Corporate Social Responsibility:

A Role only for Business Leaders?

Inaugural Address Prince Claus Chair in Development and Equity

Patricia Almeida Ashley

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Summary

The inaugural address as holder of the Prince Claus Chair in Development and Equity 2009-2011 starts by observing that CSR as a concept has been defined in different ways in Brazil and abroad. The context-dependent definition of the concept can be understood as being related to the cultural aspects and to the level of social, economic, environment and institutional development of a region in a specific time and territory. The address will approach corporate social responsibility from two different angles.

Firstly, the CSR concept developed from a narrow and after-profit perspectives, mainly at the early stages of the CSR literature, which defined CSR as a business benevolence conduct and community relations policies, ranging from corporate philanthropy to business social investment. A second, broader and before-profit CSR concept includes policies and practices towards sustainability throughout the business process at the level of the firm and in business-society relations. Examples of this before-profit approach to CSR would include business policies and practices like: sustainable design and production; responsible buying and consumption; human resources development aligned with the concept of quality of life; transparency and accountability. Also, it would include proactive partnerships with the state, business associations, civil society and markets towards sustainable development and living at the local, regional, national and international levels. A generic model for mapping business strategies for CSR will be presented, considering three levels of ethical challenges and different dimensions of business-society relations.

As regards the state of the art of theoretical and applied CSR literature, these have been mainly generated within the business management knowledge arena and therefore have counted more on business leaders' initiatives for defining the conceptual boundary and opportunities for CSR proposals. Hence the main question of this speech: Is a role in CSR only for business leaders? In other words, can the CSR concept become a viable and sustainable concept in itself if it is based only on the management practices of business leaders? The main argument proposed here is that the CSR concept requires, for its viability, to be seen as part of a broader concept - stakeholder social responsibility. In this line of argument, responsible business requires that, on the one hand, responsible markets value CSR as the standard for doing business and, on the other hand, that sustainable processes and products coming from CSR adopters should be less costly and express lower prices at the market level for developing the market demand for CSR. Firms that are aligned with CSR and sustainability policies and practices need to be recognized and differentiated in the market from unfair competition from irresponsible business players.

Responsible market is expressed in the investment decisions and trade policies and behaviour of economic agents, which means proactive policies and practices that promote the demand side of markets, the State and society for CSR. Furthermore, it is proposed that CSR cannot be understood and totally applied if its knowledge is restricted to the boundaries of the business management arena. For developing and evaluating CSR policies and practices from different stakeholder groups, an interdisciplinary view is necessary, including law, economics, architecture, engineering, geography, political sciences, social sciences, public administration, education, social psychology and other disciplines. Each one of these disciplines and professions has its own stake and contribution for building knowledge into a better comprehension

of the CSR phenomenon and for an effective application of CSR values within market relations and business processes.

Each economic agent has to be seen as part of a social network which engages in the promotion of social responsibility values and practices. The state needs to re evaluate different levels of public taxes, offering incentives by means of lower tax levels for markets which are engaged on sustainable design, technology, finance, production, transport, trade and consumption. Also, the State, at all levels, could promote the development of socially responsible and sustainable markets by means of engaging in partnerships for better information to suppliers and buyers aligned with CSR and sustainability practices, as well as promoting sustainable procurement and responsible buying within its own state organizations. Business associations could involve their associates, together with academic institutions and non-state organizations, in developing ethical competition in production and trade aligned with CSR and sustainability values and practices. Academic institutions could be financially supported, by research and training funders, in their programmes on capacity building on CSR and sustainability, as there is still a limited production of scientific knowledge on CSR policies and practices and a lack of professionals qualified to work with CSR and sustainability in business processes in private, public and non-state organizations. Financial institutions could be clearly engaging in the Finance Initiative of UNEP and other similar initiatives by offering products and services for sustainable finance and socially responsible investment, mainly targeted at business associations and small and medium businesses that are engaging in CSR and sustainability standards. In summary, it is proposed that CSR can only be sustainable if is valued by markets, public policies and society as the standard for doing business.

Topics

First Words (Preamble)

1. Your Excellency Royal Highness Princess Maxima of the Netherlands and staff of the Dutch Royal Household;
2. Representatives of the Prince Claus Fund and the Curatorium of The Prince Claus Chair;
3. Ambassadors and staff members of Embassies;
4. Representatives of Ministries, City Halls and Councils and other public bodies from the Netherlands;
5. Representatives of Business Companies and Business Associations;
6. Representatives of National and International Non-State Organizations;
7. Representatives of Staff Members, Managers and Funders of Educational, Applied Science and Research Institutions;
8. Chair of the Executive Board of Erasmus University Rotterdam, Mrs. Pauline Van Der Meer Mohr;
9. Rector of ISS, Professor Louk de La Rive Box;
10. My dear colleagues from the International Institute of Social Studies and Erasmus University Rotterdam.

I would like to thank you very much for your presence and thank God for bringing us together at this meeting for a reflection on corporate social responsibility as part of a broader concept of stakeholder social responsibility. You are all representatives of different stakeholders on the issue of CSR, and so your comments and ideas are most welcome. At the end of this meeting, I hope we will all be inspired to bring about changes towards a sustainable society, in which development and equity are inseparable concepts. As Prince Claus words in one of his 23 propositions: 'Development is a question of enabling people to direct their energies within their own cultural context to bring about change, in the belief that this is in their own interests.' My premise here is that sustainable society in a sustainable earth is in our own interests.

Introduction

Corporate social responsibility can be understood as a wish, as a combination of principles, as a business practice or as performance criteria for evaluating business in society. What I mean is that we can find, in a specific country or region at a specific time, different perspectives and experiences in understanding the concept of CSR and different degrees of implementation of CSR principles, practices and performance criteria. Also, in the same country or region, at different times, the definition and practices of CSR will change and renovate as the experience and learning process in business-society relations reshapes understanding of CSR under different cultural and institutional contexts.

When we, then, come to compare different countries or regions combined with different times, we find a plethora of different perspectives on CSR and different institutional, economic, environmental and cultural contexts modelling the degree of possibilities for the emergence of responsible business and responsible markets.

Even if we restrict our comparison to a sole industry sector, such as, for example, the petroleum industry, there are different legal, environmental, economic and cultural contexts in each country the petroleum companies operate. If we consider the same country and the same industry, we then find out that the size of the company, the shareholder and corporate structure, the degree of social and environmental scrutiny from civil society and investors, the competencies available in the company, the professional qualification and management system applied by the company will shape the 'eye lenses' from which managers and shareholders conceive and implement the corporate strategy for social responsibility.

As an example of different perspectives on CSR in Brazil; since 1999, when I started doing research on CSR, I have seen some approaches for understanding CSR as corporate philanthropy, sometimes called business benevolence. These approaches may range from occasional social actions with business contributions to community projects, to strategic corporate philanthropy in which business-social investment is strategically planned so as to be continuously evaluated in specific methodologies for selection, implementation and evaluation of projects results. The Brazilian Federal Institute for Research on Applied Economics – IPEA - has been carrying out periodic research on measuring how and how much business benevolence is applied by micro, small, medium and large Brazilian companies.[1]

Petrobras, the Brazilian petroleum company, when considered from the early stage of its CSR strategy, is one example of a strategic corporate philanthropy approach, annually contributing significant amounts to cultural and social projects selected through a national contest for projects coming from non-state organizations. It is important to note that Petrobras has changed its strategic orientation to CSR since the early stage of conceiving it as only corporate philanthropy. Petrobras has been broadening its CSR scope for the whole range of business processes and stakeholder-relations and conceiving CSR as part of a more integrated approach to the company's mission, vision and strategic goals.

