CORPORATE SOCIAL RESPONSIBILITY FOR ALL

Report Name : ROMANIA NATIONAL REVIEW STUDY

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CORPORATE SOCIAL RESPONSIBILITY FOR ALL
NATIONAL REPORT
PART I

Romania is situated in the geographical center of Europe (south-east of Central Europe), north of the Balkan Peninsula, midway between the Atlantic Coast and the Urals, inside and outside the Carpathians, on the Lower Danube (1075 km) and and ***has exit*** to the ***Black Sea***.

The total area of the territory of Romania is 238.391 km ², the Romanian borders totaling 3150, Romania shares a border with Hungary and Serbia to the west, Ukraine and Moldova to the northeast and east, and Bulgaria to the south.

According to existing data, on 31 December 2012 at the National Institute of Statistics, Romania has a total of 42 counties, 320 cities and towns, 2,861 communes and 12,957 villages. According to the census of 1 January 2011 Romania had a population of 21,413,815 inhabitants, of which 10.4 million men (48.7%) and 11.0 million women (51.3%). Negative values of natural increase, combined with those of external migration, caused the population to decline in the period 2008-2011, with 114 800 people.

Age structure of the population has a specific aging process, marked mainly by declining birth rates, which caused a reduction in absolute and relative of young population (0-14 years), and the increasing proportion of elderly (60 years and over). Compared to January 1 2008, in 2011 it had been reduced share of young population (0-14 years) from 15.2% to 15.1% and the growth of the elderly (60 years and over) at 19, 5% to 20.5%.

Member of the European Union in 2007, Romania is the ninth country by land area and seventh by the population of EU Member States. The capital, Bucharest, is also its largest city and sixth city of the EU with a population of 1.9 million. Romania is a member of international organizations as the UN since 1955, CoE since 1993, it joined NATO on 29 March 2004, the European Union (EU) on 1 January 2007, OIF on 2003, Latin Union on 1980, and economic institutions: the World Bank Group, IMF since 1972, EBRD since 1991, OECD.

Romania's main industries are textiles and footwear, metallurgy, machinery and light assembly, mining, wood processing, building materials, chemical, food and oil refining. A secondary importance has pharmaceutical industry, heavy machinery and household appliances.

The economy is predominantly based on services, which account for 55% of GDP, even though industry and agriculture also have significant contributions, making up 35% and 10% of GDP, respectively. Additionally, 32% of the Romanian population is employed in agriculture and primary production, one of the highest rates in Europe.

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GOVERNMENT AND POLITICS

The constitution of 1991, amended in 2003, proclaims Romania a democratic and social republic, deriving its sovereignty from the people. It provides for a President, a Parliament, a Constitutional Court and a separate system of lower courts that includes the High Court of Cassation and Justice.

Romania is a semi-presidential democratic republic, whereby the executive functions are shared between the President and the Prime Minister. The President is elected by popular vote for a maximum of two 5-year terms. S/He appoints the Prime Minister, who in turn appoints the Council of Ministers.

Legislative power is vested in both the government and the two chambers of Parliament (Parlamentul României): the Chamber of Deputies (Camera Deputaţilor, 346 members), and the Senate (Senat, 140 members). The members of both chambers are elected every four years under a system of party-list proportional representation. The right to vote is granted to all citizens over 18 years of age.

Romania has a multiparty system, which makes a majority government virtually impossible. The last eight years saw a settlement of the political scene, due to the merging of small parliamentary parties with larger ones. Despite that, the politics of Romania are still vivid and unpredictable. Currently there are five parliamentary parties (excluding the 18 ethnic minorities parties that have one representative each).

I. 1. NATIONAL SOCIAL SITUATION

Romania has made considerable progress developing institutions compatible with a market economy in the last 20 years, and joining the European Union (EU) in 2007 was a driving force for reform and modernization.

When the global financial crisis hit in 2008-09, Romania made a quick recovery thanks to prudent macroeconomic management. The crisis prompted long-needed reforms, with support from the international financial institutions, in health, education, the financial sector, public financial management, public administration, social insurance, and social assistance. Some of these reforms address short-term responses to the crisis, while others are anchored in a coherent longer-term strategy.

While the implementation of a bold package of macro-stabilization and structural measures - supported by a multilateral program with the World Bank, International Monetary Fund (IMF), and the European Commission (EC) - helped lead the country toward growth in 2011, a series of factors has left Romania vulnerable to exogenous shocks and growth was around zero in 2012. Economic activity is expected to pick up only slightly in 2013, with a projected growth rate of 1.2%.

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Challenges to accelerate growth in the country include uncertainty in the eurozone and exports markets, political developments in the context of local and parliamentary elections, and absorption of EU funds. In the medium term, the key challenge for Romania is to achieve steady economic growth and improve living standards while meeting fiscal targets, and to continue structural reforms and the modernization of the public administration.

Sustainable long-term growth entails that Romania adopt measures that assure compliance with fiscal targets while clearing arrears and improving quality of spending and strengthening tax collections; progress on the structural reform agenda with a focus on energy and transport sectors; and ensure continued financial-sector stability.

The National Bank of Romania (NBR) and the Government took strong measures to safeguard the stability of financial markets, and banks weathered the stress well. Since the international financial support package, the exchange rate has remained broadly stable.

Romania's energy sector is dominated by state-owned enterprises (SOEs), which the Government has initiated measures to improve, as well as to enhance competition, and attract private capital needed to boost competitiveness in the sector.

Access to health care in Romania is skewed towards the wealthy. Almost half of the poor do not seek care when needed, and of the public funds allocated for healthcare, much is wasted on inefficient and unnecessary services or treatments. The current health system is heavily biased towards costly inpatient hospital care.

The Government's health reforms promote cost-effective outpatient and primary care services, introduce co-payments, rationalize hospital infrastructure, regulate the introduction of new drugs and technologies, and review the basic benefit package reimbursed by the public health insurance system.

Once considered a breadbasket for Europe, agriculture plays an important role in Romania however the sector is underdeveloped. Despite the highest proportion of rural population in the EU (45%), Romania has the highest incidence of rural poverty (over 70%), and one of the largest gaps in living and social standards between rural and urban areas. Romania imports an increasing proportion of its food needs, even though almost 30% of employment is in agriculture.

Romania has not yet taken advantage of EU Structural Funds for Environmental Protection and Climate Change worth EUR 4.5 million. However, they are committed to achieving the EU's 20-20-20 climate and renewable energy targets, which are designed to reduce carbon dioxide emissions by 20%, increase the renewable energy share of the energy mix to 20%, and improve energy efficiency by 20%, all by 2020. To do so they need to prepare a comprehensive program for funding climate change and green growth under the next programming period for EU financing (2014-20), among many other things.

One of Romania's key priorities continues to be upgrading the skills of its population to meet Europe 2020 targets and bring the level of achievement of Romanian children in key subjects to

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current levels found in most European countries. A National Education Law in force since early 2011 promotes changes in virtually all areas of education.

Romania's poverty rate declined dramatically between 2000-2008, from 36% in 2000 to 5.7% in 2008. In 2009, poverty declined further to 4.4%, due to increased social protection and insurance spending. However, despite large strides, the poverty rate in Romania is still among the highest in the EU.

I.2. NATIONAL ECONOMIC SITUATION

After the Communist regime was overthrown in late 1989, the country experienced a decade of economic instability and decline, caused partly by an obsolete industrial base and a lack of structural reform. From 2000 onwards however, the Romanian economy was transformed into one of relative macroeconomic stability, characterized by high growth, low unemployment and declining inflation.

After a series of privatizations and reforms in the late 1990 and early 2000, government intervention in the Romanian economy is somewhat lower than in other European economies. In 2005, the government replaced Romania's progressive tax system with a flat tax of 16% for both personal income and corporate profit, resulting in the country having the lowest fiscal burden in the European Union, a factor which has contributed to the growth of the private sector. The economy is predominantly based on services, which account for 55% of GDP, even though industry and agriculture also have significant contributions, making up 35% and 10% of GDP, respectively. Additionally, 32% of the Romanian population is employed in agriculture and primary production, one of the highest rates in Europe. The Romanian unemployment rate stands at 8.3% (February 2010), the highest rate since 2003. It is expected to rise further in 2010, particularly in light of the government's planned cuts in the public sector to help lowering the budget deficit to 5.9% of the gross domestic product, versus 7.2% of GDP a year before.

In 2009 the Romanian economy contracted as a result of the global economic downturn. Gross domestic product shrank by 7.2% in the fourth quarter of 2009 from the same period a year earlier. Industrial output growth however reached 6.9% year-on-year in December 2009, the highest in the EU-27.

The impact of the crisis on individual sectors of the economy appears to be asymmetrical, although there are some common features: a drastic fall in demand, increased borrowing and volatility in the exchange rate of the national currency. Among the hardest-hit sectors are the automobile, manufacturing, transport and metalworking industries.

Almost all analyses predict that demand will fall sharply: the reduced availability of credit, partly owing to the limited liquidity on global financial markets, can, to some extent, be ascribed to the persistently high level of both the discount rate (10%) and the compulsory minimum reserves that the banks must hold with the National Bank of Romania.

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Another not insignificant factor is the country's sizeable budget deficit. Among the reasons why the deficit is so high, no doubt, are the continual increases in pensions over recent years, the preservation of modest rates of taxation and low taxes in the banking and financial sector.

What will prove particularly significant in this context is Romania's capacity to absorb funds coming from the European Union, which have so far been little-used: after its accession to the EU on 1 January 2007, Romania absorbed funds equivalent to 0.75% of GDP compared with the 2% initially planned, while in 2008 barely a quarter of the funds made available by Brussels were used.

In July 2009 the European Council approved the Commission's proposal to initiate an excessive deficit procedure against Romania. It has recommended that the level be brought below 3% by 2011. The Council decision originally set a deadline of 7 January 2010, but the extraordinary circumstances produced by the recession led to the granting of a oneyear postponement. Meanwhile, Romania has introduced what the EU regards as major cuts in public expenditure and taken measures designed to reduce expenditure and increase government revenue.

Economic development of Romania in the first half of 2013 was higher than initial estimates, but based more on external demand than domestic consumption and investment according to the Report on the economic and budgetary situation in the first six months of 2013 report made by the Ministry of Public Finance. According to the noted report, in this period, exports increased significantly, imports decreased, while domestic demand was about the same level as the same period in 2012.

According to the final estimates of the National Statistical Institute of Romania's economy increased by 0.6% qoq (2.2% year / year) in the first quarter. Entity revises increasing data on the evolution of exports (from 3.9% year / year from 9.1% year / year). On the other hand, the National Statistics Institute lowered the estimates on the evolution of gross fixed capital formation (at -5.4% year/year, from -2.8% year/year). Basically, the divergence between net external demand and domestic demand has increased in the 1st quarter.

National Institute of Statistics published the final estimates on the evolution of the economy in the 1st quarter. The economy grew by 0.6% qoq (2.2% year/year) in the 1st quarter, supported by the evolution of dynamic net external demand, exports increased by 9.1% year/year (imports decreased by 0.1% year/year). On the other hand, domestic demand continued to contract, a trend driven by a number of factors: the process of deleveraging (both private sector and the public); the persistence of difficult environment in the labor market and credit sphere, the decline of FDI and the lack of domestic capital, high levels of inflation. An example of this is the private consumption decreased by 0.3% year/year, while gross fixed capital formation contracted by 5.4% year/year in the first quarter.

In the 2nd quarter has witnessed the deterioration in economic indicators amid volatility in international financial markets, an expression of increased risks on the global economy. These developments expressed processes to accelerate the domestic economy in the 2nd quarter. Net external demand continued to contribute positively to economic growth in imports declined by

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3.8% mom (4.5 billion euros), compared with the severe rhythm of contraction in exports (1.6% mom in EUR 4 billion). The trade deficit decreased by 18.6% year / year to 0.5 billion euros. Recent developments in exports express that potential foreign demand was reached, requiring new investment to improve it. In the first 5 months of this year exports rose by 5.7% year / year to 19.7 billion euros, while imports fell by 1.9% year / year to 21.9 billion euros. Consequently, the trade deficit narrowed by 40.5% year / year to 2.2 billion euros.

Deterioration in exports was felt in the sphere of industry, industrial production declined by 10.7% mom (manufacturing contracted by 14.2% mom). The most severe loss was recorded on the segment of capital goods (19.2% mom), a trend which confirms the persistence of difficult climate for capital investment in the real economy in first half of the year. In 5 months, industrial production increased by 6.1% year/year.

On the other hand, domestic demand continues to contribute negatively to the GDP at the national level. Such an example is the fact that retail contracted by 3% mom (4.4% year/year) in May, amid declining sales of non-food and fuel by 6% mom, 6.6% mom respectively . In the first 5 months of retail the sales fell by 0.5% year/year.

However, the construction sector (intensive in capital and labor) fell by 7.2% year/year in January - May. Finally, government consumption decreased by about 2% year/year in the first 5 months of the expression of budgetary consolidation.

Unemployment has reached in May the maximum level from the end of 2011. The evolution of the economy at a rate below potential (in the context of investment contraction) increased the number of unemployed persons by 8000-720000 in May (7.5% unemployment rate - the maximum rate at end of 2011). Young people (under 25 years) are most affected by the scourge of unemployment, with a rate of 23% in March, according to Eurostat. The current level of unemployment is determined by the structural component: it is necessary to reduce investment in the economy and to implement structural reforms.

According to statistics, the domestic economy will gradually improve in the coming quarters, to convergence potential rhythm (2014). It is estimated that GDP would increase by 1.4% year/year in 2013, 2% year/year in 2014 and 1.8% year/year in 2015. This scenario is based on stabilizing and accelerating foreign demand since 2013 in the context of: stabilizing the Eurozone economy, foreign developments in recent quarters (real effective exchange rate of RON) increase in exports to non-EU countries. Under the central scenario, exports would increase by 1.6% year/year in 2013, 6.2% year/year in 2014 and 6.9% year/year in 2015, developments conditioned on improving global macro-financial environment / European. Imports may register growth rates of 1.8% year/year in 2013, 5.7% year/year in 2014 and 6.7% year/year in 2015.

The outlook for external demand expressed favorable conditions for the evolution of investment. Gross fixed capital formation would increase by 4.1% year/year in 2013 and accelerate to 6.6% year/year in 2014 and 6.7% year/year in 2015. This scenario is based on the following

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assumptions: the stabilization of the euro area economy, improving perceptions of investment risk in the banking sector and stabilize climate.

On the other hand, inflationary pressures and labor market conditions will allow an acceleration of private consumption (the main component of GDP would increase by 1.1% year/year in 2013, 1.2% year/year in 2014 and 1.3% year/year in 2015).

At the same time, the process of fiscal consolidation will continue in 2013, for the purposes agreed with international financial institutions. In the central In the central scenario, government consumption could decrease by 1% year/year in 2013, after growth in 2012 driven by electoral circumstances. Government consumption could increase by 0.4% year/year in 2014 and 2015.

Number of unemployed registered at the end of June 2013 was 438,100 persons, 55,700 persons lower than the end of 2012, and the unemployment rate fell to 4.96% from 5.59% to end of 2012.

Regarding the labor market, is expected to gradually improve the climate in the coming quarters. However, the current level of unemployment is structural in nature, in other words, are needed structural reforms and economic recovery investments to improve the labour conditions. Under the central scenario, the unemployment rate could fall to 6.5% in 2013 and stabilize at 6.6% in 2014 and 2015.

In the first 5 months of 2013, the average gross salary was 5.8% over the corresponding period in 2012, namely RON 2,206 RON. In the competition sector, the average gross earnings increased by 3.0%, while in the public sector (public administration, education, health) was an increase of 17.3%. Net average earnings increased by 5.6% the increase above the average inflationfor the period (5.5%).

Trends evolving economic activity

According to statistics it is expected for the second half of 2013 an increasing trend in the trade sector, moderate growth in construction and relative stability in manufacturing and services, compared with the previous three months, as indicated by the short term.

Manufacturing activity Trend of relative stability of the activity. In this is planned for next three months, relative stability of production volume (short term +2%).

In terms of production estimation for some of the activities will be increasing trends including: tobacco products (short term balance +29%) and manufacture of other non-metallic mineral products (short term balance +23%), and the manufacture of coke oven products and products from refined petroleum trend to growth (short term balance +48%). For prices of industrial products, relative stability is expected in the next three months (short term +5%).

Regarding the number of employees is estimated relative stability, short term balance being 5% on total manufacturing.

Construction Tend an moderate increase of the activity

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According to estimates from July 2013, construction activity will occur for the next three months, a moderate increase in production volume (short term balance +9%) and the stock of contracts and orders (short term +7%). Managers estimate the relative stability of the number of employees (short term -5%).

Regarding the prices of works construction is expected moderate growth (short term balance +9%).

Retail Growing trend of the activity

The retail sector is estimated for the next three months a trend of increase in economic activity (short term balance +20%) and the total volume of sales (short term balance +30%). The volume of orders to the suppliers of goods by commercial establishments to register increasing (short term balance +20%). Also, it is estimated that retail prices will moderate growth for the next period (short term balance +13%). Employers forecast for the next three months, the relative stability of the number of employees (short term +2%).

Services Trend of relative stability of the activity

According to estimates from July 2013, the demand for services (turnover) will meet relative stability (short term +4%). As regarding the number of employees is expected to decline moderately in the service sector. Selling prices or billing provisions will trend of relative stability (short term +3%).

I.3. GENERAL CLASSIFICATION OF BUSINESS IN ROMANIA

The role of SMEs in development

For developing countries, integration into the global economy through economic liberalization, deregulation, and democratization is seen as the best way to overcome poverty and inequality. Crucial to this process is the development of a vibrant private sector, in which SMEs play a central part. SMEs make up over 90 per cent of businesses worldwide and account for between 50 and 60 per cent of employment. However, their importance in the development process goes beyond their strength in number. There is a rich body of research on the development contribution of small enterprises. While not entirely without some controversial areas, there would appear to be widespread consensus on the following points:

- SMEs (partly because of the industrial sub-sectors and product groups covered by them) tend to employ more labour-intensive production processes than large enterprises. Accordingly, they contribute significantly to the provision of productive employment opportunities, the generation of income and ultimately, the reduction of poverty. It is through the promotion of small enterprises that individual countries and the international community at large can make progress towards reaching the global target of halving poverty levels by the year 2015.

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- There is ample empirical evidence that countries with a high share of small industrial enterprises have succeeded in making the income distribution (both regionally and functionally) more equitable. This in turn is a key contribution to ensuring long-term social stability by reducing ex-post redistributional pressure and by reducing economic disparities between urban and rural areas.
- SMEs are key to the transition of agriculture-led to industrial economies as they provide simple opportunities for processing activities which can generate sustainable livelihoods. In this context, the predominant role of women is of particular importance.
- SMEs are a seedbed for entrepreneurship development, innovation and risk taking behaviour and provide the foundation for long-term growth dynamics and the transition towards larger enterprises.
- SMEs support the building up of systemic productive capacities. They help to absorb productive resources at all levels of the economy and contribute to the creation of resilient economic systems in which small and large firms are interlinked.
- Such linkages are of increasing importance also for the attraction of foreign investment. Investing transnational corporations seek reliable domestic suppliers for their supply chains. There is thus a premium on the existence of domestic supporting industries in the competition for foreign investors.
- SMEs, as amply demonstrated in information and communication technologies, are a significant source of innovation, often producing goods in niche markets in a highly flexible and customized manner.

According to Law no. 346/2004 on stimulating the creation and development of small and medium enterprises they are classified as follows:

1. **Micro enterprises -** have up to 9 employees and an annual turnover or total assets net of up to 2 million euros, Ron equivalent;
2. **Small enterprises -** have between 10 and 49 employees and an annual turnover or total assets net of up to 10 million euros, Ron equivalent;
3. **Medium enterprises -** have between 50 and 249 employees and an annual net turnover of 50 million euros, Ron equivalent, or total assets not exceeding the equivalent in RON of EUR 43 million;
4. **Large enterprises -** have more than 250 employees, turnover of more than 50 million EUR and total assets of more than 43 million EUR.

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Statistical statement on the total number of active legally traders at 31.12.2012 compared to the same period last year:

- It was recorded 1,007,087 of active legally merchants in the said period compared to 951 803 of active legally merchants registered in the same period of 2011, thus observing a positive trend with a of 5.81%.

Of these:

- **Individuals authorized** 311 595 compared to 298 385 in 2011
- **Legal entities** 695 492 compared to 653 418 in 2011

- counties that were recorded the most active legally traders in the said period compared to the same period of 2011 are:

Countie	Total number of active traders 01.01.2012-31.12.2012	Total number of active traders 01.01.2011 - 31.12.2011	Dynamics
Mehedinti	11.420	9.106	25,41%
Gorj	12.682	11.217	13,06%
Alba	20.375	18.309	11,28%
Giurgiu	8.525	7.683	10,96%
Cluj	48.629	43.851	10,90%

Table 1. Counties active traders situation in terms of the dynamics

- counties that were recorded the least active legally traders in the period mentioned above, compared to the same period of 2011, are:

Countıe	Total number of active traders 01.01.2012-31.12.2012	Total number of active traders 01.01.2011 - 31.12.2011	Dynamics
Harghita	16.522	16.862	-2,02%
Suceava	20.568	20.066	-0,47%
Neamt	17.288	16.994	1,73%
Iasi	33.893	33.322	1,71%
Teleorman	12.383	12.203	1,48%

Table 2. Counties active traders situation in terms of the dynamics

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- in Bucharest, the percentage of active legally traders in the period 01.01.2012 - 31.12.2012 is up by 6.98%, a value of 194 134 compared to 181 475 in 2011.

According to this classification 87% of all enterprises in Romania are micro, 10.5% are small, 2% are medium and 0.5% large enterprises.

Of all existing national businesses, the highest concentration is in the Municipality of Bucharest, this being due to mainly economic potential found in this region.

I.4. BUSINESS EXPORT MARKETS

According to the latest statistics provided by Statistics Institute export situation in 2011 is as follows:

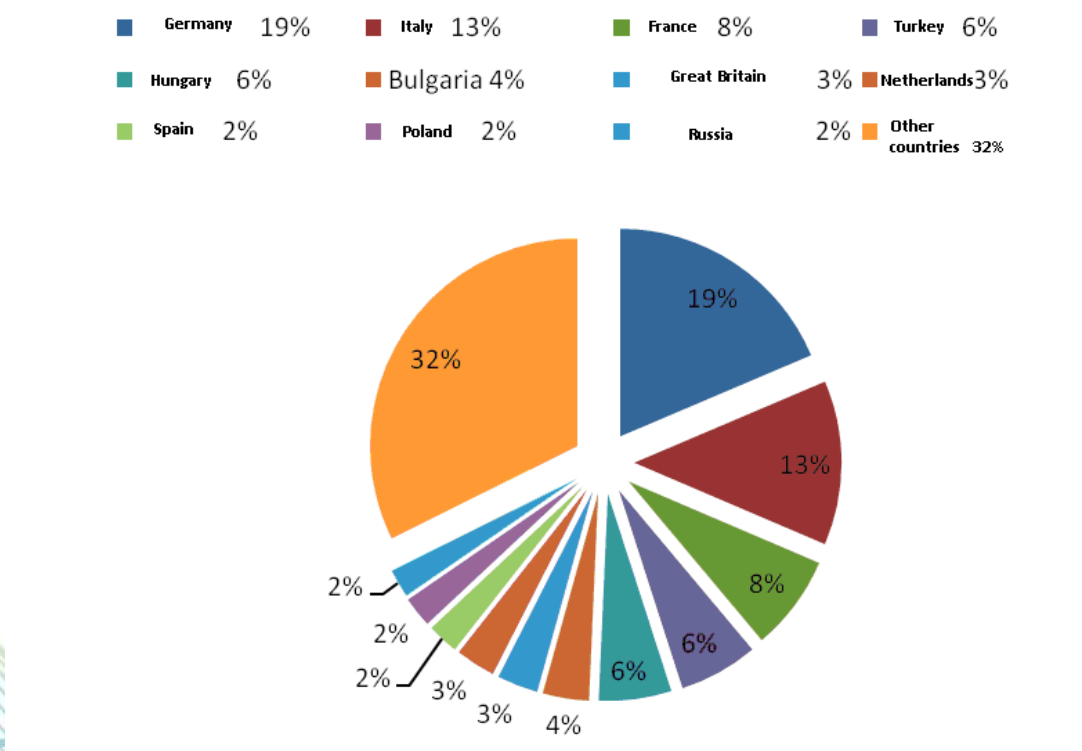

Fig. 1. Exports situation in 2011

Statistics are made according to the value of exports, expressed in thousands Euro. In 2011 the total value of exports was 45.274.473 thousand euros, the first being Germany with exports

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amounting to 8.424.079 thousand Euro, followed by Italy with a value of 5,800,093 thousand euros and France with an amount of 3.379.502 thousand euros.

The lowest values of exports to Romania are recorded in collaboration with the following countries: Central African Republic, I. Turks / Caicos, Cayman Islands, St. Lucia, the Netherlands Antilles, American Samoa, Guam, the value of these exports exceeding 1,000 euros in 2011.

In 2011 the exported product categories were: machinery and transport equipment (40%), other manufactured products (35%), food, beverages and tobacco (7%), chemicals and related products (7%), materials and raw materials (6%), mineral fuels, lubricants, etc. This structure is as follows:

The structure of exports by product group

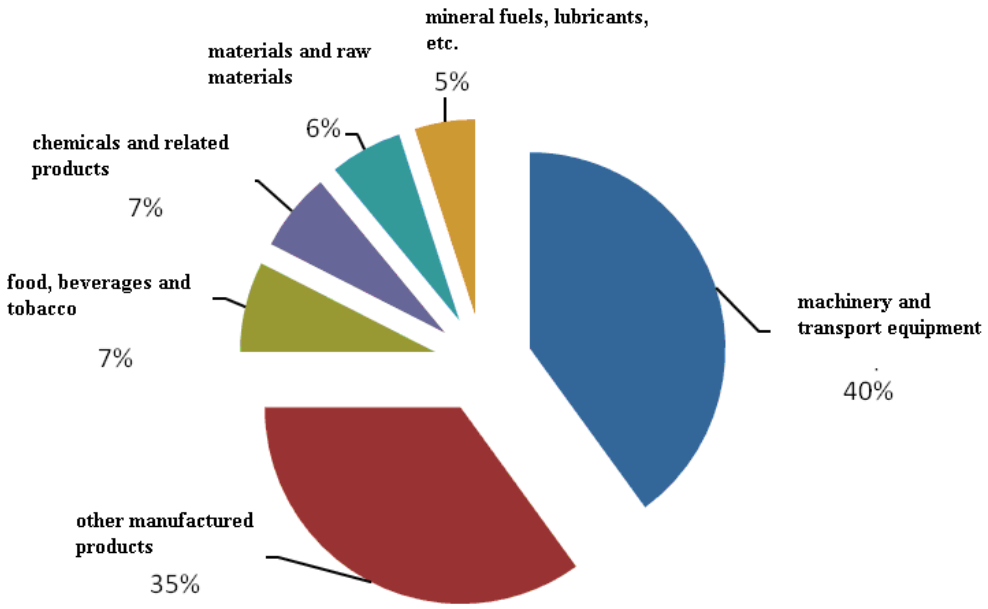

Fig. 2. Statement of exports by product in 2011

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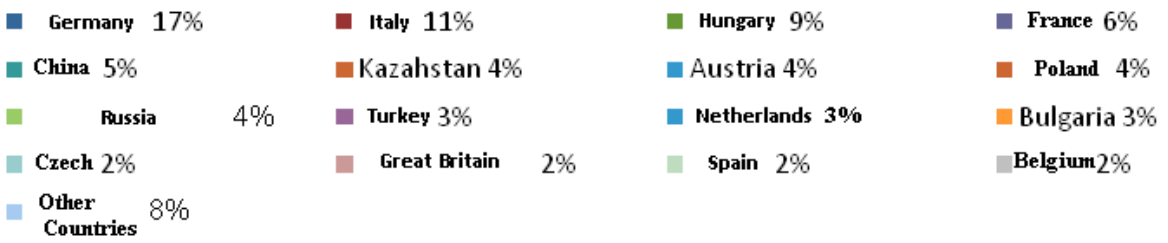
I.5. GLOBAL PROVIDER SITUATION

According to the latest statistics from the Institute of Statistics, in 2011, the situation of global suppliers is as follows:



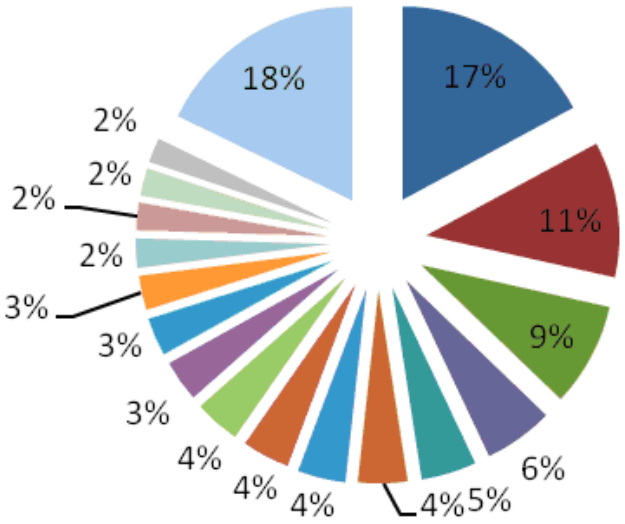


Fig. 3: Statement of global suppliers in 2011

The total value of imports in 2011 is 54.947.966 thousand euros. As can be seen, is the global leading provider of Germany, value of imports being 9.405.150 thousand Euro, followed by Italy, with a value of Euro 6.250.801 thousand and Hungarian with a value of 4.782.762 thousand Euro. On the last places are found Senegal, Namibia, St. Kitts-Nevis, Jamaica, Afghanistan, New Caledonia, Ins. Marshall, with a value of 1000 Euro, in 2011.

The main imports consist, on the one hand, from machinery and transport equipment (33%) and on the other hand of other manufactured goods (29%) or chemicals, related products, fuel, food, etc.

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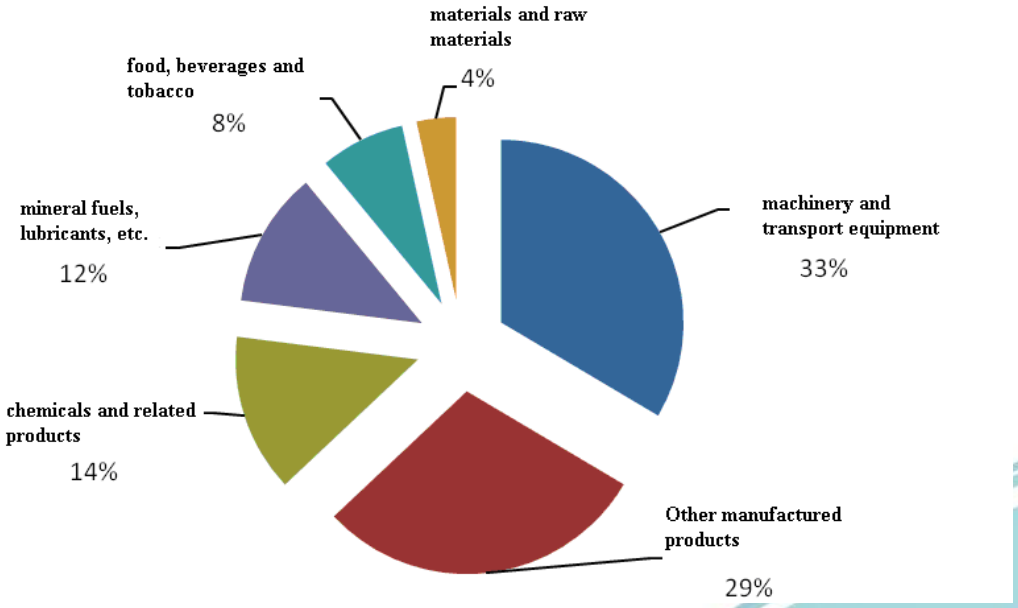
The structure of imports per category of products in 2011



Structure of imports by product category in 2011

I.6. PRIORITIES SET IN ORDER TO IMPROVE THE ECONOMICAL AND SOCIAL SITUATION

Improving basic transport infrastructure and accessibility is a top priority. Nearly EUR 5.3 billion (equivalent to 28% of total allocation) will be spent on reducing the country's high infrastructure deficit. Construction of some 1 400 km of new roads will be financed from the funds to enhance the territorial cohesion between Romania and the EU Member States, by significantly reducing travel times with improved safety and quality of service to principal destinations, domestically as well as Europe-wide, for both passengers and freight, along the TEN-T priority axes 7 (motorway axis Igoumenitsa/Patras–Athens–Sofia–Budapest), 18 (inland waterway axis Rhine/Meuse–Main–Danube) and 22 (railway axis Athens–Sofia–Budapest–Vienna–Prague–Nuremberg/Dresden).

Cohesion Policy will contribute EUR 2.6 billion to research and innovation to ensure longterm sustainable economic competitiveness. Nearly EUR 570 million will be invested in business support, with the majority share of these resources focused on supporting small and medium-sized enterprises (SMEs). Some 5 000 SMEs are expected to receive support from the fund. Romania also plans to use new innovative financial tools, such as the JEREMIE (Joint European Resources for Micro to Medium Enterprises) financial engineering instrument, which combines grants and loans.

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Almost EUR 445 million of funds will be invested in developing modern broadband networks and e-services for business and citizens.

A total of EUR 940 million will be invested in employment measures. The European Social Fund (ESF) will support 15 000 management trainees and skills development for 280 000 trainees. Some EUR 1.2 billion will be invested in education and training measures to support the development of a knowledge-based society. Funding will be provided for 15 000 doctoral students and for upgrading the skills of 75 000 teaching staff. The social inclusion of disadvantaged groups will be supported by some EUR 1.2 billion. The number of participants in training/retraining programmes for vulnerable groups is expected to be around 150 000 (of which 65 000 will be Roma), while some 10 000 professionals are expected to attend training programmes on social inclusion. The total allocation for investments directly contributing to improving the environment (including water treatment) is EUR 8.6 billion (almost 45% of total allocations, and representing the highest proportion in relative terms of any Member State). Some EUR 2.8 billion (14.6% of the total Community contribution) will be invested in areas directly contributing to climate change mitigation, with projects on energy efficiency and renewable energy set to benefit from EUR 604 million.

The JASPERS (Joint Assistance in Supporting Projects in European Regions) initiative will assist Romanian authorities in the preparation of major project applications for support from the funds. One office has been set up in Bucharest.

I.7. NATIONAL CONTEXT REGARDING THE CORPORATE SOCIAL RESPONSIBILITY

Organizations around the world are becoming increasingly concerned about the need for, and benefits of a responsible approach to society.

The performance of any organization, regardless of its form (private or public, economic or non-profit) is closely related to the degree of development of the community (ies) in which they function and of the society in general. Also, the impact of organizations on the environment has become a very important aspect reflecting the general concern for ecosystems preservation and pollution prevention. Other growing concerns are important policy issues such as social equity and good organizational governance.

The concept of social responsibility has become known since 1970, although various related concepts were integrated into the scope of organizations and governments since the nineteenth century. In the past, social responsibility was mainly focused on the business sector. Therefore, the term corporate social responsibility (CSR) is better known than the social responsibility (SR).

Performance and approaches in the field of corporate social responsibility and social responsibility of other types of organizations can influence key aspects like: reputation, ability to attract and retain staff, members, customers or users, the competitive advantage of the company /

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organization, the perceptions of investors, shareholders, sponsors or donors, the relations with companies, public institutions, the media, suppliers, contractors, customers and the community.

Profitable companies make important contributions to communities where they operate and even to the whole society. They facilitate the creation of new jobs, pay taxes to the state and the community, contributing to the development of other companies, leading to the overall well-being. Companies can strengthen their competitiveness and position by maintaining a responsible relationship with employees, customers, owners and other stakeholders. In this context, social responsibility involves active communication between public authorities, companies and civil society to ensure the premises overcoming economic difficulties, present or future ones.

The main concern of companies is to generate profit. But companies do not act soley in a market. They also act in a particular culture, in a community and within a political system. Social needs can be met in both ways: by companies' involvement in delivering public services as well as by relevant authorities. The debate on corporate social responsibility (CSR) aims, therefore, the role that these companies play in a broader social context. Companies have a significant impact on social development in areas where they operate. Therefore, they have a responsibility that extends beyond a simple algorithm on profit. CSR is a concept that clarifies the social responsibilities of companies and how they can be met. There may be, for example, companies that are financially profitable, but whose activity is harmful to employees, the community or the environment. In this context, the public administration responsibility is, on one hand, to demonstrate openness to social dialogue with social entrepreneurs and social partners, on the other hand, create the necessary legal framework to promote a socially responsible approach and the prevention of organizations activities' negative effects on communities and society in general.

Economic activities increasingly require a more ethical foundation that positions man, environment and social considerations, which are in a constant development, in the center of business activities. In recent years, there have been a number of cases which showed the importance of CSR / SR, and, in the same time, the negative impacts on individuals, society and the environment, generated when organizations do not conduct their business in a socially responsible manner.

Integrating the concept of social responsibility (SR) in the process of decision making by companies and other organizations have immediate positive effects on direct beneficiaries, the communities and society in general. Creating a legal framework to promote the application of the concept of social responsibility at the national level is a key factor for promoting economic development, sustainable development of communities and society.

Responsibility to the community and society can be an important differentiator between companies, as consumers and other relevant stakeholders are becoming more receptive to the ways in which companies contribute or not to the sustainable development of society: increasingly more consumers consider that a company should be involved in solving social problems of the

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community in which it operates, while some consumers are beginning to take into account ecological issues when buying a product.

Social responsibility is defined by the European Commission as "*a concept through which companies integrate social and environmental concerns in their business operations and in their interaction with stakeholders on a voluntary basis.*"

Starting from this definition we can say that Corporate Social Responsibility is a whole business culture including business ethics, consumer rights, economic and social equity, technology which do not affect the environment, fair treatment of workers, transparent relations with public authorities , moral integrity and community investment.

By implementing the principles of corporate social responsibility is assessed the impact that business has on society wanting to maximize the positive and minimize the negative.

Corporate Social Responsibility is defined as:

- ✓ Organization's commitment to the economic development of the community through active involvement of employees, their families, the local community and society at large-scale;
- ✓ Making community activities with a high impact on society.
- ✓ A concept that the organization decide voluntarily to contribute to improving the community in which it operates;
- ✓ Transparent business practices and responsible towards society;
- ✓ The relationship that a company develops a wide range of stakeholders (actors). In this category are included as customers, employees, community members and investors;
- ✓ CSR is an investment made by companies for the benefit of the community / society;
- ✓ A contract between society and the business sector.

Over time, we have identified a number of factors that have encouraged the development of this concept, as follows:

- ✓ Information technology revolution;
- ✓ The process of globalization;
- ✓ Strengthening consumer rights;
- ✓ Increase public distrust towards the institutions of the global market;

The emergence in Romania of the concept of social responsibility and related practices was driven by economic development and the emergence of the Romanian market multinationals who exercised a certain extent a kind of pressure to identify appropriate ways to enhance corporate image and reputation. On the other hand, decreased investment from abroad and reducing financial resources from international organizations led to a different kind of pressure, in reverse, from the non-profit organizations have begun to diversify their strategies to attract funding from domestic sources : public sector, business sector and citizens.

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Thus, in Romania, the concept of corporate social responsibility emerged in the 1990s, with the advent of several NGOs, especially the ones with humanitarian, founded with the support of international institutions, public or private.

This phenomenon has been followed by major reforms in the 2000s as part of the preparation for joining the European Union, reforms have affected small and large companies involved in activities CSR / SR and which consisted mostly in restructuring / replacement technologies production with some more "friendly" to the environment and social measures that focused on employees or the company. Due to extensive legislation in these areas, there is constant competition in terms of technology to be used to protect workers and the environment and to promote sustainable development.

A multitude of different actors is engaged in the field of CSR/SR in Romania. This is due to the fact that it covers a diverse area of activities leading to a shared responsibility of the government, the private sector and society.

In Romania the concept of corporate social responsibility originates in the 1990s when many NGOs (particularly with humanitarian business objectives) were founded with the assistance of international public or private institutions. This was followed during the 2000s, as preparation for EU integration, by major reforms which influenced the involvement of large and small companies in CSR/SR activities in terms of restructuring their technologies for environmentally friendly production or the adoption of social measures for employees or the society. Due to increasing extensive legislation in this area, there is constant competition concerning technologies used that must ensure the protection of the environment and of employees and promote sustainable development. The private sector's implementation of responsible practices began to be stronger after EU integration and was mainly led by the engagement of multinational companies who transferred their organizational culture and practices from headquarters at a local level and, later on, also fueled by the opportunity to access EU funds. In addition to best practice and knowledge transfer in the country, another type of responsible company (and also "responsible industries" at a national level) emerged subsequent to EU integration – the company whose core business objective itself is "responsible". These types of companies are making a business case of activities that benefit the environment and/or the communities and their "responsibility" results indirectly from the products and services they provide. Most relevant examples in Romania refer to the renewable energy and waste management industries, rural or eco-tourism and the commercialization of ecological or organic products.

Responsible corporate behavior was first evaluated in Romania based on commercial and corporate image and reputation considerations, rather than a stakeholders' interest and sustainability approach. Recent years have seen an increase in the implementation of the latter approach and responsible practices are increasingly being associated with long term company success, directly connected to community development, environmental performance and supply

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chain relations and practices. As in any other country, there are different levels of awareness and practical implementation of CSR/SR into business reality.

In Romania, the field of CSR/SR is still at its early stages of development. While MNEs and large Romanian organizations have gradually developed a culture of responsible conduct, in many cases CSR/SR is still associated with philanthropy and focused on donations, sponsorships and public relations. The CSR/SR instruments most frequently considered are: corporate codes of conduct, social investments, audit and social and ecological reporting. Only few companies adopted a strategic approach, integrating CSR/SR into core business practices, informing company decisions and activities. The concept itself seems not too well known by SMEs, although the respective practices appear to be well implemented and numerous.

Making CSR/SR part of the way business is done makes it resilient to market changes and economic difficulties and ensures constant responsible business behavior. As long as CSR/SR is adjacent to business, a separate function or activity (i.e. philanthropy) it is subject to external and internal constraints and pressures.

„Following the economic crisis, many actors in the field of CSR have disappeared. Multinationals are what is visible at the moment. […] In 2008, community involvement was becoming a 'bon ton' activity – many of the companies reaching a particular stage in their development were doing it. Once the economic crisis hit, they disappeared from the stage. Secondly, the companies that remained active in the 'responsibility game' reduced their community investment budgets with over 60-70%. Yet another visible trend for those that continued to engage in responsible practices and programs was a greater synergy with core business objective." (D. Dehelean, ResponsabilitateSociala.ro)

Areas most frequently covered by CSR/SR initiatives are children welfare, education, art, religion, environment and sport. CSR/SR initiatives do not stop only at community investment, but address supply chain responsibility, customer services and satisfaction, employee welfare as well. Depending on the communities, some of the causes, such as children welfare and education, at-risk social group services and religion are much more frequently reported to other community initiatives. An exploratory research conducted in 2006 on 205 Romanian companies, large organizations and SMEs, revealed that external pressure (NGOs, media, government), increased reputation and popularity of the topic are the main motivations to implement CSR/SR into the organization.

„In Romania, until 2008, a strong motivator 'to do CSR' was the possibility to earn customer trust. Many of the companies focused on brand and consumption. Consequently, CSR was seen as an added value meant to increase brand value. After this, when things dramatically deteriorated with regards to consumption, a 'price war' began. […] The exceptions to this were the banking and energy industries, because during 2009 these were under strong public pressure. Current [multinationals] are influenced by headquarter pressure on Romanian branches and by changes taking place at European level. (Interviewee)"

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Central, local and regional public authorities are often insufficiently involved in promoting the concept of CSR/SR for the benefit of communities and in creating a supportive framework and favorable conditions to encourage organizations to engage in responsible practices. Public authorities' efforts in CSR/SR campaigns are still not strong. Despite this, in the context of globalization, Romanian organizations are still recommended and need to adopt a responsible conduct to be able to compete in the market. A "National Strategy for the Promotion of CSR" was launched in 2011, highlighting priorities, objectives and main directions for implementation.

GOVERNMENT

The Government is responsible for creating an environment that encourages the application of the concept of CSR/SR, as the Government is a significant factor influencing economic development and the sustainable development of communities and society. Since joining the EU, Romania began the process of harmonization of law and regulations, which is still ongoing. Significant improvements in legislation were made with regards to environment, health and safety of employees, skills development, social inclusion and anticorruption.

Legislative environment. Among others, the following are related to the field of CSR/SR:

- In Romania, environmental legislation is more extensive since negotiations for EU integration have started. Main legislation refers to climate change, pollution control, air quality, noise prevention, waste management, soil, dangerous substances, nature protection (biodiversity and genetically modified organisms), water management, forests. (See References section for further information.) Incentives are given to stimulate environmental protection to companies investing in renewable energy sources to support the creation of "green jobs" or to people who set up alternative energy sources (i.e. solar panels, heat pumps) for their homes to replace traditional energy sources (Green House Program);
- Extensive legislation has also been increasingly implemented following EU integration to ensure the health and safety of employees in the workplace, as well as their professional development, reduce discrimination and promote equal opportunities. The Romanian Labor Code is the most relevant document regulating the relationship employer - employee.
- Access to employment and social inclusion of people with disabilities:

Law 57 of 1992, updated, stating that any employer with over 50 employees must ensure that specific percentage comprises people with disabilities. Tax deductions and financial benefits are granted for employing people with disabilities and adapting the working environment to their needs.

- On volunteering:

Law on volunteering no 195 of 2001, updated, regulates the promotion and facilitation of engagement of citizens in volunteering activities organized by public or private entities;

Government decision 1317 of 27 October 2005 supporting volunteering activities in the field of home care for the elderly;

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Oder 439 of 21 May 2002 on approval of environmental volunteering activities.

- On civil protection:

Law 481 of 8 November 2004;

Decision no 1579 of 8 December 2005 referring to voluntary personnel for voluntary emergency services;

Order 160 of 23 February 2007 regulating the planning, organizations, implementation of activities to prevent emergency situations by voluntary and private emergency services;

Decision 160 of 14 February 2007 on conditions and usage of uniforms, equipment and specific signaling of emergency personnel for emergency services, private or voluntary;

Order 718 of June 2005 on organization chart and facilities of emergency voluntary services.

- On transparency and anticorruption:

Law no 544 of 2001 on free access to public information refers to the ways in which citizens can demand from public institutions and authorities information of public interest;

Law no 52 of 2003 on transparency of decision making in public administrations gives citizens the possibility to make suggestions and actively participate in decisions.

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

Financial incentives. In Romania, both companies and citizens benefit from tax deductions for sponsorships made in specific conditions. According to Law 32 of 19 May 1994, updated (Law on Sponsorships), companies can redirect up 0.3% from turnover of their annual taxes for sponsorships and community investments, but not more than 20% from the profit tax. Physical persons can also redirect 2% of their annual taxes towards social causes, in accordance with Government Order 26/2000 concerning associations and foundations, as detailed in the Fiscal Code 84(2), modified by Government Order 138/2004.

Awareness raising. It wasn't until recently (2011), with the issuance of the National CSR Strategy, that the government recognized the importance of raising awareness and supporting the development of the CSR/SR field in Romania, by identifying gaps and setting objectives aligned with EU strategy. Nevertheless, since EU accession and with EU funding support, awareness raising initiatives, research studies, seminars, conferences and websites have been initiated and developed by government institutions and authorities in one or more of the specific topics addressed under the CSR/SR umbrella. Examples comprise initiatives to prevent or reduce pollution, promote equal opportunities for men and women and non-discrimination in the work place, promote road safety, promote the social inclusion of people with disabilities, reduce bribes and corruption in public institutions and authorities.

Initiatives in areas of concern and related to CSR/SR are still few by numbers and government institutions and authorities tend to be more of a secondary partner in projects and campaigns, rather than the main initiator.

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Specific initiatives to promote responsible business and the integration of CSR/SR practices in business strategy and operations are still needed. Among these, we identified:
- a need to reinforce business transparency;
- a need to encourage responsible investments;
- a need for public infrastructure for the implementation of the CSR National Strategy and for cooperative approaches across ministries;
- a need to reinforce organizations to publish/ report on their social performance and involvement (i.e. employees, communities), similar to environmental reporting enforcement;
- a need to develop a best practice national data base;
- a need for public grants for CSR/SR activities and projects, especially for SMEs.

Employers and employees representatives

The role of employers and employees representatives in advancing the implementation of responsible business practices is an important one. By their very nature, these types of organizations are in the forefront of engaging companies, enterprises, unions and other actors through both aggregate approaches (such as the Romanian Chamber of Commerce) and individually tailored approaches for specific industries (such as the Romanian Federation of Cement Unions).
The Romanian Chamber of Commerce is one key actor implementing such initiatives, promoting the overall concept of CSR/SR and activity related initiatives, both at a national level, as well as at local levels, through its regional offices.

Unlike the Chambers of Commerce, whose interest and involvement in CSR/SR and related topics has increased significantly in recent years, professional associations are less aware of their role and potential impact on promoting responsible business practices and developing an overall responsible business environment. Though scarce data is available, a couple of projects currently being implemented have been identified.

The project Active and involved partner is currently being implemented by the General Union of Romanian Manufacturers (UGIR) with its partners, with the purpose of training 800 people in the lobby and advocacy field to represent legitimate interest groups at national level and to succeed in transforming social dialogue into an efficient practice. UGIR is also partner in the project Investors in People, a transnational partnership to increase the interest of employers in developing human resources and their social responsibility through trainings, consultancy and sharing European best practices of 8 regional centers.

The project CementNet – Promoting the social responsibility of enterprises in the cement industry is currently being implemented by the Romanian Federation of Cement Unions with the purpose of training social partners and civil society organizations to promote and implement CSR activities, stimulate social dialogue on the concept and benefits of CSR in the cement industry, promote best practice knowledge transfer of CSR in the cement industry and encourage the sustainable development of “cement communities” by engaging local stakeholders.

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Specific CSR/SR bodies and organizations

There are several initiatives of networks, forums, blogs and websites on CSR/SR and sustainable development in Romania, many of which developed in recent years. Their role in raising awareness, providing tools, promoting and maintaining dialogue in the field, as well as communicating good and bad practices, is very important as they are at the meeting point between civil society, public and private organizations. At the moment, the online environment is the most important source of information in the field. A selection of initiatives is presented below.

ResponsabilitateSociala.ro is the first online network in Romania that supports companies and CSR/SR professionals in defining and developing CSR/SR, promotes CSR/SR and Good Practices at all levels of society and provides companies with useful information and relevant tools. It was set up in 2006 and comprises 40 companies today and 125 Romanian case studies, resources, analyses based on international researches and reports, articles by national and international CSR/SR experts, and interviews.

CSR Romania has developed a similar specific web site on CSR/SR and delivers daily news and information to the public with the purpose of popularizing the concept of "ethical management" and CSR/SR more specifically, in order to increase the competitiveness of companies and enterprises. This is realized by promoting the CSR/SR concept, as well as responsible business practices (e.g. via analyses and research, articles, interviews, conferences, seminars or newsletters etc.). CSR Romania has recently become an affiliate of CSR Europe (November 2011).

Specific websites, blogs and forums have been developed in the last couple of years as part of more complex projects. One such example is Responsabilitate-Sociala.org14, a website developed as part of the project "The Social Responsibility of Companies aimed at developing the environment and local communities", implemented during 2009 – 2010. The website provides news and a section with few resources. Another example is ActionamResponsabil.ro, a network developed as part of the project "Acting responsibly! – CSR Social Network" implemented during 2010 – 2013 with the aim of developing a national network of promoters to advance knowledge and experience in the field of CSR/SR. It provides news, resources, events, statistics and campaigns. Eight regional information and assistance centers have been set up to support interested companies and organizations and several workshops have been organized for all development regions.

StiriONG is the most important database and information platform concerning the civil society. It was developed by the Foundation for the Development of the Civil Society as part of the project "Civil Society Catalogue 2008" with the purpose of facilitating social partnerships between the civil society, the business sector, public institutions and citizens by providing information, news about projects and events, about public and private financing opportunities, and by organizing courses and trainings to build capacity. The portal hosts the most complete and up to date database of Romanian NGOs (associations, foundations, unions and other similar structures) and issues one of the most known newsletters in the field, since 1998.

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In recent years, other dedicated organizations have emerged, such as the Center for Corporate Citizenship Romania, a small non-governmental consultancy center providing national and international trainings and courses in CSR/SR and related topics aimed at business representatives, civil society, academia and government, with the purpose of raising awareness and building capacity.

In Romania there are specific events and awards dedicated to CSR/SR or one of its components. Among the most recent, the following events were identified: European CSR Lessons, a two days conference aimed to bring European best practices to Romania and support knowledge sharing; Sustainable Partnerships and Good Practices in Social Responsibility a series of 8 workshops on CSR/SR, social dialogue, partnerships, indicators and best practices aimed at all relevant actors of society; Biz Days a five days event comprising conferences, workshops, presentations and case studies that dedicated an entire day to CSR/SR; Green Biz Forum an event dedicated to raising awareness on green trends and CSR/SR, campaigns and networking.

Among the dedicated awards we can list: Awards for a Cleaner Environment rewarding CSR/SR projects of initiatives aimed at protecting the environment through waste management and recycling of wastes and electric equipments; Civil Society Gala promoting and rewarding the Romanian civil society sector; People for People Gala recognizing and rewarding community involvement projects; Public Participation Awards rewarding citizens, organizations and public authorities who implement change or adopt a public decision in the benefit of the community which they represent. Other types of events and awards have dedicated specific days/sections to CSR/SR and CSR/SR related topics. Such examples include: Romanian PR Award comprising the award categories “Social Responsibility and Stakeholder Engagement Dialogue” and “Non-governmental organizations. Civil Society”.

Education institutions

Another aspect which reveals the level of growth of the field of CSR/SR in Romania refers to the development of educational initiatives. These are not only conferences or seminars on the topic, but also study programs (graduate or postgraduate), research projects, continuous learning and professional courses on managing socially responsible businesses and projects. Education and research institutions are those most suitable to contribute to a better understanding of CSR/SR at a national level and to the development of knowledge and abilities of professionals, supplying the information and working tools, encouraging debates, disseminating results and ensuring increasing legitimacy and professionalization of the field.

The desk research revealed that, though increasing importance is paid in recent years to education, research and training on CSR/SR, education and research institutions have not fully exploited their role in the advancement and promotion of CSR/SR in Romania. The topics of CSR/SR or sustainable development do not form the objective of standalone study programs. Specific components of the topics (such as environment protection, quality management, business ethics of

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employment relations) are most often included in the curriculum of other higher education programs, such as management, communication or marketing studies, or can sometimes constitute programs themselves (environment protection studies). Even in the latter case, more attention is paid to the technical aspects of the topics than to business' impact on the environment or business' contribution to sustainable development through responsible business conduct. This finding confirms the findings of previous research.

The situation is characteristic for research initiatives as well- though many research studies addressing one of the components of CSR/SR have been conducted (i.e. environment research, employee relations research, equality and non-discrimination research), few CSR/SR have been conducted in recent years at a national level and those were under management, communications of marketing departments. Two types of research have been identified to date:

- Complex research programs which span few years and involve a series of (collective) activities and initiatives (among which debates, workshops etc. One such example is the study concerning the transformation of corporate social responsibility policies as levers for achieving sustainable development in Romania, conducted by the Faculty for Public Relations and Communication, National School for Political and Administrative Studies, during 2007 – 2010. The study makes use of secondary data (analysis of legislation and national environment, as well as field research among companies, decision makers and beneficiaries) with the purpose of producing a comprehensive analysis of CSR/SR in the context of public interest, company competitiveness and sustainable development.
- Specific individual researches conducted over a short period of time, usually few months.

Examples of such studies identified are:

Veronica Ioana Ilies (Lumperdean), "Public Relations and Corporate Social Responsibility: Theory and Social Action", PhD Research Study, Babes-Balyai University, Cluj-Napoca, Faculty of Sociology and Social Assistance, 2011;

Catalina Silvia (Crisan) Mitra, "Contribution of Social Entrepreneurship and Corporate Social Responsibility in solving social problems of community", PhD Research Study, Babes-Balyai University, Cluj-Napoca, Faculty of Economic Science and Business Management, 2011;

Irina-Eugenia Iamandi, "Corporate Social Responsibilty and multinational companies' performance. Romania", PhD research study, Academy of Economic Studies, 2008.

In 2011, the first academic research network in the field of CSR was launched – ROnet SRR (The Romanian Network for Social Responsibility Research), within the Faculty of Marketing, Academy of Economic Studies of Bucharest. The purpose of ROnet SRR is to facilitate collaboration towards developing support materials for a dedicated curriculum and to implement research projects, workshops and trainings, as well as to disseminate information and support the development of the field at both national and international levels.

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Responsible practices in Romanian SMEs

From a small local market shop to a multinational enterprise, every business entity has its stakeholders and its impacts on society, both positive and negative. But when CSR is discussed in policy circles, the media and wider civil society, the focus tends to be on the largest companies. Small- and medium-sized enterprises (SMEs) are often overlooked. Although they play an important role in the economy of a country, most tools, frameworks and justifications for responsible business activity tend to cater for large companies.

From a small local market shop to a multinational enterprise, every business entity has its stakeholders and its impacts on society, both positive and negative. But when CSR is discussed in policy circles, the media and wider civil society, the focus tends to be on the largest companies. Small- and medium-sized enterprises (SMEs) are often overlooked. Although they play an important role in the economy of a country, most tools, frameworks and justifications for responsible business activity tend to cater for large companies.

Though large organizations have been the drivers of CSR/SR in Romania, it doesn't mean that CSR/SR is not practiced by SMEs. A continuous focus on large organizations risks fueling the assumption that, while large multinationals and large Romanian companies have started to gradually develop a culture of social responsibility, the concept of CSR/SR is less familiar to SMEs and that their engagement in CSR/SR initiatives or processes is weak.

