives: Petrom, a Romanian oil and gas company, is committed to community development and environmental initiatives. The company invests in social projects focusing on education, health, and infrastructure in the regions where it operates. Petrom also implements environmental conservation projects, such as biodiversity protection and energy efficiency measures, to minimize its environmental impact.

Arctic SA, Energy Efficiency and Green Manufacturing: Arctic SA, a Romanian home appliance manufacturer, focuses on energy efficiency and green manufacturing processes. The company produces energy-efficient appliances that meet strict environmental standards. Arctic also invests in eco-friendly manufacturing practices, waste reduction, and recycling initiatives to minimize its environmental impact.

Eco-Rom Ambalaje, Recycling and Circular Economy Solutions: Eco-Rom Ambalaje is a Romanian company specializing in waste management and recycling services. The company is dedicated to promoting a circular economy by collecting and recycling packaging waste. Eco-Rom Ambalaje collaborates with local communities and businesses to raise awareness about recycling and environmental responsibility.

Groupama Asigurări, Community Safety and Disaster Response: Groupama Asigurări is a Romanian insurance company that actively engages in community safety and disaster response initiatives. The company invests in programs that promote safety and risk prevention, such as road safety campaigns and fire prevention workshops. Additionally, Groupama provides support during natural disasters and emergencies to assist affected communities.

ROMSILVA, Reforestation and Environmental Conservation: ROMSILVA (The National Forest Administration) is a Romanian state-owned company responsible for managing and conserving the country's forests. The organization is dedicated to reforestation efforts and environmental conservation, including protecting wildlife and preserving biodiversity. ROMSILVA also promotes sustainable forest management practices.

Dendrio Solutions, IT Training for Disadvantaged Youth: Dendrio Solutions is a Romanian IT company that runs a social program providing free IT training and career development opportunities to disadvantaged youth, including orphans and young people from vulnerable backgrounds. By offering IT skills and job placements, Dendrio Solutions empowers these individuals to secure better career prospects and improve their livelihoods.

SIVCO Romania, Educational Technology and Digital Inclusion: SIVCO Romania is a leading software company that focuses on educational technology and digital inclusion. The company develops e-learning platforms, educational software, and digital resources for schools and educational institutions. SIVCO's initiatives aim to improve access to quality education and enhance digital literacy among students and educators.

Altex Romania, Electronics Recycling and E-waste Management: Altex Romania, a leading electronics retailer, has established a robust electronics recycling and e-waste management program. The company collects and recycles electronic devices responsibly, reducing the environmental impact of electronic waste. Altex also educates customers about proper e-waste disposal, contributing to environmental awareness and sustainability.

Azomureș, Agricultural Sustainability and Farmer Training: Azomureș is a Romanian chemical company specializing in agricultural fertilizers. The company actively promotes agricultural sustainability by providing training and support to farmers. Azomureș offers guidance on proper fertilizer usage, sustainable farming practices, and environmental conservation to enhance crop productivity while minimizing environmental impact.

Farmacia Tei, Healthcare Accessibility and Social Impact Programs: Farmacia Tei, a Romanian pharmacy retailer, emphasizes healthcare accessibility and social impact. The company offers discounted medication for low-income patients and actively collaborates with healthcare organizations to promote health awareness campaigns. Farmacia Tei also supports various social programs focused on health and education.

Star Transmission, Employee Well-being and Skill Development: Star Transmission, a Romanian automotive company, places significant importance on employee well-being and skill development. The company invests in training and development programs to enhance the skills of its workforce and promote career advancement opportunities. Star Transmission also fosters a positive work environment that prioritizes employee health and safety.

Sano Vita, Organic Farming and Healthy Nutrition: Sano Vita, a Romanian organic food producer, is dedicated to organic farming practices and promoting healthy nutrition. The company produces a wide range of organic products, contributing to sustainable agriculture and environmental conservation. Sano Vita also advocates for healthy eating habits and supports educational initiatives on nutrition and healthy lifestyle choices.

These examples illustrate the diversity of Romanian companies embracing CSV across different sectors, from retail and manufacturing to insurance, waste management, and technology. By incorporating social and environmental considerations into their business strategies, these companies not only contribute to the well-being of their communities but also create sustainable value for their stakeholders.

| | |
|---|--|
| <p>THE NAME OF THE PRACTICE</p> <p>(it can be catchy, marketing oriented, but reflecting the essence of the practice);</p> | <p>Business and social responsibility go hand in hand</p> |
| <p>Author</p> | <p>StarTransmission & StarAssembly</p> |
| <p>Country</p> | <p>Romania</p> |
| <p>BRIEF CHARACTERISTICS OF THE SOCIAL COMPANY/HUB IN WHICH THE GOOD PRACTICE HAS BEEN IMPLEMENTED</p> <p>(name of the organization and 2-3 sentences of its</p> | <p>Star Transmission S.R.L (STC) is a Mercedes-Benz Group subsidiary located in Cugir, Alba County, being an international components supplier for the car industry. Within STC there are produced high pressure pipes, gear wheels and mechanically processed components for engines, transmissions and steering systems.</p> <p>Star Assembly S.R.L. (STA) is Mercedes-Benz Group subsidiary located in Sebes, Alba County, being an international supplier of components for the automotive industry. Within the company, automatic transmissions are</p> |

| | |
|--|--|
| <p>characteristics, the country in which the organization operates etc.)</p> | <p>assembled (eight-speed dual-clutch and nine-speed transmissions) for Mercedes-Benz Group AG.</p> <p>The companies is therefore an important pillar of the global powertrain production network of Mercedes-Benz Group AG and global production network of Mercedes-Benz Group AG's propulsion systems.</p> |
| <p>REASONS OF SELECTING THIS PRACTICE</p> <p>(mark the most suitable aspects)</p> | <p>Companie's commitment to environmental protection is an integral part of the long-term strategies and social responsibility.</p> <p>The company supports the philosophy of a mutually beneficial relationship between the customer, the supplier and the manufacturer being a safe and competent partner who can meet multiple requirements at a high quality.</p> <p>Star Transmission and Star Assembly as global companies bear a great level of responsibility towards society. They can only be successful if they operate in an environment where people can lead a good life as they see. With their social commitment, they want to make tangible contributions to the common good and communities to which they belong such as education, culture, health and the environment.</p> <p>Their goal is to strike a balance between healthy growth and meeting societal needs by supporting projects in areas like charity, healthcare, culture, sports and sustainability, but also engage their employees in different volunteering programs.</p> |
| <p>THE ESSENCE OF THE PRACTICE</p> <p>Detailed description / essence of the practice</p> <p>(is it an approach or instrument? etc.; description of the most important implemented activities and effects, if they already appeared)</p> | <p>Corporate social responsibility is a continuous process, because they aim to build sustainably.</p> <ul style="list-style-type: none"> • Teir four values – integrity, discipline, passion and respect – underpin everything they do. • According to this philosophy, Star Transmission and Star Assembly registered in 2022 a record total value of 2.5 million euros in sponsorships to various community projects, also, in 2021 almost 2 million EUR. <p>Here are some of the biggest projects:</p> <ul style="list-style-type: none"> - The construction of the Maria Beatrice National Pediatric Center for the Therapy and Monitoring of the Premature, injury victims and children with cerebral palsy, dedicated to children throughout the country. In addition to the 600.000 EUR granted in 2021 for the construction of the hydrotherapy pools, this year they gave an additional support of 700.000 EUR for the completion of the construction of the Therapy Module. Here, more than 2,000 children from Romania, injured, operated, or with birth conditions, |

will be able to benefit from long-term treatments every year.

- The Red Cross plays a significant role in their CSR strategy, as one of our long-standing collaborators. In order to respond more efficiently to the community needs, they support Red Cross Headquarters in Alba Iulia with the amount of 900.000 EUR in 2022 and 240.000 EUR in 2021, for the construction of a new building for the ambulance service. For many years now, they have been working closely to develop a tailored partnership that is mutually beneficial, to better support communities and growing needs throughout the County of Alba. Among other partnerships conducted throughout the year is the humanitarian aid for Ukrainian refugees, "Back to School" campaign where more than 500 unprivileged children received backpacks fully equipped with school supplies and hygiene products, and health education campaigns for pupils and preschoolers.

- Supported the Blood Transfusion Center of Alba County with the amount of 40.000 euros for the installation of heating stations, renovation of the sampling room and modernization of the headquarters.

- The Hospice Eliana an association in Alba Iulia that offers palliative care services to patients suffering from incurable diseases, received a financial aid worth 50.000 euros that was used to purchase two cars for the transportation of the patient care team and expansion of the headquarter building.

- **Learning and sustainable education goes beyond the classroom:** get involved in the modernization of the teaching basis of the schools in Alba County, by donating 380 new laptops, 2 video projectors and 3 copiers, all worth more than 330.000 euros. This way, they ensure equal opportunities for learning and access to quality education for pupils. In addition to this project, their companies granted the amount of 48.000 euros to the Alba Iulia extension of the Technical University Cluj-Napoca, for the construction and equipping of a technical lab.

- Dual School:

In September 2013, the inauguration of the Alba German Vocational School takes place, as a partner of the "Alexandru Domșa" Technological Highschool. In this school year, 109 students attend the courses of the German Vocational School, in one of the specializations: model maker and electromechanic of machinery and industrial installations, later the CNC operator specialization was added. This

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| | <p>collaboration continues and now there are 7 classes supported by STA & STC.</p> <p>Star Assembly and Star Transmission offer real employment opportunities to students through hands-on learning from industry specialists in a modern space.</p> <p>If you want to learn and build a career within their companies, then these are the advantages you need to know:</p> <ul style="list-style-type: none"> • Students can benefit from a monthly scholarship of 400 RON – 200 RON from us and 200 RON from the Romanian state. • They have renovated learning spaces and laboratories equipped with modern equipment. Thus, one can have the opportunity to put into practice what have learned and have a more efficient transition from school to work. • They prepare students for the labor market and offer a real employment opportunities after graduation. Students just need to be passionate, persistent and committed. Good results and positive feedback come with them. • Students will be under the continuous supervision and guidance of company specialists. • They also offer you the possibility of continuing studies to obtain the bacalaureate diploma. |
| <p>How this practice support sustainable and ethical enterprise?</p> | <p>As a part of the Mercedes-Benz AG Group, environmental protection has strong roots in the STAR TRANSMISSION and STAR ASSEMBLY philosophy, because they are well aware of their responsibility towards the environment. The implementation of the environmental protection system consists of three steps:</p> <ol style="list-style-type: none"> 1. identify the factors that can harm the environment 2. carefully evaluate the production processes and products, from the very design phase 3. make decisions based on the aforementioned procedures. <p>Based on the requirements regarding the environmental policy of the Mercedes-Benz AG Group, the particular situation of the location and activity, they have established concrete and specific principles of action for the manufacturing facility. All measures aim to avoid environmental pollution or to reduce air, water, living environment pollution to a minimum.</p> <p>Directives regarding environmental protection are the following:</p> |

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| | <p>The units of Cugir and Sebeş must remain examples to follow for the companies in the region and beyond;</p> <ul style="list-style-type: none"> • products are manufactured with economical usage of the raw materials and utilities. They promote ecological circuits of our materials and utilities. • In the planning, execution and production phase, they observe all aspects regarding the protection of the environment; • supervise the production activities and the waste production at the manufacturing facility in Cugir and they strive to reduce, on the long term, the negative effects upon the environment; • inform, train and instruct their collaborators. They transfer accountability to their employees and involve them in the environmental management system; • trustfully cooperate with the authorities and other industry associations; • hold all the necessary approvals for the operation of our Company. |
| Link to the practice: | <p>https://www.stcu.ro/en/responsabilitate-sociala/</p> <p>https://www.stcu.ro/en/managementul-mediului-inconjurator/</p> <p>https://www.stcu.ro/en/star-transmission-si-star-assembly-retrospectiva-csr-2021/</p> <p>https://www.stcu.ro/en/star-transmission-si-star-assembly-suma-record-in-anul-2022-pentru-proiecte-de-responsabilitate-sociala-corporativa/</p> <p>https://www.stcu.ro/en/scoala-duala/</p> |

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| <p>THE NAME OF THE PRACTICE</p> <p>(it can be catchy, marketing oriented, but reflecting the essence of the practice);</p> | <p>Bosch acts out of concern for the future of the Romanian society</p> <p>MOTTO: „Invented for life”.</p> |
| Author | <p>Bosch Group</p> <p>Bosch Rexroth Sales in Blaj (Alba County)</p> <p>Bosch Automotive SRL in Blaj (Alba County)</p> |

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| Country | Romania |
| <p>BRIEF CHARACTERISTICS OF THE SOCIAL COMPANY/HUB IN WHICH THE GOOD PRACTICE HAS BEEN IMPLEMENTED</p> <p>(name of the organization and 2-3 sentences of its characteristics, the country in which the organization operates etc.)</p> | <p>Bosch- Romania is part of the Bosch Group, a leading global supplier of technology and services. The Bosch Group’s strategic objective is to deliver innovations for a connected life. Bosch improves quality of life worldwide with products and services that are innovative and spark enthusiasm. In short, Bosch creates technology that is „Invented for life“.</p> <p>In Romania, the Bosch Group comprises six entities in different locations across the country. The company’s headquarters is based in Bucharest where Bosch also has a sales office. In the country’s capital there is also a branch of BSH Hausgeräte GmbH, active in the market of household appliances. In Cluj, Bosch operates a research and development center as well as a production unit for automotive technology. A production unit for linear motion technology and one for automotive technology are located in Blaj. The company runs also a Business Process Outsourcing center in Timisoara.</p> <p>Bosch Rexroth Sales located in Blaj (Alba County) is the business unit that sells electric drives and controls under the Rexroth name. More than 32,300 employees worldwide work on safe, efficient, intelligent and powerful solutions. The Rexroth technology for mobile applications, industrial and factory automation drives machines and systems of any size.</p> <p>Bosch Automotive SRL - Blaj (Alba County) covers two business sectors: Industrial Technology and Mobility Solutions. To increase competitiveness and streamline production, Bosch has introduced Industry 4.0 solutions at the Blaj plant. As a recognition of its high-quality products, the manufacturing unit in Blaj will become the global Bosch leadplant for knock sensors starting from 2020.</p> <p>Also, is one of the partners of the „Alexandru Domșa” Technological Highschool in Dual School.</p> |
| <p>REASONS OF SELECTING THIS PRACTICE</p> <p>(mark the most suitable aspects)</p> | <p>In Romania, Bosch has constantly increased its corporate social responsibility (CSR) activities. As a responsible neighbor in its communities, Bosch focuses its CSR activity in areas close to its locations from Romania, following three main pillars: development of local community, education and science, environment and sustainability. For having an impact through the three pillars, specific CSR actions are developed within the five locations in Romania.</p> |

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| | <p>In addition, it established Fundația Bosch România in 2020 as part of its commitment to local communities. The foundation runs programs for people in need, but also for society in general. Starting this year, Fundația Bosch Romania will support activities under the EduCare umbrella program, which includes initiatives such as the Science Fund for STEAM (Science, Technology, Engineering, Art and Mathematics) education and the Generations Centres, carrying out activities in the field of after-school activities that bring children and seniors together. In addition, the Bosch Group Romania and the Bosch Romania Foundation have joined forces efforts to support Ukrainian refugees.</p> |
| <p>THE ESSENCE OF THE PRACTICE</p> <p>Detailed description / essence of the practice</p> <p>(is it an approach or instrument? etc.; description of the most important implemented activities and effects, if they already appeared)</p> | <p>Since its establishment in 2020, Fundatia Bosch Romania has pursued the goal of bringing about positive social change for the most disadvantaged, but also for society as a whole. In various initiatives and projects, the foundation addresses social challenges by joining forces with other relevant actors and sharing resources.</p> <p>For 2022, the foundation had a budget of roughly 300,000 euros. In connection with the war in Ukraine, Fundatia Bosch Romania established partnerships with other aid organizations at short notice and provided funding of over 80,000 euros in 2022. In addition, the Educare information platform was launched. The aim of the platform is to inform refugees about educational opportunities and initiatives in the Ukrainian, Romanian, and English languages and to bring together the different actors. In this way, the platform also contributes to the education of the approximately 40,000 children who have fled Ukraine and currently live in Romania.</p> <p>Areas of involvement</p> <p>Society</p> <ul style="list-style-type: none"> • They take care of the most vulnerable people. They believe in a functioning society, whose social groups support each other and are aware that they need mutual help. They want to generate positive changes in society and invest in current and future generations. • They are based on their formation, as a society, on the heritage and history passed down from generation to generation, which is why they are actively involved in preserving and revitalizing the national heritage. • The focus in this area: |

- Improving the living conditions of children, young people, families and elderly people in need or difficulty
- Supporting social centers for children, young people and the elderly to provide decent living conditions
- Preserving and protecting the national heritage

Health

Life expectancy in Romania is among the lowest in Europe, and the COVID-19 pandemic has reversed some of the progress made since 2000. Services and public health suffer, in a health system that currently relies heavily on hospital care. The lack of health workforce, the inability of the system to provide modern treatments and the high costs they entail are key barriers to accessing healthcare.

Fundația Bosch Romania aims to support programs dedicated to improving the health of vulnerable people, people from disadvantaged backgrounds and the large population.

They focus on:

- Supporting health education programs
- Supporting projects, missions and programs dedicated to patients with various conditions and those with reduced financial possibilities

Habitat

Living conditions have an essential impact on the quality of life and influence us in all its aspects. Access to adequate housing must be regarded as a fundamental right, as it is a necessary condition for access to and exercise of other fundamental rights. They aim to contribute to the improvement of housing conditions through programs dedicated especially to those living in public or private residential institutions. They invest resources to make these institutions safe and suitable for the needs of children, young people and the elderly.

The focus:

- Renovating social centers, nursing homes and other institutions
- Supporting communities in the event of disasters

Emergency response

Some of their resources are for emergency responses. They will try to react promptly and giving priority to the needs of those affected by these situations and not to their need to get involved, to respond based on strong emotions. They will partner with relevant actors who have the necessary expertise to act in these emergency situations to mitigate their impact. They will also support long-term

interventions in response to emergencies as the effect of disasters and humanitarian crises will last for a long time.

Education

Romanian CSR Awards 2020, second place with the CSR@Bosch project „Education stay tuned!”

They believe that education has an essential role in shaping present and future generations. Their vision is that education must be the sole concern of Romanian students, so as to reach their full potential.

