

A BENCHMARKING APPROACH TO THE SITUATION AND TOPICS IN CSR REPORTS OF HUNGARIAN CORPORATIONS

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Abstract:

Nowadays Corporate Social Responsibility (CSR) is not only one of main keys of corporate success; it is rather its essential requirement or survival issue. CSR strategy has to be integrated and harmonized with the global corporate strategy to realise its advantages. On this basis a research was conducted on the evolution of the concept and definition as well as on the top 10 CSR trends for 2013. Benchmarking appeared as a consequent system to evaluate companies' CSR contributions towards the economy, society and environment and it was used to compare the topics included in the CSR reports of the best Hungarian companies together with references from case studies of international companies in order to learn from which could be considered as the most outstanding reports in the country.


Keywords: *corporate management; integrated strategy; benchmarking; CSR topics*

UNA APROXIMACIÓN DE BENCHMARKING A LA SITUACIÓN Y TÓPICOS EN LOS INFORMES DE RSC DE LAS EMPRESAS HÚNGARAS

Resumen:

Hoy en día la Responsabilidad Social Corporativa (RSC) es no sólo uno de los puntos clave del éxito corporativo; es más bien su requisito o elemento de supervivencia esencial. La estrategia de RSC ha de estar integrada y armonizada con la estrategia corporativa global para percibir sus ventajas. Sobre esta base se investigaron la evolución del concepto y definición, así como las principales 10 tendencias de RSC en 2013. La técnica de *benchmarking* o comparativa de mercado resultó un sistema consecuente para evaluar las contribuciones de RSC de las compañías hacia la economía, la sociedad y el medio ambiente y fue utilizada para comparar los tópicos incluidos en los informes de RSC de las mejores compañías húngaras junto con referencias de casos de estudio de entidades internacionales para aprender de los que podrían considerarse como los informes más relevantes en el país.

Palabras clave: *gestión corporativa; estrategia integrada; benchmarking; tópicos de RSC*

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1. Introduction

Nowadays the importance of corporate social responsibility has increased (Carroll and Shabana 2010; Tacon and Walters 2010). The number of conscious customers is steadily increasing, which has the consequence that responsible activities of companies affect on customers' decision. In order that world companies achieve a long term and enduring success, they must establish their own CSR strategies (Kinrad et al. 2003). According to the tendencies in reports as the annual KPMG survey on corporate responsibility reporting, in recent years CSR has been adopted as specific strategy by more than three-fourth of 250 top companies in the Fortune's ranking (Tafti et al. 2012). So, nowadays CSR should not only be considered one of main keys of corporate success, but an essential requirement or survival issue.

Concurrently the formation of the concept has been expanded in many areas, ranging from the legal responsibility through the ethical behaviour and social consciousness, to the area of sustainability (Garriga and Melé 2004).

Following contributions on CSR development by authors as Szilávik (2009) or Carroll and Shabana (2010), the origin of social responsibility can lead back to the post-war period, when companies emerged other social obligations towards the society beyond the profiteering. In the 1950s responsibility primarily covered of product safety, ethical advertising, workplace safety, labour rights, environmental protection and ethical business behaviour.

In the 1960s Levitt and Friedman's views meant a withdrawing force, the first of them claiming that social responsibility is the task of the government and it is not useful if it distracts the attention of the companies from the financial aspect of welfare and profit production (Carroll and Shabana 2010). The Nobel Prize-winning economist Milton Friedman also rejected that a company deals with such activities, which does not belong to its basic objectives (Tóth 2007). In this period, social responsibility was not linked to the financial performance, but it was to marketing activities (Kotler and Levy 1969). Some years later, the number of researches specifically devoted to social responsibility significantly increased as well as the number of topics considered, with a main focus on sensitivity and performance.

On the contrary, there were not significant advances in the concept by 1980s, while more and more empirical researches were conducted in the field of CSR, which covered following topics as corporate public policy, business ethics and stakeholder theory. along the years of this decade, the focus was on economic ethics, which gave an impulse to the spread of social responsibility. Kenneth Goodpaster and John B. Matthews' article "*Can a corporate have a conscience?*" really disproved Friedman's earlier suggestion and emphasized corporate responsibility as a very important element of business life (Tóth 2007).