Our organization has experience collaborating with SMEs. They usually support causes with funding and being smaller than multinationals, the process is more direct, flexible and easier. Some even seem more open to the idea of getting involved. Their support usually consists of ad-hoc sponsorships for causes that they don't support by themselves, but which attract more than one donor. SMEs contribute even with in-kind donations, services or volunteers because often it seems easier. (Simona Serban, Cluj Community Foundation)

We've had collaborations with small local businesses that wanted to develop a relation in the field of ecology and environmental protection, from kindergartens to private schools developing educational programs, to a publishing house developing an ecology book, to small shops or producers (i.e. bicycles or bio products) aiming to support common causes and develop their brand. Collaborations with SMEs are very diverse. They each aim for something and we meet half way, building a win-win initiative, either short or long term. (Doru Mitrana, Mai Mult Verde Association)

At a local level we collaborated with SMEs, though they seem more difficult to engage because they don't have the same image policy and CSR strategy as a large organization with dedicated departments. With SMEs it's the director who is open to discuss or not. We've had good collaborations with Moldova Mall and Felicia Carrefour who supported and promoted our social campaigns to collect food and clothing for underprivileged children. Another example is our communication agency which provides pro bono expertise for our campaigns. There are diverse

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mechanisms for collaborating with SMEs and according to their interests and possibilities, we can work together. (Diana Paius, Bethany Foundation)

Recent studies at European level have started to pay close attention to SME's way of doing business and impact on society. The premise is that SMEs are a major economic force, upon which large numbers of people in developing countries depend for their livelihoods. SMEs are the biggest employers, and the joint impact of their operation is considerable.

Another unfounded assumption is that SMEs tend to organize themselves based primarily on economic imperatives rather than societal considerations, given their resource constraints. However, this seems very much influenced by two general perceptions: that SMEs are 'little big companies' and CSR/SR should be scaled down to 'fit' their size and that of CSR/SR representing only voluntary social or environmental programs, differentiated from company core business.

I do believe SMEs have the resources to be responsible, but at a much smaller scale. What is important though first of all is for them to understand the concept, the importance and to have the will to engage. CSR is after all knowing how to ensure a connection between what you want to do, what you need to do it and the people you address. It's about understanding how to do things. And one cannot copy when it comes to CSR. No matter what you do, it's a field in which you cannot copy what others are doing. Large and small companies need to understand the difference they make and identify their own "ways", according to their own strengths and capabilities, their own budgets and human resources. In our community, there are two big organizations, Transgaz and Romgaz, which constitute the economic engine of the city. But many smaller companies get involved in the community as well, to a different level, as they can. Examples I know of are Armax, Dafora and Conmag. They are open and, as much as they were able, they took part in various initiatives. (Elisabeta Ghidiu, Transgaz)

Many of the pioneering environmental practices that are now part of mainstream CSR/SR were pioneered by small enterprises or community groups and were driven by strong values and ethics. One of the most renowned examples is The Body Shop, begun in the UK as a small values-driven SME, which currently comprises over 2500 shops worldwide, including six in Romania32. Other examples of social and environmental innovation in Romania are demonstrated in the organic farming industry, recycling and recycled products or wind power.

There are two approaches to business. There is the classical approach in which the single most important thing is profit. Most companies are built on this philosophy and they are not doing badly. And there is a second approach which I personally felt is more suitable for my business. It's a 'green' approach to doing business. Of course we have to ensure a profit to support our activity, but profit alone is not the only thing that matters. The impact of business on the people we work with, the influence on clients and suppliers, the influence on society, the manner in which we get involved

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in the welfare of society, how to direct money towards social activities, how the community sees us – all these are things that matter. (A. Dobre, PointMax Solutions)

The focus on SMEs' SR is welcomed and overdue in Romania, as well as analyses of the different dynamics, issues, pressures and drivers facing SMEs, their potential to implement strong responsible businesses and the benefits that might follow.

CHALLENGES AND BENEFITS

Business links between SMEs and large organizations

Increasingly large companies are being held responsible not just for their own operations but also for the practices in other parts of their sphere of influence. Part of the reason for this is that large companies now outsource much of their production processes. In response, large organizations are seeking more and more to identify and mitigate negative social and environmental impacts in their supply chains, seeking efficient technologies and best practices from suppliers and contractors. Translated, this means that CSR/SR policies, principles and practices of large organizations both in Romania and abroad are beginning to have direct and indirect influences on Romanian SMEs, bringing both benefits and new requirements.

Large organizations engaging in responsible practices seem to increasingly source locally, where possible, in order to improve community relations, increase business activity and contribute to local development, leading to benefits for SMEs. Similarly, there is an increasing trend to pass on responsible principles and practices throughout the supply chain by incorporating relevant social and environmental criteria in procurement, outsourcing or contracting, leading to new demands and preconditions for doing business.

SR as a condition of business with large organizations: the challenge

Outsourcing products, processes or services translates in effect into a transfer of costs necessary for improvements and certification down the supply chain, while continuing to gain the reputational benefits for these improvements. Through outsourcing to local suppliers, large organizations are pushing the costs of compliance and monitoring down to their suppliers, most often SMEs already dealing with more constraints. In this sense, the term "voluntary" associated with engaging in SR and alignment to best practices can be misleading, as standard implementation seems to resemble more of a market entry requirement or an economic "must" than a competitive reward/premium.

This type of business link can exclude SMEs from markets as the challenges mentioned seem to relate mostly to affordability and applicability. The process of complying with standards can become a barrier itself as SMEs are less likely to have formal systems for monitoring, measuring and recording impact and might not have the capacity (financial and human resources) to deal with significant paper work. The costs of complying can be prohibitive themselves. Often the costs of implementing a standard are the same no matter the size of the organization. While large

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organizations can spread the costs throughout their operations and benefit from economy of scale, SMEs are faced with smaller operations and lower volumes.

Other difficulties in implementing responsible business in SMEs can relate to: getting employees engaged; allocating time to building closer relations with communities or NGOs, business partners or contractors; a lack of information and best practices concerning SMEs; measuring the intangible benefits.

When SR (i.e. certification) acts as an entry ticket to specific markets, such as for environmental management systems or labor practices, and is not affordable for SMEs, it can become a burden and infringe business, especially when SMEs are producing for a number of companies, each with their own social and environmental criteria and requirements. Given the importance of SMEs to employment and development, this poses a particular challenge in trying to improve the social and environmental performance of large organizations, while ensuring a supportive environment for SMEs' alignment, without cost increases to the point of infringement. This means engagement in CSR/SR supports SMEs development and does not undermine it, thus meeting its goal of improving the impact of business on society.

SR as a condition of business with large organizations: the benefit

When large organizations provide support and advice to SMEs to adhere to specific standards, ensuring that supply chain requirements do not unnecessarily discriminate against SMEs, the business link can prove to be beneficial.

Support for responsible SME growth can be an important part of the CSR/SR commitment of large organizations and improvements in social and environmental impact can go hand in hand with improvements in quality and management34. Investing in community development through support for business development, such as access to markets, training, knowledge or technology transfer, can prove to be one of the most significant strategies to contribute to meeting the UN Millennium Development Goals, ensuring sustainable livelihoods. These situations relate only to those SMEs directly or indirectly involved in markets in which such supply chain mechanisms have been introduced or are being introduced.

Market trends: increasing demand for standards

The increase in the prominence of CSR/SR at a global level has led to an increase in the use and implementation of standards and certifications predominantly among large organizations, driven by a need to institutionalize a new area of business performance. Even though SMEs are less visible to the public, less likely to attract the attention of NGOs and thus less interested in codes of best practice, they are still impacted by the increasing demand for standards, even those which do not have business links with large organizations. This is because more and more consumers increasingly seem to pay attention to specific alignments with international codes of conduct or

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sector certification systems (i.e. with reference to animal testing, Fair Trade and Organic certifications), regardless of organization size.

It appears that increasingly more as a condition of doing business than a voluntary activity, standards and certifications are sought from all sorts of enterprises, large or small. And if large organizations may benefit from scale economy, SMEs tend to work with tighter margins and may be less able to absorb increases in costs associated with better labor or environmental conditions or standards. For some SMEs SR can become a significant expense, even a barrier of entry that can undermine economic activity in some markets. Costs for Romanian SMEs can be further increased by the difficulty to access technology or environmentally friendly input materials, environmental infrastructure (such as waste treatment plants), information and training on social and environmental management, and even because of the geographical region of the operations. All these factors appear to be challenges for an SME that seeks to implement responsible business practices and could imply that SMEs are less likely or able to implement standards or certifications, unless sound economic judgment dictates. Especially when CSR/SR is becoming more of an industry standard and does not lead to competitive premiums, as should be the case of voluntary initiatives.

A recent UNRISD report showed that *"Firms in developing countries, which produce for developed country markets, have a somewhat ambivalent attitude toward codes of conduct. On the one hand, where their customers require them to meet certain labor or environmental standards, they need to comply in order to keep their markets. On the other hand, they are likely to perceive such measures as increasing their costs, either directly or indirectly."*

I would like to be able to introduce a monitoring and reporting mechanism in my company [SME], even certification, which I think will soon be a must, but this depends on our ability to organize ourselves and manage our activities differently, of allocating resources differently. I don't think we have the necessary resources to do this […] We have done many actions, discrete, but numerous, and in addition to a procedure and a project management team, a PR person would also be necessary to communicate what we do better. Projects can grow with the help of improved communication. New partners can join, new clients. […] But our biggest challenge at the moment is financial resources necessary to employ dedicated people, to allocate the necessary working space. And these people will further work with suppliers. This is a commitment we cannot take before being certain of having the necessary financial resources. (Interviewee)

As an SME we have our own responsibility – we recycle, we support initiatives. But being a small company, we don't have tools or a monitoring system, for example to measure our energy consumption of emissions. Large companies, multinationals, have to and they use a diverse range of tools to measure their investment in community, employee health and safety or environmental impact. […] For an SME it is also important to measure its impact according to internationally recognized indicators and according to the 'size' of the impact and field of activity. (Interviewee)

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The increase in the demand for standards and certifications in Romania, without benefiting from the necessary infrastructure and support for small producers, has led to some SMEs cutting corners: complying with standards on paper, but taking shortcuts in practice or falsely promoting their products as socially and environmentally responsible, without having the required certification, label or the minimum of information on the packaging.

I have seen 'false' CSR. It is hard, if not impossible, to be a company focused only on profit, for this to be noticed in every activity or decision (human resources policy, sales policy etc.) and at the same time to be one of the most visible actors in the field of responsible business, because of nicely marketed activities. We all see these cases and in all honesty I think of them as nice bandages over ugly scars. But I have also seen genuine cases, especially small family owned businesses which approach the topic of profit and business responsibility in a totally different manner. I think this happens because the people running these companies are more involved in the community in which they operate. I think that real responsible business is conducted in medium enterprises. (Interviewee)
On the other hand, when benefiting from infrastructure and support, the increase in the demand for standards and certifications can lead to market opportunities and business growth.

SMEs are often forced to prioritize short-term profitability over longer-term strategic measures, and they often have few managerial and financial resources to invest in long term measures, without external support. Many of the investments that SR requires might not be taken into consideration by an SME that is not confident it will still exist in the near future. As previously highlighted, SR requirements may even be counterproductive, where their implementation threatens SME-based livelihoods.

Focusing on long-term incentives to promote SME engagement in SR might be of little use without necessary attention to measures that create financial gains in the short-term too or that help to mitigate SMEs' vulnerability in the market. Linking social and environmental responsibility to financial success and placing responsible principles and ethics at the core of everyday business decisions can lead to SR being perceived less of an add-on that they don't have time and resources for, and more of 'the way we do things'.

Among the business benefits that can accrue UNIDO lists:

- operational cost savings through environmental efficiency measures (i.e. waste reduction, energy efficiency etc.);
- enhanced reputation through positive responses to stakeholder concerns (even when enterprises are not nationally or internationally recognized brands, they can benefit from improved relationships with local (potential) employees, suppliers, customers or local authorities);
- increased ability to recruit and retain staff;
- sharper anticipation and management of risk;
- and improved capacity to learn and innovate (i.e. find new ways to work, develop new skills).

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In addition, the following can be mentioned:
- new business opportunities and access to new markets (i.e. new contracts, exports, new consumers, for example through eco labels);
- greater degree of customer satisfaction through improvements in quality;
- ability to access specific types of funding;
- and increased public exposure.

However all these business benefits differ across enterprises and industries according to specific characteristics: enterprise size, location, products, industry, and/or service in question. For each firm the business case needs to be carefully developed and relevant for the specific characteristics. Similar to large organizations, the ways in which SR affects SMEs have the potential for creating positive social, environmental but also importantly economic benefits that go beyond the SME itself, to include wider local and national communities.

We've had experience with SMEs, not much, but we did. In 2003-2004 for example, we supported Telezimex, a Romanian enterprise, to implement a salary donations program. They had 70 employees at the time and, monthly, for years, most of them donated to support underprivileged children in their community. That constituted an example that other organizations followed, even big ones. In our experience, if CSR is strategic and seen as part of the core business, it can be implemented in such a way as to contribute to increased profits, improved organizational culture, better relations with customers etc. It can lead to developing new products, partnerships with new suppliers. I believe there is a connection between company success and responsible behavior, when CSR is not just CSR, but becomes sustainable business. When a company is managed according to specific responsibility principles, chances are the company can become a leader in its field. It is not easy to implement a responsible business model, significant efforts are needed, but there are Romanian companies aiming to do just that. Genuine efforts in this field are commendable. (Ioana Szatmari, Asociatia de Relatii Comunitare)

Level and characteristics of responsible practices

Social responsibility should be an integrated part of SMEs' way of doing business, stimulating growth, without jeopardizing its ability to operate. Motivations to engage or implement responsible practices or programs vary from altruism or personal interest, to commercial acumen, competition or a combination thereof. The overwhelming motivating factor for SMEs to engage in responsible practices does not seem to be external pressure or the need to diminish/reduce an impact or risk, but an internal drive to 'do the right thing', 'put something back' or show 'entrepreneurial spirit'. While not disconfirming the "business case" argument, the majority of SMEs seems to make use of the moral and ethical arguments to describe why SR is important to them. Most seem to prefer calling SR 'common sense' or 'the right thing to do'. Even when the business case argument is used and even in the face of the current economic crisis, the departure point seems to continue to be the

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ethical argument. The research revealed that it is because each owner-manager believes in the principles of responsible business and because they have the ability to influence enterprise practices and transfer personal ethics into enterprise activity, that SR has become central to some SMEs. The owner's values seem to be essential and a powerful driver of ethics and standards in the organization.

In the case of SMEs, there are for sure many owners or entrepreneurs who participate at various activities, make donations, but I don't believe we can talk about a strategic direction. It's more of an emotional involvement of the owner trying to help or improve his/her relations with a business partner or a local authority. […] There is also a 'hidden CSR' in the case of SMEs with clients in developed markets, like Germany or England. There are companies producing honey or bolts that sell their products on markets more sensitive to ethical or environmental aspects. These SMEs must obtain specific certifications which prove their ethics towards employees, their impact on the environment etc. Many Romanian small producers have an SA 8000 certification. (D. Dehelean, ResponsabilitateSociala.ro)

Forms and Types of CSR/SR

One of the existing approaches to classify SR initiatives refers to the motivation/objectives followed by launching respective activities:

- Compliance: managing business operations to create benefits for society in conformance with legal standards;
- Best practices: managing business operations to create additional benefits to society due to the motivation of the owner or the expectations of society;
- Innovation: developing new products or services that offer benefits to society as a specific part of the customer value proposition;
- Voluntary support: voluntary contributions of money, time, products or services that are either (a) acts of good citizenship that do not address elements of the competitive context, or (b) contextual investments that strengthen the future competitiveness of the company.

It is argued that by nature SMEs are closer to and more dependent on their customers, employees, neighbors and other key stakeholders than larger, more impersonal enterprises, and so need to be more responsive to those stakeholders. For example, SMEs are likely to be more reliant on a handful of key employees who are required to carry out a larger number of tasks, which means that preventing rapid turnover of staff is a high priority, creating an incentive for responsible labor practices.

SMEs live in the community, with the community, are influenced by the welfare of the community and in their turn influence the welfare of the community.

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SMEs might be more reluctant to fire an employee when he/she has family health problems and might allow 3, 4, 6 months to solve those problems. The cycle is different. (Interviewee)

SR initiatives that focus on employees can deal with the improvement of working conditions, pay and benefits or job creation. Others could address work/life balance, equal opportunities and diversity, job satisfaction, training and staff development, health and safety and labor rights.
The main perceived aspect of SR by SMEs appears to be community involvement. Initiatives in this area focus on supporting the education and health of underprivileged children or the elderly, humanitarian actions and volunteering. The primary means of support appear to consist of sponsorships, in-kind donations, providing free services or products and are addressed to NGOs, schools and hospitals.

In the last years among companies from Romania stands initiatives increasingly numerous in the concept of social responsibility so that today there are corporate foundations, corporate volunteer programs, marketing initiatives relate to the cause, donations programs and even social campaigns supported by companies.

Until now, in Romania of the last years many transnational companies, used to carry out such programs in most countries where it operates, applying the principles of corporate social responsibility.

Among the first actions that are part of national efforts to introduce and promote these principles, we can mention:

A. American Chamber of Commerce in Romania (AmCham) has initiated the first program in Eastern Europe on the importance of integration in corporate organizational culture of the concept of corporate social responsibility (CSR - CSR) Awards and announced the establishment of projects CSR - CSR for companies integrating such projects in their organizational development policy.

Some examples of programs CSR - CSR made in Romania:

i) - The "hands out" was developed by company Connex with Sirois, Romanian Foundation for helping children. In December 1998 it was decided to create a charity fund to be fed monthly donations from company employees. In late 2001 the number of employees who participated in creating the fund had reached to 920 and the amount collected was about 75 000$. The money was used on the project on prevention of abandonment of children, for institutionalized children and those with special needs, to help children to have confidence and hope that they have a family.

ii) - Coca-Cola Romania has funded a number of projects of Community interest, such as:

◊ International Theatre Festival in Sibiu, sponsored in 2000 and 2001;

◊ The project "It's your turn to change the world" which have benefited about 50,000 Romanian students who were supported in its efforts to further their career. The project aims to give young people confidence in their future and Romanian society;

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◊ The "Romania regarded with heart" - in 2002 that Coca-Cola Romania adapted for television a number of short films, which contain descriptions of our country seen with the eyes of foreign residents featured on the Discovery Channel;

◊ Beautification of parks - the company has graced four parks, two in Bucharest and one in Cluj-Napoca and Iasi;

◊ MBA - Asebuss school program dedicated to students, developed over five years.

iii) - Procter & Gamble (P & G) along with the United Nations Development Programme (UNDP) developed the "Learn to Change the World" which aimed to stimulate young people initiative and increase their responsibilities in local communities.

iv) - Philip Morris launched in 1999 the "The decision is mine!," an educational program against youth smoking.

B) - Romanian Enviromental Partnership Foundation was instituted the award "Management for Sustainable Development". This prize is awarded to a company with strategic vision and management system that allows it to constantly improve their contribution to sustainable development. Aspect of environmental, economic and social sustainability are clearly embedded in the mission and policies of the organization.

C) - Other activities organized to promote and spread this new concept:

♦ International Association of Students in Economics and Commerce from Bucharest (AIESEC), in partnership with District 2 City Hall organized a meeting with representatives of companies, nongovernmental organizations (NGOs) and volunteers from abroad who want to work in corporate social responsibility programs (CSR - CSR).

♦ Uniconnect along with Pro Vobis - National Volunteer Center, the local partner, with the support of Community Relations (ARC) held on 29 September 2005, the first meeting devoted to corporate social responsibility in Cluj.

The project initiated joins similar efforts in Timisoara, Arad, Bucharest and Lugoj, aimed at creating a coalition of type Business to Business (B2B) in order to develop social responsibility projects in Cluj, in partnership with other stakeholders in the local community (the nonprofit sector and local authorities).

In the last years in agreement with the evolution towards a communications companies with social groups, CSR has emerged as a trend in national and EU structures. The European Commission has expressed its vision of the concept of CSR for the first time in 2001 by the Green Paper named "Promoting a European Framework for Corporate Social Responsibility" (COM (2001) 366). CSR is a concept throuth which companies integrate social and environmental concerns in their own business activities and their interaction with their stakeholders on a voluntary basis "(European Commission, 2001:5).

Although there are increasingly more corporate social responsibility initiatives in Romania, there is not a transparent relationship or transactions, did not prepare a report on corporate social responsibility and have not communicated CSR activities in a systematic manner . The lack of any

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initiative, transparency and accountability governmental is now a major obstacle on acceleration of CSR. This may highlight the insecurity action of NGOs, civil society and media in driving CSR as a necessity felt by broad sections of society. Private sponsorship of NGOs is reduced and they are not fully independent. Although in Romania in recent years the media and especially the electronics have reflected CSR initiatives boosted its principles are followed still low.

Among the most successful campaigns in recent years there are:

- "You to the community", implemented by Orange in Romania

In 2012, Orange has created a national online platform through which were reached over 500 volunteers, a five times higher than the average of previous years.

In order to promote volunteer opportunities available in the community, Orange created on the company's intranet, an online platform that gives the employees access to a list of community actions in which they can get involved:

• Activities organized by Orange. These were organized or supported by the company's CSR team, providing the participants with transport and the necessary materials for the project. Volunteers could enroll directly on the platform by completing an online form.

• Projects undertaken by other organizations. The company has invited NGOs to promote on the platform, their activities requiring volunteers, by posting information about the program: description, period, place, the number of volunteers needed, registration period and contact details. In order to participate to these actions, employees have contacted directly the organizing NGOs.

The platform gives employees the opportunity to propose their own actions to be implemented.

For promoting the new activities, the CSR team sent regular mail notifications to everybody in the company. To encourage employees to join the project and contribute to community development, Orange has provided an extra day off per year.

Following these incentives, employees were mobilized and participated, during 2012, to 14 volunteering actions organized by Orange in areas like education, culture, health and the environment. In addition, employees have participated independently in various projects run by NGOs.

Among the most important activities were:

- Two afforestation actions and maintenance of seedlings, organized in collaboration with the EcoAssist Association. Planting took place in the village Tigveni (Arges County) and Armasesti (Ialomita) and 40 Orange employees participated. In Arges, volunteers wooded a hillside area where landslides took place in previous years. Consequently, they planted ash and oak species to stabilize the soil and avoid future problems.
- Rehabilitation of green spaces in Bucharest and four other towns in the country: Curtea de Arges, Gura Humorului, Reghin and Targu Frumos. The project goal was to

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involve the local community in volunteering. They were promoted locally through posters and announcements on local radio stations. Over 150 volunteers from the local community and Orange employees conducted various activities: they collected waste from parks, painted benches, plantings were made in the gardens of kindergartens and hospitals and donated toys to children in kindergartens. As a reward, Orange organized and outdoor movie projections for volunteers, but also for the residents of the four towns.

- Mentorship actions for high school students participating in non-formal education clubs organized by the Noi Orizonturi Foundation. Thus, on the ocasion of Orange Open Day, employees in Cluj and Bucharest met at the company's headquarters, with approx. 20 high school students. The meetings were attended by employees from different departments, which, on one hand told students about their work and responsibilities in Orange and on the other hand gave them tips on how to choose their career path .

- Creative workshops for homeless children. With the occasion of the International Children's Day, June 1st, Orange employees held at Antipa Museum, workshops for disadvantaged children from the Centre Saint Macrina in Bucharest. Together with the children, they made masks, decorations and various objects. Also, they accompanied the children in a guided tour of the Antipa Museum.
- Customizing furniture and of books and toys donations in disadvantaged nurseries. After consulting several NGOs, the CSR team chose four different kindergartens in cities across the country who had no furniture or, if they had, it was in a degraded state. Orange bought furniture and other necessary items for children (backpacks, raincoats, rain boots, toys, books). Then, employees and their families in four cities (Bacau, Bucharest, Timisoara and Cluj) painted and personalized these items. They also donated 650 books for children.

Project results:

- **504 employees** participated in the volunteering actions promoted by Orange on their internal platform, 5 times more than the average of previous years. The 1,500 volunteer hours that were accomplished had a positive role regarding the way the company is perceived by employees.
- **1,263 people**, Orange employees and their families contributed to customize the furniture donated to the kindergartens.
  - In total, there were **745** beneficiaries, including 120 adults and 625 children
  - The environmental actions involved planting **1,500** seedlings.

- A life may depend on you! Implemented by Vodafone in Romania

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Vodafone Romania has conducted a public education campaign about emergency situations in which more than 9,000 people attended first aid courses. The program investment was 57,000 euros.

Emergency system in Romania is facing with two important problems related to the education of the general public, which can affect the success of life saving efforts: the high number of false calls to 112 and the lack of first aid measures to be carried out before the ambulance arrival. For example, in the first half of 2011, 73% of 112 calls (ie 3 of 4 calls) were announcing false emergencies or they were only jokes. Basically, out of the 2,000 calls recorded per hour, only 480 were announcing a real emergency. On the other hand, 60% of the actual calls were requesting emergency medical intervention, hence the importance of knowing first aid maneuvers to be performed before ambulance arrival.

Amid these data, the association React and Vodafone Romania launched in September 2011, a campaign for accountability and educating the population about emergencies, with the slogan "A life may depend on you!"

The campaign had two objectives:

- empowering the public about the proper use of the emergency number 112,
- learning first aid maneuvers to be carried out before the arrival of medical crews.

The Vodafone investment in this project was 57,000 euros.

- **CSR campaign "Summer job in BCR" implemented by BCR in 2012**

Summer Job in BCR was a financial education competition for students over 16 years and also the first paid internship project addressed to high school students in Romania. The aim of the competition was to give students first-hand experience working in a large company and to teach them financial and banking concepts through practice, with the support of mentors from BCR. According to the BCR's involvement policy in the community - the financial education component - the BCR project „Summer Job" answered to the real needs of young people - financial education and professional development.

- **UNILEVER education campaign (by Domestos) "Hygiene at home and at school" implemented in 2012**

The purpose of the "Hygiene at home and at school" - raising and awareness of children about the importance of hygiene and health, as well as skills in maintaining personal and collective hygiene.

The component dedicated to pre-school children was conducted in 200 kindergartens in the country. For preschoolers, Domestos, in partnership with the Ministry of Education, Youth and Sports, created and distributed an educational booklet for children through which they can learn

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about hygiene. Also, for the first time, children from kindergartens were invited to participate in a story contest on hygiene where they can use their imagination and knowledge acquired during the project implementation.

The component dedicated to children from the primary education system consisted of a competition where students had the task of creating a mascot representative for the concept of hygiene, made of recyclable materials. The students had the opportunity to learn both about the importance of hygiene, and about the compulsory nature of recycling.

The third component, addressed to the secondary school pupils, aimed at developing a school hygiene campaigns starting from the campaign messages "Hygiene at home and at school: 100% health, 0% germs." The novelty of this component was that each school designated one representative, a member of the Student Council, who was trained as "hygiene expert" by the MECTS and Unilever experts, and who led his school hygiene activities.

The educational campaign "Hygiene at home and at school" represented an important step in creating generations that are more responsible and more concerned about their health.

- **The campaign implemented in 2012 by Petrom "Leaders for communities in Andrei's Country"**

The program was divided into four key components:

a) A direct communication campaign, to inform the target audience about the launch of the program focused on how aware are they of their community, their passion and skills to solve problems.

b) A project competition held under the name "Andrei's School," in which teams of teachers and students identified community proposals and propose projects to tackle these problems. Among the evaluation criteria, the ability to create a social infrastructure project increased the chances to in - for example, getting the support of local authorities, community organizations, the media and other volunteers and community leaders.

c) The teams with the best projects entered the "Camp from Andrei's Country", a platform for non-formal education - interactive workshop type. Here, among mentors, civil society representatives and volunteers, the selected teams have been mentored in multiple areas from eco civic leadership programs to ecotainment or project management.

d) After the mentoring phase, winning teams have returned to the community, and have received funding and support to lead their proposed projects to completion.

The results of the program:

- 151 community leadership projects entered in the competition, target exceeded by 51%;

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- More than 1,300 teachers and 17,421 students from 417 schools were exposed directly to the know-how of the project;
- 164 NGOs active in participating communities were exposed to campaign messages;
- 43,075 valid votes from supporters were only the visible part of general project networking;
- online, more than 100,000 community members were exposed to key messages about leadership disseminated within Andrei's School, representing potential volunteers basin projects;
- 10 bloggers involved in promoting the key messages of Andrei's School - ex. Cristina Bazavan Razvan Baciu, Alexander Tunaru, Elena Ciric - who wrote genuine testimonials about the registered projects, about how the projects are changing their communities;
- 200 articles in local and central media (print / online and TV), articles that have generated 15,000,000 impressions;
- The 10 winning projects entered the implementation phase.

- **"Rediscover Romania" - a campaign organized by Petrom in 2011, etc..**

For three months, four teams with people in social media visited throughout the country and put on the map Petrom the most important places to visit and advice for anyone interested in true Romanian values. They traveled 6,000 km, have visited more than 70 cities and 100 points of interest, was made a map with more than 800 recommendations for places to visit in Romania.

In 2011, the campaign aims to involve more Romanian, to retrieve the Romanian tradition in places where kept untouched for hundreds of years, to create the most current and beautiful image of a less known Romania.

For this, Petrom invited Romanian campaign leading brands - Dacia, BCR and Romtelecom, with whom he organized five trips throughout the year, involving more than 100 people directly and giving all stakeholders a map of the traditions and authentic Romanian beauty, a summary in pictures and stories of why it pays to visit Romania.

They were joined by Parallel 45, Museum of the Romanian Peasant and Igloo, specialists who have helped us to capture unusual things, little known about the places visited. In the two years that were organized Rediscover Romania excursions, 20,000 kilometers were traveled, 120 cities were visited, were written 1,000 posts on blogs and 12,000 tweets and 30,000 photographs were made.

All information collected during trips are available on the Petrom map who is integrated on the website www.redescoperaromania.ro. Through mobile applications, anyone who wants can add the map recommendations or points of interest worth visiting.

Currently, companies take responsibility for their own affairs and not to a disinterested help. If in countries with a capitalist economy structured and effective corporate social responsibility is a

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way of developing the whole society, in Romania it has more than one dimension of public relations in order to create a corporate image to romanians. It requires a distinction between CSR and image. Through their social action some companies do not do it disinterested but seeks maximum profit like public image among of an audience as broad.

CSR will become an organic reality in Romania only if shares of companies, especially the multinationals will adapt to the requirements of romanians by taking free steps through self regulation and not only for advertising. In other words, multinational companies will apply the same moral criteria in support of CSR as their countries of origin. This will be achieved when the europeanization of romanian society will penetrate into the depth of all its components.

Regarding the evolution of CSR in Romania promoting this concept should be based on the following three main actions:

a. Application of social responsibility in their state assets.
b. Creating a framework for the development of CSR, both centrally and locally.
c. Promote the application of corporate social responsibility of companies from Romania.

Public administration and state authorities have a primary responsibility to enforce responsible behavior socially as owner and investor in the business of providing services to citizens and the organization responsible for the daily activities at each institution. The state plays a crucial role in fostering CSR by the need to create a supportive framework, both legally and in terms of ensuring dialogue, cooperation and inform companies about opportunities for practical implementation of CSR.

Companies should have a clear self-interest when it comes to running a business in a socially responsible way. Customers and consumers are demanding, increasingly more responsible production of goods and services and fairly in sales. Investors focus on maintaining high standards in companies. Employees and those who are looking for a job give importance to attitudes of the companies related with CSR. As a result, many companies have come to perceive socially responsible behavior as important to ensure long-term competitiveness. However, companies face challenges and dilemmas in countries where there are inadequate legislation or lack of sanctions and / or incentives.

In addressing the issue of social responsibility, organizations need to recognize the following types of relationships:

- **Between the organization and society:**

The organization should be aware of the impact of their decisions and activities on society and the environment. Also, it must know and understand the expectations of society on organizational impact on society and the environment.

- **Between the organization and interested parties:**

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The organization should be aware of the multitude of stakeholders - individuals or groups whose interests may be concerned or affected by the decisions or activities of the organization.

- **Among the stakeholders and society:**

The organization must realize the relationship between the interested parties' interests that may be affected by the organization, on one hand, and the expectations of society, on the other hand. Although the stakeholders are part of society, they may have interests that differ from the expectations of society.

I.8. NATIONAL LEGAL FRAMEWORK AND COMPLEMENTARITY WITH INTERNATIONAL STANDARDS

In Romania, the concept of social responsibility is still in the early stages of development. While multinational companies and large Romanian companies have started to develop gradually its own culture of social responsibility, CSR is a concept little known in the field of Small and Medium Enterprises (SMEs), while in many cases, public authorities at central, regional and local are not sufficiently involved in activities to promote CSR concept for the benefit of communities. Thus, involvement in social responsibility campaign is still very weak at this level, but in the context of globalization and European integration, Romanian companies and organizations must adopt a socially responsible attitude to withstand the market.

Currently, in Romania, there is not a clear framework on corporate social responsibility, there is a legal binding CSR in areas related to: health, safety and working environment, integration and providing career opportunities for disadvantaged groups, doing environment, preventing and fighting corruption, civil protection, research, development and skills development.

Thus the responsibility of the legislative body of Romania, Parliament is not involved with the Community acts mentioned on corporate social responsibility. Of course, based on the definition of social responsibility of the company, “moral responsibility, voluntary interaction of companies that own activities: the environment, consumers, their employees may conclude that companies to behave socially responsible must firstly comply voluntarily legislation protecting the environment, consumers, employees - so all normative acts establishing the legal "rules" of commercial activity of such companies”.

European and international standards applicable to social responsibility are:

1. Standard for *social responsibility* that was published in *2010* as *ISO 26000;*
2. *Council Resolution* on the follow-up to the *Green Paper* on corporate *social responsibility 2002/C 86/03*;

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3. Council Resolution regarding the social responsibility of companies 2003 / C 39/02 of 6 February 2003;
4. Regulation no. 761/2001 of the European Parliament and of the Council of 19 March 2001 allowing voluntary participation by organizations in a Community eco-management and audit scheme (EMAS);
5. Directive 2004/18/EC of the European Parliament and of the Council on the coordination of procedures for the award of public works contracts and services;
6. *Communication* from the *commission* COM (2006) 136 to the European Parliament, the Council and the Economic and Social Committee: making Europe a pole of excellence on Corporate Social Responsibility;
7. The *Green Paper* on *Promoting* a European *Framework for Corporate Social Responsibility* (COM(*2001*)*366;*
8. Communication from the commision COM(2009) 400 to the the European Parliament, the European Economic and Social Committee and the Committee of the Regions: Mainstreaming sustainable development into EU policies: 2009 review for the Sustainable Development Strategy of the European Union;
9. Review of the EU *Sustainable Development Strategy*, adopted by the European Council (European Council 10917/06, 15/16 June 2006);
10. Lisbon Strategy;
11. Universal Declaration of Human Rights proclaimed by the United Nations;
12. OECD Anti-Bribery Convention (1997).
13. EU Sustainable Development Strategy review;

In 2011 in Romania was introduced the Standard ISO 26000 - the standard for social responsibility and sustainable development. Developed by the International Organization for Standardization (ISO) the standard is designed to be applied by all types of organizations, not just by the company.

The standard creates the premises for application of social responsibility by both the companies, from multinational corporations and public companies to small and medium enterprises, as well as by NGOs, trade unions, employers and government agencies.

The appearance of the new standard marks when transforming the concept of corporate social responsibility (CSR) in the social responsibility (SR), which involves the application of the concept in the public and private sector, regardless of the type of organization.

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ISO 26000 identifies seven central issues that organizations must address in an integrated way:

1. **organizational governance** - incorporating the seven principles of social responsibility in decision processes and operational.
2. **human rights -** civil and political rights, economic, cultural and social.
3. **working conditions -** responsible for recruitment and promotion of employees, procedures for handling complaints, transfer and relocation of employees, training, health, safety, remuneration, working time.
4. **environment -** addressing general safety, environmental risk assessment and management, the application of the polluter pays principle, taking into account the life cycle of the product, cleaner production and eco-efficiency, product-service system approach, sustainable procurement and raising public awareness.
5. **business practices -** ethical behavior in relations with other organizations.
6. **consumer difficulties -** United Nations Guidelines for Consumer Protection
7. **social involvement -** organizations need to be a "good citizen" of the community.

Social responsibility principles identified by ISO 26000 are:

1. **Accountability -** the organization must "give an account" for impact on society, economy and environment.
2. **Transparency -** the decisions and activities that have an impact on the society and on the environment.
3. **Ethical behavior -** organizational behavior honestly, fairly and with integrity.
4. **Respect for stakeholder interests -** identifying relevance which they have for sustainable development and special attention to those who are unable to organize or to be heard.
5. **Respect the law.**
6. **Respect for international norms of behavior -** it's the main rules used in international law.
7. **Respect human rights -** identifying and preventing any abuses.

The standard postulates like **fundamental practices**:

- Recognition of Social Responsibility

and

- Stakeholder engagement (dialogue with them, check results, use certifications, creating advisory committees, publication of detailed reports concerning the social performance of the company, the development of mechanisms for conflict resolution with stakeholders, and so on).

ISO Guide of Social Responsibility aims therefore to provide organizations irrespective of their size and goals a set of clear and practical tools needed: to define a policy of social responsibility, the principles integral to their social responsibility , to identify groups of stakeholders and involve them in decisions that affect them, to report social performance and grow sustainably. In this way the ISO

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standard 26000 encourages organizations that in its decisions and activities relate not only to legal obligations, but to all the social responsibility and the environment.

SWOT Analysis on the development of CSR in Romania

Strengths	***Weaknesses***
• Open and interest of society in general and the relative novelty of the CSR concept in public space • Involvement of multinational companies and some of the major Romanian companies in CSR initiatives • The increase in the number of initiatives of CSR and best practices in this area nationally • Increasing level of consumer interest in products / services socially responsible	• Insufficient knowledge of the concept of CSR in society • The lack of studies, research and extensive sociological assessment of the degree of knowledge and application of CSR in Romania • Poor knowledge and involvement of organizations and SMEs in CSR initiatives • Poor implementation of investments and acquisitions socialresponsabile • Low level of knowledge and insufficient enforcement of consumer rights • Corruption, with direct effects on business, and on its ability to implement CSR practices • Insufficient capacity of the parties concerned organizations / interest representation and manifestation of their interests • Insufficient development of a business culture based on moral values
Opportunities	***Threats***
• Benefits for companies, communities, society, business environment, environment, etc. of a strategic approach to companies that integrate CSR • The importance attached to CSR at European and international level • Development opportunities and involvement in the European / international SMEs	• The lack of coherent public policies to promote CSR • The lack of coherent and consistent • Shortcomings in enforcement • Delays acceptable standards CSR related areas (eg environment) compared to other EU countries • Risk of exclusion / foreclosure Romanian companies in certain markets

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• Generating competitive advantages for Romanian companies on the European and international • Opportunity to learn, retrieve and adapt best practices and lessons learned from the experience of other more developed • Increased importance of corporate reputation, environmental policitilor of consumer choice • Funding opportunities for component CSR initiatives offered by the European Union • Positive attitude of citizens on business involvement in the community / society • The lack of coherent public policies to promote CSR • The lack of coherent and consistent • Shortcomings in enforcement • Delays acceptable standards CSR related areas (eg environment) compared to other EU countries • Risk of exclusion / foreclosure Romanian companies in certain markets • Support and insufficient involvement of public authorities in promoting and implementing CSR • Lack of budgetary funds to promote CSR implementation • A safer environment from the adverse effects of human activities	• Support and insufficient involvement of public authorities in promoting and implementing CSR • Lack of budgetary funds to promote CSR implementation

On 14 September 2011, was approved by the Romanian Government **the National Strategy for the Promotion of Social Responsibility** from 2011 to 2016, which institutionalizes this area as a national priority. The aim of the strategy is *to "raise awareness about the importance and benefits of applying social responsibility and increase the involvement of the public sector, of the Romanian companies, multinational companiesas well as civil society in the implementation of social responsibility in Romania".*

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The objectives of this Strategy are of economic, social, environmental objectives and objectives of education and research.

Economic and financial objectives pursue the implementation of this strategy by companies and other organizations to strengthen the competitiveness and position of maintaining a responsible relationship with employees, customers, shareholders and other stakeholders. In this way, CSR does not involve a conflict of interests, but a society communication between subjects in an effort to overcome the difficulties and stimulating sustainable development.

Economic and financial objectives of the strategy include:

1. Contribution to the Romania's economic growth by reducing the risk of making decisions with negative impact on society as a whole;
2. Prevent or minimize economic losses by planning corporate decisions and public policies;
3. Prevent or minimize economic losses by coherent conceptualization of decisions and their implications;
4. Sustainable development of Romanian exports by bringing international standards on corporate social responsibility;
5. Efficient and equitable administration of public and private financial funds.

Social objectives considering informing people about the concept of social responsibility and increase the capacity of the government and companies to address social needs.

Social objectives of this strategy are:

- Raising awareness and consulting public and private media on the concept of social responsibility, and encouragement to participate in application of the concept;
- Ensuring high standards in the areas of health, safety and working environment, ethics, preventing and combating corruption, civil protection, gender equality, Restructuring, integration and providing career opportunities for disadvantaged groups;
- Increase performance management by building the capacity necessary to meet the social needs prompt;
- Increased predictability of decisions and actions of organizations through awareness organizations regarding social responsibility they bear in making decisions.

Environmental objectives aim that by applying this strategy to increase accountability organizations on preservation and environmental protection extended to all its activities (product development, production, distribution, recommendations for use of products by consumers of administrative activities, environmental requirements to the suppliers / acquisition and distributors and so on) so as to ensure minimal negative impact on the environment.

1. Supporting sustainable growth of the techniques in terms of environmental effectiveness associated with cost effectiveness;
2. Preventing pollution of watercourses and groundwater and its effects on the ecological quality of watercourses;
3. Protection and preservation of historical monuments, protected areas and ecosystems;

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4. Sustainable forest management, ecological restoration through afforestation who have lost capacity, affected by various forms of degradation, establishment shower curtains river.

Objectives of education and research follow that the achievement of this strategy to increase awareness and education about the concept of social responsibility and organizations to express interest in the research and development. State-owned companies, especially, have a greater responsibility in this regard and must develop strategies and their research and development departments.

Education and research objectives of this strategy are:

1. Integrating CSR in professional training programs addressed to the management of organizations and individuals responsible for CSR activities;
2. Integrating CSR into the curriculum of universities and colleges for undergraduate and graduate studies in study programs in economics and management, technology and other fields related to business;

Promote and support research on the interrelated environmental issues and economic issues sociale3, the public and private organizations.

Principles and basic concepts of the National Strategy for the Promotion of Social Responsibility 2011-2016 are:

1.The principle of participation and transparency

-non-governmental organizations, private sector, local and international institutions contribute to the implementation of the concept of social responsibility. Civil society is informed about decisions and policies planned in this regard.

2. The principle of cooperation and coherence

– public authorities and companies involved must prove its readiness for cooperation with other institutions, as well as other civil society organizations interested in or affected by a number of initiatives, thus ensuring a coherent conception of the objectives to be achieved and the measures is to be taken.

3. The principle of responsibility

- making and policy planning is a process-oriented results. Companies and public authorities establish performance targets, being responsible for achieving these objectives. Liability exists at all levels of public administration and public companies, representing a point in the fight against corruption.

4. The principle of performance management

- according to this principle, public authorities and companies should establish clear and effective action based on quality objectives and be able to quickly respond to social needs.

In the national strategy are identified three areas of intervention:

- create a framework for the development of CSR both at central and local public authorities;
- promote the application ofsocial responsibility at the level of the organizations from Romania

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- active involvement of the public sector CSR initiatives. Areas for action are transposed by 41 goals, measures and operational activities that will constitute the reference framework of CSR in the next 5 years and will be a lever for business assistance offices.

Public administration authorities responsible issue orders and instructions to provide a management of socially responsible in 9 areas of interest:

1. Health, safety and working environment:

Organizations need to ensure high standards in these areas and to ensure in this respect, ongoing cooperation with employees and their organizations.

2. Environment:

Responsibility of organizations regarding environmental protection should be extended to their entire business (product development, production, procurement, distribution, recommendations to consumers, activities of an administrative nature, environmental requirements for suppliers and distributors, etc.) so order to ensure the lowest possible impact on the environment.

3. Ethics:

Organizations must adopt their own values and ethical standards. Ethical standards should be in line with European and international regulations in this field.

4. Preventing and combating corruption:

Ensure maximum transparency in the organization can prevent erroneous or immoral decisions. Therefore, organizations need to be concerned about the issues and dilemmas related to corruption, conflicts of interest and bias.

5. Civil Protection:

As private companies, companies in which the state has ownership interests are required to protect their own operations, employees, and the environment against hazards.

6. Gender equality:

Open competition for different jobs in society promotes both fairness and economic efficiency.

7. Restructuring:

As an owner or shareholder, the state expects such companies to act responsibly in connection with restructuring processes and implement long-term strategies in this regard.

8. Research, development and skills development:

Companies must show interest in the research and development. State-owned companies, especially, have a greater responsibility in this matter and must develop strategies and their own research and development departments. In terms of skills development, the state has

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an important role in promoting the improvement of knowledge entrepreneurs and other stakeholders in the field of social responsibility.

9. Integrating and providing career opportunities for disadvantaged groups:

Organizations need to be proactive in recruitment from minority groups, among qualified elderly and among disadvantaged and disabled. Government should also provide support to organizations that provide such opportunities through various incentives.

The National Strategy provides an overview of the initiatives and Romanian authorities' expectations regarding corporate social responsibility. First, the authorities and the public sector are responsible for maintaining high ethical standards in their activities. Authorities play an important role as owner, investor and acquirer role by having the opportunity to promote direct application of the concept of CSR / SR.

The strategy also requires the active involvement of the public sector in promoting CSR / SR in the private companies by providing advice, information and training on CSR / SR. This activity is monitored by line ministries in cooperation with the social partners, with input-governmental organizations.

Government recommended into all companies to be actively involved to implement social responsibility, on the assumption that companies actively engaged in social responsibility can enhance their competitiveness and enhance their reputation, while companies that fail to do so will support the negative consequences when accessing capital, recruitment and interact with society / community.

Also, in the content of the strategy is reflected the recommendation made by the Romanian Government to companies implementing transparency of information regarding social responsibility.

At European level, the first strategy refers to Corporate Social Responsibility (CSR) is the Lisbon Strategy (2000), mainly by appealing to businesses because they did contribute to achieving the strategy's ambitious objectives.

The European Commission published in 2001 a Green Paper "Promoting a European Framework for Corporate Social Responsibility" by which public authorities at all levels, namely: international organizations, enterprises, social partners and all interested persons are invited to "express their opinion on the manner in which to build a partnership to establish a new framework to promote corporate social responsibility, taking into account the interests of both the private sector and the various stakeholders. "

Corporate Social Responsibility has been included in the European Commission's Social Agenda, approved by the European Council of Nice. It must play an important role on the political and economic consequences associated with the integration and adaptation of working conditions in the new economy.

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The European Commission has asked the companies to strengthen collaboration with partners such as trade unions, NGOs, local authorities or social service providers in order to strengthen the sense of social responsibility in this way, which become their general attitude in the economic process that lead.

Stockholm European Council welcomed the initiatives to support social responsibility of enterprises taking attitude towards Green Paper which promotes a set of principles to support further appropriate measures in this regard.

However, the European Council in Gothenburg, was advocated because of the importance of corporate social responsibility for sustainable development "policy of public authorities play a significant role when it comes to encouraging companies to strengthen social responsibility and the creation of a framework to follow reflections on integrating social and environmental policy in the economic activities of enterprises. "

This debate on corporate social responsibility is closely related to the Commission's reflections "White Paper Governance in the European Union".

Relating to Community acts mentioned, we do not find in their text compulsory adoption of laws on corporate social responsibility.

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I.9. CSR INITIATIVES AT INTERNATIONAL LEVEL

Many companies of all sizes, in both developed and developing countries, have long engaged in CSR activities rooted in the values of the company. However, CSR as a very conscious and public activity, motivated at least in part by external expectations, particularly concerning supply-chain management, monitoring and reporting, is a recent phenomenon. The first obligation of business is obeying laws and regulations. Responsible business conduct also entails responding to societal expectations that may be communicated through channels other than law (e.g. governmental organisations, within the workplace, by local communities and trade unions, in dialogue with other civil society organisations, via the press and so forth).

OECD work shows that private initiatives for corporate responsibility have provided an international channel through which various actors – businesses, business associations, public authorities, trade unions, intergovernmental organisations and NGOs – can debate various standards of business conduct and management practice. The amount of dialogue and mutual influence among these actors has been significant and it is important that this continues. OECD work also shows that voluntary initiatives in corporate responsibility have promoted the accumulation of the management expertise needed to translate law, regulation and less formal societal expectations into the day-to-day operations of companies. The institutional supports for this expertise – management standards, professional societies, specialised consulting and auditing services – help lower the costs of legal and ethical compliance as well as making it more effective.

International Normative Framework

The Universal Declaration of Human Rights states that "every individual and organ of society" has the responsibility to strive "to promote respect for these rights and freedoms" and "by progressive measures, national and international, to secure their universal and effective recognition and observance". As important "organs" of society, businesses have a responsibility to promote worldwide respect for human rights.

The ILO Conventions establish norms covering all aspects of working conditions and industrial relations. Some of the most important cover core labour standards (i.e. basic human rights in the workplace). These include the right to freedom of association, the right to organise and to collective bargaining, and freedom from forced labour. ILO conventions are binding on all countries that have ratified them.

The ILO Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy is a global instrument designed to provide guidance to government, employer and worker organisations in areas of employment, training, conditions of work and industrial relations. All core labour standards are covered. Although it is a non-binding instrument, its implementation is nevertheless the object of regular reviews.

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The ILO Declaration on Fundamental Principles and Rights at Work is based on the core labour standards outline in the ILO Conventions. The Declaration is not binding but applies to all ILO member states. As part of a strategy to help countries to have well-functioning labour markets, it provides for a mechanism for annual review of the efforts made by member states that have not yet ratified the core labour standards. The Declaration also reinforces the application of core labour standards in private voluntary instruments. The 1992 Rio Declaration sets out 27 principles defining the rights and responsibilities of states in relation to human development and well-being. The Agenda 21 agreement provides guidance for governments, business and individuals on how to contribute to efforts to make development socially, economically and environmentally sustainable. Its Chapter 30 recognises the value of promoting "responsible entrepreneurship".

The Millennium Development Goals identify a series of government-agreed targets and timetables in relation to issues such as poverty reduction, improvement of child health care and education, and the promotion of gender equality.

The Johannesburg Declaration on Sustainable Development (2002) states that the private sector has "a duty to contribute to the evolution of equitable and sustainable communities and societies", and that "there is a need for private sector corporations to enforce corporate accountability". Its Plan of Implementation notes the need to "enhance corporate environmental and social responsibility and accountability".

The UN Framework Convention on Climate Change and Convention on Biodiversity were also signed by a majority of governments.

The 2005 World Summit Outcome reiterated the importance of full respect for existing labour, human rights and environmental commitments and encouraged "responsible business practices, such as those promoted by the Global Compact".

Under the 2003 UN Convention Against Corruption, ratifying countries undertook to: criminalise an array of corrupt practices; develop national institutions to prevent corrupt practices and to prosecute offenders; co-operate with other governments to recover stolen assets; and help each other to fight corruption.

ILO Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy

Sponsor/s: The 181 member states of the ILO, and their workers' and employers' organisations. Founded in 1919, the ILO became the first specialised agency of the UN in 1946. It is the only "tripartite" United Nations agency, bringing together representatives of governments, employers and workers to shape policies and programmes jointly.

Mission: The purpose of the Declaration is to encourage the positive contribution which MNEs can make to economic and social progress, and to minimise and resolve difficulties arising from their operations. The Declaration was one of earliest international instruments covering the social dimension of business. Negotiated between governments, workers' and employers'

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organisations in 1977, it represents the first international tripartite consensus on desirable behaviour of enterprises with regard to labour and social policy areas.

Scope: The Declaration sets out principles in the field of general policies, employment, training, conditions of work and life and industrial relations. All government, employer and worker organisations are recommended to observe the principles on a voluntary basis.

The main areas covered by the Declaration are:

- General policies (obey national laws and respect international standards);
- Employment (employment promotion; equality of opportunity and treatment security of employment);
- Training (policy development for vocational training, skills formation);
- Conditions of Work and Life (wages, benefits, conditions of work; minimum age; safety and health);
- Industrial Relations (freedom of association and right to organise; collective bargaining; consultation; grievances; settlement of disputes).

The Declaration was revised in 2000 to include the Fundamental Principles and Rights at Work. It was further revised in 2006 to update references to other ILO instruments. During this update, the list of ILO Conventions that member States are invited to ratify was extended to all the fundamental ILO Conventions. Moreover, a specific recommendation was added to encourage enterprises, both multinational and national, to take immediate and effective measures within their own competence to secure the prohibition and elimination of the worst forms of child labour, as a matter of urgency.

References to the following ILO instruments were also added: the Global Employment Agenda; Recommendation (No. 169) concerning Employment Policy and Recommendation (No. 189) concerning General Conditions to Stimulate Job Creation in Small and Medium-Sized Enterprises; and ILO codes of practice on HIV/AIDS and the world of work (2001) and on Managing disability in the workplace (2002).

Audience: While multinational enterprises are a key audience, the Declaration's principles regarding the social aspects of MNEs are also for use by small and medium enterprises, as well as by governments, employers and workers organisations. All the parties are encouraged to contribute to the realisation of the ILO Declaration on Fundamental Principles and Rights at Work. In addition, governments are urged to ratify, along with the conventions already referenced, the minimum age and child labour conventions. The ILO undertakes periodic surveys on the implementation of the MNE Declaration. It does not have a membership structure, so it does not require that user organisations report their use of the Declaration.

Governance: The ILO established a subcommittee of the Committee on Legal Issues and International Labour Standards of the ILO Governing Body to oversee the Declaration, and to discuss ILO policy concerning CSR issues. The ILO focuses on improved information collection, analysis and dissemination, and coherent action, drawing on its tripartite strength and bringing

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together contributions from all parts of the organisation. It also conducts surveys on use of the Declaration. The MNE Declaration includes procedures for the examination of disputes concerning its application. The ILO also has a standing tripartite committee on Freedom of Association, which deals with complaints concerning freedom of association and collective bargaining.

The MNE Declaration is unique in providing clear guidance of how companies and governments can work together, to help advance national and local economic and social development goals – advocating public-private partnerships long before the term existed. The MNE Declaration also encourages dialogue between home and host countries for foreign direct investment, linking CSR initiatives to a broader dialogue concerning trade and investment. By situating CSR in the broader context of government policies which critically impact enterprise decisions, the MNE Declaration emphasises that CSR is an important complement to government regulation, but never a substitute.

Relations with other instruments: The MNE Declaration references other authoritative international instruments, such as the Universal Declaration of Human Rights. As a result of the thematic and sectoral complementarity of the ILO Declaration and the OECD Guidelines, there is a good collaborative relationship between the two organisations. In June 2008 they will jointly host a Conference on CSR, aimed at promoting responsible business conduct in the globalising economy. The MNE Declaration also references instruments such as the Millennium Development Goals and the UN Global Compact.

ILO is establishing a helpdesk for companies, industry initiatives and employers, workers and governments to promote full and accurate inclusion of the principles of the MNE Declaration.

Summary:

- a voluntary global framework for responsible business conduct;
- developed and endorsed by government, business and workers organisations;
- based on agreed ILO conventions and recommendations;
- applies universally, regardless of ratification;
- key reference point for other initiatives in the area of labour;
- involves regular monitoring and review.

OECD Guidelines for Multinational Enterprises

Sponsor/s: The OECD MNE Guidelines are subscribed to by all thirty members of the organisation for Economic Co-operation and Development (OECD). A further ten nonmember countries (Argentina, Brazil, Chile, Egypt, Estonia, Israel, Latvia, Lithuania, Romania, and Slovenia) have also adhered to the Guidelines. Four additional applications for adherence are currently under consideration by the OECD. The Business and Industry Advisory Committee (BIAC) and the Trade Union Advisory Committee (TUAC) were involved in their development and endorse the Guidelines. OECD Watch, a coalition of more than 65 civil society organisations, also supports the Guidelines.

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The Guidelines have been referenced by the UN Security Council and other interested non-OECD bodies.

Mission: The purpose of the OECD MNE Guidelines is to offer a balanced, multilaterally-endorsed, and comprehensive code that expresses the shared values of adhering governments. They are "recommendations jointly addressed by governments to multinational enterprises" that provide "principles and standards of good practice consistent with applicable laws". By providing a clear set of expectations, the Guidelines seek to encourage the positive contributions multinational companies can make to economic, environmental and social progress.

Scope: The Guidelines comprise a set of voluntary recommendations in all the major areas of corporate citizenship, including employment and industrial relations, human rights, environment, information disclosure, combating bribery, consumer interests, science and technology, competition, and taxation. They form part of a broader OECD investment instrument, the Declaration on International Investment and Multinational Enterprises, which is designed to promote direct investment and international economic development and growth.

Implementation of the Guidelines involves a unique combination of binding and voluntary elements. Adhering governments commit to promote them among multinational enterprises operating in or from their territories. The instrument's distinctive implementation mechanisms include the operations of National Contact Points (NCP), which are government offices charged with advancing the Guidelines and handling enquiries in the national context. NCPs also support a unique mediation and conciliation procedure – called "specific instances" – involving claims that the Guidelines have not been respected. Since 2000, some 160 such specific instances have been considered by the NCPs. This process may be engaged whether or not a company has recognised the Guidelines.

