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Representation of corporate social responsibility on the websites of a multinational company (The case of European branches of PricewaterhouseCoopers)

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Contents

Introduction

Corporate social responsibility (CSR) is a term which describes wide spectrum of volunteer activities of a company in the social and environmental areas. For the purpose of this paper, CSR is seen as an umbrella concept which embraces other elements of business-society relations such as business ethics, corporate citizenship, corporate governance, sustainability, stakeholder theory; it is contextual and dynamic – particularly, it reflects how business responsibilities are understood within wider responsibilities in regional, national and international business systems. The economic and managerial aspects of CSR were developed rather recently – at the beginning of the twenty first century. Before that, separate aspects of CSR were seen more from the philosophical and sociological point of view. Nowadays, there are active discussions about the essence of CSR in science, society, and in business. And CSR is now considered an integral prerequisite to the long-term success of companies, it is integrated into the operations of many companies and developed by many organizations as a separate phenomenon.

In this paper, CSR is seen through the framework of the theory of social constructionism. The research question of the paper is an investigation on how CSR was and is constructed theoretically, and in practical implementation. In order to solve this question some theoretical aspects of the evolution of the concept of CSR were described in the paper by means of analyzing the literature and research on CSR. This part is logically followed with an analysis of the contribution being made to the on-going construction of CSR by different organizations and institutes. The practical implementation of CSR was studied by example of websites of the European branches of the PricewaterhouseCoopers business network, which constitutes the object of this paper, while the subject of the research can be seen in representation and approaches to CSR introduced on those websites.

In order to answer the research question the following goals were set.

• To provide a general overview of the evolution of the concept of CSR

• To define the main directions of practical development of CSR and its construction by some institutes, organizations.

• To describe different governmental policies on CSR according to country context

• To analyze the representation of CSR in the specific example of a multinational company (PricewaterhouseCoopers)

• To study how approaches to CSR can differ among branches which represent one company in different countries.

• To conduct a comparative analysis of the representation of CSR by the example of two companies within different country contexts, which represent the best practices of CSR implementation (PwC in Russia and Germany)

The paper consists of three chapters. The first chapter addresses the history of the term CSR and the terms, which have appeared along with it during its development, the critical point of CSR is also introduced in this chapter. In the second chapter, different types of institutes, which are developing CSR one way or another, are examined and areas where CSR is institutionalized are also analyzed:

• Organizations providing standards for CSR, as an important promoter and developer of tools for CSR measurement and implementation

• The scientific community as the main instrument promoting and constructing CSR (including experience and observations which I obtained during my internship in a major European CSR project in a research institute)

• CSR rating agencies as CSR performance measurement tools

• Governmental policies and country context

The third chapter is devoted to the study, concentrated on the representation of the company's CSR practices on the 43 websites of PricewaterhouseCoopers (PwC) branches in Europe. The websites were analyzed using the methods of content analysis and discourse analysis. Moreover, comparative analysis of reports on CSR of German and Russian branches of PwC was conducted - the reports were explored as texts which are constructed under the influence of the social practices prevalent in the company`s country of origin.

Nowadays we live in an extremely unstable and unpredictable world. Fierce competition for resources, regular economic crises and high social tensions have become constant attributes of our lives. States have to react to present problems: a deep economic crisis, serious problems of safety, international conflicts (the USA and Iran, Palestine and Israel, India and Pakistan, etc.), acts of terrorism, and environmental pollution.

We can hardly deny the fact that the sphere of public administration is experiencing all of these phenomena in the most concentrated form. Challenges of both endogenous (demographic problems, migration issues, the level of criminality and corruption, etc.) and exogenous (world economic crisis, conflicts, dividing of resources, etc.) origins threaten the governance of political and administrative systems of today, so government has to change its preferences. So in these conditions government should elaborate special state capacities, which will be dynamic and flexible.

In the situation of outer and inner threats, politics changes. This situation can be described as a reaction of the state to threats and crises. States should be competitive in the situation of modern global threats, but at the same time in the conditions of high value of universal democratic principles they should develop such abilities; which would not contradict these ideas and principles, but would be successful and effective.

In view of the currency of the designated problem, in this research paper I would like to:

1. Define the concept of "dynamic capacities" with reference to the state.

2. Asretain the importance of these capacities for state development.

3. Reveal the role of dynamic capacities in developing countries.

4. Research the influence of dynamic capacities on the process of modernization in developing countries.

5. Research the example of dynamic capacities (the Russian case: anticorruption policy).

1. Construction of CSR concept

1.1. The evolution of the concept of CSR

Corporate social responsibility (CSR) is the umbrella term for what are understood as volunteer activities in the social and environmental areas influenced by the company. During the years of its development, this phenomena was institutionalized on several levels, and it was integrated into the business processes of many actors, as well as being recognized and criticized in the wider society. Thus, now it is possible to talk about CSR as a social construct and look at the CSR development as a dynamic process of social construction of the phenomena.

Peter L. Berger and Thomas Luckmann describe socially constructed reality as a dynamic process in which reality is reproduced by people in their interpretations and knowledge of reality[1]. And from the book by those authors *"The Social Construction of Reality: A Treatise in the Sociology of Knowledge"* it could be considered, that a social construct is an idea, which is accepted as natural and elementary by the person who is acknowledging it, and yet, at the same time, it remains a socially created phenomenon inherent to the particular community, society or culture. The authors stress that every piece of knowledge as perception of the reality is arising and supported as a means of social interactions. In order to exist, a social construct should be constantly confirmed and supported, because of the fact that social constructions are not predetermined by nature. In other words, the authors point out the idea, that reality and phenomena are constructed by the society.

One of the major purposes of social constructivism is the investigation of processes through which people form, institutionalize, integrate and study social phenomenon. Let us proceed with the very beginning of social construction of CSR. First of all, as was stressed in the book on CSR by professor Yu.E.Blagov (2010) CSR has to be seen as a complicated issue consisting of several categories. The initial category is *responsibility*, arising from ethics and law as a subjective duty of answering for the activities and deeds, which carry a certain level of consequences for a subject, in the case where certain laws or obligations are broken. The term responsibility itself has a philosophical entity, which demands complex accountability of the factors of the positive and normative science. Thus, responsibility could be legal, pecuniary, moral and political. What is applied to the term of CSR usually is moral responsibility, although some authors include legal responsibilities as well, because CSR correlates with moral behavior and ethics on one side, but on the other side it is an area of legal practice.

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[1] P. L. Berger, T. Luckmann, The Social Construction of Reality : A Treatise in the Sociology of Knowledge. Anchor, 1967.

From the first category arises the second category - *social responsibility*. Basically, social responsibility is an ethical sensitivity toward social issues, as well as environmental, cultural and economic issues. In other words, this is a behavior which takes into account what is going on in the surroundings of the company and especially the impacts which the subject itself produces. Thus, CSR entails performing ethically and making a positive impact, helping to maintain a balance between economic issues and the ecosystem.

And finally, corporate social responsibility that logically appears as a part of social responsibility, with companies, corporations and organizations seen as a subjects of responsibility. Without doubt, actions performed by companies have a large effect on society and decisions taken by them often have an influence on people around them. In this regard CSR gains even an importance. Ideally, corporate social responsibility implies performing business in a way, which will help, to improve and develop the quality of life of all those people affected by the company's activities and contribute positively to the economy of the country. It is about taking into account that the well-being of everyone is affected by their business when it comes to making decisions.

Therefore, it could be considered, that CSR initially was constructed on the base of quite comprehensive, in a manner of speaking, philosophical category – responsibility, which correlates with ethics and morality.

Pic. 1. Initial categories in the construction of CSR.

During its development, CSR went through terminological transformation, which has affected those categories in different ways. For instance, the terms "social responsibility of businessmen" and "social responsibility of business" lose their initial meaning during the discussions. The term "corporate responsibility", on the contrary, became widely spread, because it appeared to adequately reflect the contemporary

strategic approach to CSR[2].

Let's proceed with a deeper and more detailed history of the development of CSR
. The term corporate social responsibility was developed through the discussion, which appeared in 1950-s when the term was questioned with regard to its exact meaning and sources. The main factor in the development of the concept of CSR was the growth of large corporations and the tremendous increase in their power. Some transnational corporations became financially larger than some states where they have operated. Also, some questions became more relevant due to the fact that there appeared a lot of hazardous production (chemical, etc.) and their influence on the environment became tangible. One more important fact was the development and growth of social activists (consumerism, environmentalism, human rights etc.) which begun in 1950-s.

But even before, there were thoughts about the social responsibilities of a business. American economist John Maurice Clark, as far back as 1916, stressed the importance of transparency for business. In the Journal of Political Economy he wrote: *"if men are responsible for the known results of their actions, business responsibilities must include the known results of business dealings, whether there have been recognized by law or not"*. In the book "The Future of Industrial Man" published in 1942, the guru of management Peter Drucker argued that, along with economic purposes, the company has social ones as well; the book itself addressed primarily responsibility and preservation of freedom.

But the concept of CSR itself was first mentioned in 1953 in the publication 'Social Responsibilities of the Businessman' by William J. Bowen and at that time it was defined as *"the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society"*. As a matter of fact, in the very definition provided by W.J. Bowen corporate social obligation was connected to the power that business holds in society. Later on, this point was emphasized by K. Davis in 1960, as he stated *"the businessman`s decisions and actions taken for reasons at least partially beyond the firm`s direct economic or technical interest… which need to be commensurate with the company`s social power."* Thus, for the very beginning CSR was seen mostly as a responsibility of managers or businessmen as the real representatives and decision makers in companies. Bowen regarded companies as moral agents capable of participation in formation of social values, and at the same time he implemented the idea of the existence of the social contract as a basic source of legitimacy of business, which is conforming the attitude of a businessman towards ever-changing social values and aims. Further development of the CSR concept was to a large extent defined by those two ideas "social contract" (which coordinates the behavior of the business with society's values) as an external source of CSR and the company as "moral agent" with internal sources of CSR[3].

An alternative to the Davis and Bowen position, M. Friedman, an American economist and statistician provides a different approach to the issue. As can be obviously understood from Friedman`s article, published in 1970 "The Social Responsibility of Business is to Increase its Profits", admitting any other responsibility of the business than making profit disrupts the foundations of a free society. He emphasized that the only

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[2] Yu.E. Blagov, Corporate social responsibility: the evolution of the concept. SPb, Graduate School of Management, 2010.

[3] S. Waddock, Parallel universes: companies, academics, and the progress of corporate citizenship. Business and Society Review, 2004, 109 (1), 5-42

responsibility of a business is to gain more money and the role of the managers, as the people who are in charge of responsibility, is to maximize benefits for the owners and shareholders. He stressed that representatives of a business are actual moral agents of corporate responsibility, instead of a company, which can only be seen as subject of conditional responsibility. However, managers are only responsible to their employer and should satisfy only responsibilities, which come from the owners of a business, and seek to achieve the main purposes and fulfill tasks assigned to them. And hereby responsible managers break the roots of the system by using money on social issues which is considered to be a fraud against the owners of business.

"There is one and only one social responsibility of business to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engaged in open and free competition without deception or fraud ... whether blameworthy or not, the use of the cloak of social responsibility ... does clearly harm the foundations of a free society…"[4].

M. Friedman's neo-classical approach to the CSR has strongly connected it with political processes as external sources of CSR. This idea was also supported by J.K. Galbraith, who held the idea of institutionalism and pointed out that managers could not be made to account for the social responsibility of a company as the structure of corporations is not accountable to anyone. In his book "The age of uncertainty"[5] he stressed that society should limit the freedom of corporations by the instruments of government regulations. He pointed out that the only way to not let the interests of companies dominate society interests is to create of strict limits. Galbraith also suggested implementing certain forms of social control.

Another step in the development of CSR was made by K. Davis, who offered his definition of CSR, which identified CSR as "business-men's decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest" (Davis, 1960, p. 70). The novelty introduced to the discussion on CSR produced by Davis was in the idea that CSR should be considered in both managerial and system contexts. Moreover, he introduced the "Iron Law of Responsibility", which means that businessmen should match their responsibility with their actual social power, because taking a level of responsibility which is inadequate for ones` power will lead to losing this power. He also proposed that socially responsible business decisions could potentially bring long-term economic benefits for a firm, which was one of the first attempts to reconcile CSR and the economic efficiency of a firm. Above all, he tried to connect CSR with the strategic development of the company which later on became the main discourse in the CSR discussion.

