

UNIVERSITEIT TWENTE.

School of Management and Governance

Master thesis

Corporate Social Responsibility in Brazil

Anouk Baake

S1280406

Program: M.Sc. Business Administration

Specialization: International Management

Supervisor: Dr. G. Blaauw

Second reader: M.Sc. M.R. Stienstra

August 2014

Abstract

Corporate Social Responsibility is a highly researched subject, yet studies until now tend to focus on the Western context, or, if focusing on other parts of the world, use the definition and categories developed in research toward CSR in the Western world. There is growing believe that local context is highly influential on the interpretation, existence and practice of CSR. Brazil remains an under researched country when it comes to CSR, and no data is available on the amount of companies engaging in CSR or on the local interpretation of the concept. This research takes a content approach and tries to develop a new framework for the concept of CSR in an emerging economy, in this case Brazil. It analyses annual reports of the 68 companies listed on São Paulo's stock market, the IBovespa, to identify which companies consider themselves to engage in CSR, and what the local interpretation of the concept is. Findings show that the external discourse has enforced Brazilian companies to engage in CSR, although the local institutional context has influenced the actual practices.

Key-words: Corporate Social Responsibility; Brazil; Institutional context; Emerging economy; Local perspective; Globalization.

Table of Content

Abstract	III
Table of Content	IV
List of Tables	VI
List of Figures	VII
List of Abbreviations	VIII
1. Introduction	1
1.1 Background	1
1.2 Problem Statement	1
1.3 Research question and sub-questions	6
1.4 Outline of chapters	6
2. Theoretical framework	7
2.1 Corporate Social Responsibility	7
2.2 CSR in emerging economies	13
2.3 Institutional context	15
2.4 Institutional context of Brazil	18
2.4.1 Political institutions	18
2.4.2 Economic and financial institutions	19
2.4.3 Educational institutions	20
2.4.4 Culture	21
2.4.5 Religion	23
2.4.6 Global CSR institutional infrastructure	23
2.5 Conclusion of theoretical framework	25
3. Methodology	28
3.1 Research design strategy	28
3.2 Sampling	28
3.3 Case selection	29
3.4 Data collection	29
3.5 Data analysis	31
3.6 Research quality indicators	33
4. Results	34
4.1 Background information	34
4.2 Content and definition of CSR	37
4.3 Institutional dimension	39
4.4 Operational dimension	41
4.5 Human Resources dimension	43
4.6 Social dimension	45
4.7 Environmental dimension	47

5. Conclusion and discussion	49
5.1 What is CSR according to the Brazilian corporate point of view?	49
5.2 How committed to CSR are Brazilian companies?	52
5.3 How do Brazilian companies put CSR into practice?	52
5.4 What is the historical development of CSR in Brazil in terms of numbers and content, between the years 2002 and 2012?	53
5.5 How is Corporate Social Responsibility manifested in Brazil between the years 2002 and 2012, and how does this compare with the western concept?	53
6. Limitations and recommendations	58
7. References	60
Appendices	73
Appendix 1: International guidelines for CSR	73
Appendix 2: Table 3. General information sample	75
Appendix 3: Table 4. Historical overview of engagement in CSR	80
Appendix 4: Figure 2. Chi-square test place of operations	84
Appendix 5: Table 5. Topics covered in the reports in the year 2002	85
Appendix 6: Table 6. Topics covered in the reports in the year 2012	87

List of Tables

Table 1.	Sample divided into sectors	35
Table 2.	Safety reporting subdivided into the sectors	44
Table 3.	General information sample	75
Table 4.	Historical overview of engagement in CSR	80
Table 5.	Topics covered in the reports of the year 2002	85
Table 6.	Topics covered in the reports of the year 2012	87

List of Figures

Figure 1.	Existence of CSR-related reports in the sample over the years	36
Figure 2.	Chi-square test of place of operations	84

List of Abbreviations

The following list clarifies the meaning of used abbreviations throughout this thesis, followed by the page number where the concept is defined or first used.

AIDS	Acquired Immunodeficiency Syndrome	14
CDP	Carbon Disclosure Project	40
CSR	Corporate Social Responsibility	1
FIFA	Fédération Internationale de Football Association	1
GDP	Gross Domestic Product	20
GRI	Global Reporting Initiative	21
HIV	Human Immunodeficiency Virus	14
IBovespa	Bovespa Index	29
ICO2	Índice de CO2: A Brazilian index representing CO2 emission	40
ILO	International Labour Organization	24
IMF	International Monetary Fund	18
ISE	Índice de Sustentabilidade Empresarial: A Brazilian index representing Corporate Sustainability	40
ISI	Import Substitution Industrialisation	18
ISO	International Organization for Standardization	24
KLD-index	Kinder, Lydenberg and Domini social performance index	9
MNE	Multinational Enterprise	24
NGO	Non-Governmental Organization	16
OECD	Organization for Economic Cooperation and Development	24
R&D	Research and Development	42
U.K.	United Kingdom	17
UN	United Nations	5
UNGC	United Nations Global Compact	23
USA	United States of America	2

1. Introduction

1.1 Background

During the 2013 Confederations Cup held in Brazil, the world was witness of what were the biggest protests in Brazil in history. Brazilians used the worldwide media presence covering this sport event to go to the streets for the first time and demonstrate their dissatisfaction with the current living conditions in Brazil. Although the demonstrations were lacking a clear focus, what could be heard most was the anger at the government and the FIFA for the millions spend building stadiums, while e.g. education, healthcare, public transport and such still contain many flaws. According to Brazilians, this money should have been spend on the public good instead of on stadiums that, in some cases, will only be used for 3 games in the FIFA World Cup 2014 and afterwards will have no particular function since some cities even lack a professional soccer team.

The great deception of Brazilian habitants with the actions of government regarding education, healthcare, poverty reduction and other social issues is reflected in all layers of society, and raises the question whether other sectors take over the responsibility and actively engage in resolving social issues.

The private sector in Brazil, mostly made up of those unsatisfied habitants, and existing in and being a part of society (Gjølberg, 2009), could be expected to reflect the individual and societal morals and worries in their corporate policies. In a country where government seems to fail to deal with social matters in a way that satisfies its habitants such as is the case in Brazil, the responsibility corporations take in that country regarding social matters becomes highly relevant. In academic terms, this has become known as Corporate Social Responsibility (CSR).

1.2 Problem Statement

The term Corporate Social Responsibility (CSR) is a highly used one in the academic discourse, with both research and practice already dating back to the 1950s (Carroll & Shabana, 2010). Simply entering the term into an academic search engine leads to hundreds of found articles.

However, noticeable is the fact that absolute majority of articles on this topic focus on either the USA or Europe (e.g. Maignan & Ralston, 2002).

The term ‘Corporate Social Responsibility’ is said to be a western concept, developed and applicable only to business in the western world (e.g. Maignan & Ralston, 2002), due to cultural context (Ewing & Windisch, 2007) and economic and political conditions (e.g. Baughn et al., 2007). It has been argued that the concept of CSR finds its roots in traditional western concepts dating back to the Greek era, such as democracy, citizenship and liberty (Godfrey & Hatch, 2007). The origins of the current understanding of the concept are Anglo-Saxon (Kolk, van Tulder & Welters, 1999), but the actual practice can differ from country to country (Blowfield & Frynas, 2005). Keeping in mind that the absolute majority of studies on CSR have been carried out in the USA or Europe, mostly its Anglo-Saxon part, it becomes clear that knowledge on the involvement of corporations in social issues, and their possible determination regarding CSR, in developing countries still lacks far behind of the knowledge on the Western world.

A review study on the state of the art concerning CSR in emerging economies dating from 2009 identified a total of 41 existing studies on the subject (Belal & Momin, 2009). Relatively little is known about the existence and practice of CSR in the non-western parts of the world (Li et al. 2010) and calls are made for more research in these parts of the world (e.g. Belal & Momin, 2009). These studies exemplify a huge discrepancy in literature and in knowledge. Currently, this discrepancy leads to the ongoing debate in the academic field of CSR about the relationship between theory and reality, and whether theory correctly represents the reality of CSR worldwide.

Various researchers call for more research in the developing economies, in order to test the applicability and usefulness of the concept of CSR in these countries (e.g. Belal & Momin, 2009), including socio-cultural and institutional context in emerging economies into research (Gray & Kouhy, 1993), believing that these factors will influence the presence, practice and outcomes of CSR. Some studies have started to identify the influence of country specific context on CSR, and identified cultural factors and social, political and business systems to be of influence on CSR (e.g. Williams, 1993). However, they still use established and academically

accepted categories rather than exploring CSR issues from a contextual point of view (Belal & Momin, 2009), even though the existent understanding of CSR has been developed in studies that focus on the western world. In this way, they judge CSR practices in developing countries according to benchmarks set in the Western world (Muller, 2006).

Campbell (2007) states that CSR can mean something different to different people in different time and place. Research toward CSR in China revealed that Chinese companies are aware and active in CSR, but see it as a burden distracting from the real interest of making profit (Qingfen, 2006). The fact that these companies see CSR as similar to charity is raised, and described as a mistaken interpretation of CSR by Qingfen (2006). Describing these findings as wrong or mistaken as it is done in the study, immediately highlights the fact that researchers start investigating CSR in emerging economy context with the western definition and interpretation of the concept in mind. The findings can, however, also be interpreted as demonstrating that China gives a different definition to CSR than the western world has given to the concept. The discussion can be held if these findings show a lack of dedication to CSR in developing countries and can be described as 'mistaken ideas' about the concept, or if this means that CSR is just different in developing countries than in the western world and therefore the definition of the concept should be adjusted to the country- and culture-specific context.

Other studies have shown the same result, demonstrating a clear difference between interpretations and practice of CSR among different countries. Just to name some differences, Chileans have shown to have a different idea of what bribery involves than Australians do (Roberston et al., 2002), Malaysian firms have shown to be more socially responsible than they themselves stated due to the desire to keep the annual report brief and not show others what the company is doing (Teoh & Thong, 1984) and a comparative study between textile firms in China and Brazil (Cavalcanti Sá de Abreu, de Castro, de Assis Soares & Lázaro da Silva Filho, 2012) revealed that CSR was not a widely used practice in either one of those countries, but in comparison the Brazilian firms had many more practices in place than the Chinese ones. These differences suggest a strong influence of the country factor on the engagement in CSR, due to the unique historical evolution of the national business systems and institutional frameworks (Cavalcanti Sá de Abreu et al., 2012). Cavalcanti Sá de Abreu et al. (2012) argue that Brazil has a

more transparent and rule based governance system, which explains the higher amount of involvement in CSR compared to China. The influence of institutional context on what is considered as CSR in a particular country is also clearly demonstrated by Russia. Kuznetsov, Kuznetsov & Warren (2009) state that in Russia, the weak institutional environment turns abiding the law into a manifestation of CSR, since the norm is non-compliance and government and institutions lack the power to enforce the law. Other authors have also pointed to the weak institutional context in developing economies as influencing the compliance with international CSR standards (Slack, 2012; Tang & Li, 2009; Amaladoss & Manohar, 2013).

Among the researchers that agree on the fact that the current definition and interpretation of CSR is based on western context and therefore not representing the international reality, due to the reasons named above, two tendencies about global CSR can be distinguished. One stream of research calls for a global perspective on CSR, responsive to the multiple cultures, norms and values and practices of countries, but with the belief that the organizational context is no longer bounded to nation-states (Stohl, Stohl & Popova, 2007; Sharma, 2009). The other stream of research states that standardized global CSR practices are impossible due to differences in the national business system and (in)formal institutions (Jamali & Neville, 2011) and calls for context- and country specific CSR research and theory making (Gjølborg, 2009). The global business world and society, and international institutions, can demand certain CSR practices without these being applicable or of interest for emerging economies, while other business practices from a local point of view can be identified as CSR practices without receiving this label from an international point of view.

The two streams of research differ extensively in their objective, in line with the more general convergence/divergence discussion on international business (Jamali & Neville, 2011). However, although these two streams of research seem to be opposing points of view, they are not. For theories to be developed, be it global theories or local theories, country-specific information is needed. A global theory on CSR cannot be developed with only the knowledge the academic world has until now, since it is, as already stated, based on western practices. For a theory to be truly global, it needs to adopt practices from all around the world and be applicable to every context worldwide. This type of theory can therefore not be developed with only the knowledge

on the western practices; it needs in-depth knowledge on practices in other countries as well. So without claiming one stream to be better than the other, because they seem to be successive rather than opponents, it is necessary to get a clear understanding of the current state and practice of CSR in countries other than the traditional CSR research subjects in the Western world.

As mentioned before, this study will focus on growing world power Brazil, which has remained under researched when it comes to CSR (Belal & Momin, 2009). Knowledge on CSR in Brazil remains shallow, ranging from the information that a significant amount of Brazilian firms actively engage in CSR practices, but accompanied by the researchers statement admitting that little or no research has been done to thoroughly investigate this finding (Belal, 2008), to the knowledge that a couple of Brazilian companies comply to principles set by the UN, regarding human rights, labour, and environment, such as Aracruz Celulose and Petrobras (Heslin & Ochoa, 2008). Since the growth that Brazil has faced in the last decade, and the power its corporations have gained, the CSR practices of these firms can be identified as a relevant topic of interest for the international academic discourse. Apart from this, Brazil is a country dealing with various environmental and social problems (Cruz & Boehe, 2010), which would suggest CSR to be a relevant concept for the country, with society wanting to deal with these problems and Brazilian firms reacting to this wish by adopting CSR policies and practices.

All in all, various rationalizations suggest CSR could be a relevant concept and practice in Brazil. The economic, political and social conditions in Brazil, and the few studies that already have focused on CSR in Brazil (e.g. Chappellin & Guiliani, 2004), lead to believe there is a common awareness and support for CSR. At the same time however, remains the fact that CSR as it is understood at this moment, is a Western concept and the same studies focusing on Brazil have done so using Western definitions and interpretations of the concept. There is a gap of knowledge on the issue of what CSR is in its Brazilian interpretation, from a Brazilian point of view. Another issue at stake is the fact that Brazilian firms have been stated to actively engage in CSR practices, but any overview trying to map the overall CSR practices in Brazil and give a complete image of CSR practices as they are in Brazil is lacking.

The objective of this study is to clarify the current state of the art of Corporate Social Responsibility performed by Brazilian firms in Brazil; i.e. how the (non)governmental environment regarding CSR is shaped, if corporations incorporate CSR into their businesses, in what number, and if so how, identify how it is manifested, if particular focal points can be identified in the CSR practices of different Brazilian firms, and identify if there is a unilateral reason that designates any common expression of CSR, e.g. institutional context, history or economic development.

1.3 Research question and sub-questions

The following research question and sub-questions have been formulated to gain insight into the state of the art of CSR in Brazil:

How is Corporate Social Responsibility manifested in Brazil between the years 2002 and 2012, and how does this compare with the western concept?

Sub-questions:

- 1) What is CSR according to the Brazilian corporate point of view?
- 2) How committed to CSR are Brazilian companies?
- 3) How do Brazilian companies put CSR into practice?
- 4) What is the historical development of CSR in Brazil in terms of numbers and content, between 2002 and 2012?

1.4 Outline of chapters

Following this first chapter that introduced the topic of research and the academic relevance of the topic, the necessary theoretical background will be given in chapter 2 and the used concepts will be defined. Chapter 3 will discuss and clarify the chosen methodology, and make clear why the used research design was chosen, how the case selection has been applied, elaborate on the manner of data collection and analysis, and elaborate on the quality of the chosen methodology by means of certain research quality indicators. The results of the study will be revealed in chapter 4. This will be followed by the conclusion and discussion in chapter 5, in which the findings will be brought together in order to answer the sub-question and research question, while

critically evaluating the findings and linking them back to the existing literature. Limitations of the current study and recommendations for future research will be outlined in chapter 6.

2. Theoretical framework

2.1 Corporate Social Responsibility

Even though CSR is the subject of many academic studies, no agreement exists on what its definition should be. Researchers often seem to have difficulty dealing with the definition of CSR. The setting of a definition of CSR in itself has been theme of many studies, and various researchers have provided reasons why it is hard to define CSR. CSR is a non-static concept, always developing and open to application in various ways (Carroll, 1999; Moon, Crane & Matten, 2005). Also, it can be seen as an umbrella term for various types of business-society relations, alike to some concepts and overlapping or even including others (Matten & Crane, 2005), and it has been suggested that it means something different to everyone, depending on context such as type of firm, country or even individuals working in the company (Matten & Moon, 2008).

Dahlsrud (2008) identified and analysed 37 different definitions of CSR that have been used in academic studies. This number clearly demonstrates the difficulties researchers deal with in defining the concept, and many more definitions exist besides these 37. His conclusion about the discussion and confusion regarding the concept of CSR is that authors in general try to describe CSR as a phenomenon instead of giving a definition of CSR (Dahlsrud, 2008). The problem in this sense is that they remain context dependent, and are not a definition but actually an instrumentalization. Researchers confuse defining ‘Corporate Social Responsibility’ with defining ‘CSR activities’ and answer the question: ‘Which activities are considered to be part of CSR?’ instead of providing an answer to the question: ‘What is Corporate Social Responsibility?’. Any definition of CSR should explain what CSR is, before going on to what type of issues CSR in practice should address and in this way already providing an instrumentalization of the concept.

These types of instrumentalization state that CSR are the activities that address economic, social, environmental and ethical concerns (e.g. Perez-Batres, Miller & Pisani, 2010; Dobers & Halme, 2009; Amaladoss & Manohar, 2013; Heslin & Ochoa, 2008). How widespread this confusion is, is demonstrated by the fact that even the International Organization for Standardization (ISO)

defines CSR as addressing economic, social and environmental issues in a balanced way, with the aim of benefitting community and society (Leonard & McAdam, 2003) or researchers pointing towards the Kinder, Lydenberg and Domini (KLD) social performance index (Dawkins, 2002; Graves & Waddock, 1994; Johnson & Greening, 1999; Carroll & Shabana, 2010), which is also an instrumentalization of the concept and exists out of 5 dimensions of corporate performance; environment, community, diversity, employee relations and human rights (Dawkins & Ngunjiri, 2008; Carroll & Shabana, 2010). Although prior mentioned instrumentalizations do explain what kind of activities can be seen as CSR activities, and judge whether a company acts in a socially responsible way, it does not give an actual definition of what the concept of Corporate Social Responsibility is.

Bowen (1953) is often seen as one of the founders of the concept of CSR and one of the most cited authors in this field of study (Windsor, 2001; Carroll, 1999). He defined business responsibility as the obligation of businessmen to pursue policies and make decisions that are in line with the objectives and values of society (Bowen, 1953). In the years after Bowen, a shift has been made in the terminology of the concept from 'social responsibilities of business' to 'corporate social responsibility' (Carroll, 1999). Another often cited and used definition of CSR is the one Carroll (1991) developed. He defined CSR as existing out of four components; an economic, legal, ethical and discretionary (or philanthropic) component. Firms have the responsibility to be productive and profitable, and respond to the needs of consumers (economic responsibility), to reach these objectives operating within the written laws (legal responsibility), to respect and act towards unwritten norms and values of society (ethical responsibility), and responsibilities firms can set for themselves, on a philanthropic basis, with which they contribute resources to society (discretionary/philanthropic responsibilities) (Carroll, 1991). These responsibilities are shaped as a pyramid, with economic responsibility forming the bottom of the pyramid, followed by legal and ethical responsibility, and philanthropic aspects of CSR in the top (Carroll, 1991). This means companies place most importance on economic responsibilities and least on philanthropic (Ayra & Zhang, 2009), but also that the lower layers of the pyramid are prerequisites for companies to adopt the responsibilities in the higher layers (Jamali & Mirshak, 2007). For companies to be ethical responsible, it is a prerequisite to be economically and legally responsible (Jamali & Mirshak, 2007). Other researchers suggest that economic and legal

responsibility is socially required, whereas ethical responsibility is socially expected and philanthropic responsibility is socially desired (Windsor, 2001). Criticism on the practical usability of Carroll's definition of CSR has been raised, where the complex nature of the four categories make it difficult to use while empirically testing CSR (Clarkson, 1995; Gjølborg, 2009).

Other definitions reinforcing the same idea, though in different terms, state that CSR are the moral and legal duties firms have towards society (Argandoña & vonWeltzein Hoivik, 2009), it being a reflection of the social consequences of business' success (Matten & Moon, 2008) or as corporation's reaction towards public concerns about the business' pursuit of profit at the cost of social and environmental issues (Li et al., 2010). Wood (1991) defined CSR by stating three principles. The *principle of legitimacy* means businesses have to use the legitimacy and power provided to them by society in a responsible manner, or else they will lose this legitimacy. The *principle of public responsibility* relates to the responsibility firms have toward society relating the outcomes and consequences of their production. The *principle of managerial discretion* contains the fact that managers are obliged to behave in morally accepted ways. The World Business Council for Sustainable Development (2001) defines CSR as the dedication of businesses to contribute to sustainable economic development while considering employees, their families and local communities. It has also been described as a set of business practices that maximize the positive impacts of its operations on society (Dahlsrud, 2008). The definition of the International Chamber of Commerce (2002) of CSR reads as the commitment of businesses to manage their roles in society, while the European Commission (2001) defines it as business' integration of social and environmental concerns into their operations, on a voluntary basis (Dahlsrud, 2008; Weber, 2008). The Organization for Economic Cooperation and Development (OECD) defines CSR as business' contribution to a sustainable society (Weber, 2008). Another popular definition of CSR states that it is going beyond what the law requires of firms in order to benefit society (e.g. Kuznetsov, Kuznetsov & Warren, 2009; Falck & Heblich, 2007; McWilliams & Siegel, 2001; Heslin & Ochoa, 2008), beyond the direct economic, technical and legal requirements (Aguilera, Rupp, Williams & Ganapathi, 2007; McWilliams & Siegel, 2001; Chaudri & Wang, 2007) and beyond the self-interest of the firm (McWilliams & Siegel, 2001). Some researchers incorporate the stakeholder theory (Clarkson, 1995) and suggest businesses are

not responsible for the whole society, but only for their stakeholders, which leads to a definition of CSR as the principles and processes in a firm to minimize negative impacts and maximize positive impacts for stakeholders (Maignan & Ralston, 2002). Campbell (2006; 2007) defines CSR by setting a minimum behavioural standard that corporations should meet in order to be considered as socially responsible. First of all, they should not knowingly take actions that can harm their stakeholders. Second, they should repair any harm they do to their stakeholders immediately when they become aware of it, either voluntarily or as a response to some type of pressure.