Audience: While the Guidelines are primarily addressed to MNEs, they are not aimed at introducing differences of treatment between multinational and domestic enterprises. Accordingly, multinational and domestic enterprises are subject to the same expectations in respect of their conduct wherever the Guidelines are relevant to both. Likewise, while SMEs may not have the same capacities as larger enterprises, they are invited to observe the Guidelines "to the fullest extent possible". The Guidelines are freely available to all user organisations. Since the Guidelines do not require users to publicise their use, the actual number of users is not known. Nonetheless, surveys among large enterprises indicate that a significant proportion refer to the Guidelines in their CSR policies.

Governance: The OECD Investment Committee, in consultation with BIAC and TUAC, is responsible for oversight of the Guidelines. Adhering governments are individually responsible for promoting use of the Guidelines, and for processing any "specific instances", through their NCPs. They meet annually at the OECD and report to the Investment Committee, which conducts a "peer review" of implementation.

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Relations with other instruments: The Guidelines were expressly designed to strengthen the existing international normative framework. Among other norms, they reference the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development and Agenda 21, and the Copenhagen Declaration for Social Development. The Guidelines can readily be used in conjunction with other instruments. Explanatory materials have been developed to outline their relationship with the UN Global Compact, the Principles for Responsible Investment, and with the GRI Guidelines.

Summary:

- a voluntary global framework for responsible business conduct;
- developed by government, in full consultation with business, trade union and other nongovernment organisations, and officially agreed by governments;
- based on agreed international norms;
- widely referenced in the business community;
- compatible with other instruments relevant to CSR;
- mechanism for review of performance; and
- involves regular monitoring.

UN Global Compact

Sponsor/s: UN Secretary-General, one of the principal organs of the United Nations, with support from UN agencies, governments, and representatives of business, labour and other civil society bodies. It accepts new adherents on an ongoing basis from all major categories of societal actors. The UN Global Compact has been recognised on a number of occasions by the UN General Assembly, as well as by all Heads of States and Governments in the UN World Summit Outcome document (2005) and the G8.

Mission: The UN Global Compact has two broad goals. These are to mainstream ten core principles relating to human rights, labour standards, the environment, and anticorruption in business activities around the world; and to catalyse actions in support of broader UN goals, such as the Millennium Development Goals (MDGs). A voluntary initiative, it is not a code of conduct. It offers “a policy framework for organising and developing corporate sustainability strategies while offering a platform – based on universal principles – to encourage innovative initiatives and partnerships with civil society, governments and other stakeholders”.

Scope: The UN Global Compact invites companies to embrace, support and enact, within their sphere of influence, the following ten principles:

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

Labour Standards

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Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
Principle 4: the elimination of all forms of forced and compulsory labour;
Principle 5: the effective abolition of child labour; and
Principle 6: the elimination of discrimination in respect of employment and occupation.
Environment
Principle 7: Businesses should support a precautionary approach to environmental challenges;
Principle 8: undertake initiatives to promote greater environmental responsibility; and
Principle 9: encourage the development and diffusion of environmentally friendly technologies.
Anti-Corruption
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Audience: The UN Global Compact is directed primarily to the business sector, but is a multi-stakeholder initiative and engages all kinds of societal actors, including public agencies, labour and civil society organisations. Companies participating in the Compact initiate their involvement by expressing their support in writing at CEO level. Among other things, each participant commits to integrate the principles into organisational strategy, culture and operations; to publicly advocate the UN Global Compact and its principles; and to publish annually a "communication on progress", a description of the ways in which it is supporting the Global Compact and its ten principles. Since its launch in July 2000, the initiative has grown to over 5 000 participants, including over 3 600 businesses in 120 countries around the world. It is widely regarded as the world's largest global corporate citizenship initiative.

Governance: The Compact has a "multi-centric" governance framework. This includes a triennial Leaders Summit, annual local networks forum, the Global Compact Office and a UN Inter-Agency Team, as well as a 20 person global Board comprising representation from business, civil society, labour and the UN family.

Relations with other instruments: The Compact's principles are derived from the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work; the Rio Declaration on Environment and Development, and the UN Convention Against Corruption. The Global Compact has developed guidance materials that help users understand its relationship with the OECD MNE Guidelines, and with the GRI Guidelines. The Compact endorses but does not require the use of the GRI Guidelines in making "communications on progress".

Summary:
- An instrument offering a voluntary global framework for action;
- Developed by the Secretariat of an intergovernmental body and government recognised;
- Derived from agreed international norms;
- Framework for learning, dialogue and partnerships;
- Mechanism for public reporting on progress;

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- Widely used by the business community;
- Compatible with other instruments.

In recent decades, more and more institutions, governments, international organizations, academics, society in general, have engaged in dialogue on corporate social responsibility. Across the world there are new standards, procedures and expectations on the behavior of companies.

Corporate Social Responsibility is a concept related to the contribution that companies must make in the development of modern society. Over time, this contribution was differently theorized by several schools of thought. "Responsible" initiatives coming from companies were called by a variety of terms: corporate citizenship, Corporate Philanthropy, corporate societal marketing, community affairs, community development, etc.

As states and international institutions have realized that adopting CSR principles by companies is serving the objectives of sustainable development, it also emerged the need for international standards to define what constitutes a "desirable corporate behavior."

United Nations, the European Union and the Organization for Economic Cooperation and Development are three of the most important institutions that were involved in developing a framework to define CSR and establish indicators that can be assessed in a transparent manner.

This framework was accompanied by recommendations and principles to guide states and local governments in the formulation of public policies to promote transparency and to support CSR initiatives. Therefore, at present, to demonstrate that it is "socially responsible", a company must understand which are the principles of CSR promoted internationally and to regularly report on the integration of these principles in its activities.

UN Global Compact

Global Compact is an initiative of the UN Secretary General, to create a partnership between the United Nations and enterprises in order to achieve sustainable development globally. The program became operational in July 2000.

Functionally, the Global Compact is a network of United Nations agencies, companies, trade unions, business organizations, academic organizations, civil society organizations, government/ administrative institutions.

Global Compact acts as a guide for companies who focus on CSR. The program presents various actions to be taken that subsume a set of 10 universal principles, divided into four areas:

Human Rights:	1. to support and respect human rights; 2. to ensure that they are not complicit in human rights violations.
Labor standards:	1. to support the right to freedom of association; 2. to contribute to the elimination of all forms of forced labor;

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	3. to help eradicate the phenomenon of children's participation in the workforce; 4. to contribute to the elimination of discrimination in employment
Environment:	1. proactively address environmental issues; 2. to promote environmental responsibility; 3. to encourage the development and diffusion of technologies that do not harm the environment;
Fight against corruption:	1. to fight against all forms of corruption, including bribery and extortion.

The United Nations recommends to companies to integrate Global Compact principles in their working strategy and to promote these principles in all spheres of influence.

Integrating the 10 principles involves three stages.

The company:

- is committed to follow the Principles, following the Global Compact.
- develop a plan for implementing the Principles.
- annually report to the Global Compact the progress made in the implementation, according to the Communication On Progress Guidelines.

European Union

The European Union is interested in CSR, which is seen as a means to achieve the goal set at the Lisbon European Council in 2000 to become "the most competitive and dynamic economic system in the world, capable of supporting economic development through more and better jobs and a greater social cohesion."

In order to guide companies in implementing CSR, the European Union has also developed a number of principles. They focus on two dimensions of the relationship between the company and the community:

Internal dimension	**External dimension**
In the direct relationship with employees, companies have a responsibility to: ensure the quality of life of their employees at the workplace and beyond. • ensure a safe and healthy work environment.	In relation to all their stakeholders, companies must: • support the communities in which they operate. • support the development of local economic systems through

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• responsibly address the restructuring in times of a crisis, • taking into account the interests of all parties involved. • minimize the impact of their activities on the environment and natural resources.	partnerships with local distributors. • respect human rights stated in the Universal Declaration of Human Rights of 1948. • protect and promote global environmental protection.

EU recommends companies to integrate these principles into their codes of conduct and report on how they have applied them.

OECD

The Organization for Economic Cooperation and Development has developed from the Organization for Economic Cooperation (OEEC), established in 1947 to support the implementation of the Marshall Plan.

Created as an economic counterpart to NATO, OECD took over the OEEC responsibility in 1961. The organization's mission is to help countries achieve sustainable economic development.

In order to coordinate the companies actions to achieve sustainable development globally, OECD has developed, in 1976, the "Guidelines for Multinational Enterprises" - a series of directives to be taken into account by any company, regardless of their field of activity aimed at human rights, environmental protection, consumer interests, corruption and competition. In 2000 was published the revised "Guidelines for Multinational Enterprises".

According to "OECD Guidelines" companies must:

1. Contribute to the economic, social and environmental, upholding the principle of sustainable development.
2. Respect human rights in all the activities they carry out.
3. Encourage the development of local communities.
4. Do not accept exemptions that are not included in the local legislative environmental, health, safety, labor and taxation.
5. Support and apply equitable principles and practices for the company management.
6. Develop and implement effective management systems in building a relationship of trust with the larger society where they operate.
7. Promote company values among employees through training programs.
8. Do not discriminate and do not penalize individuals or institutions who warned the management team on the company's unfair practices.
9. Encourage their business partners to implement the "OECD Guidelines".

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10. Do not unduly involve in local political activities.

EU and OECD governments support the principles set out in "Guidelines".

Organization CSR - Corporate Social Responsibility Europe, dealing with corporate social responsibility in Europe, offers a mini guide for SMEs, helping them to develop a strategy, by proposing seven steps to obtain a policy of social responsibility:

1. **Recognizing the need**. The social accountability process starts with an internal trigger event (such as poor success of a product) or the pressure exerted from the outside. There are few companies that have from the start a socially responsible behavior and manifest accordingly, especially the traditional ones. Other companies may consider a crisis in the sale of their products or the lack of cohesion in the teamwork, as a good time to adopt socially responsible behavior.
2. **Building the plan**. Usually, this task is allocated to the Public Relations and Communication department in a company, which will consult with other departments and with the management, will identify stakeholders involved and how they will benefit from the campaign. An effective action plan requires the establishment of a solid plan and strong beliefs.
3. **Establishing the methods**. The next step is to assess the risks and opportunities based on the expected impact on company operations. The company must adopt a personal approach to the social responsibility action, which must be consistent with the company's philosophy and its field of activity.
4. **Starting the action**. After establishing the key elements, action is taken. The commitment consists of making decisions that involve minimal risk and maximum opportunities for both the company and society. Social responsibility actions have not necessarily seen as an act of charity, but as an act in the interests of the company.
5. **Mainstreaming**. Commitment must be endorsed by integrating action with existing business processes, but also by creating new policies and procedures. Thus, the result is building a culture that maximizes opportunities and minimizes risks that leads to situations that will bring future benefits to both sides.
6. **Involving those affected directly** by the actions of corporate social responsibility. A sine qua non for the success of the action is transparent and honest communication at all times with all those affected directly by the actions of the company. There must be identified key persons or groups of persons, in order to review specific community needs.
7. **Measurement and reporting**. Monitoring of the action is very important to demonstrate whether the strategy proves to be effective while the objectives were also achieved. This step measures the impact of the company, reports progress, and demonstrate transparency for stakeholders. The success of the campaign can generate a precedent for future similar actions.

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The 5 Elements of the Best CSR Programs

In the last two years, CSR has surged passed its tipping point. “A plethora of research points to a majority of stakeholders agreeing that CSR is a ‘must do’,” says Kristian Darigan Merenda, Edelman’s senior vice president of brand and corporate citizenship. According to Edelman’s 2010 Goodpurpose Study, 67% of consumers say they are more likely to buy products and services from a company if they know it supports good causes,up more than 11% from the year before.

As a key ingredient in business strategy and execution, CSR is playing a central role in helping corporations to be seen as leaders. Astute corporations are allocating increasing internal resources to CSR investments that feature clear objectives and deliver measurable social outcomes.

Campbell’s Canada’s Nourish is the first Canadian private sector, not-for-profit product that specifically targets the growing problem of hunger. This nutritious meal in a can, developed by socially conscious Campbell’s staffers, will only be distributed to food banks, not directly to consumers. Nourish is a great example of how corporations can earn respect and leadership status by taking a disciplined approach to CSR.

At the outset, the company’s objectives were clear. According to Campbell’s: “We have a responsibility because of who we are and what we do to take a lead role in alleviating hunger.” The product was conceived and developed by Campbell’s employees who came together to build on their expertise in product development, production, distribution and marketing.

Campbell’s expected outcome for the initiative was to raise awareness for hunger while at the same time setting an example for other food companies to follow, says Philip Donne, the president of Campbell’s Canada. “If we get even one company introducing their Nourish, we will have been successful.”

Research conducted in January by Impakt Corp. revealed that corporations that are considered leaders in terms of business performance take a common approach to CSR. We found five interrelated criteria that form a new blueprint for how corporations can maximize their investments in CSR: business-based social purpose, clear theory of change, quality and depth of information, concentrated effort, and partnering with experts.

1. Business-based social purpose: There have been too many examples of CSR programs that ignore business fundamentals. Leadership-level CSR programs always directly reflect what the business is and what it does. Campbell’s Nourish illustrates how an innovative CSR initiative can reinforce the company’s business purpose and seamlessly leverage its operational competencies.

2. Clear theory of change: CSR is becoming ubiquitous. On the one hand, that’s good news because it proves its business value. On the other hand, it’s getting harder to distinguish one company’s efforts from another’s. CSR leaders develop proprietary approaches to drive measurable social change. 3M Canada’s Healthy Communities program was designed to spark systemic change in the interrelated areas of education, health and the environment by influencing government and academic leaders. The program also engages young people through national partnerships with

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leading not-for-profit organizations. The Healthy Communities program was recently awarded the prestigious 3M Global Marketing Excellence Award.

3. Quality and depth of information: Merely identifying social priorities for community investment isn't enough. Leadership comes from providing employees, customers and external stakeholders with a significant depth of information about the social issue through credible research, white papers, videos, stories, social media, and so on. IBM's Smarter Planet is a best practice in this area. "We support sophisticated projects that lead to a more intelligent, enlightened world," explains Ari Fishkind , IBM's public affairs manager for corporate affairs and citizenship. "For instance, through our World Community Grid project, we are helping to develop new solutions to important medical and sustainability issues by providing scientists with unused PC computing power, supplied by volunteers, to enable them to conduct better and faster research."

4. Concentrated effort: Colin Powell once stated that people are capable of effectively addressing only one objective at a time. He would not be surprised to discover that companies that support multiple social issues don't move the needle very far on any of them. Leadership is shown by corporations that focus their efforts on one social issue and align all their internal and external resources with this issue. Procter & Gamble focuses on helping children in need around the world. Since 2007, P&G has improved the lives of more than 210 million children through initiatives such as Protecting Futures, which helps vulnerable girls stay in school, and Hope Schools, which increases access to education in rural areas of China. "We see programs like Protecting Futures as an investment in the future that helps both children and communities thrive," says Jeff Roy, Procter & Gamble's media relations manager.

5. Partnering with experts: Leadership requires establishing a high degree of credibility. This is best done through relationships with social issue experts and not-for-profit organizations. Starbucks hosted a "Cup Summit" at the Massachusetts Institute of Technology to bring together municipalities, raw materials suppliers, cup manufacturers, retail and beverage businesses, recyclers, non-government organizations and academic experts to share ideas for making paper and plastic cups more broadly recyclable. "On the journey to make our iconic coffee cups 100% recyclable, we quickly learned that developing recyclable material is just one part of the complex equation. We had to consider the entire lifespan of the cup, including what happens after it leaves our customers' hands," said Ben Packard, Starbucks' vice president of global responsibility. "This required bringing together the entire system of stakeholders with the expertise, the influence and the infrastructure to coordinate a fundamental shift, not only in our own operations, but in the entire food packaging and recycling industries."

Corporations that haven't optimized their approach to CSR may still be considered industry leaders. But not for much longer. CSR is already influencing how employees, customers, and stakeholders are deciding whom they'd prefer to follow. The good news is that a path to high performance CSR has been uncovered and it's possible to follow the leaders.

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The Difference between Average and Great CSR Programs

Commitment. When companies like UnitedHealth Group and Pfizer decide to go after a problem, they go after it systematically. They don't just leverage their philanthropy. They mobilize their employees, their communications capabilities, their products and services, and their influence on their supply chains and their customers.

Scale. Companies don't have to be gigantic to have a large footprint in this era of virtual conferences and social media. They just have to think big. While Grainger has undergone a massive expansion over the past few years to become a Fortune 500 company, it began its national collaboration with the American Red Cross a decade ago. Problems increasingly transcend local geographies, and companies are learning how to take programs that work in one community to scale in others.

Sustainability. Kraft Foods had its beginnings in 1903 when J.L. Kraft started a wholesale door-to-door cheese delivery business on the streets of Chicago. Over the years, the company grew through mergers and acquisitions to the point where it now owns 12 billion-dollar brands including Cadbury, Maxwell House, Nabisco, and Oscar Mayer. You don't build this kind of a business without figuring out what people want and how to please them. Kraft doesn't just want to "make today delicious," it wants to sustain its customers and its environment so it can make tomorrow delicious for them, too.

Authenticity. Many companies address social issues, but they are greeted with skepticism or cynicism if they don't mesh with a company's core identity. The best CSR programs reflect and reinforce the core value proposition of the company. Health companies tackling health issues? Makes perfect sense. An insurance company like Allstate (another 2011 finalist) promoting safe teen driving? Makes perfect sense.

Relationship-Building. This characteristic builds off the last point. The best CSR programs help companies make emotional, values-driven connections with their customers, employees, community neighbors, and other stakeholders.

Top 10 CSR activities

Today, Corporate Social Responsibility (CSR) has become an integral part of companies. CSR activities are various initiatives taken up by the companies to give back to the society that helped them reach the stage they are in. There are myriad CSR activities conducted by corporates, here are the top ten:

1. Adopt a school in a village: Due to the inherent lack of quality primary education in the rural areas, the company could adopt a school in a village and employ qualified teachers with high backgrounds in their subjects. They can also provide for good sanitation, uniforms for the students, sufficient stationary and opportunities for extra-curricular activities.

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2. Provide computers and free training for students in rural areas: The company can donate computers to schools in rural areas and also provide free of cost computer training to the students, so that they can learn and enhance their IT skills.
3. Get affliiated with an NGO: Join hands with an NGO and help them out by providing monetary funds and the likes. The employees of the company can also join the NGO on various activities it conducts for the area it is targeting.
4. Free medical camps for the backward regions: The company can tie-up with a prolific hospital and provide free health check-ups in rural areas. Sometimes it could be for specific medical purposes, like polio vaccination in children, cervical cancer vaccinations in women, testing for malaria/dengue/swine flu, etc.
5. Blood Donation Camps: Blood donation camps are one of the best ways to give back to the society, and the company can organize one and invite the general public to donate blood alongside the employees.
6. Donation of Sports Equipment in Schools: With the increasing awareness of fitness and athletics, and the ever growing adoration for sports in India, donating quality fitness and sports equipment would not only persuade the students to adopt a more healthy lifestyle, but also advocate the company as a health and fitness promoting institution.
7. Adult Literacy Programmes: This is an activity used by Tata Consultancy Services. India has so many able adults who are unemployed because they are illiterate and haven't received proper education, so this is an initiative that can increase the employment rate of the country and bring down the poverty levels.
8. International Scholarships for students from backward regions: For students of brilliant academic caliber but no means to fulfill their potential abroad, the company can provide to fund for the student's tuition fee, accommodation fee and day to day living expenses, thereby providing deserving people with an opportunity they would have otherwise been devoid of.
9. Food Camp: The Company can invite the general public to donate as much as food as they want to, in a food camp, which will later be given to, say an orphanage or distributed in a village.

10. Donation to Orphanage: The employees can donate handsome amount of money, new clothes, toys etc to an orphanage. They can also be required to visit the orphanages and spend quality time with the children there periodically, like say once a month.

The 10 companies with the best CSR reputations

In June 2012, Reputation Institute, a private global consulting firm based in New York, invited about 47,000 consumers across 15 markets to participate in a study that ranked the world's 100 most reputable companies–all multinational businesses with a global presence. Thus, the 10 companies with the best CSR reputations are:

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1. Microsoft:

How did Microsoft earn the best CSR reputation?

"I think this is really a testament to our employees worldwide and the difference they make in their local communities," Bross says. "While we have a small Citizenship team here at the corporate level, we have Citizenship Leads across the globe and they work daily in collaboration with a wide range of stakeholders on a range of issues important to local communities."

Microsoft works with governments, investors, nonprofits, and a wide range of other organizations including BSR, the Boston College Center for Corporate Citizenship, CSR Europe, the Clinton Global Initiative, Net Impact, and the World Economic Forum.

"Another factor of our success is our employees' passion for supporting their communities and causes through charitable giving and volunteering," he adds. In fiscal year 2012, 93% of employees reported feeling that Microsoft is a good corporate citizen in their communities and around the world. "Our employees and our partners—approximately 640,000 small to mid-size businesses around the world—are our best ambassadors when it comes to sharing the positive results of our CSR work around the world."

In September 2012, Microsoft refocused much of their efforts around creating opportunities for youth by launching Microsoft YouthSpark, a major initiative to connect hundreds of millions of youth with opportunities for education, employment and entrepreneurship. The company is working to bridge the opportunity divide that separates youth who have opportunities from those who don't, with the goal of helping young people secure their individual futures and also the future of our global economy, Bross says.

In October 2012, Microsoft celebrated their 30th Employee Giving Campaign and announced the milestone achievement of $1 billion in employee contributions (inclusive of company match) to more than 31,000 nonprofits around the world since 1983. Microsoft employees in the U.S. have also volunteered more than 2 million hours of their time to causes they care about since Microsoft began their volunteer match program in 2005. In total, they've provided more than $6.5 billion in cash, services and software to nonprofits around the world since 1983, Bross says.

In 2012, the company reported revenue of $73.7 billion, an increase of $3.76 billion from the previous year. "Positive revenue growth is clearly a factor of many things, most significantly our product strategy and our ability to deliver great technology solutions to the market. But it's also true that consumers are more likely to engage with companies and brands that they respect and trust," Bross says. "Our CSR efforts have a direct and positive impact on people in our own backyard and around the world, and in turn, their ongoing engagement with us contributes to Microsoft's business success."

2. Google

"It's seen as the best company to work for in the world," Nielsen says. "Google's strong workplace perception helps secure its strong reputation overall and within CSR."

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Fifty percent of consumers across the 15 countries say they definitely think that Google treats its employees fairly and takes their well-being into consideration. “And when consumers are asked where corporate responsibility starts, they say it’s with the employees,” Nielsen says.

3. Walt Disney Company

Half of all consumers across the 15 markets think that the company “is a good corporate citizen that supports good causes and protects the environment.” “The question to ask is, how much of that perception is based on action from The Walt Disney Company versus the positive effect from its magic universe of characters?” Nielsen says. “It’s hard to image Mickey Mouse not supporting good causes, and Lightening McQueen not having a fuel efficient engine. Companies see a link from the product and services to CSR. And the great companies understand how to use that link so CSR becomes part of their business. The Walt Disney Company is a good example of that.”

4. BMW
5. Apple
6. Daimler (Mercedes-Benz)
7. Volkswagen
8. Sony
9. Colgate – Palmolive
10. LEGO Group

Potential business benefits

The scale and nature of the benefits of CSR for an organization can vary depending on the nature of the enterprise, and are difficult to quantify, though there is a large body of literature exhorting business to adopt measures beyond financial ones. Orlitzky, Schmidt, and Rynes found a correlation between social/environmental performance and financial performance. However, businesses may not be looking at short-run financial returns when developing their CSR strategy. Intel employs a 5-year CSR planning cycle.

The definition of CSR used within an organization can vary from the strict "stakeholder impacts" definition used by many CSR advocates and will often include charitable efforts and volunteering. CSR may be based within the human resources, business development or public relations departments of an organisation or may be given a separate unit reporting to the CEO or in some cases directly to the board. Some companies may implement CSR-type values without a clearly defined team or programme.

The business case for CSR within a company will likely rest on one or more of these arguments:

- Triple bottom line. People planet profit, also known as the triple bottom line, are words that should be used and practiced in every move an organization makes. People relates to fair and beneficial business practices toward labour, the community and region where corporation conducts

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its business. Planet refers to sustainable environmental practices. A triple bottom line company does not produce harmful or destructive products such as weapons, toxic chemicals or batteries containing dangerous heavy metals for example. Profit is the economic value created by the organization after deducting the cost of all inputs, including the cost of the capital tied up. It therefore differs from traditional accounting definitions of profit.

- Human resources. A CSR program can be an aid to recruitment and retention, particularly within the competitive graduate student market. Potential recruits often ask about a firm's CSR policy during an interview, and having a comprehensive policy can give an advantage. CSR can also help improve the perception of a company among its staff, particularly when staff can become involved through payroll giving, fundraising activities or community volunteering. CSR has been found to encourage customer orientation among frontline employees.
- Risk management. Managing risk is a central part of many corporate strategies. Reputations that take decades to build up can be ruined in hours through incidents such as corruption scandals or environmental accidents. These can also draw unwanted attention from regulators, courts, governments and media. Building a genuine culture of 'doing the right thing' within a corporation can offset these risks.
- Brand differentiation. In crowded marketplaces, companies strive for a unique selling proposition that can separate them from the competition in the minds of consumers. CSR can play a role in building customer loyalty based on distinctive ethical values. Several major brands, such as The Co-operative Group, The Body Shop and American Apparel are built on ethical values. Business service organizations can benefit too from building a reputation for integrity and best practice.
- Engagement plan. An engagement plan will assist in reaching a desired audience. A corporate social responsibility team, or individual is needed to effectively plan the goals and objectives of the organization. Determining a budget should be of high priority. The function of corporate social responsibility planning: 1. To add discussion and analysis of a new set of risks into corporate decision-making. 2. To represent issues within the corporation that watchdogs, NGOs and advocates represent within society. 3. To assess the future. An organizations long term and short term future needs to be thought of. 4. To help prioritize consideration of socially and environmentally friendly projects that might otherwise lack a corporate advocate. 5. To keep corporations aware of potential major societal impacts even when a negative impact may not be immediate, and thus lessen liability. 6. To positively influence decision making where societal impacts are maximized, whilst ensuring efforts are within a given budget.
- License to operate. Corporations are keen to avoid interference in their business through taxation or regulations. By taking substantive voluntary steps, they can persuade governments and the wider public that they are taking issues such as health and safety, diversity, or the environment seriously as good corporate citizens with respect to labour standards and impacts on the environment.
- Supplier relations. Businesses are constantly relying on suppliers to reduce overall costs, while improving the quality of their goods or services. Many North American companies have

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downgraded the volume of suppliers they do business with, and award contracts to a select few, in order to lower operating costs. By establishing a strong supply chain, companies are able to push for continuous quality improvements, and price reductions. The long-term benefits of the listed above create a better value for stakeholders. Some multi-national companies like General Motors can shift suppliers, if a lower offer is made by the competition. As a result, competitiveness, and greater profits are created, in turn contributing to a stronger market. The strategic use of supplier relations can benefit single, double and triple bottom-lines. Corporations excelling in supply relations include Wal-Mart, Ford, General Motors, Toyota and Nestle. All companies listed above have gained tangeable results through the practice of ensuring sound supply chains, and sourcing materials from ethical sources. Emphasizing the importance of practicing CSR to suppliers, researching their existing supply chain, and sending out CSR check-sheets to existing suppliers is important to staying on-track of a company's implemented CSR activity.

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PART II

Interpretation of survey data

In the period June to August 2013 was implemented nationwide research aiming to identify the extent which companies are familiar with the concept of CSR, identify the level of implementation of this concept in the companies and the measures that are taken internally and externally.

The research instrument was the questionnaire - 53 questions which contain single / multiple possible answers.

The questionnaire was applied to companies from the database made available by CNIPMMR and other companies identified by the company responsible for the implementation research. Questionnaires were sent to companies by e-mail and fax - situations in which respondents returned the questionnaire electronically, while some of the questionnaires were applied through direct contact by the field operators.

It resulted in 109 completed questionnaires were collected from companies around the country.

1.Where is your company headquartered?

Distribution of questionnaires by county of origin of the respondent firms are as follows:

Countie	Number of completed questionnaires
Bucharest	42
Olt	40
Braila	14
Constanta	2
Galati	2
Covasna	1
Dolj	1
Iasi	1
Ilfov	1
Mures	1
Oradea	1
Prahova	1
Suceava	1
Vrancea	1

Distribution of questionnaires by county of origin

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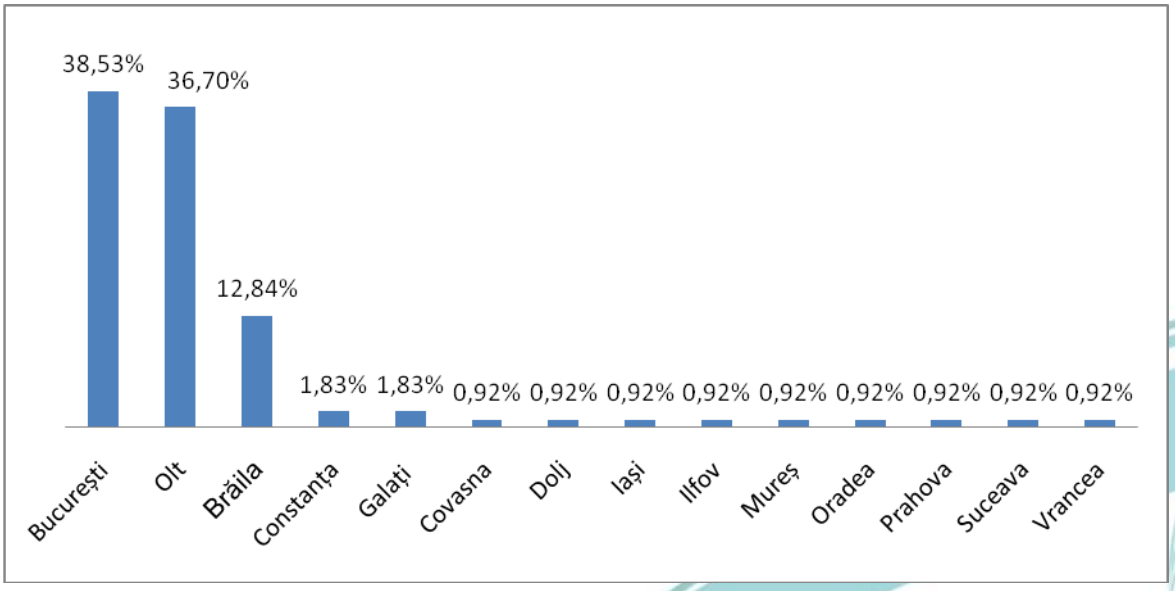
According to the data analyzed, the three largest counties in terms of the number of companies participating in the study are: Bucharest (38.53%), Olt (36.70%) and Braila (12.84%). These are followed by Constanta, Galati, Covasna, Dolj, Iasi, Ilfov, Mures, Oradea, Prahova, Suceava, Vrancea at a rate below 2%.



Distribution of companies

In terms of company size, the largest share in terms of large companies is registered in Bucharest, 85.71%.

County	Companies participating	Company type	
		Small and medium companies %	Large companies %
Bucharest	42	85,71	14,29
Olt	40	95	5
Brăila	14	100	-
Constanța	2	100	-
Galați	2	100	-
Covasna	1	100	-

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Dolj	1	100	-
Iași	1	100	-
Ilfov	1	-	100
Mureș	1	100	-
Oradea	1	-	100
Prahova	1	100	-
Suceava	1	100	-
Vrancea	1	100	-
Total	**109**		

Distribution of companies, by company size

In terms of industry sector, the spread is as follows:

- In Bucharest, the largest share is IT&C companies 16.67%
- In Olt county, 50% of the companies are in the contruction industry.
- As for the other counties the situation is as follows: Braila - 35,71% construction, Constanța - 50% commercial, Galați - 50% production, Covasna - 100% commercial, Dolj - 100% other fields of industry, Iași - 100% constructions, Ilfov and Mureș - 100% other fields of industry, Oradea - 100% commercial, Prahova - 100% production, Suceava - 100% IT&C, Vrancea - 100% agriculture and forestry.

County	**Number of companies**	**Industry sector (%)**				
		Construction	**Commercial**	**Agriculture and forestry**	**IT&C**	**Manufacturing**
Bucharest	42	4,76	9,52	-	16,67	2,38
Olt	40	50,00	-	12,50	-	5,00
Brăila	14	35,71	21,42	14,28	-	7,14
Constanța	2	-	50,00	-	-	-
Galați	2	-	-	-	-	50,00
Covasna	1		100,00			-
Dolj	1	-	-	-	-	-
Iași	1	100,00				-
Ilfov	1	-	-	-	-	-
Mureș	1	-	-	-	-	-
Oradea	1	-	100,00	-	-	-
Prahova	1	-	-	-	-	100

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Suceava	1	-	-	-	100,00	-
Vrancea	1	-	-	100,00	-	-
Total	**109**					

Distribution of companies, by industry sector

In terms of structure, it is observed that most of the companies surveyed are from the private sector and are national companies. Multinational companies, in a lower percentage (14.29%), are located in Bucharest and state companies come entirely from Olt County.

County	**Number of companies**	**Structure (%)**			
		Private sector	**State companies**	**National companies**	**Multinational companies**
Bucharest	42	100,00	-	85,71	14,29
Olt	40	90,00	10,00	100,00	-
Brăila	14	100,00	-	100,00	-
Constanța	2	100,00	-	100,00	-
Galați	2	100,00	-	100,00	-
Covasna	1	100,00	-	100,00	-
Dolj	1	100,00	-	100,00	-
Iași	1	100,00	-	100,00	-
Ilfov	1	100,00	-	100,00	-
Mureș	1	100,00	-	100,00	-
Oradea	1	100,00	-	100,00	-
Prahova	1	100,00	-	100,00	-
Suceava	1	100,00	-	100,00	-
Vrancea	1	100,00	-	100,00	-
Total	**109**				

Distribution of companies, by structure

In terms of the commodity market situation is as follows:

- Counties: Brăila, Constanța, Covasna, Dolj, Ilfov, Mureș – companies adressing the national market - 100%
- Counties: Galați. Iași, Oradea, Prahova, Suceava, Vrancea: companies that adress to more than one commodity market.
- Buchares: most of the companies adress the national market (59,52%)

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- Județul Olt: most of the companies adress the national market (80%)

County	Number of companies	Structure (%)	
		Addressing the national market	Adressing to more than one commodity market
Bucharest	42	59,52	14,29
Olt	40	80,00	-
Brăila	14	100,00	-
Constanța	2	100,00	-
Galați	2	-	-
Covasna	1	100,00	-
Dolj	1	100,00	-
Iași	1	-	-
Ilfov	1	100,00	-
Mureș	1	100,00	-
Oradea	1	-	-
Prahova	1	-	-
Suceava	1	-	-
Vrancea	1	-	-
Total	**109**		

Distribution of companies, by structure

2. *What is your company's industry sector?*

In terms of business, most companies surveyed operate in the construction sector, the percentage of the total questionnaires was 25.7%. 2nd place is wholesale and retail trade, repair of motor vehicles and motorcycles, with a rate of 9.17%. These data can be viewed below:

Industry sector	Surveys	Percentage
Constructions	28	25,69
Wholesale and retail trading, repair of motor vehicles and motorcycles	10	9,17
Agriculture, forestry and fishing	8	7,34
IT&C	8	7,34
Production	7	6,42
Professional, scientific and technical activities	6	5,50

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Human health and social care activities	4	3,67
Electricity, gas, water and air conditioning	2	1,83
Financial and insurance	2	1,83
Administrative and support services	2	1,83
Transport and storage	1	0,92
Accommodation and food services	1	0,92
Activities of households as employers of goods and services-producing activities of households for own use	1	0,92
Mining	0	0,00
Water supply, sanitation activities, waste management and decontamination	0	0,00
Real estate	0	0,00
Public administration and defense, compulsory social security	0	0,00
Education	0	0,00
Arts, entertainment and recreation	0	0,00
Activities of extraterritorial organizations	0	0,00
Other activities	29	26,61
Total	**109**	**100,00**

Number of questionnaires filled by field of activity of the company

In terms of size, the top 5 sectors are as follows:

- In the construction industry the majority are SMEs with 96.43%
- In the wholesale and retail trade, repair of motor vehicles and motorcycles the SMEs record the largest share: 90%
- Production and Agriculture, forestry and fishing are areas that are represented 100% by SMEs
- IT&C – 50% are SMEs and 50% are large companies

Industry sector	Total	SMEs %	Large companies %
Construction	28	96,43	3,57
Wholesale and retail trade, repair of motor vehicles and motorcycles	10	90,00	10,00

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Agriculture, forestry and fishing	8	100,00	-
IT&C	8	50,00	50,00
Production	7	100,00	-

Structure wise:

- Wholesale and retail trade, repair of motor vehicles and motorcycles, agriculture, forestry and fisheries, and production fields are fully represented by national private sector companies - 100%
- IT&C: 100% represented by private sector companies, 50% of which are national and 50% are multinational
- The construction 89.29% are private companies that are also 100% national.

	Total	**Structure (%)**			
Industry sector		**Private sector**	**State companies**	**National companies**	**Multinational companies**
Construction	28	89,29	10,71	100,00	-
Wholesale and retail trade, repair of motor vehicles and motorcycles	10	100,00	-	100,00	-
Agriculture, forestry and fishing	8	100,00	-	100,00	-
IT&C	8	100,00	-	50,00	50,00
Production	7	100,00	-	100,00	-

Commodity market wise, the situatios in as follows:

- The construction, commercial, agriculture, forestry and fishing domains are mainly represented by companies adressing the national market: 78,57%, 90%, 62,50%)
- The IT&C and production sectors are represented by companies adressing multiple commodity markets: 87,50%, 75,00%

	Total	Commodity market %	
Industry sector		Addressing the national market	Addressing more than one market

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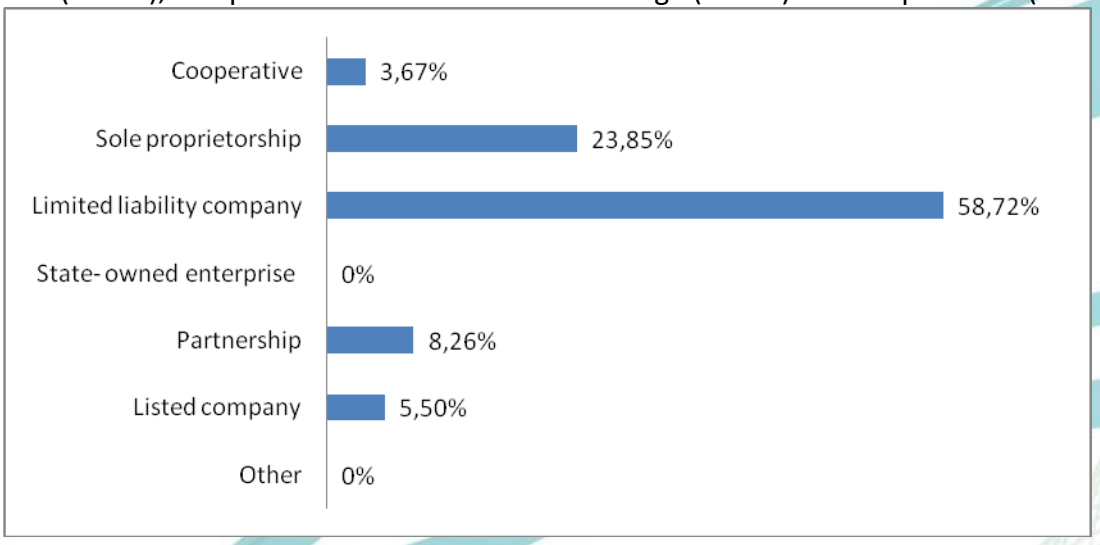
Construcții	28	78,57	21,43
Comerțul cu ridicata și cu amănuntul, repararea autovehiculelor și a motocicletelor	10	90,00	10,00
Agricultură, silvicultură și pescuit	8	62,50	37,50
Informații și comunicații	8	12,50	87,50
Producție	7	25,00	75,00

3. *What is your company's ownership structure?*

In the study 109 companies participated, most of which are represented by limited liability companies (58.72%), followed by companies with sole shareholder (23.85%) companies in association (8.26%), companies listed on the stock exchange (5.50%) and cooperatives (3.67%).



Companies ownership structure

From the size of the company point of view the following data has been extracted:

- Cooperative, sole shareholder, limited liability companies and associations are mainly SMEs: 100%, 96.15%, 93.75%, 88.89%.
- Companies listed on the stock exchange are mostly large companies: 66,67%

Company structure	Total	SMEs	Large companies

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		%	%
Cooperative	4	100,00	-
Sole proprietorship	26	96,15	3,85
LLC (limited liability companies)	64	93,75	6,25
State companies	0	-	-
Partnership	9	88,89	11,11
Companies listed	6	33,33	66,67
Other	0	-	-

Company's ownership structure, by size

From the industy point of view we observe the following:

- 75% of the cooperatives are in the construction industry
- Out of the five industries analyzed, the sole shareholder in mainly found in the construction industry (15,38%), 50% of them beeing in other industries
- 28,13% of the limited liability are found in the construction industry, the resto of them beeing in other industries.
- 33,33% of companies listed on the stock exchange belong to the IT&C industry while the rest work in other industries

Type of company	Number of companies	Industry sector (%)					
		Construction	Commercial	Agriculture, forestry and fishing	IT&C	Production	Other
Cooperative	4	75,00	-	-	-	-	25,00
Sole shareholder	26	15,38	3,85	11,54	7,69	11,54	50,00
LLC (limited liability companies)	64	28,13	14,06	6,24	4,69	4,69	42,19
State companies	0	-	-	-	-	-	-
Association	9	33,33	-	11,11	11,11	-	44,45
Companies listed on the stock	6	-	-	-	33,33	16,67	50,00

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exchange							
Other	0	-	-	-	-	-	-

Company's ownership structure, by industry sector

Structure wise:

- Companies that have sole shareholder, limited liability companies, by association and listed companies are more than 90% from the private sector and are national companies.
- 50% of the listed companies are national and 50% are multinational

Type of company	Number of companies	Structure (%)			
		Private sector	State companies	National companies	Multinational companies
Cooperative	4	-	100	100	-
Sole shareholder	26	100,00	-	96,15	3,85
LLC (limited liability companies)	64	100,00	-	96,88	3,12
State companies	0	-	-	-	-
Association	9	100,00	-	100,00	50
Companies listed on the stock exchange	6	100,00	-	50,00	-
Other	0	-	-	-	-

Company's ownership structure, by structure

In terms of market outlets ownership of companies is as follows:

- Cooperatives addresses 100% of the national market
- Sole proprietorship, limited liability companies and in partnership, with a percentage of 70%, is aimed at the domestic market
- Listed companies mainly addresses multiple markets, 83.33%

	Number of companies	Commodity market %	
Company type		**Addressing the national market**	**Addressing more than one market**
Cooperative	4	100,00	-

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Sole shareholder	26	69,23	30,77
LLC (limited liability companies)	64	73,44	26,56
State companies	0	-	-
Association	9	77,78	22,22
Companies listed on the stock exchange	6	16,67	83,33
Other	0	-	-

Company's ownership structure, by commodity market

4. *How many employees does your company employ?*

In terms of number of employees, the structure of companies surveyed is as follows:

Employees	Companies surveyed	%
0-10	47	43,13
11-50	32	29,36
51-100	10	9,17
101-200	7	6,42
201-250	3	2,75
251-500	2	1,83
501-1000	3	2,75
1001+	5	4,59
Total	**109**	**100**

Company structure in terms of employees

From the above table it can be seen that 90% of companies who completed the questionnaire are SMEs, the difference of 10% being covered by large companies (over 250 employees).

In terms of industry, the employee structure is as:

- The fewest employees 0-10 are found in agriculture, forestry and fisheries 10.65% and 59.57% are in other industries
- 53,13 % of the companies with 11-50 employees belong to the construction industry.
- 30% of the companies with 50-200 employees belong to the constructuin industry while 40% belong to other industries
- 40% of the companies with more than 1000 employees are from the IT&C industry while the rest belong to other industries

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Number of employeers	Number of companies	Industry sector (%)					
		Construction	Commercial	Agriculture, forestry and fishing	IT&C	Production	Other
0-10	47	10,63	8,51	10,65	6,38	4,26	59,57
11-50	32	53,13	9,37	3,13	-	6,25	28,12
51-100	10	30,00	-	10,00	10,00	10,00	40,00
101-200	7	28,57	14,29	-	-	14,29	42,85
201-250	3	-	33,33	33,33	-	33,33	-
251-500	2	50,00	50,00	-	-	-	-
501-1000	3	-	-	-	66,67	-	33,33
1001+	5	-	-	-	40,00	-	60,00
Total	**109**						

Company structure wise:

- State companies recorded a small number of employees 0-50 with a percentage of more than 2%
- Companies with 51-200 employees are 100% working in the private sector and 90% are national companies and only 10% are multinationals
- Companies with 201-500 employees are 100% private and national companies
- companies with more than 500 employees are 100% private and are multinational companies

Number of employeers	Number of companies	Structure (%)			
		Private sector	State companies	National companies	Multinational companies
0-10	47	97,87	2,13	100,00	-
11-50	32	90,62	9,38	100,00	-
51-100	10	100,00	-	90,00	10,00
101-200	7	100,00	-	100,00	-
201-250	3	100,00	-	100,00	-
251-500	2	100,00	-	100,00	-
501-1000	3	100,00	-		100,00
1001+	5	100,00	-	60,00	40,00
Total	**109**				

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In terms of commodity markets:

- 66% of the companies with less than 250 employees addres the national market
- 60% of the companies with more than 250 employees address to more than one commodity market

	Total	Commodity market (%)	
Employees		**Addressing the national market**	**Addressing more than one market**
0-10	47	80,85	19,15
11-50	32	75,00	25,00
51-100	10	50,00	50,00
101-200	7	71,43	28,57
201-250	3	66,67	33,33
251-500	2	-	100
501-1000	3	-	100
1001+	5	40,00	60,00
Total	**109**		

5. *Please indicate the number of countries where your company has operations and/or exports*

Countries operating in (number of countries)	**Companies**	**%**
1	77	70,64
2	15	13,77
3	4	3,67
4	1	0,91
5	4	3,67
6	2	1,83
7	2	1,83
10	1	0,91
Over 20	3	2,77
Total	**109**	**100**

The majority of companies surveyed (70.64%) carry out their business in Romania only the difference (29.36%) representing the percentage of companies activating in several countries.

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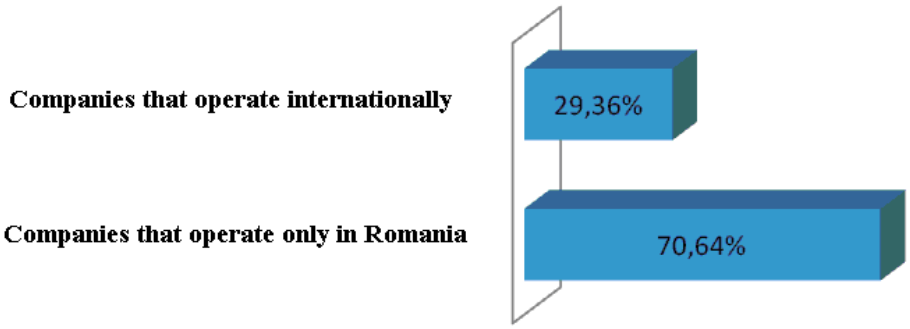

The structure of the company in terms of coverage

In terms of size, the company structure in terms of coverage is :

- Companies operating in two countries are particularly SMEs - 90%
- Large companies operate at a rate of over 50% in 3,4, or 6 countries
- Companies operating in more than 7 countries are 100% SMEs
- Most of the companies operating in more than 20 countries are large companies (66.67%)

Countries operating in	Total	SMEs %	Large companies %
1	77	97,40	2,60
2	15	93,33	6,67
3	4	50,00	50,00
4	1	-	100,00
5	4	75,00	25,00
6	2	50,00	50,00
7	2	100,00	-
10	1	100,00	-
Over 20	3	33,33	66,67
Total	**109**		

In terms of industry point of view:

- 100% of the companies operating in 10 countries are from the construction industry
- Companies operating in more than 20 countries are from IT&C and production
- 49,35% of the companies operating solely in Romania are from other industries

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Number of countries	Number of companies	Industry sector (%)					
		Construction	Commercial	Agriculture, forestry and fishing	IT&C	Production	Other
1	77	28,57	11,69	6,49	1,30	2,60	-
2	15	33,33	-	-	13,33	6,67	49,35
3	4	25,00	-	25,00	25,00	-	46,67
4	1	-	-	-	-	-	25,00
5	4	-	25,00	25,00	25,00	25,00	100,00
6	2	-	-	50,00	50,00	-	-
7	2	-	-	-	-	8,33	-
10	1	100,00	-	-	-	-	91,67
Over 20	3	-	-	-	66,67	33,33	-
TOTAL	**109**						

From a structure point of view:

- State companies operate only in Romania, with a procentage of 5,19%
- Companies activating in more than one country are 100% private and most of them are national.
- Companies activating in more than 20 countries are 100% private and 66,67% are multinationals.

Number of countries	Number of companies	Structure (%)			
		Private sector	State companies	National companies	Multinational companies
1	77	94,81	5,19	100,00	-
2	15	100,00		100,00	-
3	4	100,00		50,00	50,00
4	1	100,00		-	100,00
5	4	100,00		100,00	-
6	2	100,00		50,00	50,00
7	2	100,00		100,00	-
10	1	100,00		100,00	-
Over 20	3			33,33	66,67

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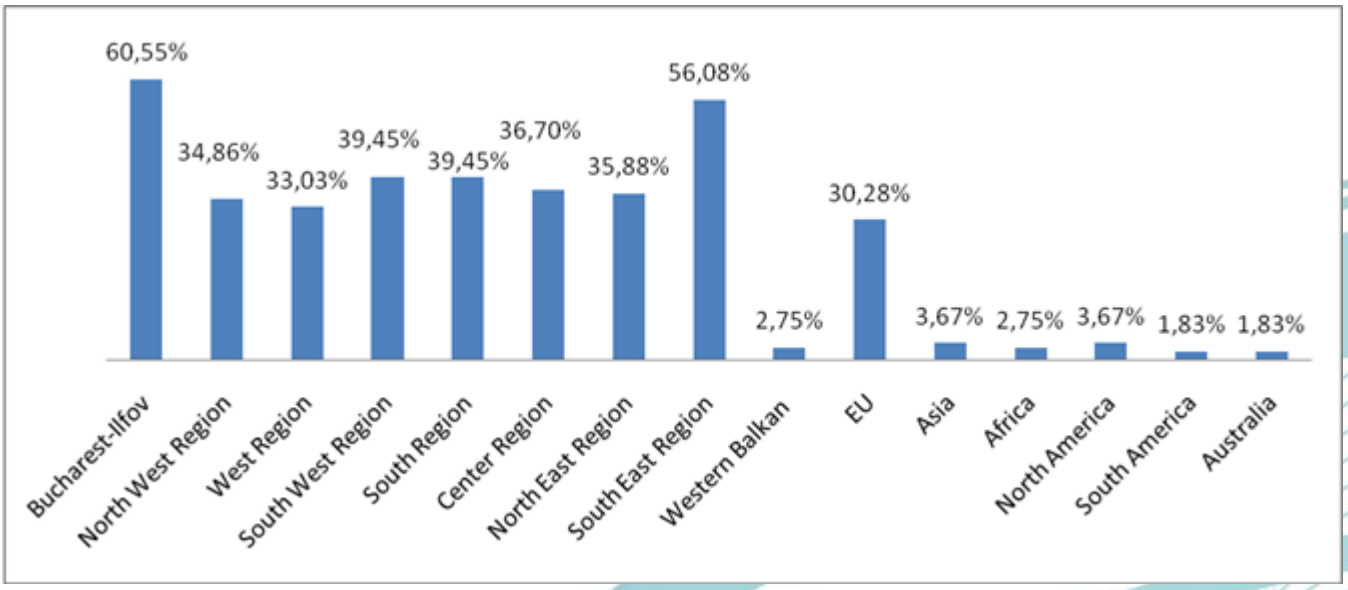
6. *Please indicate the regional presence of your business partners (e.g. joint venture partners). Please select all that apply*)

The study shows that the presence of business partners is as follows:

- At the domestic level most companies have their business partners in the Bucharest Ilfov (60,55%) and South East (56,08%)
- Externally most companies have business partners in Europe (30,28%)



From the point of view of size:

- All big companies have partners in all regions in 100%
- The total number of SMEs highest presence of partners can be found in the Bucharest Ilfov and South East 56.27% 52.53%
- On the external side of both SMEs and large companies in most EU partners 27.27% and 60.00%.

Region	**SMEs %**	**Big companies %**
Bucharest-Ilfov	56,57	100
North West Region	28,28	100

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West Region	26,26	100
South West Region	33,33	100
South Region	33,33	100
Center Region	30,30	100
North East Region	29,29	100
South East Region	52,53	100
Western Balkan	3,03	-
EU	27,27	60,00
Asia	2,02	20,00
Africa	-	30,00
North America	2,02	20,00
South America	-	20,00
Australia	-	20,00

From the point of view of fields:

- Construction companies have partners especially in the South East and South West 71,43% 60,71 and partners in Europe exten only 14,29%

- Companies in their trade partners especially in South East 80% and Bucharest-Ilfov 60,00% and exten partners in Europe only 20,00%

- Companies in the field of agriculture, forestry and fisheries have partners especially in Southeast Bucharest-Ilfov 100% and 75%, and partners in Europe exten only 12,50%

- Companies in the field of information and communications have partners especially in Southeast Bucharest-Ilfov 75% and 100%, and partners in Europe exten 87,50% and other regions 25%

- Companies in the Manufacturing have partners in most parts of the country more than 70% and exten partners in Europe and Asia 71.43%, 14,29%.

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Regiune	Sector of activity (%)				
	Construction	**Commercial**	**Agriculture, forestry and fishing**	**IT&C**	**Production**
Bucharest-Ilfov	50,00	60,00	75,00	100,00	100,00
North West Region	57,00	20,00	62,50	62,50	100,00
West Region	50,00	20,00	62,50	62,50	100,00
South West Region	60,71	30,00	62,50	62,50	100,00
South Region	53,57	30,00	62,50	62,50	100,00
Center Region	50,00	20,00	62,50	75,00	71,43
North East Region	50,00	30,00	62,50	50,00	71,43
South East Region	71,43	80,00	100,00	75,00	85,71
Western Balkan	-	-	-	-	-
EU	14,29	20,00	12,50	87,50	71,43
Asia	-	-		25,00	14,29
Africa	-	--		25,00	
North America	-			25,00	
South America	-			25,00	
Australia	-			25,00	

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From the point of view of the structure:

- Companies in the private sector partners in the largest proportion in the Bucharest-Ilfov (59,05%) and South East (55,54%), external side partners are mostly from 31,43%
- All public companies have partners in all regions in 100%
- National companies are partners in the largest proportion in the Bucharest-Ilfov (58,25%) and South East (54,37%) external side partners are mostly from 26,21%
- All multinational companies have partners in all regions in 100%
- On the external side multinationals have partners in Europe, with a percentage of 100%, and 50,00% in Asia, the other region recorded lower percentages

Region	Structure %			
	Private sector	State companies	National companies	Multinational companies
Bucharest-Ilfov	59,05	100,00	58,25	100,00
North West Region	32,38	100,00	31,07	100,00
West Region	30,48	100,00	29,13	100,00
South West Region	37,14	100,00	35,92	100,00
South Region	37,14	100,00	35,92	100,00
Center Region	34,29	100,00	33,01	100,00
North East Region	33,33	100,00	32,04	100,00
South East Region	55,24	100,00	54,37	100,00
Western Balkan	2,86	-	1,94	16,67
EU	31,43	-	26,21	100,00
Asia	3,81	-	1,00	50,00

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Africa	2,86	-	0,97	33,33
North America	3,81	-	1,94	33,33
South America	1,90	-	-	33,33
Australia	1,90	-	-	33,33

In terms of market outlets:
- Companies that addresses domestic market major business partners in Bucharest Ilfov (50,67%) and South East (46,67%) external side from major partners in Europe 37,33%
- Companies that addresses multiple markets are major business partners in Bucharest Ilfov (82,35%) and South East (79,41%), external side from major partners in Europe 52,94%

	Commodity market (%)	
Region	**Addressing the national market**	**Addressing more than one market**
Bucharest-Ilfov	50,67	82,35
North West Region	21,33	64,71
West Region	18,67	64,71
South West Region	25,33	70,59
South Region	25,33	70,59
Center Region	21,33	70,59
North East Region	20,00	70,59
South East Region	46,67	79,41
Western Balkan	4,00	2,94
EU	37,33	52,94
Asia	4,00	2,94

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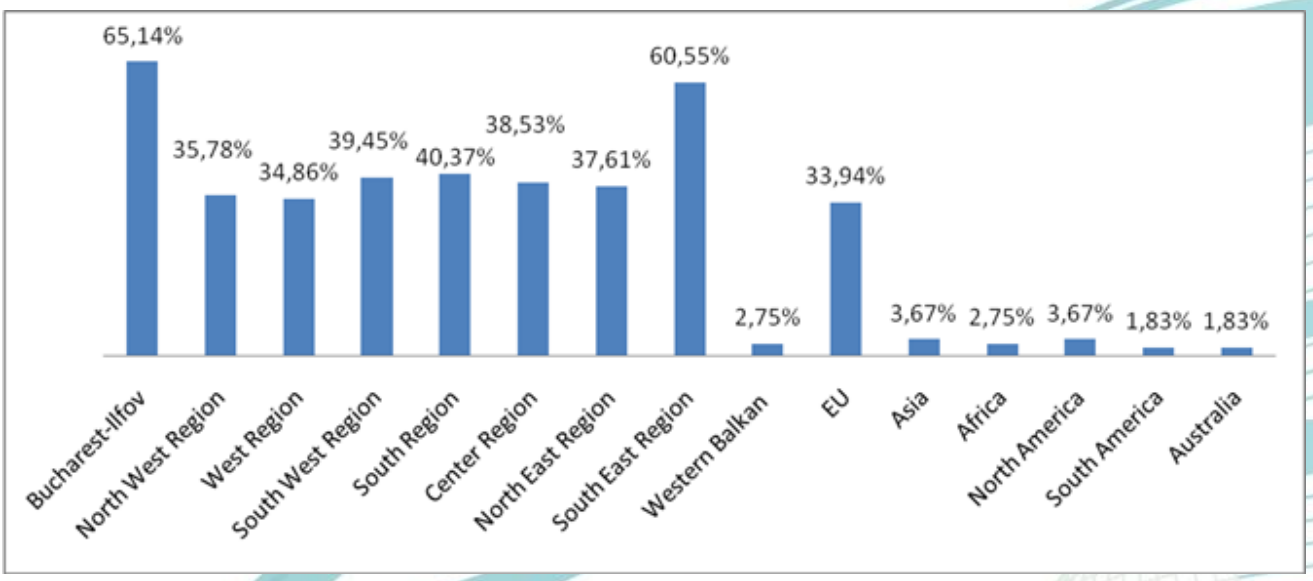
Africa	4,00	-
North America	5,33	2,94
South America	2,67	-
Australia	2,67	-

7. *Please indicate the regional presence of your direct suppliers. Please select all that apply*

The study shows that the presence of business supplier are as follows:
- At the domestic level most companies have their business suppliers in the Bucharest Ilfov (65,14%) and South East (60,55%)
- Externally supplied most companies business in Europe (33,94%).