Business benevolence or corporate philanthropy can be understood as an after-profit strategic orientation to CSR, one that is not connected to the core business processes of an enterprise. The institutional purpose of an enterprise is to do business by

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1. The research is called 'Ação Social das Empresas' and is available for download at the IPEA website www.ipea.gov.br

means of producing and trading goods and providing services connected to its core business. In other words, when we open a business based on a business plan, we are actually planning on how to employ people, inputs, technology, properties, equipment, financial resources, competencies and social capital and to combine them into business processes and results. That is, to do business. That is where we find the purpose of an enterprise. That is where we see the major contribution of business to society, the economy and the environment. That is where society and business evaluators should be focusing CSR as part of the way of doing business, not as a detached approach to CSR as business benevolence or business philanthropy. What I mean is that we shall search for before-profit approaches for CSR as a model of doing business and for its contribution to sustainable development.

I will present a meta-model for analyzing different perspectives on CSR in order to comprehend what cultural and institutional contexts shape the possibilities and mainstream practices for CSR. Also, the model points out that in a specific country or region for a specific industry sector and company, CSR strategies may progress or change in time, as long as business learning and stakeholder involvement, in an interactive business-society way, reshapes the visions and practices for doing business in a socially responsible way.

Later on, I will present a proposal that we need to change our way of understanding the opportunities and limits of CSR, as business is part of larger social system, which includes society, economy, environment and institutional arrangements. If a business applies CSR, this has to be valued by all market players, by society and by the institutional context, as enterprise sustainability requires that the activities carried out by the business and the way it acts is valued more highly than its non-CSR competitors.

Responsible business requires demand for its products by a responsible market. It also requires financial resources available at better conditions. It requires a lower tax burden for its contribution to a better society, economy and environment. It requires professionals that are qualified to apply the social responsibility perspective in all different disciplines, ranging from engineers to administrators, economists and so on. Thus, universities and its funders have a relevant contribution to renovate their curricula and research agenda while adopting principles and concepts of CSR in their teaching, research and services provided to society. Responsible business also requires technology to be easily accessible and applied in business processes which will improve its ecological, social and economic efficiency and effectiveness as a socially responsible business.

Furthermore, responsible business requires the development of socially responsible business partners and competitors, all playing in a value network based on the principles and practices of CSR. In order to contribute to fostering ethical competition in each business sector, based on principles and practices of socially responsible business, there is an important political and technical role to play by business associations. Not only by business associations on their own, but in joint action with employers associations, workers associations, government, civil society and universities, all together in permanent forums and alliances for a broader adoption of international standards and principles for CSR in a before-profit approach. Later on, I will quote some CSR principles and management tools most recognized in an international context.

Last but not least, the state has its role in CSR, by means of realigning its legal framework so as to contribute to a lesser tax burden and better market opportunities for companies that are doing business in a socially responsible way. To be socially

responsible should cost less for business, made evident by the lower prices for sustainable products that are sold in markets. Families are to be informed on where to buy, what costs and what benefits they can find in buying goods that have a very good history to tell in terms of the economic, social and environmental aspects of their design, production, transport and trade.

As we spread learning to market players on to how organize and participate in networks aligned with CSR principles and practices, we will achieve a critical mass of companies applying the new quality standards on what is the right way to do business. Then, we will be contributing to turn CSR strategies into stakeholder social responsibility, which is a necessary context for aligning business, state and social action with the goals of sustainable development.

Let me finish this introduction with a quotation from the Draft of the International Standard ISO 26000 (2009, p. 6) on the contribution of social responsibility to sustainable development:

> [...]Organizations around the world, and their stakeholders, are becoming increasingly aware of the need for and benefits of socially responsible behaviour. The aim of social responsibility is to contribute to sustainable development. An organization's performance in relation to the society in which it operates and to its impact on the environment has become a critical part of measuring its overall performance and its ability to continue operating effectively. This is, in part, a reflection of the growing recognition of the need for ensuring healthy ecosystems, social equity and good organizational governance. In the long run, all

organizations' activities depend on the health of the world's ecosystems. Organizations are subject to greater scrutiny by their various stakeholders, including customers or consumers, workers and their trade unions, members, the community, non-governmental organizations, students, financiers, donors, investors, companies and others. The perception and reality of an organization's social responsibility performance can influence, among other things: competitive advantage; its reputation; its ability to attract and retain workers or members, customers, clients or users; the maintenance of employees' morale, commitment and productivity; the view of investors, donors, sponsors and the financial community; and its relationship with companies, governments, the media, suppliers, peers, customers and the community in which it operates.[...][2]

The Concept of Corporate Social Responsibility

The CSR concept has moved on from the narrow and after-profit perspectives, found in the early stages of CSR literature, which defined CSR as a business benevolence conduct and community relations policies, ranging from corporate philanthropy to business social investment. Such after-profit approaches to CSR can be a good start for connecting enterprise managers and employees to their social environment, involving business in recognizing needs for social investment in the community and its neighbourhood. It can involve

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2. ISO (2009). Draft International Standard ISO/DIS 26000: Guidance on social responsibility. Available at ISO website www.iso.org/sr.

corporate philanthropy in cultural projects and donations to civil society organizations acting in social, environmental or economic development projects for better living conditions, either locally, nationally or internationally.

However, if we stop at thinking of the concept of CSR at the level of corporate philanthropy or business benevolence, we are detaching CSR from the core business processes of an enterprise. These business processes might, indeed, be creating similar inequalities and environmental risks for the future sustainability of business which are on the agenda of its corporate philanthropy. That is not unusual in CSR practices. The same company produces social and environmental risks throughout its business processes and, at the same time, invests in after-profit approaches to CSR, contributing to projects that aim to compensate social, economic and environmental damages or risks in an unequal society.

After-profit CSR could be thought of by using a metaphor of pouring water into a bathtub which is full of holes. It is a huge and useless effort towards a predictable future of a systemic failure, if we do not close the holes of the bathtub. So, after-profit CSR has to be added to other CSR approaches that will contribute to closing 'the holes of the bathtub', that is, the inequalities generated from the way we think, plan, decide and do business, especially in fragile institutional contexts.

A second, broader and before-profit CSR concept would include policies and practices towards sustainability throughout business processes at the level of the firm and in business-society relations. Examples of this before-profit approach to CSR include business policies and practices such as management by values; sustainable design and production; responsible buying and consumption; human resources development aligned with the concept of quality of life; corporate transparency and

accountability. Also, it would include proactive partnerships with the state, business associations, civil society and markets towards sustainable development and living at the local, regional, national and international levels.

