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**CORPORATE SOCIAL RESPONSIBILITY –
NEW REALITY OF CORPORATE IDENTITY OF
EUROPEAN COMPANIES**

ABSTRACT

Corporate social responsibility is defined with the European document of 2006 (Implementing the Partnership for Growth and Jobs: Making Europe a Pole of Excellence on CSR), in which corporate social responsibility is a concept by which companies integrate care for the community and environment into their business activities and their interdependence with other stakeholders on a voluntary basis. This definition implies that in order for business entities to be socially responsible they have to act over the existing legal framework to meet certain social requirements. By embracing the principles of corporate social responsibility, it is expected that business entities together with the other stakeholders would have an agreement on economic, social and environmental objectives.

The aim of the Lisbon Strategy for Growth and Jobs of the EU is to create a business environment that will maintain the sustainable development of society as a whole and to presents an opportunity for promotion of initiatives for development of civil society. Corporate social responsibility is a complex phenomenon whose far-reaching implications contribute to the development of such a business environment.

The text will make a comprehensive analysis of European policy, which encourages the practice of corporate social responsibility in terms of social expectations, the expectations of consumers, investors, community and NGOs.

For competitive functioning of Macedonian companies on the European market, making a series of bureaucratic, financial and legal settings will not be enough. There is a need for building a corporate identity, or more specifically, improvement of one aspect that has been largely neglected, and this is promoting the aspect of corporate social responsibility that should target the socio-economic challenges and integrate them into the business practice. Building a corporate identity that is perceived mainly through the corporate brand or brands

should consider the corporate communication, corporate image and corporate reputation. Corporate identity actually represents the reality and uniqueness of a company.

Key words: corporate social responsibility, corporate identity, companies, European market

INTRODUCTION

The concept of Corporate Social Responsibility (CSR) as defined by the European Commission is the subject of the paper, as a new reality for companies and high-level priority goal for every country in the EU and worldwide as well. More specifically, the authors give a comparative analysis between Republic of Macedonia as native country and Sweden, identified as the best positive leading example in CSR, based on the European Policies and other important documents considering the CSR trends, legislatives, conditions, initiatives and statistics.

European Policies for Corporate Social Responsibility

The European Commission defines CSR as: “A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.”¹ Such a definition indicates that business entities should act beyond the defined legislative frames in order to satisfy certain social needs/requirements and be considered socially responsible. CSR basically suggests that the investors, the employees, the NGO-s, the local authorities, the society and the consumers should be able to assess the present and the future achievements and effects of the business entities on the economic, ecological, social and/or social sphere. By accepting the principles of corporate social responsibility, business entities along with the other stakeholders are expected to reach agreement regarding the economic, social and ecological objectives in defining their business strategies.

On European level, it all started on 10 January 1995, when 20 business leaders and Jacques Delors adopted and announced the European Business Declaration against Social Exclusion². In this Declaration, business organizations express their willingness to take part in the joint efforts to prevent and combat social exclusion. The declaration has three parts. In the first part of Declaration titled: “For business involvement in a joint effort against social exclusion”, the extent of exclusion and

1) Commission Green Paper “Promoting European Framework for Corporate Social Responsibility”, COM (2001)366 Final, 2001.

2) <http://www.csreurope.org/pages/en/declaration.html>

poverty within the European Union has been described in figures, like the existence of 17 million unemployed, 53 million living below the poverty line and between 3 and 5 million in inadequate housing. Different areas of exclusion have been noted as follows: in the fields of employment, housing, health care and education and also in access to certain services and the law. Different forms of exclusion as well: the districts and urban areas in crisis; marginalization of the long-term unemployed; the helplessness of young people with few qualifications; the persistence of barriers to the integration of migrants and minorities; the slide into poverty of over-indebted households; the rise in the number of homeless people.

The second part described is “Principles on an Overall Strategy Against Social Exclusion”. The main principles can be summarised as partnership and cooperation between the public, semi-public and private institutions and organisations at all the relevant levels in a fight against exclusion. Close interaction between economic and social policies; the promotion of economic and social integration of the socially excluded and restoration of social links; action to prevent and combat social exclusion is essential to respect for human dignity and associated rights and responsibilities.