From the point of view of size:
- All big companies have suppliers all over the country at 100%
- The total number of SMEs to provide the highest presence is found in the Bucharest Ilfov (62,62%) and South East (56,57%)
- On the external side of both SMEs and large companies in most EU suppliers 30,30% and 70,00%.

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Region	SMEs %	Large company %
Bucharest-Ilfov	61,62	100
North West Region	29,29	100
West Region	28,28	100
South West Region	32,32	100
South Region	34,34	100
Center Region	32,32	100
North East Region	31,31	100
South East Region	56,57	100
Western Balkan	3,03	-
EU	30,30	70,00
Asia	2,02	20,00
Africa	-	30,00
North America	2,02	20,00
South America	-	20,00
Australia	-	20,00

From the point of view of fields:

- Construction companies have provided mainly in South East (64,29%), South West (75,00%), and suppliers in Europe exten only 17,86%
- Companies in the trade provided mainly in Southeast Bucharest-Ilfov 100% and 70.00%, while providers in Europe exten only 20,00%
- Companies in the field of Agriculture, Forestry and Fisheries provided mainly in South East (100%), Bucharest-Ilfov (75%), and suppliers in Europe exten only 12,50%
- Companies in the field of information and communication provided mainly in South East (87,50%), Bucharest-Ilfov (100%), while providers in Europe exten 87,50% and other regions 25%

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- Manufacturing companies in most regions of the country have provided over 70% and exten suppliers in Europe (50,00%) and Asia, 14,29%.

Region	Sector of activity (%)				
	Construction	**Commercial**	**Agriculture, forestry and fishing**	**IT&C**	**Production**
Bucharest-Ilfov	53,57	70,00	75,00	100,00	100,00
North West Region	57,00	30,00	62,50	75,00	100,00
West Region	50,00	30,00	62,50	75,00	100,00
South West Region	64,29	40,00	62,50	75,00	100,00
South Region	57,14	40,00	62,50	75,00	100,00
Center Region	53,57	30,00	62,50	87,50	71,43
North East Region	50,00	40,00	62,50	62,50	71,43
South East Region	75,00	80,00	100,00	87,50	85,71
Western Balkan	-	-	-	-	-
EU	17,86	20,00	12,50	87,50	50,00
Asia	-	-		25,00	14,29
Africa	-	--		25,00	
North America	-			25,00	
South	-			25,00	

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America					
Australia	-			25,00	

From the point of view of the structure:
- Private companies have provided the highest proportion in Bucharest-Ilfov (63,81%) and South East (59,05%) external side vendors are mostly from 35,24%
- All public companies are available in all regions of the country at 100%
- National companies have provided the highest proportion in Bucharest-Ilfov (63,11%) and South East (58,25%), external side vendors are mostly from 26,21%
- All multinational companies have suppliers all over the country at 100%
- On the external side provided multinationals in Europe, with a percentage of 100%, and 50,00% in Asia, the other region recorded lower percentage 33,33%

Region	**Structure %**			
	Private sector	**State companies**	**National companies**	**Multinational companies**
Bucharest-Ilfov	63,81	100,00	63,11	100,00
North West Region	33,33	100,00	32,04	100,00
West Region	32,38	100,00	31,04	100,00
South West Region	37,19	100,00	34,95	100,00
South Region	38,10	100,00	36,89	100,00
Center Region	36,19	100,00	34,95	100,00
North East Region	33,94	100,00	33,98	100,00
South East Region	59,05	100,00	58,25	100,00
Western Balkan	2,86	-	1,94	1,00

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EU	35,24	-	26,21	100,00
Asia	3,81	-	1,00	50,00
Africa	2,86	-	0,97	33,33
North America	3,81	-	1,94	33,33
South America	1,90	-	-	33,33
Australia	1,90	-	-	33,33

In terms of market outlets:
- Companies that addresses domestic market business suppliers majority in Bucharest Ilfov (56,00%) and South East (49,33%) external side from major suppliers in Europe 46,67%
- Companies that addresses multiple markets are major suppliers of business in Bucharest Ilfov (85,29%) and South East (87,29%) external side from major suppliers in Europe 61,76%.

	Commodity market (%)	
Region	**Addressing the national market**	**Addressing more than one market**
Bucharest-Ilfov	56,00	85,29
North West Region	24,00	61,76
West Region	20,00	67,65
South West Region	22,67	73,53
South Region	26,67	70,59
Center Region	25,33	67,65
North East Region	21,33	73,53
South East Region	49,33	87,29
Western Balkan	4,00	2,94

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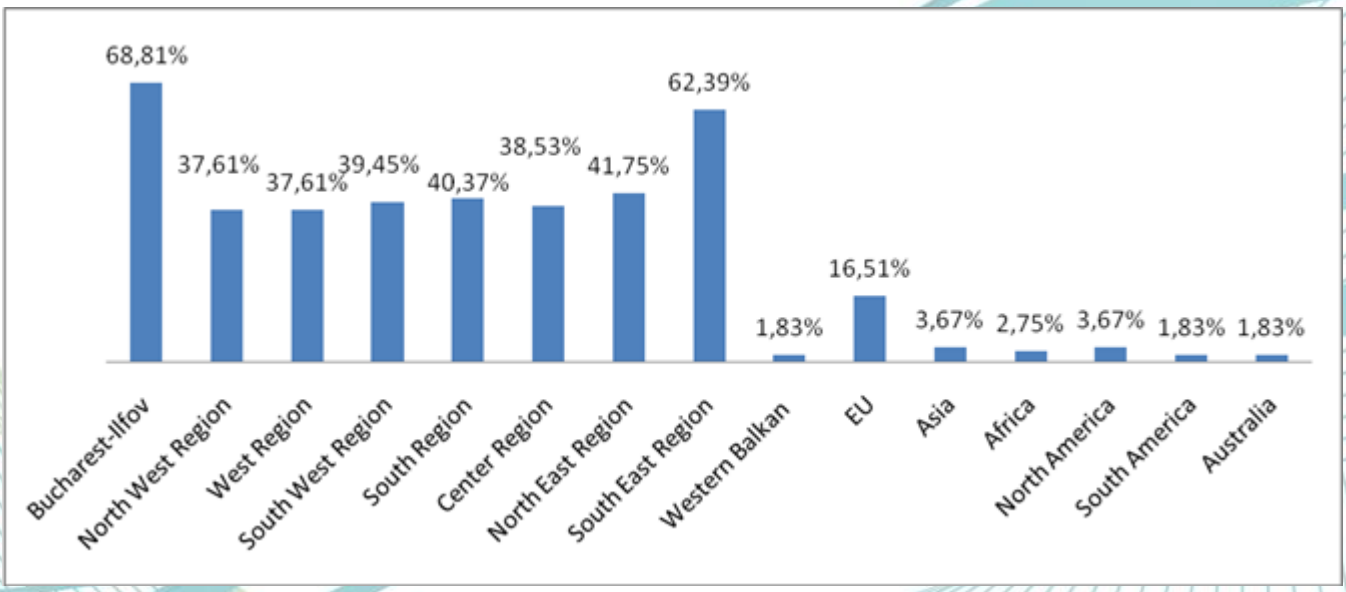
EU	46,67	61,76
Asia	4,00	2,94
Africa	4,00	-
North America	5,33	2,94
South America	2,67	-
Australia	2,67	-

8. *What is the regional presence of customers? Please select all that apply*.

The study shows that the presence of business partners is as follows:
- At most companies have their domestic customers in the Bucharest Ilfov (68,81%) and South East (62,39%)
- Externally most companies have customers in Europe 16,51%



From the point of view of size:
- All big companies have customers in all regions at 100%
- The total number of SMEs highest customer presence is found in the Bucharest Ilfov (65,66%) and South East (68,69%)

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- On the external side of both SMEs and large companies have the most customers in the European Union (SMEs-27,27% and large company-70,00%).

Region	**SMEs %**	**Large company %**
Bucharest-Ilfov	65,66	100
North West Region	31,31	100
West Region	31,31	100
South West Region	43,43	100
South Region	44,44	100
Center Region	42,42	100
North East Region	45,45	100
South East Region	68,69	100
Western Balkan	3,03	-
EU	27,27	70,00
Asia	2,02	20,00
Africa	-	30,00
North America	2,02	20,00
South America	-	20,00
Australia	-	20,00

From the point of view of fields:
- Construction companies have customers mainly in the South East (75,00%) and South West (57,14%) Center and extern customers in Europe only 17,32%
- Companies in the trade have customers mainly in Southeast Bucharest-Ilfov 80% and 60.00%, and Europe customers only 20,00% extern

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- Companies in the field of agriculture, forestry and fishing have customers mainly in Southeast Bucharest-Ilfov 100% and 75%, and Europe customers only exten 12,50%
- Companies in the field of information and communication have customers mainly in South East (75%), Bucharest-Ilfov (100%) and extern customers in Europe (75%), and other regions 25%
- Companies in the Manufacturing customers in most regions of the country more than 70% and exten customers in Europe(57,14%) and Asia (14,29%).

Region	**Sector of activity (%)**				
	Construction	**Commercial**	**Agriculture, forestry and fishing**	**IT&C**	**Production**
Bucharest-Ilfov	46,43	60,00	75,00	100,00	100,00
North West Region	53,57	20,00	62,50	62,50	100,00
West Region	50,00	20,00	62,50	62,50	100,00
South West Region	57,14	30,00	62,50	62,50	100,00
South Region	50,00	30,00	62,50	62,50	100,00
Center Region	57,14	20,00	62,50	75,00	71,43
North East Region	50,00	30,00	62,50	50,00	71,43
South East Region	75,00	80,00	100,00	75,00	85,71
Western Balkan	-	-	-	-	-
EU	17,32	20,00	12,50	75,00	57,14
Asia	-	-		25,00	14,29

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Africa	-	--		25,00	
North America	-			25,00	
South America	-			25,00	
Australia	-			25,00	

From the point of view of the structure:
- Companies in the private sector clients in the highest proportion in Bucharest-Ilfov (67,62%) and South East (60,95%), in external side customers are mostly from 31,43%
- All public companies have customers in all regions at 100%
- National companies have customers in the highest proportion in Bucharest-Ilfov (61.33%) and South East (49,33%), in external side partners are mostly from 26,21%
- All multinational companies have customers in all regions at 100%
- On the external side of multinational customers in Europe, with a percentage of 100%, and 50,00% in Asia, the other region recorded lower percentages

Region	**Structure %**			
	Private sector	**State companies**	**National companies**	**Multinational companies**
Bucharest-Ilfov	67,62	100,00	61,33	100,00
North West Region	35,24	100,00	25,33	100,00
West Region	35,24	100,00	22,67	100,00
South West Region	37,14	100,00	24,00	100,00
South Region	38,10	100,00	26,67	100,00
Center Region	36,19	100,00	24,00	100,00

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North East Region	39,05	100,00	25,33	100,00
South East Region	60,95	100,00	49,33	100,00
Western Balkan	2,86	-	1,94	16,67
EU	31,43	-	26,21	100,00
Asia	3,81	-	1,00	50,00
Africa	2,86	-	0,97	33,33
North America	3,81	-	1,94	33,33
South America	1,90	-	-	33,33
Australia	1,90	-	-	33,33

In terms of market outlets:

- Companies that addresses domestic market business customers mostly in Bucharest Ilfov (66,99%) and South East (60,19%), on the side of the majority of foreign customers from Europe, 22,33%
- Companies that addresses multiple markets are major business partners in Bucharest Ilfov (85,29%) and South East (85,29%), external side from major partners in Europe 52,94%

	Commodity market %	
Region	**Addressing the national market**	**Addressing more than one market**
Bucharest-Ilfov	66,99	85,29
North West Region	33,98	64,71
West Region	33,98	68,57
South West Region	35,92	73,53

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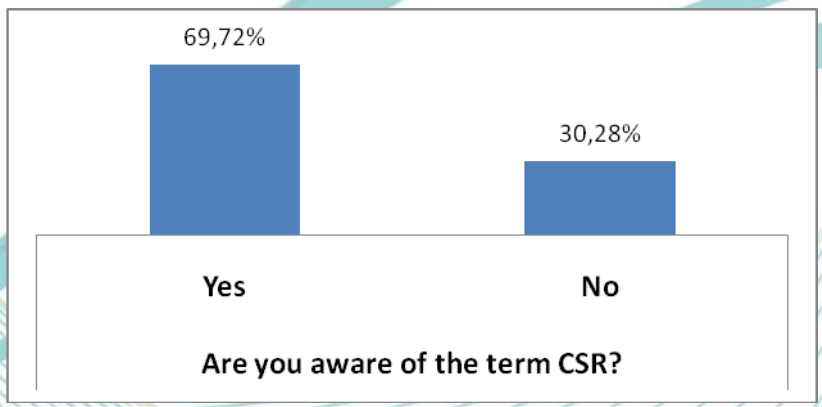
South Region	36,89	70,59
Center Region	34,95	76,47
North East Region	37,86	91,18
South East Region	60,19	85,29
Western Balkan	1,83	2,94
EU	22,33	52,94
Asia	1,83	2,94
Africa	4,00	-
North America	1,83	2,94
South America	2,67	-
Australia	2,67	-

9. *Are you aware of the term CSR?*

The results of the survey on a sample implementation of 109 companies show that 69.72% of companies know the term CSR, while 30,28% are not familiar with this term.



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The analysis shows that based on the questionnaire, in terms of company size, 60,55% of the companies who have knowledge about the concept of CSR are SMEs, while 9,17% are large companies. Also of note is that 100% of the large companies know the concept of CSR, the percentage of 30,28% is fully covered by SMEs.

The cases presented demonstrate that there is a direct proportional relationship between the size of the company and knowledge of CSR concept. The larger the company, the CSR becomes an important element at the organizational level, this being due to its need to improve work, increase employee and collaborators confidence.

	Total (%)	**SMEs (%)**	**Large companies %**
Companies aware of the CSR concept	69,72	60,55	9,17
Companies not aware of the CSR concept	30,28	30,28	-

According to the study, awareness of CSR concept has the highest percentage for construction and trade over 9%, which is followed by other sectors.

	Total	**Construction**	**Commercial**	**Agriculture, forestry and fishing**	**IT&C**	**Production**	**Other domains**
Companies aware of the CSR concept	69,72%	13,76%	9,17%	4,59%	6,42%	3,67%	32,11%
Companies not aware of the CSR concept	30,28%	11,93%	-	2,75%	0,92%	2,75%	11,93

Companies that know the concept of CSR are mainly domestic companies more than 60% which exercise their activity in the private sector, over 66%.

	Total	**Structure**			
		Private sector	**State companies**	**National companies**	**Multinational companies**

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Companies aware of the CSR concept	69,72%	66,97%	2,75%	64,22%	5,50%
Companies not aware of the CSR concept	30,28%	29,36%	0,92%	30,28%	-

Data analysis shows that awareness of the concept of CSR values are higher in companies that address multiple markets, 84.38%.

	Commodity market (%)	
	Addressing the national market	**Addressing more than one market**
Companies aware of the CSR concept	63,64%	84,38%
Companies not aware of the CSR concept	36,36%	15,62%

10. I*f so, since when are you aware of the term?*

Interpretation of the data shows that for most companies (42.11%) CSR concept has become known about 3 years ago. The study also highlights that 10.53% of the respondents have knowledge of this concept for over 10 years.

Years	**Companies**	**%**
Less than one year	14	18,42
1-3 years	32	42,10
4-6 years	20	26,32
7-9 years	2	2,63
More than 10 years	8	10,53

From the point of view of size, it is found that 60% of large companies have been familiar with the concept of CSR for more than 4 years, while 63% of the SMEs have been in contact with the concept for less than 3 years.

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Years	SMEs (%)	Large companies %
Less than one year	18,18	20,00
1-3 years	45,45	20,00
4-6 years	25,76	30,00
7-9 years	3,03	-
More than 10 years	7,58	30,00

From the industry point of view, it is noted that in the five fields of activity the term is known preponderet for 1 to 3 years. The field with the greatest seniority in the CSR knowledge is the trade industry, with more than 30% knowing the concept for over 7 years.

Years	Construction	Commercial	Agriculture, forestry and fishing	IT&C	Production
Less than one year	20,00	30,00	20,00	28,57	-
1-3 years	46,67	30,00	60,00	28,57	66,67
4-6 years	26,67	10,00	20,00	28,57	33,33
7-9 years	-	10,00	-	-	-
More than 10 years	6,66	20,00	-	14,29	-

In terms of structure, the records show that most companies are familiar with the concept of CSR for a period of 1-3 years. Multinational companies have seniority, 33, 33% of them knowing the concept for over 10 years, followed by a much smaller percentage of several private companies.

	Structure (%)			
Years	Private sector	State companies	National companies	Multinational companies
Less than one year	18,67	-	18,84	16,67
1-3 years	41,33	100,00	42,03	33,33

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4-6 years	26,67	-	27,54	16,67
7-9 years	2,66	-	2,89	-
More than 10 years	10,67	-	8,70	33,33

In terms of the sales market, it is noted that over 40% of companies know the term CSR for 1-3 years, regardless of the market for whom it is addressed. Large share of the companies having the CSR knowledge adress multiple markets.

Years	**Addressing the national market**	**Addressing more than one market**
Less than one year	20,42	14,81
1-3 years	42,86	40,74
4-6 years	24,49	29,63
7-9 years	4,08	-
More than 10 years	8,16	14,81

11. *Does your company have a department which takes the lead on addressing your company's social responsibilities and impacts? If so, which one?*

From the information gathered we conclude that most companies (51.38%) do not have a department to take over activities related to Corporate Social Responsibility. On the other hand, another finding of the study shows that 33 of the 76 companies that did know the concept of CSR do not have a department to take over activities related to Corporate Social Responsibility, while 9.17% of those who do not know the concept however implement CSR principles through the company's departments.

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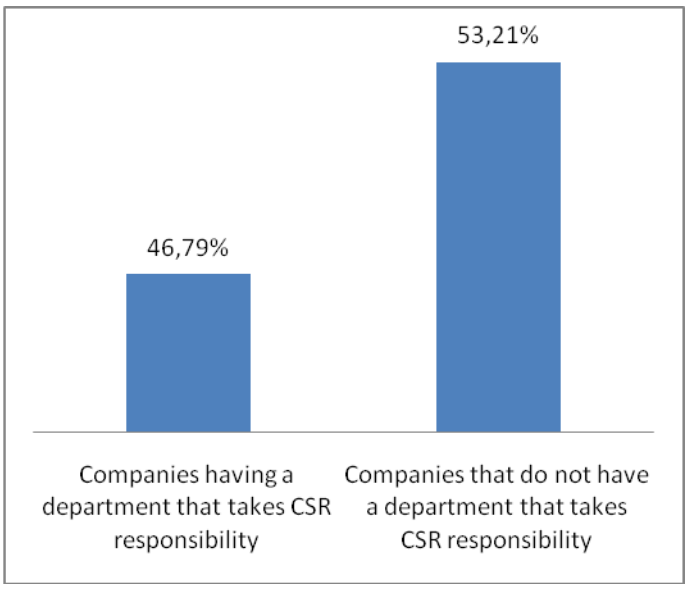

CSR principles are implemented mainly by the Human Resources department (71.70%) and the Communication and / or Public Relations (15.09%). The study shows that only 3.77% of 48.62% of companies have a separate department responsible for implementing the basic principles of CSR in the company.

Department	**%**
CSR	3,77
Communication and / or Public Relations	15,09
Human Resources	71,70
Administrative	5,66
Other departments	3,77

In terms of size, it is noted that only large companies there is a separate CSR department, but this records only a 20% difference (80%) representing the departments of communication and human resources. In SMEs the CSR concept is implemented mainly (over 80%) in the human resources department.

Department	**SMEs (%)**	**Large companies %**
CSR	-	20,00
Communication and / or Public Relations	9,76	40,00

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Human Resources	82,93	40,00
Administrative	7,31	-
Other departments	-	-

From the industry point of view of the industry the following are highlighted:

- There is a disctinct CSR department only in IT&C companies and only in 20% of them, for the rest of the companies the CSR department being found embedded in the human resources department
- The concept of CSR is implemented in excess of 87% in the HR department for companies that address the manufacture, trade and production industry
- Companies operating in the agriculture, forestry and fisheries and the IT&C industry implement the concept of CSR, most in the Department of Communication and / or Public Relations at the rate of 60%.

Department	**Construction**	**Commercial**	**Agriculture, forestry and fishing**	**IT&C**	**Production**
CSR	-	-	-	20,00	-
Communication and / or Public Relations	-	-	66,67	60,00	-
Human Resources	87,50	100,00	33,33	-	100,00
Administrative	-	-	-	20,00	-
Other departments	12,50	-	-	-	-

From the structure point of view of the situation is as follows:

- A sepparate CSR department is found in the private sector but in a small percentage of 3.77%, and 20% of the companies are multinational
- The concept of CSR is implemented in companies in the communication and / or public relations department (15.09%), 80% beeing multinational companies
- Mostly, companies implement the CSR concept in their Human Resources department, 71.70% in the private sector, 75% of the state companies, 77.57% of the national companies.

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	Structure (%)			
Department	**Private sector**	**State companies**	**National companies**	**Multinational companies**
CSR	3,77	-	2,04	20,00
Communication and / or Public Relations	15,09	-	8,16	80,00
Human Resources	71,70	75,00	77,57	-
Administrative	5,66	-	6,12	-
Other departments	3,77	25,00	6,12	-

In terms of the sales market, the concept of CSR is implemented as follows:

- The concept of CSR is implemented in the highest rate in the human resources department in company addressing the domestic market (86,20%) and in those with multiple outlets (54,16%).

Department	**Addressing the national market**	**Addressing more than one market**
CSR	3,45	4,17
Communication and / or Public Relations	3,45	29,17
Human Resources	86,20	54,16
Administrative	3,45	8,33
Other departments	3,45	4,17

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12. Which of the following areas are of high priority for your company with regard to CSR? Please select up to three and rank them from 1 to 3; 1 indicating the highest priority

After studies we analyzed a number of areas and was determine the degree of interest of the company to them.

General statement of the degree of interest of businesses on corporate social responsibility are presented in the following table:

Field	Importance from 1 to 3 (1 is the upper level)			
	1	2	3	At all
Responsibility towards employees	45,00%	21,00%	14,00%	20,00%
The safety work	29,00%	20,00%	16,00%	35,00%
Respecting human rights	37,00%	22,00%	17,00%	24,00%
Responsibility towards the local community / region	6,00%	8,00%	13,00%	73,00%
The responsibility regarding the environment	17,00%	23,00%	11,00%	49,00%
Support for culture, science and sport	8,00%	10,00%	11,00%	71,00%
Engaging with the supply chain	12,00%	18,00%	13,00%	57,00%
Ethical behavior in business	22,00%	15,00%	13,00%	50,00%
Anticorruption behavior	9,00%	5,00%	6,00%	80,00%
Philanthropic behavior	8,00%	9,00%	9,00%	74,00%

The interest of companies on CSR

The results of the fields is as follows:

Responsibility towards employees. Employees are the most important resource of a company. They are "ambassadors" who can send the most credible messages about its responsibility. In addition, more and more employees, social and ethical values of the company where they work became important. Therefore, employees must be an important audience for any company's CSR strategy. From the 109 companies surveyed, only 87 felt the responsibility to employees is an important area in the business.

Thus, 45% of respondents consider that the responsibility to employees is very important for the company's 21% believe that this activity has a medium importance, while 14% consider that it has a lower level in the company's activities .

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The safety work. In agreement with the principles of CSR, companies must ensure the health and safety of employees, suppliers and the communities in which they are present. Into the study, only 65% of companies surveyed said they considered important this activity in the company, while 35% have indifferent position regarding this topic.

29% of companies consider important activities on the safety work, 20% say that this activity is important at a medium level, and 16% gives an relatively small importance to measures regarding the safety work at company level.

Respecting human rights. Respecting, protecting and promoting human rights, culture, customs and values of the communities in which they operate should be among the concerns of progressive and competitive companies. Information resulting from the processing of data collected through the questionnaire show that 76% of companies consider important respecting human rights while 24% do not pay any attention to this area.

Responsibility towards the local community / region

The management of a company must be concerned continuously of reinvesting in the community for who produce goods and services. Investments in CSR may influence indicators like profit, profitability and efficiency. Analyzing the data collected from the application of questionnaires, it appears that 73% of companies do not take account of the responsibility towards the local community / region, 13% gave little importance, 8% pay medium attention and 6% gives a high interest of the local community / region.

The responsibility regarding the environment

Responsibility towards nature is an important criteria for a good business environment. Results obtained in this study, graphically represented in the figure below, shows that 17% of companies gives high importance to the environment, 23% consider this area of medium importance, while 11% give or low importance and 49 % of companies surveyed do not give any importance to this.

Support for culture, science and sport.

A good education system is vital to the development of society and at the same time, answering the desire of companies to have highly trained future employees. Consequently, companies need to engage all available resources to promote athletic performance, cultural and scientific.

According to collected data, support for culture, science and sports is not an important area for companies, only 8% giving high importance to it, while 10% of companies consider this area of medium importance, while 11% give less importance. The majority, 71% of companies do not give any importance to support culture, science and sport, considering that this area is not important.

Engaging with the supply chain. Companies that integrate sustainability into their supply chain has benefits such as lower production costs, reduce carbon emissions, improve reputation and a better understanding of consumer behavior. The results of this study show an increase in the number of companies investing in carbon reduction and who thus succeeded to reduce its costs. But there is a huge gap between companies and their suppliers in the mitigation and sustainability, slowing the transition to a green economy.

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Information resulting from the processing of data collected in the survey shows that only 12% of companies consider important engaging with supply chain, 18% gives medium importance to this area, 13% consider this area less important to the company, while 57% do not pay any attention to this area.

Ethical behavior in business.

Business ethics involves three levels: individual, organization and business. At the individual level, we are talking about values and the common good and fairness, values that balances personal interests to those of others. Organizational level refers to the group consciousness that every company have in pursuit of economic goals. In addition, it is the result of an expression of culture and organizational behavior. In the business environment, ethics refers to the structures of social forces, political, economic that govern individuals and imposes the existence of the system. Only 50% of companies surveyed in this study considers important to adopt ethical behavior, while 50 percent of them have a regardless position.

22% of companies consider important activities on ethical behavior in business, 15% said that this activity is important at a medium level, and 13% gives relatively little importance on ethical behavior in business at the company level.

Anticorruption behavior. Corruption in Romania continues to place problems affecting the country's image at a time where it has to prove the implementation active measure to fight corruption and crime. To increase the rate of economic development, corruption must be fought both in the public sector and the private sector. The study shows that only 20% of companies surveyed considered important to adopt an anti-corruption behavior in the company, while 80% are indifferent to the subject .

9% of companies consider very important work on anti-corruption behavior, 5% say that this activity is important at a medium level, and 6% gives relatively little importance to anti-corruption measures regarding the anti-corruption behavior at company level.

Philanthropic behavior

Worldwide, more and more companies adopt philanthropy, solidarity and social responsibility.

The data collected in this study show that only 26% of companies consider important this activity in the company, while 74% have an indifferent position.

8% of companies consider important the philanthropic activities, 9% say that this activity is important at a medium level, and 9% gives relatively little importance on the company's philanthropic behavior.

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In terms of size it is noted that SMEs responsibility attaches great importance to employees 46.46%, occupational safety and respect for human rights 30% 37.37% the same is seen with large companies with a percentage 40% thread accountability employees, 30% for occupational safety and other aspects of human rights by giving them the lesser importance, even with zero percent over 50% of SMEs and 30% in companies high.

Field	Importance from 1 to 3 (1 is the upper level)				Importance from 1 to 3 (1 is the upper level)			
	SMEs				Large companies			
	1	2	3	At all	1	2	3	At all
Responsibility towards employees	30%	40%	20%	10%	46,46%	19,19%	13,13%	21,22%
The safety work	30%	30%	10%	30%	29,29%	19,19%	16,16%	35,36%
Respecting human rights	30%	30%	10%	30%	37,37%	21,21%	17,17%	24,25%
Responsibility towards the local community/ region	20%	20%	20%	40%	4,04%	7,07%	12,12%	76,77%
The responsibility regarding the environment	20%	20%	20%	40%	17,17%	23,23%	10,10%	49,50%
Support for culture, science and sport	20%	40%	10%	30%	7,07%	7,07%	11,11%	74,75%
Engaging with the supply chain	20%	20%	30%	30%	11,11%	18,18%	11,11%	59,60%
Ethical behavior in business	10%	50%	10%	30%	23,23%	11,11%	13,13%	52,53%
Anticorruption behavior	20%	20%	10%	50%	8,08%	3,03%	6,06%	82,83%
Philanthropic	40%	10%	10%	40%	4,04%	9,09%	9,09%	77,78%

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behavior								

The interest of SMEs & big companies on corporate social responsibility

a) Construction

Under construction firms are responsibility attaches great importance to employees 46.43%, 30% occupational safety and respect human rights 39.29%. Other values are much lower priority, companies are not interested and recording rate of over 40%.

Field	Importance from 1 to 3 (1 is the upper level)			
	1	2	3	At all
Responsibility towards employees	46,43%	21,43%	10,71%	21,43%
The safety work	25,00%	32,14%	14,29%	28,57%
Respecting human rights	39,29%	28,57%	17,86%	14,28%
Responsibility towards the local community / region	3,57%	17,86%	3,57%	75,00%
The responsibility regarding the environment	17,86%	17,86%	17,86%	46,42%
Support for culture, science and sport	3,57%	3,57%	3,57%	89,29%
Engaging with the supply chain	3,57%	10,71%	14,29%	71,43%
Ethical behavior in business	3,57%	7,14%	10,71%	78,58%
Anticorruption behavior	10,71%	0	7,14%	82,15%
Philanthropic behavior	7,14%	0	3,57%	89,29%

The interest of companies in the construction sector on CSR

b) Wholesale and retail trade, repair of motor vehicles and motorcycles

Within firms in the wholesale and retail trade, repair of motor vehicles and motorcycles are the responsibility attaches great importance to employees 40%. Other values are much lower priority, companies are not interested and recording rate of over 40%.

Field	Importance from 1 to 3 (1 is the upper level)			
	1	2	3	At all
Responsibility towards employees	40,00%	10,00%	20,00%	30,00%
The safety work	20,00%	20,00%	10,00%	50,00%
Respecting human rights	20,00%	20,00%	20,00%	40,00%
Responsibility towards the local community	-	-	30,00%	70,00%

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/ region				
The responsibility regarding the environment	20,00%	10,00%	20,00%	50,00%
Support for culture, science and sport	-	10,00%	20,00%	70,00%
Engaging with the supply chain	-	20,00%	10,00%	70,00%
Ethical behavior in business	40,00%	10,00%	10,00%	40,00%
Anticorruption behavior	10,00%	10,00%	20,00%	60,00%
Philanthropic behavior	10,00%	10,00%	-	80,00%

The interest of companies in the wholesale and retail trade, repair of motor vehicles and motorcycles sector on CSR

c) Agriculture, forestry and fishing

Within firms in the Agriculture, forestry and fishing attaches great importance to employees responsibility (62,50%) and environmental responsibility (37,50%). Other values are much lower priority, companies are not interested and recording over 37,50% percent.

Field	Importance from 1 to 3 (1 is the upper level)			
	1	2	3	At all
Responsibility towards employees	62,50%	12,50%	12,50%	12,50%
The safety work	25,00%	12,50%	25,00%	37,50%
Respecting human rights	37,50%	12,50%	12,50%	37,50%
Responsibility towards the local community / region	25,00%	-	12,50%	62,50%
The responsibility regarding the environment	37,50%	25,00%	12,50%	25,00%
Support for culture, science and sport	-	12,50%	-	87,50%
Engaging with the supply chain	12,50%	25,00%	12,50%	50,00%
Ethical behavior in business	-	-	12,50%	87,50%
Anticorruption behavior	-	-	-	100,00%
Philanthropic behavior	-	12,50%	-	87,50%

The interest of enterprises in agriculture, forestry and fisheries on CSR

d) Information and communication

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In the field of information and communications firms are responsibility attaches great importance to employees (37.50%). Other values are much lower priority, companies are not interested and recording over 37.50% percent.

Field	Importance from 1 to 3 (1 is the upper level)			
	1	2	3	At all
Responsibility towards employees	37,50%	25,00%	25,00%	12,50%
The safety work	12,50%	25,00%	12,50%	50,00%
Respecting human rights	12,50%	25,00%	50,00%	12,50%
Responsibility towards the local community / region	12,50%	12,50%	12,50%	62,50%
The responsibility regarding the environment	-	37,50%	12,50%	50,00%
Support for culture, science and sport	12,50%	37,50%	12,50%	37,50%
Engaging with the supply chain	25,00%	12,50%	25,00%	37,50%
Ethical behavior in business	25,00%	12,50%	25,00%	37,50%
Anticorruption behavior	12,50%	12,50%	12,50%	62,50%
Philanthropic behavior	12,50%	-	25,00%	62,50%

The interest of enterprises in the information and communication on CSR

e) Manufacturing

Within firms in the productive responsibility attaches great importance to employees (42,86%), occupational safety (42,86%) and human rights (42,86%), ethical behavior in business (42,86%). Other values are much lower priority, companies are not interested and recording rate of over 40%.

Filed	Importance from 1 to 3 (1 is the upper level)			
	1	2	3	At all
Responsibility towards employees	28,57%	42,86%	14,29%	14,28%
The safety work	42,86%	-	28,57%	28,57%
Respecting human rights	42,86%	14,28%	14,28%	28,58%
Responsibility towards the local community / region	-	-	-	100,00%
The responsibility regarding the environment	14,28%	-	-	85,72%

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Support for culture, science and sport	14,28%	14,28%	14,28%	57,16%
Engaging with the supply chain	28,57%	28,57%	-	42,86%
Ethical behavior in business	42,86%	28,57%	-	28,57%
Anticorruption behavior	14,28%	14,28%	-	71,44%
Philanthropic behavior	14,28%	-	28,57%	57,15%

The interest of the production enterprises on CSR

a) Private sector versus state companies

In the private sector firms responsibility attaches great importance to employees (45,71%), and human rights (35,24%). Other values are much lower priority, companies are not interested and recording over 36,19% percent..

Field	Importance from 1 to 3 (1 is the upper level)			
	1	2	3	At all
Responsibility towards employees	45,71%	20,95%	14,29%	19,05%
The safety work	27,62%	20,00%	16,19%	36,19%
Respecting human rights	35,24%	21,90%	17,14%	25,72%
Responsibility towards the local community / region	5,71%	8,57%	12,38%	73,34%
The responsibility regarding the environment	18,10%	23,81%	10,48%	47,61%
Support for culture, science and sport	8,57%	10,48%	11,43%	69,52%
Engaging with the supply chain	12,38%	19,05%	12,38%	56,19%
Ethical behavior in business	22,86%	14,29%	13,33%	49,52%
Anticorruption behavior	9,52%	4,76%	4,76%	80,96%
Philanthropic behavior	7,62%	9,52%	9,52%	73,34%

The interest of private sector enterprises on CSR

In the following figure are presented study results on the level of importance given by state companies to the defining areas of CSR concept.

Under state companies attaches great importance to occupational safety (75,00%), and human rights (75,00%). Other values are much lower priority, companies are not interested and recording over 50,00% percent.

Filed	Importance from 1 to 3 (1 is the upper level)

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	1	2	3	At all
Responsibility towards employees	25,00%	25,00%	-	50,00%
The safety work	75,00%	25,00%	-	-
Respecting human rights	75,00%	25,00%	-	-
Responsibility towards the local community / region	-	-	25,00%	75,00%
The responsibility regarding the environment	-	-	25,00%	75,00%
Support for culture, science and sport	-	-	-	100,00%
Engaging with the supply chain	-	-	25,00%	75,00%
Ethical behavior in business	-	25,00%	-	75,00%
Anticorruption behavior	-	-	50,00%	50,00%
Philanthropic behavior	-	-	-	100,00%

The interest of public companies on CSR

b)*National versus multinational companies*

Regarding national companies, the situation of importance level accorded to specific CSR concept is presented in the following table.
In national companies responsibility attaches great importance to employees (45.63%), and human rights (36.89%). Other values are much lower priority, companies are not interested and recording over 34.95% percent.

Filed	Importance from 1 to 3 (1 is the upper level)			
	1	2	3	At all
Responsibility towards employees	45,63%	20,39%	13,59%	20,39%
The safety work	29,13%	19,42%	16,50%	34,95%
Respecting human rights	36,89%	21,36%	11,65%	30,10%
Responsibility towards the local community / region	3,88%	7,77%	12,62%	75,73%
The responsibility regarding the environment	16,50%	23,30%	10,68%	49,52%
Support for culture, science and sport	7,77%	8,74%	9,71%	73,78%
Engaging with the supply chain	10,68%	19,42%	10,68%	59,22%

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Ethical behavior in business	22,33%	13,59%	12,62%	51,46%
Anticorruption behavior	8,74%	3,88%	5,83%	81,55%
Philanthropic behavior	6,80%	8,74%	8,74%	75,72%

The interest of national companies on CSR

Regarding multinationals level of importance accorded to the situation characteristic of CSR concept is presented in the following table.

In multinational companies, it gives equal importance to responsibility towards employees, occupational safety, human rights (36.89%), responsibility to the local community / region on environmental responsibility over (33.33%) . Other values are much lower priority, companies are not interested and recording rate of over 40%.

Filed	Importance from 1 to 3 (1 is the upper level)			
	1	2	3	At all
Responsibility towards employees	33,33%	33,33%	16,67	16,67%
The safety work	33,33%	33,33%	-	33,33%
Respecting human rights	33,33%	33,33%	-	33,33%
Responsibility towards the local community / region	33,33%	16,67%	16,67%	33,33%
The responsibility regarding the environment	33,33%	16,67%	16,67%	33,33%
Support for culture, science and sport	16,67%	33,33%	33,33%	16,67%
Engaging with the supply chain	33,33%	-	50,00%	16,67%
Ethical behavior in business	16,67%	33,33%	16,67%	33,33%
Anticorruption behavior	16,67%	16,67%	16,66%	50,00%
Philanthropic behavior	16,67%	16,67%	16,66%	50,00%

The interest of multinational companies on CSR

a)Companies that address to national sale market

The study shows that at the level of 76 companies participating in this research, which addresses only to the domestic market, the situation in terms of the importance given to specific areas of CSR is as follows.

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Within companies addressing national market responsibility attaches great importance to employees (43,42%), and human rights (38,16%). Other values are much lower priority, companies are not interested and recording over 35.53% percent.

Filed	Importance from 1 to 3 (1 is the upper level)			
	1	2	3	At all
Responsibility towards employees	43,42%	19,74%	13,16%	23,68%
The safety work	28,95%	21,05%	14,47%	35,53%
Respecting human rights	38,16%	21,05%	13,16%	27,63%
Responsibility towards the local community / region	3,95%	6,58%	13,16%	76,31%
The responsibility regarding the environment	14,47%	23,68%	10,53%	51,32%
Support for culture, science and sport	5,26%	2,63%	7,89%	84,22%
Engaging with the supply chain	6,58%	17,11%	9,21%	67,10%
Ethical behavior in business	21,05%	9,21%	10,53%	59,21%
Anticorruption behavior	9,21%	2,63%	7,89%	80,27%
Philanthropic behavior	5,26%	6,58%	3,94%	84,22%

The interest of companies addressing the national market on CSR

b) Companies that address to multiple sales markets

The situation of companies that address multiple markets is as follows.
In companies that address markets more importance is given responsibility to employees (48,48%), and human rights (33,33%). Other values are much lower priority, companies are not interested and recording rate of over 30%.

Field	Importance from 1 to 3 (1 is the upper level)			
	1	2	3	At all
Responsibility towards employees	48,48%	24,24%	15,15%	12,13%
The safety work	30,30%	18,18%	18,18%	33,34%
Respecting human rights	33,33%	24,24%	24,24%	18,19%
Responsibility towards the local community	9,09%	12,12%	12,12%	66,67%

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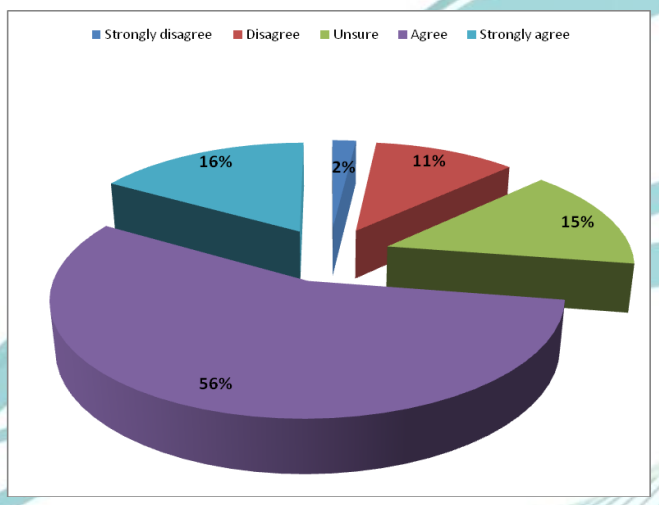
/ region				
The responsibility regarding the environment	24,24%	21,21%	12,12%	42,43%
Support for culture, science and sport	15,15%	27,27%	18,18%	39,40%
Engaging with the supply chain	24,24%	21,21%	21,21%	33,34%
Ethical behavior in business	24,24%	27,27%	18,18%	30,31%
Anticorruption behavior	9,09%	9,09%	3,03%	78,79%
Philanthropic behavior	12,12%	15,15%	21,21%	51,52%

The interest of companies addressing multiple markets on CSR

13.1.Commitment towards the employees

Supporting the work-life balance of the employee through a flexible time schedule and/or childcare and other measures.

GENERAL INTERPRETATION. Following the redering of the collected data of the present study it was found that 72% of the companies agree on sustaining a work – life balance by providing a flexible working schedule and/or giving childcare and other measures, while 13% do not agree with this measures. On the other hand 15% of the companies have declared a neutral opinion regarding these measures. These results can be found in the following chart.



General statement of corporate involvement in supporting work-life balance for employees with a flexible work schedule and / or childcare and other measures

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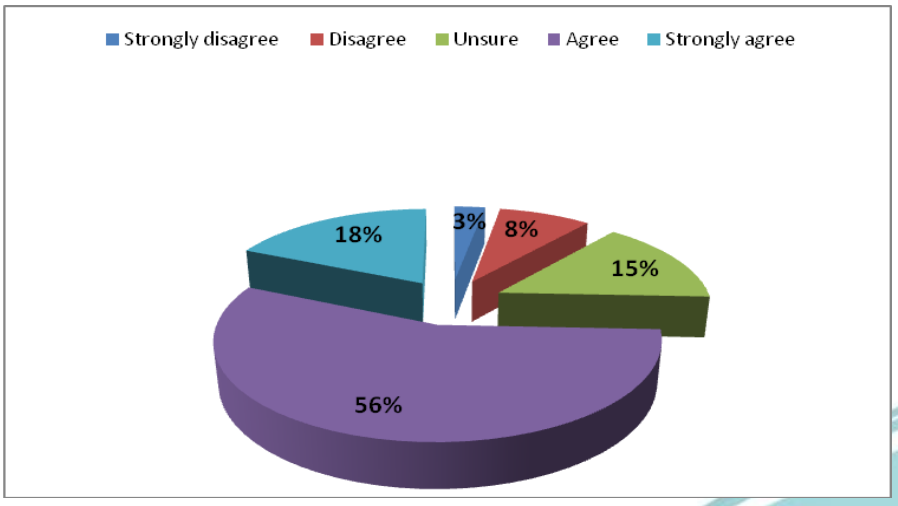
Supporting a constant training of the employee

Regarding the constant training of the employee, as you can see in the next chart, 74% of the companies agree and inplement these measure internaly while 11% of the companies don't agree with these measures. 15% of the companies are neutral regarding these measure.



General statement of corporate involvement in supporting a constant training employees

The interpretation of the measures regarding the recruitment and hiring of persons with disabilities.

In terms of taking measures for the recruitment and employment of people with disabilities, as shown in the following figure, 45% of companies agree and implement these measures at the company level, while 28% of companies claim that implementing such the action. On the other hand, 27% of companies occupy a neutral position, but they were not disagree nor agree with this measure.

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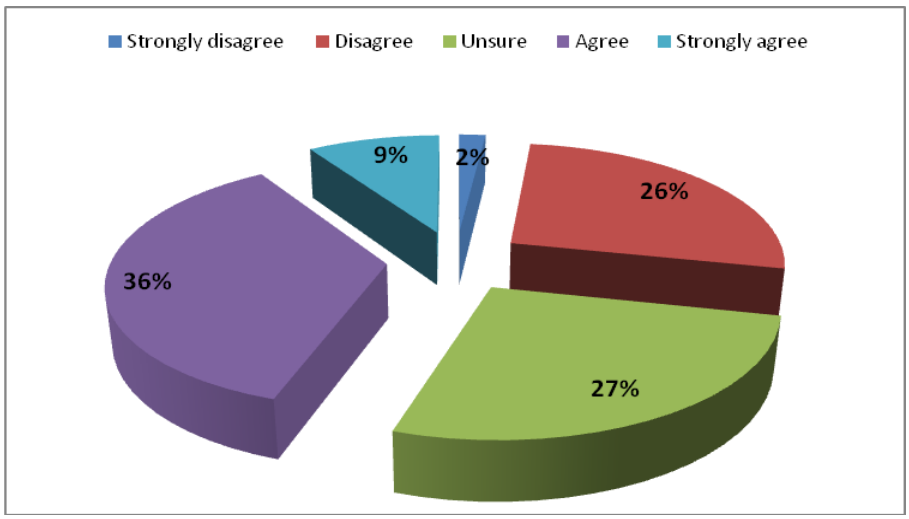
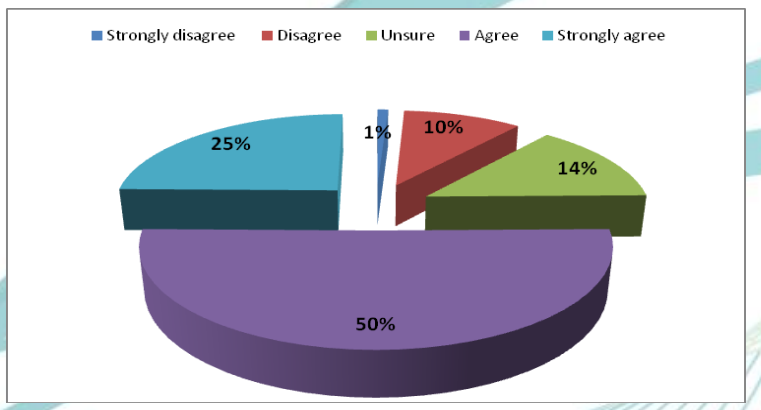


General statement of corporate involvement in undertaking measures and employing people with disabilities

Promoting a healthy and safe work environment

In relation to integration of measures to promote a safe and healthy work environment in the company policy was found, as can be identified in the following figure, the fact that 75% of companies implementing these measures, while 11% of companies say that in their case, these measures are not implemented at the company, while 14% remain neutral on the integration of these measures in company policy.



General statement of corporate involvement in promoting a safe and healthy work environment

Behavior of discrimination in respect to sex, age, ethnicity, religion or sexual orientation.

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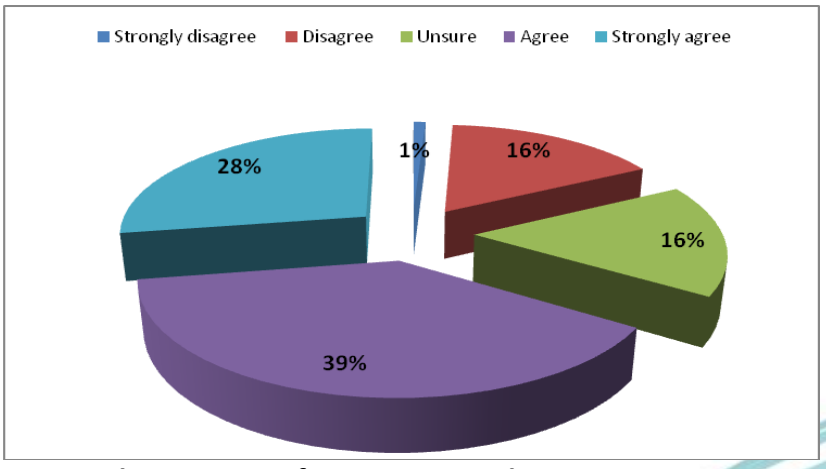
According to the research, as seen in the chart below, 67% of the companies implement measures regarding the discrimination of sex, age, ethnicity, religion or sexual orientation while 17% of the companies have not implemented these measures. 16% of the companies are neutral to this measure.



General statement of corporate involvement in promoting discriminatory behavior in terms of gender, age, ethnicity, religion or sexual orientation

Feedback mechanisms such as employee hotlines that allow them to present issues of concern to management.

The information collected and analyzed, it was found that 43% of companies have their own policy feedback mechanisms for employees, while 30% say they are not integrated in companies such mechanisms. On the other hand, 27% of companies claimed to be neutral vis-a-vis the implementation of these measures in the domestic policy, as evidenced in the following figure:

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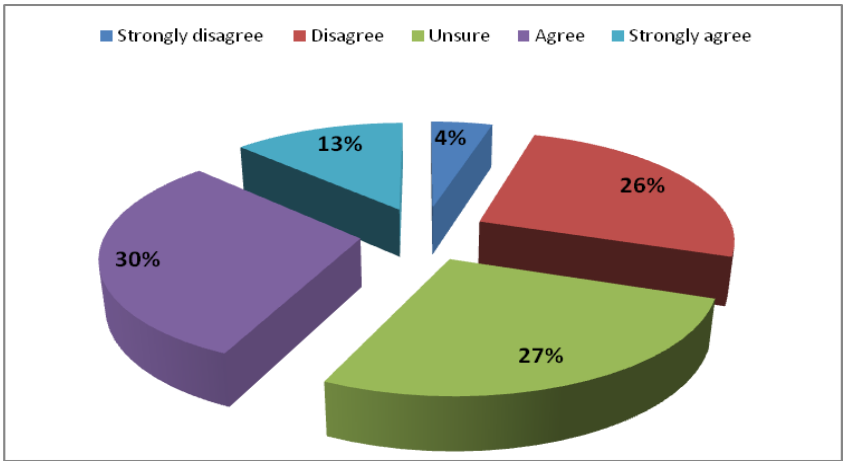
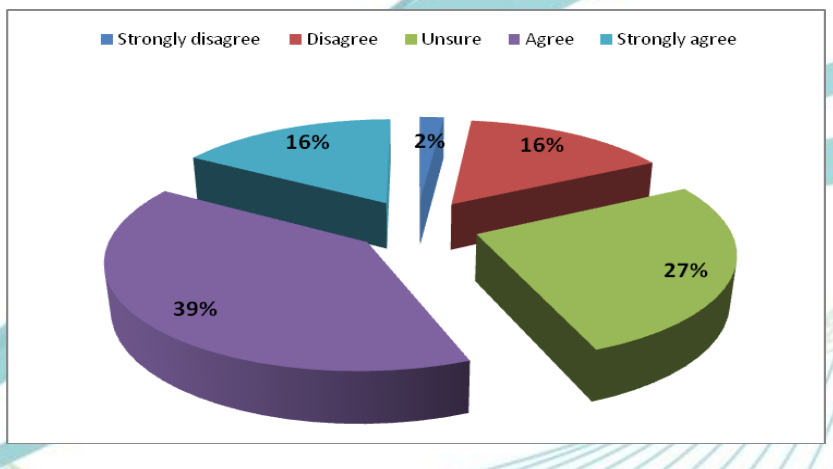


General statement of corporate involvement in the use of feedback mechanisms such as hotlines for employees that allow employees to present issues of concern to management.

Respecting employee rights of establishing and joining organizations of their own choosing and engaging them in social dialogue processes (such as information, consultation and / or collective bargaining)

Regarding respecting the rights of employees to establish and join organizations of their own choosing and engaging them in social dialogue processes, as is illustrated in the following figure, 55% of respondent companies said that implementing such measures, 18 % of companies have not integrated these measures at their policy, while 27% were neutral.



General statement of corporate involvement in the rights of employees to establish and join organizations of their own choosing and engaging them in social dialogue processes

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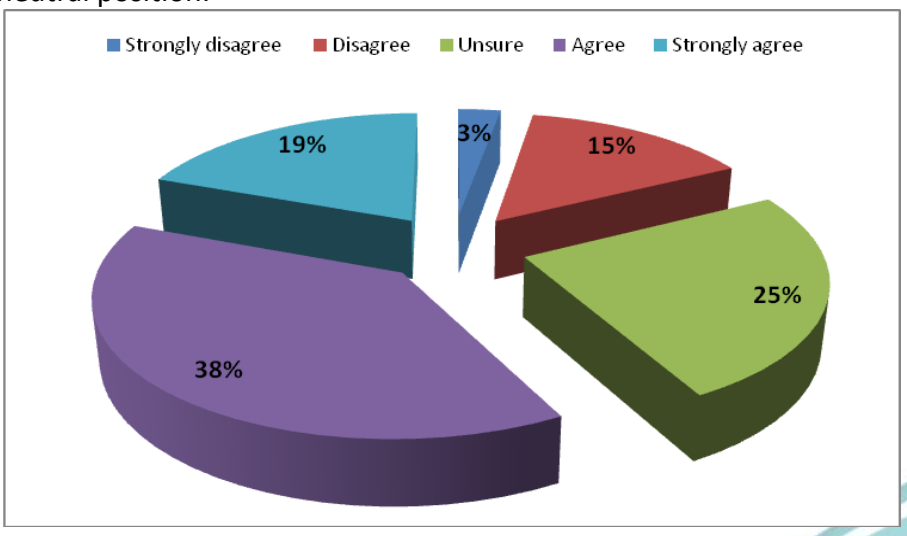
Efficient measures of effectively abolish child labor.

According to the analysis, 57% of surveyed companies integrate their policy measures for the abolition of child labor, while 18% say that these measures are part of company policy, while 25% took a neutral position.



Following the data analysis we have arrived to the following conclusions:

Measures	Companies implementing the measures (percent of the total companies interviewed)	Companies not implementing the measures (percent of the total companies interviewed)
Supporting the work-life balance of the employee through a flexible time schedule and/or childcare and other measures	72%	13%
Supporting a constant training of the employee	74%	11%
Measures regarding the recruitment and hiring of persons with disabilities	45%	28%
Promoting a healthy and safe work environment	75%	11%
Measures against discrimination in	67%	17%

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respect to sex, age, ethnicity, religion or sexual orientation		
Feedback mechanisms such as employee hotlines that allow them to present issues of concern to management	43%	30%
Respecting employee rights of establishing and joining organizations of their own choosing and engaging them in social dialogue processes (such as information, consultation and / or collective bargaining)	55%	18%
Efficient measures of effectively abolish child labor	57%	18%

Commitment to employees and their degree of implementation in companies

According to the data analyzed the most implemented measures regarding the comitment toward the employee are:

- *Promoting a healthy and safe work environment* - 75%
- *Supporting a constant training of the employee* - 74%
- *Supporting the work-life balance of the employee through a flexible time schedule and/or childcare and other measures* - 72%

On the other hand the least implemented measures are:

- *Feedback mechanisms such as employee hotlines that allow them to present issues of concern to management* – 43%
- *The interpretation of the measures regarding the recruitment and hiring of persons with disabilities* – 45%
- *Respecting employee rights of establishing and joining organizations of their own choosing and engaging them in social dialogue processes (such as information, consultation and / or collective bargaining) - 55%*

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Commitment to the employee- **SMEs**

	TOTALLY DISAGREE	DISAGREE	NEITHER AGREE NEITHER DISAGREE	AGREE	TOTALLY AGREE
Supporting work-life balance for employees with a flexible work schedule and / or childcare and other measures	2,02%	11,11%	16,16%	55,56%	15.15%
Support for continuing education of employees	3,03%	9,09%	16,16%	56,57%	15,15%
Take steps to recruiting and employing disabled people	1,02%	29,29%	29,29%	31,31%	9,09%
Promoting a healthy and safe working environment	1,01%	11,11%	15,15%	50,51%	22,22%
Not discriminatory behavior in terms of gender, age, ethnicity, religion or sexual orientation.	1,02%	18,18%	17,17%	39,39%	24,24%
Feedback mechanisms such as hotlines for employees that allow employees to present issues of concern to management.	5,06%	27,27%	28,28%	31,31%	8,08%
Respecting the rights of workers to establish and join organizations of their own choise and engaging them in social dialogue processes (such as information, consultation and / or collective bargaining)	2,03%	16,16%	28,28%	41,41%	12,12%
Effective measures for the effective abolition of child labor	2,03%	16,16%	25,25%	40,40%	16,16%

According to the data recorded is noted that the SMEs engagement attaches great importance to its employees. Supporting work-life balance for employees with a flexible work schedule and / or childcare and other measures to support further training of employees, measures of employing disabled people, promoting a healthy and safe working environment are matters covered by most SMEs.