In the 1990s the environmental reports and environmental management systems and standards (as ISO14001) clearly dominated the responsibility field. The definition of CSR was expanded to include sustainability and sustainable development. Finally, in the last years after 2000, the strategic foundations of CSR activities have attracted the attention of academics and practitioners and become not only the key of success, but an essential requirement as well.

Parallel to the development of the CSR concept, its definition was progressively extended to include new elements. In their review of salient contributions in the literature, Carroll and his team considered and compared more than 20 definitions, highlighting four dimensions as basic pillars of social responsibility and stating that CSR of business should encompass the economic, legal, ethical and discretionary expectations that a society has of organizations at any given point in time (Maon et al. 2010; Moshabaki et al. 2011). According to Carroll (1979, 1999), the basic four dimensions in the CSR concept derive from the following premises:

- a) organizations are expected to be successful and profitable in order to meet consumers' needs, i.e. they should be conscious of their economic responsibility;
- b) organizations are obliged to observe laws and public regulations, i.e. they should be conscious of their legal responsibility;
- c) organizations are expected to respect social norms and believes, i.e. they should be conscious of their ethical responsibility; and
- d) voluntary corporate activity must attempt to help the population, i.e. organizations should be conscious of the importance of discretionary responsibility.

One of most relevant definitions is the one by Kotler and Lee (2005, p. 3), suggesting that “corporate social responsibility is a commitment to improve community well-being through discretionary business practices and contributions of corporate resources. Corporate social initiatives are major activities undertaken by a corporation to support social causes and to fulfil commitments to corporate social responsibility”.

The definition by the World Business Council for Sustainable Development (WBCSD) states that “corporate social responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large” (WBCSD 2013). In a similar sense, the European Commission (2001) considers CSR as “concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”.

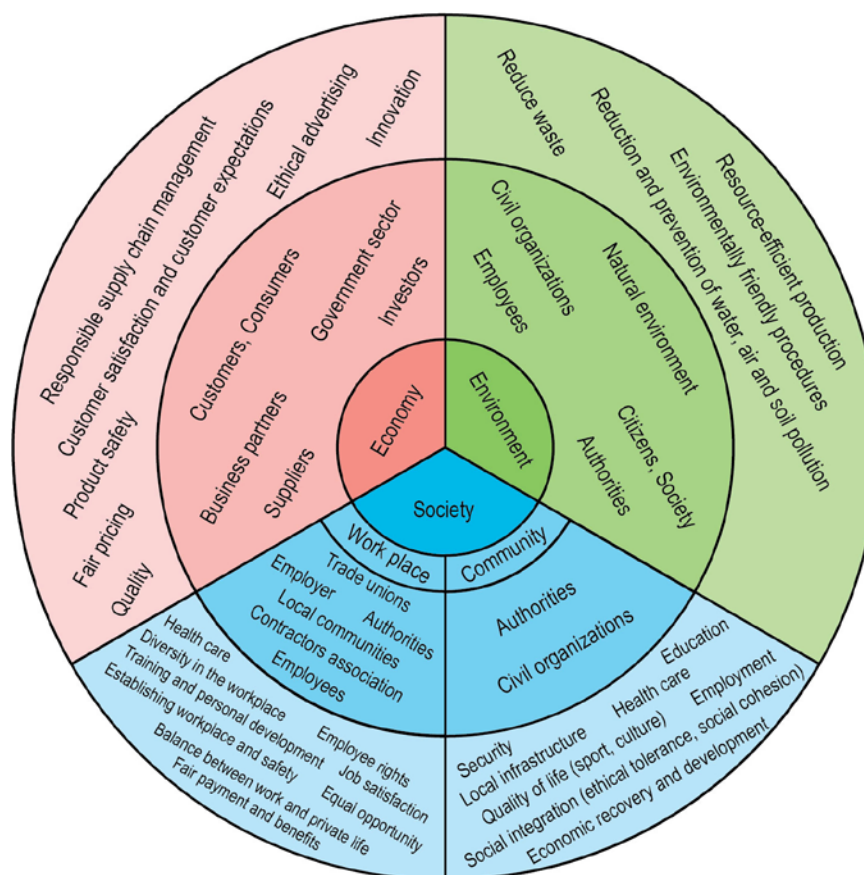
Moreover, the European Commission –similarly to Daly in 1991– highlights three pillars of CSR: economy, society and environment. Accordingly to the economic pillar of responsibility, legal requirements must be observed in addition to any form of voluntary commitment. The European Commission report on CSR topics in 2004 concerning business areas included issues such as product safety, innovation, fair pricing and advertising, and customer satisfaction.