In 1991 A. Carroll introduced his model, which distinguished four levels of company responsibility to society: economic, legal, ethical and philanthropic. The model is representing CSR as multilevel pyramid of responsibility, which by its content and structure is reminiscent of Maslow's hierarchy of needs.

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[4] M. Friedman, Capitalism and freedom. University of Chicago Press: Chicago (IL), 1962 p.133

[5] J.K. Galbraith, The age of uncertainty. Houghton Mifflin: Boston (MA),1977

Pic. 2. The pyramid of CSR. (Carroll, 1991, p.42)

This pyramid became well-known and widely used not only in theoretical research, but also in practical implementation of CSR. According to Carroll, CSR is a certain set of social expectations in the areas which are distinguished in the pyramid. Economic responsibilities there correspond with the basic function of every company: to gain profit by satisfying customer needs. Legal responsibilities include correspondence to society's expectations along with meeting principles of laws. Ethical responsibilities presume that social expectations are based on norms of morality. Philanthropic responsibilities are the company's will to support and develop social welfare voluntarily through the realization of different social programs.

But the interpretation of the CSR as a pyramid has not removed all of the questions related to the CSR issues; it has only allowed them to be systematized. And later A. Carroll in cooperation with M. Schwartz (Schwartz, Carroll, 2003) modified his pyramid into different schematic representation, which allowed them to express the correlations and connections between three types of responsibilities: economic, legal, and ethical. Philanthropic responsibility was ascribed to the categories of ethical and economic responsibilities, because when a company implements its strategic philanthropy it usually implies economic incentives. Moreover, it is very complicated to distinguish philanthropic and ethical actions both in theory and in practice.

Pic.3 Three-domain approach to CSR. (Schwartz, Carroll, 2003, p.509)
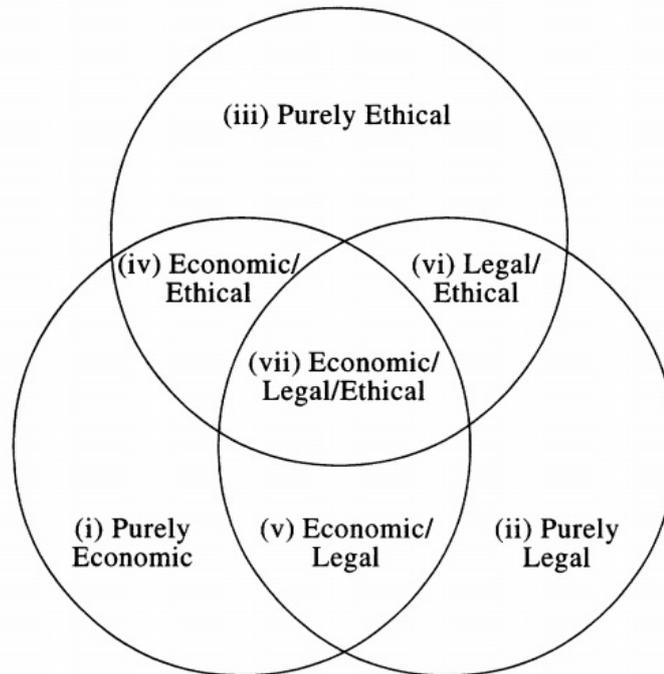
This model more precisely describes the reality of the CSR in terms of how it is implemented by companies. Theoretically and ideally every organization should combine all three domains of CSR; however the actual level of CSR of a concrete firm depends on the character of this combination[6]. This approach to CSR completely denies possibility of interpreting CSR as a moral category, because it includes two levels of responsibility: obligatory and voluntary.

1.2. Topics developed on the CSR basis

Despite the fact that the term CSR itself emerged in the 1950-s it became widespread only in the 1990-s. Before, as was mentioned, there were terms such as "social responsibility of a business" or even "social responsibility of a businessman"[7]. But the term CSR seems to be all-embracing and expresses the contemporary strategic approach to the issue. Moreover, the analysis of all the categories of responsibilities mentioned above concerns different questions of sociology, philosophy, management, economics, and law. During the development of the issue CSR has become a collection of different and yet related terms: corporate philanthropy, corporate citizenship, business ethics, stakeholding, community involvement, corporate responsibility, socially responsible investment, sustainability, triple-bottom line, corporate accountability and corporate social performance. CSR is a complicated issue and includes different types of activities aimed at meeting different challenges such as:

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[6] Yu.E. Blagov, Corporate social responsibility: the evolution of the concept. SPb, Graduate School of Management, 2010.

[7] H. Bowen, Social Responsibilities of the businessman. Harper & Row: N.Y., 1953

Table 1. Topics developed in CSR

Area	Topics developed in the area
CSR – Economic topics:	• Pursue sound corporate governance practices • Ensure transparency through economic, social & environmental reporting • Engage in fair competition • Foster innovation • Combat bribery & corruption • Employ Socially Responsible Investment • Protect intellectual property rights • Offer safe and high-quality products/services • Foster sustainable consumption & production • Implement sound risk management systems
CSR – Social topics	• Engage in fair and efficient Human Resource Management • Guarantee safety, occupational health & security • Respect freedom of association • Abandon discrimination & encourage diversity • Respect consumer interests
CSR – Environmental topics	• Support the protection of air and water, land biodiversity • Minimize the amount of toxic substances, emissions, sewage and waste • Conserve natural resources, apply renewable energy & avoid the usage of raw materials • Engage in climate protection • Boost innovation for improvement in efficiency • Consider the whole product life-cycle, facilitate reusability & recyclability of products
CSR – Global topics	• Raise stakeholders awareness for social & environmental topics

	• Practice sound stakeholder management
	• Facilitate sustainable supply chains
	• Respect Human Rights
	• Engage in poverty reduction
	• Involve in the development of public policies

What is more important is that, in the process of development of the topic, the discussion on CSR has been transformed into the search for the answer to the question of which particular responsibility belongs to the company as a social institution. Earlier notions of CSR often had a regional, person-centered philanthropic focus; recent conceptions of CSR are inclusive, broad and diverse. This could partly be explained by the concrete challenge raised from within the business community which is under pressure coming from society but does not have any proper tools to resist or respond to this pressure. Another explanation can be found in that the reasons for the development of CSR are not only the needs of the business but also the development of civil society and the growing complexity of the interaction between society and business.

As it was mentioned by the D. Votaw: "CSR means something, but not always the same thing, to everybody" (Votaw, 1972, p.25). Thus, to be precise, from the initial CSR concept several side topics and theories were developed.

Pic. 4. Development of CSR-related concepts (Mohan, 2003, p. 74)
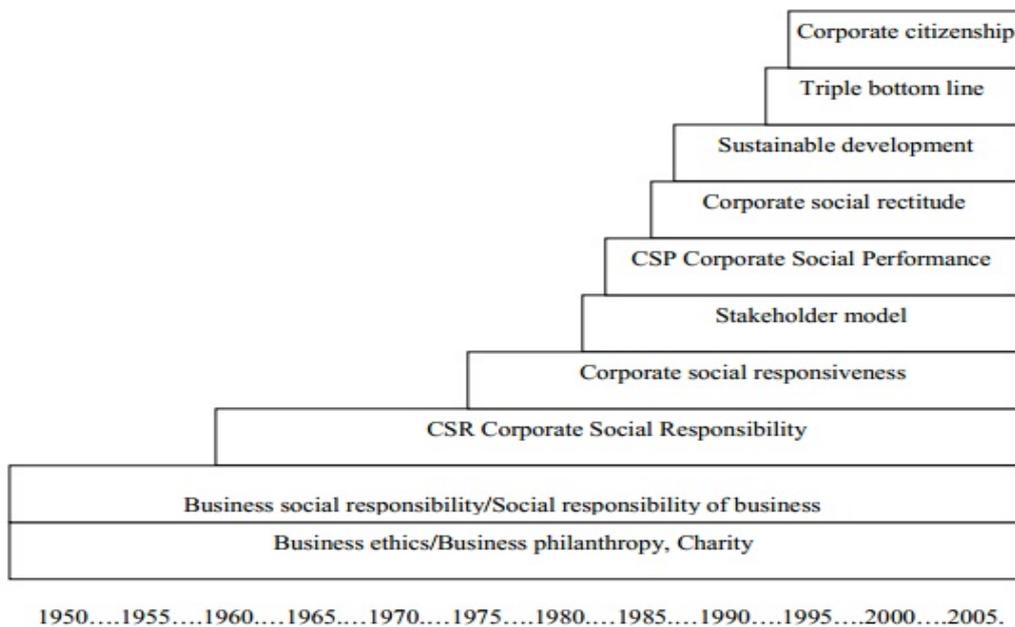
The major, most used and developed topics related to CSR are represented in this scheme and will be described below.

A new turn in the discussion on CSR occurred from the assertion that the responsibility of a business cannot include the whole society. And for every firm society represents the system of stakeholders, organizations, people or groups that have direct or indirect stake in organization because it can affect or be affected by

the organization's actions, objectives, and policies[8]. The main stakeholders of a company are: customers, employees, government, owners and shareholders, partners and suppliers, creditors, trade unions and the community in which company operates.

What is worth mentioning, is that stakeholder theory was first developed in the framework of strategic management by R. E. Freeman. Whetten, Rands and Godfrey use this concept and introduce the definition of CSR which includes the notion of stakeholder: *"societal expectations of corporate behavior: a behavior that is alleged by a stakeholder to be expected by society or morally required and is therefore justifiably demanded of business"* (Whetten, Rands et al. 2001, - p. 374). Thus, the authors considered stakeholders as a certain tool or means through which social expectations are delivered to the organization. Stakeholders are seen as a subject of mutual obligations (Suchman, 1995; Cornelissen, 2004), providing companies with resources for conducting their business. That creates the so-called "social contract", which maintains companies' business activities (Deegan, 2002). Understanding of these principles potentially should contribute to the inclusion of questions how to maintain proper relationships with a wide range of stakeholders into managerial consideration and decision-making processes.

In 2002 the stakeholder theory was used by J. Post, L. Preston and S. Sachs in order to propose a new theory of corporation – the extended corporation. They wrote a book and published a paper with explanation of this theory in California Management Review (2002). The authors enlarged the concept of "extended enterprise" (originated at Chrysler Corporation, where it meant an alliance of company and its suppliers exchanging information and management practices) by including into it not only suppliers, but all internal and external stakeholders. The basic idea of "extended corporation" is the same as in earlier stakeholder theory – the corporation ought to consider stakeholders' interests. The authors ranged stakeholders according to their importance to the core activity of the corporation, which however did not solve the problem of distribution of resources between maximization of profit and social good.

Investigations and research made on the topic of stakeholder theory allowed writers to distinguish the main directions and dimensions of responsibility. And this allowed them to concentrate efforts on the creation of tools for specific and concrete needs so as to respond in a proper way on particular responsibilities. Some elements which have developed in the process of investigation of this theory were used in another alternative concept of CSR which is described below.

Another alternative topic developed from CSR is the concept of **corporate sustainability**, which appeared to be a successful attempt to eliminate frameworks of traditional approaches to CSR. "Sustainability" characterizes social and human activities, due to which society and every member of it satisfies their needs, without damaging natural potential, notably preserving equal possibilities for the existence and development of future generations[9]. From the very beginning of the development of the sustainability issue, it was quite logical to consider sustainability as a major challenge to society and to business. To a certain extent, everyone should strive for a sustainable tomorrow, where the focus is on meeting the needs of today without compromising the ability to meet our needs in the future, as well as creating opportunities for tomorrow[10].4 As could be

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[8] Definition from online business dictionary: http://www.businessdictionary.com/definition/stakeholder.html

[9] Definition is based on the definition presented in Brundtland Report, 1987

[10] P. Christensen, M. Thrane, T. Jørgensen, M. Lehmann, Sustainable development: assessing the gap between preaching and practice at Aalborg University. International Journal of Sustainability in Higher Education, 2009,

concluded from the works of M. Porter[11], healthy businesses need a healthy community. Nowadays business is frequently seen as one of the major causes of environmental, social and economic problems and government and civil society often attempt to address societal issues at the expense of business. This is correlated with a pragmatism which implies that we should give meaning to actions according to the hierarchy of values which we ourselves have established. Thus, every action is "only worthwhile if that system of values can be realized, made incarnate, in our world"[12]. The actions of the companies always conjugate, influence and depend on the society around them.