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Commitment to employees **– large companies**

	TOTALY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALY DISAGREE
Supporting the work-life balance of the employee through a flexible time schedule and/or childcare and other measures	-	10,00%	-	60,00%	30,00%
Supporting a constant training of the employee	-	-	-	50,00%	50,00%
Measures regarding the recruitment and hiring of persons with disabilities	10,00%	-	-	80,00%	10,00%
Promoting a healthy and safe work environment	-	-	-	50,00%	50,00%
Measures against discrimination in respect to sex, age, ethnicity, religion or sexual orientation	-	-	10,00%	30,00%	60,00%
Feedback mechanisms such as employee hotlines that allow them to present issues of concern to management	-	10,00%	10,00%	20,00%	60,00%
Respecting employee rights of establishing and joining organizations of their own choosing and engaging them in social dialogue processes (such as information, consultation and / or collective bargaining)	-	10,00%	10,00%	20,00%	60,00%
Efficient measures of effectively abolish child labor	10,00%	-	20,00%	20,00%	50,00%

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According to the recorded data we conclude that the large companies grant great importance to employees commitment. Thus they focus primarily on supporting work-life balance for employees with a flexible work schedule and / or childcare and other measures, support a constant training of employees, employ disabled people and promote environmental healthy and safe working (100%).

Commitment to employees- **Construction**

	TOTALLY DISAGREE	**DISAGREE**	**NEITHER AGREE NEITHER DISAGREE**	**AGREE**	**TOTALLY AGREE**
Supporting the work-life balance of the employee through a flexible time schedule and/or childcare and other measures	-	7,14%	28,57%	64,29%	-
Supporting a constant training of the employee	-	7,14%	21,43%	67,68%	3,57%
Measures regarding the recruitment and hiring of persons with disabilities	-	21,43%	28,57%	46,43%	3,57%
Promoting a healthy and safe work environment	-	7,15%	28,57%	57,14%	7,14%
Measures against discrimination in respect to sex, age, ethnicity, religion or sexual orientation	-	14,29%	25,00%	57,14%	3,57%
Feedback mechanisms such as employee hotlines that allow them to present issues of concern to management	-	17,86%	32,14%	50,00%	-
Respecting employee rights of establishing and joining organizations of their own choosing and engaging them in social dialogue processes (such as information, consultation and / or collective bargaining)	-	14,29%	32,14%	50,00%	3,57%

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Efficient measures of effectively abolish child labor	-	14,28%	25,00%	46,43	14,29%

In the construction field is given a great importance at the commitment to employees regarding issues such as: supporting work-life balance for employees with a flexible work schedule and / or childcare and other measures to support further training of employees, measures of employing disabled people, promoting a healthy and safe work environment, discriminatory behavior in terms of gender, age, ethnicity, religion or sexual orientation, feedback mechanisms respect for the rights of employees to establish and join organizations of their own choosing and engaging them in processes of social dialogue or effective measures for the effective abolition of child labor.

Commitment to employees**- wholesale and retail trade, repair of motor vehicles and motorcycles**

	TOTALLY DISAGREE	**DISAGREE**	**NEITHER AGREE NEITHER DISAGREE**	**AGREE**	**TOTALLY AGREE**
Supporting the work-life balance of the employee through a flexible time schedule and/or childcare and other measures	-	10,00%	10,00%	50,00%	30,00%
Supporting a constant training of the employee	-	-	10,00%	50,00%	40,00%
Measures regarding the recruitment and hiring of persons with disabilities	-	50,00%	-	-	50,00%
Promoting a healthy and safe work environment	-	-	10,00%	60,00%	30,00%
Measures against discrimination in respect to sex, age, ethnicity, religion or sexual orientation	10,00%	20,00%	-	10,00%	60,00%
Feedback mechanisms such as employee hotlines that allow them to present issues of concern to management	10,00%	20,00%	20,00%	10,00%	40,00%
Respecting employee rights of establishing and joining	-	20,00%	20,00%	10,00%	50,00%

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organizations of their own choosing and engaging them in social dialogue processes (such as information, consultation and / or collective bargaining)					
Efficient measures of effectively abolish child labor	-	20,00%	10,00%	30,00%	40,00%

In the wholesale and retail trade, repair of motor vehicles and motorcycles field is given considerable importance commitment to employees regarding issues such as: supporting work-life balance for employees with a flexible work schedule and / or childcare and other measures, support ongoing training of employees, measures for employing disabled people, promoting a healthy and safe work environment, discriminatory behavior in terms of gender, age, ethnicity, religion or sexual orientation, feedback mechanisms, respect for the rights of employees to establish and join organizations of their own choosing and engaging them in processes of social dialogue or effective measures for the effective abolition of child labor.

Commitment to employees **- Agriculture, forestry and fisheries**

	TOTALLY DISAGREE	**DISAGREE**	**NEITHER AGREE NEITHER DISAGREE**	**AGREE**	**TOTALLY AGREE**
Supporting the work-life balance of the employee through a flexible time schedule and/or childcare and other measures	-	37,50%	12,50%	50,00%	-
Supporting a constant training of the employee	-	25,00%	25,00%	50,00%	-
Measures regarding the recruitment and hiring of persons with disabilities	-	50,00%	12,50%	37,50%	-
Promoting a healthy and safe work environment	-	37,50%	12,50%	37,50%	12,50%
Measures against discrimination in respect to sex, age, ethnicity,	-	50,00%	12,50%	37,50%	-

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religion or sexual orientation					
Feedback mechanisms such as employee hotlines that allow them to present issues of concern to management	-	50,00%	25,00%	25,00%	-
Respecting employee rights of establishing and joining organizations of their own choosing and engaging them in social dialogue processes (such as information, consultation and / or collective bargaining)	-	25,00%	37,50%	25,00%	12,50%
Efficient measures of effectively abolish child labor	-	25,00%	12,50%	62,50%	-

Agriculture, forestry and fisheries is an area where companies attach considerable importance commitment to employees regarding issues such as: supporting work-life balance for employees with a flexible work schedule and / or childcare and other measures, support lifelong learning employees, effective measures to effective abolition of child labor. In return companies are unbiased when it comes to action for employing disabled people, promoting a healthy and safe work environment, discriminatory behavior in terms of gender, age, ethnicity, religion or sexual orientation, feedback mechanisms, respect employees to establish and join organizations of their own choosing and engaging them in social dialogue processes.

Commitment to employees- **Information and communication**

	TOTALLY DISAGREE	**DISAGREE**	**NEITHER AGREE NEITHER DISAGREE**	**AGREE**	**TOTALLY AGREE**
Supporting the work-life balance of the employee through a flexible time schedule and/or childcare and other measures	-	-	12,50%	37,50%	50,00%
Supporting a constant training of the employee	-	-	-	37,50%	62,50%
Measures regarding the	12,50%	12,50%	-	75,00%	-

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recruitment and hiring of persons with disabilities					
Promoting a healthy and safe work environment	12,50%	-	-	37,50%	50,00%
Measures against discrimination in respect to sex, age, ethnicity, religion or sexual orientation	-	-	12,50%	62,50%	25,00%
Feedback mechanisms such as employee hotlines that allow them to present issues of concern to management	-	25,00%	12,50%	12,50%	50,00%
Respecting employee rights of establishing and joining organizations of their own choosing and engaging them in social dialogue processes (such as information, consultation and / or collective bargaining)	-	-	12,50%	37,50%	50,00%
Efficient measures of effectively abolish child labor	-	12,50%	12,50%	37,50%	37,50%

In the information and communication field is given considerable importance commitment to employees regarding issues such as: supporting work-life balance for employees with a flexible work schedule and / or childcare and other measures, support ongoing training of employees, measures for employing disabled people, promoting a healthy and safe work environment, discriminatory behavior in terms of gender, age, ethnicity, religion or sexual orientation, feedback mechanisms, respect for the rights of employees to establish and join organizations of their own choosing and engaging them in processes of social dialogue

Commitment to employees **- Manufacturing**

	TOTALLY DISAGREE	**DISAGREE**	**NEITHER AGREE NEITHER DISAGREE**	**AGREE**	**TOTALLY AGREE**
Supporting the work-life balance of the employee through a	-	14,29%	28,57%	42,86%	14,28%

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flexible time schedule and/or childcare and other measures					
Supporting a constant training of the employee	-	14,29%	28,57%	28,57%	28,57%
Measures regarding the recruitment and hiring of persons with disabilities	-	14,29%	57,14%	28,57%	-
Promoting a healthy and safe work environment	-	14,29%	28,57%	14,28%	42,86%
Measures against discrimination in respect to sex, age, ethnicity, religion or sexual orientation	-	14,29%	28,57%	28,57%	28,57%
Feedback mechanisms such as employee hotlines that allow them to present issues of concern to management	-	28,57%	57,14%	14,29%	-
Respecting employee rights of establishing and joining organizations of their own choosing and engaging them in social dialogue processes (such as information, consultation and / or collective bargaining)	-	28,57%	42,86%	28,57%	-
Efficient measures of effectively abolish child labor	-	28,57%	42,86%	14,29%	14,28%

The companies which operates in the Manufacturing industry field attach considerable importance commitment to employees regarding issues such as: supporting work-life balance for employees with a flexible work schedule and / or childcare and other measures, support lifelong learning employees, effective measures to effective abolition of child labor. In return companies are unbiased when it comes to action for employing disabled people, promoting a healthy and safe work environment, discriminatory behavior in terms of gender, age, ethnicity, religion or sexual orientation, feedback mechanisms, respect employees to establish and join organizations of their own choosing and engaging them in social dialogue processes.

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Commitment to employees-**private sector**

	STRONGLY DISAGREE	DISAGREE	UNSURE	AGREE	STRONGLY AGREE
Supporting the work-life balance of the employee through a flexible time schedule and/or childcare and other measures	1,90%	11,43%	14,29%	55,24%	17,14%
Supporting a constant training of the employee	2,86%	8,56%	14,29%	55,24%	19,05%
Measures regarding the recruitment and hiring of persons with disabilities	1,90%	26,68%	25,71%	36,19%	9,52%
Promoting a healthy and safe work environment	0,96%	10,48%	13,33%	49,52%	25,71%
Measures against discrimination in respect to sex, age, ethnicity, religion or sexual orientation	0,96%	17,14%	16,19%	37,14%	28,57%
Feedback mechanisms such as employee hotlines that allow them to present issues of concern to management	4,76%	26,67%	26,67%	28,57%	13,33%
Respecting employee rights of establishing and joining organizations of their own choosing and engaging them in social dialogue processes (such as information, consultation and / or collective bargaining)	1,90%	16,19%	27,62%	37,15%	17,14%
Efficient measures of effectively abolish child labor	2,86%	15,24%	25,71%	36,19%	20,00%

Most companies operating in the private sector, over 50% of them, place considerable importance to commitment to their employees on issues like: supporting work-life balance for employees through a flexible time schedule and/or childcare and other measures, recruitment and employment of people with disabilities, support for ongoing training of employees and promoting a

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healthy and safe work environment, efficient measures of effectively abolish child labor, non-discriminatory behavior in terms of gender, age, ethnicity, religion or sexual orientation, feedback mechanisms, respecting the rights of employees to establish and join organizations of their own choosing and engaging them in social dialogue processes.

Commitment to employees **– state companies**

	STRONGLY DISAGREE	DISAGREE	UNSURE	AGREE	STRONGLY AGREE
Supporting the work-life balance of the employee through a flexible time schedule and/or childcare and other measures	-	-	25,00%	75,00%	-
Supporting a constant training of the employee	-	-	25,00%	75,00%	-
Measures regarding the recruitment and hiring of persons with disabilities	-	25,00%	50,00%	25,00%	-
Promoting a healthy and safe work environment	-	-	25,00%	75,00%	-
Measures against discrimination in respect to sex, age, ethnicity, religion or sexual orientation	-	-	25,00%	75,00%	-
Feedback mechanisms such as employee hotlines that allow them to present issues of concern to management	-	-	25,00%	75,00%	-
Respecting employee rights of establishing and joining organizations of their own choosing and engaging them in social dialogue processes (such as information, consultation and / or collective bargaining)	-	-	-	100,00%	-
Efficient measures of effectively abolish child labor	-	-	-	100,00%	-

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Most state companies place considerable importance to their commitment to employees, almost all of them targeting issues such as work-life balance for employees through a flexible time schedule and/or childcare and other measures, recruitment and employment of people with disabilities, support for ongoing training of employees and promoting a healthy and safe work environment, efficient measures of effectively abolish child labor, non-discriminatory behavior in terms of gender, age, ethnicity, religion or sexual orientation, feedback mechanisms, respecting the rights of employees to establish and join organizations of their own choosing and engaging them in social dialogue processes.

Commitment to employees **– national companies**

	STRONGLY DISAGREE	DISAGREE	UNSURE	AGREE	STRONGLY AGREE
Supporting the work-life balance of the employee through a flexible time schedule and/or childcare and other measures	1,95%	10,68%	15,33%	56,31%	15,33%
Supporting a constant training of the employee	2,91%	8,74%	14,56%	56,31%	17,48%
Measures regarding the recruitment and hiring of persons with disabilities	0,97%	27,18%	28,16%	33,98%	9,71%
Promoting a healthy and safe work environment	0,97%	10,68%	14,56%	54,49%	23,30%
Measures against discrimination in respect to sex, age, ethnicity, religion or sexual orientation	0,97%	17,48%	16,50%	38,84%	26,21%
Feedback mechanisms such as employee hotlines that allow them to present issues of concern to management	3,88%	26,21%	28,16%	32,04%	9,71%
Respecting employee rights of establishing and joining organizations of their own choosing and engaging them in social dialogue processes (such	1,95%	15,33%	27,18%	40,78%	14,56%

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as information, consultation and / or collective bargaining)					
Efficient measures of effectively abolish child labor	1,95%	15,33%	25,23%	38,84%	18,45%

Over 40% of national companies place considerable importance to the commitment to their employees on issues such as: supporting work-life balance for employees through a flexible time schedule and/or childcare and other measures, recruitment and employment of people with disabilities, support for ongoing training of employees and promoting a healthy and safe work environment, efficient measures of effectively abolish child labor, non-discriminatory behavior in terms of gender, age, ethnicity, religion or sexual orientation, feedback mechanisms, respecting the rights of employees to establish and join organizations of their own choosing and engaging them in social dialogue processes.

Commitment to employees**- multinational companies**

	STRONGLY DISAGREE	**DISAGREE**	**UNSURE**	**AGREE**	**STRONGLY AGREE**
Supporting the work-life balance of the employee through a flexible time schedule and/or childcare and other measures	-	16,67%	-	50,00%	33,33%
Supporting a constant training of the employee	-	-	16,67%	50,00%	33,33%
Measures regarding the recruitment and hiring of persons with disabilities	16,67%	16,67%	-	-	66,66%
Promoting a healthy and safe work environment	-	-	-	50,00%	50,00%
Measures against discrimination in respect to sex, age, ethnicity, religion or sexual orientation	-	-	16,67%	33,33%	50,00%
Feedback mechanisms such as employee hotlines that allow them to present issues of concern to management	16,67%	16,67%	-	-	66,66%
Respecting employee rights of	-	16,66%	16,67%	16,67%	50,00%

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establishing and joining organizations of their own choosing and engaging them in social dialogue processes (such as information, consultation and / or collective bargaining)					
Efficient measures of effectively abolish child labor	16,67%	-	16,67%	33,33%	33,33%

Over 60% of multinational companies place considerable importance to the commitment to their employees on issues such as: supporting work-life balance for employees through a flexible time schedule and/or childcare and other measures, recruitment and employment of people with disabilities, support for ongoing training of employees and promoting a healthy and safe work environment, efficient measures of effectively abolish child labor, non-discriminatory behavior in terms of gender, age, ethnicity, religion or sexual orientation, feedback mechanisms, respecting the rights of employees to establish and join organizations of their own choosing and engaging them in social dialogue processes.

Commitment to employees **- Companies that address to the national market**

	STRONGLY DISAGREE	**DISAGREE**	**UNSURE**	**AGREE**	**STRONGLY AGREE**
Supporting the work-life balance of the employee through a flexible time schedule and/or childcare and other measures	1,31%	14,47%	17,11%	53,95%	13,16%
Supporting a constant training of the employee	2,63%	11,84%	18,42%	53,95%	13,16%
Measures regarding the recruitment and hiring of persons with disabilities	1,32%	32,89%	26,32%	30,26%	9,21%
Promoting a healthy and safe work environment	-	13,16%	15,79%	48,68%	22,37%
Measures against discrimination in respect to sex, age, ethnicity, religion or sexual orientation	1,32%	19,74%	18,42%	36,84%	23,68%
Feedback mechanisms such as	3,95%	27,63%	27,63%	31,58%	9,21%

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employee hotlines that allow them to present issues of concern to management					
Respecting employee rights of establishing and joining organizations of their own choosing and engaging them in social dialogue processes (such as information, consultation and / or collective bargaining)	-	18,42%	27,63%	40,79%	13,16%
Efficient measures of effectively abolish child labor	1,32%	19,74%	23,68%	39,47%	15,79%

Over 40% of companies that are addressing national market attach considerable importance to commitment to their employees on issues like: supporting work-life balance for employees through a flexible time schedule and/or childcare and other measures, recruitment and employment of people with disabilities, support for ongoing training of employees and promoting a healthy and safe work environment, efficient measures of effectively abolish child labor, non-discriminatory behavior in terms of gender, age, ethnicity, religion or sexual orientation, feedback mechanisms, respecting the rights of employees to establish and join organizations of their own choosing and engaging them in social dialogue processes.

Commitment to employees - **Companies that address multiple markets**

	STRONGLY DISAGREE	**DISAGREE**	**UNSURE**	**AGREE**	**STRONGLY AGREE**
a) Supporting the work-life balance of the employee through a flexible time schedule and/or childcare and other measures	3,03%	3,03%	9,09%	60,61%	24,24%
b) Supporting a constant training of the employee	3,03%	-	6,06%	60,61%	30,30%
c) Measures regarding the recruitment and hiring of persons with disabilities	3,03%	12,12%	27,27%	48,49%	9,09%

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d) Promoting a healthy and safe work environment	3,03%	3,03%	9,09%	54,55%	30,30%
e) Measures against discrimination in respect to sex, age, ethnicity, religion or sexual orientation	-	6,06%	15,15%	42,43%	36,36%
f) Feedback mechanisms such as employee hotlines that allow them to present issues of concern to management	6,06%	21,21%	24,24%	27,27%	21,21%
g) Respecting employee rights of establishing and joining organizations of their own choosing and engaging them in social dialogue processes (such as information, consultation and / or collective bargaining)	6,06%	9,09%	24,24%	36,37%	24,24%
h) Efficient measures of effectively abolish child labor	6,06%	3,03%	27,27%	36,37%	27,27%

Over 60% of businesses that are addressing multiple markets show considerable importance to the commitment to their employees on issues such as: supporting work-life balance for employees through a flexible time schedule and/or childcare and other measures, recruitment and employment of people with disabilities, support for ongoing training of employees and promoting a healthy and safe work environment, non-discriminatory behavior in terms of gender, age, ethnicity, religion or sexual orientation. They have less concern in the implementation of feedback mechanisms, the rights of employees to establish and join organizations of their own choosing and engaging them in social dialogue processes and effective measures for the effective abolition of child labor.

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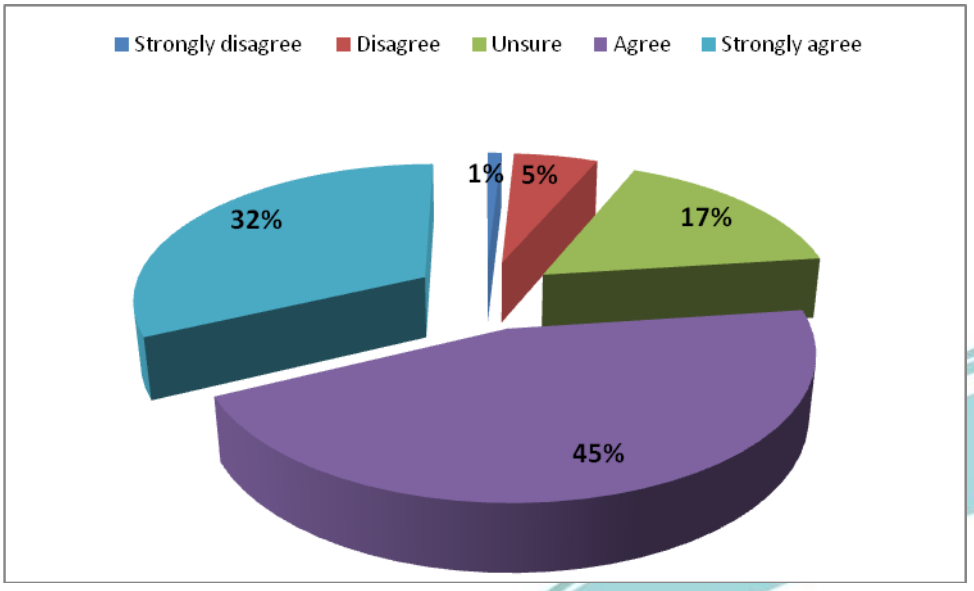
13.2. Respecting human rights

Respecting human rights

Regarding the extent of human rights, as shown in the figure below, 77% of companies said that this policy is implemented within the company, 6% claim that human rights is not a concern of the company, while that 17% of companies occupy a neutral position.



General statement of corporate involvement in human rights

Application of the UN Guiding Principles on Human Rights and Business

According to data from the survey, only 19% of companies have begun to present the application of the UN Guiding Principles on Human Rights and Business, while 81% said that this initiative is not implemented in the company policy or hold a position neutral.

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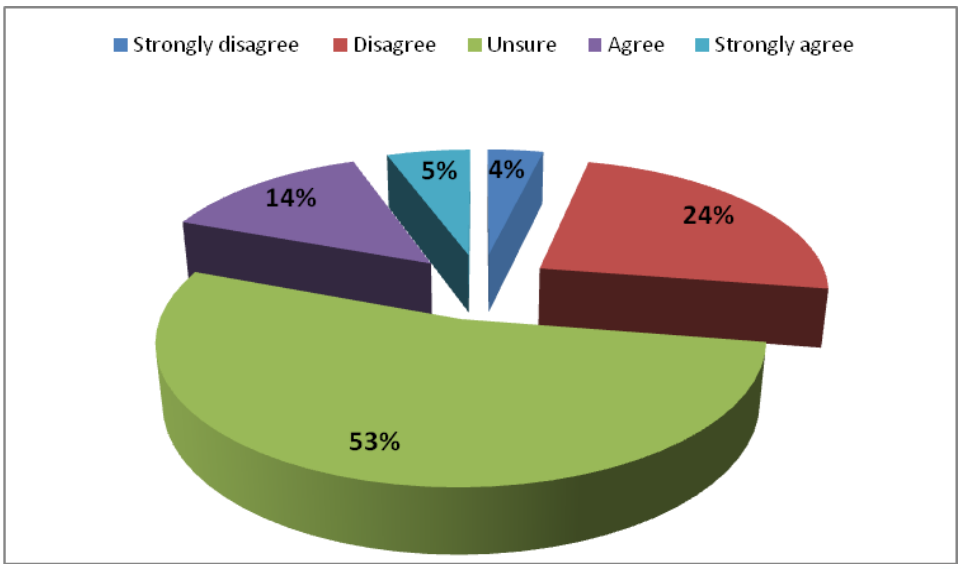
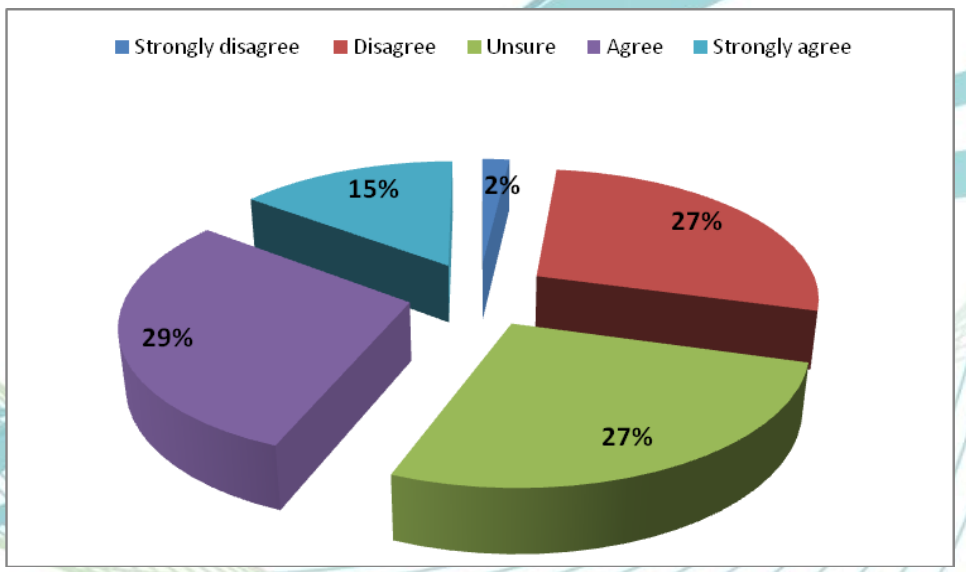


General statement of corporate involvement in implementation of the UN Guiding Principles on Human Rights and Business

The existence of a public commitment to human rights

Regarding the existence of a public commitment to human rights we have found from the survey, as shown in the following figure, that 44% of companies surveyed have this kind of commitment, while 29% do not have this commitment, and 27% were neutral towards it.



General Situation
Of existence a public commitment to human rights

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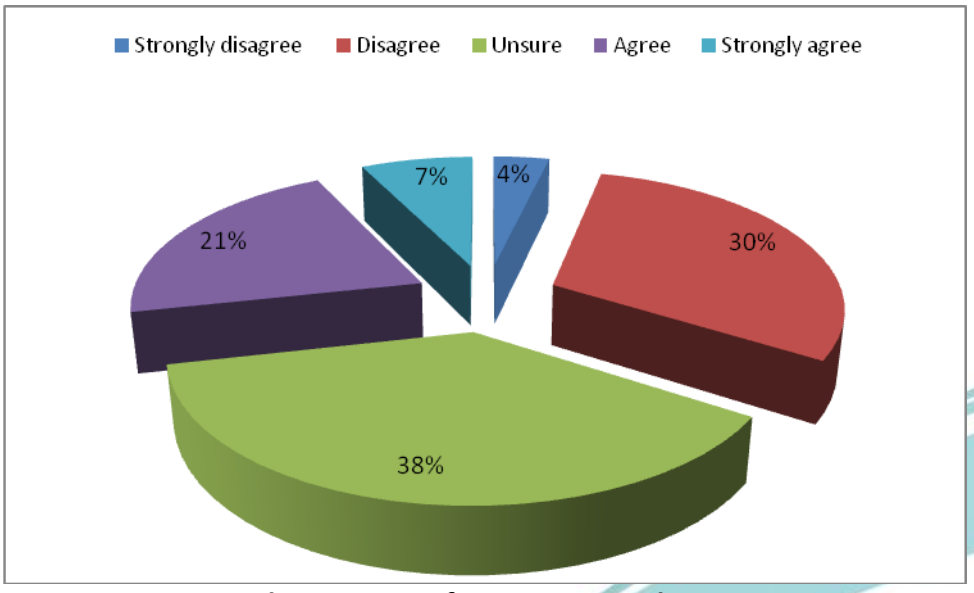
Starting taking measures regarding labor and human rights impact assessment
Analysis of data from the study shows that only 28% of companies have started a petition regarding taking measures of assessing the impact of labor and human rights, 34% did not begin any process in this regard, while 38% have a neutral position on this measure.



General statement of corporate involvement in start taking measures regarding the impact assessment work and human Rights

Following the data analysis we have arrived to the following conclusions:

Measures	Companies implementing the measures (percent of the total companies interviewed)	Companies not implementing the measures (percent of the total companies interviewed)
Respecting human rights	77%	6%
Application of the UN Guiding Principles on Human Rights and Business	19%	29%
The existence of a public commitment to human rights	44%	29%
Measures regarding labor and human rights impact assessment	28%	34%

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Respect for human rights and the implementation of the principles in the corporate

Respecting human rights**- SMEs**

	TOTALLY DISAGREE	DISAGREE	NEITHER AGREE NEITHER DISAGREE	AGREE	TOTALLY AGREE
Respecting human rights	-	6,07%	18,18%	48,48%	27,27%
Application of Guiding Principles of UN for Human Rights and Business	3,03%	26,26%	56,57%	12,12%	2,02%
The existence of a public commitment to respect human rights	1,02%	30,30%	29,29%	30,30%	9,09%
Labor and human rights impact assessment	3,04%	33,33%	39,39%	20,20%	4,04%

Recorded data confirm that SMEs focus on human rights in activities undertaken, but are unbiased when it comes to guiding principles of the UN for Human Rights and Business or the impact assessment of labor and human rights.

Respecting human rights **– Large company**

	TOTALY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALY DISAGREE
Respecting human rights	10,00%	-	-	10,00%	80,00%
Application of the UN Guiding Principles on Human Rights and Business	10,00%	-	20,00%	30,00%	40,00%
The existence of a public commitment to human rights	10,00%	-	-	20,00%	70,00%
Measures regarding labor and human rights impact assessment	10,00%	-	20,00%	30,00%	40,00%

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Recorded data confirm that large companies respect human rights is a high priority and the implementation of the UN Guiding Principles on Human Rights and Business, there is a public commitment to human rights and labor and human rights impact assessment.

Respecting human rights- **Construction**

	TOTALLY DISAGREE	DISAGREE	NEITHER AGREE NEITHER DISAGREE	AGREE	TOTALLY AGREE
Respecting human rights	-	-	14,29%	75,00%	10,71%
Application of Guiding Principles of UN for Human Rights and Business	-	14,28%	64,29%	21,43%	-
The existence of a public commitment to respect human rights	-	17,85%	39,29%	42,86%	-
Labor and human rights impact assessment	-	21,43%	23,57%	25,00%	-

Recorded data confirms that the construction field companies focus on human rights in the activities undertaken, there is a public commitment to human rights but are unbiased when it comes to the guiding principles of the UN for Human Rights and Business or the impact assessment of labor and human rights.

Respecting human rights- **Wholesale**

	TOTALLY DISAGREE	DISAGREE	NEITHER AGREE NEITHER DISAGREE	AGREE	TOTALLY AGREE
Respecting human rights	-	-	10,00%	40,00%	50,00%
Application of Guiding Principles of UN for Human Rights and Business	10,00%	30,00%	30,00%	30,00%	-
The existence of a public commitment to respect human rights	-	10,00%	-	40,00%	50,00%

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Labor and human rights impact assessment	10,00%	50,00%	10,00%	20,00%	10,00%

Data recorded in the analysis confirms that companies focus on human rights in the activities undertaken, there is a public commitment to human rights but are impartial and not involved when it comes to the guiding principles of the UN for Human Rights and Business or the impact assessment of labor and human rights.

Respecting human rights **- Agriculture, forestry and fishing**

	TOTALLY DISAGREE	**DISAGREE**	**NEITHER AGREE NEITHER DISAGREE**	**AGREE**	**TOTALLY AGREE**
Supporting social initiatives	-	25,00%	25,00%	37,50%	12,50%
Support for cultural projects	-	37,50%	50,00%	12,50%	-
Supporting institutions and initiatives of education and training	-	37,50%	50,00%	12,50%	-
Supporting sports associations	-	37,50%	50,00%	-	12,50%

The recorded data confirms that in agriculture, forestry and fishing most companies do not attach great importance on the compliance of human rights issues in the activities undertaken, there is a public commitment to the guiding principles of the UN for Human Rights and Business or the impact assessment of labor and human rights.

Respecting human rights **- Information and communication**

	TOTALLY DISAGREE	**DISAGREE**	**NEITHER AGREE NEITHER DISAGREE**	**AGREE**	**TOTALLY AGREE**
Respecting human rights	-	-	12,50%	12,50%	75,00%
Application of Guiding Principles of UN for Human Rights and Business	-	25,00%	37,50%	-	37,50%
The existence of a public commitment to respect human	-	25,00%	-	25,00%	50,00%

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rights					
Labor and human rights impact assessment	-	25,00%	12,50%	25,00%	37,50%

The recorded data confirms that in information and communication field most companies attach great importance on the compliance of human rights issues in the activities undertaken, there is a public commitment to the guiding principles of the UN for Human Rights and Business or the impact assessment of labor and human rights.

Respecting human rights - **Manufacturing**

	TOTALLY DISAGREE	**DISAGREE**	**NEITHER AGREE NEITHER DISAGREE**	**AGREE**	**TOTALLY AGREE**
Respecting human rights	-	-	14,28%	42,86%	42,86%
Application of Guiding Principles of UN for Human Rights and Business	-	-	28,57%	71,43%	-
The existence of a public commitment to respect human rights	-	42,86%	-	42,86%	14,28%
Labor and human rights impact assessment	-	42,86%	-	43,86%	14,28%

The recorded data confirms that in manufacturing industry most companies attach great importance on the compliance of human rights issues in the activities undertaken, existence of a public commitment to human rights, but a good portion of them, 42.86% are unbiased in terms of the guiding principles of the UN for Human Rights and Business or the impact assessment of labor and human rights.

Respecting human rights **– privat sector**

	STRONGLY DISAGREE	**DISAGREE**	**UNSURE**	**AGREE**	**STRONGLY AGREE**
Respecting human rights	0,96%	5,71%	17,14%	42,86%	33,33%
Implementing the UN Guiding Principles for Business and	3,81%	24,76%	51,43%	14,29%	5,71%

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Human Rights.					
The existence of a public commitment to human rights	1,90%	28,57%	27,62%	26,67%	15,24%
Measures regarding labor and human rights impact assessments.	3,81%	38,43%	36,19%	20,95%	7,62%

The data confirm that most companies in the private sector place great importance to the compliance of their activities with human rights issues, but a big part of them are biased towards the actual implementation of activities such as: the existence of a public commitment to human rights, implementing the UN Guiding Principles for Business and Human Rights or the labor and human rights impact assessment.

Respecting human rights **– state company**

	STRONGLY DISAGREE	**DISAGREE**	**UNSURE**	**AGREE**	**STRONGLY AGREE**
Respecting human rights	-	-	-	100,00%	-
Implementing the UN Guiding Principles for Business and Human Rights.	-	-	100,00%	-	-
The existence of a public commitment to human rights	-	-	-	100,00%	-
Measures regarding labor and human rights impact assessments.	-	-	75,00%	25,00%	-

Data analysis shows that, as far as public companies are concerned, up to 100% of them consider of high importance aspects like: compliance of their activities with human rights issues and the existence of a public commitment to human rights but they show a neutral attitude towards the implementation of activities such are the ones regarding the UN Guiding Principles for Business and Human Rights or the labor and human rights impact assessment.

Respecting human rights **– national companies**

	STRONGLY DISAGREE	**DISAGREE**	**UNSURE**	**AGREE**	**STRONGLY AGREE**
Respecting human rights	-	5,82%	17,48%	47,57%	29,13%

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Implementing the UN Guiding Principles for Business and Human Rights.	2,91%	25,24%	54,37%	14,56%	2,91%
The existence of a public commitment to human rights	0,97%	29,13%	27,18%	31,07%	11,65%
Measures regarding labor and human rights impact assessments.	2,91%	32,40%	37,86%	22,34%	4,85%

Data analysis shows that, as far as national companies are concerned, they consider of high importance aspects like: compliance of their activities with human rights issues and the existence of a public commitment to human rights, but they show a neutral attitude towards the implementation of activities such are the ones regarding the UN Guiding Principles for Business and Human Rights or the labor and human rights impact assessment.

Respecting human rights **– multinational companies**

	STRONGLY DISAGREE	**DISAGREE**	**UNSURE**	**AGREE**	**STRONGLY AGREE**
Respecting human rights	16,67%	-	-	-	83,33%
Implementing the UN Guiding Principles for Business and Human Rights.	16,67%	-	33,33%	-	50,00%
The existence of a public commitment to human rights	16,67%	-	16,67%	-	66,66%
Measures regarding labor and human rights impact assessments.	16,67%	-	33,33%	-	50,00%

Data analysis shows that, as far as multinational companies are concerned, over 50% of them consider of high importance aspects like: compliance of their activities with human rights issues and the existence of a public commitment to human rights, implementation of the UN Guiding Principles for Business and Human Rights or the labor and human rights impact assessment.

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Respecting human rights- **Companies that address to the national market**

	STRONGLY DISAGREE	DISAGREE	UNSURE	AGREE	STRONGLY AGREE
Respecting human rights	-	7,89%	18,42%	51,32%	22,37%
Implementing the UN Guiding Principles for Business and Human Rights.	3,95%	31,58%	50,00%	11,84%	2,63%
The existence of a public commitment to human rights	1,32%	31,58%	26,31%	30,26%	10,53%
Measures regarding due diligence and human rights impact assessments.	3,95%	38,15%	32,89%	19,74%	5,27%

Data analysis shows that the companies that are addressing national market give a considerable importance, over 50%, to the compliance of their activities with human rights issues and the existence of a public commitment to human rights. Applying the principles of the UN Guiding for Human Rights and assessment of labor impact and human rights issues are less important for these companies.

Respecting human rights **- Companies that address multiple markets**

	STRONGLY DISAGREE	DISAGREE	UNSURE	AGREE	STRONGLY AGREE
Respecting Human rights	3,03%	-	12,12%	30,30%	54,55%
Implementing the UN Guiding Principles for Business and Human Rights	3,03%	6,06%	60,61%	18,18%	12,12%
The existence of a public commitment to human rights	3,03%	18,18%	27,27%	27,27%	24,25%
Due diligence and human rights impact assessments	3,03%	12,12%	48,49%	24,24%	12,12%

The analyzed data revealed that regarding companies that are addressing multiple markets, they show considerable importance, over 80% for the respect of human rights issues in the

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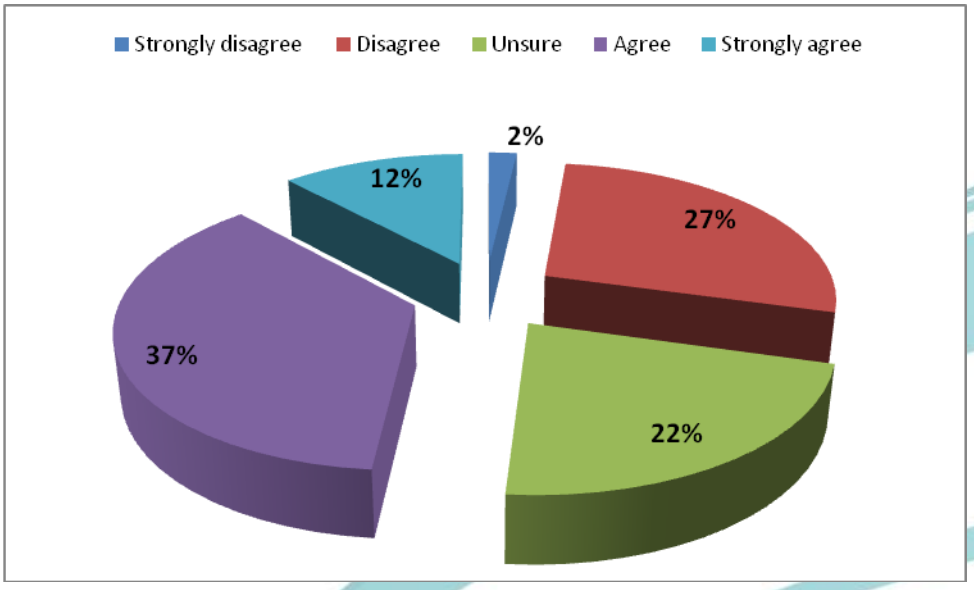
activities undertaken. Also, they are impartial on issues such as: the existence of a public commitment to human rights, implementation of the UN Guiding Principles on Human Rights and Business and labor and human rights impact assessment.

13.3.Community involvement

Supporting social initiatives

According to the survey, most companies (49%) engage in activities to support social initiatives, 22% are neutral towards the implementation of such measures, and 29% do not support such initiatives.



General statement of corporate involvement in supporting social initiatives

Supporting cultural projects

Regarding supporting cultural projects, 47% of surveyed companies implementing such activities, 17% are unbiased in the implementation of such projects, and 36% not intended to support these efforts.

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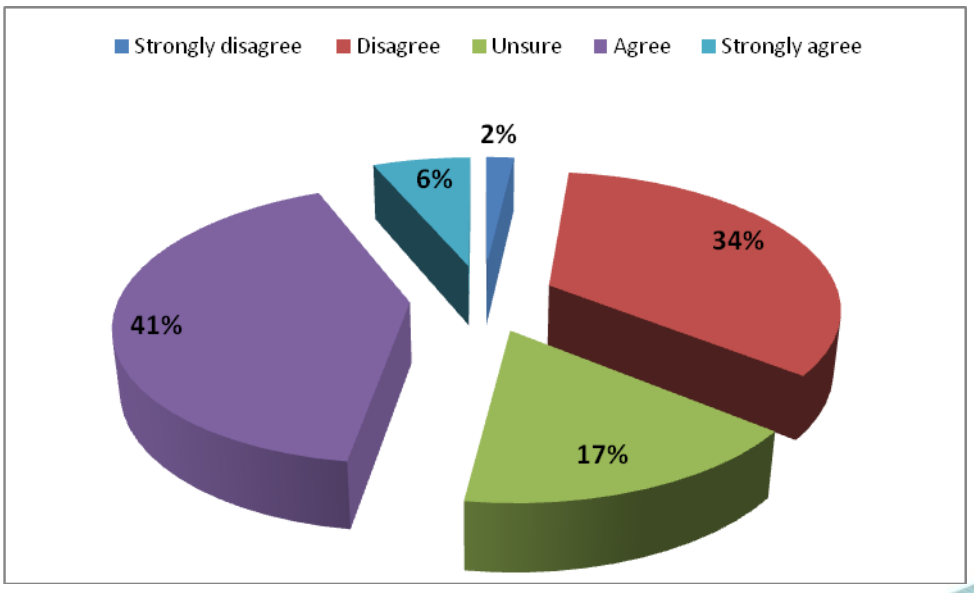
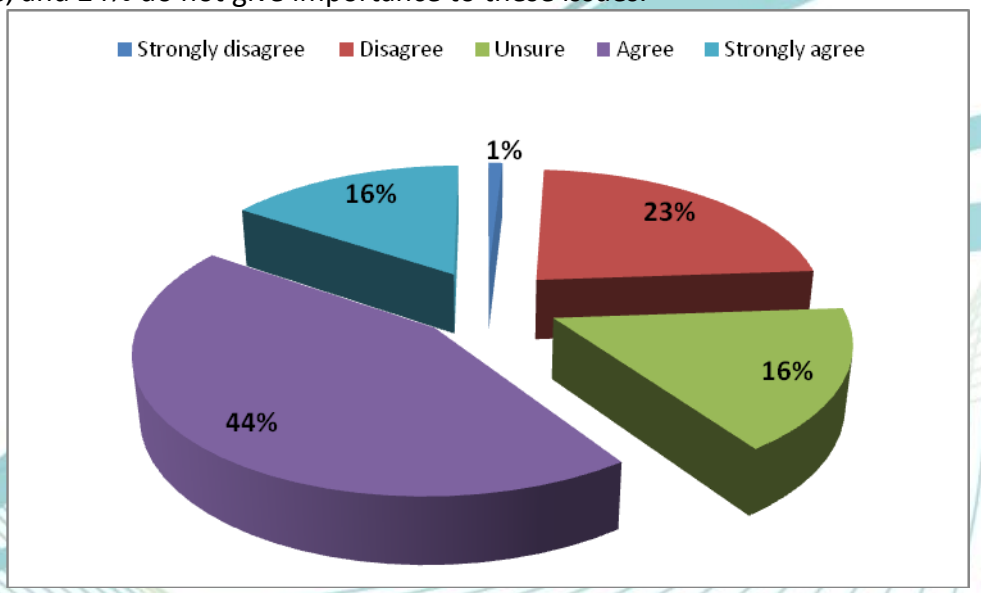


General statement of corporate involvement in supporting cultural projects

Supporting institutions and education and training initiatives

Analyzing the data presented 60% of the companies involved in activities supporting the institutions and initiatives for education and training, 16% had a neutral attitude towards the commencement of such approaches, and 24% do not give importance to these issues.



General statement of corporate involvement in support of institutions and education and training initiatives

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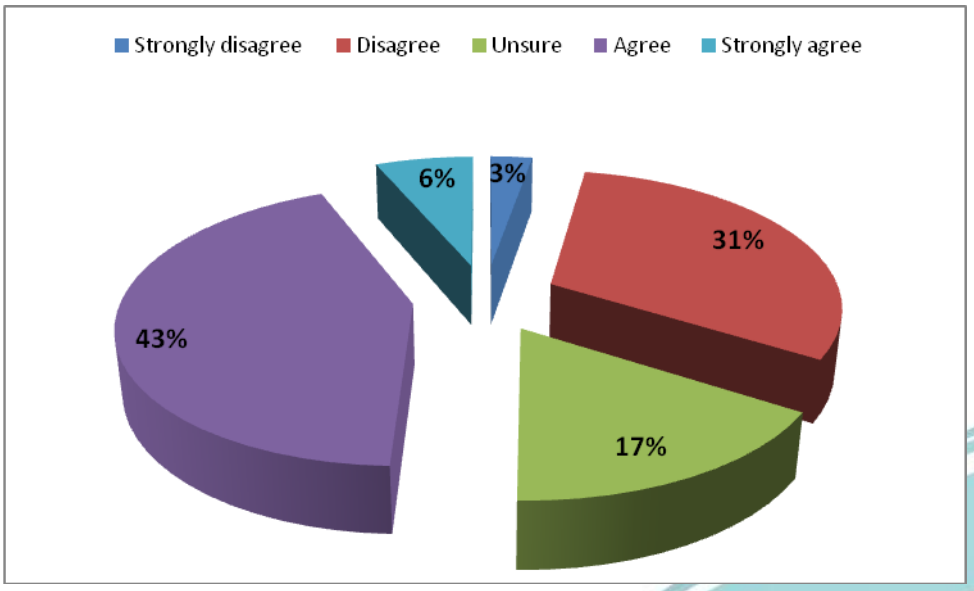
Supporting sports associations

Sports associations are supported by 49% of companies surveyed, 17% have a neutral attitude towards the support of these organizations and 34% not at all involved in their support.



General situation of companies involved in supporting sports associations

Supporting small initiatives particularly related to infrastructure

Data analysis indicates a rate of 44% for companies particularly small supporting initiatives relating to infrastructure, 24% show a neutral attitude towards this issue, while 32% of companies do not implemenează such measures.

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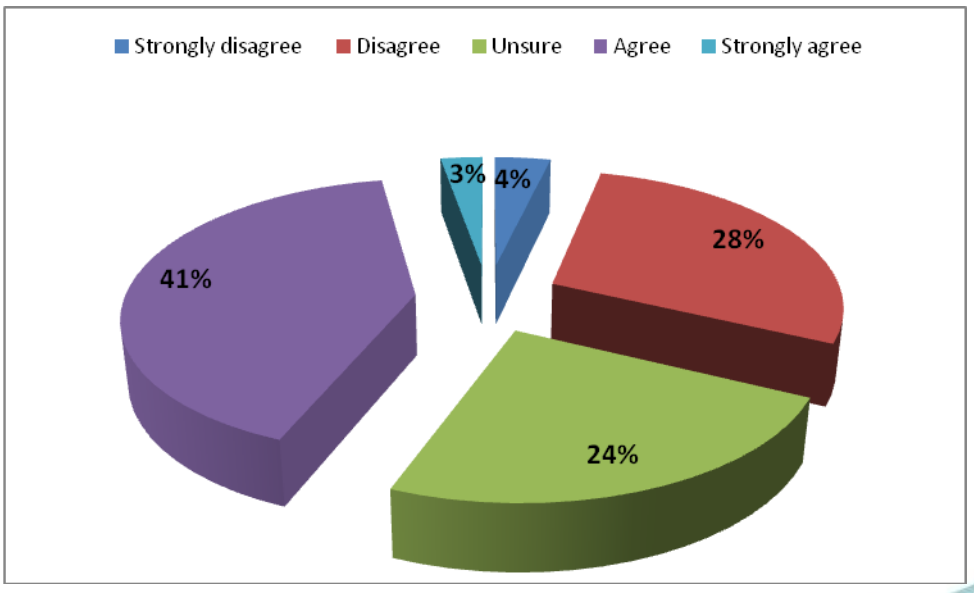

General statement of corporate involvement in Support of small initiatives particularly related to infrastructure

Following the data analysis we have arrived to the following conclusions:

Measures	Companies implementing the measures (percent of the total companies interviewed)	Companies not implementing the measures (percent of the total companies interviewed)
Supporting social initiatives	49%	29%
Supporting cultural projects	47%	36%
Supporting institutions and education and training initiatives	60%	24%
Supporting sports associations	49%	34%
Supporting small initiatives particularly related to infrastructure	44%	32%

Involvement to the community

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Community involvement- **SMEs**

	TOTALLY DISAGREE	DISAGREE	NEITHER AGREE NEITHER DISAGREE	AGREE	TOTALLY AGREE
Supporting social initiatives	2,03%	30,30%	22,22%	38,38%	7,07%
Support for cultural projects	2,03%	36,36%	16,16%	41,41%	4,04%
Supporting institutions and initiatives of education and training	1,02%	25,25%	16,16%	47,47%	10,10%
Supporting sports associations	3,04%	33,33%	17,17%	41,41%	5,05%
Support of small initiatives particularly related to infrastructure	3,04%	31,31%	23,23%	39,39%	3,03%

With regard towards community involvement, about 50% of SME support social initiatives, are involved in cultural projects, provides support to education and training institutions, sports associations and supports initiatives related to infrastructure.

Community involvement **– large company**

	TOTALY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALY DISAGREE
Supporting social initiatives	-	-	20,00%	20,00%	60,00%
Supporting cultural projects	-	10,00%	20,00%	40,00%	30,00%
Supporting institutions and education and training initiatives	-	-	20,00%	10,00%	70,00%
Supporting sports associations	-	10,00%	10,00%	60,00%	20,00%
Supporting small initiatives particularly related to infrastructure	10,00%	-	30,00%	60,00%	-

In regard to communicty involvement, most large companies support social initiatives, are involved in cultural projects, support education and training institutions, sports associations and support initiatives related to infrastructure.

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Community involvement- **Construction**

	TOTALLY DISAGREE	DISAGREE	NEITHER AGREE NEITHER DISAGREE	AGREE	TOTALLY AGREE
Supporting social initiatives	-	14,29%	35,71%	46,43%	3,57%
Support for cultural projects	-	32,14%	17,85%	50,00%	-
Supporting institutions and initiatives of education and training	-	32,15%	17,85%	42,86%	7,14%
Supporting sports associations	-	21,44%	17,85%	57,14%	3,57%
Support of small initiatives particularly related to infrastructure	-	17,86%	25,00%	57,14%	-

With regard towards community involvement in the construction field is supported social initiatives, are involved in cultural projects, provides support to education and training institutions, sports associations and supports initiatives related to infrastructure

Community involvement - **Wholesale and retail trade, repair of motor vehicles and motorcycles**

	TOTALLY DISAGREE	DISAGREE	NEITHER AGREE NEITHER DISAGREE	AGREE	TOTALLY AGREE
Supporting social initiatives	-	70,00%	-	10,00%	20,00%
Support for cultural projects	-	60,00%	10,00%	30,00%	-
Supporting institutions and initiatives of education and training	-	10,00%	20,00%	60,00%	10,00%
Supporting sports associations	-	30,00%	10,00%	60,00%	-
Support of small initiatives particularly related to infrastructure	10,00%	40,00%	10,00%	40,00%	-

With regard towards community involvement in the wholesale and retail trade, repair of motor vehicles and motorcycles, do not attach importance to social initiatives, supporting cultural

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projects are partially supported initiatives related to infrastructure, but provide support for education and training institutions, sports associations.

Community involvement **- agriculture, forestry and fishing**

	TOTALLY DISAGREE	DISAGREE	NEITHER AGREE NEITHER DISAGREE	AGREE	TOTALLY AGREE
Supporting social initiatives	-	12,50%	50,00%	37,50%	-
Support for cultural projects	-	25,00%	37,50%	37,50%	-
Supporting institutions and initiatives of education and training	-	37,50%	25,00%	37,50%	-
Supporting sports associations	-	12,50%	37,50%	50,00%	-
Support of small initiatives particularly related to infrastructure	-	25,00%	25,00%	37,50%	12,50%

Regarding the towards community involvement in the agriculture, forestry and fishing, most companies are involved in social initiatives, supporting cultural projects are partially supported initiatives related to infrastructure, but provide support for education and training institutions, sports associations.

Community involvement- **Information and communication**

	TOTALLY DISAGREE	DISAGREE	NEITHER AGREE NEITHER DISAGREE	AGREE	TOTALLY AGREE
Supporting social initiatives	-	12,50%	37,50%	12,50%	37,50%
Support for cultural projects	-	25,00%	25,00%	37,50%	12,50%
Supporting institutions and initiatives of education and training	-	12,50%	12,50%	12,50%	62,50%
Supporting sports associations	-	37,50%	12,50%	37,50%	12,50%
Support of small initiatives	-	12,50%	37,50%	37,50%	12,50%

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particularly related to infrastructure					

Regarding the towards community the involvement in the in the field of information and communication companies involved partial social initiatives, support for cultural initiatives related to infrastructure, but provide support for education and training institutions, sports associations.

Involvement towards the community **- Manufacturing**

	TOTALLY DISAGREE	**DISAGREE**	**NEITHER AGREE NEITHER DISAGREE**	**AGREE**	**TOTALLY AGREE**
Supporting social initiatives	-	42,86%	28,57%	28,57%	-
Support for cultural projects	-	28,57%	28,57%	42,86%	-
Supporting institutions and initiatives of education and training	-	28,57%	14,29%	57,14%	-
Supporting sports associations	-	28,57%	28,57%	42,86%	-
Support of small initiatives particularly related to infrastructure	-	28,57%	28,57%	42,86%	-

Regarding the towards community the involvement in the in the manufacturing industry of most companies get involved in social initiatives, support for cultural initiatives related to infrastructure, but provide support for education and training institutions, sports associations.

Community engagement **– Privat sector**

	STRONGLY DISAGREE	**DISAGREE**	**UNSURE**	**AGREE**	**STRONGLY AGREE**
Supporting social initiatives	1,90%	28,57%	22,86%	34,29%	12,38%
Supporting cultural projects	1,90%	35,24%	17,14%	39,05%	66,67%
Supporting education and training institutions and initiatives.	0,95%	23,81%	17,14%	41,90%	16,19%
Supporting sports associations	2,86%	32,38%	17,14%	40,95%	6,67%
Supporting small infrastructure	3,81%	29,52%	24,76%	39,05%	2,86%

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initiatives					

With regard to community engagement in the private sector, most companies are involved in social initiatives, they are supporting cultural projects, education and training institutions, sports associations, but have a lower involvement in activities related.

Community engagement **– State companies**

	STRONGLY DISAGREE	DISAGREE	UNSURE	AGREE	STRONGLY AGREE
Supporting social initiatives	-	-	-	100,00%	-
Supporting cultural projects	-	-	-	100,00%	-
Supporting education and training institutions and initiatives.	-	-	-	100,00%	-
Supporting sports associations	-	-	-	100,00%	-
Supporting small infrastructure initiatives	-	-	-	100,00%	-

With regard to community engagement, state companies are 100% involved in social initiatives, they are supporting cultural projects, education and training institutions, sports associations, and they are involved in activities related to infrastructure initiatives.

Community engagement **– National companies**

	STRONGLY DISAGREE	DISAGREE	UNSURE	AGREE	STRONGLY AGREE
Supporting social initiatives	1,94%	29,13%	21,36%	37,86%	9,71%
Supporting cultural projects	1,94%	34,96%	15,33%	41,75%	5,82%
Supporting education and training institutions and initiatives.	0,97%	24,27%	16,50%	45,64%	12,62%
Supporting sports associations	2,91%	32,04%	16,50%	42,71%	5,82%
Supporting small infrastructure initiatives	2,91%	30,09%	22,34%	41,75%	2,91%

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With regard to community engagement, over 40% of the national companies are involved in social initiatives, in supporting cultural projects, education and training institutions, sports associations, and in activities related to infrastructure initiatives.

Community engagement- **Multinational companies**

	STRONGLY DISAGREE	DISAGREE	UNSURE	AGREE	STRONGLY AGREE
Supporting social initiatives	-	-	33,33%	16,67%	50,00%
Supporting cultural projects	-	16,67%	33,33%	33,33%	16,67%
Supporting education and training institutions and initiatives.	-	-	16,67%	16,67%	66,66%
Supporting sports associations	-	16,66%	16,67%	50,00%	16,67%
Supporting small infrastructure initiatives	16,67%	-	50,00%	33,33%	-

With regard to community engagement, multinational companies are intensely involved in social initiatives; they are supporting cultural projects, education and training institutions, and sports associations. A lower percent undertake infrastructure supporting activities.