Fundatia Bosch Romania’s role in changing the educational system

- Improving the educational act and its quality by supporting formal and non-formal education projects
- Supporting projects dedicated to the education of children from disadvantaged areas
- Students’ access to education anchored in the current reality and adapted for the future
- Optimizing the school infrastructure by renovating and equipping schools accordingly

Bosch is actively involved in the education and support of young talents. Each year, the Company prepares pupils and students through specific professional development programs. Listed below are some of the important programs:

- The ninth edition of the **Junior Managers Program (JMP)** brings **eight new positions** to young people aspiring to become leaders in the commercial and technical fields.
- **Three master’s programs and three university courses** conducted by the Bosch Engineering Center from Cluj in collaboration with important local universities.
- **Special programs dedicated to students:** Working Student, a program that takes place both in part-time format, as well as full-time and allows access to other Bosch programs.
- The Bosch Engineering Center and the Bosch plant in Cluj, in partnership with the Technical University of Cluj-Napoca, organized the **#LikeABoschExperience event**, in which over 1000 students were able to learn about the latest technologies directly from Bosch experts in 2021.
- Bosch production in Blaj and Cluj and 125 places available in 2022-2023.
- The fifth edition of the **Bosch Future Mobility Challenge**, a technical competition for students



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| | <p>around the world passionate about creating algorithms for autonomous driving.</p> <ul style="list-style-type: none"> - The Blaj plant launched, in 2020, the Bosch Academy, a program developed in collaboration with the University of Targu Mures. The program continued in 2021. - The Bosch plant in Cluj inaugurated an industry 4.0 laboratory inside TUCN, within the Technical University from Cluj-Napoca, thus facilitating the training of qualified personnel for the future. - At Bosch Service Solutions, more than 150 people have completed one of the courses since 2018 development programs offered by Bosch Academy: Bosch 4 Beginners, DevOps Academy, Project Management Academy, Controlling Academy, Junior Accounting Program. - Over 500 students trained in the Bosch Dual School program in field-specific areas, some of them being students of the "Alexandru Domșa" Technological Highschool with the structure Alba German Vocational School. |
| <p>How this practice support sustainable and ethical enterprise?</p> | <p>Environment</p> <ul style="list-style-type: none"> • Protecting the environment is a constant concern for BOSCH. 88% of Romanians believe that the environment has a direct impact on their life quality and consider reducing pollution to be the biggest challenge of the 21 centuries. According to WHO studies, Romania's air quality is considered moderately unsafe, and the 2021 Greenpeace report shows that Romania is the 15 most polluted country in Europe. They want to build a healthy climate together and they are dedicated to developing a future proper to a healthy life for each of us. Caring for the environment means caring for future generations. <p>The focus in this area of involvement:</p> <ul style="list-style-type: none"> • Supporting educational programs in the field of environmental protection • Greening communities together: afforestation campaigns, greening and recycling actions. • Supporting initiatives dedicated to wildlife conservation. <p>Bosch Group see sustainability as the balance between the economic, ecological and social dimensions of our business activities as part of responsible corporate governance.</p> <p>Bosch's sustainability strategy is based on concrete objectives in six focus areas:</p> |

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| | <ol style="list-style-type: none"> 1. Climate action <ul style="list-style-type: none"> Reducing CO₂ emissions Energy efficiency and renewable energies 2. Water <ul style="list-style-type: none"> Water scarcity Water quality 3. Circular economy <ul style="list-style-type: none"> Materials efficiency Second life 4. Diversity <ul style="list-style-type: none"> Equity Inclusion 5. Human rights <ul style="list-style-type: none"> Responsibility Transparency 6. Health <ul style="list-style-type: none"> Occupational health and safety Substances of concern |
| <p>Link to the practice:</p> | <p>https://www.bosch.com/</p> <p>https://www.bosch.ro/en/</p> <p>https://www.bosch.ro/en/our-company/bosch-in-romania/</p> <p>https://fundatiabosch.ro/en/</p> <p>https://www.bosch.ro/en/our-company/our-responsibility/</p> <p>https://www.bosch.com/sustainability/responsibility/</p> |

V. Greece

Several Greek corporations have developed noteworthy CSR programs and proven a commitment to responsible business practices. Here are a couple such examples:

Alpha Bank: Alpha Bank, one of Greece's largest banks, has incorporated CSR into its business strategy. They have concentrated on issues such as financial literacy, entrepreneurship encouragement, and social welfare. Financial education programs for various age groups, support for start-ups and social entrepreneurs, and collaborations with NGOs to address social issues are among Alpha Bank's projects.

Coca-Cola Tria Epsilon: Coca-Cola Tria Epsilon, The Coca-Cola Company's bottling company in Greece, has been actively involved in CSR projects. They have concentrated on environmental sustainability, water stewardship, recycling, and community outreach. Water conservation projects, recycling and waste reduction

campaigns, youth development programs, and disaster relief operations are among its endeavours.

Mytilineos Group: Mytilineos Group, a multi-industry group of companies, has launched CSR programs in a variety of industries, including energy, metallurgy, and engineering. They have concentrated their efforts on renewable energy, environmental protection, social welfare, and education. The objectives of Mytilineos Group include the development of renewable energy projects, the reduction of carbon emissions, the assistance of local communities through healthcare and educational programs, and the promotion of employee well-being.

Papadimitriou Group: The food and beverage company Papadimitriou Group has embraced CSR principles in a variety of ways. They have concentrated on sustainable agriculture, responsible manufacturing, and social contributions. The objectives of the Papadimitriou Group include assisting farmers in adopting sustainable farming practices, minimizing food waste, promoting healthy eating habits, and donating to philanthropic organizations.

Vodafone Greece: Vodafone Greece, a telecommunications firm, has been involved in numerous CSR initiatives. They have concentrated their efforts on issues such as digital inclusion, youth empowerment, and environmental sustainability. Vodafone Greece's initiatives include digital education programs for vulnerable groups, digital divide initiatives, youth job and entrepreneurial help, and the promotion of ethical technology use.

Corporate Governance & Financing Institutions

In Greece, corporate governance and financing institutions play a vital role in promoting and advancing corporate social responsibility (CSR) practices. Here's an overview of how CSR is integrated into corporate governance and financing institutions in Greece:

Corporate Governance Codes: Through legislation, standards, and efforts, the Greek government and regulatory organizations help to promote CSR. The Greek Ministry of Development and Investments, for example, developed the Sustainable Entrepreneurship and CSR (SECSR) Initiative to encourage CSR practices and provide assistance to businesses. The SECSR Initiative has helped to raise awareness and develop collaboration among Greek enterprises and stakeholders.

Shareholder Engagement: Codes underline the importance of companies engaging with a diverse set of stakeholders, such as employees, customers, suppliers, local communities, and the environment. Effective stakeholder involvement is seen as an essential component of good corporate governance.

Transparency and Reporting: Corporate governance concepts frequently involve openness and reporting requirements, which push corporations to reveal their CSR efforts, policies, and results. Transparent reporting assists stakeholders in evaluating a company's commitment to CSR.

Financing Institutions: Banks, investment firms, and private equity funds are increasingly incorporating environmental, social, and governance (ESG) considerations into their investment decisions. When allocating funds, they examine companies' CSR performance and take into account their sustainable initiatives.

Regulation and Compliance: Anti-corruption regulations and compliance frameworks are intended to prohibit bribery, corruption, and unethical business activities. Compliance with these standards promotes an organizational culture of integrity and ethical behaviour, which aligns with CSR ideals.

Overall, the combination of strong corporate governance procedures, responsible investment strategies by financial institutions, and government assistance contributes to the advancement of CSR activities in Greece. These elements provide a framework for businesses to integrate CSR into their operations, improve transparency, involve stakeholders, and contribute to long-term development.

Regulatory Bodies for CSR

There are various regulatory authorities and organisations in Greece that supervise and promote Corporate Social Responsibility (CSR) initiatives. These organizations develop criteria, monitor compliance, and provide assistance with CSR projects. Here are some of Greece's important CSR regulating bodies:

Ministry of Development and Investments: The Greek Ministry of Development and Investments is an important advocate for CSR and sustainability. It established the Sustainable Entrepreneurship and Corporate Social Responsibility (SECSR) Initiative, which offers guidelines, assistance, and rewards to enterprises that implement responsible business practices.

Hellenic Capital Market Commission (HCMC): The HCMC is the Greek capital markets' regulatory authority. It is in charge of overseeing the implementation and compliance with listed company regulations, such as those concerning transparency, disclosure, and corporate governance. The HCMC encourages businesses to incorporate CSR principles and provide appropriate information to investors and stakeholders.

Hellenic Federation of Enterprises (SEV): SEV is a large Greek business organisation that promotes responsible business practices and encourages the adoption of CSR initiatives. SEV has been actively involved in CSR projects, such as developing the Greek Corporate Governance Code and lobbying for sustainable business practices.

Hellenic Statistical Authority (ELSTAT): ELSTAT is Greece's national statistical authority in charge of collecting and disseminating statistical data. While not only concerned with CSR, ELSTAT provides statistics and indicators on sustainability, employment, and social issues that aid in the understanding and measurement of CSR-related issues.

In conjunction with one another and other stakeholders, these regulatory agencies, associations, and institutions aim to provide an enabling environment for CSR implementation, ensure compliance with relevant rules, and support sustainable corporate practices in Greece.

Civil Society Organizations

In Greece, Civil Society Organizations (CSOs) play an important role in promoting and furthering Corporate Social Responsibility (CSR) projects. These groups promote responsible business practices, interact with firms and stakeholders, and aim to improve society and the environment. Here are some Greek CSOs that actively support CSR:

Greek Network for Corporate Social Responsibility (CSR Hellas): CSR Hellas is a well-known CSO in Greece that promotes CSR activities. It brings corporations, non-governmental organizations (NGOs), and other stakeholders together to share information, raise awareness, and collaborate on CSR efforts. CSR Hellas conducts events, training programs, and initiatives to encourage ethical corporate practices and long-term development.

Website: <https://csrhellas.org/>

Action Aid Greece: Action Aid Greece is an international organization dedicated to the abolition of poverty and injustice. They collaborate with corporations to promote sustainable development, responsible supply chains, and ethical practices that benefit underprivileged populations.

Website: <https://www.actionaid.gr/>

Greenpeace Greece: Greenpeace Greece is a non-governmental organization that advocates for environmental conservation and sustainability. They promote good environmental practices and work with businesses to promote sustainability projects.

Website: <https://www.greenpeace.org/greece/>

Media

In Greece, the media plays an important role in promoting Corporate Social Responsibility (CSR). The media, as a powerful communication tool, has the power to affect public opinion, promote awareness, and influence corporate action. Here are some ways that the media might help to promote CSR in Greece:

Awareness and Information: The media creates awareness among organizations, stakeholders, and the general public about CSR concepts, principles, and best practices. The media emphasizes the importance of responsible business behaviour, social and environmental issues, and the influence of CSR on society through news items, features, and opinion pieces.

Reporting on CSR Initiatives: Greek companies' CSR initiatives and activities are covered in the media. This section highlights examples of responsible corporate practices, sustainability efforts, and community participation, giving organizations that are leaders in CSR prominence and recognition.

Companies' Accountability: The media serves as a watchdog by investigating and reporting on business activity, as well as publicizing instances of unethical tactics or corporate wrongdoing. Because corporations are aware that their actions are being scrutinized, they are more likely to adhere to CSR principles and maintain openness.

Public Opinion and Consumer Behaviour: The media has the ability to affect public opinion and consumer behaviour. The media can assist create a demand for responsible products and services by reporting on CSR-related concerns and ethical considerations, urging businesses to implement CSR practices into their operations.

Public Opinion and Consumer Behaviour: Media coverage can shape public opinion on CSR issues, influencing consumer behaviour and preferences. Consumers increasingly consider a company's CSR practices when making purchasing decisions. Positive media coverage of responsible companies can enhance their reputation and attract socially conscious consumers, while negative coverage can lead to boycotts or decreased sales.

Collaborations and Partnerships: To promote CSR activities, media firms frequently cooperate with businesses, NGOs, and other stakeholders. This can include sponsoring events, creating information about sustainability and responsible business, and forming partnerships to increase the reach and effect of CSR efforts.

Investigative Journalism: Investigative reporting is crucial in uncovering corporate misconduct, environmental infractions, and social injustices. Such reporting highlights areas where firms may fall short of their CSR commitments, resulting in increased responsibility and pressure for change.

The media contributes to the formation of a CSR culture in Greece by reporting on CSR-related topics, emphasizing responsible corporate practices, and holding firms accountable. It encourages enterprises to emphasize social and environmental issues, promotes openness, and facilitates communication among firms, stakeholders, and the general public.

VI. Portugal

There are various good examples of Portuguese companies (or companies operating in Portugal) that are committed to Corporate Social Responsibility.

Merco (2023), the corporate reputation monitor, does an annual report of companies operating in Portugal according to 3 major indicators, Environment (E), Social (S), and Governance (G). According to the last report these were the top 15 of responsible companies:

| Posição | Empresa | Pontuação | Previous |
|---------|-----------------------------|-----------|----------|
| 1 | GRUPO NABEIRO (DELTA CAFÉS) | 10000 | — |
| 2 | SONAE | 8114 | — |
| 3 | EDP | 8062 | — |
| 4 | IKEA | 8031 | ↑ 6 |
| 5 | JERÓNIMO MARTINS | 7555 | ↓ 4 |
| 6 | VODAFONE | 7194 | ↑ 9 |
| 7 | LIDL | 7049 | ↑ 8 |
| 8 | GALP | 7042 | ↓ 5 |
| 9 | MICROSOFT | 7003 | ↓ 7 |
| 10 | GOOGLE | 6943 | ↑ 12 |
| 11 | CONTINENTE HIPERMERCADOS | 6702 | ↓ 10 |
| 12 | NESTLÉ | 6649 | ↓ 11 |
| 13 | AMORIM CORTICEIRA | 6479 | — |
| 14 | GRUPO AUCHAN | 6378 | ↑ 21 |
| 15 | GRUPO VOLKSWAGEN | 6316 | ↑ 24 |

Figure 2 – Top 15 of the more responsible companies according to Merco ESG study. Retrieved from <https://www.merco.info/pt/ranking-merco-responsabilidad-gobierno-corporativo>

Grupo Nabeiro/Nabeiro Group: A prominent Portuguese business conglomerate, is primarily engaged in the coffee industry. As the parent company of Delta Cafés, one of the leading coffee brands in Portugal, the Nabeiro Group's core business revolves around coffee production, distribution, and retail, being a shining example of a Corporate Social Responsibility (CSR) company in Portugal. Founded by Rui Nabeiro in 1961, the company has grown into one of the leading coffee brands in Portugal and expanded internationally. Delta Cafés has demonstrated a deep commitment to CSR through various initiatives and practices. They prioritize sustainable sourcing of coffee beans, supporting fair trade principles and working directly with coffee growers in different regions. The company invests in environmentally friendly technologies and practices, such as energy efficiency and waste reduction, to minimize its ecological footprint. Additionally, Delta Cafés actively engages in community development projects, supporting educational and social initiatives across Portugal. Their dedication to ethical business practices, employee well-being, and social causes makes them a noteworthy Social Responsibility Company, contributing positively to the communities they serve and the environment at large. The Nabeiro Group, leads the three Rankings in Merco study (Environment, Social and Governance) repeating the first position from 2021 report with a top score of 10000 points (maximum).

SONAE: The Portuguese company SONAE has earned recognition as a CSR company due to its steadfast commitment to sustainable practices and societal well-being. As one of Portugal's largest retail and services conglomerates, SONAE has taken proactive steps to minimize its environmental impact. The company invests in eco-friendly technologies and actively promotes responsible sourcing and waste reduction initiatives. SONAE has also demonstrated its dedication to the welfare of its employees, implementing fair labour practices, and supporting professional development opportunities. Moreover, the company engages in philanthropic activities, supporting various community development projects and social causes. By prioritizing sustainability, employee welfare, and community engagement, SONAE exemplifies a Social Responsibility Company, playing a significant role in fostering positive change within Portugal and beyond.

EDP: The Energias de Portugal (EDP) company has established itself as a leading advocate for CSR through its unwavering commitment to sustainable practices and societal impact. As one of Portugal's largest energy companies, EDP is actively involved in promoting renewable energy sources and reducing carbon emissions. The company has invested significantly in clean energy projects, such as wind, solar, and hydroelectric power, contributing to the country's sustainable energy transition. EDP is also dedicated to promoting energy efficiency and engaging in initiatives to educate consumers on responsible energy consumption. Furthermore, EDP actively engages with local communities, supporting social and environmental projects and fostering dialogue to address community needs. By prioritizing sustainability, embracing renewable energy, and demonstrating a profound commitment to communities, EDP stands as a shining example of a company dedicated to Corporate Social Responsibility and creating positive change in Portugal's energy sector and beyond.

IKEA: The renowned furniture and home goods retailer, exemplifies a strong commitment to CSR in the Portugal as well as in other countries they are present,

having a global view over this subject. As an international company with a significant presence in Portugal, IKEA places sustainability at the core of its operations. The company is dedicated to responsible sourcing of materials, promoting environmentally friendly production processes, and reducing waste throughout its supply chain. In Portugal, IKEA has taken steps to minimize its carbon footprint by investing in renewable energy and energy-efficient practices within its stores and facilities. Moreover, the company actively engages in social initiatives, supporting local communities through various projects and partnerships that address societal needs, such as education, employment, and affordable housing. By prioritizing sustainability, ethical business practices, and community engagement, IKEA stands as a remarkable model of Corporate Social Responsibility, making a positive impact on both the environment and society in Portugal.

Jerónimo Martins: This is a prominent Portuguese retail group, has a core focus on delivering quality products and services to its customers. As the parent company of popular supermarket chain Pingo Doce, Jerónimo Martins aims to meet the diverse needs of consumers while upholding high standards of social and environmental responsibility. The company's commitment to Corporate Social Responsibility (CSR) is deeply ingrained in its business philosophy. Jerónimo Martins actively engages in sustainable sourcing, partnering with local suppliers to support small-scale producers and reduce the environmental impact of its supply chain. They prioritize employee well-being, offering training and development opportunities, and ensuring fair working conditions throughout their operations. Furthermore, Jerónimo Martins actively engages in philanthropy and community projects to address societal challenges. The company invests in initiatives that focus on education, health, and food security, making a positive contribution to the communities they serve. By aligning their business practices with CSR principles, Jerónimo Martins demonstrates a strong commitment to promoting sustainability, supporting communities, and making ethical decisions that contribute to a more responsible and inclusive society in Portugal.

Vodafone (Portugal): as a leading telecommunications company, Vodafone centres its core around providing innovative and reliable communication services to its customers. With a commitment to connecting people and businesses, they have established themselves as a prominent player in the Portuguese telecommunications market. The company's dedication to CSR is evident in its comprehensive approach to sustainability. Vodafone Portugal actively invests in reducing its environmental impact, focusing on energy efficiency, e-waste management, and carbon footprint reduction. The company also prioritizes responsible business practices, ensuring data privacy and security for its customers. Beyond its operations, Vodafone Portugal is committed to giving back to society. The company engages in various social initiatives that address digital inclusion, education, and social welfare. They have launched projects to promote digital literacy, support underprivileged communities, and assist in times of crisis. By incorporating CSR into its core values, Vodafone Portugal demonstrates a genuine commitment to environmental stewardship, ethical business conduct, and making a positive impact on society. Their efforts exemplify how a telecommunications company can play a crucial role in driving sustainable development and fostering a more inclusive and connected Portugal.

Lidl: A well-known discount supermarket chain, Lidl provides high-quality products at affordable prices to its customers. With a strong commitment to customer satisfaction, Lidl has become a popular choice for many Portuguese consumers seeking value and convenience in their shopping experience. Lidl's dedication to Corporate Social Responsibility (CSR) is deeply embedded in its business model. The company actively engages in sustainable sourcing practices, collaborating with local producers to offer fresh and locally sourced products. By supporting local suppliers, Lidl contributes to the economic development of communities while reducing its carbon footprint in the supply chain. Moreover, Lidl is committed to environmental stewardship. The company invests in energy-efficient technologies, waste reduction, and recycling initiatives to minimize its environmental impact. Lidl also promotes sustainable packaging practices, encouraging the use of eco-friendly materials and reducing plastic waste. In addition to their sustainable practices, Lidl Portugal actively engages in social initiatives that positively impact the community. They support food banks, educational programs, and social welfare projects, addressing issues related to hunger, education, and social inclusion. By aligning their core values with Corporate Social Responsibility principles, Lidl exemplifies how a retail company can make a meaningful and positive contribution to society and the environment in Portugal.

GALP: Galp is a prominent Portuguese energy company engaged in various aspects of the energy sector. As a vertically integrated company, GALP operates across the entire energy value chain, including exploration and production of oil and natural gas, refining, distribution, and marketing of petroleum products, and electricity generation. GALP's commitment to CSR is deeply rooted in its vision of contributing to a more sustainable energy future. The company recognizes the global challenges posed by climate change and is dedicated to mitigating its environmental impact. Galp invests in renewable energy sources such as solar and wind power, driving the transition towards cleaner and more sustainable energy solutions. Additionally, GALP is actively involved in promoting energy efficiency and reducing greenhouse gas emissions throughout its operations. The company embraces technology and innovation to improve energy efficiency in its processes and services, leading to reduced carbon emissions and a lower ecological footprint. Furthermore, GALP is committed to engaging with local communities and stakeholders in a responsible and transparent manner. The company actively supports social initiatives, environmental conservation projects, and educational programs that benefit the communities it serves. As an energy leader in Portugal and beyond, GALP strives to make a positive impact on the environment, society, and the energy industry as a whole.

Microsoft (Portugal): This is a technology giant, specializing in software development, cloud computing, and digital services. As a global leader in the tech industry, Microsoft provides a wide range of products and solutions, including operating systems, productivity tools, and cloud-based services. Microsoft's commitment to Corporate Social Responsibility stems from its mission to empower people and organizations to achieve more. The company acknowledges the significant role it plays in shaping the digital world and is dedicated to using its influence for positive change. Microsoft Portugal actively invests in initiatives that promote digital inclusion, digital skills development, and access to technology for underprivileged communities. Additionally, Microsoft is committed to environmental sustainability.

