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CASE STUDY 11.2
AN INTERNATIONAL STUDY ON CSR IN FIVE
COUNTRIES (PORTUGAL, BULGARIA, BRAZIL, INDIA
AND GREECE): EFFECTS ON ECONOMIC
DEVELOPMENT, ENVIRONMENTAL SUSTAINABILITY
AND SOCIAL WELFARE

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11.2.1 Introduction

According to a basic principle of modern programmatic strategic planning, it should be not ignored that every business, as productive-economic entity, along with the profit, seeks to attain, to involve and to retain all these components that determine any other form of social organization. In this sense, the efficiency of entrepreneurship in a given organizational environment serves apart from efficiency and sustainability, basic social needs and aspirations, so that firms become organizations of individuals interacting and constitute the most numerous groups on a social level corresponding to systems of coordinated and organized action.

High level of specialization – which characterizes the structure and coordination of organizations – as opposed to diffused and volatile relations among unorganized individuals, makes each organization a sociological unit of significance comparable to a biological organism (J. March & H. Simon: 1993, pp. 79-106). The simplistic and reductive practice of these entrepreneurship forms that ignore the complex issues of best management practices and satisfaction of the workforce has equated objectives with short-term profitability and simply tried to impose the adaptation of the human factor on the imperatives of technological rationality.

Initially, radical changes in the process of mass production aiming at maximizing profit did not only remained indifferent in new forms of human misery, due to the acceleration of production factors, but also unprepared to follow new developments in the field of technology, information and their impact on society, labor relations and the environment, which demand a reconfiguration of relations within organizational business structures. In this way, the openness of enterprises was in the service of an economic theory which

placed emphasis on increasing business efficiency through a uniquely maximizing entrepreneurial process, without giving particular importance to the fact that decision-making process as a collective activity serves as a balancing mechanism for both participants in organizational structures and the broader social and environmental conditions. For example, issues related to workplace discrimination and the quality of working life, as well as abusive practices of many enterprises, contributed to a growing exacerbation of problems. Furthermore, prolonged exploitation of natural resources, incalculable environmental consequences, as well as enormous social and regional disparities increased skepticism on the unimpeded growth and the unregulated sector of entrepreneurial activity.

In view of all these dangers, there has been a need to redefine the concept of business profit so to minimize any negative consequences on social cohesion and the preservation of ecological balance. Considering this, Corporate Social Responsibility (CSR) got a very relevant role in the organizations and nowadays is important enough to make that organizations put very challenging objectives in this area. Many companies feel, in fact, a strong need of commitment with society and environmental concerns.

At an European Union (EU) level and as an attempt to include the definitions offered for Corporate Social Responsibility (CSR), the EU incorporates social and environmental concerns in organizations' business activities on a voluntary basis and in their interaction with their stakeholders, as they realize that responsible behavior leads to sustainable business success. Furthermore, Corporate Social Responsibility relates to the change of company attitude towards a socially responsible manner and a lasting contribution to society and with a steady impact on society. This can happen when a company seeks to reconcile various stakeholders' demands and needs, while achieving a balance acceptable by all sides (employees, local communities, customers, suppliers, public authorities, competitors and society as a whole) (COM (2001) 366, (2002) 347, COM (2011) 681).

11.2.2 Theoretical Background

The Concept of Corporate Social Responsibility

Aguinis (2011:855) defines Corporate Social Responsibility as “context-specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance.” Corporate social responsibility is the continuing dedication to a responsible business, behaving in ethical premises and contributing to economic development, improving the life quality of workers, of their families and of local communities, aiming to have a positive contribution for the society as a whole.

The organization must be active and lead to the economic, technological and human development. To that extent, its performance requires full respect for human rights, investment in personal enhancement, environmental protection, combating corruption, compliance with social norms and respect for ethical values and principles of the society in which it operates. In fact, companies are today much concerned with the image they have in the public opinion. When organizations commit with social responsibility, they intend to behave ethically, feel, a strong need of commitment with society and environmental concerns and intend to make business considering communities' interests.

If an organization intends to be socially responsible, many presumptions have to be considered and, parallel with all stages of decision-making procedure, ecological, social, ethical or even cultural concerns have to be taken in account. In this direction Social Responsibility consists of four components: the economic, legal, ethical and discretionary expectations of a society towards the local entrepreneurs and their business, with the enterprises usually choosing a particular layer to focus on. On the other hand, CSR remains consistent, thus sharing the same values with Sustainable Development and its implementation (Ebner and Baumgartner, 2006).

Sustainable Development entered the domain of public dialogue through the famous Brundtland Report which describes it as a "development that meets the needs of the present without compromising the ability of future generations to meet their own needs". From then on a new developmental perspective was born. Economic growth should be balanced with social and environmental criteria by aiming at including a number of goals such as the reduction of poverty, better resource management, social justice etc (United Nations 1987).

Since the inception of CSR various debates and practical examples have produced valuable insights into the concept. Each definition analyzes basic perspectives about CSR under a different aspect that, at the time, dominated public discussion about social responsibility (Rahman 2011). These perspectives can be categorized as: environmental protection; the relations between businesses and society; the relationships between stakeholders, employees and managers; and the impact of integrating CSR into business activity (Dahlsrud 2006). Besides these, there are also some underlying fundamental concepts at the core of each CSR definition, such as social investment, transparency and trust, public expectations about the wider social role of businesses, voluntarism and self interest (Asocio 2004). CSR has four main drivers: market, social, governmental, and globalization (Moon, 2007).

Linked with CSR in the academic literature and business practice, there are also other terms expediting a specific dimension of CSR. It has been estimated that, in Europe alone, there are over 50 different modules and over 40 labels for CSR, beside the synonyms and the multiplicity of the aligned terms

that define the relationship between business and society (Visser 2005: 33 – 38, Melo Neto & Froes, 2001). For example, there are also corporate citizenship, corporate philanthropy and responsible business behavior, community development, community affairs, community relations, global citizenship and corporate social marketing. These, despite shared objectives as implemented, each set their own standards, theory and background (Marrewijk 2003).

CSR and Economic Development

CSR as a term refers to a new form of behavior encompassing moral, ethical and societal obligations. CSR is not enforced but rather depends on the commitment of the specific enterprise to an alternative set of principles besides profit. These principles, residing at the core of every implementation of CSR, are not *sui generis*; on the contrary, they are based on a slate of specific globally shared values expressed as *guidelines* by internationally accepted institutions, within which CSR is promoted and established (Wang 2008).

Within this spectrum, CSR guidelines are not solely derived from an abstract conceptual framework of CSR, but rather are products of its combination with the particular institutional context of social responsibility. Guidelines, as a term, came into the spotlight, and were established, through the OECD Declaration: *Guidelines for Multi National Enterprises* (OECD 2008).

It is no coincidence that one of the most important steps for promoting CSR was the UN Global Compact, a strategic policy initiative for businesses. Global Compact was launched in July 2000 as a practical framework for the development, implementation, and disclosure of sustainability policies and corporate practices, all designed to help and advance sustainable models of growth. By adopting it, business can ensure that economic development proceeds so its benefits are shared between economies and societies. For those businesses deciding to answer the call, there are a number of obligations about their operations and strategies, which used to be fulfilled in accordance with the ten universally accepted principles covering the areas of human rights, labor, environment and anti-corruption, which were developed in 2000¹. According to these principles, businesses must support the protection of human rights, ensuring that they are not abused. Also they must uphold freedom of association and the effective recognition of the right to collective bargaining (syndicates etc). Key concepts are: the elimination of all forms of forced, compulsory and child labor, and discrimination in respect of employment.

At the same time, the fight against corruption in all its forms (extortion, bribery etc) is of great importance. If a company accepts these terms its chief executive signs a commitment. This commitment is supposed to ensure that all

1 <<Overview of the UN Global Compact>>,
<http://www.unglobalcompact.org/AboutTheGC/index.html> (last access: 3/6/2012).

the above principles will be integrated into the company's daily function and business culture, as well as the annual report of Global Compact. Today there are over 8,700 corporate participants and other stakeholders from over 130 countries, making it the largest voluntary corporate responsibility initiative².

In addition to these guidelines the implementation of social responsibility and CSR is ultimately based on the formulation of specific codes of conduct, rather than objective criteria. The formulation of these codes, practically, is not based only on guidelines, but mainly in the volunteering and discretion of the enterprise that issue them.

CSR and Environmental Sustainability

The environment also plays a major role; businesses must develop environmental friendly technologies and precautionary approaches to these kinds of challenges by promoting greater environmental responsibility (Kroetz, 1999). In this direction environmental accounting is the record of environmental assets. Paiva (2003) defines it as the activity of identifying data and records of environmental events, processing and generating information that assists the user serving as a parameter in his decision making. The role of environmental accounting is to provide regular information to internal and external users about the environmental events that caused changes in the assets of the respective entity, measured in currency.

For Ferreira (2003), the development of environmental accounting results from the need to provide information tailored to the needs of environmental management. The author states that the environmental accounting does not refer to a new accounting, but a set of information to report fairly, in economic terms, the actions of an entity that alters its assets. This set of information is no other accounts but a specialization. This is a new base and a new system of recognition and measurement of costs, including externalities.

For Bergamini Jr. (1999), environmental accounting aims the registration of the company's transactions that impact on the environment and their effects that affect or should affect the economic and financial position of the business, ensuring that costs, environmental assets and liabilities are accounted in accordance with generally accepted accounting principles or in its absence, with the generally accepted accounting practices and environmental performance and with the wide transparency that users of accounting information need.

For the Environmental Reporting Guidelines cited by Tinoco and Kraemer (2004), environmental accounting is a framework that quantitatively estimates the environmental conservation efforts in monetary terms. It is also a significant

²<<Corporate Sustainability in The World Economy>>, http://www.unglobalcompact.org/docs/news_events/8.1/GC_brochure_FINAL.pdf (last access: 1/6/2012).

technique that may indicate the state of environmental conservation to stakeholders. This accounting is more ambitious than the traditional, since it aims to know the negative externalities and record, measure, assess and disclose all environmental events.

Environmental event is any entity's interaction with the environment that generates economic consequences of present or future, in view of the regulatory standards or social responsibility that is subject to a specific company. Examples of environmental events have been spending on development or acquisition of technologies, machinery and antipollution equipment; search for waste reduction, employee training methods of clean production and the laws, raising revenue, as a consequence of materials recovery (recycling), among many others.