The idea of sustainability and sustainable development has obtained wide support:

- In 1987 the international consultancy agency SustainAbility, was created which aimed at turning business perspectives towards creating sustainable strategies.

- The United Nations has created Global Compact – "strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption"[13].

- A lot of governments included sustainability as part of a national policy. For instance, The European Union Sustainable Development Strategy, which describes the EU's approach to sustainable development and the seven key challenges facing its implementation.

- Many companies are implementing sustainability as a strategy in the form of corporate social responsibility.

So, after the development of stakeholder theory and the concept of sustainability, corporate social responsibility appears to be a concept which is socially constructed according to the changes in organizations and their environments. And in the center of CSR is reciprocal relationship between organizations and their stakeholders within the economy and the surrounding environment. From stakeholder concept it can be inferred that every company has to react to the comprehensive system of expectations by developing a rational response. And thus, CSR could be distinguished as a rational response to stakeholder expectations aimed at the sustainable development of the company. And CSR programs should be seen as rational choices with the prospect of bringing benefits in the long-term. Corporate social responsibility is now presented as a comprehensive business strategy, arising mainly from performance considerations and stakeholder pressure.

1.3. Criticism of CSR

Doubtless, there are a lot of opposite and critical attitudes created towards the

10(1), 4-20

[11] M. Porter, Competitive Strategy, The Free Press, 1980; Competitive Advantage, The Free Press, 1985; What is Strategy?, Harvard Business Review, 1996, Nov/Dec; On Competition, Harvard Business Review, 2008

[12] E. Durkheim, Pragmatism & Sociology, Cambridge University Press, 1983, p.43

[13] http://www.unglobalcompact.org

concept of CSR. One which is of particular interest is an implementation of the "organized hypocrisy" concept of the CSR.

The main idea of this consideration is that corporate social responsibility is nothing but a hypocritical display by a company used as a skillful tool of public relations strategy, real corporate social responsibility and sustainability is no longer an option. This critical approach originates from ultra-left non-governmental organizations (NGO) such as Greenpeace, Rainforest Action Network, Christian Assistance, who call CSR "capitalistic mimicry", an attempt to protect companies from societal pressure. As a result, there is an appeal that comes from those NGOs to the governments; it includes calling for the prohibition of negative impacts on society.

Organized hypocrisy is stated to come from the lack of will or capacity[14].1 In cross-national time-series analyses conducted by the A. Lima and K. Tsutsuia it is considered that global institutional pressure through nongovernmental linkages encourages the adoption of CSR, but this pressure leads to only ceremonial commitment in developed countries and to substantive commitment in developing countries. Moreover, in developed countries, liberal economic policies increase ceremonial commitment, suggesting there is a pattern of organized hypocrisy whereby corporations in developed countries make discursive commitments without subsequent action. They also found out that in developing countries, short-term trade relations exert greater influence on corporate CSR behavior than long-term investment transactions do.

It should be emphasized here, that hypocrisy also deals with the double standard. Brunnson mentions "There are not always strong connections among talk, decisions, and actions-neither for individuals nor for organizations"[15]. But, as can be logically stated, there is always a strong connection between purpose and action, talk and decision. Being hypocritical could indicate that organization is prepared to act in ways totally contradictory to the talks in order to achieve its purposes.

Every hypocritical action made by an organization is made in order to achieve a particular purpose. Hypocrisy is a response to the call from society to act in a better way in fields unrelated to the company`s activities/values/beliefs. As we already know, there is an external pressure from all of a company`s stakeholders. It could be competitors, customers, suppliers, partners, members, government, potential newcomers and other organizations. We can use M. Porter's Five Forces analysis to clarify the forces influencing every organization. This theory deals with the limits of overall profitability of an organization's activity area. There are 5 forces that influence the company, and these 5 forces should be analyzed while taking decisions and acting:

- The threat of the entry of new competitors

- The intensity of competitive rivalry

- The threat of substitute products or services

- The bargaining power of customers (buyers)

- The bargaining power of suppliers

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[14] A. Lima, K. Tsutsuia, Globalization and Commitment in Corporate Social Responsibility Cross-National Analyses of Institutional and Political-Economy Effects, American Sociological Review 2011, December.

[15] N.Brunnson, The Organization of Hypocrisy: Talk, Decisions, Actions in Organizations, Norway: Abstrackt/Liber , 2002.

These factors identify the competitive nature of the external environment for a modern organization, and of course could be better applied to business organizations. Whether hypocrisy can be understood as rational, legitimate and even necessary is an unsolved question. Sometimes it is quite complicated to respond to every challenge which society creates for the organizations. For instance, why should Coca-Cola be concerned about the issue of obesity? No individual food or drink product can be blamed for the epidemic of obesity. It is rather an imbalanced diet that can cause obesity. Still, as mentioned by Dominique Reiniche President of The Coca-Cola Company Europe: "As a drinks company, which is part of the food & drink industry, we obviously do take the obesity problem seriously. As an industry representative, we are involved in the EU Platform for Action on Diet, Physical Activity & Health"[16]. Or how could actions organized by tobacco companies which are supposed to protect young people from smoking and promote a healthy way of life be considered non-hypocritical to a very little extent? These actions simply contradict the aim of profit making. But the issue which must be questioned here is profit as the purpose of company existence. As it is highlighted by S. Sinek, profit is always a result, it is achieved by selling the company`s products. In the theory developed by Sinek he stresses, that people often do not buy "what" you do; they buy "why" you do it. As he states: making money is necessary for survival but cannot be the sole purpose; people need good health to live but that doesn't make good health the purpose of living. The concept of "Why" implies that "why" is a purpose, a cause, what one believes, why organization exists and why one should care. And this "why" affects the way a company reacts, the way a company communicates[17]. "Why" should be enduring, involve a social contribution, and be worthy – bringing a sense of purpose. It is important to be motivated by the right things, things which could be shared by company stakeholders, inspire them and make them believe what you believe.

So, it could be considered, that there are two ways for hypocrisy to appear. The first one comes from a misunderstanding about why a company exists and the second one is in contradiction to the external pressure and real aim of a company`s existence. Whether it is considered as a complex strategy or as a kind of hypocrisy, CSR is implemented all over the world and has a stable basis in a lot of institutions, and has developed into a comprehensive, independent concept.

2. Institutionalization and practical development of CSR

2.1. Institutes contributing to the construction of CSR

For the purposes of this study, CSR is seen as an umbrella concept which includes the whole set of business-society relations (e.g. business ethics, corporate citizenship, corporate governance, sustainability, stakeholder theory); it is contextual and dynamic – particularly it reflects how business responsibilities are understood within wider responsibilities in regional, national and international business systems. It is impossible to develop an unbiased definition of corporate social responsibility, and it is true in the reality of CSR. The definitions used by companies, organizations and other institutes differ from each other, but as could be concluded from the study conducted by A. Dahlsrud in 2006, the main challenge for business is to understand how CSR is

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[16] Brief Interview of Coca-Cola representative http://www.csreurope.org/pages/en/focus_cocacola.html

[17] S.Sinek, Start with why. Penguin Books Ltd, 2009

socially constructed in a specific context and how to take this into account for the development of business strategies[18]. During the evolution of the concept, there are several institutions which have appeared around CSR, developing the concept and constructing it.

And thus, it is interesting in particular to investigate the institutions in which CSR is implied and which construct CSR. First of all, it could be useful to distinguish the institutions where CSR was developed and by which CSR is developing. It could be represented schematically:

Pic.5. Institutions in which and by which CSR developed.
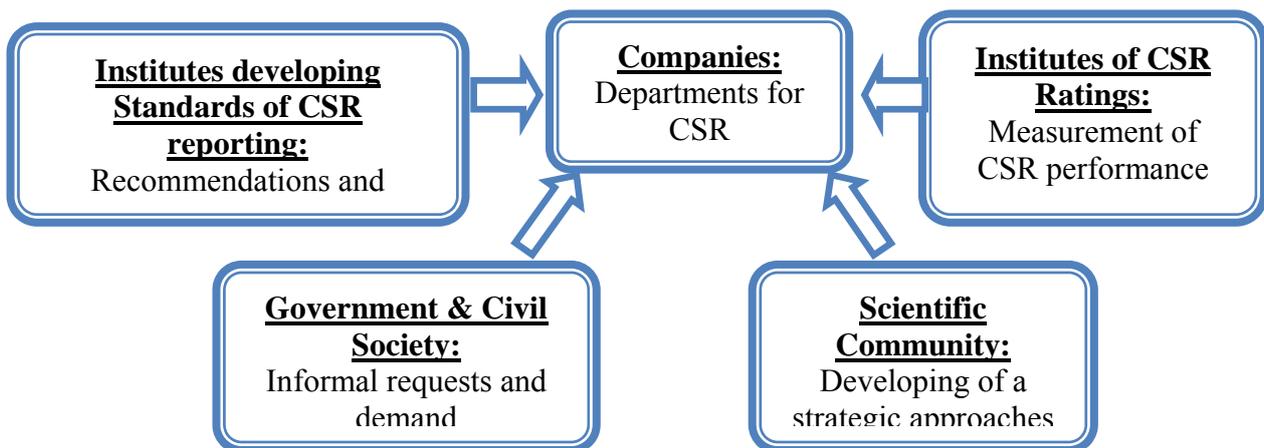
The scientific community is one of the most important institutions which are constructing the concept of CSR. Research institutes, universities, individual research are developing the concept of CSR in both normative and positive science. The first years of the evolution of CSR could be characterized by pure theoretical development of the concept, while in the most recent decades the main agenda is practical implementation and measurement of CSR.

Government and civil society are mentioned here as detached influencing factors because, the influence of governments varies in different countries and the level of the development of civil society also differs drastically, however this influence sometimes creates a big challenge for companies. Government could regulate and encourage socially responsible activities by using a more rigorous approach or just by creating some suggestions.

Institutions developing standards for CSR reporting could be considered as the one creating bases for the development of CSR, because they are trying to create basic tools for implementing CSR, describing what is included in CSR activities, what activities companies should do and how companies should report on conducted activities. Moreover, often such organizations also provide possibilities for benchmarking – comparison of a company`s results on CSR with the results of other companies from the same country or sector.

Also, there are plenty of institutions which create CSR ratings and their role in the construction of CSR should be measured carefully, because "the assessment of companies on social, environmental and economic issues has evolved into an established information services market with many facettes, agents and technologies"[19].

And of course, companies could be seen as both practical users of CSR and the ones who construct CSR by the development of strategies and defining of their own approaches, boundaries and understandings of CSR.

In the following chapter, different types of institutions which are developing CSR one way or another will be examined.

2.2. Scientific Community

The scientific community represented by the research institutes, universities and individual researchers are quite an important factor for the construction of the phenomenon and strengthening of the social construct. During the development of the concept of CSR, the agenda of CSR studies shifted from normative to positive science, and took on a more practical direction.

To create a fair enough picture of the scope of CSR development in the scientific community it is worth retracing the representation of the outputs from scientific investigations on CSR. Usually, results from the scientific investigations and research are published in journals. Interestingly, there are a big variety of specialized scientific journals on CSR topics. They can be divided according to the issues represented in them.

Table 2. Journals on CSR topics divided by the main issues represented in them.

