

CSR Joint Thematic Study



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1 Contents

1	INTRODUCTION	2
2	DEVELOPMENTS OF CSR POLICY IN THE EU	6
3	NATIONAL CSR PRIORITIES	10
4	NATIONAL ACTION PLAN ON CSR	31
5	LEGISLATION ON CSR	53
6	ALIGNMENT WITH GLOBAL CSR APPROACHES	64
7	CSR IN SMES	71
8	HUMAN RIGHTS AND RESPONSIBLE SUPPLY CHAIN MANAGEMENT	84
9	SOCIAL AND EMPLOYMENT POLICIES	93
10	CONSUMER AWARENESS AND RESPONSIBLE BUSINESS PROMOTION	109
11	CSR REPORTING AND DISCLOSURE	117
12	CSR IN EDUCATION AND TRAINING	125
13	SUSTAINABLE PUBLIC PROCUREMENT	133
14	SOCIALLY-RESPONSIBLE INVESTMENT	142
15	FINANCIAL OBLIGATION AND ANTI-CORRUPTION	155
16	CSR APPROACHES TO TACKLING CLIMATE CHANGE AND ENVIRONMENTAL SUSTAINABILITY	164
17	CSR STAKEHOLDERS	177
	ANNEX I: CSR PRACTICES IN MEMBER STATES	179
	ANNEX II: BEST PRACTICES	190

2 Introduction

2.1 Definition of CSR

Corporate Social Responsibility has emerged as a new way of doing business, the main concern of which is how profits are achieved or, in other words, that the activities of a company are economically, socially and environmentally sustainable and managed in an ethical and efficient way.

Numerous definitions of Corporate Social Responsibility have been published, each offering a common thread that has allowed a certain type of consensus to be reached on the concept of CSR. The European Commission provides the most common definition: 'CSR is a concept whereby companies integrate social and environmental concerns in their business operations and interaction with their stakeholders on a voluntary basis' (Green Paper 'Promoting a European framework for Corporate Social Responsibility').

There are, however, other definitions: 'CSR defines the commitment of a company to contribute to sustainable economic development through collaboration with its employees, their families, the local community and society as a whole to improve standards of living' (WBCSD, World Business Council for Sustainable Development).

According to the Law 15/2010 on CSR of Extremadura, Corporate Social Responsibility is defined as the "voluntary integration of social and environmental concerns by companies in their business operations and partner relationships'. The International Labor Organization (ILO) considers Corporate Social Responsibility to be 'a way in which companies take into consideration the impact of their activities on society and affirm the principles and values by which they are governed both in their own internal methods and processes and in their interaction with other actors'. CSR is a voluntary initiative.

2.2 European and international influences on CSR

Corporate Social Responsibility (CSR) has, over the past few years, become a key factor in the sustainable development of the planet and is the subject of a variety of active policies introduced by important international institutions. The importance of CSR can be seen in the initiatives created on a global level as below:

- ❖ The organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises
- ❖ The Ten Principles of the United Nations Global Compact (UN)
- ❖ The Tripartite Declaration of the International Labor Organization (ILO) for Multinational Enterprises and Social Policy
- ❖ The UN Guiding Principles on Business and Human Rights
- ❖ ISO 26000 - Guide to Social Responsibility
- ❖ The Sustainable Development Goals (SDGs)

OECD Guidelines for Multinational Enterprises

The OECD Guidelines for Multinational Enterprises are annexed to the OECD Declaration on International Investment and Multinational Enterprises (MNEs). They are recommendations providing principles and standards for responsible business conduct for multinational corporations operating in or from countries adhered to the Declaration. The OECD Guidelines were first adopted in 1976 and have since been updated several times to reflect changes in the economic landscape and business practices. The most recent update of the Guidelines was adopted on 25 May 2011 following a process of consultation.

Governments adhering to the OECD Guidelines are obliged to set up National Contact Points(NCPs). Their main role is to further the effectiveness of the Guidelines by undertaking promotional activities, handling enquiries, and contributing to the resolution of issues that arise from the alleged non-observance of the Guidelines in specific instances. EU countries that have so far established NCPs are: Austria, Belgium, the Czech Republic, Denmark, Estonia,

Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden and the United Kingdom. So far Cyprus has not established a NCP for the OECD guideline. NCPs report to the OECD Investment Committee and regularly meet to share their experiences. The European Commission has also committed itself to promoting the Guidelines.

The OECD Guidelines set out basic standards for multinational enterprises. These cover the following:

- Encouraging socially-responsible behavior in supply chain management;
- Disclosure of information on social and environmental performance, observance of codes of conduct and relationships with stakeholders;
- Respect for human rights;
- Respect for basic individual and collective labor rights;
- Protection of the environment and public health and safety;
- Combating corruption;
- Respect for consumer health and safety;
- Transfer and diffusion of science and know how, with due regard to the protection of intellectual property rights;
- Prevention of anti-competitive practices; and
- Contribution to public finances of the host country

UN Global Contact

The UN Global Compact (UNGC) contains ten principles and asks companies to adopt a set of core values in the following areas:

Human Rights

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: make sure that they are not complicit in human rights abuses.

Labor

- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: the elimination of all forms of forced and compulsory labor;
- Principle 5: the effective abolition of child labor; and
- Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally-friendly technologies.

Anti-Corruption

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

The Tripartite Declaration of the International Labor Organization (ILO) for Multinational Enterprises and Social Policy

The MNE Declaration is the only ILO instrument that provides direct guidance to enterprises on social policy and inclusive, responsible and sustainable workplace practices. It is the only global instrument in this area that was

elaborated and adopted by governments, employers and workers from around the world. It was adopted close to 40 years ago (amended in 2000 and 2006) and revised in 2017. Its principles are addressed to MNEs, governments, and employers' and workers' organizations and cover areas such as employment, training, conditions of work and life, and industrial relations as well as general policies. All principles build on international labour standards (ILO conventions and recommendations). The MNE Declaration facilitates outreach and understanding of the Decent Work Agenda in the private sector.

UN Guiding Principles of Business and Human Rights

The UN Guiding Principles on Business and Human Rights (UNGPs) were adopted by the UN in 2011 and are grounded in the recognition of:

- States' existing obligations to respect, protect and fulfill human rights and fundamental freedoms;
- The role of business enterprises as specialized organs of society, required to comply with all applicable laws and to respect human rights; and
- The need for rights and obligations to be matched with appropriate and effective remedies when breached.

The UNGPs set out key founding and operational principles for the duty of the state to protect human rights and for corporate responsibility to respect human rights.

ISO 26000 and Global Reporting Initiative

ISO 26000 is the standard for social responsibility for all organizations. It was produced by the International Standards Organization in 2010. To ensure consistency, ISO has entered into special agreements with the ILO, the Global Compact, the Global Reporting Initiative (GRI) and the OECD. ISO 26000 does not offer guidance on social responsibility performance reporting.

However, the ISO 26000 content does cover a very similar range of topics to that in the GRI Reporting Guidelines. The ISO guidance provides a structure for companies to organize their activities, which can then be measured and presented in the company's report following GRI guidance. No formal accreditation process is available for the ISO 26000 standard.

The Sustainable Development Goals (SDGs)

In September 2015, the UN members states adopted the "Agenda 2030"¹ that includes 17 Sustainable Development Goals (SDGs). These goals have 169 special targets that cover all the current challenges (economic, social, environmental, governance). The 17 goals on Sustainable Development in Greece according to the "Agenda 2030" are the following:

1. End all forms of poverty everywhere.
2. End the hunger, improve Europeans' diet and the sustainable agriculture.
3. Ensure good health and promote the well-being for everyone of all ages.
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
5. Achieve gender equality and empower all women and girls.
6. Ensure the availability and the sustainable management of the water and the sanitation facilities for all.
7. Ensure access to affordable, reliable, sustainable and modern energy for all.
8. Promote decent work and economic growth for all.
9. Build strong industries, promote open and sustainable infrastructure and encourage innovation.
10. Reduce inequalities in and between the countries.
11. Make cities and human settlements inclusive, safe, resilient and sustainable.
12. Responsible consumption and production.

¹ UN website regarding the goals: <https://sustainabledevelopment.un.org/sdgs>. UN Regional Information Center in Greece: http://www.unric.org/el/index.php?option=com_content&view=category&layout=blog&id=36&Itemid=7

13. Immediate action against climate change and its consequences.
14. Sustainable protection for the oceans and the life below water.
15. Promote the sustainable and correct usage of life on land.
16. Promote peace, justice and strong institutions.
17. Promote partnerships for the goals.

SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD



"Agenda 2030" is an optimistic and ambitious program that requires the cooperation of all that involved. More specific, it requires the cooperation and mobilization of governments, the private sector, citizens and the United Nations.

Member State governments have the responsibility to define national action plans to create the right environment in order to achieve the objectives, inform citizens and businesses, and monitor the results. Private-sector partnership can play an important role in achieving these goals through responsible entrepreneurship and responsible investment.

2.3 Process of preparing the consolidated/national studies

The national studies were composed by the partners in regard to the directions of the lead partner. The lead partner created a template which was sent to the participating regions in order to be used as a guideline for each report. A research in a national level was conducted to identify the CSR level in the country that each partner represents and more specific, the CSR approach to SMEs. The national studies that creates regarding the above, were integrated to this consolidated report which presents the CSR approaches of the participating regions and in addition, it contributes to the identification of the existing gaps in the level of development of CSR policies for SMEs.

3 Developments of CSR policy in the EU

3.1 Origins and development of CSR policy in the EU

The history of social responsibility does not have an exact commencement date. It was, however, during the 19th century that several European and North American industrial entrepreneurs began taking an interest in the housing, wellbeing and welfare of their employees. Although, the term CSR came about between 1950 and 1960 in the US, it

was the formation of the UN in 1945 and later emergence of the Human Rights Bill that served as the basis for generating greater social awareness.

Events such as the Stockholm Conference in 1972, the Brundtland Report in 1987 or the Kyoto Protocol in 1997; the foundation of civil groups such as Amnesty International, WWF, Greenpeace or Transparency International; formal enterprise initiatives such as AA1000, SA8000, the OECD Guidelines or the Global Compact itself, and the emergence of organizations such as the Global Reporting Initiative, have all influenced the concept and development of what we know today as Corporate Social Responsibility. The truth is that the concept of corporate social responsibility has, since the 1990s, consistently gained strength following the emergence of globalization, acceleration of economic activity, ecological awareness and development of new technologies.

Lisbon Strategy

The first mention, in the European context, of CSR was at the Lisbon Council Meeting in March 2000 within the initiative 'Employment, economic reform and social cohesion: Towards a Europe of innovation and knowledge', a strategy for the next decade' to make Europe the most dynamic and competitive knowledge-based economy in the world capable of sustainable economic growth with more and better jobs and greater social cohesion and respect for the environment'. To achieve this objective, a set of structural reforms was proposed covering five main areas:

- The knowledge society
- Economic reform
- Business dynamism
- Employment and social cohesion
- The environment

It could be said that the key document with regard to CSR in Europe is the **Green Paper 'Promoting a European framework for Corporate Social Responsibility' published in 2001** and aimed at initiating a broad debate on how the European Union could promote, on a European and international level, the social responsibility aspects of enterprises and, in particular, how to make the best use of existing experiences, encourage the development of innovative practices, improve transparency and increase the reliability of evaluation and validation. Throughout the Green Paper, guidelines were given on aspects related to social responsibility on both the internal and external element of the company. It also addresses the integration of social responsibility management regarding organizational strategy, sustainability reporting, product and service labelling, work quality and socially responsible investment.

Shortly afterwards, the European Union issued a communication entitled '**Corporate Social Responsibility: A business contribution to Sustainable Development**' (2002), which was subject to public discussion in a second phase called the **European Multistakeholder Forum on Corporate Social Responsibility**, the result of which was the elaboration of a final report: '**Results and recommendations of the European Multistakeholder Forum on CSR**' (2004).

The Multistakeholder Forum for CSR was created in 2002 with the support of the European Commission. Its aim is to bring together trade unions, companies, European NGOs etc. to promote innovation, convergence and transparency in corporate social responsibility practices and tools.

Four forums have been held (2006, 2009, 2010 and 2015) to date, the last of which focused on business and human rights issues, together with others related to responsible taxation, the circular economy and the international dimension of CSR, from the perspective of other parts of the world such as Latin America, Africa and Asia. The objective of the Forum was to listen to the opinions of stakeholders on the final phase of the CSR strategy and, above all, study the proposals and ideas for creating a new pathway of communication and a new 2015-2020 strategy.

3.2 Milestones of CSR in Europe

Year	Milestone
2001	Green Paper

In 2001, the EU Commission published the **Green Paper** "Promoting a European framework for Corporate Social Responsibility" (EU Commission 2001) with the aim "to launch a wide debate on how the European Union could promote corporate social responsibility at both the European and international level".

2002 | The 1st Communication on CSR

In 2002, the EU Commission presented the first **Communication** concerning CSR, entitled as "A business contribution to sustainable development" (EU Commission 2002). It includes the first European definition of CSR ("CSR is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with stakeholders on a voluntary basis"), the principle of a European Multi-Stakeholder Forum on CSR; and the way in which the European Commission relates CSR to specific European policies.

2004 | Final Report

In 2004 the European Multi-Stakeholder Forum on CSR presents a final report including common principles, values and a base line understanding on CSR as well as nine recommendations for future CSR in and beyond Europe.

2006 | The 2nd Communication on CSR

In 2006, the **second Communication** titled "**Implementing the Partnership for Growth and Jobs: Making Europe a pole of excellence on Corporate Social Responsibility**" was published (EU Commission 2006), focusing on growth and jobs. In addition, it targets the increase of CSR's political visibility, and encourages companies to further advance on their way in CSR. It highlights the integration of CSR within relevant European policies, the European Multi-Stakeholder Forum on CSR, the European Alliance for CSR, the High-Level Group of Government Representatives on CSR, as well as support for CSR research. As a basic orientation it underpinned the business-society-relation aspect of CSR: "In principle, adopting CSR is clearly a matter for enterprises themselves, which is dynamically shaped in interaction between them and their stakeholders" (EU Commission 2006).

2007 | High-Level Group of National Representatives on CSR

In 2007 the **High-Level Group of National Representatives on CSR** is established to exchange experiences between the different European Member States and to support policy learning. Subsequently, the group holds regular meetings supported by external experts who provide policy briefs, Europe-wide surveys and country report. One of the most important deliverables is the so called "Compendium", which provides an overview on CSR policies and practices in Europe. It was developed in 2006, "Public policies on corporate social responsibility in the European Union" (2006) and updated in 2011, "Corporate Social Responsibility - National Public Policies in the European Union" (2011).

2008 | Europe 2020.

In response to the economic crisis of 2008, the European Union developed a strategy to turn the EU into a smart, sustainable and inclusive economy with high levels of employment, productivity and social cohesion: Europe 2020 Strategy.

2011 | Single Market Act.

Twelve priorities were established to stimulate growth and strengthen confidence in the EU. One of the priorities was Social Enterprise, an initiative that seeks to promote the development of companies that not only seek economic benefits, but also work to achieve objectives of general interest that enhance social, ethical and environmental improvements.

2011 | A renewed EU strategy for 2011 -2014 on Corporate Social Responsibility.

The Commission published this strategy after identifying several factors it considered would help increase the impact of its CSR policy.

2014 | Publication of relevant CSR directives.

Directive 2014/24/EU, of 26 February 2014, on public procurement thanks to which Social Responsibility criteria in so-called social clauses can be included.

Directive 2014/95/EU, of 22 October 2014, amending Directive 2013/34/EU regarding disclosure of non-financial and diversity information by certain large undertakings and company groups required to provide non-financial information on their activities.

2016 | Communications from the European Commission on sustainability.²

- **The Communication on the next steps for a sustainable European future.**
- **Sustainable Development: EU sets out its priorities**

Both set out the Commission's policy priorities contributing to the implementation of the **UN Agenda 2030** for Sustainable Development and how the EU will achieve its Sustainable Development Goals (SDGs).

3.3 International and EU standards

Amongst the European and international initiatives, the following standards and/or recommendations stand out:

- OECD Guidelines for Multinational Enterprises³
- Principles of the United Nations global compact⁴
- The International Labor Organization (ILO) tripartite declaration for multinational enterprises and social policy⁵
- The UN governing principles on business and human rights⁶
- Global Reporting Initiative(GRI)⁷
- ISO 26000 - Guide for Social Responsibility⁸
- International Integrated Reporting Committee (IIRC)

In addition to the above initiatives, the following regulations and/or standards should also be taken into consideration:

- Foretica (Sge21) Ethical Management System
- ISEA (Institute for Social and Ethical Accountability)
- Accountability 1000 (AA1000)
- IQNet - The International Certification Network IQNet Sr10 Social Responsibility Management System
- Social Accountability International (SAI) SA8000
- World Confederation Of Businesses WORLDCOB-CSR
- Foundation MASFAMILIA FRC (Family-Responsible Company)
- Socially Responsible Financial Products UNE 165001

3.4 EU Support to CSR development in Member States

The EU has developed strategies and Directives that have been integrated by the individual countries. According to the Compendium 2014, *a Commission proposal for the revision of public procurement criteria has been approved by the Parliament and the Council. The proposal includes new provisions for social and environmental criteria, as well as access for SMEs to the market through public procurement.*

In 2012, the Commission adopted legislative proposals to increase disclosure with regard to CSR information for retail investment products, hence aiming to enhance market reward for socially responsible investment.

In addition, the European Parliament adopted the **Directive 2014/24/EU**, of 26 February, 2014, on public procurement thanks to which Social Responsibility criteria in so-called social clauses can be included.

² http://europa.eu/rapid/press-release_IP-16-3883_es.htm

³ <https://www.oecd.org/daf/inv/mne/MNEguidelinesESPANOL.pdf>

⁴ <https://www.unglobalcompact.org>

⁵ <http://www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/documents/normativeinstrument/kd00121es.pdf>

⁶ <http://www.un.org/es/universal-declaration-human-rights/>

⁷ <https://www.globalreporting.org/Pages/default.aspx>

⁸ https://www.iso.org/files/live/sites/isoorg/files/archive/pdf/en/iso_26000_project_overview-w-es.pdf

The disclosure of social and environmental information is a priority area to fortify businesses' attention to CSR. In April 2014 a Directive (**2014/95/EU**) which amends existing legislation was adopted by the European Parliament. This addresses disclosure of non-financial and diversity information within certain large companies⁹.

The Commission also co-funded a project aimed at building capacity in relation to socially and environmentally responsible investment (published in February 2013). Additionally, all European managers have been invited to sign up to the UN Principles for Responsible Investment (UNPRI); following this, the Commission will investigate the opportunity to collaborate with UNPRI.

To mainstream CSR-aware behaviour in Member States, the Commission has aimed at promoting CSR in education, training and research. Since 2001, many programs were funded by the Commission in order to promote CSR, such as a *toolbox to support companies in setting up and promoting CSR, sectoral CSR initiatives, networks and a stakeholder-forum on CSR, and several training programs (e.g. Train4CSR and CSR-TEMPO¹⁰)*. In addition, CSR training has, for instance, been financially supported within the EU Lifelong Learning Programme and Youth in Action Programs. In September 2012 a seminar on youth, entrepreneurship, volunteering and CSR was organised. This highlighted that voluntary work amongst young people should be promoted, as experiences from voluntary work improve the employability of young people. Within the Youth in Action Programme, the initiative *Prince, Merchant and Citizen as one: CSR in Europe* and *PARTNERSHIP2020* have been launched. Additionally, the Commission has funded a research project on Impact Measurement and Performance Analysis of CSR aimed at developing tools to enable the measurement the impact of CSR¹¹.

According to CSR Compendium which published in 2014, twenty five of the 28 EU member states implement CSR actions and have adopted the above strategies and Directives. These countries are the following: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Hungary, Ireland, Italy, Lithuania, Luxemburg, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden.

3.5 Supporting CSR development outside EU Member States

According to the Compendium 2014, CSR development in relations with third countries and regions is important for European international business development. The Commission has adopted a Communication on Trade, Growth and Development to encourage the use of CSR instruments and ensure responsible business conduct, as well as a communication on social protection in EU Development. The development of trade unions and social dialogue in 3rd countries is supported by the Action Programs of the European Instrument for Democracy and Human Rights. In line with the post- 2015 development goals at UN level, the Commission promotes CSR in the private sector, and has in this context published the roadmap *Strengthening the Role of the Private Sector in Achieving Inclusive and Sustainable Growth in Developing Countries*, with a relevant Communication issued in May 2014.

The sector guides published by the European Commission on Human Rights in employment and recruitment agencies, ICT companies and oil and gas companies are also applicable to companies operating in countries outside the EU Member States. The guides offer practical advice with step-by-step guidance on how to implement CSR in order to respect human rights in day-to-day business operations in each industry. In addition, the guidance material and handbook for SMEs (43) also provides a broad view on SMEs working in countries outside the EU Member States.

⁹ Corporate Social Responsibility

National Public Policies in the European Union, Compendium 2014, page 11

¹⁰ http://www.sd-network.eu/?k=quarterly%20reports&report_id=23

¹¹ Corporate Social Responsibility

National Public Policies in the European Union, Compendium 2014, page 11

4 National CSR priorities

4.1 Cyprus

Whether a national document on CSR priorities and measures has been finalized or drafted, all EU Member States have relevant initiatives which can be brought together under a CSR banner. In Cyprus, the existence of a formal Action Plan on CSR indicates the presence of national CSR activities, although there are significant differences in the extent to which CSR policy is developed at other EU Member States level. In each EU country, the development of CSR initiatives is shaped by a range of cultural, economic, institutional and political factors which can help to provide an insight into priority setting.

This section considers the contextual factors which shape the Cypriot CSR priorities and approaches. It also discusses the patterns emerging in relation to core areas of CSR policy in Cyprus and it provides an overview of the main priorities which are then detailed in the subsequent chapters in order of priority.

Contextual factors shaping Cypriot CSR priorities

National priority setting in relation to CSR policy is influenced by several inter-related factors which are the following:

- Economic development / impact of the crisis;
- Level of institutionalization of stakeholder engagement;
- Level of awareness of CSR;
- The prevailing definition of CSR;
- The existing policy and regulatory framework; and
- The structure of policy making (central responsibilities).

One of the critical factors in shaping the country's' CSR approaches and activities (as well as the maturity of their policies) is the structure of the economy. The economy of Cyprus is dominated by small enterprises. Almost all enterprises (99,9%) employ less than 250 persons whereas the overwhelming majority (95%) employs less than 10 persons. The total number of SME's in Cyprus is 61.041. The small enterprises are immature to CSR policies. Due to their micro size, it tends to be more challenging to develop effective stakeholder involvement as businesses tend to be fragmented and the ability to organize is restricted.

At the same time, it must be noted that it is a fallacy to assume that SMEs and micro-companies necessarily have a lower awareness of CSR issues. With their close ties to their local communities, small businesses often have a heightened awareness of their social responsibility in the local context, whether or not any initiatives taken are officially labeled as CSR or not. This is related to the reputational exposure of businesses, particularly in the area of business and human rights and responsible supply chain management. Also of importance in relation to this are policies linked to the responsible management of resources and environmental sustainability.

Effective stakeholder engagement plays a critical role in the development of CSR approaches. However, in Cyprus this is something at the beginning. Now it has started slowly the engagement and capacities building as a part of the focus of the development of the CSR approach by encourage stakeholders' group dialogue on CSR. In Cyprus, we have the called "ad hoc nature" that is to inform the development of national strategies or action plans.

Also, in Cyprus **cultural, political and organizational** awareness of CSR has traditionally been low and such policies and approaches are only beginning to emerge. The focus is mainly to the awareness raising activities and building stakeholder engagement, with other approaches developing subsequently. Since Cyprus was affected by the economic crisis, particular emphasis tends to be placed on social policies, for example approaches to supporting employment opportunities for young and long term unemployed people and ensuring social inclusion.

Another factor that shapes the national CSR priorities and the types of instruments used to implement CSR policies is the **national definition of CSR** and the extent to which it essentially remains seen as a voluntary activity (going beyond existing legal standards).

Finally, **national governance structure** also impacts on CSR approaches. Cyprus has a central administration and all policies are developed by this level. This leads to have same approaches being developed in the whole country. However, different ministries and governmental department have an involvement in CSR approaches and significant activity and that gives the opportunity for peer learning and practice cross-fertilization.

4.2 Greece

The Greek national priorities regarding CSR as they are outlined by the Greek National Action Plan drafted by the Ministry of the Economy Competitiveness and Shipping are the following:

- ❖ To promote the State's role in the field of CSR through a) the promotion of CSR with in the business world and the support of CSR projects from enterprises and b) the development of CSR actions by the state itself.
- ❖ To determine the fundamental aspects of a consolidated and all-encompassing National CSR Strategy including policies, standards, actions, tools as well as areas of implementation.
- ❖ To define and describe the needed infrastructure for the design, implementation and evaluation of the National Strategy along with an implementation timeframe.

According to the National Strategic Plan for CSR (Consultation Period 11-28/07/2017), implementation will aim to:

- ❖ Include the CSR actions in business policies of an increasing number of enterprises focusing on small and SMEs.
- ❖ Boost the local production in the country through collaborations between companies and producers.
- ❖ Achieve further protection of consumers' rights and encourage them to reward the socially responsible businesses developing relationships with benefits for consumers and businesses.
- ❖ The contribution of the socially responsible businesses the social and environmental goals of the region in which they operate.

In order to achieve the above objectives, the project proposes a series of actions including the familiarization of all enterprises with CSR, the development of strategic partnerships to disseminate it, and the reward of the socially responsible businesses.

CSR is represented by both of these projects as a sound business strategy that can contribute to deal with the major social, environmental and financial problems in Greece.

Based on the above assumption, CSR can be a key tool for the achievement of the goals that Greece has set under the Europe 2020¹² Strategy and the UN Sustainable Development Agenda 2030. Therefore, these objectives should be taken into account when designing the National Plan.

Europe 2020

The four basic targets set by the Greek State in the context of its Europe 2020 strategy are the following:

- ❖ To get the percentage of people employed in the age group 20-64 up to 70%.
- ❖ The reduction of the population threatened by poverty and social exclusion by 450.000 people.
- ❖ The reduction of children and youth population (aged 0-17) threatened by poverty by 100.000 people.
- ❖ Cover immediate needs and formulate effective and sustainable long-term services of social protection.

These targets are going to be tackled through policies and actions undertaken within four key fields. Those are the workforce and human capital, society, the market and the environment – climate change.

¹² Europe 2020: It is a ten-year strategy launched in 2010 to create the conditions for smart, sustainable and inclusive growth. (https://ec.europa.eu/info/strategy/european-semester/framework/europe-2020-strategy_en Last accessed 07/2017).

➤ Workforce and Human Capital

In order to improve the effectiveness and efficiency of a country's workforce, it is essential that this workforce operates in a healthy and positive environment. To achieve this, the following requirements have to be met:

- ❖ Promote and defend human rights in the workplace.
- ❖ Abolition of any form of compulsory or enforced labor.
- ❖ Abolition of child labor.
- ❖ Provision of safety and hygiene protection for employees.
- ❖ A fair system of rewards and provisions (rewards and provision packages, staffing system) that will lead to the improvement of the employees' life quality.
- ❖ Development and provision of training and life-long learning programs.
- ❖ Elimination of any form of discrimination in the workplace or in the terms and conditions of recruitment, including discrimination on the basis of sex, national origin, religion or other beliefs, disability, age or sexual orientation.
- ❖ Balance of family and work.
- ❖ Respect of the right to be part of a trade union and acknowledgment of the right to collective bargaining, through the support and promotion of workers' associations along with the development consultation procedures with the aim of promoting inclusion and democracy in the workplace.
- ❖ Development of social insurance mechanisms for workers close to retirement.
- ❖ Support of cooperatives in the field of Social Economy

➤ Society

The business world plays a fundamental role in the creation and support of a just and sustainable social environment, particularly in the areas of poverty and child poverty in specific, where it can help in their elimination. Initiatives towards that direction are:

- ❖ Contain unemployment through by retaining and creating jobs.
- ❖ Inclusion of socially excluded groups in the job market (people with disabilities, immigrants, people coming back from drug abuse etc.) and fight against any form of discrimination.
- ❖ Support of entrepreneurship and especially Social Economy.
- ❖ Support and creation of quality social services.
- ❖ Fight against child poverty through the employment of unemployed members of families with children.
- ❖ Empowerment of regional development.

➤ Market

Transparency

- ❖ Promotion of transparency by utilizing of Public Services' databases.
- ❖ Through the increase of shareholders' rights based on the directive 2013/34/EU concerning the disclosure of non-financial information as well as information regarding the multifirmity of certain large companies and groups, along with the directive 2007/36/EU which focuses on the expansion of shareholder rights particularly with the rights of minority shareholders.

The existence of transparency is vital for the smooth operation of CSR. The lack of transparency in businesses and organizations fuels corruption with dramatic consequences: increase in business cost by 10% globally, an increase of up to 25% of procurement agreements in developing economies (OECD 2014). Moreover, corruption has grim social and psychological effects since it affects lower income groups. According to the World Economic Forum, corruption seems to be the second most important problem for conducting business in Greece (World Economic Forum 2014). Research from the World Bank Group suggests that, especially in developing countries, businessmen across the globe could resort to bribery to enhance their business potential (World Bank Group 2017).

In order to counter such practices, the promotion of a business culture that places transparency at the epicenter of an enterprise's or organization's operations is vital. This ethical business culture is expressed by the organization through its products and services, its prices and through its transparent interactions with its workforce, suppliers and other collaborators. It is quintessential that all stakeholders have the access and the ability to check on the principles and practices followed by the organization. Indicative actions towards the accomplishment of the aforesaid are:

- ❖ Written commitment to fight against corruption.
- ❖ Public commitment of compliance with all relevant legislation, including legislation against corruption
- ❖ Support of the organization's leadership against corruption.
- ❖ Business Code of Conduct against corruption that encompasses all employees, collaborators, suppliers, partners, and intermediaries.
- ❖ Provision of training to employees regarding the fight against corruption.
- ❖ Drafting and implementation of policies regarding the provision of offers or the acceptance of appropriate/inappropriate gifts, hospitality and travel costs, refusal of bribes etc.
- ❖ Policy of refusal of political contributions
- ❖ Ban of any form of retaliation against a report of a possible policy violation.
- ❖ Provision of channels for employees where they can discreetly report possible policy violation or ask for advice (e.g. whistle blowing).

Transparency and integrity form the pillars of entrepreneurship and healthy competition. By disclosing information relevant to the initiatives undertaken, the company/organization showcases their willingness to enforce CSR practices. CSR can contribute to the improvement of the business' world's credibility, whilst CSR programs are in a position to secure transparency and the smooth operation of the organization based on the principle of Corporate governance.

Business ethics

The term Business ethics refers to a form of applied ethics or professional ethics that deals with the ethical **principles** and moral or ethical problems that arise within the context of the business environment. Business ethics is applied and relevant to all aspects of business conduct and to the conduct of individuals and entire organizations. There are various ways in which the application of business ethics by corporations can be promoted:

- ❖ Corporate pricing policy
- ❖ Adherence to the laws 4251/2014 and 4252/2014 which provide reinforcement to the regulatory framework regarding corporate pricing policies.
- ❖ Establishment and promotion of a competitive culture between businesses by training them to utilise modern methods and tools (including public ones like the prices observatory).
- ❖ Respect and support for consumer rights.

For more than four decades, the EU has promoted and implemented policies that cater for the consumer's rights and deal with the production of the product all the way to the end user, in order to ensure their safety and health. In this spirit the Greek State has set the following goals:

- ❖ The protection of consumers from hazards and threats that he is unable to cope with by himself,
- ❖ Ensuring that the consumer has the capability of choosing a product based on clear and precise information.
- ❖ Safeguard the consumer's rights and his access to fast and efficient grievance mechanisms.
- ❖ Ensure that consumer rights are in sync with current economic and social developments, predominantly in the food, energy, financial, transportation and technology markets.
- ❖ In general, the role of businesses in the respect and safe guarding of consumer rights is extremely important in this digital age since they must put these rights at the top of their priorities. It is essential that the cooperation businesses and consumers is strengthened by increasing its efficiency and effectiveness through non-legal means, with CSR being at the forefront of this effort.

In addition, enterprises ought to function in a responsible and ethical manner, respecting consumer rights by offering safe and quality products and services at a reasonable price. Simultaneously, special care needs to be given to the

needs of vulnerable consumer groups, which have multiplied due to the current financial and social crisis. By introducing such policies businesses will be able to enhance their competitiveness whilst catering for consumer protection.

Corporate Governance and internal audit

The term corporate governance broadly refers to the mechanisms, relations, and processes by which a corporation is controlled and is directed; involves balancing the many interests of the stakeholders of a corporation. According to OECD's Corporate Governance Principles *"Corporate governance involves a set of relationships between a company's management, its board, its shareholders and other stakeholders. Corporate governance also provides the structure through which the objectives of the company are set, and the means of attaining those objectives and monitoring performance are determined"* (OECD 2015). OECD principle highlights the role of a well-established and function able system of corporate governance and its correlation with a lower cost of operations and increased effectiveness. Finally, Corporate Governance is a key in the promotion of transparency.

Over the past two decades there has been an increase of Corporate Governance codes across Europe. These codes are of a voluntary character and are based on the "comply or explain" principle. Nowadays, they form the primary tool for the establishment of Corporate Governance standards across the EU. This approach has become official EU policy through the directive 2014/208/EU which focuses on corporate governance reporting.

With the strengthening and promotion of CSR across Greece, the Greek State hopes to further its already ongoing efforts within this field. The Greek Government has passed laws that institutionalize internal audit within businesses like the law 2190/1920 on public companies and the law 3016/2002 which sets regulations for internal audit. Moreover, the Greek state has incorporated all relevant EU directives within its national legislation.

It is also key to note that through a private-public collaboration the "Greek Code on Corporate Governance" was drafted in 2011 by SEV – The Hellenic Federation of Enterprises with amendments introduced in 2013 by the Greek Council on Corporate Governance, which was co-founded in 2012 by the Athens Stock market and the SEV. The Code is fully compatible with Greek law and the business environment of the country. Its philosophy is based on the "comply or explain" principle and has an explanatory character for Greek enterprises, who wish to establish legally functional and rightful norms of corporate governance and structure.

Environment – Climate change

It is quite clear that the environment and the response to Climate change form key areas for organizations of all kinds in their efforts to implement Corporate Social Responsibility. In the context of the "Europe 2020" strategy Greece has place two unique sets of targets regarding the environment, climate change and energy efficiency:

- A. Increase of energy efficiency and reduction of greenhouse gasses emissions, with Greece aiming to achieve the following:
 - ❖ Reduction of primary energy consumption by 2,85 Mtoeup until 2020.
 - ❖ Reduction greenhouse gas emissions, except emissions linked to the commerce sector, by 4% (in relation to 2005 prices).
 - ❖ Increase of usage of renewable energy sources by 20% of the national combined energy usage.
- B. Promotion of the milestones set by the "Road map to Resource Efficient Europe" (European Commission, 2011) according to which by 2020:
 - ❖ Citizens and public authorities have the right incentives to choose the most resource efficient products and services, through appropriate price signals and clear environmental information. Their purchasing choices will stimulate companies to innovate and to supply more resource efficient goods and services. Consumer demand is high for more sustainable products and services.
 - ❖ Market and policy incentives that reward business investments in efficiency will be in place. These incentives will have stimulated new innovations in resource efficient production methods that are widely used.

- ❖ Waste is managed as a resource. Waste generated per capita is in absolute decline. Recycling and re-use of waste are economically attractive options for public and private actors due to widespread separate collection and the development of functional markets for secondary raw materials. More materials, including materials having a significant impact on the environment and critical raw materials, are recycled. Waste legislation is fully implemented. Illegal shipments of waste have been eradicated. Energy recovery is limited to non-recyclable materials, land filling is virtually eliminated, and high-quality recycling is ensured.
- ❖ Scientific breakthroughs and sustained innovation efforts have dramatically improved how we understand, manage, reduce the use, reuse, recycle, substitute and safeguard and value resources.
- ❖ EHS will be phased out, with due regard to the impact on people in need.
- ❖ A major shift from taxation of labor towards environmental taxation, including through regular adjustments in real rates, will lead to a substantial increase in the share of environmental taxes in public revenues, in line with the best practice of Member States.
- ❖ Natural capital and ecosystem services will be properly valued and accounted for by public authorities and businesses.
- ❖ The loss of biodiversity in the EU and the degradation of ecosystem services will be halted and, as far as feasible, biodiversity will be restored.
- ❖ WFD River Basin Management Plans (RBMPs) will have been implemented for All Greek rivers leading to minimal impact of droughts and floods with adapted crops, increased water retention in soils and efficient irrigation.
- ❖ Meet the EU's interim air quality standards, including in urban hot spots, and those standards will have been updated and additional measures defined to further close the gap to the ultimate goal of achieving level so fair quality that do not cause significant impacts on health and the environment.
- ❖ Achieve good environmental status of Greek marine waters.
- ❖ Provision of incentives to healthier and more sustainable food production and consumption.
- ❖ Renovation and construction of buildings and infrastructure will be made to high resource efficiency levels. The Life-cycle approach will be widely applied; all new buildings will be nearly zero-energy and highly material efficient, and policies for renovating the existing building stock will be in place so that it is cost-efficiently refurbished.
- ❖ Increase overall efficiency in the transport sector that will deliver greater value with optimal use of resources like raw materials, energy, and land, and reduced impacts on climate change, air pollution, noise, health, accidents, biodiversity and ecosystem degradation. Transport will use less and cleaner energy, better exploit a modern infrastructure and reduce its negative impact on the environment and key natural assets like water, land and ecosystems
- ❖ Stakeholders at all levels will be mobilized to ensure that policy, financing, investment, research and innovation are coherent and mutually reinforcing. Ambitious resource efficiency targets and robust, timely indicators will guide public and private decision-makers in the transformation of the economy towards greater resource efficiency.

The Greek NAP states that CSR, as a responsible management framework for enterprises and organizations, can offer a great deal to the achievement of the aforementioned national goals.

4.3 Spain

In 2014, Spain approved its National CSR Strategy based on six principles:

- Competitiveness
- Social cohesion
- Creating shared value
- Sustainability

- Transparency
- Voluntariness

It also included a series of priorities, which will, together with the principles set forth, mark the development of a series of measures that will allow the setting up of the established priorities.

- ❖ **Competitiveness** is one of the essential lines of this strategy which aims to facilitate business sustainability in two ways: firstly, by maintaining positive economic results in the long term allowing the enterprise to survive and, secondly, by guiding it towards integration in society, helping it to adapt and take advantage of any opportunities arising during the process.
- ❖ Promote measures to maintain and create stable, good-quality employment to contribute to sustainable development for society.
- ❖ Promote the improvement of conditions for equality, work-life balance, non-discrimination and employment for those groups that face the greatest difficulties when securing jobs and those at risk of social exclusion.
- ❖ Create a **common reference framework** for the entire territory regarding CSR is a necessity not only from the point of view of guaranteeing compliance with and respect for the principles of the Market Unity Guarantee Law 20/2013, of 9 December, that may be affected by the policies developed in the field of social responsibility, but to seek the coordination and joint efforts essential for public policy effectiveness.

In 2017, the main lines of action proposed by the Ministry responsible for the development of corporate social responsibility in Spain are three:

- ❖ The **launch of a social responsibility portal**, considered high priority in the Spanish Corporate Social Responsibility Strategy, created as an ongoing project, to include the contributions of other institutions and groups involved in social responsibility. The portal has a tool for registration and publication of social responsibility and sustainability reports and is aimed at providing visibility for entities with good practices in this field.
- ❖ **The strengthening of the role of the Spanish Corporate Social Responsibility Council (CERSE)**
- ❖ **The coordination of the progress** made by other public administrations located in the different Autonomous Regions.

EXTREMADURA

At a regional level: almost all the Autonomous Regions have created initiatives to promote CSR. These include the Cantabria Responsible and Galicia Regional Government portals, Castile-Leon Corporate Social Responsibility Plan, Regional strategy network for the encouragement of Corporate Social Responsibility of Murcia and the Navarra Innovarse Management System among others.

Extremadura is one of the most important autonomous regions in the field of CSR, mainly because of the advances created by the approval of the Law. Two priorities were identified thanks to the 2010 Social and Political Pact of reforms for Extremadura as follows:

- ❖ the promotion of Social Responsibility
- ❖ Recognizing those entities that have the capacity to exercise this type of responsible leadership.

In this respect, the Extremadura Social Responsibility Law 15/2010, of 9 December, and its subsequent regulatory development through Decree 110/2013, of 2 July, and Decree 68/2014, of 5 May, considered, at a national level, the most advanced legislation on Social Responsibility, consolidates concepts such as social innovation, green economy, sustainability and the recognition of companies exercising responsible leadership with tools that include social clauses.

Corporate social responsibility was developed in Extremadura following the approval of Law 15/2010 with a series of initiatives:

2011: The launch of the Extremadura Observatory of Corporate Social Responsibility website: www.rsextremadura.es

2012: The launch of the first CRS Report by the Government of Extremadura. The development of the Observatory of Corporate Social Responsibility (ORSE) tool for the evaluation and reporting of Social Responsibility for SMEs and large companies.

2013: Decree 110/2013, of 2 July, regarding the progress of Law 15/2010. Establishment of the Social Responsibility Office of the Regional Government of Extremadura. Obtainment of the GRI content verification of the ORSE tool. Collaboration agreements signed with representatives of Standards SGE21, FRC, IQNet SR10 and SA8000.

2014: Constitution of the Regional Council of CSR. Introduction of a register of approved auditors to verify the content of the reports generated by the ORSE, a CRS self-evaluation tool.

2015: Launch of the Extremadura Social Responsibility Strategy.

2016: Publication of the Order dated 25 February, 2016, regarding the incorporation of social and environmental clauses in public procurement documents.

2017: CRS Action Plan 2017-2019.

Corporate Social Responsibility in Extremadura has been divided into three phases:

1) Training, dissemination and awareness raising:

Active participation in training and awareness raising events with public and private organizations. In addition, we have developed our own training programs, such as the Non-Financial Information Auditors Training Course, training of Regional Administration staff through the School of Public Administration and the CSR training courses for companies

Some of the results of this first phase included:

- Launch of the Extremadura CSR Observatory website: www.rsextremadura.es
- Publication of the first Social Responsibility Report of the Regional Government of Extremadura (this year we will publish our sixth report).
- Social network accounts: Facebook, Twitter and LinkedIn

2) The creation of the CSR verification system:

Development of the ORSE app available to those companies that wish to check the level of CSR incorporated in the management of their company. The ORSE offers several questionnaires depending on the size of the company. This tool integrates the most relevant national and international CSR standards: GRI, GLOBAL COMPACT, SA8000, AA1000, SGE21, WORLDCOB etc.

Results of the second phase:

- Launch of the Regional Government of Extremadura CSR Office.
- Introduction of a register of approved auditors created to verify the content of the reports generated by the ORSE application.
- Introduction of a register of socially responsible companies.

3) Participation in national and European networks:

The CSR Office participates in several networks, allowing it to disseminate and promote good practices in sustainable management and social responsibility at a national level. These include:

- ❖ RETOS Network, a network of socially responsible territories comprising numerous municipalities, municipality groups and public administrations located in other Spanish regions.

- ❖ Transregional Incentive Network for CSR where we participate together with several other regions of Spain and Portugal.
- ❖ European Network for Corporate Social Responsibility and Disability (CSR+D) whose mission is to promote disability awareness and integration in the political and business agendas of Corporate Social Responsibility, with the aim of promoting social and labor market inclusion of people with disabilities in Europe while, at the same time, contributing to the development of responsible competitiveness of companies and public administrations.

CRS priorities in Extremadura

In Extremadura, the most relevant factors regarding the adoption of CSR action plan are as follows:

- The need to **modify production models** to consume less resources.
- An imperative need to **be competitive**.
- **The need to add social and environmental factors to the economic factor** to measure the development of a society in more comprehensive and not exclusively economic terms.

Based on these factors, the Regional CSR Strategy establishes a series of priorities to be addressed based on the results of a situation diagnosis carried out in the Region in 2015:

- **Generate wealth and employment:** CSR should be configured as a fundamental element to improve growth, create jobs and generate wealth in Extremadura.
- **Strengthen the social model:** CSR should be configured as an element that allows companies to incorporate the necessary capacities to face the economic, social and environmental challenges of Europe.
- **More business innovation:** Increasing the commitment of Extremadura SMEs to Social Responsibility should generate a more innovative business culture, more internationally attractive and with more resources to anticipate and adapt to a changing global market.
- **CSR for SMEs and the self-employed:** Provide SMEs and the self-employed with the necessary capacities and resources to achieve the full implementation of social responsibility in company management to make benefits of CSR more tangible.
- **Transparency:** CSR is the framework of a culture of mutual demand between companies, society and public administration, a cultural framework that requires building the skills and abilities with stakeholders to allow us to actively participate in the process of transparency.
- **Strengthen market unity:** CSR initiatives promoted by the public or private sector should seek to preserve market unity, creating a more favorable environment for competition and investment without limiting the voluntary development of CSR.
- **Encounter between public and private to improve CSR:** CSR public policies must overcome work in company code or public administration. It is necessary to carry out policies that seek an encounter between public and profit and non-profit organizations.

4.4 Norway

Norwegian society has traditionally been based on close collaboration between the public and private sectors. Such cooperation and the State's active role are the basis for the strong CSR culture present in its companies. Additionally, the welfare state and egalitarian values that shape Norwegian society translate into strong feelings of responsibility for society and environment (Aarhus, 2010). Such cultural values drive the perspective that business is only one of the important institutions of a society, and not *the* most important (Byrkjeflot, 2003). Relatively flat power distribution between top-management and employees also supports participation, power-sharing, cooperation and negotiation in the business arena (Ditlev-Simonsen, et al 2015), essential factor for recognizing different values and providing for all levels of worker.

Norwegian companies are increasingly expected to create value across environmental, social and economic dimensions – their triple-bottom-line. As an example, Norwegian accounting legislation was changed June 1st, 2013 to commit all large companies to report on their environmental and social impact. In addition, the Ministry of Trade,

Industry and Fisheries (2013) emphasizes that addressing sustainability and societal issues can be a rational business strategy, “...The government is convinced that companies strengthen their reputation, achieve a loyal workforce, increase customer attractiveness and strengthen their competitiveness by fulfilling their social responsibility” (p. 134).

Supporting these ideas, Norway’s national CSR priorities surround:

- Exercising CSR in the government’s own activities, including in state-owned companies and investments, and procurement policies;
- Conveying society’s expectations to Norwegian companies through knowledge sharing on CSR; and,
- Developing and influencing the framework for CSR, both nationally and internationally – All companies operating abroad are expected to meet both Norwegian and local regulation in the country in which they are operating (Ministry of Foreign Affairs, 2009).

The Government also sets forth key focus areas for Norwegian CSR. These areas are explained in more detail in the following sections, and include:

- Respecting Human Rights (in compliance with the OECD Guidelines for Multinational Enterprises and UN Guiding Principles for Human Rights),
- Providing decent work and upholding high labor standards,
- Taking environmental responsibility, and
- Combatting corruption (Ministry of Foreign Affairs, 2009).

In addition to setting out priorities for government activities, the Norwegian government clearly outlines its expectations of private companies and states that it expects business enterprises to:

- comply with the legislation in the country where it operates;
- familiarize themselves with the UN Guiding Principles and the OECD Guidelines for Multinational Enterprises;
- follow the Guiding Principles or the OECD guidelines, where applicable, when developing strategies for responsible business conduct;
- exercise due diligence and assess the human rights-related risks in the context of their operations. This applies particularly to enterprises that operate in demanding markets;
- follow the “comply or explain” principle and the materiality principle (Ministry of Foreign Affairs, 2015).

4.5 Slovenia

Slovenia is so far lacking a national document on CSR priorities and measures. There is, however, a number of activities and practices undertaken for the purpose of promoting CSR in Slovenia. These are initiated both within the government and various other public organizations, and in the private sector¹³ (NGOs, networks and companies).

According to the Slovenia’s report to the European Commission published in 2014 Compendium of “Corporate Social Responsibility: National Public Policies in the European Union”¹⁴ the practices reveal following CSR priority areas Slovenia is active in:

- *Consumer awareness and responsible business promotion* by supporting activities such as Best practice award (Horus), CSR knowledge exchange and Family-Friendly Enterprise certificate (promoting the implementation of work-life balance, diversity and intergenerational cooperation measures in businesses).
- *Social and employment policies* play an important role due to the effects of financial and economic crisis. According to the report, Slovenia focuses mainly on promotion of older workers and support of lifelong learning opportunities for them.

¹³CSR in Slovenia, Jure Zrilic, European Company Law, Vol. 8, No. 2-3, pp 119-122, 2011, University of Oslo Faculty of Law Research Paper No. 2011-13 (available at https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1774757, last accessed: 31.5.2017)

¹⁴ Corporate Social Responsibility: National Public Policies in the European Union, Compendium 2014 (available at <https://ec.europa.eu/digital-single-market/en/news/corporate-social-responsibility-national-public-policies-european-union-compendium-2014>, last accessed: 18.5.2017)

- *Green and socially responsible public procurement.* Transposition of relevant EU directives into Slovenian legislation and active promotion of it among public entities.
- *CSR Reporting and disclosure,* establishing legal requirement for larger companies to report on their CSR performance. Slovenia transposed the Directive 2014/95/EU.
- *Alignment with Global CSR approaches,* namely (some) support to UN Guiding principles in national policy frameworks.
- Aiming to further develop *Social entrepreneurship,* also by inclusion in the public tenders.
- Further improvement to the legislation defining the work of *Anticorruption Commission* to better combat corruption and enhance lobbying transparency in Slovenia.

Factors that are influencing CSR activities and could influence national priority setting:

- **Economic:**

Slovenia has export-driven economy¹⁵ with a predominance of SMEs and micro-companies (99,8% of companies with under 250 employees: 49% of sole proprietorships)¹⁶. It is currently facing an ongoing privatisation processes and increase in foreign investment (related).

- **Economic development/impact of the crisis:**

Slovenia is among the countries, who intensely felt the effects of the crisis and its recovery so far can be mostly contributed to the recovery of its biggest foreign partners (Germany, Italy, Austria, and France). It still has high unemployment rates (7,8 %¹⁷).

- **Low level of institutionalisation of stakeholder engagement** as businesses(SMEs) are fragmented and less representative in the dialogues.
- **Lower level of awareness of CSR**

“Level of awareness of CSR is growing among the business community, but is not yet a common practice. However, to raise their public profile and improve their image with the public, larger international companies have increasingly undertaken RBC activities such as sponsoring sports teams and community events in the name of corporate social responsibility. Larger companies in Slovenia have also focused developing environmentally friendly image by implementing green technologies and adhering to high environmental standards.”¹⁸

- **The prevailing definition of CSR is that of a PR tool**

Often CSR is seen and used as a marketing tool, at the same time “some stakeholders see such approaches as a remnant of the socialist times”¹⁹ and, which can be a difficult perception to overcome. Awareness raising and education is therefore a key part of the approach towards CSR. In previous years, NGOs led the dialogue on CSR. However, dialogue with government seems to be slowly reopening in anticipation of the development of the NAP on Human Rights in Business and CSR NAP in 2017²⁰.

- **The existing policy and regulatory framework**

Slovenia is lacking a comprehensive policy document on CSR as working group dissolved after the lack of involvement from the government.²¹

According to a study by IRDO²², the biggest factor in CSR development or lack of it in Slovenia is unfamiliarity with and misunderstanding of the concept of CSR among the public, entrepreneurs and public officials. The Partnership for CSR, established in 2011, ceased to exist after 2013, as there was, to public’s knowledge, no single person competent and responsible for CSR ever indicated from the government’s side. Therefore, Slovenia is still lacking clear policies and requirements, and the development views on CSR. This in turn means that majority of officials, the public and

¹⁵ Slovenian Economy, The Government of Republic of Slovenia, official web-site: http://www.vlada.si/o_sloveniji/gospodarstvo/ (last accessed: 31.5.2017)

¹⁶ Republic of Slovenia Statistical Office, official web-site: <http://www.stat.si/statweb/> (last accessed: 31.5.2017)

¹⁷ Republic of Slovenia Statistical Office, official web-site: <http://www.stat.si/statweb/> (last accessed: 31.5.2017)

¹⁸ Slovenia - Corporate Social Responsibility, Portal Export.gov <https://www.export.gov/article?id=Slovenia-Corporate-Social-Responsibility> (last accessed: 31.5.2017)

¹⁹ Peer Review Report: Peer Review on Corporate Social Responsibility – Paris (France), 22 October 2013 (ICF GHK) (available at <http://ec.europa.eu/social/BlobServlet?docId=11477&langId=en>, last accessed: 31.5.2017)

²⁰ as stated in the report to OECD by the National Contact Point. See Annual reports on the OECD Guidelines for Multinational Enterprises available at <http://mneguidelines.oecd.org/annualreportsontheguidelines.htm> (last accessed: 31.5.2017)

²¹ See chapter on National Action Plan on CSR

²² Hrast, A.: Model večdeležniškega dialoga zaveč družbene odgovornosti podjetij na nacionalni ravni; magistrsko delo, UL FDV, Ljubljana 2016 (available at http://dk.fdv.uni-lj.si/magistrska/pdfs/mag_hrast-anita.pdf; last accessed: 31.5.2017)

companies considers CSR as less important, secondary and merely charitable in nature. Other factors listed as reasons for the status of CSR in Slovenia are: lack of respect for oneself and others, attributing the superiority to foreign experts and countries; lack of support given to each other and a lack of positive attitude of Slovenians to the success of other Slovenians; lack of perseverance.

In interviews with 12 opinion leaders conducted by IRDO in 2016 they have identified the following factors contributing to passive approach to CSR by many in Slovenia: “irresponsibility towards oneself and others, leisureliness and the pleasure of being in the “comfort zone” /.../. Too much bureaucracy and unclear legislation, partial decisions of state bodies, local authorities and some companies without a structured approach /.../. There is a lack of coordination at the state and local levels. One major obstacle is the lack of interest of politicians for CSR in its actual implementation in their practices and the lack of their interest for the transfer of CSR in Slovenian law.”²³ Above described reasons are presented also in the following *table* of obstacles for CSR development in Slovenia²⁴:

Obstacle Category	Subcategory
Decision-making	No clear direction, directive No clear responsible institution or person for planning, implementation and reporting on progress in relation to CSR on national or local level Partial decision-making by authorities Advocating of partial actions and interests
Bureaucracy	Too much bureaucracy Unclear legislation
Education	Lack of education for all stakeholders CSR courses are not included in all curricula
Communication	Misunderstanding the concept of CSR Unresponsiveness of the government and local authorities for CSR Insufficient interest of the media to support CSR No communication strategy for CSR at the national level
Economic	Lack of funding for CSR Lack of time, will and power of key stakeholders in the country to develop CSR Corruption hinders development of CSR and creates a collective depression in the country Good companies do not want the media exposure due to the pressures of invisible networks
Cultural	CSR is too much on the side-lines in the society Lack of interest in innovating practices at all levels of society There are no guaranteed sources of information to support individuals and stakeholder groups in changing their habits

Table 1: Obstacles for CSR development in Slovenia (source: Hrast)

As the Peer Reviews by ICF GHK²⁵ showed, there has been a gradual shift of ministerial responsibilities for CSR policies from ministries of social affairs and labor to economics and trade ministries. Which is also true for Slovenia? Unfortunately, that also meant further stagnation in CSR efforts. However, according to the Slovenia’s report to the

²³Hrast A., Golob U.: Kakoslovenskapodjetjarazvijajodružbenoodgovornost?, available at <http://www.irdo.si/irdo2016/referati/hrast-golob-podnar.pdf> (last accessed: 31.5.2017)

²⁴Hrast, A.: Model večdeležniškegadialogazavečdružbeneodgovornostipodjetijnacionalniravni; magistrskodelo, UL FDV, Ljubljana 2016 (available at http://dk.fdv.uni-lj.si/magistrska/pdfs/mag_hrast-anita.pdf; last accessed: 31.5.2017)

²⁵Peer Review Report: Peer Review on Corporate Social Responsibility – Paris (France), 22 October 2013 (ICF GHK) (available at <http://ec.europa.eu/social/BlobServlet?docId=11477&langId=en>, last accessed: 31.5.2017)

OECD regarding National Contact Point on the implementation of the Guidelines for Multinational Enterprises activities year 2017 will mark a beginning of the development of the CSR NAP.

At the same time, there has been an increase in activities by the Ministry of Foreign Affairs-led inter-sectorial workgroup on the NAP for the implementation of UN Guidelines on Human Rights in Business. In their internal documents they have defined the Slovenia's national Human Rights in Business priorities as follows:

1. Prevention of discrimination and inequality and promotion of equal opportunities;
2. Promotion and protection of fundamental workers' rights, including in transnational corporations, e.g. in the entire production chain;
3. Prevention and combating human trafficking;
4. Fight against corruption;
5. Environmental protection and sustainable development;
6. Development of due diligence commitment (duty to care for Human Rights).

4.6 Czech Republic

The key areas of the National Action Plan in Czech Republic and its priorities and activities are the following:

Promotion and support of corporate social responsibility concept

In this chapter, the importance of small and medium-sized enterprises (MSP) is strongly accentuated as well as the regional dimension of CSR potential.

Weaknesses of the area:

- non-precise awareness of the public as well as enterprises, especially MSP,
- limitation of MSP activities on charitable activity,
- applying CSR activities without necessary connection with the main activity (core of business), hereby win-win (bilateral) benefit is limited,
- weakly informed public and missing knowledge of CSR concept as demotivating factor.

State task:

- creation of conditions for the promotion and larger spreading of CSR concept,
- removal of bureaucratic elements while preserving the transparency and respecting the CSR concept not only in entrepreneurial subjects but also in bodies of state administration and local self-administration.

Strategic priorities of this area are:

- spreading information and promotion of CSR concept, creation of environment for organizations so that they can develop their concept of the responsible and sustainable business,
- support of exchange of good practice and information from CSR area.

Fulfilled tasks:

- Creation of NAP strategic document
- Publishing "Tips and tricks – Guide in corporate social responsibility for small and medium-sized enterprises" (http://narodniportal.cz/wp-content/uploads/2016/04/prirucka_MSP_online_2016-2.pdf)
- Creation and administration of the National information portal about CSR

Continual tasks:

- Creation of supporting information material with the CSR topic for the organization and public
- Implementation of information campaigns to CSR topic
- Promotion of national documents and policies associated with CSR
- Informing about national standards for the certification of CSR systems and other methods of CSR evaluation

- Organising professional events (nation-wide conferences, round tables, seminars, workshops, etc.)

The dialogue and co-operation of interested parties at the corporate social responsibility.

In this chapter, 2 groups of interested parties are identified.

- Basic (key) interested parties - owners, employees, customers, social partners, suppliers, investors and creditors.
- The second group of interested parties - citizens, non-profit organizations, community in neighbourhood of the organizations.

Moreover, it is repeated: the authorised entity for CSR is MPO (Ministry of Industry and Trade), NAP was adopted, and the CSR national network created - the so-called Platform of interested parties of the corporate social responsibility (CSR). By these procedures, the obligation of the state to support CSR development in the CR as well as the opportunity for unification of the current activities in the central and coordinated dialogue under the auspices of the state is confirmed.

The platform is publicly available to the entrepreneurial subjects, their roofing organizations and other interested parties - organizations of the private and public sector. The organization, activities and outputs of the Platform are assured by the Quality Council of the CR through the Professional Section for the Corporate Social Responsibility and Sustainable Development. Among the communication tools of the Platform are seminars, discussions, presentations, lectures and National information portal about CSR at the homepage of the Quality Council of the CR and MPO (www.narodniportal-csr.cz). The platform enables to its members to participate in formulation of targets and priorities of the Platform, to express opinions, to exchange experience and examples of good practice, to collect and to monitor the tools and initiatives in the area of CSR and sustainable development and their evaluation. Platform outputs contribute to the implementation of NAP tasks.

The strategic priority of this area is:

- co-operation with the roofing entrepreneurial, employers' associations and Trade Unions, business subjects and non-profit organizations

Fulfilled tasks:

- Creation of CSR national network – Platforms of interested parties of CSR

Continual tasks:

- Organising professional events (nation-wide conferences to CSR, round tables, seminars)
- National CSR conference – every year
- Coherent access to NAP and co-ordination of co-operation between branches

Task of bodies of public administration.

Task of bodies of public administration (hereinafter referred to as "VS bodies"):

- passive role - users of CSR activities implemented by the private sector,
- active - CSR implementation,
- creation of favourable environment and encouraging conditions of CSR development.

Possibilities to use of the current tools for the co-operation and communication:

- central level – expert groups
- regional and local level - concept of the local Agenda 21 (hereinafter referred to as "MA 21")

Support of the voluntary measures to the benefit of self-regulation:

- transparency, creation of general conditions for reporting,
- introduction of the control systems,
- marking of products (quality marks, environmental marking, products produced by the disabled person etc.),
- more effective use of sources (cleaner production etc.),
- voluntary certification of employers,
- applying corporately socially responsible placement of public contracts or entering the so-called voluntary agreements and principles of responsible research and innovations.

Supporting governmental programs, methodologies and strategic documents:

- EMAS National Program, Environmental Marking National Program, Czech Quality Program, Safe enterprise, National program for cleaner production
- The rules of applying environmental requirements while placing public contracts in IT and furniture (2010); at present, in accordance with the European Green Public Procurement (GPP) the purchase rules for other product groups are being prepared; Methodology of the socially responsible placement of public contracts (2014)
- The National Action Plan supporting positive ageing for the period 2013 – 2017, Health 2020 – National strategy for the health protection and support and illness prevention, Priorities and procedures of government when asserting equal opportunities for men and women, Government strategy for the equal position of women and men in the CR (2014), Quality Charter of the CR (2012).

In this chapter, the not used potential of the responsible placing of public contracts is accentuated - possibility to take into consideration more viewpoints simultaneously (e.g. support or small and medium-sized companies, employment of disabled persons, dignified work conditions, observing the social rights and rights of employees, support of health of employees, support of education, accent on reduction of the environmental burden, evaluation of the health impact etc.).

Strategic priorities of this area are:

- CSR support based on the real knowledge of the present activities and needs,
- creation of environment of clear rules and trust,
- using CSR in the purchase and placing public contracts.