Tinoco and Kraemer (2004) list events and environmental impacts related to operational activities of various sectors that affect the assets and business continuity, quality of life, fauna, flora, rivers and seas, and that therefore shall be subject to registration, collection, measurement, evaluation and dissemination by the accounts, highlighting in particular:

- Coal Mining: causes impacts on the environment evidenced in the atmosphere, soil and surface water and groundwater.
- Steel: Degradation of water quality, which requires local water-dealing, construction of landfills, air pollution, pollution emissions from power plants, especially particulate matter, release of oils and greases, organic loading, soluble manganese, ammonia, etc. involving investments to control them.
- Other activities that also deserve mention: the production of lime, cane sugar, pulp and paper production and the oil industry.

According to Tinoco and Kraemer (2004), several advantages related to the use of accounting in the environmental focus may be pointed, such as:

- Measurement and allocation environmental costs, allowing a continuum of planning applications;
- Measurement of environmental liabilities;
- Intensive use of explanatory notes and environmental performance indicators;
- Being able to accurately verify the reductions in resources such as water, energy, soil and other potential physical environment;
- Making decisions based on the costs and benefits recorded in their own environmental accounting;
- Providing information and statements about the effectiveness and economic feasibility of the environmental actions;
- Publishing the social and environmental issues, creating transparency and social interest;

- Constant corrections of environmental actions, reducing the level of aggression against nature in the manufacture of products and services essential to the population,
- Quality data analysis and interpretation by both internal and external audiences, allowing an evaluation of the quality of environmental management of the entity.

The concept of sustainable development has emerged from studies of the United Nations on climate change in the early 1970s, as a response to the concern of humankind, given the environmental and social crisis that has befallen the world since the second half century. This concept, which seeks to reconcile the need for economic development of society to promote social development and respect for the environment, today is a vital topic on the agenda for discussion on a variety of organizations, and with different levels of organization society, as in discussions on the development of cities and regions, current day-to-day society. Follows a short presentation of the evolution of the concept since its inception to the present.

The year 1968, according to Camargo (2003) was the first serious sign of popular discontent with the model of industrial capitalism towards the end of its cycle, with the outbreak of student protest in the chain, started in Paris in May 1968, rising Berkeley, Berlin and Rio de Janeiro.

Breaking the walls of the economics bastion, environmentalism came to question the economic rationality in terms of its own criteria. More specifically, the new debate shows that, compared to several problems and dilemmas that industrial development poses, the solution or the way to overcome them may not require a new jolt, but the adoption of restrictive measures to increase economic production, which raises the idea of ecological rationality as the basic principle and limiting the economic rationality and self development.

The Club of Rome, an entity formed by intellectuals and businessmen, who were not environmentalists, was an initiative that grew out of discussions regarding the preservation of natural resources of the planet. He produced the first scientific studies about environmental preservation, which were presented between 1972 and 1974, and that related to four major issues that should be resolved in order to reach sustainability: control of population growth, control of industrial growth, lack of production food, and depletion of natural resources (Campbell, 2002).

Development and environment have merged on the concept of eco-development, which in the early 80's was supplanted by the concept of sustainable development that has been adopted as the official expression in UN documents, IUCN (International Union for Conservation of Nature) and WWF (World Wild Fund for Nature).

CSR and Social Welfare

A key concept for CSR is that of social justice and legitimacy, which motivates socially responsible behavior as a business practice. Social justice is expressed through a number of principles which are linked with cooperative activity and are not encountered in any other economic action.

Cooperative activity, social economy and CSR are close by definition, sharing the same set of values that distinguish them from wider and more usual profit-centered economic activities. Sustainability is the main platform, within which a number of values such as quality services, distribution of profits and measurement of the societal and environmental needs, are developed. Terms such as social economy, alternative entrepreneurship and social responsibility do not differ conceptually from each other, but remain consistent throughout their usage in alternative socio-economic discourse grounded on the same principles and focused on a different kind of development; social development; a development that utilizes inner societal relations and networks, as well as their interaction with other institutions. CSR is increasingly used as a framework for private sector involvement in poverty alleviation (Holliday et al., 2002; WBCSD, 2001).

Social economy and social entrepreneurship are just two of the terms used to describe the social development implementation of entrepreneurial activity. CSR, on the other hand, provides a certification that some of these values are integrated into the core of the business planning. However, this reassurance is not needed with cooperatives, as their very foundations are a result of the integration of community values in the modern economic context.

Despite their common conceptual ground, this does not mean that these terms are congruent. It can be argued that CSR expresses a standardization of the principles set by social development, towards a more business friendly set of values. That does not negate the fact that both terms are pioneers in social development. In the same time the pursuit of profit in general can be compatible with the adoption of principles of entrepreneurship that ensure a number of standards such as the quality of products, the position of workers and the wider social and environmental objectives (Nagopoulos, Rontos, Pantazidou, 2013).

Corporate Social Responsibility has clear implications for the EU's institutional framework, both as an instrument for social policy and of local development³. In July 2001, the Commission presented the Green Paper for the Promotion of a European framework for Corporate Social Responsibility, always in the light of the goals set in Lisbon. In this paper, great importance was given to the ability of enterprises to adjust to the local business climate and society. The main goal is social development through entrepreneurial innovations that

³<<European Dialogue>>, http://www.csreurope.org/pages/en/european_dialogue.html (last access: 26/5/2012).

would strengthen employment growth. Special emphasis is placed on consultation with the other social agencies, focusing on the creation of actual partnerships rather than just ephemeral cooperations (COM(2001) 366).

Accordingly, with the white paper on European Governance, partnerships are not just desirable, but necessary for the integration of enterprises into their local communities, whilst improving the business climate for the better utilization of their innovations (COM(2001) 428). Beside the institutional level, companies need to integrate CSR in their business core as a strategy for creating a positive image promoting the company in the communities and society as a whole, thus contributing to the collective welfare of the society.

In recent years, companies have increased the role of Corporate Social Responsibility in their activities. Progressively an increasing number of companies show to be concerned about their performance on this subject and about reaching their objectives involving CSR. The effectiveness of investment ventures does not contradict social welfare and inclusively enlarges the importance of the concept of collective profit. In this way, CSR has also become part of the same strategic business planning. Companies shall have self-regulating mechanisms to monitor responsibilities and to guarantee that ethical standards and international norms are assured.

The attempted change in the entrepreneurial goals of Corporate Social Responsibility is associated to the finding that the effectiveness of investment ventures does not contradict social welfare; on the contrary, it contributes to the concept of collective profit in it. In this way, CSR has also become part of the same strategic business planning. Over the time it has become conspicuous that socially responsible activity is limited neither to philanthropic activities nor the acceptance of legal obligations within the context of entrepreneurial business correctness; it is to satisfy all critical factors inside, such as human resources, labor relations and a range of factors related to consumers of products and services, suppliers, shareholders and the local community itself as a whole.

Within this context and with a view to redefining key priorities, there has been a need to move towards an extended nature of the business beyond the idea of a purely economic entity and gradually incorporating an array of responsibilities towards society, confirming its socially responsible role and the fact that it constitutes an integral part of the society in which it operates.

Over the years, the concept of Corporate Social Responsibility has gained great importance, and its integration in the entrepreneurial policy is getting more and more necessary. Businesses have gradually realized that their increased productivity is connected with social responsibility shown by contributing to local, social and economic development and quality of life. Focusing on changes related to the infrastructure of enterprises concerns activities that take place within the company and contribute to proper management and human resource

development, satisfaction on the part of management and employees with increased rights of participation, information and negotiation. Another important factor is the provision of a healthy and safe working environment that ensures the prevention of occupational accidents, equal opportunities and the harmonization of work and family life.

At the same time, fair recruitment procedures are ensured, as well as reward systems are developed that provide facilities for staff and their families, along with those required by law. Moreover, company training and professional development of staff is a major concern of a socially responsible company, so that employees maintain or improve the level of their skills whose immediate effect is a better performance. Moreover, as far as the impact on external environment is concerned, actions have been developed that go over beyond the boundaries of the enterprise, such as local communities, suppliers, customers, NGOs and the environment (Kyriakopoulos, 2004: 73).

The implementation of quality systems in the production process, credibility towards consumers in connection with investment in research and social development creates stability and trust relations, as most products are now adapted to some identified social needs. Moreover, the company can develop synergies with local communities and actively participate in designing development prospects relevant to business (chambers, associations), social (civil society) and natural environment (environmental associations). Participation in all of these sectors highlights the social profile of the company, its reputation and ultimately offers multiple benefits both for it and society in general.

11.2.3 Case Studies in Five Countries

Social Responsibility conceptualization is associated with the idea of companies deciding, in a voluntary base, to contribute for a fair society and a cleaner environment. In this framework the purpose of this study is to emphasize the perspective of the concept of corporate social responsibility. It is intended to analyze the strengths and weaknesses of the development of measures of social responsibility in this area and to observe examples of companies in five different countries, which have integrated crucial Principles of CSR: Caixa Geral de Depósitos (Portugal), Vale (Brazil), TechnoLogica (Bulgaria), Indian Oil (India) and COCOMAT (Greece). These are important companies concerned with the development of CSR activities and have some very interesting results in this area.

1. Portugal: CGD

Companies in Portugal have a long tradition in social intervention which remounts to the century XV and the foundation of the Mercies. Recently

environmental concerns have contributed to the important performance and developments in CSR area in some important Portuguese companies. The development of many companies' strategies move across the CSR objectives.

In 2009, the Caixa Geral de Depósitos (from now on “Caixa” or “CGD”) joined the United Nations Environmental Programme for the Financial Sector (UNEP FI) and became the first Portuguese bank to join this program. Since 1991, when it was created, the UNEP FI works the themes of sustainability in the financial sector with the aim of promoting good practices in the international financial institutions. This program reflects the recognition by the United Nations concerning the role of this sector in promoting sustainable development in that the processes of financial intermediation have repercussions in investment programs and, indirectly, in the allocation of natural resources. Sustainable Development is aimed at rational utilization of natural resources while maintaining capacity for renewal and ecological stability and respect for inter-generational solidarity.