Sustainability	*Ethics*
Sustainability: Science, Practice and Policy (e-journal)	Business and Professional Ethics Journal
Sustainability; The Journal of Record	Business Ethics Quarterly
International Journal of Sustainability in Higher Education	Business Ethics: A European Review
International Journal of Sustainable Design	Economics and Philosophy
International Journal of Sustainable Development	International Journal of Business Governance and Ethics
International Journal of Sustainable Economy	Journal of Business Ethics
International Journal of Sustainable	Journal of Business Ethics Education
	Professional Ethics: A Multidisciplinary Journal

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[19] 2 H. Schäfer, J. Beer, Who is who in Corporate Social Responsibility Rating?, a survey of internationally established rating systems that measure Corporate Responsibility free access on: http://www.bertelsmann-stiftung.de/bst/de/media/Transparenzstudie2006.pdf

Manufacturing	International Journal of Sustainable Development & World Ecology
International Journal of Sustainable Society	
Electronic Journal of Sustainable Development	
International Journal of Justice and Sustainability	
International Journal of Sustainable Transportation	
Journal of Sustainable Development (open access)	
Journal of Sustainable Finance & Investment	
Corporate governance and strategies	*Environmental issues*
Corporate Governance: An International Review	Business Strategy and the Environment
Corporate Governance: The Int. Journal of Business in Society	Corporate Social Responsibility and Environmental Management
Corporate Governance Journal	International Journal of Environment and Sustainable Development
International Journal of Corporate Governance	International Journal of Global Environmental Issues
Journal of Corporate Citizenship	International Journal of Green Economics
Journal of Management and Governance	International Journal of Social Ecology and Sustainable Development (IJSESD)
International Journal of Sustainable Strategic Management	Journal of Global Responsibility
	Journal of Urbanism

But any way, more or less all journals are focusing on the same issues, the only thing, which varies, is the scope of representation of particular topics and the formal name of the journal and articles, which are selected and published in it. There are also some journals (Business and Society, Social Responsibility Journal, Business and Society Review) which do not concentrate on a particular area and have a common representation of several issues such as corporate social performance, corporate governance, business-government relations, environmental-management issues and business ethics. So we could consider that there is a comparatively high level of scientific interest in the issues of CSR. The research and studies are investigating the theoretical framework of CSR as well as trying to create suggestions and tools for the strategic implementation of CSR into company business activities and some researchers are even trying to measure the corporate social performance of companies.

There are several research institutions specializing in CSR (e.g. SustainAbility[20], CSR China[21]), most of them are regionally based and conduct consultancy as well as research activities. But, a lot of research institutions are conducting their research in the field of CSR. Thus, for example, in Russia there is a Center for CSR based on the Graduate School of Management of Saint-Petersburg State University in cooperation with PricewaterhouseCoopers[22]. The European Commission has been conducting and supporting research projects in CSR for last seven years.

It is worth looking deeper into one particular research project in order to understand the scope and perspectives of CSR studies. The author of this paper has participated in this project and thus, is willing to use a possibility to use received knowledge. The project is called IMPACT[23] and it is the main EU-funded project investigating CSR as yet.

The project started in 2010 and is conducted by 16 leading institutions in CSR research, education and networking. Member organizations of the project come from 12 countries across Europe and their expertise and background are aimed at helping to investigate the relations between business, society and the state specifications in different countries and to find out how it influences CSR impacts. Project coordinator and responsible for the overall scientific lead of IMPACT is Öko-Institute.

Öko-Institut is a leading European research and consultancy institute working for a sustainable future. Founded in 1977 as an independent research center, the institute develops principles and strategies for realizing the vision of sustainable development globally, nationally and locally. Based on value-oriented research, the institute provides consultancy for decision-makers in politics, industry and civil society. Their clients are ministries and federal agencies, industrial enterprises and the European Union. In addition, the institute is commissioned by non-governmental organizations and environmental associations. Öko-Institut is a non-profit association, thus, the financial resources of the institute come mainly from third-parties, project-based funding as well as from member subscriptions and donations, which helps the institute to stay independent in the conducted research. Turnover of the institute in 2010 was about 12,3 million Euros. In 2010 the institute carried out around 350 projects for clients in Germany, the EU and worldwide. Öko-Institut supervises the administrative and technical project management tasks and the reporting to the European Commission.

IMPACT is funded by the European Commission's 7th Framework Program for Research and investigates the societal impacts that result from voluntary engagements of the business sector. This project is the European Commission's largest ever research and knowledge development initiative on corporate social responsibility. IMPACT intends to create new tools and develop existing ones further to measure the impacts of CSR at different levels across European companies, sectors, regions and EU27. It aims to test and validate these tools through its research design. At the same time, the research methods are providing evidence to explain, characterize and compare the link between what drives CSR in companies, the translation into actions, and the outcomes in terms of CSR performance and impacts for the company, economy, society and environment. The

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[20] http://www.sustainability.com/

[21] http://www.chinacsrmap.org

[22] http://www.gsom.spbu.ru/en/research/csr

[23] http://www.csr-impact.eu

research is working with small and medium enterprises (SMEs) as well as large companies. A particular research focus is to analyze how regional, national and European institutions and policies influence CSR impacts of companies and industries. The project is collating and combining existing non-public data sets that help to measure and monitor the impacts of CSR. It will set out to collect new panel data to monitor CSR impacts across Europe. The empirical evidence on the impacts of CSR will be used to see if and how European companies contribute - through CSR - to the main areas and objectives set in the Lisbon and Gothenburg strategies - competitiveness, innovation, growth, quality of jobs and sustainability.

Results from the IMPACT project will be documented and published in various ways. Three IMPACT products will compile the main results from the project by March 2013:

• A Practitioners' Handbook on assessing and developing CSR impacts,

• A Policy Briefing Report on policies and actions to promote the impact of CSR in EU-27,

• Scientific articles and journal editions on the structure and explanation of CSR impacts.

Duration of the project is from March 2010 to March 2013. And three major areas of focus of the project are:

1. *Competitiveness and growth*. (Firm level and macro level (e.g. Market Share, Profitability, Innovativeness))

2. *Environmental objectives*. (Mitigate climate change, Protect natural resources from pollution, Conserve natural resources)

3. *Quality of jobs objectives* e.g. lifelong learning, work-life balance, equal opportunities, re-skilling.

Basic research questions of IMPACT are:

Assessing societal impacts from CSR:

• Understand the relation between CSR performance in companies and selected societal impacts through CSR.

• Develop tools to understand societal impacts through CSR and to distinguish CSR impacts from other impacts.

Explaining societal impacts from CSR:

• What are the factors that drive CSR performance?, i.e. lead to changes in the company.

• What are factors that drive CSR impact?, i.e. resulting in societal/environmental effects in selected areas

Synthesis:

• What types of CSR implementation create what types of societal impact?

• What CSR impacts can be found on sector, regional, issue or company level?

• What could be future societal impacts of CSR performances?

Recommendations:

- Whether and how can CSR contribute to the achievement of EU policy goals?

- How can EU and national public policies support companies' societal impact through an active CSR policy?

- How should tools to assess impacts be improved and which institutional settings are needed?[24]

After conducting an interview with one of the project leaders, I consider that the results of the project basically are willing to guide how to implement CSR in a way so it can be more effective. For example, one recommendation could be that companies have to create indicators and really measure the effects of CSR, which is the major obstacle to the effects of CSR because companies just do not know whether it has an effect or not. And if they do not know, they cannot change the implementation of the activities for example. It might also be that they just have to know that certain activities are more effective than others and can prefer to do them; it is more the internal part. The same is another product for politicians, which is just recommendations, how politicians can introduce certain policies which encourage companies to implement CSR and again implement activities which actually have an effect on the environmental and social ground. It is not only about policies to foster CSR in general but foster CSR activities, which actually have an impact, so, of course it is the focus of a project. And, for instance, also analyze what current CSR policies exist in Europe and connect with recommendation, just how to change the policies and to really foster CSR. The third one is some kind of recommendation for academia, which means journal articles and other scientific products which aim to show how to measure CSR effects. So, the results of the project will include 3 dimensions: recommendations for practitioners, recommendations for politicians and impact on academic CSR studies. As the project is still running, it is not feasible to estimate the results, but we can just assess the scope of it and understand the significance of CSR studies, which involve a lot of scientific institutions, universities and individual scientists.

In conclusion, CSR is a well-developed topic in the scientific community; the research and initiatives serve the purposes of CSR development and construction. Along with projects and research there are also a lot of different events, which are uniting scientists with business and government. And even on the level of social networking there are now communities which are uniting scientists in order to make communication easier, which bring additional flexibility in researches. There are CSR communities on academia.edu, facebook.com and twitter.com; also there are even special applications for CSR news developed for portable devices. Those applications serve to increase public awareness of CSR issues, which certainly has a particular influence on CSR construction.

2.3. Institutes developing Standards of CSR reporting

It is seems logical to proceed with **institutions of CSR standards**, because, those are the institutions which practically develop the officially recognized rules for reporting on CSR (*if you know what you have to report on, you know what you need to do*) and also often create initiatives for implementations of CSR standards. Due to this kind of initiative some companies, for instance, are starting to follow introduced rules of

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[24] Provided information is available online in a free access on http://csr-impact.eu/documents/documents-detail.html?documentid=2

reporting and voluntarily present the information stressed to be important for those kinds of institutions. Basically, the origins of creating standards for reporting on CSR developed from the gap between the demand coming from the responsible investors and a certain confusion regarding the term CSR inside companies. Moreover, if done in a proper way, reporting could help to the organization to manage, estimate and get feedback on its real impact on sustainable development and CSR, because it is much more likely to effectively organize an issue which is measured. In addition, voluntary reporting on non-financial activities could bring organizational control of the information which they want to deliver to the stakeholders and investors, which could provide a competitive advantage if, for instance, investors are going to compare the data provided with information from other organizations.

Currently there are several standards and recommendations for CSR/sustainability accountability; some of them are mentioned bellow:

- GRI (Global Reporting Initiative)[25]

- UNGC (United Nations Global Compact)[26]

- CDP (Carbon Disclosure Project)[27]

- CERES[28]

- FRP (Facility Reporting Project)[29]

- The GHG Protocol for Project Accounting[30]

- ISO 26000[31]

- SA 8000 (Social Accountability International)[32]

To understand content of standards, realize differences and compare those standards we will use the coding system developed by A. Dahlsrud for analyzing definitions of CSR, and thus, will conduct an analysis of a reporting standards.

Table 3. Coding scheme for the analysis, based on A. Dahlsrud[33]

Dimensions	The definition is coded to the dimension if it refers to
The environmental dimension	The natural environment
The social dimension	The relationship between business and society

The economic dimension	Socio-economic or financial aspects, including describing CSR in terms of a business operation
The stakeholder dimension	Stakeholders or stakeholder groups
The voluntariness dimension	Actions not prescribed by law

The coding scheme was developed using a technique called emergent coding, which is based on the data which has to be coded to create a coding (Stemler and Bebell, 1999). The authors analyzed the definitions and concluded that the phrases used there were referring to several common areas of CSR which they grouped and described as 5 different dimensions. Thus, this system can be used to analyze the standards of CSR reporting, because it correlates with the definition and it is interesting to examine the standards which are mentioned as standards for CSR reporting and so create the very understanding of CSR. We conducted content analysis of the web sites of the organizations providing CSR reporting standards, based on this 5-dimensional approach and made a summary in the following table.

Table 4. Dimensions used in different CSR reporting standards.

Diensions Stanards	Environ-mental dimension	Social dimension	Economic dimension	Stakeholder dimension	Voluntariness dimension
GRI	+	+	+	+	+
Global Compact	+	+		+	
CDP	+				
CERES	+				
FRP	+				
GHG Protocol	+				
ISO 26000	+	+		+	+

SA 8000				+	

Every standard contains environmental issues for reporting, except the SA 8000, which is specified on the human rights of employees in every possible aspect. Four standards are purely aimed only at environmental issues. Only three of the standards include several dimensions of a CSR: GRI, Global Compact and ISO 26000. Global Compact is a strategic policy initiative for businesses developed by the United Nations which aims to encourage companies around the world to integrate CSR policies in their business. For this purpose UNGC created ten principles on which companies provide a "Report on Progress". Those 10 principles include areas of human rights, labour, the environment and anti-corruption. As a contrast to other ISO standards, ISO 26000 provides guidelines for social responsibility, which does not imply certifications, but only recommendations, which deal with ecological issues, contributions to a society, voluntary programs, and relationships with employees and other stakeholders.

Organizations developing CSR standards play a significant role in the development of the concept - creating frameworks, establishing borders and promoting implementation of CSR. Moreover, they simplify the implementation of CSR by creating a clear list of CSR activities and understandable measures and thus, contributing to the construction of CSR.

2.4. Institutions providing CSR Ratings

The interesting phenomenon around CSR is that there are a bunch of companies providing CSR ratings of companies. There are more than 50 institutions which provide ratings of CSR, while as we can see from what is written above the very understanding of what CSR is varies for mostly every institute and organization. The thing is that CSR ratings have developed for the information services market with many technologies used, agents involved and all the attributes of a market; including, for example, mergers and acquisitions. The roots of such a phenomenon come from the certain demand coming from investors, who nowadays are willing to invest into socially responsible and sustainable business.

Thus, there are a big variety of the organizations providing indices of CSR. These indices measure environmental and social performance, assess governance and economic prospects of companies. For a company, being ranked in a CSR rating means increasing investment opportunities, since rankings are providing credibility.