A sensitive issue is the voluntary or obligatory character of CSR. Various researchers (e.g. Manne & Wallich, 1972; Blowfield & Frynas, 2005; Falck & Heblich, 2007; Kotler & Lee, 2005) incorporated a voluntary character of actions as an important requirement for an action to be considered as CSR to their definition; according to them, CSR actions have to be undertaken on a completely voluntary basis. However, this means that activities that are a response to social desires or expectations are not really CSR activities, even though they may be going beyond what law requires from firms (Carroll, 1991). Carroll (1991) opposed this view, and stated that complying with economic and legal standards can also be considered CSR, and voluntary activities are a higher level of CSR. Other researchers go a lot further. Their definition of CSR goes completely against the stream of belief that CSR has to be voluntarily performed, and states that CSR are the obligations a firm has to society (Smith, 2003; McGuire, 1963; Argandoña & vonWeltzein Hoivik, 2009), although no agreement exists on what these obligations exactly are (Smith, 2003).

Opponents to this type of definition of business responsibilities also exist. Friedman (1962; 1970) is very rigorous in his statement that the only responsibility a firm has, is to make as much profit as possible for their stakeholders. According to him, CSR is a way of managers to further their own social or political agendas or career (Friedman, 1970). Other opponents of CSR state that business managers lack the expertise to make socially oriented decisions (Davis, 1973), it would give businesses even more power than they already have when letting them deal with social issues aside from the economic ones (Davis, 1973), it would distract from the primary, economic, purpose (Hayek, 1969) and it would make businesses globally less competitive (Carroll &

Shabana, 2010). However, a very popular stream of research in the field of CSR focuses on the effect of CSR practices on the financial performance and profitability of a company (McGuire, Sundgren & Schneeweis, 1988; Rettab, Brik & Mellahi, 2008; Jenkins, 2005) and although no accordance exists, most studies seem to oppose the view that CSR would distract from the primary pursuit of a firm and CSR is actually a very useful tool to make businesses successful.

Some studies provide support for the claim that firms involved in CSR have higher profits than firms that do not (McGuire, Sundgren & Schneeweis, 1988; Rettab, Brik & Mellahi, 2008; Wigley, 2008), while other studies provide evidence demonstrating no significant difference in terms of profit making between firms that do and firms that do not involve in CSR (Aupperle, Carroll, & Hatfield, 1985). Other reasons for firms to incorporate CSR practices into their business, are reputation management (e.g. McWilliams & Siegel, 2001; Kurucz et al., 2008; Zadek, 2000; Rettab, Brik & Mellahi, 2008; Windsor, 2013), employee attraction and attachment (e.g. Aguilera, Rupp, Williams & Ganapathi, 2007; Rettab, Brik & Mellahi, 2008; Heslin & Ochoa, 2008), competitive differentiation (e.g. Ayra & Zhang, 2009; Kurucz et al., 2008), organizational learning (Heslin & Ochoa, 2008), long-term viability and cost- and risk reduction by investing in a healthy climate (e.g. Carroll & Shabana, 2010; Windsor, 2013; Gifford, Kestler & Anand, 2010), and avoidance of government regulation by setting high self-disciplined standards (e.g. Carroll & Shabana, 2010; Campbell, 2007).

All in all, although little agreement seems to exist on the actual definition of corporate social responsibility, most definitions do have particular ideas in common. The definition of CSR that will be used in this research follows from the definitions discussed above and reads as following: *Corporate Social Responsibility is the responsibility corporations take towards stakeholders and society in general, as a consequence of their role in society and the impacts their business has on society.* This means that all activities undertaken by a firm stemming from their identity as a corporation and their role in society, aiming to improve impacts for their stakeholders, can be regarded as CSR activities, whether they arose from a voluntary nature or are a response towards certain obligations. Complying the law can be seen as a CSR activity, since those laws are set in place by society, and acting towards the law therefore benefits stakeholders. Going beyond what the law requires of firms can also be considered as CSR, when it aims to benefit stakeholders.

2.2 CSR in emerging economies

CSR in emerging economies is a relatively new addition to the research into CSR, and many authors state that it differs from the traditional studies into CSR because of context specific issues influencing the existence and practice of CSR (Visser, 2008; Dobers & Halme, 2009). Institutional context and culture can be of high influence on determining appropriate CSR priorities and initiatives (Ayra & Zhang, 2008).

As discussed in the problem statement, the term CSR is said to be a western concept, developed and applicable only to business in the western world, due to cultural, economic and political context (Ewing & Windisch, 2007; Baughn et al., 2007; Li et al., 2010). The question has been raised whether the currently often-used definitions of the concept apply at all to the emerging economies (Visser, 2008), since the theories and ideas are based on the functioning of the market in developed economies, with strong institutions that efficiently regulate and enforce CSR (Dobers & Halme, 2009). Calls have been made to leave the 'one size fits all' idea behind and start to investigate what CSR means for specific countries or societies (Peinado-Vara, 2006). Many developing countries deal with weak institutions, and face issues such as difficulty of enforcement of law, bureaucratic inconsistency, and corruption, which may complicate CSR (Dobers & Halme, 2009). A large difference seems to exist between formal laws and the actually enforced practices (Wiig & Kolstad, 2010).

On the other hand, it has been argued that CSR is a necessary business activity in developing countries offering many opportunities, and that businesses have the responsibility to address problems that developing countries face, such as poverty, violation of human rights, environmental degradation, political corruption and inequality (Pachauri, 2006; Jamali & Mirshak, 2007; Jenkins, 2005; Egri & Ralston, 2008; Tang & Li, 2009). Jamali & Mirshak (2007) suggest that in emerging economies, in some cases simply complying the law may already be a manifestation of corporate social responsibility. CSR in developing economies is less politically rooted than in developed economies, less incorporated as a strategic advance or possibility than in corporations from developed economies, but is more existent than what is commonly assumed (Visser, 2008).

The definition of Carroll (1979) identifying four different dimensions of CSR is, according to Visser (2008), not applicable in emerging economies. Companies in emerging economies deal with very different circumstances to which the CSR practices are adapted, where particular CSR actions can be categorized in more than one of the four aspects identified by Carroll, or fall into another aspect than it would in a developed economy. Companies in Africa implementing a medical treatment program for employees with HIV/AIDS reflects importance for the economic, ethical and philanthropic aspects (Ayra & Zhang, 2008), whereas companies in developed countries are far less likely to even implement such a program since this problem is practically non-existent, and if they would implement such a program it would only apply to philanthropic aspects. Other authors agree with Visser's (2008) statement that models made in developed economies fail to accurately envision the complexity of CSR in emerging economies (Hamann, 2006). Some studies have found that CSR in emerging economies is mainly driven by external forces, i.e. pressure from international markets (Belal & Momin, 2009; Belal & Owen, 2007; Islam & Deegan, 2008; Matten & Moon, 2008), international financial institutions such as the World Bank (Rahaman et al., 2004), or, in case of multinationals operating in an emerging economy, parent companies (Belal & Owen, 2007). Chapple & Moon (2005) identify the level of foreign direct investments into a country as being of influence on the existence and expression of CSR practices used by local firms. Concern has been raised that only adapting CSR practices to comply with international trends leads to passive CSR policies which will not have any effect on the local context (Belal & Owen, 2007).

Ayra & Zhang (2009, p.2), investigating the state of the art of CSR in emerging economy South-Africa, defined CSR as "equity transfer transactions designed by white owned South Africa companies that put enterprise shares in the hands of new black owners to contribute to the correction of historic socio-economic imbalances in the economy". Although this definition cannot be applied in other circumstances and is non-transferable to studies focusing on another country or issue, it does show the high context-specific characteristic of CSR. They also emphasize the fact that businesses in different nations are embedded in different institutional contexts and face a different amount of internal and external pressure to engage in CSR (Ayra & Zhang, 2009). In countries where the rule of the law is weak, CSR can be a solution and let businesses deal with social issues, by complying with higher standards than the local legal

context requires (Blowfield & Frynas, 2005). Authors call for the fact that it is unsuitable to judge CSR practices in local economies according to what is common in the Western world, because of the difference in context (Hamann, 2003). Research focusing on CSR in Africa describes the initiatives as a transplant from the west (Gruner, 2002), where both subsidiaries from multinationals and local African firms copy the CSR practices of developed economies. However, these type of practices fail to adapt to local circumstances.

What becomes clear is that CSR in emerging economies differs fairly from that in developed economies. The standards, objectives, focus, ideals and reasons to involve in CSR are different and therefore CSR practices differ. However, the definition as given above;

Corporate Social Responsibility is the responsibility corporations take towards stakeholders and society in general, as a consequence of their role in society and the impacts their business has on society; also applies to emerging economies. The instrumentalization of the concept differs according to the particular context of the emerging economy, but the nature of CSR remains the same.

2.3 Institutional context

Institutional pressure has been identified as a great influence on CSR practices (Hoffman, 1999; Sharfman, Shaft and Tihanyi, 2004). Institutional theory states that business practices are contextualized by the national institutional framework in which they operate (Matten & Moon, 2008; Gifford, Kestler & Anand, 2010). Companies feel the pressure to imitate the behaviour of their peers, especially in environments that are characterized by rapid change and uncertainty (Dawkins & Ngunjiri, 2008), which is the case in emerging economies. These institutions, and their history in a particular country, are believed to be the cause of variation in CSR in different countries (Matten & Moon, 2008). Various researchers have begun to apply this theory on CSR research across countries (Baughn et al., 2007), and focus on the way that social, political and economic institutions affect the governing of social activities by organizations (Li et al., 2010).

Institutions have been defined as the rules of the game within a country, which regulate interactions, behaviours and activities of organizations (North, 1990) and since CSR is concerned with business' responsibilities toward society it is influenced by the rules of the game in the

country, and therefore CSR needs to be studied with consideration of the context (Dobers & Halme, 2009). Institutional theory has many different strings of application and all define institutions in slightly different terms, but they all agree that institutions are both the formal rules in a society, the informal cultural framework such as norms and values, and the instruments operating in a society to enforce these (Campbell, 2006; North, 1990).

When it comes to CSR, Matten & Moon (2008) in their study identify the following institutions as being of influence on CSR; education & labour systems, cultural systems i.e. assumptions about society, business and government, and business systems. Campbell (2007) identifies state regulatory sanctions as the most obvious institutional influence on CSR. Jamali & Neville (2011) identify the following systems of the national context as relevant and influential on CSR; political, economic, financial, educational, and cultural systems, religion and global CSR institutional infrastructure. Studying CSR in the country-specific context should, according to Tang & Li (2009) focus on three relationships; corporate-society, corporate-state and corporate-NGO. The corporate-society relationship entails the social and cultural context of the particular country. State plays an important role in CSR in emerging countries, where the state often maintains control over the corporations and resources in a different extent than is the case in developed countries, and where CSR decisions are often a result of interorganizational relations, such as corporate-state interactions. The corporate-NGO relationship is of influence, because NGOs are gaining power and play a big role in the adoption of ethical codes and in enforcing them (Tang & Li, 2009).

At the same time that traditional institutional theory suggests and explains differences between CSR across countries, new institutionalism states that business processes across countries are becoming more similar (Matten & Moon, 2008). The new institutional theory does not end with the old theory that institutional context influences corporate activities which leads to different activities in different countries, but it tries to explain the fact that CSR is a hot topic in countries around the globe. Certain organizational practices become institutionalized and standardized in organizations across industries and countries, because they are considered legitimate by society (Matten & Moon, 2008). This has happened with the practice of CSR, which has become

common and institutionalized in various countries worldwide, although the particular institutional context in those countries influences the actual configuration and implementation.

Findings from Maignan & Ralston (2002) demonstrate a clear influence of institutional environment on CSR, also in Western countries. Their study reveals that there is a clear difference in CSR reporting, the value companies attach to being publicly perceived as socially responsible and the particular CSR issues that are emphasized in companies from the USA, U.K., France and the Netherlands (Maignan & Ralston, 2002). Sison (2009) reveals culture to have a big influence on the practice of CSR, and demonstrates differences between Anglo-American and Continental European CSR practices. The Anglo-American culture is, when it comes to characteristics that influence CSR, characterized by individualism, with rights such as freedom from state intervention. Continental European culture on the other hand, is more community-oriented and dependent on unwritten laws or customs, with rights such as freedom to participate in social decisions (Sison, 2009). Other distinctions between these two types of cultures are solidarity and cohesion, demonstrated in e.g. pension plans and unemployment insurance, freedom and power of trade unions, tolerance of income inequality, and quality of public goods such as education (Argandoña & vonWeltzein Hoivik, 2009). These cultural characteristics are all said to make a difference to the practice of CSR, and therefore no universal guideline for CSR could exist (Argandoña & vonWeltzein Hoivik, 2009).

Corporations have proven to be more likely to engage in CSR practices, when there is a structural dialogue with its stakeholders. Strong state regulation, collective self-regulation in various industries, independent organizations that monitor CSR, and a normative institutional environment are all factors that seem to encourage corporations to adopt CSR policies (Campbell, 2006). The institutional legal context in emerging economies is in general less developed than that in western countries (Rettab, Brik & Mellahi, 2008). Also, fast growing economies are often marked by an institutional context that promotes economic growth and global competitiveness, but if not managed well it can lead to inequality, poor labour conditions and environmental damage (Rettab, Brik & Mellahi, 2008) or illicit cash outflows (Dobers & Halme, 2009).

All in all, institutional context can be defined as following; *Institutions are the formal rules in a society, the informal cultural framework and the instruments operating to enforce them.* The institutions that are believed to have an impact on CSR in countries are political, economic, financial, educational, cultural, religion and global CSR institutional infrastructure.

2.4 Institutional context of Brazil

Using the institutions that have been identified as having influence on CSR; political, economic, financial, educational, cultural, religion and global CSR institutional infrastructure; this part will map the institutional context of Brazil. Only those related to or (in)directly influencing the state of CSR will be discussed.

2.4.1 Political institutions

The introduction of the concept of CSR in Brazil dates from 1961, when the Association of Christian Entrepreneurs was established and started to promote CSR among entrepreneurs (Colares Oliveira et al., 2009). However, it never really took off until years later, when the political transitions made room for CSR. The happenings in Brazil during the eighties, especially the social, economic and political changes since the transition from military dictatorship to democracy in 1985, have influenced the practice of CSR (Cavalcanti Sá de Abreu et al., 2012). In the 1980s Brazil's external policy was the ISI strategy characterized by protectionism of the domestic market (Franco, Ray & Ray, 2011). Environmental degradation and social inequality were accepted as inevitable consequences of economic development during many years of the military dictatorship (Baer & Mueller, 1995), although the great social inequality and hyperinflation due to state intervention and control in the economy eventually led to the end of the dictatorship (Auty, 1995).

In the years after the end of the dictatorship, neo-liberalism was embraced and many state-owned companies were privatized. Outstanding debts to the IMF forced Brazil to cut on social spending (Cavalcanti Sá de Abreu et al., 2012). Policies that have an ideological component, which is the case with many of the topics that can be included to make part of CSR when businesses commit to these topics, such as poverty alleviation, have proven to be unstable and often changing when the administration changes (Alston, Melo, Mueller & Pereira, 2004). This history has led to the

widespread perception among Brazilians that the State is incapable of providing quality of life to its citizens (Griesse, 2007), and Brazilian firms in general have therefore adopted CSR policies to make up for this failure of government, both in social and environmental issues (Cavalcanti Sá de Abreu et al., 2012), although transparency about business practices and CSR activities still lack behind (Oliveira, 2006). Corruption also remains a persisting problem in Brazil, although since the 1990s many autonomous regulatory agencies have been designed to control acts and prevent government from acting opportunistically (Alston, Melo, Mueller & Pereira, 2004).

An important political institution with regard to CSR topics, is the Ministério Público (public prosecutors). It exists since 1609, but its role changed considerably in 1985 after the ending of the dictatorship, when the legal instrument *ação civil pública* (public civil suit) came in place and entitled the Ministério Público to sue persons or organizations that have done harm to the environment, consumer rights, and patrimony of the nation (Alston, Melo, Mueller & Pereira, 2004). This role changed slightly in the Constitution of 1988, in which the role of the Ministério Público is stated as promoting civil inquiries and civil suits, in order to protect the public and social patrimony of Brazil, the environment and other collective interests (Alston, Melo, Mueller & Pereira, 2004).

2.4.2 Economic and financial institutions

The Brazilian economy has been highly fluctuating and instable since the start of the ISI-period in 1963 (Loes, 2010). Between 1963 and 1981, the average growth rate of the Gross Domestic Product was 7%. Until 1973 the inflation rate was relatively stable, but as of that year inflation began to accelerate and in the 1980s and 1990s Brazil faced periods of hyperinflation, with a peak in 1990 when the inflation rate was 2950% (Jayme, 2003; Loman, 2014). The introduction of the *Plano Real* with a new currency, and the returning to the international capital market in 1994 stabilized the macroeconomic environment and inflation rates were controlled and dropped back to 9.6% in 1996 (Loman, 2014). In these years, Brazil also began to diversify its economy, where it in the past highly related upon export of a few products (sugar, coffee, gold). This diversification led to high economic growth (Loman, 2014) and Brazil transited from the ISI strategy to trade and financial liberalization (Jayme, 2003).

During these years, the inequality that already existed in Brazil due to its history of slavery and landownership grew higher (Loman, 2014), and a huge regional income inequality emerged, with the per capita income in the richest state São Paulo being more than 6 times bigger than that in poorest state Piauí (Azzoni, 2001). However, with the introduction of the Real, this new currency was slightly overvalued in order to keep import cheap which in the years after resulted in a capital market that relied almost completely on the inflow of foreign capital and high interest rates (Loman, 2014). This made Brazilian economy highly vulnerable to external pressure, and the fiscal policy was therefore tightened in 2000 with the introduction of the Fiscal Responsibility Law, which was designed to control public spending (Loman, 2014).

While in 2001 Brazil was still described as being at the beginnings of durable growth, followed by some rough first years, the GDP for Brazil has grown with an average of 4,6% between 2005 and 2010 (Thompson, 2011), establishing itself as a highly lucrative market. This growth has been fuelled by a growing demand for some of Brazil's primary products such as sugar, coffee, meat and soy by other emerging economies (Loman, 2014). By the time the international financial crisis hit in 2008, Brazil had established enough buffers to counter this trend. Public spending was increased and interest rates decreased, which led to the fact that Brazil's economy kept growing in these globally difficult times (Loman, 2014). However, recent growth does show the effect of the continuing international crises on the growth rates of Brazil, dropping from 7.5% GDP growth in 2010 to 2.7% in 2011 and even 0.9% in 2012 (Loman, 2014). All in all, even though growth rates fluctuate, macroeconomic stability has been reached in Brazil in the last decade (Loes, 2010; Loman, 2014).

2.4.3 Educational institutions

For CSR to become implemented in businesses, the fact if it is treated as a subject in business courses is of influence (Heaney & Gleeson, 2008). Universities are believed to be a place where, even though the students are already adults when they enter, ethical and moral reasoning and behavior are enhanced, as is the ability to deal with complex situations. The adoption of courses on business ethics and corporate social responsibility in business studies enhances this even further (Heaney & Gleeson, 2008) and therefore eventually has an effect on the actual business practices.

In 1998 *Instituto Ethos de Empresas e Responsabilidade Social* (Ethos Institute for Business and Social Responsibility) was founded, a not-for-profit non-governmental organization, involved in the promotion of CSR and setting of guidelines for social information disclosure for Brazilian corporations, which bases its guidelines both on international CSR indicators set by GRI, and its own, local, CSR indicators (Colares Oliveira et al., 2009). Instituto Ethos has been identified by the Brazilian government as an *Organização da Sociedade Civil de Interesse Público* (a civil organization of public interest) which makes it possible for Ethos to enter in relationships with governmental agencies and public bodies at national, state and municipality level. It also means donations can be received without having to pay taxes over it (Instituto Ethos de Empresas e Responsabilidade Social, n.d.). Nowadays, more than 1400 companies, accounting for 35% of the GDP of Brazil, work with the institute (Bevins, 2011). Instituto Ethos constantly provides information on CSR in Brazil, and around the world, trying to raise concern and teach the public. It works together with over 450 educational institutes in Brazil and gives out prizes for the best academic papers on CSR (Young, 2004), in this way trying to educate about CSR and motivate educational institutions to pay attention to the subject.

In Brazilian universities providing business courses, CSR still seems to remain a far-away topic. The Intelligence Unit investigating the 200 business schools that had been scored as being the best by employers, included 2 Brazilian business schools: Business School São Paulo and Fundação Getúlio Vargas. However, when it came to investigating the topic of CSR, these two schools scored very low (QS Global 200 Business School Report, 2012).