The company aims to be carbon negative and water positive by 2030, reducing its carbon footprint and replenishing more water than it consumes. Microsoft Portugal is also engaged in promoting diversity and inclusion, supporting initiatives to increase representation and opportunities for underrepresented groups in the tech industry. Microsoft is dedicated to CSR, aiming to create a significant and positive influence on society, the environment, and the future of technology. By utilizing its resources and expertise, Microsoft serves as an exemplary model of how a global technology leader can drive positive change not only in Portugal but also on a broader scale.

Google: Until 2018, the internet giant's presence was little more than a tiny delegation in a peripheral country, but in 2018 they installed a supplier centre in Oeiras with over 500 collaborators. Google is a leading technology company, renowned for its search engine, digital advertising, cloud computing, and software services. As a global player in the tech industry, Google offers a wide range of products and solutions that empower individuals, businesses, and organizations to access and utilize information effectively. Google's dedication to Corporate Social Responsibility is deeply rooted in its fundamental beliefs. The company recognizes the significant influence it holds on individuals' lives and remains resolute in employing its resources and technology for the betterment of society. In Portugal, Google actively directs investments towards projects that foster digital literacy, inclusivity, and equal access to technology for everyone. By supporting a variety of educational programs, Google empowers students and educators with essential digital skills to prepare them for the future. Also, they are committed to environmental sustainability. The company actively works to reduce its carbon footprint and supports renewable energy projects, also engaging in initiatives to preserve biodiversity and protect the environment. By demonstrating an alignment with CSR practices, Google serves as a model showcasing how a technology giant can significantly contribute to promoting positive transformations in society, the environment, and the digital sphere. Utilizing its ingenuity and abundant resources, Google aims to forge a more inclusive, sustainable, and accountable future for not only Portugal but also on a global scale.

Continente Hipermercados (hypermarkets): They are a major retail chain in Portugal (and one of SONAE's brands), operating hypermarkets and supermarkets nationwide, providing a diverse range of products to meet consumers' various needs, including groceries, household items, electronics, and clothing. Ranked in 11th on Merco analysis, the company's commitment to Corporate Social Responsibility is ingrained in its core values. Continente recognizes its impact on local communities and is dedicated to effecting positive change through sustainable measures. They actively promote responsible sourcing of products, collaborating with local suppliers to support the regional economy and minimize their supply chain's environmental footprint. Continente Hipermercados also invests in social welfare and community development initiatives. Through philanthropic activities, they support causes related to education, health, and food security, contributing to the well-being and growth of the communities they serve. Continente's dedication to CSR underscores the impact a retail giant can play in driving positive changes in society, the environment, and local communities. Through the adoption of responsible business practices, Continente endeavours to forge a future for

Portugal that is more sustainable and inclusive, benefiting its people and the environment alike.

Nestlé: This is a global food and beverage company, operating in various sectors such as nutrition, healthcare, and pet care. As a prominent player in the food industry, Nestlé offers a wide range of products, including baby food, coffee, confectionery, and bottled water, catering to diverse consumer preferences and nutritional needs. The company is also committed to Corporate Social Responsibility by incorporating its values in the corporate culture. Nestlé acknowledges its role in promoting nutrition, health, and well-being among consumers while respecting the environment and the communities it operates in, actively focusing on sustainable sourcing of raw materials, responsible water usage, and reducing its carbon footprint to mitigate environmental impacts. Furthermore, Nestlé is dedicated to promoting nutrition education and healthy lifestyles, engaging in various initiatives to address micronutrient deficiencies and improve nutritional awareness among consumers. Additionally, Nestlé invests in community development programs, supporting local farmers and empowering communities in the areas where they operate. By adopting responsible business practices and prioritizing the well-being of consumers and the planet, Nestlé aims to create a more sustainable and healthier future for people worldwide.

Amorim Corticeira (cork): This is a renowned Portuguese company that operates in the cork industry and stands as a leading cork producer and distributor, emphasizing sustainable practices in harvesting, manufacturing, and selling cork products. The firm dedication to Corporate Social Responsibility (CSR) is clearly reflected in its core values and guiding principles. The company recognizes the essential significance of cork forests in safeguarding biodiversity and addressing climate change, actively advocating for responsible and sustainable forest management to secure the enduring well-being of cork oak ecosystems. Moreover, Amorim Corticeira invests in research and innovation to enhance cork production processes, minimizing waste and optimizing resource utilization. The company wholeheartedly supports circular economy principles, aiming to reduce its environmental impact across the entire cork value chain. In addition to their environmental efforts, Amorim Corticeira extends its CSR dedication to the well-being of its employees and the communities it operates in. The company aims to establish secure and inclusive work environments, promoting opportunities for professional growth, and actively participating in community projects at the local level.

Auchan (Portugal): This is also a retail chain, offering a wide array of products ranging from groceries and electronics to trendy clothing and household goodies. They take pride in catering to diverse customer needs while keeping prices wallet-friendly, ensuring everyone gets their dose of quality. As part and parcel of their business outlook they show a commitment to CSR, being fully aware of its role in society and wholeheartedly embracing the responsibility to positively impact the environment and the communities they serve. With sustainable practices in place, Auchan passionately advocates for conscientious sourcing, waste reduction, and eco-friendly initiatives, doing their part to leave a smaller ecological footprint. Additionally, Auchan Portugal also invests in the well-being of their employees, providing a safe and inclusive work environment with a variety of growth opportunities. The company also collaborates with local organizations, engaging in

community projects that address social needs and contribute to the betterment of the local community. Auchan rose from position 21 to 14 in the Merco ranking between 2021 and 2022.

Volkswagen Group: This is a prominent automobile company, known for its range of innovative and reliable vehicles. As a leading player in the automotive industry, Volkswagen offers a diverse lineup of cars that cater to various consumer needs and preferences. The group's compromise with Corporate Social Responsibility principles is also linked to its own company vision and values. Volkswagen Portugal acknowledges its significant impact on society and the environment and is determined to contribute positively to both. By prioritizing sustainable manufacturing processes, eco-friendly technologies, and responsible waste management, Volkswagen aims to reduce its environmental footprint and promote a greener future. Through their dedication to CSR, Volkswagen Portugal shows how a major automotive company can play a pivotal role in driving positive change. The company rose 9 positions between 2021 and 2022, to occupy an important 15th place in the Merco ranking.

It should be noted that, according to José Segundo (CEO of Merco) when analysing consumers' perceptions of Portuguese companies, the two variables with the lowest ratings are social responsibility and environmental responsibility. This is a challenge for companies, which should be aware that, despite the great progress achieved, consumer expectations are more advanced than the actual progress made (in *Imagens de Marca*, 2023). This shows that an awareness to the problematic by the institutions, but also by the population and consumers.

Corporate Governance & Financing Institutions

Corporate Social Responsibility (CSR) has become increasingly crucial in the Portuguese business landscape, particularly in the realms of corporate governance and financing institutions. As Portugal embraces the importance of sustainable practices and societal impact, companies and financial entities are placing greater emphasis on integrating CSR principles into their operations. This essay explores the key aspects of CSR in the Portuguese context, including corporate governance codes, shareholder and stakeholder engagement, sustainability reporting, the role of financing institutions, and the significance of regulation and compliance.

Corporate Governance Codes in Portugal set the foundation for responsible business practices. The incorporation of CSR principles into these codes ensures that companies prioritize transparency, accountability, and ethical decision-making. By embedding CSR into corporate governance guidelines, Portuguese companies uphold values that are aligned with societal expectations and promote sustainable growth.

Shareholder engagement is witnessing a transformative shift with respect to CSR. Shareholders now recognize the long-term impact of sustainability on a company's performance and are actively encouraging companies to embrace CSR practices. This heightened engagement fosters meaningful dialogue between investors and companies, urging businesses to align their strategies with societal concerns and environmental preservation.

Sustainability reporting is gaining prominence in the business landscape as a fundamental aspect of CSR. By offering transparent information on their environmental, social, and governance (ESG) performance, companies demonstrate their commitment to CSR principles. Sustainability reports build trust and credibility with stakeholders, providing insights into the positive social and environmental contributions made by Portuguese businesses.

Financing institutions play a pivotal role in promoting CSR. Banks, asset managers, and other financial entities are increasingly integrating ESG criteria into their investment decisions. This approach incentivizes companies to adopt sustainable practices and places sustainability at the forefront of business decisions.

Stakeholder engagement is essential for effective CSR implementation. Companies and financing institutions actively involve stakeholders, including employees, local communities, suppliers, and NGOs, in their decision-making processes. Engaging with stakeholders ensures that CSR strategies address local needs and societal concerns, fostering positive relationships and broader social impact.

Also, **Regulation and compliance** are key drivers of CSR integration in Portugal. The government has introduced laws and regulations that mandate CSR reporting and disclosure, reinforcing the importance of sustainable practices. By complying with these regulations, companies and financing institutions demonstrate their commitment to ethical behaviour and responsible business conduct.

We can summarize that Corporate Social Responsibility (CSR) holds significant value in the Portuguese context, shaping corporate governance and financing institutions. Embracing CSR principles within corporate governance codes fosters transparency and accountability, while shareholder engagement encourages companies to prioritize sustainable practices. Sustainability reporting builds trust among stakeholders, showcasing a company's commitment to societal and environmental well-being. In the Portuguese business landscape, financing institutions play a pivotal role in promoting CSR through responsible investment decisions. Lastly, adherence to regulations ensures that CSR remains an integral part of ethical and sustainable business practices, positioning Portugal for a more socially responsible and resilient future.

Regulatory Bodies for CSR

To promote and regulate CSR initiatives, Portugal has established specific regulatory bodies (some of them and prior to the CSR concept but oversee/regulate them). These entities oversee CSR practices, ensure compliance with regulations, and guide businesses in their efforts to create a positive impact on society and the environment. Here we explore the key regulatory bodies for CSR in Portugal and their roles in fostering responsible business practices.

The **Portuguese Securities Market Commission (CMVM)** plays a crucial role in regulating CSR reporting in publicly-traded companies. CMVM ensures that companies comply with sustainability reporting requirements and disclose relevant ESG (Environmental, Social, and Governance) information to shareholders and stakeholders. By enforcing transparency and accountability, CMVM fosters responsible behaviour and enhances investor confidence in Portuguese financial markets.

As the main regulatory body for environmental matters in Portugal, the **Portuguese Environment Agency (APA)** plays a key role in overseeing environmental sustainability and CSR practices. APA ensures that companies comply with environmental regulations and adhere to eco-friendly practices. The agency collaborates with businesses to mitigate environmental impacts, supporting their transition towards sustainable business models.

The Portuguese Competition Authority (AdC) addresses CSR from the perspective of fair competition and ethical business practices. AdC monitors market dynamics to prevent anti-competitive behaviours that may negatively affect consumers, employees, or the environment. By encouraging responsible conduct and fair trade, AdC contributes to a more socially conscious business environment in Portugal.

General Inspection of Agriculture, Sea, Environment, and Spatial Planning (IGAMAOT) is responsible for inspecting and regulating various sectors related to agriculture, fisheries, and the environment. This regulatory body oversees companies' compliance with environmental standards and encourages sustainable practices in these industries. By promoting CSR in these sectors, IGAMAOT contributes to the preservation of natural resources and ecological balance.

In Portugal, regulatory bodies for Corporate Social Responsibility play a critical role in promoting ethical, sustainable, and socially responsible business practices. The Portuguese Securities Market Commission (CMVM) ensures transparency through sustainability reporting. The Portuguese Environment Agency (APA) focuses on environmental sustainability, while the Portuguese Competition Authority (AdC) monitors fair competition and ethical practices. Additionally, the General Inspection of Agriculture, Sea, Environment, and Spatial Planning (IGAMAOT) oversees sectors vital to environmental preservation. By collaborating with businesses, these regulatory bodies help shape a more responsible and sustainable future for Portugal, benefiting society, the environment, and the economy as a whole.

Civil Society Organizations

Civil Society Organizations (CSOs) play a vital role in shaping, influencing, and promoting CSR initiatives. These organizations, which include non-governmental organizations (NGOs), community groups, and advocacy bodies, collaborate with businesses and government entities to drive responsible business practices. Here we explore the key contributors and contributions of CSOs in the Portuguese context and their impact on CSR. There are various Civil Society Organizations (CSOs) in Portugal that are actively involved in promoting Corporate Social Responsibility (CSR) and sustainable practices. Here are some of the main and most well-known organizations that are engaged in this subject:

BCSD Portugal (Business Council for Sustainable Development Portugal) is a leading business association that brings together companies committed to sustainable development. The organization focuses on promoting CSR practices, supporting sustainable business models, and fostering dialogue between the private sector and other stakeholders to address environmental and social challenges.

ACEGE (Christian Association of Business Managers and Executives) is an association of business executives that advocates for ethical and responsible business practices. The organization promotes CSR principles, business ethics, and social responsibility among its members and beyond, contributing to the development of a more sustainable and just business environment.

Zero - Sustainable Earth System Association is a CSO dedicated to environmental sustainability and climate change. While not exclusively focused on CSR, the organization plays a crucial role in raising awareness about sustainable practices and advocating for responsible environmental policies in Portugal.

ONGD - Portuguese Non-Governmental Development Organizations Platform is a platform that represents numerous Portuguese non-governmental organizations (NGOs) working in development cooperation. These organizations often play a significant role in promoting CSR initiatives in various sectors, particularly those related to social welfare, education, and poverty alleviation.

Quercus - National Association for Nature Conservation is a prominent environmental NGO in Portugal, known for its efforts in advocating for sustainable practices and environmental protection. The organization collaborates with businesses and policymakers to promote CSR principles and eco-friendly initiatives.

The Calouste Gulbenkian Foundation is a private institution that supports various projects focused on social development, arts, science, and education. It funds initiatives aligned with CSR principles and sustainability, making a positive impact on society and the environment.

Their main contributions for CSR in Portugal and abroad are:

Civil Society Organizations in Portugal are champions of **social and environmental causes**. They raise awareness about pressing issues such as poverty, inequality, environmental degradation, and climate change. By advocating for responsible business practices and sustainable policies, CSOs push companies to integrate CSR principles into their core strategies.

CSOs play a crucial role in **facilitating stakeholder engagement**. Through dialogue and collaboration, CSOs bridge the gap between businesses and local communities, empowering the latter to voice their concerns and needs. This engagement helps companies identify relevant social and environmental issues, leading to more meaningful CSR initiatives that address local challenges.

Influential CSOs in Portugal **advocate for CSR policies and regulations** at both the national and European levels. They engage with policymakers to encourage the creation of a supportive regulatory framework for CSR practices. By advocating for responsible business conduct, CSOs contribute to shaping a business environment that promotes sustainable and ethical practices.

Civil Society Organizations **monitor companies' CSR commitments** and hold them accountable for their actions. Through independent assessments and reporting, CSOs ensure that businesses fulfil their CSR promises. This accountability fosters transparency and encourages continuous improvement in CSR practices.

CSOs in Portugal have also focused on **promoting responsible supply chains**. They advocate for companies to ensure fair labour practices, ethical sourcing, and sustainable production processes within their supply chains. This advocacy encourages businesses to take a holistic approach to CSR, extending the impact of responsible practices throughout the value chain.

CSOs **collaborate with businesses to implement impactful CSR projects** that benefit local communities and the environment. By pooling resources and expertise, CSOs and companies can tackle social and environmental challenges more effectively, leading to sustainable development and positive change.

In the Portuguese context, Civil Society Organizations (CSOs) have emerged as key players in driving Corporate Social Responsibility (CSR) efforts. Together, businesses and CSOs can work towards a future where responsible business practices are at the core of Portugal's economic and social development.

Media

Corporate Social Responsibility (CSR) plays a crucial role in shaping the media industry in Portugal. As a key influencer of public opinion and social values, the media sector carries a significant responsibility in promoting ethical journalism, environmental consciousness, and social progress. In this subchapter we delve into the various aspects of CSR within the Portuguese media landscape, exploring how media organizations engage in responsible practices to impact society positively.

Ethical Journalism and Accuracy: Portuguese media organizations uphold the principles of ethical journalism, ensuring accuracy, impartiality, and fairness in their reporting. They strive to deliver reliable and unbiased information, thus promoting transparency and accountability among businesses, government entities, and civil society. This commitment to ethical journalism enhances public trust in the media, fostering a well-informed society.

Environmental Consciousness: CSR initiatives in the media sector extend to environmental consciousness. Media organizations adopt eco-friendly practices, such as paperless offices, energy conservation, and recycling programs, to minimize their carbon footprint. Additionally, they may report on environmental issues, raising awareness about sustainability and conservation efforts.

Promoting Social Issues and Public Discourse: CSR-driven media organizations in Portugal leverage their influence to highlight pressing social issues and facilitate public discourse on topics like poverty, education, and healthcare. By providing a platform for meaningful discussions, the media fosters civic engagement and encourages positive societal change.

Inclusivity and Diversity: Responsible media organizations in Portugal prioritize inclusivity and diversity in their content, workforce, and decision-making processes. By reflecting diverse perspectives and stories, the media contributes to a more tolerant and inclusive society.

Advocacy for Responsible Advertising: Media companies and organizations are conscious of the impact of advertising on society. Responsible media outlets may advocate for responsible advertising, refusing to promote harmful products or

misleading information. This commitment ensures that advertisements align with CSR values and do not compromise public health or social well-being.

Social and Community Engagement: Media in Portugal often engages in social and community initiatives. They may partner with NGOs, charitable organizations, and local communities to support social causes, raise funds for charity, and participate in community development projects. Such engagement demonstrates a commitment to making a positive impact beyond journalistic coverage. This is specially noted in the Portuguese context with a large set of initiatives between media and NGOs throughout the year.

In sum, Corporate Social Responsibility (CSR) plays a significant role in shaping the media landscape in Portugal. Responsible media organizations uphold ethical journalism, environmental consciousness, and inclusivity while promoting public discourse on social issues. By advocating for responsible advertising and engaging in community initiatives, the media sector influences positive social change and contributes to a more sustainable and informed society. As the media continues to evolve, a continued focus on CSR principles ensures that it remains a key agent of positive transformation in Portugal.

VII. Poland

Certes company, its name deriving from the Latin word meaning "reliability," was founded in 2005 and is engaged in providing online and onsite business and consulting training, webinars, coaching, designing and implementing development programs, business consulting and HR process improvement. Certes is also a leader in obtaining grants for employee and organizational development, ranking No. 1 in the 2021 ranking of training companies according to Financial Newspaper. Despite being a training company focused on conducting meetings around business and consulting, their mission is to increase effectiveness by continuously providing new knowledge, developing skills and inspiring change and self-actualization. Certes took into account the degree of job satisfaction of its employees with their employment, wanting to improve the level of loyalty and bonding of the group. Accordingly, the company conducted an internal audit of its organizational culture as part of the "Implementation of CSR Solutions at Certes" project. Based on the results of the audit and the report, the implementation of CSR solutions was carried out through participation in the Swiss-Polish Cooperation Program, which is a non-refundable form of foreign aid granted by Switzerland to Poland, as part of Swiss aid to ten European Union member states.

Certes began its efforts to implement Corporate Social Responsibility by obtaining ISO 9001 certification in 2014 (quality management system). In the same year, it also received the Business Quality Certificate "Business Fair Play". A year later, the company was included in the list of Laureates of the 18th edition of the nationwide Customer Friendly Company program, published by Forbes Magazine. CERTES once again joined the ranks of companies that take special care of relations and quality of customer service. The title is awarded based on the opinion of customers and business partners.

The company's CSR activities based on its practice "Make CSR a standard, not fashion", include:

1. Signed accession to the Partnership for Accessibility program (activities for people with special needs, including people with disabilities)
2. Donation of a voucher worth PLN 10,000 in support of the Akogo Foundation (a Polish non-governmental organization dedicated to systemic solutions to the problems of comatose people). The voucher to be auctioned off to win any training or consulting services from Certes. The company also took part in a nationwide campaign for sick children at the Great Orchestra of Christmas Charity, for which it donated another voucher worth PLN 10,000.
3. Standing in solidarity with Ukraine in the wake of Russia's aggression. The company organized a sizable collection of the most necessary supplies for refugees and migrants who were fleeing the war's terror. Certes also stood in solidarity with Down Syndrome sufferers as part of March 21, joining in the organization of events aimed at raising public awareness, promoting the rights to full participation in society and integration with people with this genetic defect.
4. Legal support in obtaining EU funds for the operation of the "Blue Line" - National Emergency Service for Victims of Family Violence.
5. In May 2023, on the occasion of Animal Rights Day, the company organized - with great success - a food collection for shelter animals.
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With reference to these few mentioned important points for the company in the field of CSR activities, one manages to distinguish a wide range of activities that affect the company's image in a very positive way. These are not all examples of CSR activities, which clearly shows how much commitment Certes shows.