Achieved goals:

- Publishing the CSR manual for public administration (http://narodniportal.cz/wp-content/uploads/2016/12/Pr%CC%8C%CC%81loha-c%CC%8C-1 Pr%CC%8C%CC%81ruc%CC%8Cka-CSR-pro-ver%CC%8Cejnou-spra%CC%81vu_online-verze.pdf)

The goals not achieved up to now:

- creation of criteria for other product categories within the Rules for applying environmental requirements in public procurement
- Mapping nation-wide, regional and local voluntary activities (incl. MA 21)
- Creation of methodical instructions for strategy of the socially responsible public procurement according to the national as well as regional needs

Continual goals:

- Using the CSR possibility as criterion for allocating national subsidies.
- Support for spreading the information to MA 21 topic for entrepreneurial subjects in CSR context and assuring spreading the information about possibilities of using MA 21 in the scope of the social responsibility of authorities.
- Awarding subjects of the entrepreneurial sector for the co-operation during MA 21 implementation (possibility to get involved into the prestigious national awards of the CR and National award for the social responsibility), awarding of subjects implementing MA 21.

- Co-ordination of the newly prepared governmental strategic documents regulating CSR and their harmonization

Spreading, implementation and observing international codes of conduct

In this chapter, the international CSR standards and their main principles are stated, which are described in more details in this study in the chapter No. 2. It is stated that a wider awareness of the standards is very low.

Strategic priorities of this area are:

- increase of awareness and education of entrepreneurial subjects as well as of the public about international standards and declarations,
- increase of the number of companies which voluntarily report their non-financial activities (support of non-financial reporting).

Achieved goals:

- To inform about international CSR tools at one national CSR portal - "CSR National Information Portal"- www.narodniportal-csr.cz
- Creation of UN Global Compact national network in the CR - host organization of the national network is the Social Responsibility Association (since 2015)
- Creation and activity of the Working Group at MPO for the consultation when transposing the non-financial reporting directive

Continual goals:

- Using NKM (established within OECD guideline for multinational enterprises) for sharing information
- Co-operation with the Global Compact Czech Republic National Network
- Support to companies during non-financial reporting

International co-operation

The co-operation is defined on three levels:

- with the European Commission (hereinafter referred to as "EK") – first of all the active participation in the High Level Group on Corporate Social Responsibility,
- with member states of the European Union (hereinafter referred to as "EU"),
- with international organizations and institutions.

Hereinafter the basic non-governmental platforms are stated, collecting information to CSR:

- CSR Europe – national partner organization in the CR are Business Leaders Forum and Business for Society
- European Alliance for CSR - Czech enterprises are represented here by the Confederation of Industry of the CR, through their membership in BUSINESS EUROPE

Strategic priorities of this area are:

- support of involvement of the Czech enterprises and relevant organizations into the international co-operation,
- monitoring the development of CSR within EU and the subsequent communication of outputs,
- organization of the European CSR Award based on the winners of the national awards.

Continual goals:

- Identification of relevant international projects for involving CR – priority topics,
- Regular participation in the meetings of the High-Level Group at DG GROW EK,
- Active participation of the public administration representatives in the possible EK Peer review projects,
- Support of winners of the National CSR Award for the entry into the European CSR Award.

Observing human rights

In this chapter, the way of human rights protection is described, formulation in the Charter of Fundamental Rights and Freedoms and their protection by the court system. Moreover, the solution of individual areas of human rights, international conventions and basic principles is described.

Strategic priorities of this area are:

- increasing awareness of the society about national and international documents and principles concerning observing the human rights regarding doing business,
- asserting diversity and equal opportunities for men and women,
- integration and support of employment of disabled or socially disadvantaged and excluded persons.

Achieved goals:

- Making visible and better promoting of NKM activity and possibility of alternative effective out-of-court settlement of disputes through NKM – distribution of information materials, regular participation at common meetings of the Working Group for the responsible business acting and NKM in OECD registered office etc.
- Formulation of the middle-term strategy for the equality of women and men; preparation of action plans concerning the well-balanced proportion of women and men in the leading positions and violence against women - governmental strategy for the equality of women and men in the Czech Republic for the years 2014 – 2020 was approved in 2014. The action plan for the well-balanced proportion of women and men in the leading positions was approved in 2016.
- Publishing international documents in the Czech language at the national CSR portal.
- Formulation and promotion of the national branch principles and guides to observing human rights regarding doing business.
- Formulation and promotion of the national branch principles and guides to observing human rights regarding doing business.
- Information activities concerning the harmonization of the work, private and family life targeted among others on the employers.
- Formulation of the Strategy of fight against social exclusion for the period 2016 – 2020.

Continual goals:

- Implementing measures of the National plan for the support of equal opportunities for the disabled persons for the period 2015 – 2020.
- Promotion of the Age Management concept, its use as an inseparable part of the human resources management and corporate social responsibility as mean of the fight against the occurrence of age discrimination.
- Implementation of the Strategy of fight against social exclusion for the period 2016 – 2020.

Social business

Social business deals with the entrepreneurial activities beneficial for the society and environment. The profit is used, for the most part, for the subsequent development of the social enterprise.

Social enterprises are split into two types - general social enterprise and integrating social enterprise. For the identification of both types of social enterprises, the indicators are fixed the fulfilment of which is, a.o., the condition for obtaining the subsidy for the formation and development of the social enterprises from the Operational Program Employment. In the CR, integrating social enterprises prevail at present achieving the socially beneficial target by employment and social integration of the persons disadvantaged at the labour market

The indicators are fixed for:

- socially beneficial goal
- social benefit

- economic benefit
- environmental benefit
- local benefit

Strategic priorities of this area are:

- increasing the awareness of the public on the social business concept,
- education of the professional as well as wide public,
- research of social enterprises,
- legislative regulation of social business,
- achieving the agreement of the main interested parties on the direction of the social business/entrepreneurship the CR,
- promotion of good practice examples in the CR,
- acquiring goods practice in the social entrepreneurship from abroad,
- encouraging the initiation and development of entrepreneurial activities in social entrepreneurship,
- supporting and asserting interests of social enterprises.

Achieved goals:

- Preparation and approval of the Social Entrepreneurship Act

The goals not achieved up to now:

- Creation of strategy of social entrepreneurship development

Continual goals:

- Administration and extension of www.ceske-socialni-podnikani.cz and the supporting PR activities
- Spreading information about social entrepreneurship in press
- Educational programs on various levels (universities, educational institutions) – subjects, courses, seminars
- Quantitative and qualitative research
- Selection and description of good practice examples in the CR
- Communication with the partners from abroad, membership in the GECES group
- Financial support for the start of new social entrepreneurial activities
- Support of the educational and consulting structure for the social entrepreneurs and persons interested in social entrepreneurship

Other goals, without fixed implementing subjects:

- supporting and asserting interests of social enterprises,
- informing the public administration on the social entrepreneurship concept,
- support of education on social entrepreneurship at elementary, secondary schools and universities,
- creation of financial tools for social enterprises.

Education and research in corporate social responsibility

In this chapter, the importance of informing about targets, principles and possibilities of CSR in all the university branches and the necessity to include it into the relevant educational programs is accentuated.

Strategic priorities of this area are:

- to raise awareness and to deepen the knowledge particularly of the young generation about CSR with the target to influence their life attitudes in this area in time,
- increase of competences in CSR area (of students, pedagogues, enterprise management),
- development of awareness about CSR issue and higher quality of the Czech entrepreneurial and managerial environment

Continual goals:

- Nation-wide competition for the best pupil and student essay with the CSR topic (short stories, seminar essay, bachelor's thesis, degree thesis, doctoral dissertation thesis)
- Initiating the involvement of the CSR topic into the curriculum of the elementary, secondary and higher professional schools
- Further education and support of projects dealing with CSR development of youngest children
- Research of CSR issue
- Effective co-operation of the academic sphere and enterprise practice (public, private)
- Regular exchange of experience between the academic sphere and enterprises in the CSR area through conferences, workshops, round tables etc.

Awarding organization for corporate social responsibility

The Ministry of Industry and Trade supports the programs: National Quality Award of the CR and National Social Responsibility Award of the CR. The program of the National Social Responsibility Award of the CR is a part of the CSR National Strategy.

To strengthen the responsible behaviour of organization in the regions, the CR' Quality Council established the award Governor's Award for Social Responsibility. At present the Governor's Award is declared annually in the Moravian-Silesian, Plzeň, South Moravian and Ústí and Vysočina Regions.

The next of the programs declared within National Quality Policy is the Award for social responsibility "We do business responsibly". This is appreciation for the small and medium-sized entrepreneurs and family companies the responsible behaviour of whom influences the society as well as the consumers positively. A special category in the award are social enterprises.

Additional awards are e.g. award of Hospodářské noviny (Economic Newspaper) Responsible company of the year, TOP Responsible Company awarded by the platform Business for Society, award VIA BONA for philanthropy of VIA Foundation, EY Socially beneficial entrepreneur of the year, award for the socially beneficial business Social Impact Award, award for social innovation Sozial Marie.

Besides the public awards, the state may support the socially responsible companies and their products by the guarantee of quality marks (Czech Quality Program) and e.g. by permission of the CSR logo location (holders of the National CSR Award of the CR) or other designations/marks proving the responsibility of the organization at the products, promotion or other materials.

Strategic priorities of this area are:

- to deepen the interest in CSR on the national level,
- to deepen the interest in CSR in the regions,
- support of programs for awarding the prizes to organizations of implementation of the concept and activities in CSR area, socially beneficial entrepreneurship and social innovations.

Annual targets:

- National Award of the CR for CSR and the sustainable development,
- Award We do the business responsibly,
- Governor's Award for CSR,
- CSR award given by other non-profit subjects dealing with CSR,
- Awarding social innovations and socially beneficial projects including the start-up support.

Protection of consumer interests

It is stated in this chapter that this issue is being solved, to a large extent, in the scope of the applicable legislation; despite this it is necessary to create and to apply effective self-regulation tools - quality marks, voluntary activity of an

independent third party evaluating the accordance with the requirements of the technical regulations and standards, codices of ethical behaviour, best practice manuals etc.

The consumer protection is, among others, a part of the strategic document "Priorities of the consumer policy 2015-2020". The next important element in this direction is the activity of the Consumer Consulting Committee established under MPO. There is a possibility of the support of this issue by MPO's subsidy policy.

Strategic priorities of this area are:

- increasing the health protection and safety of the consumers,
- increasing the protection of consumer's economic interests (services, unfair practices, customers service, complaints, out-of-court settlement of disputes),
- increasing awareness of quality with the target to achieve a higher quality of products and services,
- understanding the advantages of the sustainable consumption,
- protection of the personal data and privacy-

The goals not achieved up to now:

- creation of the legislative and normative framework where it is missing, especially in services
 - Analysis of the possibility of the legislative solution of services safety (2017),
- support of preventing the unfair business practices
 - support of creation and distribution of the manuals of the correct practice for preventing the unfair practices (2018),
- support of the wide use of the newly introduced system of the out-of-court settlement of consumer disputes
 - elaboration of the manuals of the best practice (or similar output) for submitting and arranging the application for dispute settlement; supplementing events, seminars etc.
 - elaboration of the specific manuals of the best practice (or a similar output) for on-line disputes solution; supplementing events – seminars, etc. (2017)
- supporting the quality marks, support of the transparency and credibility of the trademarks used at the market (2018),
- increasing the awareness of the principles of the sustainable consumption, creation and asserting tools for a wider use of these principles at the market
 - campaign, including seminars, best practice manuals etc. with the target of understanding and spreading principles of the sustainable consumption. Implementation of the information campaign with the topic of environmental marking, application of the clever gauges and clever networks etc.
 - Initiation of the national discussion among interested parties concerning the life-time of consumer products, its transparent statement in the information for consumers, using normalization and other tools for this (2018)
- Increasing the awareness of the principles of assuring the personal data and privacy protection (2018),
- Creation and asserting the tools for the wider use of these principles at the market (campaign, including seminars, manuals, best practice manuals etc.) (2018)

Continual goals:

- consequent, in the wide scope performed check of safety of products at the market
 - assuring the physical taking samples of the consumer goods and performance of their tests in relation to the safety requirements and check of safety of services offered and provided at the market),
- support of creation and use of self-regulative tools for strengthening the safety of products at the market
 - support of elaboration and use of technical standards, quality marks, voluntary activity of an independent third party when evaluating the accordance with the requirements of technical regulations and standards, manuals of correct practice etc. including the support of involvement of the consumer organizations into the processes.),

- increase of the awareness of quality in the society among the consumers as well as organizations doing business - i.e. information and education campaign concerning quality
 - concept of quality, transparent declaration of quality, possibility of evaluation if the price corresponds to the purchased quality

Conclusion

In the conclusion of the document, the most important NAP issues are summarized:

- CSR is a volunteer concept, NAP is of non-legislative character,
- National entity authorized for CSR is MPO,
- CSR shall provide competitive advantages to implementing subjects,
- purpose of NAP is strengthening the understanding and the credibility of CSR concept, support of development of the social responsibility in organizations, sharing experience and transfer of the international know-how,
- NAP defines 10 key areas. From the Promotion and support of the development of the concept of social responsibility through e.g. Dialogue and co-operation of the interested parties of CSR, International co-operation, Awarding organizations for the social responsibility, for the Protection of consumer interests. Newly, one of the key areas is the Social entrepreneurship.
- NAP determines the survey of activities to be implemented in 2016 – 2018, in individual CSR areas.

5 National Action Plan on CSR

5.1 Cyprus

The Government of Cyprus has prepared a national in has decided to proceed with the development of the National Action Plan for Corporate Social Responsibility for 2013-2015 in order to promote, in a coordinated manner, the concept of Corporate Social Responsibility (CSR) in Cyprus, to encourage responsible entrepreneurship and to motivate companies to take into account the impact of their activities on society. The main objective is to increase the number of Cypriot enterprises engaged in CSR and raise awareness that CSR does not concern only large enterprises – the goal is to make obvious that even the smallest companies can take actions that promote responsible entrepreneurship, limiting the negative impact on society, achieving a balance between profitability and sustainable growth.

Process for developing the National Action Plan

Through the preparation of the National Action Plan for CSR the Cypriot government seeks to create a favorable environment for businesses to develop, in a systematic and coordinated way, practices of corporate responsibility. Using the National Action Plan for CSR the Cyprus government aims to organize and develop a relationship of cooperation and interaction between the public sector, the business and the civil society that will encourage joint solutions to address the basic economic, social and environmental challenges.

The development of the National Action Plan for CSR in Cyprus was undertaken by the Planning Bureau in cooperation with the relevant services, seeking to open meaningful dialogue around the issue and give the business world a suitable framework to systematically develop corporate responsibility practices. Overall, the NAP-CSR constitutes the contribution of the Government of Cyprus to the development of CSR to address the challenges the country is facing in these difficult economic crisis times as well as the modern needs and requirements.

During the process of drafting the National Action Plan of CSR, the active involvement and contribution of all involved governmental bodies, Cyprus businesses, semi-governmental organizations, business entities and Non-Governmental Organizations (NGOs) was pursued to ensure that is both accepted and supported. In the first phase a primary survey of two directions was implemented: one in the private sector (100 interviews were conducted to representatives of the business community) and one in the public sector (30 in-depth personal interviews to senior executives in public organizations were conducted). International practices and experiences from similar initiatives in other countries, the

EU's agenda for CSR, the guidelines of other international organizations and the United Nations on Human Rights (John Ruggie's Report) were taken into consideration in designing the survey. The objectives of this survey process were:

- To determine the degree of knowledge and understanding of CSR
- To record the current situation regarding actions promoted, the main issues and priorities of key players in the public and private sectors in relation to CSR
- To examine the reasons why participants do not implement CSR practices
- To identify the priority areas for action, in the key areas of CSR, to be included in the NAP – CSR for creating the conditions of responsible competitiveness of Cypriot enterprises

Furthermore, a secondary survey was implemented and involved the study of scientific material (international standards, surveys and studies on CSR of previous years) while the organization of a discussion workshop with the participation of representatives of all stakeholders and the presentation of the final draft in an open meeting functioned supportively to the final drafting of the NAP-CSR.

Aiming the maximum possible documentation and understanding of the content of the NAP-CSR, this section describes both the basic factors that determine the environment in which, CSR in Cyprus is developed, and the existing measures and practices adopted in this field, by the private and public sectors.

Understanding and perception of the concept of CSR

- ❖ Most Cypriot enterprises recognize the importance of the issues addressed by CSR mainly because they believe that through CSR they may have better information and contact with their stakeholders, gain better internal functioning, but also can contribute more to the social benefit.
- ❖ The overall attitude of the Cypriot enterprises in terms of knowledge and understanding of the concept of CSR seems to be quite low since they stated that they know or understand the CSR concept in a lesser extent.
- ❖ A small percentage of Cyprus businesses understand and support the 'original' definition of CSR, as defined by the EU. This attitude leads to an initial conclusion that the concept of CSR is not fully integrated into the culture of Cyprus businesses since the voluntary exposure and the dialogue with their stakeholders on these issues, an integral element of effective and efficient implementation of CSR, is implicitly "rejected".

Lack of systematic engagement in CSR

- ❖ In Cyprus, while there are companies that operate mainly in the areas of work practices and environmental protection, it seems that there are only a few that systematically manage their social responsibility.
- ❖ The same direction is the position of businesses regarding the supportive role of the public sector in Cyprus on the development and dissemination of CSR. The public sector does not promote CSR systematically through their initiatives or even some public initiatives of Responsible Entrepreneurship.
- ❖ Cypriot companies lack the systematic involvement in CSR since very few of them have adopted CSR practices in their business cycle.

Degree of significance of CSR

- Only 2 out of 10 enterprises is taken into account CSR in most of their business decisions, while the rest do not consider CSR necessary when referring to corporate strategy and hence do not seem to incorporate it into their daily operation.
- Cyprus business seems to promote their corporate values and rules of conduct to their employees and other interested parties.

Conclusion: It is clear, after combining the above findings, that CSR in Cyprus seems to be in the early stages of implementation (at the stage of assessment and selection), thus defining its standards at the minimum necessary.

SWOT ANALYSIS

The following analysis outlines the basic picture of CSR in Cyprus, which has constituted the point of reference for the formulation of the NAP-CSR and particularly the guidance and proposed measures that will help mitigate the barriers and improve the conditions for the development of CSR in the country.

ADVANTAGES	WEAKNESSES
<ul style="list-style-type: none"> ▪ The familiarity of Cypriot Organizations to responsible social and environmental actions. ▪ The High degree of familiarity of the public organizations with the concept of CSR. ▪ The high degree of involvement of public organizations in CSR. 	<ul style="list-style-type: none"> ▪ The lack of incentives for motivating private sector organizations in CSR, ▪ The lack of a strategic framework of private sector organizations and thus the difficulty of integrating CSR into business decisions. ▪ The lack of basic structures for managing CSR, ▪ The significant absence from the organizations of the code of ethics or code of conduct or CSR policy, ▪ The lack of dialogue with stakeholders on CSR, ▪ The limited penetration of accountability and reporting practices on CSR issues, ▪ The limited implementation of international CSR standards by organizations. ▪ The absence of expectations by the Cypriot society on CSR issues and sustainable development. ▪ The lack of communication mechanisms of CSR actions
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ The recognition of the importance of CSR from the private and the public sector at ideological and value level. ▪ The apparent positive influence of the work of organizations in the context of CSR on consumer behavior of citizens. ▪ The acceptance of the specialized role of ▪ voluntary organizations as key partners of organizations for the implementation of their social or environmental work. ▪ The establishment of incentives while promoting initiatives that will contribute to the proper information and training of Cypriot enterprises in the modern conception of CSR ▪ The inclusion of responsible entrepreneurship in the educational process to create conditions for the development of the relevant culture for future managers of organizations. ▪ The axes of reducing corruption and protection of human rights can be key action areas for Cypriot ▪ Organizations in the context of CSR 	<ul style="list-style-type: none"> ▪ The detachment attitude of Small and Medium Organizations towards CSR (high cost and concerns only large organizations). ▪ The economic crisis and the financial situation of organizations. ▪ The lack of awareness / education and therefore ignorance about CSR ▪ The lack of "pressure" from the stakeholder groups towards Cyprus Organizations for the improvement of their responsible operation. ▪ The lack of awareness and inaction of citizens and consumers. ▪ The absence of enterprises' intention to implement international CSR standards ▪ The reluctance of organizations that implement CSR practices to the possibility to issue Social Report. ▪ The lack of effective promotion of CSR from trade unions and employers' organizations. ▪ The ignorance of the relationship between social requirements and areas of action of the work of Cypriot Organizations in the context of CSR

CSR Strategic Priorities and Objectives

The main objective of the NAP-CSR is:

"The promotion and integration of CSR to the business strategy and daily operation of Cypriot Organizations to play an effective role in the implementation of the "Europe 2020" strategy through, on the one hand, the dialogue with their

stakeholders, and on the other hand the provision of annual social and environmental information in ways that ensure the process of documentation and transparency".

The strategic objectives of the Cypriot Government with the National Action Plan for CSR development are the following:

- The increase of knowledge, publicity and importance of CSR.
- The change in attitude and the greater engagement of small and medium-sized organizations with CSR.
- The greater integration of CSR at strategic level in large organizations of the private and public sector by correcting or shaping key strategic choices according to the principles of sustainable development.
- The development of the institutional and participatory role of the public sector in CSR development so that it becomes more attractive to private sector organizations.
- The promotion of CSR activities in a coordinated way, both by the government and the private sector.

Actions for the Development of CSR

The actions of the National Action Plan for CSR mainly focus on the development of a relevant business culture and on the integration of the CSR concept in the daily practices of the Cypriot Organizations. They are divided into three main axes:

Axis 1: To inform and educate Cypriot Enterprises and particularly the SMEs, on the contemporary idea of CSR and disseminate good practices through a comprehensive educational plan. Axis 1 has the following goals:

- Systematic research for determining the expectations of businesses and citizens with respect to CSR,
- Informing citizens/consumers through a comprehensive communication program for the promotion of CSR, in cooperation with the Media,
- Promoting dialogue between Cypriot enterprises and their stakeholders on CSR issues,
- Activating the "civil society", especially NGOs, as strategic allies in the development of CSR.

Axis 2: The institutionalization of incentives for the implementation of CSR by Cypriot enterprises. Axis 2 has the following goals:

- Formulation of relevant legislation dealing with environmental policies and policies for increasing transparency,
- Intensification of inspections in enterprises with respect to environmental issues, market issues and issues related to the reduction of corruption,

Axis 3: Highlighting the significance of Accountability/Reporting of enterprises on CSR. Axis 3 has the following goals:

- The promotion of international standards of Corporate Responsibility ISO26000,
- Promoting Social Investments
- Promotion of Environmental Protection

Areas of CSR Activities in of Cypriot Enterprises

This category of directions is focused on measures for encouraging enterprises towards the adaptation of CSR actions in the sectors of Employment Practices, Environment, Society and the Market based on the priorities of the Cypriot enterprises of the private sector.

1st Priority: EMPLOYMENT PRACTICES AND HUMAN RIGHTS

- Education, training and professional development of employees
- Health & Safety in the workplace
- Strengthening equal opportunities and diversity in the workplace.

- Improving working conditions
- Protection of human rights practices in the supply chain
- Abolishing factors that encourage child labor
- Employees' training in human rights
- Abolishing factors that encourage forced labor

2nd Priority: ENVIRONMENT

- Materials recycling
- Proper waste management
- Rehabilitation and reconstruction of the landscape
- Habitat-protection
- Climate Change and reduce of greenhouse gas emissions
- Responsible use of energy

3rd Priority: SOCIETY AND REDUCTION OF CORRUPTION

- Adoption of initiatives that will contribute to the promotion of development projects in local societies for the common well
- Practices against corruption and companies' evaluation for the allocation of dangers related to corruption
- Employees' training on policies of corruption reduction
- Business ethics practices

4th Priority: MARKET

- Provision of secure products and services
- Protecting consumers' rights
- Enhancing accessibility of people with disabilities and people of foreign nationalities to services
- Undertaking corporate investment aiming at consumers' health and safety

Respect of Human Rights

On the 16th of June 2011, the UN Council on Human Rights adopted a new set of Guiding Principles for Businesses and Human Rights, which provide a global standard for preventing and addressing the risk of adverse impacts on human rights linked to business activity.

The Guiding Principles are the product of six years research led by Professor John Ruggie, University of Harvard, involving governments, businesses, business associations, affected individuals and groups, investors and others.

The Framework is organized around three fundamental principles "PROTECT, RESPECT, REMEDY":

- ❖ Protect: The duty of the Government to protect against human rights abuses by third parties, including businesses.
- ❖ Respect: The corporate responsibility to respect human rights.
- ❖ Remedy: Safeguarding on behalf of the Government the potential for effective access to rehabilitation/treatment through a non-judicial mechanism.

Human rights is one of the most basic areas of CSR. Governments have the primary responsibility for the protection of human rights, however, both individuals and organizations, can play an important role in their support and respect. Organizations are responsible for the protection and respect of human rights both in the workplace and in the area of their activity.

As more and more organizations are finding their legal, moral and business need to turn to human rights issues, they face a number of challenges against political, social, economic and

labor rights as defined by the International Labor Organization concerning trade union freedom, avoiding factors that encourage child and forced labor, and eliminating factors that contribute to the development of workplace discrimination.

An organization can be characterized as "indirect complicit" in human rights violations, if somehow tolerates or deliberately knows and ignores such violations by another organization. It can also be described as 'direct complicit', if it intentionally offers help or encourages the perpetuation of conditions of these violations. In contrast, avoiding complicity in violations of human rights means that the organization promotes respect for Human Rights in the working environment and the sphere of its influence.

So, a major challenge for Cypriot organizations lies in the appreciation and understanding of their cooperation with NGOs, public bodies and other organizations in the field of their activities to prevent human rights abuses and taking initiatives to protect them.

According to ISO26000:

- Human rights are inalienable. People cannot waive, nor be deprived of by any government or other bodies.
- Human rights apply to all people regardless of race, origin, color, age, sex, religion, language, ethnicity, etc.
- Human rights are indivisible: All categories of human rights have the same degree of importance.
- Human rights are interdependent: Each human right participates in the making and existence of all other rights.

The commitment to the International Charter of Human Rights, the identification of sources of human rights violations that may exist in the workplace, the concern for their protection and the avoidance of complicity in their encroachment, the design of procedures for resolving complaints referred to them and the concern for the rights of vulnerable social groups within and outside the workplace are key initiatives that can be taken by organizations towards the protection of human rights.

Institutional Framework for the Protection of Human Rights in Cyprus

The legal system in Cyprus secures and guarantees the fundamental human rights of all persons without any distinction or differentiation between citizens and non-citizens of the republic.

First, the Constitution of the Republic (Articles 6 to 35), secures a large number of protected individual and social rights, such as the right to life, prohibition of inhuman treatment and slavery, freedom of speech, thought, conscience and religion and right to respect for private /family life, property, labor, to contract, of assembly and to strike. Further, it secures the equality of citizens against the law, the administration and the justice and protects the enjoyment of all rights and freedoms that are provided in the Constitution without any discrimination, direct or indirect, against any person because of community, race, color, religion, language, gender, belief, national or social origin or social class, or because of any other reason, unless this is clearly indicated in the Constitution itself.

The status of Cyprus as an EU Member State and the implementation of the acquit has strengthened the national institutional framework for the protection of human rights. Respect for human rights is one of the fundamental values of the European Union, which has incorporated the basic principles of this issue in the treaties governing its operation and in the Charter of Fundamental Human Rights. The Charter brings together, in a single text, all the fundamental rights of European citizens, as well as all persons living in the territory of the Union and since the Treaty of Lisbon entered into force on 1st of December 2009, it became legally binding for the 25 Member States, with Cyprus being one of them.

Also, Cyprus, as participating in international organizations, has signed and ratified in some cases with laws, a large number of international conventions or protocols contracted to ensure overall protection of human rights. The most important of these conventions / protocols are:

- ❖ The Convention of the Council of Europe on the Protection of Human Rights and Fundamental Freedoms and its Protocols
- ❖ The International Convention on the Elimination of All Forms of Racial Discrimination and the Convention Ratification Laws
- ❖ The International Pact on Civil and Political Rights
- ❖ The UN Convention on the Elimination of All Forms of Discrimination against Women.

In the scope of implementation of the international law, Cyprus has also adopted a legislative framework providing legal protection especially for people who are victims of discrimination. This framework prohibits unjustified discrimination, direct or indirect, based on specific reasons. The legislative framework against discrimination includes:

- ❖ The Law on the Combat of Racial and Some Other Discrimination Commissioner
- ❖ The Law on the Convention on the Elimination of all Forms of Racial Discrimination
- ❖ The Law on Equal Treatment of Persons Irrespective of Racial or National Origin
- ❖ The Law on Equal Treatment in Employment and Occupation
- ❖ The Law on Equal Treatment of Men and Women in Employment and Vocational Training
- ❖ The Law on Equal Pay for Men and Women for the Same Work or for Work of Equal Value
- ❖ The Law on Persons with Disabilities.

Cypriot companies should take actions of corporate responsibility to respect and protect human rights, as guaranteed by the Constitution and international human rights agreements. At the same time, they have the obligation to apply the legislation that prohibits discrimination. These responsibilities and obligations extend, both in the workplace of companies in relation to the persons they employ, and in their business activity in relation to their customers, partners and the local community.

Entities that examine grievances/complaints on human rights violations

1. Office of the Commissioner for Administration (Ombudsman)

By joining the EU, for purposes of compliance with the Article 13 of the Directive to combat racial and ethnic discrimination (2000/43/EC), the Republic of Cyprus appointed the Commissioner for Administration as the independent body / authority to deal and decide on issues related to discrimination. For more effective exercise of this duty, two independent authorities: the Authority against Discrimination and the Equality Authority were established within the Office of the Commissioner for Administration and staffed by members of its personnel.

Main institutional competence of both Authorities, as defined by the legislation is to investigate, as independent authorities, through non-judicial procedures, complaints by people who believe they are / were victims of discrimination either in the public or private sector activities. Their field of activities includes discrimination based on gender, race, community, language, color, religion, political or other beliefs, national or ethnic origin, disability, age, sexual orientation or any other grounds prohibited by law.

Specifically, the Equality Authority has jurisdiction to investigate complaints about gender discrimination, as well as discrimination that are reserved in the sector of employment on the basis of any reason. On the other hand, the Authority against Discrimination investigates complaints of discrimination on the basis of all the above reasons, other than gender, in the areas of education, healthcare, social protection and social benefits, and access to goods and services. In cases where the Ombudsman finds that a particular practice/conduct constitutes unlawful discrimination, he may issue an order to end the practice/behavior and, in case of non compliance, to impose fines on the persons/organizations involved.

In the basis of the above, it appears that the Commissioner investigates to a certain degree, non judicial, complaints of discrimination by companies.

2. Office of the Commissioner for Children's Rights

The Commissioner for Children's Rights is an independent institution, that is dedicated to ensuring the rights of the child and whose powers and duties are defined by law.

The Commissioner receives complaints concerning the rights of the child and, according to the law, if he considers that they need further investigation by a competent authority, he has the power to send these complaints to that authority for investigation and to monitor the progress of the investigation. Also, the Commissioner may take the initiative to call for investigation and follow the course of investigating complaints from any authority, regarding violation of rights of the child.

3. Cyprus National Bioethics Committee

According to the Article 3 (1) of Law N.150 (I) / 2001, Law on Bioethics (Establishment and Operation of the National Committee) of 2001, the mission of the Cyprus National Bioethics Committee is the continuous monitoring, research, systematic analysis and evaluation of issues and problems associated with scientific research, advancement and application of the science of biotechnology, biology, medicine, genetics and pharmaceuticals, as well as human intervention in the biological process and in the human genotype and to investigate their moral, ethical, social, humanitarian and legal dimensions.

The Cyprus National Bioethics Committee, under the powers granted by the Law 150 (I) / 2001, has set up three Bioethics Evaluation Committees:

- ❖ The Bioethics Evaluation Committee for Research Protocols related to clinical research in medicine for human use
- ❖ The Bioethics Evaluation Committee for biomedical research and
- ❖ The Bioethics Evaluation Committee for research protocols on Biomedical Research and on clinical research in medicine for Human Use (formed 18/03/2008).

The Safeguarding and Protection of Patients' Rights Law of 2004 (1(I) / 2005)

In the framework of the protection of patients' rights stemming from international and European conventions and other legal acts and, in particular the relevant international conventions that the Republic of Cyprus ratifies, the Declaration on the Promotion of Patients' Rights in Europe of the World Health Organization and the European Charter of Patients' Rights and the Charter of Fundamental Rights of the European Union, which was incorporated into the Constitutional Treaty signed on the 29th of October 2004, the Complaint Review Committee was established with competence to examine complaints of patients.

Laws on safety and health at work of 1996 to 2011

These laws provide for ensuring the safety, health and welfare of persons at work in all sectors of economic activity and for protecting any others against the risks to health and safety in relation to the activities of persons at work.

1. Office of the Commissioner for Personal Data Protection

According to the Law, the Commissioner investigates complaints about potential infringement of the legislation for the protection of personal data. [Article 23 (I) of the Processing of Personal Data (Protection of Individuals) Law].

Existing Practices of Cypriot Enterprises with respect to Human Rights

Regarding the protection of Human Rights, it seems that Cypriot enterprises in the private sector have already been taking actions to a limited extent with the most basic of them focused on:

- ❖ eliminating any factors that encourage forced labor
- ❖ non-discrimination policies in recruitment, working conditions and pay for workers
- ❖ respecting the freedom of syndicalism

Measures for adopting CSR in the area of human rights by the Government

A key challenge for Governments, as stated in the relevant EU Communication, is to improve the coherence of various policies and actions that contribute to the respect of human rights by businesses. The European Commission in cooperation with the businesses and stakeholders are gradually developing guidelines on human rights for a limited number of related industries, as well as guidelines for small and medium enterprises, based on the UN Guiding Principles.

Building on the work done at European level, the Government will work to promote the respect for human rights by companies with the implementation of the following measures:

- ❖ Cooperation with specialized bodies to explore the possibility of monitoring and evaluating the existing legislation for the protection of human rights and submission of supplementary proposals if needed.
- ❖ Implementation of a process for checking the existence of formal policies and systematic measures for the protection of human rights in government and semi-government organizations.
- ❖ Cooperation with NGOs and CSR specialized agencies to create and promote a Code of Respect and Protection of Human Rights, in the form of an example that can be adopted as a guide by all private, semi-public, public organizations, using the corresponding work of the European Commission.
- ❖ Establishment of a working group, in collaboration with specialized agencies and representatives of businesses and organizations, with a view to gather, evaluate and select best practices in human rights of the Cypriot enterprises and public organizations and to publish them. Also, the undertaking of an initiative for the implementation of workshops for the private organizations with the main objective to present best practices related to the respect of human rights, from SMEs to larger enterprises.
- ❖ Cooperation with educational institutions to contribute to the integration of the protection of human rights as a training session at their academic programs (undergraduate and / or graduate), as well as through the continuous or lifelong training consisting of short term programs or seminars.
- ❖ Implementation of short term training programs targeting business executives in collaboration with specialized government agencies or NGOs on the importance of integrating the protection of human rights in the Code of Values and Principles or Codes of Conduct that may be available to businesses and on related education of their staff.
- ❖ Investigate the possibility of enriching and promoting existing incentives for businesses to hire and develop vocational training for people with disabilities and poor young people with delinquent behavior.
- ❖ Evaluation and support (financial and communicational) of major initiatives of NGOs related to the promotion of the protection of human rights and the understanding of equality and equal opportunities.
- ❖ Improving the current system of vocational guidance and training of women and promoting flexible forms of employment.
- ❖ Strengthening the Office of the Law Commissioner to establish a call centre or a national conduct point (NCP) for workers' complaints about the violation of human rights in the workplace, as well as basic mechanisms for informing companies and helping them deal with such cases.

Implementation of the National CSR Action Plan

The implementation of the NAP-CSR requires the government to seize all existing partnerships between agencies, as well as to create new partnerships that will contribute decisively to the implementation of responsible actions and practices. Also, the commitment of all stakeholders, as well as social groups in implementing and maintaining the dialogue on the development of the concept in Cyprus, is considered extremely valuable. Equally important for

creating the suitable infrastructure that will ensure the successful implementation of the NAP-CSR is that any actions planned and implemented, are fully transparent, an innate value of CSR.

The implementation of the NAP-CSR requires the adoption of CSR practices and their integration into the culture, the policy implementation and more generally, the formulation of the strategy.

CSR National Mechanism

The commitment of all stakeholders as well as social groups in implementing and maintaining the dialogue on the development of the concept in Cyprus is extremely valuable. For this purpose, a national mechanism will be set up that will be composed by the key stakeholders so as to ensure the participation and involvement of forces for the greatest effect.

The National CSR Committee will have the overall responsibility for monitoring the implementation of the NAP-CSR and generally for the formation of policy proposals for the promotion of CSR in Cyprus, on the basis of the EU guidelines so as to achieve the objectives of the Europe 2020 Strategy. More specifically, the role of the National Committee will focus on:

- The evaluation of the application/implementation of the NAP-CSR and the assessment of the effectiveness of the measures
- The formulation of proposals for revision where needed. The final approval of the revision of strategy and policy issues will be given by the Council of Ministers.
- The safeguarding of the participation and overall coordination of all stakeholders in the formulation and implementation of the NAP-CSR.

All concerned Ministries and Departments of the Government and all social partners at the highest level will participate in the National Committee. The Committee will be chaired by the Permanent Secretary of the Planning Bureau, which will also provide secretariat services to the Committee, due to his role as National Coordinator for CSR.

The setting up of a technical committee is also foreseen, to provide assistance to the National CSR Committee in consultation with the relevant Ministries, Departments and Institutions. The Technical Committee will be chaired by the Planning Bureau, as National Coordinator for CSR issues and all relevant government departments will be involved.

Actions for Implementation

From the proposed measures included in the National Action Plan, ten measures were selected that can be implemented immediately at little or no cost and they will help to boost significantly the awareness and the promotion of CSR in Cyprus. These measures are the following:

- ❖ Informational material: Direct diffusion and dissemination of CSR informational Guide to the private and public sectors in electronic form.
- ❖ CSR Cyprus Network: Direct activation and enrichment of the website of the newly established CSR Cyprus Network in cooperation with the CSR Europe to promote CSR. The Network has been established as a consortium of the public sector, through the Planning Bureau, the private sector, through the Cyprus Chamber of Commerce and Industry (CCCI) and the academic sector through the Cyprus University of Technology.
- ❖ Websites of the relevant Authorities: The direct enrichment of all websites of the relevant public organizations, with a special section for the promotion of CSR issues.
- ❖ Seminars: The organization of 5 educational seminars for CSR for businesses, one in every district of Cyprus for the importance and benefits of CSR for all businesses, the implementation of CSR activities, the introduction to dialogue with stakeholders, the importance of Sustainability Reports and the introduction to the ways of communication of CSR.
- ❖ Study for the promotion of accountability by semi-governmental organizations: The study of promoting accountability from semi-governmental organizations in order to publish Social Responsibility Report, which is

proposed to cover up to 20 indicators according to the standards of the GRI guidelines. Organizations can choose the indicators they consider most relevant to their business activity, with the exception of certain key indicators that will be selected in consultation with the semi-governmental organizations and will be common to all. Direct enrichment and promotion of CSR will be promoted from the websites of the semi-governmental organizations.

- ❖ Study for the promotion of accountability by listed companies. The promotion of accountability by listed companies, in cooperation with the management of the Cyprus Stock Exchange in a pilot phase with the gradual implementation of a number of indicators.
- ❖ Promoting CSR in the academic environment: The adoption of the initiative to promote CSR in the academic environment and the culture of the educational institutions, by sending a letter to all universities and business administration schools for the promotion of the 6 principles of United Nations Principles for Responsible Management Education.
- ❖ Social Barometer research: The direct application of the innovative specialized strategic tool, the Social Barometer A.S.B.I (Awareness & Social Behavior Index) which was created for the systematic monitoring of trends in society with regard to issues of social awareness of citizens, NGOs and the social work of companies in the context of CSR.
- ❖ Organization of an Annual Conference: to promote awareness on CSR in order to present and discuss the latest trends in Sustainable Development. Participants will be informed about the most important CSR practices, enrich their knowledge with strategies involving specific actions to address potential problems and discuss the results of the initiatives, and thus making the conference one open forum for dialogue on this important issue.
- ❖ Promoting Best Practices and Awards: The immediate investigation to establish a working group, in cooperation with specialized agencies, organizations and representatives of organizations, to establish criteria (e.g., consistency, innovation, effectiveness or applicability of the practice in other organizations) and the collection, evaluation and selection of CSR Best Practices in Cyprus to be awarded and disclosed.

Next Steps

The Action Plan, approved by the Council of Ministers on 11/02/2013, was planned to be revised on the basis of a new EU CSR strategy, which has not yet been developed although expected by 2016. Nonetheless, the government is proceeding with targeted actions to promote and strengthen CSR in Cyprus, which are integrated within the Policy Statement for Enhancing the Entrepreneurial Ecosystem in Cyprus for the period 2016-2020, thus highlighting the business value of CSR.

In addition, pertinent government services have developed various sectoral supporting tools, which help companies, amongst others, to improve their environmental performance (e.g. EMAS, EU Ecolabel), their energy efficiency (e.g. grant schemes for the use of RES), the implementation of human rights due diligence in line with the UN Guiding Principles (e.g. certifications of good business practices against gender discrimination, competitions for good practices as regards safety and health at work, codes of good practice, regarding disability discrimination in employment and occupation, regarding the prevention of sexual harassment and harassment in employment and regarding the combat of racism). Moving towards a more integrated approach to enhance businesses' social responsibility, the government aims to further promote awareness and implementation of ISO26000, which has been prepared as a Guide to CSR.

5.2 Greece

A National Action Plan for CSR has not been institutionalized, so far. In 2014 the Ministry of the Economy, Competitiveness and Shipping in collaboration with other key actors including CSR Hellas, the SEV, and the Athens University of Economics moved forward with the publication of the National Strategic Plan for CSR for the time period of 2014 to 2020 which is under consultation from 28 July to 22 September. This publication was aimed at promoting and establishing a development model for CSR in Greece based on a participatory process that formed around three basic axes:

- ❖ Policies and standards for the promotion of CSR by public authorities (Provision of basic information for CSR, strengthening and reinforcing the potentials of Greek enterprises for the introduction and implementation of CSR within their business structure, the promotion of branding and labelling, transparency, communication and rewards directly linked to CSR activities and social responsible public commissions).
- ❖ Public policy measures and tools that would facilitate the introduction and implementation of CSR policies, actions and initiatives by companies (laws and directives, taxes, allowances, campaigns, networks, use of hybrid tools)
- ❖ Fields of implementation for CSR in accordance to the national priorities which concern human capital, leadership, market and the natural and social environment.

As it has been outlined above, according to the plan, the Greek National Strategy for CSR has a specific set of targets which are briefly are centred around the designation of the state's role in promoting CSR among enterprises, the implementation of CSR programs and the development CSR activities by the state itself. Additionally, Greek NAP sets out to describe the necessary structures, to design, practice, evaluate and introduce a timetable for the implementation of this National Strategy.

It is acknowledged, nonetheless, that the Greek NAP which drafted in 2014, lacks a specific orientation. This lack of orientation is instead supplemented by the European framework which covers different aspects of CSR like human rights, environment, health and safety with the utilisation of the Union's directives.

In July 2017, a new proposal for a National Strategy for CSR was put under consultation by the General Secretariat for Trade and Consumer Protection.

- The goal of the National plan for CSR and the Responsible Entrepreneurship is both CSR and RE, to become a means for helping enterprises and organizations to support social activities, protect the environment, strengthen the market and improve the conditions of their internal operating environment. According to the 2017 plan CSR has three Strategic Objectives: Healthy economic environment – improvement of business environment
- Environmentally responsible entrepreneurship
- Enhancing of human, consumer and employees' rights.

More specific, these strategic objectives are broken down into operational but also targeted actions. It is very important to emphasize, promote and reward the socially responsible enterprises. For these purposes, it is proposed to create a central information portal under the auspices of the General Secretariat for Trade and Consumer Protection, to create ways of certifying CSR (issuing a similar label or prize), and to set up a CSR Observatory.

Finally, a reference is made to the dual role of public bodies, contributing both to the promotion and integration of CSR and to the implementation of CSR actions in their internal and external environment. During the consultation of the National CSR Strategy Plan, which was completed on 28 July 2017, it was pointed out that there was no link with the objectives of the UN Agenda 2030, the United Nations Global Compact, the Global Reporting Compilation Initiative Reporting Initiative (GRI), ISO26000 etc.²⁶

5.3 Spain

National CSR Plan

²⁶<http://www.opengov.gr/ypoian/?p=8205#comments> Comments on Article 01 Framework of Principles and Objectives of the "National Strategy Plan for Corporate Social Responsibility and Responsible Entrepreneurship of Enterprises and Organizations"

The **Spanish Corporate Social Responsibility Strategy**²⁷ 2014- 2020 is not only limited to companies, but also aims to promote the development of responsible practices in public administrations and other types of organizations creating a society with a more competitive, productive, sustainable and inclusive economy. Its aim is to disseminate the values of social responsibility in society, placing a special focus on small and medium-sized enterprises, since in our country they amount to more than 95% of the business fabric.

Its aim is to disseminate the values of social responsibility in society, placing a special focus on small and medium-sized enterprises, since in our country they amount to more than 95% of the business fabric.

Why was the National Plan created?

It became clear, through the isolated initiatives that began to emerge in various autonomous communities, that there was a need to create a common framework to standardise CSR actions and allow a harmonious development throughout the national territory, from the point of view of ensuring market unity, which can be affected by policies developed in this area by the different Autonomous Regions, and in the search for synergies through the collaboration of different public policies.

The **National CSR Strategy 2014-2020** provides the framework for the promotion of CSR in both private and public organizations, and establishes a series of responsibilities for the public administrations, companies and society in general.

Responsibility of the Public Administrations:

- Ensure that the acknowledgement of social responsibility by the organizations is real and meets the criteria of materiality.
- Promote the dissemination of CSR so that it reaches society as a whole.
- Ensure that CSR penetrates all stages of the productive fabric without involving new administrative or other types of burdens.
- Establish themselves as clear examples of responsible entities in all their areas of influence.

Responsibility of companies and organizations:

- Define CSR strategies that are appropriate to the type and size of the organization and ensure that these social responsibility policies transcend the different departments.
- Reinforce in said strategy those issues that can respond to the priority needs depending on the socio-economic situation of each moment.
- Establish channels of communication and fluent dialogue with all its stakeholders.
- Support innovation and good practices aimed at advancing towards sustainable development.

The sum of the actions taken by companies and public administrations should benefit all citizens who must also assume their share of responsibility in order to achieve a sustainable, inclusive and productive social model.

Responsibility of society as a whole:

- Contribute to the maintenance of the environment through practices such as preventing the generation of waste, waste recycling and optimization in the consumption of energy resources.
- Be aware of the influence they exercise in their role as consumers or investors.

The structure of the Strategy is shown below. It is based on six principles, four objectives and 10 lines of action around which the included measures have been grouped.

²⁷ Spanish Corporate Social Responsibility Strategy http://www.empleo.gob.es/es/sec_trabajo/EERSE_WEB.pdf

The CSR Strategy establishes 60 measures designed to objectify the lines of action, prioritized around three categories, per the socio-economic reality of our country:

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- Create an accessible website specialized in CSR.
- Foster good corporate governance practices.
- Ensure that private and public-sector companies produce corporate governance and sustainability reports.
- Promote responsible corporate tax management within organizations.
- Uphold CSR as a mechanism to strengthen the image of Spain and create a positive perception of Spanish products and services.
- Prepare a guide on the disclosure of non-financial information.
- Respect and safeguard Human Rights throughout the value chain.
- Implement coordination mechanisms between Public Administration and Autonomous Regions.

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- Raise the awareness of companies with responsible and sustainable management models, for a socially responsible performance of their activity.
- Encourage communication platforms and space for dialogue between organizations and stakeholders.
- Promote the integration of social responsibility practices in SMEs and social economy entities.
- Boost actions to favor diversity in the staff, through an equal opportunities policy.
- Promote actions aimed at facilitating the reconciliation of workers' personal, family and work life.
- Encourage the promotion of health in the workplace.
- Promote labor integration of people at risk of social exclusion in ordinary companies, while facilitating entrepreneurship.
- Promote permanent work contracts.
- Ensure compliance with CSR principles throughout the supply chain and encourage companies to transmit their management models.
- Reduce the environmental impact of all organizations.
- Extend and promote CSR throughout the territory.

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- Develop programs to promote knowledge and compliance with international principles by organizations operating in Spain.
- Promote the study of CSR in both educational institutions for vocational training and universities for university education, as well as in research centres.
- Provide opportunities for corporate volunteering.
- Develop a good practice guide for socially responsible investment
- Promote the use SRI of Pension Fund Income Tax.
- Promote research, sustainable innovation and the development of products and services aimed at improving the standard of living.
- Encourage social entrepreneurship.
- Promote the incorporation of social, environmental, human rights and ethical criteria in public tenders and procurement, linked to the object of the contract
- Promote responsible consumption, consumer rights and integration of CSR principles into consumer policies.
- Reinforce information on the responsible consumption and control of natural resources.
- Promote the constitution of Public Private Partnerships for Development.
- Strengthen the OECD Guidelines for Multinational Enterprises through National Contact Points.
- Encourage the exchange of experiences with other countries.

- Study on the 'Report of the Special Representative of the Secretary-General on Human Rights and Transnational Corporations and Other Business Enterprises, John Ruggie', United Nations Human Rights Council

EXTREMADURA CSR STRATEGY 2015-2017

In regard to Extremadura, the Extremadura CSR Strategy 2015 - 2017²⁸ which becomes the regional reference framework in terms of CSR, and the tool that will facilitate the promotions and development of social responsibility in the productive fabric in our community, was published in 2015. The Extremadura strategy stems from a diagnosis of the situation of CSR in Extremadura obtained through a survey of relevant organizations of its society and complemented by a SWOT analysis. Based on the analysis carried out, a series of objectives and strategic lines were established.

Extremadura CSR Strategy Goals

Objective 1: Drive the transformation of the social and economic model of Extremadura as a socially responsible, competitive and generating quality employment region.

Objective 2: Promote and encourage the incorporation of CSR in the business sector in Extremadura, particularly SMEs and the self-employed, as an instrument for the improvement of competitiveness, sustainability and job creation.

Objective 3: Play an active role in the development of new dimensions of CSR that allow to build a differential advantage for Extremadura, especially for the business sector.

Objective 4: Position Extremadura in the international context of CSR as a means to gain access to better knowledge on the subject.

Strategic Lines

Line 1:
Development of the model of leadership in Social Responsibility for Public Administrations

- Boost socially responsible procurement.
- Foster a culture of Social Responsibility in the Public Administrations of Extremadura.
- Promote transparency in the public sector.
- Promote the strategic alignment of areas of the Government of Extremadura.
- Encourage CSR in local authorities.

Line 2
Promotion of Corporate Social Responsibility as a driving force for economic and social

- Foster the creation of meeting spaces for organizations and stakeholders.
- Promote responsible consumption among the society in Extremadura within the First Framework Plan on Consumption in Extremadura 2014 – 2020.
- Boost socially responsible investment.
- Use CSR for the promotion of equal opportunities.
- Encourage the promotion of occupational health and safety.
- Include social volunteer work in the business sector.
- Enhance environmental sustainability within the framework of Specific Plans.
- Promote the social action of companies and the self-employed.

²⁸ 9Extremadura CSR Strategy 2015-2017
<http://bit.ly/2o2BJhI>

transformation	<ul style="list-style-type: none"> ■ Incorporate CSR in Development Cooperation. ■ Advocate for the creation of quality employment relations.
Line 3: Promotion of the incorporation of Social Responsibility in the business sector, third sector and citizenship	<ul style="list-style-type: none"> ■ Increase the visibility of the organizations working on social responsibility ■ Implement measures of positive discrimination for companies that integrate CSR ■ Promote the dissemination of quality financial and non-financial information ■ Integrate CSR into education, training and research ■ Improve the training of individuals in CSR ■ Promote the dissemination and information on social responsibility ■ Promote the incorporation of CSR in the Social Economy ■ Strengthen the system for the recognition of Socially Responsible Company of Extremadura

During the two years of the Strategy, many of the measures included therein have been implemented. A few can be highlighted:

- ❖ Publication of an order for the introduction of social and environmental clauses in public procurement.
- ❖ Training in CSR and innovative public procurement aimed at public administration staff.
- ❖ Reduction of the payment period to suppliers. In 2016, it was reduced to 21 days.
- ❖ Aid for the creation of permanent jobs
- ❖ Promoting the recruitment of recipients of the basic income.
- ❖ Qualifying non-financial information auditors.
- ❖ Identification, value and dissemination of best practices in CSR through the Extremadura CSR Observatory.
- ❖ Using as assessment criteria in the granting of state aid to companies and self-employed individuals having the certification of 'Socially Responsible Company of Extremadura.'
- ❖ Development and implementation of a Master in Corporate Social Responsibility at the University of Extremadura.
- ❖ Aid program for the incorporation of a CSR specialist in the SME in Extremadura.

In 2017, a review was carried out, updating measures to incorporate through an analysis that allowed us to prioritize those that must be implemented on the basis of the current socio-economic context of Extremadura.

Based on such review the **CSR Action Plan 2017 - 2019** was published, aligned with the Sustainable Development Goals, understanding that governments have a fundamental role when implementing programs, creating incentives and developing regulatory frameworks that favor sustainable development.

A key document to define the focus of action of this Action Plan has been the '**Regional Framework to boost the Green Economy and the Circular Economy in Extremadura**', designed by the Government of Extremadura, since both documents share the goal of turning the region into a space for innovation in the sustainable management of natural resources.

5.4 Norway

In 2007, the Norwegian Ministry of Foreign Affairs hosted an international CSR and sustainable development conference. As a result, the guiding document for CSR in Norway, Report No. 10 (2008-2009) to the Storting, **Corporate social responsibility in a global economy** (2009) was released. The report drew upon the conference, a 2008 survey of 300 Norwegian companies, and an open and collaborative process with stakeholders.

The White Paper maintains that the state must be held to the highest degree of accountability in its own activities and in overseeing the private sector. The responsibilities of companies are also highlighted. The government asserts and outlines the value creation opportunities obtainable by organizations that implement CSR across their activities. Because the majority of Norwegian companies are SMEs with activities abroad, much of the report focuses on companies' responsibility to maintain strong CSR processes both at home and abroad. The themes of the report are presented in the following:

The private sector's role and responsibilities

- Expectations of the private sectors
- Guidelines for CSR
- Transparency and discloses
- Innovation and CSR
- Responsibility of business in key areas
- Human rights and decent work
- Environmental responsibility
- CSR, responsibility and ethics in the supply chain
- Socially responsible investment

Norwegian corporate engagement abroad – challenges and dilemmas

- Business in conflict-affected areas
- Natural resource - based enterprises
- Local communities and rights of indigenous peoples
- Transparency in extractive industries
- Vigilance

Corporate social responsibility is a development perspective

- Investments in developing countries
- Partnerships for development
- Institution and capacity building

International frameworks for CSR

- The OECD Guidelines for Multinational Enterprises

- Experiences for potential improvement
- The UN Global Compact
- The Global Reporting Initiative (GRI)
- Reporting and standardization
- The need for international guidelines

International initiatives and processes for social responsibility

- Global labor standards
- Environmental and climate cooperation
- Anti-corruption
- Trade
- International frameworks and national guidelines

Evaluation of legal instruments

- Criminal sanctions
- Limitations of international law
- Norwegian criminal legislation
- Reporting on CSR
- Reporting obligations under Norwegian law
- Monitoring mechanisms

Instruments for strengthening CSR

- Public instruments targeting the private sector
- Social partner organizations
- NGOs
- Research and education
- CSR and education
- Dialogue and exchange of experience

To update the 2009 White Paper and cement Norway's commitment to the UN Guiding Principles on Business and Human Rights (2011), the Ministry of Foreign Affairs submitted another White Paper, Report no. 10 (2014-2015), *Opportunities for all: Human rights in Norway's foreign policy and development cooperation*. Later in the year they then released, ***Business and Human Rights – National Action Plan for the implementation of the UN Guiding Principles*** (2015). The National Action Plan is structured as shown below:

The Government's expectations of business enterprises.

- comply with the legislation in the country where it operates;
- be familiar with UN Guiding Principles and the OECD Guidelines for Multinational Enterprises;
- follow the Guiding Principles or the OECD guidelines, where applicable, when developing strategies for responsible business conduct;
- exercise due diligence and assess the human rights-related risks in the context of their operations;
- follow the “comply or explain” principle and the materiality principle.

Global developments and CSR

- Developing an international CSR framework;
- Human rights and states' obligation;
- CSR in the Norwegian business sector
- Purpose of the action plan

State duty to protect human rights

- The state as legislator
- The state as adviser
- State ownership and responsible support
- Competitive tendering and public procurement
- Human rights in conflict areas
- Policy coherence in the central government
- Free trade agreements and investment contracts
- International cooperation on CSR

Corporate responsibility to respect human rights

- Responsible business conduct
- External communication and reporting
- Grievance mechanisms for violation
- Compliance with legislation

Access to remedy

- State based grievance mechanisms
- Non - State based grievance mechanisms
- Criteria for effect on non – judicial grievance mechanisms

5.5 Slovenia

Slovenia is yet to develop its National Action Plan on CSR or a strategic approach to development of such NAP.

In 2005, the Government appointed an Interdepartmental Working Group for Corporate Social Responsibility composed of representatives from all ministries involved in promoting CSR in their respective fields and coordinated by the Ministry of Labor, Family and Social Affairs. However, the group only met once, before the government changed (and the responsible line ministry) and the group dissolved.²⁹ The tasks of this group included drawing up reports on past activities and results (e.g. the National Report on Public Policies in CSR in 2006), drawing up proposals for future governmental policies in this area (including National SR development Strategy), and coordinating different activities within the field of CSR.³⁰ No formal comprehensive CSR policy has been adopted so far by the government. The work on some of background documents needed for development of national CSR strategy continued in 2012 on voluntary basis by representatives of civil society and business, active in CSR field, joined in a network and an informal Partnership for Social Responsibility of Slovenia.³¹

Major actors in the field are therefore NGOs, assuming the role of a promoter and educator, and in most cases, bigger companies with their good practices.

Having no one ministry with overall responsibility for CSR policy and in the context of economic difficulties in past years, Slovenia continues to address the matter of NAP on CSR slowly and with a delay. Several ministries are currently responsible for different aspects and international policy implementations in the field of CSR and/or the field of Human Rights in Business:

- ❖ the Ministry of Foreign Affairs has the lead role in relation to the UN Guiding Principles on business and human rights,
- ❖ Ministry of Economic Development and Technology is responsible for the OECD National Contact Point and implementation of Directive 2014/95/EU (non-financial reporting) into national legislations (e.g. Companies Act),
- ❖ Ministry of Labor, Family, Social Affairs and Equal Opportunities is represented on the Health Level Group on CSR and was responsible for the Act on Social Entrepreneurship (now moved to Ministry of Economic Development and Technology).
- ❖ Ministry of Public Administration: regulation on and promotion of green public procurement.
- ❖ Ministry of the Environment and Spatial Planning: regulation on environment protection and green economy.

Important role in developing CSR in Slovenia is played by civil society, organised in a network. «The National Action Plan is still very much in the planning phase, and based on an agreement between the Ministry of Labor and the CSR network from 2012, a bottom up approach is being taken to help to ensure maximum buy-in from the business community. It was also agreed that it was important to ensure:

- ❖ real-life implementation of selected policy priorities developed in a way that the economy and enterprises could and would subscribe to and follow them;
- ❖ that selected priorities need to take into account the current difficult economic situation;
- ❖ that selected priorities need to be complemented by existing relevant government policies.”³²

The next step was that the CSR Network develops a list of CSR priorities and submits them to responsible Ministry (previously Ministry of Labor, Family, Social Affairs and Equal Opportunities, now Ministry of Economic Development and Technology). Although the NGOs repeatedly provided the materials needed to continue the process (last occasion was in March 2015), it is still on hold.

²⁹ŠtikaDebevec, M., Hrast, A., Mulej, M.: Nacionalna strategija spodbujanjarazvojadružbeneodgovornosti (podjetij) v Sloveniji; available at <http://www.irdo.si/skupni-cd/cdji/cd-irdo-2013/referati/e-debevec-hrast-mulej.pdf>, last accessed: 31.5.2017

³⁰ CSR in Slovenia, Jure Zrilic, European Company Law, Vol. 8, No. 2-3, pp 119-122, 2011, University of Oslo Faculty of Law Research Paper No. 2011-13 (available at https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1774757, last accessed: 31.5.2017)

³¹ŠtikaDebevec, M., Hrast, A., Mulej, M.: Nacionalna strategija spodbujanjarazvojadružbeneodgovornosti (podjetij) v Sloveniji; available at <http://www.irdo.si/skupni-cd/cdji/cd-irdo-2013/referati/e-debevec-hrast-mulej.pdf>, last accessed: 31.5.2017

³²

Meanwhile, according to the peer-review report, (2013) Slovenia is linking the issue of CSR to that of Social Entrepreneurship:

“This is being promoted as a business model for the future. A series of seminars and one-stop shops are being organised to promote understanding and take-up of this model. The concept is also being marketed to consumers as one offering greater transparency, as a mistrust of business is being detected among the population. The development of this approach has also involved good cooperation with the Chamber of Agriculture, with the establishment of a working group taking in representation from across the country. The chamber provides counselling services to everyone in the countryside keen to establish rural businesses. The Ministry of Labor is also developing the model through its programme of youth entrepreneurship, including the use of incubators to support new business ideas. Young people are seen as an obvious target group for a CSR approach and are considered to have a good understanding and appreciation of the underlying concepts. The combination of the two approaches is presented as a win-win situation. Particular emphasis is also being placed on developing family-friendly enterprises and to achieve a change in culture in established businesses. The Ministry has sought to involve social partners closely in these measures. Furthermore, the Ministry of Finance is working on regulation on green procurement, which is yet to be completed. The ministry of agriculture and the environment is also working on procurement and responsible supply chain management measures. Significant emphasis is being placed on bottom up approaches. The use of legislation on Social Entrepreneurship has also helped to drive this agenda forward.”³³. However, NGOs and private sector understand that CSR means and needs more than just social entrepreneurship.