The third part is about: Areas for action by businesses. The areas are: Promoting integration on the labour market; Helping to improve vocational training; Avoiding exclusion within the business and minimizing redundancies or providing for appropriate measures where they are inevitable (*Vademecum*); Promoting the creation of new jobs and businesses; Contributing to social integration in particularly deprived areas and of particularly marginalized groups. As an annex this document contains Guidelines and Examples for Action by Businesses. It describes guidelines and possible courses of action which business may like to pursue.

Under the umbrella of the King Baudouin Foundation and with the support of the European Commission, the initial group of company signatories of the Declaration appoints Ann Vandenhende and Jan Noterdaeme to set up and coordinate the European Business Network for Social Cohesion (renamed CSR Europe in 2000).

The European initiatives directed towards enhancement of CSR can be conceived through the work programmes and the results from the Lisbon Summit (2000) at which the leaders set out the goal of making Europe the most competitive and dynamic economy in the world. This was followed by the Communication from the Commission of July 2002 (COM 2002) (347) in which the Commission recommends a strategy focused on the following fields:

- Enhancing of knowledge about CSR among representatives of the business community and society both in Europe and beyond, particularly in the developing countries;

- Development of a practice of exchange of experience and good CSR practices among the business entities;
- Development and promotion of managing skills related to CSR;
- Enhancing CSR among small and medium size enterprises;
- Facilitation of convergence and transparency of CSR practices and tools;
- Establishment of a Multi Stakeholder Forum on CSR at a European level;
- Integration of CSR in social policies.

The Multi-Stakeholder Forum was established in October 2002 and it released its final report in July 2004.

The communication of 2002 was written on the basis of public consultations arising from the Green Paper of the European Commission (2001) entitled “Promoting a European Framework for Corporate Social Responsibility” which opened an extensive debate about the concept of CSR and modes of establishing partnerships for the development of a European approach to CSR.

The Commission for CSR Policies published the new Communication on CSR (22 March 2006) entitled “Implementing the Partnership for Growth and Jobs: Making Europe a Pole of Excellence on CSR”³. In this Communication, the Commission supports the European Alliance on CSR whose aim is further promotion and encouragement for implementation of CSR. The Alliance represents a political umbrella for CSR for both medium and small-size enterprises. It is not a legal document that has to be signed by enterprises but represents a guideline for the resources and the capacities of the European enterprises and their stakeholders towards enhancing the interest in sustainable development, economic growth and creation of new jobs. It is stated that the enterprises are the main actors of CSR and that the stakeholders in the sectors **other than business** also play an important role.

An emphasis is put on the CSR potential to participate in the **sustainable development of the European growth and strategy for creation of new jobs**.

The Commission identifies eight fields for future promotion of CSR:

1. Raising of the awareness and exchange of good practices;
2. Support to the Multi Stakeholder Forum;
3. Cooperation with the member countries;
4. Informing the consumers and transparency;
5. Research;
6. Education;
7. Small and medium size enterprises;
8. International dimension of CSR.

3) Implementing Partnership for Growth and Jobs: Making Europe a Pole of Excellence on CSR” (COM (2006) 136 final)

These conclusions mark the beginning of the new phase of development of CSR of the European policy.

So far, CSR has been embedded in EU's employment and social affair policy, enterprise policy, environmental policy, consumer policy, public procurement policy and external relations policy.⁴

On the 25th October 2011, the European Commission launched its new Communication on CSR for the period 2011-2014⁵. The renewed Communication aims to strengthen EU global leadership on CSR by implementing an intensive Agenda for Action with around 30 proposals for CSR commitments. In the context of the **EU's Europe 2020 strategy**, **Enterprise 2020**⁶ highlights the contribution that businesses can make to achieve the EU goals for building a **smart, sustainable and inclusive economy** delivering high levels of employment, productivity and social cohesion by 2020.

Based on a shared vision of the **enterprise of the future**, Enterprise 2020 is a new reference initiative for companies committed to developing innovative business practices and working together with their stakeholders to provide solutions to emerging societal needs.

"Enterprise 2020" is there to act as an incubator and spin off for companies willing to innovate with peers and expert stakeholders on projects to produce tangible results and models that can be shared externally across industries.