While the company bases its activities on services to companies and people in the business community, its extensive CSR activities are largely aimed at a completely different audience. Activities to protect the health of children, help animals from shelters or support the activities of NGOs working for the benefit of people in need not only testify to a great imagination and creative approach to promoting the CSR philosophy, but also through such activities they have a very positive impact on the company's team of employees. Thanks to such activities, the employees have a greater sense of mission and thus attachment to the company. Work productivity increases and employee turnover decreases due to breaking the patterns of daily activities.

Morally and ethically speaking, Certes, through CSR activities, becomes an exemplary company, and building a customer base and spreading a good corporate image is based on clean and clear principles. A wide range of activities, through sports, animals, sick children and or people from Ukraine to minor training and support for community activities, show how different direction a company can go in considering Corporate Social Responsibility.

Link to the practice: <https://szkolenia.certes.pl/csr/>

LUMAG is a company specializing in the production of friction materials, i.e. brake pads, discs and linings. They have the most modern factory of friction materials in Central and Eastern Europe. They provide users of cars and trucks with high-quality products that guarantee comfort and effective braking. The products meet the highest standards and norms confirmed by certificates. In line with the company's strategy, they have the ambition to occupy a strong position in the aftermarket in the segment of linings and pads. They aim to expand their market to all of Europe, while building their brand image to be directly associated with safety.

LUMAG has a wide range of activities aimed at improving its image through real actions for the benefit of the environment as well as the local community, for which it is a significant employer. In addition, the implemented goals of the company's activities include such aspects as:

- collecting feedback from customers and meeting their expectations
- striving to optimize production
- increasing production efficiency
- pro-environmental action and responsible waste management
- continuous development and improvement of competence and qualifications of employees
- using the Integrated Management System and Lead Manufacturing in the company

In line with the company's communications and image-building visible on LEMAG's website, the company promotes the scope of its corporate social responsibility activities in a broad and diverse manner. They have a real impact on the functioning of the local community, actively participate in the life of the region and its residents, and support young talents as a form of response to the needs of those seeking professional support.

Taking care of green energy - In 2021, the company installed more than 4162 photovoltaic panels in its work area. Being aware of how important it is to protect the environment; they manage to cover as much as 17% of the plant's electricity needs this way. In addition, the company uses an air source heat pump to heat and supply the building with domestic water. Flue gas cross heat exchangers have also been installed. In this way, it was possible to recover the thermal energy needed to heat the production hall space. In addition, hydraulic oil filters were used to extend the life of the oil in the machines used in the press line several times over. As a result, almost 12,000 liters of oil per year will not be disposed of.

LUMAG company cares about young mechanics - Since 2016, the company has been a patron of young mechanics as part of its cooperation with the Technical School, where mechanical technicians are apprenticed. The company took under its care 28 students improving their qualifications. The company supervised a four-year training cycle, at the same time allowing young trainees to participate in apprenticeships organized at the company's headquarters and R&D Department. In addition, LUMAG provides support to other institutions with a technical profile in the form of access to teaching and information materials.

The company is also involved in counteracting various negative social phenomena by supporting local authorities in the physical development of young people. LUMAG co-organizes sports competitions and undertakes sponsorship activities. It supports a team of small football players, as well as the foundation "To the Children of Europe", whose main goal is to provide financial and material help to young people from poor families.

The company's activities are also linked to environmental care, through measures taken in accordance with the ISO 14001 standard. Key to the company is the manufacture of products in conditions that do not burden or pollute the planet. Used brake pads, linings and other products are recycled and then disposed of.

LUMAG's corporate social responsibility activities testify to its extraordinary sensitivity to the needs of the local community, and with the environment in mind, it is not indifferent to how its activities affect the planet.

Patronizing a large group of young students in high school and overseeing their apprenticeships to develop into mechanics testifies to how important it is for the company to raise a new generation of employees from the beginning of their careers. Thanks to such activities, young people are not only solidly prepared for work, but thus have a sense of security about their future in a locality where it is usually difficult to find a good profession.

At the same time, taking care of the physical development of young people from the surrounding area shows that building a good corporate image can be realized not only with words, but also with real deeds, while supporting a foundation for the benefit of children from poor families is a perfect example of a humanitarian approach to the fate of people with whom the company, as part of its activities, has nothing to do.

The sustainable development and ethical attitude of LUMAG towards the environment, its employees and the local community is an exemplary example of the

activity of a company that perfectly understands the idea of corporate social responsibility.

Link to the practice: <https://lumag.pl/csr/>

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| <p>THE NAME OF THE PRACTICE</p> | <p>Make CSR a standard, not fashion</p> |
| <p>Country</p> | <p>Poland</p> |
| <p>BRIEF CHARACTERISTICS OF THE SOCIAL COMPANY/HUB IN WHICH THE GOOD PRACTICE HAS BEEN IMPLEMENTED</p> | <p>Certes company, its name deriving from the Latin word meaning "reliability," was founded in 2005 and is engaged in providing online and onsite business and consulting training, webinars, coaching, designing and implementing development programs, business consulting and HR process improvement. Certes is also a leader in obtaining grants for employee and organizational development, ranking No. 1 in the 2021 ranking of training companies according to Financial Newspaper.</p> |
| <p>REASONS OF SELECTING THIS PRACTICE</p> | <p>Despite being a training company focused on conducting meetings around business and consulting, their mission is to increase effectiveness by continuously providing new knowledge, developing skills and inspiring change and self-actualization. Certes took into account the degree of job satisfaction of its employees with their employment, wanting to improve the level of loyalty and bonding of the group. Accordingly, the company conducted an internal audit of its organizational culture as part of the "Implementation of CSR Solutions at Certes" project. Based on the results of the audit and the report, the implementation of CSR solutions was carried out through participation in the Swiss-Polish Cooperation Program, which is a non-refundable form of foreign aid granted by Switzerland to Poland, as part of Swiss aid to ten European Union member states.</p> |

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| <p>THE ESSENCE OF THE PRACTICE</p> | <p>Certes began its efforts to implement Corporate Social Responsibility by obtaining ISO 9001 certification in 2014 (quality management system). In the same year, it also received the Business Quality Certificate "Business Fair Play". A year later, the company was included in the list of Laureates of the 18th edition of the nationwide Customer Friendly Company program, published by Forbes Magazine. CERTES once again joined the ranks of companies that take special care of relations and quality of customer service. The title is awarded based on the opinion of customers and business partners.</p> <p>The company's CSR activities include:</p> <ol style="list-style-type: none"> 13. Signed accession to the Partnership for Accessibility program (activities for people with special needs, including people with disabilities) 14. Donation of a voucher worth PLN 10,000 in support of the Akogo Foundation (a Polish non-governmental organization dedicated to systemic solutions to the problems of comatose people). The voucher to be auctioned off to win any training or consulting services from Certes. The company also took part in a nationwide campaign for sick children at the Great Orchestra of Christmas Charity, for which it donated another voucher worth PLN 10,000. 15. Standing in solidarity with Ukraine in the wake of Russia's aggression. The company organized a sizable collection of the most necessary supplies for refugees and migrants who were fleeing the war's terror. Certes also stood in solidarity with Down Syndrome sufferers as part of March 21, joining in the organization of events aimed at raising public awareness, promoting the rights to full participation in society and integration with people with this genetic defect. 16. Legal support in obtaining EU funds for the operation of the "Blue Line" - National Emergency Service for Victims of Family Violence. 17. In May 2023, on the occasion of Animal Rights Day, the company organized - with great success - a food collection for shelter animals. |
| <p>How this practice support sustainable and ethical enterprise?</p> | <p>With reference to these few mentioned important points for the company in the field of CSR activities, one manages to distinguish a wide range of activities that affect the company's image in a very positive way. These are not all examples of CSR activities, which clearly shows how much commitment Certes shows.</p> <p>While the company bases its activities on services to companies and people in the business community, its extensive CSR activities are largely aimed at a completely different audience. Activities to protect the health of children, help animals from shelters or support the</p> |

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| | <p>activities of NGOs working for the benefit of people in need not only testify to a great imagination and creative approach to promoting the CSR philosophy, but also through such activities they have a very positive impact on the company's team of employees. Thanks to such activities, the employees have a greater sense of mission and thus attachment to the company. Work productivity increases and employee turnover decreases due to breaking the patterns of daily activities.</p> <p>Morally and ethically speaking, Certes, through CSR activities, becomes an exemplary company, and building a customer base and spreading a good corporate image is based on clean and clear principles. A wide range of activities, through sports, animals, sick children and or people from Ukraine, to minor training and support for community activities, show how different direction a company can go in considering Corporate Social Responsibility.</p> |
| Link to the practice: | https://szkolenia.certes.pl/csr/ |
| | |
| <p>THE NAME OF THE PRACTICE</p> <p>(</p> | We care about the environment, support young talents |
| Country | Poland |
| BRIEF CHARACTERISTICS OF THE SOCIAL COMPANY/HUB IN WHICH THE GOOD PRACTICE HAS BEEN IMPLEMENTED | A company specializing in the production of friction materials, i.e. brake pads, discs and linings. They have the most modern factory of friction materials in Central and Eastern Europe. They provide users of cars and trucks with high-quality products that guarantee comfort and effective braking. The products meet the highest standards and norms confirmed by certificates. In line with the company's strategy, they have the ambition to occupy a strong position in the aftermarket in |

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| | <p>the segment of linings and pads. They aim to expand their market to all of Europe, while building their brand image to be directly associated with safety.</p> |
| <p>REASONS OF SELECTING THIS PRACTICE</p> | <p>LUMAG has a wide range of activities aimed at improving its image through real actions for the benefit of the environment as well as the local community, for which it is a significant employer. In addition, the implemented goals of the company's activities include such aspects as:</p> <ul style="list-style-type: none"> - collecting feedback from customers and meeting their expectations - striving to optimize production - increasing production efficiency - pro-environmental action and responsible waste management - continuous development and improvement of competence and qualifications of employees - using the Integrated Management System and Lead Manufacturing in the company |
| <p>THE ESSENCE OF THE PRACTICE</p> | <p>In line with the company's communications and image-building visible on LEMAG's website, the company promotes the scope of its corporate social responsibility activities in a broad and diverse manner. They have a real impact on the functioning of the local community, actively participate in the life of the region and its residents, and support young talents as a form of response to the needs of those seeking professional support.</p> <p>Taking care of green energy - In 2021, the company installed more than 4162 photovoltaic panels in its work area. Being aware of how important it is to protect the environment, they manage to cover as much as 17% of the plant's electricity needs this way. In addition, the company uses an air source heat pump to heat and supply the building with domestic water. Flue gas cross heat exchangers have also been installed. In this way, it was possible to recover the thermal energy needed to heat the production hall space. In addition, hydraulic oil filters were used to extend the life of the oil in the machines used in the press line several times over. As a result, almost 12,000 liters of oil per year will not be disposed of.</p> <p>LUMAG company cares about young mechanics - Since 2016, the company has been a patron of young mechanics as part of its cooperation with the Technical School, where mechanical technicians are apprenticed. The company took under its care 28 students improving their</p> |

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| | <p>qualifications. The company supervised a four-year training cycle, at the same time allowing young trainees to participate in apprenticeships organized at the company's headquarters and R&D Department. In addition, LUMAG provides support to other institutions with a technical profile in the form of access to teaching and information materials.</p> <p>The company is also involved in counteracting various negative social phenomena by supporting local authorities in the physical development of young people. LUMAG co-organizes sports competitions and undertakes sponsorship activities. It supports a team of small football players, as well as the foundation "To the Children of Europe", whose main goal is to provide financial and material help to young people from poor families.</p> <p>The company's activities are also linked to environmental care, through measures taken in accordance with the ISO 14001 standard. Key to the company is the manufacture of products in conditions that do not burden or pollute the planet. Used brake pads, linings and other products are recycled and then disposed of.</p> |
| <p>How this practice support sustainable and ethical enterprise?</p> | <p>LUMAG's corporate social responsibility activities testify to its extraordinary sensitivity to the needs of the local community, and with the environment in mind, it is not indifferent to how its activities affect the planet.</p> <p>Patronizing a large group of young students in high school and overseeing their apprenticeships to develop into mechanics testifies to how important it is for the company to raise a new generation of employees from the beginning of their careers. Thanks to such activities, young people are not only solidly prepared for work, but thus have a sense of security about their future in a locality where it is usually difficult to find a good profession.</p> <p>At the same time, taking care of the physical development of young people from the surrounding area shows that building a good corporate image can be realized not only with words, but also with real deeds, while supporting a foundation for the benefit of children from poor families is a perfect example of a humanitarian approach to the fate of people with whom the company, as part of its activities, has nothing to do.</p> |



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| | The sustainable development and ethical attitude of LUMAG towards the environment, its employees and the local community is an exemplary example of the activity of a company that perfectly understands the idea of corporate social responsibility. |
| Link to the practice: | https://lumag.pl/csr/ |

6. RESEARCH OUTCOMES

I. Germany

Based on the desktop research and the interviews carried out in the Study with companies and stakeholder groups, the following aspects regarding the situation of CSR in Germany can be determined:

Germany has a strong tradition of corporate social responsibility (CSR) engagement among its businesses. The concept of CSR is deeply ingrained in the German business culture, and many companies actively incorporate CSR practices into their operations.

German companies place a significant emphasis on sustainability and environmental responsibility. They strive to minimize their carbon footprint, promote energy efficiency, and develop eco-friendly products and processes. Many German companies have adopted ambitious sustainability goals aligned with international standards such as the United Nations Sustainable Development Goals (SDGs).

German companies prioritize the well-being and development of their employees. They invest in employee training and development programs, health and safety initiatives, and work-life balance measures. Companies often foster a culture of inclusion, diversity, and equal opportunities, promoting a healthy and supportive work environment.

German companies actively engage with stakeholders, including employees, customers, suppliers, and local communities. They seek input and involve stakeholders in decision-making processes, and regularly communicate about their CSR initiatives. German businesses also collaborate with NGOs, government agencies, and other organizations to address social and environmental challenges collectively.

Many German companies engage in philanthropic activities and support social causes. They contribute to community development projects, support education and research, and provide financial aid during crises and natural disasters. Additionally, German businesses often encourage their employees to volunteer and participate in social initiatives.

German companies uphold high ethical standards in their operations. They promote fair trade, combat corruption, ensure supply chain transparency, and adhere to responsible marketing practices. Compliance with legal requirements and adherence to ethical guidelines are considered essential for conducting business in Germany.

German companies value transparency and accountability in CSR efforts. They often publish annual sustainability reports that detail their CSR activities, goals, and performance indicators. These reports provide stakeholders with insights into a company's sustainability practices and its progress towards achieving its CSR objectives.

Overall, CSR engagement in Germany is characterized by a holistic approach that integrates economic, social, and environmental considerations into business

strategies. It reflects a commitment to sustainable development, stakeholder engagement, and responsible business conduct, aligning with the country's strong focus on corporate responsibility.

To achieve the climate targets it has set for itself, there are several areas where Germany can improve its Creating Shared Value (CSV) efforts. Here are some important aspects:

Expand renewable energy:

Germany should continue to expand renewable energy sources such as solar, wind, and biomass. This requires investments in infrastructure, research and development, and the creation of incentives for companies and citizens to use renewable energies.

Promote energy efficiency:

More efficient use of energy is crucial to reduce energy consumption and cut greenhouse gas emissions. Germany should take measures to promote energy efficiency in buildings, industry and the transport sector, such as promoting energy-efficient technologies and introducing stricter energy efficiency standards.

Drive forward the transformation of the transport sector:

The transport sector is one of the largest emitters of greenhouse gases in Germany. A transport turnaround towards more sustainable forms of mobility such as electric mobility, public transport, cycling and pedestrian traffic is necessary. This requires expanding the charging infrastructure for electric vehicles, promoting environmentally friendly means of transport and creating incentives for behavioural change.

Sustainable agriculture and food:

Agriculture contributes to both greenhouse gas emissions and biodiversity loss. Germany should take measures to promote more sustainable agriculture, such as promoting organic farming, using more environmentally friendly farming methods, and reducing food waste.

Promote Circular Economy:

Germany should promote the transition to a circular economy, where products and materials are reused, recycled or repaired. This requires promoting recycling infrastructure, introducing incentives for environmentally friendly product design and raising consumer awareness of sustainable consumption.

Awareness raising and education:

Comprehensive awareness raising on the importance of climate change, sustainable action and CSV is crucial. Germany should develop educational programs for children and adults that promote understanding of these issues and provide action skills.

These actions require close collaboration between government, business, civil society, and citizens. It is important that Germany sets ambitious targets, uses policy instruments, creates incentives and promotes innovation to enable the transition to a sustainable and climate-friendly economy.

In order to achieve the Creating Shared Value (CSV) and the self-imposed climate goals, Germany must improve its efforts in the following sectors:

Industrial production

Decarbonization of production

Germany should focus more on decarbonizing industrial production. This can be achieved through the use of low- or zero-emission technologies such as renewable energy, electric or hydrogen-based process heat, and energy-efficient production processes.

Resource efficiency and circular economy

Promoting resource efficiency and shifting to a circular economy are crucial to reducing resource consumption and the environmental impact of industrial production. Germany should create incentives to treat waste as a resource, promote recycling, close material loops and increase the use of sustainable materials.

Technological innovation

Germany should promote innovation to develop more environmentally friendly technologies and production processes. This can be supported through investment in research and development, the creation of innovation centres and collaboration between industry, academia and government.

Energy efficiency and energy management

Increasing energy efficiency in industrial production is an important step to reduce energy consumption and greenhouse gas emissions. Germany should create incentives for energy-efficient technologies, energy management systems and energy audits and support companies in improving their energy efficiency.

Cooperation and knowledge exchange

The exchange of knowledge and best practices between companies, industry associations, research institutions and government agencies is crucial to achieve progress in the field of sustainable industrial production. Germany should create platforms for knowledge exchange and collaboration to facilitate the implementation of climate-friendly measures.

Education and skills development

To support the transition to sustainable industrial production, it is important to equip skilled workers with the necessary knowledge and skills. Germany should develop education and training programs focused on sustainable production techniques, resource efficiency and climate protection.

These measures require close cooperation between companies, government, research institutions and other relevant stakeholders. By decarbonizing production, promoting the circular economy, technological innovations, energy efficiency, cooperation and education, Germany can increase the contribution of industrial production to achieving the climate targets it has set itself.

Service sector

Energy efficiency and resource conservation

Companies in the service sector should take measures to reduce their energy and resource consumption. This can be done by improving energy efficiency in office buildings, using renewable energies, introducing environmentally friendly technologies and promoting conscious use of resources.

Promotion of sustainable mobility



The service sector should make efforts to make the mobility of employees and customers more environmentally friendly. This can be achieved by promoting carpooling, expanding cycling and walking infrastructure, supporting local public transport and promoting home office options.

Digital transformation

Digital transformation can help reduce resource consumption in the service sector. By using digital platforms, cloud services and virtual communication tools, companies can reduce the need for physical resources and energy consumption. Germany should improve the digital infrastructure and support companies in the transition to digital processes.

Sustainable Procurement

Companies in the service sector can make a positive impact on the environment by implementing sustainable procurement practices. Germany should raise awareness of sustainable procurement, develop guidelines and criteria for sustainable procurement and create incentives for companies to use environmentally friendly products and services.

Awareness raising and customer communication

An important task is to educate customers about the importance of sustainable consumption and environmentally friendly services. Germany should initiate information campaigns to raise awareness of climate-friendly options in the service sector and support companies in communicating their sustainability efforts.

Collaboration and partnerships

Collaboration between businesses, industry associations, government agencies and other stakeholders is key to finding common solutions and sharing best practices in the field of sustainable services. Germany should create platforms for exchange and cooperation to promote the implementation of climate-friendly initiatives in the service sector.

Construction sector

Promoting energy-efficient buildings

Germany should create incentives to promote energy-efficient buildings. This can be achieved through financial incentives, such as tax breaks or grants. In addition, stricter building codes and standards should be introduced to reduce the energy consumption of buildings.

Use of sustainable building materials

The use of sustainable building materials is an important aspect of climate-friendly construction. Germany should promote the use of environmentally friendly materials such as wood, recycled building materials or energy efficient materials. This can be achieved by developing certification systems, information campaigns and training for construction companies.