Following is a short overview of mentions of CSR in some of the governmental documents³⁴:

- ❖ Slovenian Development Strategy adopted in 2005 includes sustainable development; however, it does not mention (corporate) social responsibility. The strategy defined as its fifth development priority an integration of measures for achieving sustainable development in following fields: sustained population growth, balanced regional development, ensuring optimal health conditions, improved spatial management, integration of environmental criteria in European policies and consumption patterns, the development of national identity and culture.
- ❖ Slovenian Development Strategy for the period 2014-2020 (still a draft) includes social responsibility in the chapter “Priority areas and short-term measures”. Among other it includes a commitment to promotion of:
 - responsible management of natural resources (including space) and recognition of development opportunities presented by environmental capital;
 - corporate social responsibility;
 - development of socially responsible conduct on national, regional and local level;
 - processed for active youth involvement in social development and intergenerational cooperation;

Furthermore, in the chapter “Competitive economy”, the government commits to implement corporate social responsibility and in the chapter “The conditions for realisation of the objectives of the Strategy by 2020” the government plans to ensure a high degree of legal certainty, human rights and responsibility. Again, in time of preparation of this report (May 2017) this strategic document was yet to be confirmed or adopted.

- ❖ In 2015 government adopted the Smart Specialisation Strategy of Slovenia, which includes the country's commitment to CSR in only one sentence in chapter “Growth and development of SMEs”: “Development of socially responsible internal entrepreneurship in companies at the management

³³Peer Review Report: Peer Review on Corporate Social Responsibility – Paris (France), 22 October 2013 (ICF GHK) (available at <http://ec.europa.eu/social/BlobServlet?docId=11477&langId=en>, last accessed: 31.5.2017)

³⁴Hrast, A.: Model večdeležniškega dialoga zaveč družbene odgovornosti podjetij na nacionalni ravni; magistrskodelo, UL FDV, Ljubljana 2016 (available at http://dk.fdv.uni-lj.si/magistrska/pdfs/mag_hrast-anita.pdf; last accessed: 31.5.2017)

level and as well at other employee levels.” We were unable to detect other phrases in connection to “social responsibility” in the document.

- ❖ In the Vision of Slovenia 2050, published in 2016, the Slovenian Government Office for Development and European cohesion policy highlighted the increased quality of life for all, which can only be achieved through trust and open and innovative society. Mental shift towards social responsibility will only be possible through a process of education, based on the empowerment of individuals and not just society. All this will lead to positive changes as well as common values, which in turn strengthen our identity (Government of the Republic 2016). In the preparation of this document, approximately 50 experts from various fields took part, including some experts in the field of CSR.

Although not directly mentioning CSR again, Smart Specialisation Strategy of Slovenian (S4) (in accordance with the Vision 2050’s Green Slovenia Brand) is including a number of CSR issues: from environmental protection and healthy living environment, green public procurement to new approaches to human resource management, including work-life balance and intergenerational cooperation.

Apart from in above mentioned documents, social responsibility as a required characteristic of Slovenia is mentioned in the Social Contract for period 2015-2016. “Only development-oriented, socially responsible and economically and socially prosperous Slovenia, with a secured comparable business environment will indeed be able to provide the well-being of the population and the quality level of the welfare state.”³⁵ It continues to describe the objectives of the Social Contract, among others: “Social contract defines basic commitments and directions of employers, unions and the Slovenian government for the implementation of activities in period 2015-2016, aimed to:

- New development momentum based on knowledge, experience and innovation for new high-quality jobs, a higher added value and sustainable development of socially responsible business and public sector.”³⁶

5.6 Czech Republic

The chapter begins with the words of the minister of the Industry and Trade of the CR, expressing the hope that the National Action Plan gets into consciousness of all the organizations and leads them to the responsible business, providing services and following already existing examples of good practice. The action plan is focused, in the first place, on the relationship of the responsibility, competitiveness and sustainability of organizations.

Further split of NAP is as follows:

1. Starting points in the Czech Republic
2. Hitherto practice in the Czech Republic
3. Key areas of the National action plan (priorities and activities) which are mentioned in the “National CSR Priorities” chapter.

More details about the starting points in Czech Republic and the Hitherto practice in Czech Republic are provided:

Starting points in Czech Republic

The contents of this chapter is the definition of CSR, description of basic pillars, including their components. Identically as in the introduction of the document, the voluntary acceptance of CSR based on self-regulation is accentuated. Moreover, the benefits of CSR implementation for organizations are mentioned - improvement from the viewpoint of risk management, savings of cost, access to the capital, relationships to customers, employees and other interested parties (especially to the public) and last but not least also the development of services and innovation of products.

The state task consists in the support of CSR by creating corresponding conditions for its spreading, support of its promotion and socially responsible activities. Among the organizations, there are entrepreneurial subjects, but also

³⁵ Social Contract 2015-2016: http://www.vlada.si/fileadmin/dokumenti/si/projekti/2015/Socialni_sporazum/Socialni_sporazum_2015_-_2016.pdf (last accessed: 31.5.2017)

³⁶ Social Contract 2015-2016: http://www.vlada.si/fileadmin/dokumenti/si/projekti/2015/Socialni_sporazum/Socialni_sporazum_2015_-_2016.pdf (last accessed: 31.5.2017)

non-state non-governmental organizations, subjects of social business, bodies and institutions of state administration and local self-administration.

In NAP, the concepts set by the European Commission are involved as well as its recommendations towards the member states stated in the Renewed EU strategy 2011-14 for Corporate Social Responsibility. The Ministry of Industry and Trade (MPO) was authorised for the CSR area and by elaborating NAP in the Czech Republic.

Hitherto practice in Czech Republic

This chapter contains the list of tools associated with certain areas of CSR as on the year 2015.

- Program of National Quality Policy, Quality Council, National Award of CR for CSR

The Quality Council of the CR is authorized by the program implementation; MPO is authorized by management of Quality Council activity. Strategy in CSR area is a part of strategic intention of the Council since 2006. Every year, the Quality Council declares the National Award of the CR for CSR, taking into consideration first of all the systematic approach and synergy effects.

- CSR promotion

The section Corporate Responsibility of the organizations of Quality Council of the CR is authorized by the promotion and co-ordination of activities.

- Public opinion survey (poll) in the CSR area

CSR RESEARCH 2014 (IPSOS, 11/2014) has shown that the people expect from the market leaders in CSR area especially activities in the area of environment protection, moreover truthful communication towards customers and assurance of employees' safety. CSR topic remains important during purchase for 71% of public, in the employment for 85% of economically active people. 2/3 of inhabitants of the Czech Republic have shown the willingness to pay more for an environmental friendly product.

- Other non-governmental organizations in the CSR area

In the document, other NGO are stated participating in CSR in the CR:

- Corporate Responsibility Association (A-CSR),
- Business Leaders Forum (BLF),
- Business for Society (BPS),
- Czech Business Council for Sustainable Development (CBCSD) and
- Global Compact National Network Czech Republic (GCNCR).

6 Legislation on CSR

6.1 Cyprus

With the adoption of Directive 2014/95/EU, the EU promotes as a minimum legal requirement for certain large undertakings and groups to submit a non-financial reporting, disclosing social and environmental information. The key aim is to rationalize CSR into business activities so that there is a shift towards sustainable economic growth, by combining long-term profitability with social justice and environmental protection.

Large companies and groups of companies with more than 500 employees, which are defined as public interest entities under national Law (The Auditors Law of 2017) fall within the scope of the above Directive as this has been transposed into national legislation. Public interest entities definition includes companies whose transferable securities are listed in a regulated market (of any Member State), Credit Institutions, Insurance and Reinsurance Undertakings and other entities designated as such by a Council of Ministers' decision.

A law proposal to comply with the 2014/95/ EU Directive has been drafted by the Office of the Registrar of Companies and Official Receiver, as an amendment to the Companies Law, which was voted by the House of Representatives on 19/05/2017. The new legislation comes into immediate effect, hence the preparation of the first non-financial report is expected by the companies and institutions concerned in 2018 on the basis of data/non-financial information for the year 2017.

On 2 June 2017 came into effect the Companies Law (Amendment) (No. 3) of 2017, the purpose of which is to harmonize national legislation with the European Directive 2014/95/EU as regards disclosure of non-financial and diversity information by certain large undertakings and groups.

NFS/CNFS is required to be prepared by public interest entities which are:

- companies defined as large companies on the basis of the criteria in the legislation, and whose average number of employees during the financial year exceeds 500, or 151A(1)
- parent companies of a group which is defined as a large group on the basis of the criteria in the legislation, and whose average number of employees during the financial year, on a consolidated basis, exceeds 500.

The NFS/CNFS includes information for an understanding of the development, performance, position and impact of the activity of the company/group, relating to, as a minimum, the following matters:

- environmental, social and employee matters,
- respect for human rights,
- anti-corruption, and
- bribery matters

The legislation requires that the statutory auditor checks whether the NFS/CNFS has been provided and whether the NFS/CNFS has been prepared in accordance with the applicable legal requirements.

For informing the companies for the new legislation the Directorate General for European Programs, Coordination and Development, organized a CSR Conference on "Reporting Corporate Responsibility and Sustainability" of June 12th 2017 falls within the context of promoting CSR and awareness on the provisions of the new law.

In the meantime, as anticipated, the European Commission has prepared and adopted on the 26th June 2017 a Guide with Non-Binding Guidelines on the methodology to be used for Reporting Non-Financial Information, as per Directive 2014/95/EU. In order to prepare these guidelines, a public consultation was organized by the EC Services in Spring 2016.

6.2 Greece

The legal framework for CSR which is currently in place encompasses laws and directives that facilitate the Greek government to encourage enterprises and the business world in general to implement CSR activities providing guidelines, campaigns and the basic tools. This is conducted with the assistance of other CSR actors and aims and through these partnerships successful CSR practices are promoted.

These practices are integrated in a number of initiatives and programs promoted by the Greek government like the promotion of enterprise excellence in environmental concerns and corporate social responsibility in the sectors of energy, tourism, technology and research through its Operational Program «Competitiveness and Entrepreneurship» for the period 2014 - 2020.

The Greek Government has taken steps to utilize the expertise of non-governmental organizations on CSR to complement for its weak legal framework. For example, the General Secretariat for Gender Equality and the Hellenic Network of CSR in 2011 signed a Memorandum of partnership with the aim of promoting gender equality issues in the workplace specifying the responsibilities of both parties. Gender equality in workplace includes promotion of policies that will increase the number of women employment in all levels of hierarchy and in a wide range of sectors including those of research and innovation.

According to the 2014 National Strategy for CSR the relative national legislation, which are adjustments or ratifications of international legislation are presented, chronologically beginning from 1952, and include laws and directives like the International Convention concerning Forced or Compulsory Labor, the OECD Guidelines for Multinational Enterprises, European Social Charter, Charter of Fundamental Rights of the European Union, Convention concerning the Prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labor, International Labor Organization Tripartite Declaration of Principles concerning Multinational Enterprises on Social Policy, ISO 26000 - Guidance Standard on Social Responsibility, United Nations Guiding Principles on Business and Human Rights, «Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, a renewed EU strategy 2011-14 for Corporate Social Responsibility».

The national laws that are related to CSR are as follows:

- ❖ The L. 2716/1999 on the Limited Liability Social Cooperatives, aiming at the social and economic integration and professional integration of people with serious psychosocial problems, contributing to their treatment and to their economic Self-sufficiency
- ❖ The L.3304/2005 on the Application of the principle of equal treatment regardless of racial or ethnic origin, religious or other beliefs, disability, age or sexual orientation implements the Directives 2000/43/EC and 2000/78/EC.
- ❖ The Presidential Decree 148/2009 on Environmental responsibility for the prevention and restoration of environmental damages (implements the Directive 2004/35/EK) and recognizes the environmental responsibility through the principle of “polluter pays”
- ❖ L.3850/2010 which is a code of laws for the protection of health and safety in workplace.
- ❖ L.3855/2010 on Green Public Contracts that describe the main administrative actions for the development of a national policy and a road map for Green public contacts.
- ❖ L.3896/2010 on equal opportunities and equal treatment of men and women in workplace and employment in public and private sector.
- ❖ L.4019/2011 on Social Economy and Social Entrepreneurship that concern the establishment of enterprises that promote social and economic integration of marginalized social groups, poverty reduction and discrimination and social exclusion. *According to Nasioulas, (2012) “law of 4019/2011 is the first law introducing the concept of Social Economy in Greece and as it states: Law 4019 does not elaborate on the concept of Social Economy. The utilization of the term is proved to be superfluous and eventually misleading,*

since the basic subject of this legislative action is to introduce the SCEs (Social Cooperative Enterprise³⁷). Second major deficiency of the Law is that it provides for the establishment of a General Social Economy Register which is eventually found not to include any other of the widely accepted (Nasioulas, 2010, 2011a,b, 2012) institutional forms of Social Economy organizations(Nasioulas, 2012 p.166)”.

- ❖ L.4093/2012 defines the minimum wage and came into force as a pilot project concerning the guaranteed minimum income. The Presidential Decree 135/2014 deals with the environmental authorization for projects and activities. This presidential decree focuses on promoting voluntary environmental CSR initiatives by private and public authorities and evaluates these initiatives on the basis of their environmental impact.
- ❖ L. 4430/2016 on Social and Solidarity Economy, which substantially improves the weaknesses of the previous Law, introduces the concept of Employee Cooperative, introduces more facilities and sets out measures for transparency in the operation of Social Cooperative Enterprises.
- ❖ L.3487/2006 on transposition of Directive 2003/51 / EC of the European Parliament and of the Council of 18 June 2003 amending Council Directives 78/660 / EEC, 83/349 / EEC, 86/635 / EEC and 91/674 / EEC on the annual and consolidated accounts of certain types of companies, banks and other financial institutions and insurance undertakings¹
- ❖ L.4308/2014 on Greek Accounting Standards, related regulations and other provisions.
- ❖ L. 4403/2016 Adaptation of Greek legislation to the provisions of articles 19, 20, 29, 30, 33, 35, 40 to 46 of Directive 2013/34 / EU of the European Parliament and of the Council of 26 June 2013 on the annual financial statements, consolidated financial statements and related reports of certain types of undertakings, amending Directive 2006/43/EC of the European Parliament and of the Council and repealing Council Directives 78/660/EEC and 83/349/EEC (EU L.189 of 29 June 2013) and to the provisions of directive 2014/95/EU of the European Parliament and Council (EU L.330/1 of 15 November 2014) on modification of Directive 2013/34/EU as regards disclosure of non-financial and diversity information by certain large undertakings and groups and other provisions of competence of the Ministry of Economy, Development and Tourism.
- ❖ Circular 62784 of the General Secretariat for Trade and Consumer Protection of the Ministry of Economy and Development, which clarifies issues covered by Laws 4403/2016 & 4308/2014. More specifically, the circular relates to the commercial disclosure of the annual financial statements that expire on July 7, 2016, of the relevant reports (audit, management, non-financial status, payments to governments) and the corporate governance statement in accordance with Provisions of Law 4403/2016 in conjunction with the provisions of Law 4308/1414. Time and method of convergence of the regular general assembly and the assembly of partners.
- ❖ L.4412/2016 on Public Procurement, Procurement and Services, incorporating the 2014/24 / EU Public Procurement Directives and 2014/25/EU on the procurement of entities operating in the water, energy, transport and postal services sectors.

Furthermore, a series of national policies, action plans and programs under the auspices of the NSRF are indirectly or directly linked to CSR. These policies, actions and plans include waste management policies, Roma integration to the society, human rights action plans, green tourism green entrepreneurship, innovative entrepreneurship and the provision of training programs for the exit of the economic crisis through the promotion of social economy.

Apart from the political effort to promote CSR there are stakeholders that support the state initiatives. The most significant ones are the Hellenic Network for CSR, the Greek Global Compact, the SEV- Hellenic Federation of Enterprises and the Social Economy Institute.

6.3 Spain

Legislation at national level

³⁷ The Social Cooperative Enterprise is established as an entity of Social Economy. It is a civil cooperative with a social cause possessing entrepreneurial capacity by law. The Social Cooperative Enterprise members can be either individuals or juridical entities. Its members participate with one vote regardless of the cooperative shares they possess (Nasioulas, 2012 p165)

Legislative developments that address the social responsibility of companies explicitly, as well as the Spanish CSR Strategy 2014-2020, which have been mentioned before, include:

- **Law 51/2003, of 2 December, on Equal Opportunities, Non-Discrimination, and Universal Access for Persons with Disabilities**, which aims to guarantee and recognize the right of persons with disabilities to equal opportunities in all areas of political, economic, cultural and social life.
- **Organic Law 3/2007 for effective equality between women and men**³⁸ which includes voluntary actions of social responsibility for companies on equality, including the promotion of balanced presence of men and women in the Boards of Directors of companies, using the prevailing criterion of talent and professional performance.
- **Royal Decree 221/2008 by which the State Council on Corporate Social Responsibility is created and regulated**³⁹ (amended by Royal Decree 1469/2008.)

The State Council on Corporate Social Responsibility (CERSE) is an advisory and consultative body attached to the competent Ministry in public policies of encouragement and promotion of social responsibility of the enterprises of the Government of Spain (currently the Ministry of Employment and Social Security). It responds to the aim of grouping representatives of different stakeholders linked to the social responsibility of enterprises in the same body.

The State Council on CSR was born with the aim of promoting initiatives on corporate social responsibility, in addition to proposing measures that pay special attention to the uniqueness of SMEs to the Government.

Among its objectives is also the search for the greatest possible homogeneity in reports of social responsibility and sustainability that, voluntarily, companies and organizations make public.

- **Law 2/2011 on sustainable economy**⁴⁰, which introduced guidelines to create more favourable conditions for sustainable economic development, and includes some references of impulse to corporate social responsibility. On the one hand, Article 27 on principles of good corporate governance and proper risk management in relation to the remuneration of the management team; Article 35, on sustainability in the management of public enterprises; and, finally, Article 39 on the promotion of the corporate social responsibility. Also included are references to the responsibility of the regulatory bodies and other items that include actions of social responsibility and socially responsible investment: consumers, sustainable mobility plans, etc. The thirty final provision of the Law of Sustainable Economy, also establishes by regulation conditions for the dissemination of information on the use of environmental, social and governance criteria in the investment policy of the pension funds.
- **Act 27/2011, of 1 August, on updating, adaptation and modernisation of the Social Security system**⁴¹ which establishes that the Pension Fund Control Committee will write down a comprehensive statement of the principles of its investment policy, expressly including in the statement if any extra financial risks (ethical, social, environmental, and good governance) that affect the different assets that make up the Pension Fund are taken into account.
- **Law 11/2013, on measures to foster entrepreneurship and stimulate growth and job creation**⁴² which includes the main measures making up the Entrepreneurship and Youth Employment Strategy 2013-2016. This strategy includes 100 measures to facilitate the access of young people to the labor market. The strategy is associated with the granting of a seal 'Entity Adhered to Entrepreneurship and Youth Employment 2013-2016 strategy' - which recognizes as 'youth employment responsible entities' to all those public and private organizations that adhere to it and to develop specific actions that contribute to its objectives.

³⁸ Organic 3/2007 of 22 March for the effective equality between women and men <https://www.boe.es/buscar/doc.php?id=BOE-A-2007-6115>

³⁹ Royal Decree 221/2008, of 15 February, by which the State Council on Corporate Social Responsibility is created and regulated https://www.boe.es/diario_boe/txt.php?id=BOE-A-2008-3868

⁴⁰ Law 2/2011, of 4 March, on Sustainable Economy https://www.boe.es/diario_boe/txt.php?id=BOE-A-2011-4117

⁴¹ Act 27/2011 of 1 August, on updating, adaptation and modernisation of the Social Security system <https://www.boe.es/boe/dias/2011/08/02/pdfs/BOE-A-2011-13242.pdf>

⁴² Law 11/2013, of 26 July, on measures to foster entrepreneurship and stimulate growth and job creation. https://www.boe.es/diario_boe/txt.php?id=BOE-A-2013-8187 measures

- **Law 19/2013, of 9 December, transparency, access to public information and good governance**⁴³, aims to expand and strengthen the transparency of the public activity, regulate and guarantee the right of access to information concerning the activity and establish the obligations of good government that public officials must meet.
- **Law 27/2013 for the rationalisation and sustainability of local government**, which contributes to give a new impetus to the objectives and mandates of the Equal Opportunities, Non-Discrimination and Universal Access Act of 2003 and, in particular to the Elimination of barriers and obstacles that may limit the full integration, participation, access to information and equal opportunities for people with disabilities.

Legislation in Extremadura

In Extremadura, as well as the applicable national legislation, and the Extremadura CSR Strategy 2015-2017, we find the following regulations which deal with the corporate social responsibility:

- **Act 15/2010, of 9 December, on CSR of Extremadura**⁴⁴. It is the first law in Spain that deals specifically with corporate social responsibility. The law aims to promote CSR in the autonomous community of Extremadura, and for this purpose starts by defining CSR and sets its defining elements in different aspects of the company: ethics and values; human resources; environment; social relations of the company and communication.

The law develops the way in which companies can achieve the qualification of 'socially responsible company' and the requirements for this information (CSR annual report) and verification, and then establishes the benefits for the company that holds that rating: subsidies, tax benefits and premiums in public procurement mainly. The law provides measures of promotion of CSR in SMEs and sets an annual prize for socially responsible companies in Extremadura.

In addition, it establishes the creation of a Regional Council for the promotion of CSR and establishes a broad chapter of implementation of CSR in the Extremadura Government, forcing the Junta de Extremadura to present to the Assembly annually their own social responsibility report. In 2017, our sixth report will be submitted.

- **Decree 110/2013, whereby the Regional Council for the promotion of the social responsibility of Extremadura, and the Office of Corporate Social Responsibility, the procedure for the qualification and registration of socially responsible companies in Extremadura**⁴⁵, is regulated (subsequently amended by Decree 68/2014⁴⁶), whereby Law 15/2010 was developed.
- **Decree 85/2015, of 5 May, regulating subsidies for the promotion of Social Responsibility in Extremadura**⁴⁷
- **Law 4/2013, of 21 May, on Open Government of Extremadura**, aimed at the implementation of a new relationship between the Government and the Public Administration with citizens based on transparency and the establishment of an open government.

This law defines the public information as that of free access to any citizen because it has been produced or acquired by the public sector itself in the exercise of its activity, operation and organization, including administrative records that are completed.

This legal provision lays down the right of access to public information as the obligation of public administration to provide and disseminate constant, truthful, objective and accessible information, to ensure the transparency of the political activity of public management and thereby promoting the involvement of citizens.

⁴³ 15Law 19 / 2013, of 9 December, transparency, access to public information and good governance <https://www.boe.es/buscar/doc.php?id=BOE-A-2013-12887>

⁴⁴ 16Law 15/2010 on corporate social responsibility in Extremadura <http://doe.juntaex.es/pdfs/doe/2010/2390o/10010017.pdf>

⁴⁵ Decree 110/2013, whereby the Regional Council for the promotion of the social responsibility of Extremadura, and the Office of Corporate Social Responsibility, the procedure for the qualification and registration of socially responsible companies in Extremadura <http://doe.gobex.es/pdfs/doe/2013/1300o/13040127.pdf>

⁴⁶ Decree 68/2014, of 5 May, amending Decree 110/2013 <http://doe.juntaex.es/pdfs/doe/2014/890o/14040083.pdf>

⁴⁷ DECREE 85/2015, of 5 May, approving the regulatory basis of grants for the promotion of Corporate Social Responsibility in enterprises of the autonomous community of Extremadura <http://doe.gobex.es/pdfs/doe/2015/880o/15040096.pdf>

DEVELOPMENTS STEMMING FROM THE ACTS IN EXTREMADURA

With the approval of Law 15/2010 on CSR, a series of actions for the promotion and the promotion of CSR in Extremadura were implemented:

- ❖ Implementation of the **Extremadura CSR Observatory**, <http://rsextremadura.juntaex.es>
- ❖ Creation of the Regional Council for the promotion of Social responsibility in Extremadura, whose main objectives are:
 - Establish a forum for debate on CSR between the public authorities, business, trade union organizations and other organizations and institutions with recognized representation in the field of social responsibility, which serves as a framework for the development of the CSR of enterprises.
 - Promote initiatives on corporate social responsibility of companies and the self employed.
 - Promote standards or characteristics of the social responsibility reports, as well as the most appropriate tools for their preparation and follow-up.
 - Analyse the development of CSR in Extremadura.
- ❖ Creation of the **CSR Office of the Regional Government of Extremadura**: The CSR Office is an essential tool in terms of CSR, as it is a service offered by the Junta de Extremadura with the aim of informing and advising enterprises on the implementation of the CSR, to disseminate the values of social responsibility among the citizens and report on incentives, grants or existing CSR grants.

Many actions have been carried out to raise awareness about the importance of adopting a socially responsible organization management, either for private companies or public administrations.

- ❖ **Certification: 'Socially Responsible Extremadura Companies'**. To obtain the qualification of socially responsible company in the autonomous community of Extremadura companies must have workplaces in the territory and develop and implement actions related to the five defining elements of CSR established by law 15/2010, and fill in the ORSE's self-assessment CSR questionnaire that will enable the company to draw up the corresponding social responsibility report.
- ❖ **ORSE tool development**

ORSE tool is an online and free CSR self-assessment system that integrates the most important standards at national and international level (FRC, principles of the UN Global Compact, SA8000, AA1000 and Worldcob CSR, SGE21, IQNet SR10, GRI). ORSE allows to make a diagnosis of the level of competitiveness of the organization on the basis of their economic, social, environmental and ethical performance, transparency and human resources. This tool provides questionnaires adapted to the size of the company, as a result there are 3 types of questionnaires:

 - Questionnaire for companies of less than 10 workers, made up of 30 indicators.
 - Questionnaire for companies of between 10 and 25 employees, made up of 60 indicators
 - Questionnaire for companies of more than 25 workers, made up of 120 indicators

The ORSE tool provides a number of benefits:

- ❖ Free online self-assessment system.
- ❖ It boosts the competitiveness of organizations offering a double comparison, depending on the sector and of the total.
- ❖ Increase the value of the organization enabling the valuing of intangibles such as the social, environmental, economic, and labor performance, promoting the communication of best practices.
- ❖ Tool to respond to the new demands of 'Transparency' and non-financial information.
- ❖ It is a flexible tool that allows the addition of new standards.
- ❖ **Development of agreements for approval with the corporate social responsibility standards.**

These agreements are signed with:

- Foundation MasFamilia (FRC certification)
- Forttica (SGE21)
- Social Accountability International (SA8000)
- AENOR (IQNetSR10)
- World Confederation of Businesses (Worldcob CSR)

The objective is strengthening market unity, as to avoid duplication and heterogeneity in the field of social responsibility, in addition to giving the possibility to the company to implement that standard that better

◆ Regional Framework to boost the green economy and circular economy in Extremadura

This framework was designed for the development of a strategy of green and circular economy in Extremadura that aims to make the region by 2030 in a reference for these economies, but at the same time to provide welfare, dignity and quality of life to the Extremadura citizenship.

Specific goals

- Approach and development of productive activities linked to the primary sector (agriculture, livestock, forestry...) around the green economy.
- Approach and orientation of industrial activities and the construction sector towards a green economy.
- Development of the activities of the service sector around the green economy.
- Large-scale training of the population in skills related to leadership and management in order to empower and lead the new economy.
- Mindset change and development of new attitudes to face the great challenges of the future.
- Development of a training offer to incorporate the population to new jobs and activities of the green economy and circular economy.
- Boosting green jobs and professions.
- Development of entrepreneurship in activities related to the green economy and circular economy.
- Fostering research and innovation on the green economy, circular economy and its activities.
- Smart specialisation of Extremadura on the green economy and circular economy, as a meeting point of all sectors and production activities.
- Linking the region with the world's major green economy and circular economy spots.
- Generating a new work culture among the actors of the region following the quadruple helix model (citizenship, authorities, production fabric and the knowledge sector).

This framework for building the Extremadura circular and green economy strategy is based on four programs.

1. **Programme of citizen mass participation, social consensus and political agreement.** Participatory preparation of a strategy in the medium and long term on circular economy and green economy.
2. **Green leadership citizen training programme.** Empowerment of citizens in green economy.
3. **Research in green economy, bio-economy and Circular economy in Extremadura programme.** Promotion of research and innovation from Extremadura in green economy, bioeconomy and circular economy.
4. **Identification and showcasing of the potential of green economy and circular economy in Extremadura programme.** The beginning of the transition towards a green economy in Extremadura.

It establishes 54 measures to be implemented in 18 lines of action which are:

1. Boost socially responsible procurement
2. Promotion of CSR in public administration

3. Promote transparency in the public sector
4. Promotion of CSR within the autonomous administration
5. Promoting responsible consumption
6. Promote socially responsible investment
7. Fostering equal opportunities
8. Promoting health and safety at work
9. Including social volunteer work in the business sector
10. Integration of CSR in development cooperation
11. Advocate for the creation of quality employment relations
12. Enhance environmental sustainability
13. Increase the visibility of the organizations working on social responsibility
14. Put in place measures of positive discrimination for companies that integrate CSR
15. Integrate CSR into education, training and research
16. Improve the training of individuals in CSR
17. Promote the dissemination and information about social responsibility
18. Promote the incorporation of CSR in the social economy.

6.4 Norway

The list below outlines Norwegian legislation that regulates CSR related aspects. Cultural values and little hierarchy between managers and employees have led to the early incorporation of many CSR aspects into Norway's CSR agenda. Many of these aspects, for example, worker's rights, working conditions and environmental issues, are still being discussed in other countries, but have been included in Norwegian law for decades (Ditlev-Simonsen, et al 2015). It should be noted that although the culture of CSR is embedded in Norwegian activities and the Government strongly supports socially responsible principles, most of Norway's regulatory instruments for CSR are voluntary.

Legislation and codes (modified from Aarhus, 2010):

- ❖ **The Accounting Act** (1998) – Under this Act, all Norwegian-registered companies are to include sustainability-related information, such as reports on work place environment, gender equality and environmental issues, in their Director's Report. Since 2013, large enterprises are required to submit reports on CSR.
- ❖ **The Human Rights Act** (1991) – to strengthen the status of human rights in Norwegian Law. http://www.ilo.org/dyn/natlex/natlex4.detail?p_lang=en&p_isn=53741
- ❖ **The Gender Equality Act** (1978) – The Act shall promote gender equality and aims at improving the position of women. Women and men shall be given equal opportunities in education, employment and cultural and professional advancement. <https://www.regjeringen.no/en/dokumenter/the-act-relating-to-gender-equality-the-/id454568/>
- ❖ **The Pollution Control Act** (1981) – To protect against outdoor pollution and reduce existing pollution, and to reduce the quantity of waste and improve waste management. <https://www.regjeringen.no/en/dokumenter/pollution-control-act/id171893/>
- ❖ **The Product Control Act** (1976) – To prevent products from causing harm to the environment or health through, for example, ecosystem disturbance, pollution, waste and noise. <https://www.regjeringen.no/en/dokumenter/product-control-act/id172150/>
- ❖ **The Greenhouse Gas Emission Trading Act** (2004) – To limit emissions of greenhouse gases in a cost-effective manner by means of a system involving the duty to surrender greenhouse gas emission allowances and freely transferable emission allowances. <https://www.regjeringen.no/en/dokumenter/greenhouse-gas-emission-trading-act/id172242/>
- ❖ **The Working Environment Act** (2005) – To ensure safe working conditions, the equal treatment of workers, and that the working environment “forms the basis for a health-promoting and meaningful work situation,” protected for physical and mental dangers. Worker welfare is, always, to be held consistent with the level of technological and social development of society. <http://www.arbeidstilsynet.no/binfil/download2.php?tid=92156>

- ❖ **The Norwegian General Civil Penal Code (1902)** – Provisions on corruption and trading in influence.
<http://app.uio.no/ub/ujur/oversatte-lover/data/lov-19020522-010-eng.pdf>
- ❖ **The National Insurance Act (1997)** – Provides for central national insurance and welfare schemes including provisions for benefits related to unemployment, sickness, life and family situations and retirement.
http://www.ilo.org/dyn/natlex/natlex4.detail?p_lang=en&p_isn=47496
- ❖ **The Labor Market Act (2004)** – To facilitate an inclusive working life through a well-functioning labor market with high levels of occupational employment and low unemployment. Imposes duties on employers about job vacancies that the employer seeks to fill, and rules governing mass redundancies and layoffs.
<https://www.nav.no/en/Home/About+NAV/Relatert+informasjon/legislation>
- ❖ **The Social Welfare Act (2009)** – Governs the responsibilities of each local authority in respect of several social welfare services provided to the municipality's inhabitants, like for example, practical help for those with assistance needs, places in institutions and so on.
<https://www.nav.no/en/Home/About+NAV/Relatert+informasjon/legislation>

Of the legislative acts above, the Norwegian Accounting Act relates directly to Directive 2014/95/EU. Such is the Act that requires companies to report on CSR aspects in the annual Director's Report, or, if they are large enough, specifically in annual CSR reports. It should be noted, however, that although required, not all companies follow-up on their reporting obligations. Other than negative reputation or lacking interest from investors, there are currently no explicit consequences imposed for not reporting.

6.5 Slovenia

On March 21st 2017, Slovenia adopted the Act Amending the Companies Act⁴⁸ with which it introduces the EU Directive 2014/95/EU on the disclosure of non-financial and diversity information by certain large undertakings and groups into the national legislation. According to the Directive, companies will have to disclose information on policies, outcomes and risks related to at least: Environmental matters, Social and employee aspects, Respect for human rights, Anticorruption and bribery issues, Diversity in their board of directors.⁴⁹

Directive 2014/95/EU and its predecessor directive 2013/34/EU have already been transposed into Slovenian legislation – namely with Companies Act (ZGD-1J). As the transposition is literal and limited to one Act, we discuss this more in the chapter CSR Reporting and Disclosure.

As Slovenia is yet to develop a comprehensive policy document on CSR, other current legislation relevant for promotion and implementation of CSR in Slovenia is presented in following chapters of the Study according to corresponding topics (e.g. policy on green procurement in Sustainable procurement Chapter, Environmental Protection Act in Chapter on CSR approaches to Tackling Climate Change and Environmental Sustainability etc.).

The most notable policy that specifically mentions the greater need of the integration of CSR to ensure long-term economic development with the principles of sustainable is the Slovenian Industrial Policy (SIP, 2013). SIP is an inter-sectoral strategic document recognising the importance of industry in economic development and containing guidelines for implementation of measures to support the development of industry and the economy. It also represents an important step in preparation for the next EU financial perspective 2014-2020. The document addresses CSR in a specific chapter as “a concept that allows companies to coordinate their own interests with the interests of

⁴⁸ Companies Act (ZGD-1J), available in full at <http://www.pisrs.si/Pis.web/pregledPredpisa?id=ZAKO7316>, last accessed: 31.5.2017

⁴⁹ Directive 2014/95/EU of the European Parliament and of the Council, available at <http://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:32014L0095&from=SL>, last accessed: 31.5.2017

their stakeholders”⁵⁰ and a key tool. Furthermore, it defines ways of how companies can show social responsibility, listing the following measures, awards, certificates, standards and guidelines available to the companies⁵¹:

- by including attitude to all stakeholders in their missions, strategies and activities,
- by being included in assessments based on national and international models and competing for recognition (e.g. Horus),
- through the adoption of appropriate codes of behaviour, including working conditions, environmental orientation, transparency of information and issues related to the protection of human rights,
- with socially responsible investment, where companies consider not only financial gain but also take into account social and environmental criteria, and ensuring business activities over the long-term (which are not based on short-term and speculative effects),
- with measures to promote lifelong learning and employee development, improve the flow of information in businesses, including the transfer of knowledge between generations; improve the balance between work, family and leisure; provide equal opportunities for promotion and payment for work; enhance employability and job security; increase opportunities for the employment of difficult-to-employ groups; update youth training programs and programs for training the elderly; with measures to improve health and safety culture of employees,
- with measures to promote organizational and financial employee participation,
- with measures to promote environmental awareness and the rational use of natural resources in companies,
- through appropriate employment conditions and job opportunities for vulnerable groups - young and old workers (there will be more of these due to prolonged working lives),
- by introducing a ‘Family Friendly Company’ certificate,
- by implementing the ISO 26000 social responsibility standard,
- by knowing and complying with the OECD Guidelines for Multinational Enterprises.

In SIP Guidelines for CSR, it references United Nations guidelines on human rights (‘UN Guiding Principles’) for the formation of priority areas and measures for the promotion of social responsibility. Other guidelines also addressed to MLFSA, MEDT and/or MFA are: providing support to projects promoting the formation and exchange of good practices in companies (emphasis on social enterprises and social impact) and promoting CSR by considering social responsibility in the allocation of resources through public tenders.

6.6 Czech Republic

One of the basic principles of CSR is voluntary involvement. Socially responsible behaviour is procedure above-standard i.e. meeting obligations above the scope of law. This principle was discussed several times in the past and continually, the ways and scope of introduction of obligatory measures for organization of profit sector as well as public administration are discussed.

Non-financial reporting

One of the first obligatory measures is the duty of large enterprises to state regularly non-financial information about their activity. This duty concerns the public trading companies with the annual capacity exceeding 500 employees, with the balance sum higher than 20 million EUR and net profit exceeding 40 million EUR. In this scope this measure should concern approximately 30 organizations in the Czech Republic as supposed.

National Action Plan for CSR

One of the legislative tools is also the National Action Plan for CSR.

⁵⁰ Slovenian Industrial Policy, available at http://www.mgrt.gov.si/fileadmin/mgrt.gov.si/pageuploads/DPK/SIP/SIP_-_vladni_dokument_EN.doc, last accessed: 31.5.2017

⁵¹ Slovenian Industrial Policy, available at http://www.mgrt.gov.si/fileadmin/mgrt.gov.si/pageuploads/DPK/SIP/SIP_-_vladni_dokument_EN.doc, last accessed: 31.5.2017

Management standards and systems

To introduce, manage and declare the attitude to the social responsibility, it is possible to use one of the known certification programs and standards. In CR's business environment, the following management systems are quite widespread: quality management under ISO 9001, environmental management under ISO 14001 and occupational health and safety management under OHSAS 18001, either independently or as integrated whole. These management systems overlap in individual areas to a considerable extent with the CSR principles and procedures.

7 Alignment with Global CSR Approaches

7.1 Cyprus

Over the past few decades, various international guidelines have been developed by international organizations. The guidelines are designed to support governments, businesses and other organizations to make progress towards establishing effective CSR practices and to set commonly recognized standards. The guidelines are based on research, stakeholder and expert input, and evidence from best practice and consultation with national governments. They could therefore be considered as the 'gold standard' in business practice with regard to CSR.

Cyprus has established information, dissemination and awareness raising measures in relation to the OECD Guidelines. Information dissemination is complemented by training initiatives, campaigns and other events to help embed the messages and ensure they are implemented. Also, actions like research on business attitudes to CSR Principles and monitoring of the development of international guidelines and principles.

In addition, Cyprus is a country that makes reference to the UNGC in the standards and tools they develop and in education and training initiatives, as well as encouraging companies to adopt its principles in their business practices.

Cyprus also, has demonstrated a commitment to the UNGPs through the formulation of the National Action Plan on Business and Human Rights which comply with the international guidelines. Support for the UNGP has involved awareness-raising activities through information campaigns and relevant trainings as well as encouraging businesses to adopt these principles. It is noted that the Cyprus Organization for Standardization (CYS) has issued the Cyprus standard *CYS ISO 26000:2014 – Guidance on Social Responsibility*. Via this guideline, information is provided for what CSR stands for and how it can become part of the strategy of an organization and of its business practice.

7.2 Greece

According to the 2014 Greek NAP no international guideline was taken explicitly into consideration whilst drafting the Plan, hence, it does not follow in the tradition of any of the known guidelines used for CSR. That is, there is no clear link between the plan and international CSR standards. Nonetheless, the Greek NAP acknowledges the existence and supports the utilisation by enterprises and organizations across Greece of international guidelines like the ISO 26000, OECD Guidelines for Multinational Enterprise, the GRI G4 system and all the relevant directives of the EU. One of the goals it sets out is to incorporate all of these along with national legislation into a consolidated national framework for CSR.

On the contrary, there is not any connection between the 2017 National Strategic Plan for CSR and the existing standards. At the same time, it mentions the ways of the CSR certification without defining them.

The Greek Sustainability Code

Within the framework of the Sustainable Greece 2020 initiative, the Greek Sustainability Code (GSC) has been developed which aims to be a tool for transparency and self-commitment of organizations on sustainable development and responsible entrepreneurship that responds to the requirements of the EU Directive on disclosure of financial assets. The GSC is a result of the collaboration of the Quality Net Foundation and the German Council for Sustainable Development and draws on know-how from the German Sustainability Code, which is officially recognized as the

reference framework to the European Directive. The working group has relied on international standards to develop the Greek model with as much credibility and validity as possible. The international standards taken into account are:

- ❖ Global Reporting Initiatives (GRI)
- ❖ United Nations' Global Compact
- ❖ OECD Guidelines for Multinationals
- ❖ European Federation of Financial Analysts Societies
- ❖ ISO 9001: Quality Management Systems
- ❖ ISO 14001: Environmental Management Systems
- ❖ EMAS Regulation: Regulation 1221/2009 on voluntary participation by organizations in a european eco-management and audit scheme
- ❖ ISO 26000: Guide on Corporate Social Responsibility
- ❖ ISO 50001: Energy management systems
- ❖ ISO 39001: Road safety management systems
- ❖ ISO 37001: Anti-bribery management systems
- ❖ SA 8000: Corporate Responsibility Management Systems
- ❖ OHSAS 1801: Occupational health and safety management systems

The GSC consists of 4 action areas and 20 criteria and during its creation, the peculiarities of the Greek market, the size of the organizations and their degree of maturity were taken into account.

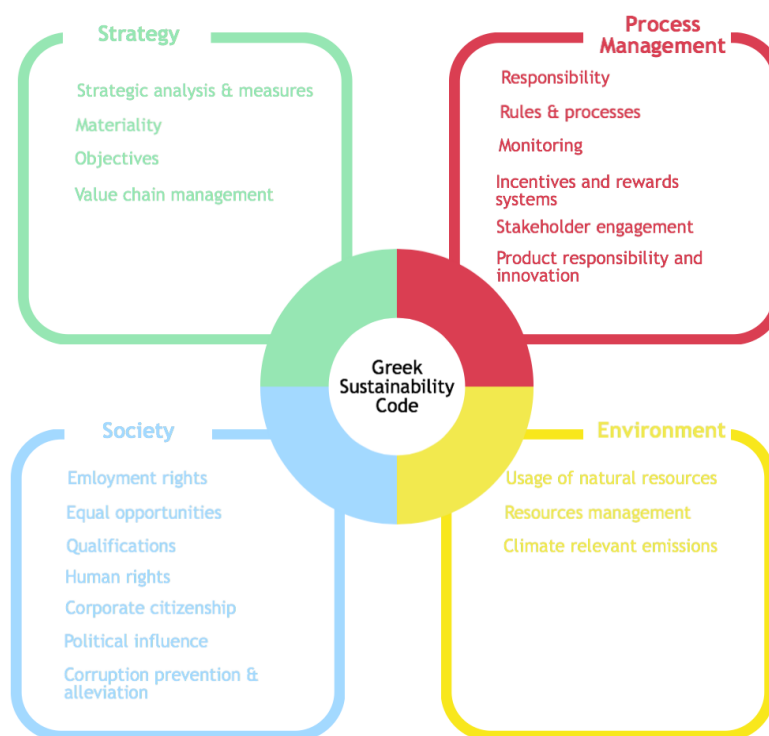
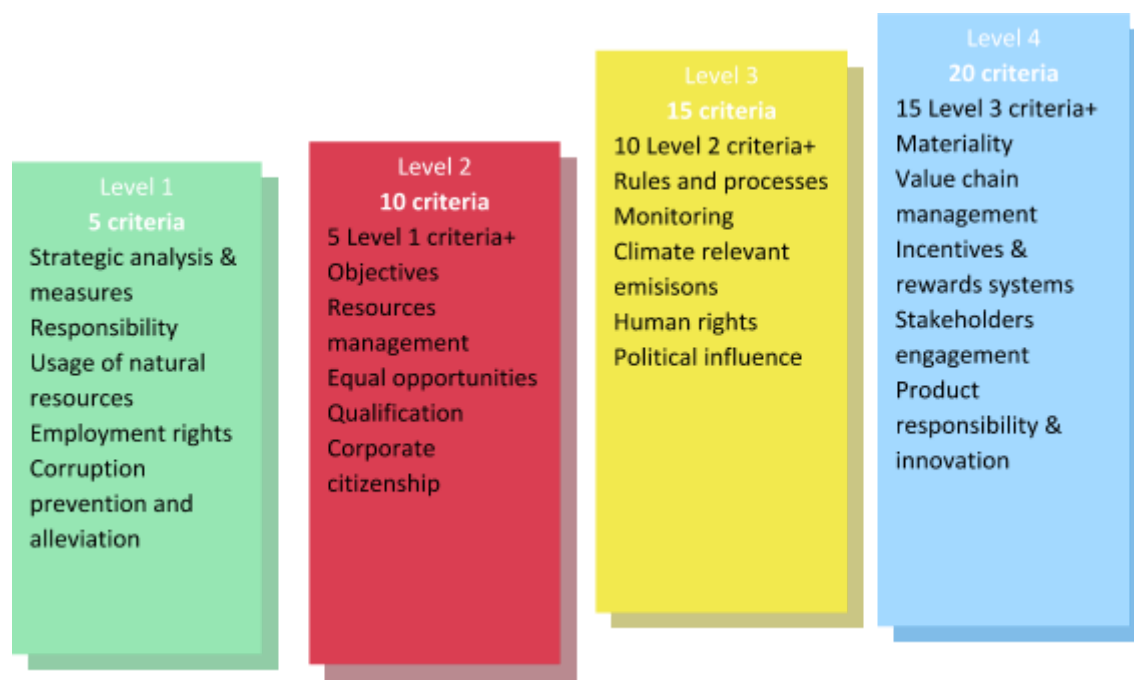


Figure 2 The Greek Sustainability Code and its criteria

The GSC has 4 successive levels of implementation according to the size and maturity of each company's internal processes, making the link to sustainable development and responsible entrepreneurship accessible to all.



The diagram above depicts the rating of the GSC, depending on the size of the business. It is obvious that this rating helps to assimilate sustainable development practices and CSR from all Greek enterprises and especially from SMEs. It is common sense that a large multinational company is not considered equivalent to an SME and so there are no requirements of the same level. Below is the table with the match of the size of the organization and the level it belongs to.

7.3 Spain

The Spanish regulation in the field of Corporate Social Responsibility does not offer a direct approach associated with global approaches, namely: OECD, Global Compact, ISO 26000, UN guiding principles of business and human rights, etc... Although from 2016, the emergence of the new sustainable development goals has had a significant impact to align public policies with the SDGs, resulting in non-structural changes in various organisms and public bodies that give as a result a large number of guidelines, plans and strategies in many lacking structure for its implementation and others lacking even in budget.

It is important to move away from two temptations which could lead us down the wrong path: spend the next several months (or years) preparing white papers, and assume that this is a foreign policy agenda of development aid that should be developed by the Ministry of Foreign Affairs.

Below is a non-exhaustive description of ⁵²five measures that are feasible, necessary and sufficient to articulate this new policy for Sustainable Global Development in Spain with a SDG approach.

1. Create a Ministry of Sustainable Development, with the rank of Vice President of the Government, responsible for formulating and developing this policy for Sustainable Global Development. As Vice President, it will give coherence to the contribution of national public policy of the State to the SDGs and coordinate horizontally to

⁵²Based on the article by Gabriel Ferrero, senior advisor on the planning of the 2030 Agenda at the Executive Office of the Secretary General of the United Nations from 2012 and Deputy Director-General of development policy in the Secretariat of State for International Cooperation between 2006 and 2011. http://elpais.com/elpais/2016/02/22/planeta_futuro/1456160516_880929.html

other ministries and public bodies, representing Spain in the accountability process provided for in the Agenda 2030. Bringing together the skills and capabilities in sustainable global development of the State general administration under this Ministry.

2. Develop a new Law of Sustainable Development. It is essential a new law to 'transpose' the 2030 Agenda, and that includes the integration of the SDGs in other instruments of legislation and public policy. This law, ideally an organic law, would reflect a State agreement. A new law on international cooperation for sustainable development, replacing the highly successful act of 1998, should be devised in this context.
3. Establishing proper incentives and professional career. In the context of the new law, the creation of incentives to create a professional career in this field should be addressed. An accreditation system similar to that established for the workforce or official university teachers and researchers, which enable access to public service and to promote mobility, might be appropriate.
4. Institutionalise the 2030 Agenda in Parliament, and regional and municipal counterparts. Consolidate an annual debate in plenary sessions where the report submitted by Spain as part of the new international mechanisms of accountability will be addressed. A new Commission for Sustainable Development could integrate members of the rest of key commissions.
5. Establish incentives to Spanish companies for its transition towards sustainable business models and their accountability, so that they can position themselves strategically in an economy where the competitiveness will be based increasingly in alignment with the SDGs.

7.4 Norway

The Norwegian Government explicitly suggests that its companies are familiar with and adhere to the OECD Guidelines for Multinational Enterprises, the UN Global Compact and the Global Reporting Initiative (GRI). In the 2009 White Paper, the Government asserts that the OECD Guidelines “address the fundamental social considerations that all Norwegian companies, in the Government’s view, should take into account in their international operations” (p.10). Serving as a mechanism to further incorporate the OECD Guidelines into Norwegian companies, a National Contact Point (NCP) has been established to provide information to organizations, (<http://nettsteder.regjeringen.no/ansvarlignaringsliv-en/>). Figure 1 demonstrates the way the NCP works with the Ministry of Foreign Affairs, Ministry of Trade and Industry and other groups representing Norwegian business and employee interests, to identify representatives.

Companies are also encouraged to join the UN Global Compact and commit to the GRI standards. Norway’s status on reporting, relative to the EU on average, for global frameworks is shown in Figure 2. As can be seen, Norway currently reports more than the EU within most frameworks including the GRI, Global Compact and OECD Guidelines.

7.5 Slovenia

OECD Guidelines for Multinational Enterprises

The OECD National Contact Point (NCP) for the implementation of OECD Guidelines for Multinational Enterprises was established as an interagency in 2009 by the Decision of Slovenian Government (19/03/2009)⁵³. It is composed of representatives of various Ministries: Ministry of Economic Development and Technology, Ministry of Finance, Ministry of Labor, Family, Social Affairs and Equal Opportunity, Ministry of Justice, Ministry of Environment and Spatial Planning⁵⁴). Ministry responsible for the NCP is the Ministry of Economic Development and Technology. This structure was implemented since each Ministry is responsible for different issue covered by the Guidelines.⁵⁵ Head of Slovene NCP and the members of the inter-ministerial working group are confirmed by the Government⁵⁶. However, the

⁵³2016 Annual Report to OECD. Annual reports on the OECD Guidelines for Multinational Enterprises available at <http://mneguidelines.oecd.org/annualreportsontheguidelines.htm> (last accessed: 31.5.2017)

⁵⁴ According to the internal documents of the working group on HR in business, the membership in CSR NCP has been unresolved for the past year as Ministries are yet to name their current representatives.

⁵⁵2012 Annual Report to OECD. Annual reports on the OECD Guidelines for Multinational Enterprises available at <http://mneguidelines.oecd.org/annualreportsontheguidelines.htm> (last accessed: 31.5.2017)

⁵⁶2013 Annual Report to OECD. Annual reports on the OECD Guidelines for Multinational Enterprises available at <http://mneguidelines.oecd.org/annualreportsontheguidelines.htm> (last accessed: 31.5.2017)

representation in the interagency (working group) is not based on a specific function in a Ministry. Government agencies of non-governmental bodies such as business, trade unions, civil society etc. have no representation in NCP. Also, there are no advisory or oversight bodies.

NCP's tasks as presented by the Ministry are⁵⁷:

- Active promotion of OECD Guidelines for Multinational Enterprises
- Familiarizing the companies and wider public with the content of the OECD Guidelines for Multinational Enterprises
- Management of mediation procedures and conciliations on the basis of received complaints of violations of the OECD Guidelines for Multinational Enterprises (special cases)
- Monitoring the work of local multinational companies and foreign multinational companies in Slovenia
- Within its competence the cooperation with the leading institution in promoting the principles of corporate social responsibility (CSR)
- Connecting to other NCPs
- Annual reporting to the OECD Committee for investments and regular consultations within the framework of the OECD

The activities NCP reported to OECD between 2012 and 2016 are mainly promotional activities such as presentation of the OECD Guidelines on national and international business conferences in the field of Corporate Social Responsibility organised by CSOs (Slovenian CSR network, IRDO), cooperation with investment promotion agency (SPIRIT) and building NCP capacity.

In 2014, guidelines were included in strategic documents such as Slovenian Industrial Policy and Social Contract for period 2015-2016. Other activities included the preparation and distribution of a leaflet on OECD Guidelines for Multinational Enterprises and the NCP.

In 2016, the Ministry translated The OECD Guidelines for Multinational Enterprises 2011 edition. NCP plans to adopt a promotional activity plan in 2017. It also plans to start developing the CSR NAP.⁵⁸

Nationally NCP is required to report only to the Government through "established reporting channels"⁵⁹, however these are not defined in the reports to OECD and are not regular (no reporting at all for example in 2013⁶⁰). Other than the Annual Report to OECD, it seems no other reports on the matter are prepared.

NCP employs 1 part-timer and in 2015 they have reported that although the adequate funding is provided the NCP is lacking capacity and support from the government as well as it is having difficulties in engaging the business community, worker organizations, other non-governmental organizations and other interested parties to carry out its mandate.

According to the reports, it seems that cooperation NCP has with national agencies is limited to cooperation with the Entrepreneurship, Innovation, Development, Investment and Tourism Public Agency of the Republic of Slovenia (SPIRIT) in the field of promotion of Guidelines, used in the public tender for attracting foreign investors. "Foreign investors which apply for public tender declare that the recipient of the co-financing will abide by the OECD Guidelines

⁵⁷ Ministry of Economic Development and Technology: OECD Guidelines for Multinational Enterprises, leaflet, available at: http://www.mgrt.gov.si/fileadmin/mgrt.gov.si/pageuploads/SEKTOR_ZA_INTERNACIONALIZACIJO/OECD_NKT/NKT_zgibanka_120829_1.pdf, last accessed: 31.5.2017

⁵⁸ Annual reports on the OECD Guidelines for Multinational Enterprises available at <http://mneguidelines.oecd.org/annualreportsontheguidelines.htm> (last accessed: 31.5.2017)

⁵⁹ 2015 Annual Report to OECD. Annual reports on the OECD Guidelines for Multinational Enterprises available at <http://mneguidelines.oecd.org/annualreportsontheguidelines.htm> (last accessed: 31.5.2017)

⁶⁰ 2013 Annual Report to OECD. Annual reports on the OECD Guidelines for Multinational Enterprises available at <http://mneguidelines.oecd.org/annualreportsontheguidelines.htm> (last accessed: 31.5.2017)

for Multinational Enterprises and the principles laid down in the Declaration on International Investments and Multinational Enterprises”.⁶¹

UN Global Compact

The Slovenian chapter of the UN Global Compact (UNGC Slovenia) was established on May 24th 2007 by the initiative of the Dean and President of the IEDC-Bled School of Management. Originally, it was founded by 16 companies, of which now 9 remain as founding members. UN Global Compact Slovenia currently has 28 member-organizations, however with no reporting requirements to the UNGC Slovenia.⁶² Established as a business association, the network is governed by a Supervisory Board, appointed by the General Assembly of the network, and managed by the Secretariat.⁶³

“The central goal of the UN Global Compact Slovenia is to help Slovenian companies realize strategic opportunities offered by sustainable and socially responsible practices, increasing, therefore, the overall competitiveness of Slovenian economy.”⁶⁴ In 2011, UNGC Slovenia released a Declaration of Honest Business and invited companies and organizations to commit to transparent and honest business conduct.⁶⁵ The Declaration is aligned with the 10th principle (the anti-corruption principle) of the UNGC’s Ten Principles⁶⁶ on human rights, labor, environment and anti-corruption. Slovenian organizations signed the declaration in the period 2011-2016⁶⁷.

To realize its goal, the association is partnering with several other Slovenian NGO's to organize annual conferences and regular meetings, roundtables and individual meetings related to issues of environment, labor, human rights, and corruption, while it is also offering consulting in the field of sustainable development.⁶⁸

No explicit links to UNGC Ten principles are made in any policies relevant for CSR in Slovenia. The closest link is made with the direct transposition of Directive 2014/95/EU in Companies Act, where it is stated that in terms of non-financial reporting companies can rely on international frameworks such as the United Nations (UN) Global Compact etc⁶⁹. The Companies Act itself does not mention the framework.

UN Guiding Principles of Business and Human Rights

Ministry of Foreign Affairs has leading and coordinative role in regards of UN Guiding Principles of Business and Human Rights. In order to develop a national action plan on business and human rights the Inter-Ministerial Commission on Human Rights formed a subcommittee (Expert Subcommittee for the Preparation of National Action Plan on Business and Human Rights) in May 2014. Members of the subcommittee are line ministries (Ministry of Labor, Family, Social Affairs and Equal Opportunities, Ministry of Finance, Ministry of Economic Development and Technology, Ministry of Infrastructure and Spatial Planning, Ministry of Agriculture and the Environment, Ministry of the Interior, Ministry of

⁶¹ Annual reports on the OECD Guidelines for Multinational Enterprises available at <http://mneguidelines.oecd.org/annualreportsontheguidelines.htm> (last accessed: 31.5.2017)

⁶² On-line information revised by phone 23.5.2017; 28 organizations have paid the last membership fee; UN Global Compact Slovenia (Slovenskodruštvo ZN zatrajnostnirazvoj) <http://www.ungc-slovenia.si/eng/about/>

⁶³ UN Global Compact official web-site: Slovenian branch <https://www.unglobalcompact.org/engage-locally/europe/slovenia>, last accessed: 31.5.2017

⁶⁴ UN Global Compact official web-site: Slovenian branch <https://www.unglobalcompact.org/engage-locally/europe/slovenia>, last accessed: 31.5.2017

⁶⁵ More in chapter *Financial Obligation and Anti-corruption*

⁶⁶ See <https://www.unglobalcompact.org/what-is-gc/mission/principles/principle-10>

⁶⁷ UN Global Compact Slovenia (Slovenskodruštvo ZN zatrajnostnirazvoj) official web-site, available at <http://www.ungc-slovenia.si/eng/about/>, last accessed: 31.5.2017

⁶⁸ UN Global Compact Slovenia (Slovenskodruštvo ZN zatrajnostnirazvoj) official web-site, available at <http://www.ungc-slovenia.si/eng/about/>, last accessed: 31.5.2017

⁶⁹ »In providing this information, undertakings which are subject to this Directive may rely on national frameworks, Union-based frameworks such as the Eco-Management and Audit Scheme (EMAS), or international frameworks such as the United Nations (UN) Global Compact, the Guiding Principles on Business and Human Rights implementing the UN ‘Protect, Respect and Remedy’ Framework, the Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, the International Organization for Standardisation's ISO 26000, the International Labor Organization's Tripartite Declaration of principles concerning multinational enterprises and social policy, the Global Reporting Initiative, or other recognised international frameworks.« Directive 2014/95EU, available at <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32014L0095> (last accessed: 31.5.2017)

Justice, and Ministry of Health) as well as representatives of non-governmental organizations and academic sphere. The Office of the Ombudsperson has a standing invitation.⁷⁰

However, in 2017 Slovenia is still in progress of developing National Action Plan implementing UN Guiding Principles of Business and Human Rights.^{71,72} In the response to the UN Working Group surveys on implementation of the Guiding Principles the Ministry of Foreign Affairs named lack of understanding or awareness of business & human rights in government and challenges of coordinating across government departments as main factors impeding the government's ability to take action on business and human rights.⁷³ Another significant factor mentioned is lack of resources for enforcement, monitoring and prosecution. This is also evident from the response of the Ministry naming National Contact Point for implementation of OECD Guidelines for Multinational Enterprises located at the Ministry of Economic Development and Technology of Slovenia also as a "kind of a mediation body for addressing received notifications of violations of the guidelines (also in the field of human rights)". Many promotional activities were made to promote this grievance mechanism also in the field of human rights. More on NCP see in chapter OECD Guidelines for Multinational Enterprises.

So far, only Slovenian Industrial Policy, a strategic document, in its guidelines for chapter on Corporate Social Responsibility (2014) explicitly references the Guiding Principles. The mentioned guideline to Ministries reads "The formation of priority areas and measures for the promotion of social responsibility in accordance with the United Nations guidelines on human rights ('UN Guiding Principles')." ⁷⁴ A less evident link to the UN Guiding Principles is also made in Companies Act with the 2017 amendment of Article 70 in accordance with the EU Directive 2014/95/EU. Although the Act itself does not reference the Guiding Principles, the Directive does as one of the frameworks big companies can rely on for non-financial reporting.

In preparation of the development of NAP to reduce companies' negative impact on Human Rights Slovenia has translated UN Guiding Principles on Business and Human Rights into Slovene (in December 2013) and posted them on its official site. They have also organized a multi-stakeholder Forum on Business and Human Rights in Ljubljana (December 2013) to present the UN Guiding Principles. Representatives of line ministries, the Parliament, the Slovenian Chamber of Commerce, trade unions, businesses, media and academia attended the Forum.⁷⁵ Ministry also prepared a translation of European Commission's Manual on Human Rights for small and medium-sized enterprises "My company and human rights" prepared in accordance with the UN Guiding Principles of Business and Human Rights.⁷⁶

ISO 26000 and Global Reporting Initiative

Implementation of the ISO 26000 social responsibility standard as a method how companies can "show social responsibility" is mentioned in before mentioned Slovenia's Industrial Policy. Also both ISO 26000 and Global Reporting Initiative are referenced as frameworks companies obliged to disclose non-financial and diversity information under EU Directive 2014/95/EU can rely on, which is transposed to Slovenian Companies Act. Again, the Act itself does not reference the ISO 26000 and Global Reporting Initiative (GRI).