Community engagement- **Companies that address to the national market**

	STRONGLY DISAGREE	DISAGREE	UNSURE	AGREE	STRONGLY AGREE
Supporting social initiatives	1,32%	35,53%	21,05%	32,89%	9,21%
Supporting cultural projects	1,32%	43,42%	14,48%	32,89%	7,89%
Supporting education and training institutions and initiatives.	-	30,26%	15,78%	39,48%	14,48%
Supporting sports associations	2,63%	38,15%	17,10%	36,85%	5,27%
Supporting small infrastructure initiatives	2,63%	35,53%	21,05%	36,84%	3,95%

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With regard to community engagement, the companies that are addressing national market are partially involved in social initiatives, supporting cultural projects, education and training initiatives, sports associations and activities dedicated to supporting the development of infrastructure related initiatives.

Community engagement- **Companies that address multiple markets**

	STRONGLY DISAGREE	**DISAGREE**	**UNSURE**	**AGREE**	**STRONGLY AGREE**
Supporting social initiatives	3,03%	9,09%	24,25%	45,45%	18,18%
Supporting cultural projects	3,03%	12,12%	21,21%	60,61%	3,03%
Supporting education and training institutions and initiatives.	3,03%	6,06%	18,18%	54,54%	18,18%
Supporting sports associations	3,03%	15,15%	15,15%	57,58%	9,09%
Supporting small infrastructure initiatives	6,06%	12,12%	30,30%	51,52%	-

Regarding the community involvement, companies that are addressing multiple markets are heavily involved in social initiatives, in supporting cultural projects, in supporting educative and training institutions, sports associations and are involved in activities dedicated to supporting initiatives relating to infrastructure.

13.4. Environmental activities

Reducing energy consumption - priority for companies

It is shown that reducing energy consumption is a priority for 84% of the companies surveyed, only 6% are neutral to this issue, and 10% do not pay at all important.

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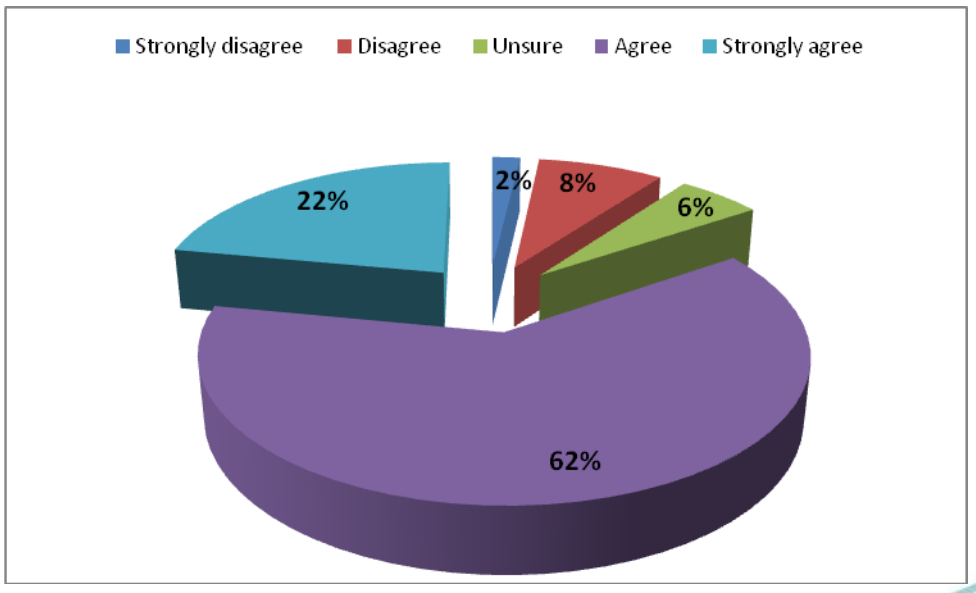
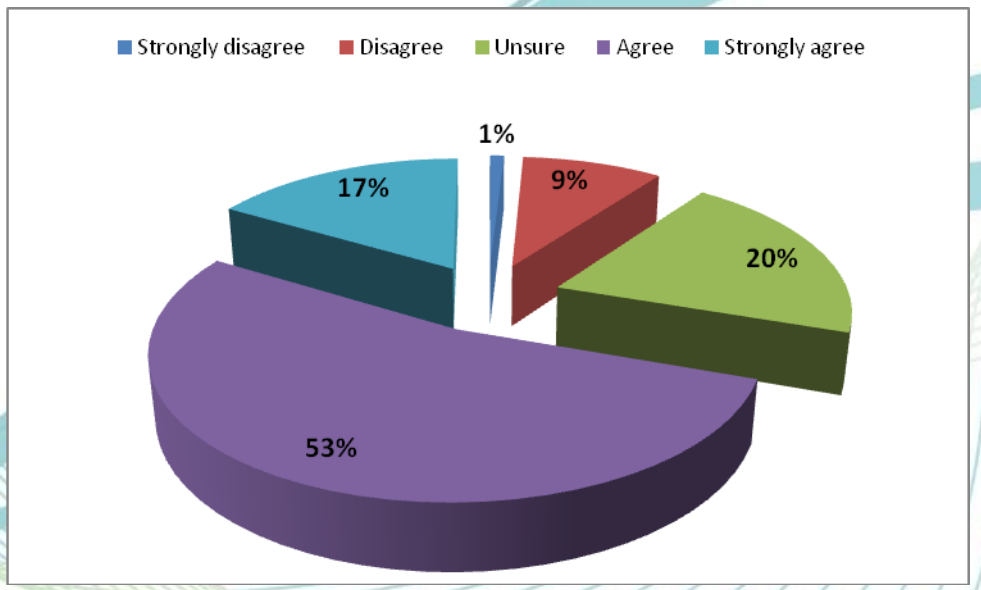


General statement of corporate involvement in reducing energy consumption - priority for companies

Reducing the use of natural resources

Reducing the use of natural resources is a priority for 70% of the companies surveyed, 20% of them show a neutral attitude and 10% do not pay attention to this aspect.



General situation of companies involved in natural resource reduction

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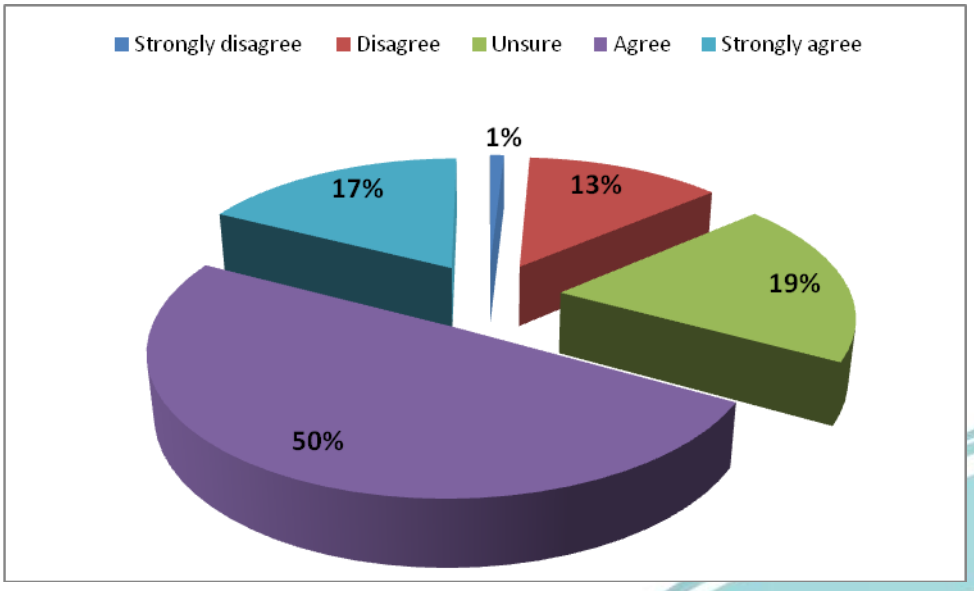
Reduction of emissions

67% of companies operate in view of reducing polluting emissions, 19% are neutral when it comes to this issue, while 14% did not consider this criterion in the development business.



General statement of corporate involvement in reducing emissions

Recycling policies

From the collected data it appears that 69% of companies implement a recycling policy, while 15% of companies have integrated in their own activities such policy, while 16% is in a neutral position towards this measure.

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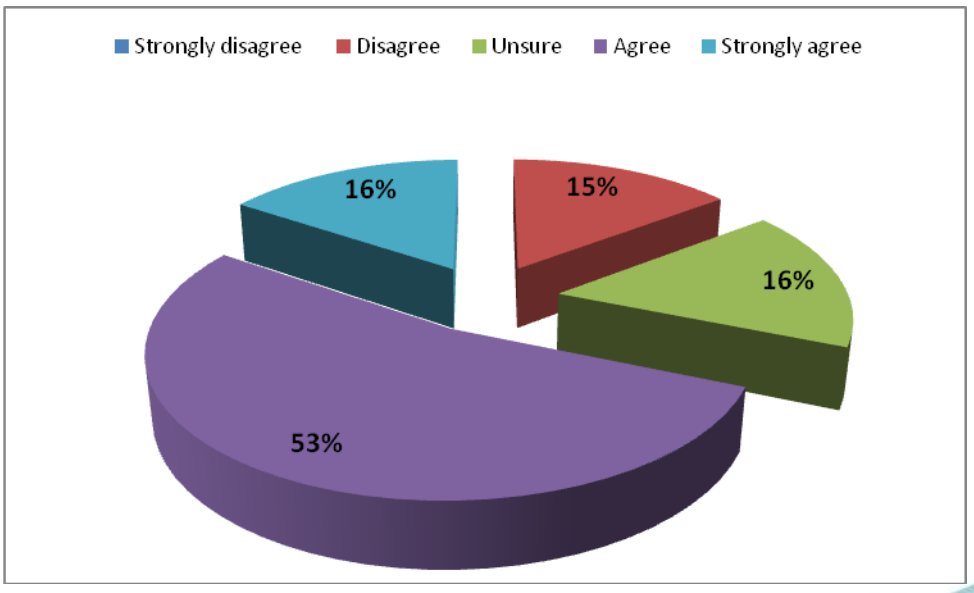
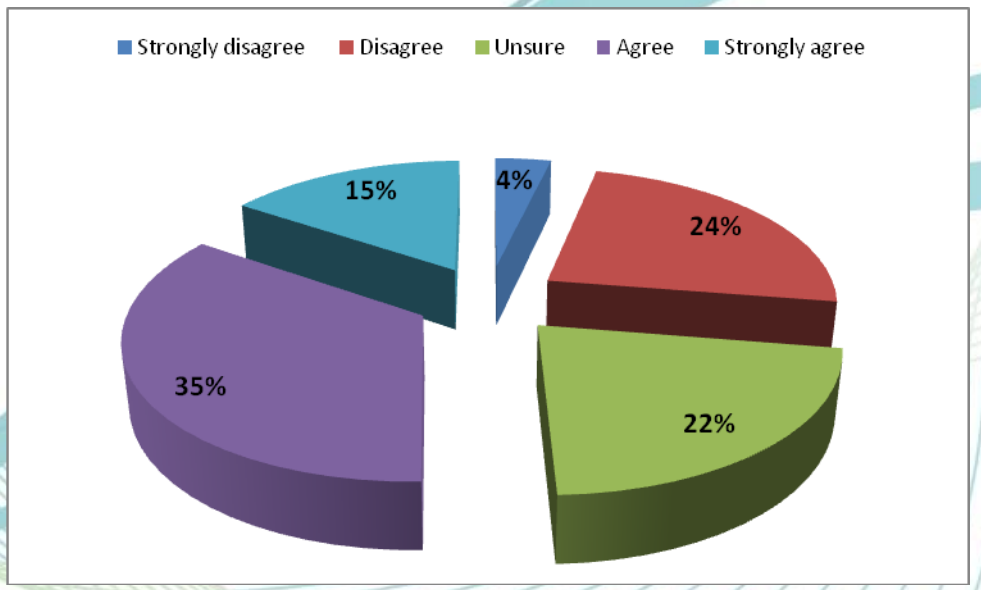


General situation of companies involved in recycling policy

The existence of a system or environmental management standard, ISO 14001, EEMAS, etc
Given the recorded data shows that 50% of the company attaches great importance to the existence of an environmental management system standard, 22% impartial towards the implementation of such standards, and 28% do not consider this aspect important in the development business.



General situation involving companies for the existence of a system or environmental management standard, ISO 14001, EEMAS, etc.

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Following the data analysis of the environmental activities we have arrived to the following conclusion

Measures	Companies implementing the measures (percent of the total companies interviewed)	Companies not implementing the measures (percent of the total companies interviewed)
Reducing energy consumption - priority for companies	84%	10%
Reducing the use of natural resources	70%	10%
Reduction of emissions	67%	14%
Recycling policies	69%	15%
The existence of a system or environmental management standard, ISO 14001, EEMAS, etc	50%	28%

Environmental Activities

From the above data it can be seen that the largest share of the involvement of companies in terms of environmental protection measures is to reduce energy consumption, which is a priority for 84% of the companies surveyed.

Environmental activities **- SMEs**

	TOTALLY DISAGREE	DISAGREE	NEITHER AGREE NEITHER DISAGREE	AGREE	TOTALLY AGREE
Reducing energy consumption - priority for companies	1,01%	9,09%	6,06%	63,64%	20,20%
Reducing the use of natural resources	-	10,10%	20,20%	54,55%	15,15%
Reducing polluting emissions	-	14,14%	20,20%	48,48%	17,17%
Recycling policy	-	16,16%	17,17%	54,55%	12,12%
Existence of a system or environmental management standard, ISO 14001, EEMAS, etc.	13,04%	26,26%	23,23%	36,36%	11,11%

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SMEs attaches great importance to environmental activities and undertake activities to reduce energy consumption, use of natural resources, emissions, recycling and implementing ISO Standard.

Environmental activities **– Large companies**

	TOTALY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALY DISAGREE
Reducing energy consumption - priority for companies	10,00%	-	-	50,00%	40,00%
Reducing the use of natural resources	10,00%	-	20,00%	40,00%	30,00%
Reduction of emissions	10,00%	-	10,00%	60,00%	20,00%
Recycling policies	-	-	10,00%	40,00%	50,00%
The existence of a system or environmental management standard, ISO 14001, EEMAS, etc	10,00%	-	10,00%	20,00%	60,00%

Large companies grant great importance to environmental activities and to issues such as reducing energy consumption, use of natural resources, emissions, recycling and implementing ISO Standards.

Environmental activities-**Construction**

	TOTALLY DISAGREE	DISAGREE	NEITHER AGREE NEITHER DISAGREE	AGREE	TOTALLY AGREE
Reducing energy consumption - priority for companies	-	3,56%	-	75,00%	21,44%
Reducing the use of natural resources	-	3,56%	14,29%	60,71%	21,44%
Reducing polluting emissions	-	3,57%	14,29%	64,29%	17,85%
Recycling policy	-	14,29%	21,44%	35,57%	10,71%
Existence of a system or environmental management standard, ISO 14001, EEMAS, etc.	-	17,86%	21,44%	46,43%	14,29%

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Firms in the construction industry attaches great importance to activities aimed at protecting the environment and have intense concerns in reducing energy consumption, use of natural resources, emissions, recycling and implementing ISO Standard.

Environmental activities - **Wholesale and retail trade, repair of motor vehicles and motorcycles**

	TOTALLY DISAGREE	DISAGREE	NEITHER AGREE NEITHER DISAGREE	AGREE	TOTALLY AGREE
Reducing energy consumption - priority for companies	-	-	-	90,00%	10,00%
Reducing the use of natural resources	-	10,00%	-	80,00%	10,00%
Reducing polluting emissions	-	20,00%	50,00%	30,00%	-
Recycling policy	-	30,00%	10,00%	50,00%	10,00%
Existence of a system or environmental management standard, ISO 14001, EEMAS, etc.	-	70,00%	10,00%	20,00%	-

The companies in the wholesale and retail trade, repair of motor vehicles and motorcycles field attaches great importance to activities aimed at protecting the environment and have intense concerns in reducing energy consumption, natural resource use, waste recycling, but are biased towards reduction pollutants, and the implementation of ISO Standard.

Environmental activities - **Agriculture, forestry and fishing**

	TOTALLY DISAGREE	DISAGREE	NEITHER AGREE NEITHER DISAGREE	AGREE	TOTALLY AGREE
Reducing energy consumption - priority for companies	-	12,50%	12,50%	62,50%	12,50%
Reducing the use of natural resources	-	12,50%	37,50%	37,50%	12,50%
Reducing polluting emissions	-	25,00%	12,50%	62,50%	-
Recycling policy	-	37,50%	12,50%	50,00%	-
Existence of a system or	-	25,00%	37,50%	25,00%	12,50%

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environmental management standard, ISO 14001, EEMAS, etc.					

The companies in the agriculture, forestry and fishing field attaches great importance to activities aimed at protecting the environment and have intense concerns in reducing energy consumption, natural resource use, waste recycling, but are biased towards reduction pollutants, and the implementation of ISO Standard.

Environmental Activities- **Information and communication**

	TOTALLY DISAGREE	**DISAGREE**	**NEITHER AGREE NEITHER DISAGREE**	**AGREE**	**TOTALLY AGREE**
Reducing energy consumption - priority for companies	-	12,50%	-	50,00%	37,50%
Reducing the use of natural resources	-	12,50%	25,00%	37,50%	25,00%
Reducing polluting emissions	-	12,50%	12,50%	50,00%	25,00%
Recycling policy	-	-	12,50%	50,00%	37,50%
Existence of a system or environmental management standard, ISO 14001, EEMAS, etc.	-	37,50%	-	25,00%	37,00%

Information and communication companies attaches great importance to activities aimed at protecting the environment and have intense concerns in reducing energy consumption, reducing emissions, recycling, use of natural resources and the implementation of ISO standards.

Environmental activities**- Manufacturing**

	TOTALLY DISAGREE	**DISAGREE**	**NEITHER AGREE NEITHER DISAGREE**	**AGREE**	**TOTALLY AGREE**
Reducing energy consumption - priority for companies	-	14,29%	14,29%	57,14%	14,28%
Reducing the use of natural resources	-	14,29%	28,57%	57,14%	-

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Reducing polluting emissions	-	14,28%	14,29%	71,43%	-
Recycling policy	-	14,29%	28,57%	57,14%	-
Existence of a system or environmental management standard, ISO 14001, EEMAS, etc.	-	14,29%	28,57%	57,14%	-

Companies which operates in the manufacturing industry attaches great importance to activities aimed at protecting the environment and have intense concerns in reducing energy consumption, reducing emissions, recycling, use of natural resources and the implementation of ISO standards.

Environmental activities **– Privat sector**

	STRONGLY DISAGREE	**DISAGREE**	**UNSURE**	**AGREE**	**STRONGLY AGREE**
Reducing energy consumption - priority for companies	1,90%	8,57%	5,72%	60,95%	22,86%
Reducing the use of natural resources	0,96%	9,52%	20,95%	51,43%	17,14%
Reduction of pollution emissions	0,95%	13,33%	20,00%	47,62%	18,10%
Waste recycling policy	-	15,24%	17,14%	51,43%	16,19%
The existence of an environmental management system or standard, ISO 14001, EEMAS, etc	3,81%	24,76%	22,86%	32,38%	6,68%

Companies operating in the private sector attach great importance to activities aimed at protecting the environment and are highly concerned with reducing energy consumption, reducing pollution emissions, recycling, reducing the use of natural resources and with the implementation of environmental ISO Standards.

Environmental activities **– State company**

	STRONGLY DISAGREE	**DISAGREE**	**UNSURE**	**AGREE**	**STRONGLY AGREE**
Reducing energy consumption - priority for companies	-	-	-	100,00%	-

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Reducing the use of natural resources	-	-	-	100,00%	-
Reduction of pollution emissions	-	-	-	100,00%	-
Waste recycling policy	-	-	-	100,00%	-
The existence of an environmental management system or standard, ISO 14001, EEMAS, etc	-	-	-	100,00%	-

Up to 100% of state companies are involved in activities aimed at protecting the environment and are highly concerned with reducing energy consumption, reducing pollution emissions, recycling, reducing the use of natural resources and with the implementation of environmental ISO Standards.

Environmental activities- **National companies**

	STRONGLY DISAGREE	**DISAGREE**	**UNSURE**	**AGREE**	**STRONGLY AGREE**
Reducing energy consumption - priority for companies	0,97%	8,74%	5,82%	63,11%	21,36%
Reducing the use of natural resources	-	9,71%	19,42%	55,34%	15,33%
Reduction of pollution emissions	-	13,58%	18,45%	50,49%	17,48%
Waste recycling policy	-	15,30%	17,48%	53,39%	13,58%
The existence of an environmental management system or standard, ISO 14001, EEMAS, etc	2,91%	25,24%	22,34%	35,93%	13,58%

Up to 60% of national companies are involved in activities aimed at protecting the environment and are highly concerned with reducing energy consumption, reducing pollution emissions, recycling, reducing the use of natural resources. Implementing the environmental ISO standards is not as frequent as the other aspects related to environmental protection.

Environmental activities- **Multinational companies**

	STRONGLY				**STRONGLY**

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	DISAGREE	DISAGREE	UNSURE	AGREE	AGREE
Reducing energy consumption - priority for companies	16,67%	-	-	50,00%	33,33%
Reducing the use of natural resources	16,67%	-	33,33%	16,67%	33,33%
Reduction of pollution emissions	16,67%	-	33,33%	33,33%	16,67%
Waste recycling policy	-	-	-	50,00%	50,00%
The existence of an environmental management system or standard, ISO 14001, EEMAS, etc	16,66%	-	16,67%	16,67%	50,00%

Over 60% of multinational companies are involved in activities aimed at protecting the environment and are highly concerned with reducing energy consumption, reducing pollution emissions, recycling, reducing the use of natural resources. Implementing the environmental ISO standards is not as frequent as the other aspects related to environmental protection.

Environmental activities **-Companies that address to the national market**

	STRONGLY DISAGREE	DISAGREE	UNSURE	AGREE	STRONGLY AGREE
Reducing energy consumption - priority for companies	1,31%	10,52%	6,58%	68,43%	13,16%
Reducing the use of natural resources	-	11,84%	17,11%	60,52%	10,53%
Reduction of pollution emissions	-	15,79%	18,42%	52,63%	13,16%
Waste recycling policy	-	19,74%	14,48%	56,58%	7,90%
The existence of an environmental management system or standard, ISO 14001, EEMAS, etc	2,63%	30,26%	21,06%	36,84%	9,21%

More than 50% of the companies that are addressing the national market are involved in activities aimed at protecting the environment and show intense concerns in reducing energy consumption, reducing pollution emissions, recycling and reducing the use of natural resources. Implementation of ISO standards is an activity that records a lower percentage in relation to other matters affecting the environment.

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Environmental activities **- Companies that address multiple markets**

	STRONGLY DISAGREE	**DISAGREE**	**UNSURE**	**AGREE**	**STRONGLY AGREE**
Reducing energy consumption - priority for companies	3,03%	3,03%	3,03%	48,49%	42,42%
Reducing the use of natural resources	3,03%	3,03%	27,27%	36,36%	30,30%
Reduction of pollution emissions	3,03%	6,06%	21,21%	42,43%	27,27%
Waste recycling policy	-	3,03%	18,18%	44,45%	33,33%
The existence of an environmental management system or standard, ISO 14001, EEMAS, etc	6,06%	9,09%	24,25%	30,30%	30,30%

More than 70% of companies that are addressing multiple markets are involved in activities aimed at protecting the environment and they are intensely concerned in reducing energy consumption, reducing pollution emissions, and in waste recycling. Reducing the use of natural resources and implementing environmental ISO Standards recorded a lower percentage in relation to other matters affecting the environment.

13.5.Involvement in the supply chain

Integrating ethical, social and environmental criteria in purchasing, distribution and contracting policies.

According to the record, 54% of companies integrate their work within ethical, social and environmental purchasing policies, distribution and contracting, 29% have a neutral attitude towards this issue, while 17% are aimed at inclusion these criteria in the work.

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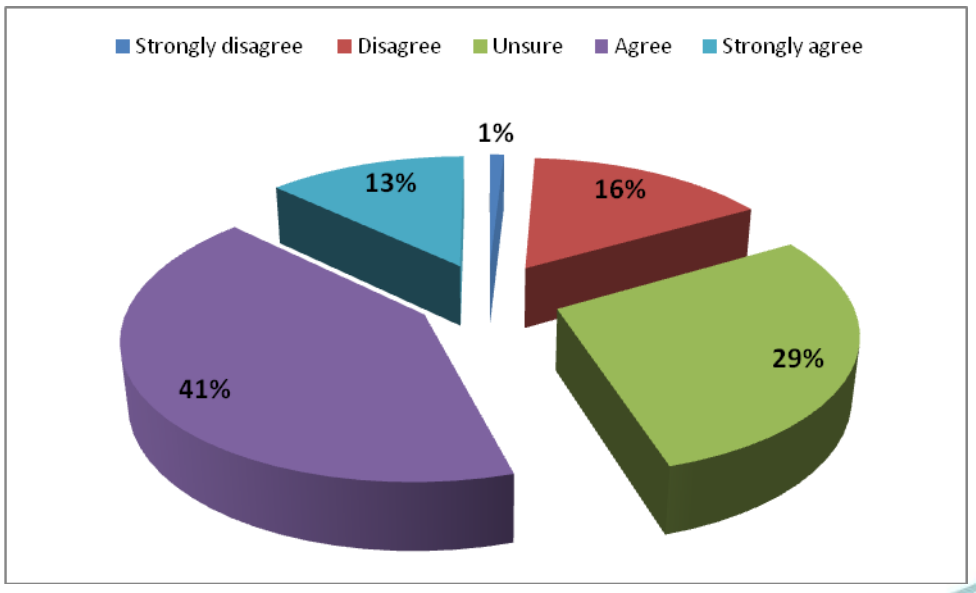
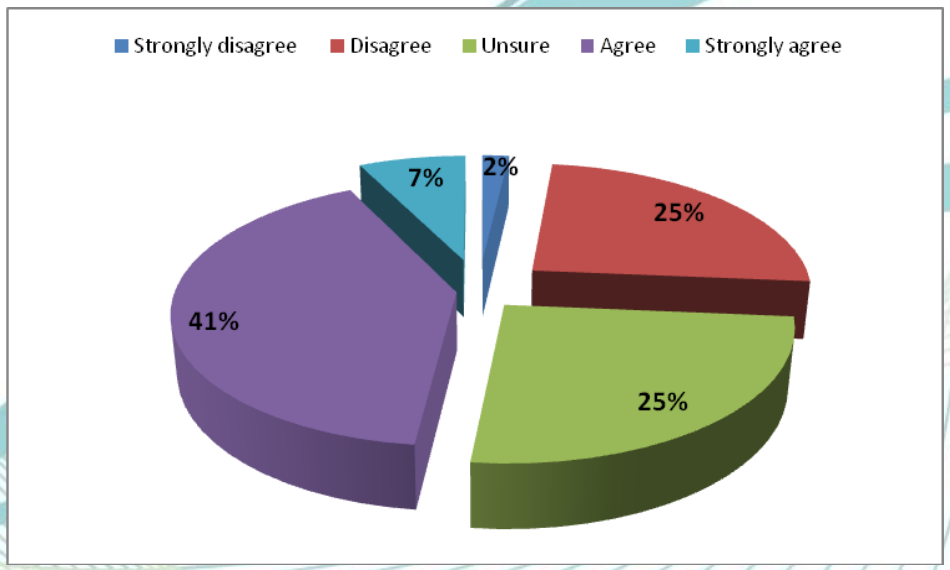


General situation involving ethical criteria companies to integrate social and environmental purchasing policies, distribution and contracting

Auditing the social and environmental performances of suppliers

48% of companies surveyed attach importance auditing social and environmental performance of suppliers, 25% show a neutral attitude towards this issue, and 27% does not cover such implementations.



General situation involving companies for auditing social and environmental performance of suppliers

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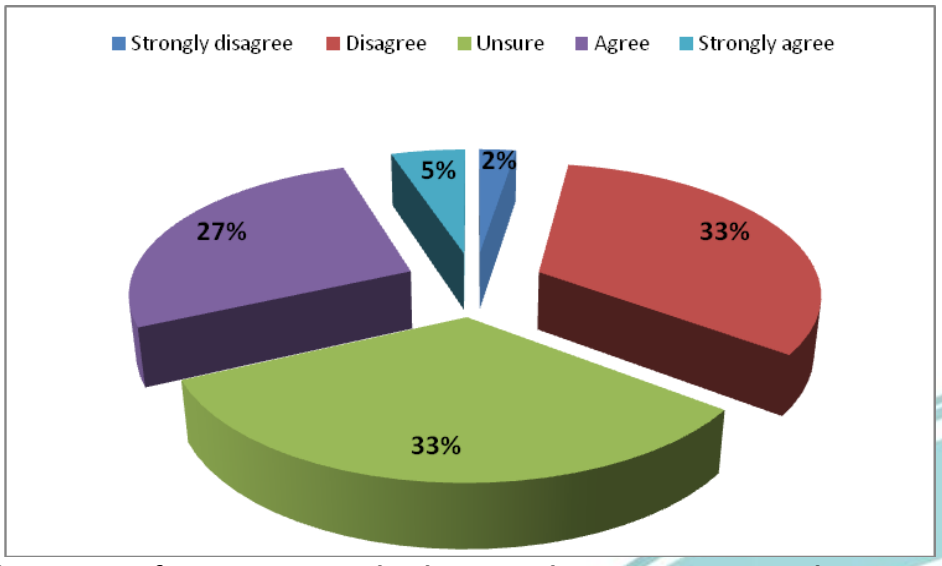
Providing training in social, environmental, human rights and health and safety issues to suppliers
In terms of providing training in social, environmental, human rights and health and safety issues by providers, this study shows that 32% of companies take this into account, 33% are neutral and 35% do not pay importance.



General situation of companies involved in providing training in social, environmental, human rights and health and safety issues to suppliers

Participation in supply chain initiatives such as the Business Social Compliance Initiative (BSCI)
Data recorded shows he fact that most companies have a neutral attitude or give importance in supply chain initiatives such as the Business Social Compliance Initiative (BSCI).

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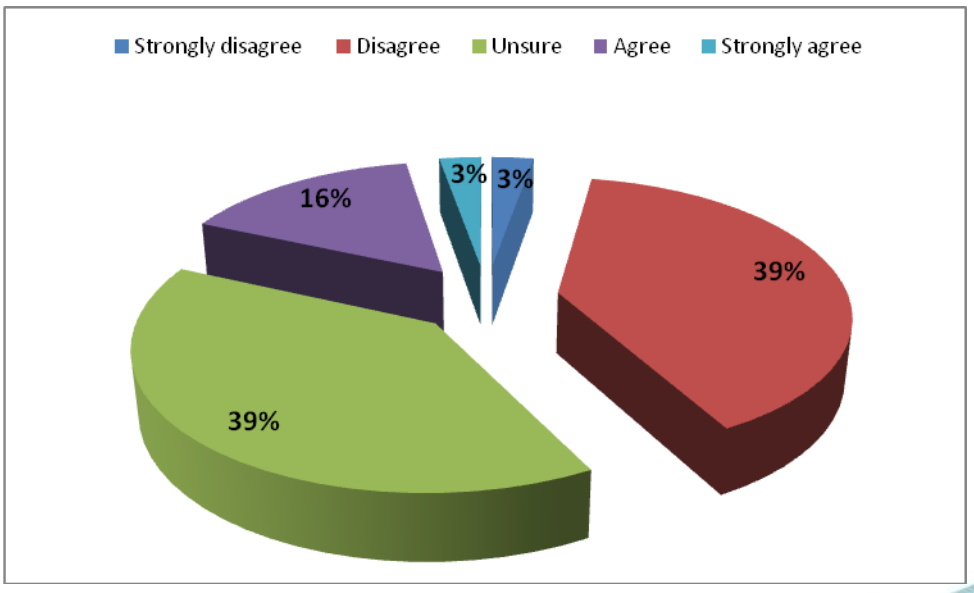

General situation involving companies to participate in supply chain initiatives, such as the Business Social Compliance Initiative (BSCI)

The following table presents the implementation of measures regarding the involvement of companies in the supply chain.

Measures	Companies implementing the measures (percent of the total companies interviewed)	Companies not implementing the measures (percent of the total companies interviewed)
Integrating ethical, social and environmental criteria in purchasing, distribution and contracting policies	54%	17%
Auditing the social and environmental performances of suppliers	48%	27%
Providing training in social, environmental, human rights and health and safety issues to suppliers	32%	35%
Participation in supply chain	19%	42%

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initiatives such as the Business Social Compliance Initiative (BSCI)		

Involvement in the supply chain

Involvement in the supply chain **- SMEs**

	TOTALLY DISAGREE	**DISAGREE**	**NEITHER AGREE NEITHER DISAGREE**	**AGREE**	**TOTALLY AGREE**
Integrating the criteria of ethical, social and environmental purchasing policies, of distribution and contracting	-	18,19%	29,29%	42,42%	10,10%
Auditing social and environmental performance of suppliers	1,02%	26,26%	25,25%	41,41%	6,06%
Provide training in social, environmental, human rights and health and safety issues to suppliers	2,03%	38,38%	37,37%	19,19%	3,03%
Participation in supply chain initiatives such as Business Social Compliance Initiative (BSCI)	2,03%	43,43%	37,37%	16,16%	1,01%

Regarding involvement in the supply chain of SMEs in most part them get involved in activities aimed at integrating the criteria of ethical, social and environmental of purchasing policies, distribution and contracting and auditing of social and environmental providers performance. In return, SMEs do not focus on activities involving the provision of training in social, environmental, human rights and OSH by suppliers and participation to the supply chain initiatives such as the Business Social Compliance Initiative (BSCI)

Involvement in the supply chain **– Large companies**

	TOTALY DISAGREE	**DISAGREE**	**NEUTRAL**	**AGREE**	**TOTALY DISAGREE**
Integrating ethical, social and	10,00%	-	20,00%	30,00%	40,00%

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environmental criteria in purchasing, distribution and contracting policies					
Auditing the social and environmental performances of suppliers	10,00%	10,00%	30,00%	30,00%	20,00%
Providing training in social, environmental, human rights and health and safety issues to suppliers	10,00%	10,00%	20,00%	30,00%	30,00%
Participation in supply chain initiatives such as the Business Social Compliance Initiative (BSCI)	10,00%	-	60,00%	10,00%	20,00%

As shown, the average importance given to large companies involved in the supply chain. For the most part they engage in activities aimed at integrating the criteria of ethical, social and environmental purchasing policies, distribution and contracting.

Involvement in the supply chain **- Construction**

	TOTALLY DISAGREE	**DISAGREE**	**NEITHER AGREE NEITHER DISAGREE**	**AGREE**	**TOTALLY AGREE**
Integrating the criteria of ethical, social and environmental purchasing policies, of distribution and contracting	-	10,71%	39,29%	46,43%	3,57%
Auditing social and environmental performance of suppliers	-	17,85%	25,00%	57,19%	-
Provide training in social, environmental, human rights and health and safety issues to suppliers	-	35,71%	39,29%	17,85%	7,15%
Participation in supply chain initiatives such as Business Social Compliance Initiative (BSCI)	-	39,29%	42,86%	14,29%	3,56%

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Regarding the involvement of the supply chain in construction, 50% of companies get involved in activities aimed at integrating the criteria of ethical, social and environmental of purchasing policies, distribution and contracting and auditing of social and environmental performance of suppliers. In return providing training in social, environmental, human rights and health and safety issues to suppliers and supply chain initiatives participation such as Business Social Compliance Initiative (BSCI) are less concerned activities by companies of the construction field.

Involvement in the supply chain **- Wholesale and retail trade, repair of motor vehicles and motorcycles**

	TOTALLY DISAGREE	**DISAGREE**	**NEITHER AGREE NEITHER DISAGREE**	**AGREE**	**TOTALLY AGREE**
Integrating the criteria of ethical, social and environmental purchasing policies, of distribution and contracting	-	10,00%	10,00%	60,00%	20,00%
Auditing social and environmental performance of suppliers	-	60,00%	10,00%	20,00%	10,00%
Provide training in social, environmental, human rights and health and safety issues to suppliers	-	60,00%	10,00%	20,00%	10,00%
Participation in supply chain initiatives such as Business Social Compliance Initiative (BSCI)	-	70,00%	20,00%	10,00%	-

They shall not engage in activities aimed at social and environmental performance auditing suppliers, offering training in social, environmental, human rights and OSH participation by suppliers and supply chain initiatives such as the Business Social Compliance Initiative (BSCI) are activities less affected by the wholesale and retail trade, repair of motor vehicles and motorcycles field companies.

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Involvement in the supply chain **- Agriculture, forestry and fishing field**

	TOTALLY DISAGREE	DISAGREE	NEITHER AGREE NEITHER DISAGREE	AGREE	TOTALLY AGREE
Integrating the criteria of ethical, social and environmental purchasing policies, of distribution and contracting	-	25,00%	37,50%	37,50%	-
Auditing social and environmental performance of suppliers	-	37,50%	25,00%	37,50%	-
Provide training in social, environmental, human rights and health and safety issues to suppliers	-	37,50%	50,00%	12,50%	-
Participation in supply chain initiatives such as Business Social Compliance Initiative (BSCI)	-	50,00%	50,00%	-	-

Regarding the involvement in the supply chain in the analyzed companies its do not attach importance to integrate activities ethically social and environmental of purchasing policies, distribution and contracting, as well as those aimed at social and environmental performance auditing suppliers, offering training in social, environmental, human rights and OSH participation by suppliers and supply chain initiatives such as the Business Social Compliance Initiative (BSCI) are activities less affected by the agriculture, forestry and fishing field.

Involvement in the supply chain **- Information and communication**

	TOTALLY DISAGREE	DISAGREE	NEITHER AGREE NEITHER DISAGREE	AGREE	TOTALLY AGREE
Integrating the criteria of ethical, social and environmental purchasing policies, of	-	37,50%	12,50%	25,00%	25,00%

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distribution and contracting					
Auditing social and environmental performance of suppliers	-	50,00%	-	25,00%	25,00%
Provide training in social, environmental, human rights and health and safety issues to suppliers	-	37,50%	25,00%	25,00%	12,50%
Participation in supply chain initiatives such as Business Social Compliance Initiative (BSCI)	-	25,00%	37,50%	12,50%	25,00%

Regarding the involvement in the supply chain of analysis domain, most companies are not involved in activities aimed at integrating the criteria of ethical, social and environmental of purchasing policies, distribution and contracting activities aimed at social performance audit organic suppliers, offering training in social, environmental, human rights and OSH participation by suppliers and supply chain initiatives such as the Business social Compliance Initiative (BSCI) are less concerned by the activities of the companies from the information and communication field.

Involvement in the supply chain **- Manufacturing**

	TOTALLY DISAGREE	**DISAGREE**	**NEITHER AGREE NEITHER DISAGREE**	**AGREE**	**TOTALLY AGREE**
Integrating the criteria of ethical, social and environmental purchasing policies, of distribution and contracting	-	-	42,86%	42,86%	14,28%
Auditing social and environmental performance of suppliers	-	14,28%	42,86%	42,86%	-
Provide training in social, environmental, human rights and health and safety issues to suppliers	14,29%	-	85,71%	-	-
Participation in supply chain initiatives such as Business Social	-	14,29%	85,71%	-	-

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Compliance Initiative (BSCI)					

Regarding the involvement in the supply chain of analysis domain, most companies are not involved in activities aimed at integrating the criteria of ethical, social and environmental of purchasing policies, distribution and contracting activities aimed at social performance audit organic suppliers, offering training in social, environmental, human rights and OSH participation by suppliers and supply chain initiatives such as the Business social Compliance Initiative (BSCI) are less concerned by the activities of the companies from the manufacturing industry.

Engaging with the supply chain **– Private sector**

	STRONGLY DISAGREE	DISAGREE	UNSURE	AGREE	STRONGLY AGREE
Integrating ethical, social and environmental criteria in the purchasing, distribution and contracting policies	1,91%	16,19%	29,52%	39,05%	13,33%
Auditing the social and ecological performance of its suppliers	0,95%	25,71%	26,67%	39,05%	7,62%
Providing training on social, ecological, human rights and OSH issues to suppliers.	2,87%	23,81%	35,24%	28,57%	5,71%
Participating in supply chain initiatives like the Business Social Compliance Initiative (BSCI)	2,86%	40,94%	39,05%	14,29%	2,86%

Regarding the engagement in the private sector supply chain, most companies are involved in activities aimed at integrating the ethical, social and environmental criteria in their purchasing, distribution and contracting policies, in activities aimed at auditing the social and ecological performance of their suppliers, but they are neutral or do not engage in activities that relate to the provision of training on social, environmental, human rights and OSH issues to their suppliers. Participation to supply chain initiatives such as the Business Social Compliance Initiative (BSCI) is less envisaged by companies active in the construction industry.

Involvement in the supply chain – **State company**

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	STRONGLY DISAGREE	DISAGREE	UNSURE	AGREE	STRONGLY AGREE
Integrating ethical, social and environmental criteria in the purchasing, distribution and contracting policies	-	-	-	100,00%	-
Auditing the social and ecological performance of its suppliers	-	-	-	100,00%	-
Providing training on social, ecological, human rights and OSH issues to suppliers.	-	-	50,00%	50,00%	-
Participating in supply chain initiatives like the Business Social Compliance Initiative (BSCI)	-	-	50,00%	50,00%	-

Regarding the engagement in the private sector supply chain, most state companies are involved in activities aimed at integrating the ethical, social and environmental criteria in their purchasing, distribution and contracting policies, in activities aimed at auditing the social and ecological performance of its suppliers, but 50% of them are neutral or do not engage in activities that relate to the provision of training on social, environmental, human rights and OSH issues to their suppliers. Participation to supply chain initiatives such as the Business Social Compliance Initiative (BSCI) is less envisaged by companies active in the construction industry.

Engaging with the supply chain **– National companies**

	STRONGLY DISAGREE	DISAGREE	UNSURE	AGREE	STRONGLY AGREE
Integrating ethical, social and environmental criteria in the purchasing, distribution and contracting policies	0,97%	16,50%	29,13%	42,72%	10,68%
Auditing the social and ecological performance of its suppliers	-	25,24%	27,18%	42,72%	45,00%
Providing training on social, ecological, human rights and OSH issues to suppliers.	1,94%	36,89%	26,22%	30,10%	45,00%

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Participating in supply chain initiatives like the Business Social Compliance Initiative (BSCI)	1,94%	41,76%	38,83%	16,50%	0,97%

Regarding the engagement in the supply chain, most national companies are involved in activities aimed at integrating the ethical, social and environmental criteria in their purchasing, distribution and contracting policies, in activities aimed at auditing the social and ecological performance of its suppliers, providing training on social, ecological, human rights and OSH issues to suppliers, but they are neutral or do not engage in supply chain initiatives such as the Business Social Compliance Initiative (BSCI) which less envisaged by companies active in the construction industry.

Engaging with the supply chain **- Multinational**

	STRONGLY DISAGREE	**DISAGREE**	**UNSURE**	**AGREE**	**STRONGLY AGREE**
Integrating ethical, social and environmental criteria in the purchasing, distribution and contracting policies	16,66%	-	16,67%	16,67%	50,00%
Auditing the social and ecological performance of its suppliers	16,67%	16,67%	-	16,66%	50,00%
Providing training on social, ecological, human rights and OSH issues to suppliers.	16,66%	16,67%	33,33%	16,67%	16,67%
Participating in supply chain initiatives like the Business Social Compliance Initiative (BSCI)	16,67%	-	50,00%	-	33,33%

Regarding the engagement in the supply chain, most multinational companies are involved in activities aimed at integrating the ethical, social and environmental criteria in their purchasing, distribution and contracting policies, in activities aimed at auditing the social and ecological performance of their suppliers, the provision of training on social, environmental, human rights and OSH issues to their suppliers, but they are neutral or do not participate in supply chain initiatives such as the Business Social Compliance Initiative (BSCI) which are less envisaged by companies active in the construction industry.

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Engaging with the supply chain- **Companies that address to the national market**

	STRONGLY DISAGREE	DISAGREE	UNSURE	AGREE	STRONGLY AGREE
Integrating ethical, social and environmental criteria in the purchasing, distribution and contracting policies	-	21,05%	31,58%	43,42%	3,95%
Auditing the social and ecological performance of its suppliers	-	30,26%	27,64%	38,15%	3,95%
Providing training on social, ecological, human rights and OSH issues to suppliers.	1,31%	43,42%	34,21%	18,42%	2,64%
Participating in supply chain initiatives like the Business Social Compliance Initiative (BSCI)	1,31%	50,00%	31,58%	17,11%	-

Regarding involvement in the supply chain, most of the companies addressing to the national market are involved in activities aimed to integrate the ethical, social and environmental criteria in their purchasing, distribution and contracting policies. But they are neutral, partially or not at all involved in activities referring to the provision of training on social, environmental and human rights to their suppliers or participation to supply chain initiatives such as the Business Social Compliance Initiative (BSCI).

Engaging with the supply chain - **Companies that address multiple markets**

	STRONGLY DISAGREE	DISAGREE	UNSURE	AGREE	STRONGLY AGREE
Integrating ethical, social and environmental criteria in the purchasing, distribution and contracting policies	3,03%	6,06%	21,21%	36,36%	33,34%

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Auditing the social and ecological performance of its suppliers	6,06%	12,12%	24,25%	42,42%	15,15%
Providing training on social, ecological, human rights and OSH issues to suppliers.	6,06%	18,18%	39,39%	24,25%	12,12%
Participating in supply chain initiatives like the Business Social Compliance Initiative (BSCI)	6,06%	15,15%	57,58%	12,12%	9,09%

Regarding involvement in the supply chain, most companies that are addressing multiple markets are involved in targeting integration of ethical, social and environmental criteria in their purchasing, distribution and contracting policies, in activities aimed at auditing social and environmental performance of suppliers, providing training on social, environmental, human rights and OSH to suppliers, but have a neutral attitude, they are involved partially or not engage in activities that relate to participation in supply chain initiatives such as the Business Social Compliance Initiative (BSCI).

13.6. Business ethics

Identifying risks of corruption, implementing and maintaining policies and practices that counteract corruption and extortion

According to the record, the majority of companies, 66%, attaches great importance to identify corruption risks, implementing and maintaining policies and practices that counteract corruption and extortion.

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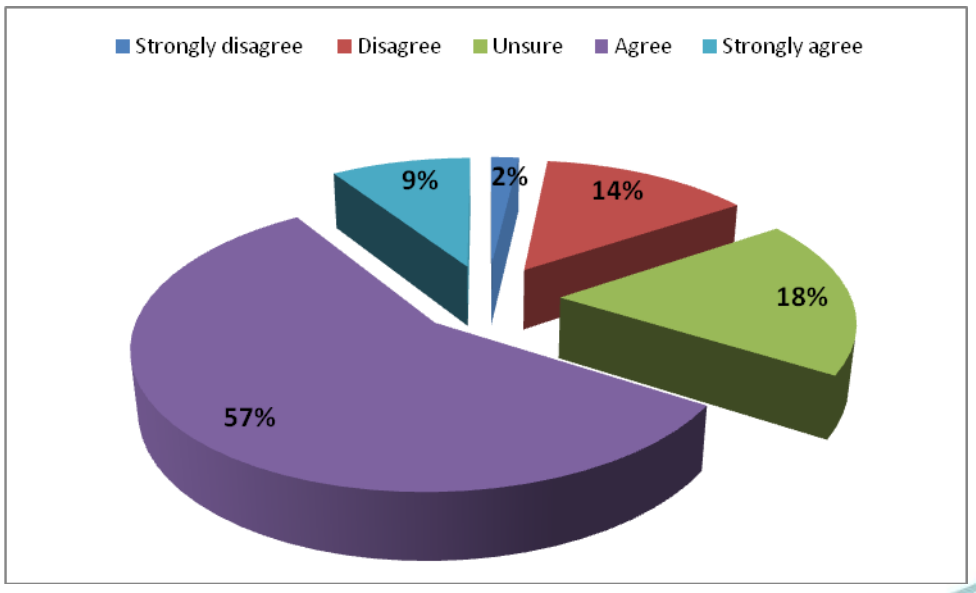
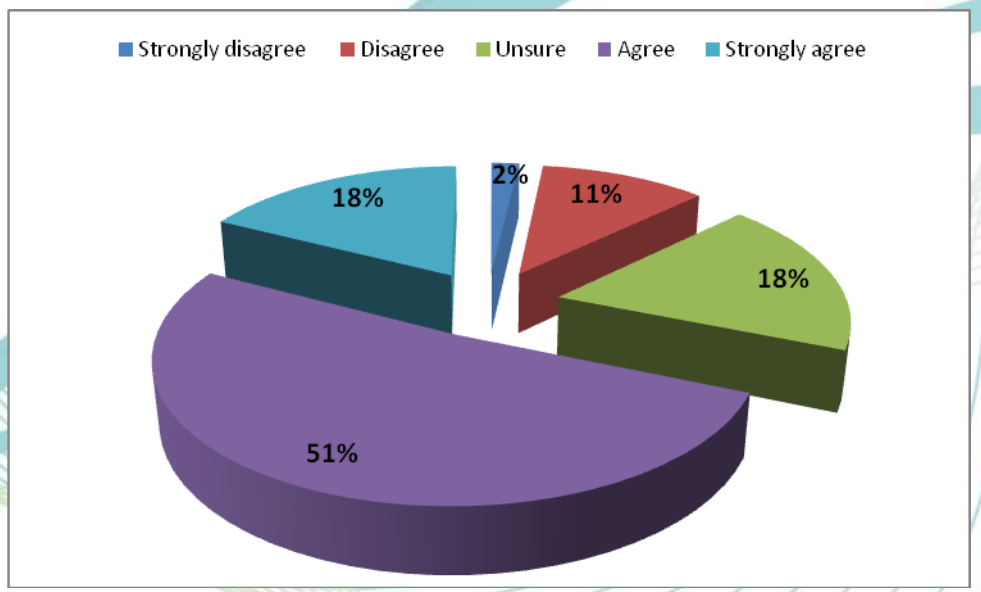


General situation involving companies to identify corruption risks, implementing and maintaining policies and practices that counteract corruption and extortion

The existence of clear rules regarding involvement and personal contribution policy and approach to conflicts of interest

69% of companies surveyed consider very important the existence of clear rules regarding involvement and contribution charge policy and approach to conflicts of interest.



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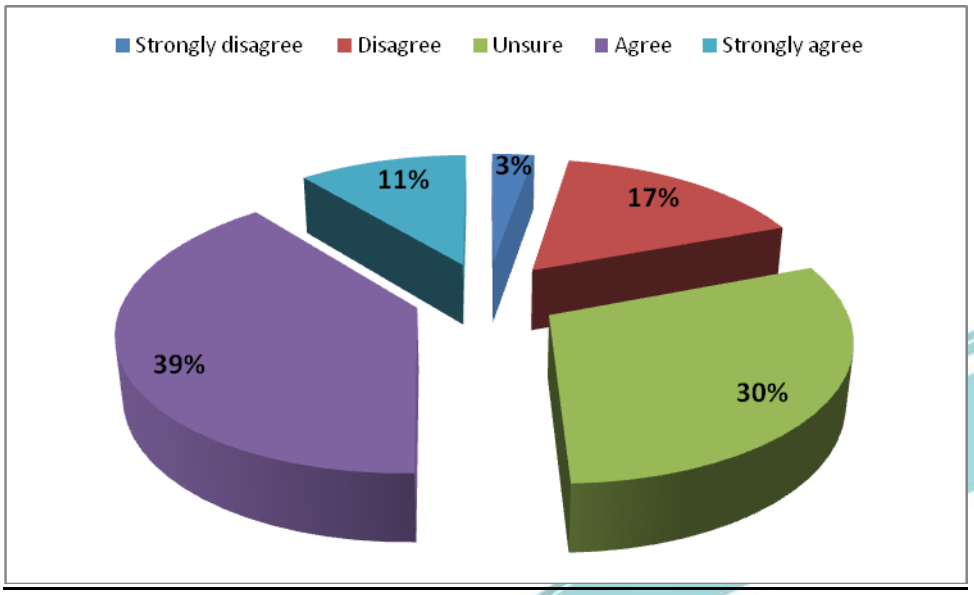
General situation involving companies for the existence of clear rules regarding involvement and contribution charge policy and approach to conflicts of interest

Establishing procedures to prevent anticompetitive behavior

Recorded data indicates 50% for companies that attaches great importance to establish procedures to prevent anti-competitive behavior.



General situation involving companies to Establish procedures to prevent anti-competitive behavior

CONCLUSION

Measures	Companies implementing the measures (percent of the total companies interviewed)	Companies not implementing the measures (percent of the total companies interviewed)
Identifying risks of corruption, implementing and maintaining policies and practices that counteract corruption and extortion	66%	16%

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The existence of clear rules regarding involvement and personal contribution policy and approach to conflicts of interest	69%	13%
Establishing procedures to prevent anticompetitive behavior	50%	20%

Ethical behavior in business

Business ethics –SMEs

	TOTALLY DISAGREE	**DISAGREE**	**NEITHER AGREE NEITHER DISAGREE**	**AGREE**	**TOTALLY AGREE**
Identifying the corruption risks, implementing and maintaining policies and practices that counteract corruption and extortion	1,01%	15,15%	20,20%	58,59%	5,05%
The existence of clear rules regarding involvement and contribution charge policy and the approach to conflicts of interest	1,01%	12,12%	20,20%	55,56%	11,11%
Establish procedures to prevent anti-competitive behavior	2,03%	18,18%	33,33%	39,39%	7,07%

SMEs attaches great importance to ethical behavior in business and are involved in activities such as identifying corruption risks, implementing and maintaining policies and practices that counteract corruption and extortion, the existence of clear rules in terms of a policy involvement and contribution charge, and how to address conflicts of interest, and measures to prevent anti-competitive behavior.

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Business ethics **– Large companies**

	TOTALY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALY DISAGREE
Identifying risks of corruption, implementing and maintaining policies and practices that counteract corruption and extortion	10,00%	-	-	40,00%	50,00%
The existence of clear rules regarding involvement and personal contribution policy and approach to conflicts of interest	10,00%	-	-	10,00%	80,00%
Establishing procedures to prevent anticompetitive behavior	10,00%	-	-	40,00%	50,00%

With regard to ethical behavior in business, large companies attach great importance to issues such as corruption risk identification, implementation and maintenance of policies and practices that counteract corruption and extortion, the existence of clear rules in terms of a policy involvement and contribution charge, and how to address conflicts of interest, and measures to prevent anti-competitive behavior.

Business ethics- **Construction**

	TOTALLY DISAGREE	DISAGREE	NEITHER AGREE NEITHER DISAGREE	AGREE	TOTALLY AGREE
Identifying the corruption risks, implementing and maintaining policies and practices that counteract corruption and extortion	-	7,14%	17,86%	67,86%	7,14%
The existence of clear rules regarding involvement and contribution charge policy and the approach to conflicts of interest	-	7,14%	17,6%	67,86%	7,14%

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Establish procedures to prevent anti-competitive behavior	-	10,71%	39,29%	46,43%	3,57%

In the most part the companies in the construction field attaches great importance to ethical behavior in business, over 60% percentage, and are involved in activities such as identifying corruption risks, implementing and maintaining policies and practices that counteract corruption and extortion, the existence of clear rules regarding involvement and contribution charge, and how to address conflicts of interest, and measures to prevent anti-competitive behavior

Business ethics **- Wholesale and retail trade, repair of motor vehicles and motorcycles**

	TOTALLY DISAGREE	**DISAGREE**	**NEITHER AGREE NEITHER DISAGREE**	**AGREE**	**TOTALLY AGREE**
Identifying the corruption risks, implementing and maintaining policies and practices that counteract corruption and extortion	-	10,00%	20,00%	60,00%	10,00%
The existence of clear rules regarding involvement and contribution charge policy and the approach to conflicts of interest	-	10,00%	10,00%	60,00%	20,00%
Establish procedures to prevent anti-competitive behavior	-	-	30,00%	50,00%	20,00%

Most companies in the wholesale and retail trade, repair of motor vehicles and motorcycles field attaches great importance to ethical behavior in business and are involved in activities such as identifying corruption risks, implementing and maintaining policies and practices that counteract corruption and extortion funds, the existence of clear rules regarding political involvement and contribution charge and the approach to conflicts of interest, and measures to prevent anti-competitive behavior.

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Business ethics **- Agriculture, forestry and fishing**

	TOTALLY DISAGREE	DISAGREE	NEITHER AGREE NEITHER DISAGREE	AGREE	TOTALLY AGREE
Identifying the corruption risks, implementing and maintaining policies and practices that counteract corruption and extortion	-	25,00%	25,00%	50,00%	-
The existence of clear rules regarding involvement and contribution charge policy and the approach to conflicts of interest	-	12,50%	37,50%	50,00%	-
Establish procedures to prevent anti-competitive behavior	-	25,00%	50,00%	25,00%	-

Most companies in the agriculture, forestry and fishing field attaches great importance to ethical behavior in business and are involved in activities such as: identifying corruption risks, implementing and maintaining policies and practices that counteract corruption and extortion funds, the existence of clear rules regarding political involvement and contribution charge and the approach to conflicts of interest, and measures to prevent anti-competitive behavior.

Business ethics**– Information and communication**

	TOTALLY DISAGREE	DISAGREE	NEITHER AGREE NEITHER DISAGREE	AGREE	TOTALLY AGREE
Identifying the corruption risks, implementing and maintaining policies and practices that counteract corruption and extortion	-	12,50%	-	50,00%	37,50%
The existence of clear rules regarding involvement and	-	-	-	50,00%	50,00%

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contribution charge policy and the approach to conflicts of interest					
Establish procedures to prevent anti-competitive behavior	-	25,00%	-	37,50%	37,50%

Most companies in the field of information and communication attaches great importance to ethical behavior in business and are involved in activities such as identifying corruption risks, implementing and maintaining policies and practices that counteract corruption and extortion, the existence of clear rules the involvement and contribution charge policy and approach to conflicts of interest, and measures to prevent anti-competitive behavior.