Promote renewable energy in construction

The use of renewable energy in construction can significantly reduce CO2 emissions. Germany should take measures to promote the integration of solar energy, geothermal energy or other renewable energies in buildings. This can be done through financial incentives and the provision of technical support.

Reduce waste of building materials

The construction industry is responsible for a significant amount of waste and wastage. Germany should develop strategies to reduce construction material waste, such as recycling construction materials, promoting the use of modular or prefabricated components, and introducing waste management plans at construction sites.

Qualification of skilled workers

In order to achieve the goals in the field of sustainable construction, it is important that skilled workers in the construction industry have the necessary knowledge and skills. Germany should offer training and further education to sensitize and qualify construction companies and craftsmen for sustainable construction methods.

Collaboration and information exchange

Increased collaboration between government, construction companies, architects, planners, and other stakeholders is necessary to share best practices and promote innovative solutions. Germany should create platforms to share knowledge and experiences to support the implementation of sustainable construction projects.

These measures require close collaboration between government, construction companies, trade associations and other stakeholders in the construction industry. By promoting energy-efficient construction, sustainable building materials and renewable energies, Germany's construction sector can contribute to achieving the climate targets it has set itself.

Agriculture, forestry and fisheries sector

Sustainable agricultural practices

Germany should promote the transition to sustainable agricultural practices that support climate protection. This includes reducing the use of chemical fertilizers and pesticides, promoting ecological agriculture, using climate-friendly cultivation methods such as agroforestry and supporting soil protection measures.

Emission reduction in animal husbandry

Emissions from animal husbandry, especially cattle husbandry, contribute significantly to climate change. Germany should take measures to reduce these emissions, e.g. B. by promoting animal-friendly husbandry conditions, improving feed efficiency, using biogas plants for methane conversion and developing alternatives to animal production.

Promotion of sustainable forest management

Germany should continue to promote the protection and sustainable management of its forests. This includes the afforestation of areas, the preservation of natural forests, sustainable timber management and the avoidance of deforestation. Forests play an important role in carbon sequestration and can contribute to CO₂ reduction.

Fisheries management and aquaculture



Sustainable fisheries and aquaculture are crucial to protect the marine environment and avoid overfishing. Germany should focus on sustainable management of fish stocks and the promotion of environmentally friendly fishing methods. In addition, expanding sustainable aquaculture practices can help reduce pressure on wild fish stocks.

Promotion of climate-friendly nutrition

Germany should support the promotion of climate-friendly nutrition that reduces the consumption of climate-damaging foods. This can be achieved by raising awareness of a plant-based diet, supporting local and seasonal produce, and providing information on the climate impact of different foods.

Education and advice

Education and advice for farmers, forest owners and fishermen play an important role. Germany should develop educational programs and advisory services to promote the transfer of knowledge about sustainable practices in the agricultural, forestry and fisheries sectors and to enable the exchange of best practices.

Multinational companies (MNCs) and medium-sized companies have a positive impact on CSR practices in Germany. They generate growing awareness among stakeholders and thus generate positive pressure on local branches and suppliers. This has a positive effect on the application of international labor norms and standards, especially in the area of supply chains.

Nevertheless, the activities in local branches, rural areas sometimes fall short of the central specifications and are usually more temporary or project-related. These are often more dependent on traditional industries like agriculture or mining and may have less access to information about new approaches like CSV.

Those with lower incomes or lower educational levels have less access to information about CSV as they may face basic needs and financial challenges that may not make CSV their top priority.

Older people are sometimes less familiar with the concept of CSV because it may not have been as present in their youth or because digital barriers prevent them from perceiving it accordingly. They are more focused on traditional values and approaches and may be less open to innovative business models.

In some conservative circles, CSV may be less recognized or even rejected. This may be due to a preference for traditional economic approaches and a lower acceptance of social and environmental concerns. This is also true in certain industries that are traditionally less associated with social responsibility. This could be the case, for example, in heavy industry or certain areas of the financial sector.

In summary, it can be stated that the published statistics and reports on CSV are not always familiar at all levels and areas, but are increasingly being noticed.

CSR in the country is supported by external drivers such as international organizations and NGOs. Local initiatives such as NGOs and customers must be further developed and promoted in order to put pressure on companies to comply with standards and voluntary commitments.

Many companies and stakeholder groups try to play an active role in sponsoring projects and help shape this process. In some cases, the CSR discussions in Germany are also suffering from increasing polarization, which is caused by a lack of

political and institutional leadership and which prevents or slows down the establishment of a better understanding, better instruments and systems.

The lack of certain legal frameworks and incentives hinders the development of CSV in Germany. In certain areas it is difficult to establish uniform standards and to encourage companies to go beyond the minimum legal requirements.

There is no uniform definition of CSV at the legal level. The lack of clear and consistent standards that support companies in implementing CSV approaches creates uncertainty and makes it difficult for companies to implement their CSV initiatives.

In the area of reporting and disclosure, there are no specific legal requirements about CSV measures and their impact. Businesses have the freedom to choose what information to publish in their reports. This makes it difficult to compare and review the sustainability performance of companies.

There are limited tax incentives in Germany for companies engaging in CSV initiatives, but specific tax breaks or incentives that encourage companies to invest in sustainable and socially responsible practices in the longer term and more strongly are often lacking.

The applicable legal forms and company laws do not yet offer sufficient opportunities to actively support the goals of CSV. It would be conceivable to develop a need for new forms of business or legal structures that enable companies to pursue goals that go beyond pure profit interests.

When awarding public contracts, specific criteria for sustainable procurement and the consideration of CSV aspects are often missing. The legal requirements must be improved in order to facilitate the integration of social and ecological criteria in public procurement processes.

In Germany, too, there are influential lobby groups that hinder progress in the field of CSV, especially if they represent interests that are not in line with sustainable and social development. This leads to resistance to policies that promote sustainability and develop more environmentally conscious behaviour.

Depending on the political orientation and focus, the priorities of the government in relation to sustainability and CSV differ greatly.

For the creation of new legal regulations and initiatives, the Paris Agreement of 2015 to combat climate change has contributed to the awareness of environmental issues and sustainability. The growing climate movement has increased pressure on companies to reduce their environmental impact and promote sustainable practices. Accordingly, the EU has pushed ahead with a comprehensive sustainability agenda that promotes the integration of social and ecological aspects in corporate decisions. This has encouraged companies in Germany to take a closer look at CSV.

Through the intense engagement of various stakeholders, including consumers, investors and NGOs, companies are increasingly held accountable and accountable for their behaviour. This has led companies to engage more in dialogue with their stakeholders and engage in more sustainable and socially responsible business practices.

The 2008 financial crisis and economic crisis resulting from the COVID-19 pandemic diverted the attention and resources of many companies away from sustainable practices. In difficult economic times, implementation strategies for long-term sustainability take a back seat.

Although these events and factors have both positive and negative effects on the development of CSV in Germany, it remains extremely important that society, politics and business continue to increase their commitment to sustainable and socially responsible drive the positive development of CSV.

II. Slovenia

Slovenia has made significant progress in promoting corporate social responsibility (CSR) and sustainable business practices. Various actors, including governmental bodies, international organizations, civil society organizations, and the private sector, are actively involved in CSR promotion. The government plays a crucial role through ministries such as the Ministry of Economic Development and Technology and the Ministry of Labor, Family, Social Affairs, and Equal Opportunities, which develop policies and programs to support CSR. International organizations like the United Nations Development Programme (UNDP) and the European Commission also contribute to CSR initiatives in Slovenia.

Civil society organizations, such as the Slovenian Business & Research Association (SBRA) and the Slovenian Centre for Corporate Responsibility (SLO-CRO), work to promote CSR principles and provide support to companies in implementing responsible business practices. The private sector, including companies like Krka, Lek, Akrapovič, Alples, and Ljubljanski potniški promet (LPP), demonstrate good practices in CSR through their commitment to environmental sustainability, employee well-being, community engagement, and responsible manufacturing.

Efforts to develop a national strategy for CSR have been ongoing, with initiatives starting as early as 2008. However, the full realization of a comprehensive strategy requires the cooperation of all three key actors in society: government, economy,

and civil society. The involvement and leadership of the relevant ministries, such as the Ministry of Economic Development and Technology, are crucial for the successful implementation of such a strategy.

The media also play an important role in raising public awareness and promoting CSR by providing accurate information and facilitating dialogue on responsible business practices. Furthermore, initiatives like the Horus certificates and recognitions highlight companies in Slovenia that exemplify good CSR practices and contribute to sustainable development.

Overall, Slovenia's commitment to CSR and sustainable business practices demonstrates its dedication to social responsibility, environmental stewardship, and inclusive economic growth. By continuing to collaborate and build on these efforts, Slovenia can further enhance its position as a responsible and sustainable business destination.

III. Türkiye

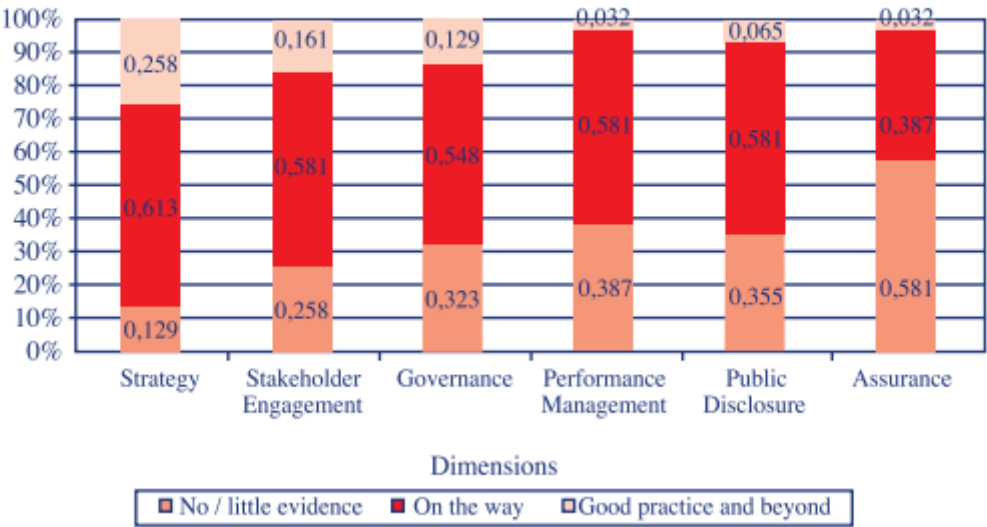
The research was based on desktop research and supported by stakeholder and company interviews. Stakeholder interviews had one university and municipality and 7 non-governmental organizations. It can be stated that the most of the NGOs see CSR as community involvement projects of companies. This affects the approach of involvement which is then to be based on sponsorships. This fact was parallel to a statement at the desktop research. The recent research data from independent research institutions indicated that society expects that companies involve in community involvement programmes.⁹ So, NGOs in Turkey benefit from this expectation and shape their involvement accordingly. Another involvement of NGOs with private sector was based on giving services for companies. Private Sector Volunteers Foundation (OSGD) matches employees of private sector and NGOs to let them work for NGOs at their free time as well as working hours. Oil Industry Association (PETDER) collects waste oils of its members and finally AKUT gives trainings and consultancy to companies for emergency management, first aid and occupational safety and health. The NET believes that this methodology is more sustainable than sponsorship and is a bridge for better stakeholder engagement as it creates a platform for communication and understanding of the needs of parties involved. The engagement of NGOs and business in Turkey also created a better understanding for the issues of transparency and accountability of NGOs to society at large. Turkey Educational Volunteers Foundation (TEGV), Community Volunteers Foundation (TOG) and AKUT are announcing their financial reports at their web sites and making use of external auditing companies like Price Waterhouse & Coopers and Ernest & Young. NGOs also created a baseline for Socially Responsible Investment. Two of the interviewed NGOs stated that they will not be working with tobacco and alcohol companies, reflecting their ethical standards.

Some of the important facts drawn from the stakeholder interviews can be stated as follows: • NGOs mentioned Kardelen Project of Turkcell, companies like Eczacıbaşı, Coca-Cola as good examples of CSR in Turkey, • NGOs criticised companies as they think companies are trying to act like NGOs but are not effective and efficient in resource allocation, • Media's support to NGOs is crucial as more news appears in press the amount of donations and support increases as well, • NGOs suggested that CSR activities must be financed not through marketing budget but another budget for CSR can be allocated, • NGOs are also organising CSR trainings for the companies. As it is noted, NGOs community in Türkiye has a starting base for CSR engagement. However, it is seen that CSR approach is more focused on creating opportunities for businesses while helping the development of societies in which

they operate rather than preventing harm by eliminating risks, especially those related to human rights and the environment. For the other stakeholders, the municipality and the university, CSR was not a topic. Turkish NET believes this is because of the economic and social development of two cities where the interviews were held. However, it can be added that awareness on CSR for other stakeholder groups must be improved. Looking at the company side, it can be stated that CSR in Türkiye is developing in a slow but at a sustainable pace. From left to right, the below chart illustrates that there is a willingness or a desire for CSR implementation in Türkiye without adequate tools such as performance management, public disclosure and assurance.

Companies in Türkiye try to integrate CSR into their mainstream business strategy. Strategy section has provided the most position that match with the scores “on the way” and “good practice and beyond” (nearly 75% of the interview companies). 8 companies provided the necessary criteria of a specific strategy that addresses social and environmental issues. One example is a leading MNC working in dairy sector who defines its strategy as providing support for a healthy growing generation. In line with this goal, the company states its CSR activities as starting at the production level. Quality of the products, achieved by informational meetings and trainings for the milk suppliers along with the ever improving production techniques constitute the basic step. Followed by the projects for children - who are considered to be the very consumers of the products which cover education and health issues.

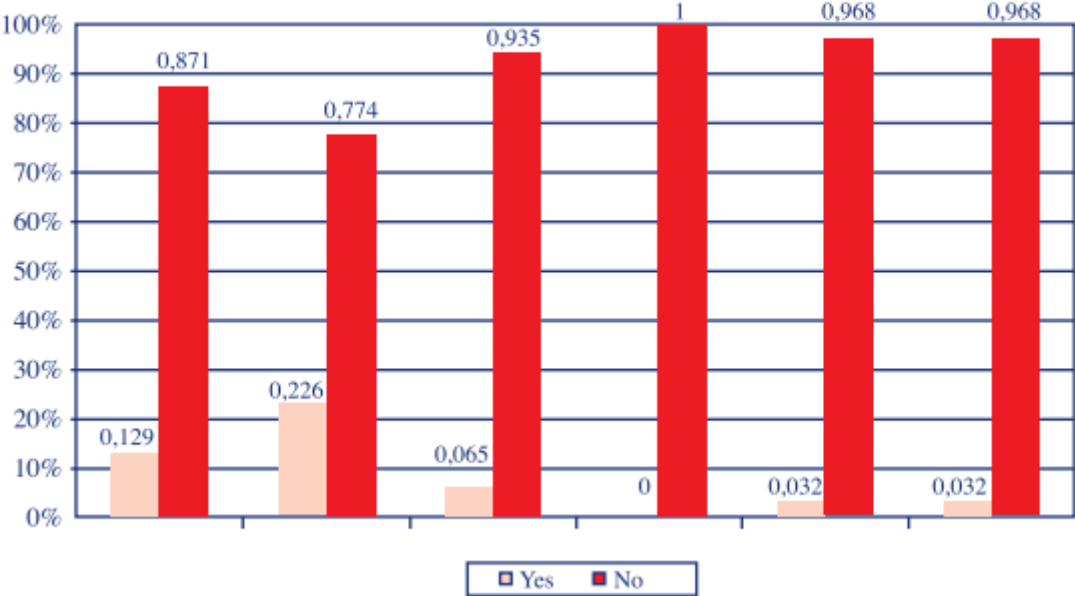
Chart 1 – CSR Engagement in Turkey:



Stakeholder Engagement is the second area in which companies showed the highest scoring for “good practice and beyond”. Most of the MNCs state that they keep in close contact with government, NGOs, suppliers etc. and of course the consumers to modify and improve their CSR activities and to consider the demands. One National company operating in the energy sector organizes regular meetings with its suppliers, provincial retailers just to discuss CSR projects. This dialogue which itself is considered to be a part of the CSR implementation is also empowered with the opinions and suggestions of governmental bodies. Having said this, NET believes that fulfilment of ILO Convention 98 Concerning the Application of the Principles of the Right to Organise and to Bargain Collectively needs to be ratified to support the stakeholder engagement at the local level. Assurance represents itself through an independent search on management and disclosure around CSR risks and opportunities. This criterion is the least that Turkish companies can illustrate – only 1 interviewed company – to implement in their CSR approach. Performance management again – only 1 interviewed company – could represent a sufficient practice of performance management. Most companies mentioned

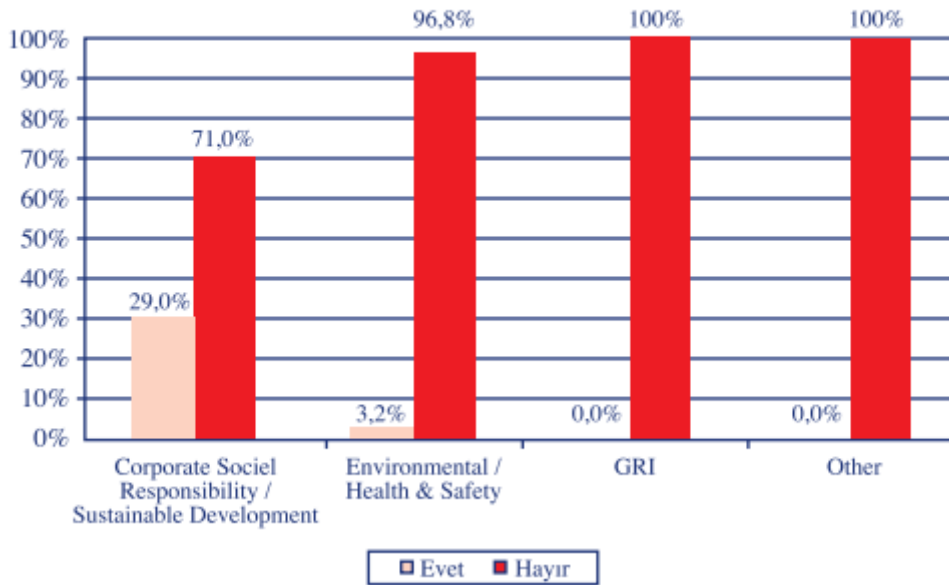
that they have financial audits by independent institutions. However, their CSR reports are less formal, usually attached to the annual reports as subsidiary and they do not receive such kind of checks specifically for their CSR activities. Overall, it is observed that half of the Turkish companies reflect a level of participating to CSR issues. In every criterion, half of the companies provided the necessary examples to be evaluated as “on the way”. However, the tools of implementation such as joining to initiatives and reporting are relatively insufficient. Please see below Chart 2 and Chart 3 respectively.

Chart 2 – Initiatives



The participation of Global Compact and ISO 14001 represents a level of initiative that is in progress. Some of the companies interviewed whose subsidiaries have not signed the Global Compact have expressed themselves that they are committed to the Global Compact, but as a corporate decision, the subsidiaries will not need to sign it, since the headquarter office has signed on behalf of all subsidiaries. So, some of the Global Compact members are not expressed in the chart above. The case of Koç Holding companies represents an interesting case, as Holding signs the GC on behalf of all 117 Koç companies which they have shared the information and implementing the principles to all companies. The case of GC initiative shows that encouraged by an organization Turkish companies can make the use of the tools and initiatives that are expressed and communicated.

Chart 3 – Reporting



No legislation corresponding to the EU legal basis on Eco-Management and Audit Scheme (EMAS) has been adopted yet. However, a law was passed in November 1999 establishing a Turkish National Accreditation Body which is expected to play a role in EMAS implementation. A National Accreditation Body appointed in June 2000. Since, 3 sites have implemented EMAS on a pilot basis as part of a LIFE-Third Countries supported project which included the following activities: review of the institutional set up, awareness campaign and training for industry. The lack of Global Reporting Initiative (GRI) and other reporting structures follows the previous statement. As there is no organization strongly supporting and advocating for GRI and other reporting, this creates an atmosphere that is not fruitful not only for companies but also for stakeholders who would be expected to monitor and challenge company practices. Thus, overall the company interviews showed that companies in Turkey have big desire for integrating CSR into their businesses. On the other hand, the capacity of their tools is behind the level to create a sufficient and effective CSR environment. Adding up the lack of power and influence of stakeholders, it can be concluded that CSR in Turkey is biased with the desire of companies to have positive impact on society through involvement. However, the efficiency of this situation is not measured and monitored accordingly.