Collaborative ventures have been organised under four main thematic areas: Transforming markets; Inclusive societies; Health and Wellbeing; Transparency for trust.

Various European networks have been established to support the concept and practice of CSR, such as:

- The European Multi – stakeholder forum⁷. It brings together EU organizations of employers, business networks, trade unions and NGO in order to improve knowledge and practice between CSR and sustainable development;
- CSR Europe,⁸ a business network devoted to promoting CSR;
- The European Alliance for CSR.⁹ The European Alliance for Corporate

4) Outlined in Strategy for sustainable development, adopted by European Union at the Gothenburg Summit in June 2001 and charter for fundamental rights of the European Union proclaimed in Nice 2001.

5) The Communication can be downloaded from the European Commission website: http://ec.europa.eu/enterprise/newsroom/cf/itemlongdetail.cfm?item_id=5511

6) <http://www.csreurope.org/data/files/enterprise2020/enterprise2020hr.pdf>

7) http://circa.europa.eu/irc/empl/csr_eu_multi_stakeholder_forum/info/data/en/csr%20ems%20forum.htm

8) <http://www.csreurope.org>

9) <http://www.csreurope.org/pages/en/alliance.html>

Social Responsibility is an open partnership for enterprises to promote and encourage CSR. The Alliance was launched in 2006 as a joint initiative of the European Commission and the business community;

- Various networks have been established to promote business ethics like: European Business Ethics Network (EBEN)¹⁰, Social Venture Network Europe (SVN EUROPE)¹¹ or European Social Investment Forum (EUROSIF)¹²;

Cluster analysis by responsible competitiveness and national competitiveness

Clusters have become the focal point of many new policy initiatives in the last few years, in Europe as well as elsewhere around the globe. The challenge set out by the Lisbon European Council in 2000 to make Europe “the worlds most competitive and dynamic knowledge based economy” in particular has sparked interest in new approaches to economic policy for competitiveness. Mobilizing the potential of clusters is seen as critical to reach this ambitious goal (Ketels, 2004).

Michael Porter (2001) defines clusters as geographically proximate groups of interconnected companies and associated institutions in a particular field, linked by commonalities and complementarities. Clusters are important, because they allow companies to be more productive and innovative than they could be in isolation.

While clusters are part of regional economies in countries across the globe and at all stages of economic development, there are indications that they might be particularly important for understanding and addressing the economic challenges that Europe is facing. Many Europeans are concerned that their prosperity, productivity, and innovation levels fail to keep pace with the United States and increasingly with competitors from other parts of the world like Asia. While the overall levels of skills, infrastructure, and institutional capacity in Europe seem to be on par or even better than elsewhere in the world, many researchers have identified rules and regulations that hamper flexibility, for example on the labour market, or reduce incentives, for example through high tax rates, as potential reasons for the European performance gap. The recent work on clusters and competitiveness suggests that differences in regional specialization patterns across cluster categories could be an additional, potentially very powerful driver of this gap. Regional clusters enable companies to reach higher levels of productivity and be more innovative – this is what the available research indicates. If European regions suffer from weaker regional clusters and cluster portfolios than their peers elsewhere in the world, this might be an important factor keeping them behind

10) <http://www.eben-net.org/>

11) <http://www.svnnederland.nl/svneurope>

12) <http://www.eurosif.org/>

in global competition. Comparing higher-ranking countries such as Belgium, Malaysia and Costa Rica with lower ranking countries like Paraguay, Pakistan and Mali has limited policy implications, as well as comparing them with other wide-angle lens international indexes like the Human Development Index and the World Economic Forum's Competitiveness Indexes.

