



Erasmus+

# Research Report

## - tentative results and conclusions

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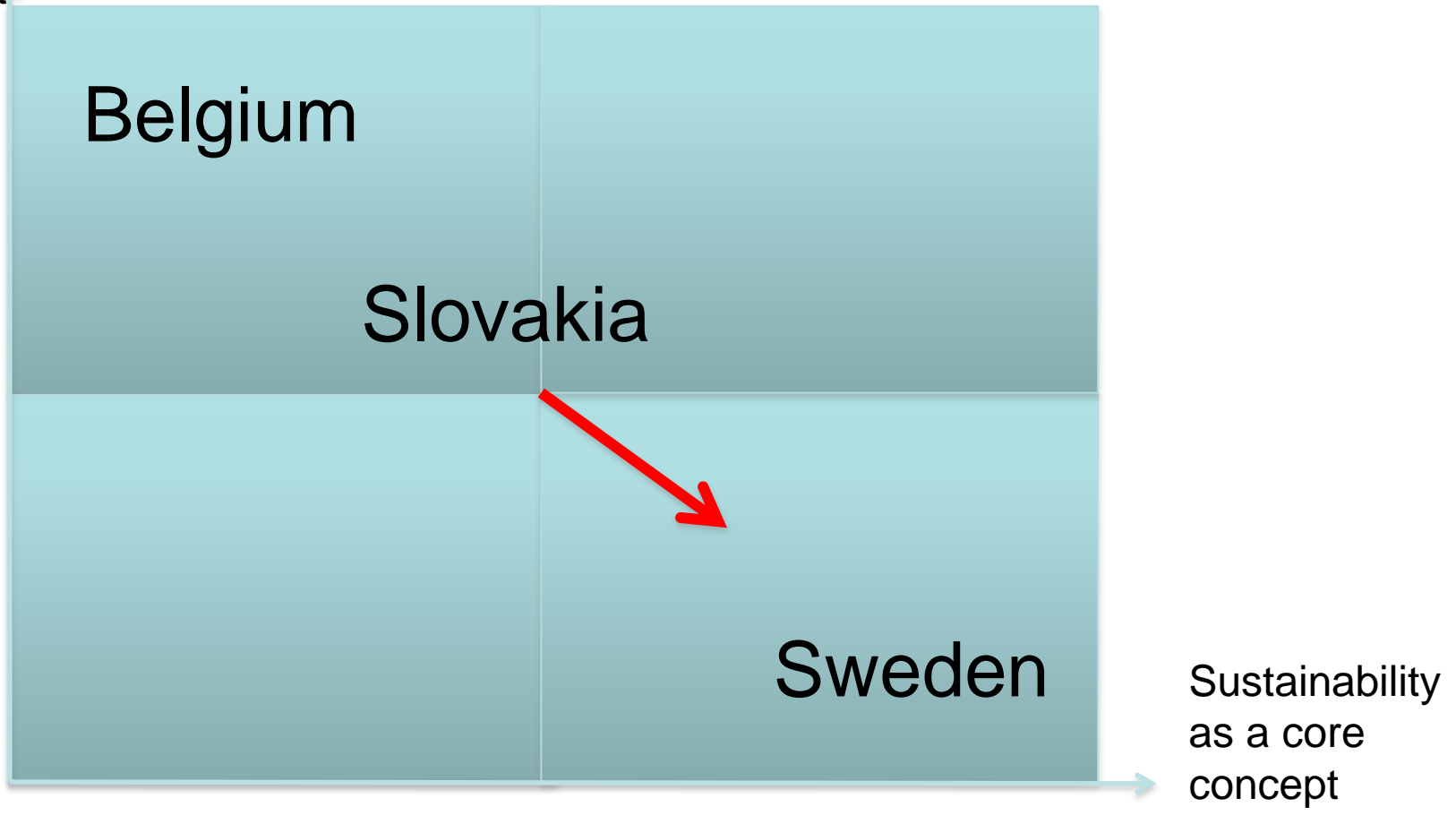
Stockholm, 27<sup>o</sup> April 2015