Aligned with this before-profit approach, we find, in CSR literature and corporate reports, the most recent definitions and applications for CSR. The conceptual development towards ISO 26000 is a before-profit approach to CSR. Also, in the same direction, is the definition of CSR adopted by the Dutch MVO Platform as following:

> CSR is a process whereby a company assumes responsibility, across its entire supply chain, for the social, ecological and economic consequences of the company's activities, reports on these consequences, and constructively engages with stakeholders. [3]

The point is that there is no linear progress between after-profit and before-profit CSR approaches by business, either locally or nationally or in different countries. We have, indeed, been exposed to a society unaware of what CSR actually is in practice, as opposed to in discourse and in sustainability reports or indexes. This unawareness is mainly in developing countries, where working conditions and the level of family income and education turn employees into servants of the dominant power relation of employers.

Employers may be good at heart, even personally sensitive to the need for human development at the workplace and in the local community. They might also be willing to improve

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3.   MVO Platform (2007). CSR Frame of Reference. Available at http://mvoplatform.nl

the success of the company in terms of caring for the natural or built-up environment. However, what we usually find in research is that, even when business owners are receptive to adopting principles and practices of CSR, they do not, especially when they are not under social scrutiny by their buyers, shareholders, the state or society. What is rather common in Brazil, for example, is to have a combined role of owner-manager in a micro or small company, with decisions taken centrally by a not well educated general manager (or a director or a president of the enterprise, depending on the desired social status on a business card). Micro and small business in Brazil usually have a limited access to financial services and to management and technical support, not to mention the usual informality of work and trade relations. Thus, business owners of micro and small enterprises are usually successful if they survive at least three years in a market where obeying the law related to business is sometimes rather expensive or unviable.

In Brazil, on 31 December 2007, 89 per cent of all work organizations, including enterprises, public administration and non-state organizations, totalling 3.4 million businesses, had up to 9 employees, employing 5.5 million people. On the other hand, the other 11 per cent of Brazilian enterprises employed 33.5 million people. The majority of 55 per cent of people employed at that time in Brazil worked in companies with more then 100 employees (see Table 1).

Table 1. Enterprises and other organizations (public administration and non-state organizations), number of people employed and salary paid in Brazil - 31 Dec 2007

Ranges of people employed		Enterprises and other organizations	People employed em 31.12		Salary and other work payments (1 000 R$)	Avarage monthly salary (in numbers of minimal wage)
			Total	With Salary		
Total		**4 420 345**	**42 641 175**	**36 658 326**	**602 812 132**	**3,4**
0	a 4	3 373 372	5 517 710	1 567 778	16 307 075	1,9
5	a 9	562 061	3 630 133	2 644 968	22 044 355	1,8
10	a 19	279 511	3 678 802	3 006 768	27 345 782	2,0
20	a 29	76 582	1 817 303	1 668 900	16 515 641	2,1
30	a 49	54 914	2 069 068	1 967 947	21 172 530	2,3
50	a 99	36 203	2 482 816	2 416 112	29 945 485	2,6
100	a 249	20 976	3 237 589	3 201 504	45 822 765	3,0
250	a 499	8 336	2 901 426	2 888 834	45 001 677	3,2
500	e mais	8 390	17 306 328	17 295 515	378 656 821	4,6

Source: Cadastro Geral de Empresas - 2007. Instituto Breasileiro de Geografia e Estatística - IBGE. Available at www.ibge.gov.br

What we can take from the previous argument is that an enterprise on its own with an individual approach to CSR is not enough for turning it into an economically viable business strategy. There is a need for a value chain of CSR from business, state and non-state organizations throughout their market trade and organizational buying decisions, seperate from households.

The 2008 Annual Report on the OECD Guidelines for Multinational Enterprises (OECD, 2009) confirms results of CSR as a very conscious and public activity, particularly concerning the supply-chain management, monitoring and reporting is a recent phenomenon. All organizations should be trading and demanding products produced in a sustainable way and offering better financial conditions and a legal framework for doing business in a socially responsible and sustainable way: that is, market-embedded morality so as to make responsible business behaviour viable by means of a responsible market, state and society.

Market Morality: The need for renovating values in market rationality

Human, social and environmental development requires a before-profit approach to CSR by business, supported by an appropriate legal framework and financial market which incentives a market-embedded morality, as proposed by Shamir (2008)[4], aligned with sustainable development and socially responsible business. This is a requirement for the economic viability of responsible business surviving in an unfair competitive context of irresponsible market players. It is a huge and necessary task for society, the State and business

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4.   SHAMIR, Ronen. (2008). Corporate social responsibility: Towards a new market-embedded morality? *Theoretical Inquiries in Law*. Vol. 9, Num. 2, Art. 3, p. 371-395.

to conciliate its specific social roles for economic, social and environmental development and equality.

Shamir (2008) brings a relevant contribution for reflection on what the State, civil society and markets are facing in terms of collective responsibility for embedding morality in their social functions combined with their economic role for being efficient and effective in their social action. As some extracts of Shamir's paper (2008, p. 376-378) explain:

> [...] The political philosophy of liberalism, in its classical form, was concerned with setting limits on the exercise of governmental powers — viewing unwarranted interventions in the market as harmful — yet at the same time affirmed civil society and its political institutions as the realm of moral sentiments. [...] By contrast, the doctrine and political project advanced by neo-liberalism topples the institutional and epistemological distinction between economy and society. No longer satisfied with conceiving the rationality of the market as a distinct and limited form of social action, it instead posits the rationality of the market as the organizational principle for state and society as a whole. [...]Neo-liberalism, then, actively exports the logic of the market to other social domains, extending a model of economic conduct beyond the economy itself, generalizing it as a principle of action for areas of life hitherto seen as being either outside or even antagonistic to the market. [...] The economization of the social has had profound effects on governmental modes of action and on prevailing notions concerning the distribution of authority, evinced most clearly in the widespread discursive and practical use of "governance" as

an ordering, policing, and caring rationality. The economization of political authority also entails an element of moralization in that it relies on predisposing all social actors to assume responsibility for their actions.

Let me say briefly: we need to face the reality of doing business in different contexts in a globalized world in an unequal society, with inequalities coming from birth, passing through unequal access to educational quality, to working conditions, to living and housing conditions, to public health and to institutional conditions for public services and social justice. Not to mention the access to water, sanitation, leisure, transport and collective public goods in natural and built environments. And that's not to even mention access to iphones, notebooks, plasma TVs and new cars or an excellent restaurant or hotel services. I am talking about the basic needs for allowing human talents and creativity to be expressed and to come to the surface on a daily basis, be that in a working, public or private and family environment. A knowledge economy has to invest in human and social development in a feasible and ecological environment, with green and social technology accessible to all sorts of work organizations and households.

However, let us concentrate on the business role of CSR for social, economic and environmental development at the local, national or global dimension. Let us consider the enterprise and its stakeholders in its specific context. In the next section, a meta-model for mapping business strategies for CSR will be presented, considering three levels of ethical challenges and different dimensions of business-society relations.