The social pillar of responsibility has a dual significance. On the one hand, it refers to a portion of the society, as a community to improve the quality of life and well-being of raising actions; on the other hand, it includes the right conditions at workplace, security, development and advocacy provision.

Finally, the environmental pillar primarily covers issues related to a more efficient use of resources, waste management and reduction of environmental pollution.

Figure 1 summarizes main topics in above three pillars, including also relevant stakeholders.

Figure 1. Most important topics and groups of stakeholders from a CSR view



Source: own elaboration based on European Commission (2004)

2. CSR trends

International organizations as Business for Social Responsibility (BSR) foresaw the top CSR trends in 2013. These 10 top trends are as follows:

1. Integration of CSR into business strategy.
2. Accountability and responsibility for social and environmental performance in the supply chain.
3. Revenue transparency and corporate and government accountability.
4. Social license to operate as a commercial driver.
5. Changing expectations about human rights issues.
6. Local content and growing demands for benefit sharing.
7. Evolving NGO agendas and relations with business.
8. Labour relations and regaining worker trust.
9. Collaborative approaches to cumulative sustainability impacts.
10. Balancing the competition for water resources.

These trends can be grouped and discussed on the basis of the three pillars of CSR that were considered in the previous section.

So, from the economic point of view it seems that there is a high pressure on companies to increase their levels of transparency and accountability, keep off corruption, increase sustainability and protect human rights. Companies have to meet simultaneously the expectations of stakeholders as employees, customers, suppliers or local communities. They need a specific strategy to make it possible. Such CSR strategy has to be integrated and harmonized with the global corporate strategy in order to perceive and maximize its advantages.

In this sense, CSR performs as a voluntary activity, and that is the reason why governmental organizations try to be back. However, in certain sector activities as, for example, energy and mining industries, governments are requiring an increase of revenue transparency. In this way they can provide essential services such as education.

Regarding the social aspect of responsibility, companies have to behave good and properly. In other words, they should vouch responsibility after their decisions. When making their buying decisions, consumers will choose the products of those companies which appear as most responsible and, for example, use less natural resource during their production activities. This can be more evident from the effectiveness of special labels appearing in the pursue items (e.g. labels in cosmetic products not tested on animals or foods that do not contain genetically modified organisms).

The social dimension of responsibility deals with the performance of the community, which has a certain expectation on company performance. If a company causes environmental damages in a people's living area, then it is clear that its duty is to return some benefits from the profit to compensate, as it is a human right to ensure people living in a better and healthier world. Specifically, the BSR report states that "it will be a standard practice in 2013 for companies to focus on integrating human rights into due diligence approaches to proactively identify and address issues" (BSR 2012).

And last but not least, employers have to guarantee normal working conditions to its employees, and make them committed. In accordance with the study by Hewitt Associates (2010), it is worth dealing with environmentally-conscious practices, because employees will appreciate them and this can be one of their reason to work in a company (Mohin 2012).

Finally, and regarding the environmental perspective, we should keep in mind that we all are responsible for our World, no matter if we are individuals, companies or public bodies. So, companies have to decrease their consumptions of natural resources by making their best of technical possibilities. In this sense, the BSR report highlights that water-intensive industries have already started to develop solutions for sustainable water management (BSR 2012). This can be the first step. Due to the climate change and population growth a more efficient use of resources and recycling policies are dramatically needed.

3. An overview on the Hungarian situation

Hungary published in 2006 the first official regulation of CSR, which supported employers' social responsibility and provided metrics to stimulate responsibility (CSR Europe 2009). At the moment, the CSR regulation in the country considers different key areas, as use of sustainable energy, climate change, reporting, accountability and transparency, social equity and cohesion, and sustainable consumption. The local community goals are sponsored by the small and large businesses alike.