2.4.4 Culture

Hofstede is one of the most cited authors when it comes to a definition of culture, which says culture is ‘the collective programming of the mind that distinguishes one group or category from another’ (1984, p. 13). Boyd and Richerson (1985) define culture as a transmission from one generation to the next, through means of teaching and imitating, of knowledge, values, and other factors that influence behavior. Hofstede (1991) developed a classification system to differ cultures from one another, on four basic dimensions; individualism/collectivism, uncertainty avoidance, power distance and masculinity/femininity (Hofstede, 1991), which later has been extended with the addition of the long term vs. short term orientation (The Hofstede Centre, n.d.). *Power distance*, ‘the extent to which the less powerful members of institutions and organizations

within a country expect and accept that power is distributed unequally' is high in Brazil (The Hofstede Centre, n.d.). Social inequality is common, and it is accepted that the ones with power have more benefits in society than the less powerful. On the *Individualism/collectivism* dimension, relating to 'the degree of interdependence a society maintains among its members' Brazil is classified as collectivist (The Hofstede Centre, n.d.). Family, widely extended, and other cohesive groups in which people find themselves from their birth on, make up Brazilian society and taking care of the other group members is crucial. The *Masculinity/femininity* dimension, clarifying if a society is driven by competition and success (masculine) or caring for others and quality of life (feminine), classifies Brazil as being in the middle. Consensus and sympathy are considered very important, but status also (The Hofstede Centre, n.d.). In terms of *Uncertainty avoidance*, relating to the fact that the future is unknown and how a society deals with the anxiety to avoid uncertain situations, Brazil shows a high level. It has an extensive bureaucracy, laws and rules to structure life (The Hofstede Centre, n.d.). Finally, in terms of the *Long term orientation*, 'the extent to which a society shows a pragmatic future-oriented perspective rather than a conventional historical short-term point of view' Brazil has been identified as a long term oriented society. They accept change easily and look for alternatives to make things possible (The Hofstede Centre, n.d.).

Waldman et al. (2006) examined the link between characteristics of culture and CSR values in 15 countries and identified the individualism/collectivism and power distance dimensions as being the most influential on CSR values. Since Brazil is classified as a collectivist country, the practice of CSR in Brazil can be expected to be high with businesses taking care of stakeholders in society. The high acceptance of hierarchy in society can also be expected to influence CSR values. Waldman et al. (2006) also found a difference in CSR practices between wealthy and poor countries, where wealthy countries were more concerned with the owners than with other stakeholders and thought less about the greater society in their decision-making. Companies in poorer countries are more concerned with the outside community beyond their stakeholders, which could be explained through the weaker institutional context in poorer countries, which leads to managers feeling more responsible (Waldman et al., 2006).

2.4.5 Religion

Brazil is a highly religious country, with almost the entire population stating to be part of an organized religion. The Roman Catholic Church is the biggest (Cava, 2001), although Protestant communities are also represented. Religions dating back to the African offspring of many of the inhabitants of the northeast of Brazil are also popular, especially Umbanda (Burdick, 1990) and Candomblé. These are the biggest religions in Brazil, but many other religions are also represented and turn Brazil in a true melting pot. The link between religion and poverty is often made, and also proves to be the case in Brazil, where religion provides support networks and enhances self-esteem (Mariz, 1992), especially in the poor regions in the northeast of the country.

The link between religion and CSR has been made by Brammer, Williams and Zinkin (2007), who found that religious people show a higher preference for companies demonstrating ethical business practices, than non-religious people. The extent to which religious people expect companies to be responsible was also bigger than what non-religious people expected (Brammer, Williams & Zinkin, 2007). In this sense, one can expect Brazilian companies to be acting in a responsible way, since the high percentage of religious habitants would demand this behavior from the companies.

2.4.6 Global CSR institutional infrastructure

Various global initiatives and guidelines for correct CSR practices have been developed in the last decade. The most important ones will be shortly discussed here.

The UN Global Compact is an international voluntary guideline, which consists of 10 principles (see Appendix 1) regarding human rights, work, environment and corruption (Falck & Heblich, 2007; Heslin & Ochoa, 2008) and is argued to be the most effective approach to gaining international agreement about the role of business in society (Williams, 2004). The UNGC is the most extensive international guidelines, developed to fill the gap that emerged as a result of globalization were local regulations had no power (Scherer & Palazzo, 2011), building on and incorporating guidelines provided by various other actors. It has been identified as the leading guideline internationally (Perez-Batres, Miller & Pisani, 2010). It incorporates the guidelines developed by the Global Reporting Initiative (GRI) regarding sustainability reporting, to which companies can voluntarily adhere (Kolk, Hong & van Dolen, 2010), those developed by the

Organization for Economic Cooperation and Development (OECD) (Heslin & Ochoa, 2008; Gifford, Kestler & Anand, 2010), and the issues raised by the International Labour Organization (ILO) (Perez-Batres, Miller & Pisani, 2010). Since the development of the UNGC in 2000, more than 5000 corporations have subscribed to this tool of self-regulation and voluntarily comply with the principles (Scherer & Palazzo, 2011).

Another popular global organization with high credibility is the International Organization for Standardization (ISO). It develops standards for all types of business activities, and has developed various standards regarding CSR issues, as a response to increasing concern of consumers regarding the social integrity of corporations (Leonard & McAdam, 2003; Windsor, 2013). ISO 14001, preventing environmental degradation, has been identified as a key issue for investors looking to invest in Brazilian firms, making it an interesting guideline for Brazilian firms to adapt (Cavalcanti Sá de Abreu et al., 2012). However, bureaucracy in Brazil is a problematizing issue in this sense, with various domestic environmental players needing to approve business processes, as are a lack of control and human resources factors of difficulty in this sense (Cavalcanti Sá de Abreu et al., 2012).

Social Accountability International developed voluntary standard SA8000 on socially acceptable workplace practices, based on issues raised by the International Labor Organization, United Nations Conventions on the Rights of the Child and the Universal Declaration of Human Rights (Leonard & McAdam, 2003) (see Appendix 1 for a description of prior mentioned guidelines).

Discussion exists if these international voluntary guidelines do not in fact eliminate the free will of corporations to adapt CSR activities in their business, and actually set normative standards for firms (Kuznetsov, Kuznetsov & Warren, 2009). However, it is argued that globalization has brought with itself a vacuum, where international trade and MNEs make national institutions alone powerless to control business activities and enforce regulations (Scherer & Palazzo, 2011). A join of forces from governments, international institutions, civil society group and business firms is the only way to maintain control over business activities (Scherer & Palazzo, 2011).

2.5 Conclusion of theoretical framework

After studying some of the many definitions of CSR that exist in the academic discourse, the following definition was chosen to use in this study: *the responsibility corporations take towards stakeholders and society in general, as a consequence of their role in society and the impacts their business has on society*. The reason to believe this definition captures the actual content of the concept, is the visible struggles between two types of definitions. The first are the definitions stating CSR are activities that address economic, social, environmental or ethical concerns. As has been argued in this chapter, those are actually instrumentalizations, and therefore not useable as a definition for the concept. The second string is the one that defines CSR as described above, which is an actual definition of the concept of CSR and therefore chosen to use in this study.

Literature has proven that CSR in emerging economies is somewhat different from CSR in Western countries, because of the cultural, economic and political context. However, it can be concluded that the definition for the concept of CSR does not change, but the influence of the institutional context can have an impact on the actual practice of CSR activities.

Institutional context, according to the widely accepted institutional theory, regulates interactions, behaviors and activities of organizations and in this way influences CSR activities greatly.

Various researchers have identified which institutional systems are relevant when it comes to CSR. The most complete overview, and therefore chosen to use in this study, has been given by Jamali & Neville (2011), who include all the elements mentioned by other researchers and add a few; of influence on CSR are political, economic, financial, educational, and cultural systems, religion, and global CSR institutional infrastructure.

For the Brazilian context, all of those systems have been discussed in this chapter. The political context in Brazil has been of great influence on the existence and support for CSR. Both the historical development with regard to the political happenings which led to a low level of common trust in the abilities of government, together with the later developed public institutions such as the Ministério Público treating CSR concepts, leaves a positive climate for CSR in Brazil.

Economic and financial institutions can influence the existence of CSR in various ways, from a positive investment climate for corporations to invest in CSR to being the reason of the low level of quality of life for habitants which leaves space for corporations to take on this responsibility. In Brazil, the latter is the case. Huge income inequality and diminishing GDP growth are just two examples of the economic and financial events occurring, and corporations could fill this gap with CSR activities.

When it comes to education, little notice has been given to CSR, which means few people are educated in the matter, which therefore can lead to little attention for CSR in corporations.

For culture, the only researched that has touched upon the subject has been done by Waldman et al. (2006) using Hofstede's (1984) dimensions. Although there is a lot of critic on Hofstede, and his theory is said to be based on and applicable to western cultures only, being that Waldman et al. (2006) is the only one who directly investigated the relationship between culture and CSR it has been decided to use it, while continuously keeping a critical mind on this theory. His findings reveal that the individualism/collectivism and power distance dimensions influence CSR values mostly, and in the case of Brazil influence them positively which should lead to a higher involvement in CSR.

The religious system influences CSR in a way that religious people prefer companies involved in CSR over companies that are not. Given the high amount of religious habitants in Brazil, it can be expected to positively influence the existence of CSR.

Finally, the global CSR institutional infrastructure influences the commitment of companies to CSR. Various international guidelines exist, but no research has been done yet to identify the level of commitment to these guidelines by Brazilians firms. Therefore, no prediction can be made on the influence and outcome of the global institutional infrastructure on CSR in Brazilian corporations.

All in all, the only system that is expected to negatively influence the level of CSR in Brazil is the educational system, with almost no attention for CSR in education. However, the other

systems all leave a positive climate for CSR in Brazil, and therefore we could expect CSR to be a relevant and common concept and practice in Brazil.

3. Methodology

This section of the study will report on the research methodology chosen to be most suitable to answer the research question.

3.1 Research Design Strategy

The aim of this study, to create a clear image of the state of the art of Corporate Social Responsibility in Brazil, an under-researched concept in this country so far, is exploratory. The belief that CSR in an emerging economy context is fairly different from that in developed economies, and the fact that categories developed so far when it comes to CSR have been developed based on data from developed economies, make that this study will have an inductive character and start from the data to identify either previously researched categories or new categories. To accurately study CSR in Brazil, and identify if this phenomenon is a result of the institutional context, history or economic growth, a longitudinal study is in place. Besides this, the study has an exploratory character and tries to develop an overall description of the situation of CSR in Brazil, what has not been done before. This knowledge will be obtained in a qualitative research design, through in-depth analysis of specific cases. In order to best address the purpose of this study and provide an extensive answer to the research question, this study will have an inductive, exploratory, qualitative and longitudinal character.

This research will be a collective case study into multiple Brazilian firms in different industries operating in the context of emerging economy Brazil. Case studies will give the possibility to thoroughly study corporate social responsibility policies and practices of Brazilian firms. Multiple case studies in various industries will identify commonalities that are caused by cultural and institutional context of the country, eliminating the differences that are caused by operating in different industries.

3.2 Sampling

For the purpose of this research, it has been chosen to determine the sample on a purposive basis, for the following arguments. Investigating CSR in Brazil, an under researched topic so far, huge differences can be seen amongst different companies according to their different characteristics.

For this study it was decided to use big, public companies because listed companies are believed to be more involved in CSR. Public companies are vulnerable for public opinion since their value depends on it. Therefore, public companies are believed to be more occupied with maintaining a good relationship with stakeholders and involve in CSR activities. Next to this, it has been suggested that large corporations are precursors of the adaption of CSR practices within a country (Chapple & Moon, 2005; Li et al., 2010) and that large corporations face more external pressure and environmental problems which will make them adapt CSR (Cavalcanti Sá de Abreu et al., 2012), which allows to accurately resume the state of CSR in Brazil and to discover potential future trends. Selecting cases according to these benchmarks will lead to an complete overview of action of companies in Brazil, also since it does not separate according to sectors but involves listed companies acting in all types of sectors.

São Paulo's stock exchange, BM&FBOVESPA, developed an index containing all listed companies. This index, the Ibovespa, has been designed to "gauge the stock market's average performance tracking changes in the prices of the more actively traded and better representative stocks of the Brazilian stock market" (BM&FBOVESPA, 2014), and is a gross total return index weighted by traded volume (Bloomberg, 2014). The Ibovespa holds the largest listed firms of Brazil, and of all different sectors, and is therefore decided to use a sample for this research.

3.3 Case selection

The selection of cases out of the sample for this study will be done on a purposive basis. Given the relatively small number of companies listed on the Ibovespa, it was decided to select all cases out of the sample for this research. This has been done to maintain the validity of the study and assure that the results show a complete overview of the status of CSR in Brazil.

3.4 Data Collection

As most studies regarding CSR do, this study will make use of available data, which was not specifically developed for the purpose of research. Advantages of using this type of data in this research are the fact that it allows for the study to focus on a larger unit of analysis instead of lingering at the individual level, which does happen when another type of data is collected. It is particularly suitable to study the change CSR has undergone in Brazil in the last decade, where

other research methods would bias any data obtained regarding history since they would be influenced by the accuracy of people's memories when trying to investigate it at this moment (Babbie, 2001). The available-data method makes a longitudinal study of CSR in Brazil for the last decade possible without having this bias.

Data sources for this study will be annual reports and/or special CSR-reports from the years 2002 and 2012. These years have been chosen for various reasons. The year of 2012 is chosen because it is the most recent year on which data was available at the moment of this study, leading to the most trustworthy representation of the current situation of CSR in Brazil. The year of 2002 is chosen because this year is considered as unofficial start of the economic growth of Brazil. This study will therefore fully capture the influence of economic growth and globalization on the presence and practice of CSR in Brazilian firms.

The language of the annual reports used in this study is Portuguese. This is a logical consequence of the sample consisting of Brazilian firms. Even when firms also publish the report in another language, most likely English, the Portuguese version is taken for analysis to avoid any bias as a result of the used language in the report.

In order to determine which annual reports contain information about CSR, the 'Relate ou Explique' document of BM&FBovespa for the year of 2012 will be used. This is a document in which the listed companies were asked to indicate if they prepared a report on the subject of CSR, if so to provide a direct link and if not, to explain what the reason for this is. In this way, a true Brazilian point of view on CSR is obtained since the Brazilian companies indicated if they consider themselves involved in CSR or not. These reports will then be detracted from the companies' websites. Some authors have raised the question if focusing on annual reports captures all social and environmental enclosures of CSR (Bebbington & Unerman, 2008; Guthrie, Cuganesan & Ward, 2008), with the argument that nowadays many firms report on their CSR practices on their websites, which leads to the fear that when focusing on annual reports not all the CSR practices will be captured. However, given the purpose of this study and the longitudinal design using data from a decade ago, it will be impossible to take website content into consideration.

The data collection strategy for the earlier years than 2012 is as follows. Those companies that have indicated to involve in CSR in 2012 will be traced back until as early as possible, and those companies that indicated not to involve in CSR in 2012 are left to believe that they were also not involved in CSR in the years before. The annual reports of all the companies that indicated engagement with CSR in 2012 will be qualitatively analysed, as will the reports of those companies that were engaged in CSR in 2002. The other companies, those not involved in CSR in 2012, will not be treated as lost-cases since this would mean a loss of information, not reporting on CSR also holds information on the importance of CSR in Brazil. However, no qualitative analysis is possible for these cases and this information will therefore only be used in a quantitative manner indicating numbers of companies that are engaged in CSR in Brazil.

An often-heard critique to the use of annual reports and special CSR reports as data source regarding this topic is the fact that it is provided by the company itself and will therefore only state positive outcomes. Besides this, the question if what is stated in these reports is a trustable image of reality, and if companies really do what they state, remains (e.g. Campbell, 2007; Roberts, 2003; Weaver, Trevino & Cochran, 1999). However, looking at the definition of CSR used in this study “*..the responsibility corporations take towards stakeholders..*”, using annual reports can be defended as a suitable and trustworthy data source. Leaving the question whether the information in those reports is a true or a better representation of reality, these reports are the primary and most significant formal communication a company has with its stakeholders (Epstein & Freedman, 1994) and represent the effort of corporations to respond to their stakeholders (Preston, Wright & Young, 1996). The reporting of CSR published by companies themselves can be seen as a precursor for actual performance (Dawkins & Ngunjiri, 2008), and although prior mentioned critique is a true limitation of the study, it is the first step when it comes to investigating the phenomenon of CSR in Brazil. The annual reports represent which issues are of importance to companies, in accordance with pressure from institutions and society.

3.5 Data Analysis

The method of analysis most often used in studies about CSR is content analysis. Content analysis is suitable for research starting with a high amount of qualitative data, allowing to reduce the amount of data by way of identifying categories that represent characteristics of the data

(Babbie, 2001). Eventually, this leads to a systematic description of the data (Singleton & Straits, 2005). Content analysis starts with pre-developed categories inspired by theory (Babbie, 2001), and uses these categories to divide the data into smaller content on particular subjects. As mentioned before, studies that investigated CSR and developed categories on the content up to now, have done so by means of data obtained in western countries. Since the goal of this study is to clarify the practice of CSR in a developing country with the influence of this context in mind, and the belief that it can differ extensively from practices in developed countries, prior developed categories will be used with an open mind for data that will not fall into these categories, yet be part of CSR in Brazil. The categories developed in prior research will set a basis from which research will start, but not be restricted to.

The research will be inductive, starting with the data and trying to identify patterns and commonalities in this data. The obtained data will need to be categorized in order to be able to identify any patterns. This will be done in three steps; open coding will be the first step, in which the researcher identifies all content in the annual report that can be considered CSR according to the developed definition, and codes all this content by means of subdividing it into phrases touching upon specific topics. The next step will be axial coding, which will be used to determine any relationships between the categories that emerged in the process of open coding. Finally, selective coding will identify the subjects that are of importance for the goal of this study, namely manifestations of CSR in Brazil divided into different categories. This process of coding will reduce the data from broad to specific categories and show the relationships between them, which will make it possible to answer the research question when it comes to the dimensions that make part of CSR in Brazil. The level of activity when it comes to CSR practices is also of importance (Dawkins & Ngunjiri, 2008), which is why attention will be paid to the level of commitment in the statements; whether it's a mere description of a policy, or an activity including costs and outcomes.

Although the majority of this study will have a qualitative character and focus on the interpretation of the content, a small quantitative part will be part of this study as well. The number of companies reporting on CSR over the years and their characteristics such as sector or

location of operations will be analysed in a quantitative matter using simple statistics, to identify any changes over the years or relations between reporting on CSR and company-characteristics.

3.6 Research quality indicators

The quality of this study can be assessed by means of research quality indicators, which will be shortly discussed here. First of all, the *external validity* or generalizability of the findings of this study remains rather small. The findings are expected to be generalizable for all sectors in Brazil, since the companies in the sector represent various sectors. However, given the fact that they are public companies and big in financial terms, the findings will not be generalizable to all companies in Brazil. Results of this study will give a general image of how CSR in Brazil is perceived, but it will not reflect the activities of all companies in Brazil. The *internal validity* of this study is believed to be high, given the type of data collection and analysis that is performed in the same way as the most renowned researches in this area, and makes use of data obtained from highly reliable international institutions. The *reliability* is also believed to be high, because of the fact that the researcher can code and recode, and go back to the original data at any moment and therefore come to the conclusions taking all findings and theory into consideration. The *construct validity* is high, because this research starts with the data and constructs concepts and operationalizations out of this data.

4. Results

The following chapter contains an extensive presentation of the findings gathered through the analysis of Annual Reports, Sustainability Reports and/or Social Reports of the listed companies on the IBOVESPA (Bovespa Index). This chapter is divided as follows. The first paragraph contains general information on the sample and the historical commitment to CSR. The next paragraph presents the Brazilian interpretation of the concept of CSR, and the subsequent paragraphs will give a detailed insight into the different categories making up Brazilian CSR policies and practices.

4.1 Background Information

To put together the sample, the IBOVESPA (Bovespa Index) has been retracted from their website. The IBOVESPA contains 73 companies, which for the purpose of this study could be brought back to 68 since 5 companies (Banco Bradesco SA, Centrais Eletricas Brasileiras SA, Gerdau SA, Petroleo Brasileiro SA, and Vale SA) are, for financial reasons, listed twice but only developed one annual report. The listed companies act in nine different sectors, namely; 13 in Financial, 12 in Construction & Transportation, 12 in Consumer Non Cyclical, 10 in Utilities, 9 in Basic Materials, 7 in Consumer Cyclical, 3 in Telecommunications, 1 in Capital Goods and Services, and 1 in Oil, Gas and Biofuels. With regard to the locations of their operations, 37 companies operate nationally within Brazil, and 31 operate internationally at different levels but with at least representation in one country outside Brazil. Using the 'Relate ou Explique' list from BOVESPA, discussed in the methodology section, it was identified that in 2012 46 companies reported on CSR (67.6%). In the year 2002, 11 companies provided a CSR-related report. However, one of those companies did not provide this for the year of 2012, the other stated to commit to CSR in 2002 but provided a non-functioning link to the report (see Appendix 3) and were therefore not considered in the qualitative part of this research. The total amount of reports analysed in a qualitative manner is therefore 9 from 2002, and 46 from 2012.

The following table demonstrates the sector differences among the companies and the percentages of companies within a sector reporting on CSR.