⁷⁰ Business & Human Rights Resource Centre: Action Platforms: Slovenia, available at <https://business-humanrights.org/en/slovenia>, last accessed: 31.5.2017

⁷¹ Business & Human Rights Resource Centre: National Action Plans: <https://business-humanrights.org/en/un-guiding-principles/implementation-tools-examples/implementation-by-governments/by-type-of-initiative/national-action-plans>, last accessed: 31.5.2017

⁷² United Nations Human Rights - Office of the High Commissioner Official Web-site: State national action plans, available at: <http://www.ohchr.org/EN/Issues/Business/Pages/NationalActionPlans.aspx>, last accessed: 31.5.2017

⁷³ Business & Human Rights Resource Centre: Action Platforms: Slovenia, available at <https://business-humanrights.org/en/slovenia>, last accessed: 31.5.2017

⁷⁴ Slovenian Industrial Policy, available at http://www.mgrt.gov.si/fileadmin/mgrt.gov.si/pageuploads/DPK/SIP/SIP_-_vladni_dokument_EN.doc, last accessed: 31.5.2017

⁷⁵ Business & Human Rights Resource Centre: Action Platforms: Slovenia, available at <https://business-humanrights.org/en/slovenia>, last accessed: 31.5.2017

⁷⁶ Slovenian translation of "My company and human rights" manual, available at http://www.mzz.gov.si/fileadmin/pageuploads/foto/1312/Priro__inik_o__ilovekovih_pravicah_za_majhna_in_srednje_velika_podjetja_-_Evropska_komisija.pdf, last accessed: 31.5.2017

Awareness raising, education, business consultancy and trainings on topics of ISO 26000 and GRI are mostly in the domain of the non-governmental sector in Slovenia (Ekvilib Institute⁷⁷ and Institute for the Development of Social Responsibility (IRDO)⁷⁸).

8 CSR in SMEs

8.1 Cyprus

More than 99 % of businesses in Cyprus are SMEs and nine out of 10 SMEs are micro-and family enterprises (with less than 10 employees). SMEs provide two out of three private sector jobs and contribute to more than half of the total value added created by businesses in Cyprus. Therefore, the impact that a shift to more sustainable and socially responsible SME business practices could have on Cyprus's society, economy and environment is potentially very significant.

Barriers preventing SMEs for engaging CSR

There are various barriers preventing SMEs from engaging with CSR. From a questionnaire that it was distributed among SME the most important barriers that prevent Cyprus SME's in engaging with CSR are the following:

- ❖ Lack of Owner / manager / stakeholder engagement;
- ❖ Lack of understanding the full concept of CSR;
- ❖ Perception of high costs of implementing CSR;
- ❖ Lack of training or resources to implement CSR;
- ❖ Implementation of CSR but lack of recognition or reporting
- ❖ The current economic situation of each company and the economic crisis
- ❖ The firm size since they believe that a CSR is not suitable for a small enterprise
- ❖ The lack of evidence that there is business profit by implementing CSR

It is a fact that the financial crisis has resulted in a significant tremble in the evolution of markets and the private sector. Nevertheless, it should not stand as a constraint to the development and adoption of CSR practices by businesses. On the contrary, the lack of trust of consumers in businesses and the lack of credibility on the part of businesses require the immediate reaction of the business world. Under this perspective, the establishment of long-term relationships of mutual trust with the whole society is the main question. This is why the Cypriot companies must focus on new and innovative ways to maximize the welfare of their stakeholders through the implementation of effective programs for the society and the environment. The "excuse" that the lack of resources may lead to the discontinuation of CSR activities is not sufficient and the Cypriot companies should be careful because it is certain that those who will continue their commitment to CSR will eventually reap the benefits as opposed to those who will decide to abandon any effort forward. Even in those cases where companies continue to implement their social programs, with a reduction to the relevant budgets, they are offered the opportunity to be more creative, to attract more actively their employees to the social programs and to use other ways to support their social work (for example, make donations of products and services, not just money, develop synergies with other companies and organizations) increasing the efficiency of the funds they invest.

However, many SMEs have begun to make progress towards implementing CSR activities (or have recognized when existing activities are socially- or environmentally-responsible). Slowly - slowly SMEs are able to change their practices more quickly than larger companies given their smaller management structures, so the effect of changes, once introduced, can be noticed and/or recorded almost immediately. In many cases, the implement action of CSR practices is down to individual commitment. Therefore, governmental support is mostly focusing on awareness-raising activities and trainings for integrating CST into business practices.

⁷⁷Ekvilib Institute: CSR and sustainable business consultancy, official web-site: <http://ekvilib.org/en/csr-and-sustainable-business-consultancy>, last accessed: 31.5.2017

⁷⁸<http://www.irdo.si/>

Some of the international guidelines and principles and some national legislative requirements, for example in reporting) do not apply to SMEs. Challenges exist in ensuring or encouraging compliance with these best practices without increasing administrative or other burdens on SMEs. At the same time there is a recognition that many SMEs already have good CSR practices as they are often more aware of their responsibilities to their local community but they are not aware of it.

1. Knowledge exchange/provision of information/dissemination of good practices

An issue regarding SME engagement with CSR is the lack of knowledge about the potential benefits to their business. Communicating these facts to businesses is a task that has begun in Cyprus by starting to publish basic introductory information on CSR to be disseminated to businesses. Also, by creating focus groups and knowledge exchanges between SMEs and experts. Learning exchanges between SMEs allow good practices to be shared among SME representatives and this information can then be disseminated within their local business networks.

2. Training

Cyprus has developed training programs for SMEs to enable them to understand more about the benefits of CSR. These have been developed on a range of topics, for instance: how to implement CSR activities, reporting, communicating and implementing international standards.

3. Assessment

A key aspect of government monitoring of CSR is the extent to which SMEs are able to report their progress towards CSR goals. Large numbers of SMEs mean that government monitoring

is not practical, therefore SMEs require the tools to provide reliable and consistent self-assessment. In Cyprus some provision has been made in by setting the framework for SME self-assessment alongside international standards. For example the government has introduced simplified ISO 26000 guidelines for SMEs and in co-operation with Cyprus Certified Company they have introduced the CY ISO 26000.

4. Programs

There are a few EU and government-funded programs in Cyprus which aim to support SMEs in reaching their CSR goals. The additional support provided may include funding or promotion and awareness-raising depending on what is required (i.e. businesses within a country may be at an early stage of implementing CSR activities). Other activities are awareness raising and implementation of CSR in SMEs by building stakeholder capacity and integrating CSR into business strategies. Projects include research activities on examples of SME practices and activities like training, awareness-raising, planning documents, adaptation of national policies and events.

Priorities of Cypriot enterprises implementing CSR

Exploring the expectations of Cypriot enterprises in relation to the CSR directions to which they should give priority within their responsible operation, during the survey for the elaboration of the National Action Plan a distinction was necessary between companies that state they already adopt CSR practices and those who state otherwise.

A key observation is the absence of the direction of the development of local societies that apparently is not adopted by Cyprus companies as a priority in the field of CSR. This requires primarily informing companies about the development of local communities that is mainly related to activities and development programs that promote social cohesion and are derived from the needs of the local community, as well as about assessing the social impact of business activities in local communities operated by category of effect, such as employment of men and women, in matters of health and safety of the community, in education etc.

Consumer protection and fair market practices

Nearly all companies, have said that their main priority is the consumer protection and fair markets for ensuring to continue to provide safe and quality products to their consumers. Addition all initiatives that they should develop in the context of their responsible operation are:

- The protection of consumer rights
- The enhancement of accessibility of people with disabilities and people of foreign nationalities in services
- The business investments aiming the health and safety of consumers

Labor practices – Human Resource

Labor practices were reported as a second priority with particular emphasis on three areas of:

- The education, training and professional development of employees,
- The concern for health and safety in the workplace
- The strengthening of equal opportunities and diversity in employment
- The enhancement of working conditions

Human Rights' Protection

The direction of human rights protection has been chosen as a third priority and as it seems it hasn't captured the attention of Cypriot enterprises. The areas in which companies are receptive to invest in order to improve their operation under this direction are:

- the promotion of practices of human rights protection to suppliers and business partners,
- the training of employees on human rights,
- the implementation of non-discrimination policies in recruitment, in employment conditions and in compensation of employees,
- the elimination of any factor that may encourage forced labor.

Environmental Protection

The direction of Environmental protection has been chosen as the fourth priority obviously because the enterprises that are already practicing CSR have incorporated environmental initiatives to their existing practices. The environmental practices that can be further developed are the following:

- recycle materials,
- waste management,
- restoration and rehabilitation of the landscape,
- biotopes' protection

Finally, we should note that there is a detachment of the enterprises regarding the measurement and reduction of carbon dioxide emissions which is the main shortcoming of this direction.

Fighting corruption and enhancing transparency

This direction completes the main priorities of companies that state that are practicing CSR and which believe that they need to invest both in their assessment practices to identify the risks related to corruption and to develop business ethics practices in parallel to the training of their human resources in this area.

Priorities of Cypriot enterprises not implementing CSR practices

The priorities of enterprises that they don't implement CSR practices are:

Environmental protection

These companies, to their majority, choose as their main priority to develop environmental initiatives aimed primarily on:

- the recycle materials,
- waste management
- restoration and rehabilitation of the landscape

It should be noted here that the aforementioned enterprises keep a distance with respect to the issues of measuring and reducing emissions of carbon dioxide.

Labor practices – Labor Force

Labor practices were selected as the second priority in this category of enterprises where the prioritization of labor practices is as follows:

- education, training and career development of employees
- health and safety in the workplace
- equal opportunities and diversity in employment

Fighting corruption and enhancing transparency

Fighting corruption and enhancing transparency was the third priority of the enterprises that state they don't implement CSR practices, with main objectives:

- the education of employees on the issue of transparency,
- the assessment of practices for identifying the risks related to corruption
- the adoption of practices against any form of bribery and extortion both to their internal and external environment

Human Rights' Protection

The Enterprises that have chosen this direction seem to give special importance to:

- the promotion of human rights protection practices in their supply chain
- the training of their employees on human rights
- the elimination of the factors that encourage forced labor

Consumers protection and fair market practices

Very few companies that have chosen this direction with focus on:

- the supply of safe and quality products to consumers
- the investments for the health and safety of consumers
- the protection of the rights of consumers
- the practices relating to the labeling of products and their effects

Incentives for enhancing the uptake of CSR activities by Cypriot enterprises

The enterprises that adopting CSR practices states that the reasons that could function as an additional incentive for the implementation of CSR practices are as follows:

- ❖ the free provision of counseling service
- ❖ the relative legislation
- ❖ the requirements of consumers, investors and NGOs on social and environmental issues
- ❖ the knowledge of best practices of other companies

- ❖ The social dialogue with various social partners to resolve issues

State Incentives/Expectations for the further engagement of Cypriot enterprises with CSR

The position of Cypriot enterprises on their expectations from the State for their further engagement with CSR, is influenced directly both by the fact that they have highlighted as a key hindering factor for their involvement, their financial situation, the economic crisis and their business size that is indirectly linked to the first factor. As a result, the basic expectation of all enterprises is the institutionalization of financial incentives whereas the option of increasing their knowledge and understanding on CSR issues, issues that derived from the research as necessary, shows a lesser degree of acceptance. Analytically the expectations from the Cypriot state are identified as follows:

- ❖ institutionalization of economic incentives,
- ❖ implementation of educational seminars
- ❖ institutionalization of rewards
- ❖ implementation of relative conferences
- ❖ Implementation of surveys that will highlight citizens' expectations about CSR.

8.2 Greece

SMEs form the cornerstone of the Greek economy with 99,9% of the enterprises falling into the SME category as showcased by the table below:

Category	Number of Companies			Number of employees			Added Value		
	Greece		EE-28	Greece		EE-28	Greece		EE-28
	Number	Share	Share	Number	Share	Share	Bill €	Share	Share
Micro	682.132	69,8%	92,8%	1.264.804	59,1%	29,5%	17,0	35,9%	21,2%
Small	19.631	2,8%	6,0%	361.331	16,9%	20,2%	9,6	20,3%	18,0%
Medium	2.576	0,4%	1,0%	241.105	11,3%	17,0%	9,0	18,9%	18,2%
SMEs	704.339	99,9%	99,8%	1.867.240	87,3%	66,8%	35,6	75,1%	57,4%
Large	397	0,1%	0,2%	271.720	12,7%	33,2%	11,8	24,9%	42,6%
Total	704.736	100,0%	100,0%	2.138.960	100,0%	100,0%	47,4	100,0%	100,0%

Table 2: Number of SMEs in Greece (European Commission, 2016)

According to the 2016 report of the European Commission on Greek SMEs, SMEs in Greece have still not recovered from the financial crisis. In 2015, their added value was 35 % below their 2008 whilst unemployment was still 23 % below its 2008 value (European Commission, 2016). Most recently, however, the recession has turned into stagnation with their added value remaining roughly at a constant in 2014 and 2015. For SME employment, the negative trend ended in 2015. As for the outlook over the period 2016- 2017 it is modest at best, with limited signs of a near-term recovery. SME employment and added value are expected to remain stagnant over the 2015 to 2017 period. Moreover, the bulk of the Greek enterprises i.e. micro firms, which form 96.8% of Greek enterprises, are expected to perform the worst, with a further added value at 2 % and stagnating employment (European Commission, 2016). On a positive note, the added value and employment of medium-sized companies are expected to increase moderately by 2% to 3%.

SMEs in Crete

Like the rest of Greece, SMEs in Crete form 99.9% of the islands 56000 enterprises headquartered in Crete. Their turnover of these enterprise is estimated at approximately 9,8 billion Euros. It is also key to note that the main forms of economic activity in Crete are centered around tourism and agricultural production, with the most important sectors existing in retail and wholesale commerce and the food, hotel and catering industries. Some key data for Cretan Enterprises can be found in the two graphs below:

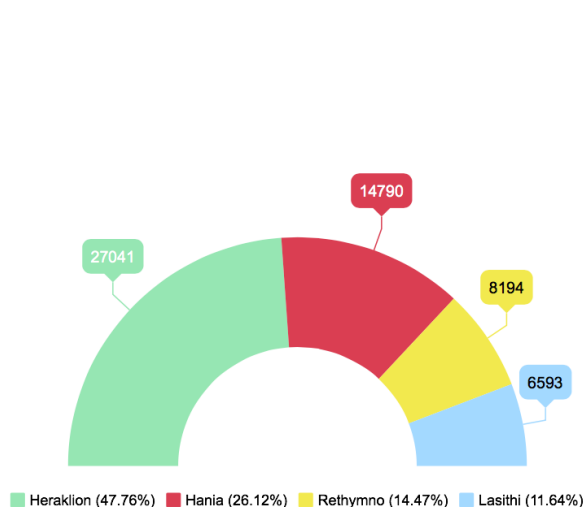


Figure 4: Number of Enterprises in Crete, per district

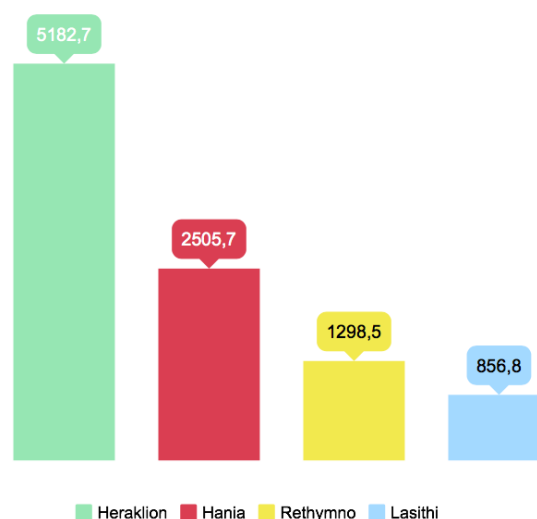


Figure 5: Business turnover in Crete, per district

(in millions euros)

CSR in Greek SMEs

Most CSR initiatives and reporting in Greece is conducted by large enterprises and in conjunction with the limited resonance for CSR promotion and CSR practices among the Greek business world at the moment, it is easily understandable why very few Greek SMEs move forward with the implementation of CSR practices and reporting.

Not with standing, non-Governmental organizations like the CSR Hellas Network are taking steps to promote CSR among Greek SMEs and tackle these challenges. The Network is the official representative of the European Commission’s annual CSR awards scheme since it’s the scheme’s launch in 2013. CSR Hellas moved forward with the introduction of a category that is dedicated to Greek SMEs. Specifically, it awards the best CSR initiative undertaken by a Greek SME (CSR Hellas, 2016).

The Network spearheaded one of the first efforts of promoting CSR to Greek SMEs back in 2004 through the “Hermes” programme along with other key actors like the Central Union of the Greek Chambers of Commerce and the University of Athens. The programme allowed for the publication of a best practices guide for CSR dedicated to SMEs and included a study by the University of Athens on the obstacles for CSR promotion in Greece (CSR Hellas, 2004). Nonetheless, although this effort was pioneering in 2004 it was not followed through with further initiatives centred around Greek SMEs and CSR.

CSR has limited appeal to most of Greek enterprises for several reasons. According to a study conducted by the ICAP Group on CSR in Greece in 2016 the most crucial factor deterring Greek businesses to introduce CSR is the economic situation whilst the cost follows closely (ICAP Group, 2016). Moreover, the lack of incentives, the poor information on the nature of CSR and the nature of the Greek Bureaucracy are also very important factors. The results of the study are indicated by the graph below:

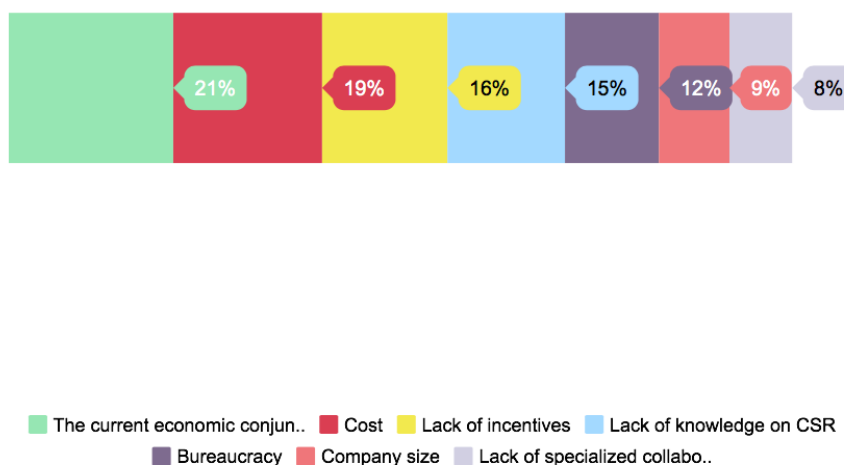


Figure 6: Limiting Factors for the Introduction of CSR for Greek Enterprises (ICAP Group, 2016)

In a similar survey conducted in 2006, the Department of Communication and Mass Media, University of Athens, identifies useful information, when compared with the ICAP Group's research may lead to the extraction of valuable conclusions. These surveys were conducted with a difference of 10 years and refer to both before and during the economic crisis.

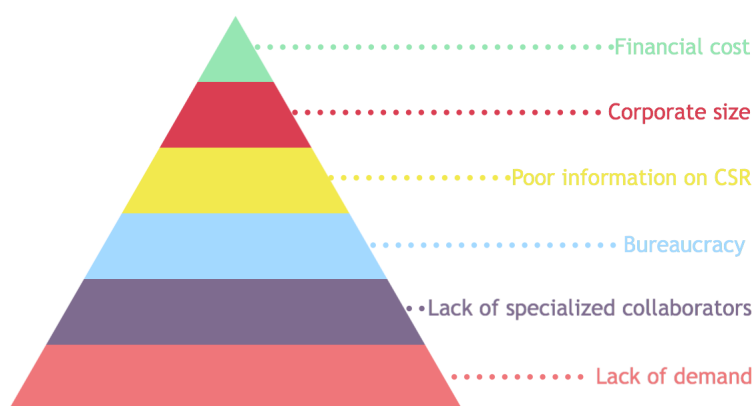


Figure 7: Hierarchical pyramid of deterrents for the implementation of CSR in Greek SMEs (University of Athens, 2006)

As can be seen from the above hierarchical pyramid, disincentives for the implementation of CSR policies by SMEs in Greece remain stable, without any particular changes. Excluding the addition of the adverse current economic situation in 2016, the factors remain exactly the same with some hierarchical variations. In conclusion, over the past 10 years, no significant progress has been made regarding the existence and effectiveness of actions to eradicate the above dissuasive factors. At this point, it should be noted that even in 2006, when the financial position of the

enterprises and the country as a whole was generally acknowledged to be significantly better, SMEs prioritized economic costs as a primary deterrent to the implementation of CSR actions.

A potential explanation of this phenomenon is the incorrect impression given by Greek SMEs to the definition of CSR and its potential to improve corporate branding, increase recognition, positive branding and consequently improve of profitability.

8.3 Spain

While CSR may appear more linked to large companies, the reality is that the implementation in SMEs is more natural, given their greater relation to the environment and its greater proximity to customers. In fact, SMEs follow CSR practices on a regular basis even without knowing the concept or call them by that name.

According to the study, *'Drivers towards CSR practices in family SMEs'*⁷⁹ the inactivity of many SMEs in the field of CSR applies mainly to a lack of information and knowledge about it and the way they integrate it in its activities, the lack of human and material resources, and the difficulties in turning social and environmental efforts into tangible benefits. The main barriers faced by SMEs for the adoption of CSR practices are the following:

- Scarce resources
- Lack of training/skills
- They do not generate value
- Lack of incentives or lack of support from public administrations
- The difficulty of SMEs to communicate effectively
- CSR is associated with large companies and does not allow small entrepreneurs to view their application and their advantages
- Bureaucracy.

Increasing concern for environmental and social issues by governments and civil society	International community expectations	Regulation
Pressure from funding sources related to environmental and social performance	Increasing consumer preference for products and services provided by socially responsible companies	Provider eligibility criteria for from multinational companies including the adoption of CSR practices
	Equal or better ROI levels adopting CSR practices	

However, SMEs have advantages over large companies.

- They are closer to society and to the market in which they work, allowing them to learn more about the needs and preferences of its customers to offer personalized customer care.
- The flexibility of its structure, since being smaller they need less bureaucracy and adapt better to changes.
- Workers are more committed to the organization

According to the study: *'Corporate Social Responsibility and Entrepreneurship in Spain'*⁸⁰, the factors that can influence the adoption of social responsibility by companies are as follows,

⁷⁹Drivers towards CSR practices in family SMEs, [file:///C:/Users/alicia.gonzalez/Downloads/Dialnet-MotivacionesHaciaLaResponsabilidadSocialEnLasPYMEs-4712125%20\(1\).pdf](file:///C:/Users/alicia.gonzalez/Downloads/Dialnet-MotivacionesHaciaLaResponsabilidadSocialEnLasPYMEs-4712125%20(1).pdf)

⁸⁰Corporate Social Responsibility and Entrepreneurship in Spain, Instituto de Empresa, Business School for the General SME Policy Management, <http://bit.ly/2pKkFdp>

The degree of penetration of Spanish CSR policies and tools in SMEs is still low in comparison with medium-sized and large companies. According to the 2011 Forética report, only 4% of SMEs had policies and advanced tools in CSR, compared to 54% in medium and large companies.

However, we can see that little by little Spanish SMEs become increasingly aware of the competitive advantages that can lead to an improvement of the image, a more fluid relationship with the people that make up the company, etc. They are also increasingly aware that costs can be reduced with initiatives related to CSR, such as a more rational use of energy or reduce the use of paper in offices.

Corporate social responsibility actions that carry out Spanish SMEs in general are:

- **ENVIRONMENTAL:** The concern for the environment has been increasing. 98% of Spanish **SMEs** have taken at least one measure of energy efficiency. The measures taken include energy saving, waste reduction, recycling and water saving.
- **WORKING LIFE AND PERSONAL LIFE BALANCE.** Employee-related policies: measures of work-life balance, remote working, flexibility, training, promotion, risk prevention, good atmosphere. The responsibility towards the worker is one of the great advantages of **SMEs**. They tend to be very flexible companies, because they know very well the reality of each of their employees.
- **AND LOCAL.** Due to the crisis, **SMEs** social action has been approaching towards the nearest local environment initiatives such as food banks or volunteering.

There are many actions aimed at fostering CSR in SMEs, which account for more than 98% of all companies in Spain. However, most of these actions are decentralized by the autonomous communities. Therefore, one of the main objectives of the Spanish CSR strategy is bringing together all these decentralised actions.

RELEVANT ACTIONS

Several activities carried out by the Government to integrate CSR in SMEs can be mentioned.

Among the actions carried out by the State Administration:

- In 2011, the Ministry of Industry, Energy and Tourism launched the '**RSE-PYME**' initiative. It is a programme whereby the Ministry aims to bring in a specific manner the concept of CSR to small and medium-sized companies, raise their awareness on the importance of incorporating it into their business practices, as well as bring the competitive advantages arising from this integration.

Participation in this initiative offers a clear added value to SMEs and the self-employed by providing them free:

1. Access to CSR management tools.
2. Training in the field of CSR.
3. Support and individualized monitoring for the elaboration of Sustainability Reports

More than 750 companies and freelancers joined this initiative during 2011 and 2012.

This initiative was awarded in 2013 the First European CSR award in the category of 'Transparency to build trust'.

- One of the measures included in the Spanish CSR Strategy establishes the need to:

Promote the integration of social responsibility practices in SMEs and social economy entities. For this reason, the Ministry of Employment and Social Security, in collaboration with the CERSE, is expected to implement of guidance programs for small and medium-sized companies and Social Economy organizations on issues related to corporate social responsibility, as a tool to improve the external perception and its possibilities of internationalization.

- On the other hand, the CSR State Council was created with the aim of promoting initiatives on corporate social responsibility, in addition to the Government proposing measures that pay special attention to the uniqueness of SMEs.

- The Office of the High Commissioner of the Government for the MarcaEspaña (brand Spain) is working on the promotion of CSR as a flagship attribute of Spanish companies working abroad. These efforts are embodied in actions such as the signing of a collaboration agreement with Forética in February 2014, whose first result was the publication of the CSR Report and MarcaEspaña⁸¹, result of group work developed under the agreement.

8.4 Norway

Although Norway is fortunate to have strong and integrated worker's rights, a high level of technology and an abundant source of renewable energy through Hydropower, companies still struggle to fully integrate CSR strategies into their business models. The majority of Norwegian companies are SMEs. Of the 500,000 companies in Norway, less than 800, roughly only 2%, have 50 or more employees (Ditlev-Simonsen, et al 2015). In all companies, especially in SMEs, innovation processes must be managed while firms simultaneously manage their day-to-day operations and efficient production of current products and services. These tensions are further exacerbated by the tensions between short-term profits advocated by shareholders and expected by stock-markets, and long-term sustainability and shared value creation that promotes long term competitiveness. Efficient operations and innovation are inherently contradictory processes, yet they still must be managed to form some sort of balance between the two. To develop long-term sustainability and shared value creation, the creation of environmental, social and economic value (Porter & Kramer, 2011), in Norwegian firms, companies must be able to remain profitable in their operations. It is challenging for companies, especially small ones with limited capital and capacity, to manage these tensions and find a balance. Although incompatible in the short-term, they are essential for sustained CSR in the long-term. Much research in Norway, especially at NTNU, therefore focusing on helping companies find practical ways to implement CSR strategies that also allow them to stay afloat financially. 8

An empirical study has confirmed characteristics of Rapidly Growing Norwegian SMEs, known as "gazelles," that have successfully implemented CSR and innovation strategies to improve their own competitiveness. In terms of CSR, the studies gazzles can be divided into *strategic and social gazelles* that see themselves as strongly CSR-focused with products/ services that respond to a social challenge and have their CSR strategy as a focus in company management, marketing and profiling; *environmental gazelles* that focus more on the environmental performance of their products and take action to reduce these impacts; *stakeholder engagement and governance gazelles* that focus on meeting human rights requirements and interaction with customers and other stakeholders; and, *charity oriented gazelles*, focused on local financial support (Midttun et al, 2013). It is often argued that CSR and innovation are inherently correlated. This study finds, however, that the analysis and proposed strategy for company success and competition must instead be decided on a much more individual level. Based on the type of CSR that an SME practices, its innovation and value creation processes should be defined to fit it operations and level of innovation.

8.5 Slovenia

In 2015, more than 190.000 business entities were operating in Slovenia. 99,8% of these were micro, small and medium-sized entities (SMEs) with less than 250 workers. 48% were sole proprietorships. Slovenian SMEs exceed the average contribution of European SMEs in terms of employment and contribution to added value in the economy. They contribute 63% to the added value and 70.6% of the employment in the private, non-financial sector.^{82, 83} Statistics counts only 326 companies as large enterprises (with more than 250 workers).⁸⁴ Therefore, majority of CSR activities and practices presented in this Study are evidence of progress of SMEs implementation of CSR. The National Action

⁸¹ MarcaEspaña report: sustainable companies, competitive country <http://bit.ly/2ot5nZO>

⁸² European Commission: Small and medium sized enterprises in 2011: situations per EU Member State, available at http://europa.eu/rapid/press-release_MEMO-12-783_en.htm?locale=en, last accessed: 31.5.2017

⁸³ Slovenian Industrial Policy, available at http://www.mgrt.gov.si/fileadmin/mgrt.gov.si/pageuploads/DPK/SIP/SIP_-_vladni_dokument_EN.doc, last accessed: 31.5.2017

⁸⁴ Republic of Slovenia Statistical Office: In 2015, 191,863 enterprises were registered, which is 2.9% more than in the previous year, available at <http://www.stat.si/StatWeb/News/index/6328>, last accessed: 31.5.2017

Plan for implementation of Small Business Act 2012-2013⁸⁵ also includes most of the measures described in this study, from green procurement to environmental protection acts. However, there is tendency that EU directives transposed to national legislation (word by word), such as EU 2014/95/EU on disclosure of non-financial information for large companies, are not adopted to national reality. EU for example defines large companies in relevant directives as companies with more than 500 employees/workers, and Slovenia with more than 250.

Slovenia incorporated the SMEs policy in the governmental document “Slovene Industrial Policy” that is focused on improvement of business environment, strengthening of entrepreneurship and innovation, responses to social challenges and long-term development. This document also addresses ways to demonstrate CSR and references a number of international frameworks included also in this Study.

“One of the biggest achievements in the field of CSR in the private sector is a result of a project called Code to Smart Reality for Small and Medium Enterprises (SMEs) initiated by the Slovenian Chamber of Commerce and its partners and funded by the EU. The project was aimed at raising Slovenian companies’ awareness of the relevance of CSR, exchanging best practices and developing tools for the implementation of CSR policies in practice.”⁸⁶

One of the results of the project are the Guidelines for Corporate Social Responsibility⁸⁷, which can serve as a model for companies when developing their own codes of conduct or ethical codes. The Guidelines present a set of general rules for socially responsible business conduct in any sector, size or organizational structure. They focus on: socially responsible behaviour towards people (employees), attitudes to natural and urban environment, fair trade and relationship with external stakeholders (suppliers/buyers/other), attitude towards the community in which the company operates, socially responsible investment, attitude toward the general public, and ongoing dissemination of the principles of socially responsible conduct.

According to a study among the companies in South-eastern statistical region in Slovenia the arguments against the implementation of socially responsible practices in the company is associated with the size of the company. The survey conducted for the study showed that smaller companies (up to 50 employees) are more likely to dismiss such plans due to lack of financial resources, lack of adequate staff and lack of time.⁸⁸

8.6 Czech Republic

Statistic data for the CSR implementation in the Czech MSP and in the big enterprises are not available.

Association for CSR – member enterprises

Within member companies in the organizations Business for Society and Business Leaders Forum ČR only 2 MSP from the total amount 72 members were identified. Among the members of the Association for Social Responsibility – 70 enterprises of the total number 83 enterprises approx. may be designated as MSP.

According to the Association representative, the social responsibility is natural for many MSP; however, these enterprises do not work with it as with CSR, it represents for them moreover the way of the decent conduct toward the employees, customers, nature, surroundings and community where they do the business.

With growing increasing awareness of CSR, also the MSP sector starts to perceive CSR more strategically and conceptually and starts to present its socially responsible activities externally, the enterprises develop independent projects in this area and MSP sector tries to include in its activities also their employees, most frequently in the form of company volunteering.

⁸⁵ National Action Plan for Small Businesses 2012-2013, available at (in Slovene):

http://www.mgrt.gov.si/fileadmin/mgrt.gov.si/pageuploads/DPK/SBA/AN_2012-2013_k.DOC.DOC, last accessed: 31.5.2017

⁸⁶ CSR in Slovenia, Jure Zrilic, European Company Law, Vol. 8, No. 2-3, pp 119-122, 2011, University of Oslo Faculty of Law Research Paper No. 2011-13 (available at https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1774757, last accessed: 31.5.2017)

⁸⁷ Smernicezadružbenodgovornoravnanjepodjetij (Oct 2017) – provided by the Regional Chamber of Commerce of Štajerska (currently not available on-line)

⁸⁸ Horvat, T.: Corporate Social Responsibility depending on the Size of Business Entity, available at: <https://repozitorij.upr.si/lzpisGradiva.php?id=6826>, last accessed: 31.5.2017

A number of small companies try to involve CSR principles into the enterprise in some way, but they do not know how to do it. It is most difficult for all the companies to select really meaningful activities which will represent a contribution for a certain enterprise as well as its stakeholders and will be sustainable also for future.

If the smaller enterprises decide to implement the concept, they should make an audit at first, what do they already do in this area. The companies should think, what are the company goals, what activities support their achieving and how to develop their key strategic activities, how to measure, evaluate and improve them.

Social responsibility for MSP

In principle, the same starting points are stated in the publication Tips and tricks – Social responsibility for small and middle-sized enterprises (Czech translation and responsibility of National Centre for Quality Support 2016), the issue of which was supported by the Association of Small and Medium-Sized Enterprises and Traders of ČR:

“For a number of small and middle-sized companies, the social responsibility is completely natural. It is a higher form of “decent behaviour“ to employees, customers, nature and surroundings. The complete majority of the small companies behaves like this without knowing that it is CSR – they know neither the abbreviation nor the contents.”

Conclusions

The potential for the implementation of the comprehensive CSR system in the small and middle-sized enterprises in the CR is very high. It may be expected that a considerable part of MSP fulfils during their usual operation much of the total CSR range. Some of the areas are certified in MSP in the CR to a considerable extent and they are continually improved (e.g. systems of quality management, EMS, occupational safety). On the level of municipalities, towns and regions, the sponsoring especially of sport activities and various local festivities, feasts or associations is provided.

A large part of the Czech MSP could quite quickly, effectively and modestly introduce the comprehensive CSR system.

The contribution of such step and the interest of MSP representatives following from this is questionable. The question is the formal implementation of CSR similarly as the other voluntary activities usable moreover on the level of B2B and frequently only on the intrastate level. Here, the problem is often the excessive formalization which may lead, partly, only to the formal implementation of any management system.

One of the possible ways for increasing the attractiveness CSR for MSP is e.g. requiring and applying its principles in the public contracts.

9 Human Rights and Responsible Supply Chain Management

9.1 Cyprus

As emphasized by the Commission, a key area of CSR is the extent to which companies manage their supply chains responsibly, particularly in relation to operations within developing countries. Countries have taken different approaches to this area although not all countries make it explicit in terms of future actions within their NAPs. What we want to see if is partner countries specifically reiterate their commitment and implementation of human rights within their legislation. For example, if there is any structure and institutions (in Cyprus we have committees which focus on particular aspects for responsible supply chain management which is the Commissioner for Children's Rights, and the Bioethics Committee). Also, if there is any partnership development with third countries or any awareness raising programs or even a relevant legislation on this issue.

According to a European Commission study (49), there are various supply chain management issues where CSR is, or could be providing a solution. These include: prevention of child labor, guaranteeing freedom of association and collective bargaining, providing wages to ensure an adequate standard of living, prevention of unfair pricing, and ensuring biodiversity. Cyprus governments aim to address these issues, among other things, in a variety of ways - some of which are already detailed in the NAPs on CSR and on Business and Human Rights.

Cyprus reiterates its commitment and implementation of human rights within their legislation. Key international standards are also implemented even if they are not explicitly mentioned. Awareness-raising of the importance of human rights and RSCM is also being emphasized. It is clear that challenges exist in enforcing the national legislation through business-supplier tiers. Hence the importance of developing partnerships internationally and providing information and support tools is something that needs to be emphasized.

The status of Cyprus as an EU Member State and the implementation of the *acquis* has strengthened the national institutional framework for the protection of human rights. Respect for human rights is one of the fundamental values of the European Union, which has incorporated the basic principles of this issue in the treaties governing its operation and in the Charter of Fundamental Human Rights. The Charter brings together, in a single text, all the fundamental rights of European citizens, as well as all persons living in the territory of the Union and since the Treaty of Lisbon entered into force on 1st of December 2009, it became legally binding for the 25 Member States, with Cyprus being one of them.

Also, Cyprus, as participating in international organizations, has signed and ratified in some cases with laws, a large number of international conventions or protocols contracted to ensure overall protection of human rights. The most important of these conventions/protocols are:

- ❖ The Convention of the Council of Europe on the Protection of Human Rights and Fundamental Freedoms and its Protocols
- ❖ The International Convention on the Elimination of All Forms of Racial Discrimination and the Convention Ratification Laws
- ❖ The International Pact on Civil and Political Rights
- ❖ The UN Convention on the Elimination of All Forms of Discrimination against Women.

In the scope of implementation of the international law, Cyprus has also adopted a legislative framework providing legal protection especially for people who are victims of discrimination. This framework prohibits unjustified discrimination, direct or indirect, based on specific reasons. The legislative framework against discrimination includes:

- ❖ The Law on the Combat of Racial and Some Other Discrimination Commissioner
- ❖ The Law on the Convention on the Elimination of all Forms of Racial Discrimination
- ❖ The Law on Equal Treatment of Persons Irrespective of Racial or National Origin

- ❖ The Law on Equal Treatment in Employment and Occupation
- ❖ The Law on Equal Treatment of Men and Women in Employment and Vocational Training
- ❖ The Law on Equal Pay for Men and Women for the Same Work or for Work of Equal Value
- ❖ The Law on Persons with Disabilities.

9.2 Greece

Greece is a signatory to a number of international Conventions regarding Human Rights including the European Convention on Human Rights, the Geneva Convention relating to the Status of Refugees and the United Nations Convention Against Torture. The Greek constitution also guarantees fundamental human rights to all Greek citizens Human Rights in Greece. Furthermore, the L.3304/2005 on the Application of the principle of equal treatment regardless of racial or ethnic origin, religious or other beliefs, disability, age or sexual orientation implements the Directives 2000/43/EC and 2000/78/EC and guarantees equal treatment and respect to human rights for all human being in Greece.

Several international organizations are observing the status of human rights in Greece. According to Amnesty International, the refugee crisis and the financial crisis along with the hardships it has brought upon the Greek people have increased the pressure on the State's capabilities to enforce the respect of universal human rights (Amnesty International, 2017). Over the past two years Greece has faced considerable challenges in the provision of adequate reception conditions and access to asylum procedures for refugees, asylum-seekers and migrants in the aftermath of the EU-Turkey migration deal (Amnesty International, 2017). In addition, the closure of the Balkans route led to the stranding of thousands of refugees, asylum-seekers and migrants in mainland Greece, who are now living in poor conditions (Amnesty International, 2017). It is also key to note that allegations of torture and other ill-treatment by members of the security forces during arrest and/or detention continued (Amnesty International, 2017).

Two independent bodies are the means by which the Greek State oversees human rights in Greece including any violations of responsible supply chain management; the National Commission for Human Rights and the Greek Ombudsman.

The National Commission for Human Rights

The Greek National Commission for Human Rights (GNCHR) is the independent advisory body to the Greek State on issues concerning human rights protection. It was established by Law 2667/1998 in accordance with the UN Paris Principles. Its inauguration held place on 10 January 2000, when Prime Minister Kostas Simitis convened it. Its membership is the result of nominations of several institutions whose activities cover the field of human rights: NGOs, trade unions, independent authorities, universities, bar associations, political parties, Parliament and the Administration.

The Commission describes its mission as “the constant monitoring of developments regarding human rights protection, the continuous briefing and promotion of the relevant research” (National Commission for Human Rights). It is entrusted with the maintenance of permanent contacts and co-operation with international organizations dealing with human rights, such as the United Nations Organization, the Council of Europe, the OSCE, with National Human Rights Institutions of other States, as well as with national or international non-governmental organizations. Moreover, it plays a crucial in the policy-making process regarding human rights since its tasked with the formulation of policy advice of human rights issues.

The Greek Ombudsman

The Greek Ombudsman is an Independent Authority sanctioned by the Constitution with the task of mediating between public administration and citizens in order to help citizens in exercising their rights effectively. The Greek Ombudsman's guiding principle and drive as a mediator is its commitment and to. Visualise solutions from which both the citizens and the administration can benefit leading to a win-win approach. This Independent Authority has stood and stands by the Greek people who have endured the continued difficulties of the on going financial crisis; “it investigates problems caused by legislation or administrative acts or omissions and undertakes targeted initiatives,

building on the expertise it has developed so far and the enhanced competences it enjoys” (Greek Ombudsman). In addition, the Ombudsman acts as guardian of the people’s rights in both the public and private sectors, with a special emphasis on monitoring and promoting the implementation of the principle of equal treatment, the rights of the child and the rights of vulnerable groups. It is actively promoting equal treatment and fights against any form of discrimination in the public sector based on race, ethnicity, religious or other conviction, disability, age or sexual orientation. It is also to monitoring and promoting the application of equal opportunities and equal treatment of men and women both in matters of employment in the public and the private sector and regarding the equal access of men and women to goods and services of the public sector. Nonetheless, the Greek Ombudsman is empowered with only making recommendations and proposals to the public administration, it does not have the power to impose sanctions or annul illegal actions by the public administration.

The Authority has a far-reaching and all-encompassing grasp that allows it to look into cases that deal with:

- ❖ Public Sector Services, such as Ministries, Tax Offices, City Planning Offices, Police Stations, Prisons, Schools, Embassies/Consulates of Greece, etc.
- ❖ Local Government Authorities, i.e. Municipalities and Regions, together with legal entities and their enterprises
- ❖ Legal Entities under Public Law, such as Social Insurance Funds, Hospitals, Universities, the Greek Manpower Employment Organization (OAED), etc.
- ❖ State Legal Entities under Private Law, such as the Organization Against Drugs (OKANA), the Centre for the Accreditation of Lifelong Learning Providers (EKEPIS), ELOT, the Institute of Geology and Mineral Exploration (IGME), University Research Institutes etc.
- ❖ Public Utility Companies and Organizations, such as Athens Water Supply and Sewerage Company (EYDAP), PPC, the Hellenic Post, Thessaloniki Water Supply and Sewerage Company (EYATH) etc.

9.3 Spain

Spain signed its Human Rights Plan⁸⁹ on 12 December, 2008.

This Plan has two main priorities: 'Equality, non- discrimination and integration' and ' Guarantee Human Rights' which are integrated by a set of actions under the epigraph of External Action and Internal Action.

A group of objectives within the framework of External Action are established, like continuing with a commitment to peace, democracy, development cooperation, solidarity, and social justice in order to build a fairer and more supportive global society. For this purpose, forty one measures are provided and arranged by field of action of United Nations, European Union, the organization for Security and Cooperation in Europe and the International Criminal Court.

With regard to the Internal Action, and on the premise that public authorities are linked by Constitution in their actions, and they are the ones to promote the conditions for freedom and equality of individuals or groups which forms it, are real and effective, this intended hundred and thirty measures are grouped by subjects of affected rights

The Plan includes political and civil rights, economic, cultural and social rights and a group of human rights that started to develop from the 70's like the right to development, the right to peace, and the right to the environment

The Human Rights Plan projected the creation by the government of a monitoring committee formed by executive members, civil society members and the Ombudsman, being formed by Order PRE/1597/2009, 15 June.

⁸⁹Human Rights Plan of the Spanish Government http://www.ohchr.org/Documents/Issues/NHRA/Spain_NHRAP.pdf

This committee attended five meetings during the 2011 ended Plan.

In November 2012, an evaluation report was published about implementation, compliance and progress of the measures of the First Human Rights Plan confirming that some important agreements were made, such as the approval of the National Action Plan to Combat Human Trafficking for Sexual Exploitation, the creation of the International Committee against the death penalty, the Council of Europe Convention on Action against Trafficking in Human Beings endorsement, the ratification of the Convention to Ban Cluster Bombs and the international convention on Protection of all People from Enforced Disappearances.

This First Plan was an advancement but during its implementation some issues needed to be addressed with a second plan version. Especially the ones related to the implementation of the proposals, deadlines, transparency, monitoring indicators, accountability and ways for the civil society to participate.

At the moment in Spain there is a draft version, more than two years old, the Second National Business and Human Rights Plan⁹⁰.

The Plan structure is divided following guiding principles in three aspects, the government duty to protect, the companies obligation to respect and the access to redress mechanisms. The instruments for make these commitments real are mainly regulations, tax reliefs, financial, commercial and interministerial and interinstitutional coordination.

With this Plan the government commits to develop all the agreements on human rights adopted by Spain in the United Nations, in the European Union and internally linking public and private companies in the promotion and respect of them, improving at the same time the analysis of the external facing challenges.

The Plan is directly related with the Spanish Strategy of Social Responsibility. It is an open plan, thought as a start point, subordinated to be evaluated periodically every three years and fed with new proposals and commitments.

In the government duties chapter, the government is committed to enable with business organizations and unions a platform for online training, assessment and resolution of queries. As this draft shows, thanks to this platform companies will be able to access periodically to online courses, consult reference material at a European and international level, and EU elaborated guides and other resources of interest and practical tools 'intended to improve knowledge and understanding of the Human Rights and the Guiding Principles at all business levels'.

One of the most relevant updates in the draft is that to guarantee the companies responsibility to respect human rights, the government will study and apply an incentive system. This system will include large and small companies that perform an adequate policy on Human Rights and these could be economic, commercial, presence, visibility and image.

The task of the Human Rights office of the Ministry of Foreign Affairs and Cooperation is to coordinate the foreign policy of Spain in the protection and promotion of the Human Rights and the elaboration, proposal and implementation of this policy in the international organizations.

RESPONSIBLE MANAGEMENT OF THE SUPPLY CHAIN

According to the study 'CSR in the supply chain of the 50 biggest companies in Spain'⁹¹, in Spain a few studies have been conducted to analyse the CSR implementation state in the management of the supply chain obtaining the following results:

⁹⁰ Second National Action Plan on Business and Human Rights
<http://observatoriorsc.org/wp-content/uploads/2014/08/pnedh-borrador-julio-2014.pdf>

⁹¹ CSR in the supply chain of the 50 biggest companies in Spain. Mercè Roca Silvia Ayuso. Working Paper no.15 <http://bit.ly/2oDCrOw>

This document analyses how the biggest companies of Spain are incorporating CSR criteria in the management of the supply chain. These results shows that 96% of the companies conduct practices related to the requirements defined by the CSR, 80% of the companies apply control mechanisms, a 78% apply promotional measures and a 62 % are taking collaborative actions.

Study	Research method and sample	Results in terms of presence of ethical code
Adecco Foundation (2012)	Survey to 250 HR managers of representative Spanish companies	35% of companies have a responsible supplier certification system
Sustainability Excellence Club (2011)	Survey to 144 largest companies or corporations operating in Spain	52% of companies have a specific supplier code and 91% of companies have implemented a measure of supply chain control
Foretica (2011)	Survey to 1,031 representative Spanish companies	11% of companies carry out environmental and/or social audits to their suppliers and 6% state that will do so in the future
Royal Academy of Economic and Financial Science (2010)	Survey to 32 IBEX 35 companies	69% of companies carry out advanced responsible supplier management practices
Family Companies Institute (2009)	Survey to 34 companies linked to the Family Companies Institute (large Spanish family firms)	50% of companies have incorporated CSR in their relationships with suppliers

TEXTILE INDUSTRY. PLAZA RANA, 2013

The unfortunate accident of Plaza Rana that cost the lives of more than a thousand workers should be noted, as it sparked in the international context the need for increased security measures of the factories where multinationals have relocated their production.

To minimise the potential risks of managing the increase in the number of suppliers, largely located in developing countries, companies have strict codes of conduct that suppliers must comply and control the traceability of the production, verifying that labor and safety standards are met and not outsourcing the manufacture to a third party. By way of example:

INDITEX

Inditex worked in 2015 with 1,725 suppliers who produced more than 20,000 units a year of clothing, shoes or accessories from 50 countries, which recorded 6,298 factories (916 more than the previous year). The registration of fabric factories as a result of the emphasis on ensuring traceability throughout the supply chain has increased in the last year and they have worked on the standardisation of methods which ensure traceability to develop a global model. All suppliers must register their factories, enabling the verification of its production capacity. In this way, Inditex pursues to control globally their supply chain and reduce the possibility of outsourcing.

In 2015, Inditex performed 10,977 audits to assess and improve the supply chain. All manufacturers are subject to regular audits from the start of the business relationship with Inditex (through a screening). In addition, they must pass, on a regular basis, social, special and traceability audits. The latter grew by 16% (there are 2,866 traceability

audits), more than half in America, to verify in situ production carried out in declared and authorized factories. During the more than 2,800 visits, 325 breaches were detected. After a social audit, Inditex establishes corrective action plans in each factory. In 2015, 510 plans, of which 64% were passed successfully were implemented. Not passing results in the blocking of the supplier or the factory and not being part of the supply chain.

MANGO

Mango had in 2015 513 suppliers and 885 factories that produced garments and accessories, which have to abide by its code of conduct and undergo an analysis and verification to ensure that they meet their requirements. The company does maintenance audits every one or two years, depending on the country of origin and, furthermore, when assigning a collection to a new factory they launch a social audit by external auditors. If it detects a breach of the code, an action plan and timeline are established to correct the deficiencies.

In 2015, more than 396 external audits were carried out, in certain cases without prior notice. Six out of ten factories in Turkey and China. 77 Chinese factories and 73 Turkish factories breached part of the code of conduct, followed by Pakistan (27) and Vietnam (22); also five of the 14 facilities working for the group in Spain. The most breached were health and safety at work and working hours, and to a lesser extent, wages.

H&M

H&M launched a new programme of evaluation of its suppliers last year that classified them into three levels based on the fulfilment of legal requirements (linked to the ILO's standards), the implementation of management systems that prevent a breach, and performance in aspects such as environmental management and the relationship with the community. This system, which is intended to go beyond the mere audit, is part of the approach of the Swedish group to promote transparency of its supply chain, strengthen ties with its suppliers through strategic alliances and support its future growth. H&M has 820 suppliers, of which 153 are strategic, with 1,882 factories, mostly in Southeast Asia and the far East. In 2015, 80% of the factories were evaluated at least once.

EL CORTE INGLÉS

Suppliers of El Corte Inglés (31,654 in the past year) have to accept the code of conduct of the Business Social Compliance Initiative (Bsci). Since 2009, they have carried out 2,933 social audits to suppliers from 19 countries, a process that intensified in 2015, when it audited 1,033 factories in third countries (710 in China, in India 89 and 85 in Bangladesh).

MARKS & SPENCER

Marks & Spencer has published an interactive online map with the location of its 700 suppliers of clothing, footwear and accessories. The group, which has 2,200 suppliers worldwide (including food suppliers), reinforced the principles of human rights to be met by suppliers, who undergo frequent audits to determine potential risks. Last year, they analysed 660 out of 1.349 textile factories that produce for the group, employing more than 830,000 people, which required 6,226 improvements (68% related to health and safety at work and 15% in working hours).

9.4 Norway

The Government has established a National Contact Point for Norway for guidance in the implementation of the OECD Guidelines. Additionally, the NCP states that to function as a non-judicial grievance mechanism, it must function in line with the UN Guiding Principles. As mentioned in earlier sections, the Norwegian Government has developed a specific action plan for companies to incorporate the UN Guiding Principles for Business and Human Rights. As the prevailing international standard for human rights and business, of which both the UN Global Compact and OECD Guidelines find their guidance, the Government clearly recognizes the value of the principles and outlines it in the NAP. Many human rights were specifically added to the Norwegian Constitution in 2014, in addition to being engrained in many of the acts listed in Section 5, including the Human Rights Act, Working Environment Act, Gender Equality Act, Pollution

Control Act, etc. The Norwegian Human Rights Act states that certain human rights conventions have the same force as Norwegian law and take precedence over other legislation in conflict with them. The NAP also states that although many of this legislation is already in place, it must be continually evaluated in line with the UN Guiding Principles and the actions of the EU for review and possible revision.

In the first section of the NAP, the Government outlines the aims for the action plan. In the next section, they outline their own responsibilities to protect human rights regarding Principles 1-10, touching on public procurement and investment responsibilities.

The next section, specifically frames companies' responsibility to protect human rights through principles 11-12, and the way they should conduct business responsibly, through principle 13, by avoiding causing adverse human rights impacts and seeking to mitigate any harm directly linked to their operations. Relating to the distinction between SMEs and companies with more resources, the NAP then refers to principle 14, that provides recommendations for all companies, but focuses most on larger ones. Referring to principles 15-20, a company is guided in order to meet their responsibility, human rights should be cemented in their policies and followed up through due diligence and risk management, and that companies should have processes set in place for remediation in the case of breaches. Principles 21-24 on external reporting, grievance mechanisms and compliance with legislation are also outlined to conclude the section on company responsibility.

Through the presentation of all principles in the Norwegian context, it is clear that the government expects companies to follow principles of responsible supply chain management, both at home, and especially abroad. They also state, however, that, "At present, it is not realistic to expect imported goods or semi-finished products from all countries to have been produced with any risk of direct or indirect involvement in violations of internationally recognized norms and rules" (Ministry of Foreign Affairs, 2009, p. 39). Companies are therefore expected to maintain working environment and rights standards, at least in the sphere it can influence directly as purchaser or seller. Although somewhat disappointing, without more transparency and disclosure across full supply chains, it is difficult to track the rights upheld outside of this sphere.

Norwegian companies are, however, expected to set requirements for their suppliers and work with them to meet them. The government suggests that companies develop a code of conduct through which they can monitor the status of meeting obligations. The Ethical Trading Initiative Norway (ETI-Norway) was established in 2000 by Norwegian Church Aid, the Norwegian Confederation of Trade Unions, the Federation of Norwegian Commercial and Service Enterprises and Coop Norway, and spread information on improving labor and environmental practices globally. They aim to strengthen support for ethical trade issues and support members in developing ethical trade practices. ETI-Norway provides specific tools and methods, risk assessment and management, training initiatives and guidance, competence building, and support for cooperation between companies, authorities and NGOs.

9.5 Slovenia

Slovenian companies are in general still not aware enough of the benefits of CSR certificates (including in field of human rights), to demand them from their suppliers. On the other hand, some companies, acting as suppliers in the international supply chain are being directed into compliance with CSR standards and certificates.⁹² Slovenian companies can for example apply to Bureau Veritas Certification for the social responsibility certificate SA 8000, which focuses on human and employee rights.⁹³ More of the larger companies might be obliged to add reports on Human Rights and Responsible Supply Chain Management with the adoption of the new Companies Act and the requirement of disclosing non-financial and diversity information in annual reports.

⁹² CSR in Slovenia, Jure Zrilic, European Company Law, Vol. 8, No. 2-3, pp 119-122, 2011, University of Oslo Faculty of Law Research Paper No. 2011-13 (available at https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1774757, last accessed: 31.5.2017)

⁹³ Bureau Veritas Slovenija, SA 8000:

http://www.bureauveritas.si/wps/wcm/connect/bv_si/Local/Home/bv_com_serviceSheetDetails?serviceSheetId=13803&serviceSheetName=SA+8000 (17.01.2011).

Slovenia is currently in process of developing its National Action Plan on business and human rights as part of the State responsibility to disseminate and implement the UN Guiding Principles on Business and Human Rights^{94,95}. However, it is already active on some issues such as precarious work and mobbing, human trafficking, health promotion in workplace and international developments cooperation, which are covering some aspects of Business and Human Rights. Promotion and protection of fundamental workers' rights, including in transnational corporations, e.g. in the entire production chain is also listed as one of the priority areas for the NAP⁹⁶.

The responsible ministry for the implementation of UN Guiding Principles on Business and Human Rights is Ministry of Foreign Affairs. Although the responsible ministry for the CSR NCP and also acting as a grievance mechanism also in the field of human rights⁹⁷, is Ministry of Economic Development and Technology, which has no awareness raising programs on this issue (due to lack of qualified staff).⁹⁸

Also, according to the Human Rights Ombudsman Act the Human Rights Ombudsman has jurisdiction only over authoritative part of the public sector. Ombudsman's intervention in the field of violations of labor and social rights in the economy/private sector would be admissible only if it was established that the cause of such violations lies in the systemic deficiencies and irregularities.⁹⁹

9.6 Czech Republic

In NAP CSR in the CR, the area of observing human rights is mentioned with reference to the Charter of Human Rights and Freedoms applying especially to the national environment. The issue of the responsible management of the supplier chain is not solved in detail in NAP.

The human rights or basic rights and freedom represent the most important individual rights. In the CR, they are guaranteed especially by the Charter of Human Right and Freedoms and by the international treaties.

As for the international documents, CR is bound especially by the Treaty of the International Labor Organization No. 29 of the forced or compulsory labor, International Covenant on Economic, Social and Cultural Rights, European Convention for the Protection of *European Convention* on Human Rights and Freedoms and European Social Charter, defining the right to work, the right to the favourable work conditions, prohibition of the forced or compulsory work, prohibition of child labor, right to favourable work conditions, right to the just fair remuneration for work, right to the free choice of profession and right to the aid during the job selection. In connection with the right to the free choice of the profession and its change, any form of the direct and indirect discrimination based on the sex, sexual orientation, race or ethnical origin, nationality, state citizenship, social origin, sex, language, health state, age, religion or belief, social origin, property, marital and family status or duties towards family, political or other thinking, membership and activity in the political parties or movements, Trade Unions or organizations of employers is prohibited expressly.

The responsible management of the supplier chain is the subject of the "Guide through CSR – Management of Supplier Chain (CSR COMPASS)". It is the online instrument free of charge which can help to the companies to implement responsible management of the supplier chain. This tool is focused on the small and middle-sized production companies, business and service companies. The tool is the result of co-operation between the Ministry of the Trade and Growth of the Denmark and Confederation of Danish Industry and in the CR, it was intermediated within the project financed from the OP Human Resources and Employment.

In May 2017, MPO (Ministry of Industry and Trade) organized a seminar on the topic "Responsible business from the viewpoint of the supplier chains in the clothing and shoe sector". Speakers in the seminar: The representatives of the Secretariat of the Czech National Contact Point (NKM), representative of the development agency The Deutsche

⁹⁴<http://www.ohchr.org/EN/Issues/Business/Pages/NationalActionPlans.aspx>

⁹⁵ Annual reports on the OECD Guidelines for Multinational Enterprises available at <http://mneguidelines.oecd.org/annualreportsontheguidelines.htm> (last accessed: 31.5.2017)

⁹⁶ Internal documents of the inter-sectorial workgroup for the development of Slovenian Action Plan for the implementation of the UN Guiding Principles on Business and Human Rights

⁹⁷ Internal report to the HR in Business workgroup by MFA

⁹⁸ Internal report to the working group on HR in Business by MGRT

⁹⁹ Internal report to the working group on HR in Business by Ombudsman

Gesellschaft für Internationale Zusammenarbeit (GIZ), owner of the company VAVI, s.r.o., family enterprise focused on the production of shirts, and representative of the Institute of Circular Economics.

Conclusions

The issue of responsible management of the supplier chain within CSR is known on the national level, but it is not systematically solved.

10 Social and Employment Policies

10.1 Cyprus

With regard to social and employment policies, this includes initiatives regarding equality and diversity and access to employment and social inclusion. In this respect, many of these measures are in line with the priorities of the Europe 2020 Agenda and its flagship initiatives.

However, it can be difficult to draw a line between what constitutes CSR practice and the approaches being adopted by companies linked to national policy measures.

Cyprus is trying with some actions to support the integration of people furthest from the labor market. They provide incentives to business in the form of subsidies to encourage them to offer employment opportunities to disadvantaged groups in the labor market. Such measures have gained increasing importance as a result of the crisis. Also, initiatives to offer opportunities to low skilled young people is something that it has been considered recently from the Cyprus government though a subsidy program but is not something that the business would primarily considered it as CSR measures.

In recognition of exemplary business practice in social policies which goes beyond legal requirements, there are awards recognized such measures. The award provides an incentive for businesses to adopt these practices as well as providing recognition of business achievements in this field. This may have a number of positive impacts on the business including offering support for recruitment and retention. Some of these awards recognized business achievements in terms of gender and diversity measures and initiatives of a family friendly working environment.

As well in Cyprus it has begun the support of the engagement of certain disadvantaged groups in the workplace. Some seek to support those who are less well represented, for instance, promoting lifelong learning for older people, women in senior management and promoting the employment of disabled people.

Furthermore, there is recently a growing attention given to voluntary initiatives promoting diversity management in the workplace. Also, some big SMEs in Cyprus are encouraging the development of volunteering programs for their workers.

10.2 Greece

The Greek State currently lacks an official communication regarding the promotion of CSR initiative whilst also lacking a strong framework for its promotion. Instead it relies on the existing European framework along with the actions of non-profit and non-governmental groups like CSR Hellas, the Corporate Responsibility Institute and the CSR Index among others.

As for the promotion and safeguarding of the rights of minorities and marginalised groups in the workplace the Greek law acts as a vital pillar of protection. In specific:

- ❖ The L. 2716/1999 on the operation of Limited Liability Social Cooperatives (KoiSPE) aiming at the social – economic integration and at the professional integration of people with serious psychological problems contributing to the their treatment and to their economic self- sufficiency.
- ❖ The L.3304/2005 on the Application of the principle of equal treatment regardless of racial or ethnic origin, religious or other beliefs, disability, age or sexual orientation implements the Directives 2000/43/EC and 2000/78/EC.
- ❖ The L.3896/2010 on equal opportunities and equal treatment of men and women in workplace and employment in public and private sector.

- ❖ The L.4019/2011 on Social Economy and Social Entrepreneurship that concern the establishment of enterprises which promote social and economic integration of marginalized social groups, poverty reduction and discrimination and social exclusion.
- ❖ Law 4430/2016 on Social and Solidarity Economy, which substantially improves the weaknesses of the previous Law, introduces the concept of Employee Cooperative, introduces more facilities and sets out measures for transparency in the operation of Social Cooperative Enterprises.

The Training Voucher Program

The Hellenic Ministry of Labor, Social Insurance and Social Solidarity runs a series of initiatives to promote the integration of people away from the market. Arguably the most important initiative undertaken by the Ministry is the “Training Voucher” program whose main focus is to achieve a structured path for the entry of unemployed in the labor market, with particular emphasis to a placement in the private sector of the economy. A key feature of the programme is the collaboration of a large number of direct stakeholders, like the Managing Authority of Applications of the Ministry of Labor, Social Security and Social Solidarity as the main implementation body, the Managing Authority of Human Resources Development Operational Programme as a funding body, the Manpower Employment Organization as an institutional body responsible for employment issues and the CTI 'Diophantus' as the IT partner (Hellenic Ministry of Labor, Social Insurance and Social Solidarity, 2015). To these groups of stakeholders one has to add the bodies and organizations responsible for the implementation of calls such as Voucher, namely the Technical Chamber of Greece, the Journalists’ Union of Athens Daily Newspapers, the Labor Institute of the Trade Union Congress of Greece, the Maritime Labor Employment Office and the Ministry of Health and Social Security.