Even when there are not researches about the companies' philanthropic activities, an increasing number of collaborative business appears. Maybe the cooperation between companies and local communities is not as active as in Western European countries, but a number of good goals have been achieved (as building playgrounds, painting schools, etc.). However, companies need to work continually in order to achieve the demanded levels of trust and transparency, as consumers often link CSR to public relations.

3.1. CSR goals in Hungarian corporations

In 2008 the results from a survey by GKI Gazdaságkutató Zrt. –a Hungarian consultancy dealing with economic research–also pointed to the fact that the importance of CSR is continually increasing in the day-to-day life of companies. To be precise, social responsibility was reflected in the spending activity of 54.2% of the companies operating in Hungary.

According to this survey, the CSR spending of domestic enterprises with over 20 people in staff was more than HUF 330 billion¹ in 2007, of which only 20.3% (exactly HUF 67 billion) was spent for external responsibility purposes (charity, social, educational, cultural, environmental, health and sports). Hungarian managers also classified the most important CSR objectives in the GKI survey, by giving them a score in an interval scale ranging from -100 to +100 interval (see Table 1). Obtained data suggest that Hungarian firms prefer internal to external CSR goals, as they have more influence on the company's profitability. External CSR goals have their significance in the social judgement, as the CSR can be defined as the companies' positive image towards society.

Table 1. Most important CSR objectives in Hungarian managers' view

Item nr.	CSR objective	Value
1	Positive influence on the company image	63
2	Improvement and preservation of the health of employees	56
3	Application of environmentally friendly solutions	54
4	Creating equal opportunities within the company	50
5	Providing welfare benefits to employees	48
6	Ensuring corporate transparency	47
7	Training the staff	46
8	Active supporting of environmental protection	28
9	Supporting educational institutions	16
10	Talent care (e.g. trainee program)	14
11	Contribution to the creation of equal opportunities	11
12	Improving the health status of Hungary	10
13	Munificence to the needy/underprivileged ones	1
14	Talent care (e.g. scholarships, foundations)	1
15	Culture promotion	-3
16	Improvement of business-government relations	-6
17	Sponsoring Hungarian mass sport	-8

Source: GKI (2008)

¹ Hungarian Forint (HUF) is the currency of Hungary. At the time of publishing this paper (August 2014) the exchange rate with Euro was around 0.003184 with Euro (1 HUF = 0.003184 €) and 0.004242 with US\$ (1 HUF = 0.004242 US\$).

3.2. Industry results and characteristics

CSR spending differs depending on sectors: on the one hand, the most money is spent by companies in mining, industry and commerce activities; on the other hand, the least amounts are spend by other companies in sectors as education, health, agriculture and fisheries, as well as those in catering and accommodation services.

According to the CSR 24/7 report by Braun & Partners Hungary, in 2010, as in previous years, telecommunication and financial companies appeared in the leading positions of CSR expenditure in Hungary (see Figure 2). The average 44% of the energy companies and public services was similar to the total national average, but there are great differences between companies. The wholesale and retail trade businesses, as well as the industrial companies performed below average.

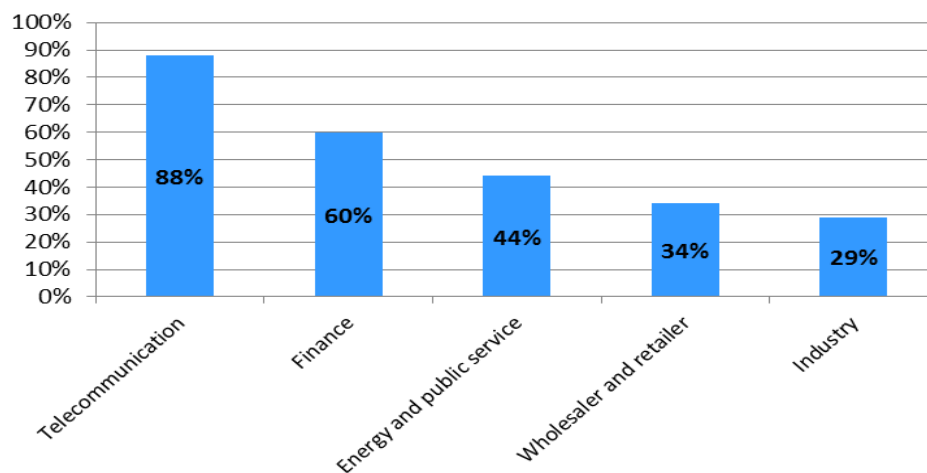
However, the wholesale and retail trade businesses increased their average results in 17 percentage points if compared to the previous year 2009. This was largely due to the fact that several of them had achieved a significant improvement compared to last year (e.g. Tesco, which issued a CSR report in 2010 for the first time with 21 percentage points; or Spar, which performance showed an improvement of 18 percentage points).