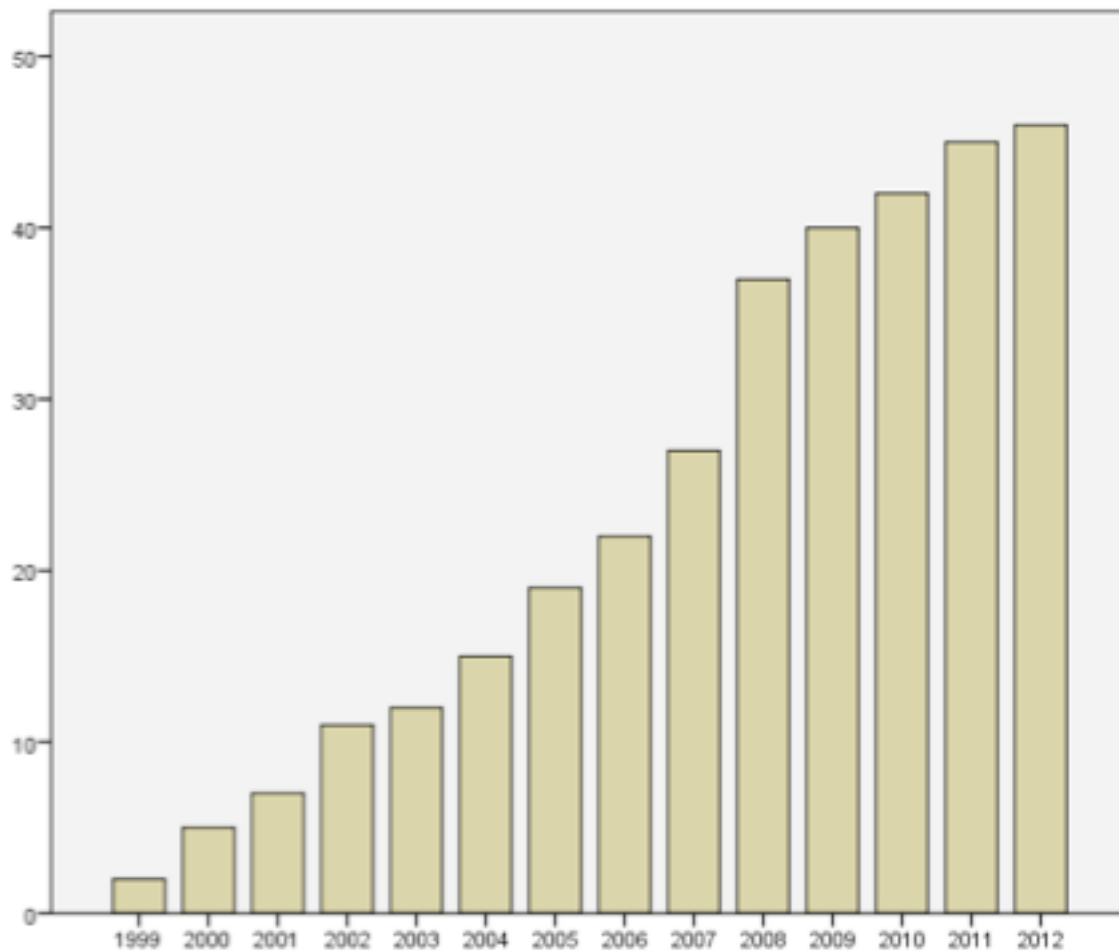
Table 1: Sample divided into sectors

Sector	Total number in sample	Number reporting on CSR
Construction & Transportation	12	5 (41.7%)
Consumer Non Cyclical	12	10 (83.3%)
Consumer Cyclical	7	2 (28.6%)
Financial	13	8 (61.5%)
Basic Materials	9	6 (66.7%)
Utilities	10	10 (100%)
Capital Goods & Services	1	1 (100%)
Telecommunications	3	3 (100%)
Oil, Gas & Biofuels	1	1 (100%)

The percentages show that in the Consumer Cyclical and in the Construction & Transportation sectors, reporting on CSR is not a common practice with less than half of the companies in that sector providing CSR data. However, due to the small size of the sample and the underrepresentation of certain sectors, it is impossible to make hard statements or discover significant differences between the sectors.

A complete overview of the companies, their sector, location of operations and provision of a CSR-related report in 2012 can be found in Appendix 2. An historical investigation into the provision of annual reports touching upon the subject of CSR in the years before 2012 led to the following chart. A complete overview per company can be found in Appendix 3.

Figure 1: Existence of CSR-related reports in the sample over the years



No reports are available on the years before 1999, the two companies who provided an annual report in 1999, Braskem SA and Embraer SA, did this for the first time in 1999. In 2002, the starting year for the longitudinal study, 11 companies of the sample reported on CSR policy and practices.

The data on the companies providing a CSR-related report in 2012 has been used to identify differences between nationally and internationally operating companies. The pattern of providing a CSR-related report with regard to the place of operations differs extensively. 54% of the nationally operating companies provided a CSR-related report, compared to 84% of the internationally operating companies. A performed Chi-square test shows that there is a significant association between the place of operations and the act of reporting about CSR with $\chi^2=6.85$,

$p < 0.05$ (see Appendix 4 for complete test). This seems to represent the fact that, based on the odds ratio, the odds of company's reporting about CSR is 4.44 times higher if they operate internationally than if they operate nationally.

4.2 Content and definition of CSR

Qualitative analysis of the reports has been done and led to the results discussed in this and following paragraphs.

In 2002, 4 out of the 9 companies gave some definition on what CSR is according to them. Business governance should be transparent, and business activities economically viable, environmental friendly and socially fair (companies 11 & 54), where activities in the social and environmental area are concerned with the sustainability of the firm yet not need to be directly related to its core activities as long as they are important for the relationship with stakeholders and aggregate value for communities, state, country and human being in general (11 & 23). It goes further than only social investments and philanthropic activities, all sectors of society have to combine forces and jointly are responsible for the compliance of Brazil to reach a basic level of development, overcome social inequality and eradicate poverty (17).

In 2012, 3 out of 46 companies gave a definition for the concept of CSR. Remarkably, only one company that gave a definition in 2002 also provided this in 2012. This definition changed entirely from the joint responsibility for Brazil's development to a commitment to sustainability and a long-term view, taking law, social and environmental concerns into consideration during business activities (17). Other companies place the stable and strong relationship with stakeholders at the core of the definition of CSR, identifying and prioritizing their expectations, monitoring social impacts of activities, and contributing to social and economical progress of the communities where business activities take place (10, 33). In 2002, only one company (11.1%) had an official Social Responsibility and Sustainability Policy in place, while this number has grown to 25 in 2012 (54.3%). The relevance of CSR and the central position it takes in business practice is also revealed by the amount of companies that use the keywords *social responsibility*, *sustainability*, *societal development*, or *social and environmental consciousness* in their phrasing of the Mission and Values. This number grew from 3 companies in 2002 (33.3%) to 23 in 2012

(50.0%). In 2002, 2 companies put their CSR in hands of a special committee within the firm, suggesting CSR is part of business and of strategic value for a firm, while 2 other firms founded an institute or foundation, autonomous but still related to the company, to take on this activities. The other 5 firms did not mention who is responsible for the CSR in the firm. In 2012, 27 firms had committees in place for CSR, while 7 had an institute or foundation liable for this topic. The importance of the relationship with stakeholders, which already partly became clear in the definitions of CSR given in 2012, has grown over the years. In 2012, 29 companies involved their stakeholders in the determination of the most important topics regarding CSR, while none of the companies mentioned this practice in 2002.

Analysis of all the documents led to the belief that CSR practices in Brazil can be categorized into 5 areas. The level of commitment to these categories does differ in the years between 2002 and 2012, and between companies, but the broad categorization remained the same. According to annual reports from Brazilian companies, representing the local interpretation of the concept, CSR consists of an institutional, an operational, an human resources, a social and an environmental dimension. These dimensions can be split out into various subcategories, and appendices 5 and 6 contain an extensive overview of the subcategories and the presence of these topics in the reports of the sample (see Appendix 5 & 6). A distinction has been made with regard to the level of commitment of firms towards the CSR topics, with some companies mentioning activities that fall into a certain category but fail to mention absolute numbers or costs, while other firms do mention these, which can be seen as a reflection of a higher commitment to CSR and more transparency. In the following paragraphs each of these dimensions will be discussed separately.

Sub-conclusion content and definition of CSR

From the data above, the following can be concluded regarding the content and definition of CSR in Brazil. The practice, and presence of the concept in the Annual Reports, has grown extensively in the years from 2002 to 2012 with a huge growth of companies that have developed a policy on CSR, mentioning it in their Mission and Values and having a commission in place that is responsible for the CSR practices of the company. These findings show that CSR has taken a central place in business in Brazil within the last ten years, even though the companies seem to be

somewhat indecisive on what CSR actually is, given the low number of companies defining the practice. Even though the lack of a definition of the concept in most companies, it becomes clear that the practice of CSR in Brazil includes actions in five areas; an institutional, an operational, an human resources, a social and an environmental dimension. Another point that stands out, and proves to be in line with what literature has already suggested, is the central role for stakeholders. All companies mention their stakeholders as the main reason to involve in CSR, and use their opinion to form CSR policies, which is in line with the definition of CSR detracted from literature as being *the responsibility corporations take towards stakeholders and society in general, as a consequence of their role in society and the impacts their business has on society*.

4.3 Institutional dimension

The institutional dimension of CSR is reflected in the reports with almost all companies referring to specific national or international institutions in order to demonstrate the severity of their commitment to CSR. A distinction can be made with regard to legally binding institutions or engagement in voluntary guidelines set by a variety of organizations. In Brazil, the national legal context is extensive and laws touch upon many topics that are also regarded CSR practices. These laws differ from listed companies being obligated to provide financial results, to the *Lei da Diversidade* setting diversity-quota for staff; the *Lei Rouanet* allowing tax-free contribution to cultural development, and the *Política Nacional de Resíduos Sólidos* about wastewater, leaving many other related laws untouched here. Various ministries in Brazil are involved in CSR related issues, ranging from the Ministries of Labour or Environment with special committees focusing on e.g. child labour, to Secretaries of equal rights for women and races (Planalto, n.d.). However, none of them directly use the term *Responsabilidade Social Empresarial* (CSR) and no political promotion or institutional support for CSR seems to be given to corporations in Brazil. The number of reports that explicitly stated their compliance with laws is rather low and only a few companies include this topic into their reports.

Reporting voluntary engagement with various national and international institutions on the other hand, is part of CSR practices, considering the high amount of reports referring to engagement with one or more of these types of institutions. In 2002, 3 companies did not mention any institution in their report (33.3%), while 4 companies mentioned commitment to one institution

(44.4%), 1 mentioned two institutions (11.1%) and 1 mentioned four institutions (11.1%). The institutions to which the companies committed in 2002 were national NGO *Instituto Ethos* (4 companies), and international guidelines *GRI* (2 companies), *UNGC* (1 company) and *ISO* (3 companies). In 2012, only 2 companies did not mention engagement with any institution (4.0%). *Instituto Ethos* retained its position as important institution, and was mentioned by 14 companies (30.4%). Other national institutions that have gained power in the years between 2002 and 2012 are the indexes of Bovespa, the *Índice de Sustentabilidade Empresarial* (ISE) on corporate sustainability, and the *Índice de CO2* (ICO2) on CO2 gas emission. 27 companies mentioned ISE (58.7%), and 13 ICO2 (28.2%). Finally, a special event on corporate responsibility taking place in Rio de Janeiro in 2012, in corporation with the UN, is often mentioned in the reports. 22 firms report on their engagement in *Rio+20* (47.8%). When it comes to engagement with international institutions, *GRI* (41 companies, 89.1%), *UNGC* (30 companies, 65.2%) and *ISO* (30 companies, 65.2%) remain important, and the *Carbon Disclosure Project* (*CDP*) (21 companies, 45.6%) and the *Millenium-goals* (11 companies, 23.9%) have gained importance as well. Other institutions were also mentioned in the 2012 reports, but a minimum of ten companies to mention a specific institution has been handled as segregation line between the institutions of high importance and those of less importance.

Another institutional aspect that is of influence on the practice of CSR in Brazilian companies is the level of corruption present in the country. International NGO Transparency International identified Brazil as having a relatively high level of corruption, putting it 69th of the world in 2012 where 1st place means the least corrupt and 174th the most (Transparency International, 2012).

Sub-conclusion institutional dimension

While the literature show a wide spread of topics included in the institutional dimension, the data in this research only literally discuss two of them. The data above shows that, when it comes to the institutional dimension for CSR, national laws do relate to the subject but are not valued by companies as being part of CSR. Voluntary commitment to various national and international institutions is high though, disclosing the fact that legal behavior does not make part of the concept of CSR, in contrast to what research in the Western part of the world has revealed. The

high level of corruption in the country can possibly explain this, with companies having low trust in the government and legal environment, and therefore commit to independent institutions.

The remaining topics subtracted from literature; economic & financial, educational, cultural systems, and religion, are never in the data to be found. However, this is logical, since it is believed these institutional systems influence the practice of CSR but do not make part of the actual practice, nor are companies aware of the way these systems influence the practice of CSR, and will therefore never directly be found in data subtracted from Annual Reports. The way they influence the existence and practice of CSR in Brazil has already been discussed in the previous chapter.

4.4 Operational dimension

The operational aspect of CSR clearly comes forward in the data obtained from this sample. One can argue that listed companies have a higher responsibility toward their stakeholders when it comes to the operational dimension than not-listed companies. Being listed brings with it the obligation to report on financial results, and to be transparent on all business activities. The relationship with their stockholders is important, and they have a responsibility towards them to aim for growth, and invest in this to happen. Since being a listed company automatically brings with it the obligation to report on financial performance, it can be stated that this is a necessary, yet not-sufficient element to be considered to adapt CSR into business. The remaining 22 listed companies of the sample do report their financial results, yet do not commit to CSR according to Brazilian benchmarks given the information in the 'Relate ou Explique' document of Ibovespa.

In 2002, only one company did not involve operational data in its report, and in 2012 all companies incorporated this data. *Financial data* has been delivered in these years by exactly this number of companies. Other popular topics include *growth* and the amount of investment made to make this growth happen. The investments for growth focus on maintenance of material, expansion, and higher efficiency. In 2002, 7 out of 9 companies (77.7%) included information regarding growth in their reports and in 2012 this number went up to 41 (89.1%). The *relationship with stakeholders* is, as argued, very important for listed companies since their value depends on these relationships and the public image they have. In 2002, 6 companies (66.7%) incorporated data on these relationships, the channels of communication, the amount of

complaints they have had and how they handled this. In 2012, this number had grown to 44 (95.7%), and only 2 companies did not explicitly mentioned stakeholder relationships in their report. A special relationship explicitly mentioned in a couple of reports is the relationship with *politicians and political parties*. In 2002 this was not included, but in 2012 13 companies reported on this. Of them, 6 companies mentioned they had a Code of Conduct, which foresaw for these situations. 7 companies reported their engagement with political parties together with the monetary amount of donations, differing from 3 companies clearly taking a position to not make any donations to 4 companies actively and passively supporting a certain political party or candidate. *Risk management* grew as a topic from 22.2% in 2002 to 78.2% in 2012. Setting rules for *collaboration* partners, letting them agree and sign the Code of Conduct and monitoring if they comply with these and other human rights had become a common habit amongst the companies in the sample, and went up from 33.3% to 84.8% of the firms stating this condition for collaboration. Reporting *on innovation* has gained popularity amongst the firms in the sample, which can be explained by the fact that Brazil's economy and therefore also the corporate competition has grown, together with Brazil's middle class. The customer base of many firms on the sample has therefore grown, and these customers are always looking for new products. Competition demands firms to respond quickly to new trends and developments in order to retain the customer, and many firms also show concern with the environment directing innovation at cleaner production processes or products. A distinction can be made between companies mentioning their innovation developments and the projects and results of the R&D departments, and companies mentioning all this together with the exact amount of monetary investment they made in the R&D department. In 2002, 4 companies described their R&D developments of which 3 also mentioned the costs of this. In 2012, 40 companies put their R&D involvement into their report, of which 23 added the costs. An interesting topic that can be used to judge the transparency of a company is the incorporation of the amount of *finances* a company had to pay as a result of non-compliance with laws. In 2002, 1 company reported the fines together with the monetary size they had to pay. The other 8 firms in the sample did not mention fines as a topic. In 2012, 19 firms included this information, against 27 who did not.

Sub-conclusion operational dimension

Data have shown that all companies in the sample report on the operational dimension. Yet, even given the high importance given to the operational dimension in the Annual Reports, it has been argued that the operational dimension is not part of the actual concept of CSR. Given the fact that the 22 listed companies in the sample who do not commit to Brazilian CSR benchmarks, do also produce an Annual Report containing information of their operations, this dimension is a necessary, yet not-sufficient element of CSR in Brazil, meaning that all companies that are considered to commit to CSR in Brazil report on their operational dimension, but not all companies that report on their operational dimension are automatically also considered to commit to CSR, more is needed for that.

4.5 Human Resources dimension

Human Resources is a topic discussed in 100% of the reports, both in 2002 and in 2012. The level of openness about various subcategories and the amount of information given do differ between these years and between various companies. In 2002, 7 main categories could be identified, namely; benefits, career opportunities, diversity in the workforce, freedom of labour union, safety on the job, salary and training. In 2012, these categories had been extended with the addition of 3 more categories; corruption, discrimination and health of employees.

Diversity is a hot topic in the reports of the sample. Given Brazil's history and the diversity among its population one could expect minority representation in the working population to be a given. However, as the prior mentioned *Lei da Diversidade* already shows, this is not the case. The law puts quota for gender, racial and deficient workers, and most of the firms in the sample report on the percentage division in their workforce for these categories. In 2002, 3 companies included these numbers in their reports (33.3%), while in 2012 39 companies did this (84.8%). Of these 39 companies, 22 also included the difference in *salary* in relation to diversity, although in all these cases it is mentioned that any salary difference is a result of the difference in education and therefore promotional tracks and job level. *Discrimination* on gender, race or deficiency occurs, and in 2012 18 companies (39.1%) mentioned their policies with regard to discrimination, of which 15 (32.6%) also included the number of cases of discrimination and the taken resolutions. *Corruption* is a theme on the boundary of the operational and human resources

dimensions, but since owners or employees of the company are the causing factor of corruption it has been categorized under human resources. Transparency about cases of corruption did not yet occur in the reports of 2002, but the mindset has changed and in 2012 21 companies (45.7%) explained their policies and prevention with regard to corruption. Of these, 13 companies (28.3%) also included the exact number of cases and the particular actions taken. *Benefits, career opportunities* and *training* offered to employees are discussed in the majority of reports and can be considered a common practice in Brazil. Guarantying the *safety* of employees at work is a topic discussed by 35 companies, and 22 of them also mentioned the amount of accidents that have happened in the last year. As has been mentioned before, the sample is too small to find binding sector differences. However, safety was checked on sector differences because it was believed companies in the Construction & Transportation, Basic Materials, Utilities, and Oil, Gas & Biofuels sector are at greater risk of serious accidents considering the business activities and could therefore report differently on safety than companies in the other sectors. The following table clearly shows the reporting numbers on safety:

Table 2: Safety reporting subdivided into the sectors

Sector	Total Reporting on CSR	Reporting on safety policy	Reporting number of accidents
Construction & Transportation	5	3 (60%)	2 (40%)
Consumer Non-Cyclical	10	6 (60%)	4 (40%)
Consumer Cyclical	2	2 (100%)	0 (0%)
Financial	8	4 (50%)	1 (12.5%)
Basic Materials	6	6 (100%)	4 (66.7%)
Utilities	10	9 (90%)	8 (80%)
Capital Goods & Services	1	1 (100%)	1 (100%)
Telecommunication	3	3 (100%)	1 (33.3%)
Oil, Gas & Biofuels	1	1 (100%)	1 (100%)

Apart from the Construction & Transportation sector, the other high-risk sectors score fairly high on the inclusion of a safety policy in their report. The addition of the amount of accidents is also relatively high in these sectors. However, the numbers of the high-risk sectors do not differ from the other, lower-risk sectors. Independent of the sector and risk of operations, safety is a highly discussed topic in the reports.

Sub-conclusion human resources dimension

Data show the importance given to the human resources dimension in CSR practice in Brazil, with 100% of the companies reporting on this dimension.

4.6 Social dimension

The social dimension of the concept of CSR is a highly discussed one in the Brazilian reports, and makes up an important part of the meaning and interpretation of the concept. Both in 2002 and in 2012 there are no firms that do not report on at least one subcategory of the social dimension. Broadly, the dimension can be divided into two tendencies. First, companies report their support for *human rights* and *minority rights*, in this case children and indígena rights, stating to respect these rights, denying collaboration with companies or organizations that do not respect these rights and supporting national and international institutions involved in human right protection. A related issue is the *landownership* problem 11 companies report on. Especially companies in the Utilities and Oil, Gas & Biofuel sector have to deal with this issue, in their business activities they sometimes need to affect privately owned land. In this case, they report to make agreements with the entire community, arranging allocation of people and houses, sometimes even complete villages. The sample shows that those companies reporting on landownership often also report on indígena-rights. Although no exclusive relationship between these categories can be found, they are in some way related and many of the landowner-ship issues seem to occur in areas were indígenas live. In the sample, 18 companies claim this type of engagement with human rights. This engagement in the social dimension remains rather shallow, since no real action has to be taken by companies. However, the 18 companies claiming this engagement all also report a more active engagement on the social dimension. This leads to the second tendency, which is an active engagement to increase social inclusion of various vulnerable groups of the population. Activities that fall in this category are directed at culture, digital inclusion & safety, education, health of population, local economic and urban development, sport and voluntary work. All 46 companies in the sample of 2012 engaged in this active tendency with social projects directed to at least one of the areas. In 2002, the passive engagement did not appear at all, and all companies acted in at least 2 of the areas in active engagement. Activities directed at *culture* have always been popular; in 2002 8 companies (88.9%) were involved in projects in this area, a number that grew towards 29 in 2012 although

in percentages this meant a small drop back to 63.0%. The most common versions of cultural projects include art exhibitions, movie screenings, library support or book printings, and music performances, often with a small to non-existent entrance fee and combined with an educational aspect such as a workshop for the audience. These cultural projects aim to promote culture, and make culture available for everybody. Involvement in *education* seems to be a priority in the social dimension; the percentage of companies engaged in educational projects remained almost the same and went from 88.9% in 2002 (8 companies) to 84.8% in 2012 (39 companies). The companies in the sample state that education is the basis for further development of the country. Even though some companies especially involve in educational projects for this reason and focus for example on alphabetization projects, more often a certain self-interest can be found in the educational projects. Companies look for future employees in their educational projects, offering scholarships and internships to promising students. Another initiative developed by many companies in the sample touches upon the area of educational projects and tries to socially include and educate children and adolescents by means of *sport*. The percentage of companies involved in these projects went up from 33.3% in 2002 to 63.0% in 2012. Concern with the *health* of the population can again be argued to differ considering sectors of operation. Companies operating in the Consumer Non-Cyclical sector directly influence the health of their customers, due to the ingredients of their products. Companies in the other sector all only indirectly influence the health of their customers through gas emission, particulates or other reasons. In the sample, 4 companies (44.4%) were concerned and actively involved in improvement of the health of the population in 2002, where 14 companies (30.4%) were in 2012. Of these 14 companies, 6 operate in the Consumer Non-Cyclical sector, 3 in Utilities, 2 in Construction & Transportation, 1 in Consumer Cyclical, 1 in Basic Materials and 1 in Telecommunications. Although this is not a significant difference, these results suggest that companies in the Consumer Non-Cyclical are more concerned with population health due to their business activities. Contributing to *local development* through job creation, collaboration with local partners or investments in local infrastructure is equally important for Brazilian companies as education. In 2002, 6 companies (66.7%) reported on their contribution to local development, while this number grew to 39 (84.8%) in 2012. *Digital inclusion & safety* is an area reserved for the few firms whose core business activities lie in this area, and whose products can lead to online insecure situations. They developed projects bringing access to the digital world to

habitants of poor, rural areas or provided information on how to protect personal and sensitive information. Finally, a subcategory that has been placed under the social dimension but also incorporates the human resource dimension in the *voluntary work* companies encourage and financially support their employees to involve in. Incentives differ from organizing a company-wide day of voluntary work, allowing employees a certain amount of paid hours to devote to voluntary work in a social project and financially supporting those voluntary projects their employees select. In 2002, this practice was reported by 5 companies (55.6%) and this number increased to 33 (71.7%) in 2012.