IV. Romania

Based on the interviews carried out in the Study with companies and stakeholder groups, the following aspects regarding the situation of CSR in Romania can be determined:

| | |
|-----------|------------|
| STRENGTHS | WEAKNESSES |
|-----------|------------|

| | |
|---|--|
| <ul style="list-style-type: none"> - Increasing interest in CSR in Romania; - The involvement of multinational companies by taking over the strategies from the mother companies and some Romanian companies in CSR initiatives; - The continuous increase of CSR initiatives and best practices in the field at national level; - Consumers become more interested in the products/services of social responsible companies; | <ul style="list-style-type: none"> - The CSR concept is insufficiently known in business area; - Few studies of the degree of knowledge and application of CSR in Romania, those that exist are not published; - Poor knowledge and involvement of organizations and small and medium enterprises in CSR initiatives; - Low visibility of CSR initiatives; |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> - The importance, dynamism and development of CSR at European and international level; - Taking over and adapting good practices of other more developed countries; - Increasing the importance of CSR actions in the development of companies; - The existence of funded projects for CSR initiatives granted by EU; - The benefits of a company that has integrated CSR in its development strategy; - A more protected environment from the negative effects of human activity; - The existence of EU legislation in the CSR domain; | <ul style="list-style-type: none"> - Lack of a clear legislative framework and coherent public policies to promote CSR; - The application of the legislation is deficient; - Non-application of EU legislation generating the risk of exclusion of the Romanian companies from certain markets; - Public authorities are not getting involved and not supporting the promotion and application of CSR; - Non-existent or insufficient public funds for CSR promotion; - Corruption |

More and more companies become aware that for a long term development, involvement in community's life is needed. Big companies operating in Romania already run CSR programs and they understand the benefits of fiscal levers provided by the authorities in this regard, but there is a need for medium or small companies to follow the same model, which will strengthen their business. Also, actions and projects of NGOs can be supported by the private sector.

From environmental point of view, stimulants are offered to companies that invest in renewable energy sources, to support the demand for green jobs or for people who install alternative energy sources. In Romania, both companies and citizens benefit from tax deductions for sponsorships carried out under certain conditions.

The European Commission stimulates partnerships within institutions, but also with NGOs, to identify problems, find and apply solutions for CSR policies that can be applied in all enterprises, not only in big, corporate ones. Even small and medium-sized companies or enterprises can implement CSR principles and practices, so it is recommended that they be supported.

Valoria Business Solutions and CSRMedia.ro launched the tenth edition of the survey on the „Dynamics and perspective of CSR in Romania“. This is the only survey on the domestic market dedicated the CSR that analyzes trends in the field for 10 years in a row. 144 specialists from companies operates in 16 industries responded to this study. 92% of companies respondents say that they run projects of CSR

The survey explores the perceptions of top executives, directors, managers and CSR specialists from various companies in Romania regarding the evolution, dynamics and challenges of this field in 2022 and 2021. The report of this edition also presents several series of data with the evolution of the last ten years.

The main 5 conclusions of the study are:

- 71% of the responding companies define social responsibility as involvement in the community.
- In 2022, 65% of companies say they have engaged in CSR because it is part of their sustainability strategy, and only 35% because it is part of their public relations strategy. In second place, there are equal companies that say this approach brings them recognition and visibility (41%) with those that say it is part of the company's philosophy (41%).
- Sectors of the community that have been targeted for intervention and support in 2022: top 3 sectors are education (72%), health (61%) and environment (54%).
- Almost half of the responding companies, 45% in 2022 say they have a CSR strategy received from the parent company, which they implement locally, 43% have a local strategy that they implement and 11% do not have a dedicated policy/strategy but implement CSR projects.
- The departments that manage the CSR budget: in 2022, 55% of companies say that the PR and Marketing department is the one that provides a budget line for CSR. The percentage drops massively for the first time, after 5 years of stagnation at 65%. Even if the main CSR budget line remains PR and Marketing, the sustainability department climbs to second place, recording an increase of +12 percentage points. The CSR department is now in third place, closely followed by HR.

Sources:

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***ECOSTUDENT - Revistă de cercetare științifică a studenților economiști,
Nr. 14/2019***

V. Greece

In order to achieve the Creating Shared Value (CSV) and the self-imposed climate goals, Greece must improve its efforts in the following sectors:

Industrial production

Energy Efficiency and Conservation

Energy efficiency methods implemented inside industrial processes can assist reduce energy consumption and greenhouse gas emissions. Conducting energy audits, investing in energy-efficient systems and equipment, and fostering staff understanding and participation in energy-saving measures can all contribute to this.

Renewable Energy Integration

Increasing the use of renewable energy sources in industrial production can help to reduce carbon emissions. Incentives for renewable energy investments and encouraging the use of solar, wind, and biomass energy systems can assist reduce dependency on fossil fuels.

Sustainable Supply Chain Management

Environmental impacts can be reduced by encouraging sustainable practices across the supply chain. Working with suppliers to embrace sustainable purchasing practices, decreasing waste output, and supporting responsible resource management are all part of this.

Circular Economy Practices

Moving to a circular economy model can boost resource efficiency and waste reduction in industrial production. Encouragement of material reuse, recycling, and repurposing, implementation of closed-loop systems, and promotion of eco-design can all contribute to more sustainable production processes.

Emissions Reduction

Implementing methods to reduce emissions from industrial operations is critical to meeting climate-change targets. This can include using cleaner manufacturing technologies, improving processes to reduce emissions, and deploying carbon capture and storage (CCS) systems when appropriate.

Water Conservation

Improving water management methods in industrial production can aid in the reduction of water consumption and the promotion of responsible water usage. Water recycling and reuse systems, as well as water-efficient technology, can help to achieve sustainability goals.

Environmental Monitoring and Reporting

Establishing sophisticated environmental monitoring and reporting systems can assist enterprises in tracking and assessing their environmental performance. This allows businesses to identify areas for development, set goals, and report their progress toward sustainability goals in a transparent manner.

Stakeholder Engagement and Collaboration

Engaging stakeholders such as local communities, employees, non-governmental organizations, and government agencies can develop collaboration and gather support for sustainable industrial practices. Creating alliances, sharing best practices, and soliciting feedback from relevant stakeholders can all assist to create positive change.

Service sector

Energy efficiency and resource conservation

Energy efficiency methods implemented inside industrial processes can assist reduce energy consumption and greenhouse gas emissions. Conducting energy audits, investing in energy-efficient systems and equipment, and fostering staff understanding and participation in energy-saving measures can all contribute to this.

Renewable Energy Integration

Increasing the use of renewable energy sources in industrial production can help to reduce carbon emissions. Incentives for renewable energy investments and encouraging the use of solar, wind, and biomass energy systems can assist reduce dependency on fossil fuels.

Sustainable Supply Chain Management

Encouraging sustainable practices throughout the supply chain can help to reduce environmental impacts. This involves collaborating with suppliers to implement sustainable procurement methods, decreasing waste generation, and supporting responsible resource management.

Circular Economy Practices

Moving to a circular economy model can boost resource efficiency and waste reduction in industrial production. Encouragement of material reuse, recycling, and repurposing, implementation of closed-loop systems, and promotion of eco-design can all contribute to more sustainable production processes.

Emissions Reduction

Implementing methods to reduce emissions from industrial operations is critical to meeting climate-change targets. This can include using cleaner manufacturing technologies, improving processes to reduce emissions, and deploying carbon capture and storage (CCS) systems when appropriate.

Water Conservation

Improving water management procedures in industrial operations can aid in lowering water usage and encouraging responsible water use. Using water-efficient technologies and water recycling and reuse systems can help achieve sustainability objectives.

Stakeholder Engagement and Collaboration

Engaging with stakeholders, like as employees, NGOs, government agencies, and local communities, may promote cooperation and win support for sustainable industrial practices. Positive change can be accelerated by forming alliances, exchanging best practices, and requesting input from key stakeholders.

Construction sector

Promoting energy-efficient buildings



To minimize carbon emissions and maximize energy use, buildings' energy efficiency needs to be improved. It is possible to reduce the energy demand in buildings by using energy-efficient technology including insulation, effective lighting, and HVAC systems.

Promote renewable energy in construction

Integrating renewable energy systems into buildings and construction projects can further contribute to decarbonization efforts. Promoting the installation of solar panels, geothermal heating systems, and other renewable energy solutions in buildings can help reduce reliance on fossil fuel-based energy sources.

Reduce waste of building materials

Recycling may be encouraged and trash creation reduced by improving waste management procedures in the construction industry. A circular economy strategy can be supported by putting waste management strategies in place for the building industry, encouraging the use of recycled materials, and advocating ethical disposal methods.

Qualification of skilled workers

Offering experts in the construction industry education and training programs on sustainable building methods, energy efficiency, and environmental issues can assist develop capacity and promote a sustainability culture in the business.

Collaboration and information exchange

Promoting sustainable construction methods requires interaction with all relevant parties, such as regulators, developers, and architects. Stakeholder cooperation and knowledge exchange can promote innovation, raise awareness, and implement best practices in the industry.

Agriculture, forestry and fisheries sector

Sustainable agricultural practices

Promoting sustainable agriculture methods can assist minimize negative environmental effects and improve the agriculture industry's adaptability. This entails putting organic farming practices into practice, encouraging soil conservation techniques, and lowering the usage of chemical inputs.

Water Management

Improving agricultural water management procedures can help with water efficiency and conservation. This entails encouraging effective irrigation systems, putting water-saving measures in place, and assisting farmers in applying best practices in water management.

Biodiversity Conservation

Ecosystem health and resilience can be increased by encouraging biodiversity-friendly agriculture practices, such as protecting natural habitats, developing agroforestry systems, and encouraging crop diversification. Additionally essential for sustainable agriculture is the protection of pollinators and beneficial insects.

Fisheries management and aquaculture

Fish stocks and marine habitats can be preserved by using sustainable fishing techniques, such as establishing catch limits, preventing overfishing, and minimizing bycatch. Sustainable fisheries management can be aided by promoting ethical fishing methods and aiding artisanal and small-scale fisheries.

Promotion of Climate-Smart Agriculture

It is crucial to promote climate-smart agriculture practices that reduce greenhouse gas emissions and improve climate resilience. This covers techniques like agroecology, precision farming, and the adoption of crop types that are climate-resilient.

Promotion of Forest Conservation and Management

For the preservation of biodiversity, the storage of carbon, and the provision of livelihoods, forests must be preserved and managed sustainably. Achieving climate and sustainability goals can be facilitated by promoting ethical forestry methods, replanting campaigns, and the preservation of natural habitats.

Education and advice

Training, education, and support on sustainable practices and climate adaption strategies can help bring about good change among farmers, fishermen, and forest managers. Stakeholders may be given the ability to undertake sustainable practices by having access to information, technologies, and financial resources.

By implementing CSR practices, SMEs both SME and large enterprises in Greece can have a positive impact on the communities they operate in, contribute to sustainable development, and foster a culture of responsible business conduct. Their actions, collectively make a significant difference and contribute to a more sustainable and inclusive society.

VI. Portugal

In order to have a more holistic view of the Corporate Social Responsibility in Portugal we performed a desk research and interviews with institutions from various sectors of activity, such as VET Schools, Companies and Public Institutions. This overview allowed us to have different perspectives depending on the organisation activity. Here we present a resume of the main research outcomes:

Portugal embraces corporate social responsibility (CSR) with a growing commitment among its businesses. The notion of CSR has gained significant importance in the Portuguese business landscape, where companies are actively integrating responsible practices into their core strategies, these practices are also seen in VET schools and public organisations.

Sustainability and environmental consciousness are top priorities for Portuguese businesses. They actively seek ways to reduce their environmental impact, implement eco-friendly initiatives, and support renewable energy sources. Many companies in Portugal align their sustainability goals with international frameworks, such as the United Nations Sustainable Development Goals (SDGs). In an International Study carried out by CDP Disclosure Insight Action (CDP, 2022) about environmental impact of companies, and where more than 15 thousand companies were evaluated, only around 330 managed to achieve the top mark in at least one of the three strands (climate change, water management as a critical resource and

forests), and 4 of them were Portuguese companies (Away Magazine, 2022), namely:

- **Jerónimo Martins** (with a classification of A in the first two strands and A- regarding the forest strand), it was even the top score for a retailer company in the study.
- **EDP** (with a classification of A in both climate change and water management)
- **NOS**, a Portuguese Communication Group especially working in the television sector (with a classification of A in Climate Change)
- **The Navigator Company**, is an integrated producer of forestry, pulp and paper, tissue and energy, mainly known for their work on paper (with a classification of A in Climate Change)

Employee well-being and development are highly valued. Portuguese companies invest in employee training and education, promote work-life balance, and foster inclusive workplaces that celebrate diversity. Encouraging employee participation in decision-making processes is becoming more common, as companies recognize the value of engaging their workforce.

Portuguese businesses prioritize engagement with stakeholders, aiming to address community needs and expectations. They collaborate with local organizations, NGOs, and government agencies to collectively tackle social and environmental challenges. Moreover, companies actively participate in initiatives that foster social progress and community welfare.

CSR engagement in Portugal extends beyond the boundaries of traditional business operations. Many companies actively contribute to philanthropic projects, supporting educational programs, healthcare, and environmental preservation. Corporate donations and volunteering initiatives play a significant role in their commitment to social causes.

In addition to their sustainable practices, Portuguese companies uphold high ethical standards in their operations. They prioritize transparency, comply with legal requirements, and actively combat corruption and unfair practices.

Portuguese businesses strive to improve their CSR efforts continually, acknowledging the significant role they play in shaping a sustainable future for the country and its communities. Through their dedication to CSR, they demonstrate a genuine commitment to social development, environmental protection, and ethical conduct, making a positive impact on Portugal's corporate landscape and society as a whole.

Although Portuguese companies and organisations have made significant progress in embracing Corporate Social Responsibility (CSR), there are still areas where improvements can be made to enhance their impact and sustainability efforts. Here are some key topics where improvements can be pursued:

Environmental Sustainability: Companies can further invest in renewable energy sources, eco-friendly technologies, and resource-efficient practices to reduce their carbon footprint, the Portuguese Environmental Fund provided by the government is an opportunity for companies (specially SMEs) to further invest in

renewable energy sources. Emphasizing circular economy principles and sustainable supply chain management can also contribute to environmental conservation.

Circular Economy: Companies can make strides by adopting circular business models. By transitioning from traditional linear approaches, businesses prioritize practices that centre on recycling, reusing, and repurposing materials and products. This shift in mindset encourages a more sustainable and environmentally conscious approach, where waste is minimized, and resources are utilized more efficiently.

Employee Well-being and Diversity: While many Portuguese companies prioritize employee well-being, there is room to further enhance workplace inclusivity and diversity. Emphasizing equal opportunities, work-life balance, and professional development programs can create a more supportive and diverse workforce.

Stakeholder Engagement: Enhancing communication and collaboration with stakeholders, including local communities, customers, suppliers, and NGOs, can lead to more effective CSR initiatives that address specific social and environmental needs.

Social Impact: Companies can expand their contributions to social causes and community development by focusing on educational initiatives, supporting healthcare programs, and empowering marginalized groups within society.

Ethical Practices and Transparency: Ensuring strict adherence to ethical guidelines and transparent reporting can build trust with stakeholders and demonstrate a commitment to responsible business conduct.

Long-term Strategy: Encouraging companies to incorporate CSR into their long-term business strategy rather than treating it as an isolated initiative can lead to sustained and impactful efforts.

Sustainable Innovation: Promoting innovation that aligns with CSR principles can drive new solutions and products that address societal and environmental challenges effectively.

Transports: In the realm of transportation, a drive towards CSR can be achieved through various sustainable mobility practices. Embracing eco-friendly initiatives, companies can encourage the adoption of electric and hybrid vehicles, while promoting public transportation options that reduce emissions. By implementing fuel-efficient practices and exploring alternative fuels, greenhouse gas emissions from transportation activities can be minimized, contributing to a greener environment. Smart logistics and route planning play a vital role in reducing fuel consumption and overall environmental impact, while collaboration with stakeholders fosters innovative solutions for a more sustainable transport system. Collectively, these CSR-driven measures pave the way for a transportation sector that prioritizes environmental consciousness and the well-being of both society and the planet.

Collaboration and Partnerships: Encouraging greater collaboration among businesses, NGOs, academia, and government entities can amplify CSR efforts and foster a more holistic approach to societal and environmental improvement.

collaboration across industries plays a crucial role in promoting circular economy principles. By fostering closed-loop systems, waste generated in one sector can be transformed into valuable resources for another. This synergistic approach maximizes the value of materials and minimizes the environmental impact of production and consumption processes.

Education: in the education sector, several initiatives can pave the way for a more inclusive and sustainable learning environment. One such initiative is promoting digital learning, where technology is embraced to facilitate online education and grant students from all regions of Portugal access to valuable educational resources. By harnessing technology's potential, barriers to learning can be minimized, ensuring that educational opportunities reach every corner of the country. Another essential aspect is focusing on inclusive education, where efforts are made to provide equal access to quality learning for all students, regardless of socioeconomic background, ethnicity, or disabilities. By creating an inclusive educational environment, Portugal can foster an equitable society that values diversity and empowers every individual to reach their full potential. Also, incorporating sustainability education into the curriculum plays a significant role in instilling responsible citizenship and environmental consciousness among students. By integrating sustainability and CSR principles into their learning journey, the younger generation can develop a deep appreciation for environmental preservation and ethical decision-making. Lastly, supporting teacher development is critical for ensuring effective and impactful education. By investing in continuous professional development for educators, Portugal equips teachers with the necessary skills and knowledge to deliver engaging and transformative learning experiences. Empowered teachers are better equipped to guide and inspire their students, fostering a culture of lifelong learning and personal growth.

VII. Poland

As already previously stated, FOB is annually preparing a comprehensive report on CSR in Poland. The latest report of 2022 has been significantly influenced by the outburst of war in Ukraine. Also, the business community has taken various measures directed at people arriving in Poland, as well as those remaining in the country covered by the war. The number of good practices reported in the area of human rights is precisely the result of business initiatives on behalf of Ukrainian women and men.

Another issue that is increasingly influencing the CSR in Poland is the publication of Corporate Sustainability Reporting Directive (CSRD) by the EU on 16th Dec 2022.

On its basis all large entities and listed SMEs will be required to present in their management report information on environmental, social and human rights, and corporate governance. The first reports will appear in 2025, but it seems that it is necessary already today for companies to collect the right data so that it can be used at the right moment.

The CSR in Poland is also being influenced by a growing demand of incorporating CSR practices in the whole value chain of the company. The subject of legislative

work at the EU level was the draft directive on the due diligence of companies with regard to sustainable development (Corporate Sustainability Due Diligence Directive, CSDD).

It provides guidance to companies on how to identify, assess and resolve due diligence issues. It is possible that due diligence will not only have an increasing impact on market success, but even on the survival of many businesses, especially SMEs. Companies are already receiving inquiries from their customers about, for example, their carbon footprint. Having a calculated and verified carbon footprint (of the company and the product) and identifying actions to reduce it or eliminate it altogether can become a condition for continued cooperation in the supply chain.

Constantly evolving legislation requires a series of changes at various levels of the organization to push companies to constantly review their role in building a better world. Companies must also take a hard look at their own operations and value chain.

7. FINDINGS AND RECOMMENDATIONS FOR FURTHER ACTIVITIES

I. Germany

Based on the current state of CSR in Germany, here are some findings and recommendations for further activities:

Findings

Companies in Germany often work with NGOs, government agencies and other stakeholders to implement CSR initiatives and address societal challenges. Although Germany has a strong economy overall, there are still inequalities and poverty risks, especially among certain population groups such as the long-term unemployed, low-income earners, single parents and migrants. The challenge is to ensure that economic progress benefits all sections of society and that no one is left behind.

German companies emphasize environmental sustainability, especially in areas such as renewable energy, carbon reduction and resource efficiency. Although Germany has made important strategic changes in terms of environmental technology and renewable energy, there are still sustainability and environmental challenges ahead. Major efforts are needed to implement climate goals, such as improvements in reducing CO₂ emissions, using resources sustainably, and promoting environmentally friendly practices in all sectors of the economy.