GKI had explored in 2007 the relationship between communication activities and CSR spending. Findings suggested that those companies spending the most in CSR purposes were not those which communicate their activities and results in a better way, but in case of those companies with 250-999 employees, or those in concrete industries, as catering and accommodation services, transportation, telecommunications, financial planning, real estate, and financial services.

There are different interpretations of CSR in the business sector. Taking responsibility has a new dimension: the economic one. Some companies consider that compliance with legal requirements (e.g. fair tax payment and waging) should be considered as part of CSR performance. This situation can be considered as specific of the Hungarian companies and can be explained by the high taxes applied in the country. Despite the fact that charity activities are considered as a tax base reduction factor, in case of small and medium-sized enterprises after tax payment there is no possibility at all to afford a single expense on this. Therefore it is not surprising that large corporations treat it as a prescribed obligation, a practice which prevails in the more developed European countries.

Multinational companies develop their CSR strategy on the basis of the parent companies' example, as long-term profit-maximizing effects are attributed to this activity. Consumers are buying more and more interested and conscious of the companies' efforts towards the society and environment. Moreover, the GKI survey called attention to a new trend: CSR was no longer to provide outstanding competitive advantages, but rather it is becoming a condition to keep companies alive in the competition.

Figure 2. CSR expenditure by sectors in Hungary



Source: Braun & Partners Hungary (2010)

3.3. Top 25 Hungarian corporations in terms of CSR activity

The CSR 24/7 report by Braun & Partners Hungary included information on transparency and CSR communication activities for big corporations operating in the country. These figures were provided for 2009 and 2010 and they were collected on the basis of the Global Reporting Initiative (GRI) and the United Nations Global Compact's guidelines. The survey proved that such big companies were inclined to publish information on their socially responsible actions and showed until what extent they wish to do it. Considering this information, a ranking of responsible entities was established referred to seven dimensions of CSR activities appearing in corporative websites: i) transparency; ii) corporate governance; iii) relationships with stakeholders; iv) environmental responsibility; v) economic responsibility; vi) society; and vii) human resource (internal) responsibility.

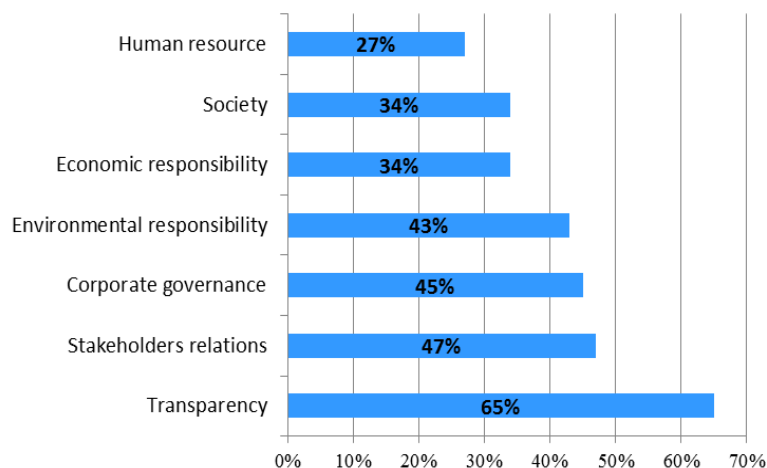
The big Hungarian companies considered obtained the best results in terms of transparency (Figure 3), which was due to the detailed corporate information included in the websites, the growing number of CSR reports, and the annual publication of the report on CSR contents. There was also a significant development regarding communications with stakeholders as more and more companies reported regular two-way dialogue with different groups of interest (e.g. employees, suppliers, customers, etc.). On the contrary, the weakest score was registered regarding human resource management and the presentation of the relationships between the companies and suppliers and social organizations in their homepages.