The analysis revealed a statistically-robust set of four clusters of countries, broadly distinguished by their stage of development. What these clusters show is that there can be no cookie-cutter approach to building responsible competitiveness. Countries need to design their own strategies, blending business action, policy drivers and social enablers in the most effective and appropriate combination for their stage of development. Nevertheless, some generalizations are possible for the four broad clusters of countries (figure 1):

- **Starters:** this cluster of lowest scorers is made up of 31 countries, or 29% of the total list. The largest countries to fall into this cluster include China, Bangladesh and the Russian Federation. Many of these countries have already signalled a commitment to responsibility through signing and ratifying international treaties, and other policy drivers, but are struggling to implement the basics, like workers' health and safety and freedom to organize among businesses. The need for Starters to focus on these basic rights is strongly emphasized by Guy Ryder, General Secretary of the International Trade Union Confederation. These countries mainly are constrained in their focus on low-value and often low-quality exports and are a long way from moving up the value-chain or developing global brands.
- **Compliers** (Republic of Macedonia): India is unusual in being a low-income economy, while the other 32 Compliers are classified as middle-income countries. Other large countries in the Compliers cluster are Brazil, Turkey and Mexico. The Compliers account for as much as USD 1 trillion of global trade. Compliers focus on demonstrating progress on meeting international quality, labour and environmental standards, and so are building their capacity to capture market share in the global supply chains of more quality-conscious brands and consumers. Domestic civil society is not a significant driver for compliers.
- **Asserters:** this cluster is made up of 24 countries, just under a quarter of the total list. Countries asserting their responsibility credentials range from Spain and Italy to the United Arab Emirates. Asserters are countries moving from the back foot to the front foot, seizing opportunities in responsible competitiveness. Some of them, like Chile and South Africa, are actively engaged in developing and promoting international standards that will provide them with a competitive advantage. Some Asserters are building

national brands associated with responsible business and government practices to attract foreign direct investment and promote a first generation of global product and corporate brands. For many Asserters, a vibrant civil society environment – challenging business but ready to collaborate in finding solutions – is a critical element in advancing the broader national project.

- **Innovators** (Sweden): this cluster of highest scorers is made up of 20 countries and the list is dominated by Europe, followed by other OECD countries. Innovators are working to embed responsibility into the core of their domestic economies, stewarded by relatively well enforced statutory regulation, well-designed corporate responsibility strategies, reinforced in most instances by strong NGOs, media watchdogs and consumers demanding responsible new products. Beyond this, knowledge-based innovation provides the leading edge of all of these economies. Sustained innovation in the context of scarce and highly mobile talent requires flexible working conditions and dynamic, trusted public as well as private institutions. It also demands attention to detail, cascading responsibility into SMEs and overseas investments as well as large domestic firms. For Innovators, responsibility competitiveness is no longer an add-on, but the heart of the economic model.

CSR: MACEDONIAN CASE

The interest in the CSR concept in Republic of Macedonia is growing. In December 2004, the UN Global Compact in Macedonia was launched. The membership in the Global Compact Network is increasing. By the end of May 2006, the number of Macedonian companies - members of GC has increased to 47. On May 25 and on November 30, 2005, Conferences on Corporate Social Responsibility supported by UNDP and USAID project were held. In the mean time, journalists were trained in the CSR concept. At the initiative of several NGO-s, separate investigations about the CSR were performed among business entities in Macedonia. A number of initiatives in the CSR sphere were also separately taken by the economic chambers. Although there has been an increase of activities in the field of CSR, there still remains the need of a holistic frame that will be a guideline and an initiator of the activities in the CSR domain. The results of the recent research¹³ showed that those business entities who say that the term CSR is completely unknown to them account for 24,35% of the respondents, while 48,45% said that the term is

13) Conducted by Mirjana Borota Popovska, Institute for Sociological, Political and Juridical Research – Skopje, and commissioned by UNDP, 2006.

known by them, i.e. that they have heard of it but cannot define it. 29,9% of the respondents completely knew what the term means. This investigation represents part of the activities of UNDP towards enhancing CSR aimed at definition of the level of knowledge on CSR and providing recommendations for further activities.

According to the findings of the research and the results of the SWOT analysis of CSR development in Macedonia, the National Agenda on Corporate Social Responsibility for the Republic of Macedonia 2008-2012 was prepared and published¹⁴ and the vision, objectives and priority measures have been established:

Vision:

Promoting sustainable business growth that encourages social inclusion and prevents environmental degradation.