Sub-conclusion social dimension

For the social dimension, it becomes clear that this is a part of the Brazilian interpretation of the concept of CSR, given the fact that all companies in the sample engage in, and report on activities in the social dimension.

4.7 Environmental dimension

Broadly, the environmental dimension also shows two tendencies. First of all, companies report their direct influence on the environment revealing the numbers of *energy use*, *water use*, *material use*, *gas emission* and *waste*, and their efforts to minimize these. This trend has come up in the last 10 years, in 2002 7 of the 9 companies (77.8%) reported on their use of resources, but only 2 of them (22.2%) revealed their absolute numbers. In 2012, this habit has grown immensely and reached the number of 45 companies (97.8%) reporting on this subject, of which 41 (89.1%) included absolute numbers, the effect this has on the environment and the measures the companies take to reduce these numbers.

The second trend focuses more on the outside world instead of on the own business activities. These efforts include projects focusing on maintenance of *biodiversity*, *animal treatment*, *education* on environment, *recycling* and an overall *cleaner world*. Numbers of companies involved in biodiversity projects went from 8 in 2002 (88.9%) to 34 in 2012 (73.9%). The majority of these projects focused on plantation of trees as a compensation for their gas emission, although some also put energy in the recuperation of certain animal or fish species in projects with no relation to the business activities. Efforts for a cleaner world increased from 44.4% to

53.1%, including provision of dustbins, development of recycling systems and the collection of hazardous waste such as batteries. Another important aspect of the Brazilian environmental dimension is the educational part, with 58.7% of the companies providing this in 2012. Activities include disclosure of information on how to use a product in an environmental friendly way, especially relevant for companies in the Utilities sector focusing on less use of energy, plant-visits, and workshops on recycling. A topic which one would expect to be particularly relevant for Brazilian companies is the *Amazon*, the largest biosphere in Brazil and on earth, and topic of concern worldwide. However, results demonstrate that Brazilian companies do not focus their activities on the Amazon as only 6 companies mention it in their reports. Overall, the *climate change* does not seem to occupy Brazilian minds since only 14 (30.4%) of the companies treat this development in their reports.

Sub-conclusion environmental dimension

The environment plays an important role for Brazilian companies, and the absolute majority reveals their numbers of energy use, water use, material use, gas emission and waste production in their Annual Reports, in this way being transparent about the harm their actions may cause to environment and discussing their intentions and actions to reduce this. Besides this, more than half of the companies also reveal their commitment to projects on biodiversity and environment related subjects.

5. Conclusion and discussion

Following the results in the previous sector, this chapter will link the findings to the theory discussed in the theoretical framework and will use the results to answer the subquestions and research question of this study. The chapter is divided into paragraphs discussing the subquestions separately. The answers to the subquestions together provide an answer to the research question ‘*How is Corporate Social Responsibility manifested in Brazil between the years 2002 and 2012, and how does this compare with the western concept?*’.

Sub-questions:

- 1) What is CSR according to the Brazilian corporate point of view?
- 2) How committed to CSR are Brazilian companies?
- 3) How do Brazilian companies put CSR into practice?
- 4) What is the historical development of CSR in Brazil in terms of numbers and content, between 2002 and 2012?

5.1 What is CSR according to the Brazilian corporate point of view?

Even though only 3 companies provided a clearly stated definition, the descriptions of CSR practices in 95.6% of the reports extensively described the relationship with their stakeholders. This leads to the conclusion that CSR in Brazil is considered as taking actions to improve the life quality of stakeholders, including stockholders, business partners, clients, government and community. These actions can result directly from business activities, i.e. financial transparency towards stockholders, or divulging numbers of resources, water and energy use and gas emission and actions to diminish these numbers as action towards society, or indirectly yet also to improve life quality of stakeholders, i.e. educational projects, engagement with biodiversity, or contributing to local development building infrastructure. In 2002 one company claimed that Brazilian businesses had the obligation to join forces and improve the whole Brazilian society. This idea has somewhat faded away, and CSR in Brazil seems to correspond to the position of Maignan & Ralston (2002) that businesses are not responsible for the whole society, but only for their stakeholders, which leads to a definition of CSR as the principles and processes in a firm to minimize negative impacts and maximize positive impacts for stakeholders.

On a conceptual level, the content of the annual reports led to the findings that the 4 dimensions of the concept of CSR according to Carroll (1991) also exist in Brazil, although somewhat revised. The pyramid-shape of the CSR concept containing economic, legal, ethical and discretionary responsibility (Carroll, 1991) with the lower layers of CSR being a prerequisite for the higher levels of CSR (Jamali & Mirshak, 2007) are found back in the data.

Firms have an *economic responsibility* to financially and relationally perform well. In this sample, made up of stock-listed companies who have to deal with stockholders, 100% of the firms providing a report reported on financial performance and activities targeting growth of the company, explicitly described the relationship with stakeholders and the manners of communication with them, and provided transparency on business activities. However, all the companies listed on the Ibovespa are, for the reason of being a listed and public company, obligated to report their financial data and therefore all have this same economic responsibility towards their stakeholders. The number of companies that consider themselves to involve in CSR is lower than the complete number of listed companies, only 46 of 68. Therefore, it can be concluded that economic responsibility is a prerequisite of CSR, but not part of the actual concept in Brazil. Reporting financial and operational data, and having a transparent relationship with stakeholders, is a condition that needs to be met to be involved in CSR, but it is not sufficient. Only taking economic responsibility in Brazil does not lead to the recognition of being a company involved in CSR.

Business operations bring with them a *legal responsibility* to comply with the laws set in the country of operation. Although many of the reports analysed in this study leave this dimension without mentioning, some firms explicitly state their commitment to various laws. In the Brazilian context, the laws on CSR topics that are mostly mentioned in the reports are the *Lei da Diversidade* setting diversity-quota for staff; the *Lei Rouanet* allowing tax-free contribution to cultural development, and the *Política Nacional de Resíduos Sólidos* about wastewater. The low number of companies mentioning this dimension in their reports can be interpreted as a sign that complying the law is not part of the concept of CSR in Brazil. Recognition of being involved in CSR would not be influenced by compliance or non-compliance of laws, since there is no information if the companies that do not incorporate data on legal compliance actually comply

with the law and these companies do make part of the 46 companies that consider themselves to involve in CSR. However, given the fact that all companies do report commitment to voluntary guidelines, the lack of explicit information on law compliance is interpreted as demonstrating that law compliance is conventional in Brazil and no explicit statement of this is needed in the annual reports. This means that legal responsibility and law compliance are not part of the concept of CSR, but just as economic responsibility a prerequisite and condition companies need to meet in order to be considered as acting socially responsible.

Brazilian firms feel an *ethical responsibility* to respond to norms and values of society, which is for example shown by the high amount of voluntary commitments to civil institutions and organizations. The incorporation of these commitments in the reports shows that ethical responsibility is considered a part of CSR commitment, and therefore the concept of CSR, in Brazil. Topics categorized under the human resources area in this study, for example the career opportunities and training given to staff, the concern with health and safety beyond the law, or the benefits and salaries higher than minimum wage, also demonstrate ethical responsibility firms take in this sample.

Finally, the largest part of the concept of CSR in Brazil is made up of the *discretionary responsibilities* Brazilian companies take towards stakeholders. The importance of this dimension is shown by the high commitment and the large number of incorporated topics regarding the social and environmental areas of activities. Even though some self-interest can be found back in many of these activities, companies undertake this from a philanthropic belief and are not obliged by laws or norms and values from society.

The findings of this study demonstrate that companies that consider themselves to be involved in CSR report on all 4 of these dimensions, but that the lower two levels of the CSR concept according to Carroll (1991) and Jamali & Mirshak (2007) in Brazil are not part of the concept itself but are conditions that need to be met before the actual concept of CSR can be accomplished.

5.2 How committed to CSR are Brazilian companies?

When it comes to the importance Brazilian firms attach to CSR, half of the firms reporting on CSR have incorporated their engagement with social responsibility and sustainability in their mission or values, which shows the central position CSR takes in Brazilian firms. This is confirmed by the fact that more than half of these firms have a special committee in place responsible for CSR. This data shows the importance attached to the concept by Brazilian firms, and their concern to develop a central position for CSR in the company, encouraging it to relate to all areas of business.

5.3 How do Brazilian companies put CSR into practice?

When it comes to the topics that are included in CSR in practice, findings show that Brazilian firms broadly identify three categories on which CSR activities focus; human resources, social and environment. These three categories include many different practices, but Brazilian firms categorize them together in under the broader labels. This differs somewhat from one of the most used categorization systems in the western world, the Kinder, Lydenberg and Domini (KLD) social performance index. The western world identifies five categories, namely environment, community, diversity, employee relations, and human rights (Dawkins, 2002; Graves & Waddock, 1994; Johnson & Greening, 1999; Carroll & Shabana, 2010). Employee relations and human resources can broadly be considered as different terms for the same concept, although human resources in Brazil include practices that are concerned with the human resources but remain somewhat more distant from the direct relationship with employees, such as corruption. Diversity is in the KLD-index considered as a separate category, but in the Brazilian reports discussed as part of the human resources category where it is also linked to other subcategories such as salary, discrimination and training. In the Brazilian reports, community is not a separate area of CSR activity but rather the overall reason to develop or engage in social and environmental projects. Finally, the KLD-index identifies human rights as a category, whereas it is a subcategory of the social category in Brazil. One can of course argue that all social projects affect or improve human rights, which would mean that these terms could be used interchangeably. However, the terms *human rights*, *children rights*, and *indígena rights* are used only in particular parts of the Brazilian reports when it comes to discussing violations of human rights in cases of conflicts and policies developed to prevent this. This leads to the conclusion

that human rights in Brazil are interpreted less all including then it might in the western world. Human rights are a specific part of the social category, and the other subcategories in this social category are not considered to directly relate to human rights, but only to improvement of life quality for the community.

5.4 What is the historical development of CSR in Brazil in terms of numbers and content, between 2002 and 2012?

CSR as a practice and as a concept has proven to be a rather modern one. No companies appear to have been practicing CSR before 1999, and from that year until 2012 the number of companies involved in CSR in this sample has grown from 2.9% of the firms to 67.6%. The qualitative analysis of the reports from 2002 and 2012 led to the conclusion that even though the number of companies grew, the actual interpretation of the concept did not particularly change. The dimensions named earlier and the categories also mentioned earlier that distinguish the Brazilian concept of CSR have remained the same over these years. A change can be seen in the extensiveness of the categories, where the amount of distinct subcategories falling under human resources, social or environment has grown. This points to a growing concern with these categories and a bigger awareness of what is at stake, but no striking changes in the concept and practice of CSR in Brazil between the years of 2002 and 2012 have emerged from the data.

5.5 How is Corporate Social Responsibility manifested in Brazil between the years 2002 and 2012, and how does this compare with the western concept?

Linking indications from literature to the findings of this study, it can be concluded that the institutional context has had a large influence on the CSR practices in Brazil. As seen in a previous chapter, the institutional climate for CSR in Brazil is positive. Linking this knowledge from literature to data we can conclude the following about the different dimensions.

The political context of Brazil has influenced both the existence and also partly the content of CSR activities. The political transitions since the 1980s have had an extensive effect on social inequality and environmental degradation (Bear & Mueller, 1995), which has had an influence on the amount of firms engaging in CSR to contribute to the improvement of social and environmental circumstances. The recent, nationwide protests in Brazil in 2013 have shown the

world an insight into the dissatisfaction of the Brazilian population with governmental activities regarding amongst others education, health care, corruption, infrastructure and quality of life in general. Brazil as a developing country faces complicating factors for CSR, such as bureaucracy and corruption (Dobbers & Halme, 2009). However, firms complying the law in Brazil is, as earlier discussed, a conventional practice, and not a manifestation of corporate responsibility as was suggested by authors researching CSR in developing economies (Jamali & Mirshak, 2007). For Brazil, it appears to be the case that business engages in CSR to offer a solution for social issues, when government fails to completely resolve these. These findings correspond to the statement of Blowfield & Frynas (2005), who identified this as a common phenomenon in developing economies.

When it comes to the interpretation of the concept, and the topics to focus on, law and governmental measures have influenced CSR practices adopted by Brazilian firms, although the exact amount of influence remains unclear in this study. This becomes most salient when looking at the issue of diversity in the workforce. Diversity has always been part of Brazilian society as a result of its history. Various laws, Secretaries and other governmental organizations focus on this issue and implemented quota and other measures for companies to comply with. The majority of the companies in this sample explicitly report on the diversity in their companies, the percentages of gender and racial diversity, allocated over the various job levels and the results of diversity on salary. This concern with diversity, the consequences this has and the transparency on this topic is driven by the local concerns and institutional context. However, the majority of the firms in this sample also adjusted their reports to the standards of the Global Reporting Initiative, in which diversity is mentioned as a topic of concern as well. Therefore, it can be concluded that local history and political context have influenced the interpretation of CSR in Brazil, although this has occurred in collaboration with the international interpretation and completion of CSR.

Considering the economic and financial institutions in Brazil and their influence on the existence of CSR, it can be stated that the increase of CSR in Brazil has run parallel with the economic growth in the country. While Brazil was considered to be at the beginnings of durable economic growth in 2001, until 2012 it had grown tremendously. The growth of the presence of CSR in Brazilian companies has followed the same path, which leads to the belief that economic growth

brings with it growth of CSR practices. However, this research lacks the power to make binding conclusions of this matter and more quantitative research is needed to support this statement.

Educational institutions and behavior were also considered to influence the act of CSR in Brazil. As far as this concerns, this research can not make any conclusions on the attention paid to CSR in business schools and the effect this has on the presence of CSR in companies. Literature has shown that CSR is a rare topic in Brazilian business courses. The link this has to the presence of CSR in the actual business field would have to be investigated more to make any conclusion on it. However, business courses always follow and respond to the reality in the business field, and since CSR is a growing topic in Brazilian businesses this might lead to an increase of attention for the topic in business schools as well. Another type of educational influence is the already mentioned *Instituto Ethos de Empresas e Responsabilidade Social* (Ethos Institute for Business and Social Responsibility), providing guidelines and workshops about CSR to local businesses. Given the relatively high amount of businesses mentioning engagement with Instituto Ethos in their reports, this local institution has proven to have a big influence on the practice of CSR in Brazil.

When it comes to the influence of the local culture on CSR practice, Brazil was identified as a collectivist country. The findings show that these characteristics of Brazilian culture have influenced the presence and practice of CSR in the following way. Collectivist countries such as Brazil are, in contrast to individualistic countries, concerned with the entire society. The relationship with stakeholders in society has shown to be extremely important for Brazilian companies, with the absolute majority extensively reporting on this relationship. However, even though there seem to exist a wide concordance about the fact that culture has an influence on business, until now no method free of critic has been developed to investigate the relationship. The literature used in this study is based on the cultural dimensions of Hofstede, who has received many critics for his dimensions to have been based and therefore applicable only to western cultures. Opponents state he tries to analyze non-western cultures by categorizing them into categories based on Western cultures. In this way, he did exactly what this study tried to overcome, which is assuming that non-western practices have the same base, same meaning and same content. This study showed that, even though the practices are very alike, they are not the

same. The concept of CSR in Brazil differs from the western concept in the areas they include. Although the findings of Waldman et al. (2006) for this study only indicate a positive climate for CSR, this has to be considered with caution.

The direct influence of religion on the presence and practice of CSR in Brazil remains unclear in this study. Since literature suggests that the presence of religion affects the presence of CSR, and Brazil has been identified as a highly religious country, we can conclude that the local religious context has affected the presence of CSR in Brazil. However, nowhere in this study or in the data, this influence comes forward and no companies make any remark on religious grounds.

Finally, the global CSR infrastructure was believed to influence CSR. This study shows a large influence of global CSR infrastructure on the practice of CSR. The absolute majority of the Brazilian companies report their engagement with one or more international institutions, with GRI, UNGC and ISO most mentioned, and CDP and the Millennium-goals also obtaining a relative important position. The engagement with these institutions has already been discussed, and it can be concluded that the content and topics of focus of these international institutions have had influence on the development of CSR practices in Brazil, with most activities focusing on issues that have been raised as critical by one of these international institutions.

The fact that this global CSR infrastructure appears so clearly in the findings, shows that globalization has affected the presence and practice of CSR in Brazil. International institutions appear more important than national ones, and the findings that internationally operating firms are significant more likely to engage in CSR than nationally operating firms, lead to the conclusion that the practice of CSR in Brazil is highly influenced and boosted by external forces. This outcome matches the findings of other research into CSR in emerging economies (Belal & Momin, 2009; Belal & Owen, 2007; Islam & Deegan, 2008; Matten & Moon, 2008; Rahaman et al., 2004), and supports the claim that CSR is a western concept brought into Brazil. As we have seen, the exact details and interpretation differ somewhat from how CSR is practiced in the western world, but globalization and international pressure seem to have been the reason for Brazilian firms to engage in CSR in the first place.

To resume the presented information and conclude this chapter, this study has led to the following results. The presence and practice of CSR in Brazil has grown rapidly in the last ten years, from being non-existent before 1999 to being a normal practice incorporated by two-third of the companies in 2012. This growth has gone parallel with the economic growth and status of emerging economy Brazil has obtained, and globalization is believed to have had high influence. Numbers show us that internationally operating firms are significantly more likely to engage in CSR, which leads to the conclusion that CSR is first and foremost enforced on Brazilian companies by the external discourse. However, we see that nationally operating firms also incorporate this practice in their business activities, and that CSR has obtained a more central place in the companies in the last ten years, leading to believe that CSR has grown to be of strategic value for Brazilian firms. The concept does show to differ somewhat from the general, Western, interpretation, with economic and legal responsibility proving not to be part of the concept but conditions needed to fulfil before being able to engage in CSR. CSR in Brazil exists only of the ethical and the discretionary dimensions, with a large focus on the relationship with stakeholders. In practice, these dimensions are made up of three categories, being human resources, social and environment. The practices within these categories have shown to be fairly influenced by the institutional context of Brazil, as it also has been by the global institutional context.

6. Limitations and recommendations

Just as all academic research, this study also faces certain limitations. In the final chapter of this research, the contribution of this study to the academic discourse will be discussed by means of identifying the limitations of the study. The implications that the findings of this study have for the academic discourse and practice of CSR in Brazil will be discussed, and recommendations for future research will be given, that will lead to overcome the limitations of this study.

The most obvious limitation is a consequence of the type of data collection. Using available data as a source for findings in this study brings, aside from its advantages already discussed in the method section of this study, also some limitations. The data was not developed especially for this study, with the research question in mind, which therefore holds the risk of not being able to completely respond this question. However, in this case this is not applicable since the purpose of this study was to examine what CSR contents from the Brazilian point of view, which made using annual reports a suitable measure since they contain all the topics that are of importance for Brazilian firms when it comes to CSR. Another true limitation of this study is the fact that these reports are developed for the public, and maybe only will show the best behavior and leave other beliefs or weaknesses out, or stating it differently, is what firms say they do really what they do? In the case of Brazil, a recent investigation of the Fundação Dom Cabral focusing on 400 companies of different sizes in the state of Minas Gerais, revealed that while 78% of them implemented CSR into their business strategy and annual reports, only 36% of them actually managed to turn this into concrete actions and be involved in CSR on a daily basis (Rossi, 2014). Although this investigation does not reveal the general state of the art for all companies in Brazil, nor does it relate to the companies in this study since it focuses on a different sample, the numbers demonstrate the care that has to be taken when relying only on the information given by the companies themselves in their annual reports. At the same time, comparing the number with the investigation from 2012 shows that the number of companies taking concrete actions has grown from 13% to 36% in one year, suggesting a growing number of companies really doing what they say they do. All in all, relying on available data from annual reports, as was done in this study, proves to be a limitation on the results, since it reveals statements companies make but not real actions taken. However, given the research question interested in what according to

Brazilian firms is important when it comes to CSR, the discussed limitation is not highly relevant for this study since, even though they might not be real practices, data will still reveal the topics of interest for Brazilian firms. Identifying the content of the concept and the practices regarded as CSR in Brazil was the purpose of this study, and unknown until now. This study answered this question, and identified how Brazilian firms define CSR and what it takes for them to consider being engaged with CSR. The level of true compliance with what they state in their reports is therefore for this study of low importance. However, future research should take this into consideration and try to focus on this issue, keeping in mind that his study can be seen as a first step and identification of the state of the art of CSR in Brazil.