A Meta-Model for mapping on the core subjects and issues of CSR initiatives

This section presents a conceptual model developed on the basis of a critical review of the literature on corporate social responsibility - CSR - and exchange governance, in the scope of research in progress on CSR for Brazilian supermarkets. Specifically, this model intends to be a tool for analyzing the incorporation of social responsibility principles into the governance of business-society relations, which are grouped into distinct, but interpenetrated, dimensions, from the perspective of the network of business stakeholders. Its originality resides in the fact that it enables an analysis of the levels of organizational and business change according to which dimensions of social responsibility are applied by the firm.

The meta-model (see Figure 1) presents three basic dimensions, each one related to a cluster of business-society relations: the core business relations, which are directly related to the goods and services the enterprise produces and trades (suppliers, buyers, natural and built environment, science/technology); the internal production and distribution relations, which involves the stakeholders that invest their capital, their labour and their competencies in the enterprise (capital/finance, contracted labour, management agents); the socio-political relations, which regulate, legitimate and socially control the enterprise (State, civil society and families/communities).

The stakeholders involved in these business-society relations affect and are affected by the creation, operation and results of an enterprise. They also have expectations on business-society relations and they exchange values, information, resources, goods and services with the enterprise. Thus, there is a need for stakeholder governance of the enterprise, not only shareholder governance as the concept of corporate governance is traditionally understood. It is indeed an exchange governance

of business-society relations which turns into a network of knowledge and communication as the means of a collective learning and consciousness as a result of CSR.

All these business-society relations are embedded in a time/space dimension, which brings in the historical and cultural aspects, the legal framework, the institutional context, the economic and environmental profile of the specific region or regions where an enterprise is operating. The time/space dynamic is specific to each region and time and it has a dynamic condition which is connected to social learning and expectations depending on the level of economic, social, environmental and institutional development of a society.

It is argued that the level of change as a result of CSR in business operations and in the quality of business-society relationship depends on how far these four dimensions and their elements/aspects are combined into the concept of CSR by the enterprise. It is not like a puzzle, with defined parts to build a predefined picture or strategy of CSR. It is more like a fuzzy logic of a collective dynamic of business-society relations towards CSR. The results and possibilities are numerous, but they can be analyzed by the meta-model for a comprehension of how broad the concept of CSR being applied by an enterprise in its business-society relations.

The meta-model contemplates a fifth aspect, the vector of communication and knowledge, highlighting the latter's importance for the dynamics of all clusters of relationships. The inclusion of this vector is based on the assumption that the degree of communication and mutual sharing of knowledge among all stakeholders and elements involved in the above-mentioned three dimensions of business-society relations will determine the level of their collective knowledge and thus influence the level of change towards CSR. It is contended

that, in a context of interconnectedness, provided by telematics, and globalization of commercial and political relations, it has become important to have strategic tools that take into account the network among the various stakeholders related to a business, with a view to ensuring sustainable production and consumption.
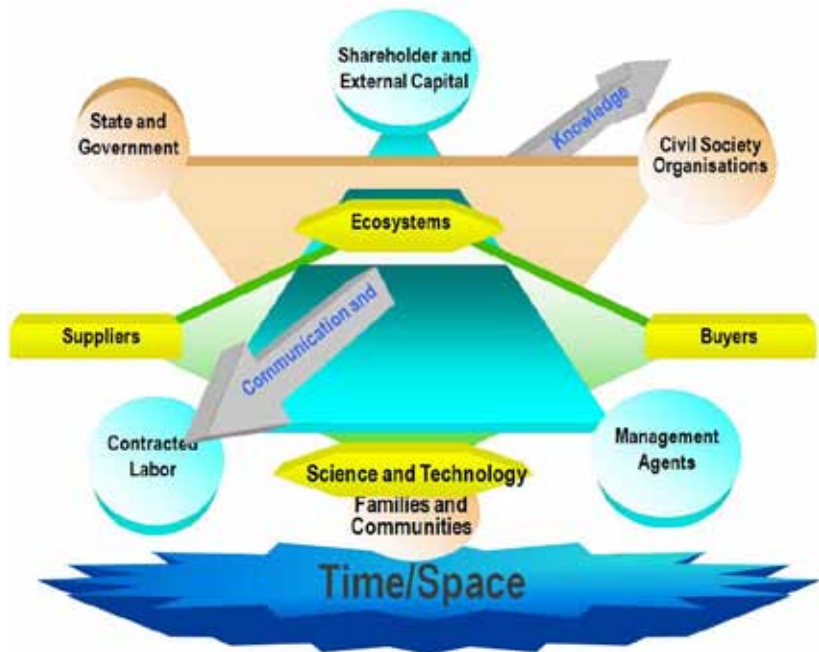
Shareholder and External Capital

State and Government

Knowledge

Civil Society Organisations

Ecosystems

Communication and

Suppliers

Buyers

Contracted Labor

Science and Technology

Management Agents

Families and Communities

Time/Space

Figure 1. The meta-model on CSR: Business-society relations, the Time/Space Dimension and the Vector of Communication and Knowledge. Source: Ashely (2005)[5]

5. Ashley, P.A. (2005). Responsabilidade social empresarial: um modelo genérico para análise e orientação estratégica. In: Ashley, P.A. (coord). Etica e Responsabilidade Social nos Negócios. São Paulo: Saraiva, chapter 6.

The meta-model also considers the depth of the principles and practices of CSR in relation to the current legal framework, the stakeholders' expectations and the ethical ideals of business shareholders and managers. Thus, three levels of ethical challenges are proposed for each stakeholder of business-society relations considered in the meta-model. The first level of ethical challenge is to obey the law and normative regulations concerning the specific business-society relation. The second level of ethical challenge is beyond the law and is currently part of the social expectations of the specific business-society relation we are analyzing. A third level of ethical challenge is beyond social expectation, and is more a personal ethical ideal shared by business owners and managers as leaders of a new way of doing business which are surprisingly different from their competitors.

All three levels of ethical challenges (see Figure 2) can be applied to each stakeholder group of business-society relations so as to analyze what is being and not being pursued in a CSR strategy. Also, the three levels of ethical challenges are context dependent on the time/space dimension and so, what is a first level of ethical challenge in Europe might be a second level in Brazil or even a third level of ethical challenge at a certain period of time.

Moreover, what we currently consider in a specific country as being the first level of ethical challenge, might not be considered so in the future, may even become the second or third level of ethical challenge and become part of our history, like, for example the slavery and child labour that economies in the past considered as a way of doing business.
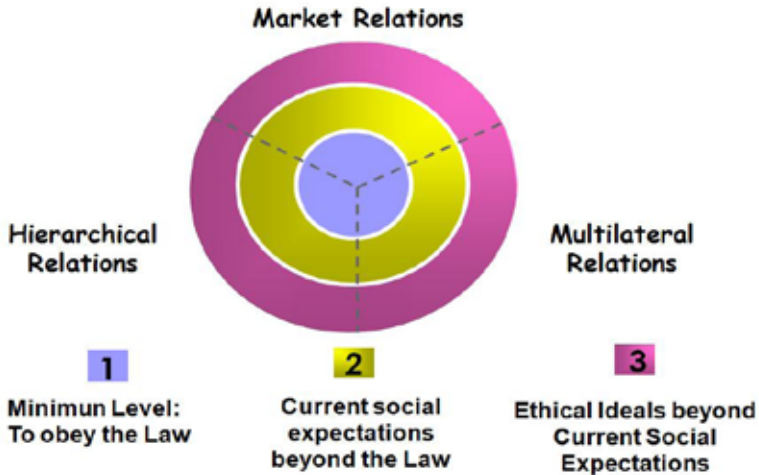
Figure 2. The three levels of ethical challenges of the meta-model on CSR.
Source: Ashley (2005)[6]

On the other hand, what is currently considered as a third level of ethical challenge may turn into a second level of ethical challenge in the future, like the prospective guidance standard of ISO 26000 on social responsibility. Sometimes, what is currently considered as second level of ethical challenge may later turn into a first level of ethical challenge and, thus, become part of the legal framework and normative regulations of a country or of an international community.