Main objectives and measures:

1. Raising awareness on CSR
 - ✓ *Public campaigns on CSR*
 - ✓ *Research on CSR*
 - ✓ *Stimulating cooperation and dialogue*
 - ✓ *Creating databases in the field of CSR*
 - ✓ *Providing CSR training and education*
2. Developing the capacities and competences to help mainstream CSR
 - ✓ *Training and exchange of experience*
 - ✓ *Developing CSR performance management*
 - ✓ *Improving corporate governance*
3. Ensuring an enabling environment for CSR
 - ✓ *Creating CSR incentives*
 - ✓ *Creating legal obligations for CSR*
 - ✓ *CSR disclosure*

Still, the truth is that there is a need for greater effort and proactive approach from each possible side: the governmental bodies, business associations, labour unions, companies, academic society, media and NGOs in implementation of these measures and activities that will promote the CSR concept in Macedonia.

CSR: Sweden as a positive example

Sweden is doing more than most, and has been doing so for some time. Back in

14) By the national coordinating body on CSR in 2008.

2007, in the final State of Responsibility Competitiveness report by international non-profit organization AccountAbility,¹⁵ Sweden topped the Responsible Competitiveness Index. The index was based on a range of parameters covering climate, working environment, corruption and social issues among companies in 108 countries.

AccountAbility's Responsible Competitiveness Index (RCI) ranks Sweden as the country that is doing most to advance its business competitiveness through responsible business practices, ahead of Denmark, Finland, Iceland and the United Kingdom. In other words, Swedes know how to do business while taking climate change, gender, human rights and anticorruption into account.

Responsible Competitiveness's findings are based on a wealth of sector and issue-specific cases from Brazil, Cambodia, Chile, Europe and South Africa, two new innovative country-level indices, and findings emerging from a Global Policy Dialogue on Responsible Competitiveness conducted over two years in association with the UN Global Compact and partners from Africa, Asia, Europe and Latin America.

The RCI is an innovative, country-level index that provides metrics and methodology for exploring the relationship between corporate responsibility and competitiveness, and includes the National Corporate Responsibility Index (NCRI) that measures the national state of corporate responsibility covering 80 countries across five continents. Responsible Competitiveness predicts that governments worldwide, as well as businesses, will increasingly build responsibility issues into their strategies to develop and maintain their national competitiveness.

Responsible competitiveness is about making sustainable development count in global markets. It means markets that reward business practices which deliver improved social, environmental and economic outcomes; and it means economic success for nations that encourage such business practices through public policies, societal norms and citizen actions.

There is a significant correlation between the competitiveness of a country and its corporate responsibility level. This might indicate that (AccountAbility, 2005):

- Competitiveness gains in a country may not be sustainable unless underpinned by responsible business practices. That is, consistent growth in competitiveness depends on a greater responsibility of the society as a whole, business, government and civil society.
- Corporate responsibility can fuel country competitiveness. This possibility, the heart of the Responsible Competitiveness proposition, seems to get some support from the data.

The results (figures 2, 3) verify in short, that Sweden is on top on current world

15) Institute of social and ethical accountability - Copenhagen

trends, maintaining a sustainable economic growth based on business practices that achieve economic development without significant damage to the environment, taking stakeholders into account and working together with civil society to achieve these objectives.

Sweden leads as best example in:

- ***Women's Empowerment***

The World Economic Forum has developed a benchmarking system to measure the size of the gender gap in various countries according to the level of advancement of the female population. It includes 58 countries (30 OECD countries & 28 other emerging markets) and measures the extent to which women have achieved full equality with men in five areas: economic participation; economic opportunity; political empowerment; educational attainment; health and wellbeing. The top ten countries were (1st to 10th): Sweden, Norway, Iceland, Denmark, Finland, New Zealand, Canada, UK, Germany, and Australia (AccountAbility, 2005). Sweden is the most progressive country worldwide, in part due to an equal number of men and women in parliamentary and ministerial positions, a long-history of women at the ballot box, high female labour force participation rates and generous maternity leave (AccountAbility, 2007).

- ***Environmental management***

Sweden stands out in first place of the ranking, obtaining a score of 2.7, a full 0.9 above the second-placed score. This points towards a great efficiency in the application of environmental programmes and a remarkable example of interaction between the regulatory environment and business practice (AccountAbility, 2005).