As already discussed in the method section, another limitation of this study is the rather low external validity. The companies of the sample are listed companies, highly dependent on public image and validation. The findings on this study regarding the number of companies engaged in CSR, and the level of engagement, may therefore be only applicable to listed companies, and not to private companies. Also, the companies in the sample are considerably large in terms of financial results and human resources. The findings will most probably not apply to small firms, since large firms have more resources and a high interest in a positive public image. It is believed though, that large firms are early adapters of practices such as CSR, and small firms might follow later. On the other hand, since the firms in this sample are very dependent on the public opinion, they are believed to have the highest level of involvement in CSR in Brazil and will therefore reveal all the topics of interest. Future research could focus on different types of companies in order to provide an answer to this limitation, and include non-listed and smaller firms in their sample in order to identify any difference between these types of companies.

A final limitation that was unforeseen at the start of this study is the fact that the sample was too small to make any statements about sector differences. The overall number of companies per sector was small, and three of the sectors in this study were fairly unrepresented which made it impossible to draw conclusions on differences in CSR practices among the different sectors. Future research could focus on this and identify if any statistical or qualitative differences occur.

7. References

- Abbott, W.F., & Monsen, R.J. (1979). On the measurement of corporate social responsibility: Self-reported disclosures as a method of measuring corporate social involvement, *Academy of Management Journal*, 22(3), 501 – 515.
- Aguilera, R.V. (2005). Corporate Governance and Director Accountability: An Institutional Comparative Perspective, *British Journal of Management*, 16, 1 – 15.
- Aguilera, R.V., Rupp, D.E., Williams, C.A., Ganapathi, J. (2007). Putting the S back in Corporate Social Responsibility: A multilevel theory of social change in organizations, *Academy of Management Review*, 32(3), 836-863.
- Aguinis, H., & Glavas, A. (2012). What we know and don't know about Corporate Social Responsibility: A review and research agenda, *Journal of Management*, 38(4), 932 – 968.
- Ahmed, M. M., Chung, K. Y., & Eichenseher, J. W. (2003). Business Students' Perceptions of Ethics and Moral Judgment: A Cross-cultural Study. *Journal of Business Ethics*, 43, 89-102.
- Almeida, A., & Santos, F. (2009). Urgency Petitions and the Informational Problem in the Brazilian Chamber of Deputies, *Journal of Politics in Latin America*, 1(3), 81 – 110.
- Alon, I., Lattemann, C., Fetscherin, M., Li, S., Schneider, A.M. (2010). Usage of Public Corporate Communications of Social Responsibility in Brazil, Russia, India and China (BRIC), *International Journal of Emerging Markets*, 5(1), 6 – 22.
- Alston, L.J., Melo, M.A., Mueller, B., Pereira, C. (2006). *Political Institutions, Policymaking Processes and Policy Outcomes in Brazil*. Inter-American Development Bank, Washington, DC.
- Amaeshi, K. M., Adi, B. C., Obgechie, C., & Amao, O. (2006). Corporate social responsibility in Nigeria. *The Journal of Corporate Citizenship*, 24, 83–99.
- Amaladoss, M.X., & Manohar, H.L. (2013). Communicating Corporate Social Responsibility – Case of CSR Communication in Emerging Economies, *Corporate Social Responsibility and Environmental Management*, 20, 65 – 80.
- Ames, B., & Smith, A.E. (2010). Knowing Left from Right: Ideological Identification in Brazil, 2002 – 2006, *Journal of Politics in Latin America*, 2(3) 3 – 38.
- AMBEV SA (2012). *AMBEV Relatório Anual 2012*. Retrieved from http://ri.ambev.com.br/conteudo_pt.asp?idioma=0&tipo=43228&conta=28&id=159001#
- Anhanguera Educacional Participações SA (2012). *Anhanguera Educacional Participações Relatório de Responsabilidade Social 2012*. Retrieved from www.anhanguera.com/ri
- Araya, M. (2006). Exploring terra incognita. Non-financial reporting in corporate Latin America. *Journal of Corporate Citizenship*, 21, 25-38.
- Argandoña, A., & vonWeltzein Hoivik, H. (2009). Corporate Social Responsibility: one size does not fit all. Collecting evidence from Europe. *Working Paper, IESE Business School*, 1 – 17.
- Arretche, M. (2013) Demos-Constraining or Demos-Enabling Federalism? Political Institutions and Policy Change in Brazil, *Journal of Politics in Latin America*, 5(2), 133 – 150.
- Arya, B., & Zhang, G. (2009). Institutional Reforms and Investor Reactions to CSR Announcements: Evidence from an Emerging Economy, *Journal of Management Studies*, 46(7), 1089 – 1112.
- Aupperle, K.E., Carroll, A.B., & Hatfield, J.D. (1985). An empirical examination of the relationship between corporate social responsibility and profitability. *The Academy of*

- Management Journal*, 28(2), 446- 463
- Auty, R.M. (1995). Industrial Policy, Sectoral Maturation, and Postwar Economic Growth in Brazil: the resource curse thesis, *Economic Geography*, 71(3), 257 – 272.
- Azzoni, C.R. (2001). Economic growth and regional income inequality in Brazil, *The Annals of Regional Science*, 35, 133 – 152.
- Babbie, E. (2001). *The practice of social research* (9th ed.). Belmont: Wadsworth.
- Baer, W., Mueller, C.C. (1995). Environmental aspects of Brazil's economic development (I). *Luso-Brazilian Review*, 32(1), 83 – 100.
- Baer, W., Mueller, C.C. (1996). Environmental aspects of Brazil's economic development (II). *Luso-Brazilian Review*, 33(1), 21 – 42.
- Banco Bradesco SA (2002). *Banco Bradesco Relatório Social 2002*. Retrieved from <http://www.bancodoplaneta.com.br/site/>
- Banco Bradesco SA (2012). *Banco Bradesco Relatório de sustentabilidade 2012*. Retrieved from <http://www.bancodoplaneta.com.br/site/>
- Banco do Brasil SA (2002). *Banco do Brasil Relatório Anual e de Responsabilidade Social 2002*. Retrieved from <http://www.bb.com.br/portalbb/page3,136,3433,0,0,1,8.bb?codigoMenu=198&codigoNoticia=10805&codigoRet=214&bread=1>
- Banco do Brasil SA (2012). *Banco do Brasil Relatório Anual 2012*. Retrieved from <http://www.bb.com.br/portalbb/page3,136,3433,0,0,1,8.bb?codigoMenu=198&codigoNoticia=10805&codigoRet=214&bread=1>
- Banco Santander Brasil SA (2012). *Banco Santander Relatório Anual 2012*. Retrieved from <http://www.ri.santander.com.br/list.aspx?idCanal=fkklGpEnAXNWICTpEW2UQ==>
- Ball, R., Robin, A., & Wu, J. (2003). Incentives versus standards: Properties of accounting income in four East Asia countries. *Journal of Accounting and Economics*, 36, 235-270.
- Baughn, C., Bodie, N., & McIntosh, J. (2007). Corporate Social and Environmental Responsibility in Asian Countries and Other Geographical Regions, *Corporate Social Responsibility and Environmental Management*, 14(4), 189-205.
- Bebbington, J., & Unerman, J. (2008). Editorial, *Social and Environmental Accountability Journal*, 28(1), 1 – 2.
- Belal, A.R. (2008). *Corporate Social Responsibility Reporting in Developing Countries: The Case of Bangladesh*. Aldershot: Ashgate.
- Belal, A.R., & Owen, D. (2007). The Views of Corporate Managers on the Current State of, and Future Prospects for, Social Reporting in Bangladesh: An Engagement Based Study, *Accounting, Auditing & Accountability Journal*, 20(3), 472 – 494.
- Belal, A.R., & Momin, M. (2009). Corporate Social Reporting (CSR) in Emerging Economies: A review and Future direction, *1st South American Congress on Social and Environmental Accounting Research – CSEAR 2009 Universidade Federal do Rio de Janeiro – 27 & 28/07/2009 – Rio de Janeiro – RJ – Brasil*,
- Bevins, V. (2011). *CSR: Brazil's CSR Leaders*. Retrieved from: <http://latintrade.com/2011/05/csr-brazil%E2%80%99s-csr-leaders>
- Bloomberg (2014). *Ibovespa Brasil Sao Paulo Stock Exchange Index (IBOV) Members*. Retrieved from: <http://www.bloomberg.com/quote/IBOV:IND>
- Blowfield, M., & Frynas, J.G. (2005). Setting new agendas: critical perspectives on Corporate Social Responsibility in the developing world, *International Affairs*, 81(3), 499 – 513.
- BM&FBOVESPA (2014). *IBOVESPA*. Retrieved from

- <http://www.bmfbovespa.com.br/indices/ResumoIndice.aspx?Indice=Ibovespa&Opcao=0&idioma=en-us> on 16-01-2014.
- BM&FBOVESPA (2012). *Relate ou Explique*. Retrieved from <http://www.bmfbovespa.com.br/novo-valor/pt-br/nas-empresas/relate-ou-explique.asp>
- BM&FBOVESPA SA (2012). *BM&FBOVESPA Relatório Anual 2012*. Retrieved from <http://ri.bmfbovespa.com.br/ptb/s-20-ptb-2012.html>
- Bowen, H.R. (1953). *Social responsibilities of a businessman*. New York: Century.
- Boyd, R., & Richerson, P.J. (1985). *Culture and the Evolutionary Process*. Chicago, IL: University of Chicago Press.
- Brammer, S., Williams, G., & Zinkin, J. (2007). Religion and attitudes to corporate social responsibility in a large cross-country sample, *Journal of Business Ethics*, 7, 229 – 243.
- Braskem SA (2002). *Braskem Relatório Anual 2002*. Retrieved from <http://www.braskem-ri.com.br/List.aspx?idCanal=S45WuvMIGO+QRFI7O4KSAg==&ano=1999>
- Braskem SA (2012). *Braskem Relatório Anual 2012*. Retrieved from <http://www.braskem-ri.com.br/List.aspx?idCanal=S45WuvMIGO+QRFI7O4KSAg==&ano=1999>
- BRF SA(2012). *BRF Relatório Anual 2012*. Retrieved from http://www.brasilfoods.com/ri/siteri/web/conteudo_pt.asp?idioma=0&conta=28&tipo=32299
- Brown, T.J., & Dacin P.A. (1997). The company and the product: corporate associations and consumer product response. *Journal of Marketing*, 61(1), 68–84.
- Buhmann, K. (2006). Corporate social responsibility: what role for law? Some aspects of law and CSR. *Corporate Governance*, 6, 188–202.
- Burdick, J. (1990). Gossip and Secrecy: Women’s Articulation of Domestic Conflict in Three Religions of Urban Brazil, *Sociology of Religion*, 51(2), 153 – 170.
- Campbell, J.L. (2006). Institutional Analysis and the Paradox of Corporate Social Responsibility, *American Behavioral Scientist*, 49(7), 925 – 938.
- Campbell, J.L. (2007). Why would corporations behave in socially responsible ways? An institutional theory of corporate social responsibility. *Academy of Management Review*, 32(3), 946 – 967.
- Cappellin, P., Giuliani, G. (2004). The Political Economy of Corporate Responsibility in Brazil: Social and Environmental Dimensions. *Programme Paper on Technology, Business and Society*, 14. United Nation Research Institute for Social Development, Geneva.
- Carroll, A.B. (1979). A three dimensional conceptual model of corporate social performance, *Academy of Management Review*, 4, 497 – 505.
- Carroll, A.B. (1999). Corporate Social Responsibility, *Business and Society*, 38(3), 268 – 295.
- Carroll, A.B., & Shabana, K.M. (2010). The Business Case for Corporate Social Responsibility: A Review of Concepts, Research and Practice, *International Journal of Management Reviews*, 12(1), 85 – 105.
- Cava, R.D. (2001). Transnational Religions: The Roman Catholic Church in Brazil & the Orthodox Church in Russia, *Sociology of Religion*, 62(4), 535 – 550.
- Cavalcanti Sá de Abreu, M., de Castro, F., de Assis Soares, F., & Lázaro da Silva Filho, J.C. (2012). A comparative understanding of corporate social responsibility of textile firms in Brazil and China, *Journal of Cleaner Production*, 20, 119 – 126.
- CCR SA (2012). *CCR Relatório Anual e de Sustentabilidade 2012*. Retrieved from <http://www.grupoccr.com.br/sustentabilidade/relatorio-sustentabilidade>
- Centrais Elétricas Brasileiras SA (2012). *Eletrobras Relatório Anual e de Sustentabilidade 2012*. Retrieved from

- <http://www.eletronbras.com/elb/data/Pages/LUMIS79AE3C27PTBRIE.htm>
- Chapple, W., & Moon, J. (2005). Corporate Social Responsibility (CSR) in Asia - A Seven Country Study of CSR Web Site Reporting, *Business & Society*, 44(4), 415-441.
- Chaudri, V., & Wang, J. (2007). Communicating Corporate Social responsibility on the Internet: A case-study of the top 100 information technology companies in India, *Management Communication Quarterly*, 21(2), 232 – 247
- Chevier (2009). The role of national culture. *The International Journal of Cross Cultural Management*. 9, 2, pp. 169-184.
- Cia Brasileira de Distribuição Grupo Pão de Açúcar (2012). *Relatório Anual e de Sustentabilidade 2012*. Retrieved from http://www.gpari.com.br/conteudo_pt.asp?idioma=0&conta=28&tipo=29910
- Cia de Saneamento Básico do Estado de São Paulo (2012). *SABESP Relatório de Sustentabilidade 2012*. Retrieved from <http://www.sabesp.com.br/Calandraweb/CalandraRedirect/?temp=0&proj=investidoresno vo&pub=T&db=>
- Cia Energética de Minas Gerais (2012). *CEMIG Relatório Anual e de Sustentabilidade 2012*. Retrieved from http://www.cemig.com.br/pt-br/A_Cemig_e_o_Futuro/sustentabilidade/Paginas/relatorios.aspx
- Cia Energética de São Paulo (2012). *CESP Relatório de Sustentabilidade 2012*. Retrieved from <http://ri.cesp.com.br/company/sustainability/annual-sustainability-reports/?lang=en>
- Cia Paranaense de Energia (2002). *COPEL Relatório Anual 2002*. Retrieved from <http://www.copel.com/hpcopel/root/nivel2.jsp?endereco=%2Fhpcopel%2Froot%2Fpagcopel2.nsf%2F5d546c6fdeabc9a1032571000064b22e%2F31b99bc92b6ce7b9032574db004455e8>
- Cia Paranaense de Energia (2012). *COPEL Relatório de Sustentabilidade 2012*. Retrieved from <http://www.copel.com/hpcopel/root/nivel2.jsp?endereco=%2Fhpcopel%2Froot%2Fpagcopel2.nsf%2F5d546c6fdeabc9a1032571000064b22e%2F31b99bc92b6ce7b9032574db004455e8>
- Cielo SA (2012). *Cielo Relatório de Sustentabilidade 2012*. Retrieved from <http://cielo.riweb.com.br>
- Clarkson, M. B. E. (1995). A stakeholder framework for analysing and evaluating corporate social performance. *Academy of Management Review*, 20(1), 92 – 117.
- Clodomir Félix, F.C. Jr. (2010). A tribute to our vigorous financial industry. In Deloitte (Ed.) *Financial Institutions in Brazil, Positioning for a new scenario* (pp. 11 – 12). Deloitte Touche Tohmatsu, Brazil.
- Colares Oliveira, M., Martins Mendes De Luca, M., Rodrigues Ponte, V.M., & Pontes Junior, J.E. (2009). Disclosure of social information by Brazilian companies according to United Nations indicators of corporate social responsibility, *Revista Contabilidade & Finanças*, 20(51), 116 – 132.
- Collier, P., & Goderis, B. (2007). *Commodity prices, growth, and the natural resource curse: Reconciling a conundrum* (The Centre for the Study of African Economies Working Paper 274). Oxford: Oxford University.
- CPFL Energia SA (2002). *CPFL Relatório Anual 2002*. Retrieved from <http://www.cpfl.com.br/sustentabilidade/Transparecincia/tabid/667/Default.aspx>
- CPFL Energia SA (2012). *CPFL Relatório Anual 2012*. Retrieved from <http://www.cpfl.com.br/sustentabilidade/Transparecincia/tabid/667/Default.aspx>
- Crowson, P. (2009). Adding public value: The limits of corporate responsibility, *Resources*

- Policy*, 34, 105 – 111.
- Cruz, L.B., & Boehe, D.M. (2010). How do Leading Retail MNCs Leverage CSR Globally? Insights from Brazil. *Journal of Business Ethics*, 91, 243 – 263.
- Cyrela Brazil Realty SA Empreendimentos e Participações (2012). *Cyrela Brazil Realty Relatório de Sustentabilidade 2012*. Retrieved from <http://ri.brazilrealty.com.br/port/infofinan/ra.asp>
- Dahlsrud, A. (2008). How Corporate Social Responsibility is Defined: an Analysis of 37 Definitions, *Corporate Social Responsibility and Environmental Management*, 15, 1 – 13.
- Davis, K. (1973). The case for and against business assumption of social responsibilities. *Academy of Management Journal*, 16(2), 312–322.
- Dawkins, C. E. (2002). Corporate welfare, corporate citizenship, and the question of accountability. *Business & Society*, 41(3), 269-291.
- Dawkins, C., & Ngunjiri, F.W. (2008). Corporate Social Responsibility Reporting in South Africa, *Journal of Business Communication*, 45(3), 286-307.
- Diagnósticos da America SA (2012). *Grupo DASA Relatório de Sustentabilidade 2012*. Retrieved from <http://www.dasa3.com.br/static/ptb/responsabilidade-empresarial.asp?idioma=ptb>
- Dobers, P., & Halme, M. (2009). Corporate Social Responsibility and Developing Countries, *Corporate Social Responsibility and Environmental Management*, 16, 237 – 249.
- Doh, J., Husted, B.W., Matten, D., & Santoro, M. (2010). Ahoy there! Toward greater congruence and synergy between international business and business ethics theory and research, *Business Ethics Quarterly*, 20(3), 481 – 502.
- Donaldson, T., & Dunfee, T.W. (1999). *Ties that bind: A social contracts approach to business Ethics*. Boston: Harvard Business School Press.
- Drucker, P.F. (1984). The new meaning of corporate social responsibility. *California Management Review*, 26, 53–63.
- Duratex SA (2012). *Duratex Relatório Anual e de Sustentabilidade 2012*. Retrieved from <http://www.duratex.com.br/ri/pt/Info-Acionistas/Relatorios-Sustentabilidade.aspx>
- EcoRodovía Infraestrutura e Logística SA (2012). *Grupo EcoRodovía Relatório Anual de Sustentabilidade 2012*. Retrieved from http://ri.ecorodovias.com.br/ecorodovias/web/conteudo_pt.asp?tipo=30159&id=0&idioma=0&conta=28&submenu=&img=&ano=2004
- EDP – Energias do Brasil SA (2012). *EDP Relatório Anual 2012*. Retrieved from <http://edp.foinvest.com.br/static/ptb/relatorios-anuais-de-sustentabilidade.asp?language=ptb>
- Egri, C.P., & Ralston, D.A. (2008). Corporate responsibility: A review of international management research from 1998 to 2007, *Journal of International Management*, 14, 319 – 339.
- Eletropaulo Metropolitana Eletricidade de São Paulo SA (2012). *AES Eletropaulo Relatório de Sustentabilidade 2012*. Retrieved from <http://www.aesbrasil sustentabilidade.com.br/pt/relatorios.html>
- Embraer SA (2002). *Embraer Relatório Social 2002*. Retrieved from <http://ri.embraer.com.br/show.aspx?idCanal=iM2P2p1lloUsWi5mzDbdbA==>
- Embraer SA (2012). *Embraer Relatório Anual 2012*. Retrieved from <http://ri.embraer.com.br/show.aspx?idCanal=iM2P2p1lloUsWi5mzDbdbA==>
- Epstein, M.J., & Freedman, M. (1994). Social disclosure and the individual investor, *Accounting, Auditing and Accountability Journal*, 7, 94 – 104.
- Estácio Participações SA (2012). *Estácio Relatório Anual 2012*. Retrieved from

- http://www.estacioparticipacoes.com.br/estacio2010/web/conteudo_pt.asp?idioma=0&conta=28&tipo=30097
- European Commission (2001). *Green Book. Promoting a European Framework for Corporate Social Responsibility*. European Commission, Brussels.
- Even Construtora e Incorporadora SA (2012). *Even Relatório Anual e de Sustentabilidade 2012*. Retrieved from <http://www.even.com.br/SustentabilidadeInovacao/Relatorios>
- Ewing, M., & Windisch, L. (2007). Contemporary Corporate Social Responsibility in China: An Extension of Confucian Philosophy?, Discussion paper [No. 44], Monash University.
- Falck, O., & Heblich, S. (2007). Corporate Social Responsibility: Doing well by doing good. *Business Horizons*, 50, 247 – 254.
- Fibria Celulose SA (2012). *Fibria Relatório de Sustentabilidade 2012*. Retrieved from <http://www.fibria.com.br/web/pt/midia/publicacoes.htm>
- Franco, E., Ray, S., & Ray, P.K. (2011). Patterns of Innovation Practices of Multinational-affiliates in Emerging Economies: Evidence from Brazil and India, *World Development*, 39(7), 1249 – 1260.
- Frankental, P. (2001). Corporate Social Responsibility: a PR invention? *Corporate Communications: An International Journal*, 6(1), 18 – 23.
- Friedman, M. (1962). *Capitalism and freedom*. Chicago: University of Chicago Press.
- Friendman, M. (1970). *The social responsibility of business is to increase its profits*, New York Times Magazine, 122 – 126.
- Garriga, E., & Melé, D. (2004). Corporate Social Responsibility Theories: Mapping the Territory, *Journal of Business Ethics*, 53, 51 – 71.
- Gaylord, S. (2012). Too Undisciplined to legislate? Party Unity and Policy-making in Brazil, *Journal of Politics in Latin America*, 4(3), 39 – 65.
- Gerda SA (2002). *Gerda Relatório Social 2002*. Retrieved from <http://gerda.foinvest.com.br/ptb/s-36-ptb-2002.html>
- Gerda SA (2012). *Gerda Relatório Anual 2012*. Retrieved from <http://gerda.foinvest.com.br/ptb/s-36-ptb-2002.html>
- Gifford, B., Kestler, A., & Anand, S. (2010). Building local legitimacy into corporate social responsibility: Gold mining firms in developing nations, *Journal of World Business*, 45, 304 – 311.
- Gjølberg, M. (2009). Measuring the immeasurable? Constructing an index of CSR practices and CSR performance in 20 countries, *Scandinavian Journal of Management*, 25, 10 – 22.
- Godfrey, P. C., & Hatch, N.W. (2007). Researching corporate social responsibility: An agenda for the 21st century. *Journal of Business Ethics*, 70(1), 87–98.
- Gomes, D.A., Campos Filho, L.A.N., & Casanova, L. (2010). *Institutional Influences on the Global CSR Actions of Brazilian Mining Company Vale* (INSEAD Working Paper). Retrieved from Social Science Research Network website: <http://ssrn.com/abstract=2006453>.
- Gordon, K. (2001). *The OECD Guidelines and Other Corporate Social Responsibility Instruments: a Comparison* (No. 2001/5). OECD Publishing.
- Gray, R., & Kouhy, R. (1993). Accounting for the environment and sustainability in lesser developed countries: an exploratory note, *Research in Third World Accounting*, 2, 387 – 399.
- Graves, S. B., & Waddock, S. A. (1994). Institutional owners and corporate social responsibility. *Academy of Management Journal*, 37, 1034-1047.
- Griesse, M.A. (2007). The geographic, political, and economic context for corporate