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CSR as a  
core  
concept

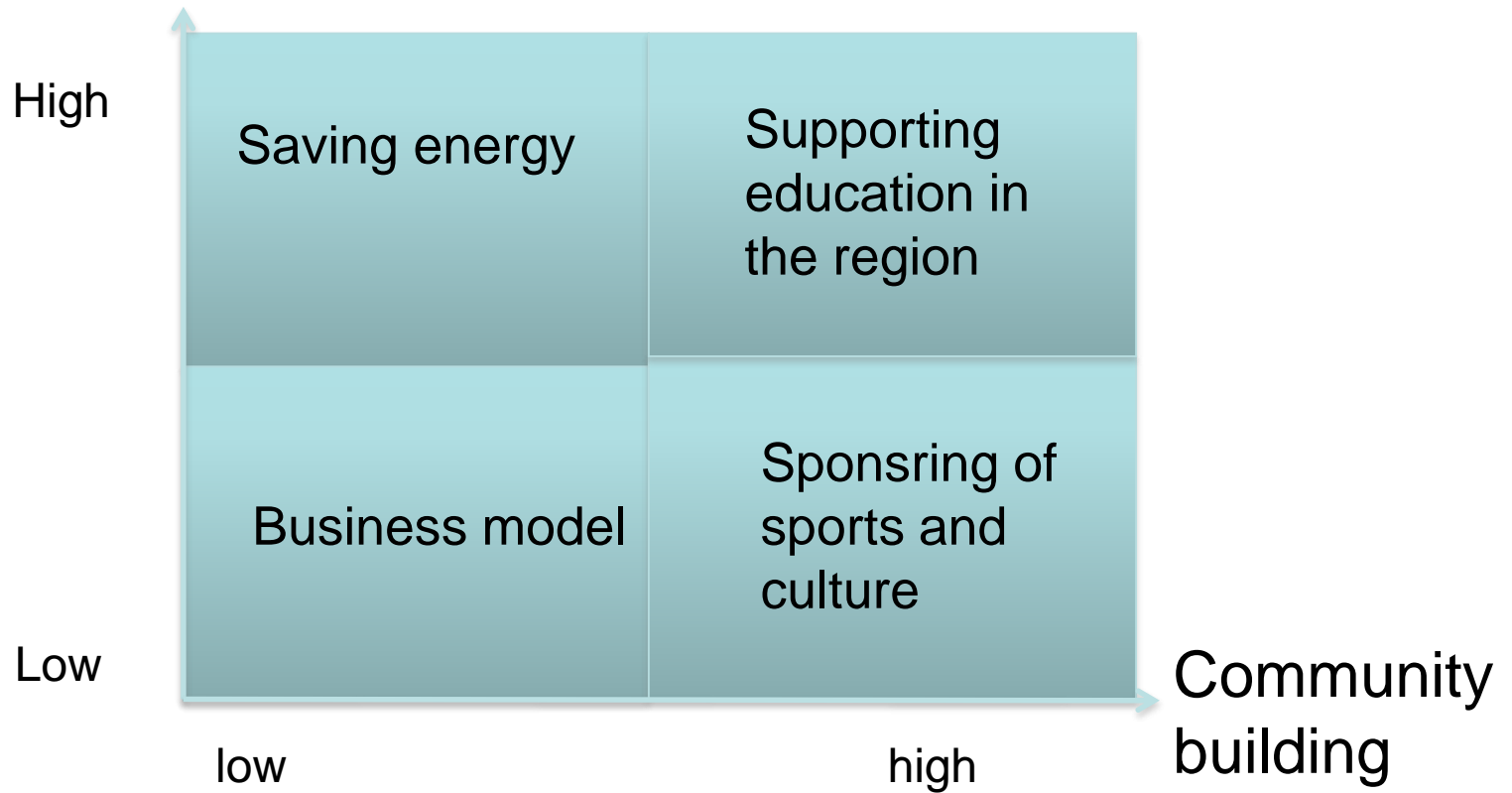
# Variation in the use of CSR as a concept