The list of the companies providing ratings is quite long:

1. Bank Sarasin & Co. Ltd.

2. BHF-BANK

3. UBS, Union Bank of Switzerland

4. Züricher Kantonalbank

5. Business in the Community (BITC)

6. Calvert Group, Ltd.

7. Allianz Global Investors (RCM, dit, AGF, BAWAG)/Grassroots

8. Centre Info SA

9. Co-op America

10. CoreRatings

11. Corporate Knights Inc.

12. E. Capital Partners (ECP) S.p.A.

13. EIRIS (Ethical Investment Research Service)

14. Ethibel

15. Ethical Consumer Research Association

16. Innovest Strategic Value Advisors, Inc.

17. imug (Institut für Markt-Umwelt-Gesellschaft)

18. KLD Research & Analytics Inc.

19. oekom research AG

20. SAM (Sustainable Asset Management) Group Holding AG

21. SiRi (Sustainable Investment Research International) Company Ltd

22. Kempen Capital Management (KCM), SNS Asset Management (SNS AM)

23. Centre for Australian Ethical Research (CAER)

24. Citizens Advisers

25. equinet Group

26. Lombard Odier Darier Hentsch & Cie.

27. Pictet & Cie

28. Triodos Bank NV

29. 100 Best Corporate Citizens

30. Accountability Rating

31. ASSET4

32. Covalence SA

33. EthiFinance

34. EthicScan Canada Ltd. Global Ethical Standard

35. INrate

36. Institutional Shareholder Services (ISS)

37. Investor Responsibility Research Center (IRRC)

38. Japan Research Institute, Ltd. (JRI)

39. Michael Jantzi Research Associates (MJRA)

40. scoris GmbH

41. SERM Rating Agency Ltd.

42. Social Research Service (SIRS)

43. Soziallabel-Initiative Schweiz – Swiss label socially responsible companies

44. Sustainable Investment Research Institute (SIRIS)

45. Verité

46. Vigeo

47. Ethinvest Environmental Index

48. Johannesburg Securities Exchange (JSE) SRI Index

49. FORTUNE 500

50. FTSE (Financial Times Stock Exchange) Group

51. SIX/GES Ethical Index

52. Goldman Sachs Energy Environmental and Social (GSEES) Index 146

53. MAALA SRI Index

54. NAI (Natur-Aktien-Index)

55. RepuTex SRI

56. Social Index

57. VÖNIX (VBV-Österreichischer)

58. Westpac-Monash Eco-Index

The fact that rating agencies are now developed as a mature part of the market in information services with its own activities such as mergers and acquisitions proves, that rating institutions play a significant role in transmitting stakeholders' demand to the companies. In the research conducted by the H. Schäfer, J. Beer, J. Zenker and P. Fernandes, it is stated that all rating systems could be divided into two sub-categories according to the approaches used. The first group is economically oriented, rating agencies from those groups provide ratings of the corporate social performance on the criteria of future economic prospects and benefits. The second group is more normatively oriented, where "CSR-evaluation criteria represent a value in itself"[34], which means that influence on economic efficiency is not the main issue of CSR, but, at the same time, it could have indirect economic consequences.

2.5. Governmental policies and country context

Being a part of society, a company is affected by society's expectations and nowadays those expectations are growing dramatically, and companies are becoming more dependent on the situation around them and affected by the social issues, thus, they should take into account social development and need to take responsibility. Moreover, since business is gaining a bigger volume and scope, the impact and influence of the companies is becoming more significant and tangible. For instance, organizations are usually responsible for the severe environmental degradation we have witnessed (Alshuwaikhat and Abubakar, 2008; Haden et al., 2009; Hoffman and Woody, 2008). But,

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[34]   H. Schäfer, J. Beer, *Who is who in Corporate Social Responsibility Rating?* A survey of internationally established rating systems that measure Corporate Responsibility, free access on: httpz//www.bertelsmann-stiftung.de/bst/de/media/Transparenzstudie2006.pdf, 2006.

in every country, companies are the most important source of wealth for the country in which they operate. Financial resources provided by business to society include dividends and interest, payments for the employees in the organizations and the support of companies in the supply chain, all kinds of taxes paid in numerous forms, which then feed into the budget which is supposed to support an array of public services. A country's wealth is measured by how many goods and services the country can produce. Gross Domestic Product (GDP) the most common used indicator of countries' prosperity is calculated as the amount of goods and services produced in a territory over a specific period (usually annually). The more goods/services sold, the more likelihood of more jobs for the population, and therefore more tax to be raised for the government. This, in turn, is hopefully invested in services for the nation. Thus, one could consider that every citizen of a country is ultimately a direct beneficiary of business as employees, consumers, pensioners, savers, and voters. Ideally, we can argue, every citizen is involved. And another important option of a business which is worth mentioning here is one of the most important elements of the condition of well being, business satisfies such an important need of a human being as the need to be busy. For most of the adult population, work is the place where they spend most of their time during the day, for many, business provides a sense of community, a place to congregate, and place of safety and familiarity. Companies operate in the open space and their activities impact their surroundings, exploiting human and natural resources, and they interact with society as stakeholders. In a simple form, the introduced connections between society and business could be schematically drawn in a following form.

Pic. 6. Interconnections of business and society.
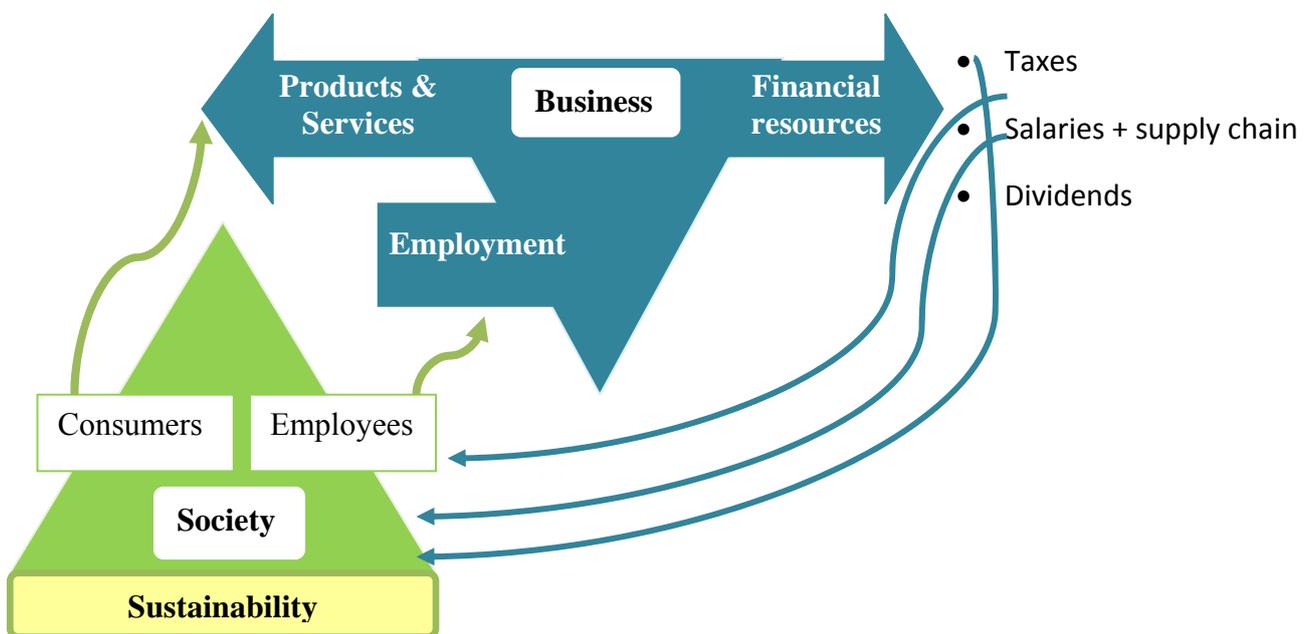
Along with the development of companies, there are increasing expectations that they will behave responsibly with all circles of influence. And doing business in the international field means that a company faces "economic, political and social challenges such as poverty, inadequate medical care and educational deficits, particularly in the

developing and emerging countries"[35].

As is stressed on CSR-weltweit.de website, which is uniting CSR developments all over globe, in not so developed countries, the failure of the welfare state brings additional pressure on companies and thus, CSR activities gain additional importance, but not only as a concession to social pressure but also as useful company tool, which helps to understand the local market, manage risk and develop loyalty among employees and suppliers.

The World Business Council and Sustainable Development used the following definition of CSR; "*Social responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large.*"

Spreading globalization trends are increasing difficulties with dealing with local communities, especially when it comes to such sensitives spheres as ethics and morality. Sometimes there are not that many differences, but even within a common economic space such as the European Union there are some striking examples of radically different approaches to ethics and CSR in particular. Even though the EU has established policies on this issue, governments of EU member states are able to support their own policies and practices. These differences between countries could be explained by the difference in knowledge levels, traditions and political beliefs as well as the level of the development of civil society. Moreover, sometimes it could be an issue of relevance, for instance, while speaking about environmental issues it could be obvious that it is much more relevant in Germany than in, for instance, south European countries due to the fact that in Germany environmental issues are more on the public agenda. Because Germany has been engaged in environmental protection since 1970`s. Green movement in Germany started from the local and regional level, a lot of foundations and NGOs were formed and additionally, in 1971 social-liberal government set up an environmental program, as a response to the growth of the population's environmental consciousness. Moreover, the activities of the Green Party have continuously contributed to the support of the environmental issues (A.Habisch, 2005). One more possible explanation of the differences is policy tradition, and different types of policies. For example, Germany is known as using more regulative policies in the environmental area; mostly all issues are covered by governmental regulations (A.Habisch, 2005). And if we look at the completely different type of economy in USA where, for instance, environmental issues for the construction sector are voluntary, but still companies react and satisfy environmental issues on comparatively the same level as those in Germany. This is an example of the different influence on the construction of CSR by the specific governmental policies and country characteristics.

On the level of the European Union there is new CSR policy, which was developed by the European Commission on 25.10.2011. It aims to promote CSR and "create conditions favorable to sustainable growth, responsible business behavior and durable employment generation in the medium and long term"[36]. It is worth mentioning that the

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[35] Bertelsmann Stiftung online-project on CSR, CSR-WeltWeit, free access on: http://www.csr-weltweit.de/en/about-csr/context/index.nc.html, 2012

[36] EU strategy 2011-14 for Corporate Social Responsibility
http://ec.europa.eu/enterprise/newsroom/cf/_getdocument.cfm?doc_id=7010, free access

European Commission played an important role in the development of CSR since 2001 with a publishing of Green Paper and the establishment of the European Multistakeholder Forum on CSR. In the renewed European Union strategy 2011-14 for corporate social responsibility the European Commission pays a lot of attention to the importance of ethnic differences in order to promote avoiding conflicts by developing the sensitivity of business to the existence of different norms and values.

In 1995, in response to an appeal by the European Commission President Jacques Delors, CSR Europe was established. CSR Europe is the leading European business network for corporate social responsibility with around 70 multinational member companies and 27 national partner organizations across Europe. According to the website of this organization, CSR Europe's mission is to act as the European platform for companies and their stakeholders to exchange and cooperate to make themselves, and Europe, global leaders in sustainable competitiveness and societal wellbeing[37]. As for the actions described on the website, I would say that these actions are quite satisfactory for the part of the mission which is responsible for the companies' presentation of their CSR activities to the stakeholders. They separate actions as follows:

- B2B Working Groups
- EU & Stakeholder Dialogue
- Market Place & Solutions
- Information & Publications
- Helpdesk Services
- CSR Laboratories

CSR Europe organizes a lot of events which are aimed simply at letting companies tell about their CSR or, at best, providing a possibility for exchanges of experience in the field of corporate social responsibility for companies. Moreover, it should be stressed, that the organization is using term "sustainable competitiveness" which is seems to be little bit contradictory with the goals of member companies of CSR Europe. Because it could be considered, that it is quite weak point to develop CSR in order to create strongly a competitive market, because not many companies are able to see positive effects of severe competitiveness. All CSR actions conducted by members are presented on this network website and this fact is questioning the actual contribution to the development of CSR Europe's mission. This is an example of how policies developed on the governmental level could influence and push the creation of formal institutions, but the there is a certain doubt on the subject of the effectiveness and contribution to the construction of CSR by such type of organizations.