When comparing these results in Hungary with the USA or the global situation, there is a significant difference. So, 4 of 5 companies in the Fortune magazine list of two hundred largest USA companies had a CSR report for the preceding financial year, and this ratio was 30% in the case of Forbes' Global Top 2000 list. Moreover, the spread of CSR reporting will likely be accelerated in forthcoming years. to be precise, if comparing 2009 with previous years, there is a 25 % increase in the number of non-financial reports prepared worldwide taking into account the GRI guidelines.

Environmental and social data supported activities of stakeholders as investors, customers, employees, civil organizations, academics and other organizations and helped them to understand the risks from the companies' operations as well as their reasons for developing and implementing plans to manage them. Due to the scarce of resources, showing how a company operates in a sustainable way is turning into an important competitive factor and the basis for comparison.

Additionally, the Braun & Partners Hungary CSR 24/7 report pointed to the fact that big Hungarian corporations were not meeting their stakeholders' expectations in terms of transparency of their operations, or were only partially doing it. Considering the CSR 24/7 rating top for 2010, only 8 of 25 companies included elaborated a non-financial CSR report in the previous two years taking into consideration international guidelines and standards. However, the situation was not better in case of other countries in the region or, to be precise, Hungary appeared as leader, as according to the considered sample only 6 of 25 companies issued a CSR report in Austria, 3 of 25 in Poland, and 2 of 25 in Romania.

Figure 3. Results of Hungarian companies in the seven dimensions considered in the CSR 24/7 2010 report



Source: Braun & Partners Hungary (2010)

Going deeper into the obtained results, we can see that while in Hungary big service corporations (such as those operating in the banking or the telecommunications sectors) were more inclined to elaborate and publish reports on the impact of their activities on the environment and the society, the situation in Austria was much more balanced among different sectors. However, in Poland, for example, the situation was more similar to the Hungarian one, but in this case big oil companies being leaders not only in preparing reports, but also in the field of CSR and its communication as well.

The 25 Hungarian corporations considered in the CSR 24/7 report (Table 2) included the 20 companies in the country with the biggest turnover, as well as the biggest balance sheet of the three biggest banks and the 2 insurance companies with the highest fee income in the country (according to the figures in the Figyelő –Observation– TOP 200 list).

The national average according to this ranking was 43% in 2010, which meant an increase of 10 points in percentage if compared to the average figure of 33% in 2009. Considered individually, there was not a single company which results in 2010 were worse than the previous ones in 2009. Tesco Global Ltd. (place 10 in the ranking) and Budapest Electric Works Plc. (place 12) showed the greatest improvements in percentage terms, by enhancing their performance of 2009 in 21%.

Table 2. Rank of the top 25 Hungarian corporations in the CSR 24/7 2010 report

Place	Corporation	2009	2010
1	Hungarian Telecom Plc.	79%	88%
2	Mol Hungarian Oil and Gas Company Plc.	71%	83%
3	CIB Bank Ltd.	---	77%
4-5	OTP Bank Plc.	73%	75%
4-5	TVK Plc.	71%	75%
6-9	E.ON Hungaria Ltd.	54%	60%
6-9	Generali-Providencia Insurance Ltd.	54%	60%
6-9	K&H Bank Ltd.	54%	60%
6-9	MVM Group	56%	60%
10	Tesco-Global Ltd.	29%	50%
11	Audi Hungaria Motor Ltd.	35%	44%
12-13	Budapest Electric Works Plc.	17%	38%
12-13	E.ON Natural Gas Trade Ltd.	38%	38%
14-15	Spar Hungary Trade Ltd.	15%	33%
14-15	Tigáz Ltd.	---	33%
16	OMV Ltd.	---	31%
17-19	Allianz Hungária Insurance Ltd.	23%	29%
17-19	Bosch Group	---	29%
17-19	ISD Dunafer Ltd.	21%	29%
20-21	Hungarian Suzuki Ltd.	13%	21%
20-21	Philips Hungary Ltd.	8%	21%
22	Samsung Electronics Hungarian Ltd.	19%	19%
23	Sanofi-Aventis Chinoi Ltd.	---	15%
24	Panrusgáz Gas trade Ltd.	10%	10%
25	Flextronics International Ltd.	---	0%