- ***Low carbon economy***

Another important report considering Sweden is the Climate Competitiveness Index 2010, which identifies good practices in countries around the world in the low carbon economy.

- ***Compulsory reports***

Sweden was also the first country to demand sustainability reports from state-owned enterprises. The reports have to comply with guidelines from the Global Reporting Initiative (GRI). The GRI seeks to uphold global standards in sustainability reporting and make it easier to assess and compare companies from social, environmental and economic perspectives. A survey has shown that compulsory sustainability reporting has raised awareness among companies and led to greater sustainability efforts.

Figure 1. Countries in each cluster

Starters	Compliers	Asserters	Innovators
Angola	Albania	Botswana	Australia
Bangladesh	Argentina	Chile	Austria
Benin	Brazil	Costa Rica	Belgium
Bolivia	Bulgaria	Czech Republic	Canada
Burkina Faso	Colombia	Estonia	Denmark
Cambodia	Croatia	Greece	Finland
Cameroon	Dominican Republic	Hungary	France
Chad	Egypt	Israel	Germany
China	El Salvador	Italy	Hong Kong, China
Ecuador	Georgia	Jamaica	Iceland
Ethiopia	Guatemala	Korea, Rep.	Ireland
Gambia, The	Honduras	Kuwait	Japan
Kenya	India	Latvia	Netherlands
Kyrgyz Republic	Indonesia	Lithuania	New Zealand
Madagascar	Jordan	Malaysia	Norway
Malawi	Kazakhstan	Mauritius	Singapore
Mali	Lesotho	Portugal	Sweden
Mauritania	Macedonia, FYR	Slovak Republic	Switzerland
Mongolia	Mexico	Slovenia	United Kingdom
Morocco	Moldova	South Africa	United States
Mozambique	Namibia	Spain	
Nepal	Nicaragua	Taiwan, China	
Nigeria	Panama	Thailand	
Pakistan	Peru	United Arab Emirates	
Paraguay	Philippines		
Russian Federation	Poland		
Tanzania	Romania		
Uganda	Sri Lanka		
Ukraine	Trinidad and Tobago		
Zambia	Tunisia		
Zimbabwe	Turkey		
	Uruguay		
	Venezuela, RB		

Source: AccountAbility (2007) *The state of responsible competitiveness: making sustainable development count in global markets.*

Figure 2. National Corporate Responsibility Index 2005

	National Corporate Responsibility Index - NCRI - 2005	Internal dimension:	External dimension: Civil society context	Environmental management
1 Sweden	73.5	1.85	1.30	2.68
2 Finland	72.2	2.12	1.35	1.82
3 Switzerland	70.7	1.51	1.46	1.80
4 Denmark	70.7	1.91	1.43	1.39
5 United Kingdom	69.0	1.96	0.99	1.34
6 Netherlands	68.3	1.53	1.16	1.33
7 New Zealand	68.2	1.98	1.28	0.62
8 Australia	68.1	1.78	1.16	0.97
9 Germany	68.0	1.51	1.01	1.45
10 Estonia	67.8	0.85	1.14	1.92
11 United States	67.5	1.80	1.16	0.72
12 Norway	67.3	1.42	1.17	1.04
13 Canada	67.1	1.63	1.09	0.88
14 Austria	66.7	1.17	1.14	1.17
15 Belgium	66.7	1.39	1.23	0.80
16 Ireland	66.6	1.20	1.14	1.09
17 France	65.3	0.97	1.00	1.06
18 Japan	65.2	0.69	1.06	1.27
19 Slovenia	64.6	0.19	1.21	1.40
20 Israel	62.0	0.91	0.61	0.47
21 Spain	61.9	0.13	0.70	1.20
22 South Africa	61.4	1.08	0.29	0.49
23 Lithuania	60.5	0.06	0.70	0.73
24 Hungary	60.3	-0.07	0.05	1.71
25 Slovak Republic	59.8	0.22	0.27	0.89
26 Czech Republic	59.5	-0.47	0.46	1.32
27 Portugal	59.1	0.26	0.43	0.37
28 Korea	58.6	-0.06	0.70	0.17
29 Chile	58.3	0.48	0.42	-0.14
30 Malaysia	58.1	0.91	-0.50	0.56
31 Costa Rica	57.5	0.13	0.38	0.02
32 Thailand	57.5	0.34	0.21	0.01
33 Greece	57.4	-0.27	0.47	0.28
34 Latvia	57.2	0.08	0.55	-0.29
35 Italy	56.9	-0.60	0.53	0.41
36 Mauritius	56.7	-0.13	0.57	-0.27
37 Brazil	56.4	0.08	0.01	0.16
38 United Arab Emirates	55.6	0.18	-0.72	0.79
39 Poland	54.7	-0.67	0.14	0.19
40 Bulgaria	54.6	-0.49	0.34	-0.30
41 Namibia	54.5	0.41	-0.25	-0.53