We could see that policies for CSR vary in every country. But in different countries there are different aspects that were mentioned before, which have to be taken into consideration in order to create a proper CSR policy. Over the last several decades governments have introduced and implemented several policies which seek to stimulate and encourage business to implement CSR. This fact is contributing to the construction of CSR by placing CSR in the middle of two extremes: mandatory or voluntary implementation of CSR. Governments do not force companies to implement CSR, but, at the same time, there are a certain recommendations for implementation of CSR.

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[37] http://www.csreurope.org

Governments are introducing certain global initiatives for CSR or joining international CSR initiatives. Thus, for instance, government of the United Kingdom launched Extractive Industries Transparency Initiative. Companies are not pushed to join any CSR initiatives introduced by governments, but in order to gain certain reputation they can start to participate and implement CSR, thus, there is an informal mechanism for influence.

Nevertheless, in some countries (Germany, France, Sweden, Denmark, UK) there are laws which require large institutional investors to disclose the relevance of social and environmental criteria in investment decisions. Under the 2006 UK Companies Act, companies listed on the London Stock Exchange have to report on non-financial issues relevant to their business within their annual reports. Furthermore, the UK Financial Reporting Council's Stewardship Code now requires asset owners and asset managers to report on their adherence to the UN Principles for Responsible Investing. Since 2004, German companies have been required to report within annual reports on key non-financial indicators that materially affect their performance. In France, the 2001 New Economic Regulations Act requires listed companies to disclose data on 40 social and environmental criteria in their annual reports. Since 2009 Swedish state-owned companies are required to produce annual sustainability reports in accordance with Global Reporting Initiative (GRI) G3 Guidelines. In 2008, the Danish Parliament adopted an Action Plan for Corporate Social Responsibility that made CSR reporting mandatory for large Danish firms and institutional investors (Danish government, 2008). The government recommended that institutional investors follow the UN Principles for Responsible Investing and that large companies join the UN Global Compact. Several other European countries have specific national Socially Responsible Investing legislation in place that covers their pension systems including Austria (2005), Belgium (2004), and Italy (2004).

The authors of the Impact project expected that liberal Anglo-Saxon block of countries would e tend to favor market-based facilitating instruments to promote CSR, and statist economies such as France to prefer mandate-type policies. Countries in the Nordic model are expected to have an emphasis on redistribution to rely on partnership policies (Alberada et al, 2007). Whilst similar partnership approaches are expect for Continental countries with a long tradition of implicit or embedded CSR (Matten and Moon, 2004) these might not necessarily be labeled as CSR policies. These expectations are broadly consistent with the propositions about the national framing of CSR-government configurations, path dependence, and government agency in CSR-government configuration shifts (Gond, Kang and Moon, 2011). Lastly, as relative newcomers to the agenda, CEE countries are expected to mainly employ endorsing policies.

Fox et al (2002) distinguish four types of public sector roles in encouraging CSR and developing public policy: endorsing, facilitating, partnering and mandating. The endorsing role involves providing political support and endorsement of the concept of CSR and related initiatives. The facilitating role involves incentivizing companies to engage with CSR through subsidy schemes and tax incentives. The partnering role involves collaboration of government organizations with firms or business associations, in which public sector bodies can function as participant, convener, or facilitator. The mandating role involves the definition of minimum standards for business performance embedded within the legal framework (Fox et al 2002; Gond et al 2011).

Thus, we could see that the governments in different countries construct the area

of CSR in different ways, and the different characteristics of countries also play a significant role for the construction of CSR by companies.

3. Case study "Representation of CSR on the websites of PricewaterhouseCoopers in different countries"

3.1. Prerequisites and initial information for the study

In this paper, CSR is viewed as a phenomenon which is in the process of its construction and one of the aims is to investigate how CSR is represented in the multinational company. CSR is taking different forms in different contexts and the construction of it varies according to internal and external company environment.

For the deeper investigation in this paper's research questions, it was decided to conduct a case study of the company which operates in several countries and is involved in CSR activities. Due to the specific nature of CSR phenomenon, one of its major points is in its representation. And there is no doubt, that nowadays nearly every business activity is represented in the Internet. This global network is the easiest and cheapest way to deliver information on a company`s activities to stakeholders and general public. Thus, the analysis of the information on CSR presented on the websites aims to explore the construction of CSR by the same company but in the context of different countries. The main goal is to investigate on how companies perceive corporate social reality in different cultural contexts. This goal is being achieved through the analysis of the ways in which companies represent CSR on their websites and thus, place themselves in a certain position in relation to society.

The choice of PricewaterhouseCoopers (PwC) is determined by the fact that the company operates in 151 countries and not only implements CSR in the company's business, but also works on promoting CSR principles to other companies. Thus, the understanding of CSR which is used by PwC potentially can have an influence on the company`s clients. Moreover, PwC companies working in different countries are independent, but at the same time, are included in the global network of the company PricewaterhouseCoopers International Limited. In this way, every company has a certain level of autonomy within the network, but at the same time common standards and corporate culture are followed and adopted. Let`s proceed with the detailed description of the company in the main part below.

3.2. Company overview

PricewaterhouseCoopers (PwC) is the largest international network of companies conducting professional consulting and auditing services. As was mentioned before, PwC is the common brand name for all the companies which are members of the PricewaterhouseCoopers International Limited (PwCIL). Every member firm is independent and has separate legal entity and works only on behalf of its own, thus, every member is not an agent of PwCIL, and PwCIL is not liable for the activities of any

member companies. But at the same time, all companies working under brand PwC are united in one network.

The company was established in 1998 as a result of the merger of the Cooper & Lybrand and Price Waterhouse, which have existed since nineteenth century. Nowadays, it has developed to become the biggest company from the Big Four of the auditor firms with offices in 158 countries and 771 cities. It employs around 170 000 people around the globe and showed the result of the total revenue around $29 billion in the 2011 financial year. It is worth stating that around 40% of the annual revenue is brought by the companies in Europe.

This revenue is generated by several main services provided by the company:

- Assurance and audit practice ($14 billion)

- Tax practice ($8 billion)

- Advisory and consulting practice ($7 billion)

Along with those main services, the company also provides consulting for deals and some other legal issues, human resources management and training, consulting on sustainability, climate change, and assistant help with IFRS (International Financial Reporting Standards).

As for clients of the PwC, 33% of them are companies which are listed in the international rating FT Global 500 and 29% of the companies in the Fortune Global 500 rating, therefore they are represented by the biggest and most respectable companies in the world. Clients come from 22 sectors:

1. Aerospace & defense

2. Asset management

3. Automotive

4. Forest, paper & packaging

5. Government/public services

6. Healthcare

7. Hospitality and leisure

8. Banking & capital markets

9. Capital projects and infrastructure

10. Industrial manufacturing

11. Insurance

12. Chemicals

13. Metals

14. Communications

15. Energy, utilities & mining

16. Engineering & construction

17. Pharmaceutical & life science

18. Retail & consumer

19. Technology

20. Entertainment and media

21. Financial services

22. Transportation and logistics

Officially, PricewaterhouseCoopers is stated to be the leader of the Big Four e auditing companies. The "Big Four" is the name for the four largest international professional services networks, which provide consulting and auditing services for the vast majority of public companies as well as many private companies. Among the companies included in the Big Four are:

1. PwC

2. Deloitte Touche Tohmatsu

3. Ernst & Young

4. KPMG

PwC is biggest company in the Big Four according to the revenue in 2011 fiscal year.

3.3. Representation of CSR on the website of PwC Global

On the level of the head organization, which unites all of the PwC companies around the world, there are common corporate social standards developed. The department responsible for CSR on the highest level is called "Global Corporate Responsibility office". On the global level, PwC sees corporate responsibility "as a key component of business strategy"[38].

The general approach to CSR in PwC, as stated on the global web site of the company, is formally divided to four areas of influence, and for every area there are particular activities.

Table 5. Areas of CSR influence in PwC.

Areas of influence	Explanation
Environment	PwC declares that environmental strategy is included in the core of company's operations through compliance with 4 principles, which are aimed at the effective use of resources, minimizing waste, reducing greenhouse gas emission from consumption of energy, transport and everyday processes, fostering suppliers to shrink environmental impact of the materials. And all those impacts are stated to be constantly measured, reported and continuously reduced.
People	This issue deals with human resources of the company, including professional training and development programs, promoting flexible, diverse and inclusive working culture, supporting a proper working environment, and enhancing loyalty in the company.

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[38] www.pwc.com

Communities	PwC is trying to support the community by involvement of the employees in community activities, providing financial, consulting and expertise support to local organizations, engaging in a dialog with the community on local issues, promoting CSR among local business, using local suppliers and raw materials. Thus, this area of CSR is about philanthropic and charitable activities in local communities.
Marketplace	As a tax, assurance and advisory consultant and auditor PwC, without doubt, has a great influence and responsibility. In terms of CSR for the marketplace, the company follows ethical standards and a code of behavior developed in company while conducting business in the local area. Thus, this point is about ethical business behavior.

The company has a global code of conduct developed in order to provide guidance for employees, in other words, that in every particular situation an employee from PwC should behave according to corporate standards of ethics. This code of conduct also aims to inform clients and stakeholders about the ethical principles which lie behind PwC activities and which allow them to evaluate PwC's performance and check the correspondence of its actual business behavior and its stated standards. This has quite a connection with the image of the company, because for such a company as PwC, image in the business community is one of the most valuable non-financial assets.

When it comes to concrete CSR programs and projects, two main issues are on top of PwC's agenda: climate change and education. For the last five years, the company has been annually running Carbon Disclosure Project, which aims to provide investors with information and analysis of how the largest companies in the world are responding to climate change. According to the tendencies ascertained from the comparison of the research results, managing carbon emission is becoming a strategic priority for the biggest companies, notwithstanding the lack of a global agreement on climate change. The most significant educational project of last years, is the project "Educating the Children of Darfur", conducted in cooperation with United Nations High Commissioner for Refugees, aimed at the creation of a fully-functioning primary school program which will provide education for more than 20 000 refugee children who were displaced by fighting in their homeland of Darfur.

Part of PwC's business is the provision of consulting on CSR and sustainability issues for other companies and organizations. It is noteworthy then, that providing this kind of service to the clients, the company is focusing on environmental issues and sustainability, which probably could be explained by the demand coming from companies. However, the list of services provided under the name "sustainability & climate change" looks the following way:

- Strategic sustainability

- Assurance & reporting

- Governance, risk & compliance

- Supply chain & operations

- Policy & economics

- Tax & the regulatory environment

Thus, it basically includes different theoretical approaches, embodied ina real business situation.

Service	Its meaning and content
Strategic sustainability	Assessment of the company's processes, identifying issues and goals of the company and according to its development of the sustainability strategy with firm guidelines and measurable indicators and targets.
Assurance & reporting	Consulting on CSR and sustainability reporting, assurance of the reports` data. Benchmarking of the company`s reports with best practices and CSR standards in order to identify improvements which could be made.
Governance, risk & compliance	Creating tools for implementation of CSR into business activities, such as codes of conduct, different policies and procedures, which are aimed at ensuring employee engagement in those strategies. Managing risk and compliance with the regulatory standards for sustainability, so that the company could benefit from improving compliance with standards.
Supply chain & operations	Managing the supply chain, which includes assessing environmental, social and governance risks coming from suppliers, which potentially can damage a company`s brand image; assess the cost-efficiency of the supply chain, reducing its environmental impact.
Policy & economics	This service deals with helping organizations to take an advantage ofopportunities presented by the environmental friendly policies promoted by governments, such as laws on carbon emissions.
Tax & the regulatory environment	Evaluation of compliance with environmental regulations and consulting on optimizing taxation, developing strategies aimed at decreasing negative environmental impact, improve corporate reputation of the company through sustainability-focused initiatives.

Moreover, PwC provides the possibility for benchmarking with plenty of publications, videos and webcasts according to the region or sectors, which can allow

them distinguish best practices, compare business practices one to another or, for instance, check your suppliers' CSR performance. By virtue of having an access to a great amount of companies and markets on the global level, PwC is carrying out extensive research, such as, for example, 15th Annual Global CEO Survey, which includes the opinions of more than one thousand two hundreds CEOs (Chief Executive Officers) from 60 countries. This survey inquires into the question of confidence of the CEOs in their company's development prospects, as well as the ways of building capabilities in the local markets and creating stakeholder networks in new markets.