Source: Braun & Partners Hungary (2010)

3.4. Topics considered in CSR reports of Hungarian corporations

On the above basis, benchmarking appeared as a consequent system to evaluate companies' CSR contributions towards the economy, society and environment and it was used to examine and compare the different topics considered in the CSR reports of the top 5 corporations in the mentioned CSR 24/7 ranking by Braun & Partners Hungary, i.e. Hungarian Telecom Plc. (T-Com), Mol Hungarian Oil and Gas Company Plc. (MOL), CIB Bank Ltd. (CIB), OTP Bank Plc. (OTP) and TVK Plc. (TVK).

As benchmarking is a process allowing a company the comparison of its own performance with the leaders in the industry, it is worth to use benchmark in case of CSR reports, because in this way we can increase transparency and improve accountability, as well as it is a systematic approach to evaluate companies' contributions.

Sustainability/CSR reports were compared on the topics considered, accordingly to the information downloaded from their websites for 2008 and 2009 (see Table 3). The actions reported in these sites can be grouped in the seven categories of:

- a) management systems;
- b) environment;
- c) social support;
- d) employees;
- e) health and safety;
- f) supply chain; and
- g) customer satisfaction.

T-Com was the only company developing its CSR practices in all the seven categories. Similarly, CIB, OTP and TVK centred their efforts in six of seven dimensions. MOL was the exception, focusing its CSR practices in only four of seven categories.

3.5. Some outstanding CSR reports of 2012 to compare

Outstanding CSR and sustainability reports can be found in specialized sites as the one by Triple Pundit (Newell 2012). Some of most salient ones in 2012 were presented by Intel, Nike and Philips.

Intel, the world leader in computer innovation, annually reports on CSR since 2001. In 2011 its slogan was “*connecting and enriching lives through technology*” and the report consisted of governance, environmental and social factors. The first dimension was devoted to improve transparency and increase engagement with key stakeholders. The second one was centred in elements as water, absolute global-warming, energy consumption and chemical waste. *Intel* also took steps towards the society, which covered improvement of employees' health, maintaining their safety, establishing more education programs, etc. Last but not least, one of the success factor was integrations of CSR metrics into its management system: “*if we manage to measure it, we can speak from it, because it surely exists*”.

In Kaye's words (2012), Nike launched an interactive sustainability report that “*educates, innovates and brings sustainability alive*”. Considered impact areas are: energy and climate, labour, chemistry, water, waste, and community. The primary aim in the sustainable strategy is to decrease the contribution to climate change. The corporation pays attention to its workforce not only inside the factory (working conditions, rights, etc.), but also outside (employees' living conditions). The company also tries to reduce the effect of product ingredients in the whole lifecycle to protect employees, consumers and the environment, as well as to cut water use, reduce waste and support communities. And why is it interactive? Because people can design their own sustainable athletic gear.

Philips focuses in the same key aspects as Intel, i.e. environmental, societal and governance issues. Moreover, the company considers them in a very serious way in its CSR report. For example, in 2011 they designed the first recycled coffee machine (*SENSEO Viva Café Eco*). Green products had already achieved 39% of total sales in 2012, and the intention is to increase this figure in future because they think it is still not enough (Godelnik 2012). *Philips* integrates CSR strategy in the company's annual report, so it gets such a significant role as innovation or marketing strategy. Beside this, they apply metrics to prove their efforts. In addition Philips' CSR report only exists in online version.