According to the Brundtland Report (1987), sustainable development is one that meets present needs without compromising the ability of future generations to meet their needs. The accent on the issue of environmental sustainability and eliminating poverty are key aspects of this new vision, which is raising the banner of growth with quality of life based on three pillars: economy, society and environment, combined with the issues of governance. This adherence to the Program highlights Caixa concerns with the long term and confirmed its activity in supporting environmental sustainability. The basis is the conviction that the principles of Sustainable Development will form the basis of guidelines for future development. According to Mr. Faria de Oliveira, President of CGD, the times where structural changes are the ethical, environmental and social have been gaining weight. There are conditions to innovate and develop a better society and that membership of the UNEP-FI is a public commitment to sustainable development.

Note that this commitment of CGD with environmental sustainability and Corporate Social Responsibility in general seems to be, according to the statements of those responsible, the "genetic code" of the company / group. Built in 1880, the Caixa Económica Portuguesa, as then called, revealed at once their social concerns being intended to receive the savings of the less wealthy and providing a "nest egg" in the long term. By 1885, with the reform, Caixa Nacional de Aposentações (National Fund for Retirement) was born. After, Caixa was going to be established as Caixa Geral de Depósitos e Instituições de Previdência. In the Estado Novo regime, Caixa became a key institution in the operations of agricultural credit and industrial and in 1969 assumed a central role in housing loans. All these aspects permit to understand the role that public

authorities were successively assigning to the Caixa Group, the largest institution of public nature on the financial sector.

According to the Office of Historical Heritage (Gabinete do Património Histórico) of CGD - "From the History of the institution over 133 years, Caixa served various aspects of Portuguese society, having had in mind the moral principle of social intervention." The great values that guide the work of Caixa and are the basis of its performance in terms of Social Responsibility is appreciable in the Code of Conduct issued by the institution and designated in the Good Government report. The commitment of Caixa is immediately identifiable, if we hold fast to its mission.

CGD's Mission is:

- Consolidating its position as a Group structuring the Portuguese financial system, distinguished by strong accountability and relevance of its contribution to economic development and to strengthen the competitiveness, innovation and internationalization of Portuguese companies;
- The stability and soundness of the financial system;
- As market leader, finding a balanced development between profitability, growth and financial strength, always within a prudent risk management.

In this context, the Group's strategic priorities defined for the three years 2008-2010 included:

- The development of a human resources policy based on the pillars of Values and Culture of Enterprise, Knowledge, Communication and Performance;
- The supporting of the cultural and social development, promoting sustainability and being a reference to the Good Government in Portugal.

There is a set of clearly identifiable concerns about the wishes that pursue social responsibility. These guidelines are then translated into 19 management priorities that include, among others:

- To boost the performance at the cultural level, and promote social sustainability;
- Proactive in developing best practice governance and ethical conduct.

The Code of Conduct establishes the rules and principles of professional conduct, being that the CGD staff on business principles of ethics, accuracy, truth, transparency, stability and security in relationships with customers. Caixa has adopted the principles of Good Governance and public sector undertakings (Council of Ministers Resolution 49/2007) and undertook initiatives for compliance including preparation of an annual business plan (JEE, 2011) continuing to implement their mission and objectives of company as well as a

report of compliance with these objectives and integrating sustainability analysis in the economic, social and environmental.

Caixa 2010, Zero Carbon Strategy

By the end of the twentieth century humanity faces the challenge of climate change and overuse of natural resources, issues that dominate the UN agenda. This has promoted a fundamental discussion about a new development model. As we saw, according to the Brundtland Report this new model is identified with a development that meets present needs without compromising the ability of future generations to meet their own needs, ie, the Sustainable Development.

The scientific evidence of the phenomenon of climate change (refer to the reports of the IPCC Intergovernmental Panel on Climate Change): disasters, suggest a range of impacts that are not only environmental but also economic and social. The impacts are being felt in politics, markets and quality of life, affecting employees and customers of Caixa, worldwide.

So, to combat this we must build an economy with lower emissions of GHG (greenhouse gases) per unit of wealth created. For the EU this may represent, in the spirit of post-Kyoto negotiations a 20% reduction in emissions in 2020, compared with 1990 levels, or even 30% if accompanied by other developed countries. According to the negotiation of the G8 summit of June 2007 the reduction is expected to reach 50% by 2050 (U.S. listed.). It's clear that this new reality changes the logic of economic decision imposing new requirements for investment and risk management, while encouraging new markets (such as renewable energy) and adding new financial solutions. Caixa sees this and recognizes this as an opportunity.

In this line, promoted by Caixa since 2007, the program Caixa Zero Carbon is a strategic program that aims to help reduce the environmental impact of its activities while it induces good practices among its employees, customers and society in general. These are ambitious objectives involving:

- More knowledge about the carbon footprint / emission levels of the activities of Caixa to allow the setting of reduction goals;
- More economic and energy efficiency, including through the adoption of measures to gain the use of renewable energy,
- Monitoring and evaluation of performance at this level;
- And new business development to strengthen the group's position in the domestic market - with new solutions to support and incentives to customers of cash to change their energy bill, support for demonstration projects in the fields of energy efficiency and promoting education and literacy carbon to employees and customers.

This action, through a course of action and dissemination, consistent and coherent, around climate change to help differentiate the profile of Social Responsibility, Caixa intends to improve the reputation of its brand.

The Caixa Zero Carbon Program 2010 implements the strategy acting on five axes:

- a) Information - Case reports on carbon reductions
- b) Internal Action - Caixa reduces energy consumption and carbon emissions
- c) Compensation - Caixa offsets carbon emissions inevitable
- d) Market - Caixa promotes low carbon business
- e) Communication - Communicate through Caixa Carbono Zero

The Projects

Central Solar Térmica (Thermal Solar Central)

One of the most visible projects to the reduction of CO₂ emissions was the installation of solar panels on the roof of the headquarters building of CGD, transforming this building, located in Lisbon, in a huge Central Solar Thermal. The installation of one hundred and fifty of solar collectors on the roof (1 600 m²) of the headquarters building at Avenida Joao XXI, allows the production of energy used to heat water for air conditioning systems and plumbing. In total, there is a saving of more than 1 million kWh of electricity per year (about 5% of global consumption).

The plant has a system for monitoring the energy produced, allowing to analyze the performance of the facility, and outlining a possible expansion of the use of solar energy to other buildings in Caixa.

The Thermal Solar Central CGD, along with other energy efficiency measures already implemented, results in electricity savings equivalent to annual consumption of about 2,000 people, thus preventing the annual emission of more than 1,700 tonnes of CO₂. This office building has a Certificate of Energy and the Ambient Air Quality, issued by ADENE-Energy Agency, with the highest A⁺ rating. The policy of energy saving is extensible to the network of agencies that is being gradually equipped with PV.

Dia a Dia Carbono Zero (Day to Day Zero Carbon)

Along with new technology and with the direct participation of employees, Caixa has been producing a kind of guide on best environmental practices to adopt in our daily lives, whether at work or at home, which is available (PDF) in the site of Caixa. The mission of awareness extends to the general public through the production of the TV show “O Planeta Agradece” (The Planet Appreciates), an item on the radio and a “blogue”. This program is part of the Caixa Zero

Carbon Program 2010, and aims to promote behaviours that help Caixa to reduce her own emissions. Simultaneously, it is to be replicated in a larger universe, to help the country meet its international commitments in this matter. Day by Day Zero Carbon is a program involving customers and employees around the world in combating climate change.

Floresta Caixa (Caixa Forest)

Of vital importance to the planet as CO₂ sinks, the forests have, also, been addressed in the program. The forests are a major renewable resource of Europe and the most important component of nature within EU. In Portugal (occupying nearly 40% of the country) forest constitute constitutes an important area of activity that involves more than 150 thousand workers. Forests are also essential in promoting biodiversity, protection against soil erosion, correction of water regimes and air quality. It is therefore essential to promote effective forest management as a way to preserve and foster an important renewable resource, while contributing to meeting the emission limits set for Portugal under the Kyoto Protocol.

The program FLORESTA CAIXA represents a set of initiatives aimed to contribute to the construction of a new forest in Portugal. These are developed in partnership with some major environmental groups and linked to the stakeholders in the sector such as QUERCUS and ANEFA (National Association of Business - Agriculture, Forestry and the Environment).

The actions that the program will materialize: recovery of areas burned and the creation of sustainable forests with preservation of native species. It includes several projects for forestation and raising awareness of the importance of the forest.

Environmental Awareness

In the field of the *FOREST ENVIRONMENTAL AWARENESS - CAIXA* includes initiatives aimed to promote the adoption of appropriate environmental behaviour. In addition to the above set of actions we can cite the sponsorship of the Conference of Al Gore in our country and Portugal's edition of the book "An Inconvenient Truth." In the "lounge" area of the headquarters of Caixa there are several brochures available on forests and on the theme of climate change. Shares of Christmas "for a better future" call attention in this court, to the importance of forest preservation... and for indigenous species to be preserved. It also counts the support measures to forestation with children and young people from schools, participation of employees and their families.

Cartão Caixa Carbono Zero (Caixa Card Zero Carbon) -Cartão Caixa Carbono Zero (Caixa Card Zero Carbon)

One of the recent innovations in this field gives the name of Caixa Card Zero Carbon (the card that embedded in nature, according to advertising copy CGD) and represents another step in implementing the strategy of CGD in combating Climate Change. It is a card truly innovative, unique of its kind in Portugal. Integrated in the Program Caixa Zero Carbon 2010 (Market axis), this Caixa Card Zero Carbon intended to be a means of encouraging a lifestyle of low carbon and allows its user to offset emissions that cannot avoid.

The Card provides special conditions in the purchase of goods and services with greater energy efficiency and better environmental performance, providing a solution that simultaneously reduces emissions, preserving the planet, and provides a significant financial savings for its user. Presents a set of features that make it attractive for the user, in particular, on favourable terms involving the return of annuities according to their original use and the amounts reached in the transactions, the flexibility of the conditions and terms of payment and in consideration of an interest rate of operations truly competitive.

Caixa Card Zero Carbon is a genuine product of low carbon, in which key elements were designed to minimize the effects of climate change. Firstly because it is a credit card made from recycled material, free of chlorine and that fosters communication by electronic means, thus thought to cause minimal effects on climate. By contributing to projects that absorb or prevent CO₂, the card offers a portfolio of carbon credits to offset unavoidable emissions permits, making the day-to-day more “user-friendly” environment. In choosing this card, customers have access to special discounts on the purchase of goods and services more energy efficient, including a cash-back program that offers them carbon credits to offset emissions. The Card gives therefore CO₂ credits, which means that the amount accumulated in the cash-back program is channelled to projects that absorb or prevent carbon dioxide. Emissions from the production and distribution of the card are quantified and compensated.