Business ethics **- Manufacturing**

	TOTALLY DISAGREE	**DISAGREE**	**NEITHER AGREE NEITHER DISAGREE**	**AGREE**	**TOTALLY AGREE**
Identifying the corruption risks, implementing and maintaining policies and practices that counteract corruption and extortion	-	42,86%	42,86%	28,58%	-
The existence of clear rules regarding involvement and contribution charge policy and the approach to conflicts of interest	28,57%	28,57%	42,86%	-	-
Establish procedures to prevent anti-competitive behavior	-	28,57%	57,14%	14,29%	-

Most companies in the field of manufacturing have an impartial attitude regarding ethical behavior in business and are involved in activities such as identifying corruption risks, implementing and maintaining policies and practices that counteract corruption and extortion, the existence of clear rules the involvement and contribution charge policy and approach to conflicts of interest, and measures to prevent anti-competitive behavior.

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Fair business behaviour **– Private sector**

	STRONGLY DISAGREE	DISAGREE	UNSURE	AGREE	STRONGLY AGREE
Identification of risks of corruption, implementing and maintaining policies and practices that counter corruption and extortion.	1,90%	14,29%	19,05%	55,24%	9,52%
The existence of clear rules regarding responsible political involvement and contributions, and how to deal with conflicts of interest.	1,90%	11,43%	19,05%	49,52%	18,10%
Establishing procedures to prevent anti-competitive behaviour.	2,86%	17,14%	27,62%	40,95%	11,43%

Most companies in the private sector attach considerable importance to ethical behavior in business and they are involved in activities such as identifying corruption risks, implementing and maintaining policies and practices that counteract corruption and extortion, developing clear rules regarding a responsible political involvement and contributions, develop methods of approaching conflicts of interest, as well as measures to prevent anti-competitive behavior.

Fair business behaviour **– State company**

	STRONGLY DISAGREE	DISAGREE	UNSURE	AGREE	STRONGLY AGREE
Identification of risks of corruption, implementing and maintaining policies and practices that counter corruption and extortion.	-	-	-	100,00%	-
The existence of clear rules regarding responsible political involvement and contributions, and how to deal with conflicts of interest.	-	-	-	100,00%	-

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Establishing procedures to prevent anti-competitive behaviour.	-	-	100,00%	-	-

State companies place considerable importance on ethical behavior in business and they are involved in activities such as identifying corruption risks, implementing and maintaining policies and practices that counteract corruption and extortion, developing clear rules regarding a responsible political involvement and contributions, as well as methods of approaching conflicts of interest, but they are neutral towards the measures aimed to prevent anti-competitive behavior.

Fair business behaviour **– National company**

	STRONGLY DISAGREE	**DISAGREE**	**UNSURE**	**AGREE**	**STRONGLY AGREE**
Identification of risks of corruption, implementing and maintaining policies and practices that counter corruption and extortion.	0,97%	14,56%	19,42%	59,22%	5,83%
The existence of clear rules regarding responsible political involvement and contributions, and how to deal with conflicts of interest.	0,97%	11,65%	19,42%	53,40%	14,56%
Establishing procedures to prevent anti-competitive behaviour.	1,94%	17,48%	30,03%	40,78%	7,77%

Most national companies attach considerable importance to ethical behavior in business and they are involved in activities such as identifying corruption risks, implementing and maintaining policies and practices that counteract corruption and extortion, the development of clear rules regarding a responsible political involvement and contributions, develop methods of approaching conflicts of interest, as well as measures to prevent anti-competitive behavior.

Fair business behaviour **– Multinational company**

	STRONGLY DISAGREE	**DISAGREE**	**UNSURE**	**AGREE**	**STRONGLY AGREE**

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Identification of risks of corruption, implementing and maintaining policies and practices that counter corruption and extortion.	16,67%	-	-	16,67%	66,66%
The existence of clear rules regarding responsible political involvement and contributions, and how to deal with conflicts of interest.	16,67%	-	-	16,67%	66,66%
Establishing procedures to prevent anti-competitive behaviour.	16,67%	-	-	16,67%	66,66%

.

Multinational companies attach considerable importance to ethical behavior in business and they are involved in activities such as identifying corruption risks, implementing and maintaining policies and practices that counteract corruption and extortion, the development of clear rules regarding a responsible political involvement and contributions, develop methods of approaching conflicts of interest, as well as measures to prevent anti-competitive behavior.

Fair business behavior **- Companies that address to the national market**

	STRONGLY DISAGREE	**DISAGREE**	**UNSURE**	**AGREE**	**STRONGLY AGREE**
Identification of risks of corruption, implementing and maintaining policies and practices that counter corruption and extortion.	-	15,79%	18,79%	63,16%	5,26%
The existence of clear rules regarding responsible political involvement and contributions, and how to deal with conflicts of interest.	-	14,48%	18,42%	53,95%	13,15%
Establishing procedures to prevent anti-competitive	-	21,05%	30,26%	42,11%	6,58%

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behaviour.					

Companies that are addressing national market attaches great importance to the important ethical behavior in business, over 60%, and are involved in activities such as identifying corruption risks, implementing and maintaining policies and practices that counteract corruption and extortion, the existence of clear rules regarding political involvement and contributions, as well as methods of approaching conflicts of interest and measures to prevent anti-competitive behavior.

Fair business behavior - **Companies that address multiple markets**

	STRONGLY DISAGREE	**DISAGREE**	**UNSURE**	**AGREE**	**STRONGLY AGREE**
Identification of risks of corruption, implementing and maintaining policies and practices that counter corruption and extortion.	6,06%	9,09%	24,25%	42,42%	18,18%
The existence of clear rules regarding responsible political involvement and contributions, and how to deal with conflicts of interest.	6,06%	3,03%	18,18%	45,46%	27,27%
Establishing procedures to prevent anti-competitive behaviour.	9,09%	6,06%	30,30%	33,34%	21,21%

Companies that are addressing multiple markets gives great importance of ethical behavior in business and are involved in activities such as identifying corruption risks, implementing and maintaining policies and practices that counteract corruption and extortion, the development of clear rules regarding policy involvement and contribution and development of methods to approach conflicts of interest. The degree of involvement of these companies in establishing procedures to prevent anti-competitive behavior is lower.

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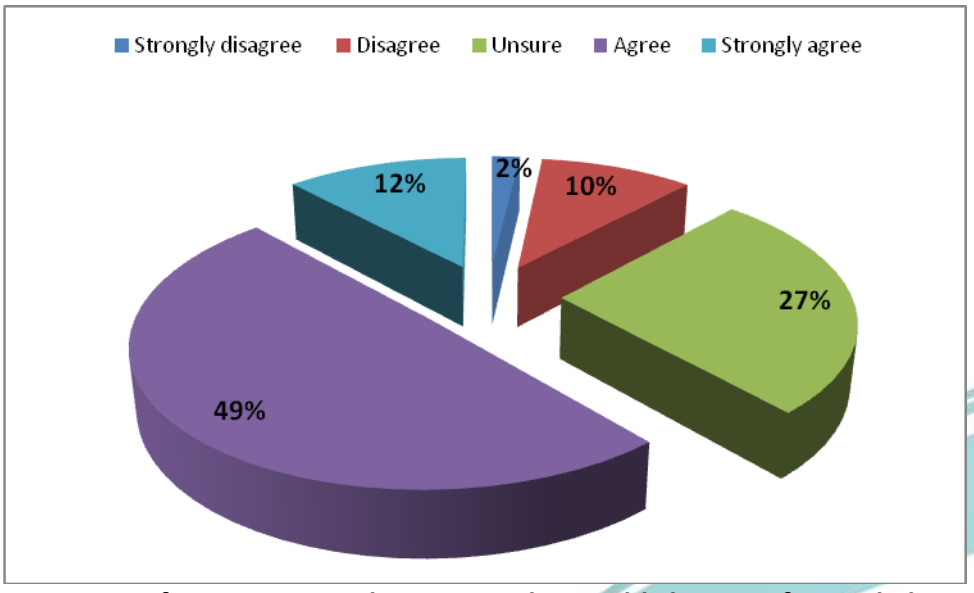
13.7.Identifying remedies

Establishing remedial actions to a human rights abuse

Following the study, the recorded data show a rate of 61% for companies that implement remedial measures if the challenge or contribute to an abuse of human rights.



General statement of corporate involvement in the establishment of remedial action if the challenge or contribute to an abuse of human rights

The existence of processes in involving stakeholders and their business partners employees (such as those in the supply chain) for high involvement

According to data recorded 39% of companies realize the importance of stakeholder involvement processes to employees of business partners (such as those in the supply chain) for high involvement, 36% are neutral and 25% do not take into this.

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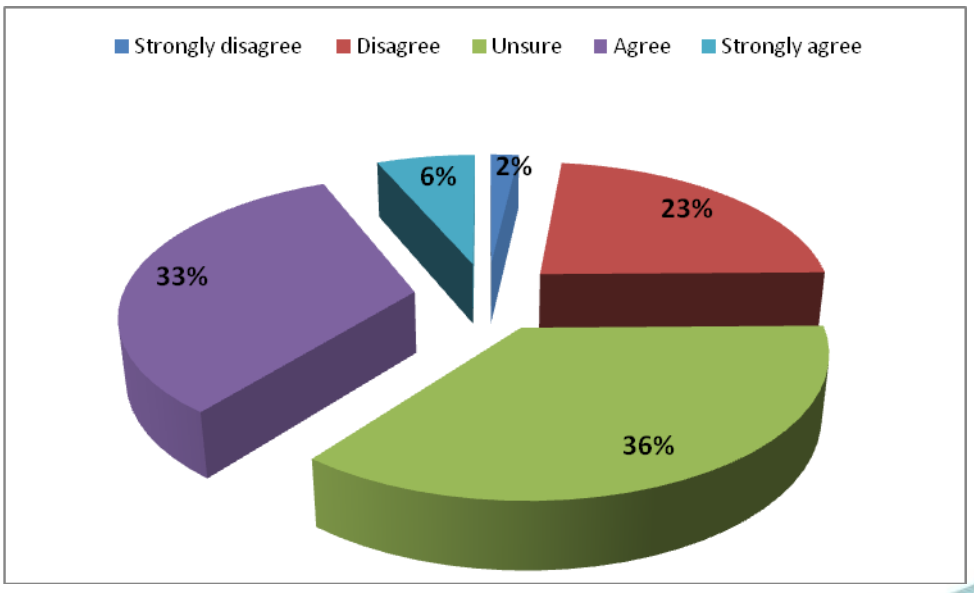

General statement of corporate involvement in the Existence of processes involving stakeholders to employees to business partners (such as those in the supply chain) for high involvement

CONCLUSIONS

Measures	Companies implementing the measures (percent of the total companies interviewed)	Companies not implementing the measures (percent of the total companies interviewed)
Establishing remedial actions to a human rights abuse	61%	12%
The existence of processes in involving stakeholders and their business partners employees (such as those in the supply chain) for high involvement	39%	25%

Identifying remedies

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Identifying the remedies - **SMEs**

	TOTALLY DISAGREE	DISAGREE	NEITHER AGREE NEITHER DISAGREE	AGREE	TOTALLY AGREE
Establish corrective action in case of challenge or contribute to an abuse of human rights	1,02%	11,11%	28,28%	48,48%	11,11%
The existence of processes involving stakeholders towards the employees of business partners (such as those in the supply chain) for high involvement	1,02%	25,25%	37,37%	32,32%	4,04%

SMEs are heavily involved in establishing remedial action in case of challenge or contribute to an abuse of human rights. Also, a fairly large percentage, 32% of SMEs consider stakeholder involvement processes towards the employees of business partners.

Identifying remedies **– Large companies**

	TOTALY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALY DISAGREE
Establishing remedial actions to a human rights abuse	10,00%	-	10,00%	60,00%	20,00%
The existence of processes in involving stakeholders and their business partners employees (such as those in the supply chain) for high involvement	10,00%	-	20,00%	40,00%	30,00%

Large companies are involved heavily in determining remedial action if the challenge or contribute to an abuse of human rights and stakeholder involvement processes to employees of business partners.

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Identifying the remedies **- Construction**

	TOTALLY DISAGREE	DISAGREE	NEITHER AGREE NEITHER DISAGREE	AGREE	TOTALLY AGREE
Establish corrective action in case of challenge or contribute to an abuse of human rights	-	-	21,45%	64,28%	14,29%
The existence of processes involving stakeholders towards the employees of business partners (such as those in the supply chain) for high involvement	-	14,29%	35,71%	50,00%	-

The companies in the construction industry attaches great importance to remedial measures in case of challenge or contribute to an abuse of human rights and the existence of processes involving stakeholders towards the employees of business partners (such as those in the supply chain) for a high involvement.

Identifying the remedies **- Wholesale and retail trade, repair of motor and motocycle**

	TOTALLY DISAGREE	DISAGREE	NEITHER AGREE NEITHER DISAGREE	AGREE	TOTALLY AGREE
Establish corrective action in case of challenge or contribute to an abuse of human rights	-	10,00%	10,00%	70,00%	10,00%
The existence of processes involving stakeholders towards the employees of business partners (such as those in the supply chain) for high involvement	-	10,00%	10,00%	60,00%	20,00%

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Companies operating in the wholesale and retail trade, repair of motor attaches great importance to remedial measures in case of challenge or contribute to an abuse of human rights and the existence of processes involving stakeholders towards the employees of business partners (such as those in the supply chain) for high involvement.

Identifying the remedies **- Agriculture, forestry and fishing**

	TOTALLY DISAGREE	**DISAGREE**	**NEITHER AGREE NEITHER DISAGREE**	**AGREE**	**TOTALLY AGREE**
Establish corrective action in case of challenge or contribute to an abuse of human rights	-	25,00%	25,00%	37,50%	12,50%
The existence of processes involving stakeholders towards the employees of business partners (such as those in the supply chain) for high involvement	-	12,50%	37,50%	37,50%	12,50%

Companies operating in the agriculture, forestry and fishing does not attaches great importance to remedial measures in case of challenge or contribute to an abuse of human rights and the existence of processes involving stakeholders towards the employees of business partners (such as those in the supply chain) for high involvement.

Identifying the remedies **– Information and communication**

	TOTALLY DISAGREE	**DISAGREE**	**NEITHER AGREE NEITHER DISAGREE**	**AGREE**	**TOTALLY AGREE**
Establish corrective action in case of challenge or contribute to an abuse of human rights	-	25,00%	12,50%	50,00%	12,50%
The existence of processes involving stakeholders towards the employees of business	-	37,50%	12,50%	25,00%	25,00%

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partners (such as those in the supply chain) for high involvement					

Companies operating in the field of information and communication, over 50%, gives importance to remedial measures in case of challenge or contribute to an abuse of human rights and the existence of processes involving stakeholders towards the employees of business partners (such as those in the supply chain) for high involvement.

Identifying the remedies **- Manufacturing**

	TOTALLY DISAGREE	**DISAGREE**	**NEITHER AGREE NEITHER DISAGREE**	**AGREE**	**TOTALLY AGREE**
Establish corrective action in case of challenge or contribute to an abuse of human rights	-	14,29%	57,14%	28,57%	-
The existence of processes involving stakeholders towards the employees of business partners (such as those in the supply chain) for high involvement	-	28,57%	57,14%	14,29%	-

Companies operating in the field of manufacturing, over 50%, do not give a major importance to remedial measures in case of challenge or contribute to an abuse of human rights and the existence of processes involving stakeholders towards the employees of business partners (such as those in the supply chain) for high involvement.

Providing remedy – **Private sector**

	STRONGLY DISAGREE	**DISAGREE**	**UNSURE**	**AGREE**	**STRONGLY AGREE**
Providing remediation measures in cases where they cause or contribute to a human rights	1,90%	10,48%	27,62%	47,62%	12,38%

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abuse.					
Existence of stakeholder engagement processes for the employees of business partners (such as those in the supply chain) in order to raise concerns	1,90%	23,81%	37,14%	30,48%	6,67%

Companies operating in the private sector consider remediation measures if they cause or contribute to a human rights abuse, and consider the stakeholder engagement for the employees of business partners (such as those in the supply chain) for a higher involvement in raising concerns.

Providing remedy **– State company**

	STRONGLY DISAGREE	DISAGREE	UNSURE	AGREE	STRONGLY AGREE
Providing remediation measures in cases where they cause or contribute to a human rights abuse.	-	-	-	100,00%	-
Existence of stakeholder engagement processes for the employees of business partners (such as those in the supply chain) in order to raise concerns	-	-	-	100,00%	-

State companies, up to 100%, consider remediation measures if they cause or contribute to a human rights abuse, and consider the stakeholder engagement for the employees of business partners (such as those in the supply chain) for a higher involvement in raising concerns.

Providing remedy **– National companies**

	STRONGLY DISAGREE	DISAGREE	UNSURE	AGREE	STRONGLY AGREE
Providing remediation measures in cases where they cause or contribute to a human rights abuse.	0,97%	10,68%	26,21%	50,49%	11,65%
Existence of stakeholder	0,97%	24,27%	35,93%	33,98%	4,85%

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engagement processes for the employees of business partners (such as those in the supply chain) in order to raise concerns					

National companies consider remediation measures if they cause or contribute to a human rights abuse. To a lower extent they are preoccupied by the implementation of stakeholder engagement processes for the employees of business partners (such as those in the supply chain) for a higher involvement in raising concerns.

Providing remedy **– Multinational companies**

	STRONGLY DISAGREE	DISAGREE	UNSURE	AGREE	STRONGLY AGREE
Providing remediation measures in cases where they cause or contribute to a human rights abuse.	16,67%	-	33,33%	33,33%	16,67%
Existence of stakeholder engagement processes for the employees of business partners (such as those in the supply chain) in order to raise concerns	16,67%	-	33,33%	16,67%	33,33%

Multinational companies consider remediation measures if they cause or contribute to a human rights abuse and they are involved in the implementation of stakeholder engagement processes for the employees of business partners (such as those in the supply chain) for a higher involvement in raising concerns.

Providing remedy- Companies that address to the national market

	STRONGLY DISAGREE	DISAGREE	UNSURE	AGREE	STRONGLY AGREE
Providing remediation measures in cases where they cause or	-	11,85%	22,36%	56,58%	9,21%

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contribute to a human rights abuse.					
Existence of stakeholder engagement processes for the employees of business partners (such as those in the supply chain) in order to raise concerns	-	26,31%	35,53%	35,53%	2,63%

Companies that are addressing national market consider remedial measures if they cause or contribute to a human rights abuse but show less concern regarding implementation of stakeholder engagement for employees of business partners (such as the supply chain) for a higher involvement.

Providing remedy -Companies that address multiple markets

	STRONGLY DISAGREE	**DISAGREE**	**UNSURE**	**AGREE**	**STRONGLY AGREE**
Providing remediation measures in cases where they cause or contribute to a human rights abuse.	6,06%	6,06%	36,37%	33,33%	18,18%
Existence of stakeholder engagement processes for the employees of business partners (such as those in the supply chain) in order to raise concerns	6,06%	15,15%	33,33%	27,27%	15,15%

Companies that are serving multiple markets partially involve in taking remedial action if they cause or contribute to a human rights abuse and in implementing stakeholder engagement processes for the employees of business partners (such as those in the supply chain) for a higher involvement in raising concerns.

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14. The reasons for the engagement of the company in CSR

According to the survey, the majority of the companies (38.53%) are involved in implementing CSR's principles in the current activity in order to comitt to the culture's company. Other reasons, in order of importance are: attracting clients (23.85%) and interest from customers (21.10%). Also, the study shows that the implementation of non-governmental campaign is one of the reasons of companies' involvemnet in CSR implementing.

Reason for engagement	**%**
Culture of the company	38,53
Attracting clients	23,85
Interest from customers	21,10
Attracting and motivating employees	20,18
Non-governmental Organizations (NGOs) campaigns	18,35
Lessons learnt from peer companies or competitors	17,43
Interest of investors	12,84
Reputational risk concerns	11,93
We have not yet looked into social/ environmental/ human rights issues	9,17
Interest from government	6,42
Attitude of CEO	6,42

In terms of **companies' size**, the largest share in terms of the reason that led to the commitment to CSR for SMEs are: culture of the company – 34.34%, attracting clients – 23.23%, interest from customers – 21.21%.
In terms of **companies' size**, the largest share in terms of the reason that led to the commitment to CSR for large companies are: culture of the company – 80%.00, attracting clients – 30.00%, attracting and motivating employees – 40.00%.
The large companies have not analyzed into social/ environmental/ human rights issues.

Reasons	**Company's type**	
	SMEs %	**Large companies %**
Culture of the company	**34,34**	**80,00**

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Non-governmental Organizations (NGOs) campaigns	19,19	10,00
Attracting clients	23,23	30,00
Reputational risk concerns	11,11	20,00
Lessons learnt from peer companies or competitors	18,18	10,00
Interest from customers	21,21	20,00
Interest of investors	13,13	10,00
Interest from government	6,06	10,00
Attracting and motivating employees	18,18	40,00
Attitude of CEO	6,06	10,00
We have not yet looked into social/ environmental/ human rights issues	10,10	-

In terms of **activity sector**, the reasons underlying the CSR commitment are mostly:

- Constructions: Attracting clients 28.57%, Culture of the company 25.00%, Lessons learnt from peer companies or competitors 14.29%
- Tradece: Attracting clients 60.00%, Culture of the company 50.00%, Interest from customers 40.00%, Attracting and motivating employees 40.00%
- Agriculture, forestry and fishing: Reputational risk concerns 37.50%, Lessons learnt from peer companies or competitors 37.50%, Non-governmental Organizations (NGOs) campaigns 25.00%, Attracting and motivating employees 25.00%
- IT&C: Culture of the company 62.50%, Attitude of CEO 25.00%

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- Production: Culture of the company 71.43%, Non-governmental Organizations (NGOs) campaigns 42.86%, Reputational risk concerns 42.86%, Lessons learnt from peer companies or competitors 42,8%

Reasons	Business sector %				
	Constructions	**Tradece**	**Agriculture, forestry and fishing**	**IT&C**	**Production**
Culture of the company	25,00	50,00	12,50	62,50	71,43
Non-governmental Organizations (NGOs) campaigns	7,14	10,00	25,00	-	42,86
Attracting clients	28,57	60,00	12,50	12,50	-
Reputational risk concerns	7,14	-	37,50	12,50	42,86
Lessons learnt from peer companies or competitors	14,29	10,00	37,50	12,50	42,86
Interest from customers	10,71	40,00	12,50	12,50	-
Interest of investors	7,14	-	37,50	-	28,57
Interest from government	3,57	20,00	12,50	-	-
Attracting and motivating employees	10,71	40,00	25,00	12,50	28,54
Attitude of CEO	-	-	12,50	25,00	14,29
We have not yet looked into social/ environmental/ human rights issues	7,14	-	-	-	-

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In terms of **structure**:

- Most of the companies surveyed from the private sector mentioned as reasons that led to the commitment to CSR: Culture of the company 37,14%, Attracting clients 24,76%
- Most of the state companies have underlied as reasons for undertaking CSR: Culture of the company 75,00% and Interest from customers 25,00%
- Most of the national companies have underlied as reasons for undertaking CSR: Culture of the company 35,92% and Attracting clients 24,27%
- Most of the multi-national companies have underlied as reasons for undertaking CSR: Culture of the company 83,33%

Reasons	**Structure %**			
	Private sector	**State companies**	**National companies**	**Multinational companies**
Culture of the company	37,14	75,00	35,92	83,33
Non-governmental Organizations (NGOs) campaigns	19,05	-	19,42	-
Attracting clients	24,76	-	24,27	16,67
Reputational risk concerns	12,38	-	12,62	-
Lessons learnt from peer companies or competitors	18,10	-	18,45	-
Interest from customers	20,95	25,00	22,33	-
Interest of investors	13,33	-	13,59	-
Interest from government	6,67	-	6,80	-
Attracting and motivating employees	20,95	-	20,39	16,67
Attitude of CEO	6,67	-	5,83	16,67
We have not yet	9,52	-	8,74	16,67

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looked into social/ environmental/ human rights issues				

In terms of market**:**

- Most of the companies surveyed addressing to domestic markets have undelied as reason for undertaking CSR: Culture of the company 32.47%, Attracting clients 25.97%
- Most of the companies surveyed addressing to external markets have undelied as reason for undertaking CSR: Culture of the company 53,13% Reputational risk concerns 21.88%, Attracting and motivating employees 21.88%

Reasons	**Company's type %**	
	Companies addresing to domestic markets	**Companies addresing to external markets**
Culture of the company	32,47	53,13
Non-governmental Organizations (NGOs) campaigns	20,79	12,50
Attracting clients	25,97	18,75
Reputational risk concerns	20,78	21,88
Lessons learnt from peer companies or competitors	10,39	15,63
Interest from customers	24,68	12,50
Interest of investors	12,99	12,50
Interest from	6,49	6,25

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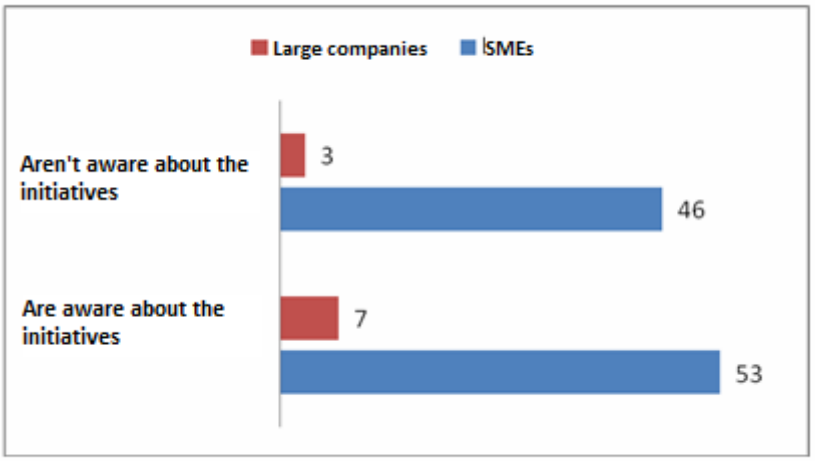
government		
Attracting and motivating employees	19,48	21,88
Attitude of CEO	3,90	12,50
We have not yet looked into social/ environmental/ human rights issues	10,39	6,25

15. Knowledge of CSR's international initiatives

The study shows that 55.05% of the companies surveyed are aware about CSR's international initiatives, while 44.95% of companies aren't aware so far about these initiatives.



Level of awareness on CSR's international initiatives

The awareness of enterprises on CSR's international initives is shown in the following figure, noticing that the most popular ones are ISO 26000 (18.35% of companies) and the UN Guiding Principles on business and human rights (17.43% of companies).

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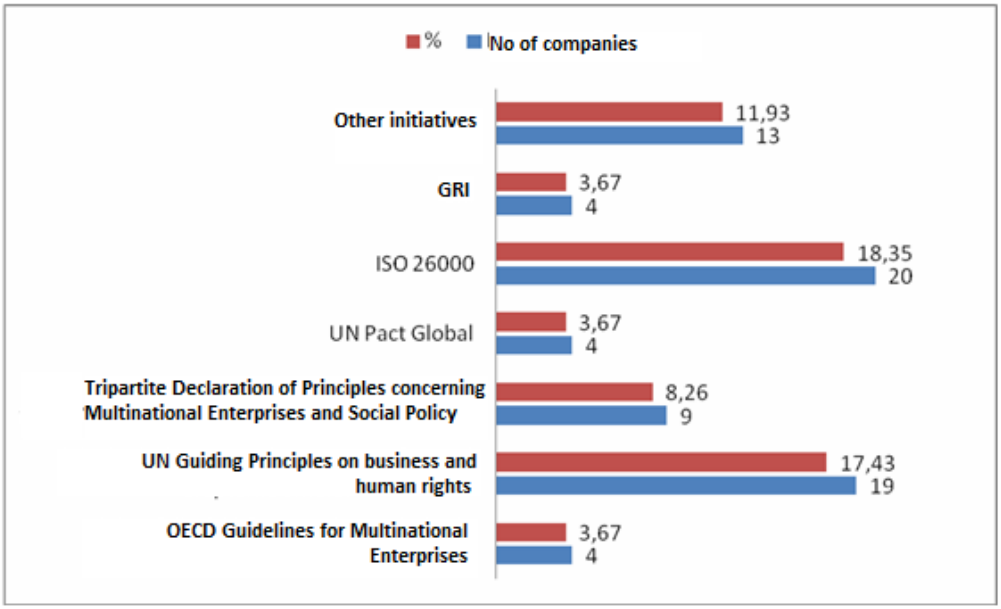
Awareness of CSR's international iniatives



In terms of **companies' size**, the most popular CSR initiatives for SMEs are: ISO 26000 18.18%, UN Guiding Principles on business and human rights 15.15%.
In terms of **companies' size,** the most popular CSR initiatives for large companies are: UN Guiding Principles on business and human rights 40.00%.

Initiatives	**Company's type**	
	SMEs %	**Large companies %**
OECD Guidelines for Multinational Enterprises	**3,03**	**10,00**
UN Guiding Principles on business and human rights	15,15	40,00
Tripartite	7,07	20,00

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Declaration of Principles concerning Multinational Enterprises and Social Policy		
UN PACT GLOBAL	2,02	20,00
ISO 26000	18,18	20,00
GRI	3,03	10,00
Other initiatives	13,13	-

In terms of **activity sector**, the most popular CSR initiatives:

- Constructions: Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy 21.47%;
- Tradece OECD Guidelines for Multinational Enterprises: 10.10%;
- Agriculture, forestry and fishing: UN Guiding Principles on business and human rights 25.00%;
- IT&C: UN Guiding Principles on business and human rights 37.50%;
- Production: ISO 26000 42.86%.

Initiatives	**Business sector %**				
	Constructions	**Tradece**	**Agriculture, forestry and fishing**	**IT&C**	**Production**
OECD Guidelines for Multinational Enterprises	-	10,10	-	25,00	-
UN Guiding Principles on business and human rights	14,29	10,00	25,00	37,50	28,57
Tripartite Declaration of Principles concerning Multinational Enterprises and	21,47	-	-	12,50	-

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Social Policy					
UN PACT GLOBAL	-	10,00	-	12,50	-
ISO 26000	17,86	10,00	12,50	25,00	42,86
GRI	-	-	-	12,50	14,29
Other initiatives	3,57	-	-	12,50	14,29

In terms of **structure**, the most popular CSR initiatives:

- Companies surveyed from private sector: UN Guiding Principles on business and human rights 18.10%
- State companies: Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, ISO 26000 25.00%
- National companies: ISO 26000 18.45%
- Multinational companies: UN Guiding Principles on business and human rights 50.00%

Initiatives	**Structure %**			
	Private sector	**State companies**	**National companies**	**Multinational companies**
OECD Guidelines for Multinational Enterprises	3,81	-	2,91	16,67
UN Guiding Principles on business and human rights	18,10	-	15,53	50,00
Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy	7,62	25,00	7,77	16,67
UN PACT GLOBAL	-	-	2,91	16,67
ISO 26000	-	25,00	18,45	16,67
GRI	-	-	2,91	16,67
Other initiatives	-	-	11,65	16,67

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In terms of **markets**, the situation is the following:

- The most popular CSR initiatives for the companies that address to national markets is: ISO 26000 15.58%
- The most popular CSR initiatives for the companies that address to multiple markets is: Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy 28.13%

Initiatives	Company's type %	
	Companies that address to national markets	**Companies that address to multiple markets**
OECD Guidelines for Multinational Enterprises	1,30	6,25
UN Guiding Principles on business and human rights	12,99	9,38
Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy	9,09	28,13
UN PACT GLOBAL	2,60	6,25
ISO 26000	15,58	6,25
GRI	2,60	25,00
Other initiatives	7,79	21,88

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16. CSR international instruments implementation

Based on the information processed by this study, it was found taht 11.93% of the companies implement CSR's international instruments in their activities, while 88.07% of the companies don't implement such strategies.

In terms of enteprise size, these sampled data are structured as follows:

	No of companies	Large companies	SMEs
Number of companies that implement CSR's international initiatives	13	2	11
		1,83%	10,09%
Number of companies that don't implement CSR's international initiatives	96	8	88
		7,34%	80,74%

Structure of the companies that implement/ don't implement CSR's international initiatives

In companies that implement CSR's international initiative, mostly concern:

- ISO 26000 – 53.85% of all respondents;
- UN Pact Global – 7.69% of all respondents;
- Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy – 7.69% of all respondents;
- Other initiatives – 30.77% of all respondents.

In terms of companies' **size**, CSR's initiatives implemented in SMEs: ISO 26000 6.06%
In terms of companies' **size**, CSR's initiatives implemented in large companies: ISO 26000 10.00% and other initiatives 10.00%.

Instruments	**Company's type**	
	SMESs %	**Companii mari %**
OECD Guidelines for Multinational Enterprises	**-**	**-**
UN Guiding Principles on business and human rights	1,01	-

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Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy	1,01	-
UN PACT GLOBAL	-	-
ISO 26000	6,06	10,00
GRI	-	-
Other initiatives	3,03	10,00

In terms of activity sector, CSR's implemented initiatives are:

- Constructions: Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy 21.47%
- Tradece: aren't implemented CSR initiatives
- Agriculture, forestry and fishing: ISO 26000 – 12.50%
- IT&C: UN Guiding Principles on business and human rights 12.50%
- Production: ISO 26000 28.57%

Instruments	**Business sector %**				
	Constructions	**Tradece**	**Agriculture, forestry and fishing**	**IT&C**	**Production**
OECD Guidelines for Multinational Enterprises	-	-	-	-	-
UN Guiding Principles on business and human rights	-	-	-	12,50	-
Tripartite Declaration of Principles concerning Multinational Enterprises and	3,57	-	-	-	-

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Social Policy					
UN PACT GLOBAL	-	-	-	-	-
ISO 26000	3,57	-	12,50	-	28,57
GRI	-	-	-	-	-
Other initiatives	-	-	-	-	-

In terms of **structure**, CSR's initiatives are implemented:

- In private companies: ISO 26000 – 6.67%
- In state companies: aren't implemented CSR initiatives
- In national companies: ISO 26000 6.80%
- In multinational companies: UN Guiding Principles on business and human rights 16.67%

Instruments	**Structure %**			
	Private sector	**State companies**	**National companies**	**Multinational companies**
OECD Guidelines for Multinational Enterprises	-	-	-	-
UN Guiding Principles on business and human rights	0,95	-	-	16,67
Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy	0,95	-	0,97	-
UN PACT GLOBAL	-	-	-	-
ISO 26000	6,67	-	6,80	-
GRI	0,95	-	0,97	-
Other initiatives	3,81	-	3,88	-

In terms of **markets:**

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- CSR's initiatives implemented by the surveyed companies addressing to national market: ISO 26000 – 3.90%
- CSR's initiatives implemented by the surveyed companies addressing to multiple markets: ISO 26000 - 12,50%

Instruments	Company's type %	
	Companies addressing to national market	**Companies addressing to multiple markets**
OECD Guidelines for Multinational Enterprises	-	-
UN Guiding Principles on business and human rights	-	3,13
Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy	1,30	-
UN PACT GLOBAL	-	-
ISO 26000	3,90	12,50
GRI	-	-
Other initiatives	2,60	6,25

17. Participation in CSR's voluntary initiatives

This study reveals that only 7% of surveyed companies have participated in volunteering activities related to CSR.

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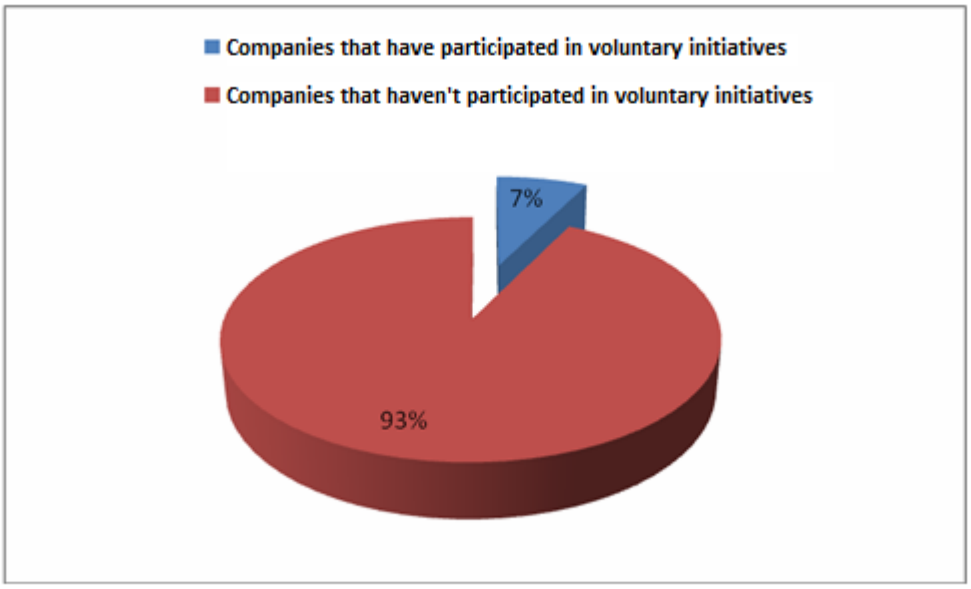

Dates indicate that a higher data of companies – 37.50% have participated in volunatry activities for less than 1 year.

Volunteering years	**Percentage**
Less than 1 year	37,50%
1-3 years	25,00%
4-6 years	25,00%
7-9 years	-
>10 years	12,50%

In terms of companies' **size**, the ones that have participated at voluntary activities are only SMEs. 37.5% of them have developed this kind of activities for less than 1 year

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Year	Company type	
	SMEs %	Large companies %
Less than 1 year	37,50	-
1-3 years	25,00	-
4-6 years	25,00	-
7-9 years	-	-
>10 years	12,50	-

In terms of **business sector**, the companies that have participated in voluntary activities are active in "Construction" field, having the majority of 12.5% for the 4-6 years period, and the other part coming from other fields – over 80%.

Years	Business sector %					
	Constructions	Trade	Agriculture, Forestry and Fisheries	IT&C	Production	Other fields
Less than 1 year	-	-	-	-	-	100,00
1-3 years	-	-	-	-	-	100,00
4-6 years	12,50	-	-	-	-	87,50
7-9 years	-	-	-	-	-	-
>10 years	-	-	-	-	-	100,00

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In terms of **structure**, companies participating in voluntary activities are national ones from the private sector and have developed the majority of actions over less than 1 year – 37.50%.

Years	Structure %			
	Private sector	State companies	National companies	Multinational companies
Less than 1 year	37,50		37,50	
1-3 years	25,00		25,00	
4-6 years	25,00		25,00	
7-9 years	-		-	
>10 years	12,50		12,50	

In terms of **markets**, companies participating in voluntary activities are the ones addressing to national market and have developed the majority of actions over less than 1 year – 37.50%.

Instruments	Company type %	
	Companies addressing to national market	Companies addressing to multiple markets
Less than 1 year	37,50	-
1-3 years	25,00	-
4-6 years	25,00	-
7-9 years	-	-
>10 years	12,50	-

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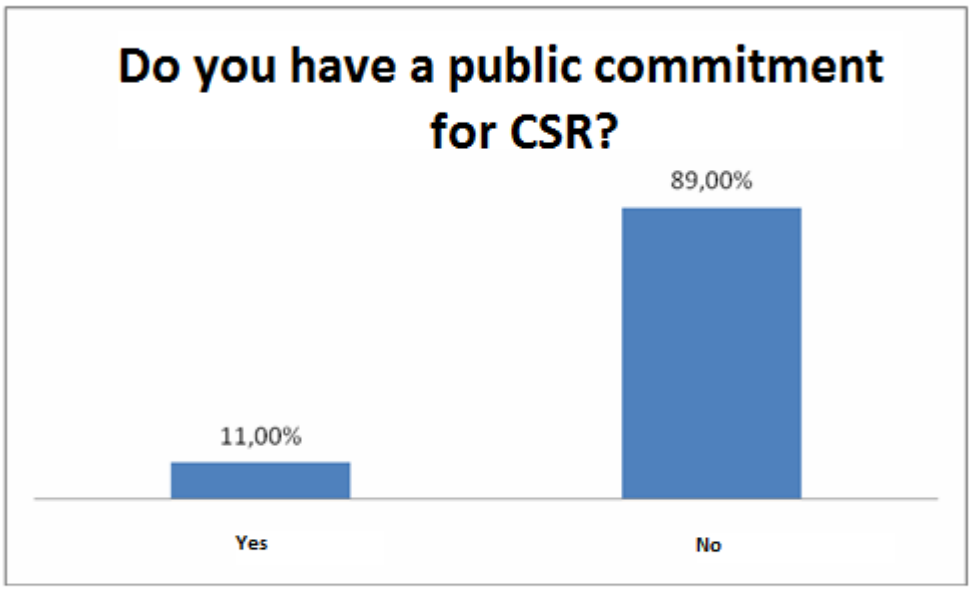
18. Public commitment to CSR

According to the information recorded, most of the surveyed companies – 89% don't have a public commitment to CSR. The companies that have this kind of commitment have offered as links to be accessed: www.fancourier.ro/companie/csr, www.olmahlding.ro , Coface Goes green, www.alro.ro/raspundere-sociala , www.siemes.com/sustenability .



İn terms of company **size**, the public commitment for CSR have been met in large companies for 60%. This commitment is met in SMEs sector for only 6.06%.

Answer	Company type	
	SMEs %	Large companies %
Yes	6.06	60.00
No	93.94	40.00

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In terms of **business sector**, the public commitment for CSR is met in companies from constructions field – 10.71% and IT&C – 37.50%, the rest comming from other fields.

Answer	Business sector %				
	Constructions	**Trade**	**Agriculture, Forestry and Fisheries**	**IT&C**	**Production**
Yes	10.71	-	-	37.50	-
No	89.29	-	-	62.50	-

In terms of structure, the public commitment for CSR is met in private companies – 11.43%, isn't met in state companies, have a 12.60% points in national companies and a majority percentage of 50.00% in multinational companies.

Answer	Structure %			
	Private sector	**State companies**	**National companies**	**Multinational companies**
Yes	11.43	-	12.62	50.00
No	88.57	100.00	87.38	50.00

In terms of **markets**, the public commitment for CSR is met in the majority of cases in companies addressing to multiple markets – 28.13%.

Answer	Company type %	
	Companies addressing to national markets	**Companies addressing to multiple markets**
Yes	3.90	28.13
No	96.10	71.87

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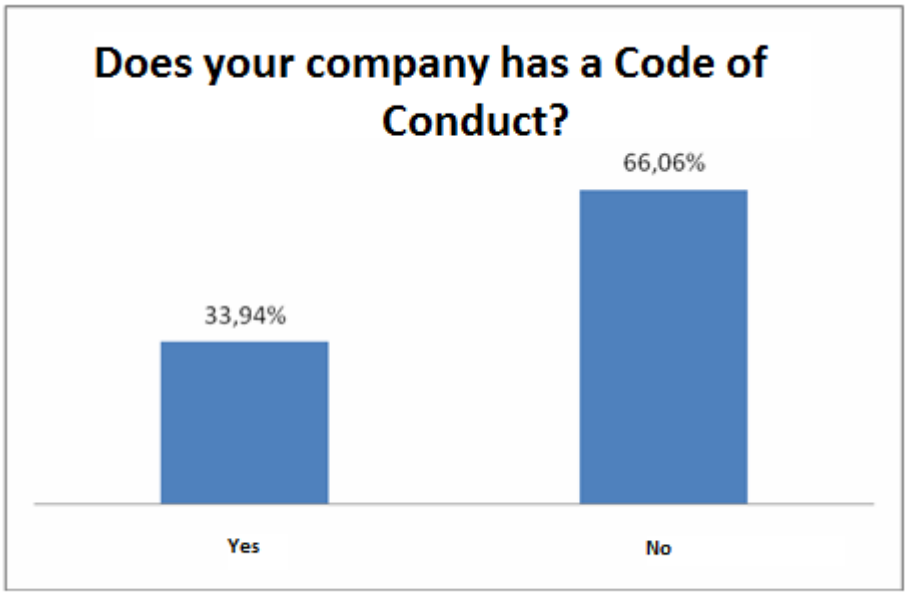
19. Code of Conduct

According to the information recorded, most of the surveyed companies – 66,06% don't have a Code of Conduct. The companies that have this kind of document have offered links that can be accessed by: www.fancourier.ro/companie/csr, www.olmahlding.ro, www.alro.ro/raspundere-sociala, www.siemes.com/sustenability .



İn terms of company **size**, the Code of Conduct is met in large companies – 80%. This document is met in SMEs only by 29.29%.

Answer	Company type	
	SMEs %	Large companies %
Yes	29.29	80.00
No	70.71	20.00

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İn terms of **business sector**, most companies that have a Code of Conduct are active in trade field – 30.00% and IT&C – 50.00%.

Answer	Business sector %				
	Constructions	**Trade**	**Agriculture, Forestry and Fisheries**	**IT&C**	**Production**
Yes	28.57	30.00	12.50	50.00	14.29
No	71.43	70.00	87.50	50.00	85.71

In terms of **structure**, the Code of Conduct is met in the private companies – 35.24%, isn't met in state companies, in national companies – 31.07%, and a majority of 83.33% in multinational companies.

Answer	Structure %			
	Private sector	**State companies**	**National companies**	**Multinational companies**
Yes	35.24	-	31.07	83.33
No	64.76	100	68.93	16.67

In terms of **markets**, the Code of Conduct is met in the majority of cases in companies addressing to multiple markets – 43.75%.

Answer	Company type %	
	Companies addressing to national market	**Companies addressing to multiple markets**
Yes	29.87	43.75
No	70.13	56.25

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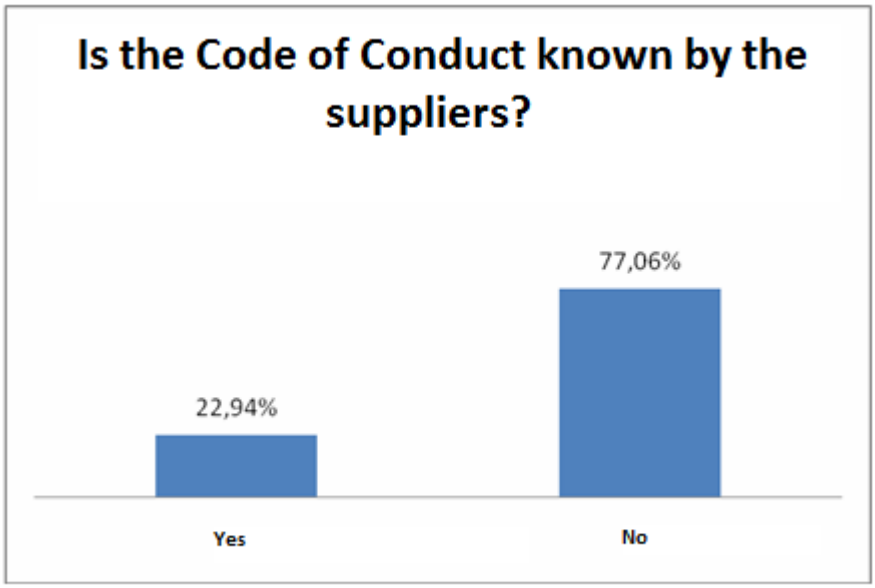
20. Code of Conduct known to suppliers

According to the information recorded, most of the surveyed companies – 77.06% don't have a Code of Conduct known to suppliers.



In terms of **companies size**, the Code of Conduct know by the suppliers is met by 75.00% in large companies and 65.52% in SMEs.

Answer	Company type	
	SMEs %	**Large companies %**
Yes	65.52	75.00
No	34.48	25.00

İn terms of **business sector**, the companies that have a Code of Conduct known by the suppliers are 100% - where the case, in all the 5 fields.

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Answer	Business sector %				
	Construction	Trade	Agriculture, Forestry and Fisheries	IT&C	Production
Yes	100.00	100.00	100.00	100.00	100.00
No	-	-	-	-	-

In terms of **structure**, the Code of Conduct known by the suppliers is met in private sector companies by 67.57%, isn't met in state companies, is 45.05% in national companies and 100 in multinational ones.

Answer	Structure %			
	Private sector	State companies	National companies	Multinational companies
Yes	67.57	-	54.05	100.00
No	32.43	-	45.95	-

In terms of **markets**, the Code of Conduct is known by the suppliers in companies addressing to multiple markets – 100%.

Answer	Company type %	
	Companies addressing to national market	Companies addressing to multiple markets
Yes	16.58	100.00
No	83.12	-

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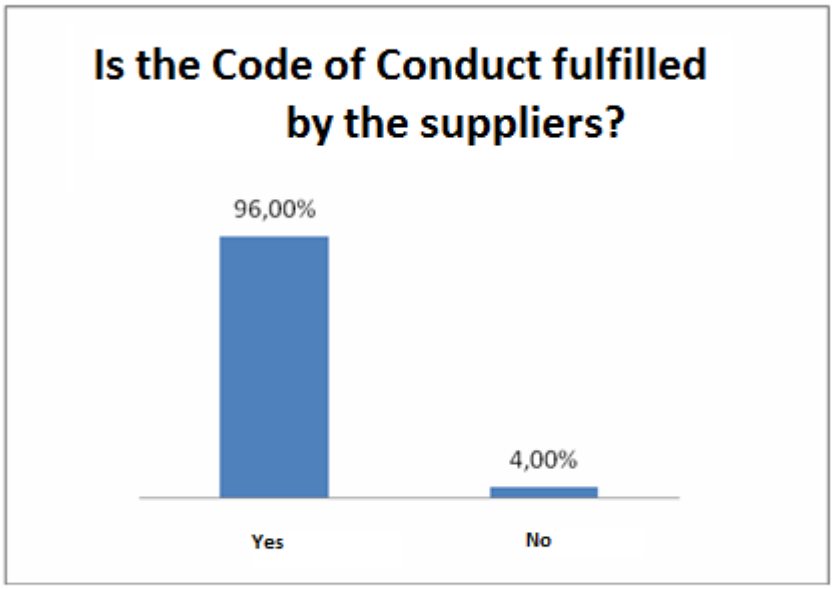
20. Fulfilling the Code of Conduct by the suppliers

According to the information recorded, most of the surveyed companies – 77.06% have a Code of Conduct fulfilled by the suppliers.



İn terms of **companies size**, the Code of Conduct is fulfilled by the suppliers by 100.00% in large companies and 94.44% in SMEs.

Answer	Company type	
	SMEs %	**Large companies %**
Yes	94,44	100,00
No	5,56	-

İn terms of **business sector**, the Code of Conduct is fulfilled by the suppliers in 100% of cases in all the 5 fields.

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Answer	Business sector %				
	Constructions	Trade	Agriculture, Forestry and Fisheries	IT&C	Production
Yes	100.00	100.00	100.00	100.00	100.00
No	-	-	-	-	-

In terms of **structure**, the Code of Conduct is fulfilled by the suppliers in private companies – 96.00%, isn't met in state companies, 95.00% in national companies, and 100% multinational companies.

Answer	Structure %			
	Private sector	State companies	National companies	Multinational companies
Yes	96.00	-	95.00	100.00
No	4.00	-	5.00	-

In terms of **market**, the Code of Conduct is fulfilled by the suppliers in majority for companies addressing to multiple markets – 100%.

Answer	Company type %	
	Companies addressing to national market	Companies addressing to multiple markets
Yes	95,00	100,00
No	5,00	-

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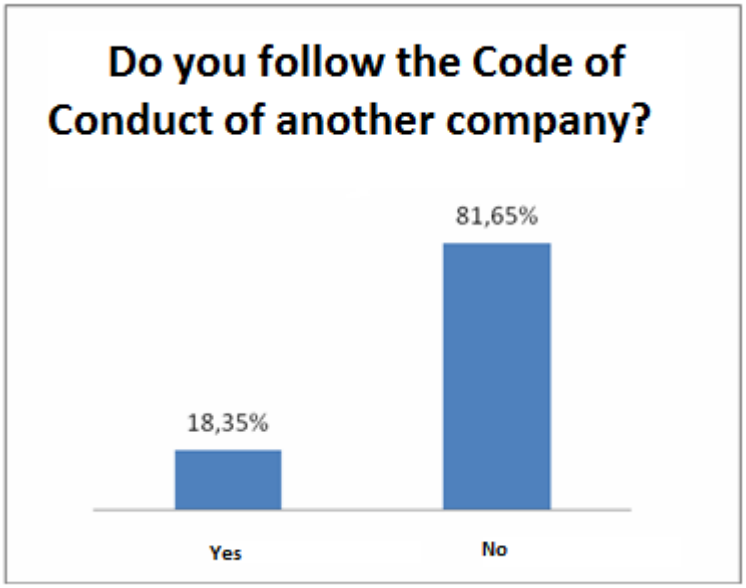
21. Following the Code of Conduct of another company

According to the information recorded, most of the surveyed companies – 81.65% don't follow the Code of Conduct fulfilled of another company.



İn terms of companies **size**, it is followed the Code of Conduct of another company in large companies by 50.00%, and SMEs by 15.15%.

Answer	Company type	
	SMEs %	Large companies %
Yes	15.15	50.00
No	84.85	50.00

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In terms of **business sector**, the Code of Conduct of another company is followed in trade and IT%C sector by 50.00% of the companies.

Answer	Business sector %				
	Constructions	**Trade**	**Agriculture, Forestry and Fisheries**	**IT&C**	**Production**
Yes	7.14	50.00	-	50.00	42.86
No	92.86	50.00	100.00	50.00	57.14

In terms of **structure**, the Code of Conduct of another company is followed by the private companies – 19.05%, isn't met in state companies, is met by 16.50% in national companies and 50.00% in multinational companies.

Answer	Structure %			
	Private sector	**State companies**	**National companies**	**Multinational companies**
Yes	19.05	-	16.50	50.00
No	80.95	-	83.50	50.00

In terms of **market**, the Code of Conduct of another company is followed in major proportion in companies with multiple outlets by companies addressing to multiple markets – 25.00%.

Answer	Company type %	
	Companies addressing to national market	**Companies addressing to multiple markets**
Yes	15.58	25.00
No	84.42	75.00

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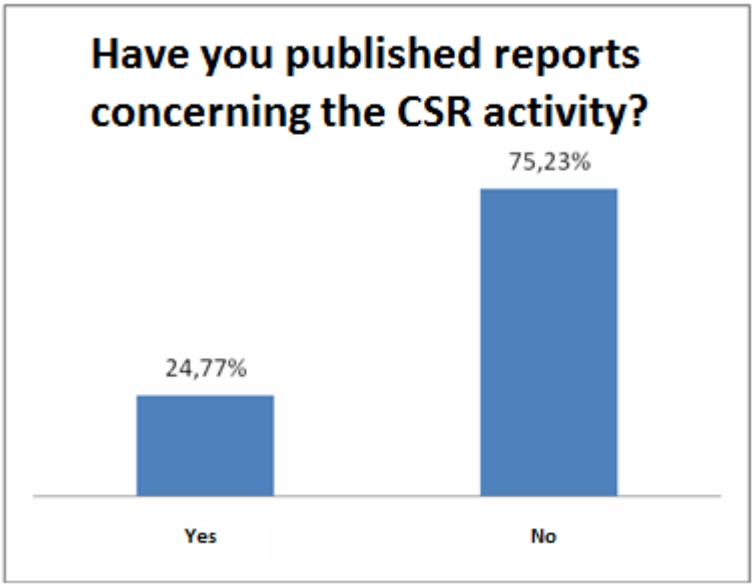
22. Report on the CSR activities

This study states that only 24.77% of the surveyed companies have published a report concerning the CSR activities.



The recorded data show a higher percentage of 37.04% for companies that have published a report on CSR activities in the form of information via the internet, being followed by briefings shareholders only a percentage of 25.93%.

Report	**Percentage**
CSR Report	**18.52**
Integrated report	**7.41**
Notices to Shareholders only	**25.93**
Informing on internet	**3704**

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Meetings with stakeholders	**7.41**
Others	**18.52**

In terms of companies **size**, 81.48% of the ones that have published a report on CSR activities are SMEs, of which most have published information on the Internet. 18.52% of the large companies are publishing reports, the majority of 60% via infomation sent on internet.

Report	**Company type**	
	SMEs %	**Large companies %**
CSR Report	13.64	40.00
Integrated report	9,09	-
Notices to Shareholders only	22.73	40.00
Informing on internet	31.82	60.00
Meetings with stakeholders	4.55	20.00
Others	22.73	-

İn terms of **business sector**, 40% of the companies that have published a CSR report are from Constructions field, 40% from other fields, 100% are using integrated report in other field sector, notices to shareholders only concern IT&C and other fields in 42.86%, Informing on internet in 60.00% of the companies, meeting with stakeholders are in 50.00% based on constructions field, other publications are used in 80% on cases in other fields.

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Report	Business sector %					
	Construction	Trade	Agriculture, Forestry and Fisheries	IT&C	Production	Other fields
CSR Report	40.00	-	20.00	-	-	40.00
Integrated report	-	-	-	-	-	100.00
Notices to Shareholders only	-	-	-	42.86	14.29	42.86
Informing on internet	30.00	-	10.00	-	-	60.00
Meetings with stakeholders	50.00	-	-	-	-	50.00
Others	-	20.00	-	-	-	80.00

In terms of **structure**, the companies that have published a report concerning CSR activities are private companies. The state companies use by 10.00% informing on internet, the multinational companies use by 50.00% the integrated report. İn private sector and national companies all the publishing methods are used.

Report	Structure %			
	Private sector	State companies	National companies	Multinational companies
CSR Report	100.00	-	80.00	20.00
Integrated report	100.00	-	50.00	50.00
Notices to	100.00	-	100.00	-

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Shareholders only				
Informing on internet	90.00	10.00	100.00	-
Meetings with stakeholders	100.00	-	100.00	-
Others	100.00	-	100.00	-

İn terms of **markets**, the companies that have published a report on CSR activities are the ones addressing to national market and use only the meetings with stakeholders – 100%, and the ones addressing to multiple markets use only integrated report – 100%.