	National Corporate Responsibility Index - NCRI - 2005	In term of dimension:	External dimension: Civil society context	Environmental management
42 Philippines	54.1	0.18	-0.14	-0.56
43 India	54.0	-0.17	-0.06	-0.32
44 Jamaica	53.9	0.24	-0.15	-0.70
45 Botswana	53.7	0.12	-0.18	-0.58
46 Trinidad & Tobago	53.7	0.08	-0.32	-0.37
47 Panama	53.6	-0.27	0.09	-0.55
48 Egypt	53.6	0.08	-0.35	-0.36
49 Jordan	53.5	0.14	-0.86	0.26
50 Romania	53.2	-0.55	-0.14	-0.09
51 Uruguay	53.1	-0.81	0.25	-0.36
52 Sri Lanka	52.5	0.06	-0.37	-0.72
53 Mexico	52.4	-0.67	-0.10	-0.31
54 Croatia	52.3	-0.66	-0.19	-0.21
55 Tunisia	52.2	0.22	-1.08	-0.02
56 Colombia	52.0	-0.45	-0.44	-0.24
57 Kenya	51.2	-0.22	-0.16	-1.15
58 Argentina	50.9	-0.78	-0.25	-0.50
59 Ukraine	50.4	-0.75	-0.46	-0.44
60 Morocco	50.3	-0.04	-0.78	-0.83
61 Peru	50.2	-0.67	-0.24	-0.90
62 Indonesia	49.8	-0.64	-0.60	-0.58
63 Dominican Republic	49.5	-0.93	-0.11	-1.07
64 Turkey	49.1	-0.70	-0.24	-1.28
65 Uganda	48.9	-0.67	-0.84	-0.56
66 China	48.8	-0.35	-1.31	-0.28
67 Nigeria	48.8	-0.56	-0.50	-1.19
68 Zambia	48.6	-0.36	-0.65	-1.27
69 Macedonia, fyr	48.3	-0.43	-0.52	-1.47
70 Russian Federation	48.3	-0.66	-0.83	-0.80
71 Malawi	47.4	-0.68	-0.87	-1.07
72 Honduras	46.4	-1.23	-0.88	-0.77
73 Venezuela	46.4	-0.99	-1.01	-0.89
74 Paraguay	45.9	-1.54	-0.59	-1.03
75 Ecuador	45.5	-1.22	-1.05	-0.89
76 Zimbabwe	45.0	-0.20	-1.70	-1.29
77 Bangladesh	44.9	-1.65	-0.79	-0.98
78 Guatemala	44.9	-1.42	-0.81	-1.24
79 Vietnam	44.8	-0.70	-1.70	-0.85
80 Bolivia	44.2	-1.80	-1.04	-0.73
81 Bosnia & Hercegovina	43.4	-1.22	-1.08	-1.62
82 Algeria	41.0	-1.36	-1.76	-1.39
83 Pakistan	39.2	-1.80	-1.69	-1.67

Source: AccountAbility (2005) *Responsible Competitiveness: Reshaping Global Markets Through Responsible Business Practices*.