According to the programme’s official website, “The innovative character of the action is largely based upon the use of the VOUCHER informational system (<http://voucher.gov.gr>), which provides citizens, businesses and the public authorities’ executives with online high-quality services regarding the overall management of training processes” (Hellenic Ministry of Labor, Social Insurance and Social Solidarity, 2015).

The VOUCHER management system, implemented by CTI 'Diophantus', adopts a modular architecture consisting of several individual subsystems. Each subsystem is specialized according to the nature of each call, with the requirements of each call differing and thus the management informational system is required to model different business logic and data management. In addition, “apart from implementing multiple and complex workflows, the VOUCHER informational system is also interconnected and exchanging data online with other public informational systems such as the informational systems of Manpower Employment Organization, National Organization for the Certification of Qualifications and Vocational Guidance, Loans and Consignments Fund, Technical Chamber of Greece and Journalists’ Union of Athens Daily Newspapers” (Hellenic Ministry of Labor, Social Insurance and Social Solidarity, 2015). Therefore, citizens and training providers have the opportunity to participate and take advantage of the benefits provided by the training programs, an in this way to minimize the use of documents and circumvent bureaucratic procedure. The public authorities involved are also able to monitor and supervise the aforementioned for the training programs procedures, leading to a significant reduction in management costs and implementation, monitoring and controlling completion time.

The programme which was functional during the previous EU programming period (2007-2013) has already implemented 14 calls, of which 9 are active, with a total of 571.481 participation applications. Moreover, the data centre serves more than 2.500 concurrent users overlong-time periods. Overall, 974 training providers and 44.843 businesses have offered theoretical and practical training respectively, to 102.121 beneficiaries.

Volunteering

In the aftermath of the Greek economic, social and refugee crisis there has been a significant surge of volunteering initiatives. According to a study conducted by the Omikron Project, a volunteer group dedicated to the altering of the

negative image of the Greek people in the post-crisis Europe, more than 400 volunteering groups and initiative exist in Greece (Omikron Project, 2014). The study is presented in the following infographic.

Their research was summed up in an interesting info graphic. Many of these organizations offer free training to disadvantaged groups including refugees, the unemployed and also support working families by offering free afternoon lessons to their children.



For example, the “Underground Free University” is part of the “Migrants Place” Social Centre in Athens. Its members state that “its purpose is the free and self-organized propagation of knowledge of computer systems, from hardware to OS, from open source to internet” (Underground Free University). This initiative started as a free WIFI space and evolved, taking advantage of the collected hardware, to a place of ideas and knowledge exchange, helping migrants gain vital IT skills that would increase their employability. Another, initiative is organised by students of the National Technical University of Athens, who offer free lessons to immigrants, refugees, the unemployed and anybody who takes an interest in what they teach.

Social Policy Award Schemes

Arguably the most important awards scheme in Greece with the aim of promoting ethical employment and socially responsible business operations are the annual awards of the Corporate Responsibility Institute. The Institute is hosting an award ceremony that rewards fourteen socially and environmentally responsibly companies operating in Greece for their participation and distinction in the Corporate Responsibility Index evaluation.

The awards utilise the Corporate Responsibility Index to award the most ethical companies in Greece. Regarding the CR Index assessment, independent assessors (experts) evaluate in

accordance with the globally recognized standards of the British “Business in the Community” (BITC) initiative which belongs to the Prince’s Responsible Business network (Corporate Responsibility Index, 2014). The standards assess the performance and contribution of the enterprises in four basic pillars: society, environment, community, workplace environment and the marketplace. Then, the companies fall into four distinctive categories that correlate to the companies’ performance: Platinum, Gold, Silver και Bronze. Moreover, there is one award per category (Best Progress Award) to reward companies’ progress compared to their assessment during the previous year (Corporate Responsibility Index, 2014). Finally, a Special Award per pillar is attributed to the companies which the highest score in the respective category. It is estimated that more than 200 top Greek and International representatives from the business community, Government, NGOs and Institutions representatives as well as media stakeholders are usually attending the ceremony (Corporate Responsibility Index, 2014).

Another award scheme, which rewards CSR initiatives in Greece is organised by the Hellenic network for Corporate Social Responsibility, also known as CSR Hellas. CSR Hellas is a non-profit association dedicated to the promotion of CSR and its practices in Greece. It is comprised of more than 150 companies and business associations and is the Greek Partner Organization of the European Business Network for CSR, CSR Europe. The network was established in 2000 and it has been commissioned by the UN Global Compact to monitor the performance of EU member states with relation to its Global Goals. In its annual CSR Awards including Awards, which are the Greek Edition of the European Commission backed CSR Award Scheme that awards companies in two separate categories based on their size; large enterprises and SMEs. (CSR Hellas, 2016).

Last but not least, are the Bravo Sustainability Awards, organized annually by QualityNet Foundation and are part of the Sustainable Greece 2020 initiative. Bravo is a systematic social dialogue based on the sustainable development initiatives developed in Greece by enterprises, local authorities and civil society. In order to create a culture of Sustainable Development and CSR, the Bravo awards are developing a platform for dialogue, information and open consultation with the participation of a large group of social partners. These are, above all, entities that create trends in Greece and have the potential to contribute to changing thinking and growth patterns. Typical examples of participants include representatives of institutional and business stakeholders, the academic and business community, local authorities, civil society, representatives of the media and the wider area of culture and Greek intellectuals. The Region of Crete has consistently participated in the institution and is distinguished and awarded over time in several categories. Apart from the Region of Crete, the Municipalities of Heraklion and Rethymno and the Heraklion Port Authority have also been awarded, forming a dynamic set of actors in Crete leading the field of sustainable development and CSR. More specifically, the first distinctions for the Cretan actors took place at the 2015 awards. The development, by the Region of Crete, of a digital platform for the digitization of driving licenses was awarded the 1st prize in the Bravo Governance Local Authorities sub-category and the "Child Protection by the Impact of the Financial Crisis" won the 1st place in the Bravo Society Local Authorities subcategory.

In the same event, the Municipality of Heraklion was awarded through the Municipal Water Supply and Sewerage Company (DEYAI) for the exemplary and integrated management of waste water and the tertiary treatment of sewage resulting in the irrigation of thousands of acres of vineyards, olive groves and other crops in rural areas Of the Municipality of Heraklion that do not have sufficient quantities of irrigation water, the improvement of the agricultural production and finally the saving of drinking water.

In 2015, the Heraklion Port Authority completed the quartet of Cretan awards, winning the Small Business Award for its overall presence in this particular business size class.

The consistency of the Cretan actors with regard to the tactics of sustainable development is evidenced by the multiple awards at the awards of 2017. The Region of Crete was awarded the Bravo Market (2nd) and Bravo in

Action (1st place) for the Cretan Gastronomy Center and for the free educational activities, from the Center for Vocational Training of the Region of Crete, to the volunteers at the soup kitchens, respectively.

In addition to the awards, the "Child Protection by the impact of the financial crisis" of the Region of Crete was distinguished in the Bravo Society category while the integrated interventions for sustainable mobility in the Municipality of Rethymno were distinguished in the Bravo Environment category.

10.3 Spain

Social policy aims to reduce inequalities and improve the living conditions of the whole population in order to facilitate the exercise of the rights of citizenship and to foster cohesion and social progress. There are numerous initiatives developed in Spain in the area of social policies and access to the labor market.

The priority objectives in terms of social policy of Spain are:

1. Equality of treatment and opportunity between men and women
2. Fight against poverty and social exclusion

3. Family and childhood
4. Youth
5. Disability and dependency support policies
6. Elderly people.

EQUALITY OF TREATMENT AND OPPORTUNITY BETWEEN MEN AND WOMEN.

In Spain, the equality is enshrined in the Spanish Constitution of 1978, which proclaims in its article 14 that 'Spaniards are equal before the law and may not in any way be discriminated against on account of birth, race, sex, religion, opinion or any other personal or social condition or circumstance.'

Over the years, the Spanish legislation on equality has advanced, seeking to eliminate discrimination, both direct and indirect, as well as the conditions that can foster discriminatory harassment. Examples of this are the following laws:

- **Law 51/2003**, of 2 December, on equal opportunities, non-discrimination and universal accessibility of persons with disabilities.
- **Organic Law 3/2007**, of 22 March, for the effective equality of women and men.
- **Organic Law 2/2009**, of 11 December, on the reform of the Organic Law 4/2000, of 11 January, on rights and freedoms of foreigners in Spain and their social integration.
- In the field of **equality of treatment and opportunities between women and men**, the **Women's Institute for Equal Opportunities**, is the autonomous body attached to the Ministry of Health, Social Services and Equality, that has as a primary purpose the promotion of conditions that make possible the social equality of both sexes and the participation of women in economic, social, political, and cultural life, as well as the prevention and elimination of all types of discrimination on grounds of birth, sex, racial or ethnic origin, religion or ideology, gender orientation or identity, age, disability or any other condition or personal or social circumstance.
- The **Equal Opportunities Strategic Plan 2014-2016** adopted at Council of Ministers of 7 March 2014, is the instrument through which the Government defines, in those areas which are the responsibility of the State, priority objectives and measures to eliminate any discrimination on grounds of sex which can persist, and to achieve equal opportunities between women and men.

In particular, it responds to three strategic priority objectives:

- reduce the inequalities that still exist in the field of employment and the economy, with special emphasis on pay inequalities;
- support the conciliation and co-responsibility of the personal, family and working life; and
- eradication of violence against women by the fact of being so.

These are joined by three others:

- improve the participation of women in the political, economic and social spheres;
- promote equal opportunities between women and men through the educational system; and
- fully integrate the principle of equality of treatment and opportunity in all the policies and actions of the Government.
- Based on one of the strategic lines of the Strategic Plan for Equal Opportunities, the **Plan of Action for Equal Opportunities of Women and Men in the Information Society 2014-2017** was adopted.

This Plan has 121 measures to contribute to improve the digital inclusion of women in the field of the information technology and communications (ICT) in conditions of equality of opportunity with men.

- In addition, the Government approved on 9 October 2015 the **Plan for the Promotion of Rural Women 2015-2018**. It is the first time that a specific plan that strengthens the integration of the principle of equality

in the different actions carried out the General Administration of the State in rural areas is created. The 82 actions contained in the Plan are grouped into five areas of activity: economy, employment and entrepreneurship; participation of the fishing and rural women in decision-making; promotion of conciliation and co-responsibility; incorporation of equal opportunities in the design of policies to promote rural and fishing sectors; and impulse of the knowledge on the situation of women in rural and fishing areas.

The Spanish Government is working to promote equality in companies, with annual calls for subsidies to SMEs for the development and implementation of equality plans; the award of the label 'Equality in Business' (currently there are 127 companies and entities that hold this distinction); and, a free advice service for plans and equality measures in companies via the website www.igualdadenaempresa.es

In addition, 'Network of Companies with the Equality in Business Label' was launched, which, through a virtual platform and an online forum, allows member companies to interact and showcase its activities relating to incorporation of the principle of equality of treatment and opportunity between women and men in its operation and structure as well as exchanging good practices.

FIGHT AGAINST POVERTY AND SOCIAL EXCLUSION

- In this area, the main instrument, the **National Action Plan for Social Inclusion 2013-2016**¹⁰⁰, approved by Council of Ministers on December 13, 2013.

The aim is to intervene from a transversal perspective based on the concept of Active Inclusion, incorporating measures in different fields of action that promote the employment and social inclusion of persons at risk of exclusion, and to develop new instruments of coordination and cooperation between the different territorial levels of the Administration and with the entities of the third sector to provide a more efficient public service provision.

The Plan includes 240 actions spread over three strategic objectives and a section devoted to the most vulnerable groups.

There are also other normative documents designed to implement measures that fight against social exclusion.

- The Council of Ministers approved on 2 March 2012 the **National Strategy for the Social Inclusion of the Gypsy Population in Spain 2012-2020**. In April 2014 the first operating plan of the strategy, which covers the period 2014-2016, was approved. Currently working on the preparation of the evaluation of this strategy to check the degree of achievement of objectives according to the standards which were set in the Strategy itself.
- On 16 October 2015 came into force **Law 45/2015, of 14 October, on Volunteering**, which replaced Law 6/1996, 15 January, on Volunteering. The new law provides coverage for a voluntary action, without excluding any sphere of action and including other actors, such as companies, universities or public administrations. New forms of volunteering as those led by volunteers through information and communication technologies and that do not require the physical presence of the volunteers in volunteer organizations are recognised for the first time. It sets clear limits with paid work, both in public and in private sectors.

Other very different measures add to the above. A special effort has been made in the field of employment, promoting active policies in order to increase the employability of people in exclusion and support their incomes. Another priority action field has been housing, adopting different rules aimed at protecting mortgage debtors as well as so that they can cope with energy bills. Also, measures have been taken to help families income tax, and the legislation has been

¹⁰⁰National Action Plan for Social Inclusion 2013-2016 <http://bit.ly/2oNxDr>

modified so not have to pay taxes for social pensions, making them unattachable provided that they do not exceed a minimum per family.

FAMILY AND CHILDHOOD

Family support revolves around several lines of action:

- Improving the work-life balance, especially promoting companies familiarly responsible and flexible, the modification of the use of time in our society especially in relation to working hours.
- Family education and the positive exercise of parental responsibilities.
- Care for families who have unique needs or particularly vulnerable.

To this end, a series of actions have been launched:

- The **Second National Strategic Plan for Childhood and Adolescence** (II PENIA 2013-2016), whose main objective is to promote a culture of cooperation between the public and private institutions in response to the new challenges that arise in relation to the welfare of the children was approved in April 2013.
- **Comprehensive Family Support Plan 2015-2017**, which pursues the following objectives:
 - Develop guiding principles which must govern the actions on family matters.
 - Advance in social, legal and economic protection of the family.
 - Face the socio-demographic challenges related to aging and low birth rate. Support motherhood.
 - Ensure sustainability and social cohesion by supporting families.
 - Foster intergenerational and intrafamilial solidarity.
 - Help build a supportive society with families.
 - Offer preferential support to families who are in special situations.
 - Eradicate the inequalities that originate in the family situation.
 - Develop a greater awareness of the family as the key institution for social cohesion.
 - Evaluation of results and impact of the family support policies.
 - www.familiasenpositivo.es, a resource for families and family intervention professionals aimed at promoting the positive exercise of parenting and strengthen the parenting support positive policies and public services of local governments and associations.
 - Organic Law 8/2015 of 22 July and Law 26/2015, of 28 July, modified the system of protection of childhood and adolescence in Spain.
 - Observatory of Childhood. It is a great platform for the participation of all social actors who, in one way or another, work and join efforts to promote the exercise of the rights and duties of children and adolescents in their different environments, both public administrations and associations of childhood.

YOUTH

Young people are part of the social priority of the Government of Spain. The objectives of the youth plan developed by the Ministry of Health, Social Services and Equality are:

- Ensuring equal opportunities of young Spaniards throughout the national territory, regardless of their economic, social and cultural situation.
- Promote the participation of youth in the cultural, economic, social and political life.
- Promote collaboration between administrations whose activities are carried out on this sector of the population.

The actions developed for the development of young people include:

- **Youth Strategy2020** which lists policies and resources available at the moment so that young people develop their potential and carry out their vital projects. It is structured around six lines of action: Education

and Training; Employment and entrepreneurship; Housing; Prevention and Health; Participation, volunteerism cohabitation and inclusion and equality; and Institutional Cooperation.

Within this strategy, the promotion of employability and entrepreneurship among young people has been set as a priority. For this purpose, several programs are conducted:

- ✓ National contest of young entrepreneurs: Annual call whose purpose is fostering among young people under 35 years, entrepreneurial culture, and the creation of enterprises.
 - ✓ Micro-lending programme for young people: The objective in this case is to facilitate access to the funding of specific character, in the form of microcredit, for the purposes of the implementation, promotion and financial support of business projects for under thirty-five years, through the agreement that annually subscribe with Microbank.
 - ✓ Emprendemos App: It is an app for the promotion of entrepreneurship and youth employment.
 - ✓ Youth Information Services Network (Red SIJ): integrated by more than 3,300 centres scattered around the country, who rely on autonomous regions, municipalities, associations and other entities. These centres provide young people with information and advice on employment and entrepreneurship resources.
 - ✓ Youth Guarantee The National Youth Guarantee Scheme was launched in 2014. This measure driven by the European Union, is intended to ensure that young people between 16 and 29 years who are not studying or working receive a good employment offer, training, apprentice training or internship.
- **Entrepreneurship and Youth Employment Strategy**, includes actions to improve employability, facilitate the inclusion in the workplace, promote entrepreneurship and improve their situation in the labor market. The Strategy encompasses the National Youth Guarantee Scheme, a measure driven by the European Union which is intended to ensure that young people between 16 and 29 years who are not studying or working receive a good employment offer, training or internship.

The Entrepreneurship and Youth Employment Strategy has been articulated as a tool open to society, which can add up all of those companies and public and private entities who wish to contribute with their own initiatives to address the challenge of youth employment.

It has a seal that the Ministry of Employment and Social Security has launched within the scope of their competence in matters of social responsibility and which will be granted to those entities which adhere as recognition of their contribution.

DISABILITY AND DEPENDENT CARE POLICIES

The main objective of public policies in this area is to achieve full equality of opportunities, non-discrimination, universal accessibility and the real exercise of rights by persons living with disabilities as the rest of citizens.

For this purpose the following was developed:

- Royal Legislative Decree 1/2013, of 29 November, which approved the revised text of the General Law of rights of persons living with disabilities and their social inclusion. The objective of this norm is to harmonize and update the texts composing the legislation already repealed through the prism of the rights, as provided for in the International Convention on the Rights of Persons Living with Disabilities
 - The National Disability Council, aimed at the participation of associations and organizations related to disability in the design of public policies that directly and indirectly affect the disability.
 - Action Plan of the Spanish Strategy on Disability 2014-2020, whose principles are based on eliminating the causes of discrimination which can affect persons living with disabilities
- Queen Letizia Award on promotion of the employability of people living with disabilities, convened annually to raise society awareness.
- Spanish Information and Documentation on Disability Network coordinates the documentary, informational and research work on disability, contributing to the management of knowledge in the field of disability,

providing access to the data, analysis and most relevant information and promoting the exchange of ideas and experiences.

- The Office of Attention to disability (OADIS) works: The promotion of equal opportunities, non-discrimination and universal accessibility of persons living with disabilities, support and advice to people with disabilities and recommendations to the various ministries so that they take into account the degree of compliance with non-discrimination and universal accessibility of persons with disabilities.
- Law 39/2006, of 14 December, on promotion of Personal autonomy and care for people in a situation of dependency, whereby the System for the Autonomy and care dependency (SAAD). It is the set of services and benefits intended for the promotion of personal autonomy, care and protection to persons in situations of dependency. Its aim is to regulate the basic conditions that promote personal autonomy and care for people in a situation of dependency in the terms established by law.

ELDERLY PEOPLE

The Action Framework for Elderly People compiles in a single text the lines of action that guide public policies towards older persons, to promote active ageing and solidarity between generations, as well as those developed by entities, associations of older people and older persons.

The framework is made up of 348 recommendations, structured into 4 blocks: employment, social participation, healthy and independent lives and equality and non-discrimination.

- **Employment:** it emphasizes the importance of lifelong learning and sees 'fit' to continue encouraging the voluntary extension of the working life beyond the ordinary age of retirement.
- **Social participation:** promote continue adopting measures that ensure the elderly pensions adequate, safe and sustainable, as well as maintain and improve social protection mechanisms.
- **Healthy and independent life:** advocate for the development of a socio-health strategy that allows better coping with chronic illnesses or treatment and care of increasing duration.
- **Equality and non-discrimination:** specifies senior groups considered most vulnerable: older women, people with disabilities, elders in a situation of marginalization because of their sexual orientation, dependent or who live at risk of exclusion due to their income level. The document requests to take into account these groups with specific guidelines.

SOCIAL AND EMPLOYMENT POLICIES IN EXTREMADURA

In Extremadura the priority objectives in this area are the employment growth and promotion of social policies that help the most disadvantaged of the region.

For this purpose, different actions and programs have been made from the Junta de Extremadura, such as:

EQUALITY OF TREATMENT AND OPPORTUNITY BETWEEN MEN AND WOMEN

Law 8/2011, of 23 March, on equality between women and men and against gender violence in Extremadura, contains a catalogue of rights of women and children supplementary to the constitutionally recognized rights and embodies the principle of mainstreaming in all the policies of the Junta de **Extremadura**, integrating the gender perspective into their administrative activity. This law requires the approval of a Plan listing the priority lines and measures to achieve full equality between men and women and to eliminate discrimination on grounds of sex. That is why in 2013 the Plan for the equality of women in Extremadurawas published. It has 9 strategic areas covering a total of 37 different objectives, articulated in 259 measures affecting different areas of social, political and economic life of society.

ON THE FIGHT AGAINST POVERTY AND SOCIAL EXCLUSION

Law 3/2013, of 21 May, on Basic Insertion Income in Extremadura. The Basic Insertion Income in Extremadura is a public service whose purpose is to ensure that those who are in situation or risk of social exclusion receive assistance

to meet their basic economic needs and promote their social integration and employment, through actions to be determined in the Individual Inclusion Project

Law 7/2016, of 21 July, on extraordinary measures against social exclusion in Extremadura

The actions and measures of this law include:

- a) **Health coverage of foreign persons.**
- b) **Adaptation of the procedure for access to the right to basic insertion income in Extremadura.**
- c) Implementation of **exceptional measures** to cover situations of social emergency.
- d) **Measures to ensure access to a vital minimum of** electricity, water and gas to the vulnerable people.
- e) **Measures to increase social justice in access to housing**

In addition the **procedure of Citizen Emergency** is implemented, which are those procedures managed by the administration of the Government of Extremadura intended to guarantee the minimum economic and social resources for living in conditions of dignity and equality.

ON FAMILY AND CHILDHOOD AND YOUTH

Care Plan for Children and Adolescents

Its target are reforms to carry out so that all citizens of 0 to 18 years receive a comprehensive and coordinated educational, health and social services, especially aimed at those households with economic problems to ensure liveability, food, health and education.

Decree 307/2015, of 4 December, which regulates family care programs

Family Care Programs are the series of actions aimed to support and assist families in crisis or social or family vulnerability situation, promoting the best possible conditions for the improvement of relations and positive evolution of the families.

Sixth Youth Plan for Extremadura 2017-2020, consisting of more than 290 measures and that focuses in four blocks: training, lifestyles, leisure and free time, and values.

ON DISABILITY AND DEPENDENT CARE

- **Pact for a sustainable model of care for people living with disabilities**, which aims to develop a series of measures to advance into a model of coexistence and attention able to eliminate the barriers that make it difficult for disabled people to access to equal opportunities for their full integration **of elderly people**.
- Extremadura creates the Extremadura Service of Promotion of Autonomy and Dependence (SEPAD) to promote actions aimed at prevention and care dependency situations of certain more vulnerable groups.

With respect to employment growth, Extremadura has high rates of unemployment that have led to the development of the Employment Strategy of Extremadura, for the period 2016-2019, which aims to increase the occupation of the workforce, as well as increasing stable and quality employment in order to get a labor market characterized by equal opportunities between women and men, innovation, social and territorial cohesion. The Employment Strategy is intended to prevent the consolidation of certain trends that lead to structural unemployment which affects the most vulnerable groups, and advocates for people qualification and availability.

10.4 Norway

Norwegian society and cultural values are built upon the tenets of strong labor rights and good working conditions. This is demonstrated through legislation including the Working Environment Act, the Labor Market Act, the Gender Equality Act and the Social Welfare Act.

The Working Environment Act has been adopted to secure a working environment that provides a basis for a healthy, meaningful and safe working situation, consistent with the level of technological and social development of society; ensures sound conditions of employment and equality of treatment at work; facilitates adaptations of the individual employee's working situation in relation to his or her capabilities and circumstances of life; provides a basis whereby the employer and the employees of undertakings may themselves safeguard and develop their working environment in cooperation with the employers' and employees' organizations and with the requisite guidance and supervision of the public authorities; and fosters inclusive working conditions (Directorate of Labor Inspection, 2016). Anti-discrimination regulations were recently added to the Working Environment Act that protect against labor market-related discrimination based on gender and ethnic origin etc., as well as on the grounds of disability, sexual orientation, age and political conviction. The act also ensures employees the entitlement to leave of absence during pregnancy and childbirth.

The act is very thorough and outlines legal obligations related to:

- Duties of the employer and employees;
- Working environment measures (health, safety and environment measures and training, and occupational health and safety issues);
- Requirements for the psychosocial and physical working environment (adaptation for employees with reduced capacity due to accident, fatigue or sickness);
- Record keeping requirements for personal injury;
- Safety requirements;
- Working hours, overtime and public holidays;
- Entitlement to leave of absence related to prenatal examination, pregnancy leave, maternity leave, father leave to care for a child, nursing mothers, educational leave or military service;
- Prohibition against discrimination;
- Hiring practices, salary and written contracts;
- Part-time and temporary employee rights; and,
- Non-compete clauses, firing restrictions and compensation (Directorate of Labor Inspection, 2016).

Regarding discrimination and inclusion, specific acts apply based on the type of discrimination:

- Related to political views, age or trade union affiliation – the Working Environment Act applies
- Gender related discrimination – the *Gender Equality Act* applies
- Ethnicity related discrimination – the *Ethnicity Anti-Discrimination Act* applies
- Disability related discrimination – the *Anti-Discrimination and Accessibility Act* applies
- Sexual orientation related discrimination – the *Sexual Orientation Anti-Discrimination Act* applies

The 2009 White Paper focuses on responsibilities for decent work when Norwegian companies operate abroad, and states that, "Although the main responsibility for regulating the working environment lies with the authorities of the countries concerned, the private sector has an independent responsibility for working conditions in its own activities" (Ministry of Foreign Affairs, 2009, p. 32). Companies are expected to know the working condition legislation in Norway and in the country, they are working in, and should operate at least on the level of the ILO core conventions on workers' rights that protect the right to organize and bargain collectively, the right to equal pay for men and women, and against forced labor, child labor and workplace discrimination.

10.5 Slovenia

Socially responsible practices in Slovenian companies demonstrate that companies are tending to implement more initiatives in the internal dimension of social responsibility than external. Companies are implementing activities for employees and demonstrating social responsibility of the managerial level of the company, such as concern for the employee welfare and happiness, education and training, cooperation with employees, non-discrimination measures, workplace safety and social security. On the other hand, socially responsible practices such as employment of vulnerable groups, new jobs creation, customer and other business partner relationships as well as fostering

relationships with local, social, natural and wider environment, are less likely to be implemented.¹⁰¹ According to a study by agency PIAR¹⁰² on the understanding of CSR, at least half of the organizations in the study plans on focus their efforts on employees, a bit smaller percent on ecology, and only 28% of them will focus on systemic regulation of social responsibility in the organization.

In the field of social and employment policies the Slovenian Ministry of Labor, Family and Social Affairs promotes respect for working standards and labor rights in Slovenia, promotes social inclusion of vulnerable groups, fosters social dialogue and collective bargaining between employers and employees, promotes health and safety at work¹⁰³, equal rights and opportunities, family-friendly working environment through awards and certificates.

▪ **Integration of people furthest from the labor market**

Ministry of Labor, Family and Social Affairs implements Active employment policy – a measure with which the state contributes to the increase of employment in the labor market and consequently the decrease in unemployment. Active employment policy is implemented jointly with other relevant policies such as labor market policies, Labor Law, education and economy policies. Labor Market Regulation Act¹⁰⁴ provides guidelines for the implementation of the Active employment policy, which is the relevant strategic document. Active employment measures: education and training, incentives, job creation, promotion of self-employment¹⁰⁵.

Active employment policy is promoting and providing incentives with following target groups:

- older unemployed population
- Slovenia has one of the lowest rates of employment among the people between 55-64 years of age; 23,7 % of all participating in Active employment policy measures are older people. Slovenia has 3 programs implemented for this group: Promotion of employment of older workers, 50plus and Labor participation of the elderly.
- young unemployed and low-skilled unemployed (with low educational attainment)
- The Youth Guarantee programs are implemented for the group with 14,8 % of unemployment rate (the number presents the unemployed after the completion of higher education programs (age group 25-29), for age group 15-24 is 8,3 %). Main reason for unemployment is lack of work experiences; therefore, Ministry is implementing training and educational programs. Other programs are aimed in promotion of self-employment (now replaced with a programme called “Entrepreneurial in the world of entrepreneurship”).
- long-term unemployed
- Slovenia is noting an increase in long-term unemployment (mostly of older workers and low-skilled unemployed. Programs promoting short-term employment

Active employment policy is not a set of measures for job creation. It is meant to motivate unemployed to re-enter the labor market, to provide additional training and education and raise the skill level of unemployed and to provide an opportunity for unemployed to reach out to the employers.¹⁰⁶

“The 2013 labor market reform and the phasing out of preferential treatment of student work in 2015 were bold steps in the direction of reducing labor market duality. /.../ By loosening one of the most restrictive employment protection

¹⁰¹ IPMMP: Slovenskapodjetja in družbeno odgovornost, available at: <http://ipmmp.um.si/slovenski-podjetniski-observatorij/spo-monografije/>, last accessed: 31.5.2017

¹⁰² PIAR: Research on understanding of social responsibility, available at: <http://www.piar.si/sekcije-drustva/sekcija-za-spodbujanje-druzbene-odgovornosti/raziskava-razumevanje-druzbene-odgovornosti/>, last accessed: 31.5.2017

¹⁰³ Ministry of Health: Guidelines for promotion of health in the workplace, available at: http://www.mz.gov.si/fileadmin/mz.gov.si/pageuploads/javno_zdravje_2015/zdr_na_del_mestu/Smernice_promocija_zdravja_na_delovnem_mestu-marec_2015.pdf, last accessed: 31.5.2017

¹⁰⁴ PISRS: Labor Market Regulation Act, available at: <http://pisrs.si/Pis.web/pregledPredpisa?id=ZAKO5840>, last accessed: 31.5.2017

¹⁰⁵ Ministry of Labor, Family, Social Affairs and Equal Opportunities News: Zaukrepektivnepolitikezaposlovanja v 2016 in 2017 večkot 182 milijonov evrov, available at http://www.mddsz.gov.si/nc/si/medijsko_sredisce/novica/article/1939/7847/, last accessed: 31.5.2017

¹⁰⁶ Guidelines for the implementation of Slovenian Active employment policy, available at (in Slovene): http://www.mddsz.gov.si/fileadmin/mddsz.gov.si/pageuploads/dokumenti_pdf/zaposlovanje/Smernice_APZ_2016_2020_final.pdf, last accessed: 31.5.2017

legislation (EPL) for permanent contracts in the OECD and fostering the convergence of employers' termination costs across contract types, the government has removed an important roadblock along the way to integrating the least employable groups into the labor market. Another reform, launched in February 2015, phased out the preferential treatment of student work, which was another major factor behind labor market duality in Slovenia."¹⁰⁷

Vocational Rehabilitation and Employment of Disabled Persons Act¹⁰⁸

Slovenia strictly differentiates between social enterprises and disability organizations. The later fall under the jurisdiction of the Directorate for disabled (MLFSA), which deals with matters concerning the position of disabled people, their integration into society, training and employment, and participation in employment programs. The Directorate also supervises a company's eligibility for obtaining the status of a disability company/organization, keeps records of disability companies and organizations and cooperates with them in join programs.¹⁰⁹

The Ministry and the Employment Service of Slovenia promote employment of disabled with measures such as an established quota system for the employment of people with disabilities (at least 20 employees for at least 20 hours per week), allowing companies reaching the quota to benefit from a partial exemption from the payment of contributions and an award for exceeding the quota. Other incentives are also wage subsidies for disabled person, covering the costs of adapting the workplace to suit the needs of a disabled person and if necessary providing support from a vocational rehabilitation provider.¹¹⁰

◆ Awards and certificates for such measures and promotion of CSR and diversity in workplace policies

Family Friendly enterprise Certificate is promoting implementation of measures for creating working conditions to support employees in balancing their professional and private lives. It also promotes diversity in companies and intergenerational cooperation as well as internal communication. To date, more than 250 Slovenian companies have entered the certification process.¹¹¹

Zlata nit ("Golden thread") is an Employee of the Year choice award organised by one of the biggest Slovenian daily newspapers Dnevnik with cooperation of expert of University of Ljubljana (Faculty of Economy, Faculty of Social Sciences and Faculty of Arts). It is an annual media-research project selecting best employers in the categories of small (10-50 employees), medium (51-250 employees) and large companies (with more than 250 employees). Its aim is to recognise and promote best employees and at the same time assesses the quality of organization-employee relationship. With the promotion of best practices in the field of employment, it wishes to influence a more dynamic development of jobs and contribute to increased competitiveness of Slovenian economy.¹¹²

◆ Volunteering programs

Slovenia is actively promoting volunteering programs, including corporate volunteering. In 2011, Slovenia adopted the Volunteering Act¹¹³ for systemic regulation of volunteering and national recognition of volunteer work (National Award of the Republic of Slovenia for volunteering is awarded annually by the President of Republic of Slovenia). The Act defines volunteering as a socially beneficial unpaid work and gives measures to recognise knowledge and skills gained for volunteers. It defines basic principles of volunteering, conditions for the provision of organized volunteering rights obligations of volunteers in voluntary organizations and the role of states, local communities, volunteering in non-profit organizations engaged in volunteering in monitoring and promoting the development of organized volunteering. Also, it introduces uniformity and systematic record-keeping on volunteers and volunteer work. Slovenia

¹⁰⁷ OECD: Active Labor Market Policies to Fight Unemployment in Slovenia, available at:

<http://www.oecd.org/slovenia/slovenia-active-labor-market-policies-to-fight-unemployment.pdf>, last accessed 31.5.2017

¹⁰⁸ PISRS: Vocational Rehabilitation and Employment of Disabled Persons Act, available at <http://www.pisrs.si/Pis.web/pregledPredpisa?id=ZAKO3841>

¹⁰⁹ Ministry of Labor, Family, Social Affairs and Equal Opportunities: Areas of Work: Disabled Persons; official web-site:

http://www.mddsz.gov.si/en/areas_of_work/invalidi_vzv/

¹¹⁰ Sabina Lokar: Zaposlitvenisejmizainvalide, article in newspaper Dnevnik, available at <https://dnevnik.si/1042726962>

¹¹¹ Certificates Family Friendly Enterprise, official web-site, administrated by Ekvilib Institute, available at <http://certifikatdpp.si>, last accessed: 31.5.2017

¹¹² Newspaper Dnevnik: Golder Thread Award, official web-site: <https://www.dnevnik.si/zlatanit>, last accessed: 31.5.2017

¹¹³ PISRS: Volunteering Act, available at <http://www.pisrs.si/Pis.web/pregledPredpisa?id=ZAKO5532>, last accessed: 31.5.2017

also adopted Rules on voluntary work areas and Register¹¹⁴ and Regulation on detailed arrangements to grant awards and recognitions of the Republic of Slovenia for volunteering¹¹⁵ providing further frameworks and measures for promotion and implementation of volunteer work. Currently, the government and other stakeholders are preparing a Strategy for development of volunteering, which will further define policies and measures for promotion of volunteering. The Act also specifies that 10% of public funds allocated to areas, which are also areas of work of voluntary organizations, need to be reserved for voluntary projects and activities of the said voluntary organization. The implementation of the Act is monitored by NGO Slovenian philanthropy, which is also the coordinator of Slovenian network of voluntary organizations.¹¹⁶ In 2014, government amended social legislation to include volunteers on social assistance as beneficiaries for additional social assistance, if they work in voluntary organizations and have reached an appropriate arrangement for the provision of voluntary work.¹¹⁷

Increasingly more companies in Slovenia are recognising that CSR is not only about sponsorships and donations and is turning to innovative forms of cooperation with all stakeholders of the local environment in form of corporative volunteering. Slovenia is actively promoting the development of corporate volunteer programs also through the work of organizations like Slovenian Philanthropy and measures as in Family Friendly Enterprise certificate. Corporate volunteering includes voluntary unpaid work by employees for the benefit of the wider community, with various initiatives supported by the employer or the company.¹¹⁸

◆ Social dialogues

In 2010, European Commission reported Slovenia being one of the countries, next to Austria, Belgium, Sweden, France and Finland, with the strongest social dialogue, however also being one of the six countries where social dialogue failed.¹¹⁹ Indeed in the field of labor rights, the Ministry of Labor, Family and Social Affairs promotes respect for working standards and labor rights in Slovenia, and fosters (tripartite) social dialogue and collective bargaining between employers and employees.¹²⁰

As defined in Slovenian Social Contract for 2015-2016 “Social dialogue represents a cornerstone for achieving broad social consensus on the future development of Slovenia and an important democratic value, which it is necessary to strengthen, develop and deepen. Successfully managed and respected social dialogue is a prerequisite for a successful and sustainable development of the country. The core of such discussions will be the Economic and Social Council, which will continue to provide an appropriate framework for discussion.”¹²¹

“Social partners in Slovenia are almost always involved in the discussion about public policies. They give their views and opinions regarding national strategies, action plans and other important documents such as Slovenian industrial policy, which has been discussed by social partners, representatives of business, academia and the Ministry of Economic Development and Technology. But less often are social partners actively involved in the shaping of industrial policies and being able to contribute to their outcomes.”¹²²

¹¹⁴ PISRS: Rules on voluntary work areas and Register, available at: <http://www.pisrs.si/Pis.web/pregledPredpisa?id=PRAV10787>, last accessed: 31.5.2017

¹¹⁵ PISRS: Regulation on detailed arrangements to grant awards and recognitions of the Republic of Slovenia for volunteering, available at: <http://www.pisrs.si/Pis.web/pregledPredpisa?id=UREF5698>, last accessed: 31.5.2017

¹¹⁶ Slovenian Philanthropy: Volunteering Portal: Volunteering Act, available at: <http://www.prostovoljstvo.org/o-prostovoljstvu/zakon-o-prostovoljstvu>, last accessed: 31.5.2017

¹¹⁷ CNVOS – Centre for information service, co-operation and development of NGOs: Z današnjimdnemvišjadenarnasocialnapomočzaprostovoljce, available at <http://www.cnvos.si/article/id/10604/cid/23>, last accessed: 31.5.2017

¹¹⁸ Slovenian Philanthropy: Volunteering Portal: Corporate Volunteering, available at: <http://www.prostovoljstvo.org/korporativno-prostovoljstvo>, last accessed: 31.5.2017

¹¹⁹ News portal Siol.net: Article on EC report, available at <http://siol.net/novice/svet/ek-socialni-dialog-v-sloveniji-mocan-a-tudi-porazi-354873>, last accessed: 31.5.2017

¹²⁰ Zrilic, J.: CSR in Slovenia, European Company Law, Vol. 8, No. 2-3, pp 119-122, 2011, University of Oslo Faculty of Law Research Paper No. 2011-13 (available at https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1774757, last accessed: 31.5.2017)

¹²¹ Social Contract 2015-2016 http://www.mddsz.gov.si/fileadmin/mddsz.gov.si/pageuploads/dokumenti__pdf/mddsz/Socialni_sporazum_podpisi_5.2_.pdf, last accessed: 31.5.2017

¹²² Eurofound: Slovenia: Role of social dialogue in industrial policies, available at: <https://www.eurofound.europa.eu/observatories/eurwork/comparative-information/national-contributions/slovenia/slovenia-role-of-social-dialogue-in-industrial-policies>, last accessed: 31.5.2017

In Annual Review of Labor Relations and Social Dialogue in Slovenia in 2016 (report to Friedrich-Ebert-Stiftung), author notes: “On the level of tripartite social dialogue, there has been quite a lot of tension regarding the work of the Economic and Social Council (ESC). In June, the Employers Association of Slovenia announced its decision to no longer attend the sessions of the ESC until conditions that would enable tripartite social dialogue on a suitable level were met. The other employers' organizations and chambers of commerce joined this decision. This led to new rules for the functioning of the ESC presented in December, bringing the employers' organizations back to the table.” It also notes the rise of self-employed service providers, several trade union actions and strikes and severe breaches of labor and social legislation by some private companies leading to amendment of legislation.¹²³

◆ Social entrepreneurship

See chapter on Socially-Responsible Investments.

10.6 Czech Republic

As follows from the research, the social and employment policy is for the companies probably the most preferred element of CSR, as the satisfaction of employees influences directly its total performance. Within the research, various types of provided benefit were identified:

- Direct support of the employment relationship – providing service car, contribution to the transport into employment etc.
- Qualification development and education of employees – educational courses, language courses, training etc.
- Health aspects of the life of employees – providing additional holiday, providing vitamins and medicine, enterprise medical care, vaccines against influenza, relaxation stays etc.
- social aspects of the life of employees – social loans, loans for residential purposes, and for coping with difficult financial situation etc.
- benefits for free time - sport and cultural activities etc.

The most important support of employing of disadvantaged employees on the state level is the duty to employ persons with disabilities and contribution to the support of employment of these persons.

Under the section 81 (1) of the Act No.435/2004 Coll. of employment, as amended, the employer employing more than 25 employees in the labor relation is imposed the duty to employ the persons with the physical disability in the extent of 4% of obligatory share in the total number of their employees. Complying with this duty is announced regularly.

The employer employing in the protected job (CHPM) more than 50% persons with the physical disability from the total number of its employees is provided the contribution for the support of the employment of these persons in the form of a partial payment of means expended on wages, salaries and other cost.

The Labor Office of the ČR evaluates the application for definition or establishment CHPM and if the set conditions are complied with, The Labor Office of the ČR concludes with the applicant the agreement for definition or establishment of the necessary number of CHPM. For the purpose of establishing some facts the Labor Office of the ČR performs the investigation at employer's premises before entering the respective agreements.

In case of CHPM (protected job) establishment, the Labor Office of the ČR provides the contribution for the equipment necessary for the new job for OZP (handicapped person). A part of the application may be, in this case, the entrepreneurial intent relating to the establishment of new jobs. The Labor Office evaluates for CHPM establishment, besides the above mentioned conditions also the effectiveness of exerting the means from the state budget, i.e. viability of the business intent and pre-condition of sustainability of the established jobs, economic situation of the employer, structure of free jobs in the given region suitable for disabled persons etc. The applicant does not receive any contribution for CHPM definition from the Labor Office of ČR. CHPM is defined in the relationship to the following

¹²³ Annual Review of Labor Relations and Social Dialogue 2016: Slovenia, Goran Lukić, February 2017 (available at <http://library.fes.de/pdf-files/bueros/bratislava/13219.pdf>; last accessed: 31.5.2017)

contribution for the partial payment of the operating cost of CHPM or contribution for the support of employment of disabled persons in the protected job.

CHPM may be defined for the period of 3 years and it is necessary to occupy it with OZP minimally for the period of 3 years. After this time, CHPM may be defined again. In the agreement concluded between the employer and Labor Office, the maximum number of OZP employees are agreed who may work in the defined and established CHPM. The Annex of the agreements on defining and establishing CHPM is CHPM characteristics. When agreeing this characteristic, the base is the application for defining CHPM or establishing CHPM, where the applicant submits the CHPM characteristics.

The Labor Office of the ČR maintains also the online Catalogue of organizations employing more than 50% handicapped persons and self-employed disabled persons and the Portal Neslysimpracuji.cz – portal of jobs for persons with hearing disorder.

11 Consumer Awareness and Responsible Business Promotion

11.1 Cyprus

Consumer demand drives business and raising consumers' awareness of CSR enables them to make responsible decisions about products and services. In Cyprus campaigns are starting at the 'grassroots' level by providing initiatives to raise consumer awareness of CSR. These involve a variety of different methods of promotion such as the general promotional campaigns, web-based campaigns and actions to improve consumer organizational capacity.

Also, some 'labels' to help consumers make informed choices about their purchases have been introduced into the market. Some have recently begun to introduce these and are also informing consumers about what this means for them (fair-trade labels). As well there is no making the first steps for developing better dialogue between businesses and consumers to help support transparency.

Something that is very popular in Cyprus is the CSR Awards which help to promote responsible business through public recognition. This also provides businesses with an opportunity to share best practice in CSR, and learn from each other. CSR awards are granted to businesses that perform well with regard to responsible business practices. Apart from promoting responsible businesses, awards are also aimed at promoting responsible consumption by making visible well performing businesses. The granting of CSR awards requires that clear criteria for 'best' practices are developed. For this reason, a working group in Cyprus will be set up to define such criteria.

Beyond the creation of more competition-like initiatives to develop CSR, dialogue on consumer rights is becoming an increasingly important aspect of developing responsible business. For example, dialogue between businesses and consumers is promoted.

11.2 Greece

Currently, the Region of Crete has not developed any campaign or any means to promote responsible businesses or CSR initiatives linked to products within in Crete. Instead, it relies on the general mechanisms within the Greek State on the issues of Consumer Awareness and Responsible Business Promotion. Consumer Awareness in Greece falls under the jurisdiction of the Ministry of Competitiveness and the General Secretariat of Consumer Affairs whilst the General Secretariat for Industry is responsible for the management and functioning of the European Commission's RAPEX System; an alert mechanism regarding any non-safe products in the EU.

The General Secretariat of Consumer Affairs.

The authority responsible for the protection of Consumer Rights in Greece is the General Secretariat of Consumer Affairs which falls under the jurisdiction of the Ministry of Competitiveness and Development. The Secretariat is responsible for the safeguarding of consumer's rights along with the protection of their health, safety and commercial interests. In addition, it is also aims to inform and educate the public regarding developments on the market and thus allow them to consume in a safe and sound manner. Another key task of the Secretariat is to promote the

establishment, organization and function of consumer association specialized in several topics. In general, the Secretariat goal is to promote a culture of a healthy consuming consciousness and behaviour among the Greek People.

The key instruments at the disposal of the Secretariat to achieve the above are its website along with a telephone line which allows consumer to contact the Secretariat directly. This immediate and direct communication between the consumer and the Secretariat allows the Secretariat to look into any problem or issue arising between transactions made between consumer and private interest business or public authorities.

Apart from raising consumer awareness and safeguarding the rights of the consuming public, the General Secretariat is also tasked with the surveillance of the Greek market with the aim of promoting a market environment which is advantageous to the consumer whilst promoting healthy business competitiveness. Therefore, the Secretariat keeps an eye on the level of prices for various products and services and on the way this level of prices has been formed. Moreover, the authority conducts regular inspections, research and checks prices for a wide range of products at every stage of the production and trading of these products. Finally, the Secretariat is responsible for safeguarding against the employment embezzling practices at any stage of the production or trading of any goods and services.

In addition, the Secretariat plays a key role in the policy-making and policy implementation processes within the Greek government regarding any measure concerning consumer rights or the market environment in Greece. It is also supervising and overseeing the implementation of the relevant legislation on consumer right or the market and is also the body responsible to promote policies and legislation change with the aim of harmonizing Greek Law with EU law on these matters. Furthermore, it is the agency responsible for promoting the European Union's consumer campaigns in Greece. Nonetheless, the Secretariat does not currently run a campaign to promote products or services based on their CSR performance.

Secretariat – General for Industry

The General Secretariat for Industry is part of the Hellenic Ministry of Economy & Development and its Unit for General Product Safety, which falls under the Quality Policy Directorate of the Secretariat - General for Industry is responsible for the functioning and management of the RAPEX system (European Commission, 2016b). It is also the national point of contact of Greece to the European Commission. As part of its obligations concerning the functioning and management of the RAPEX system, it works in close collaboration with other governmental authorities in carrying out its market surveillance tasks about matters relating to product safety. The exchange of information and communication between the national point of contact and the competent authorities is carried out electronically.

The national point of contact carries out the following tasks:

- ❖ it collects information on the placement of unsafe products on the market via the system;
- ❖ it notifies competent authorities accordingly;
- ❖ it investigates the placement of notified products on the Greek market;
- ❖ it submits notifications and reactions via the system;
- ❖ It translates the weekly press release.

The product categories with the most RAPEX alerts in Greece are: vehicles, children's clothing, toys, products falling under the scope of the REACH Regulation, school supplies, electrical appliances, childcare articles and lighters (European Commission, 2016b).

11.3 Spain

Companies have been advancing in quality criteria over recent decades, although, in view of different surveys on the perception of the consumer there is still some way to go.

According to the results of the study 'Consumer Attitudes towards Corporate Social Responsibility (CSR)¹²⁴', 'There is a CSR-sensitive consumer segment, still little proactive in searching for and paying for responsible products, but willing to punish non-responsible corporate behaviour.' For this reason, raising the awareness and informing consumers is very important, as companies and organizations reputation depends largely on them.

The Human Development Report¹²⁵ published annually by the United Nations Development Programme, says that the ecological footprint of global consumption is currently greater than the total biocapacity of the planet.

In this context, both the integration of sustainability issues in management by the company, as well as the development of responsible consumption patterns that incorporate the social and environmental impact to the preferences and purchasing decision criteria are very important.

The financial crisis 2008-2014 that has gone through Europe in recent years has made that patterns of consumption have not experienced a direct incorporation of elemental CSR aspects. Nonetheless, there are significant advances in:

- The textile sector, where there are campaigns such as 'ethical fashion' or 'slow fashion', is a part of the growing philosophy of design and trend of sustainability, which aims to create a system that can be supported indefinitely in terms of environmentalism and social responsibility.
- Fair trade (also called trade fair, fair trade, or alternative trade) is an alternative form of trade where there is a more equal sharing of the benefit.
- Healthy eating,
- Energy efficiency.
- Universal accessibility
- Social innovation companies
- Inclusive products

All these are elements that are changing the pattern of consumption of the citizenship. Even if the key to recognition is in models of certification of companies that allow a continuous assessment of the activity of the company, far from the audit and verification models in the 20th century.

Promotion of responsible companies

In this area, Extremadura, through Law 15/2010 on CSR includes the promotion of responsible companies, providing them with a certification in social responsibility and rewarding them with different benefits, among which are:

Granting of aid:

- Establishment of certification 'Socially Responsible Company of Extremadura' as assessment criteria in the granting of subsidies and aid.
- Establishment of aid for:
 - Funding costs arising from the adoption of the measures developed to obtain the certification of 'Socially Responsible Company of Extremadura'.
 - For the dissemination and promotion of this certificate by the companies.
 - For the approval of this distinction with any other in the markets in which it is intended to operate.

Priority in the award of contracts.

- In the event of a tie, preference will be given to companies that have accredited their status as 'Socially Responsible Company of Extremadura'.

¹²⁴Consumer Attitudes towards Corporate Social Responsibility (CSR) by PriceWaterhouseCoopers <http://pwc.to/2pvDiVv>

¹²⁵[Human Development Report. UNDP 2014.](#)

Advertising:

- The Government of Extremadura will boost advertising of these companies.

The 'Socially Responsible Company Award', is being developed to recognize those organizations that excel in promoting the values of social responsibility.

In addition, the law provides in its Article 14, 'Information and awareness of the actors of corporate social responsibility', encouraging and promoting information and awareness on CSR, establishing the development of the following measures:

1. Information campaigns addressed to:

- improve the understanding of the concept of corporate social responsibility, organizing information and awareness activities for citizens, enterprises and the whole of the social actors.
- create an Internet site, accessible to people living with disabilities, that facilitates the dissemination of meaningful information about corporate social responsibility, knowledge of the initiatives and more relevant experiences, both national, and from the European Union and third countries, as well as connections with other similar sites.
- support initiatives of the different social and institutional actors that promote a better understanding of corporate social responsibility.

2. For a responsible consumption:

- foster the integration of the principles of social responsibility in consumption policies.
- promote information to consumers on civic or responsible consumption.
- support the promotion of corporate social responsibility initiatives undertaken by organizations and institutions for the defence of the rights of consumers.
- promote the use of labelling, both fair trade such as eco-labels or other labelling, as a distinctive tool of compliance with social and environmental criteria, promoting civic or responsible production.

11.4 Norway

Product labeling is used in Norway as a tool to inform consumers about the ethical and environmental impacts of their products. Examples of labels used in Norway are the Nordic Swan Ecolabel (evaluates impact on environment through product's whole life cycle), the EU Organic Logo, the FAIRTRADE Mark, environmental product declarations (EPDs, which communicate the life cycle environmental impact of products), Eco-Lighthouse certification, the Forest Stewardship Council Logo and the Marine Stewardship Council Logo, seen in below.



Figure 9: Examples of product labels used in Norway

A strong example of consumer engagement in CSR issues is the recent fight against palm oil in Norwegian food products. Because the palm oil industry is one of the main causes of deforestation in rainforests in Malaysia and Indonesia, the Rainforest Foundation Norway and Green Living launched a 2011 campaign to reduce the consumption of palm oil in Norwegian food products. After targeting all major food producers in Norway through meetings and surveys, developing a web based consumer guide, using traditional and social media for dissemination of palm oil related news and background information, and starting a petition against palm oil in foods, the campaign was able to cut the use of palm oil by Norwegian food producers by 9,600 tons from 15,000 tons in 2011, to 5,400 tons in 2012

(Regnskogfondet, n.d.). By raising public awareness and resulting public pressure, the campaign was able to cut the use by two thirds using cost-effective and efficient methods.

Although the palm oil case is an example of strong consumer engagement, some argue that, compared to Denmark and Sweden, Norwegian consumers are lagging in sustainable consumption patterns (Ditlev-Simonsen, et al, 2015). This may be the result of the fact that Norway is one of the richest countries in the world, providing consumers plenty of income to spend on private consumption. As consumption has risen in parallel to the growth of Norwegian oil wealth, consumer waste and ecological footprint have also steadily increased (Ditlev-Simonsen, et al, 2015). In this case, both companies and consumers must take more steps to increase their awareness of the unsustainable processes related to consumption and production, and create more sustainable options.

11.5 Slovenia

Although general understanding of CSR concept in Slovenia is low as mentioned in previous chapters, there are several activities and projects aimed to change that. In this chapter, we list what different actors have developed for consumer awareness and responsible business promotion in Slovenia.

Raising general awareness with campaigns and awareness-raising projects:

- ❖ NGOs: fair trade (first fair trade store in Slovenia is operated by NGO - 3Muhe¹²⁶), human rights in supply chain (Make Fruit Fair – Association Focus¹²⁷), corporate and tax transparency etc.
- ❖ State and business initiatives: promoting procurement of local goods;
- ❖ Slovenian Consumers' Association - an independent, non-profit, internationally renowned non-governmental organization for protection and advocacy of consumer interests. Their mission are informed consumers, who know and exercise their rights, and on the other hand consumer-friendly society, who respects and protects consumer rights. Their activities are informing, consulting, product testing, education, advocacy (in this capacity also acting in behalf of its members in legal proceedings and claims against business).¹²⁸
- ❖ Corporate Integrity Guidelines Portal aims to enable companies in Slovenia with an overview and practical support in implementation of measures and activities for lawful and ethical business conduct. Companies decide whether and to what extent they will follow the Slovenian Corporate Integrity Guidelines in their business as the Guidelines main purpose is to provide a guide in activity development as well as to provide sources, materials and good practices.¹²⁹

Labelling and benchmarking:

- ❖ Rising offer of goods with international fair trade labels in bigger stores.
- ❖ Promotion of ECOLabel Flower (okoljskamarjetica) – environmental label of EU: “an interesting instrument for ensuring environmental protection – voluntary and based on the market”¹³⁰. Reserved for products and services meeting high environmental standards and usability criteria.

Awards and certificates are the most popular tools for promoting responsible business through public recognition in Slovenia. At the same time, they usually provide much needed opportunities to share good practices in CSR and for exchange of knowledge between different stakeholders.

¹²⁶ Fair Trade Shop »3 Muhe« in Ljubljana, Slovenia – official web-site: <http://www.3muhe.si/>

¹²⁷ Focus Association for Sustainable Development: Project Make Fruit Fair, official web-site: <http://focus.si/projekti/sadje-naj-bo-pravicno/>

¹²⁸ Zvezapotrošnikov Slovenije, official web-site:

<https://www.zps.si/index.php/component/content/article?id=5967:drubena-odgovornost-v-deeli-igra>, last accessed: 31.5.2017

¹²⁹ Corporate Integrity Portal: Guidelines, available at

[http://www.korporativna-integriteta.si/Smernice/Smernice\(SSKI\).aspx](http://www.korporativna-integriteta.si/Smernice/Smernice(SSKI).aspx), last accessed: 31.5.2017

¹³⁰ Slovenian Environment Agency: ECOLabel Flower:

<http://www.arso.gov.si/o%20agenciji/okoljski%20znaki/ECO%20Label/ecolabel.html>

- Horus Slovenian Award for Social Responsibility¹³¹ (2009-ongoing) for promotion of holism in thinking, innovation in working and responsibility in conducting Slovenian companies', organizations' and individuals' activities. Award wishes to strengthen the awareness of the meaning of social responsibility and warn on humans' interdependence.
- Project European CSR Award¹³² 2011-2013 coordinated in Slovenia by Slovenian CSR Network and Ekvilib Institute aimed to highlight the best European multi-stakeholder CSR projects and to increase the exchanged of best practices.
- Newly developed CSR certificate by Ekvilib Institute (completed pilot phase in 2016) – an analytical and consulting process for companies and organizations covering approach towards and care for employees, environment and/or society as well as the managing aspect of CSR.
- Well established Family Friendly Enterprise Certificate – a consulting and auditing process addressing a specific CSR issues of work-life balance, diversity and intergenerational cooperation - awarded by the Ministry of Labor, Family, Social Affairs and Equal Opportunities to more than 250 Slovenian companies. Holder and coordinator of certification process is Ekvilib Institute.
- Green Frog Award – a Deloitte Central European Sustainability Report Award is an award for best sustainability reports – assessed on national and EU level. The contest aims to identify and reward excellence in corporate non-financial reporting in Central Europe.¹³³
- Competition for best annual report organised by Business Academy Finance¹³⁴ (Newspaper Finance). Submitted annual reports compete in categories based on the size of the participating company and also for special awards for different report sections (financial report, annual communication report, risk management report etc.) and are separated based on the sector company is a part of (economy, financial institutions, NGOs and institutes etc.).¹³⁵

Dialogues, promotion and protection of consumer rights:

Market Inspectorate of Republic of Slovenia is a constituent body of the Ministry of the Economic Development and Technology. Inspectorate is responsible for surveillance of implementation of Slovenian legislation on areas of consumer protection, product safety, trade, catering, crafts, services, pricing, tourism, competition protection and copyrights. Their main goal is to work according to the legislation in order to help businesses, organizations and consumers when meeting on the internal market of European Union. Important part of their work is to actively cooperate with consumers from Republic of Slovenia and other member countries.¹³⁶

11.6 Czech Republic

The right to the consumer protection regulates the social relationships associated with entering the so-called consumer contracts. The consumer contracts are purchaser contracts, contracts for work or other contracts when the contract parties are the consumer at one side and the entrepreneur at the other side. The right to consumer protection follows the target to assure the increased protection of the consumer as weaker party of the obligatory legal relationship.

This issue in the Czech Republic is regulated by the Act No. 634/1992 Coll. on Consumer Protection as amended.

The right regulates the private law as well as public law aspects of consumer protection. The private law consumer protection is subsequent protection. The body for consumer protection is the court in the private law regulation. It is necessary for the implementation of this protection that the subject itself requires it through the submission of the complaint and request for remedy.

¹³¹ Horus Award official web-site, administrated by IRDO: www.horus.si; see also Good Practices

¹³² Slovenian CSR Network: European CSR Award Scheme: http://mdos.si/si/arhiv_eunagrada.html

¹³³ Deloitte: Green Frog Award:

<https://www2.deloitte.com/global/en/pages/about-deloitte/articles/green-frog-award.html>

¹³⁴ Official web-site of Najletnoporocilo Award, by newspaper Finance: <http://www.najletno-porocilo.si/>

¹³⁵ Official web-site of Najletnoporocilo Award: Awards: <http://www.najletno-porocilo.si/nagrade/>

¹³⁶ Market Inspectorate of Republic of Slovenia official web-site: <http://www.ti.gov.si/en/>

The public law regulation enables to punish the violation of rights and duties without the particular necessary action of the consumer. It starts usually based on the will of the stated body through an administrative procedure. The public law protection combines the subsequent protection (imposing fines), as well as preventive protection (e.g. stopping the trade licence certificate, prohibition of sale). In comparison with the court proceedings, the proceedings before the administrative bodies are undoubtedly quicker and more flexible.

The law defines also the protection of consumers from unfair business practices. The business practices is unfair “if the acting of the businessman towards the consumer is in contradiction with the requirements of the professional care and is able to influence significantly his deciding so that he may make a business decision which he otherwise would not have made. “ The use of unfair business practices during offering or sale of the products, offering or providing services, is not prohibited by the law. Particularly deceptive and aggressive business practices the exemplary list of which is stated under the Act on Consumer Protection, are designated as unfair.

Besides the above mentioned, the consumer is protected also by a number of other means. These are, among others, various information duties of the sellers, prohibition of discrimination of consumers and also prescribed regulation of complaint procedure.

12 CSR Reporting and Disclosure

12.1 Cyprus

Reporting on non-financial aspects of business performance is becoming an increasingly common measure of assessment of business' CSR achievements. Different rules apply in relation to what should be reported, by whom, and as part of which official reporting procedure.

Cyprus has introduced recently the harmonization of the national legislation with the European Directive 2014/95/EU as regards disclosure of non-financial and diversity information by certain large undertakings and groups. With this companies need to prepare mandatory a reporting on their CSR activities. These focus on environmental, social and employee matters, respect for human rights, anti-corruption, and bribery matters.

To further develop reporting of CSR, Cyprus government through trainings and seminars is support the effectiveness of the reporting, and to raise general awareness of CSR. Also, the government has taken additional steps to adopt the international guidelines with some tailoring for the domestic situation in the case of ISO 26000.

12.2 Greece

Institutional Framework for the Disclosure of Non – Financial Items

The first law in Greece that is directly linked to CSR is the law 3487/2006 which derives from the EU Modernisation Directive 2003/51/EC into Greek national legislation. It is a law that in accordance to the directive, favours transparency and control of the corporate economic data and obligates listed companies to publicize the hazards that connect to their capital assets. In addition, it obligates the regulatory authorities to evaluate the fore mentioned hazards. The law applies at least two conditions of the directive; those are: A Balance Sheet value that exceeds EUR 2.5million, net sales of at least EUR 5 million and average personnel number of 50 or more throughout the financial year. The obligation to publish an Annual report that includes both quantitative and qualitative data, enable the company to gain sufficient autonomy in pursuit of projects with a longer horizon, whilst the existing legal mechanisms of accountability to shareholders remain intact (Metaxas and Tsavdaridou, 2016).