PwC provides services which cover strategic implementation of CSR into business (Strategic sustainability and Governance, risk & compliance), formal compliance and display side CSR (Assurance & reporting, Tax & the regulatory environment, Policy & economics), and managing non-financial risks (Supply chain & operations). One of the main issues underlining the importance of the services for sustainability is that "globally, more stakeholders are looking for businesses to bring value to their societies".

Concluding what has been described above: on the global level PwC has a developed CSR strategy, directed at four main areas of influence of the company, based on principles of ethics and supported with research and projects conducted on the global level. Moreover, the company has developed several initiatory projects promoting CSR activities. Services provided by the company include quite a wide range of CSR implementation possibilities and performance measurement.

PwC's global approach to the CSR is a universal approach constructed according to the most widespread trend of CSR implementation among large companies. It includes quite wide range of stakeholders and concentrates on environmental issues, which are on the agenda of CSR activities in the world.

3.4. CSR representation of PwC companies in different countries.

Due to the fact, that every member company of the PwCIL has its own liability and acts independently on the local market, and at the same time is a part of a global PwC network, to conduct an analysis of local CSR practices of PwC firms appears to be the most interesting issue of the research.

Within the scope of this paper, an analysis was conducted of 43 web-sites of the PwC offices, which represented all European PwC offices which have web-sites. In the sample there are offices of PwC from:

1. Germany
2. Austria
3. Switzerland
4. Belgium
5. France
6. Netherlands
7. UK
8. Ireland
9. Luxemburg

10. Portugal

11. Spain

12. Italy

13. Bulgaria

14. Croatia

15. Bosnia& Herzegovina

16. Poland

17. Czech Republic

18. Ukraine

19. Belarus

20. Russia

21. Latvia

22. Lithuania

23. Estonia

24. Denmark

25. Finland

26. Cyprus

27. Channel Islands

28. Gibraltar

29. Greece

30. Iceland

31. Malta

32. Isle of Man

33. Turkey

34. Hungary

35. Kosovo

36. Macedonia

37. Moldova

38. Romania

39. Serbia

40. Slovakia

41. Slovenia

42. Albania

43. Sweden

It was decided to conduct a comparative content analysis of the web pages' content and features. For this purpose 10 categories were created which described every type of information about CSR, which could possibly be provided. For creating categories, the principle of emergent coding (Stemler and Bebell, 1999) was applied. This principle implies using the data to be coded to create a coding scheme, thus, the content of the websites was used to understand which kind of information is presented and categorize it for the conducting an analysis. The categories of information and content of the websites are:

1.   Existence of a separate web-page devoted to CSR

2.   Consultancy on CSR/sustainability in provided services

3.   Presence of a CSR report at least for 1 year

4.   Implementation of PwC global approach to CSR

5.   Broad description of local CSR activity, project

6.   Information about initiatives for promoting CSR in local community

7.   Department or the person responsible for CSR is mentioned on the site

8.   Research, publications on CSR in local business

9.   Information about awards for CSR issues

10.   Availability of Code of Conduct or link redirecting to the Code of Conduct on the PwC Global website.

"Web-page devoted to CSR" checked the existence of a separate page with its own link and "Broad description of local CSR activity, project" examined whether there is detailed description of the CSR projects/activities conducted by the company. Also, it was checked whether a "department or a person responsible for CSR is mentioned on the site", thus the institutionalization of the CSR in the company was checked. "CSR/sustainability in provided services" revealed whether company is rendering consulting services in the area of CSR for other businesses. "Presence of a CSR report" was another point to be checked, simply in the way whether there is annual or any other types of report on CSR. It was also checked whether the company is following the global approach to CSR of the PwC network, implementing "PwC global approach to CSR" and using "Code of Conduct" in their business. In relation to influence on the community and promotion of CSR two issues were checked: Whether a company conducts "Research on CSR in local business" and organizes some "Initiatives for promoting CSR in local community". As an additional issue, in order to show the success of the company in the CSR area it was checked whether company has got any "Awards for CSR issues".

The results of the content analysis of the web-sites are summarized in the table and described below.

Table 6. Summary of the analysis of the websites.

Issues of CSR on the web-cites	Number of companies, which have those issues	Percentage from all web-sites analyzed

Web-page devoted to CSR	24	57%
CSR/sustainability in provided services	17	40%
Presence of the CSR report	8	19%
PwC global approach to CSR	15	36%
Broad description of local CSR activity, project	23	52%
Initiatives for promoting CSR in local community	11	26%
Department or the person responsible for CSR is mentioned on the site	16	38%
Researches on CSR in local business	11	26%
Awards for CSR issues	7	17%
Code of Conduct	24	57%

The results of the analysis showed that 57% of companies, 24 of 43, have a web-page devoted to CSR on their web-site. And what is interesting, not every company mentions the approach to CSR developed by the PwC on a global level, in some cases, they show their own, original approaches and initiatives, but, at the same time almost each of them mentions PwC's global code of conduct as a set of rules according to which they perform. However, PwC in Spain even has an additional code of conduct appropriate for the Spanish community.

Less than a half of the companies are providing services in CSR and sustainability consulting (Austria, Italy, Netherlands, UK, Spain, Switzerland, Denmark, Germany, Luxemburg, Russia, Ireland, Czech Republic, Cyprus, Greece, Malta, Iceland), for the countries where those services do not exist it could be a sign of absence of the demand for such services within the business community of those countries. The cases of the PwC in Denmark, Iceland and Italy look interesting, because company does not present any information on the CSR activities in the company itself, but it does provide services for the sustainability, climate change and CSR; and also has several pieces of research conducted on CSR issues in the local business community, which means that there are certain tendencies towards moving to CSR in the country, or at least a demand for such type of services, but at the same time company itself does not react and does not implement CSR into its own business process, but only provides help to others. Equally, the research on the CSR issues in the local communities are conducted by less than a half of the companies (Ukraine, Italy, Russia, UK, Spain, Switzerland, Denmark, Germany, Luxemburg and Czech Republic). It indicates that there is particular demand from the local community and business which is the pushing consultancy agency to provide services in CSR and conduct researches which help to understand and

implement CSR. This could also potentially contribute to the promotion of CSR among business society by applying CSR as a competitive advantage.

PwC companies in Bosnia and Herzegovina, Belarus, Isle of Man, Kosovo, Macedonia, Moldova, Romania, Albania and Bulgaria do not mention any of CSR activities on their web-sites. Ukrainian PwC does not have any CSR activities ether, but on their site there was found a research on CSR in Ukraine. On sites of PwC in Poland, Belgium, Italy, Denmark, Finland, Turkey and Portugal there were found only codes of conduct, and no other indication of CSR, which could mean no concerns about CSR by those companies and only formal following to what was developed on the global level as a basic ethical code.

Thus, among the sample, there appeared to be 57% of companies which are engaged in CSR activities, according to the information placed on their sites. Those are companies from: Croatia, Lithuania, Latvia, Estonia, Austria, France, Netherlands, UK, Spain, Switzerland, Germany, Luxemburg, Russia, Czech Republic, Cyprus, Gibraltar, Greece, Malta, Hungary, Serbia, Slovakia, Slovenia, Sweden and Ireland. Among them there are 5 sample leaders, who appeared to provide information on every aspect of possible CSR issue for PwC, those are: Russia, Germany, Luxemburg, Czech Republic and UK. All these companies are using the global PwC approach to CSR.

Based on the conducted analysis, basically it is possible to divide companies into:

- Those who initiate CSR activities, and do not use PwC global CSR approach. (Lithuania, Estonia, France, Spain, Cyprus, Gibraltar, Greece, Malta, Sweden)

- Those who initiate CSR activities, and adhere to PwC global CSR approach. (Croatia, Latvia, Austria, Netherlands, UK, Switzerland, Germany, Luxemburg, Russia, Ireland, Czech Republic, Hungary, Serbia, Slovakia, Slovenia)

Particularly interesting was to investigate on the approaches of the companies which do not use global CSR approach, because, as it might be supposed, representation of CSR by those companies is mainly constructed by the local community. Let's proceed with the examples.

Lithuanian PwC separates three areas of influence:

- Community

- Clients and partners

- Employees

As a contribution to the community, the company is providing free assurance for charity and public organizations, supporting cooperation with Children's Home of Interim Care "Atsigrezk i Vaikus", and promoting blood donation among their workers. Thus, this company understands community commitment as charitable and philanthropic activities. As for the responsibilities for clients and partners, it is mentioned that they are treated according to the Code of Conduct, which is borrowed from PwC Global. Responsibilities for employees include "high social standards and offering attractive working places"; the company provides information that they got awards, which proclaim them as Workplace of the Year 2007 and Year 2009.

PwC in *Estonia* provides even less information, just mentioning that the company supports education and professional excellence and development of Estonian society,

and then provides links to external projects in which the company participates as a partner or sponsor.

PwC Malta presents rather restrained information on CSR, mentioning staff involvement in volunteer programs, pro-bono consulting and educational support for universities, cash donations.

PwC Cyprus CSR strategy is based on 5 principles:

- Volunteering

- Environment

- Professional Services

- Giving

- Corporate Community Leadership

However, information on every particular area is not provided, and the only things that are mentioned concern several events organized in the framework of CSR. As well as on the web site of PwC Gibraltar, where one could find only the information on two projects conducted in the CSR framework.

PwC Greece separates 3 areas of CSR: communities, planet, and people. Community issues contain a scholarship program for students and pro-bono consulting services and educational support of AIESEC in Hellas (Office of international student organization) and Fulbright Foundation in Greece. "Planet" issues consider supporting local WWF foundation and promoting reduction of the environmental impact among employees. Finally, "people" issue is about investing in development of skills and education, creating a positive working environment and organizing leisure time activities, such as different kind of sports and cultural events.

So, the approach to CSR in Lithuanian, Estonian, and Maltese, Cypriot, Gibraltarian and Greek offices of PwC has rather close limits. , Most of all, they all mention activities which correlate with reactive CSR activities such as philanthropy and charity, formal following of a code of conduct and concern about human resources employed. Some introduce certain strategic approach which appears to be a shortcut of the PwC Global approach to CSR. What is important to state here, is that all companies described do not have a department or person responsible for CSR. The people mentioned as a contact for CSR issues are in marketing and PR departments, which could explain such representation of CSR. Thus, it could be considered that, the demand from the society for CSR activities is the case in those countries, but, mostly the construction of CSR by the external environment leads to a limited CSR implementation.

PwC in France has different approach to CSR, which strives to impact the social environment by philanthropy and solidarity. On their web-site they mention several initiatives and projects, such as PwC France CSR Foundation for Culture and Solidarity, which was founded in 2007 and cooperates with NGOs, not only by financing and sponsoring, but also promoting and encouraging NGOs to perform better by organizing competition and involving PwC employees in NGO supporting activities. Another area of CSR activities for PwC France is programs promoting integration of people with disabilities into the company, as well as striving for equal opportunities for women, people of different nationalities and backgrounds. Moreover, PwC France has joined The Global Impact project of the United Nations and is participating in the local French organization supporting this initiative. Also, in cooperation with some other big

corporations united into Opération Phénix, PwC France operates in French universities as a partner which provides help with employment for recent graduates. Thereby, PwC France includes equality, philanthropy and global impacts into the core of CSR. Moreover, the company provides consulting on CSR issues, and in the framework of CSR PwC helps to create strategy and operational tools for the implementation and estimation of CSR performance and possibilities to gain benefits from it. PwC is promoting sustainability strategies as real opportunities to create value, to create new products, open new markets, hedge risks, reduce costs, and develop the reputational capital of the company.

PwC Spain has created Foundation which is promoting and supporting social, educational, cultural, and scientific and research activities in the fields of finance, economics and law. Basically, the company performs its CSR activities in 3 areas: social, cultural and academic. Social initiatives include supporting and promoting social entrepreneurs; promotion of responsible management; supporting different NGOs like Spanish Red Cross, UNICEF, Spanish charity Cáritas, Bertelsmann Foundation and many others. The Cultural program is a collaborative program, based on the sponsorship and patronage for the several local cultural organizations, such as Teatro Real, Teatro de la Ópera de Valencia and Prado National Museum. The academic area includes research in the field of CSR, a center for promoting and supporting CSR activities among Spanish companies, and also agreements with several academic and study institutes which involve education and research purposes.

As for CSR as a service, PwC Spain has developed separate approaches for the implementation of CSR in the following areas:

- Corporate Governance Strategy.