Instruments	**Company type %**	
	Companies addressing to national market	**Companies addressing to multiple markets**
CSR Report	40.00	60.00
Integrated report	-	100.00
Notices to Shareholders only	71.43	28.57
Informing on internet	50.00	50.00
Meetings with stakeholders	100.00	-
Others	60.00	40.00

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23. Consulting stakeholders in understanding the responsabilities

Based on the dates received a big part of the surveyed companies – 70.64% don't consult stakeholders in order to undestand the responsabilities.

İn terms of companies' **size**, 30% of the large companies and 29.29% of the SMEs consult stakeholders in order to understand the responsabilities.

Answer	Company type	
	SMEs %	Large companies %
Yes	29.29	30.00
No	70.71	70.00

İn terms of **business sector**, 42.86% of the production companies consult stakeholders in order to understand the responsabilities.

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Answer	Business sector %				
	Construction	Trade	Agriculture, forestry and fishing	IT&C	Production
Yes	35.71	-	25.00	25.00	42.86
No	64.29	100.00	75.00	75.00	57.14

İn terms of **structure**, 30.48% of the private companies consult stakeholders, 30.10% in national companies and 16.67% in multinational companies, while in the public sector the activity isn't developed.

Answer	Structure %			
	Private sector	State companies	National companeis	Multinational companies
Yes	30.48	-	30.10	16.67
No	69.52	100.00	69.90	83.33

İn terms of **market**, 43.75% of the companies addressing to multiple markets consult stakeholders.

Answer	Company type %	
	Companies addressing to national market	Companies addressing to multiple markets
Yes	24.67	43.75
No	75.33	56.25

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24. External Stakeholders

The dates have shown that 34.38% of the companies consult NGOs stakeholders.

Report	**Percentage**
NGO	**34.38**
Government	**12.50**
Investors	**31.25**
Chambers of Commerce	**6.25**
Employees and associates	**28.13**
Media	**21.88**
Others – state institutions	**13.13**

İn terms of **companies size**, 90% of the SMEs consult investors, while 100% of large companies, other institutions.

Report	**Company type**	
	SMEs %	**Large companies %**
NGO	81,82	18,18
Government	75,00	25,00
Investors	90,00	10,00
Chambers of Commerce	50,00	50,00

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Employees and associates	77,78	22,22
Media	71,43	28,57
Others	-	100,00

İn terms of **business activity**, the construction companies consult in 50% of cases the government, investors and Chambers of Commerce, in trade field there aren't information on this subject, in agriculture, forestry and fishing consult 100% other institutions, in IT&C, 14.29% involve the media, and in production, 66.67 employees and associates.

Report	**Business activity %**					
	Constructions	**Trade**	**Agriculture, forestry and fishing**	**IT&C**	**Production**	**Others**
NGO	27,27	-	-	9,09	9,09	54,55
Government	50,00	-	-	-	50,00	-
Investors	50,00	-	10,00	-	-	40,00
Chambers of Commerce	50,00	-	-	-	-	50,00
Employees and associates	33,33	-	-	-	-	66,67
Media	28,57	-	-	14,29	14,29	42,86
Others	-	-	100,00	-	-	-

İn field of **structure**, private companies consult in 100% of cases all the institutions mentioned, and the state companies aren't involved in this kind of activities, the national companies, in 90% of cases consult all the institutions, while the multinationals consult the in 9.09% the NGOs.

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Report	Structure %			
	Private sector	State companies	National companies	Multinational companies
NGO	100,00	-	90,91	9,09
Government	100,00	-	100,00	-
Investors	100,00	-	100,00	-
Chambers of Commerce	100,00	-	100,00	-
Employees and associates	100,00	-	100,00	-
Media	100,00	-	100,00	-
Others	100,00	-	100,00	-

İn terms of **market**, the companies addressing to multiple markets consult in 100% of the cases other institutions and in 57.14% the media.

Report	Company type %	
	Companies addressing to national market	Companies addressing to multiple markets
NGO	45,45	54,55
Government	50,00	50,00
Investors	60,00	40,00
Chambers of Commerce	50,00	50,00
Employees and	44,44	55,56

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associates		
Media	42,86	57,14
Others	-	100,00

25. Challenges of CSR implementation

The main reasons behind not engaging companies regarding CSR concept and their percentage in the total surveyed companies are as follows:

Challenges of CSR implementation	**Respondents**	**%**
We do not have the time and resources to follow the CSR agenda	43	39,45
We are not sure what a comprehensive CSR policy looks like or what it should contain	26	23,85
The main tools and texts, like the ILO MNE declaration or the UN Guiding principles or the ISO 26000, are not available in our mother language	2	1,83
The topic CSR is too vague to get a grips on it	15	13,76
The business case for CSR is not clear enough. Our clients do not reward out CSR activities	14	12,84
We have difficulties to assess our social and human rights impacts	19	17,43
We do not know where to focus limited resources and attention	19	17,43
There is a lack of senior management and/or board support.	5	4,59
It is difficult to secure time and attention from	11	10,09

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colleagues/departments/business units for CSR		
It is difficult to translate policy commitment into relevant operational procedures	15	13,76
We find it difficult to implement our self-commitments with regard to CSR in business environments in which anti-corruption, social and environmental legislation is not properly enforced by the state	22	20,18
We find it difficult to manage situations where our leverage over business partners is limited.	20	18,35
It is difficult to operate in situations where fundamental economic, ecological and social standards are not part of local law.	16	14,68
We struggle to manage competing demands from different stakeholders.	10	9,17
We are unclear as to the limits of our responsibilities in light of government responsibilities.	32	29,36
Others	8	7,34

Challenges of CSR implementation

From the information presented above it can be concluded that the main challenge faced by companies is the lack of time and resources (39.45%), followed by lack of clarity regarding responsibilities of companies to limit the state (29.36%) prcum and poor information about the CSR concept and its principles (23,85%).

In terms of company size, 100% of SMEs face as the major challenge "We find it difficult to manage situations where our leverage on business partners is limited", while 90,91% of the large companies – "It's difficult to provide time and attention from colleagues / departments / business units for CSR."

Challenges of CSR implementation	**Company type**	
	SMEs	**Large**

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	%	companies %
We do not have the time and resources to follow the CSR agenda	90,70	9,30
We are not sure what a comprehensive CSR policy looks like or what it should contain	96,15	3,85
The main tools and texts, like the ILO MNE declaration or the UN Guiding principles or the ISO 26000, are not available in our mother language	50,00	50,00
The topic CSR is too vague to get a grips on it	86,67	13,33
The business case for CSR is not clear enough. Our clients do not reward out CSR activities	92,86	7,14
We have difficulties to assess our social and human rights impacts	94,74	5,26
We do not know where to focus limited resources and attention	94,74	5,26
There is a lack of senior management and/or board support.	80,00	20,00
It is difficult to secure time and attention from colleagues/departments/business units for CSR	9,09	90,91
It is difficult to translate policy commitment into relevant operational procedures	93,33	6,67
We find it difficult to implement our self-commitments with regard to CSR in business environments in which anti-corruption, social and environmental legislation is not properly enforced by the state	95,45	4,54
We find it difficult to manage situations where our leverage over business partners is limited.	100,00	-
It is difficult to operate in situations where	81,25	18,75

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fundamental economic, ecological and social standards are not part of local law.		
We struggle to manage competing demands from different stakeholders.	80,00	20,00
We are unclear as to the limits of our responsibilities in light of government responsibilities.	90,63	9,37
Others	87,50	12,50

İn terms of **business sector**, the main challege is:

- 100% of constructions companies – The main tools and texts, like the ILO MNE declaration or the UN Guiding principles or the ISO 26000, are not available in our mother language.
- 15.63% trade companies – We are unclear as to the limits of our responsibilities in light of government responsibilities.
- 27.27% agriculture, forestry and fishing – We find it difficult to implement our self-commitments with regard to CSR in business environments in which anti-corruption, social and environmental legislation is not properly enforced by the state.
- 18,75% IT&C – It is difficult to operate in situations where fundamental economic, ecological and social standards are not part of local law.
- 13,64% productions – We find it difficult to implement our self-commitments with regard to CSR in business environments in which anti-corruption, social and environmental legislation is not properly enforced by the state.

Challenges of CSR implementation	**Business sector %**					
	Constructions	**Trade**	**Agriculture, forestry and fishing**	**IT&C**	**Production**	**Other fields**
We do not have the time and resources to follow the CSR agenda	23,26	9,30	6,98	9,30	6,98	44,19
We are not sure what a comprehensive CSR policy looks like or what it should contain	50,00	11,54	7,69	-	7,69	61,54

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The main tools and texts, like the ILO MNE declaration or the UN Guiding principles or the ISO 26000, are not available in our mother language	100,00	-	-	-	-	-
The topic CSR is too vague to get a grips on it	20,00	6,67	-	6,67	6,67	60,00
The business case for CSR is not clear enough. Our clients do not reward out CSR activities	14,29	-	14,29	14,29	-	57,14
We have difficulties to assess our social and human rights impacts	21,05	21,05	20,05	5,26	5,26	26,32
We do not know where to focus limited resources and attention	26,32	5,26	5,26	5,26	-	57,89
There is a lack of senior management and/or board support.	20,00	-	-	-	-	80,00
It is difficult to secure time and attention from colleagues/departments/business units for CSR	18,18	9,09	9,09	9,09	-	54,55
It is difficult to translate policy commitment into relevant operational procedures	40,00	6,67	-	-	6,67	46,67
We find it difficult to implement our self-commitments with regard to CSR in business environments in which anti-corruption, social and environmental legislation is not properly enforced by the state	22,73	4,55	27,27	-	13,64	31,82
We find it difficult to manage	40,00	5,00	5,00	-	5,00	45,00

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situations where our leverage over business partners is limited.						
It is difficult to operate in situations where fundamental economic, ecological and social standards are not part of local law.	31,25	18,75	-	18,75	12,50	18,75
We struggle to manage competing demands from different stakeholders.	10,00	10,00	-	10,00	10,00	60,00
We are unclear as to the limits of our responsibilities in light of government responsibilities.	37,50	15,63	6,25	6,25	6,25	28,13
Others	-	-	-	-	-	100,00

In terms of structure, the challeges in CSR implementation are big in the private sector and national companies, for 100%. For public companies and multinational challenges are lower than 20%.

Challenges of CSR implementation	**Structure %**			
	Private sector	**State companies**	**National companies**	**Multinational companies**
We do not have the time and resources to follow the CSR agenda	95,35	4,65	90,70	9,30
We are not sure what a comprehensive CSR policy looks like or what it should contain	96,15	3,85	100,00	-
The main tools and texts, like the ILO MNE declaration or the UN	100,00	-	100,00	-

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Guiding principles or the ISO 26000, are not available in our mother language				
The topic CSR is too vague to get a grips on it	100,00	-	86,66	13,34
The business case for CSR is not clear enough. Our clients do not reward out CSR activities	92,86	7,14	94,86	7,14
We have difficulties to assess our social and human rights impacts	94,74	5,26	94,74	5,26
We do not know where to focus limited resources and attention	84,47	10,53	94,74	5,26
There is a lack of senior management and/or board support.	100,00	-	80,00	20,00
It is difficult to secure time and attention from colleagues/departments/business units for CSR	100,00	-	90,91	9,09
It is difficult to translate policy commitment into relevant operational procedures	93,33	6,67	100,00	-
We find it difficult to implement our self-commitments with regard to CSR in business environments in which anti-corruption, social and environmental legislation is not properly enforced by the state	95,45	4,55	100,00	-
We find it difficult to manage situations where our leverage	90,00	10,00	100,00	-

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over business partners is limited.				
It is difficult to operate in situations where fundamental economic, ecological and social standards are not part of local law.	93,75	6,25	81,25	18,75
We struggle to manage competing demands from different stakeholders.	90,00	10,00	90,00	10,00
We are unclear as to the limits of our responsibilities in light of government responsibilities.	100,00	-	93,75	6,25
Others	100,00	-	100,00	-

İn terms of **markets**, the main challeges of CSR implementation are:

- "Others" mentioned by 87.50% of the companies addressing to national markets;
- "The main tools and texts, like the ILO MNE declaration or the UN Guiding principles or the ISO 26000, are not available in our mother language", „We are unclear as to the limits of our responsibilities in light of government responsibilities" the topics mentioned by 50.00% of the companies addressing to multiple markets.

Challenges of CSR implementation	**Company type %**	
	Companies addressing to national market	**Companies addressing to multiple markets**
We do not have the time and resources to follow the CSR agenda	53,49	46,51
We are not sure what a comprehensive CSR policy looks like or what it should contain	61,54	38,46
The main tools and texts, like the ILO MNE declaration or the UN Guiding principles or the	50,00	50,00

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ISO 26000, are not available in our mother language		
The topic CSR is too vague to get a grips on it	86,66	13,33
The business case for CSR is not clear enough. Our clients do not reward out CSR activities	71,43	28,57
We have difficulties to assess our social and human rights impacts	57,89	42,11
We do not know where to focus limited resources and attention	57,89	42,11
There is a lack of senior management and/or board support.	80,00	20,00
It is difficult to secure time and attention from colleagues/departments/business units for CSR	63,64	36,36
It is difficult to translate policy commitment into relevant operational procedures	80,00	20,00
We find it difficult to implement our self-commitments with regard to CSR in business environments in which anti-corruption, social and environmental legislation is not properly enforced by the state	72,73	27,27
We find it difficult to manage situations where our leverage over business partners is limited.	65,00	35,00
It is difficult to operate in situations where fundamental economic, ecological and social standards are not part of local law.	56,25	43,75
We struggle to manage competing demands from different stakeholders.	60,00	40,00
We are unclear as to the limits of our responsibilities in light of government	50,00	50,00

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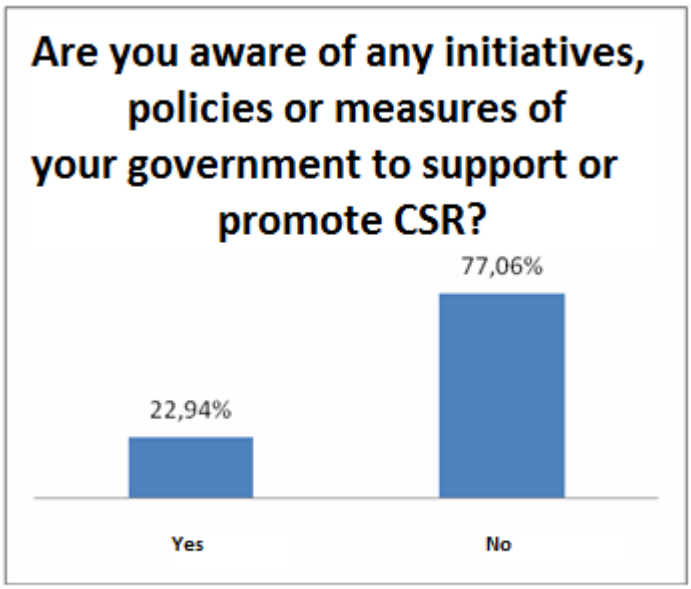
responsibilities.		
Others	87,50	12,50

26. Initiatives, policies or measures of the government to support or promote CSR

According to the majority of companies surveyed recorded 70.05% aren't aware of government measures to support or promote CSR.



İn terms of companies **size**, 50.00% of the large companies and 20.20% of SMEs are aware of governmental measures.

Answer	Company type	
	SMEs %	Large companies %
Yes	20,20	50,00

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No	79,80	50,00

In terms of **business sector**, 42.86% of the production companies are aware of governmental measures.

Answer	Business sector %				
	Constructions	**Trade**	**Agriculture, forestry and fishing**	**IT&C**	**Production**
Yes	21,43	20,00	25,00	37,50	42,86
No	78,57	80,00	75,00	62,50	57,14

In terms of **structure**, 23.81% of the private companies, 23.33% of national companies, 40.00% of multinational companies are aware of governmental measures, while the state companies don't have information in this concern.

Answer	Structure %			
	Private sector	**State companies**	**National companies**	**Multinational companies**
Yes	23,81	-	23,33	40,00
No	76,19	100,00	77,67	60,00

In terms of **markets**, 31.25% of the companies addressing to multiple markets are aware of governmental measures.

Answer	Company type %	
	Companies addressing to national market	**Companies addressing to multiple markets**
Yes	19,48	31,25

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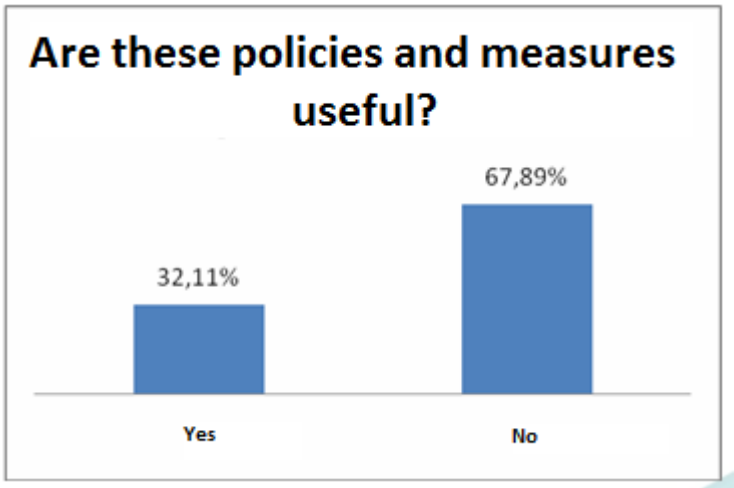
No	80,52	68,75

The governmental measure most known by the companies are:

- 32% 2011 – 2016 National Strategy;
- 8% taxes;
- 3,8% SA 8000, Taxation, tax relief, the fight against corruption, CSR development, changes on sponsorship laws.

27. Usefulness of government measures to support and promote the CSR concept

67.89% of the surveyed companies not considered relevant government measures to support or promote CSR.



İn terms of **companies size**, 60.00% of large companies and 29.29% of SMEs apreciate as being useful the policies and measures developed by the government.

Answer	Company type	
	SMEs %	Large companies %

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Yes	29,29	60,00
No	70,71	40,00

İn terms of **business sector**, 71.43% of the companies that consider the policies and measures developed by the government as being useful are from production field.

Answer	Business sector %				
	Constructions	**Trade**	**Agriculture, forestry and fishing**	**IT&C**	**Production**
Yes	25,00	30,00	25,00	37,50	71,43
No	75,00	70,00	75,00	62,50	28,57

İn terms of **structure**, 33.33% of the private sector companies, 31.07% of the national ones and 50.00% of the multinational companies appreciate the policies and measures developed by the government as being useful, while the state companies aren't information available in this concern.

Answer	Structure %			
	Private sector	**State companies**	**National companies**	**Multinational companies**
Yes	33,33	-	31,07	50,00
No	66,67	100,00	68,93	50,00

İn terms of **markets**, 40.63% of the companies addressing to multiple markets appreciate the policies and measures developed by the government as being useful.

Answer	Company type %	
	Companies addresing to national market	**Companies addressing to multiple**

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		markets
Yes	28,57	40,63
No	71,43	59,37

Government measures are considered to be useful because:

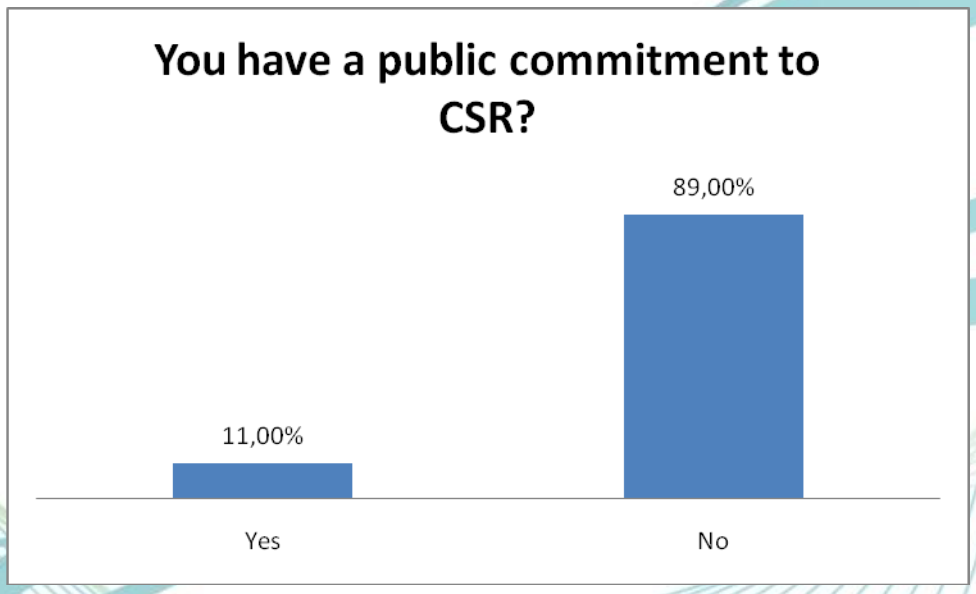
- 11,43 % support the people;

- 11,43 % facilitate CSR implementation;

- 11.43% information on the program.

28. *Should the state support CSR trought measures as for instance information, awareness raising, awards or tax benefits? If so trought which activity?*

According to the majority of companies surveyed recorded 74.31% believe that the state should support CSR measures.



In terms of company size, companies believe that the state should support CSR measures are 80% of large companies and SMEs 73.74%.

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Answer	Type of company	
	SMEs %	Large company %
YES	73,74	80,00
NO	26,26	20,00

From the point of view of the industry, the companies believe that the state should support CSR measures are for the most part of 87.50% in the Agriculture, Forestry and Fisheries, and information and communications.

Answer	Industry %				
	Constructions	Trade	Agriculture, forestry and fishing	IT&C	Production
YES	85,71	70,00	87,50	87,50	85,71
NO	14,29	30,00	12,50	12,50	14,29

Din punct de vedere al **structurii,** companiile consideră că statul trebuie să susțină prin măsuri CSR sau să promoveze CSR sunt din sectorul privat 75,24%, 50,00% companiilor de stat, 73,79% în companiile naționale și un procent major de 83,33% în cadrul companiilor multinaționale.

Answer	Structure %			
	Private sector	State companies	National companies	Multinational companies
YES	75,24	50,00	73,79	83,33
NO	24,76	50,00	26,21	16,67

Din punct de vedere al **pieței de desfacere** companiile consideră că statul trebuie să susțină prin măsuri CSR sunt companiilor cu mai multe piețe de desfacere 75,00%.

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Answer	Type of company %	
	Companies addresing to national market	**Companies addressing to multiple markets**
YES	74,03	75,00
NO	25,97	25,00

Measures proposed to be supported by the state in promoting CSR are:

- 58.02% Tax benefits

- 18.52% increase awareness

- 2.47% appropriate information

29. In your view, the significance of CSR for your company will (Grow, Remain, unchanged, Decrease)

GENERAL SAMPLE INTERPRETATION

For the whole sample, the results (as is shown in the following figure) reflect the fact that 67,89 % of companies have in prospect the development of the CSR concept and implementing the measures which are a part of this concept, while 32,11% of companies have stated that their involvement in the development of CSR concept within the company will remain unchanged.

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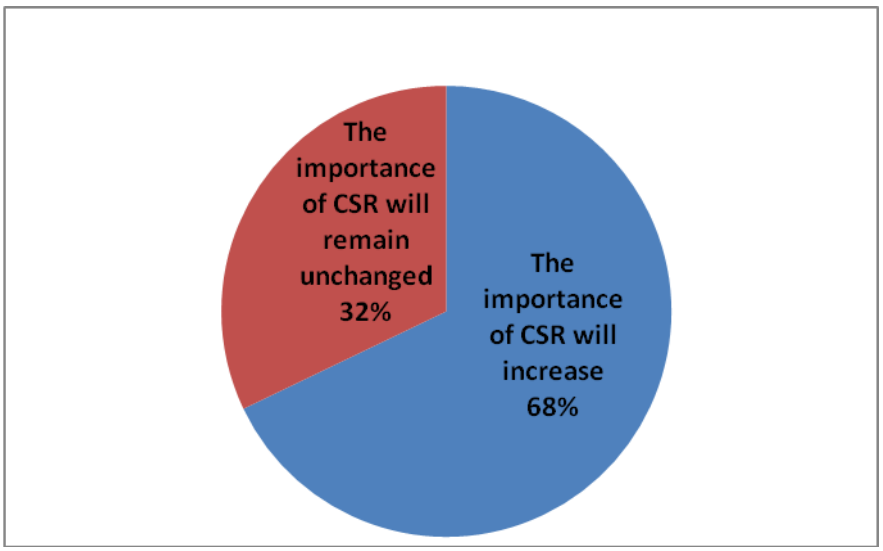

Fig. 49: Evolution of CSR

Regarding the increase of CSR importance, the statistics reflect the fact that in the future business growth the responsibility toward employees is on the first place with a percentage of 44,04 %, followed by respecting the human rights - with 40,37 percentage points. On the last place is the anti-corruption behavior , which shows that, for the future, the companies have not planned investing in this measure.

Fig. 50: Evolution of CSR measures

INTERPRETATION SMEs VERSUS LARGE COMPANIES

The analysis from the business size point of view, as it is exposed in the following 2 figures, shows us that 66% of SMEs wish to develop in the future the CSR concept within the company ,

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meanwhile 34% said that the situation will remain unchanged regarding the future period and the CSR implementation in their current activity.

On the other hand, the situation is completely different regarding the development of CSR implementation within the large companies, 90% of them having as their future objective the development of CSR concept and increasing the importance of CSR integration measures within the business vision, while only 10% considers that in the future the companies will not support CSR development, its implementation maintaining the same position as in the present.

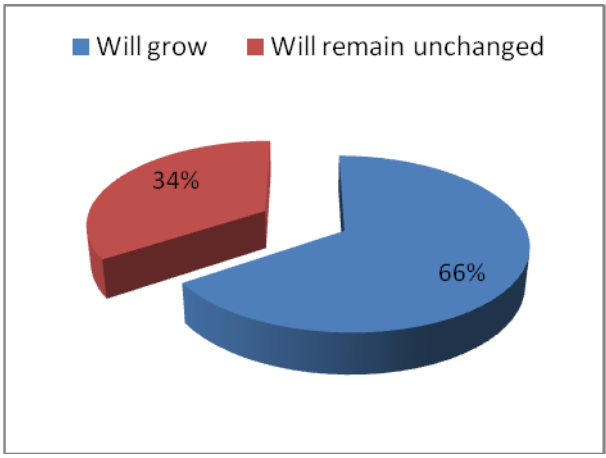

Fig. 51: The evolution of CSR in SMEs

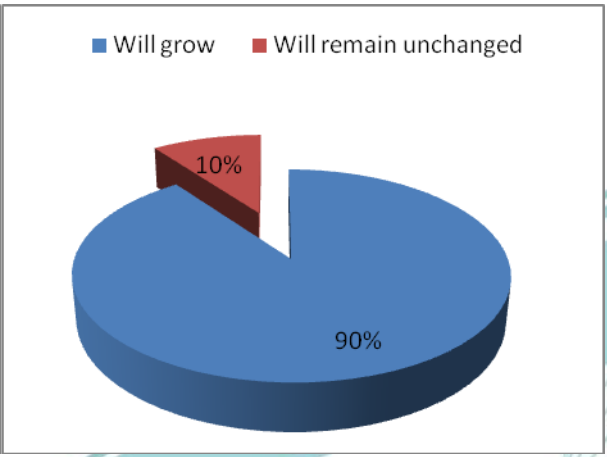

Fig. 52: The evolution of CSR in large companies

The progress of measures pertaining to development of CSR concept in the case of SMEs is shown in the following figure, where it can be concluded that the first two positions in the hierarchy of importance granted to CSR measures is located the responsibility toward employees and the respect of human rights. Thereby, the future perspective shows that these measures will represent a concern for SMEs.

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Fig. 53: Evolution of CSR measures on SMEs

In the same way as in the case of the small and middle-sized companies analysis, the large companies situation shows that most of the large companies wish to grant in the future greater attention to the responsibility toward employees (60% of the companies) and respect for human rights (60% of the companies), responsibility for the local community/regional (50% of the companies) and responsibility regarding the environment (50% of the companies). The other principles of CSR also represents a concern for large businesses but in smaller percentage, the informations are detailed in the following figure.

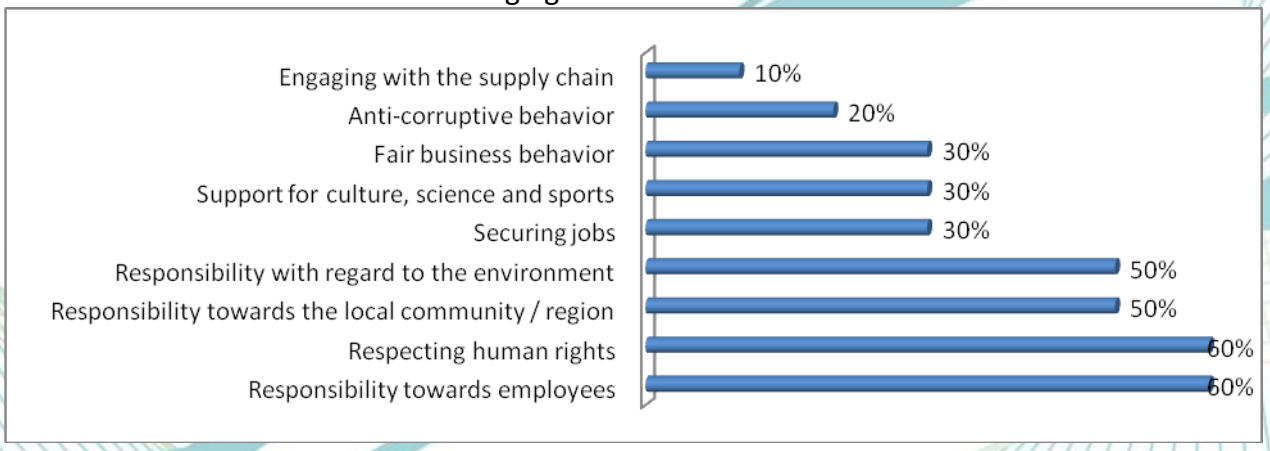

Fig. 54: Evolution of CSR measures in the large companies

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INTERPRETATION OF RESULTS FROM THE BRANCH POINT OF VIEW

CONSTRUCTION

In the construction branch the CSR development, such as is shown in the following figure, prove that 68% of the active companies from this sector forecast that in the future the concern related to the implementation of CSR measures will increase, while 32% said that the present policy will maintain unchanged.

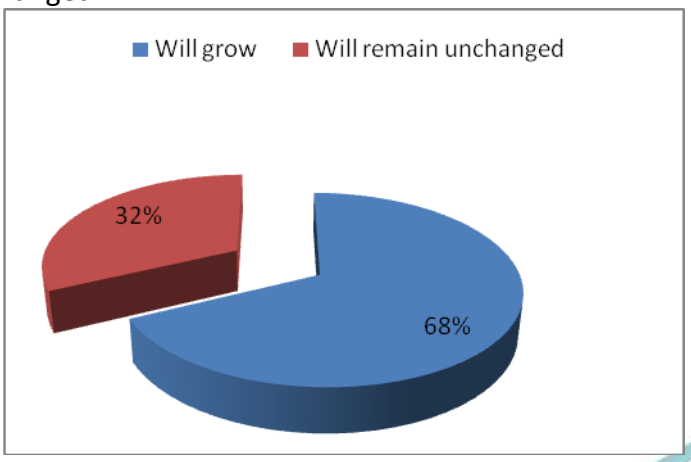

Fig. 55: CSR evolution in construction

In the future, the companies from the construction branch will orient their main CSR approaches in the following directions: respecting the human rights (46,43 %), responsibility toward employees (39,29%), safety at work (32,14%), responsibility for the environment (25,00%), ethical behavior in business (25,00%), involvement toward the supply chain (14,29%), responsibility toward the local community/regional (10,71%), support for culture, science and sport (3,57%), anti-corruption behavior (3,57%).

Fig. 56: Evolution of CSR measures in construction

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WHOLESALE AND RETAIL TRADE, REPAIR OF MOTOR VEHICLES AND MOTORCYCLES

Interpretation of the results received from the companies which carry out their activities in the field of wholesale and retail trade , repair of motor vehicles and motorcycles reflect the fact that in this area the percentage of the companies who wish the increase of CSR importance within the company is 100 %. This can be justified by the fact that this area of activity has an higher impact to the environment and community and integrating CSR principles can improve the business by reducing pollution, energy consumption, recycling, etc.

Companies in the branch of wholesale and retail trade, repair of motor vehicles and motorcycles will orient their main CSR approaches in the following directions (shown in the next figure): safety at work (80%), respecting the human rights (70%), responsibility toward employees (60%), responsibility for the environment (50%), ethical behavior in business (30%), involvement of the supply chain (30%), responsibility toward the local community/regional (20%), support for culture, science and sport (20%), anti-corruption behavior (10 %).

Fig. 57: Evolution of CSR measures in wholesale and retail trade, repair of motor vehicles and motorcycles

AGRICULTURE, SILVICULTURE AND FISHING

The study shows, as is also point out from the following figure, the fact that 50% of the companies from this area of activity wish the increase of the attention granted to CSR concept, while 50% expected to maintain their current situation.

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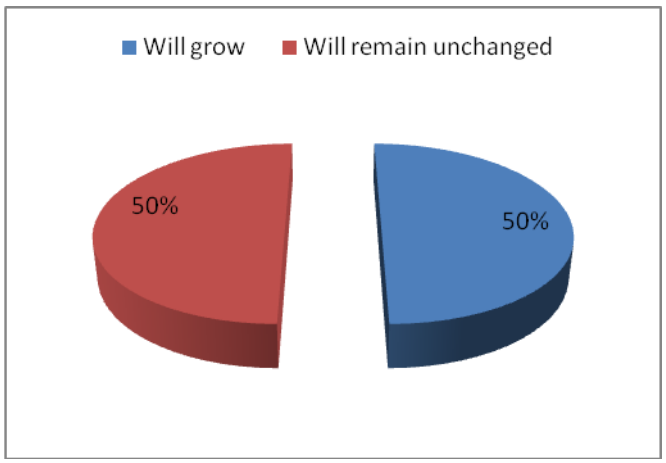

Fig. 58: The evolution of CSR in the agriculture, forestry and fishing

Analysis of the data shows that, in the light of the prospective, the companies in the agriculture, silviculture and fisheries field will orient their main CSR approaches in the following directions: responsibility for the environment (50,00%), ethical behavior in business (50,00%), safety at work (37,50 %), responsibility toward employees (37,50 %), support for culture, science and sport (37,50%), respecting the human rights (25.00%), involvement of the supply chain (25.00%), anti-corruption behavior (12,50%), responsibility toward the local community/regional (0 %).

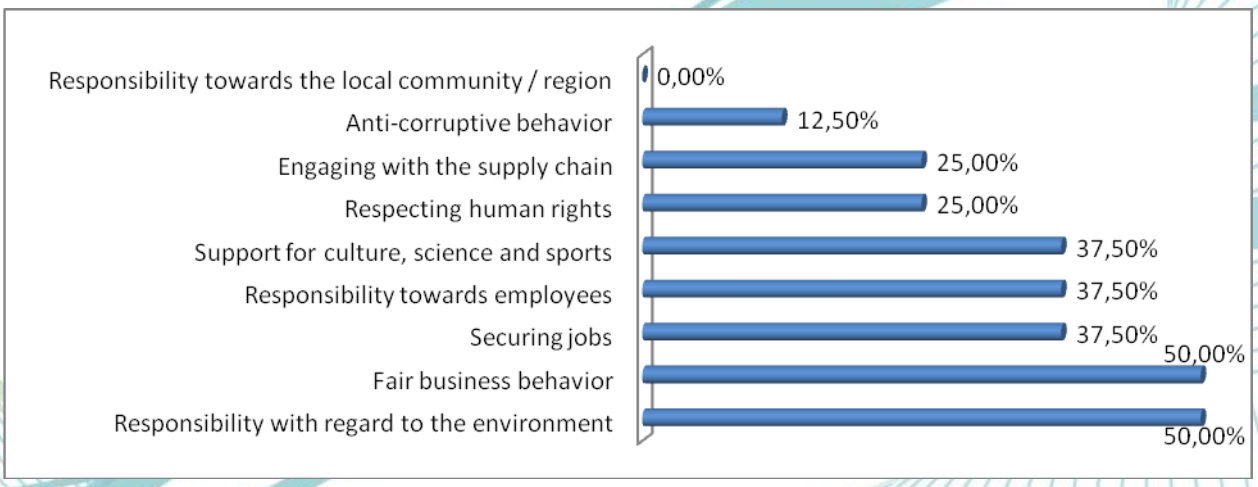

Fig. 59: Evolution of CSR measures in the agriculture, forestry and fishing

INFORMATION AND COMMUNICATIONS

Following the study, the results show that 75% of the companies from the information and communication branch want future growth of the CSR concept, while 25% of them claim that, in the

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future, the situation will remain as they are now. The responses centralization is illustrated in the following figure:

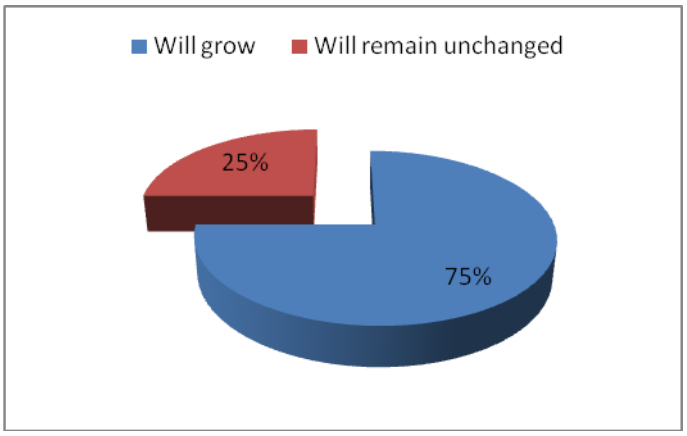

Fig. 60: CSR Developments in information and communication

Companies from the information and communication branch will orient their main CSR approaches in the following directions (shown in the next figure): responsibility toward employees (50 %), support for culture, science and sport (50 %), responsibility for the environment (37,50 %), safety at work (37,50 %), anti-corruption behavior (37,50 %), ethical behavior in business (25.00 %), respecting the human rights (25.00 %), responsibility toward the local community/regional (12,50 %), involvement of the supply chain (0 %).

Fig. 61: Evolution of CSR measures in the field of information and communication

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MANUFACTURE

Analyzed results indicates that 57% of companies from manufacturing branch want the development of the CSR concept, while 43% of the companies claim that they would keep same principles so far.

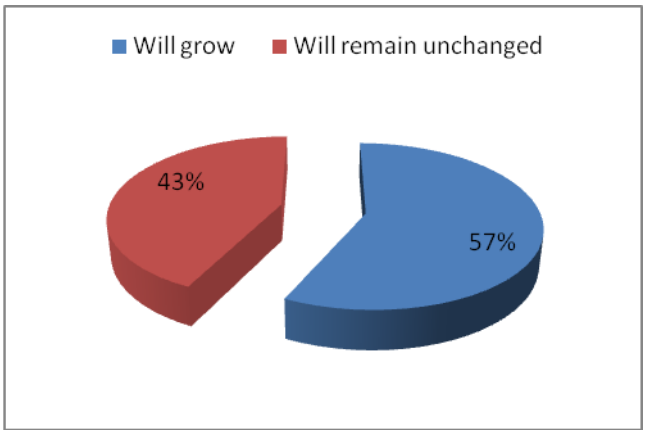

Fig. 62: The evolution of CSR in the production

Processed data shows that, in the light of the prospective, companies from production branch will orient their main CSR approaches in the following directions: responsibility toward employees (42,86 %), respecting the human rights (42,86%), support for culture, science and sport (28,57 %), responsibility for the environment (28,57 %), safety at work (28,57 %), anti-corruption behavior (28,57 %), responsibility toward the local community/regional (14.29 %), ethical behavior in business (0 %), involvement of the supply chain (0.00 %).

The evolution of CSR in the production

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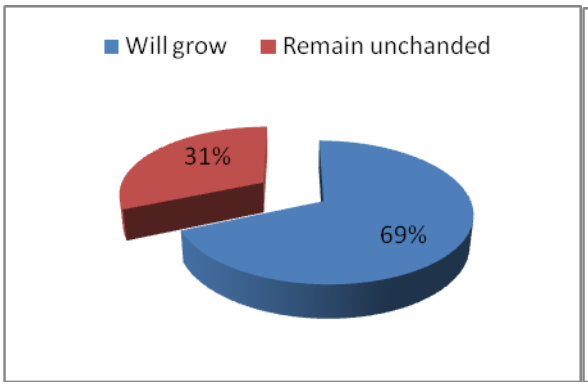
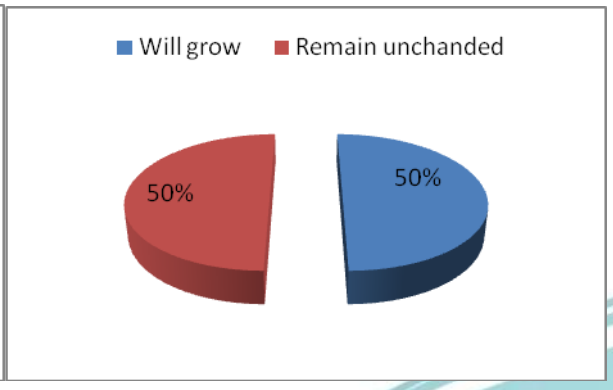
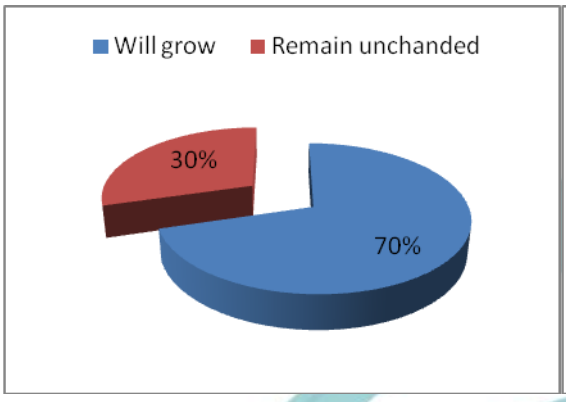
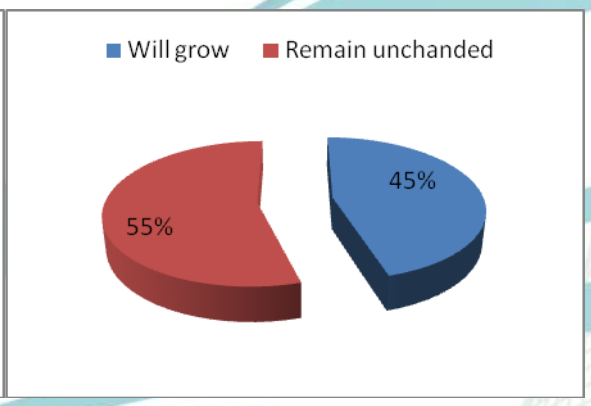
In terms of the structure,

- Private sector companies 69% consider that CSR will increase
- State companies 50% consider that CSR will remain unchanged
- National companies 70% consider that CSR will increase
- Multinational companies 55% consider that CSR will remain unchanged









In the private sector the most important thread is the responsibility of employees 40,20%

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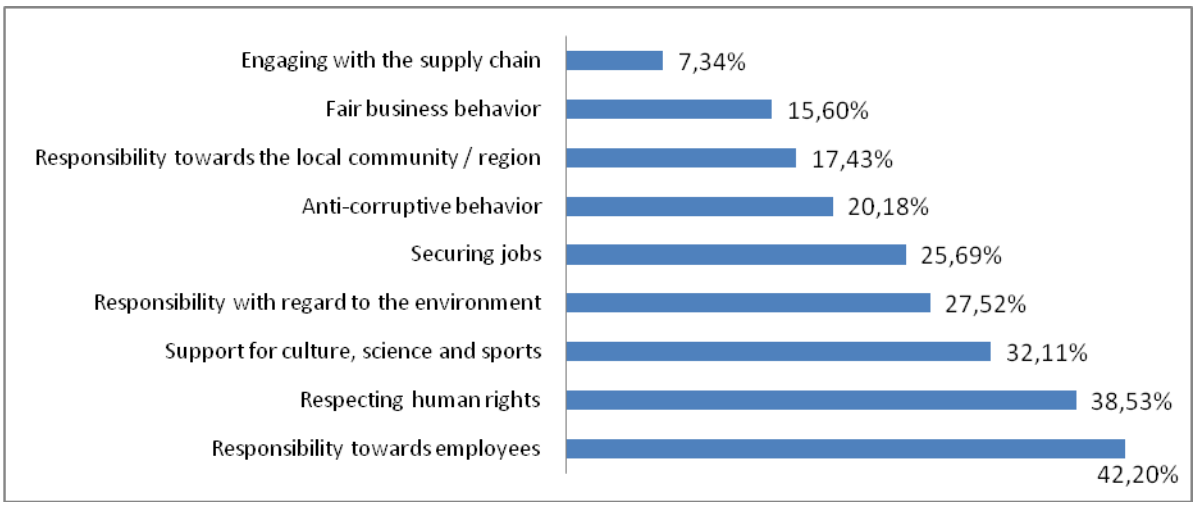

The companies state the most important aspects are the responsibility floss employees, respect for human rights and support for culture, science and sport 50%

The national companies most important aspects are the responsibility of employees floss 44.66%, 40.78% respect for human rights.

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The multinationals are the most important issues: support for culture, science and sport 50%.

In terms of retail market that addresses several companies, 57% consider that CSR will increase. National companies consider a 76% that CSR will increase.

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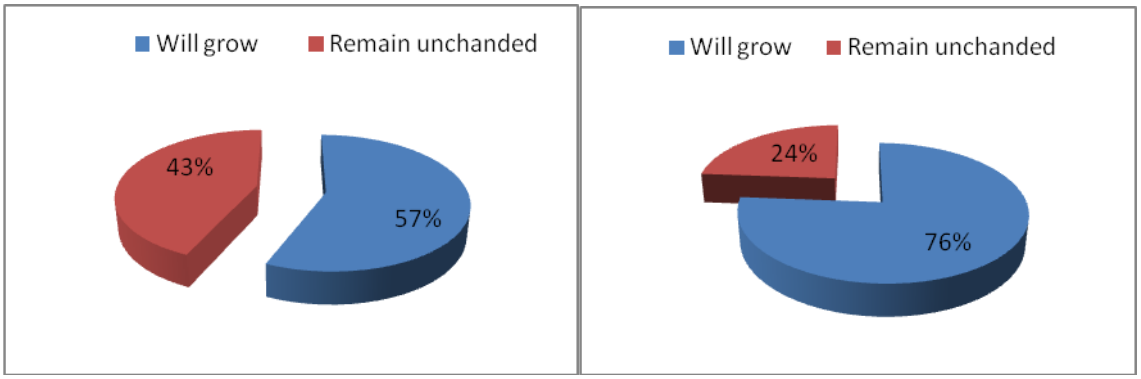

In addressing the national market companies the most important aspects are the responsibility of employees floss 27.27% 24.68% respect for human rights.

The companies that address several important aspects desfacerecele markets are: responsibility for employees 84.38% , respect for human rights , 78.13%.

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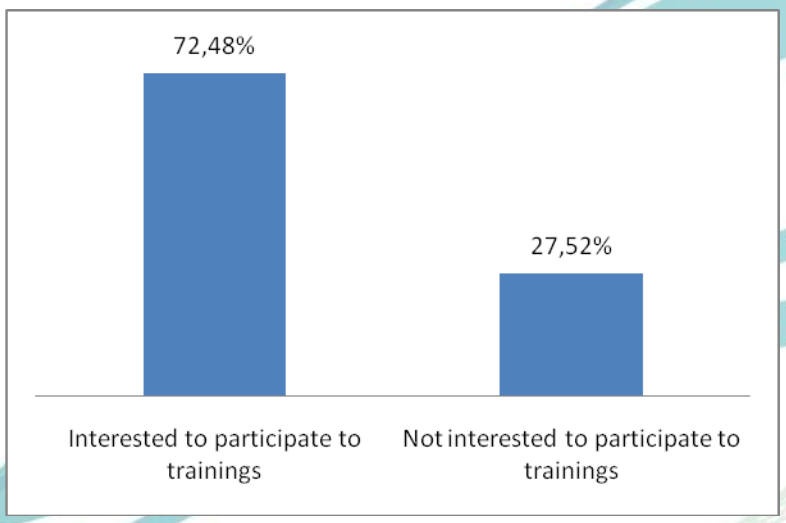
29. *I would be interested to participate in the training later on in the project. The focus of the training should be in the following areas*

Following survey (structured information in the following figure) 72.48% said they were interested in participating in trainings in the project, while 27.52% had no interest in the CSR training.



The degree of interest in participating in training

The study also reflects the areas of interest for training, as shown in the following table:

Training field	% interested
CSR	22,78

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Risk management	13,92
Human Resources	11,39
Other (environment protection, ISO 26000, etc)	51,91

Areas of interest for training

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SIGNIFICANT ISSUES

Perceptions businesses about corporate social responsibility

-The results of the survey on a sample implementation of 109 companies show that 69.72% of companies know the term CSR, while 30,28% are not familiar with this term

- The analysis shows that based on the questionnaire, in terms of company size, 60,55% of the companies who have knowledge about the concept of CSR are SMEs, while 9,17% are large companies. Also of note is that 100% of the large companies know the concept of CSR, the percentage of 30,28% is fully covered by SMEs

- Interpretation of the data shows that for most companies (42.11%) CSR concept has become known about 3 years ago. The study also highlights that 10.53% of the respondents have knowledge of this concept for over 10 years

- From the information gathered we conclude that most companies (51.38%) do not have a department to take over activities related to Corporate Social Responsibility. On the other hand, another finding of the study shows that 33 of the 76 companies that did know the concept of CSR do not have a department to take over activities related to Corporate Social Responsibility, while 9.17% of those who do not know the concept however implement CSR principles through the company's departments

-CSR principles are implemented mainly by the Human Resources department (71.70%) and the Communication and / or Public Relations (15.09%). The study shows that only 3.77% of 48.62% of companies have a separate department responsible for implementing the basic principles of CSR in the company

-In terms of size, it is noted that only large companies there is a separate CSR department, but this records only a 20% difference (80%) representing the departments of communication and human resources. In SMEs the CSR concept is implemented mainly (over 80%) in the human resources department.

The interest of businesses on corporate social responsibility

- **Responsibility towards employees**. Employees are the most important resource of a company. They are "ambassadors" who can send the most credible messages about its responsibility. In addition, more and more employees, social and ethical values of the company where they work became important. Therefore, employees must be an important audience for any company's CSR strategy. From the 109 companies surveyed, only 87 felt the responsibility to employees is an important area in the business.Thus, 45% of

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respondents consider that the responsibility to employees is very important for the company's 21% believe that this activity has a medium importance, while 14% consider that it has a lower level in the company's activities .

- **The safety work.** In agreement with the principles of CSR, companies must ensure the health and safety of employees, suppliers and the communities in which they are present. Into the study, only 65% of companies surveyed said they considered important this activity in the company, while 35% have indifferent position regarding this topic. 29% of companies consider important activities on the safety work, 20% say that this activity is important at a medium level, and 16% gives an relatively small importance to measures regarding the safety work at company level.
- **Respecting human rights.** Respecting, protecting and promoting human rights, culture, customs and values of the communities in which they operate should be among the concerns of progressive and competitive companies. Information resulting from the processing of data collected through the questionnaire show that 76% of companies consider important respecting human rights while 24% do not pay any attention to this area.
- **Responsibility towards the local community / region.** The management of a company must be concerned continuously of reinvesting in the community for who produce goods and services. Investments in CSR may influence indicators like profit, profitability and efficiency. Analyzing the data collected from the application of questionnaires, it appears that 73% of companies do not take account of the responsibility towards the local community / region, 13% gave little importance, 8% pay medium attention and 6% gives a high interest of the local community / region.
- **The responsibility regarding the environment.** Responsibility towards nature is an important criteria for a good business environment. Results obtained in this study, graphically represented in the figure below, shows that 17% of companies gives high importance to the environment, 23% consider this area of medium importance, while 11% give or low importance and 49 % of companies surveyed do not give any importance to this.
- **Support for culture, science and sport.**

  A good education system is vital to the development of society and at the same time, answering the desire of companies to have highly trained future employees. Consequently, companies need to engage all available resources to promote athletic performance, cultural and scientific.

  According to collected data, support for culture, science and sports is not an important area for companies, only 8% giving high importance to it, while 10% of companies consider this area of medium importance, while 11% give less importance. The majority, 71% of companies do not give any importance to support culture, science and sport, considering that this area is not important.

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- **Engaging with the supply chain.** Companies that integrate sustainability into their supply chain has benefits such as lower production costs, reduce carbon emissions, improve reputation and a better understanding of consumer behavior. The results of this study show an increase in the number of companies investing in carbon reduction and who thus succeeded to reduce its costs. But there is a huge gap between companies and their suppliers in the mitigation and sustainability, slowing the transition to a green economy.
  Information resulting from the processing of data collected in the survey shows that only 12% of companies consider important engaging with supply chain, 18% gives medium importance to this area, 13% consider this area less important to the company, while 57% do not pay any attention to this area.
- **Ethical behavior in business**.
  Business ethics involves three levels: individual, organization and business. At the individual level, we are talking about values and the common good and fairness, values that balances personal interests to those of others. Organizational level refers to the group consciousness that every company have in pursuit of economic goals. In addition, it is the result of an expression of culture and organizational behavior. In the business environment, ethics refers to the structures of social forces, political, economic that govern individuals and imposes the existence of the system. Only 50% of companies surveyed in this study considers important to adopt ethical behavior, while 50 percent of them have a regardless position.
  22% of companies consider important activities on ethical behavior in business, 15% said that this activity is important at a medium level, and 13% gives relatively little importance on ethical behavior in business at the company level.
  Anticorruption behavior. Corruption in Romania continues to place problems affecting the country's image at a time where it has to prove the implementation active measure to fight corruption and crime. To increase the rate of economic development, corruption must be fought both in the public sector and the private sector. The study shows that only 20% of companies surveyed considered important to adopt an anti-corruption behavior in the company, while 80% are indifferent to the subject .
  9% of companies consider very important work on anti-corruption behavior, 5% say that this activity is important at a medium level, and 6% gives relatively little importance to anti-corruption measures regarding the anti-corruption behavior at company level.
- **Philanthropic behavior**
  Worldwide, more and more companies adopt philanthropy, solidarity and social responsibility.
  The data collected in this study show that only 26% of companies consider important this activity in the company, while 74% have an indifferent position.

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8% of companies consider important the philanthropic activities, 9% say that this activity is important at a medium level, and 9% gives relatively little importance on the company's philanthropic behavior

- This study reveals that only 7% of surveyed companies have participated in volunteering activities related to CSR.

Level of awareness of enterprises on CSR initiatives at the international level

- The study shows that 55.05% of the companies surveyed are aware about CSR's international initiatives, while 44.95% of companies aren't aware so far about these initiatives.
- The awareness of enterprises on CSR's international initives is shown in the following figure, noticing that the most popular ones are ISO 26000 (18.35% of companies) and the UN Guiding Principles on business and human rights (17.43% of companies).
- In terms of **companies' size**, the most popular CSR initiatives for SMEs are: ISO 26000 18.18%, UN Guiding Principles on business and human rights 15.15%.
- In terms of **companies' size,** the most popular CSR initiatives for large companies are: UN Guiding Principles on business and human rights 40.00%.

Implementation of CSR projects in the company.

- According to the survey, the majority of the companies (38.53%) are involved in implementing CSR's principles in the current activity in order to comitt to the culture's company. Other reasons, in order of importance are: attracting clients (23.85%) and interest from customers (21.10%). Also, the study shows that the implementation of non-governmental campaign is one of the reasons of companies' involvemnet in CSR implementing.
- Based on the information processed by this study, it was found taht 11.93% of the companies implement CSR's international instruments in their activities, while 88.07% of the companies don't implement such strategies.
- In companies that implement CSR's international initiative, mostly concern:
    - ISO 26000 – 53.85% of all respondents;
    - UN Pact Global – 7.69% of all respondents;
    - Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy – 7.69% of all respondents;

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- Other initiatives – 30.77% of all respondents.

- According to the information recorded, most of the surveyed companies – 89% don't have a public commitment to CSR
- According to the information recorded, most of the surveyed companies – 66,06% don't have a Code of Conduct
- İn terms of company **size**, the Code of Conduct is met in large companies – 80%. This document is met in SMEs only by 29.29%
- According to the information recorded, most of the surveyed companies – 77.06% don't have a Code of Conduct known to suppliers.
- In terms of **structure**, the Code of Conduct known by the suppliers is met in private sector companies by 67.57%, isn't met in state companies, is 45.05% in national companies and 100 in multinational ones.
- According to the information recorded, most of the surveyed companies – 77.06% have a Code of Conduct fulfilled by the suppliers.
- İn terms of **companies size**, the Code of Conduct is fulfilled by the suppliers by 100.00% in large companies and 94.44% in SMEs.
- According to the information recorded, most of the surveyed companies – 81.65% don't follow the Code of Conduct fulfilled of another company.
- This study states that only 24.77% of the surveyed companies have published a report concerning the CSR activities.
- Based on the dates received a big part of the surveyed companies – 70.64% don't consult stakeholders in order to undestand the responsabilities.
- The dates have shown that 34.38% of the companies consult NGOs stakeholders.
- From the information presented above it can be concluded that the main challenge faced by companies is the lack of time and resources (39.45%), followed by lack of clarity regarding responsibilities of companies to limit the state (29.36%) prcum and poor information about the CSR concept and its principles (23,85%).
- According to the majority of companies surveyed recorded 70.05% aren't aware of government measures to support or promote CSR.
- 67.89% of the surveyed companies not considered relevant government measures to support or promote CSR
- For the whole sample, the results (as is shown in the following figure) reflect the fact that 67,89 % of companies have in prospect the development of the CSR concept and implementing the measures which are a part of this concept, while 32,11% of companies have stated that their involvement in the development of CSR concept within the company will remain unchanged.

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