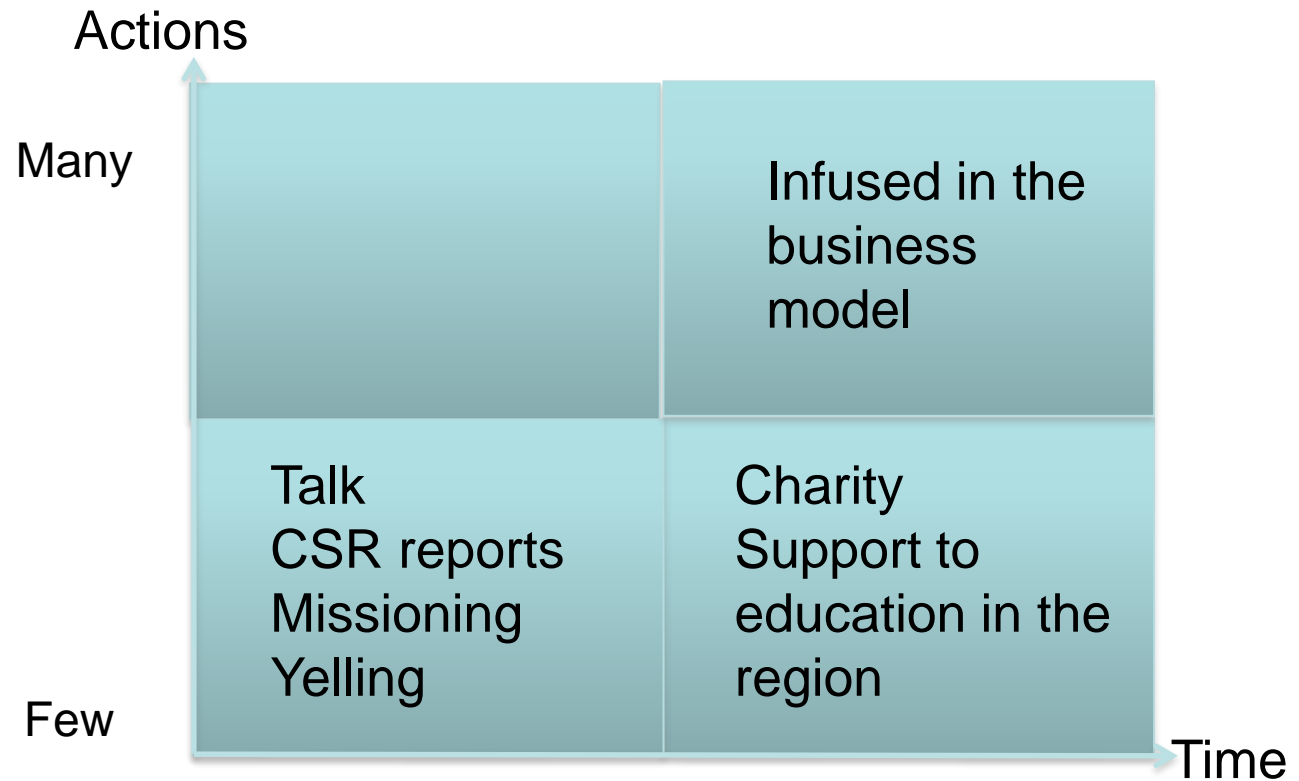
## Variation in core activities

Environment





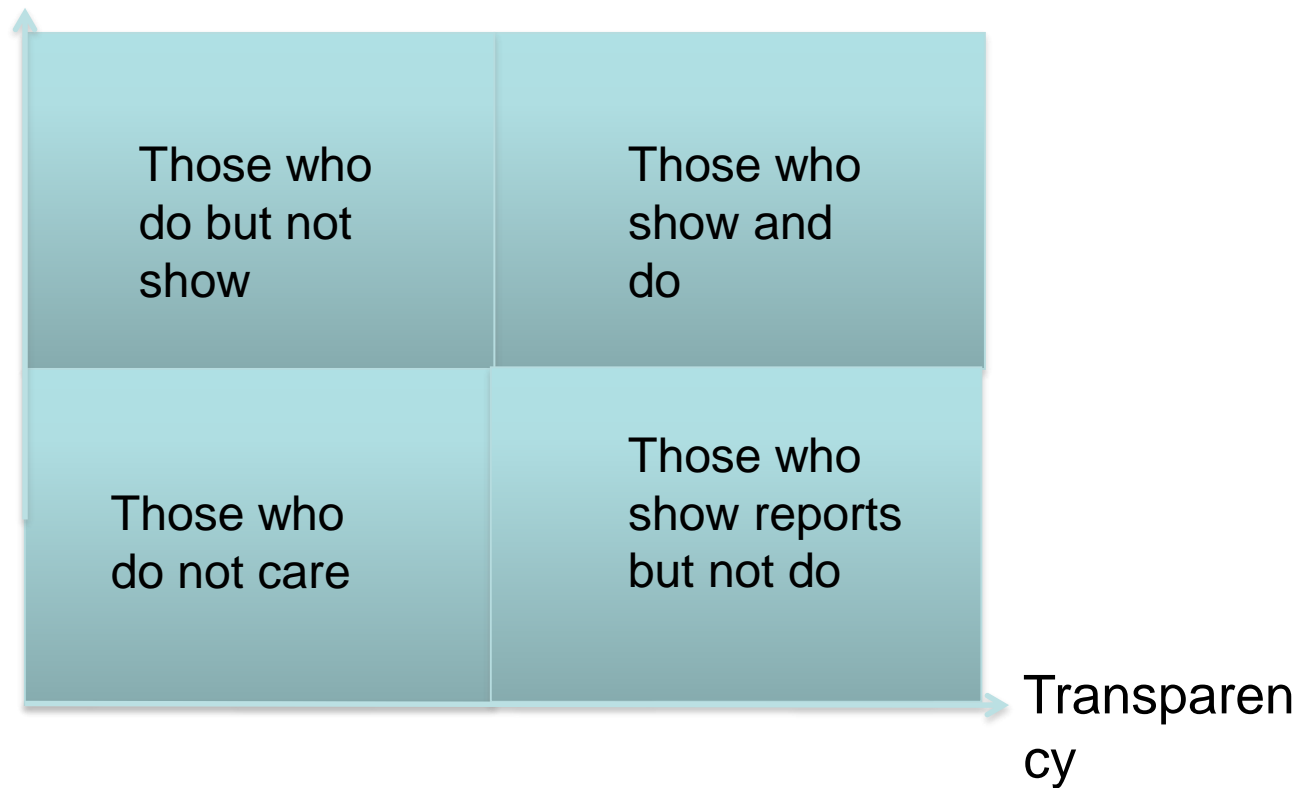
# Development over time





## Variation in dedication

Dedication





## Included in the CSR concept I

- Saving energy
- Reduce paper use
- Reduce waste
- Reduce eco footprints
- Recycling materials
- Human rights
- Labour conditions
- Safety at work
- Training
- Charity
- Empathy
- Non-discrimination
- Business model
- Philantropy
- Vision
- Intergrated dore, not an add on
- Respect for environment, natural resources and people
- Sustainability
- Saving the planet
- Giving back to the region
- Community building
- Supporting education
- Balancing finances, environment and social issues
- Reporting
- Training future generations

## Included in the CSR concept II

- A tool for reaching sustainability
- A self-regulating tool
- A long-term process
- Multi-dimensional value creation
- Compliance: business, environment, people-communication
- Transparency
- Learning from each other
- An inclusive work place
  - From schools to work and the future society
- Ambiguous concept
- Replaced by more narrow concepts:
  - Sustainability
  - Responsibility
  - Security
  - Compliance
  - Green
  - Ethics
  - Diversity
  - Community buildnig
  - Social responsibility



# Development

- From focus on the customer to B2B
- From talk to strategy
- From education to practical experience
- From Volunteering to organized practice
- From push to active consideration in practice
- Certificates and cross national and industry associations
- From report to action and result
- From CSR in general to more specific depth
- Distance from top management
- Better general awareness but still confusion