By using this meta-model, when we see the enterprise within a current specific institutional and cultural context it is dealing with, we are able to point to what is and what is not being

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6.   ibid.

considered in a CSR strategy over the whole range of business-society relations and its respective levels of ethical challenges.

We can analyze a CSR strategy as a discourse in the published documents and announcements of an enterprise or we can monitor actual practices of CSR strategy in a social audit and scrutiny approach. I will come back to this issue when talking about civil society's and trade unions' role in the social scrutiny of business practices as important partners for finding out limits and opportunities for CSR implementation.

The next section will illustrate some CSR initiatives and management tools and exemplify how they can be analyzed by the meta-model on CSR.

CSR initiatives and management tools
There is a recent publication from OECD[7] (2009) that compiles the most relevant CSR initiatives in order to give more visibility and more clarity to the various standards and principles available currently. It declares:

> The current CSR landscape is complex and multi-faceted. There are now literally hundreds of private initiatives, often with their own code or set of standards and principles which offer guidance on social and environmental issues. Their focus, membership, usage, and structures vary widely. In the main, they share a desire to help enhance the contribution that business organisations can make to improvement of social and environmental conditions, including labour and other human rights. Since existing instruments evolve and new ones

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7.   OECD (2009). *Annual report on OECD guidelines for multinational enterprises 2008.* Available at http://www.oecd.org. Accessed on 13 February 2010

are emerging, a comprehensive yet accessible list-
ing is almost impossible. (OECD, 2009, p.236)

The numerous CSR initiatives available can be classified,
according to the ILO Secretariat (OECD, 2009), into: corporate
codes of conduct; multi-stakeholder initiatives; certification
and labelling (including reporting); model codes; sectoral
initiatives; international framework agreements; and socially
responsible investment/finance. Also, CSR initiatives can be
grouped into three CSR governance schemes: as internation-
ally recognized norms; as government-recognized guidance; or
as privately-developed principles relevant to CSR. Some exam-
ples are cited by OECD (2009, p. 240), as is shown in Table 2.

The ILO Tripartite Declaration of Principles Concerning
Multinational Enterprises and Social Policy, the OECD
Guidelines and the UN Global Compact (UNGC) are most
quoted by OECD (2009), as they have either been developed and
formally agreed by governments or received high-level recog-
nition by governments at an international level. According to
OECD (2009), they also happen to be among the instruments
or initiatives most referenced or used in business-developed
guidance materials. More importantly, the direct links with
governments as well as their high level of business and worker
organization engagement clearly sets them apart from all
other instruments or initiatives. The ILO Declaration, the
OECD Guidelines and the UNGC complement privately-devel-
oped CSR initiatives and are key expressions of the broader sys-
tems of public and private governance from which the private
initiatives emerge.

Table 2. Role and relationship of internationally recognized norms, government-recognized guidance, and privately-developed principles relevant to CSR

Instrument and Role	Examples
International Conventions and Declarations. • Reflect agreed international normative principles. Directed mainly to government for domestic implementation. These can help business understand *what* to do.	Universal Declaration of Human Rights. UN Framework Convention on Climate Change. ILO Conventions. ILO Declaration on Fundamental Principles and Rights at Work. UN Millennium Development Goals. World Summit on Sustainable Development Plan of Implementation. OECD Convention on Combating Bribery of Foreign Officials in International Business Transactions.
Officially-agreed or recognised guidance. • Offer authoritative guidance to the business sector on expectations of behaviour. Also help understand *what* to do, and sometimes also *how*.	ILO MNE Declaration. OECD MNE Guidelines. UN Global Compact Principles. International Finance Corporation Performance Standards. Extractive Industries Transparency Initiative (EITI) Principles.
Privately developed principles. • Offer business/civil society developed guidance on expectations of behaviour. These sometimes also provide guidance on *how* to implement such standards. These may or may not be derived from international norms.	ISO standards (*e.g.* 14000 series). GRI Sustainability Reporting Guidelines. Responsible Care Guidelines. ICMM Sustainable Development Principles. Electronic Industry Code of Conduct.

Source: Table 6.1 at OECD (2009, p.240)

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Another use for the meta-model presented in the section above, is its application for analyzing these different CSR initiatives. As an example, if we look at the OECD Guidelines, this CSR tool declares that the first obligation of business is obeying laws and regulations. Responsible business conduct also entails responding to societal expectations that may be communicated through channels other than law. Thus, from the perspective of the meta-model on CSR, the first and second levels of ethical challenges are considered as part of the concept of CSR in the OECD Guidelines in all sorts of business-society relations.

If we go through the 10 principles of the UN Global Compact, we can see that they range from principles already applied in a legal framework in some countries and, thus, they are related to the first level of ethical challenge of the meta-model on CSR. However, there are countries with an underdeveloped legal framework and so the same 10 principles can be seen as a second or even third level ethical challenge for CSR. Thus, CSR is culturally bounded and each country's legal framework expresses the specific context of the economic, social and environmental development.

We are facing a new CSR initiative as an international guidance standard being developed by the International Standards Organization, that is the ISO 26000. The guidance standard will be published in 2010 as ISO 26000 and be voluntary to use. It will not include requirements and will thus not be a certification standard.

The ISO Working Group on ISO 26000 recognizes that there is a range of many different opinions as to the right approach to Social Responsibility ranging from strict legislation at one end to complete freedom at the other. They are looking for a golden middle way that promotes respect and responsibility

based on known reference documents without stifling creativity and development. They understand there is a need for organizations in both public and private sectors to behave in a socially responsible way and this is becoming a generalized requirement of society. They expect that ISO 26000 will provide harmonized, globally relevant guidance based on international consensus among expert representatives of the main stakeholder groups and so encourage the implementation of best practice in social responsibility worldwide.

The guidance in ISO 26000 draws on best practice developed by existing public and private sector social responsibility initiatives. ISO 26000 aims to encourage voluntary commitment to social responsibility and to lead to common guidance on concepts, definitions and methods of evaluation. In the current stage, as a Draft International Standard on Social Responsibility (DSI 26000) released in September 2009, it is said that it provides guidance on the underlying principles of social responsibility, the core subjects and issues pertaining to social responsibility and on ways to integrate socially responsible behaviour into existing organizational strategies, systems, practices and processes.