The 3487/2006 law is best defined as a “soft law” since it integrates the European directive and UNEP (UNEP, et al 2013, p. 44) categorizes it as Governmental initiator and a voluntary generic reporting guidance.

The second law is 4403/2016 the provisions of which introduced a new type of report for public interest entities, including listed companies on a European stock market, credit institutions, insurance companies and others. (See Law 4308/2014), and average personnel number of 500 or more.

According to 4403/2016 law, the above entities **should include in the management report a non-financial statement** which will contain information to the extent that is necessary to understand the development, the performance, the position and the impact of its activities in relation to environmental, social and labor issues, the respect for human rights, the fight against corruption and corruption - related issues. More specifically, this management report should include:

- A brief description of the business model
- A description of the entity's policies in relation to these matters, including the diligence procedures it implements.
- The results of these policies
- The main risks associated with the entity's activities. It should be defined the business relationships of the entity, the products and services that are likely to have a negative impact on these sectors and the ways that the entity will manage these risks.
- Non- financial key performance indicators related to this business sector.

When an entity doesn't exercise policies in relation to one or more of these matters, it should provide to the non – financial statement a clear and reasoned explanation for the absence of such policies.

Sustainability Reports

As it has been noted before, few enterprises in Greece engage in CSR activities and even less report on their CSR strategy and disclose essential information regarding their operations to the public through a sustainability report. According to the survey conducted by the Centre for Sustainability and Excellence (CSE) in collaboration with Corporate Responsibility Institute (CRI) 56 Sustainability Reports were published in Greece in the period 2015-6 (CSE, 2016). This figure is significantly higher than that of the period 2011-12 when 44 reports were published and constitutes only a minimal rise in comparison to the 2013-14 period when that figure stood at 54 reports. It is also key to note that 14% of the reports published during the 2015-6 period were published for the first time.

Most of these reports (77%) were completed using GRI reporting standards, with only 44% of the companies publishing sustainability reports seeking external certification for their report.

CSE notes that the majority of the companies producing a CSR report operate in the finance, transportation and insurances sectors.

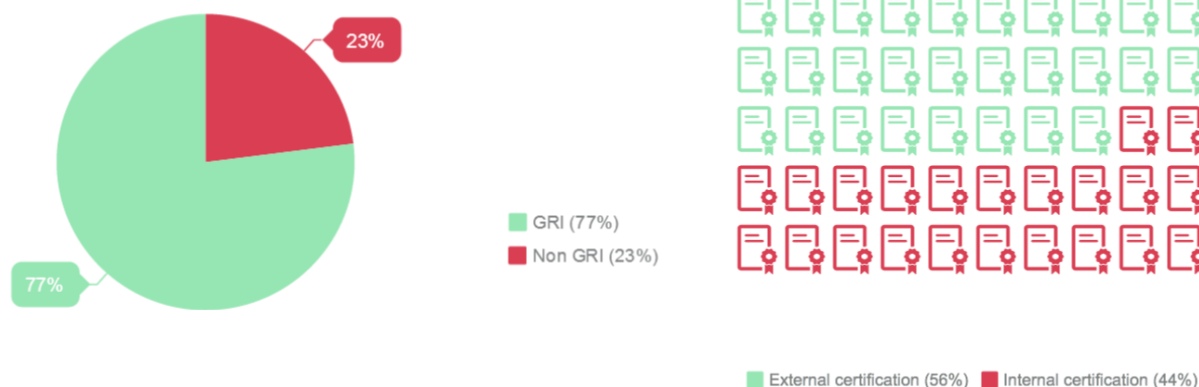
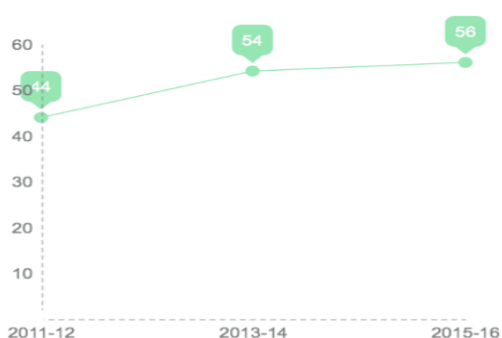


Figure 11: Organizations using external certification

for their CSR reports

Furthermore, the companies producing a report employ more than 140,000 employees and have an annual turnover of over 42 billion Euros.



Nonetheless, most of them have important shortcomings like the lack of external certification, the lack of setting corporate targets, minimal emphasis with regards to stakeholders and the lack of clarification for ways to achieve the targets set, among other issues.

According to the Centre, the level of CSR reporting in Greece indicates the level of CSR in general within the country, which is still far behind the world leaders in CSR (CSE, 2016). The report concludes that it is important for CSR in Greece to follow international guidelines, particularly on

issues.

12.3 Spain

In October 2014, the European Commission has approved Directive 2014/95/EU requiring large companies, those of more than 500 workers, and of public interest, to report on the management of environmental and social impacts in its annual accounts. The Directive lays down that Member States shall bring into force the laws, regulations and administrative provisions necessary to comply with the provisions therein, not later than December 6, 2016.

Directive 2014/95/EU of non-financial information disclosure is the first international initiative that creates a legal framework for the extra-financial report. By means of this legislative initiative, the EU urges large companies, those of

more than 500 workers and of public interest to inform about its social, environmental and governance impact, focusing on issues such as equality, prevention of corruption or its action in the field of human rights. This demand is articulated through the principle of comply or explain, and opens the way to Member States to increase the degree of demand on the aspects therein referred to or the inclusion of issues beyond those laid down in the Directive itself.

It is still in its transposition stage into national legislation. The vast majority of the Union countries are pending completion of this process.

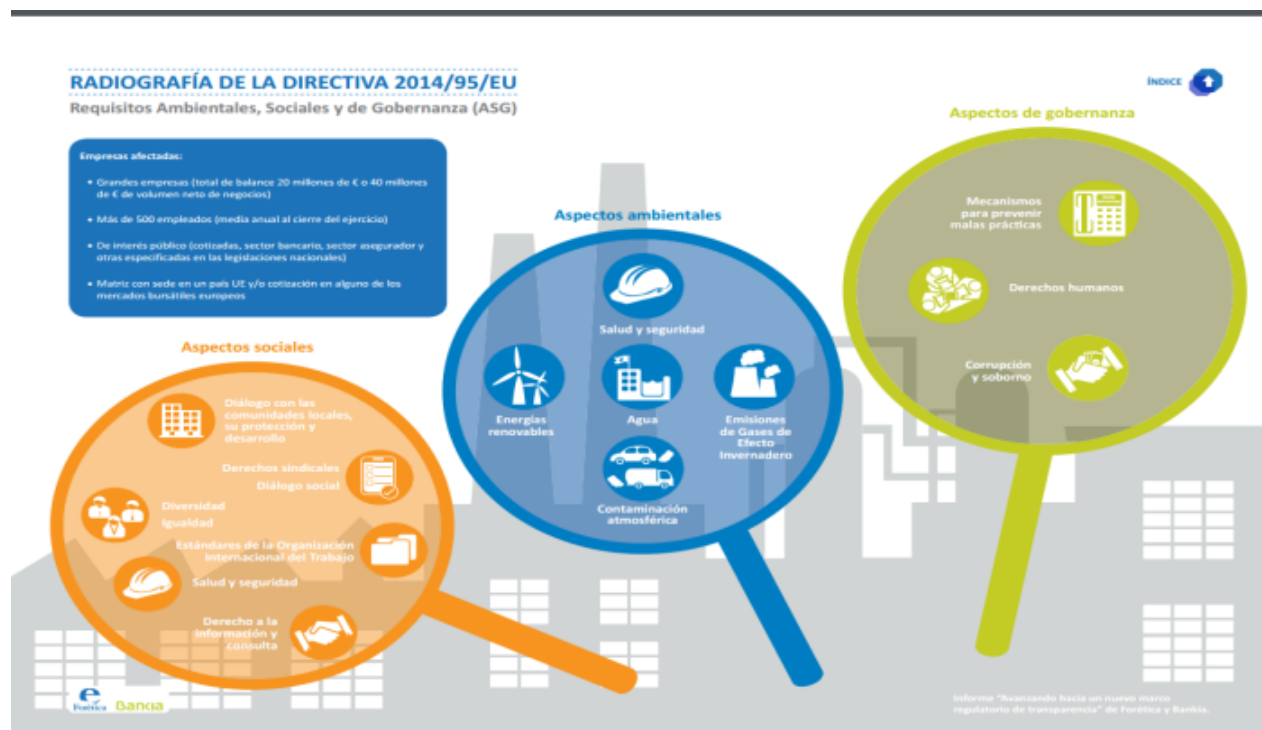


Image extracted from the document 'Moving towards a new regulatory framework for transparency'¹³⁷

In Spain, the directive is still in process of transposition, although we have a draft that has already been submitted to public information. Upon completion of this study there is no official publication, although it is expected that it will be soon.

Spain is amongst the economies with higher level of implementation of report extra-financial practices in their enterprises.

Based on data collected in the '**Sustainability Disclosure Database of GRI**'¹³⁸, during the first decade of the 2000 the number of reports on Social responsibility published following the guidelines of this model grew at a higher than 65% annual rate. According to this same source, in 2016 there was a total of 161 companies in Spain that registered their report on this platform.

RobecoSAM, publishes a yearbook¹³⁹ which includes most sustainable companies in the world in accordance with its own methodology. In the latest edition of this study there are 20 Spanish companies, of which 11 are among the leader, gold, silver and bronze categories.

¹³⁷'Moving towards a new regulatory framework for transparency'. [Study on the adjustment of the policy of disclosure of non-financial information and diversity \(2014/95/EU\), carried out by Forética and Bankia](http://bit.ly/2oKT2A5) <http://bit.ly/2oKT2A5>

¹³⁸Sustainability Disclosure Database of GRI, <http://database.globalreporting.org/>

¹³⁹The Sustainability Yearbook 2017 <http://bit.ly/2ovysHW>

Levels of presence in the ranking of national companies in the last five years has remained, and on average, 73% of these were in the higher categories

Based on these reports, and several others that have been made, we can conclude that in Spain there are a good number of companies who develop policies and practices in the field of social responsibility. On the other hand, this is favoured by a public receptive framework favourable to the development of CSR policies.

Proof of this is the publication of the Government of Spain of a tool¹⁴⁰ that allows you to record and publish sustainability reports by Spanish companies, and that it is regulated by an Order¹⁴¹, which also regulates the procedure for the reports of those entities wishing to respond to the Directive 2014/95/EU. By mid-April it had 73 published reports.

In general, we can say that there is a regulatory framework at the national level that regulate the publication of the memoirs of sustainability, although already works are underway to homogenise the realization of sustainability reports, as we can see in the Spanish strategy of Social Corporate Responsibility for 2014-2020, which has among its measures ones targeted specifically to harmonize this process of creating memories and also says : *'With regard to reports or reports of social responsibility, although it is true that there are several methodologies, internationally accepted, the CERSE will continue to work to achieve a certain homogeneity in the reporting standards used, as well as so companies can identify the monitoring indicators that are best suited to their activity to assess the progress made on the objectives and commitments on CSR, and at the same time, generate their own practices for the development of CSR reports and memoirs of a transparent, rigorous and comparable sustainability'*.

Extremadura

Law 15/2010 on CSR of Extremadura stipulates the creation of a tool for self-evaluation which allows to standardize the procedure for filing of companies in Extremadura.

This online tool, voluntary and free, called ORSE, allows companies to self-assess their practices of social responsibility, and through a procedure which is regulated by Decree 110/2013, auditing non-financial information of the organization, and to obtain the seal of 'Socially Responsible Company Extremadura', issued by the Junta de Extremadura as recognition to those organizations that have integrated social responsibility in their daily management and to communicate their actions in this matter so that they can serve as an example to the rest, both inside and outside of Extremadura.

ORSE tool

ORSE integrates the most relevant standards in CSR that exist at present, GRI, SA8000, AA1000, Global Compact, the OECD guidelines for multinational enterprises, SGE21, IQNet SR10, FRC and Worldcob

In order to adapt to different types of organizations, ORSE **distinguishes 3 types of questionnaires depending** on the size of the company.

- For **large companies** of more than 250 workers there is a questionnaire with 120 indicators.
- For **SMEs** of between 10 and 250 workers there is a questionnaire with 60 questions and,
- **For micro-SMEs**. This questionnaire is for companies of less than 10 employees and has 30 indicators.

ORSE establishes a system of indicators that organizations can fill in for their degree of implementation of CSR actions. Depending on the replies, the organization will get automatically their level of performance on CSR, a Social responsibility report and an Executive report.

¹⁴⁰ Tool for registration and publication of CSR Reports from the Government of Spain <https://explotacion.mtin.gob.es/membrse/aplicacion>

¹⁴¹ Order ESS/1554/2016, of 29 September, which regulates the procedure for the registration and publication of the reports of social responsibility and sustainability of companies, organizations and public administrations. <http://bit.ly/2q51ong>

So the organization can get the label 'Company socially responsible of Extremadura', will require the verification of the content of the self-assessment by an auditor accredited by the Government of Extremadura. To facilitate this task, the ORSE tool includes an audit module from which checks are performed.

The ORSE tool is certified: 'GRI Certified Software and Tools Program'¹⁴², which ensures a precise content of indicators of the Global Reporting Initiative

12.4 Norway

Since 1996, Norwegian companies, of all sizes, have been required to report on environmental impact, gender equality, discrimination and working conditions. Going a step further, many large and recognized companies also began to release CSR reports. The rise in CSR reporting can be attributed to the annual environmental reporting prize, *Miljørapporteringspris* (Ditlev-Simonsen, et al 2015). Although many companies produce large CSR reports, they are also criticized for only publishing the positive activities of their organization, and ignoring its faults – a common criticism of the CSR concept in general.

While non-financial reporting has been obligatory for Norwegian companies since 1996, many still do not report on non-financial issues. There is no regulatory penalty for not reporting, and many therefore lack the motivation to do so.

Later, the 1996 Accounting Act was revised to mandate that large companies are now required to provide information on their CSR-related activities in their annual reports. This amendment applies to about 700 companies in Norway. Again, however, concerns have been raised about their impact of this new requirement. First, because it only stipulates companies disclose “CSR-related” aspects, those that do not have any CSR strategy do not have to report (Ditlev-Simonsen, et al 2015). Additionally, if a company committed to the UN Global Compact or reports along the lines of the GRI, they do not have to provide any additional reporting. The degree to which either instrument is followed, or the number of GRI standards integrated into the company are not specified.

12.5 Slovenia

Reporting on non-financial aspects of business performance is becoming an increasingly common measure of assessment of business' CSR achievements, however the legal reporting requirements were introducing in Slovenia only with the transposition of directives 2013/34/EU on disclosing information about diversity policy and 2014/95/EU on disclosing non-financial and diversity information.

As mentioned, disclosure of diversity information was adopted to national legislation already with the transposition of the directive 2013/34/EU, however this was also amended by the 2014/95/EU directive. Under the new Companies Act, transposing the mentioned directives, only companies required to have an audit¹⁴³ are also required to include in their annual business report a corporate governance statement, which includes a description of the diversity policy in accordance with EU Directive 2013/34/EU. This is “applied in relation to the company’s administrative, management and supervisory bodies with regard to aspects such as, for instance, age, gender, or educational and professional backgrounds, the objectives of that diversity policy, how it has been implemented and the results in the reporting period. If no such policy is applied, the statement shall contain an explanation as to why this is the case.”¹⁴⁴ In Companies Act ZGD-1I (preceding the current ZGD-1J) this requirement was for all companies required to prepare and submit a business report. For 2016, 64.445 annual reports were submitted to AJPES, only 15 audited reports and 9 consolidated annual reports.¹⁴⁵ The corporate governance requirement is also reference and further explained with

¹⁴² GRI Certified Software and Tools Program <http://bit.ly/2p75n4f>

¹⁴³ Companies Act – bill proposal (1J), available at: www.mgrt.gov.si/fileadmin/mgrt.gov.si/pageuploads/predpisi/ZGD-1J_gradivo.doc, last accessed: 31.5.2017

¹⁴⁴ Directive 2014/95EU, available at <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32014L0095> (last accessed: 31.5.2017)

¹⁴⁵ Agency of the Republic of Slovenia for Public Legal Records and Related Services: Public posting of annual reports, available at: <https://www.ajpes.si/jolp/>, last accessed: 31.5.2017

provided guidelines in Slovenian Code of Corporate Governance, amended in 2016 and signed by Association Manager, Association of Supervisory Board Members of the Ljubljana Stock Exchange¹⁴⁶.

Regarding the disclosure of non-financial information the Directive 2014/95/EU clearly references several frameworks relevant in CSR field. "In providing this [non-financial] information, undertakings which are subject to this Directive may rely on national frameworks, Union-based frameworks such as the Eco-Management and Audit Scheme (EMAS), or international frameworks such as the United Nations (UN) Global Compact, the Guiding Principles on Business and Human Rights implementing the UN 'Protect, Respect and Remedy' Framework, the Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, the International Organization for Standardisation's ISO 26000, the International Labor Organization's Tripartite Declaration of principles concerning multinational enterprises and social policy, the Global Reporting Initiative, or other recognised international frameworks."¹⁴⁷ However, this reference was not transposed in the national law, as even the draft law¹⁴⁸ with its justifications and clarifications does not provide the information on frameworks companies could rely on for guidance in reporting. It may be that the Ministry is waiting for the EU guidelines, which were supposed to be published last December.

On the other hand, the transposition of the article on non-financial reporting into Slovenian legislation is literal (word for word)¹⁴⁹ and thus presents a minimum commitment by the Slovenian government to CSR reporting. There is presumably less than 50 companies¹⁵⁰, which are required to report on non-financial and diversity information in Slovenia as per the Directive. However, this is a rough estimate provided in the draft law. According to AJPES (Agency of the Republic of Slovenia for Public Legal Records and Related Services managing the Business Register) there might be as low as 10 companies apart from insurance companies (13¹⁵¹) and banks (6¹⁵²) that would need to report¹⁵³. In addition, subsidiaries are not required to report if the parent company published a consolidated report in which the subsidiary is included.

The auditors need to check if a company provided required information for both, the description of the diversity policy and the "non-financial report", but they are not required to provide a substantive assessment for all the information¹⁵⁴.

12.6 Czech Republic

Non-financial reporting is one of the first obligatory measures within CSR in the CR. This duty concerns the publicly marketable commercial companies with the annual capacity exceeding 500 employees, with the balance amount higher than EUR 20 mil. with the net profit exceeding EUR 40 mil. In this scope, this measure should concern in the Czech Republic approximately 30 organizations.

¹⁴⁶ Ljubljana Stock Exchange: Slovenian Code of Corporate Governance, available at

<http://www.ljse.si/media/Attachments/lzdajatelj/2016/NovKodeksCG2016.pdf>, last accessed: 31.5.2017

¹⁴⁷ Directive 2014/95/EU, available at <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32014L0095> (last accessed: 31.5.2017)

¹⁴⁸ Companies Act – bill proposal (1J), available at: www.mgrt.gov.si/fileadmin/mgrt.gov.si/pageuploads/predpisi/ZGD-1J_gradivo.doc, last accessed: 31.5.2017

¹⁴⁹ See Companies Act (Article 70c) (ZGD-1J), available in full at <http://www.pisrs.si/Pis.web/pregledPredpisa?id=ZAKO7316>, last accessed: 31.5.2017) and Directive 2014/95/EU (Directive 2014/95/EU of the European Parliament and of the Council, available at

<http://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:32014L0095&from=SI>, last accessed: 31.5.2017)

¹⁵⁰ Portal Unija: News on Companies Act – bill proposal, available at: http://www.unija.si/news/1240/95/Spreminja-se-ZGD-1/d.novice_detail/, last accessed: 31.5.2017

¹⁵¹ Insurance Supervision Agency: List of insurance entities: <https://www.a-zn.si/zavarovalnice-pokojninske-druzbe/register-subjektov-nadzora/>, last accessed: 31.5.2017

¹⁵² Data provided by Bank of Slovenia on May 29th, 2017 based on public registers data. The following credit institutions operating in Slovenia meet the criteria of 500 or more employees: NLB, NKBM, Abanka, SKB, Unicredit and Intesa Sanpaolo.

¹⁵³ AJPES' reply to the inquiry (received on May 23rd, 2017). Unofficial estimate: there is less than 50 companies (insurance companies and banks not included) which have so far identified themselves as subjects of public interest (noting that identification is not mandatory and is not subject of a check by AJPES or other authorities at this point, therefore the provided statistics can have substantive errors). Of those less than 10 companies reported in their published revised annual reports for 2016 to have 500 or more employees.

¹⁵⁴ INSOLV-INFO Portal: Obveznaizjava o nefinančnemposlovanju, available at:

<https://www.insolvinfo.si/DnevneVsebine/Aktualno.aspx?id=193322>, last accessed: 31.5.2017

This duty is based on the Act 462/2016 Coll. by which the Act No. 563/1991 Coll. on Accounting is changed, as amended (Accounting Act). The Act came into effect on January 1, 2017. Stating the non-financial information became the part eight of the Accounting Act and it sets for the contents and scope of the report:

The information shall be stated in the scope “necessary for understanding the development of the accounting unit or the group, its performance, position and impacts on its activity, non-financial information concern at least:

- a) environmental issues,
- b) social and employment issues,
- c) respecting human rights and
- d) fight against corruption and bribery.

(2) The non-financial information under the section 1 shall be stated in the following structure:

- a) short description of the business model of the accounting unit stating non-financial information or groups,
- b) description of measures which the accounting unit stating the non-financial information or group applies in relation to these issues, including the applied procedure of the due diligence; if no measure is applied to any of these issues, the justification is stated for what reason the measure is not applied in the given issue,
- c) description of results of these measures,
- d) description of the main risks associated with these issues which are connected with the activity of the accounting unit stating the non-financial information or group, including, if they come into consideration and if they are appropriate in view of its business relationships, products and services which could have unfavourable impacts on these areas and way in what the accounting unit stating the non-financial information or group controls these risks,
- e) non-financial key performance indicators relating to the respective entrepreneurial activity. “

Non-financial reporting may be a part of the annual or independent report and for its making up, some of the methodologies of CSR reporting may be used and need not be used. It is recommended to refer to the report with comments to amounts stated in the financial statement. The report shall concern also the future CSR development in the society, if hereby the sensitive information is not published. The non-financial CSR report replaces the obligatory contents of a part of the annual report under the section 21 (2e), of the Accounting Act “on activities in the area of the environment protection and labor law relationships“. Independent non-financial report shall be published together with the annual report or within 6 months from the balance day at the website of the accounting unit.

A part of the provision is moreover the verification of the elaboration of non-financial information by the auditor.

13 CSR in Education and Training

13.1 Cyprus

CSR in compulsory education is not widespread but more systematic approaches to integrate and streamline CSR in society are being implemented by integrating CSR into educational curricula. Some examples also exist of management training and initiatives aimed at facilitating learning from stakeholders. Future opportunities in this area may include educating all individuals within a company about the principles of CSR, ‘train the trainer’-type programs, and potentially developing education programs for organizations.

Business generations are considered to be important actors in the integration of CSR more dynamically into business and society, and the streamlining the concept. The introduction of CSR in education and training curricula is thus becoming more widespread across different countries that have introduced CSR as part of the curriculum in educational institutions at various levels. In Cyprus, the integration of CSR into education is very low. Only some universities have introduced some CSR classes in their curriculum. Cyprus is more in the development stages at this point. The government plans to send a letter to universities and business administration schools to raise awareness of the six UN principles for Responsible Management Education.

To build CSR capacity in current business environments training on CSR outside educational institutions, such as enterprises and their employees participate in training and mutual learning to raise CSR awareness is encouraged. In Cyprus, mutual learning on CSR take the form of forums and conferences to facilitate exchange and as well as specific CSR training for businesses and organizations or trainings at the workplaces. Another approach to CSR capacity building in enterprises is the Cyprus CSR Network which provides information as well as opportunities for mutual learning on how to implement CSR in business.

13.2 Greece

Up until recently, CSR Education or Training was not taught in any form in Greece, however, things are gradually changing. CSR has been introduced in Universities across Greece with CSR modules on offer in all the business departments of all major universities (all universities are public) in Greece. Moreover, training programs which are solely dedicated or include elements of CSR have been introduced by certain non-governmental organizations in Greece, particularly CSR Hellas.

CSR in Greek Universities

In recent years, initially at postgraduate and eventually at undergraduate level, some Greek universities have begun offering courses in Business Ethics and Corporate Social Responsibility, mainly through elective courses. In most cases, these topics were covered fragmentarily by the efforts of some professors who were attempting to give a dimension of the subject to students in other courses. Today, the subjects of Business Ethics, CSR and Sustainable Development are taught independently in the following university programs:

SUBJECT	LEVEL	DEGREE	UNIVERSITY
Business ethics and responsibility	Undergraduate	Marketing and communication	Athens University of Economics and Business
Social Entrepreneurship	Undergraduate	Marketing and Communication	Athens University of Economics and Business
Marketing of social enterprises and NGO	Undergraduate	Marketing and Communication	Athens University of Economics and Business
Business Ethics	Undergraduate	Business Administration	University of Piraeus
Practical CSR in Education, Corporate Governance, and Business Finance	Undergraduate	Accounting and Finance	University of Macedonia
Corporate social responsibility	Undergraduate	Marketing and Operations Management	University of Macedonia
Social Issues and Business Practices	Undergraduate	Communication Media and Culture	Panteion University
Business Ethics	Undergraduate	Communication Media and Culture	Panteion University
Economics of Sustainable Development	Undergraduate	Environmental Engineering	Dimokriteion University of Thrace
Business Ethics	Undergraduate	Accounting and Finance	Athens University of Economics and Business
Business Ethics	Undergraduate	Shipping and Business	Aegean University
Corporate social responsibility	Postgraduate	Marketing and Communication with New Technologies	Athens University of Economics and Business
Business Ethics and Corporate Governance	Postgraduate	International MBA	Athens University of Economics and Business
Environmental Governance and Sustainable Development	Postgraduate	International and European Studies	Panteion University
Business Ethics and Corporate Social Responsibility	Postgraduate	MBA	ALBA
	Postgraduate	Sustainable Development	Harokopio University
	Postgraduate	Environmental Protection and Sustainable Development	Aristotle University of Thessaloniki
	Postgraduate	Environment and Sustainable Development	National Technical University of Athens

Table 3: The teaching of CSR and sustainable development in Greek educational institutes

In addition, many universities and technological institutes include aspects of CSR, Corporate Ethics and Environmental Management in their interdisciplinary management modules at both undergraduate and postgraduate level.

It is important to note that three Greek universities have successfully managed to develop innovative and non-conventional methods of promoting CSR practices through their courses. These initiatives are extremely important for the promotion of CSR in Greece, and put Greece in the fore front of academic CSR not only regionally, but also within the EU.

The University of Macedonia is the first in Greece and one of the few in Europe, to design and implement a System of Environmental Management and Control based on the European EMAS standard under the auspices of the EMAS-EDIN/LIFE02 Programme. Furthermore, the International MBA of the Economics University of Athens is an International Interdisciplinary Masters Programme, which provides students with the opportunity of choosing one of eight different thematic approaches. Undoubtedly, the programme, which has been going on for more than a decade, has an international orientation with profound successes and over the past five years, the MBA is participating in the UN Global Compact Initiative by implementing its 10 principles. Finally, The Aegean University is one of the few Universities in Greece with an independent Environmental Studies Department. The Department runs a Workshop on Environmental Management and Policy, which has actively supported the drafting and design of the University's Environmental Strategy. In the context of this strategy, the Workshop has developed a number of environmentally friendly initiatives that are implemented in Mytilene in collaboration with other bodies and organizations.

CSR in Training Programs

CSR Hellas along with Centre of Continuing Studies and Lifelong Learning of the University of Athens has developed the "Business Responsibility in Practice" e-course (CSR Hellas, 2015). This course is designed in an accessible manner aiming to help Greek enterprises, irrespective of their size or business sector, to grasp and understand the meaning and importance of responsible entrepreneurship and ethical business practices, and how these terms can be applied in their own business situation.

The course offers the opportunity to the participating businessmen to understand that the efficiency, effectiveness as well as the innovation of a business are in sync and can be successfully combined with the European and International regulations on CSR and Responsible business practices. The course also gives extensive emphasis on the stakeholder aspect, which is extremely vital for Greece since it is an aspect that often remains side-lined (CSR Hellas, 2015). In specific, the course develops issues like stakeholder engagement and dialogue. The course also delves into the tools at the disposal of Greek businesses to form a sustainable and successful business strategy centred around sustainability, focusing on the optimisation of Corporate Governance and the business' internal structures towards that end. In addition, the course attempts to practically explain ways and methods by which a business can involve employees, partners, clients, suppliers and others in its efforts to become a sustainable and responsible business (CSR Hellas, 2015). The course essentially aims to give an answer to the question "What is the contribution of an enterprise to Society and local communities?" (CSR Hellas, 2015).

Upon the completion of the course the student will have the necessary knowledge and methodological tools which will allow his business to be compliant with the contemporary requirements set by modern society regarding transparency and ethical management, whilst being able to develop a holistic approach and strategy on the issue of sustainable growth.

13.3 Spain

There are several international initiatives advocating to include sustainability in the field of education, among them, the following should be noted:

- The Final Declaration of the 2009 World Conference on Higher Education, convened by UNESCO
- UN Decade of Education for Sustainable Development
- The Principles for Responsible Management Education of the Global Compact

Training in Corporate Social Responsibility is one of the priorities identified in the Spanish CSR Strategy for 2014-2020, which dedicates a specific item to this, and establishes two important measures for its implementation, among which are:

- **Promote the incorporation of the value of the personal and social contribution to a model of more sustainable society in curricula**, whose aim is to promote youth engagement for the promotion of a model of more sustainable and cohesive society from an early age.
- **Enhance the study of CSR both in educational institutions for vocational training and in universities for university education, as well as research centres.** Interdisciplinary research networks to foster dialogue between the theoretical and the practical will be established, and professorship and post-graduate studies related to this matter will be boosted.
- In addition, it will pay special attention in the vocational training of schools, higher education, and vocational training to the development of social responsibility.

It should be noted also the creation of a **working group on corporate responsibility and education** at the heart of the State Council of CSR, which was created with the aim to raise awareness, inform, disseminate and train in the field of CSR and extend knowledge to all citizens through education, training and outreach.

Research in the area of corporate responsibility, and the business departments, are one fundamental pillar both economic and in the exchange of good practices.

The first initiative undertaken in the field of Spanish universities was the case of the



Universitat Politècnica de Catalunya (UPC) with the creation of the UNESCO Chair in Sustainability in 1996, as a result of the International Conference of technology, sustainable development, imbalance and global change by an agreement between the University, the regional government and UNESCO. This Chair being one of the first in the world on this subject.¹⁵⁵

¹⁵⁵Data extracted from the study: 'Sustainability at university level curriculum methodological proposals', by Esther García González
<http://bit.ly/2qe2SOZ>

In addition to this many chairs of CSR have been created. Currently, there are **more than 70 university chairs on topics related to Corporate Social Responsibility in our country** among which we can talk about:

Caixa - Bank of Corporate Social responsibility at IES Chair

Inditex and the Universidad Pontificia Comillas.

International Chair of CSR from the Catholic University of Murcia.

Network of chairs of Banco Santander's CSR

The **Santander RSC Chairs Network**, formed by the universities of Castilla - La Mancha, Malaga, Salamanca, Alcalá, Nebrija and Francisco de Vitoria, in addition to the collaboration and the active participation of representatives of the Universia Foundation, of the Conference of Rectors of Spanish Universities (CRUE) and of the Banco Santander, which is who leads the Chair.

The aim of this network is to create partnership synergies and economies of scale that allow:

- Establish as a reference point in University social responsibility, both at national and Latin American level.
- Promote general awareness of social responsibility fostering its impact and visibility nationally and internationally both in academia, business and public contexts.
- Encourage research projects, through multidisciplinary teams on issues related to social responsibility, allowing the exchange of ideas and perspectives whilst encouraging mobility.

The universities, within their curricula have also worked in the promotion of corporate social responsibility and in the qualification of future professionals in this field. Today, a large number of universities offer this type of training. The following are examples of this:

- The University of Barcelona promotes the development and consolidation of knowledge in corporate responsibility through the Master '**Corporate Social Responsibility. Accounting and social auditing**', since 2004. Its objective is to provide the theoretical frame and techniques to facilitate the work of the leaders and managers of organizations.
- UNED collaborates in the training and awareness of corporate social responsibility through its Inter-University **Master in sustainability and corporate social responsibility**, where teachers from 6 important Spanish universities participate. Its first edition started in 2007.
- The University of Alcalá created a Chair in corporate social responsibility through which establishes several training products of great impact in Spain. The first of these is the **Master in corporate social responsibility**, whose first edition was in the year 2008. Currently, there is also the European Manager qualification in CSR accredited by the European Certification & 42 Qualification Association (ECQA) and a university degree on corporate volunteerism.
- 15 specific degrees¹⁵⁶ of social responsibility in different universities, which are which are listed in the following table have been created in Spain

A cohesive framework that can serve as guidance for the changes that should be promoted by universities and business schools (which constitute another agent of great value in the analysis, dissemination and training of professionals in corporate responsibility) are the 'Principles for Responsible Management Education' initiative launched in 2007 by the United Nations Global Compact and developed by an international group in which sixty heads of leading business schools and universities participated. With the principles the aims is to make a call to all the institutions and associations of higher education dedicated to the training of business leaders to establish a continuous improvement process in order to develop a new generation of business leaders capable of managing the complex challenges facing business and society in the 21st century.

¹⁵⁶Data obtained from the 'report on the social responsibility of the company in Spain' <http://bit.ly/2pb3G5G>

The six principles provide an appropriate framework for integrating corporate sustainability in education, research and the school.

Beyond research on CSR, in many Spanish universities many actions on social responsibility have been undertaken. In most of these universities there is a specific body dedicated to this matter, as it is the case of the University of Extremadura, which has an Office of Social Responsibility

In Extremadura, a working group with the aim of studying specifically CSR in education was created within the framework of the Regional Council for the promotion of CSR. This group was intended to work in the following aspects:

- Social responsibility in the system of education and training
- Education Act of Extremadura.
- Inclusion of CSR in management areas.
- Inclusion of CSR in management areas of cooperative entities and financial institutions managing people.
- Inclusion of CSR training for unemployed people.

The Law 15/2010 on Corporate Social Responsibility of Extremadura establishes in its article 15. 1 and 2 different measures to promote the incorporation of the principles of CSR in education, such as:

- Including the study of the principles of social responsibility and sustainable development in education.
- Promoting university instruction, especially on the matters related to the study of organizations, economy, communication and administration and business management, the incorporation of training on corporate social responsibility.
- Promoting education and training on corporate social responsibility of companies' management, representatives of the workers and those responsible for the various social organizations and public administrations.

13.4 Norway

There are many organizations established to guide Norwegian companies in implementing CSR related legislation and voluntary initiatives. Government bodies responsible for CSR training include the *Foreign Service* who give recommendations for local conditions in which Norwegian companies will operate abroad, and the *Ministry of Trade and Industry and Innovation Norway*, who provide advisory and financial support to Norwegian companies engaging in responsible business, especially SMEs. *Norad – The Norwegian Agency for Development Cooperation* and *Norfund – The Norwegian Investment Fund for Developing Countries* also provide guidance and requirements to ensure sustainable and responsible activities abroad.

There are also many social partner organizations that provide industry guidance including the *Confederation of Norwegian Enterprise (NHO)*, the *Enterprise Federation of Norway (Virke)*, *Finance Norway*, the *Norwegian Shipowner's Association* and the *Norwegian Institute of Public Accountants*. Additionally, because the *Norwegian Corporate Governance Board (NUES)* published recommendations that must be followed by all companies on the Oslo Stock Exchange, publically traded companies must be familiar with Norway's CSR strategy.

In order to properly advise Norwegian companies, government bodies, social partner organizations and NGOs all need the support of empirical research and an expanding national knowledge base. The government explicitly recognizes the need for the integration of CSR into business- and management related higher education. The 2009 White Paper states, "Integrating the CSR perspective into business-related higher education is essential in order to enhance knowledge about the issue among future managers and implementers of CSR in Norwegian companies. It is important that educational institutions develop further and continuing education programs in which CSR is an integral element" (Norwegian Ministry of Foreign Affairs, 2009, p. 103). The majority of universities and university colleges in Norway offer CSR and corporate sustainability modules in the Bachelor's and/or Master's degree programs in technology management, business and economics related subjects.

13.5 Slovenia

With growing discourse on social responsibility, especially of modern companies, the topic started to reflect also in the university educational programs in Slovenia. This is especially true for faculties focused on economy or management sciences, which started integrating CSR topic early in educational curricula within courses as business ethics, strategic management, marketing etc. predominately in the context of analysis of participants, business environment or the role of a company in the society.¹⁵⁷ Nowadays the topic of corporate social responsibility in higher education is approached more holistically and in many cases at the level of special university courses at different faculties, including covering the fields of social sciences and administration:

- “Corporate Social Responsibility” at University of Ljubljana Faculty of Economics¹⁵⁸;
- “Corporate Social Responsibility” at University of Ljubljana Faculty of Social Sciences¹⁵⁹;
- “Social Responsibility” at University of Ljubljana Faculty of Administration¹⁶⁰;
- Guest lectures and workshops at University of Maribor Faculty of Economics and Business¹⁶¹
- etc.

In 2009, University of Primorska – Faculty of Management¹⁶² in cooperation with Faculty of Health Sciences and Faculty of Humanities in 2009 developed the first study programme on Management of Sustainable development in Slovenia.

Management training on CSR outside educational institutions is again mostly in the domain of non-governmental organizations, CSR networks and private sector.

There are two annual conferences on CSR organised in Slovenia with several years of tradition:

- by Slovenian CSR Network and UN Global Compact: “Trends of Corporate Social Responsibility” (networking conference mostly organised to provide an opportunity for mutual learning and presentation of good practices)
- by IRDO- Institute for the Development of Social Responsibility: “Social Responsibility and current challenges” (annual research conference with 11 years of tradition, organised mostly to provide an opportunity to strengthen social responsibility through comparison of research, practical and theoretical positions from governmental, ethical, entrepreneurial, media, educational, research and other views;¹⁶³).

Non-governmental organizations also provide information, training and opportunities for mutual leaning on how to implement CSR in business such as:

- training and individual consulting on Sustainable reporting in accordance with GRI guidelines (Ekvilib Institute)
- consulting and training module for strategic implementation of social responsibility in the business in accordance with ISO 26000 social responsibility standard (Ekvilib Institute)
- Corporate Social Responsibility Certificate¹⁶⁴ - first analytical-consulting process based on socially responsible business management in Slovenia. It is based on gap analysis of key elements of CSR in accordance with ISO 26000 and GRI indicators in the areas of care for employees, environment and society.
- Certificate Accredited Manager for Social Responsibility and Sustainable Development (IRDO – Institute for the Development of Social Responsibility).

¹⁵⁷Knez-Riedl, J.: Social Responsibility and University, UM Faculty of Economics and Business, published by IRDO : http://www.irdo.si/skupni-cd/cdji/cd-irido-2006/images/referati/knez_riedl_referat.pdf, last accessed: 31.5.2017

¹⁵⁸ UL Faculty of Economics: course description: http://www.ef.uni-lj.si/content/static_slovene/predmet/predmet.asp?l=5&li=22&predmet_id=196172,

¹⁵⁹ UL Faculty of Social Sciences: course description: <http://www.fdv.uni-lj.si/en/news-and-information/subjects/5392>

¹⁶⁰ UL Faculty of Administration: course description: <http://www.fu.uni-lj.si/programi/dodiplomski-studij/univerzitetni-studijski-program-upravljanje-javnega-sektorja-1-stopnja/predmetnik-izbirni-2014/828-druzbeno-odgovornost/>

¹⁶¹ UM Faculty of Economics and Business: course description: <http://www.epf.um.si/o-fakulteti/predstavitev-fakultete/druzbeno-odgovornost/>

¹⁶² UP Faculty of Management: news: <http://www.fm-kp.si/novice/trajnostni-razvoj-moznost-in-priloznost-za-rast-posameznika-in-druzbe>

¹⁶³ proceedings, monographies and other publications by IRDO available at <http://www.irdo.si/skupni-cd/>

¹⁶⁴ CSR certificate official web-site, administrated by Ekvilib Institute: <http://druzbeno-odgovorno-podjetje.si/>

13.6 Czech Republic

Education and training in the CSR area are available to the interested persons in various forms. MPO ČR (Ministry of Industry and Trade of the CR) organizes as guarantor of CSR issues, in irregular intervals various events, as e.g. the Meeting of the Platform of parties interested in CSR, CSR round table or meeting of working groups for the consultation of non-financial reporting. At its homepage, it informs about these events and results of these events.

MPO ČR is also the co-founder and operator of the National Information Portal to CSR. The portal contains, among others, the calendar of events, containing the letter of invitation and registration form for the conference “Social responsibility of organizations in connection with the operation programs“, or the festive hand-over of the National Quality Award of the Czech Republic and National Award of the Czech Republic for Social Responsibility and Sustainable Development We Do Business Together which take place in the Spain Hall of the Prague Castle annually.

The annual conference “Social responsibility of organizations“ is organised also by Vysočina.

The paid courses to CSR are offered e.g. by the Czech Society for Quality. The two-day-course involves the complete knowledge what is the Social responsibility of organization (CSR), what level it includes, what standards may be used for its setting, what is the used practice in our country as well as in the world. The course target is to realize the benefit of the introduction of CSR conception and to provide aid while defining the interested parties. Last but not least, the program brings a survey of the important organizations dealing with the support of the topic;

It may be stated finally that the area of education and training is not covered systematically in the Czech Republic, however, the interested persons, however, have sufficient possibilities to take part in it.

14 Sustainable Public Procurement

14.1 Cyprus

Many public administrations in Cyprus are starting to integrate sustainable public procurement. In the NAP, we have set out the legislative requirements to evidence CSR in public procurement processes. This has focused on requiring evidence of environmental responsibility in public procurement. However, non-legislative instruments for encouraging sustainable public procurement exists in Cyprus.

14.2 Greece

OECD Study on the Restructuring of the National Public Procurement System

Over the past few years the Greek government moved forward with a complete overhaul of its public procurement system with the help of the OECD. This led to the transformation of the Greek General Secretariat of Commerce (SGC) into the national central purchasing body, with the new organization chart of the SGC now incorporating OECD targeted restructuring recommendations. These measures have increased the efficiency and sustainability of the public procurement process.

This effort has begun with Greece's economic adjustment agreement with its international lenders, which required the country's commitment to the implementation of procurement reforms (OECD, 2015). However, reforms were found to be challenging because of the critical condition of the state's public finances along with the country's increasingly fragile and unstable political situation. Therefore, the Greek Government along with the European Commission's Task Force for Greece requested the involvement of the OECD. In addition, the Ministry of Administrative Reform and e-Government of the Hellenic Republic and the Organization for Economic Co-operation and Development moved forward with the signing of a Contribution Agreement in the last quarter of 2012 that would allow the OECD to produce a report with the aim of measuring and reducing administrative burdens in 13 key sectors of the Greek economy (OECD, 2014b).

The report provided independent assessment by utilising the Greek modification of the internationally-recognised Standard Cost Model (SCM), in its effort to "identify shortcomings and unnecessary administrative burdens for business in the regulatory environment that hinder the functioning of markets, damaging long-term growth and limiting benefits to corporate and household consumers". It is key to explain the methodological approach of the SCM at this point. The SCM is essentially a method that allows for the determination of administrative costs for business imposed by regulation. This is achieved by dissecting regulations into a range of manageable components that can be measured (OECD, 2014b). The SCM does not address or question the policy objectives of each piece of regulation. Hence, the measurement and analysis focus only on the administrative activities that need to be completed to comply with **Table 4 OECD Recommendations for the lessening of administrative costs in Greece (OECD, 2014b)** regulation and not on the possible benefits resulting from the regulation in question (OECD, 2014b).

Economic recovery in any country is to some extent hindered by the quality of the regulatory framework in place. In 2006, the European Commission estimated that administrative costs amounted to approximately 6.8% of Greek GDP, and that a reduction of 25% in administrative costs in Greece might yield benefits of an increase of up to 2.4% of GDP by 2025(OECD, 2014b).According, to the report, which included interviews with businesses and experts, "the information obligations selected for public procurement form the third largest proportion of administrative costs and burdens in this.

Recommendation	Reduction in administrative costs (€)	Reduction in administrative burdens (€)
Codify and simplify public procurement law and regulations, maintain their stability and provide guidance to businesses	11.892.156	11.892.156
Increase use of framework agreements (based on a 10%	38.161.847	38.161.847

reduction in number of procurement tenders)		
Consolidate demand within and between public bodies (based on a 10% reduction in number of procurement tenders)	38.161.847	38.161.847
Publicise, enforce and improve the single publication point for all public contract advertisements/notices	3.964.052	3.964.052
Electronic and free-of-charge tender documents	38.533.361	38.533.361
Supporting information: require only a self-declaration at the bid stage	31.662.378	31.662.378
Supporting information supplied: Minimised, pre-defined and from a standardised menu	9.366.392	9.366.392
Supporting information and bid document electronically: Allow electronic submission of bid and related documents (even outside end- to-end e-Procurement)	8.435.768	8.435.768
Supporting information submitted by the bidder: Reduce re-submission of supporting evidence to the same contracting authority	3.799.485	3.799.485
Further standardise tender documents	3.964.052	3.964.052
Streamline the registration and renewal requirements for registry of businesses that undertake public works	3.113.585	3.113.585

project". These obligations represent a total administrative cost of EUR 393.13 million to businesses in Greece, which is considered as an administrative burden, because there are no business as usual costs which businesses would be likely to continue to incur if the obligations did not exist (OECD, 2014b). The report made a number of quantified recommendations including some measures which result from the implementation of public procurement reform included in the Memorandum of Understanding signed by the Greek Government and its international lenders. The following recommendations were introduced in the form of an action plan to reduce administrative costs and burdens in the selected public procurement obligation. Apart from the drafting of the report, the OECD implemented a programme "combining quick wins and sustainable home-grown improvements providing a practical approach" (OECD, 2015b). The programme's duration was 9 months and led to the training of 100 public officials from at least fourteen Ministries and all major independent procurement, policy and oversight bodies through a series of workshops. These workshops were led by leading European Union public procurement experts from several EU countries including Austria, Belgium, Croatia, France, Italy and Portugal. All Greek officials who attended the workshops could increase their knowledge capacity on public procurement procedures by conducting procurement exercises and sharing experiences with colleagues and officials from other government agencies and across the EU.

A key reform introduced by OECD during this process was the transformation of the Greek General Secretariat of Commerce (SGC) into the national central purchasing body by. Consequently, the SGC is now the only agency responsible for the award of agreements regarding goods and services, thus increasing the effectiveness and efficiency of the public procurement process. This process was enabled by the introduction of a new organigram for the SGC in August 2014, which now incorporates OECD targeted restructuring recommendations. Moreover, the management and communication strategy for the organization changed and a step-by-step manual for framework agreements was introduced that will allow for continuity, clarity, efficiency and sustainability in the public procurement procedure.

The process introduced has yielded significant multi-level outcomes for the procurement procedure of the Greek public administration. First of all, it will allow public administration to gradually build trust with regards to its procurement procedure by focusing on and addressing real needs. Moreover, as a direct result of the procedure the Greek government has proceeded to much needed reforms by supporting changes in procurement governance culture, with important communication channels between institutions working on aspects of procurement for the first time being established for the first time.

These institutions are the Health Procurement Committee, the Single Public Procurement Authority, the Hellenic Competition Committee, the National Anti-Corruption Coordinator and the Inspectors-Controllers Body for Public Administration. Additionally, the programme was successful in creating strong links with procurement stakeholders in

Greece through the launch of an ongoing dialogue between the private and public sectors (OECD, 2015b). This has been achieved through the organization of "meet the suppliers" panels, as well as training on OECD work on fighting bid-rigging, in close cooperation with the Hellenic Competition Committee (OECD, 2015b). Finally, the programme raised public awareness in OECD's work by presenting the OECD in the Athens University of Economy and Business (OECD, 2015b). All of these will allow for an efficient and sustainable public procurement procedure in Greece.

Institutional and Legislative Framework for Public Contracts

Sustainable public contracts are the public procurement of products that incorporating environmental, social and economic features. On August 2016, was published the L.4412/2016 on Public Procurement, Procurement and Services, incorporating the 2014/24 / EU Public Procurement Directives and 2014/25/EU on the procurement of entities operating in the water, energy, transport and postal services sectors.

The L.4412/2016 includes directions concerning the integration of both environmental and socio-economic features into public procurement. In particular:

- Enactment of a horizontal compliance clause for the contractors with the current environmental, socio-economic and labor provisions. (Article 18)
- Use of Technical Specifications to meet environmental and socio-economic requirements (Article 54)
- Use of marks which indicates to the authorities to ask for a certain compliance certification with environmental or social characteristics
- Use of contract award criteria which incorporate either qualitative or economic environmental and social criteria (Article 86)
- "Life-cycle cost" of a product, a service or a project. This calculation is related to internal costs such as acquisition, use, maintenance and end-of-life costs, such as collection and recycling costs. In addition, it is related to costs due to external environmental factors such as Greenhouse gas emissions costs and other pollutants as well as climate change mitigation costs (Article 87)
- Possibility of imposing special conditions in the execution of the contract on the fulfillment by the contractor of the obligations which arise from the applicable environmental, social and labor law provisions (Article 130)
- Award of exclusive contracts to protected productive workshops, Limited Liability Social Cooperatives, Integrated Social Cooperative Enterprises, etc. (Article 20).

14.3 Spain

Sustainable procurement involves the integration of social, ethical and environmental aspects in processes and phases of government procurement.

Both from a quantitative point of view, since it currently accounts for around 16% of Spanish GDP, as well as qualitative, since through it the major works, services and supply of the country are done, public procurement is a key instrument through which to guide economic policy.

The role of the public administrations as promoters of the incorporation of social, environmental and ethical criteria and requirements in the supply chain is marked primarily by the importance which have collectively public bodies as buyers of products and services

The Europe 2020 Strategy considers that public procurement 'plays a key role' in the achievement of its objectives, as when managing around 20% of the EU GDP, they can contribute with resources to implement the policies of the Union, among others, of innovation, the promotion of SMEs, etc.

On those lines, the three new European Directives on procurement highlight one of the key objectives of the new regulation to facilitate the access of SMEs to public contracts, introducing flexibility in the procedures, reducing the administrative burden on businesses, and avoiding disproportionate requirements.

Directive 2014/23/EU¹⁶⁵ on the award of concession contracts states that '*particular importance should be given to improving the access opportunities of SMEs throughout the Union concession markets*'.

Directive 2014/24/EU¹⁶⁶ of the European Parliament and of the Council of 26 February 2014 on public procurement and repealing Directive 2004/18/EC, points out in its recital 2 that public procurement must be articulated '*facilitating in particular the participation of small and medium-sized enterprises (SMEs) in public procurement*'. This objective has been incorporated even into **Directive 2014/25/EU**¹⁶⁷ of the European Parliament and of the Council of 26 February 2014 on procurement by entities operating in the water, energy, transport and postal services sectors and repealing Directive 2004/17/EC (recital 4)

In Spain, sustainable procurement has a regulatory framework for the performance of the Government in this matter:

- **Green Procurement Plan.** Using Order PRE/116/2008 of 21 January, the agreement of Council of Ministers was published, which approved the Green Procurement Plan of the General Administration of the State and its public bodies, and the managing entities of the Social Security.

The main objective of this Plan is the implementation of environmentally friendly practices in the procurement environment. Aims to respond to Community objectives and, at the same time, in response to the recommendations of the European Commission, be a complement and support to the

implementation of State policies for the defence of the environment and climate, as well as energy saving and efficiency.

This Plan sets the conditions under which contracting authorities may introduce environmental and social requirements in the different phases of the procurement, and sets objectives aimed at the incorporation of environmental considerations to acquire and employ a series of specific groups of products, services and works, which had been considered as priority by the European Commission, such as construction, transport, energy, furniture, cleaning, etc. Among others.

- **Draft Act on public sector contracts:** by which is transposed into the Spanish legal system, Directives of the European Parliament and of the Council, 2014/23/EU and EU/24/2014 and 2014/25/EU, of February 26, 2014.

The publication of the new law of contracts which implies a process of modernization of the public procurement rules, which will allow to increase the efficiency of public expenditure, facilitate the participation of SMEs and public authorities using contracting in support of common social objectives is imminent.

This draft law also identifies new features resulting from the reform, the introduction of notions and concepts that have as objective the simplification of procedures, reduction of bureaucracy, streamlining of the access to public procurement and the use of procurement as an instrument to implement public policies.

¹⁶⁵ Directive 2014/23/EU of the European Parliament and of the Council of 26 February 2014 on the award of concession contracts <http://bit.ly/2qdoCri>

¹⁶⁶ Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014 on public procurement and repealing Directive 2004/18/EC <http://bit.ly/2qdepvf>

¹⁶⁷ Directive 2014/25/EU of the European Parliament and of the Council of 26 February 2014 on procurement by entities operating in the water, energy, transport and postal services sectors and repealing Directive 2004/17/EC <http://bit.ly/2pa1c7Y>

Royal Decree 3/2011, November 14, revised text of the law of contracts in the public sector includes social clauses in public procurement, and provides several mechanisms to introduce in government procurement social and environmental considerations in phases of preparation, award and execution of contract

At regional level, there are numerous communities that have also developed its regulations in reference to sustainable public procurement. By way of example we may cite:

- Purchase and green public contracting in the Basque Country 2020 Scheme, which reinforces the commitment of the Basque Government to boost the green public procurement as an instrument of change, in line with the guidelines established by the Environmental Framework 2020 of the Basque Country and trends at European and international level.
- Agreement for the incorporation of environmental, social criteria and other public policies of sustainability in the day-to-day operations and the processes and procedures of purchase and contracting of the Cabildo de Tenerife, 18 of June 2012.
- AGREEMENT of March 27, 2015, of the Consell, which lays down guidelines for the application of provisions of a social nature in the hiring of the administration of the Generalitat and its public sector, as well as subsidies from the administration of the GeneralitatValenciana.
- Agreement of the Governing Council approving models of social clauses in the field of public procurement in the Principality of Asturias

PUBLIC PROCUREMENT IN EXTREMADURA

Public procurement with sustainable criteria in Extremadura has an instruction governing tenders.

Instruction on the incorporation of social, environmental, criteria, for promotion of SMEs and promotion of sustainability in public procurement of the Junta de Extremadura and the entities that integrate its public sector¹⁶⁸

This instruction was published in February 2016 in order to establish guidelines of general policy for the promotion of sustainability and the participation of SMEs in the regional procurement, as well as fix some common guidelines for the incorporation social, environmental and other public policy clauses in the different phases of procedures of recruitment of the autonomous community of Extremadura and its public-sector management.

In addition, it also pursues the following objectives:

- Improve the quality of employment, ensuring respect for collective agreements and labor rights.
- Protect the environment and natural resources
- Promote the use of renewable energy.
- Drive effective equality between men and women.

On the other hand, there is a collaboration agreement between the Junta de Extremadura and the Ministry of Employment and Social Security for the promotion of responsible public procurement. This Agreement is to promote the development of the **First Responsible Procurement Training Programme** included in the Spanish CSR Strategy 2014/2020. This scheme aims to train but also create a network of experts that boost exchange of experience enabling the application of these criteria to one higher percentage of contracting processes.

14.4 Norway

The Norwegian Government clearly recognizes the importance and opportunity of sustainable public procurement (SPP), and states that, “The public sector must take the lead by purchasing goods that have been manufactured in

¹⁶⁸Instruction on the incorporation of social, environmental, criteria for promotion of SMEs and promotion of sustainability in public procurement of the Junta de Extremadura and the entities that integrate its public sector. https://admin.extremaduracumple.es/media/compromisos/160222.Resoluci%C3%B3n_250216_CDG_230216_22.pdf

accordance with the highest ethical and environmental standards” (Norwegian Ministry of Foreign Affairs, 2009). In 2007, the government created new and improved regulations for public procurement that requires the public sector to turn down suppliers convicted of corruption, organized crime, fraud or money laundering. They are also entitled to turn down suppliers convicted of criminal offenses or malpractice related to, for example, not complying with environmental or worker’s rights legislation. These regulations were followed by the *Norwegian Action Plan (2007-2010) on Environmental and Social Responsibility in Public Procurement* introduced by the Norwegian Ministry of the Environment, Norwegian Ministry of Children and Equality and Norwegian Ministry of Government Administration and Reform (2007). The Action Plan clearly defines public sector requirements for purchasing related to both environmental and ethical aspects, and mandated the establishment of agencies in every county to advise SPP. Growing support for improved procurement strategies has been supported by the Public Information Act, updated in 2009, which makes all registers of tenders for public projects available to the public. The 6th UN Guiding Principle on Business and Human Rights is also considered in Norway’s SPP plan.

14.5 Slovenia

Slovenia is also recognising the strength of incentive available through public procurement strategies to encourage various aspects of CSR as the state/government is a large buyer.

With the introduction of green public procurement, the government can set an example and influence the market. By promoting green procurement, real incentives for developing green technologies have been provided. For certain products and service sectors the impact can be particularly significant, as public purchasers command a large share of the market (in computers, energy-efficient buildings, public transport etc).¹⁶⁹

The field of public procurement in Slovenia is regulated by EU and national legislation; the latter being in according with the first. In 2016, Slovenia amended the Public Procurement Act (ZJN-3) to transpose Directives 2014/24/EU and 2014/25/EU in national legislation. The amendments were to simplify, increase flexibility and efficiency of public procurement as well as highlight the aspects of social, environmental and innovation policies.¹⁷⁰

The new rules on public procurement introduce environmental and social inclusion principles as well as anti-social dumping instruments.

The public procurement contract now includes a contractual social clause: “In implementing procurement economic operators must comply with the applicable obligations in the field of environmental, social and labor law laid down in European Union law, the regulations applicable in the Republic of Slovenia, collective agreements or regulations of international environmental, social and labor law.” (Article 3). If this clause is violated the company can be excluded from the procurement process or the contract terminated if already in the implementation phase.

In addition, any unusually low offers must be excluded from the procurement process if not in accordance with the environmental, social and labor laws etc. With this the Act presents a new instrument of combating “social dumping”.

Other social and environmental criteria can also be added. Including reserving individual public procurement calls for specific providers such as sheltered workshops, employment centres and social enterprises – companies which would not be competitive on the conventional playing field.

The new Act continues to highlight the transparency of the subcontracting chain. Contractor are obliged to disclose their subcontractor and on the other hand have the right to ask the client to pay the costs of the subcontractor directly to the subcontractor.

¹⁶⁹ CSR in Slovenia, Jure Zrilic, European Company Law, Vol. 8, No. 2-3, pp 119-122, 2011, University of Oslo Faculty of Law Research Paper No. 2011-13 (available at https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1774757, last accessed: 31.5.2017)

¹⁷⁰ Internal documents provided to workgroup on Business and human rights by Ministry of Public Administration

Introducing environmental aspects to procurement has improved with the new Act as well: promotion of the approach to calculating the lifetime costs, the possibility of including environmental criteria and when procuring food: mandatory priority consideration in food quality schemes.

Furthermore, the Act sets clear rules and mechanisms for verification of conformity of the supplier and their offer, also introducing IT solution to support the verification process (Aplikacija e-Dosje). It also re-introduces some transparency measures:

- to ensure the integrity in public procurement by publishing decisions in public procurement calls and introducing IT solution STATIST collecting all public procurement calls in one place and
- mandatory disclosure in cases of possible conflict of interests.

Green Public Procurement

As described above some elements of green public procurement are already included in the Public Procurement Act. However, in 2011 Slovenia adopted the Decree on green public procurement, based on EU Manual for green public procurement and made green public procurement obligatory for 12 groups of products and services for all state bodies and local authorities. The aim of the document is to reduce negative impacts on the environment by the public sector.

¹⁷¹ The Decree was designed almost as a procurement call sample¹⁷² with the awareness that green public procurements is a more demanding than regular public procurement and demands more preparations and better knowledge of the subject of procurement subject. Green Public Procurement is mandatory for the following products and services:

- Electricity
- Food, drinks, farm products, agricultural products for food and catering services
- office paper and hygiene paper products
- electronic office equipment
- audio and video equipment
- refrigerators, freezers and their combinations, washing machines, dishwashers, dryers, vacuum cleaners and air conditioners,
- buildings
- furniture
- cleaners, cleaning and laundry services
- cars and trucks and buses
- tires
- electrical lamps and luminaries

The Decree is currently in the process of reform to update it in accordance with technological progress and changes in market situation. The interministerial working group for the reform of the Green public procurement Decree prepared a draft in which they propose to remove some of the restrictive mandatory environmental requirements to diversify the public procurement subjects. These environmental requirements and criteria would be optional and the ministry would publish examples to make them publicly available as recommendations. At the same time, the draft proposes expansion of the pool of products and services subject to green public procurement to 21 groups.

Awareness raising on introduction of environmental and social principles in public procurement

Ministry of Public Administration is continuously implementing awareness-raising events, trainings, exchange of good practices, providing help desk assistance, easily accessible information (on web-sites) and publishes developed guidelines for public procurement.

The green public procurements is also mentioned in several strategic and policy documents as one of the priority measures: Operational Program of measures to reduce greenhouse gas emissions by 2020, Action Plan for Energy Efficiency for 2014-2020, Framework Program for transition to a green economy, Strategy for development of public

¹⁷¹ Internal documents provided to workgroup on Business and human rights by Ministry of Public Administration

¹⁷² Prepared following the example of GPP Training Toolkit manual

administration 2015-2020, Slovenian Industrial Policy, Smart Specialisation Strategy, Strategy for development of social entrepreneurship.

14.6 Czech Republic

The responsible public purchases may be implemented by adding social and ecological criteria to the public contracts and minor public purchases in accordance with the Act No. 134/2016 Coll. on placing public contracts as amended. Of course, it is necessary, during elaboration of the tender documentation, to respect the basic principles of European rights (free competition, non-discrimination, transparency). A closer description is stated in the chapter 4.3.1.

Considering environmental as well as social criteria in public contracts is a part of the Program declaration of the government of August 4, 2010: “When placing the public contracts, the government will support asserting environmental as well as social requirements, in view of the economic profitability. “

During placing orders, it is suitable to proceed from the strategic targets of the organization and hereby to limit the risk of the single advantage for some of the applicants. A thorough analysis of priorities of the given institutions is the most important document for a transparent and effective preparation of the public contract. The required parameters shall be described in the technical specification in tender conditions; they may be also entered into the contractual conditions and criteria of bid evaluation. Attention should be devoted not only to connection to strategic plans, but also to a thorough preparation of the contract, so that the social criteria are present in all the stages of the tender procedure (specification of tender conditions, selection of suppliers, evaluating criteria, concluding and check of contracts).