To that extent, it can be said that the name Card Zero Carbon is justified-it is a card with no effect on climate. *Tapada Nacional de Mafra* is the first project to benefit from funds provided by the Card Box Carbon Zero. This is an area of 50 hectares, which is strongly affected by the fires of 2003. Integrating project in forest area, the Card came enable the proper management of this area, with special attention to newly installed stands and processes of natural regeneration. It is intended to ensure sustainable forestry, fire protection and enhancement of biodiversity. The project ensured the monitoring of the action over 30 years. The project includes the development and implementation of a management plan that will allow carbon sequestration of a total of about 3000 tons. CO₂ equivalent (CO₂e).

The recent innovation in this area is called Cash Carbon Calculator. Installed at the site of the institution allows the user to calculate their carbon footprint quantifying the emissions associated with daily life from issues that relate to two key areas: housing (domestic consumption) and mobility (use of means of transport).

Supporting Scientific Research

Along with these actions that directly target the environmental, Caixa is integrating its activities in the promotion of scientific research as central to the evolution of knowledge and change attitudes and mentalities. The role of education is central to sustainable development. Hence: Firstly, and according to the desideratum of increasing the financial literacy of potential users, Caixa has created mechanisms that are simple, practical and accessible, to encourage savings. This has created a financial education program, called Positive Balance, with access to the Net (www.saldopositivo.cgd.pt) to customers and non-customers. The contents are useful application in the daily management of the family budget, and include suggestions for energy saving approach of diagnostic tools to prevent financial indebtedness, financial products etc.

For young people there is a Program – *Ciclo da Poupança (Cycle of Savings)* which points to the need for savings and simple formulas to achieve them. It led in 2007 to a game with hundreds of agencies and students of 1st and 2nd cycles, on the celebrations of World Savings. Most interesting, the *Programa Nova Geração de Cientistas Polares (New Generation of Polar Scientists Programme)* results of a collaboration with the Portuguese for the International Polar Year. It assigns scholarships to young scientists for studies to focus on relevant issues of Climate Change and its effects (Biology, Physics of the Atmosphere, etc.) on Antarctica Region. Simultaneously, Portuguese started a major campaign in Antarctica with the participation of Portuguese scientists held until 2009, Nov. The Committee for the polar year, consisting of researchers from several universities in Portugal and its action promotes the integration of young scientists in the work of teams who are developing this area of science, creating critical mass and promoting the image of the Portuguese Science World.

The lectures “*Um Alerta Global para o Desenvolvimento Sustentável*” (“A Global Warning for Sustainable Development”): in this field, there are alerts for sustainable development by supporting a series of conferences in Culturgest promoting discussion of relevant issues and with the participation of some of the most significant researchers (with themes such as Climate Change, Human Rights, Sustainable Development and the Information Society, Architecture responsible).

A way that promotes the development of skills in the area still refers to the *Concurso de Design de Mobiliário com Materiais Reciclados* (Furniture Design Competition with Recycled Materials) that challenged the young people of Portuguese universities and polytechnics to display their talents, contributing to the development of proposals for Eco-Design and thereby furthering rows of recycling. And others:

- Publications (the magazine “Azul”),
- Renewable energy credit programs, with special conditions for acquisition and installation of equipment;
- My Energy Program, in partnership with EDP - integrated solution of micro-generation solar thermal, photovoltaic and wind power for small and medium consumers. Obviously that environmental sustainability should not be disconnected from the other two pillars of development: economic and social. We do not want to enlarge this communication, but we would like to stress the importance of Caixa’s solidarity actions, as well as actions to support culture and sport of its employees and the Community, or their efforts on the transparency of information.

2. Bulgaria: TECHNOLOGICA

In Bulgaria, companies are going through new realities and CSR is going as a new experience to implement a new attitude facing the new reality. TechnoLogica is enlarging its determination and motivation to go by new practices and come close to customers. TechnoLogica recognizes that social benefit is important to develop the company’s strategy and shall be assumed in every action TechnoLogica undertakes.

TechnoLogica is one of the biggest Bulgarian software companies. TechnoLogica’s business is to help companies and organizations to implement and to take advantage of new information technologies in their developments and projects. According to the last two CBN Bulgaria ICT Ranks™ TechnoLogica is the largest Bulgarian-owned software company. TechnoLogica has been active on the Bulgarian market since 1990. Today, the company has offices in Sofia, Plovdiv, Varna and Skop (Macedonia) and is a member of various business associations and chambers. The company Mission is:

In order to stay competitive as the provider of technology transfer services, TechnoLogica follows a target oriented policy of innovation by anticipatory implementation, adaptation and further development of new information technologies and building of technological software tools. TechnoLogica is an intellectual capital company, which actively participates in the development of the knowledge-based economy. Among the most recent acknowledgements of TechnoLogica’s achievement in this area are the 2008 first prizes in the

“Investor in Knowledge” category awarded by the Bulgarian Business Leaders Forum and in the “Knowledge Management” category in the annual HR awards of the Bulgarian Human Resources Management and Development Association.

Business ethics makes an integral part of TechnoLogica's corporate culture, because if the Company wants to be sought after as a valuable technological partner in the projects of its partners, its name must stand for a guarantee of high technological level and exceptional business ethics. The business of TechnoLogica as a technological partner requires that the Company be easily accepted by the other players in the field of information technologies.

The Business Ethics Certificate was awarded to TechnoLogica in the year of 2003. TechnoLogica does business that is socially responsible. The management of the Company recognizes social benefit as a touchstone of every action TechnoLogica undertakes. As a company that is dedicated to innovation, TechnoLogica considers social issues as providing challenges and opportunities.

Young People and Education Benefit Projects

TechnoLogica traditionally supports and consistently accomplishes the idea for close cooperation between business and the academic circles. The management realizes the necessity for the business to contribute to the quality education and professional fulfillment of the young people in Bulgaria as well as the benefits of such cooperation for TechnoLogica's strategy realization. TechnoLogica has long years of experience in cooperating with the academic circles. Yet in 1993 the first summer internship of students from the American University took place thanks to the initiative of TechnoLogica. The company has made donations to almost all universities of Bulgaria and aims at being a catalyst for a stable cooperation between business and education.

TechnoLogica participates actively in the Business Master Classes organized by the Bulgarian Business Leaders Forum (BBLF) with lecturers in the Information Technologies and Human Resources modules. The latest program of the company for the benefit of young people and education is being developed at the Faculty of Mathematics and Informatics (FMI) of the Sofia University “Kliment Ohridski”. The program consists of several projects related not only to the students but also to their professors. At the TechnoLogica Education Centre for Professionals we regularly organize workshops for students from the Master's Programs at the FMI. It is already a tradition that certified practicing professors train the faculty professors and system administrators in the newest technologies free of charge. This is done in order to facilitate the process of implementing new technologies and also to provide resources for it. Following this trend a specialized free of charge training in Microsoft starts from academic year 2006/2007. This training is a part of the approved academic curriculum and is lead by certified professionals from TechnoLogica.

TechnoLogica regularly accepts trainees from the faculty who get the opportunity to continue working at the company on full time employment agreements after the completion of their internship programs. In 2006 TechnoLogica announced a contest for “The Lecturer in a Subject in the Information Systems Field Best Appraised by the Students” with a prize fund amounting to 5 000 leva.

As a company specialized mainly in information systems development, by means of this annual award TechnoLogica expresses its gratitude and respect to the professors who have contributed to teaching the students useful knowledge that could later on be used in their practical work. Through direct voting on the FMI web site the students chose the three lecturers with the greatest contribution to their professional growth as IT specialists. A challenge to the young software specialists is also the contest called “Wings for Your Ideas” which aims at looking for new and original ideas for software products, instrumental tools and technologies.

The company will invest in the best ideas and will facilitate their actual implementation in all aspects and all the projects that have participated in the contest shall be published on a special web site and popularized among the companies in the IT sector. The authors of the ideas preserve their copyright over those ideas and all additional conditions for their implementation will be organized in the form of a contract. TechnoLogica was the first to respond to the charity campaign for an elevator for students with disabilities in the FMI building and donated 10% of the needed 100 000 leva. By doing so TechnoLogica hoped to give a good example of charity activities in the IT sector and also expected that the kids with disabilities will receive an equal start for education and professional fulfillment, just like their healthy peers.

At the end of 2006 the gathered amount comprised 50% of the sum necessary for building the elevator. The “Engineering Education – Solid and Working” program started at the end of 2003 as a model for bringing business and education closer and it develops successfully and gives good results for the students as well as for the production enterprises. Even then the initiators of the program forecasted the strong demand for engineers which already is a proven fact. The program started with the donation of a software with a trade price amounting to 2.5 million dollars – an act of support by the American corporation, software producer, SolidWorks. It encompasses six universities and numerous Bulgarian industrial enterprises, the donation thus being only a part of the initiative. The goals of the program are improving the quality of the engineering education, increasing the interest towards it and stimulating the joint practical developments of the universities and the enterprises.

Thus, simultaneously will increase the competitiveness of the Bulgarian companies and the opportunity for successful professional fulfillment of such

specialist will arise. DiTra, the CAD/CAM center of TechnoLogica and official representative of Solid Works for Bulgaria and Macedonia, made an installation of the donated software, trained the lecturers and supplied studying materials. In April 2006 was published the new SolidWorks textbook – “SolidWorks – User’s Book. Functionality, Examples, Guidelines”. It is sold on preferential prices to students. The industrial enterprises actively participate in the initiative by means of offering guest lecturers, workplaces and practical help.

Within the bounds of the initiative are carried out university days, seminars, job fairs, master classes as well as the student contest for working with SolidWorks. The student contest takes place in two categories - for best project done with SolidWorks as well as for speed, skillfulness and ability to work with the software. The contest finals take place at the annual meeting of the friends of SolidWorks where young engineers can demonstrate their abilities in front of potential employers. The winners receive the annual TechnoLogica scholarship. Almost all finalists from the contest find good jobs at prestigious Bulgarian companies. That was the main objective of TechnoLogica and the American software producer SolidWorks – to fill in the gap in the education of engineers and to establish a lasting connection and engagement between employers and students.