- social responsibility in Brazil, *Journal of Business Ethics*, 73, 21 – 37.
- Gruner, T. (2002). Corporate and social responsibility in Africa. *Environmental Leadership News*, 19.
- Gugler, P., & Shi, J.Y.J. (2009). Corporate Social Responsibility for Developing Country Multinational Corporations: Lost War in Pertaining Global Competitiveness? *Journal of Business Ethics*, 87, 3 – 24.
- Guthrie, J.E., Cuganesan, S., & Ward, L. (2008). Disclosure Media for Social and Environmental Matters within the Australian Food and Beverage Industry, *Social and Environmental Accountability Journal*, 28(1), 33 – 44.
- Hamann, C. (2003). Mining companies role in sustainable development: the “why” and “how” of corporate social responsibility from a business perspective, *Development Southern Africa*, 20, 237–54.
- Hamann, C. (2006). Can business make decisive contributions to development? Toward a research agenda on corporate citizenship and beyond, *Development Southern Africa*, 23, 175–95.
- Hayek, F.A. (1969). The corporation in a democratic society: in whose interest ought it and will it be run? In H. Ansoff (ed.), *Business Strategy* (pp. 225). Harmondsworth: Penguin Books.
- Heaney, J-G., & Gleeson, D. (2008). Corporate Social Responsibility in Business Courses: How Can Generation Y Learn? *Academy of World Business, Marketing & Management Development Proceedings*, 3(1), 388 – 397.
- Hermelo, F.D., & Vassolo, R. (2010). Institutional development and hypercompetition in emerging economies, *Strategic Management Journal*, 31, 1457 – 1473.
- Heslin, P.A., & Ochoa, J.D. (2008). Understanding and developing strategic corporate social responsibility, *Organizational Dynamics*, 37(2), 125 – 144.
- Hoffman, A. J. (1999). Institutional evolution and change: Environmentalism and the U.S. chemical industry, *The Academy of Management Journal*, 42, 351-371.
- Hofstede, G. (1984). *Culture’s consequences*. Beverly Hills, CA: Sage.
- Hofstede, G. (1991). *Cultures and organizations: Software of the mind*. England, London: McGraw-Hill.
- Hoskinsson, R.E., Eden, L., Lau, C.M., & Wright, M. (2000). Strategy in emerging economies. *The Academy of Management Journal*, 43(3), 249-267.
- Huntington, S. 1969. *Political order in changing societies*. New Haven, CT: Yale University Press.
- Hypermarcas SA (2012). *Hypermarcas Relatório Anual 2012*. Retrieved from <http://hypermarcas.infoinvest.com.br/>
- Igalens, J., & Gond, J.P. (2005). Measuring corporate social performance in France: a Critical and empirical analysis of ARESE data. *Journal of Business Ethics*, 56(2), 131-148.
- Instituto Ethos de Empresas e Responsabilidade Social (n.d.). Retrieved from <http://www3.ethos.org.br/>
- Islam, M.A., & Deegan, C. (2008). Motivations for an organization within a developing country to report social responsibility information: Evidence from Bangladesh, *Accounting, Auditing & Accountability Journal*, 21(6), 850 – 874.
- Itaú Unibanco Holding SA (2012). *Itaú Relatório Anual 2012*. Retrieved from <https://www.itaubanco.com.br/relacoes-com-investidores/informacoes-financeiras>
- Itaúsa – Investimentos Itaú SA (2002). *Itaúsa Relatório Anual 2002*. <http://www.itausa.com.br/pt/informacoes-financeiras/relatorio-anual-e-de-sustentabilidade>

- Itaúsa – Investimentos Itaú SA (2012). *Itaúsa Relatório Anual 2012*.
<http://www.itausa.com.br/pt/informacoes-financeiras/relatorio-anual-e-de-sustentabilidade>
- Jamali, D., & Mirshak, R. (2007). Corporate Social Responsibility (CSR): Theory and Practice in a Developing Country Context, *Journal of Business Ethics*, 72, 243 – 262.
- Jamali, D., & Neville, B. (2011). Convergence versus Divergence of CSR in Developing Countries: An embedded multi-layered institutional lens, *Journal of Business Ethics*, 102, 599 – 621.
- Jayme, F.G. Jr. (2003). Balance-of-Payments-Constrained Economic Growth in Brazil, *Brazilian Journal of Political Economy*, 23(1), 62 – 84.
- JBS SA (2012). *JBS Relatório de Sustentabilidade 2012*. Retrieved from
<http://www.jbs.com.br/ri/>
- Jenkins, R. (2005). Globalization, Corporate Social Responsibility and Poverty, *International Affairs*, 81(3), 525 – 540.
- Johnson, R. A., & Greening, D. W. (1999). The effects of corporate governance and institutional ownership types on corporate social responsibility. *Academy of Management Journal*, 42(5), 564 – 576.
- Kamla, R. (2007). Critically Appreciating Social Accounting and Reporting in the Arab Middle East: A Postcolonial Perspective, *Advances in International Accounting*, 20, 105 – 177.
- Klabin SA (2012). *Klabin Relatório Anual de Sustentabilidade 2012*. Retrieved from
<http://www.klabin.com.br/pt-br/paginas/relatorios-de-sustentabilidade>
- Knox, S., & Maklan, S. (2004). Corporate Social Responsibility: Moving beyond investment towards measuring outcomes. *European Management Journal*, 22(5), 508 – 516.
- Koleva, P., Rodet-Kroichvili, N., David, P., & Marasova, J. (2010). Is corporate social responsibility the privilege of developed market economies? Some evidence from Central and Eastern Europe, *The International Journal of Human Resource Management*, 21(2), 274 – 293.
- Kolk, A., van Tulder, R., & Welters, C. (1999). International codes of conduct and corporate social responsibility: can transnational corporation regulate themselves? *Transnational Corporations*, 8(1), 143 – 180
- Kolk, A., Hong, P., & van Dolen, W. (2010). Corporate Social Responsibility in China: An analysis of domestic and foreign retailers' sustainability dimensions, *Business Strategy and the Environment*, 19(5), 289 – 303.
- Kotler, P., & Lee, N. (2005). *Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause*. Hoboken, NJ: Wiley.
- Kuasirikun, N., & Sherer, M. (2004). Corporate Social Accounting Disclosure in Thailand, *Accounting, Auditing and Accountability Journal*, 17(4), 629 – 660.
- Kurt, W. (2009). Institutional Change in Latin America: External Models and their Unintended Consequences, *Journal of Politics in Latin America*, 1(1), 37 – 66.
- Kurucz, E., Colbert, B., & Wheeler, D. (2008). The business case for corporate social responsibility. In A. Crane, A. McWilliams, D. Matten, J. Moon, & D. Siegel (Eds), *The Oxford Handbook of Corporate Social Responsibility* (pp. 83 – 112). Oxford: Oxford University Press.
- Kuznetsov, A., Kuznetsov, O., & Warren, R. (2009). CSR and the legitimacy of business in transition economies: The case of Russia, *Scandinavian Journal of Management*, 25, 37 – 45.
- Leonard, D., & McAdam, R. (2003). Corporate Social Responsibility. *Quality Progress*, 27 – 32.
- Li, S., Fetscherin, M., Alon, I., Lattemann, C., & Yeh, K. (2010). Corporate Social responsibility

- in Emerging Markets – The Importance of the Governance Environment, *Management International Review: Journal of International Business*, 50(5), 635 – 654.
- Light SA (2012). *Light Relatório de Sustentabilidade 2012*. Retrieved from <http://ri.light.com.br/static/ptb/sustentabilidade.asp?idioma=ptb>
- Loes, A. (2010). No rearview mirror. In Deloitte (Ed.) *Financial Institutions in Brazil, Positioning for a new scenario* (pp. 11 – 12). Deloitte Touche Tohmatsu, Brazil.
- Logsdon, J., & Wood, D.J. (2004). Implementing global business citizenship: Multilevel motivations and an initial research agenda. In J. Hooker, & P. Madsen (Eds.), *International corporate social responsibility: Exploring the issues* (pp. 423 – 446). Pittsburgh: Carnegie Mellon University Press.
- Lojas Renner SA (2012). *Renner Relatório Anual de Sustentabilidade 2012*. Retrieved from <http://portal.lojasrenner.com.br/renner/responsabilidade/content.action?id=467&tela=S>
- Loman, H. (2014). *Brazil's Macro Economy, past & present – Economic Report*. Retrieved from Economic Research Department Rabobank website: <https://economics.rabobank.com/publications/2014/january/brazils-macro-economy-past-and-present/>
- Maignan, I., & Ralston, D. (2002). Corporate Social Responsibility in Europe and the U.S.: Insights from Business' Self-presentations, *Journal of International Business Studies*, 33(3), 497 – 514.
- Marfrig Alimentos SA (2012). *Grupo Marfrig Relatório Anual 2012*. Retrieved from <http://ri.marfrig.com.br/port/inf FINAN/relatorios.asp>
- Matten, D., & Crane, A. (2005). Corporate citizenship: Toward an extended theoretical conceptualization, *Academy of Management Review*, 30, 166-180.
- Matten, D., & Moon, J. (2008). “Implicit” and “Explicit” CSR: A conceptual framework for a comparative understanding of corporate social responsibility, *Academy of Management Review*, 33(2), 404 – 424.
- Mariz, C. (1992). Religion and Poverty in Brazil: Comparison of Catholic and Pentecostal Communities, *Sociology of Religion*, 53, 63 – 70.
- McGuire, J. (1963). *Business and Society*. New York: McGraw-Hill.
- McGuire, J.B., Sundgren, A., & Schneeweis, T. (1988). Corporate Social Responsibility and Firm Financial Performance, *The Academy of Management Journal*, 31(4), 854 – 872.
- McWilliams, A., & Siegel, D. (2001). Corporate Social Responsibility: A theory of the Firm Perspective, *The Academy of Management Review*, 26(1), 117 – 127.
- Meyer, K.E., Estrin, S., Bhaumik, S.K., & Peng, M.W. (2009). Institutions, resources, and entry strategies in emerging economies. *Strategic Management Journal*, 30, 61-80.
- Mielniczuk, F. (2013). BRICS in the Contemporary World: changing identities, converging interests, *Third World Quarterly*, 34(6), 1075 – 1090.
- Ministério do Trabalho e Emprego (n.d.). Retrieved from <http://www.mte.gov.br/>.
- Miroshnik, V. (2002). Culture and International Management: a review. *Journal of Management Development*. 21, 7, pp. 521-544.
- Mitra, R. (2011). Framing the corporate responsibility-reputation linkage: The case of Tata motors in India, *Public Relations Review*, 37, 393 – 398.
- Mohr, L.A., Webb, D.J., & Harris, K.E. (2001). Do consumers expect companies to be socially responsible? The impact of Corporate Social Responsibility on Buying Behavior, *The Journal of Consumer Affairs*, 35(1), 45 – 72.
- Moon, J., Crane, A., & Matten, D. (2005). Can corporations be citizens? Corporate citizenship as a metaphor for business participation in society, *Business Ethics Quarterly*, 15, 427 – 451.
- MRV Engenharia e Participações SA (2012). *MRV Vida Relatório de Sustentabilidade 2012*.

- Retrieved from http://ri.mrv.com.br/relatorios_anuais.aspx
- Muller, A. (2006). Global versus Local CSR Strategies, *European Management Journal*, 24(2-3), 189 – 198.
- Natura Cosméticos SA (2002). *Natura Relatório Anual 2002*. Retrieved from <http://natura.infoinvest.com.br/ptb/s-15-ptb.html>
- Natura Cosméticos SA (2012). *Natura Relatório Anual 2012*. Retrieved from <http://natura.infoinvest.com.br/ptb/s-15-ptb.html>
- Newson, M., & Deegan, C. (2002). Global expectations and their association with corporate social disclosure practices in Australia, Singapore, and South Korea, *The International Journal of Accounting*, 37(2), 183 – 213.
- North, D. (1990). *Institutions, Institutional Change, and Economic Performance*. Cambridge: Cambridge University Press.
- Oi SA (2012). *Oi Relatório Anual de Sustentabilidade 2012*. Retrieved from http://ri.oi.com.br/oi2012/web/conteudo_pt.asp?idioma=0&conta=28&tipo=43589
- Oliveira, J.A.P. (2006). Corporate citizenship in Latin America: new challenges for business. *Journal of Corporate Citizenship*, 21, 17 – 20.
- Pachauri, R.K. (2006). CSR in new dimensions, *The Economic Times*.
- Peinado-Vara, E. (2006). Corporate social responsibility in Latin America. *Journal of Corporate Citizenship*, 21, 61 – 69.
- Pereira, C., & Orellana, S. (2009). Hybrid Political Institutions and Governability: The Budgetary Process in Brazil, *Journal of Politics in Latin America*, 1(3), 57 – 79.
- Perez-Batres, L.A., Miller, V.V., & Pisani, M.J. (2010). CSR, Sustainability and the Meaning of Global Reporting for Latin American Corporations, *Journal of Business Ethics*, 91, 193 – 209.
- Petroleo Brasileiro SA (2012). *Petrobras Relatório de Sustentabilidade 2012*. Retrieved from <http://www.investidorpetrobras.com.br/pt/governanca/relatorio-de-sustentabilidade/>
- Phillips, F. (2006). Corporate social responsibility in an African context. *The Journal of Corporate Citizenship*, 24, 23–37.
- Planalto (n.d.). Retrieved from www.planalto.gov.br
- Preston, A., Wright, C., & Young, J. (1996). Imag[in]ing annual reports, *Accounting, Organizations and Society*, 21, 113 – 137.
- Putrevu, S., Mcguire, J., Siegel, D.S. & Smith, D.M. (2012). Corporate social responsibility, irresponsibility, and corruption: introduction to the special section. *Journal of Business Research*, 65, 1618–1621.
- Qingfen, D. (2006). Survey reveals CSR not fully understood. *China Daily*, 27 October.
- Quacquarelli, N. (2012). *QS Global 200 Business Schools Report 2012*. Retrieved from Intelligence Unit: www.topmba.com/global-200-12
- Rahaman, A.S., Lawrence, S., & Roper, J. (2004). Social and Environmental Reporting at the VRA: institutionalised legitimacy or legitimation crisis? *Critical Perspectives on Accounting*, 15(1), 35 – 56.
- Rettab, B., Brik, A.B., & Mellahi, K. (2008). A Study of Management Perceptions of the Impact of Corporate Social Responsibility on Organisational Performance in Emerging Economies: The Case of Dubai, *Journal of Business Ethics*, 89(3), 371 – 390.
- Roberts, J. (2003). The manufacture of corporate social responsibility: Constructing corporate sensibility, *Organization Science*, 10, 249 – 265.
- Robertson, C. J., Crittenden, W.F., Brady, M.K., & Hoffman, J.J. (2002). Situational Ethics Across Borders: A Multicultural Examination, *Journal of Business Ethics*, 12, 327 – 338.

- Rossi, L. (2014, March 7). No discurso a sustentabilidade é mais fácil. *EXAME*. Retrieved from <http://exame.abril.com.br/revista-exame/edicoes/1060/noticias/no-discurso-e-mais-facil?page=2>
- Schein, E. (1985). *Organizational culture and leadership*. San Francisco: Jossey-Bass.
- Scherer, A.G., & Palazzo, G. (2011). The new political role of business in a globalized world: a review of a new perspective on CSR and its implications for the firm, governance and democracy, *Journal of Management Studies*, 48(4), 899 – 931.
- Schmidheiny, S. (2006). A view of corporate citizenship in Latin America, *Journal of Corporate Citizenship*, 21, 21 – 24.
- Sharfman, M. P., Shaft, T. M., & Tihanyi, L. (2004). A model of global and institutional antecedents of high-level corporate environmental performance, *Business & Society*, 43, 6 – 36.
- Sharma, S.G. (2009). Corporate Social Responsibility in India: An overview, *The International Lawyer*, 43, 1515 – 1533.
- Singh, D., & Ahuja, J. (1983). Corporate Social Reporting in India, *International Journal of Accounting*, 18(2), 151 – 169.
- Singleton, R.A. Jr., & Straits, B.C. (2005). *Approaches to Social Research*, New York, Oxford: Oxford University Press.
- Sison, A. (2009). From CSR to Corporate Citizenship. Anglo-American and Continental European Perspectives, *Journal of Business Ethics*, 89(3), 235 – 246.
- Slack, K. (2012). Mission Impossible?: Adopting a CSR-based business model for extractive industries in developing countries. *Resources Policy*, 37, 179 – 184.
- Smith, N.C. (2003). Corporate Social Responsibility: not whether, but how? *Centre for Marketing Working Paper*, 03(701), 1-35.
- Souza Cruz SA (2012). *Souza Cruz Relatório Anual 2012*. Retrieved from http://www.souzacruz.com.br/group/sites/SOU_7UVF24.nsf/vwPagesWebLive/DO7X7MUC?opendocument&SKN=1
- Stohl, C., Stohl, M., & Popova, L. (2007). *A new generation of global corporate codes of ethics?* Paper presented at the Annual conference of International Communication Association, San Francisco, CA.
- Tang, L., & Li, H. (2009). Corporate Social Responsibility communication of Chinese and global corporations in China, *Public Relations Review*, 35, 199 – 212.
- Tápias, A. (2010). For the sustainable development of Brazil – Quality, challenges and roles for financial institutions. In Deloitte (Ed.) *Financial Institutions in Brazil, Positioning for a new scenario* (pp. 11 – 12). Deloitte Touche Tohmatsu, Brazil.
- Telefónica Brasil SA (2012). *Telefónica Relatório Anual de Sustentabilidade 2012*. Retrieved from <http://www.telefonica.com.br/institucional/sobre-a-telefonica/rc-e-sustentabilidade/relatorio-de-sustentabilidade>
- Teoh, H. Y., & Thong, G. (1984). Another look at corporate social responsibility and reporting: an empirical study in a developing country, *Accounting, Organisations and Society*, 9(2), 189 – 206.
- The Hofstede Centre (n.d.). Retrieved from <http://geert-hofstede.com/dimensions.html>
- Thompson, L. (2011). Brazil's economy: Reaching new heights, *OECD Observer*, 287(Q4).
- TIM Participações SA (2012). *TIM Relatório de Sustentabilidade 2012*. Retrieved from <http://www.tim.com.br/sp/sobre-a-tim/sustentabilidade/relatorio-de-sustentabilidade>
- Tractebel Energia SA (2012). *Tractebel Energie GDF Suez Relatório de Sustentabilidade 2012*. Retrieved from

- <http://www.tractebelenergia.com.br/wps/portal/internet/investidores/informacoes-financeiras/relatorios-anuais-e-de-sustentabilidade>
- Transparency International (2012). Retrieved from <http://www.transparency.org/cpi2012>.
- Ultrapar Participações SA (2012). *Ultra Relatório Anual 2012*. Retrieved from http://www.ultra.com.br/Ultra/Show.aspx?id_canal=W66abqhvw31P+OlcVaaC/g==
- Vale SA (2012). *Vale Relatório Anual 2012*. Retrieved from <http://www.vale.com/brasil/PT/investors/annual-reports/sustainability-reports/Paginas/default.aspx>
- Visser, W. (2008). CSR in developing countries. In A. Crane, A. McWilliams, D. Matten, J. Moon, & D. Siegel (Eds). *The Oxford Handbook of Corporate Social Responsibility* (pp. 473 – 499). Oxford: Oxford University Press.
- Waldman, D. A., de Luque, M. S., Washburn, N., House, R. J., Adetoun, B., Barrasa, A., . . . Wilderom, C.P.M. (2006). Cultural and leadership predictors of corporate social responsibility values of top management: A GLOBE study of 15 countries, *Journal of International Business Studies*, 37, 823-837.
- Weaver, G.R., Trevino, L.K., & Cochran, P.L. (1999). Integrated and decoupled corporate social performance: Management commitment, external pressures, and corporate ethics practices, *Academy of Management Journal*, 42, 539 – 552.
- Weber, M. (2008). The business case for corporate social responsibility: a company-level measurement approach for CSR. *European Management Journal*, 26, 247 – 261.
- Welford, R. (2004). Corporate Social Responsibility in Europe and Asia – Critical Elements and Best Practice, *Journal of Corporate Citizenship*, 13, 31 – 47.
- Wheeler, C., Colbert, B., & Freeman, R.E. (2003). Focusing on value: reconciling corporate social responsibility, sustainability and a stakeholder approach in a network world, *Journal of General Management*, 28(3), 1 – 28.
- Wigley, S. (2008). Gauging consumers' responses to CSR activities: Does increased awareness make cents? *Public Relations Review*, 34, 306 – 308.
- Wiig, A., & Kolstad, I. (2010). Multinational corporations and host country institutions: A case study of CSR activities in Angola, *International Business Review*, 19, 178 – 190.
- Windsor, D. (2001). The future of corporate social responsibility, *International Journal of Organizational Analysis*, 9(3), 225 – 256.
- Windsor, D. (2004). Global corporate social responsibility: International regimes and the constellation of corruption, poverty, and violence. In J. Hooker & P. Madsen (Eds). *International corporate responsibility: Exploring the issues* (pp. 43-67). Pittsburgh, PA: Carnegie Mellon University Press.
- Windsor, D. (2013). Corporate social responsibility and irresponsibility: A positive theory Approach, *Journal of Business Research*, 66, 1937 – 1944.
- Williams, S. (1999). Voluntary Environmental and Social Accounting Disclosure Practices in the Asia-Pacific Region: An International Empirical Test of Political Economy Theory, *The International Journal of Accounting*, 34(2), 209 – 238.
- Williams, C.A. (2001). Corporate Social Responsibility in an Era of Economic Globalization, *U.C. Davis L. Rev.*, 35, 705 – 777.
- Williams, O. E. (2004). The UN Global Compact, *Business Ethics Quarterly*, 14, 755–774.
- Wood, D.J. (1991). Corporate social performance revisited, *Academy of Management Review*, 16, 691 – 718.
- World Business Council for Sustainable Development (2001). *The Business Case for Sustainable Development*. Retrieved from

<http://www.wbcsd.org/pages/edocument/edocumentdetails.aspx?id=197&nosearchcontextkey=true>

- Yin, J., & Zhang, Y. (2012). Institutional Dynamics and Corporate Social Responsibility in an Emerging Country Context: Evidence from China, *Journal of Business Ethics*, 111, 301 – 316.
- Young, R. (2004). Dilemmas and advances in corporate social responsibility in Brazil. The work of the Ethos Institute, *Natural Resources Forum*, 28(4), 291 – 301.
- Zadek, S. (2000). *Doing Good and Doing Well: Making the Business Case for Corporate Citizenship*. Research Report 1282-00-RR. New York: The Conference Board.