Integrating migrants and promoting social diversity are important aspects of the CSV. While Germany has made progress, challenges remain in integrating migrants into the labour market and society. It is important to promote equal opportunities and break down barriers to create an inclusive and diverse society.

Germany is characterized by regional differences in terms of economic development and infrastructure. Some regions are more developed than others, which can lead to disparities in jobs, educational opportunities and quality of life. It is important to take action to promote development in disadvantaged regions and create equal opportunities for all citizens.

Recommendations

Enhanced Reporting and Transparency: Encourage companies to improve CSR reporting and transparency, providing detailed information about their initiatives, goals, and outcomes. This will enable stakeholders to assess the impact of CSR activities and make informed decisions.

Sustainable Supply Chains: Companies should further strengthen their commitment to sustainable supply chain management. This includes promoting fair trade, responsible sourcing, and ensuring ethical standards throughout the supply chain.

Innovation and Technology: Foster innovation and technology-driven solutions for sustainability challenges. Encourage companies to invest in research and development of sustainable technologies, products, and services that contribute to environmental and social goals.

Stakeholder Engagement: Emphasize the importance of engaging stakeholders, including employees, customers, communities, and investors, in CSR initiatives. This can be achieved through regular dialogues, feedback mechanisms, and involving stakeholders in decision-making processes.

Impact Measurement and Evaluation: Develop standardized frameworks and methodologies for measuring and evaluating the impact of CSR initiatives. This will enable companies to assess the effectiveness of their activities and make data-driven decisions for continuous improvement.

Education and Awareness: Promote education and awareness about CSR among businesses, employees, and the general public. This can be done through workshops, training programs, and campaigns that highlight the importance of CSR and provide guidance on implementing sustainable practices.

Collaboration and Knowledge Sharing: Encourage collaboration and knowledge sharing among companies, industry associations, and CSR networks. This can facilitate the exchange of best practices, lessons learned, and innovative ideas to drive collective action and amplify the impact of CSR initiatives.

Small and Medium Enterprises (SMEs): Support and incentivize SMEs to engage in CSR activities by providing resources, guidance, and recognition. SMEs play a significant role in the German economy, and their participation in CSR can have a substantial collective impact.

By implementing these recommendations, Germany can further strengthen its CSR landscape and contribute to sustainable development, social progress, and environmental protection. Continuous improvement and collaboration are key to ensuring that CSR initiatives align with evolving societal needs and global sustainability goals.

II. Slovenia

Findings

Corporate social responsibility is a company's commitment to ethical behaviour and economic development, improving the quality of life of employees, their families, the local community and society. To mean that it should be socially responsible at every step, not just in business.

A socially responsible company communicates that it cares about the environment and society. Everyone sees a company as responsible, reliable, mature, aware, warm-hearted - and who wouldn't want to work with one?

Corporate social responsibility reinforces the company's values, and the values of the internal and external environment. Relationships within the company are improved and deepened, mutual assistance is increased and insidiousness is reduced, motivation for work and work efficiency are improved.

Socially responsible companies signal their commitment to valuing and supporting the environment through their decisions, in which they operate as a business and that this environment promises long-term cooperation.

Social Responsible behaviour by individuals, companies and society contributes to improved business performance and to build responsible competitiveness. It is about working together in a coordinated way of all stakeholders with the common goal of ensuring long-term financial viability that benefits all participants.

Social responsibility also means striving for intergenerational harmony, respect for social relations and balance of different factors in all areas of the environment.

Corporate social responsibility is the solution to society, as to the company's problems. Cooperation with society ensures the conditions under which the company can open up and create opportunities for all factors of society.

A socially responsible company knows no way back and has a future.

Recommendations

In the future, Slovenia should focus on several key aspects to further advance corporate responsibility within the country.

Education and Awareness: There should be continued efforts to enhance awareness and education on CSR principles among businesses, employees, and the general public. This can be achieved through workshops, training programs, and campaigns that promote the benefits and importance of CSR.

Regulatory Framework and Enforcement Mechanisms Related to CSR: Slovenia should strengthen the regulatory framework and enforcement mechanisms related to CSR, ensuring that companies adhere to ethical standards, environmental regulations, and social responsibilities.

Stakeholder Engagement: Fostering collaboration and partnerships between government, businesses, civil society organizations, and academia is crucial for driving collective action and promoting sustainable practices. By working together, these stakeholders can exchange knowledge, share best practices, and develop innovative solutions to address societal challenges.

Sustainable Development: Slovenia should prioritize sustainable development and the United Nations' Sustainable Development Goals (SDGs), integrating them into corporate strategies and reporting. This includes focusing on areas such as environmental conservation, social inclusion, responsible supply chains, and diversity and inclusion. By aligning CSR efforts with the SDGs, Slovenia can contribute to global sustainability targets while addressing local priorities. Overall, by prioritizing awareness, regulation, collaboration, and sustainable development, Slovenia can further elevate its corporate responsibility practices and become a leader in responsible and sustainable business.

III. Turkiye

Findings

Turkiye's membership to EU has been widely discussed by different stakeholders' groups in the European Union. Whether the discussions were in opposition or pro, the case is that Turkiye is in a different development stage and it has special economic and cultural characteristics than other candidates or new member states.

Recommendations

Therefore, while constructing a CSR strategy, it is highly recommended that country specific issues must be taken into account. In this sense, the following strategies must be taken into consideration:

1. Focusing that CSR is a means to an end
2. Business leadership is the key and needs to be promoted
3. Building up/Supporting institutions on the CSR Field is needed
4. Role of Government is crucial for setting up the scene
5. Industry Level Partnerships must be supported
6. Aim for Continuous Improvement not Perfection

1. Focusing that CSR is a means to an end:

The foundations of CSR practices (in terms of philanthropy and community involvement programs) are rich in Turkish business community, but they are far from business cases that minimize risk and/or create new business opportunities. Thus, the common understanding of CSR in Turkiye is that CSR is seen as an ad hoc activity supported by philanthropic donations and community involvement programs and it is not a tool for earning competitive advantage by creating opportunities (such as the innovation in products and services, the creation of new markets or the development of new business models or even more importantly minimizing risks for issues like environment and labour rights). Therefore, it is important to promote CSR:

1. To be more connected with the international perspectives, which on the medium term should combine with local issues to form a common understanding of CSR in Turkiye,
2. To involve social partners into communication with businesses, not only for philanthropy and community involvement programs but for more stakeholder analysis and engagement,

3. To position CSR as a business model rather than an ad hoc activity, supply chain best practice, enterprise development and human rights, whether for larger corporations or for small and medium sized businesses,
4. To organize advocacy campaigns to promote the business case benefits of corporate responsibility and the role of business in development by a continual programme of research, case studies, analysis, websites and media analysis.

2. Business leadership is the key and needs to be promoted:

The role models – leaders – are successful benchmarks for other individuals. Therefore, developing a network of champions and change agents among both Turkish business leaders and NGOs is crucial. Their voice and their actions will determine the pace and depth of change within the business community. To do this requires several elements:

1. Creating networks for different industries and sizes,
2. Promoting the outcomes rather than their activities,
3. Awarding and appraising successful initiatives,
4. Mechanisms for engagement – creation of projects and products and platforms which provide opportunities for involvement over the long-term.

3. Building up/Supporting institutions on the CSR Field Building up/Supporting institutions on the CSR :

Field is needed for appropriate business participation. In this sense the following strategies can be applied:

1. Issues of CSR in the country must be identified and priority fields must be framed and supported via institutions
2. Empowering independent civil society organizations.
3. Creating trust between civil society organizations and business
4. Institutions or some volunteer bodies must be implemented for developing CSR monitoring tools to support public disclosure and assurance. Turkey Corporate Social Responsibility Baseline Report 63

4. Role of Government is crucial for setting up the scene:

National legislation/regulation performs an important role in establishing minimum levels of behaviour in areas such as: financial probity; human and labour rights; environment, health and safety; transparency and corruption. It sets the base on which CSR builds to go further and do better. The Turkish government has already collaborated with the United Nation's Global Compact, the OECD Guidelines for Multinational Enterprises and has endorsed the ILO Declaration on the Fundamental Principles and Rights at Work. The Turkish parliament will need to play an important role in passing CSR-friendly legislation and Turkish political parties will need to put the issue on the table. Promoting SR through tax incentives is a good tool for implementation of the community involvement programs especially on the issues of education. Task force of government, NGOs, private sector and other experts prepare Action Program with diagnostic inputs or structuring of inter-ministerial commission to identify a role for a Ministry to promote CSR. UK model can be assessed and used as a benchmark.

5. Industry Level Partnerships must be supported:



Turkish textile industry has chosen to use CSR as a competitive advantage against the threat of other emerging markets and engaged voluntarily in projects with European Civil Society Organisations such as Clean Clothes Campaign to improve the social standards in Turkiye's textile industry. Such initiatives must be formed and sustained for other key sectors in Turkiye such as banking, agriculture and manufacturing. International organizations must encourage to taking a lead in these programs. Business case evidence in industry level and arguments must be also outlined and communicated via media channels.

6. Aim for Continuous Improvement of business performance via CSR :

Most companies in Turkiye have an insufficient knowledge of the relationship between CSR and business performance. So, it is important to make companies recognize that adopting responsible business policies and practices are not only for good but also for profit.

1. Recognize where companies are at the moment and help them identify the steps they need to take to improve CSR and business performance – guide them, provide them with tools, provide the 'safe-haven' space where they can share their failures and doubts and help them build confidence,
2. Draft National CSR Monitoring tools,
3. Provide support to assurance as well as the awarding systems, by institutional frameworks.

IV. Romania

Based on the current state of CSR in Romania, here are some findings and recommendations for further activities:

Findings

Increasing Awareness and Understanding: One key finding is that there is a need to increase awareness and understanding of Corporate Social Responsibility (CSR) among Romanian companies. Many businesses, particularly small and medium-sized enterprises (SMEs), may not fully grasp the benefits and potential of CSR initiatives. More efforts are required to educate companies about the positive impacts of CSR on their business, employees, communities, and the environment.

Strengthening Reporting and Transparency: Another finding is that there is room for improvement in reporting and transparency regarding CSR activities in Romania. Many companies may be implementing CSR initiatives but are not adequately communicating their efforts to stakeholders. Enhanced transparency can build trust and foster positive relationships with customers, employees, investors, and the wider community.

Collaboration and Partnerships: Some companies in Romania may face challenges in developing and implementing effective CSR programs due to limited resources or expertise. Collaboration and partnerships between businesses, non-governmental organizations (NGOs), and government agencies can provide valuable support and resources to address social and environmental issues effectively.

Focus on Local Community Needs: While many companies in Romania engage in CSR activities, there is a need to emphasize addressing specific local community needs. Tailoring CSR initiatives to the unique challenges and requirements of the communities where companies operate can have a more significant and sustainable impact.

Integration of CSR into Business Strategies: Some companies may still view CSR as a separate, one-off activity rather than an integral part of their overall business strategy. Integrating CSR into core business operations can lead to long-term benefits and a more meaningful impact on society and the environment.

Incentivizing CSR Adoption: While there are some CSR incentives and awards in Romania, further measures could be taken to incentivize and recognize companies for their CSR efforts. Recognizing CSR leaders can inspire others to adopt responsible business practices.

In conclusion, the findings suggest that there is progress in CSR adoption in Romania, but further activities are needed to accelerate its integration and impact. By increasing awareness, enhancing reporting, promoting collaboration, focusing on local needs, integrating CSR strategically, and incentivizing adoption, Romanian companies can enhance their CSR practices and contribute positively to society and the environment.

Recommendations

CSR Education and Awareness Campaigns: Conduct comprehensive CSR education and awareness campaigns targeting businesses, employees, and the general public. Workshops, seminars, and online resources can help disseminate information about the benefits of CSR and best practices, encouraging more companies to adopt responsible business practices.

Government Support and Incentives: The Romanian government should provide support and incentives to encourage companies to engage in CSR activities. This could include tax incentives, grants, or other financial benefits for companies implementing impactful CSR initiatives.

Mandatory CSR Reporting for Large Companies: Consider introducing mandatory CSR reporting for larger companies, ensuring transparency and accountability. This requirement can be aligned with internationally recognized reporting frameworks to standardize disclosures.

Collaboration Platforms: Facilitate platforms and networks that bring together businesses, NGOs, and government agencies to collaborate on CSR initiatives. Such partnerships can leverage expertise, resources, and networks to address social and environmental challenges effectively.

Community Engagement and Needs Assessment: Encourage businesses to conduct community needs assessments to identify and prioritize CSR projects that directly address local community needs. Engaging local stakeholders in the planning and implementation process can enhance project relevance and sustainability.

Integration of CSR in Business Strategy: Encourage companies to integrate CSR into their core business strategies. Emphasize the long-term benefits of CSR integration, including improved brand reputation, stakeholder trust, and risk mitigation.

CSR Awards and Recognition: Establish national or industry-specific CSR awards to recognize and celebrate companies that excel in their CSR efforts. Such recognition can motivate other businesses to adopt responsible practices and foster healthy competition.

CSR Training and Certification Programs: Develop CSR training programs and certifications to equip companies and professionals with the skills and knowledge required to implement effective CSR initiatives. These programs can enhance the quality and impact of CSR projects.

Sustainable Supply Chain Practices: Encourage companies to implement sustainable supply chain practices, including responsible sourcing and supplier engagement. Supporting local suppliers and promoting environmentally friendly practices can contribute to the overall sustainability of the business.

Employee Engagement and Volunteer Programs: Encourage companies to involve their employees in CSR activities through volunteer programs and community engagement initiatives. Employee participation can foster a sense of purpose and pride in the company's social impact.

Measuring and Reporting Impact: Encourage companies to measure and report the impact of their CSR initiatives. Transparent reporting on the outcomes of CSR projects can demonstrate the tangible contributions companies make to society and the environment.

By implementing these recommendations, Romanian companies can enhance their CSR practices, contribute positively to society and the environment, and strengthen their overall sustainability and reputation. Embracing CSR as an integral part of business operations can create shared value, benefiting both companies and the communities they serve.

V. Greece

Based on the current state of CSR in Greece, here are some findings and recommendations for further activities:

Findings

Awareness of CSR Culture: In Greece, there is a need to raise CSR's profile among enterprises, organizations, and the public.

Insufficient cooperation: Cooperation and partnerships between businesses, NGOs, government agencies and civil society organisations are not fully maximised to promote CSR in Greece.

Monitoring and Evaluation Procedures: In Greece mechanisms for monitoring and evaluating the impact of CSR initiatives are not fully established.

SMEs Need Support: In Greece, small and Medium Enterprises (SMEs) require specific support and resources to integrate CSR into their operations effectively.

Recommendations

Enhanced Awareness and Education: Develop educational resources, training programs, and workshops to increase awareness and understanding of CSR principles and practices for companies and employees.

Promote Reporting and Disclosure: Enhance reporting and disclosure requirements for CSR-related information to promote transparency and accountability in every company.

Promote Monitoring and Evaluation: Establish systems to monitor and evaluate the impact of CSR initiatives to track progress and identify areas for improvement.

Enhance Collaboration and Partnerships: Encouraging cooperation and partnerships between businesses, NGOs, government agencies and civil society organisations to promote collective action in promoting CSR.

Public-Private Partnerships: Promote public-private partnerships to leverage the expertise and resources of both sectors in driving CSR initiatives.

Collaboration and Knowledge Sharing: Encourage collaboration and knowledge sharing among companies, industry associations, and CSR networks. This can facilitate the exchange of best practices, lessons learned, and innovative ideas to drive collective action and amplify the impact of CSR initiatives.

Small and Medium Enterprises (SMEs): Support and incentivize SMEs to engage in CSR activities by providing resources, guidance, and recognition. SMEs play a significant role in the Greece economy, and their participation in CSR can have a substantial collective impact.

By implementing these recommendations, Greece can further strengthen its CSR landscape and contribute to sustainable development, social progress, and environmental protection. Continuous improvement and collaboration are key to ensuring that CSR initiatives align with evolving societal needs and global sustainability goals.

VI. Portugal

Based on the current state of CSR in Portugal and the previous discussion, here we present some findings and recommendations for further activities and research:

Findings

Growing Awareness and Adoption: Over the past decade, there has been a notable increase in CSR awareness and adoption among businesses in Portugal. This shift is driven by several factors, including changing consumer preferences, investor expectations, and the recognition of the potential long-term benefits of integrating sustainability into business practices. Companies are realizing that CSR is not just a philanthropic endeavour but also a strategic approach that can enhance reputation, attract talent, and build stronger relationships with stakeholders.

Sustainability Reporting: Portuguese companies are gradually recognizing the importance of sustainability reporting as a means to communicate their CSR efforts and impacts to stakeholders. Many companies now publish annual sustainability

reports, detailing their CSR initiatives, performance metrics, and progress toward environmental, social, and governance (ESG) goals. However, there is still a need for greater standardization and consistency in reporting methodologies to ensure meaningful comparability and facilitate decision-making for investors and other stakeholders.

Collaboration with CSOs: Portuguese businesses are increasingly collaborating with Civil Society Organizations (CSOs) to address social and environmental challenges. These partnerships have become instrumental in addressing complex issues such as poverty, education, and environmental conservation. By working closely with CSOs, companies can leverage the expertise, resources, and networks of these organizations, leading to more effective and impactful CSR initiatives.

Focus on Sustainable Supply Chains: Sustainability considerations are extending beyond individual companies to their supply chains. Many businesses in Portugal are recognizing the importance of responsible sourcing and supplier engagement to ensure ethical labour practices, fair wages, and environmentally friendly production processes. Sustainable supply chains are becoming a key focus area for businesses aiming to reduce their overall environmental and social footprints.

Inclusion and Diversity: Portuguese companies are increasingly embracing inclusion and diversity as integral aspects of their CSR strategies. Organizations are striving to create diverse and inclusive work environments, recognizing the value of different perspectives and experiences. Emphasizing diversity and inclusion not only fosters better employee engagement and satisfaction but also enhances innovation and decision-making.

As Portugal continues to progress in its CSR journey, it is essential to build upon these findings and further strengthen the CSR landscape in the country. By addressing the identified opportunities and challenges, businesses and stakeholders can collectively drive sustainable development, promote responsible business practices, and contribute positively to society and the environment. Continuous efforts to enhance CSR practices will position Portugal as a responsible and sustainable destination for businesses, investors, and consumers alike.

Although the developing being made in the last decades, there are still some recommendations we can address.

Recommendations

Standardization of CSR Reporting: Encouraging companies to adopt recognized CSR reporting frameworks, such as the Global Reporting Initiative (GRI) or the Integrated Reporting Framework, will promote consistency and comparability in sustainability reporting. This standardization will allow stakeholders to make informed decisions and compare the CSR performance of different companies more effectively. Additionally, the government can consider incentivizing or mandating CSR reporting for larger companies to ensure broader participation.

Enhanced Stakeholder Engagement: Businesses should prioritize meaningful stakeholder engagement to identify key social and environmental issues that matter to their stakeholders. Regular dialogues with employees, customers, local communities, suppliers, and investors will help businesses understand their concerns and expectations. This engagement will enable companies to develop targeted CSR

initiatives that address relevant challenges and have a more significant positive impact.

Empower SMEs: Supporting small and medium-sized enterprises (SMEs) in adopting CSR practices is essential for achieving a more comprehensive CSR landscape in Portugal. The government and industry associations can provide capacity-building programs, workshops, and financial incentives to help SMEs overcome barriers, such as limited resources and knowledge. Collaborating with larger companies that have successful CSR programs can also facilitate knowledge transfer and mentorship. This is being done but still can be improved with more funding and greater awareness.

Innovation for Sustainability: Encouraging businesses to innovate in sustainability and develop eco-friendly products and services will contribute to a more sustainable economy. The government can create research and development grants or competitions that incentivize companies to develop sustainable technologies and solutions. Supporting startups and entrepreneurs focused on sustainability will also drive innovation and attract investments.

CSR Education and Training: Investing in CSR education and training for corporate leaders, employees, and students will build a skilled workforce capable of addressing CSR challenges effectively. The government, in partnership with educational institutions and industry experts, can develop CSR-focused curricula and training programs. Training opportunities can encompass responsible leadership, sustainable business practices, and ESG reporting.