Figure 3. *Responsible Competitiveness Index 2007*

RCI Ranking 2007	Country	Country Abbreviations	Responsible Competitiveness Index 2007	Policy Drivers	Business Action	Social Enablers
1	Sweden	SWE	81.5	86.0	90.2	74.7
2	Denmark	DNK	81.0	89.9	86.9	76.6
3	Finland	FIN	78.8	83.9	84.1	76.7
4	Iceland	ISL	76.7	83.5	74.9	86.3
5	United Kingdom	GBR	75.8	88.8	75.9	76.6
6	Norway	NOR	75.5	83.8	77.3	75.9
7	New Zealand	NZL	74.9	88.6	72.2	80.0
8	Ireland	IRL	74.6	85.0	73.8	78.1
9	Australia	AUS	73.0	82.7	73.6	73.3
10	Canada	CAN	73.0	83.7	72.5	74.8
11	Germany	DEU	72.7	81.8	74.8	70.1
12	Netherlands	NLD	72.6	81.6	75.0	69.5
13	Switzerland	CHE	72.5	87.8	74.5	65.7
14	Belgium	BEL	71.9	86.1	70.1	73.0
15	Singapore	SIN	71.3	83.7	74.4	63.5
16	Austria	AUT	70.9	84.1	71.6	67.2
17	France	FRA	70.1	76.9	69.2	73.6
18	United States	USA	69.6	72.6	72.1	68.6
19	Japan	JPN	68.8	80.7	68.9	65.7
20	Hong Kong, China	HKG	68.3	84.5	68.9	60.6
21	Portugal	PRT	65.9	79.2	63.1	65.7
22	Estonia	EST	65.0	73.5	67.4	73.0
23	Slovenia	SVN	64.1	76.0	61.3	63.7
24	Chile	CHL	64.0	80.3	65.4	67.9
25	Malaysia	MYS	63.7	82.3	68.4	59.2
26	Spain	ESP	63.7	73.3	61.4	63.3
27	Korea, Rep	KOR	63.0	69.3	62.8	60.7
28	South Africa	ZAF	62.5	75.8	66.9	61.3
29	United Arab Emirates	UAE	62.4	75.1	63.6	52.1
30	Lithuania	LTU	62.1	78.7	64.0	63.6

RCI Ranking 2007	Country	Country Abbreviations	Responsible Competitiveness Index 2007	Policy Drivers	Business Action	Social Enablers
31	Israel	ISR	61.6	76.9	63.1	64.2
32	Italy	ITA	61.2	76.0	55.8	61.6
33	Greece	GRC	61.0	72.9	61.1	52.6
34	Taiwan, China	TAI	60.7	68.8	62.5	67.5
35	Latvia	LVA	60.3	77.6	61.0	62.1
36	Costa Rica	CRI	60.2	78.8	64.2	54.8
37	Thailand	THA	60.0	76.3	65.3	53.5
38	Jamaica	JAM	59.8	77.0	64.9	52.8
39	Czech Republic	CZE	59.7	78.0	61.1	59.1
40	Mauritius	MUS	59.3	79.4	58.0	62.7
41	Botswana	BWA	59.3	82.0	57.5	61.8
42	Kuwait	KWT	58.7	74.1	61.6	56.5
43	Slovak Republic	SVK	58.2	77.9	59.0	57.0
44	Hungary	HUN	57.7	79.9	57.8	55.9
45	Peru	PER	56.8	70.3	60.7	52.8
46	Trinidad and Tobago	TTO	56.7	76.6	57.4	54.4
47	Namibia	NAM	56.4	77.6	55.5	56.1
48	Indonesia	IDN	56.1	72.5	59.0	51.3
49	El Salvador	SLV	55.9	77.8	55.7	53.5
50	Jordan	JOR	55.7	74.9	57.9	50.3
51	Turkey	TUR	55.6	72.4	56.9	53.6
52	Uruguay	URY	55.6	75.5	52.7	59.8
53	Croatia	HRV	55.5	73.1	58.0	50.6
54	Poland	POL	55.4	74.7	53.6	57.8
55	Kolombia	COL	55.1	77.4	56.0	49.9
56	Brazil	BRA	55.0	72.3	56.4	52.3
57	Mexico	MEX	54.8	70.5	57.6	50.1
58	Romania	ROM	54.6	68.1	54.9	56.4
59	Bulgaria	BGR	54.4	70.4	51.3	60.9
60	Tunisia	TUN	54.3	79.4	60.6	35.8

Source: AccountAbility (2007) *The state of responsible competitiveness: making sustainable development count in global markets.*

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