DSI 26000 adopts the following principles of social responsibility: accountability; transparency; ethical behaviour; respect for stakeholders' interests; respect for the rule of law; respect for international norms of behaviour; and respect for human rights. These principles are to be applied to social responsibility core subjects such as organizational governance, human rights, labour practices, the environment, fair operating practices, consumer issues and community involvement and development.

Thus, DSI 26000 covers all levels of ethical challenges and business-society relations presented in the meta-model on CSR.

It is a very promising CSR management tool as a standard guidance for a better comprehension of a before-profit approach to CSR in a global context. Furthermore, it points out that social responsibility is not only a matter of CSR, but of all organizations, from state to non-state organizations. This is the next generation of social responsibility: from Corporate Social Responsibility to Stakeholder Social Responsibility.

In the next section, I will propose what more can be done in social responsibility when we start thinking in terms of stakeholder social responsibility and consider CSR as part of this broader concept. What are the possible initiatives which can be articulated from different social actors? What can be done collectively, in the short, medium and long term to make CSR the viable standard of doing business, once it is to be valued by market, society and the State? Let us think about the enterprises, business associations, the financial system, the publishers and media agents, the State, the educational system, civil society organizations and trade unions, the consumers and families.

From Corporate to Stakeholder Social Responsibility

In this section, I will present proposals for turning into practice the concept of stakeholder social responsibility. I will briefly describe some ideas that are to be conceived in a coherent system of stakeholders connected to business-society relations, rather than as a sole fragmented action by one group of stakeholder social responsibility.

Thus, we need to think as collective social actors learning from each others experience and progress towards stakeholder social responsibility. I should emphasize that business associa-

tions, educational institutions, the financial sector, the State, civil society and trade unions have a primary and direct role in the concept of stakeholder social responsibility. As result of their combined social action, we can think of the media and publishers on the one hand, and the consumers and families on the other hand, as responding to a new institutional and cultural context which will create social demand by them.

Stakeholder Social Responsibility by Enterprises

At the enterprise level, stakeholder social responsibility can be fostered by a management-by-values approach which is to be aligned to principles and practices of social responsibility throughout business processes and business-society relations.

There is significant literature on management tools for CSR at the enterprise level. Also, this paper has already emphasized the discussion on CSR, including the meta-model presented previously that can be used to map CSR strategies at the enterprise level. Summing up, what is being recommended here is a before-profit approach to CSR aligned with the stakeholder social responsibility concept.

Stakeholder Social Responsibility by Business Associations

What can be done by business associations for the development of socially responsible and sustainable markets? Their main role is to support their associates and this is the arena where they can do most in providing a means for spreading a pattern of competition based on principles of social responsibility and sustainability.

To achieve this goal, it is necessary for business associations to engage in partnerships with civil society, universities, government and business associations, both nationally and

internationally, so as to exchange knowledge and experience into business education and alliances for social responsibility.

Examples in Brazil can be found with the National Confederation of Trade, the International Chamber of Commerce, the National Confederation of Industry and their multilateral partners. They have all engaged in the last 10 years in some sort of a strategic orientation to build capacity and evaluate progress towards the adoption of better working conditions, improved environmental efficiency and the economic and social development of community which business is part of. I had the opportunity to participate as a consultant to the National Department of the Social Service of Industry – SESI - which is part of the National Confederation of Industry in Brazil. These two organizations have developed a ten-year strategy for capacity building within their associates in the area of social responsibility and sustainability.

I welcome the opportunity to learn more about the initiatives of Dutch business associations and to contribute in exchanging experience towards stakeholder social responsibility with them.

Stakeholder Social Responsibility by the Financial System
The financial system can contribute to social responsibility by offering products within the portfolio of financial inclusion and sustainable finance among which are: microfinance, small and medium enterprise finance, environmental funds, socially responsible investment funds, environmental insurance and activities related to the carbon market.

When financial institutions introduce the evaluation of environmental and social risks to their credit decisions, they reduce the credit risk and default by their customer base,

ensuring that the value of collateral given does not change significantly (Lins and Wajnberg, 2007)[8].

Concerning financial inclusion, I mean in general, as Her Royal Highness Princess Maxima proposes, both microfinance and small and medium enterprise finance.

At the international level of the financial system, three initiatives for sustainable finance are most relevant: the UNEP Finance Initiative; the UN Principles for Responsible Investment; and the Equator Principles, which is specifically for project finance.

The United Nations Environment Programme Finance Initiative (UNEP FI) is a unique public-private partnership between UNEP and the global financial sector. UNEP works with over 170 banks, insurers and investment firms, and a range of partner organisations, to develop and promote linkages between sustainability and financial performance. Through its comprehensive work programme encompassing research, training, events and regional activities, UNEP FI carries out its mission to identify, promote and realise the adoption of best environmental and sustainability practice at all levels of financial institution operations.

The world's most famous voluntary initiatives involving business on CSR are Principles for Responsible Investment (PRI). The Principles for Responsible Investment, convened by UNEP FI and the UN Global Compact, was established as a framework to help investors achieve better long-term investment returns and sustainable markets through better analysis of environmental, social and governance issues in the investment process and the exercise of responsible ownership practices.

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8. Lins, C; Wajnberg, D. (2007). Sustentabilidade Corporativa no Setor Financeiro Brasileiro. FBDS: Rio de Janeiro, Agosto 2007. Available at: http://www.fbds.org.br/IMG/pdf/doc-243.pdf. Acessed on 02/02/2010.

The Equator Principles (EP) were established in 2003 and adopted by an initial group of ten banks and investment banks. The Equator Principles' voluntary initiative is a set of guidelines, procedures and directives that are designed to assess and manage potential social and environmental risks in the field of 'project finance'. In 2006, the principles were revised in order to address the concerns of civic organizations and to better adapt to the changing institutional environment. Signatories to the EP declare that they seek to ensure that the projects they finance are developed in a manner that is socially responsible and reflect sound environmental management practices. Apart from banks and other private financial institutions, two other major institutional actors play a crucial role in the development and revision of the principles: The International Finance Corporation, which is the private investment arm of the World Bank, and Bank Track, an umbrella organization of several NGOs that pressures financial institutions to incorporate social and environmental policies into their core business practices.

In Brazil, in early 1995, a working group was created by the Federal Government with the goal of establishing policies and operational guidelines to incorporate the environmental dimension in the process and management of public financial institutions – National Bank for Economic and Social Development (BNDES), Banco do Brasil, Caixa Economica Federal and Banco da Amazônia - resulting in the signature of a Green Protocol (Ventura, 2005)[9]. The main function of the Green Protocol was to go beyond the limits of environmental

9. Ventura, Elvira Cruvinel Ferreira. (2005). Dinâmica de institucionalização de Práticas sociais: Estudo da responsabilidade social no campo das organizações bancárias. Thesis (Doctorate in Administration) – Fundação Getúlio Vargas – FGV, Escola Brasileira de Administração Pública e de Empresas – EBAPE. Promoter: Marcelo Milano Falcão Vieira.

legislation, including recommendations for sustainable development. In August 2008, there was a revision of this Protocol with the participation of representatives of the initial institutions of the working group and other institutions, such as Banco do Nordeste and ministries, such as the ministries of Finance, National Integration, Agriculture, Environment and Social Development (BNDES, 2008).