Government Support and Regulation: Strengthening support from the government in promoting CSR is crucial. The government can provide policy incentives, tax benefits, or subsidies to encourage companies to adopt CSR practices. Moreover, updating and implementing regulatory frameworks related to CSR will ensure compliance and accountability. A supportive regulatory environment will further motivate companies to integrate CSR into their core business strategies.

Measuring Impact: Going beyond reporting and measuring the impact of CSR initiatives is essential for continuous improvement. Companies should adopt robust impact assessment methodologies to evaluate the effectiveness and outcomes of their CSR projects. Transparent and quantifiable impact metrics will enhance accountability and allow companies to communicate their achievements more effectively.

Focus on Digital Responsibility: Addressing digital responsibility is becoming increasingly important as businesses rely on digital technologies. The government can establish guidelines or codes of conduct for companies to follow in areas such as data privacy, cybersecurity, and responsible AI use. Encouraging companies to adopt digital responsibility principles will protect consumer rights and promote trust in the digital ecosystem.

Engage the Financial Sector: Collaborating with financial institutions to integrate ESG considerations into investment decisions will drive positive change. The government can promote sustainable finance initiatives and create incentives for responsible investing. Encouraging financial institutions to consider CSR

performance when evaluating investment opportunities will create a positive feedback loop, where companies strive to improve CSR to attract sustainable investments.

Public Recognition and Awards: Instituting CSR recognition awards and publicizing successful CSR initiatives will motivate and inspire other companies to embrace CSR. Public recognition will encourage healthy competition among companies to implement responsible business practices and achieve positive social and environmental impact. We have seen some examples of good practices companies in Portugal, yet their recognition among the civil society and consumers is still short.

By implementing these recommendations, Portugal can continue to advance in its CSR efforts, contribute to sustainable development, and foster responsible business practices. Collaborative actions between the government, businesses, civil society, and other stakeholders will play a vital role in achieving a more socially and environmentally responsible Portugal.

VII. Poland

Findings

Based on the current state of CSR in Poland, here are some findings and recommendations for further activities:

According to the survey among Polish managers ("CSR Managers" Report, Authors: Responsible Business Forum, Warsaw 2015), the last 15 years have shown that CSR has had an impact on the way business operates in Poland. More than 81% of respondents agree, with 16% strongly in favour and 65% being "rather yes" answers. At the same time, they most often point to three areas in which this influence has been most evident. Thus, more than 60% of respondents see it in changing the way companies operate. This was followed by opinions that CSR has contributed to paying attention to ecology and society, with about 30% of indications each.

The current condition of CSR in Poland is reflected by the sum of factors that favour the development of the concept in companies, as well as those that hinder it. Progress in the implementation of CSR could have taken place mainly due to multinational corporations (78%), which, while opening their headquarters, simultaneously transferred international standards. The development of responsible business would also not have succeeded if it were not for the initiative and commitment of individuals who actively joined in popularizing the idea (53%). Also important for the development of the industry were the growing demands of increasingly aware business partners (42%) and consumers (27%). The need to adapt to the requirements of business partners as a factor supporting the development of CSR in Poland is particularly appreciated by managers with less seniority (62%) and in micro, small and medium-sized companies (48%). Puzzlingly few respondents (6%) pointed to initiatives undertaken by public administration.

In turn, the biggest barrier to the development of CSR of the past 15 years turned out to be the lack of understanding of the idea by company executives (46%). Managers indicated precisely the same obstacle when asked about forecasts for the next 15 years.

Recommendations

Enhanced Reporting and Transparency: Encourage companies to improve CSR reporting and transparency. The area of ESG, including reporting in accordance with CSRD might be a key change starting a far-reaching process of transforming the economy. Introduced Directive's ESG reporting obligation will be a huge challenge also for companies in the SME sector. Some may have to reorganize their operations, the way they provide services or provision or production.

Sustainable Supply Chains: Large firms' strategy for responsible business conduct, will increasingly influence their value chain, including SMEs. According to the Corporate Sustainability Due Diligence (CSDD) directive, from 2024, companies that meet the criteria of the aforementioned directive will have to take responsibility for how their suppliers and business partners counteract the negative effects of their activities on respect for human rights and the environment. This will increase the number of inquiries about ESG issues that business customers will approach their contractors, among other SMEs. Large companies can expect written declarations from SMEs that the supplier meets certain sustainability requirements development, and they may also conduct audits to check the compliance of these declarations with the facts.

Innovation and Technology: Foster innovation and technology-driven solutions for sustainability challenges. Encourage companies to invest in research and development of sustainable technologies, products, and services that contribute to environmental and social goals.

Stakeholder Engagement:

Dynamically changing legislation requires a number of changes at various levels of the organization to push companies to constantly review their role in building a better world. Companies must also take a hard look at of their own operations and value chain. And the events in Ukraine have made it necessary for companies to redefine the concept of "responsibility in business." The war crisis has shown, how much potential there is in business: employees, employers, companies that compete with each other every day, joined forces to do something good together. This is a huge lesson for business -a common goal unites most strongly.

Impact Measurement and Evaluation: Develop standardized frameworks and methodologies for measuring and evaluating the impact of CSR initiatives. This will enable companies to assess the effectiveness of their activities and make data-driven decisions for continuous improvement.

Education and Awareness: Promote education and awareness about CSR among businesses, employees, and the general public. Another reason why companies need to improve their competence in terms of reporting are many, if only

because of the due to new regulations. As part of the European Green Order has introduced a directive on reporting companies on sustainability (CSRD).

Collaboration and Knowledge Sharing: During the economic downturn, there should be growing interest in the of the sharing economy and the related aspect of savings among both consumers and businesses. Among the advantages of the idea of sharing are saving time and money, a sense of being active and useful in society, reducing consumption, waste of resources and CO2 emissions, and participation in the broader movement against excessive consumption.

Small and Medium Enterprises (SMEs): Although SMEs in the nearest future will not have to file a non-financial report, the upcoming changes will affect them indirectly. They will be obliged to provide the data necessary for the ESG reports of their large partners. Failure to meet stakeholder expectations in this regard could have negative consequences, such as higher financing costs and loss of competitive advantage.

Therefore, implementing sustainable business models SMEs can use as a business opportunity. This will help them to gain new customers and retain existing ones. On the other hand, solving social or environmental problems can become a business idea.

By implementing these recommendations, Poland can further strengthen its CSR landscape and contribute to sustainable development, social progress, and environmental protection. Continuous improvement and collaboration are key to ensuring that CSR initiatives align with evolving societal needs and global sustainability goals.

In view of the increasing climate change and threats to the environment, the European Union has decided to develop a European Green Deal. The goal of this strategy is the complete transformation of the European economy - by 2050 it is to achieve zero greenhouse gas emissions. This entails with the need to redirect the flow of financial resources to areas of sustainable development, rewarding projects, which, in addition to return on investment, will stimulate and provide added social and environmental value.

Links:

Here are some web links related to Corporate Social Responsibility (CSR) in Germany:

Global Compact Network Germany:



Co-funded by
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The official website of the Global Compact Network Germany, which promotes the implementation of the United Nations Global Compact principles among German businesses.

Website: <https://www.globalcompact.de/>

German Council for Sustainable Development (RNE):

The website of the German Council for Sustainable Development, which advises the German government on sustainability issues and promotes CSR initiatives.

Website: <https://www.nachhaltigkeitsrat.de/>

CSR Hub Germany: What is CSR in Germany?

English: <https://www.csr-in-deutschland.de/EN/CSR/Background/background.html>

Deutsch: <https://www.csr-in-deutschland.de/DE/CSR-Allgemein/CSR-Grundlagen/csr-grundlagen.html>

Bundesverband der Deutschen Industrie (BDI):

The official website of the Federation of German Industries, which represents the interests of German industry and provides information on CSR activities in the business sector.

Website: <https://english.bdi.eu/>

Bundesverband Nachhaltige Wirtschaft

(German Association for Sustainable Economy):

An association that promotes sustainable business practices in Germany and provides information on CSR-related topics.

Website: <https://www.nachhaltigwirtschaften.net/>

International Links:

OECD for international Guidelines

Website: <https://www.oecd.org/berlin/publikationen/oecd-leitsaetze-fuer-multinationale-unternehmen.htm>

ILO International Labour Organization

Website: <http://www.ilo.org/berlin/lang--de/index.htm>

Part of research was done with help of **chatGPT**:

Website: <https://chat.openai.com/?model=text-davinci-002-render-sha>

Here are some web links related to Corporate Social Responsibility (CSR) in Romania:

CSR Media:

The official website of all CSR business developments in Romania, that covers all CSR-related news.



Website: <https://www.csrmedia.ro/>

National Strategy on Sustainable Development in Romania

The official government website dedicated to sustainable development initiatives and opportunities in Romania.

Website <https://dezvoltaredurabila.gov.ro/>

Part of research was done with help of **chatGPT**:

Website: <https://chat.openai.com/?model=text-davinci-002-render-sha>

8. ANNEXES/References/relevant Terms

Wikipedia is writing for CSV and CSR:

Creating shared value (CSV) is a business concept first introduced in a 2006 Harvard Business Review article, *Strategy & Society: The Link between Competitive Advantage and Corporate Social Responsibility*. The concept was further expanded in the January 2011 follow-up piece entitled *Creating Shared Value: Redefining Capitalism and the Role of the Corporation in Society*. Written by Michael E. Porter, a leading authority on competitive strategy and head of the Institute for Strategy and Competitiveness at Harvard Business School, and Mark R. Kramer, of the Kennedy School at Harvard University and co-founder of FSG, the article provides insights and relevant examples of companies that have developed deep links between their business strategies and corporate social responsibility (CSR). Porter and Kramer define shared value as "the policies and practices that enhance the competitiveness of a company while simultaneously advancing social and economic conditions in the communities in which it operates", while a review published in 2021 defines the concept as "a strategic process through which corporations can turn social problems into business opportunities".

Menghwar and Daood (2021) conducted a comprehensive review published in a top British Journal, ranked second in the field of management. In this article, they further refine three characteristics of creating shared value and define CSV as "a strategic process through which corporations can solve a social problem which is relevant to its value chain while making economic profits".

The central premise behind creating shared value is that the competitiveness of a company and the health of the communities around it are mutually dependent. Supporters argue that recognizing and capitalizing on these connections between societal and economic progress has the power to unleash the next wave of global growth and to redefine capitalism.

Critics, on the other hand, argue that "Porter and Kramer basically tell the old story of economic rationality as the one and only tool of smart management, with faith in innovation and growth, and they celebrate a capitalism that now needs to adjust a little bit".[citation needed] One critic regards the CSV concept as a "one-trick pony approach" with little chance that an increasingly critical civil society will buy into such a story.

In 2012, Kramer and Porter, with the help of the global not-for-profit advisory firm FSG, founded the Shared Value Initiative to enhance knowledge sharing and practice surrounding creating shared value globally.

Comparison with **Corporate Social Responsibility**

Corporate social responsibility (CSR) differs from Creating Shared Value, although they share the same ground of "doing well by doing good".[Mark Kramer, the co-writer of Harvard Business Review article on Creating Shared Value, states in his "Creating Shared Value" blog that the major difference is CSR is about responsibility, whereas CSV is about creating value. Whether it is an extended "new form

of CSR" or "shared value", CSV is fundamentally different from the CSR activities of the past.

In a 2013 video for the Huffington Post World Economic Forum, Porter said shared value is a logical progression from CSR because incomes are raised for everyone, not through charity and by a being a "good corporate citizen", but by "being a better capitalist – it's a win-win".

CSV is a transition and expansion from the concept of CSR. Business responsibility has evolved from Traditional CSR 1.0 (Stages: Defensive, Charitable, Promotional and Strategic), Transformative CSR 2.0 and to CSR 3.0 what is like CSV. Such development of stages by redefining CSR has laid theoretical foundations for companies and society to sustainably and communally overcome societal issues. As capitalism matures, it is companies' duties to break itself out of the traditional CSR by realizing its limitations and try to restructure and pursue new market strategies that value both economic and societal development.

The CSV concept supersedes CSR for it is a way for corporations to sustain in the competitive capitalistic market. Whereas CSR focuses on reputation with placing value in doing good by societal pressure, it generates both economic and societal benefits relative to cost in real competition of maximizing the profits. Instead of being pushed by external factors, CSV is internally generated not confined to financial budget as CSR is. With the advent of CSV and following strong worldwide advocacy for it, companies started to overthink about their vision for their sustainable growth.

Critics, however, argue that Porter and Kramer seem to have "a very particular and limited understanding of CSR, one that neither reflects the academic debates of the past few decades nor captures most of today's CSR practices adequately. (...) Instead of dealing with a contemporary understanding of CSR, corporate social responsibility seems to be used instead as a straw man to rhetorically justify the authors' contribution and its proclaimed originality."

Relational contracting and collaborative business models, including vested outsourcing, have incorporated Porter's and Kramer's shared value principles as the basis for implementing collaborative relationships that creates, shares and expands value for parties in a business or outsourcing relationship.

Source:

16.6.2023

https://en.wikipedia.org/wiki/Creating_shared_value

9. Interviewed Companies and Stakeholders

I. Germany

| Company Name | Location | Contact | Sector of Business | Approx. Employees |
|----------------|----------------------|------------------------------------|--------------------|-------------------|
| Siemens EC | Magdeburg | Frau Tschonowski | Education | 14 |
| Webmatic | Merseburg | Herr Krause | Webhosting | 9 |
| Malteser | Magdeburg | Herr Sim | Health Care | 64 |
| BWSA | Dessau | Herr Dr. Stark | Education | 83 |
| MDCC | Magdeburg | Herr Dreyer | Communication | 87 |
| Konica Minolta | Halle | Herr Reiff | Print Solutions | 340 |
| SBH Nordost | Bad Salzungen, Halle | Frau Schubert, Frau Dr. Benhold | Education | 1106 |

Interviewed Stakeholders

Siemens Training Centre Magdeburg

Manager of Company

MDCC Key Account Manager

Sales Manager KM

Regional Leader Thuringia

Regional Leader Saxony-Anhalt

II. Slovenia

| Company Name | Location | Kotaktpartner | Sector of Business* | approx. Employees |
|---|--|---|---|-------------------|
| Adria Dom Ltd. Črnomelj, https://sl.adria-home.com/ | Kanižarica 135, 8340 Črnomelj | Nina Nikić n.nikic@adria-mobilehome.com | C16.230 - Joinery and carpentry, building construction | 250 -499 |
| Comark Ltd. https://comark-logistics.com/ | Italijanska ulica 8, 1000 Ljubljana | Branko Butala comark@comark.si | H52.290 - Freight forwarding and other transport support activities | 50 |
| Dom starejših občanov Črnomelj, public institution https://www.domcrnomelj.si/ | Ulica 21. oktobra 19/c, 8340 Črnomelj | Valerija Lekić Poljšak crnomelj@ssz-slo.si | Q87.300 Residential care activities for the elderly and persons with disabilities | 99 |
| Javno podjetje Komunala Črnomelj, public enterprise http://www.komunala-crnomelj.si | Belokranjska cesta 24A, Črnomelj, 8340 Črnomelj | Samo Kavčič samo.kavcic@komunala-crnomelj.si | Utilities and waste management; Ecology | 50-99 |
| Livar PLC https://livar.si/ | Ljubljanska cesta 43, 1295 Ivančna Gorica | Teja Bezeg Teja.Bezeg@livar.si | Foundry | 500 - 999 |
| Oasis Smithers Adria Ltd. Gradac http://www.oasisfloral.com | Gradac 136, Gradac, 8332 Gradac | Romana Draganjac draganjac@SMITHERSOASIS.COM | Plastics and articles made of plastics; Arrangery and decorating | 50-99 |
| Paklog Ltd. Črnomelj | Kanižarica 101, 8340 Črnomelj | Patricija Butala patricija.butala@paklog.si | C16.240 - Manufacture of wooden packaging materials | 49 |

III. Turkiye

| Company Name | Location | Contact | Sector of Business | Approx. Employees |
|----------------------------------|---|--|--|-------------------|
| <u>Aydin Chamber of Commerce</u> | Ilıcabaşı Mahallesi Denizli Bulvarı No:97 Efeler / AYDIN | Hakan ÜLKEN +90 256 218 09 09 info@ayto.org.tr | local organization of <u>businesses</u> whose goal is to further the interests of <u>businesses</u> . <u>Business owners</u> in towns and cities form these local societies to advocate on behalf of the <u>business community</u> | 10.000+ |

| | | | | |
|--|---|--|---|-------|
| Jantsa | Umurlu Mahallesi Organize Sanayi Bölgesi, Cadde No: 59-58/1, 09630 Efeler- AYDIN | Şefik ÇERCIOGLU +90.256 259 11 25 | * Agricultural and Multi-Purpose Wheels (Tractors, Agricultural Equip- ment, Trailers, For- estry) * Industrial Wheels (Construction, Mate- rial Handling, Excava- tion, Mining) * Defense Industry Rims * Commercial Rims (Lorry, Lorry, Bus, Trailer, etc.) | 1000+ |
| Polat Makina Sanayi ve Tic.a.ş. | <u>ATA Mah. ASTİM</u> <u>O.S.B. Astim 1.</u> <u>Cad.No:6 AYDIN</u> | İbrahim POLAT +90 256 231 04 73 polat@polatas.com.tr | Continuous system olive oil machines and decanter manu- facturing | 450+ |
| Aydın Mimar Sinan Mesleki ve Teknik Anadolu Lisesi | Fatih, Halide Edip Cd. No:5, 09020 Aydın | Hüseyin AYGÜN +90256 227 10 70 | Vocational School | 1367 |

IV. Romania

| Company Name | Location | Contact | Sector of Business | Approx. Em- ployees |
|-------------------|----------|---------|--------------------|------------------------|
| Formec SRL | | | | |
| Alma Surca SRL | | | | |
| Eurohotel | | | | |

| Company Name | Location | Contact person | Sector of Business* |
|-------------------------|------------|----------------|--|
| IURIAN AUTO SERVICE SRL | ALBA IULIA | IURIAN AUREL | Maintaining and repairing vehicles |

| | | | |
|----------------------------|------------|----------------------|--|
| EXPLORATIST ADVENTURES SRL | BUCHAREST | SILVIU ANDREI PETRAN | Activities of organizing exhibitions, fairs and congresses |
| SEB STEELMET SRL | ALBA IULIA | SINC BOGDAN | Manufacture of metal constructions and component parts of metal structures |

V. Greece

| Company Name | Location | Contact | Sector of Business | Approx. Employees |
|--------------|----------|---------------------------------------|--------------------|-------------------|
| Agrohouse | Larissa | Owner of Agrohouse business | SME, Trade | 8 |
| Narkissos | Larissa | Owner of Narkissos business | SME, Trade | 3 |
| Lefkaditis | Larissa | Manager and employees of Lefkaditis | Trade Center | 20 |
| Openmellon | Larissa | Manager of Training Center Openmellon | VET | 10 |

VI. Portugal

| Company Name | Location | Contact | Sector of Business | Approx. Employees |
|---|----------|---------|--------------------|-------------------|
| ALLBS, LDA | | | | |
| Academia de Software (Software Academy) | | | | |
| Instituto de Financiamento da Agricultura e Pescas, I.P. (The Institute for Financing Agriculture and Fisheries – Public Institution) | | | | |

| | | | | |
|---|--|--|--|--|
| Instituto Profissional de Tecnologias Avançadas (Professional Institute of Advanced Technologies) | | | | |
| Escola Profissional Gustave Eiffel (Gustave Eiffel Vocational School) | | | | |

Companies/Institutions

ALLBS, LDA

Academia de Software (Software Academy)

Instituto de Financiamento da Agricultura e Pescas, I.P. (The Institute for Financing Agriculture and Fisheries – Public Institution)

VET Providers

| School Name | Location | Contact Person |
|---|----------|----------------|
| Instituto Profissional de Tecnologias Avançadas (Professional Institute of Advanced Technologies) | | |
| Escola Profissional Gustave Eiffel (Gustave Eiffel Vocational School) | | |

VII. Poland

| Company Name | Location | Contact person | Sector of Business* |
|---------------------|--|---|---------------------|
| M Smart Office Łódź | aleja Adama Mickiewicza 10, 90-050 Łódź | Michał Haze m.haze@mikomax.pl | Furniture |
| British Centre | al. Kościuszki 93, 90-436 Łódź | Bożena Ziemniewicz British Centre bc1@british-centre.pl | trainings |
| Kamikaze | Piotrkowska 262/264 90-361 Łódź | Piotr Kałużny hello@kamikaze.digital | Creative agency |



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