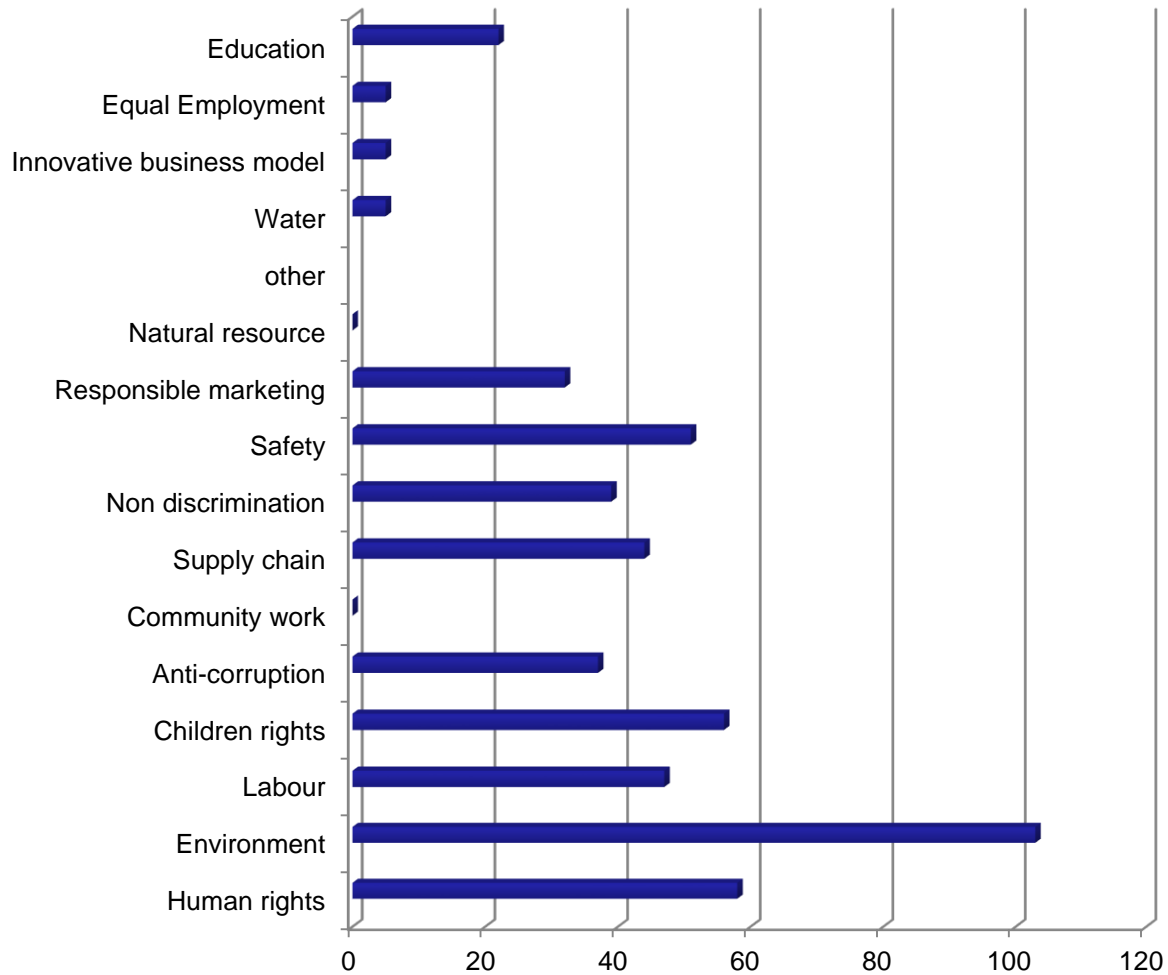


# Eight areas of interest

Labour	4,1
Human rights	4,2
Non-discrimination, diversity and equality	4,7
Environment	5,0
Children rights	5,7
Safety & security	5,9
Respect of natural resources	6,5
Anti-corruption	6,6