Appendices

Appendix I: International guidelines for CSR

The United Nations Global Compact (UNGC)

This compact lists 10 principles stating that businesses should:

Principle 1: Support and respect the protection of internationally proclaimed human rights

Principle 2: Ensure that they are not complicit in human rights abuses

Principle 3: Uphold the freedom of association and the effective recognition of the right to collective bargaining

Principle 4: Eliminate all forms of forced and compulsory labor

Principle 5: Abolish child labor

Principle 6: Eliminate discrimination in respect of employment and occupation

Principle 7: Support a precautionary approach to environmental challenges

Principle 8: Undertake initiatives to promote greater environmental responsibility

Principle 9: Encourage the development and diffusion of environmentally friendly technologies

Principle 10: Work against corruption in all its forms, including extortion and bribery

(See: <http://www.unglobalcompact.org/>)

Global Reporting Initiative (GRI)

“The GRI Sustainability Reporting Guidelines (the Guidelines) offer Reporting Principles, Standard Disclosures and an Implementation Manual for the preparation of sustainability reports by organizations, regardless of their size, sector or location. The Guidelines also offer an international reference for all those interested in the disclosure of governance approach and of the environmental, social and economic performance and impacts of organizations. The Guidelines are useful in the preparation of any type of document which requires such disclosure.”

(See: <https://www.globalreporting.org/Pages/default.aspx>)

Organization for Economic Cooperation and Development (OECD)

“The OECD Guidelines are recommendations by governments to multinational enterprises (MNEs) operating in or from the 33 countries that adhere to the Guidelines. The Guidelines help ensure that MNEs act in harmony with the policies of countries in which they operate and with societal expectations. They are the only comprehensive, multilaterally endorsed code of conduct for MNEs. They establish non-binding principles and standards covering a broad range of issues in business ethics. The basic premise of the Guidelines is that internationally agreed principles can help to prevent misunderstandings and build an atmosphere of confidence and predictability among business, labour, governments and society as a whole.” (Gordon, 2001, p.2)

International Labour Organization (ILO)

“The ILO sets labour standards and encourages social dialogue, two key aspects of CSR. Most CSR initiatives, including codes of conduct, refer to the principles deriving from international labour standards, developed by ILO. Whilst not binding on enterprises, the principles derived from ILO Conventions can act as a guide for enterprises’ behaviour.”

(See: <http://www.ilo.org/global/lang--en/index.htm>)

International Organization for Standardization (ISO)

“ISO International Standards ensure that products and services are safe, reliable and of good quality. For business, they are strategic tools that reduce costs by minimizing waste and errors and increasing productivity. They help companies to access new markets, level the playing field for developing countries and facilitate free and fair global trade. ISO International Standards provide practical tools for tackling many of today’s global challenges, in the sectors sustainable development, food, water, cars, climate change, energy efficiency and renewables, services, and health.”

(See: <http://www.iso.org/iso/home.htm>)

Social Accountability International

“SAI developed voluntary standard SA8000, an auditable standard for a third-party verification system, setting out the voluntary requirements to be met by employers in the workplace, including workers’ rights, workplace conditions, and management systems. The normative elements of this standard are based on national law, international human rights norms and the conventions of the ILO.”

(See: <http://www.sa-intl.org/index.cfm?fuseaction=Page.ViewPage&PageID=937>)

Appendix 2

Table 3. General information sample

	Name	Sector	Subsector	Segment	(Inter)nationally operating	2012
1	ALL – America Latina Logistica SA	Construction & Transportation	Transportation	Railroads	National	-
2	AMBEV SA	Consumer Non Cyclical	Beverages	Beer & Soft drinks	International	x
3	Anhanguera Educacional Participacoes SA	Consumer Cyclical	Diversified	Educational Services	National	x
4	BB Seguridade Participacoes SA	Financial	Insurance, Life & Multi-line	Insurance	National	-
5	BM&FBOVESPA SA	Financial	Diversified financial services	Diversified financial services	International	x
6	BR Malls Participacoes SA	Financial	Real Estate	Real estate	National	-
7	BR Properties SA	Financial	Real Estate	Real estate	National	-
8	BRF SA	Consumer Non Cyclical	Food processors	Meat, poultry and others	International	x
9	Banco Bradesco SA	Financial	Financial intermediaries	Banks	International	x
10	Banco Santander Brasil SA/Brazil	Financial	Financial intermediaries	Banks	International	x
11	Banco do Brasil SA	Financial	Financial intermediaries	Banks	International	x
12	Bradespar SA	Financial	Holdings diversified	Holdings diversified	National	-
13	Braskem SA	Basic Materials	Chemicals	Petrochemicals	International	x
14	Brookfield Incorporacoes SA	Construction & Transportation	Construction & Engineering	Residential Buildings Construction	National	-
15	CCR SA	Construction & Transportation	Transportation	Toll Roads & Highways	International	x

16	CETIP SA – Mercados Organizados	Financial	Diversified financial services	Diversified financial services	National	-
17	CPFL Energia SA	Utilities	Electric utilities	Electric utilities	National	x
18	Centrais Eletricas Brasileiras SA	Utilities	Electric utilities	Electric utilities	International	x
19	Cia Brasileira de Distribucao Grupo Pao de Acucar	Consumer Non Cyclical	Retail & Distribution	Food Retailers	National	x
20	Cia Energetica de Minas Gerais	Utilities	Electric utilities	Electric utilities	International	x
21	Cia Energetica de Sao Paulo	Utilities	Electric utilities	Electric utilities	National	x
22	Cia Hering	Consumer Cyclical	Textiles, Apparel & Footwear	Apparel & Clothing	National	-
23	Cia Paranaense de Energia	Utilities	Electric utilities	Electric utilities	National	x
24	Cia Siderurgica Nacional SA	Basic Materials	Steel & Metalurgy	Steel	International	-
25	Cia de Saneamento Basico do Estado de Sao Paulo	Utilities	Water utilities	Water utilities	National	x
26	Cielo SA	Financial	Diversified financial services	Diversified financial services	National	x
27	Cosan SA Industria e Comercio	Consumer Non Cyclical	Food processors	Sugar - Alcohol	International	-
28	Cyrela Brazil Realty SA Empreendimentos e Participacoes	Construction & Transportation	Construction & Engineering	Residential Buildings Construction	National	x
29	Diagnosticos da America SA	Consumer Non Cyclical	Health	Med Hosp Services, Anal &	National	x
30	Duratex SA	Basic Materials	Wood & Paper	Wood	International	x

31	EDP – Energias do Brasil SA	Utilities	Electric utilities	Electric utilities	International	x
32	EcoRodovia Infraestrutura e Logistica SA	Construction & Transportation	Transportation	Toll Roads & Highways	National	x
33	Eletropaulo Metropolitana Eletricidade de Sao Paulo SA	Utilities	Electric utilities	Electric utilities	National	x
34	Embraer SA	Capital Goods & Services	Transportation equipment & components	Aerospace & Defense	International	x
35	Estacio Participacoes SA	Consumer Non Cyclical	Diversified	Educational Services	National	x
36	Even Construtora e Incorporadora SA	Construction & Transportation	Construction & Engineering	Residential Buildings Construction	National	x
37	Fibria Celulose SA	Basic Materials	Wood & Paper	Pulp & Paper	International	x
38	Gafisa SA	Construction & Transportation	Construction & Engineering	Residential Buildings Construction	National	-
39	Gerdau SA	Basic Materials	Steel & Metalurgy	Steel	International	x
40	Gol Linhas Aereas Inteligentes SA	Construction & Transportation	Transportation	Airlines	National	-
41	Hypermarcas SA	Consumer Non Cyclical	Diversified	Diversified products	National	x
42	Itau Unibanco Holding SA	Financial	Financial Intermediaries	Banks	International	x
43	Itausa – Investimentos Itau SA	Financial	Financial Intermediaries	Banks	International	x
44	JBS SA	Consumer Non Cyclical	Food Processors	Meat, Poultry & Others	International	x
45	Klabin SA	Basic Materials	Wood & Paper	Pulp & Paper	International	x
46	Kroton Educacional SA	Consumer Cyclical	Diversified	Educational services	National	-

47	Light SA	Utilities	Electric utilities	Electric utilities	National	x
48	Localiza Rent a Car SA	Consumer Cyclical	Diversified	Car Rental	International	-
49	Lojas Americanas SA	Consumer Cyclical	Retail	Diversified Retailers	National	-
50	Lojas Renner SA	Consumer Cyclical	Retail	Apparel, Fabric & Footwear	National	x
51	MRV Engenharia e Participacoes SA	Construction & Transportation	Construction & Engineering	Residential Buildings Construction	National	x
52	Marfrig Alimentos SA	Consumer Non Cyclical	Food Processors	Meat, Poultry & Others	International	x
53	Metalurgica SA	Consumer Cyclical	Travel, Entertainment & Leisure	Bicycles	International	-
54	Natura Cosmeticos SA	Consumer Non Cyclical	Personal care & cleaning products	Em Branco	International	x
55	Oi SA	Telecommunications	Fixed Line Communications	Fixed Line Communications	National	x
56	PDG Realty SA Empreendimentos e Participacoes	Construction & Transportation	Construction & Engineering	Residential Buildings Construction	National	-
57	Petroleo Brasileiro SA (Petrobras)	Oil, Gas & Biofuels	Oil, Gas & Biofuels	Exploration & Refining	International	x
58	Prumo Logistica SA (LLX Logistica SA)	Construction & Transportation	Transportation	Warehousing & Storage	National	-
59	Qualicorp SA	Consumer Non Cyclical	Health	Med Hosp Services, Anal & Diagnostics	National	-
60	Rossi Residencial SA	Construction & Transportation	Construction & Engineering	Residential Buildings Construction	National	-
61	Souza Cruz SA	Consumer Non Cyclical	Tobacco	Cigarette & Tobacco	International	x
62	Suzano Papel e Celulose SA	Basic Material	Wood & Paper	Pulp & Paper	International	-
63	Telefonica Brasil SA	Telecommunications	Fixed Line Communications	Fixed Line Communications	International	x
64	Tim Participacoes SA	Telecommunications	Wireless Communications	Wireless Communications	National	x

65	Tractebel Energia SA	Utilities	Electric utilities	Electric utilities	National	x
66	Ultrapar Participacoes SA	Financial	Holdings Diversified	Holdings Diversified	International	x
67	Usinas Siderurgicas de Minas Gerais SA	Basic Materials	Steel & Metalury	Steel	National	-

Appendix 3

Table 4. Historical overview of engagement in CSR

	Name	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
1	ALL – America Latina Logistica SA														-
2	AMBEV SA									x	x	x	x	x	x
3	Anhanguera Educacional Participacoes SA														x
4	BB Seguridade Participacoes SA														-
5	BM&FBOVESPA SA										x	x	x	x	x
6	BR Malls Participacoes SA														-
7	BR Properties SA														-
8	BRF SA												x	x	x
9	Banco Bradesco SA				x	x	x	x	x	x	x	x	x	x	x
10	Banco Santander Brasil SA/Brazil												x	x	x
11	Banco do Brasil SA				x	x	x	x	x	x	x	x	x	x	x
12	Bradespar SA														-
13	Braskem SA	x	x	-	x	-	x	x	x	x	x	x	x	x	x
14	Brookfield Incorporacoes SA														-
15	CCR SA							x	x	x	x	-	-	x	x
16	CETIP SA – Mercados Organizados														-
17	CPFL Energia SA			x	x	x	x	x	x	x	x	x	x	x	x
18	Centrais Eletricas Brasileiras SA (Eletrobras)								x	x	x	x	x	x	x
19	Cia Brasileira de Distribucao Grupo Pao de										x	x	x	x	x

	Acucar														
20	Cia Energetica de Minas Gerais (CEMIG)										x	x	x	x	x
		1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
21	Cia Energetica de Sao Paulo (CESP)										x	x	x	x	x
22	Cia Hering													x	-
23	Cia Paranaense de Energia (COPEL)			x	x	x	x	x	x	x	x	x	x	x	x
24	Cia Siderurgica Nacional SA														-
25	Cia de Saneamento Basico do Estado de Sao Paulo										x	x	x	x	x
26	Cielo SA														x
27	Cosan SA Industria e Comercio														-
28	Cyrela Brazil Realty SA Empreendimentos e Participacoes								x	x	x	x	x	x	x
29	Diagnosticos da America SA														x
30	Duratex SA						x	x	x	x	x	x	x	x	x
31	EDP – Energias do Brasil SA							x	x	x	x	x	x	x	x
32	EcoRodovia Infraestrutura e Logistica SA							x	x	x	x	x	x	x	x
33	Eletropaulo Metropolitana Eletricidade de Sao Paulo SA											x	x	x	x
34	Embraer SA	x	x	x	x	x	x	x	x	x	x	x	x	x	x
35	Estacio Participacoes SA											x	x	x	x

36	Even Construtora e Incorporadora SA										x	x	x	x	x
37	Fibria Celulose SA											x	x	x	x
38	Gafisa SA														-
		1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
39	Gerdau SA				x	x	x	x	x	x	x	x	x	x	x
40	Gol Linhas Aereas Inteligentes SA					x	x	x	x	x	x	x	x	x	-
41	Hypermarcas SA														x
42	Itau Unibanco Holding SA											x	x	x	x
43	Itausa – Investimentos Itau SA		x	x	x	x	x	x	x	x	x	x	x	x	x
44	JBS SA									x	x	x	x	x	x
45	Klabin SA										x	x	x	x	x
46	Kroton Educacional SA														-
47	Light SA									x	x	x	x	x	x
48	Localiza Rent a Car SA														-
49	Lojas Americanas SA														-
50	Lojas Renner SA										x	x	x	x	x
51	MRV Engenharia e Participacoes SA									x	x	x	x	x	x
52	Marfrig Alimentos SA									x	x	x	x	x	x
53	Metalurgica SA														-
54	Natura Cosméticos SA			x	x	x	x	x	x	x	x	x	x	x	x
55	Oi SA													x	x
56	PDG Realty SA Empreendimentos e Participacoes														-
57	Petroleo Brasileiro SA (Petrobras)							x	x	x	x	x	x	x	x
58	Prumo Logistica SA (LLX Logistica SA)														-

59	Qualicorp SA															-
60	Rossi Residencial SA															-
61	Souza Cruz SA										x	x	x	x	x	x
62	Suzano Papel e Celulose SA															-
		1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	
63	Telefonica Brasil SA						x	x	x	x	x	x	x	x	x	x
64	Tim Participacoes SA										x	x	x	x	x	x
65	Tractebel Energia SA					x	x	x	x	x	x	x	x	x	x	x
66	Ultrapar Participacoes SA		x	x	x	x	x	x	x	x	x	x	x	x	x	x
67	Usinas Siderurgicas de Minas Gerais SA (USIMINAS)		x	x	x	x	x	x	x	x	x	x	x	x		-
68	Vale SA								x	x	x	x	x	x	x	x

Appendix 4

Figure 2. Chi-square test place of operations

		2012		Total
		Yes	No	
Place of operations	Count	20	17	37
	Expected Count	25,0	12,0	37,0
	National			
	% within Place of operations	54,1%	45,9%	100,0%
	% within 2012	43,5%	77,3%	54,4%
	% of Total	29,4%	25,0%	54,4%
	Std. Residual	-1,0	1,5	
	Count	26	5	31
	Expected Count	21,0	10,0	31,0
	International			
	% within Place of operations	83,9%	16,1%	100,0%
	% within 2012	56,5%	22,7%	45,6%
% of Total	38,2%	7,4%	45,6%	
Std. Residual	1,1	-1,6		
Count	46	22	68	
Expected Count	46,0	22,0	68,0	
Total	% within Place of operations	67,6%	32,4%	100,0%
	% within 2012	100,0%	100,0%	100,0%
	% of Total	67,6%	32,4%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability
Pearson Chi-Square	6,852 ^a	1	,009	,010	,008	
Continuity Correction ^b	5,557	1	,018			
Likelihood Ratio	7,171	1	,007	,010	,008	
Fisher's Exact Test				,010	,008	
Linear-by-Linear Association	6,751 ^c	1	,009	,010	,008	,007
N of Valid Cases	68					

a. 0 cells (0,0%) have expected count less than 5. The minimum expected count is 10,03.

b. Computed only for a 2x2 table

c. The standardized statistic is -2,598.

Appendix 5

Table 5. Topics covered in the reports of the year 2002

		9. Banco Bradesco SA	11. Banco do Brasil SA	13. Braskem SA	17. CPFL Energia SA	23. Cia Paranaense de Energia	34. Embraer SA	39. Gerdau SA	43. Itausa – Investimentos Itau	54. Natura Cosméticos SA
General	CSR policy				X					
	CSR responsible				X			X	X	X
	Definition of CSR		X		X	X				X
	Mission/values	X			X			X		
Institutional National & International	Instituto Ethos				X	X		X		X
	GRI				X					X
	ISO			X			X			X
	UNGC									X
Operational	Collaboration			X	X					X
	Financial	*	*	*	*	*		*	*	*
	Fines				*					
	Innovation / R&D	X		*				*		*
	Investments & Growth		*	*	*	*		*	*	*
	Risk Management		X							X
	Stakeholders		*	X	*	*			X	*
Human Resources	Benefits	X			X		*	*		X
	Career opportunities	X		X	X		X	X	X	*
	Diversity	*	*							*
	Labour Union				X					X
	Safety				*		X	*	*	*
	Salary						X	X	*	*
	Training	*	*	*	*	*	*	*	*	*
Social	Culture	*	*	X	*	*	*	*	X	
	Education	*	*		*	*	*	*	*	*
	Health	X	X		*			*		
	Local development/ Social inclusion	*	*	X	*	*		*		
	Sport	X	*					*		
	Voluntary work of workforce		*			*		*	X	X
Environment	Biodiversity		*	*	*	*	X	*	X	X
	Clean world			X	X			X		*
	Education	X			*	*		*	X	X
	Energy use & reduction			X	*			X	X	*
	Gas emission & reduction			X	*			X		*
	Material use & reduction				*					X

Waste & Recycling		x	x	*		x	x	x	
Water use & reduction			x	*			x	x	*

Appendix 6

Table 6. Topics covered in the reports of the year 2012

		2	3	5	8	9	10	11	13	15	17	18	19	20	21	22	23	25	26	28	29	30	31	32	33	34	35	36	37	39	41	42	43	44	45	47	50	51	52	54	55	57	61	63	64	65	66	68							
General	CSR Policy	X			X	X	X				X	X	X	X	X									X	X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						
	CSR responsible	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
	Definition of CSR					X					X														X																														
	Mission/Values		X			X	X	X	X	X	X	X	X	X	X	X							X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
	Themes CSR set by stakeholders		X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Institutional National	ICO2			X	X	X	X	X					X			X													X			X	X					X			X														
	ISE			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
	Instituto Ethos		X		X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Rio+20	X		X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
Institutional International	CDP				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	GRI	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	ISO	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Millenium-goals			X	X		X	X				X				X	X							X	X																														
	UNGC		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Operational	Collaboration	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Coordination in subsidiaries CSR				X																																																		
	Financial	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Fines			*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Innovation/R&D	X	X	*	X	X	*	*	*	*	*	X	*	*	*	*	*	X	*	X	*	X	*	X	*	X	*	X	*	X	*	X	*	X	*	X	*	X	*	X	*	X	*	X	*	X	*	X	*	X	*	X	*		
	Growth	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
	Political involvement		X	*	X						X					X		X					X								X		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*		
	Risk Management	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
	Stakeholders	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
	Human Resources	Benefits	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
Career		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
Corruption		X	*	*		*			*	X	*	*	X			*	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
Discrimination		*	*	*				*	*	X	*	*				*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
Diversity		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
Health		X			X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		