In the year 2006 another producer of software joined the program – Delcam, who offered licenses of the CAM system FeatureCam to the technical universities in Sofia, Varna, Rouse and Gabrovo. DiTra in its turn taught the professors how to work with the software. DiTra, as an official representative of SolidWorks for Bulgaria and Macedonia, annually maintains the working capacity of the installed software and right now the universities work with the latest actual version. As a result of the work and desire of all the participants in the program, the students at three different faculties of the Technical University in Sofia, as well as the Technical Universities in Varna, Rouse and Gabrovo and the University of Food Technologies in Plovdiv study and work with SolidWorks and SolidCAM, just like their colleagues at the Massachusetts Institute of Technology.

In the year 2006 DiTra opened a Laboratory for Assistance of Innovative Processes in Industry which has at its disposal the latest software tools. It is equipped with a high class machine for rapid prototyping of Stratasys and a 3D scanner. Apart from the advantage to the Bulgarian companies, the functioning of that laboratory is also related to the next big step in the “Engineering Education – Solid and Working” program and more precisely, its turning into a model for other similar laboratories at the Technical Universities in Bulgaria. Still in 2007 the University of Rouse “Angel Kanchev” became the first academic institution with a similar laboratory. Thus, the first step to the goal was made – for the Bulgarian Technical Universities to be promoters of the latest

technologies and centers for their pilot application in the industry, as well as for the scientific potential of universities to meet the necessity projects of the industrial enterprises. That is a meeting which could bring many benefits to both parties.

Carting for Employees

The main resource in the software branch is the human capital. A spirit of innovation is one of the important criteria in the selection of personnel at TechnoLogica. The firm has created an atmosphere of creativity and it is a given that everyone working here is willing to be a professional and an innovator, and that these qualities must be stimulated. One very important quality that TechnoLogica is proud of is free communication. The management is not only open to innovative and daring ideas by everyone about anything, but it is also proactive in the process of conceiving of and formulating the ideas of its employees. At TechnoLogica, 15% of each employee's working time is dedicated to research and training. Most often it is used for collecting information about new technologies, and for analysis of their potential and applicability. Given the speed at which the field of information technologies has been developing, these require special attention and sufficient resources for up-to-date introductory training.

Appreciating the importance of high-quality training, in 1995 TechnoLogica created the first certified training centre for IT professionals in Bulgaria. Professionals there are educated on the basis of specifically designed training programs and backed up by the financial support of the world's software leaders, who certified all the tutors teaching in the programs. The facilitated access to teaching materials on new technologies provides an opportunity for constant and consistent learning on the part of the trainees. Internal training courses have also been developed on issues regarding the latest technologies and the technological tools owned by the company. These courses are modified for clients and also as an element of the technological transfer offered to them by TechnoLogica. What is of utmost importance to TechnoLogica is to work for the formation and development of professionals on an international level. TechnoLogica helps its young employees develop as valuable professionals through arranging for the sponsorship of their certification courses by the leading IT corporations. All employees receive financial support when they marry or have a child. It is a common practice that interest-free loans are provided to employees for the purchase of real estate property.

Community Benefit Projects

In 2007 on the occasion of the 50th anniversary of the National Polytechnic Museum TechnoLogica financed entirely the building of a new web

site representing the activity and development of the museum and its branches. Following its strategy for supporting the Bulgarian cultural institutions, TechnoLogica also supported the National Polytechnic Museum in staging the “The Bulgarian Trace in Science” exhibition, prepared by the museum. So that the less popular facts from the Bulgarian scientific development, contained in the exhibition, could reach wider audience, TechnoLogica shall donate copies from “The Bulgarian Trace in Science” to different governmental and academic institutions. Through the financial aid granted by the company the new and revised edition of the book of Prof. Isaak Passi “Motives of Human Behavior” appeared on the book market at the end of 2006.

Still in 1993, TechnoLogica, absolutely free of charge, for the first time in Eastern Europe used multimedia kiosks for new quality service for the visitors of a public forum, namely the Technological Fair in Plovdiv. The kiosks were equipped with touch-sensitive screens, and provided information about the exhibiting firms, the location of their stands, the exhibition town and the sightseeing places in Plovdiv responding to visitor-entered criteria. TechnoLogica provided for free a similar kiosk to the National Historical Museum, so that children can search by themselves for the information they are interested in and get used to working with a computer. TechnoLogica also created the first compact disc presenting Bulgaria's historical and cultural heritage.

The multimedia presentation of the Bulgarian Army, provided by TechnoLogica at the celebration for NATO's headquarters in Mons, Belgium 30th anniversary called for a new look at Bulgaria. The CD, enhanced with a presentation of the Atlantic movement in Bulgaria, was the official present of the Bulgarian delegation for NATO's 50th anniversary in Washington DC. The project received high acclaim from the Pact's Management. TechnoLogica stimulates and promotes new modern methods of presenting Bulgaria and Bulgarian institutions to the world. The firm has created pro bono a number of websites for the Atlantic Club in Bulgaria, the Ministry of Internal Affairs, the first website of the Bulgarian Business Leaders Forum, to list but a few.

By donating software (HeRMeS) needed for building a database and releasing an Internet portal for potential employers, as well as for the supply and demand of human resources among the retired military, TechnoLogica referred to the problem of military retirees' social adaptation. The project aims to establish connections with HR managers, services assisting former military in their adaptation, and with training organizations. A project with a similar objective featured the launching of a new interactive forum in the web-site of the Employment Agency, which contains profiles of job seekers, registered in all employment bureaus in the country. The company developed that forum at a

symbolic price with the sole aim to demonstrate the capacities of technologies and their use for the public.

On the eve of year 2000, the Company decided to donate the sources it had spared for equipping a gym for its employees to the “Dara” Christian National Mercy Association in Stara Zagora for supporting parentless children. Throughout 2006 the employees of TechnoLogica gathered clothes, toys and necessities and donated them to the children from the Medico-Social Care Centre in the town of Pernik. Apart from that all employees offered certain sums from their salaries and to every lev given by an employee the company added three more. The money was used for the purchase of new kitchen furniture for the Care Centre. During the Christmas and New Year holidays the team of TechnoLogica once again made a donation to the kids from the Care Center which was again multiplied by three. In 2007 the gathered amount will be used for the renovation of the sanitary premises at the Center. One of the kids prepared a Christmas card which TechnoLogica sent to all its clients and partners donating part of its circulation also to the needs of the Care Center.

Another charitable project in which TechnoLogica got involved was initiated by BAIT (The Bulgarian Association for Information Technologies) and the “Charity Doer” Foundation. The project is called “In the web” and the aim is to equip with computers and Internet connection the greatest possible number of centers for bringing up and educating parentless children. TechnoLogica participated in the campaign with a donation of color display monitors. At present around 350 kids have access to modern information technologies and make use of the vast amount of information offered in the Internet. Thanks to this stimulus more kids were motivated to make more efforts and act responsibly towards their duties. TechnoLogica actively participates in the work of six non-governmental organizations (BBLF being one of them) and invests significant resources in them - approximately 1.3% of its annual turnover and two man/months per year for supporting their activities.

3. Brazil: Vale

In Brazil, the basic needs of large segments of the population are still not being met. Issues related to survival, hunger, unemployment and social exclusion, among others, lead discussions about social responsibility of business to a lower level. In this sense, it is necessary an important debate on the corporate social action in Brazil.

The example of Vale in Brazil is presented to show important strategic policies carried out by companies dealing with social responsibility In Brazil, the corporate social responsibility is still a big challenge, since the actions of social responsibility have not contributed effectively to improve the living conditions of society and the transformation of existing social reality. This study

emphasizes the perspective of environmental sustainability that underpins the more general concept of social responsibility. Besides, it is presented the case study of the company Vale, carrying out business in Brazil.

The company Vale is the second largest diversified mining company in the world in market value. World leader in the production and export of iron ore and pellets, and an important producer of nickel, copper concentrate, bauxite, alumina, potash, kaolin, manganese, ferroalloys and coal, the company has offices and operations in over 30 countries on five continents. Vale was the first Brazilian company to achieve the rating of investment grade and the first Brazilian company to trade its shares on Euronext (Paris).

The company has gained an enormous strength with the ore extraction in the Amazon, more specifically in the Carajas region, located in the southeastern state of Para Company, in its first year, produced 40 tons of iron ore, equivalent amount that is loaded per hour today. Vale has diverse activities within the mining sector.

The company operates in the segments below:

- Ferrous: iron ore and pellets, manganese and ferroalloys.
- Non-ferrous: kaolin, potash, copper and nickel.
- Logistics: Railroads, port terminals, coastal shipping and logistics solutions.
- Aluminum: Bauxite, alumina and aluminum.
- Energy: Eight hydroelectric dams, seven of which are already in operation.
- Coal.

Vale and environmental policy

According to the company report, the essence of its work is the search for a balance between socio-economic development of territories and maintaining the quality of natural resources, biodiversity and life.

To do so, Vale has made continuous investments in the management of environmental impacts of operations and research of new technologies that improve the environmental control systems. The guidelines that guide its actions are explained in the policy of sustainable development of Vale, a document that guides the process from decision making to the actions performed on the day to day operations.

Vale considers the respect for the environment a key component of its sustainability strategy, seeking to balance environmental protection and economic development. To come to this end, the company has an Environmental Policy, in which commitments to environmental aspects are clearly explained.

The company's main points of its environmental policy are as follows:

- Maintain an environmental management system, aiming to ensure that activities comply with applicable laws and standards set by the company, in the absence of specific legislation, Vale will implement the best measures of environmental protection and minimizing risk.
- Educate and train employees to act in an environmentally responsible, ensuring the implementation of environmental policy.
- Develop research and incorporate new technology for continuous improvement activities, aimed at reducing environmental impacts and consumption of energy and matter.
- Maintain ongoing dialogue with its employees and the community, aiming at improving environmental actions.
- Strive to their subsidiaries and affiliated companies to adopt practices consistent with this environmental policy.
- Request their products and services suppliers with proven environmental quality.

Vale policies, standards and environmental procedures are defined by the Department of Environment and Sustainable Development, which coordinates the Management System for Environmental Quality (SGQA) of the company, setting guidelines and targets, monitoring the development of environmental performance and providing tools for managing the environmental aspects related to the activities, products and services of Vale.

The Environmental Policy with the subsidiaries is still in process of discussion and alignment. In the context of the Management System of Environmental Quality are developed measures for monitoring, conservation, environmental protection and recovery which ensure the maintenance and recovery of ecosystems in which Vale operates.