15 Socially-Responsible Investment

15.1 Cyprus

Initiatives on socially-responsible investment have increasingly come to the fore as a result of the financial crisis and a number of measures in this area are therefore rather new. Overall it is an area with currently more limited activity at Cyprus although there are some examples of good practices around disclosure, monitoring, reporting and identifying risks and impacts.

Although current levels of responsible investment assets under management are negligible, the Ministry of Finance's Planning Bureau recent efforts to promote the concept and uptake of SRI in the local market foreshadows an optimistic future. The volume of responsible investment assets under management is an extremely small share of total assets under management. At present, equities are the primary class of responsible investment instruments.

Consumer demand for SRI in Cyprus is still fairly underdeveloped as there has not yet been, significant evidence of either a demand for SRI practices or products. At the same time, while the regulatory framework for pensions does allow for the inclusion of ESG assessments in investment policy making, it has not yet been implemented.

Between 2009 and 2010, the Planning Bureau of the Republic of Cyprus spearheaded an initiative to promote the concept and uptake of SRI. This project, due to its high-level of visibility and top-level Governmental support, may result in further measures that could improve the uptake of SRI in the coming years. Within the context of the domestic business and regulatory framework, several aspects are worthy of particular mention. The overall level of sophistication of the Cypriot financial services industry is, given its size, fairly high and the Cypriot banks are key players in the wider regional market of southeastern Europe. The long tradition and growth of Cypriot provident funds, which are major institutional investors with a long-term performance horizon, is also relevant in the context of SRI. Overall, one should be cautiously optimistic that there will be a modest increase in SRI in the next three years.

15.2 Greece

In direct contrast to other European countries, social economy and social entrepreneurship are still young concepts in Greece, with the country being currently unable to exploit most of the vast potential of social economy in the realm of job creation the sustainable development of local economies and societies. This is owed to a large extent to the fact that the implementation of policies and practices concerning social economy is currently at a basic level, remaining underdeveloped for the time being. According to the European Social Innovation Research' (2012) "Today, there is a great need for Greece to reinforce its social economy. The high rates of unemployment, the austerity measures, and the reductions in wages, pensions and social services have created the need for the enhancement of social economy and social innovation that can offer alternative solutions to the Greek society."

Despite the fact that a notable and substantial effort has been made on a scientific level, the design and implementation of social economy policies and practices is still at an elementary level (Kotalakides and Parlalis 2010). Another factor that affects the progress of social economy in Greece in a negative manner is that the Awareness and visibility with regards to the sector is still very low. This is the case for civil society as well as on the public administration level, with any further development being more correlated to EU Structural Funds support. The aim of this section will essentially outline the institutional framework concerning social economy in Greece and will then look into the case of the successful street magazine "Shedia".

Institutional framework

The institutional framework regarding social economy consists of law No 2716/99 "Development and modernisation of mental health services", of the new law 4019/2011 on "Social Economy and Social Entrepreneurship", and the L.4430/2016 on Social and Solidarity Economy which are shortly presented below.

➤ [Law No 2716/99](#)

The first law concerns Limited Liability Social Cooperatives (KoiSPE). These cooperatives form a special category of cooperatives because they are legal entities of private law with commercial faculty supervised by the Ministry of Health and Social Solidarity as mental health units. Their goal is the socioeconomic integration and labor market inclusion of persons with mental illnesses. The law states that the individual members of KoiSPE fall into three categories: a minimum 35% are mentally ill persons, a maximum 45% are mental health professionals and a maximum 20% are third actors. All members can obtain only one (1) mandatory share in the cooperative and multiple optional shares. However, only the first and second categories enjoy voting rights.

KoiSPE take an interest in the tourism, environment, agriculture and services provision sectors while their activities are concerned with the nutrition/catering and cleaning services, recycling, marketing of gifts and local goods, support of people with disabilities along with agricultural production/beekeeping and joinery (Katsikarou, 2011).

By law, the institution of KoiSPE, is treated in a highly favourable manner by the State. In specific the State offers several financial incentives, e.g.: social benefits for patients that are members, Tax incentives such as the exemption from income tax and municipal taxes, etc, as well as business incentives like the employment of mental health professionals without burdening KoiSPE, trilateral programme contracts, favourable regime for awarding contracts by public entities and local authorities.

By 2012, 16 KoiSPE had been established of which 12 were funded by the Operational Programme "Health and Welfare 2000-2006" of the 3rd Community Support Framework with 5.2 million EUR (Balourdos and Goermas, 2012). KoiSPE' have led to the reduction of discrimination and social exclusion by creating hundreds of jobs, 200 of which for the mentally ill. Katsikarou (2011) claimed that the total number of KoiSPE members exceed 2,000 individuals whilst the number of employers was greater than 400.

Natioulas (2012) also states that the financial assistance provided by EU Structural Funds, including the Community Initiatives HORIZON and EQUAL, have considerably contributed towards the gradual realisation of psychiatric de-institutionalisation in Greece. He also supports that the received funding from the EQUAL programme for the creation of a nation-wide technical support structure, which, through business consultancy and organizational counselling, was critical in laying the basis upon which the newly-created KoiSPEs were established.

However, KoiSPE Chios "Orion", (2011) supports that in the 12 years of implementation of the law 2716

/99, the KoiSPE institution had experience only limited development with large geographical areas of the country lacking a similar structure. Moreover, the bulk of their businesses involve the provision of services, as the risk is lower and yet the majority of the businesses remain economically non-viable with very little operating time.

➤ Law No 4019/2011

The Law 4019/2011 on "Social Economy and Social Entrepreneurship" defines Social Economy as *"the sum of economic, entrepreneurial, productive and social activities, undertaken by juridical entities or associations whose statutory aim is the pursue of collective benefit and the service of wider social interests"* (Art 1). In addition, it introduces the Social Cooperative Enterprise (KoinSEP) as an entity of Social Economy. Subsequently, Article 2 identifies KoinSEPs as civil cooperatives with social purpose possessing entrepreneurial capacity by law, having individuals or juridical entities as members, participating with one vote regardless of the cooperative shares they possess. Furthermore, Article 2 defines the fields of activity needed for an entity to be identified as belonging to Greek Social Economy.

In specific, Law 4019/2011 categorises KoinSEPs in accordance with the divergence of establishment needs and needs for incentive provision by essentially scaling the advantages and benefits based on the type of KoinSEP. The law permits the participation in the corporate form of natural and/or legal persons. For a KoinSEP to be established seven members are required, of which sixty percent (60%) are individuals and workers. The law also sets out the

Organizational Governance bodies and procedures including the General Assembly, the Steering Committee, which is a three-member committee that is elected by the General Assembly (Chrysakis 2012, Geormas 2012,).

It is key to note that Local Administration Organizations and Legal Entities of Public Law are not allowed to participate in KoinSEPs, apart from integration KoinSEPs. Profits are only distributable to members as long as these are also employees. In that case, up to 35% of the profits may be distributed to them, a 5% should be reserved while the remaining 60% should be invested in the creation of new jobs and the promotion of KoinSEP's activities (Art. 7).

The specific motives to start up a KoinSEP are the following:

- i. A KoinSEP is not subject to an income tax for the part of its profits which is placed in reserve and its activities.
- ii. The part of KoinSEP profits distributed to its employees is subject to a discharge resulting from withholding income tax, according to the applicable tax rate on the first band of income after deduction of the tax-free amount under Art. 9 (1) of L. 2238/1994 in force.
- iii. The profits made by the KoinSEP and its employees who belong to vulnerable social groups are discharged by effect of the retention of tax;
- iv. KoinSEPs can gain access to funding by the Social Economy Fund;
- v. They may have access to funding provided by the Hellenic Fund for Entrepreneurship and Development;
- vi. They may be eligible under L. 3908/2011 on "boosting private investment in economic development, entrepreneurship and regional cohesion";
- vii. They may be eligible under entrepreneurship support programs, OAED (Greek Manpower Employment Organization) work support programs and all kinds of active employment policies;
- viii. They may conclude programme contracts with the public sector, the wider public sector and first- or second-level local authorities.

According Natioulas (2012) KoinSEPs can gain access to funding provided by the "Social Economy Fund and the "National Fund of Entrepreneurship and Development". Nevertheless, it is not clear yet if all existing cooperative entities can take advantage of these funding opportunities (Balourdos and Goermas, 2012).

Planning, coordination, monitoring and evaluation policies concerning Social Economy are primarily implemented via the Special Service for Social Inclusion and Social Economy which falls under the jurisdiction of the General Secretariat for the Management of European and other funds at the Ministry of Labor, Social Insurance and Welfare.

According to the Greek legislation, social enterprises ought to be registered in the registry of Social Entrepreneurship, kept by the Ministry of Labor, Social Insurance and Welfare in order to benefit by any favourable law provisions. The Ministry audits the respective records and documents, unless protected by professional confidentiality. By 2012 there were more than 90 Social Cooperative Enterprises (KoinSEP) in the registry with more than 900 members, the majority of which have a collective and productive nature (Balourdos and Goermas, 2012).

➤ Law 4430/2016 Social and Solidarity Economy

After the first years of the implementation of Law 4019/2011, weak points and shortcomings were observed in order to achieve the aims of the law, namely the impetus and support of the particular sector of the economy. In October 2016, the new enhanced Law 4430/2016 on Social and Solidarity Economy was passed. More specifically, the ultimate goals of this Law are:

1. The diffusion of the social economy into all potential sectors of economic activity
2. Create a flexible and attractive environment for productive self-management to contribute to social progress and fair economic development
3. Promotion of collective good and social benefit as the core of the social economy

4. Developing substantially the consultation, participation and collective decision with the social partners and the bodies of Social Economy on issues that regulate the political, legal and administrative field.

The basic features of the enhanced Law are:

- ❖ The scope of the social economy players is broadened, with the possibility offered to non-KoinSEP to integrate into the institutional framework of the social economy
- ❖ The criteria and the conditions for inclusion in the different categories of social economy entities are clarified
- ❖ Simplifies the process of registering and modifying Articles of Association.
- ❖ Adequate legal basis for establishing financial and other incentives is provided. The Social Economy Fund is set up, with the aim of funding programs and actions to support Social Entrepreneurship
- ❖ The terms of participation, voluntary work and, more generally, relations between members and employees with social economy players are clarified
- ❖ Job creation clauses are foreseen by the Social Economy organizations, which have significant economic activity.
- ❖ The Employee Cooperative, a flexible legal form, will be established as a key lever for the mobilization of social entrepreneurship and social innovation in our country. This legal form seeks to exploit bankrupted or abandoned companies
- ❖ It is envisaged to create and activate a tool for measuring the social impact of the agencies so that they can evaluate their effectiveness, monitor, control and exploit good practices
- ❖ It is possible to create associations of Social Entrepreneurship players
- ❖ A National Commission and a Coordinating Committee for Social Economy are established. This reinforces the strategic planning and social dialogue on the Social Entrepreneurship issues
- ❖ Ensure continuity and smooth transition of existing social enterprises into the new framework, without "cumbersome" administrative procedures.

A Special Secretariat for Social Economy is established at the Ministry of Labor, Social Security and Social Solidarity with the main task of designing and implementing the government policy for Social Entrepreneurship.

Shedia Street Magazine

The Shedia Street Magazine is one of the first successful social Economy initiatives in Greece. The magazine's publication and distribution is run by "Diogenis NGO", a non-Governmental Organization, based in Athens, which was formed in 2010 with the goal of aiding homeless and socially excluded individuals in their efforts to integrate into Greek society (Shedia, 2017a). The organization's fundamental initiatives are the publication of the magazine along with the supervision of the Greek national homeless people's football team, being responsible for its participation in the annual homeless people World Cup. In the context of these efforts the, NGO organises various social, cultural and sport events around across the country including concerts, photo exhibitions, conferences, film festivals, football tournaments etc. (Shedia, 2017a).

The magazine as well as the national homeless people team are geared towards the provision of fundamental support to homeless people, "rough sleeper" and socially excluded individuals who have been unemployed for more than 3 years. The NGO is essentially attempting to help the miner integrate in society.

As for the magazine itself, "Shedia" is currently the only Greek street magazine and is a member of the International Network of Street Papers-INSP, a network with a membership of more than 122 street magazines, across 41 countries, employing approximately 14.000 homeless and unemployed individuals with 6.000.000 readers (Shedia, 2017b).

“Shedia”, like all street magazines internationally, is not for sale in the common press distribution centers i.e. kiosks, marketplaces etc. Instead, it is sold exclusively by certified vendors, who are members of socially excluded and vulnerable groups: homeless, unemployed and in general by people who live below the poverty line. The magazine has a price tag of 3 Euros of which 50% is paid directly to the vendor (Shedia, 2017b). The people behind the magazine hope that this initiative will help its vendors to look at life in a positive way once more, helping them escape social discrimination, exclusion and provide them with a decent source of income.

15.3 Spain

*Socially responsible investment is a long-term investment which integrates environmental and governance criteria in the process of study, analysis and selection of an investment portfolio.*¹⁷³

According to the '**Report on the Corporate Social Responsibility in Spain**', in our country the most important indexes in the field of sustainability and involving more effort and attention by companies are the Dow Jones Sustainability Indexes and the FTSE4Good.

The first evaluates three fields of action -economic, relationship with the environment and social, based on an approximate number of 24 evaluation parameters.

FTSE4Good evaluates six relevant fields: environmental management, climate change, human rights and labor, labor standards in the supply chain, corporate governance and fight against corruption.

According to the **Report of Socially Responsible Investment 2016**, by Spainsif¹⁷⁴, by 2015 Spain had funds managed taking into account of environmental, social and governance (ESG) criteria of 169 359 million EUR. This figure represents a growth of 16.3% over the 125 152 million EUR in 2013.

This same report concludes that most of the SRI investment in Spain is channelled through the large institutional investors, representing 97% of managed assets with ESG criteria compared to a 3% representing the presence of SRI retail funds.

These early advances in the development of a regulatory framework for SRI in Spain should be noted:

Plans Regulations and Pension Funds

The eleventh final provision of Law 27/2011, of 1 August, on updating, adapting and modernizing the social security system, poses a great advance in the promotion of socially responsible investment, setting a modification of the Law on regulation of schemes and pension funds in such a way that '*the control commission of the Pension Fund, with the*

¹⁷³Definition extracted from the study of Spainsif'*Report on Socially Responsible Investment 2016*'

¹⁷⁴The Spanish Forum of Socially Responsible Investment, Spainsif, is one of the most relevant associations in Spain in terms of SRI.

participation of the managing body, shall establish in writing comprehensive statement of principles of the investment policy. This statement shall be sufficiently publicised. The statement should mention if extra-financial risks are taken into consideration in investment decisions, (ethical, social, environmental, and good governance) that affect the different assets that make up the Pension Fund. In the same way, the control Commission of the employment pension fund, or the managing entity, must point in the annual management report of employment pension fund the policy pursued in relation to the socially responsible investment criteria referred to above, as well as the procedure followed for its implementation, management and monitoring".

Spanish Strategy of Corporate Social Responsibility 2014-2020

It devotes a specific section to Socially Responsible Investment and RTD, by establishing the following measures:

- **Elaboration of a guide of good practices in the field of socially responsible investment.** Its goal will be to provide companies and administrations with an instrument for inclusion, dissemination and follow-up of criteria of ethical, environmental, social, human rights and good governance in investment of financial products and savings policies, as well as to promote socially responsible investment by small investors.
- **Promote the use SRI of Pension Fund Income Tax.**

Control commissions will be encouraged to include in the reports of the Fund management of employment pensions, principles, agreements, regulations and recommendations of international consensus that take into consideration, as well as the selection criteria used and the volumes of investment, taking into account ESG criteria (environmental, social and governance).

- **Nurture the holding of meetings between socially responsible entrepreneurs and investors.**

The objective is to promote spaces to facilitate the establishment of relations between Spanish investors and entrepreneurs and promote the dissemination of projects and good practices capable of attracting international interest.

- Encourage management entities of investment funds and pension plans, to state if they take into account only financial criteria in investment decisions and, when they take into consideration extra-financial risks, mention this circumstance.

The goal is to expand the transparency of the financial market and extend respect to social, environmental and governance criteria in this type of actions, creating financial products that comply with these criteria.

- **Promote research, sustainable innovation and the development of products and services, primarily to improve the quality of life of people, especially those with greater difficulties, and reduce environmental impact.**

Sustainability-oriented and environmental improvement projects will be supported, as well as those innovative products and services aimed at people who have disabilities or who are in situations of dependency, those initiatives aimed bring technology solutions of information and communication (technology ICT) that contribute to bridge the digital gap -within the framework of the Digital Agenda for Spain approved in February, 2013- and any other identified in the Spanish Strategy of Science and Technology and Innovation for the period 2013-2020, and which involve at the same time important markets for the development of new products and services.

In connection with this line of action Spainsif and the Ministry of Employment and Social Security signed a cooperation agreement¹⁷⁵ that, among other measures, expected to put within the reach of companies and administrations different instruments for inclusion, dissemination and follow-up of ESG criteria (environmental, social and corporate

¹⁷⁵<http://www.spainsif.es/2778/>

governance) in the investment of financial products and savings policies as well as encourage SRI among small investors.

SOCIAL BONDS

In this field, it should be noted the Instituto de Crédito Oficial (ICO), as a reference in the market of impact investment¹⁷⁶ in Spain, to be the first national issuer of a social bond.

At the beginning of 2015, it issued 1 000 million EUR in social bonds, getting a demand of 2 000 million EUR. In 2016, there was a second issuance of an additional 500 million EUR.

The social bond issued by the ICO has as objective the creation or maintenance of employment in the Spanish regions most disadvantaged economically. The ICO has chosen those regions whose per capita income is below the national average. These regions have an average of 19% unemployment rate.

Also in the public sphere, the community of Madrid became on Monday the first Spanish public administration to carry out a public social bond issue to 5 years after placing 700 million EUR to 0.74% of interest rate.

The community is the only administration certified to issue such bonds and thus follows the path taken by other European regions.

SOCIALLY RESPONSIBLE INVESTMENT IN EXTREMADURA

The Extremadura Government advocates for socially responsible investment, as evidenced by the fact that the Act 15/2010 Social Responsibility included a section aimed at the promotion of the SRI. Article 16.b:

- Promoting socially responsible investment (SRI) as a positive lever of change in this new business development.

In addition, the Junta de Extremadura and the Forum for Socially Responsible Investment (Spainsif) signed in 2014 a collaboration agreement¹⁷⁷ whose object is the promotion of SRI based on different lines of action, namely: the promotion of the SRI for the generation of supply and demand, the design of joint actions of awareness in terms of SRI and research on how to boost SRI through the Observatory of Social Responsibility of Extremadura (ORSE).

The Extremadura CSR Strategy 2015-2017, includes specific action intended to promote SRI, which contains the following measures:

- Introduce the commitment to responsible public investment in entrepreneurial initiatives in which the Junta de Extremadura participates.
- Improve access to projects qualified as 'Socially responsible projects' to funding lines.
- Boost knowledge in Extremadura on socially responsible investment through the collaboration agreement with Spainsif.
- Create a guide for the application of criteria of environmental, social and corporate governance (ESG) in investment and purchase decisions.
- Promoting from Extremadura the development of recommendation guidelines for extra-financial risk analysis in loans and investments of financial institutions policies and processes of traditional venture capital investment and innovative crowdfunding, P2P credits and microcredits.
- Promotion of different lines of microcredit, for the most disadvantaged groups.
- Definition of social indicators as alternative financial instruments and micro-credit scoring criteria.

¹⁷⁶ Impact investing is a term coined by some organizations to refer to those capital investments in companies or funds that generate social and/or environmental assets along with a few returns for investors that can range from the simple return of principal to a profitability below-market

¹⁷⁷ <http://bit.ly/2qnSxjq>

15.4 Norway

Actors in the capital market are becoming more interested in CSR because professional investors have begun to recognize the importance of environmental and social factors in the long-term value of their investments. Investors are also more consistently being held accountable for the non-financial status of their investments and are required to include ethical considerations in their decision making. In the 2009 White Paper, the Norwegian government calls on private financial institutions to give more weight to social responsibility in their activities and encourages all parts of the financial to increase the transparency on their investments (Norwegian Ministry of Foreign Affairs, 2009). Standardized and regulated financial and non-financial reporting should be recognized as essential building block for sustainable investment policy that it is. The 2015 National Action Plan on Business and Human Rights also touches upon trade and investment policy related to the UN Guiding Principles and “seeks to ensure that provisions on respect for human rights, including fundamental workers’ rights, and the environment are included in bilateral free trade and investment agreements” (Norwegian Ministry of Foreign Affairs, 2015, p. 27). 14

Norway’s Government Pension Fund, also known as the Sovereign Wealth Fund, presents an interesting case in the responsibility of the state to uphold socially sustainable investment. The Fund was established in 1990 to secure the long-term management of Norway’s revenue from the petroleum sector. Because the fund belongs to the Norwegian people and future generations of Norwegian citizens, it is essential that it is managed responsibly, meeting long-term needs and ethical responsibilities. The Ministry of Finance has therefore outlined specific guidelines for the management of the pension fund.

For more information on sustainable investment in Norway, see Pedersen, S.M. and Slette, S.B. (2016).

15.5 Slovenia

There is no evidence of Slovenia promoting any of the international standards such as the Santiago Principles for sovereign wealth funds or the International Finance Corporation’s Performance Standards on Environmental and Social Sustainability, and there is also no Slovenian asset owners, investment managers or services providers among the UN Principles for Responsible Investment (UN PRI) signatories¹⁷⁸.

There is very limited activity in socially responsible investment field in Slovenia. If any changes in this direction are being made, experts say is due to investor pressure or on individual institute’s accord and not the regulation. For example, NLB Skladi (Funds) use services such as Robecosam¹⁷⁹ and Sustainalytics¹⁸⁰ as tiebreakers when making investment portfolio decisions as per their internal plans.¹⁸¹

While the Securities Market Agency¹⁸² does not address responsible investment, Slovenian Sovereign Holding is addressing it in its Corporate Governance Code for Companies with Capital Assets of the State. The code was amended in 2014 based on OECD Principles for corporate governance and OECD/G20 Guidelines for corporate governance of Companies with Capital Assets of the State. It promotes social responsibility, transparency and disclosure of non-financial information. Including progress reports for non-financial goals, referencing European EFQM Excellence Model as a tool for assessment of benefits and opportunities in the fields of human resource management, sustainable development, customer partnerships etc.¹⁸³ The code also promotes the adoption of Ethical Code and Corporate

¹⁷⁸ UN Principles for Responsible Investment: signatory directory:

<https://www.unpri.org/signatory-directory/?co=&sta=&sti=&sts=&sa=join&si=join&ss=join&q=slovenia>, last accessed: 31.5.2017

¹⁷⁹ Robeco SAM official web-site: <http://www.robecosam.com/>

¹⁸⁰ Sustainalytics official web-site: <http://www.sustainalytics.com/about-us/>

¹⁸¹ Information provided by a NLB Skladi employee in a shorty phone inquiry

¹⁸² Securities Market Agency Official web-site: <http://www.a-tvp.si/eng/>

¹⁸³ Slovenian Sovereign Holding: The Corporate Governance Code for Companies with Capital Assets of the State: <http://www.sdh.si/sl-si/upravljanje-nalozb/kodeks-upravljanja-kapitalskih-nalozb-republike-slovenije>, last accessed: 31.5.2017

Integrity, which should include a responsible behaviour of companies towards wider community (environmental protection and social responsibility).

Social entrepreneurship

However, Slovenia is actively promoting social entrepreneurship, as it is one of priority areas of Slovenian government and is included in its strategic projects¹⁸⁴. Among others, promotion of social entrepreneurship is included in Slovenian Industrial Policy and Smart Specialization Strategy of Slovenia¹⁸⁵. Latteris focusing on locating, integrating and joining information provision of all existing stakeholders active in the field of social innovation in the regions, promotion of already established models (social cohesion or cooperatives), preparation legislative and supportive environment for the transfer of the ownership of companies to employees (workers' cooperatives) and increasing quality of support services for social innovation by specialising the stakeholders. While trying to develop a stronger sector of social enterprises, Slovenia is witnessing a strong increase in enterprises offering support to potential and new social entrepreneurs.

As of May 2017, there is 253 companies on the list of social enterprise published by the Ministry of Economic development and technology.¹⁸⁶ Still, Slovenia has a very diverse social economy, which is demonstrated in over 33.000 civil society organizations that are not included in the social entrepreneurship¹⁸⁷, but are making a great impact to the Slovenian economy. Removal of administrative obstacles and with financial incentives and funding calls the number of social enterprises among the CSOs is on the rise.

End of 2014 Ministry of economic development and technology took over the responsibility in the field of social entrepreneurship from the Ministry of Labor, Family, Social Affairs and Equal Opportunities in order to strengthen the segment of social enterprises and innovative forms of corporate market activity. However, Ministry of Labor, Family, Social Affairs and Equal Opportunities is still responsible for the field of social inclusion of vulnerable groups.¹⁸⁸

In 2011, Slovenia adopted the Social Entrepreneurship Act¹⁸⁹. The Act defines a social enterprise, conditions of operation and the direction of development.

The Act states that promoting the development of social entrepreneurship is provided through the implementation of various measures¹⁹⁰:

- ❖ Promotion of social entrepreneurship

“Measures for promotion of social entrepreneurship include: financial and other measures for promotion of social entrepreneurship, for development of information and education system, for providing finance for the creation of a fund to promote the development of social entrepreneurship, for the development and support services for social enterprises (including services for the creation of social enterprises and advisory services for restructuring of a social enterprise, which currently does not meet the criteria in the Act), for inclusion of municipalities in the implementation of policies in measures, searching for new business opportunities for social enterprises (including the implementation of market research for social entrepreneurship in identifying opportunities of public service delivery in social enterprises).”

¹⁸⁴ Portal Novi podjetnik: News: <https://www.podjetniski-portal.si/index.php?t=news&id=2111>

¹⁸⁵ Smart Specialization Strategy in Slovenia S4, available at:

http://www.svrk.gov.si/fileadmin/svrk.gov.si/pageuploads/Dokumenti_za_objavo_na_vstopni_strani/S4_document_2015_ENG.pdf, last accessed: 31.5.2017

¹⁸⁶ http://www.mgrt.gov.si/si/delovna_podrocja/socialno_podjetnistvo/evidenca_so_p/

¹⁸⁷ Portal Novi podjetnik: Social Entrepreneurship: <https://novipodjetnik.si/socialno-podjetnistvo-cemu-kako-bi-se-ga-lotili/>

¹⁸⁸ Portal Novi podjetnik: News: <https://www.podjetniski-portal.si/index.php?t=news&id=2111>

¹⁸⁹ PISRS: Social Entrepreneurship Act: <http://www.pisrs.si/Pis.web/pregledPredpisa?id=ZAKO6175>, last accessed: 31.5.2017

¹⁹⁰ Portal Social Innovators: How to finance social enterprise's activities

<http://www.socialni-inovatorji.si/knjiga/socialno-podjetnistvo/54-kako-financirati-dejavnost-socialnega-podjetja>

For example free “Regional (social) entrepreneurship training academy” organised by SPIRIT Slovenia - Public Agency for Entrepreneurship, Internationalization, Foreign Investments and Technology¹⁹¹ for building capacities of (potential) social entrepreneurs in the fields of business idea creation, market positioning, development of services and products, successful implementation of operation and growth of entrepreneurial ventures.

❖ Shaping of favourable business environment,

“These measures include financial and other measures to ensure spatial, technical and other conditions for the creation and operation of social enterprises, including business incubators for social enterprises, start-up co-financing and co-financing for job creation, co-financing for start-ups of social enterprises offering support services to social enterprises and other measures for the implementation of support services for social businesses whose target group are people who start these businesses.”

❖ Promotion of employment

“Measures to promote employment in social enterprises include the implementation of active employment policy measures, targeted at social enterprises or persons who establish a social enterprise is or will be employed in one, arising from the most vulnerable groups in the labor market, whom social entrepreneurship is intended for.” Policies for active employment and social inclusion of vulnerable groups are actively promoted and supported by the Ministry of Labor, Family, Social Affairs and Equal Opportunities.

❖ Measures to facilitate access to finance investments in social enterprises.

Measures to facilitate access to finance investments in social enterprises for the establishment and operation of social enterprises include the provision of favourable loans (The Slovene Enterprise Fund^{192,193}), guarantees and subsidies from the budget resources through the fund to promote the development of social entrepreneurship and European resources for social enterprises (e.g. public tenders to promote projects of social entrepreneurship in different regions, public tenders for financing social entrepreneurship).

In its Public Procurement Act, Slovenia also allows a chance for public purchasers to reserve a public procurement call for social enterprises only. This one social enterprises do not need to compete directly with other enterprises.¹⁹⁴

The government is providing support in the field, however the initiatives and financial support mechanisms show the lack of understanding of the role of social entrepreneurship. Mechanisms and support are not always well distributed, as they focus mostly on employment for vulnerable groups in the labor market, or properly defined.¹⁹⁵

The most common and the best developed support mechanism for the Slovenian social enterprises are consultancy services – there are many consulting firms which are counselling on the field of supporting potential social entrepreneurs and business counselling and education for new entrepreneurs¹⁹⁶. However, these services are not always available to all as they are not free of charge.

¹⁹¹ SPIRIT Slovenia: regional educational academies on social entrepreneurship:

<http://www.spiritslovenia.si/novice/2013-10-28-Regijske-socialno-podjetniske-izobrazevalne-akademije>, last accessed: 31.5.2017

¹⁹² Public Fund of Republic of Slovenia for Entrepreneurship or shortly The Slovene Enterprise Fund (the Fund or SEF):

<http://www.podjetniskisklad.si/si/produkti-sklada/program-mladi/mikrokrediti/neposredni-krediti-za-podjetja-s-statusom-socialnega-podjetja-p7-s-op>

¹⁹³ Slovene Enterprise Fund: 12 mioeuos in microloans for social enterprises in 2016

<http://www.podjetniskisklad.si/si/novice-in-objave/novice/sporocila-za-javnost/303-12-milijonov-evrov-mikrokreditov-za-socialna-podjetja>, last accessed: 31.5.2017

¹⁹⁴ See Sustainable Public Procurement Chapter

¹⁹⁵ Gea College: State of the Art report: CSR in Slovenia: <http://gea-college.si/wp-content/uploads/2016/06/StateOfTheArtReportSI.pdf>, last accessed: 31.5.2017

¹⁹⁶ Gea College: State of the Art report: CSR in Slovenia: <http://gea-college.si/wp-content/uploads/2016/06/StateOfTheArtReportSI.pdf>, last accessed: 31.5.2017

The current government launched so called (strategic) Project 9: Promoting the development of social enterprises, cooperatives and economic democracy with the purpose of¹⁹⁷:

- Updating legislation in the field of social economy (to remove administrative burden preventing entrepreneurs to register social enterprises).
- Establishing a comprehensive system of organizational structures in the field of social economy.
- Preparation and approval of Strategy of development of social economy, and establishment of a system for monitoring, measuring and evaluating the social impacts.
- Preparation and approval of the Action Plan for facilitating the implementation of processes of deinstitutionalisation (currently a large part of social welfare and health services is implemented by the public sector, which represents big burden for the state budget).
- Preparation and implementation of procedures to provide financial support for the development of social entrepreneurship and cooperatives in all phases of development and not only, providing financial measures for inclusion of disadvantaged with less employment possibilities in the labor market as in the previous financial perspective.

The implementation of the P9 project activities in Slovenia is taking longer than planned due to inter-ministerial coordination issues¹⁹⁸, however the government is taking active steps in promotion social entrepreneurship in the wider region of SSE. At the Regional conference on the development of the social economy in South East Europe, held in Ljubljana in April 2017, they adopted The Ljubljana Declaration. Ljubljana Declaration aims “for stronger and structured cooperation between EU and South-East Europe. Declaration recommends increased visibility and acknowledgement of social economy and social economy enterprises. It further advocates reduction of different conditions in access to funds provided by EU institutions as well as supports creation of network of social economy organizations on the regional level. Ljubljana Declaration also states that the European Union and the countries of SE Europe should take appropriate actions to create an ecosystem for social economy enterprises in the process of tackling the emerging challenges concerning migrants and refugees.”¹⁹⁹

The delays in the implementation of this strategic priority project of the state and the fragmented measures introduced for social enterprises are felt by the enterprises themselves. According to the interview with the director of one of the social enterprises²⁰⁰ the state is eager to promote the establishment of a social enterprise. The number of social enterprises grew exponentially in the last couple of years. It is easy to acquire the status of a social enterprise and the newly established social enterprises can participate in funding calls through Ministry of Economic Development and Technology (in one of the last calls 50% of social enterprises receiving the funds were established only a month earlier). However, the state should do more in the field of awareness raising about what a social enterprise actually is, inspect the compliance of the operation of businesses with this status and promote the (longer) operating social enterprises as well. Currently, the promotion of social enterprises is carried out more by other companies, using their services/products, and less by the state, which is more reluctant to purchase the services/products from social enterprises. The state should be more involved in the shifting of the mindset of the society. As in case of green public procurement, it would help to promote social enterprises to have more emphasis put on social public procurement. For example, public procurement calls designed to first accept offers from social enterprises and, if there is no suitable provider found, open the call to other providers in the field. Currently, social enterprises also often found themselves in a situation of a unfair competition with state/municipality funded public institutes. As a social enterprise, they cannot receive the support from local authorities sometimes required in a call as it is given to the public institutions. Furthermore, the lack of necessary acts and regulations covering social enterprises

¹⁹⁷ The Government of the Republic of Slovenia: Project P9 – promotion of social entrepreneurship development...

http://www.vlada.si teme_in_projekti/projektna_pisarna/p9_spodbujanje_razvoja_socialnega_podjetnistva_zadrznistva_in_ekonske_demokra_cije/, last accessed: 31.5.2017

¹⁹⁸ The Government of the Republic of Slovenia: Progress Report in Strategic projects:

http://www.vlada.si/fileadmin/dokumenti/si/projekti/2015/PP/porocilo_VPP_maj17.pdf, last accessed: 31.5.2017

¹⁹⁹ The Government of the Republic of Slovenia: News: Ljubljana Declaration

http://www.vlada.si/en/media_room/newsletter/slovenia_weekly/news/article/ljubljana_declaration_scaling_up_social_economy_enterprises_in_sse_59693/, last accessed: 31.5.2017

²⁰⁰ Phone interview with Ana Pleško, Simbioza Genesis social enterprise (see best practices for more).

or their enforcement is causing confusion and operational issues within social enterprises. A specific case mentioned were an incoherence of the accounting standards.

15.6 Czech Republic

The socially responsible investing is the method corresponding to the values of the sustainable development for investing as well as following care for these investments. The funds focused on the sustainable development use, besides the financial criteria for the selection of securities into the portfolio an additional set of scales, so-called filters testing the access of issuers (especially companies) to social aspects of business.

The range of products orientated on socially responsible financing is being offered in the CR by several European fund administrators (e.g. BNP Paribas, Belgian KBC or Société Générale), but also other companies, e.g. Erste Sparinvest.

For the people not accepting the credit risks of companies, a fund exists focused on the governmental as well as multinational issuers. The benchmark in this case is e.g. fight against corruption, prevention of laundering dirty money or applying ESG criteria concerning the social or environmental performance/effectiveness (education, fight against poverty, expenses exerted on the health system or renewable sources). The CR is, under our methodology, included into the middle third, i.e. neutral third and the fund accepts CR as bond issuer.

In the area of green funds, a large selection of share funds focused on the companies from green branches exists. Besides the regulated funds investing into the publicly marketable funds with the important share of “green” revenues, qualified investors may find, specialized funds focused on private equity (English concept means the middle term to long-term financing provided for acquiring the share in the basic capital of enterprises, the shares of which are not marketable on the stock exchange and have the potential for the creation of value in future), i.e. publicly non-marketable funds or “green” hedge funds with a special focus (These are special funds, funds which are not subject to regulation; they are highly risky investments, which may bring a high revenue, but also a high risk. They try to achieve an absolute revenue independent on the general economic development and development of capital markets.).

The data on the total volume of investments, which may be included among socially responsible in the CR, are not available.

16 Financial Obligation and Anti-corruption

16.1 Cyprus

In the aftermath of the financial and economic crisis, public awareness around financial obligations, but also fairness in remuneration particularly between the highest and lowest paid, has grown. To a lesser extent, this is also true for corruption at the national level, but in the political and economic sphere. Despite this, the National Action Plan only highlights a few measures in relation to anticorruption. This is an area for development in the future, although legislative requirements are increasing.

In Cyprus, there is a general perception that there is little corruption. International surveys confirm that corruption is not perceived as widespread in Cyprus. It can be said that Cyprus is well equipped to deal with threats of corruption, however, there is room for further improvement in the direction of the formulation of an anti-corruption strategy and the implementation of unified, detailed anti-corruption and bribery provisions which will clearly combine the rationale of the EU current provisions as shown through the Criminal Law Convention on Corruption and the domestic legislation in place.

Cyprus still lacks a comprehensive anti-corruption and bribery piece of legislation. However, the Penal Code (Cap.154) defines a series of offences of official corruption, such as extortion by public officers, abuse of office, or neglect of official duty. In addition, the Prevention of Corruption Law Cap. 161 provides for sanctions to be taken against both public and private corruption. The Public Service law contains special anti-corruption provisions and a corresponding code of conduct allows for compulsory retirement or dismissal after a disciplinary punishment.

Furthermore, Cyprus has proceeded with the ratification of the Criminal Law Convention on Corruption (ETS 173) by adopting Law 23(III)/2000, according to which the acts and conduct referred to in the Convention constitute criminal offences in Cyprus which are punishable with imprisonment and/or a pecuniary sentence without prejudice to the trial court to impose any other sentence or to issue any order which it may impose or issue in the adjudication of criminal cases.

Additionally, in order to ratify the Additional Protocol to the Criminal Law Convention on Corruption (ETS 191), Cyprus adopted Law 22(III)/2006, which, with reference to Law 23(III)/2000 which also incorporates the offences of the Additional Protocol to the Criminal Law Convention into the criminal legislation of Cyprus.

Member States have set out specific structures or institutions in their National action plans in order to tackle anti-corruption. Partners should report if any structures, institutions, legislation exist for this.

16.2 Greece

One of the key chronic issues that has served a great deal in bringing Greece into the current social and economic crisis is none other than corruption. As part of the reforms implemented by the Greek state on the aftermath bailout agreements of 2010 and 2012 with the IMF and the EU the Greek government agreed to take necessary steps to tackle corruption. As we have seen above, this process included the reform of the Greek Public procurement procedure, a process which in Greece was known for its corruption. Moreover, the Greek Government, with the help of the European Commission Task Force, has begun to take necessary steps in the fight against corruption. Currently, Greece ranks 69th among 171 countries in Transparency's International Corruption Perception Index for 2016 with the low ranking of 44, indicating that most Greeks feel that corruption is still a serious problem within their country (Transparency International, 2016).

In late 2012, Greek authorities and the European Commission Task Force jointly introduced Road Map on Anti-Corruption as the foundation for a thorough and comprehensive national strategy (European Commission, 2012,). This anti-corruption strategy was subsequently formulated by Greek authorities in early 2013 with the inclusion an action plan (Hellenic Ministry of Justice, 2013). This was a significant move towards addressing the great challenges Greece in the field of corruption, especially in terms of an effective and efficient coordination in this area. For this

matter the plan created a position of a national anti-corruption coordinator with the task of overseeing the implementation of plan (Hellenic Ministry of Justice, 2013).

Legal Framework

In accordance with the anti-corruption legal instruments of the Council of Europe, Greek law covers all forms of corruption and trading in influence offences. The provision and scope of criminal law regarding corruption offences allows for the prosecution of all elected and appointed officials, and any other public officials if needed. Nonetheless, Council of Europe's Group of States against Corruption (GRECO), has pointed out that the Greek legal framework is too complex, scattered among the Penal Code, other domestic laws and the various laws ratifying international instruments, instead of all necessary provisions being centred around one single piece of legislation. This clearly affects the nature, efficiency and effectiveness of the legislation's implementation. Moreover, the legislation providing for criminalisation of corruption-related offences demonstrates inconsistency, with particular reference to the provisions on active and passive bribery and on trading in influence (Council of Europe, 2012). In addition, the OECD has called for further improvement of the rules on foreign bribery and the liability of legal persons (OECD, 2012). These issues highlight the lack of a coherent approach on anti-corruption from the part of the Greek government.

In August 2013, GRECO published its interim second compliance report, reaching to the unfortunate verdict that out of a total 27 recommendations on incriminations and party funding only one was implemented in a satisfactory manner (Council of Europe 2013). The government has prepared draft legislation with the aim of addressing the current deficiencies and ensuring a streamlining of existing criminal law provisions. The government also introduced short-term amendments to the criminal code in spring 2013 aimed at increasing the sanctions applicable to offences of active and passive bribery and bribery of a judge. By 2015, GRECO noted in its third interim report on Greece that "Greece has now implemented satisfactorily or dealt with in a satisfactory manner in total nineteen of the twenty-seven recommendations contained in the Third Round Evaluation Report. Of the remaining recommendations, six have been partly implemented and two not implemented" (Council of Europe, 2015).

Institutional Framework

The institutional anti-corruption framework shares the same level of complexity with the legal framework. The institutions concerned with the fight against corruption are the General Inspector of Public Administration, specialised departmental inspection bodies or units within agencies and ministries, the Office of the Commissioner General of the State, the Financial and Economic Crime Unit (SDOE), the offices of public prosecution specialising in corruption recently established in Athens and Thessaloniki, the Financial and Economic Crime Prosecutor's Office, the Independent Authority to Combat Money Laundering, the internal affairs unit of the Greek police, the Supreme Court of Audit and the Ombudsman. The main issue here is the lack of sufficient inter-agency cooperation raising fundamental questions on the effectiveness of the entire system to rise up against corruption. In order to address these concerns, a national anti-corruption coordinator was appointed in mid-2013.

Law enforcement and judiciary

The judiciary has recently taken steps to improve its track record on corruption. In view of recent high-level cases, including cases against former ministers and mayors, have demonstrated better and more effective handling of corruption cases by courts leading to the enforcement of severe sentences. In addition, to the general prosecutor's office, Greece has established two specialised prosecution services linked to the anti-corruption fight: the prosecution service responsible for economic crimes set up in 1997 and the prosecution service in charge of corruption offences, which was established in 2011. Prosecution services moved to a further specialisation in 2013 with the setting-up of additional specialised offices of the public prosecutor against corruption with the task of overseeing and coordinating investigations of corruption. The first two specialised prosecution offices of this kind were established in Athens and Thessaloniki, the two largest jurisdictions of the country with the highest number of complex corruption cases.

Opinion polling and statistics

➤ Perception Surveys

In the 2013 Special Eurobarometer on Corruption 99% of Greek respondents considered corruption to be a widespread problem in their country (EU average: 76%), with 63% sharing a belief that that it affects their daily lives (EU average: 26%) and 80% believing that favouritism and corruption hinder business competition in Greece (EU average: 69%) (European Commission, 2013). 93% consider that bribery and the use of connections as the easiest way to obtain a job within the public sector (EU average: 73%). In most cases, these are the highest percentages in the EU. 95% believe that corruption exists both at regional and local level in Greece (EU average: 77%).

➤ Experience of Corruption

The 7% of the Greek respondents to the 2013 Eurobarometer survey admitted that over the past year they were asked or expected to pay a bribe for services (EU average: 4%) (European Commission, 2013). According to the last Transparency International Survey for petty corruption in Greece, which was conducted in 2012, the extent of domestic petty corruption has decreased significantly both in the Public and the Private sector. It was the third consecutive year, since 2010, that corruption is descending. In comparison to 2012, the percentage of corruption in 2013 is 15.1% lower (while in 2012 15.7% shrank during the previous year) (Transparency International, 2013).

➤ Business surveys.

According to a Eurobarometer business survey, 89% of Greek businesses (EU average: 73%) and 80% of the respondents from the general population (EU average: 69%) believe that favouritism and corruption hamper business competition in Greece. 92% of companies consider that bribery and the use of connections is often the easiest way to obtain certain public services (EU average: 69%) (European Commission, 2013). 66% of business people (EU average: 43%) believe that corruption is a problem for their company when conducting business in Greece and 67% consider patronage and nepotism as an obstacle (EU average: 41%) (European Commission, 2013).

16.3 Spain

The **2003 United Nations Convention against Corruption (UNCAC)**²⁰¹, requiring member states to guarantee the existence of one or more bodies specializing in the fight against corruption, has led to the creation of different anti-corruption bodies, such as the Court of Auditors, the Special Prosecutor against Corruption and Organized Crime or the Ombudsman in Spain

In addition, Spain has a regulatory framework to promote transparency and prevent corruption:

- Law of transparency, access to public information and good government²⁰² that implements the exemplary public behaviour, linking the value of transparency to an ethical and legal framework of good governance, with rules of legal rank, legal systematics and clear parameters of demand and responsibility.

Emerging from this law:

- The **Transparency Portal in Spain**, <http://transparencia.gob.es>, in which Spanish citizens can consult all public information from the General Administration of the State, which is required by law. This portal includes relevant legislation and the draft legislation, contracts, grants, annual accounts, budget information, audits and inspection. This basic information is accompanied by another especially relevant, encompassing the curriculum of senior officials as well as the amount of their remuneration. The portal is managed by the Office of Transparency and Access to Information.

²⁰¹<http://bit.ly/2qo2WM7>

²⁰²Law 19/2013, December 9, on transparency, access to public information and governance <http://bit.ly/2pB4aAQ>

- **Council of Transparency and Good Governance**, which Statute²⁰³ was adopted in 2014. It is an independent public body with legal personality, and full capacity to act
- **The Plan of Democratic Regeneration and Fight against Corruption**²⁰⁴, approved by the Council of Ministers in 2013, includes a wide range of measures to fight corruption and improve the mechanisms of response and detection of that available to the Spanish State.

The plan consists of forty measures affecting a dozen laws, distributed in three regulatory packages:

- a. Control of the activity of political parties.
 - b. Regulation of the exercise of the office of the general administration of the State, which are **Law 3/2015, 30 March, regulating the exercise of the high office of the General Administration of the State**²⁰⁵, which aims to introduce new mechanisms that guarantee that the actions of the members of the Government and the officials thereof, comply with the most rigorous principles of prevention and management of conflicts of interest.
 - c. Criminal response against corruption
- Proposition of Comprehensive Law of Fight against corruption²⁰⁶, currently in parliamentary procedure that includes issues such as the prohibition of the pardons to people convicted of corruption, measures to protect corruption whistle-blowers, classing illicit enrichment as a crime, the elimination of the maximum terms in the criminal procedure.

On May 12, 2016, the Anti-Corruption Summit held in London, in which participated about fifty countries, the Spanish Government took 26 commitments against corruption, among which we can mention:

- Spain shall adopt measures to ensure transparency in the ownership and control of all the companies involved in the purchase of property and public procurement.
- Spain is committed to deploy public-private information-sharing mechanisms to improve the capacity of preventing and detecting the money laundering linked to corruption.
- Spain will collaborate with other countries, civil society and international organizations to support the accelerated implementation of the voluntary provisions of the United Nations Convention against Corruption.

With regard to enterprises, transparency and the prevention of corruption are two aspects that all Spanish organizations are putting their efforts, fruit of a society that increasingly demand more information, with tangible results and aware that corruption must be combated in all its forms.

Among the initiatives highlighted in our country in terms of financial transparency, we find the **Unified Code of Good Government of the National Securities Market Commission (CNMV)**²⁰⁷, which replaces the earlier 2006, Conthe code.

The 64 recommendations contained in the Code, which apply to the companies listed in Spain, are grouped in three large blocks: General Aspects, Annual General Meeting and Board of Directors. The major new features included with respect to the previous code, include the incorporation of new transparency measures at meetings of shareholders and of composition, performance and evaluation of the Boards of Directors, as well as the remuneration of its

²⁰³Statute of the Council of Transparency and Good Governance <http://bit.ly/2pSVGrO>

²⁰⁴Plan of Democratic Regeneration and Fighting against Corruption. <http://bit.ly/2pSTlrh>

²⁰⁵<http://bit.ly/2p1bWID>

²⁰⁶<http://bit.ly/2qosZ5V>

²⁰⁷<http://bit.ly/2qzNqjA>

members. It is also the first time that aspects of corporate social responsibility are included. Fundamentally, it is recommended:

- The inclusion of CSR policy, together with the rules of corporate governance and internal codes of conduct, as subject to monitoring by any of the commissions, including a detail of the functions which must assume such Commission in these areas (R53).
- A CSR policy with a minimum content (R54).
- To report in a separate document, or in the management report, of issues related to CSR, using any of the methodologies accepted internationally (R55).

Following the implementation of the Unified Code of Good Governance the '**Technical guide of good practices for the implementation of the principle of comply or explain**'²⁰⁸ was published. This guide provides a set of criteria to facilitate the implementation of the legislation that it applies on corporate governance to listed companies.

Transparency and anti-corruption measures in Extremadura

Extremadura has a policy framework that allows to regulate the promotion of transparency and the establishment of anti-corruption measures.

- **Law 4/2013, May 21, on Open Government of Extremadura** is intended to open Administration, and contains two chapters of special significance in this field: the transparency and public information.
- The **Extremadura Strategy of Social Responsibility** has a specific action aimed at the promotion of transparency in the public sector, which includes the following measures:
 - Expand the publication of reports of sustainability or social responsibility to all foundations and agencies dependent on the Government of Extremadura.
 - Upload onto the Transparency Portal of the Government of Extremadura the reports of sustainability or social responsibility to develop the Government of Extremadura as well as their foundations and dependent organisms.
 - Boost citizen participation through consultation mechanisms in the development of plans, strategies and programs that are developed from the Government of Extremadura.
 - Promote citizen participation in public procurement tables.
 - Promoting participation in the procedures of environmental management, public administrations affected by them and all those interested
 - Establishment of a CSR policy in the management of the structural funds 2014-2020.
- Likewise at the national level, the Government of Extremadura has a [Transparency Portal](#)
- Transparency Portal of the University of Extremadura <http://www.unex.es/transparencia>

16.4 Norway

In 1999 Norway ratified the OECD anti-corruption recommendations. The recommendations were then translated into law in 2003. Experts claim that it is the most encompassing anti-corruption law compared to other countries (Ditlev-Simensen et al, 2015). Table 3 is an excerpt from the Norwegian General Penal Code outlining the anti-corruption law.

Table: Extraction for the Norwegian General Penal Code (as presented in Ditlev-Simensen et al, 2015, p. 186)

²⁰⁸ <http://bit.ly/2pSik3s>

§ 276a. Corruption

Any person who

(a) for himself or other persons requests or receives an improper advantage or accepts an offer thereof in connection with a position, office or assignment, or

(b) gives or offers any person an improper advantage in connection with a position, office or assignment shall be liable to a penalty for corruption

Position, office or assignment in the first paragraph also mean a position, office or assignment in a foreign country.

The penalty for corruption shall be fines or imprisonment for a term not exceeding 3 years. Any person who aids and abets such an offence shall be liable to the same penalty.

§ 276b. Gross corruption

Gross corruption shall be punishable by imprisonment for a term not exceeding 10 years. Any person who aids and abets such an offence shall be liable to the same penalty.

In deciding whether the corruption is gross, importance shall be attached to, inter alia, whether the act has been committed by or in relation to a public official or any other person in breach of the special confidence placed in him by virtue of his position, office or assignment, whether it has resulted in a considerable economic advantage, whether there was any risk of considerable damage of an economic or other nature, or whether false accounting information has been recorded, or false accounting documents or false accounts have been prepared.

Anti-corruption is also supported by the OECD Guidelines and the Global Compact, two frameworks that the Confederation of Norwegian Enterprise has used in its guidance of Norwegian companies. The Working Environment Act, since 2009, also contains a regulation that protects whistleblowers from retaliation, making it easier to report corruption without personal setback. Again, non-financial reports are an essential component in combatting corruption, and should be standardized and required.

16.5 Slovenia

Slovenia is 31st out of 176 countries on the Corruption Perception Index (CPI) in 2016.²⁰⁹ Thus, the CPI for Slovenia has not changed visibly since 2012. The CPI is based on how the business representatives, lawyers, analytics and experts detect corruption in public sector,²¹⁰ therefore noted in European Commission's report on CSR in national policies: "Supporting businesses working in countries which are high on the Corruption Perception Index will be a challenge for the future, as well as creating sufficient links with the supply chain initiatives."²¹¹

Structures and Legislation to combat anti-corruption

Since 2002²¹² Slovenia has a dedicated independent office/body²¹³, established with a specific Act, to combat corruption and bribery and enhance transparency in areas such as lobbying.²¹⁴ The current Commission for the

²⁰⁹ Transparency Slovenia: News: <http://www.transparency.si/8-novice/313-korupcija-v-javnem-sektorju-je-posledica-slabega-upravljanja>

²¹⁰ Transparency Slovenia: News: <http://www.transparency.si/8-novice/237-neznaten-napredek-na-lestvic-zaznave-korupcije>

²¹¹ Corporate Social Responsibility: National Public Policies in the European Union, Compendium 2014 (available at <https://ec.europa.eu/digital-single-market/en/news/corporate-social-responsibility-national-public-policies-european-union-compendium-2014>, last accessed: 18.5.2017)

²¹² The predecessor of the CPC was Government's Office for the Prevention of Corruption established in 2002 on the recommendation of the Council of Europe Organization GRECO (Group of States against Corruption EC). In 2004 the National Assembly of Republic of Slovenia passed The Prevention of the Corruption Act in the Republic of Slovenia (ZPKor). By the adoption of the Prevention of Corruption Act the Office was replaced with the Commission for the Prevention of Corruption as an independent state body (appointed by and accountable to the Parliament) with a number of corruption-preventive tasks.

²¹³ Similar in Slovenia to the Human Rights Ombudsman, Information Commissioner and the Court of Audit. To strengthen CPC's independence, the law provides a special procedure for appointment and dismissal of the leadership of the CPC. (<https://www.kpk-rs.si/en/the-commission>)

²¹⁴ Corporate Social Responsibility: National Public Policies in the European Union, Compendium 2014 (available at

<https://ec.europa.eu/digital-single-market/en/news/corporate-social-responsibility-national-public-policies-european-union-compendium-2014>, last accessed: 18.5.2017)

Prevention of Corruption of the Republic of Slovenia (CPC)²¹⁵ was established with the Integrity and Corruption Prevention Act (ZIntPK)²¹⁶ in June 2010. The current law set out to extend the previous body's mandate, independence, functions, and powers as well as put in place some additional safeguards.²¹⁷ "The mentioned Act expanded some of the investigative and sanctioning powers of the CPC and made it not only the national focal point for prevention of corruption on systemic level (GRECO, OECD, UN, EU ...), but also for lobbying oversight, whistleblower protection, integrity of public sector and expanded its reach beyond the public into the private and business sector."²¹⁸ The CPC is a part of the public sector, however not subordinate to any other state institution or ministry or subject to any direct instructions from either the executive or the legislature. It is also not a part of the law enforcement or prosecution system of Slovenia. The Act is now in process of being amended.²¹⁹ However, they do have broad legal powers to access and summon "financial and other documents (notwithstanding the confidentiality level), question public servants and officials, conduct administrative investigations and proceedings and instruct different law enforcement bodies (e.g. Anti-money laundering Office, Tax Administration ...) to gather additional information and evidence within the limits of their authority". The CPC can also issue fines for different violations, and sanctions can be appealed to the Court and substantive decisions of the CPC (ruling on corruption, conflict of interest, violations of lobbying regulations etc.) are subject to judicial review of the Administrative Court. In addition, decisions of the CPC (with few exceptions) must be published on the internet and various provisions require the CPC to publicise its work and its findings. The CPC presents yearly report to the Parliament for elaboration. It is also subject to periodic external audit the reports of which are submitted to the Parliament and the President and publicly available. It also offers consultations to the private sector on prevention of corruption, preparation of integrity plans etc.

The CPC works in accordance with its NAP based on the Resolution on the prevention of corruption in Slovenia, prepared by the Parliament. The CPC's yearly budget is also determined by the Parliament. The CPC is autonomous in allocating and organising its resources (financial and human) as well as setting up the priorities within the budget. "While the legal framework safeguarding the independence of the CPC and the material conditions for its work (facilities, information technology, etc.) are generally satisfactorily, the CPC – due to fiscal restraints – remains seriously understaffed – in particular given the broad new mandate under the Act of 2010."²²⁰

In 2012 CPC also financed and published a monography "Public Ethics and Integrity: Responsibility for Common Values", which includes a chapter on Social responsibility and business Ethics.²²¹

»Resignation of the entire senate of the Commission for the Prevention of Corruption in 2013 also presents important signal that addressing corruption remains systemic problem. As a one of the reason for their resignation, the Commission stressed that current legislation does not allow them to perform their tasks effectively, highlighting serious absence of political will to address corruption.«²²² Since the change of senate members and leadership of the CPC in 2013, the reputation of CPC is steadily declining due to new senate's internal discourse in public. For 2016, the committee reported a significant drop in the number of received reports of corruptive acts as the public (e.g. potential notifiers) is losing confidence in the CPC.^{223,224} In 2016 CPC also received a letter from the OECD anti-bribery work

²¹⁵ Commission for the Prevention of Corruption of the Republic of Slovenia (CPC) official web-site: <https://www.kpk-rs.si/en/the-commission>, last accessed: 31.5.2017

²¹⁶ PISRS: Corruption Prevention Act: <http://www.pisrs.si/Pis.web/pregledPredpisa?id=ZAKO5523>

²¹⁷ Commission for the Prevention of Corruption of the Republic of Slovenia (CPC) official web-site: <https://www.kpk-rs.si/en/the-commission>

²¹⁸ Commission for the Prevention of Corruption of the Republic of Slovenia (CPC) official web-site: <https://www.kpk-rs.si/en/the-commission>

²¹⁹ News portal 24ur.com:

<http://www.24ur.com/novice/slovenija/pravosodno-ministrstvo-v-javno-obravnavo-poslalo-novelo-zakona-o-integriteti-in-preprecevanju-korupcije.html>

²²⁰ Commission for the Prevention of Corruption of the Republic of Slovenia (CPC) official web-site: <https://www.kpk-rs.si/en/the-commission>

²²¹ JAVNA ETIKA IN INTEGRITETA: ODGOVORNOST ZA SKUPNE VREDNOTE:

VI. poglavje: Družbena odgovornost in poslovna etika (Monografija je financirana s sredstvi Komisije za preprečevanje korupcije in je brezplačna) [https://www.kpk-rs.si/upload/datoteke/Zbornik_Javna_etika_in_integriteta_odgovornost_za_skupne_vrednote.pdf\(1\).pdf](https://www.kpk-rs.si/upload/datoteke/Zbornik_Javna_etika_in_integriteta_odgovornost_za_skupne_vrednote.pdf(1).pdf)

²²² Parallel Report By the Coalition of NGOs on Economic, Social and Cultural Rights in Slovenia On the 2nd Periodic Report of the Republic of Slovenia To the International Covenant on Economic, Social and Cultural Rights (ICESCR), available at:

http://www.ekvilib.org/images/stories/Sencno_porocilo/parallel_report_EN_final.pdf, last accessed: 31.5.2017

²²³ Transparency Slovenia: News: <http://www.transparency.si/8-novice/252-se-dalec-od-ucinkovitega-preprecevanja-korupcije>

²²⁴ Transparency Slovenia: News: <http://www.transparency.si/8-novice/239-pismo-delovne-skupine-oecd-dodatno-potrjuje-slabo-stanje>

group due to it failing to put into practice the Convention on Combating Bribery of Foreign Public Officials in International Business Transactions.²²⁵

NGO initiatives and Private Sector

As noted previously the civil society is an important and active actor in CSR field in Slovenia. Also lately, private sector, wishing for a healthier and more transparent competitive business environment, is getting actively involved in issues related to corruption in public sector. Here are some initiatives and actions:

Transparency International Slovenia's Forum of business integrity and transparency²²⁶ presents a platform connecting companies trying to address the challenges of corruptive deeds and their consequences (lack of public trust in law and state institutions, limited market competition, smaller state budgets and reduced integrity of companies).²²⁷ The forum enables companies (including SMEs) to gain new knowledge, skills and tools to build their own programme for combating corruption. The work of Transparency International Slovenia is based on Transparency International's Business Principles for Countering Bribery that provide a practice framework for developing anti-bribery programs or benchmarking existing programs in the private and public sector. Business Principles are recommended by UN Global Compact as a tool for implementation of the 10th Principle against Corruption.²²⁸

In 2011, **UN Global Compact Slovenia** within its project Ethos started a call to legal entities to sign the **Declaration for Honest Business**. Declaration for Honest Business is a document committing its signatory to a transparent and honest business, to including an anticorruption clause in all contracts over 10.000 euros and to mutual exchange of possible violations. The call is continuing and to date 54 companies, CSO and associations signed it.²²⁹

Corporate Integrity Guidelines

See previous chapter on Consumer Awareness and Responsible Business Promotion.

Transparency in Financial Obligation

Slovenia is one of the first member states to introduce a public register of beneficial owners of companies and other legal structures that can generate tax obligations in the national legislation. The new Anti-Money Laundering Act, transposing the 4th Anti-Money Laundering Directive, was passed on 20 October 2016. The purpose of public information on beneficial owners is to "provide a higher level of legal security when entering into business relations, the security of legal transactions, the integrity of the business environment and transparency of business relationships with individuals or commercial entities that operate in the business environment and legal transactions".²³⁰ However, the registry itself is not yet established and there are still open questions on its form and functions.

16.6 Czech Republic

The guarantor of the fight against the corruption is the Ministry of Interior of the ČR. The main conceptual material in the area of the creation of the anti-corruption government policy is the Government conception of the fight with corruption for the years 2015 to 2017 approved by the resolution of CR's government of the 15th December 2014 No. 1057 (hereinafter referred to as "Government's conception"). The government's conception is implemented by the one-year action plans for the respective year which are evaluated independently. Priority areas of the current anti-corruption policy are:

- Effective and independent executive – adopting the State Service Act and its consequent bringing into practice, asserting a new State Prosecutor's Office Act.

²²⁵ Transparency Slovenia: News: <http://www.transparency.si/8-novice/239-pismo-delovne-skupine-oced-dodatno-potrjuje-slabo-stanje>

²²⁶ Transparency Slovenia: Forum of business integrity and transparency: <http://www.transparency.si/forum> (Initiated in Slovenia in 2016.)