The Equator Principles hope to reinforce this effect in Brazil, but many banks declare they have already included these principles in their conduct, once they adopt social and environmental criteria into their policies for granting credit. Still, according to Ventura (2005), the Equator Principles do not lose their value as evidence of institutionalized corporate social responsibility.

Another point is the contribution of financial institutions to CSR policies in supply chain. They can engage in the spread of CSR throughout their own production chain, especially in the context of its suppliers. Also, financial institutions could start requiring from their credit holders their promise to align and evaluate CSR in their own value chain. Martins (2009) has carried out master research on sustainable finance initiatives in Brazil and abroad, focusing on the relevant role of the BNDES in financing the value chain of credit holders. Below is a list of selected initiatives she has analyzed:

1. UNEP FI – United Nation Environmental Programme – Finance Initiative
2. DJSI – Dow Jones Sustainability Index
3. FTSE4 GOOD – FTSE 4 Good Index
4. DECL COLLEV – Declaration of Collevecchio
5. EP – The Equator Principles
6. PRI – Principles for Responsible Investment

7. ISE – Business Sustainability Index of BOVESPA-São Paulo, Brazil
8. GRI – Global Reporting Initiative – Relatório GRI (Suplemento para Serviços Financeiros)

Stakeholder Social Responsibility by the State

Concerning the State, what I would like to emphasize is the need for incentives, rather than more regulation from the State in the market arena. The concept of socially responsible and sustainable markets requires an institutional context from the State that is coherent and aligned with stakeholder social responsibility.

From this point of view, business associations, civil society, trade unions, universities and the State articulate public policies which create incentives for socially responsible business to become feasible and a desired standard. Not only as a social wish, but also as a viable concept within the market logic.

Thus, companies that internalize social and environmental costs are to get a lower tax burden from tax systems and better credit conditions from the public and private financial system, as well as the other way round. Better tax systems which foster ecologically friendly and socially just business should be developed. As an example, in Brazil, in 2009, as a public policy for keeping employment level in industry for more eco-efficient products, the Ministry of Planning, Budgeting and Management and the President of Brazil approved a different level of the tax on industrialized goods - IPI - for eco-efficient refrigerators, washing machines and cookers. For us Brazilians this is a new initiative. For other countries, it might be common. For others, it might be unthought-of.

Another public policy is sustainable procurement by state organizations. In the Netherlands, there is national target of 100 per cent of procurement to be environmentally friendly.

In Brazil, only now in January 2010, there has been a clear and legally based instruction[10], again from the Ministry of Planning, Budgeting and Management, that provides for environmental sustainability criteria in the procurement of goods, contracting of services or products by the Federal Public Administration direct, autonomous agencies and foundations.

A third public policy towards stakeholder social responsibility is for state organizations to develop an organizational and institutional strategy for social responsibility based on a stakeholder dialogue approach and run by an interdisciplinary and interdepartmental committee. That is the case of the Central Bank of Brazil, under the leadership of its President Henrique Meirelles, which is currently developing an external and internal stakeholder dialogue for its social responsibility at the organizational and institutional level.[11]

A fourth possibility to public policies is to promote information about business profiles which are achieving proven results in their social responsibility strategy, either with their management systems, products, processes or reports. The State ought to be working together with business associations, trade unions, civil society organizations, universities and other possible partners and funders, nationally and internationally, in developing free web platforms for finding suppliers and demanders for socially responsible goods and services.

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10. The legal document is the 'Instrução Normativa 01, of 19th January 2010, of the Ministry of Planning, Budgeting and Management of Brazil'.

11. On 24th February 2010, after several months of internal research and discussions, the Central Bank of Brazil held its First Seminar on Environmental and Social Responsibility with its employees as audience. The seminar was recorded and transmitted online through the Central Bank own WebTv to all its agencies in Brazil.

In Brazil, we still do not have a large national example, but there is a recent initiative from the Centre for Research on Sustainability at Fundação Getúlio Vargas, in Sao Paulo, the Sustainable Catalog[12], in partnership with the State Government of Sao Paulo, the State Government of Minas Gerais, civil society organizations and business companies. It aims to gather and disseminate information about products and services available on the market that combine good environmental performance with social responsibility, in order to subsidize the decisions of consumers.

From July 2010 up to June 2011, I will be working with the research group 'Interactions, Civil Society and Markets', coordinated by Professor Bert Helmsing, conducting a post doctoral research on public policies towards the development of socially responsible and sustainable markets, based on a comparison of case studies from the European Union, China and Brazil. I will very much welcome those who would like to contribute in the research in a collaborative process for finding out feasible opportunities for better public policies aligned with the concept of stakeholder social responsibility.

Stakeholder Social Responsibility by Civil Society Organizations and Trade Unions

It is fundamentally important to have social scrutiny of business activities and market values by civil society organizations and trade unions, either locally, nationally or internationally. Also, this scrutiny has to be considered together with collective political action, by means of lobbying and campaigns, fostering the alignment of public policies content, a process of implementation and results expressed in public budget and

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12.   Catálogo Sustentável is available at http://www.catalogosustentavel. com.br/

programmes, as well as international governmental agreements concerning social responsibility and sustainability in a global market.

Non-state organizations may engage in a range of strategies for fostering stakeholder social responsibility: i) naming and shaming irresponsible behaviour by companies; ii) advocacy with the State to adopt better regulations; iii) promoting responsible company practices; iv) promoting responsible consumption and ethical and fair trade v) engaging the private sector through multi-stakeholder initiatives and vi) leading by example as in fair trade.

International collaboration among non-state organizations is a relevant strategy in a global economy, as a multinational company might not adopt the same high standards of its CSR in developing countries. Trade unions in the Nordic countries and the Netherlands have been engaged in international trade union solidarity work for many years. In Brazil, the Instituto Observatório Social and CUT – The Central Union of Workers - have been reinforced in their capacity for social scrutiny and political action by international non-state organizations.[13] In Brazil, the non-state organization Instituto Observatorio Social has been monitoring the activities of multinationals in Brazil, especially concerning the seven themes of the International conventions of ILO: child labour; forced labour; health and safety at work; collective bargaining; environment; freedom of association; and discrimination.

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13. Instituto Observatorio Social and CUT has been supported by FNV Mondiaal. Comprising nineteen unions jointly representing the interests of about 1.4 million members, the FNV, acting on behalf of their interests, is by far the largest and strongest trade union confederation in the Netherlands. The global arm of FNV, that is FNV Mondiaal, is actively involved in the development of a strong, independent trade union movement world wide, involving the support for programmes and projects in Africa, Asia-Pacific, Latin America and Central and Eastern Europe.

The social scrutiny of business activities and collective political action by civil society organizations and trade unions ought to be continuously supported by funds from the State, business associations and non-state organizations. This is the sort of funding that empowers workers and trade unions to contribute to a collective social learning on how CSR strategies are being put into practice.

Also, social scrutiny is to be based on quality research and reports, which help to point out the limits and opportunities for further development of CSR strategies and how other market players and the State could realign their policies and decisions. Universities are relevant partners by means of their research activities, training and capacity building of civil society organizations and trade unions.