The environmental management system is based on the guidelines ISO 14001 (International Organization for Standardization). Periodically, the operations are subject to external audits.

In recent years, important achievements were obtained in the rational use of water and energy, waste disposal and the awareness of people to environmental quality. Follows the environmental performance of the last three years. Vale is in fact aware that there are opportunities for improvement and is committed to the continuous improvement in building an environmentally friendly business model.

According to the report of the company, Vale has a great concern for environmental issues, and as a consequence there are significant investments in the environment. Its commitment is not limited to the environmental control systems that are required. The environmental aspect is an important component of the evaluation of new projects and decision-making investment for expansion

of the company. Expenditures are monitored monthly and reported quarterly to the public opinion, and it counts with periodic financial audits.

The relationship with the various stakeholders is present in Vale environmental management. In each area where Vale acts, the company tries to be an agent of change, listening from outside and proposing alternatives and looks for integrating other social actors in the effort of finding solutions to environmental issues.

Most of the resources were allocated to three lines of expenditure:

- acquisition and implementation of environmental control equipment, aiming to improve performance in existing operations;
- maintaining environmental and geotechnical safety of dams and waste dumps;
- reforestation and rehabilitation of degraded areas, which form the program *Florestar Vale*.

Furthermore, the management system of environmental quality determines the development of effective monitoring, conservation, environmental protection and rehabilitation, aiming to ensure the maintenance and recovery of ecosystems in which Vale operates. The system is based on the guidelines of ISO 14001 (International Organization for Standardization) to which additional aspects were added making up the standard of environmental quality in Vale. Aiming to assess the management and guarantee the evolution of performance, multiple transactions are submitted periodically to internal and external audits.

Policies, standards and environmental procedures of a general nature are defined corporately, and management is under responsibility of operations and business areas.

Social Aspects

The quest to build a positive social, economic and environmental legacy in regions where Vale operates is one of the principles that underlie the Sustainable Development Policy of Vale.

Activities, especially mining, are limited to the lifetime of the mineral deposit and therefore the presence in a particular place, in general, is finite.

Along the mineral cycle, there is a challenge to Vale: to make that actions are catalyst for regional economic development based on regional competences, which can ensure the perpetuity of social welfare in equilibrium with the environment. In that search, Vale performs management actions that enhance the positive effects of the presence of Vale, reducing the social risks of operations and at the same time, contributing to strengthening the foundations for local development in the long run.

Vale invests in integration, in cooperation with public and social agents, to encourage:

- the hiring of local employees and suppliers;
- education for human development, for work and income generation;
- planning the use of taxes generated by the operations of the company;
- the diversification of local economies;
- the strengthening of institutions;
- environmental conservation and cultural heritage.

Thus, Vale tries to build social transparent networks, based on dialogue and permanent respect for the culture of each community. At the same time, tries to invest in management tools to foster the development of the territories. The intention is to build, considering society as a whole, the foundation for continuous improvement of quality of life.

Management of Local Development

Vale has several programs and tools, in different areas and regions of operation, to manage social and environmental impacts arising from the activities.

In the analysis of the feasibility of implementing projects, the methodology Front-End Loading (FEL) is adopted covering social, health, safety and environment, and economic and operational risks.

Furthermore, based on environmental, social and economic assessments, performed in the EIA/RIMA (Environmental Impact Assessment and Impact Report for the Environment), potential impacts of the presence of Vale are considered in the regions already in the phase of licensing and deployment projects.

These tools, together with the socioeconomic diagnoses made by Vale Foundation, conduct the Management Programs of Environmental and Socioeconomic Impacts, intending to find the mechanisms to avoid or minimize negative impacts and to maximize the positive impacts on the performance of Vale. These programs are implemented according to the needs of each project and consider the particularities of each region. Through these tools, it identifies the main impacts associated with the presence of mining. Among them stands out:

- **Direct economic impacts**

Positive: Generation of Employment, Vocational Training, Increased taxes, Hiring of local products and services, investments in infrastructure.

Negative: Environmental impacts such as dust and noise, interference with land use, risks of accidents.

- **Indirect economic impacts**

Positive: increase the wages, benefit income making, Leverage of other economic sectors, suppliers attraction, development of local suppliers, attraction of investments from various spheres of public and private sectors.

Negative: Pressure on infrastructure and public services, due to population increases; speculation in remote areas, due to the low housing supply and high demand; generation of economic leakage effects, due to the hiring of suppliers and employees of other regions, due to the lack of local businesses and experts.

Programs and Management Impact Practices

In order to leverage and maximize the positive outcomes of Vale in the territories, Vale works with structured programs considering the various relationships that Vale has set.

Qualification

Vale seeks to maximize the hiring of residents of the localities where it operates, especially in developing countries and remote areas.

Vale invests in professional training programs related to mining activities and other activities of the local economy. Through these programs, Vale aims to contribute to employment and income generation and diversification of the economy of the communities where it operates.

Relationship with communities

At all stages of the company's ventures, from the start to the closing of operations, Vale counts with an Institutional relations and communications team. There are programs for establishing relationships with the communities that are based on a permanent and participatory dialogue between the community and Vale. Programs include visits to mining communities, meetings with leaders and participatory forums. In addition, it is intended to establish a direct and transparent dialogue with not only the community but also with the local government in order to build a harmonious relationship.

- *Relations with traditional communities*

Vale gives special attention to the traditional communities in the localities where it operates. The basic guideline of the Interaction Program with Indigenous Communities is to ensure that the benefits generated by the project are enjoyed by the indigenous communities, respecting their cultural traditions in order to avoid, minimize or offset any adverse effects that the activity may stimulate.

Culture appreciation

It is understood that anyone can contribute and participate in programs of recovery, revitalization and protection of cultural property. Projects are

supported and agreements settled to the restoration of cultural and archaeological heritage of places where it operates. An example is the project of rescuing the language of the Kanak communities.

Besides these programs, implanted directly in the units, Vale Foundation works for the development of communities where Vale is present, helping to empower people and respecting local cultural identities through social programs structured.

Investment in Infrastructure

Over the past three years, the amount applied was approximately \$ 169 million. There is a fall in the investment in infrastructures in 2008 due to the completion of current projects.

In the following years, southeastern Pará may have significant investments to remedy deficiencies in existing social infrastructure and prepare the region for a projected economic growth of 18% per year. To deal with these investments, the municipalities have counted with an ability of own investment which may have generated gross savings of \$504 million between 2006 and 2010.

This is one of the main conclusions of the Integrated Socioeconomics Diagnostic of Southeastern Pará, a study made between 2006 and 2007, by Vale and Vale Foundation, under the auspices of Diagonal Urbana, a Brazilian consultant, specialized in integrated social management that counts with the participation of communities.

Although a significant structural deficit, the Southeast of Pará has great opportunities for sustainable development. After all, it is one of the richest regions of the world in natural resources and one of the major mineral provinces in the world. Since it has begun operations in the region, in the 80s, Vale has been supporting the development of the municipalities that are in its area of influence, while helping to preserve an area of 8 thousand km² of native forest in *Mosaico de Carajás*.

Investments in infrastructure, urban sanitation, education and culture have contributed significantly to the development of the region. Even the company's growth over this period brought more opportunities for skills and employment for residents, more business for local suppliers and increase tax collection by government agencies, contributing to the local socioeconomic development.

Vale has currently 15 projects in the area and intended to make new investments, trying to reach the total value of U.S. \$13 billion (from 2003 to 2010). To increase its presence and be more effective and socially responsible, Vale and its Foundation have decided that, first, it was necessary to know the region, understanding the present moment and projecting the future in the region.

Diagnostics marks only the beginning of the Plano de Gestão Integrada em Socioeconomia do Sudeste do Pará (an Integrated Management Plan for Socioeconomics of Southeast of Pará), which also includes the steps of preparing and implementing the Action Plan. The Plan, which is already being prepared in 2007, determines what should be done in the investments area and how each party should participate. The action already implemented is a stage of implementation of improvements, including efforts to seek financing. "This is a powerful tool that allows Vale to contribute to the sustainable development in regions where it operates", according Vale Foundation. The Plan includes six municipalities (*Parauapebas, Canaã dos Carajás, Curionópolis, Marabá, Ourilândia do Norte and Tucumã*), and influences the Eldorado dos *Carajás*.

Health and Safety Activities and Policies

In 2007, Vale has continued to carry out the strategy for health and safety through various activities, among which are:

- Policy Review Health and Safety - the new text of the policy specifies the commitments and the basics of managing Health and Safety, which embody the value of respect for life.
- Elaboration of Requirements for Systemic Health and Safety - the standard defines what must be done to ensure the proper development of the organizational processes of Vale. These requirements stem from the Health and Safety Policy and its Principles. They are the ones that underlie the procedures, tools and performance indicators of health and safety management.
- Elaboration of Requirements for Critical Activities (RACs) - The requirements established for the execution of critical operational activities, with the purpose of preserving people's lives, ensuring the integrity and protect health in all areas of the company, so as in its subsidiaries and affiliates. The 10 activities of greater risk appetite for Vale are working at height, motor vehicles, mobile equipment, blocking and signalling, cargo handling, confined space, machine protection, slope stabilization, and detonated explosives and chemicals.
- Implementation of Information System Health and Safety - in order to improve the management and flow of information from Health and Safety, begins the deployment of a single information system for Vale in Brazil. The tool will support management decisions, according to the results of business areas.
- Membership in the Global Business Coalition on HIV / AIDS, Tuberculosis and Malaria - GBC (Global Business Coalition against HIV / AIDS, Tuberculosis and Malaria) - joins the group of more than 200 member companies of the GBC, an organization aimed at mobilizing

resources for initiatives for combating and prevention of HIV / AIDS, tuberculosis and malaria.

- Event "Construction" - in June and July 2007, approximately 2.5 thousand leaders in Vale gathered in 19 cities of Brazil, to build together the foundations of a culture of prevention in health and safety.

The new Health and Security Policy of Vale, released in March 2008, establishes the following commitments:

- To control all risks associated with activities, processes, facilities, products and services.
- To act proactively in managing risks to health and safety of persons and facilities.
- Meet the legal requirements of health and safety and to take voluntarily.
- To continuously improve the performance in health and safety through the improvement of activities, processes, products and services, focusing on the use of innovative solutions and developing people competences.
- To encourage the development of performance in health and safety service providers.
- To maintain communication channels with the communities where operate and other stakeholders, so as to remain always alert to the influence of its operations in the health and well-being of people.