²²⁷ Transparency Slovenia: News: <http://www.transparency.si/8-novice/313-korupcija-v-javnem-sektorju-je-posledica-slabega-upravljanja>

²²⁸ Transparency Slovenia: Business Principles: https://www.transparency.org/whatwedo/tools/business_principles_faq/1/

²²⁹ UN Global Compact Slovenia: project Ethos: <http://www.ungc-slovenia.si/slo/ethos/>

²³⁰ Eurodad and partners: Survival of the Richest: Europe's role in supporting an unjust global tax system 2016, December 2016, available at: <http://eurodad.org/files/pdf/1546667-survival-of-the-richest-europe-s-role-in-supporting-an-unjust-global-tax-system-2016-1481106817.pdf>

- The transparency and the open access to information – the project of electronic Collection of Laws and Collection of International Treaties and Electronic Legislation Process, submitting the amendment to the Interest Conflict Act, stricter system of financing of political parties, submitting the Central Register Act, creation of obligatory standards for the appointment of the state representative.
- Economical treatment of the property of state – preparation of new rules for placing public contracts, submitting the draft of the Act which will assure the transparency of ownership, support of central purchases and electronic auctions, extension of NKÚ (Supreme Audit Office) powers, creation of the Internal Management Act and inspection.
- Development of citizen's society – adopting legislative solution for the protection of corruption announcers (whistle-blowers).

The action plan of the fight with the corruption approved by the government resolution is declared for every year. It postulates the targets in achieving of which all the bodies of state administration participate, first of all the Ministry of Interior, Minister for Human Rights, Equal Opportunities and Legislation, Ministry of Finance, Ministry for Regional Development and Ministry of Justice.

The Government Council for the co-ordination of the fight with corruption established by the resolution of CR's government of the July 30, 2014 No. 629 (hereinafter referred to as "Government Council"), is the consulting body of the government for the area of the fight with corruption. A part of the power of Government Council is the co-ordination and evaluation of the fight with corruption, submitting the drafts to the government for adopting anti-corruption measures, share in the preparation of the conceptual government documents for the fight with the corruption, control of their performance etc. The Government Council consists of 18 members, its chairman is, based on his office, the minister for human rights, equal opportunities and legislation, the vice-chairmen are the minister of interior, minister of finances, minister of justice and the vice-chairman of the government for the science, research and innovations. Additional members are the director of the Department for revealing corruption and financial criminality of the Service of Criminal Police and Investigation, director of General Inspection of Safety Corps, Supreme State Prosecutor, Chairman of the Union of Towns and Municipalities of the Czech Republic, president of the Economic Chamber of the CR, public protector of rights and six members of professional public elected by the Council.

Activity of the Government Council is assured, from the organizational viewpoint by the Department for the fight against corruption of the Section for Evaluation of Regulation Impact of the Office of the Government of the Czech Republic which is simultaneously authorized by the co-ordination of the tasks following from the above mentioned conceptual documents on the government level.

17 CSR approaches to Tackling Climate Change and Environmental Sustainability

17.1 Cyprus

Climate change and environmental sustainability have been important issues within CSR approaches for many years, and Cyprus is currently trying to unlock and strengthen the potential of CSR in relation to these.

Government services have developed various sectoral supporting tools, which help companies, amongst others, to improve their environmental performance (e.g. EMAS, EU Ecolabel) and their energy efficiency (e.g. grant schemes for the use of RES).

Current interventions of the public sector in the direction of the Environmental sustainability are the following:

- Grant scheme for energy saving and promotion of renewable energy sources by private sector organizations.
- Implementation of schemes for efficient use of energy, like energy saving in public buildings, promotion of bio fuels, public information campaigns, systems of energy certification of buildings etc.
- Introduction of Green Public Procurements, which allow for the inclusion of environmental considerations in the public procurement for supplies, services and works so as to ensure continuous progress in environmental performance, reducing environmental impact and maintaining financial sustainability.
- Promotion of the State Grant Scheme for the introduction of an environmental management system based on the EU Eco management and Audit Scheme-EMAS that concerns the voluntary participation of organizations in a Community Eco-Management and Audit Scheme.
- Promotion of the European system ECOLABEL for the promotion of products that have limited impact on the environment and for the diffusion of detailed and scientifically proven information and advice to consumers regarding products.
- The Council of Ministers has decided the establishment of a yearly contest for the selection and award of enterprises that stand out on environmental and generally on sustainable development issues.
- Publication of Practical Guide on Corporate Environmental Responsibility addressed mainly to Private Sector organizations, published by the Office of the Commissioner for the Environment.
- Cooperation of the Commissioner for the Environment with the Cyprus Chamber of Commerce and Industry (CCCI) for the establishment of the Non-profit Organization "Chrysofylli Oak" which has been approved by the Ministry of Finance as a charity foundation that, aims to find resources through voluntary contributions (which are exempt from income tax) from businesses and organizations that want to offer to the protection of the natural environment.
- Promotion of the Industrial Ecology idea among the Cypriot Industries that deals with an organized partnerships network among enterprises aiming at the limitation of industrial pollution and leading to significant savings in raw materials, water and energy.
- The Charter of Cypriot Enterprises against Climate Change which is a declaration of principles that serves as a tool for raising awareness to both the enterprises that adhere to it, and generally to the whole society, in the direction of limiting the carbon footprint and reducing energy consumption.
- Establishment of centers for the collection and management of solid waste such as vehicles, tires, batteries, electric appliances.
- Creation of Landfill sites and inert materials management units.
- Programs for reducing waste through a sorting program either on the spot or in landfill sites with the cooperation of local authorities.
- Promotion of the recycled water use through campaigns.
- Program for the controlling of industrial and commercial waste disposal, as well as organic urban waste management plants.
- Controls in order to reassure the installation of wastewater elaboration systems and noise energy management in industries.
- Scientific support to enterprises for adopting new technologies and techniques of reducing gas waste.
- Controlling and monitoring mechanisms of manufacturers, importers and distributors of chemicals.
- Training of organizations providing consulting services on industrial pollution control issues.

- Mechanism for informing the industry about the REACH regulation.

17.2 Greece

Greece has not utilised CSR approaches to tackle climate change and Environmental Sustainability to a great extent. Nonetheless, the position of Greece as a European “hotspot for biodiversity” (Legakis, 2010) and the prominence of agriculture in regional economies across Greece, including the Cretan economy, along with the pressure imposed on the environment by the tourist industry, highlight the need for the Greek State to consider CSR approaches as a key tool in this process. Within this section the main policies and initiatives undertaken by the Greek government concerning the environment will be presented along with the main challenges for Greece according to the European Environment Agency.

Policies and Initiatives

The following policies have been introduced by the Greek governments in recent years:

- i. The Law 4014 determines the environmental licensing procedures for projects and activities. For its implementations, various procedures were introduced, which ensured a higher quality of environmental terms, a reduction in administrative burdens, the elimination of dual licensing, the improvement in quality of environmental assessment reports as well as greater legal certainty.
- ii. The Greek Government introduced National Waste Management Plan (NWMP)(Watson Warley & Williams, 2015) in 2015 and aimed at:
 - ❖ the generation of waste per capita to be reduced drastically;
 - ❖ 50% of the aggregate Municipal Solid Waste (“MSW”) to be prepared for re-use and to be recycled by collecting recyclables and bio-waste separately;
 - ❖ the recovery of energy to act as a complementary treatment option when all other recovery options will have been exhausted;
 - ❖ landfill to constitute only the final treatment option and to be limited to less than 30% of aggregate MSW quantities.

The new NWMP is founded on the principle of re-allocating waste management to a municipal level, placing the responsibility for separation at source and recycling on the municipalities by utilising small-scale units, encouraging the community’s participation, the targeting of advanced waste management techniques and, as an overarching principle, maintaining waste management in public hands. These will result, according to the plan, reduced costs, local communities reaping the profits from waste management by offering appropriate financial incentives whilst leading to the creation of 16,000 new jobs. Moreover, the state will bring the mostly private-run alternative waste management under public control.

- iii. The Greek Government introduced a National Waste Prevention Programme in 2014. The Greek waste prevention programme includes a variety of concrete measures that will be conducted with the aim of achieving its objectives. It introduces a series of horizontal and waste stream specific measures, necessary steps in terms of reforming the existing regulatory Framework along with promotional actions (European Environment Agency, 2016).
- iv. In terms of water the Greek Government is currently at the process of adopting the River Basin Management Plans (RBMP) for the 2016-2021 period. Greece has established a national monitoring programme to assess the status of both ground and surface water. The programme monitors a series of biological, general physicochemical, and specific chemical parameters. In addition, it also monitors priority pollutants based on the Directive 2008/105/EC. The monitoring network includes more than 2000 monitoring points and it has been in operation since 2012.
- v. Since 2010, the Ministry is also monitoring bathing waters in accordance with Directive 2006/7/EC, demonstrating a high level of compliance with over 99,4% of Greek waters rated as "excellent and good quality" out of 2162 bathing waters monitored in 2015 (Hellenic Ministry of Environment and Energy, 2016).
- vi. On the issue of national energy planning, the main drivers of this strategy will be the reduction of the country’s dependency on imported energy, maximisation of renewable energy usage, with the aim of

achieving a significant reduction of GHG emissions by 2050 and reinforcing consumer protection at the same time.

Key environmental issues

According to the European Environment agency the environmental issues with growing importance facing Greece are the following (European Environment Agency, 2015):

- ❖ Greece needs to adapt to the impacts of climate change and move towards energy sustainability whilst tackling climate change. The Ministry of Environment, Energy Climate Change is working towards the development of a national strategy. The Agency points out that the actions to be undertaken need to address climate change and must involve a change in the current growth model towards a sustainable, green economy and low or zero carbon emissions with the usage of modern technology.
- ❖ Greece should make prudent choices in terms of Managing and protecting the natural environment in conditions of economic crisis. Greece hosts a high diversity of species and ecosystems and their protection should represent a high priority for the Ministry.
- ❖ Finally, the management of the marine and coastal environment is vital for Greece due to the country's large coastline and nature as a marine state. The Ministry needs to make use of the tools of the Marine Spatial Planning, Integrated Coastal Zone Management and the policy addressing erosion and the EU Strategy for the Adriatic and Ionian Region.

17.3 Spain

Spain, due to its geographical location and its socio-economic characteristics, is a country very vulnerable to climate change, as the most recent assessments and investigations suggest. The serious environmental problems that are reinforced by the effects of climate change are: the decrease of water resources and regression of the coast, the loss of biological diversity and natural ecosystems and increased soil erosion processes. There are also other effects of climate change which will also cause serious impacts in economic sectors. Therefore, there is a need to consider measures that contribute a scenario for sustainable economic, social and environmental development.

STATE ADMINISTRATIVE STRUCTURE

Spanish Office for Climate Change.

By Royal Decree 376/2001 of 6 April (Official Gazette No. 84, 7 April, 2001) the Spanish Office for Climate Change (OECC) as a collegiate body of the General Directorate of Quality and Environmental Evaluation of the Ministry of Environment was created to develop policies related to climate change. Its main purpose is the formulation of national climate change policy in accordance with community and international legislation in this area and to develop instruments which enable to achieve the objectives set out in this policy.

Climate Change Policy Coordination Committee (CCPCC)

Law 1/2005, 9 March, created the Climate Change Policy Coordination Committee (CCPCC) as a body for coordination and collaboration between the State General Administration and the Autonomous Communities for the application of the system of emissions trading and compliance with international and community obligations of information inherent to this.

Major initiatives in this field have been:

- The SPANISH STRATEGY FOR SUSTAINABLE DEVELOPMENT (2007) is part of the strategy of sustainable development of the European Union in 2006.

It includes among its guiding principles the promotion and protection of fundamental rights and solidarity intra and intergenerational, as well as the principles of caution and making the polluter pay in actions that affect public health and the environment. Moreover, as transversal axis citizen participation, enterprises and the social partners in decision-making processes will be promoted, to suggest lines of action, increase education and public awareness in the field of sustainable development, improving social dialogue, increase the social responsibility of enterprises and foster partnerships between the public and private sectors in order to achieve more sustainable consumption and production.

The Spanish strategy addresses all the priority areas defined in the European strategy, which are structured around three dimensions: environmental, social, and global.

In the field of **environmental sustainability**, to design the lines of action aimed at the protection of the atmosphere, quality of air, water, soil, nature and health, three sections are developed:

- **Production and consumption**, which analyses the efficiency in the use of resources, sustainable production and responsible consumption, and sustainable mobility and tourism.
- **Climate change and conservation**, which deals with initiatives to mitigate climate change in the area of clean energy, as well as market instruments and the adaptation to climate change.
- **Management of natural resources and occupation of the territory**, focusing on water resources, biodiversity, land use and occupation of the territory.

In terms of social sustainability, the Strategy developed two other fundamental aspects, on the one hand, employment, social cohesion and poverty and, on the other hand, public health and dependency. Finally, in regards to global sustainability the fundamental role that plays Spain in the field of international cooperation for sustainable development is analysed.

- o Within this Sustainable Development Strategy, the SPANISH STRATEGY OF CLIMATE CHANGE AND CLEAN ENERGY HORIZON 2007-2012 - 2020, which addresses different measures that contribute to sustainable development in the field of climate change and clean energy is found.

On the one hand, it introduces a series of policies and measures to mitigate climate change, and its adverse effects, and make possible the fulfilment of the commitments entered into by Spain, facilitating public and private initiatives aimed at increasing the efforts to fight against climate change in all its forms and from all sectors, focusing on the achievement of the objectives which allow compliance with the Kyoto Protocol.

On the other hand, there are measures to achieve energy consumption compatible with sustainable development. These measures will set up a base for the energy planning of public administrations and other public and private bodies and facilitate the contribution of citizens to the fight against climate change.

- o 2011-2020 ENERGY EFFICIENCY AND SAVING PLAN, It is the second National Action Plan for Energy Saving and Efficiency (the first is from 2008 to 2012). This Plan includes both the calculation of savings achieved up to 2010, as well as the targets for 2016 and 2020 made in terms of final and primary energy in so far as it is intended to be configured as a central tool for the energy policy of the Spanish State.
- o NATIONAL ACTION PLAN FOR RENEWABLE ENERGY 2011-2020 (NREAP), whose objectives are to obtain a 20.8% share of renewable energy sources in gross final consumption of the Spanish energy. As well as increasing transport of renewable origin up to 11.3% of gross final consumption of energy in the sector.

The Europe 2020 strategy of the European Union (EU) for growth and employment recognizes the importance of the transition to a green and efficient economy in the use of resources to achieve a smart, sustainable and inclusive growth. It is for this reason that the Government of Spain launched the programme empleaverde to foster and improve employment, entrepreneurship and the environment, which aims to create jobs, improve the employability

and support the creation of businesses in the green and blue economy, with a particular focus on a low-carbon economy, a circular economy and the Natura 2000 network.

The programme has had 5 editions, the first one in 2008. In 2017, it begins the Sixth Edition in which is expected to achieve the following results:

- 4,800 unemployed people will be incorporated into the labor market
- More than 3,000 entrepreneurs will receive support for the creation or improvement of their business.
- 24,000 people will get a qualification.
- More than 6,000 workers will improve their situation in the labor market.

Within this scheme we find the **Emprendeverde Network**, which aims to encourage the creation and consolidation of companies or new lines of business in activities related to the environment and to channel investment towards sustainable economic activities.

ACTIONS CARRIED OUT IN EXTREMADURA FOR THE FIGHT AGAINST CLIMATE CHANGE.

Strategy for Sustainable Development (2011). The strategic line of climate change is included in this strategy. This line is based on different actions carried out by the Government of the region, such as:

- **Extremadura Strategy on Climate Change for 2009-2012**, which attempted to reduce greenhouse gas emissions in the region, and to develop measures that favour the adaptation to climate change, minimizing vulnerability to climate variation.
- One of the measures included in this strategy is the creation of the **Extremadura Observatory of Climate Change**, a body whose objective is a policy on climate action integrating all sectors of society in Extremadura in the fight against climate change in a coordinated manner. This body was created in 2009.

Proceedings and documents that this organization has carried out include the following:

- **Inventory of Extremadura carbon sinks.** In the year 2010, an inventory of CO₂ sinks of the autonomous community of Extremadura was undertaken, which analysed all areas and processes by which CO₂ is exchanged with the atmosphere.
- **Calculation of ecological footprint of Extremadura(2011).** The Government of Extremadura, in its commitment to sustainable development, encourages the application of tools of self-control to guide policies towards the preservation of valuable natural resources available in the region.
- **Regionalized scenarios of climate change in Extremadura** (2011), which provide estimates of the evolution of the climate in the 21st century in Extremadura, with spatial and temporal resolutions sufficiently detailed, to allow the development of different models of impacts, vulnerability and adaptation.
- **Map of climate change impact in Extremadura** (2011), whose goal is to develop a database of potential impacts and vulnerabilities of climate variations in the region, expanding the information available on the impacts, while creating a platform of expertise to, subsequently, elaborate specific adaptation plans.
- **Report of Extremadura greenhouse gas emissions.** Every year, an emissions report is published, which aims to develop inventories that help checking the progress of greenhouse emissions in the various sectors. The last published report is from 2015.

Plans for adapting to climate change in Extremadura (2011-2012), which is one of the most important tools in defining actions and measures to be carried out to prepare the different sectors of the society to the future climate reality. Adaptation Plans have been developed for these sectors:

- **Livestock sector**
- **Agricultural sector**
- **Insurance and natural hazards sector**
- **Energy sector**
- **Tourism sector**
- **Water resources sector**
- **Health sector**
- In addition, due to the need for a regulation that ensures the protection of the environment and environmental responsibility, [Law 5/2010, of prevention and environmental quality of Extremadura](#) was published. This law is the legal basis for environmental sustainability in the region.
- The application of the law, and as a document that guarantees the excellent quality of the air in the autonomous community of Extremadura, comes the publication of the document 'Air Quality in Extremadura' which shows the achievements in the management of air quality in the region, and which shows that proper management of air quality improves public health.
- A key sector for economic and environmental development of Extremadura is the energy sector. This sector arises from the sustainable point of view in the **Agreement for Sustainable Energy Development of Extremadura**, where clearly, saving and energy efficiency in the region is promoted.
- In accordance with sustainable development, are the **Plan of Sustainable Rural Development 2010-2014**, which aims to build a model of rural development based on the three pillars of sustainability: economic, social and environmental, to ensure long-term viability and the future of the rural world.
- With the aim of intensifying regional policies on climate change, the new version of the strategy, '[Extremadura 2013-2020 climate change strategy](#)' was published in 2014

CIRCULAR ECONOMY

In recent years, political and business representatives have paid attention to the concept of Circular Economy, and it has been set as a priority in some European countries and in EU politics. The Circular economy is presented as an alternative to the current model of production and consumption, with the potential to solve environmental challenges, whilst creating opportunities for business and economic growth.

Circular economy has started to be introduced in the current economic and environmental politics of the European Commission, particularly through the [EU Action Plan for the Circular Economy](#) presented by the European Commission on December of 2015.

In Spain there is no National Strategy on Circular Economy, but initiatives in this matter are emerging, as for example: the [Plan Estatal Marco de Gestión de Residuos 2016–2022 \(State Plan on Waste Management 2016-2022\)](#) a midterm tool for guiding the Spanish waste policies in the next years and allowing the right measures to improve any detected deficiencies and promote action to give a better environmental result, ensuring that Spain meets all the legal objectives; or the [Spanish Bioeconomy Strategy: Horizon 2030](#) focusing on agri-food, marine, and forestry sectors; efficiency and sustainability application of the products, sub-products and waste generated, promoting the transformation of the latter into a new range of bio-products including bio-energy..

There are a few Autonomous Communities with plans related to the Circular Economy. Only in Catalonia a strategy on the circular economy published as: [Impulse Strategy on 'Green' Economy and Circular Economy by the Catalonia](#)

[Government](#), and in the Basque Country: [Circular Economy in the Basque Country, Demonstration of Projects for Materials Recycling](#) are found.

In the particular context of Extremadura, the regional government proposed the creation of a new economic model, more diverse and sustainable. For this, in this 2017 year, it has been published the [Regional Framework for the Promotion of Green Economy and Circular Economy in Extremadura](#) leading the way to a Extremadura model of 'green' economy and circular economy in the region.

The main objective of this Regional Framework is to transform Extremadura into a green economy and circular economy reference. For this purpose, the goal is a sustainable development which enables environmental preservation and quality improvement and biodiversity of the region emphasising their characteristic ecosystems, like the *dehesa*, as well improving measures for energy saving and efficiency and renewable energy generation.

This strategic framework presents four major programs of action:

1. *MASS CITIZEN PARTICIPATION, SOCIAL DIALOGUE AND POLITICAL AGREEMENT PROGRAMME* Participatory preparation of a strategy in the medium and long term on circular economy and green economy.
2. *CITIZEN TRAINING ON GREEN LEADERSHIP AIMED AT EMPLOYMENT, ENTREPRENEURSHIP AND TRANSITION ASSESMENT FOR GREEN AND CIRCULAR ECONOMY IN EXTREMADURA.* Personal and professional empowerment of the Extremadura citizens and support to Extremadura companies towards a green and circular economy.
3. *RESEARCH ON GREEN ECONOMY, BIOECONOMY AND CIRCULAR ECONOMY IN EXTREMADURA a boost to the research and innovation of the green and circular economy of Extremadura.*
4. *IDENTIFICATION AND SHOWCASING OF THE POTENTIAL OF GREEN AND CIRCULAR ECONOMY IN EXTREMADURA.* Start of the transition to a green, circular economy Extremadura

These programs are developed through 30 lead projects and a series of actions that allow to implement schemes and lead projects.

In Extremadura, the **Comprehensive Waste Plan of Extremadura (PIREX) 2016-2020**, which contains the general strategy of the policy of waste for the next few years, and an exhibition of measures to facilitate the implementation of community and national objectives for the waste production and waste management, thus moving towards a green or circular economy in the region.

PIREX analyses 14 waste streams, and for each one of them it describes the evolution of the management over the years and its current situation, stating the measures to facilitate reuse, recycling, recovery and disposal, as well as the establishment of objectives.

In addition to the programs established for the promotion of circular and green economy in Extremadura and in accordance with them, the region (through the public Fundecyt-Pctex Foundation) leads an international project, [SYMBI](#) (Industrial Symbiosis for Regional Sustainable Growth and a Resource Efficient Circular Economy), on circular economy involving seven European countries and whose goal is to the promote efficient and sustainable use of resources. **SYMBI** promotes a new model of society using and optimizing resources, materials, energy and waste, contributing to the security of supply and re-industrialization of the country.

17.4 Norway

Norway and the rest of the Nordic countries are recognized for their engrained environmental sustainability in both society and business. Sustainability is recognized by the Norwegian government as a fundamental dimension of responsible companies. There is still much room for improvement, however, and current research focuses on ways for companies to practically implement environmental sustainability in their business models and value creation strategies. The 2009 White Paper identifies *Green Supply Chain Management* as an approach to address environmental

sustainability (Norwegian Ministry of Foreign Affairs, 2009). Although the terminology has shifted slightly since 2009 to incorporate a *holistic view* of management from environmental, social and economic dimensions, the general premise remains the same – companies should monitor and be responsible for the full life cycle impacts of their products/ services on the environment and society.

Since the 2009 White Paper, the Norwegian government has worked to further incorporate environmental and social sustainability into Norwegian business models. Immediate attention has been placed on the need for the uptake of sustainable strategies and innovative and competitive technologies in industry by the Norwegian Government (Long-term plan for research and higher education 2015-2024; New emission commitment for Norway for 2030), the Research Council of Norway (Research for innovation and sustainability, strategy for 2015-2024) and Norwegian industry itself (Norway 203040). The government has called for a transition to "products and services that have significantly less negative consequences for climate and environment than today" (Regjeringen.no, 2014). This is known in Norway as *the green shift*.

The green shift requires systematic and global economic transition and is Norway's plan to restructure its economy. The Norwegian government has established national measures to achieve the green shift. One of the key measures focuses on emission reductions, especially in the transport sector. The Norwegian Environment Agency wrote a report on emission reductions and developments in Norway. It explains how emissions can be reduced by 2030. The report describes key drivers in reducing emissions for various industrial sectors, such as transport, agriculture, petroleum and construction, and explains various measures across these sectors (Norwegian Environment Agency, 2014).

In 2015, there was also a White Paper, ***New emissions commitment for 2030, Report no. 13 to the Storting*** (Ministry of Climate and Environment, 2015), which described Norway's climate strategy and expanded on emissions reductions, as described in the Norwegian Environment Agency's (2014) report. The report identified priority areas in Norway's climate policy to reduce emissions by 2030, corresponding to 40% (Ministry of Climate and Environment, 2015). The focus areas are reduced emissions in the transport sector, the development of clean production technology and low-emission technology in industry, CO2 management, an enhanced role of renewable energy and environmentally friendly shipping (Ministry of Climate and Environment, 2015). All of these areas of action depend on a commitment from industry that they will begin to choose sustainable processes.

Based on the importance of business for a green transition, the Government appointed the "***Expert Committee on Green Competitiveness***" in June 2015 (Gronkonkurranskraft. no, 2016). The Expert Committee was given the task of advising the government on a strategy for green competitiveness. They worked with nine individual industry sectors to create sector roadmaps for sustainable value creation. The Expert Committee's final contribution was a report of recommendations to the government for the development of the next budget and official environmental strategy. Figure above summarizes the recommendations for policy development provided in the Committee's Final Report (2016). Currently, we are waiting to see how the government incorporates their advice.

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17.5 Slovenia

In the field of environmental policies, Slovenia has a number of policy documents regulating different aspects of environment protection, human rights as well as reduction of country's climate impact. Main goals Slovenia is pursuing are reduction of greenhouse gas emissions, protection and conservation of eco-systems, contribution to high-quality living standards and the social prosperity of citizens by providing a clean environment, by promoting the sustainable use of natural resources and by implementing waste management programs.²³¹ However, "there is no comprehensive document aimed specifically at greening the national economy. Under the sustainable development priority, the focus is mostly on the reduction of pressures on the environment"²³² by citizens and companies.

Policy

Starting with the Constitution of Republic of Slovenia, where the right to healthy living environment is defined in Article 72. It is a role of the state to ensure a healthy living environment. Environment Protection Act further defines conditions and ways in which business and other activities can be performed to protect human rights as well as protect and conserve environment. The Constitution further defines sanctions for damaging the environment and tasks the state and local communities to protect and preserve the national and cultural heritage.

In 2016, the Constitution was amended with the right to drinkable water. Article 70a states: "Everyone has the right to drinkable water. Water resources are public good managed by the state. Water resources serve primarily as the sustainable supply of drinkable water to the public and to households and in this part, are not treated as a market commodity. Drinking water supplied to the public and to households is provided by the state through local communities direct and non-profit."²³³ In time of privatisation of public companies and foreign acquisitions of Slovenian beverage industry with access to water sources the Parliament made supplying drinkable water to the population of Slovenia an absolute priority above economic or other water resource utilization. No one can own water resources, including the state. The state only manages them, and the public water supply service cannot be privatised. Companies can still utilize water resources for economic benefit as long as it does not compromise the supply to population and households.^{234,235}

The purpose of the Environmental Protection Act is the protection of the environment as a fundamental condition for sustainable development. "The [purpose of the] protection of the environment is the promotion and guidance of such a social development that provides long-term conditions for human health, well-being and quality of life and conservation of biodiversity."²³⁶ As such, it defines the fundamental principles and measures of environmental protection, environmental monitoring, economic and financial instruments of environmental protection, public

²³¹ CSR in Slovenia, Jure Zrilic, European Company Law, Vol. 8, No. 2-3, pp 119-122, 2011, University of Oslo Faculty of Law Research Paper No. 2011-13 (available at https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1774757, last accessed: 31.5.2017); based on National Environment Protection Action Programme 2005-2012

²³² Eurofound:

<https://www.eurofound.europa.eu/observatories/eurwork/comparative-information/national-contributions/slovenia/slovenia-greening-the-europe-an-economy-responses-and-initiatives-by-member-states-and-social>

²³³ PISRS: Constitution of Republic of Slovenia: <http://www.pisrs.si/Pis.web/pregledPredpisa?id=USTA1>, last accessed: 31.5.2017

²³⁴ Portal Water Freedom: Right to drinkable water added to the Constitution, news article:

<http://voda.svoboda.si/english/right-to-water-in-slovenia-article-of-the-constitution/>

²³⁵ Internal documents Human Rights in Business Work Group

²³⁶ PISRS: Environmental protection Act: <http://www.pisrs.si/Pis.web/pregledPredpisa?id=ZAKO1545>

environmental protection services and other environmental protection related issues. The fundamental principles defined in the law are protecting on one-hand human rights and on the other hand limiting human interventions in the environment and nature with the purpose of protection of human environment for the next generations. The Act also defines the relation between the right to protection of the environment and individual economic activities, which may threaten human environment and the right to a healthy living environment. This requires companies to “take all measures necessary to prevent major accidents and to reduce its impact on people and the environment” and acquire an environmental permit. The Act promotes the development of economic activities in accordance with protection of the environment and as well stating the right to participate in the formulation of policies.

Other relevant national programs, instruments and measures are:

- ❖ **Operational programme for reducing greenhouse gas emissions by 2020**²³⁷ adopted in December 2014 introduces Green growth economy. Green growth economy aims to support the transition to economy where the efficiency and innovations reduce the greenhouse gas emissions, improve competitiveness and promote greater energy security. Green growth economy measures are aimed in sustainable consumption and production; turning waste into a source; supporting research and innovation (in accordance with later adopted Smart Specialisation Strategy), and environmentally harmful subsidies and correct pricing. Instruments to incentivise companies to limit greenhouse gas emissions were in the past limited to taxation (tax on CO emissions), however in 2009 they extended the financial support schemes for introduction of renewable energy as Eco Fund also to companies. According to the first report on the implementation of the Operational Programme, Slovenia is behind with the implementation of the Green Growth Economy measures, although the Smart Specialisation Strategy was adopted, supporting Green Growth Economy by enabling the preparation of calls for direct incentives for business development.²³⁸

- ❖ **Green Economy Framework program**– Slovenia’s strategic objective

“The green economy is Slovenia's strategic objective which represents an opportunity for the development of new green technologies and green jobs, efficient management of natural resources, and the promotion and expansion of Slovenian know-how. Furthermore, it represents an opportunity for economic growth and improvement in terms of international competitiveness while also reducing the environmental risks, which adversely affect the quality of life and well-being in people.”²³⁹

On 29th of October 2015 Slovenian Government adopted the Framework programme for a transition to a green economy and the action programme for 2015 and 2016. At the same time, it established an interdepartmental working group to supervise the implementation of the set measures. Later on the Partnership for Slovenia’s green economy was established to connect interested parties from the economy, non-governmental organizations and local communities and provides a setting to exchange ideas, experiences and apply that to develop relevant measures and policies²⁴⁰.

Among other things, the Ministry for environment and spatial planning wants to enhance activities in the management of natural resources and encourage the development of Slovenian know-how. To stimulate demand for green products and services both in terms of the direct role of the state is possible by two key short-term measures the increase in financial incentives to households, businesses and public sector for energy buildings renewal and the reform of the system of green public procurement.²⁴¹

²³⁷ Ministrstvo za okolje in prostor: Operativni program ukrepov zmanjšanja emisij toplogrednih plinov do leta 2020, available at:

http://www.mop.gov.si/fileadmin/mop.gov.si/pageuploads/zakonodaja/varstvo_okolja/operativni_programi/optgp2020.pdf, last accessed: 31.5.2017

²³⁸ Portal Energetika: Prvoletno poročilo o izvajanju Operativnega programa ukrepov zmanjšanja emisij toplogrednih plinov do leta 2020: http://www.energetika-portal.si/fileadmin/dokumenti/publikacije/op_tgp/1porocilo_optgp_2020.pdf, last accessed: 31.5.2017

²³⁹ Government of Republic of Slovenia – news:

http://www.vlada.si/en/media_room/newsletter/slovenia_weekly/news/article/partnership_for_slovenias_green_economy_established_58746/

²⁴⁰ Government of Republic of Slovenia – news:

http://www.vlada.si/en/media_room/newsletter/slovenia_weekly/news/article/partnership_for_slovenias_green_economy_established_58746/

²⁴¹ GreenS project official web-site: The green economy is one of Slovenia’s strategic guidelines:

<http://greensproject.eu/en/the-green-economy-is-one-of-slovenias-strategic-guidelines-2/>

- ❖ **Biodiversity Conservation Strategy of Slovenia** mentions public financing and tax subsidies as main incentives for preservation of biodiversity.²⁴²
- ❖ Action Plan and a Decree on Green Public Procurement have also been adopted (in line with the EU Guidance for Green Public Procurement).²⁴³

In terms of support for environmentally friendly initiatives, Slovenia established different instruments providing for financial support to companies, research institutions and individuals²⁴⁴:

- ❖ The primary measures to promote energy efficiency and renewable energy projects in Slovenia are low-interest loans and non-refundable financial incentives, both of which are made available to commercial applicants and private citizens on an application basis through a government-affiliated administering organization known as the Environmental Public Fund (Eco Fund) since 2002.²⁴⁵ Eco Fund is the only specialised institution in Slovenia that provides financial supports for environmental projects and creates financial incentives for various energy-efficient measures and renewable energy schemes.²⁴⁶ Eco Fund is renewed every year with increases in the amount of money to be disbursed.²⁴⁷
- ❖ The Centres of Excellence and the competence centres were established with the aim of connecting different companies with research institutions
- ❖ Slovenia's other main support for advancing the usage of renewable technologies for the production of electricity is a feed-in tariff that has been in place for a decade. The network operator (Borzen) pays a fixed annual rate for renewably generated electricity, differentiated by technology (wind, solar, geothermal, hydro and biomass).²⁴⁸

Ministry of the Environment and Spatial Planning also promotes the international environmental labels within the Global Ecolabel Network, most notably the EU EcoLabel Flower (in Slovene *ekoljskamarjetica*)²⁴⁹ as an approach to disclosing non-financial information concerning environment²⁵⁰.

17.6 Czech Republic

The right of the human beings to the favourable environment is contained in the Environment Act No. 17/1992 Coll. as amended. The law defines the permanently sustainable development as development preserving for the present as well as future generation the possibility to satisfy their basic life needs and does not decrease the manifold nature and preserves the natural functions of eco-systems.

In the ČR, the first Strategy of sustainable development was approved in the year 2004, the currently valid document was approved, as Strategic Framework of Sustainable Development of the Czech Republic, by the government resolution in 2010. This document represents a long-term framework for the political deciding in the context of international liabilities adopted by the CR in connection with the membership in EU, OECD and UNO, respecting simultaneously the specific conditions of ČR. It serves as starting point for the elaboration of conceptual materials (sector policies or action programs) and for strategic deciding in the scope of state administration and local public administration and for their co-operation with interest groups. In connection to SRUR ČR situation reports are

²⁴² Ministry of Environment and Spatial Planning: <http://www.mop.gov.si/fileadmin/mop.gov.si/pageuploads/podrocja/narava/biotska.pdf>

²⁴³ For more see chapter Sustainable Public Procurement

²⁴⁴ European Environment Agency: Slovenia: <https://www.eea.europa.eu/soer-2015/countries/slovenia>, last accessed: 31.5.2017

²⁴⁵ Ecologic Institute: Assessment of climate change policies in the context of the European Semester

Country Report: Slovenia, published by European commission at:

https://ec.europa.eu/clima/sites/clima/files/strategies/progress/reporting/docs/sl_2014_en.pdf, last accessed: 31.5.2017

²⁴⁶ ECO fund official web-site: <https://www.ekosklad.si/information-in-english>, last accessed: 31.5.2017

²⁴⁷ Ecologic Institute: Assessment of climate change policies in the context of the European Semester

Country Report: Slovenia, published by European commission at:

https://ec.europa.eu/clima/sites/clima/files/strategies/progress/reporting/docs/sl_2014_en.pdf, last accessed: 31.5.2017

²⁴⁸ https://ec.europa.eu/clima/sites/clima/files/strategies/progress/reporting/docs/sl_2014_en.pdf

²⁴⁹ Internal documents by Workgroup on Human Rights and Business (MOP)

²⁵⁰ See other chapters: Directive 2014/95/EU in chapter *CSR Reporting and Disclosure* and Ecolabels in chapter *Consumer Awareness and Responsible Business Promotion*

elaborated are under the auspices of the Government Council for Sustainable Development the target of which is to map if the targets stated in the Strategic Framework are achieved and to inform the politicians and public on the status and development in the area of sustainable development in the CR. At present, this document is being updated.

By adopting the Strategic Framework of the Sustainable Development, CR supports the conclusions of the conference Earth in 1992 and the conference Rio+20 in 2012 in Rio de Janeiro in Brazil. Its most important formal result was approval of the intent to accept the global goals of the sustainable development (SDGs - Sustainable Development Goals), associated with the Millennium Development Goals from the Declaration of Millennium UNO from the year 2000 (MDGs – Millennium Development Goals). This intention was achieved in September 2015, when 17 SDGs were adopted at the UNO summit (25.- 27th Sept. 2015).

The main strategic document of the Czech Republic in the area of decrease of emissions of the greenhouse gases is the Policy of Climate Protection in the CR, approved by the government resolution No. 207 of March 22, 2017. In October 2015, the government approved the Strategy of accommodation to the climate changes in the conditions of the CR which is focused on the issue of accommodation to the negative impacts of climate change.

One of the main targets in the power engineering is assuring the energy needs of the Czech Republic in the long-term time horizon. The present wording of the State Energy Conception supposes that the safe energy suppliers for the acceptable price will be guaranteed by the preferential use of the all the available inland energy sources using the best available technologies, in the maximally environment friendly way. By the drop of production in connection with the economic transformation, by the change of the composition of energy sources or growth of energy effectiveness, energy consumption is decreased gradually.

18 CSR Stakeholders

A summary of the stakeholders involved in each partner country for all the above.

18.1 Cyprus

- ❖ Cypriot Government Planning Bureau
- ❖ Office of the Commissioner for Administration (Ombudsman)
- ❖ Office of the Commissioner for Children's Rights
- ❖ Cyprus National Bioethics Committee
- ❖ Office of the Commissioner for Personal Data Protection
- ❖ CSR Cyprus Network
- ❖ Cyprus Chamber of Commerce and Industry (CCCI)
- ❖ Cyprus University of Technology

18.2 Greece

- ❖ Ministry of the Economy Competitiveness and Shipping
- ❖ General Secretariat for Gender Equality and the Hellenic Network of CSR
- ❖ Greek National Commission for Human Rights
- ❖ Greek Ombudsman
- ❖ General Secretariat of Consumer Affairs.
- ❖ General Secretariat for Industry
- ❖ CSR Hellas

18.3 Spain

- ❖ Spanish Corporate Social Responsibility Council (CERSE)
- ❖ Ministry of Employment and Social Security
- ❖ Social Responsibility Office of the Regional Government of Extremadura
- ❖ Cantabria Responsible
- ❖ Galicia Regional Government
- ❖ Castile-Leon Corporate Social Responsibility Plan
- ❖ Regional strategy network for the encouragement of Corporate Social Responsibility of Murcia
- ❖ Navarra Innovarse Management System
- ❖ RETOS Network, a network of socially responsible territories comprising numerous municipalities, municipality groups and public administrations located in other Spanish regions.
- ❖ Transregional Incentive Network for CSR where we participate together with several other regions of Spain and Portugal.
- ❖ CSR State Council
- ❖ Office of the High Commissioner of the Government for the Marca España
- ❖ National Disability Council
- ❖ Office of Attention to disability (OADIS)
- ❖ Network of chairs of Banco Santander's CSR
- ❖ Extremadura Regional Council for the promotion of CSR.

18.4 Norway

- ❖ Ministry of Trade, Industry and Fisheries
- ❖ Ministry of Foreign Affairs
- ❖ Ministry of the Environment
- ❖ Ministry of Children and Equality
- ❖ Ministry of Government Administration and Reform

- ❖ Ministry of Trade and Industry and Innovation
- ❖ National Contact Point for Norway for guidance in the implementation of the OECD Guidelines
- ❖ Norwegian Confederation of Trade Unions,
- ❖ Federation of Norwegian Commercial and Service Enterprises and Coop Norway
- ❖ Directorate of Labor Inspection
- ❖ Foreign Service
- ❖ Norad – The Norwegian Agency for Development Cooperation
- ❖ Norfund – The Norwegian Investment Fund for Developing Countries also provide guidance and requirement to ensure sustainable and responsible activities abroad.
- ❖ Confederation of Norwegian Enterprise (NHO),
- ❖ the Enterprise Federation of Norway (Virke),
- ❖ Finance Norway,
- ❖ Norwegian Shipowner’s Association
- ❖ Norwegian Institute of Public Accountants
- ❖ Norwegian Corporate Governance Board (NUES)

18.5 Slovenia

- ❖ Ministry of Foreign Affairs has the lead role in relation to the UN Guiding Principles on business and human rights,
- ❖ Ministry of Economic Development and Technology is responsible for the OECD National Contact Point and implementation of Directive 2014/95/EU (non-financial reporting) into national legislations (e.g. Companies Act),
- ❖ Ministry of Labor, Family, Social Affairs and Equal Opportunities is represented on the Health Level Group on CSR and was responsible for the Act on Social Entrepreneurship (now moved to Ministry of Economic Development and Technology).
- ❖ Ministry of Public Administration: regulation on and promotion of green public procurement.
- ❖ Ministry of the Environment and Spatial Planning: regulation on environment protection and green economy
- ❖ Ministry of Labor, Family and Social Affairs
- ❖ Slovenian CSR Network
- ❖ Interdepartmental Working Group for Corporate Social Responsibility
- ❖ Slovenian Consumers' Association
- ❖ IRDO- Institute for the Development of Social Responsibility
- ❖ Partnership for Social Responsibility of Slovenia
- ❖ Slovenian Government Office for Development and European cohesion policy
- ❖ Bureau Veritas Certification for the social responsibility certificate SA 8000

18.6 Czech Republic

- ❖ Ministry of Industry and Trade
- ❖ Quality Council of the CR through the Professional Section for the Corporate Social Responsibility and Sustainable Development
- ❖ Creation of UN Global Compact national network in the CR - host organization of the national network is the Social Responsibility Association
- ❖ Corporate Responsibility Association (A-CSR),
- ❖ Business Leaders Forum (BLF),
- ❖ Business for Society (BPS),
- ❖ Czech Business Council for Sustainable Development (CBCSD)
- ❖ Global Compact National Network Czech Republic (GCNCR)
- ❖ The Labor Office of the ČR

ANNEX I: CSR practices in Member States

Title of the practice	Description of the practice	Links to further information
CYPRUS		
<p>In December 2011 the Planning Bureau commissioned a consultancy to support the development of a national action plan on CSR (2013-2015). In February 2013, this was approved by the Council of Ministers. The national action plan in particular emphasises:</p> <ul style="list-style-type: none"> ▪ Network; ▪ Awareness raising; and ▪ Training/capacity building 		
Alignment with global CSR approaches		
OECD Guidelines	Cyprus has established information, dissemination and awareness raising measures in relation to the OECD Guidelines	
UN Global Compact	Cyprus is a country that refers to the UNGC in the standards and tools they develop and in education and training initiatives, as well as encouraging companies to adopt its principles in their business practices.	
UN Guiding Principles of Business and Human Rights	Cyprus has demonstrated a commitment to the UNGPs through the formulation of the NAP on Business and Human Rights which comply with the international guidelines	
ISO 26000	The Cyprus Organization for Standardisation (CYS) has issued the Cyprus standard CYS ISO 26000:2014 – Guidance on Social Responsibility	
CSR in SMEs		
CSR seminars for SMEs	<p>Five seminars for SMEs will be organised (one in each district of Cyprus). They include the following key issues:</p> <ul style="list-style-type: none"> ▪ Benefits of CSR for all businesses; ▪ Implementation of CSR activities; ▪ Dialogue with stakeholders; ▪ Sustainability Reports; and ▪ Ways of communicating CSR. 	
Social and employment policies		
Relative actions	Cyprus is trying with some actions to support the integration of people furthest from the labor market. They provide incentives to business in the form of subsidies to encourage them to offer employment opportunities to disadvantaged groups in the labor market.	
Consumer awareness and responsible business promotion		

CSR informational guide	Based on the National Action Plan, a CSR information guide will be developed and disseminated electronically to private and public sectors.	
CSR Cyprus Network	The capacity of the CSR Cyprus Network will be expanded, for example by developing its website. The network is a consortium of the Planning Bureau (public sector), Cyprus Chamber of Commerce and Industry (private sector) and the academic sector through the Cyprus University of Technology (academic sector).	
CSR promotion on websites for relevant authorities	Websites of relevant authorities will be developed and expanded to include a specific CSR section.	
Social Barometer	The Social Barometer A.S.B.I (Awareness & Social Behaviour Index) will be introduced to assess CSR awareness of civil society and businesses.	
Awarding best CSR practices	A working group will be established to identify criteria (e.g. effectiveness, innovation and transferability to other organisations) for best CSR practices which can be awarded and disseminated.	
CSR reporting and disclosure		
CSR National Mechanism	A CSR National Mechanism will be established to ensure the implementation of the national action plan and assess its effectiveness, as well as to ensure stakeholder engagement.	
Awareness-raising of accountability in listed companies	Accountability in listed companies will be promoted by gradually introducing reporting in collaboration with the Cyprus Stock Exchange (CSE), as well as in line with the CSE Corporate Governance Code and Corporate Governance principles	
Social responsibility reporting in semi-governmental organisations	Semi-governmental organisations will be obliged to disclose CSR statistics, based on 20 indicators in accordance with the GRI guidelines. Some indicators will be applicable to all organisations, while others will be dependent upon the industry sector.	
CSR in education and training		
Annual CSR conference	An annual conference will be organised to facilitate knowledge sharing on CSR policy. Participants will learn about CSR and ways of addressing potential challenges.	
Awareness-raising and promotion of CSR in educational institutions	To promote CSR in educational institutions, a letter will be sent to universities and business administration schools to raise awareness about the six UN Principles for Responsible Management Education.	
Human rights and responsible supply chain management		
Promotion of human rights	To promote the respect of human rights, the government will work to create a legal and	

	policy framework for governmental and semi-governmental organizations as well as businesses by increasing its cooperation with civil society organizations and involving CSR specialist agencies. This could, for example, include the implementation of a Code of Conduct for the respect of human rights, as well as training on this topic.	
Commissioner for Children's Rights	To ensure children's rights and the reporting of abuses of such rights, the Commissioner for Children's Rights has been established. The Commissioner can decide to investigate complaints further and forward them to the relevant authority.	
Sustainable public procurement		
Public procurement integration	Many public administrations in Cyprus are starting to integrate sustainable public procurement.	
Financial obligation and anti-corruption		
Laws on corruption	The Public Service law contains special anti-corruption provisions, but Cyprus still lacks a comprehensive anti-corruption and bribery piece of legislation.	
Tackling climate change and environmental sustainability		
Sectoral supporting tools	Government services have developed various sectoral supporting tools, which help companies, amongst others, to improve their environmental performance.	

Title of the practice	Description of the practice	Links to further information
GREECE		
<p>The Greek government has developed a summary of CSR priorities and challenges in the development and implementation of a national strategy on CSR. First steps for developing CSR in Greece include:</p> <ul style="list-style-type: none"> Provision of information; and Awareness raising. 		
Alignment with global CSR approaches		
CSR Forum	The government will set up a CSR forum that will monitor the development of CSR on a European and global level.	
CSR in education and training		
Sectorial CSR training	The government will support the introduction of sector-specific CSR training for companies' senior executives, HR managers, CSR professionals, trade	

	unions and employees. This may include a general introduction to CSR, sector-specific CSR analyses and strategic CSR management.	
Consumer awareness and responsible business promotion		
CSR Website	The Greek government intends to support the implementation of CSR in the public and private sector by developing a CSR website which will include both ministerial CSR practices and businesses' CSR practices.	
CSR help desks	Introducing CSR helpdesks in businesses and public authorities will support awareness-raising and implementation of national and international CSR standards.	
Greek product labelling	The introduction of Greek product- and service-labelling will support responsible consumption.	
CSR award	The government intends to introduce a CSR award for the best PPPs.	
CSR in SMEs		
Awareness raising	The government supports SMEs' to increase awareness of CSR through dissemination of CSR practices.	
Human rights and responsible supply chain management		
The Greek National Commission for Human Rights (GNCHR)	It is the independent advisory body to the Greek State on issues concerning human rights protection.	
The Greek Ombudsman	It is an Independent Authority sanctioned by the Constitution with the task of mediating between public administration and citizens in order to help citizens in exercising their rights effectively.	
Sustainable public procurement		
Procurement criteria	Social and environmental criteria for public procurement have introduced.	
Financial obligation and anti-corruption		
Laws on corruption	The Public Service law contains special anti-corruption provisions, but Greece still lacks a comprehensive anti-corruption and bribery piece of legislation.	
Tackling climate change and environmental sustainability		
Policies and initiatives	The government has introduced some policies and initiatives on the protection of the environment, but it has not utilized CSR approaches to tackle climate change and Environmental Sustainability to a great extent.	

Title of the practice	Description of the practice	Links to further information
SPAIN		

The Spanish Corporate Social Responsibility Strategy 2014-2020 is the Spanish National Action Plan on CSR. Its aim is to disseminate the values of social responsibility in society, placing a special focus on small and medium-sized enterprises.

Alignment with global CSR approaches

Alignment of public policies with the SDGs	From 2016, the emergence of the new sustainable development goals has had a significant impact to align public policies with the SDGs, resulting in non-structural changes in various organisms and public bodies	
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CSR in SMEs

'RSE-PYME' initiative	It is a program whereby the Ministry aims to bring in a specific manner the concept of CSR to small and medium-sized companies.	
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Human rights and responsible supply chain management

Human Rights Plan (2008)	This Plan has two main priorities: 'Equality, non- discrimination and integration' and 'Guarantee Human Rights' which are integrated by a set of actions under the epigraph of External Action and Internal Action.	
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Social and employment policies

Label of acknowledgement	As a part of the implementation of the 100 measures that introduced in the Strategy for Entrepreneurship and Youth Employment (2013-2016), employers may receive a label of acknowledgement if they take on the responsibility to support the integration of young people into the labour market.	Information about the Strategy for Entrepreneurship and Youth Employment and the Label (Spanish)
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Consumer awareness and responsible business promotion

State Council for Corporate Social Responsibility	The State Council for Corporate Social Responsibility was created in 2008 to support the government in the development of CSR policies.	
Sustainable Economy Act 2011	The Sustainable Economy Act 2011 included specific CSR articles (promotion of corporate social responsibility and sustainability in the management of public enterprises) to create a legal framework for CSR in Spain (as the first law).	

CSR reporting and disclosure

Development of the Directive 2014/95/EU	In Spain, the directive is still in process of transposition, although we have a draft that has already been submitted to public information.	
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CSR in education and training

Spanish CSR Strategy for 2014-2020	Training in Corporate Social Responsibility is one of the priorities identified in the Spanish CSR Strategy for 2014-2020, which dedicates a specific item to this, and establishes important measures for its implementation.	
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Sustainable public procurement		
Green Procurement Plan	The main objective of this Plan is the implementation of environmentally friendly practices in the procurement environment.	
Draft Act on public sector contracts	The publication of the new law of contracts which implies a process of modernization of the public procurement rules, which will allow to increase the efficiency of public expenditure, facilitate the participation of SMEs and public authorities using contracting in support of common social objectives is imminent	
Socially responsible investment		
Spanish Strategy of Corporate Social Responsibility 2014-2020	It devotes a specific section to Socially Responsible Investment and RTD by establishing a variety of measures.	
Financial obligation and anti-corruption		
Transparency, public access to information and good governance	Law 19/2013, 9 December requires all public administrations and entities to publish information on contracts awarded, state subsidies and state aid as well as remuneration of senior executives.	https://www.boe.es/boe/dias/2013/12/10/pdfs/BOE-A-2013-12887.pdf
Tackling climate change and environmental sustainability		
Spanish Office for Climate Change	Its main purpose is the formulation of national climate change policy in accordance with community and international legislation in this area and to develop instruments which enable to achieve the objectives set out in this policy.	
Climate Change Policy Coordination Committee (CCPCC)	It is a body for coordination and collaboration between the State General Administration and the Autonomous Communities for the application of the system of emissions trading and compliance with international and community obligations of information inherent to this.	

Title of the practice	Description of the practice	Links to further information
NORWAY		
<p>A guiding document of CSR in Norway was released in 2009 with the title “Corporate social responsibility in a global economy”. It maintains that</p> <ul style="list-style-type: none"> the state must be held to the highest degree of accountability in its own activities and in overseeing the private sector and The responsibilities of companies. 		
Alignment with global CSR approaches		

OECD Guidelines for Multinational Enterprises	The Norwegian companies are familiar with and adhere to OECD Guidelines for Multinational Enterprises.	
UN Global Company	The Norwegian companies are familiar with and adhere to UN Global Company	
Global Reporting Initiative (GRI)	The Norwegian companies are familiar with and adhere to Global Reporting Initiative (GRI)	
CSR in SMEs		
Awareness raising	<ul style="list-style-type: none"> ▪ Some companies still struggle to fully integrate CSR strategies into their business models ▪ Research focuses on helping companies find practical ways to implement CSR strategies. 	
Human rights and responsible supply chain management		
Norwegian Constitution 2014	Many human rights were specifically added to the Norwegian Constitution 2014	
Norwegian Human Rights Act	The Norwegian Human Rights Act states that certain human rights conventions have the same force as Norwegian law and take precedence over other legislation in conflict with them.	
Social and employment policies		
The Working Environment Act	It has been adopted to secure a working environment that provides a basis for a healthy, meaningful and safe working situation, consistent with the level of technological and social development of society.	
Consumer awareness and responsible business promotion		
Rainforest Foundation Norway	A web based consumer guide, using traditional and social media for dissemination of palm oil. It aims to inform customers regarding the harmful effects of palm oil industry.	
Product labelling	Product labelling is used in Norway as a tool to inform consumers about the ethical and environmental impacts of their products.	
CSR reporting and disclosure		
Non- financial reporting	The Non- financial reporting is obligatory since 1996 for the Norwegian companies.	
Accounting Act	The 1996 Accounting Act was revised to mandate that large companies are now required to provide information on their CSR-related activities in their annual reports.	
CSR in education and training		

Social organizations	There are many social organizations that provide industry guidance and recruitment to ensure sustainable and responsible activities abroad	
Education programs	Most of universities and university colleges in Norway offer CSR and corporate sustainability modules in the Bachelor's and/ or Master's degree programs in technology management, business and economics related subjects.	
Sustainable public procurement		
Regulations for public procurement	In 2007, the government created new and improved regulations for public procurement that requires the public sector to turn down suppliers convicted of corruption, organized crime, fraud or money laundering.	
Socially responsible investment		
White Paper	The Norwegian government calls on private financial institutions to give more weight to social responsibility in their activities and encourages all parts of the financial to increase the transparency on their investments (Norwegian Ministry of Foreign Affairs, 2009).	
Financial obligation and anti-corruption		
The Norwegian General Penal Code	The Norwegian General Penal Code outlining the anti-corruption law derives from the OECD anti-corruption recommendations	
Tackling climate change and environmental sustainability		
The Green Shift.	The government has called for a transition to "products and services that have significantly less negative consequences for climate and environment than today"	
New emissions commitment for 2030	It is a white paper which describes Norway's climate strategy and expanded on emissions reductions, as described in the Norwegian Environment Agency's (2014) report.	

Title of the practice	Description of the practice	Links to further information
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SLOVENIA

A Slovenian CSR action plan is being developed. Various CSR practices have already been implemented. They are in particular based on:

- Awareness raising; and
- Awards.

Alignment with global CSR approaches		
Support to UN Guiding principles	The government supports the implementation of the UN Guiding Principles by developing priority areas and implementing measures in line with this.	
CSR in SMEs		
Guidelines for Corporate Social Responsibility	A model for companies when developing their own codes of conduct or ethical codes. The Guidelines present a set of general rules for socially responsible business conduct in any sector, size or organisational structure.	
Human rights and responsible supply chain management		
Development of a NAP	Slovenia is currently in process of developing its National Action Plan on business and human rights as part of the State responsibility to disseminate and implement the UN Guiding Principles on Business and Human Rights	
Reporting and disclosure		
CSR reporting	Companies that report on CSR in their annual reports may use this in their marketing materials and as part of their CSR policy.	
Consumer awareness and responsible business promotion		
Horus for CSR best practice award	The Institute for CSR organises the award "Horus" to promote responsible businesses.	Horus award website (Slovenian) Information about the Horus award (English)
CSR knowledge exchange	The government supports business projects that facilitate the exchange of good CSR practices and promote socially responsible investments.	
Family-friendly enterprise certificate	The Family-Friendly Enterprise certificate is provided to businesses that implement family-friendly policies. The certification is managed by the Ekvilib Institute.	Ekvilib Institute
Socially responsible investment		
Social entrepreneurship	There is a goal to further develop social entrepreneurship in Slovenia.	
Social and employment policies		
Promotion of older workers	The government is supporting the development of lifelong learning opportunities for older workers.	
Sustainable public procurement		

Green and social responsible public procurement	Social entrepreneurship must be included in public tenders. A legal requirement on the inclusion of environmental criteria may be included in the future.	Ekvilib Institute
Financial obligation and anti-corruption		
Anticorruption Commission	An Anticorruption Commission has been set up to combat corruption, as well as to enhance transparency in areas such as lobbying.	Anticorruption Commission
Tackling climate change and environmental sustainability		
Environmental policies	Slovenia has developed many environmental policies such as the: <ul style="list-style-type: none"> Constitution of Republic of Slovenia Operational programme for reducing greenhouse gas emissions by 2020 Green Economy Framework program 	

Title of the practice	Description of the practice	Links to further information
Czech Republic		
<p>A Czech CSR National Action Plan has been approved by the government (April 2014). CSR actions in the Czech Republic in particular include:</p> <ul style="list-style-type: none"> Knowledge exchange; and Provision of information <p>Czech Republic have indicated they intend to include actions on Business and Human Rights within their national action plan on CSR.</p>		
Alignment with global CSR approaches		
Information CSR portal	A national informational CSR portal will be launched in 2014 to provide information about CSR guidelines (e.g. the OECD guidelines).	
UN Global Compact National Network	In 2014 a UN Global Compact National Network will be created.	
Human rights and responsible supply chain management		
Monitoring of human rights businesses	Czech authorities and stakeholders will collaborate to monitor the application of human rights principles in businesses	
CSR in SMEs		
Information for SMEs	A publication will be launched to provide SMEs with information on CSR.	
Consumer awareness and responsible business promotion		
CSR knowledge exchange	Through conferences, round tables and seminars, knowledge exchange on CSR will be	

	promoted, and good CSR practices will be disseminated.	
CSR Forum	An annual CSR Forum will be introduced from 2014 onwards by the Quality Council and the Ministry of Industry and Trade.	
Czech technical standards (CSN)	The Czech Office for Standards, Metrology and Testing will adopt CSN in CSR management.	
CSR reporting and disclosure		
Non- financial reporting	The Non- financial reporting is one of the first obligatory measures within CSR in the CR	
Socially responsible investment		
CSR investment	A legislative framework will be introduced to promote business investment in CSR.	
Social and employment policies		
Women in management	A plan on how to integrate more women into management will be developed.	
Sustainable public procurement		
Environmental and social criteria	Environmental and social criteria in public procurement will be introduced.	
Financial obligation and anti-corruption		
Government Council	It is the consulting body of the government for the area of the fight with corruption. A part of the power of Government Council is the co-ordination and evaluation of the fight with corruption, submitting the drafts to the government for adopting anti-corruption measures etc.	
Tackling climate change and environmental sustainability		
Environmental policies	CR has developed some environmental policies such as the: <ul style="list-style-type: none"> ▪ Policy of climate protection. ▪ Strategy of accommodation to the climate changes in the conditions of the CR, etc. 	

ANNEX II: BEST PRACTICES

Country	Best Practices
Cyp rus	Social Responsible Investment Tool (SRI)
	Vassiliko Cement Company
	Climate Charter for Climate Change
	Green Public Procurement
	Commissioner for Children’s Rights
	Corporate Governance Code
	CYTA – Cyprus Telecommunication Authority
	Office of the Commissioner for Administration and Human Rights (Ombudsman]
Gre ec e	360 0 Report software (Germany)
	Creta Maris S.A.
	Mirabello S.A. – Avra Collection
	Kouvidis S.A.
	Cosmos Sport S.A.
	Local Food Experts s.c.e.
	Chalkiadakis S.A.
Spa in	Lyrarakis S.A.
	CSR in Action UK, Al-Ahli Holding Group UK
	DIRSE MENTOR PROGRAM
	SOCIAL ACTION OF COPRADO. SHEPHERD SCHOOL
	CSR REPORT OF THE GOVERNMENT OF EXTREMADURA
	EXTREMADURA GREEN AND CIRCULAR ECONOMY STRATEGY
	NETWORK OF SOCIALLY RESPONSIBLE TERRITORIES, “RETOS NETWORK”
Spa in	EFR INITIATIVE
	PROMOTION OF CORPORATE SOCIAL RESPONSIBILITY AMONG THE WORLDCOB MEMBERS (USA)

Slo ve nia	HORUS – Slovenian Awards for Social Responsibility
	Certificate Family Friendly Enterprise
	Socially Responsible Business Conduct by Saubermacher – Komunala Murska Sobota LLC
	Network for Social Responsibility of Slovenia and Open Source of Sustainable Innovations 2014 Challenge
	Simbioza Genesis, social enterprise
	Pipistrel's 100% eco-friendly Research & Development building
	Iskraemeco and Fair Meter
	Volunteering programs at Erste bank a.d novi sad (Serbia)
Cze ch Re pu blic	ČEZ CSR environment
	Gefos CSR environment
	Siemens, s.r.o. CSR environment
	Pivovary Staropramen a.s. CSR environment
	PwC Czech Republic company CSR environment
	ŠKODA AUTO company CSR environment
	Agrico company CSR environment
Nor wa y	SISVI - Sustainable Innovation and Shared Value Creation in Norwegian Industry
	SUSPRO – Decision support for sustainable ship production in global fluctuating markets
	Network for Green Growth
	Implementing Organizational LCA (O-LCA) for activities in the Norwegian Defense sector
	Developing a Circular Business Model
	Recycling and reducing waste
	Investment guidelines and exclusions for the Norwegian Global Pension Fund Global
Uganda Chapter for Corporate Social Responsibility Initiatives (UCCSRI) (Uganda)	