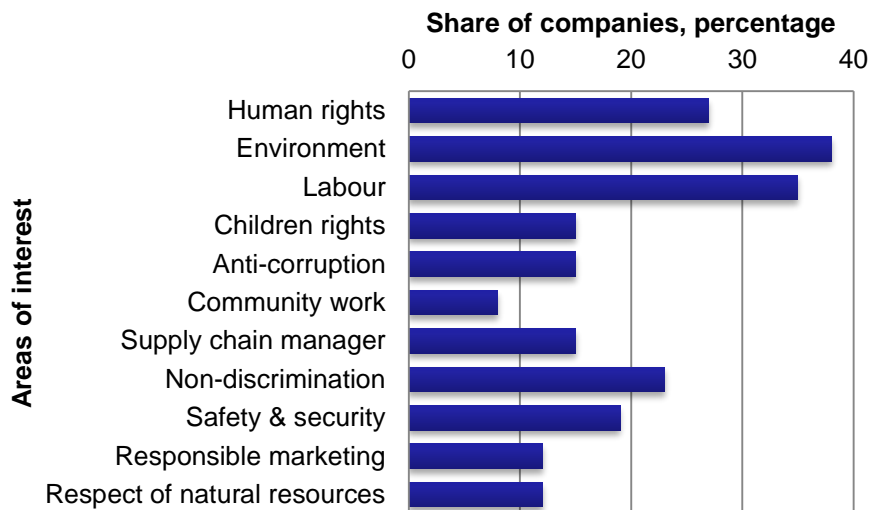


# Most important CSR issues in the interviews

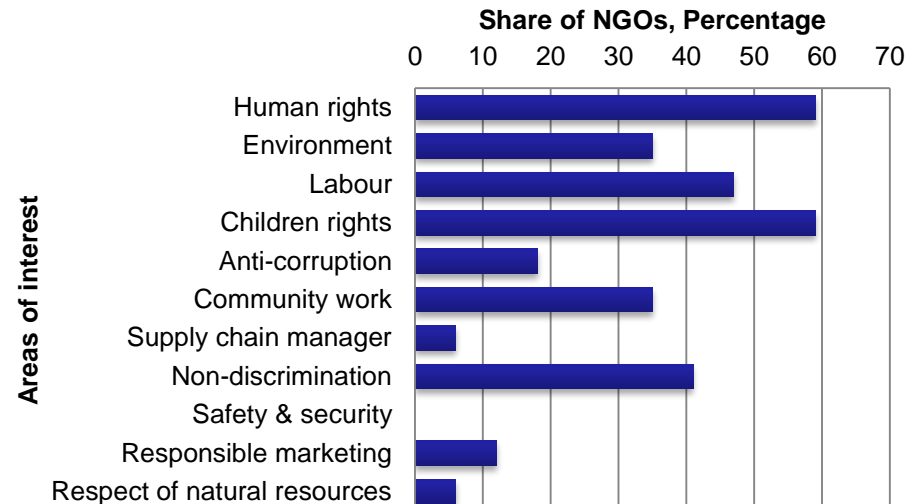


# Areas already in focus

## Areas that the companies currently work with



## Areas that the NGOs currently work with



# Ethical challenges - companies





# Ethical challenges – NGOs





# Challenges

- Motivation of employees
- Make CSR a core for everyone
- Communication
- Priority – business meetings and profit always first
- Other issues often favoured
- No time for CSR
- Make CSR a business case
- Reaching top management
- Profit is necessary for CSR work
- Focus, you can't do everything
- Limited resources
- Develop sustainable supply chains
- No substantial education on CSR
- Jump up to the limit of your money
- Simplify the message
- You can't train ignorant people
- long-term planning
- Collaboration with competitors
- Integration of dimensions of CSR
- Seeing the result
- CSR people invisible today



# Ethical skills - companies

<b>Attitude/mentality</b>	<b>General knowledge/skills</b>	<b>"Specific" knowledge/skills</b>
Ability to listen	Communication skills	Human rights
Honesty	New technology/ machinery	Community work and relationships
Open mind	Engage coworkers/managers	Environment
Transparency	Stakeholder involvement	Non-discrimination principles
Tolerance	Business knowledge	Respect of natural resources
Determination	Data/information analysis	Safety & Security
Loyalty	Financial management	Labour
Motivation	Goodwill	Supply chain management
Mutual trust in relationships	Strategic management	Sustainability reporting
Personal awareness	Vision of corporate goals	Anti-corruption principles
Critical thinking	Project design and management	Knowledge of legislation (e.g. Labour)
	Risk management	Sustainable innovation & dev.
	Social skills	Knowledge about CSR
		Equality
		Responsible marketing
		Ethics