Since 2006, the performance goal of workplace safety (accidents with remote and internal corporate standards) is tied to variable pay of employees. In 2007, the process changed so that in contemplating the health data. The set of actions already implemented and the beginning of the process of cultural transformation have already shown some results.

Between 2005 and 2007, various measures to improve management of health and safety are implemented, for example, setting targets covering issues of health and safety for all departments and the intensification of awareness campaigns.

Starting in 2007, a process of improvement of registration procedures and data collection on health and safety began. The standards of classification of accidents were implanted according to the rules Occupational Safety & Health Administration (OSHA), the Agency for Safety and Health at Work in the United States, and several initiatives for training and for employees awareness were held in order to standardize the recording of information.

With the implementation of this process, in 2007 some improvements were got.

Regarding the rate of accidents with lost time, a significant reduction was got over the period 2005 to 2007. This means that the accidents of greater

severity were reduced. The perspective is that in the coming years, accident rates may continue to reduce, both because of the improvements implemented as because of the stability in the form of gathering and recording data. In this sense, the participation of Vale began in a working group of ICM (SCHEBenchmarking) in order to align indicators of health and safety and occupational hygiene.

With regard to risk prevention and health guarantee, Vale maintains a rigorous system for identifying health risks in all its units. The goal is to use this information to the creation of specific programs that can be deployed, promoting an attitude of prevention by employees, relatives and the communities in which Vale operates. By the end of 2007, risks for the following diseases were identified:

- Occupational: musculoskeletal diseases, back pain, risk of hearing loss and pneumoconiosis.

- Endemic: intestinal parasites and diseases carried by animals, dengue, malaria, chagas diseases, yellow fever, hepatitis A and B, HIV / AIDS, leishmaniasis, and worms. Among the programs maintained by the company are: campaign to prevent sexually transmitted diseases - STD / AIDS, World Day to Combat AIDS, workshops on alcohol and smoking, and prevention campaigns against cancer and diabetes; support group for diabetics, hypertensives and people with cardiovascular risks; program of gym work, education program affective-sexual (Vale Youth - developed by Vale Foundation), aimed at young people from nearby communities in order to guide the sexual life and preventing the occurrence of sexually transmitted diseases; campaigns of vaccination against influenza, and inspections to prevent and treat dengue and yellow fever. Besides these initiatives, Vale offers health plans to its employees and third parties as described in the job session and People Development.

Such efforts have earned public recognition. The Healthy Living Program, of Albras, won in 2005, the Social Value Award (jury of experts and jury) in the category "Quality of Working Environment" and, in 2007, Lennart Levi Award in the category "Poster Enterprises", VII Congress of Stress of ISMA (International Stress Management Association). Vale invested U.S. \$ 25.2 million by the mid 2009.

According to the testimony of some local politicians, royalties would be a form of compensation to alleviate the problems acquired with the implementation of Vale projects in EPC. The royalties would also help to solve problems such as sanitation, health, etc., that are considered by municipalities as socially critical areas, which solutions would not be viable only with the transfers from state and from Union resources.

4. India: Indian Oil Corporation Limited (IOCL)

Indian Oil Corporation Limited (IOCL) or IndianOil is the largest commercial enterprise in India and the 125th highest ranked Fortune Global 500 Company in the country. For over five decades, IndianOil has been the leader in the petroleum business in the country with presence in downstream petroleum refining and marketing and upstream exploration and production. A visionary plan to diversify into petrochemicals, Gas marketing and globalization has enabled the company to grow as a diversified, transnational energy major company. Today, IndianOil has a presence in Sri Lanka, Mauritius and the Middle East. Its subsidiary IndianOil Mauritius is one of the major players in the petroleum business in Mauritius. In Sri Lanka, its subsidiary Lanka IOC has established itself as a benchmark for fuel retailing besides expansion into other related areas.

At IndianOil, corporate social responsibility (CSR) has been the cornerstone of success right from inception in the year 1964. The Corporation's objectives in this key performance area are enshrined in its Mission statement: "...To help to enrich the quality of life of the community and to preserve ecological balance and heritage through a strong environment conscience".

IndianOil has defined a set of core values for themselves – Care, Innovation, Passion and Trust – to guide the corporate in all they do. IOCL is able to claim all countrymen as their customers. That's why, they coined the phrase, "IndianOil – India Inspired", in their corporate campaigns. Public corporations like IndianOil are essentially organs of society deploying significant public resources. Therefore, they are aware of the need to work beyond financial considerations and put in that little extra to ensure that they are perceived not just as corporate behemoths that exist for profits, but as wholesome entities created for the good of the society and for improving the quality of life of the communities they serve as a constructive partner in the communities in which it operates, IndianOil has been taking concrete action to realize its social responsibility objectives, thereby building value for its shareholders and customers.

The Corporation respects human rights, values its employees, and invests in innovative technologies and solutions for sustainable energy flow and economic growth. In the past five decades, IndianOil has supported innumerable social and community initiatives in India. The company has performed by touching the lives of millions of people positively by supporting environmental and health-care projects and social, cultural and educational programmes. Besides focusing primarily on the welfare of economically and socially deprived sections of society, IndianOil also aims to develop techno-economically viable and environment-friendly products & services for the benefit of millions of its

consumers, while at the same time intends to ensure the highest standards of safety and environment.

IOCL has had a task to prepare a 360 degree Media Campaign leverage IndianOil's CSR activities and to meet its marketing central goal. The problem perceived by IOCL as a large government owned company is that it takes a number of initiatives as part of its social responsibility program. However, it is not communicated to public at large. But, at a time when the new economy is in the forefront, IndianOil needs to project this aspect of the corporation for projecting a positive brand image and the same image can be leveraged to attain corporation's marketing objectives. The main objective of the company's CSR advertising campaign is to focus both on the core strength of the corporation as well as to create an emotional connection with public to enhance the image of the corporation and to leverage it to meet its marketing goals. Target consumers of the campaign are both male and female, general public, all India socio-economic classes. The advertising happens to be firstly in English language and further translated in various other official languages of India. In addition to print media, the campaign is inclusive of 360° branding proposal hoarding/ banner/ poster/ TV/ radio/ any other.

Indian Oil Corporation Limited (IOCL) is one of the top most leading Maharathna corporate companies spending the highest share of profit toward corporate social responsibility. The most successful CSR advertising campaigns of IndianOil are 'Empowering 40000 women, planting 1 million trees and having 16.572 billion investments on research and development for green fuel projects' and yet 'The smiles we multiply in the deprived society'.

5. Greece: COCO-MAT S.A.

Compared with other European and international standards, CSR has not been developed extensively in Greece. There are several companies in Greece that implement special CSR programmes. However, it is estimated that only 10% of Greek companies have a comprehensive strategy for CSR, while in Europe the same figures are at much higher levels. It could be said that social responsibility policies are mainly drawn upon high-turnover companies and multinational companies. There is a special department in these enterprises which is in charge and manages CSR issues. On the contrary, the integration of CSR principles in SMEs remains particularly restricted, as in these companies competitiveness is low, while basic priority is sustainability and short-term profit (Tzivara, 2007). In fact, as far as in what Greece is concerned, the limited implementation of CSR principles can be understood by the fact that fewer than 10% of companies operating in the Greek market are big enterprises, run by professional managers, prepare social accounts and have the ability to

synchronize and adapt to changing conditions, thus resulting in a globalized economy environment.

The case study we are considering in this paper demonstrates that the pursuit of profit can and must be compatible with the adoption of principles of entrepreneurship that ensure the quality of products, the position of workers in the productive process and the wider social and environmental objectives. This company, COCO-MAT SA, integrates a CRS perspective in its business core as a strategy for creating an image and promoting the company in the communities and society as a whole, considering sustainable practices but also seeing this way as an approach to keep it ahead in the long term. COCOMAT SA is concerned with a set of ways of contributing to the collective welfare on the society, to the interests of the communities and to the environment. Finally, the study shows the importance of business ethics and the respective impact on organizational structure in companies as well as the importance of a set of items in the relationship with stakeholders, both internal and external, to the companies.

Social and environmental activities of the company Sustainable development

COCO-MAT S.A. is a Greek-Dutch company with franchise stores all around the world. The Athens branch was founded in 1989 and initially operated in the production of mattresses made of natural materials. Its brand name cognates from the word COCO, namely the coconut used in the production of mattresses in Greece for the first time, and from the word MAT, namely mattress. In 1992 the company headquarters moved to the Industrial Area of Xanthi (Northern Greece), which factory premises currently produce a wider range of products, such as mattresses, pillows, furniture and linens. The company employs approximately 220 people. From the very beginning, the company developed a quality policy and has been participating in the EFQM Business Excellence Model since 1997.

The policy of COCO-MAT SA is based on sustainable development and focuses on four main areas:

- the ecological quality products,
- customer satisfaction,
- employee satisfaction, and
- social contribution (COCO-MAT, 2009).

From very early, the company oriented itself towards social service in the 1990s, when the concept of Corporate Social Responsibility was still at a very early dissemination stage in Greece. From the very beginning, the social work practice included some social responsibility, aiming at focusing more on environmental protection, the promotion of equality, all at work and social care (C. Pantazidou, 2009). There is a separate sector of Corporate Social Responsibility (CSR) in the company, but the person responsible for the

systematic practice of CorCSR) since 2001 is also Head of Totally Quality Management (TQM). The company has clearly specified to its employees and customers the values and rules of conduct related to Corporate Social Responsibility through presentations in order to develop a common vision.

Its participation in conferences or other collective initiatives (local, national, sectoral, etc.) relevant to the promotion of Corporate Social Responsibility is continuous, since it tries to remain informed and active in CSR practices. A very important element showing the company's awareness of social and environmental issues is that the COCO-MAT SA is an active member of the Greek Network for Corporate Social Responsibility and its activities are referred to the 'List of Best Practices for SMEs' Network for CSR. As discussed above, the company has encountered no obstacles in the implementation of corporate social responsibility (CSR). Instead, the benefits received and collected by COCO-MAT, while implementing such practices, have been clear from the outset: "The Company has served as an example for all companies and established close ties with its customers, after having satisfied their needs and demonstrated its respect for the environment and the values it stands for". Additional benefits are the satisfaction of the society, the recognition of the company as a model of social contribution, the increase of productivity, the reduction of costs and the confidence of its employees in it.