Stakeholder Social Responsibility by the Educational System

Is CSR a subject area for an academic discipline? What professionals should be involved with CSR? Economists? Managers? If we think this way, then, who are their teachers and trainers? And who is preparing the teachers and trainers of future professionals of Economics and Administration?

What we find when we look at the curricula of Universities that are preparing the professionals in the area of Economics and Administration, either in Brazil or abroad, is that CSR is approached in only one discipline or, at most, at a graduate level of education in Professional Master courses.

There are some cases of curricula innovation by including a business-society element. I can mention the Rotterdam School of Management at Erasmus University Rotterdam, which does have Business - Society relations as part of the curriculum, with several research projects and publications under the leadership of Professor Rob van Tulder.

When we look at scientific master and doctorate courses, we rarely find those dedicated to CSR and sustainability issues as research lines or concentration area. Researchers on CSR are usually a minority within academic research, as I have experienced in Brazil.

There has been some progress is spreading the need for a CSR curricula since the launch of the United Nations Principles for Responsible Management Education – PRME. The PRME were developed in 2007 by an international task force of sixty deans, university presidents and official representatives of leading business schools and academic institutions.

The idea of developing a principle-based global engagement platform for academic institutions follows on from a recommendation by all academic stakeholders of the UN Global Compact. Under the coordination of the UN Global Compact and leading academic institutions, the PRME task force developed a set of six principles which lay the foundation for the global platform for responsible management education (see Box 1).

If we go further and think about other professionals and researchers, like engineers, architects, doctors, sociologists, physicists, biologists, geographers and so on, the challenge for education is huge. These professionals and researchers would also need to be trained in a different curriculum, one that includes conceiving social responsibility and sustainability in their professions and expertises. Moreover, an interdisciplinary approach is necessary to understand the CSR phenomenon and to translate science into technology that is environmentally friendly, economically feasible and socially just, which is easily accessible by business and other organizations in a stakeholder social responsibility approach.

Box 1. Principles for Responsible Management Education - PRME

As institutions of higher education involved in the development of current and future managers we declare our willingness to progress in the implementation, within our institution, of the following Principles, starting with those that are more relevant to our capacities and mission. We will report on progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions:

Principle 1 - Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Principle 2 - Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Principle 3 - Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Principle 4 - Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Principle 5 - Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Principle 6 - Dialogue: We will facilitate and support dialog and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.

Source: Website of the UN PRME at www.unprme.org

And, finally, what is the content of social responsibility and sustainability being discussed in the curricula and book texts of primary and secondary education? How to align a school content that somehow includes social responsibility and sustainability and all other sources of information from internet, TV, radio, magazines, newspapers and social clusters in the neighbourhood of students' households and schools? How aware are our students about inequalities, social risks and environmental risks at the local, national and international level? How can they cope with these without taking action at their school, at their neighbourhood or at their other social networks? So, it is not only about the content of curricula at schools, but it is about coherence of discourses and practices in a dynamic collective learning social environment.

In Brazil, the Organization for Social Service of Industry at the national level – SESI-DN -, funded by the Brazilian National Confederation of Industry – CNI -, has been investing in educational content for its own network of schools and education funded projects. In 2009, I was invited to contribute to a technical publication by SESI which focused on a proposal for introducing social responsibility in primary and secondary education. The invitation was justified because the authors had noticed that CSR promoters have yet not considered the need for fostering social responsibility education at the primary and secondary level. In fact, we currently verify that, at least in Brazil, we might only find curricular content that includes social responsibility in higher education courses. Usually it is found in a rather short list of graduate specialization courses in a more introductory approach, only accessible to those who are able to pay for a specialization certificate.

Stakeholder Social Responsibility by Consumers and Families

Last but not least, we are all consumers and members of families and thus, we also have our own social responsibility as stakeholders in business-society relations.

Considering our level of income, available time and access to market information and channels, including internet sources of suppliers for our personal and family's consumption, we are able to apply our preferences and values into our decisions on what, from where, when and how to buy and consume goods and services.

The retail price of products is an important variable that signals the availability and quality of goods and services. If we have the choice of similar qualities but lower prices for sustainable products, we have the incentive to choose them as the best option.

Another important variable is the available information on the social, economic and environmental history of products we are exposed to in our consumption decisions. If we have a specialized retail store which is dedicated to offering sustainable products or even a special section in a supermarket for these products, we are being informed in an easy way for finding, comparing and selecting the best options for buying. It is better if are also exposed to eco labels or social labels certifying the origin of sustainable production of goods and services.

As families, we are also decision-makers at the level of consumption on a daily basis, expending our income and applying our values on market offers on the quality, quantity and price of goods and services. Not only at the level of opinions and discourses, but at the level of actual decisions and social actions which are real indicators of our values and beliefs. Neighbours are also families which can organize themselves − and we are part of this - into collective social action for fostering environ-

mental education, responsible consumption and sustainable living conditions. We can decide not to buy certain brands or to postpone consumption decisions or get connected with fair trade labels and market sources. Families are not saviours, but are multipliers of behaviours and social actions, and better if aligned with the principles of stakeholder social responsibility and sustainability.

Stakeholder Social Responsibility by Publishers and Media

Publishers and media have an important role in searching for CSR content sources which are valid for spreading concepts and cases into society. Books, magazines, newspapers, radio and TV programmes, websites and web tools are communication media for social learning about social responsibility and sustainability.

What is lacking, especially in Brazil, is mass media communication of the concept of CSR, as we only find information on the concept and practices at special events, specialized publications, early morning TV programmes, especially at weekends. It is not yet a priority on the agenda of the mass media. Also, textbooks are more focused on the audience of professors and higher education students. Primary and secondary education is a huge market for didactic books and appropriate literature for young people by means of magazines and cartoons.

There is not yet an alignment to the idea of CSR and stakeholder social responsibility within the media and publishers. It is more like a narrow market niche for a more specialized audience. This is a huge challenge, as what guides publishers and the media is market demand. So responsible markets have to become the mainstream way of doing business, of trading and financing. Then we will be able to expect further development of a better supply of publications and media content aligned with stakeholder social responsibility.

Conclusion

Some may say this is a naïve discourse. Others may consider it to be an enlightened discourse. Others may doubt if we are not talking excessively about real case studies or extensive empirically based results, whilst waiting for dramatic proof of a time that has already come.

What has been exposed is indeed based on current trends of CSR. Business leaders are there opening new doors for a better social, environmental and economically sustainable way of doing business. They are indeed the foreseers, but they are in need of political, financial, educational and social support for a broad change in values from market players and institutional contexts in which they operate.

We can only conceive of business leaders being enough for the CSR movement if we have the entire world turning around them as enlightened governors of society. That is not reality, but a fantasy. Reality is socially constructed and morality for socially responsible business has to be shared in the social and economic context in which business operates. CSR is, here, proposed to be part of a larger concept of stakeholder social responsibility, which includes all sorts of stakeholders in business-society relations. Let´s get to work towards socially responsible and sustainable markets.

Thank you very much for your attention. Dank u zeer.

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