## Needed Skills and resources

- Empathy
- Attitude
- Interest
- Dedication
- Ehtusiasm
- Awareness
- Communication
- Leadershio
- Team work across organizational and national borders
- Patiens
- Transparency
- Feedback
- Platforms for sharing knowledge and experience (they exist now but more integration and spread)
- Clearness in missions
- Output measurement
- Distinctive tools on more specific aspects of sustainability
- Internal instead of externally driven





# Future knowledge - companies

## Education

- Environment
- Knowledge about other countries
- Management
- Stakeholder management

- Human resources
- New reporting standards
- Project management
- Sharing experiences
- Finance

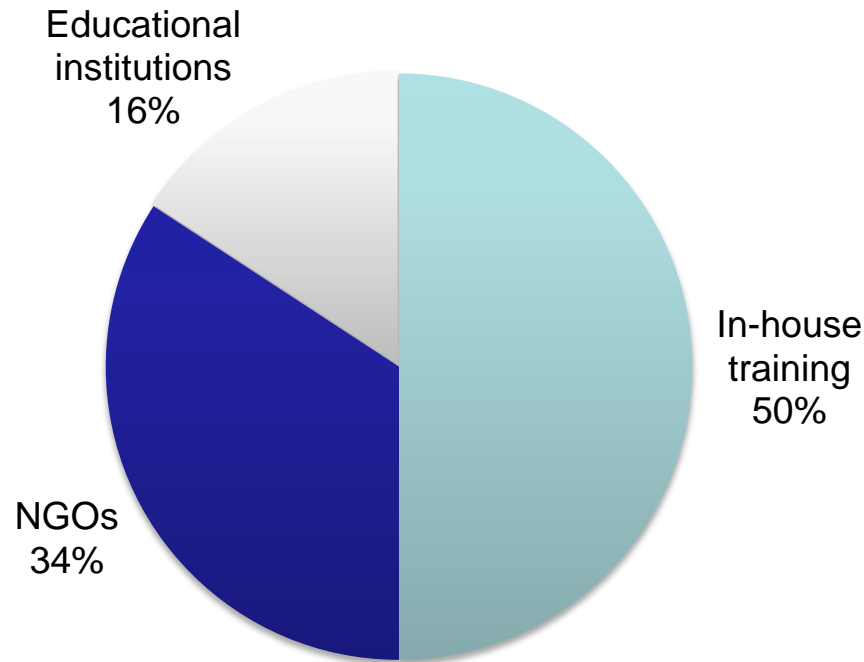
- Learn about social enterprise
- Supply chain management
- Innovation Open mind
- Monitoring & evaluation



# Education

- Still lack of systematic formal education for people who like to study CSR
- Situation specific
- Internal training programs of new employees
- Learning on the job
- Informal training
- Practice.-based training
  - University colleges rather than universities
- Education in procurement
- Summer training for citizens
- Changed curricula in schools and universities
- Summer job internship as benchmarks
- Support education by scholarship
- Not CSR as a subject – should be integrated in other subjects and practices
- Support study trips abroad
- Spread of first hand practical experience
- Volunteering to see the other side
- Systems for sharing best practice
- Educating seniors in IT
- Systems for updates of CSR methods in all languages
- Cooperations with other organizations (other companies, NGOs, public authorities)
- Face-to-face information sharing, not training
- Not theoretical education
- Missionary work
- Opinion building
- Focus on knowledge instead of blaming

# Ethical training (all respondents)





# Tentative conclusions

- 1 CSR/sustainability is still a **multifaceted concept**
- 2 Definitions and meaning depend on type of organization and context, e.g.:
  - a. Companies: emphasis on intraorganizational issues and the local community
  - b. NGOs: Human (civil, children) rights, non-discrimination
- 3 Demand in ethical skills span over a broad field –
  - a. from very specific knowledge
  - b. to very general knowledge about management and attitude/mentality
- 4 Various types of **education** is suggested
  - a. Internal rather than external
  - b. Practical based
  - c. Lack of systematic education
  - d. Not an isolated add on subject – integration in all subjects from schools to universities