- Social Responsibility, Reputation and Sustainability.

- Risk Management, Control and Fraud Prevention.

- External Communication Design, Development and Verification.

- Monitoring of Regulatory Compliance.

This separation of areas of consulting on CSR looks even more developed than the one made on the PwC Global web-site. PwC Spain implements an approach which starts from analysis and verification and includes qualitative aspects for environmental, cultural, ethical, managerial, responsible, sustainable and reputational issues.

Thus, companies from those 2 countries have developed strategic approaches to the CSR, and present the results of its practical implementation on the web-site. Those strategies could be considered similar to the Global approach, but at the same time, they look much more specific and each area of influence is developed in its own way. In a certain way, areas of influence are limited and specified. Thus, Spanish CSR strategy per se is mostly focused on the local community. And the French company also stresses the importance of the working with the local community by supporting and promoting global initiatives on the local level.

So, among companies who are not using the PwC global approach there are two groups: some companies are using a very narrow approach to CSR, describing one particular project, mentioning some activities or even just formally mentioning certain CSR issues. Those companies do not have departments for CSR or concrete people responsible for it and do not create a strategic approach to CSR. And other companies,

which create more concrete CSR strategies and make clear statements for every point of presented strategy, have departments for CSR and are also involved in providing consulting services on CSR issues.

Among companies whom initiate CSR activities and use PwC global CSR approach (Croatia, Latvia, Austria, Netherlands, UK, Switzerland, Germany, Luxemburg, Russia, Ireland, Czech Republic, Hungary, Serbia, Slovakia, Slovenia) it has been revealed that every company, except Slovenian PwC, has CSR department or person in charge. Initiatives for promoting CSR are coming from part of that group of companies; there were no initiatives among companies which do not use global PwC CSR approach. Companies which conduct different activities and promote CSR are from Netherlands, UK, Switzerland, Germany, Luxemburg, Russia, Czech Republic and Serbia.

When it comes to reporting, only 8 companies introduce their reports on CSR, written on the bases of GRI standard, on the web-sites (Russia, Luxemburg, Netherlands, UK, Croatia, Czech Republic, Austria and Germany). In case of the UK, only premium users of the web-site can gain access to the report , which is quite a strange practice of for distribution of a voluntary report. It has been decided to check whether some other companies from PwC network, maybe not European, are submitting their reports on CSR to the GRI. However there turned out to be only 4 companies (from a number of those 8 which have already appeared in the sample) who are passing their reports to GRI organization. Thus, out of all 150 branches of company situated all around the world, only 4 provide the reports on CSR to the GRI organization, which means that they could get an objective measurement of the information introduced in the report. Those companies are from Russia, Luxemburg, Netherlands and Germany. Along with compliance with GRI indexes, those reports are based on the global CSR strategy developed in PwC in term of the dividing the areas of influence. The formal structure of those 4 reports is similar and the date is presented according to the GRI indicators. The difference is in the assessment of those reports. The Russian report is self-declared and has level C, whereas, German and Luxemburg reports are GRI-checked and have level B. The Dutch report is checked by third-party organization and is also estimated to have B level.

Thus, for the companies which use the global approach to CSR developed by PwC Global, it could be considered, that there are cases of simple representation of the CSR strategy copied from the PwC Global web page with only partial representation of activities connected with every area of CSR. And in some cases, representation of the every area seems to be as full as possible and, thus, global approach to CSR seems to be implemented strategically.

3.5. Comparative analysis of the representation of CSR by PwC in Russia and Germany

For further investigation on the research question, it was decided to conduct a comparative analysis of representation of CSR by two companies of different country context. The choice of German and Russian branches of PwC is determined by the fact that those two companies represent the most developed approaches to the CSR, and moreover, their country context is rather different and interesting to investigate on how the construction of CSR can differ in those country contexts.

Both companies provide reports on CSR according to the GRI standards and both reports include the PwC global approach to CSR. And thus, information on CSR is represented according to 4 main areas of influence: market place, environment, community and people.

Market place

Both companies stress innovations and sustainable long-term relationships as the main company assets. Also, in both reports there is information about overcoming the consequences of the financial crisis by strengthening their innovative approach.

Table 7. Main aspects of CSR in market place

German report	Russian report
Innovations	Innovations and modernization
Overcoming the financial crisis	Overcoming the financial crisis
Networking	Networking
Customer satisfactions	Dialog with clients
	Dialog with regulators
	Dialog with professionals and business associations
	Dialog with alumni
	Dialog with mass media

In the Russian report, every point in the area of market place responsibility is described more precisely and a major role is given to the description of the cooperative projects and building cooperation with several actors (government, clients, professionals and business associations, alumni, mass media). Concrete projects and events are mentioned. Also innovations are always coupled with modernization, which shows a clear influence of Russian internal politics, because for the last few years modernization and innovations have been the main agenda of the development of Russian business and the state in general.

The specific feature of German report in this field is presence of the links to the studies conducted by the company (Geschäftsmodellinnovationen realisieren, Nachhaltigkeit durch Kooperation, Corporate Sustainability Barometer), which introduce advantage of cooperation for managing a risk and case studies of successful innovations in business. Thus, it could be noted, that German report looks oriented towards clients as users of this report.

Environment

When it comes to the environmental responsibilities, both companies are reporting on the same issues: ecological efficiency of the office, monitoring of suppliers, promotion of the use of public transport and green vehicles. Both reports are provided with concrete numbers of the improvements made in every particular effort undertaken. But in the German report there are links to the studies conducted by the organization in the area of the ecological performance and also several projects aimed at promoting environmental responsibility among local business are described; this confirms the significance of the

environmental issues for Germany, where environmental policy is one of the most topical issues.

Community

In the German report, the main actions for the community are projects supporting culture and education. PwC in Germany is supporting cultural education of youth all around Germany. Also there is a project aimed at increasing the transparency of social programs, which seeks to help social organizations to find investors and sponsors. As well as for two previously described areas, several studies conducted in this area are mentioned in the report.

The Russian report presents several projects in local communities; basically those are volunteer jobs conducted by the workers of PwC Russia, sponsorship, charity and free educational or consulting services conducted for NGOs. This corresponds with the main challenges addressed to companies by Russian society and pressure from local governments, which are unable to satisfy all the needs of the social sphere and thus, tend to push business to support the social sphere with charity. The second issue mentioned in the Russian report for responsibility in the community is cooperation with universities. This could be explained by the company`s will to create a future worker with characteristics which will satisfy the needs of the PwC business.

People

Table 8. Main aspects of the CSR for human resources

German report	Russian report
Learning and development Employee job satisfaction Performance management system Questions of motherhood and women in company	Learning and development Diversity Ethics Communication Well-being Global mobility Leadership programs

The German site represents CSR in the area of human resources as a system of employee development and education which aims to create effectiveness and supporting the image of the good employer. A big role is given to the equality of women in the company and supporting the idea of the possibility to combine career and caring for family. It could be considered as an influence of the "women's lib" in Germany.

As for the Russian report, mentioning every possible aspect of the human resources development, it could be considered as an attempt to build a strong corporate culture and develop loyalty among the employees in order to get long-term benefits.

Human resources are the main asset of PwC due to the specifics of their business, and thus, it is not surprising there is a big attention to the development of personnel. In this case, the specific characteristics of the business play significant role in the construction of this particular part of CSR.

As for the representation of CSR on the websites, the Russian branch of PwC strictly follows the global approach and introduces the CSR activities separated into the 4 main areas of influence the same way as it is done in the report. The links to the reports for 2010 and 2009 are available, and the reports are available in both Russian and English language. The German branch provides significantly less information in English language than in German. The page devoted to CSR also does not follow the global approach, as made in the report, but introduces a project on CSR, which PwC Germany is conducting. The report on CSR is only available in German. It could be logically considered, that the choice of language is correlated with the orientation on final reader and user of the report. Thus, German PwC is more oriented towards the national readers, while Russian PwC is concerned about providing an access to the report to the international community.

What is also worth mentioning is that CSR in PwC Russia was implemented in order to follow an initiative from the Central and Eastern Europe PwC network, before, there were only charitable activities. This corresponds with the fact that, for most Russian companies, CSR is remains in the limits of charitable activities as a main challenge which is constructing CSR. And the initiatives for the further, more comprehensive approach to CSR come from the foreign market, in most cases investors. Thus, the tendency of the construction of the CSR in Russia by the international trends or following of the strategies developed on the global level of the company can be considered as confirmed.

Conclusion

PwC is rated as a company which has good practice of CSR with an active leadership position in CSR strategy, official statements of the company's values and CSR policies, implementation of the general business practices and structured employee-community involvement. But, even within the scope of such a successful business network as PwC, branches of different countries show a variety of approaches to the implementation of CSR. And, despite the fact that on the global level there is a developed CSR strategy, not every branch implements this particular strategy or the CSR concept in general. It might be supposed that external factors, such as the demand coming from the society and business and the level of the governmental development in CSR issue, still seem to have most significant influence on CSR implementation. And companies are not willing to create CSR promoting initiatives without external incentives, even if they have developed approaches available.

The case study and web site analysis showed that, even within the framework of one business network with developed CSR strategy available on the global level, companies from the network do not always implement CSR in the same way. In fact, companies could be divided into four groups according to the limits and levels of usage of CSR (Companies which do not use CSR at all are not included):
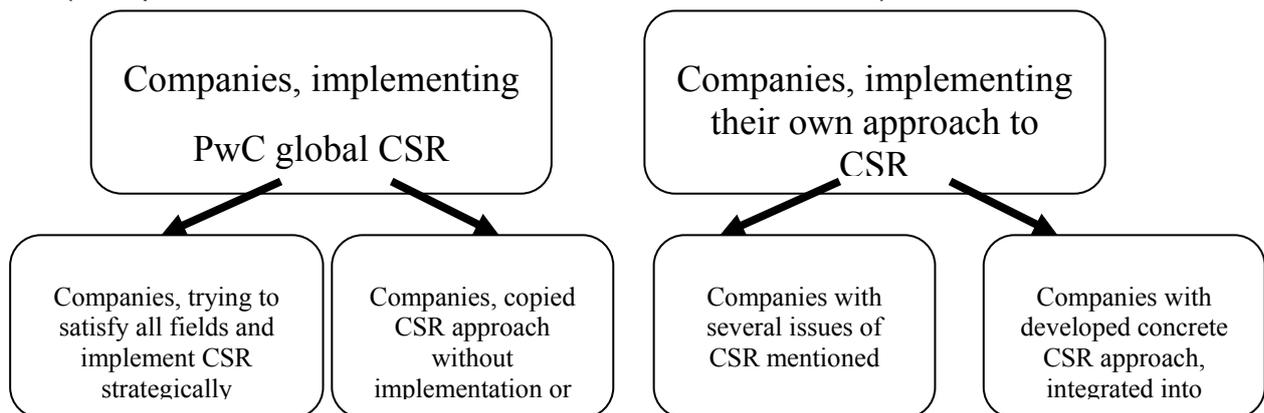
Although, this categorization can be considered rather dummy, because most of the cases of a company implementing CSR have appeared to be unique. Nevertheless, the common tendencies among companies who implement a part of the global strategy is to concentrate the information provided around some certain issue and limit CSR usage to several activities and just formally mention other parts of the global approach. The comprehensive approach to CSR developed on the global level is seen as excessive for local implementation.

Considering that some companies are creating their own approaches and strategies to CSR, which is appearing to be more specific and developed, there could appear a hypothesis, that when there is a certain specific area of performance, like a different country, then the global, common approach is not applicable and has to be transformed to satisfy these specific issues and to eliminate those which are unclaimed.

A very important thing to mention is that there are companies, which do not use CSR at all; among the selected sample there was almost half of those companies. The sample included all European companies, which are represented in the Internet. This fact contributes to the conclusion that, without strong external demand, companies are not willing to implement CSR. An interesting fact is that from the observed companies only 8

provide reports on CSR, although, much more companies provide services in the field of CSR part of which is implementing of qualitative measures of CSR such as reporting.

Concluding the results of the conducted research, it is worth stating, that the differences in the CSR representation imply different contexts of company`s external environment, including different expectations from the society which come from different cultural and political systems. It is also not justified to state that one company is more involved into CSR activities than another, just on the bases of the representation of CSR on the website, but it could be concluded that the broader the representation of CSR on the website, the bigger the need for the representation of CSR, which comes from the pressure from the external environment, society.

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