Table 3. Benchmarking the first 5 corporate from Braun & Partners' rank regarding the topics

Topics	T-Com	MOL	CIB	OTP	TVK
Management systems	Responsible for corporate governance and risk management	-	Business structure, Promotion ethical and responsible operation, CSR management and communication Stakeholder engagement	Code of Conduct, Risk Management	Code of Ethics, Quality Management, Framework for sustainable development, Supplier qualification, Performance Management
Environment	Climate protection, Water consumption, Biodiversity, Emissions, Wastes, Environmental goals and cost, T-Mobile for the cycling	Climate change – reduction of Greenhouse gases emissions, Biofuels, Energy efficiency, Air quality protection, Water management, Waste managements, Recompensing, Biodiversity	Energy saving, Paper consumption, Reduce Greenhouse gases emissions, View framing, Promote public transport and bicycle use, Responsible for waste management, Environmental aspects in the purchase	Resource use, Waste Management, Carbon dioxide emissions,	Improving energy efficiency, Climate Change, Water management, Air pollution, Waste management, Biodiversity
Social support	Sponsorship Institutional patronage, „Hungarian Telecom adds program, Our colleagues in the social responsibility	-	Chains of professional organizations, Development of financial culture, Social engagement, Civil partnership, National and international solidarity, Donation	Strengthen financial, consumer awareness, Responsible for financial services, Donation, Creating opportunities (child ambulance service) Employees' volunteerism	Social investments (foundations, culture, sports)
Employees	Talent Management, Occupational Health and Safety, Human rights, Equal opportunities, Change management, Human resource metrics, Employee involvement	Talents attraction –competitive salary, Talents retention, Competency development, Leader development, Equal opportunity	Benefits, Training, Employee engagement to the involvement of environmental efforts	Caring staff reductions, Policy benefits, Career Management, Training, Education, Community building (cultural events, sporting events)	Talent management, remuneration, performance management, Young talent acquisition, Career management, Employee satisfaction, Training, Development, Protection of human rights, Equal opportunity
Health and safety	Internet security, Data protection, Safe mobile phone usage, Electromagnetic spaces	Job safety, Traffic safety, Health protection, Process safety	-	Employees' health and recreation	Fire service, Health care, Workplace security, secure transport
Supply chain	Dolphin prize for the suppliers, a prize for a committed, sustainable, innovative Generation	-	Equal opportunities for suppliers, Favorable financial conditions, Apply environmentally friendly technology	-	Sub-contractors' safe operation
Customer satisfaction	Customer satisfaction and complaint treatment	Customer satisfaction and complaint treatment	Preservation and trust confidence	Research of customers' needs, Customer satisfaction	-

Source: own elaboration based on the information included in CSR reports published in companies' websites

4. Final remarks and conclusions

The report on CSR trends by Craib Design & Communications and PricewaterhouseCoopers LLP (2009) states that some 23% of companies reporting on their CSR practices do it in a “*corporate social responsibility report*”, while 40% of them call it “*sustainability report*”, 18% use the denomination “*corporate responsibility report*” and 5% prefer “*sustainable development report*”. In their research 1115 companies’ reports were examined from countries world around, including 350 European companies. It was also found that 75% of the companies include CSR information in their websites, but only in 40% of cases such information is displayed as a separate or specific item.

What is more, not every corporation is used to annually report on CSR. Only 74% of the examined European companies use to do it, considering a range of main topics in their reports as: management systems, environment, social support, employees, health and safety, and supply chain. Regarding these topics, the results of the benchmarking analysis in Hungary suggest that this country can also serve as a recipe for a good CSR strategy arrangement.

From the considered reports, we can conclude that the design and implementation of a CSR strategy is costly and requires time and other resources. However, it definitely worth the efforts, as companies may take advantage from a number of derived benefits as, for example:

- Their products can be differentiated, identified and repositioned.
- Brand image and loyalty can be built.
- Specific target groups (through specific marketing communication campaigns) can be reached.
- Old customers can be made committed.
- New customers may try and take the products.
- Customer satisfaction and trust can be built.
- Sales and turnover may increase, turning CSR practices into making profits also.
- Company’s confidence, image and reputation increase.
- Stakeholders and employees’ satisfaction and loyalty levels increase.
- There are positive effects on employee recruitment.
- There are real impacts on the supported social causes.
- Cost savings appear by using less energy, etc.

Just to summarize, on the basis of the benchmarking analysis carried out in Hungary, the findings in this paper point to the fact that the companies considered in the country have took their first steps in order to do good for society, the environment and for the economy. Developing sustainable consumption appears as a common interest, in which everyone has to take a role. So CSR is becoming more a more not a charity or a question of philanthropy, but it is rather a survival issue for companies.

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