Company and employees

Thus, there is a continuous effort on the part of Administration to provide growth prospects, ideal working conditions and shorter working hours. Additionally, employees receive a large number of privileges, such as continuing education, ability of staff to take an interest-free loan from the company of around 3,000 euro, encouragement to use the company's products that they themselves produce, buying them at special prices or with non-interest payments. Furthermore, it is important to recognize and reward personal achievements of staff in the form of salary bonuses, promotions and gifts, as well as by organizing events with a special award to employees with outstanding offer to the company.

What is important is the fact that employees in the company can express their views on labor issues affecting them through relevant forms, so that their views are taken into account in the formulation of the strategy and design of COCO-MAT SA. For people with "special needs" who are employed in the company, special facilities, such as a specific number of hours or days of work per week, are provided, depending on their needs and abilities. Additionally, this group of employees is encouraged to participate actively in the process of customer service. As far as education and training opportunities for workers of COCO-MAT SA are concerned, these are provided on an ongoing basis through organization of training seminars and encouragement for further academic

education. Moreover, the company organizes special training courses which are monitored by the heads of departments, the managers of stores and all employees. Furthermore, the head of each department organizes hourly lessons once a month, so that employees are aware of the arising challenges and needs. Certification of improvements is controlled through the electronic database of the company.

Among the immediate priorities of the company COCO-MAT SA are the implementation of policies for the protection of human rights and their opposition to any form of discrimination in the workplace. The company management recognizes the diversity of people, so it does not use tight criteria in hiring new employees. “What is mainly examined are morals, personality, energy, environmental awareness and consistency of prospective employees, of course, without ignoring the qualifications of each candidate, such as education, knowledge, professional development and experience”.

Therefore, the main company policy is to provide equal opportunities for all employees. It should be noted that COCO-MAT SA has accomplished a great and commendable first position: more than 40% of all employees are refugees from the former Soviet Union and Turkey, which proves the company’s interest in vulnerable groups of foreigners in our country, helping to address racial, religious and ethnic discrimination. Concern for equal treatment of all citizens is also expressed by hiring people with “special abilities” and people from large families. It is characteristic that almost 10% of COCO-MAT SA employees are disabled. The management of the company has shown right from the beginning confidence in these individuals and has assigned them important responsibilities, so that a large proportion of these people have managed to reach high hierarchical positions.

Incorporations of quality system

Moreover, since its first steps the company COCO-MAT SA has developed a policy with a focus on quality and participates in the EFQM Business Excellence Model since 1997. In addition, the company implements a Quality Management System and an Environmental Management System, which were designed and operated based on ISO 9001:2000 and ISO 14001 standards respectively. Within this context, the company is environment aware, so it implements various policies to reduce environmental effects. The common practice is not to use chemicals throughout the production process. The raw materials used in the products of COCO-MAT SA are natural ones, and their use for the production of environment - and human-friendly products is a matter of principle.

For example, some raw materials that are the basis for its products are:

- coconut (fibers that surround the coconut after suitable treatment are combined with natural rubber to create a resilient coconut),

- natural rubber (the sap of the tree, called HEVEA, after processing into a foamy layer of natural rubber),
- wool and cotton (coming from Thrace (Greece) and considered to be the best in terms of quality due to the unique climatic conditions and the composition of the subsoil),
- seaweed (used in order to offer additional iodine to people with asthma and respiratory problems),
- horsehair,
- linen,
- feather, and lately
- activated carbon.

Dedication to maintaining ecological balance is also evident by the fact that the purity percentage of the natural rubber produced in the company comes up to 96%, something which COCO-MAT SA boasts of as an exclusive feature. Furthermore, concern is expressed for the health of people by producing environment - and people-friendly products, including packaging. Even packaging materials used for the company's products are recyclable (transport of mattresses in cotton pouches) and are collected by the company upon delivery of products to the customer in order to recycle them. It should also be mentioned that the prospectus of the company "Delta" is now diffused 100% online, so that there is minimal environmental damage caused by printing brochures.

In 1998, COCO-MAT SA designed and implemented a programme aimed at using less plastic. Furthermore, the plastic that has already been used in the production process of the company is collected after its use and sent for recycling. The same happens with the paper used for the needs of production and administrative needs of the company. In addition, the company continued its campaign in order to ban the use of plastic by running a programme which title was "2004 without plastic." For this purpose, it proceeded to the replacement of plastic mattress case with fabric and to the transportation of furniture in wooden boxes. In addition, 100% cotton bags are now manufactured, which are distributed for free along with the list of COCO-MAT, and since 1998 until now almost 650,000 bags have been distributed.

Environmental impact

The environmental impact of the operation of the central factory of COCO-MAT SA is continuously reduced to a minimum. For example, the wastewater of the factory is only those of the staff and the usual cleaning. In addition, the company operates the factory in the industrial area of Xanthi, in the industrial park E.T.V.A (Greek Bank of Industrial Development), where the infrastructure is such that it allows the company to produce without burdening the environment with industrial noise. Machinery company is certified with the CE mark and a special low-noise in operation by the level of noise allowed by

existing laws. Moreover, the plant of the company has no chimneys to avoid polluting the environment. Finally, it is important to refer that COCO-MAT SA uses gas for its cars and factories.

Finally, of particular importance is the environmental awareness that COCO-MAT SA demonstrates, which is also reflected by its participation in relevant conferences and events, by its sponsorships to environmental organizations, etc. Typical examples of activities are tree planting activities organized from time to time and cleaning rivers and beaches. During the 20 years of its operation, the company has won major awards for its environmental awareness. In addition, the company ensures that the activities undertaken reflect social needs and expectations. Thus, it provides financial support for activities and programmes of the local community, by sponsoring sports' clubs, clubs in general and cultural events. Furthermore, it finances ecological activities, campaigns and people with special social needs, such as flood and fire victims, the elderly and refugees. In this project, the company collaborates with many local organizations, nongovernmental and other organizations.

Concluding Remarks

Corporate social responsibility is a contradictory term and the subject of much discussion in relation to its contribution to economic development, environmental sustainability and social welfare. The dialogue about CSR covers many aspects and perspectives regarding its interpretation as a part of the wider concept of social responsibility, and its practical implementation in terms of business behavior. CSR presupposes the existence of an attitude and ethical and responsible corporate behaviour, a set of values, an entrepreneurial strategic posture; a relationship strategy, a strategy of institutional marketing; strategy valuation of the shares, a human resources strategy; a strategy to develop products/services, a strategy of integration into the community, a strategy of social development in the community should work as a promoter of individual and collective citizenship, as an exercise in ecological awareness and professional training as an exercise. It is these multiple aspects that constitute an integrated support to a responsibility that organizations must take, including to ensure their long-term operation.

Responsible corporate governance combined with sustainable development, is a modern and socially acceptable expression of a new organizational culture of enterprises. In this framework responsible corporate governance is at the heart of a company's strategic planning and contributes to the fulfilment of broader needs arising through the demands and the needs expressed by civil society. At the same time, the concept of financial and business benefits is re-identifies and the longterm profitability of the enterprises is ensured. In this way, the adoption of these principles refers to a variety of

stakeholders who affect or create a new development model in accordance with the public interest (public bodies or bodies of local self-government). On the other hand, both employee and citizen groups are affected by this type of business activity that enhances the quality of life of local societies.

In practice, corporate social responsibility refers to the adoption of a model of business management in which the companies, being aware of their social commitment of co-responsibility in social and human development, hear, preserve and respect the interests of different parties, their stakeholders, incorporating different needs of the business planning and operating them through their decisions and activities. There is no doubt that this is a significant change because, a few decades ago, one had the idea that private companies should be accountable only to their shareholders and they should produce profits.

Social responsibility is certainly not just philanthropy, but can/should also include this activity. Increasingly, social responsibility, in general, and promoting environmental sustainability, in particular, carries out an operation more effective if integrated into the global perspective of business and relationship with their environs. Although much discussed, the concept is not yet finally stabilized. In any case the effort of researchers to differentiate the simple idea of charity has proved essential to its proper scope and understanding by companies and managers.

To all these difficulties of CSR implementation and spreading, bureaucratic crunches and weaknesses in creating organized structures of social and political debate should be added, factors that rather discourage the implementation and strengthening of CSR principles in the different countries. The lack of maturity level of CSR in most companies, which practically means not incorporating CSR activities in the applied strategy and corporate culture is often due to ignorance and lack of knowledge of both its existence and medium/long- term positive effects brought about by its implementation.

The purpose of this study was to emphasize the contribution of CSR in five companies in five different countries (Portugal, Brazil, Bulgaria India and Greece) to economic development, environmental sustainability and social welfare. Through the case studies of Caixa Geral de Depósitos, Vale, TechnoLogica, Indian Oil and COCOMAT it was intended to analyze the Companies with management strategy which believe in ethical and solidarity with their colleagues and with the Community share these processes as an important "capital".

In Portugal, companies have a long tradition in social intervention which remounts to the century XV and the foundation of the Mercies. Recently environmental concerns have contributed to the important performance and developments in CSR area in some important Portuguese companies. The

development of many companies' strategies as Caixa Geral de Depósitos move across the CSR objectives.

In Brazil, the basic needs of large segments of the population are still not being met. Issues related to survival, hunger, unemployment and social exclusion, among others, lead discussions about social responsibility of business to a lower level. In this sense, it is necessary an important debate on the corporate social action in Brazil., and in the framework the Vale activities is a very important example and a good practice.

In Bulgaria, companies are going through new realities and CSR is going as a new experience to implement a new attitude facing the new reality. In this direction the case of TechnoLogica is very important to confirm this development.

In India, there is yet a strong gap between Indian business needs and current practices. The Indian business begins to go into the international markets, what makes that becomes crucial that CSR philosophy develops to be integrated in the business goals for long-term sustainability in economic, social and environmental areas. The example of Indian Oil company is representative for the entrepreneurship development in this country.

Finally, Greece is a country with many small and medium-sized enterprises and with a small number of companies with activities in the field of CSR. The important case of COCO-MAT, SA was studied, working on the concept of CSR and dealing with the purpose of getting a positive impact on areas such as environment, consumers, employees or communities.

It is too early to evaluate the results of the implementation of such strategies. The impact of the conduct of social responsibility, especially in this aspect of environmental sustainability, can only be realized in a longer period.

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